

Volunteering Strategy 2014-17

Trust Board Meeting	Item: 8.2
29th January 2014	Enclosure: J
Purpose of the Report: The attached Kingston Hospital Volunteering Strategy 2014-17 sets out the Trust's proposed vision and approach to volunteering	
FOR: Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input checked="" type="checkbox"/>	
Sponsor (Executive Lead):	Duncan Burton, Director of Nursing
Author:	Laura Shalev-Greene, Volunteering Project Manager,
Author Contact Details:	laura.shalevgreene@kingstonhospital.nhs.uk, Ext: 2470
Risk Implications – Link to Assurance Framework or Corporate Risk Register:	1.Failure to maintain and improve quality of care 3.Failure to maintain and develop a site fit for the future
Link to Relevant Corporate Objective:	Strategic objective 1 to deliver quality, patient centred healthcare services with an excellent reputation
Document Previously Considered By:	Executive Management Committee 15 th January 2014
Recommendation & Action required by the Trust Board : The Trust Board is asked to approve the Kingston Hospital Volunteering Strategy 2014-17	

Executive Summary

The Kingston Hospital Volunteering Strategy 2014-17 is provided and sets out the Trust's vision for volunteering and the programme of work to meet this vision.

The strategy has been produced following engagement with existing volunteers, feedback from other organisations and best practice review.

Recommendation

The Trust Board is asked to approve the Kingston Hospital Volunteering Strategy 2014-2017



Volunteering

Kingston Hospital
NHS Foundation Trust

Strategy 2014 - 2017

Our Vision

Volunteers will enhance the experiences of people using Kingston Hospital and their unique perspectives on hospital life will shape the care provided.

Our volunteers will have a personally rewarding experience and know that their role has made a difference.

Our approach to volunteering will strengthen our contribution to the life of our local community

Foreword

Volunteering has played a key role in the day to day life of Kingston Hospital for many years and I have seen for myself the impact that our volunteers have on our patients, their families and staff and the incredibly valuable contribution that they make.

But at Kingston Hospital we all think we could do even more with the 570 volunteers we have and grow the number to ensure that we have volunteers available to support patients and staff across the organisation whenever it is needed.

As a healthcare provider we want to ensure that we contribute to the wider health and wellbeing of our community and there is a great deal of evidence to show that maintaining good relationships and links is key to our mental wellbeing. Volunteering is an ideal way of doing that and providing people across our communities with the opportunity to build relationships both with Kingston Hospital and its staff but also to make new friends. Volunteering also helps people to learn new skills and can even just help them to feel less lonely and that they are making a difference. What may seem like a little thing done by a volunteer can have a huge impact on the person they are supporting; whether it be providing some company during a meal as our team of dining companions do, a friendly face to greet them in reception when they come in and are feeling worried or nervous as our group of welcomers do, or providing support and a hot drink to anxious patients in A&E as our volunteers who work in the department do.

Our current volunteers are a diverse group and we have people who have been regularly volunteering for 25 years and volunteers who have only done a few days, but every contribution is welcome. Our volunteers range from 16 year olds who want to get a taste of life in the NHS to our 92 year old volunteer Florence Powell who welcomes patients and visitors every week to the Hospital.

This strategy is about maximising the potential of volunteering at Kingston Hospital and making sure that we are utilising the vast array of talent in the local community and doing all we can to bring that into the Trust. We want to see more volunteers working across a range of departments and activities and for Kingston Hospital to become a beacon for NHS volunteering and for our patients and staff to know that they are benefitting from the enhanced support that volunteers can provide.

Sian Bates
Chairman
January 2014

Contents

	Page
Introduction	5
Our Vision	5
Aims & Objectives	5
Drivers for Change	6
Where we are now	7
The Eight Steps Challenges for Excellence in Volunteering at Kingston Hospital	12
Implementing the Volunteering Strategy	13
Key Performance Indicators & Monitoring	13
Governance & Accountability	14
Resourcing and Funding	14
Conclusion	15
Appendix 1: Summary of Current, Extended and New Volunteering Roles	17
Appendix 2: Action Plan	19

1. Introduction

Volunteers are widely recognised as a powerful tool for promoting healthy communities as well as the improvement of healthcare services.¹ In a climate where 80,000 people are chronically lonely², we have an opportunity and a responsibility to mobilise volunteers to provide volunteering opportunities which contribute to tackling this growing health and societal issue. The Trusts corporate objectives for 2014/15 champion volunteering as a key activity that will drive community engagement in the running of the hospital. The Volunteering Strategy is therefore designed as the blue-print for achieving the potential of volunteering for the hospital and our stakeholders.

Through the Volunteering Strategy 2014-17, Kingston Hospital will become a hub for individuals, businesses, community and voluntary organisations seeking to invest time, talent and commitment for the benefit of their local health economy. The strategy is the story of how we will become an exemplar of best practice in the management of volunteers, delivering a personally rewarding experience for every volunteer in tune with their personal goals. It represents a step-change in how we recruit volunteers with fresh 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

Our vision for volunteering at Kingston Hospital NHS Foundation Trust is encompassed in four statements.

Volunteers will enhance the experiences of people using Kingston Hospital and their unique perspectives on hospital life will shape the care provided.

Our volunteers will have a personally rewarding experience and know that their role has made a difference.

Our approach to volunteering will strengthen our contribution to the life of our local community

3. Aims & Objectives

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

¹ Social Action for Health & Wellbeing: Building Cooperative Communities (Coalition Government) 2011

² Jeremy Hunt, Speech to National Children and Adults Service (NCAS) 18th October 2013

- Set out the strategic aims, objectives and key performance indicators for volunteering over the next three years.
- Define high quality volunteering and what makes our volunteering offer unique.
- Identify the case for new roles and projects where volunteering will directly improve the quality of patient experience and compliment overall hospital outcomes.
- Identify target audiences for volunteering to ensure our volunteers reflect our local population and patient demographic.
- Identify the leadership, infrastructure, and resources needed to deliver this work.
- Champion an organisational culture that welcomes volunteers as an integral part Kingston Hospital.

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

- Increase the volume and diversity of our volunteer team through targeted recruitment and proactive community engagement.
- Discover and apply innovative forms of volunteering to increase the flexibility and accessibility of our volunteering programme.
- Deliver a high quality, personalised volunteer journey that maximises the reciprocal benefits for the hospital 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 e.t.c) to the hospital through volunteering.
- Recognise and celebrate the value and impact of volunteering through robust 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.

5. Drivers for Change

External Drivers

- **Department of Health Vision Strategic for Volunteering 2011-** a ‘call to action’ to all health and social care organisations to promote volunteering as an opportunity to enhance quality, reduce inequalities and improve outcomes in health, public health and social care.
- **Kings Fund Volunteering in Health & Social Care – Securing a Sustainable Future 2013 –** calls for more evidence for the impact of volunteering on patient experience, patient safety, clinical effectiveness and wider social value of organisations in their communities.
- **Kings Fund Volunteering in Acute Hospitals 2013 –** the only known benchmarking exercise of volunteering acute hospitals.
- **Social Value Act 2012 –** legislates that NHS organisations must consider how the procurement of services will improve the economic, social and environmental wellbeing of

an area. It recognises the health and wellbeing outcomes of volunteering for volunteers including improved self-esteem, employability, and civic engagement.

- **Kingston Health & Wellbeing Strategy**– recommends connecting communities through volunteering schemes and voluntary sector intervention to reduce social isolation as a risk factor leading to poorer health outcomes, particularly amongst older people.
- **Kingston Voluntary & Community Strategy (DRAFT)** – Kingston Council is currently consulting on ways to build capacity in the community and voluntary sector. It represents an increased role for voluntary organisations delivering NHS services through commissioning and the benefits of partnership working to reduce health inequalities and share knowledge.

Internal Drivers

- **Corporate Objectives 2014/15** – good volunteering supports the overall aims of the hospital and is integrated into the agreed corporate objectives for 2014/15. The delivery of the agreed Volunteer Strategy action plan is a named strategic activity to successfully develop and embed the involvement of the community in the running of the hospital. We will develop and increase the engagement of Members through volunteering and fundraising initiatives.
- **Dementia Strategy – 2014-2017** - a vision to deliver first-class care for patients with dementia and their carers. Aspects of this strategy can only be delivered with sufficient volunteering support for such aspects as dementia friendly activities and pastoral care.
- **Patient & Public Involvement Strategy (2013-2017)** – Volunteers contribute directly to the hospital’s capability and capacity to support staff, patients and members of the public to improve the patient experience. The volunteer strategy is referenced directly under Pledge 3 of the Patient & Public Involvement Strategy.
- **Quality Strategy (2012-2017)** – a framework delivering quality through patient-focused health care. Volunteering is an integral route to enhancing the quality of patient experience. Volunteers also promote the delivery of efficient health services by alleviating pressure points on staff where appropriate and releasing more time to care.

6. Where we are now

Kingston Hospital supports a larger than average population of volunteers (577 to the national average of 471) with significantly less investment than the national average for an NHS hospital trust (£32,557³ compared with the average trust investment of £58,000). Our ‘Return on Investment’ calculation is estimated at £13.63 for every £1 spent, which is therefore greater than the national average for acute hospital trusts, calculated at £11.01 benefit for every £1 spent on volunteering.⁴

The current staffing and resource arrangements that support volunteering therefore deliver value in terms of the financial cost-benefit ratio. However the value of volunteering cannot solely be quantified in financial terms. Indeed, it would be a risk to the integrity and definition of volunteering to assume that the only value of volunteering lies in saving costs or at worst, replacing staff posts

³ The majority spend is on staff salaries, 0.75 whole time equivalent (WTE) Band 6 and 0.7 WTE Band 3. The remainder is allocated to volunteer events e.g. Christmas Party and volunteers’ expenses.

⁴ Volunteering in Acute Hospital Trusts, Kings Fund, November 2013

with volunteers. The Kingston Hospital Volunteering Strategy is therefore based on the imperative to maximise the quality and impact of volunteering, along-side the importance of delivering a cost-efficient infrastructure for the management of volunteers.

What our volunteers currently do - As of 1st January 2014, there are 18 different volunteer roles⁵ across Kingston Hospital. These represent a rich variety of roles ranging from front-of-house Welcomers to Ward-based volunteers, such as Dining Companions and Dementia Volunteers. Of 577 volunteers, almost half (49%) 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 rather than static, with new volunteering placements developed on a regular basis in response to proactive requests from staff for volunteer support and offers of support from volunteers.

If we assume our volunteers give an average of 3 hours per week (with some giving far more, others less active or lapsed) Kingston Hospital volunteers contribute almost 7,000 hours per month, 84,000 hours per year, representing an incredible resource. However we need more accurate data about volunteering activity to ensure volunteers' time is targeted *when* they are needed most, as well as what they contribute. The urgent need for more evening and weekend volunteer support is echoed across many of our existing volunteering roles and emerging needs. Through targeting the time as well as the number and type of volunteers, we will respond to the Government's challenge to society to tackle the chronic problem of loneliness and isolation in our communities. The strategy will therefore establish a more accurate picture about the time our volunteers contribute to ensure that we increase not only the number of volunteers and types of volunteering roles, but increase the presence of volunteers at evenings, weekends and other priority times when the need is greatest.

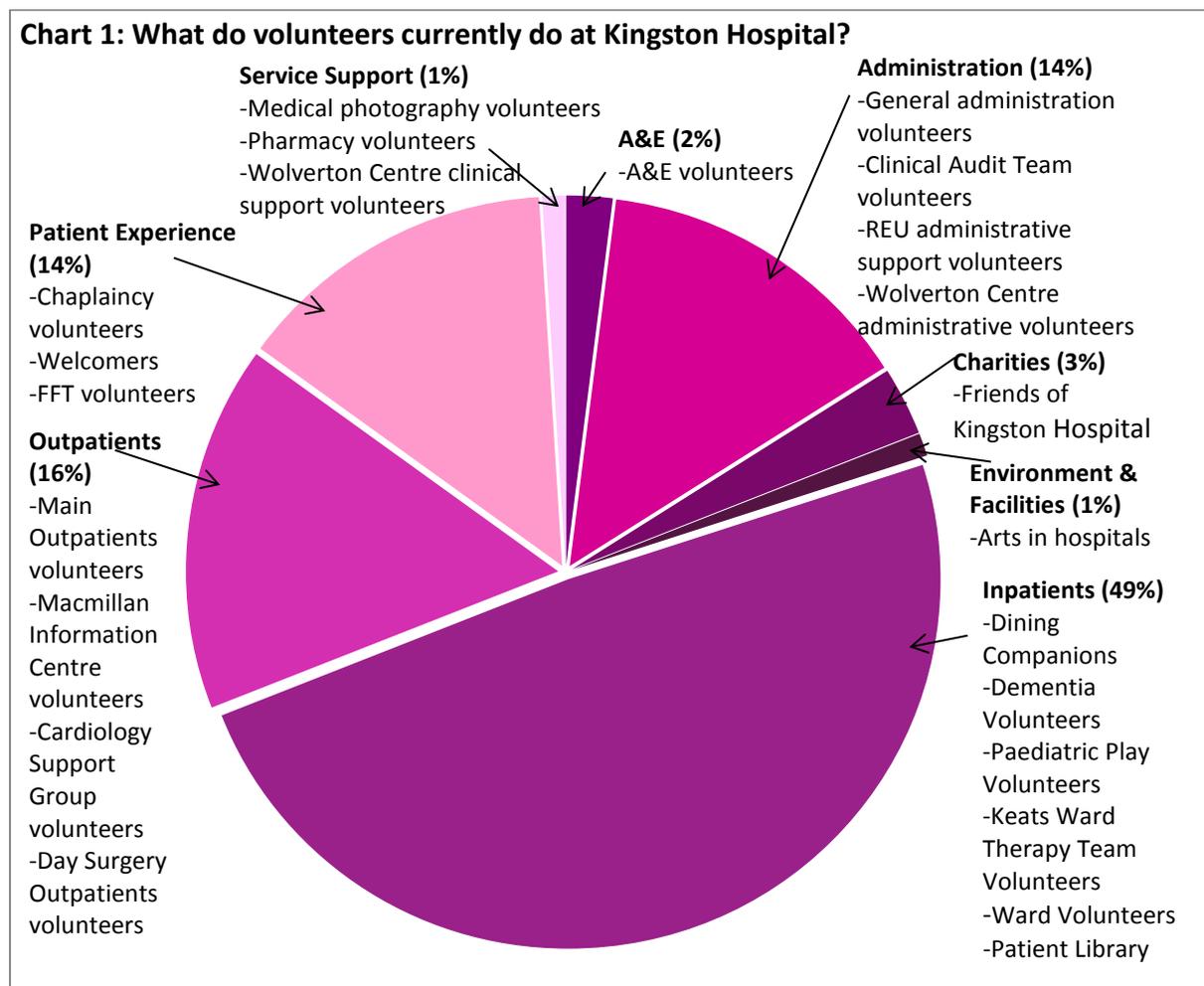
The different volunteering options currently available at Kingston Hospital can be defined as:

- **A&E Volunteers** – improve patient experiences of A&E through offering emotional and practical patient support.
- **Administrative Volunteers** - a vital bank of volunteers supporting staff in administrative functions e.g. Clinical Audit Team Volunteers.
- **Charity Volunteers** – supporting hospital charity events and activities, e.g. Friends of Kingston Hospital.
- **Environment and Facilities Volunteers** – contributing art, gardening or other skills that improve the overall environment of the hospital, e.g. National Nurses Day 2014 Photography project.
- **Inpatients Volunteers (Ward based)** – volunteers directly interacting with patients on medical and surgical wards, providing a rich variety of befriending, social and therapeutic activities, reception and administrative support and specialist support, e.g. Dining Companions, Dementia Volunteers.
- **Outpatients Volunteers** – 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. booking a taxi for a vulnerable patient

⁵ For a list of current volunteering roles, please see Appendix 1

- **Patient Experience Volunteers** – ‘front-of-house’ roles such as Welcomers and Friends & Family Test volunteers who are often the first and last hospital representatives that a patient or visitor encounters in their hospital experience. This category also includes Chaplaincy volunteers.
- **Service Support Volunteers** – specialist volunteers who support specific hospital services, e.g. Pharmacy or Medical Photography, often maintaining professional skills whilst out of work or seeking work experience on a voluntary basis.

Chart 1 below demonstrates how our 577 volunteers are broadly distributed across the key roles available.



Volunteer Satisfaction – Volunteer satisfaction is an important Key Performance Indicator (KPI) for a Volunteer Strategy. It is testimony to the existing volunteering service that overall, most volunteers (88.6%) feel proud or very proud to volunteer at Kingston Hospital.

“I am extremely proud [to volunteer] and feel very fond of the team I work with. I feel a tremendous sense of satisfaction and a strong desire to give more .”

However, our research into the experience of existing Kingston Hospital volunteers has highlighted some aspects of the volunteer experience that can be enhanced through the Volunteering Strategy:

- **Reward and Recognition:** More than 1 in 6 of the sample felt the way the trust recognises and values their contribution could be improved.
- **Specialist Training:** Almost half (46.9%) of volunteers surveyed would like to receive specialist training for their roles.
- **Support and Supervision:** More than half (53.4%) of those sampled indicated that greater support and supervision could be provided.

In additional feedback, volunteers wanted:

- **Communication:** Timely information about trust news and local changes that affect volunteers and the services they support
- **Networking:** Volunteer networking opportunities for sharing good practice and peer support.

Learning from the insights of our current volunteers, most volunteers enjoy their roles and feel a personal sense of pride and satisfaction from their involvement. However, we have the opportunity to tackle some gaps in best practice that limit volunteers from achieving their full potential as an integral part of the hospital team.

Where is the greatest need for volunteers at Kingston Hospital?

A trust-wide map of the current and future needs for volunteering highlighted Inpatient, Outpatient and Outreach Volunteering roles as priority areas for building the capacity, scale and impact of volunteering.

Inpatient Volunteers - Supporting Patients and Carers on our Wards - 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 the greatest direct and tangible impact on the quality of patient experience for patients on our wards. To deliver this we will:

- Achieve 100% coverage of the Dining Companions, Dementia Volunteers and Keats Stroke Unit Therapy Team volunteer schemes, representing an additional 200 volunteers (Year 1, 2014).
- Develop and expand the Dementia Volunteer provision to support the implementation of the Dementia Strategy. We will scope and test innovative use of volunteers, e.g. volunteers using bleep systems and increase recruitment of volunteers to the existing scheme in the first year by at least an additional 20 volunteers.
- Develop, test and evaluate new ways of involving volunteers to support patients and their families, e.g. an Intensive Care Unit Volunteer scheme, involving specialist trained volunteers to provide practical and emotional support family members before, during and after their loved one receives treatment. (Year 1, 2014)
- Maximise the use of Day Rooms in wards when available, scheduling volunteer-led activities for priority patient groups and carers e.g. Arts in Hospitals, Singing for the Brain, patient support groups, communal meals, film-screenings e.t.c

Outpatient Volunteers - Modelling the success of existing Outpatient Volunteer roles, there is a strong appetite to extend volunteering to Paediatric Outpatient, Orthopaedic Outpatients, and increase existing volunteering capacity at the Royal Eye Unit and Wolverton Centre.

- This represents a recruitment of at least 40 new volunteers over the life of the strategy
- Volunteers providing specialist peer-to-peer support, e.g a peer-led Glaucoma Patient Support Group using the Cardiology Patient Support Group model is an area of expansion that is unique to Kingston Hospital's services and our patient population.

Outreach Volunteers - As an innovator in NHS volunteering, we will introduce a new category of volunteering role, Outreach volunteers. These schemes mobilise volunteers to identify the practical and emotional needs of patients and their families that fall outside of core public service provision during an episode of care, yet have a significant impact on patient experience and patient outcomes. We will:

- Scope the case for community and outreach-based volunteering roles e.g. a Hospital Home scheme, targeting the needs of vulnerable patient groups to support them through the discharge process, first days back home and independence planning. (Year 1, 2014). We will test and evaluate the impact of such schemes in years 2 and 3 of the strategy, pending external funding.
- Increase understanding and awareness of Kingston Hospital and the quality of our care amongst target audiences, e.g. patients with dementia and their families, helping people plan and prepare for hospital admissions and increasing our market share as a leading healthcare provider.

Time as a flexible resource – Our approach to the time contributed through volunteering will be similarly innovative, creating volunteering options that offer flexible routes to volunteering. Alongside the volunteering roles that have come to be expected and treasured in a hospital environment, e.g. Welcomers that require a long-term, regular commitment, we will also grow our ability to create and respond to unique offers of time, talents, skills, services and funding outside of these traditional parameters. For example:

- Ground-force days
- Corporate volunteering schemes
- One-off investments, e.g. funding to create a new carers' support service led by volunteers
- Project banking –projects representing small incremental improvements that enhance core provision that can be done at any time

The Volunteering Strategy will therefore retain the flexibility to respond to such unique offers of support and attract new audiences to volunteering.

7. The Eight Step Changes for Excellence in Volunteering at Kingston Hospital

The Volunteering Strategy will grow recruitment and develop new volunteering roles that directly and tangibly improve patient experience and where possible, improve patient outcomes.

The following 8 step changes form the basis of our action plan for delivering excellence in volunteering:

1. Identifying Volunteering Needs

- Identify the roles that will maximise impact for patient experience and patient outcomes
- Improve systems for systematically identifying volunteering needs across the trust
- Bold in testing new and innovative volunteering projects

2. Volunteer Management

- Clean data about our cohort of active volunteers and the time they give
- Manage lapsed volunteers with a clear re-engagement plan and/or alternative options of support
- Enhance recruitment data about volunteers' goals, skills and availability
- Enhance systems for matching volunteers to appropriate roles across the trust
- Maximise technology for the management and mobilisation of volunteers
- Track volunteers' time, activity and progress to recognise and celebrate their contribution

3. Volunteer Recruitment

- Harness multi-media channels to extend recruitment to new and hard-to-reach audiences
- Target recruitment to appropriate audiences for priority volunteering roles
- Maintain the simplicity and safety of the application process
- Engage our local business, education, voluntary and community sectors as sources of volunteering recruitment
- Increase the brand and visibility of volunteering to drive recruitment
- Reflect our core values: Caring, Safe, Responsible and Value Each Other across the volunteering cycle, starting with recruitment

4. A Volunteering Culture

- Engage clinical and non-clinical staff at all levels and across the trust to involve volunteers
- Provide a clear definition of volunteering and its role in our hospital
- Celebrate and communicate our successes and learning internally and externally
- Enhance volunteers' role as a key constituent in supporting the strategic aims of the trust through Volunteering, Quality, Patient & Public Involvement, Fundraising and Membership.

5. Volunteer Learning and Development

- Standardise and enhance the core induction of volunteers
- Inspire staff confidence in volunteers
- Empower volunteers in to progress in their roles proportionate to their knowledge, skill and experience
- Facilitate knowledge exchange and support amongst our volunteer community
- Develop a flexible and multi-media approach
- Harness in house expertise and actively seek opportunities for external and accredited training provision

6. Evaluation for Improvement

- Use evaluation data to drive the quality of the volunteering experience
- Maximise existing patient experience data to demonstrate impact of volunteering
- Harness volunteers' unique insights as a driver to improving patient care
- Understand staff experience of engaging with volunteers

7. A Reputation for Excellence in Volunteering

- Proactively communicate the quality and impact of volunteering at Kingston hospital
- Articulate what makes volunteering at Kingston Hospital unique
- An opinion former in defining best practice in NHS volunteering
- Recognised locally and nationally as the 'go to' provider for best practice in NHS volunteering

8. Funding and Resources

- Identify and proactively compete for sources of funding and other investment
- Understand our funding and resource needs for an ambitious volunteering programme
- Retain the flexibility to respond to new funding opportunities, reprioritising as necessary

8. Implementing the Volunteering Strategy

The plan provided in **Appendix 2** represents the key activities that will transform the experience and impact of volunteering at Kingston Hospital for patients, carers, visitors, staff, and volunteers. Given its duration, the strategy also retains the flexibility to respond to new evidence and understanding of good practice in NHS volunteering, changing hospital needs and priorities and unique offers of support that arise during this time.

9. Key Performance Indicators & Monitoring

The following represent the key performance indicators and methods we will use to monitor the success of this strategy. On an annual basis we will publically report on how we are doing in implementing this strategy. As this is a living document we will continually evolve our methods of monitoring aligned to our programmes of work and partners we work with.

- We will undertake an annual Volunteer Survey to understand the experience of our volunteers and we will achieve:
 - 100% volunteers feel they are valued by the trust
 - At least 90% volunteers feeling confident to fulfil their roles and year on year improvement achieved
 - At least 90% achieving their personal goals through volunteering.
- Exemplar case studies will be used to demonstrate improvements in patient, staff and visitor experiences through volunteering and the personal impact to volunteers themselves.
- Year on year increases in the number of local businesses, community and voluntary organisations engaging in the hospital through volunteering will be achieved and reported through case studies.
- We will track and monitor our planned increases in volunteers, volunteering hours and the range of roles undertaken.
- Existing sources of patient experience monitoring such as the Friends and Family Test will be utilised to assess the impact of volunteers.

- Maintain *at least* the national average ROI figure of £11 gained for every £1 invested in volunteers in an acute hospital setting.
- Case studies will also be used to illustrate the increase in social value of volunteering at Kingston Hospital and where we have widened participation aligned to our local population

10. Governance & Accountability

Volunteers and volunteering is part of the portfolio for the Director of Nursing & Patient Experience and Head of Communications. To deliver this strategy The Volunteering Project Manager will collaborate closely with the Head of Fundraising to maximise interdependencies and opportunities.

Opportunities to review and refine the strategy will include:

- An evaluation of the Strategy will be undertaken every year against its key performance indicators, accountable directly to the Executive Management Committee, and the trust Board for information.
- Key performance indicators will be monitored on a quarterly basis, with reports submitted to governance structures as required.
- A strategic gap analysis will be undertaken in September 2016 when it is expected that our existing targets will be broadly met and the need for new strategy arising.

A Volunteer Strategy Implementation Group will be formed and will ensure active delivery of this strategy. It will monitor progress report against defined performance indicators and ensure a full annual review takes place and is reported. The work of volunteering will report through the Patient Experience Committee.

A volunteering champion on the Council of Governors will be identified early in the life of this strategy. The trust, will put forward proposals to the Council of Governors for the creation of an additional seat on the Council for a dedicated Volunteers constituency.

11. Resourcing and Funding

Kingston Hospital can be proud of its existing Volunteering Service, supporting over 550 registered volunteers in 18 roles across the trust. This is achieved with just £32,000 core funding, which is more than £20,000 below the national average core investment for a hospital Volunteering Service.^[1]

If we are to achieve a real step change in the scale, approaches and impact of volunteering, we need to source the right investment so that the Volunteering Service can grow as the strategy intends. The key resource needs in the delivery of the Volunteering Strategy are likely to be allocated to staffing the Volunteering Service and volunteer training. Further resource needs include:

- Volunteer recruitment materials and media

^[1] Volunteering in Acute Trusts in England, Kings Fund, November 2013

- Independent evaluation support
- Commissioned community volunteering partnerships
- A visible Volunteer Centre with dedicated space for volunteers to interact and to attract new people to volunteer

For every £1 invested in volunteering delivers at least £11 back, it is sensible that investment in this area will reap benefits to the patient, visitor and staff experience within the trust. It is however recognised that a time of financial constraint and cost improvement it is essential that any additional funding is identified from outside of core trust funding. The Kingston Hospital Charitable Trust has already made a substantial investment by funding the position of a Volunteering Project Manager for eleven months. This post has brought in the time and expertise to create the Volunteering Strategy, lead its implementation and pursue other sources of funding to sustain implementation of this strategy.

Kingston Hospital is launching its strategy at a time of significant Government and independent interest and investment in volunteering. Other trusts have looked to a combination of core funding, charitable and external sources to meet their budget for Volunteering. The social enterprise charity **NESTA** have recently launched a £1.5 million Helping In Hospitals Fund which aims to increase investment, build capacity and increase the prominence of volunteering in NHS hospitals. The **NHS Innovation, Excellence and Social Development Fund** is funding up to 42 hospital trusts to pilot a new online platform for the innovative management and mobilisation of volunteers. These initiatives present immediate and medium term funding opportunities that are tailored specifically for NHS volunteering, alongside other external sources, including **Big Lottery Fund**, **Wellcome Trust Health Innovation Fund** and smaller grants from the **Royal Borough of Kingston-Upon-Thames Strategic Partnership Programme** and **GO Kingston Volunteering**.

It is vital that we gain an early advantage in bidding for these opportunities and be flexible enough to do so in the future. We have already begun to build relationships with external funding opportunities and have already begun to apply for these funding solutions. Further investment of the Kingston Hospital Charitable Trust may need to be considered during the life of this strategy based on the opportunities and success of external investment secured. Taking our lead from trusts with significant programmes of volunteering, it is most likely that the resources available for the Volunteering Strategy throughout its lifetime will require a combination of core, Kingston Hospital Charitable Trust and externally sourced funding.

12. Conclusion

Over the past year, the trust has demonstrated senior commitment to increasing the scale and ambition of volunteering at Kingston Hospital. This is demonstrated through its clear reference in the corporate objectives 2014-2015 and interdependency of the Volunteering Strategy with other high priority areas of growth for the trust, including dementia care, community engagement and fundraising. The trust has already made a financial commitment through the appointment of the Volunteering Project Manager, to evaluate existing practice and identify the steps required to become a leader and innovator in NHS and acute trust volunteering.

At its core, the Volunteering Strategy is about delivering impact. We will identify and focus on the key volunteering roles that support patients, carers and families across our Wards and Outpatient services. This volunteer support can take the form of significant new roles such as a Hospital Home scheme, target unique patient populations e.g. a Glaucoma Support Group or make small incremental changes that transform the hospital environment or wellbeing of our staff, patients and visitors e.g. art projects, ground-force days and complimentary therapy events for staff working in particularly stressful and demanding roles, e.g. ICU Nurses.

We will continue to use the existing trust structures to gather a complete picture of the volunteering needs across the trust, to focus resources, numbers and innovation in volunteering into those areas that need them the most. We will transform the way that we evaluate volunteering, demonstrating real and important benefits for patients and carers, as well as finding ways to measure more complex outcomes, including:

- Improved patient outcomes
- Return on Investment
- Productivity and efficiency
- Staff satisfaction
- The social value of Kingston Hospital as a public service

There are many existing areas of good practice that the Volunteering Strategy will consolidate and build upon to deliver excellence; Kingston Hospital already celebrates and recognises the contribution of our volunteers and over 80% of volunteers are proud to be associated with us. However, there are many drivers, internal and external, that create a climate of opportunity and responsibility to achieve more for and with our volunteers.

The Volunteering Strategy 2014 – 2017 is a clear plan of priorities and actions for achieving the best possible model, management and mobilisation of volunteers for Kingston Hospital that will put us on the map as a leader and innovator in NHS volunteering and attract the right people and resources to us to achieve our volunteering potential.

Appendix 1:

Summary of Current, Extended and New Volunteering Roles at Kingston Hospital

1. Fulfilling the capacity of existing roles

The following table represents existing volunteering roles that require targeted recruitment to achieve full capacity. These roles represent recruitment potential for approximately 200-250 volunteers, 2014 - 2017.

Role	Primary Location(s)	Type of role
Administrative support volunteers	Various	Administrative
Clinical Audit Volunteers	Various	Administrative
A&E Volunteers	A&E	A&E
Dining Companions	Wards	Inpatient
Paediatric Play Volunteers	Paediatrics	Inpatient
Therapy Team Volunteers	Keats Ward	Inpatient
WRVS Trolley/Cafe	Outpatients	Outpatient
Main Outpatients Volunteers	Main Outpatients	Outpatient
Chaplaincy Volunteers	Various	Patient Experience

2. Extending the value and impact of existing roles

We will re-define and extend the responsibilities and coverage of key existing roles in line with the strategic needs and priorities of the trust.

Role	Primary Location(s)	Type of role
Dementia Volunteers	Wards, A&E	Inpatient/variou
A&E Volunteers (clinical support)	A&E	A&E
Arts in Hospitals schemes	Various	Environment and Facilities
'Look Good Feel Better' schemes (Complementary Therapy)	Wards, Sir William Rous Unit	Inpatient
Ward Volunteers	Wards	Inpatient / Patient Experience
Outpatient Volunteers	Extended to include: Orthopaedic Outpatients, Paediatric Outpatients, Royal Eye Unit (Adult and Paediatric), Wolverton Centre	Outpatients
Welcomers	Various	Patient Experience
Patient Experience (Research) Volunteers	Various	Patient Experience

3. Opportunities for innovation and new ways of involving volunteers

The following roles represent key new ways of working with volunteers that meet a unique gap or opportunity in our hospital for volunteering. They will increase and focus our volunteering impact for priority patient groups e.g. dementia, learning disability or represent opportunities to enhance the hospital experience in a new way, e.g. promoting staff wellbeing.

Role	Primary Location	Type of role
Intensive Care Unit Family Support Volunteers	Intensive Care Unit (ICU)	Inpatient
Specialist Patient Population Volunteers: Learning Disability Volunteers; Dementia Outreach Volunteers.	Various / Wards	Inpatient / Community Outreach
Peer support volunteers, e.g. Drug & Alcohol community support in-hospital, Glaucoma Support Group	Various	Inpatient/Community Outreach
Healthy Lifestyles Support Volunteers	Various/Wards	Inpatient/Outpatient/Community Outreach
Patient Transport / Hospital Home Volunteer Schemes	Hospital Discharge / Patient Transport	Inpatient/Community Outreach
Staff Wellbeing, e.g. Complimentary therapy services for staff	Various	Other

4. Static Volunteer Roles

There is a cohort of volunteering roles that fulfil an established or niche need within the trust, are at full capacity, functioning well and are unlikely to change or grow significantly through the Volunteering Strategy. The following table represents these roles:

Role	Primary Location	Type of role
Patient Library	Wards	Inpatient
Macmillan Information Centre Volunteers	Sir William Rous Unit	Outpatient (Sir William Rous)
Service support volunteers, e.g. Medical Photography, Pharmacy	Various	Service Support

Appendix 2: Delivering the Vision for Volunteering at Kingston Hospital 2014-2017

Step Changes	Year 1 (Feb 2014 – March 2015)	Year 2 (April 2015 – March 2016)	Year 3 (April 2016 – March 2017)	Outcomes achieved by March 2017
Identifying Volunteering Needs <ul style="list-style-type: none"> Identify the roles that will maximise impact for patient experience and patient outcomes Improve systems for systematically identifying volunteering needs across the trust Bold in testing new and innovative volunteering projects 	<ul style="list-style-type: none"> Create internal horizon scanning systems, e.g. secondary analysis of Patient Experience Data Reports to identify emerging needs for volunteering Deliver action plan to fulfil 2014/15 volunteering needs and roles established through 2013 evaluation: Recruit to fill 100% current vacancies in established priority roles e.g. Dining Companions Implement extended roles e.g. Dementia Volunteers. Scope and pilot <i>at least</i> 3 new roles e.g. Hospital to Home New triage system and criteria established to prioritise new volunteering roles outside of planned provision 	<ul style="list-style-type: none"> Embed prompts to consider volunteering needs at appropriate stages in annual planning process e.g. annual leadership volunteering workshop Refine volunteering portfolio 2015/16 and implement roles in line with established needs and opportunities for volunteering. Scope volunteering needs for off-site services, including: Raynes Park Health Centre, Surbiton Centre for Health, and Queen Marys Hospital, Roehampton. 	<ul style="list-style-type: none"> Systematic strategic and annual planning for volunteering fully implemented across the trust Roll-out existing and new volunteer schemes at remote sites that come under Kingston Hospital as needed. 	Identifying Volunteering Needs <ul style="list-style-type: none"> Our volunteering portfolio is an accurate and timely reflection of the trusts' needs. Volunteering is targeted in those areas that achieve maximum benefit for patient experience and outcomes. <p>We will:</p> <ul style="list-style-type: none"> Respond to unplanned volunteering projects that have the potential to deliver significant new impact and/or model innovative ways of using volunteers.
Volunteer Management <ul style="list-style-type: none"> Clean data about our cohort of active volunteers and the time they give Manage lapsed volunteers with a clear re-engagement plan and/or alternative options of support Enhance recruitment data about volunteers' goals, skills and availability Enhance systems for matching volunteers to appropriate roles across the trust Maximise technology for the management and mobilisation of volunteers Track volunteers' time, activity and progress to recognise and celebrate their contribution 	<ul style="list-style-type: none"> New database and volunteer management software in place, e.g. Slivers of Time. Timetabling system in place for management of dining companions and other key schemes to ensure no gaps in provision Establish base-line number of active volunteers and recruitment targets year-on-year. Implement communications plan for existing volunteers; offer alternative forms of volunteering and options for supporting Kingston Hospital for lapsed or inactive volunteers to re-engage and revitalise the relationship 8-10 broad role profiles in place for 2014/15 portfolio; use as templates for standardised development of new roles. Introduce annual Volunteer Commitment awards for every volunteer, tracking the time given by each volunteer in hours per month/year, in addition to Length of Service Awards. Implement personal 'Records of 	<ul style="list-style-type: none"> Volunteer Service 'Help Desk' system available to staff through the Intranet. <i>Light touch</i> volunteer 'appraisal' system (satisfaction and personal development focus) rolled out alongside annual Volunteer Satisfaction Survey. Host a new celebration event to thank and recognise the contribution volunteers representing the highest commitment (number of volunteering hours). 	<ul style="list-style-type: none"> Undertake review of volunteering policy 	Volunteer Management <ul style="list-style-type: none"> We have embedded the right technology for Volunteer Management, with staff, volunteers and community partners confident in its use. <p>We:</p> <ul style="list-style-type: none"> Track and monitor real-time data about volunteering activity, generating dash-board data for progress checks and more substantial evaluation Achieve high volunteer satisfaction and retention through better matching the right people to the right roles. Staff will be more satisfied with the type of volunteers matched to their work area.

	<p>Achievement' (enhanced data records) for every volunteer tracking time contributed, activity, patient/staff feedback/compliments and training and available to volunteers upon request.</p> <ul style="list-style-type: none"> • Implement 'Help-Desk' system for staff working with volunteers, offering advice, training, problem-solving, project and other support for staff. • Update volunteering policy with any key amendments required 			
<p>Volunteer Recruitment</p> <ul style="list-style-type: none"> • Harness multi-media channels to extend recruitment to new and hard-to-reach audiences • Target recruitment to appropriate audiences for priority volunteering roles • Maintain the simplicity and safety of the application process • Engage our local business, education, voluntary and community sectors as sources of volunteering recruitment • Increase the brand and visibility of volunteering to drive recruitment • Reflect our core values: Caring, Safe, Responsible and Value Each Other across the volunteering cycle, starting with recruitment. 	<ul style="list-style-type: none"> • Branding exercise of Kingston Hospital volunteering complete • Design and print/develop new recruitment materials, including penguin stands, volunteer recruitment brochure, recruitment postcards etc. • Launch a targeted recruitment campaign at Kingston Hospital Open Day, June 2014 • Use NHS Jobs 2 as the simplest and primary online route for processing of volunteer applications and tracking recruitment status. • Create joint corporate fundraising and volunteering opportunities for local businesses at Kingston Hospital • Use community partnerships e.g. Kingston Centre for Independent Living, Kingston Learning Disability Parliament to increase recruitment amongst targeted and under-represented groups and populations • Join and maximise local business and community networks to promote recruitment, e.g. Kingston Voluntary Action Community Development Network, Kingston Chamber of Commerce events, Meet Up Groups etc. • Develop suite of core volunteering role profiles • Volunteering@KHFT twitter account in place • Trust website updated as a source of information for current and potential volunteers 	<ul style="list-style-type: none"> • Celebrate National Volunteering Week (June 2015) recruiting at least 20% of 2014/15 target in this week. • Confirm at least 2 new joint volunteering and fundraising partnerships with local businesses. • Through volunteers, implement a community based recruitment campaign, using local events: Love Kingston, Kingston/Roehampton/Queen Marys Freshers Weeks, New Malden Fortnight, New Malden Korean Festival, local farmers' markets etc. to increase our physical recruitment presence locally. • Review and re-forecast recruitment targets based upon need and capacity. 	<ul style="list-style-type: none"> • Celebrate National Volunteering Week (June 2016) recruiting at least 20% of annual recruitment target in this week. • Extend community based recruitment campaign to new avenues • Pilot hospital volunteering with local health providers as a referral opportunity for socially isolated individuals. 	<p>Recruitment and Diversity</p> <ul style="list-style-type: none"> • Our volunteers reflect the patient populations and communities we serve • We sustain 100% capacity across priority volunteering roles • We will have significantly increased the diversity and engagement of our community in the hospital through volunteering • By 2017 we will have over 800 active volunteers.
<p>A Volunteering Culture</p> <ul style="list-style-type: none"> • Engage clinical and non-clinical staff at all levels and across the trust to involve volunteers • Provide a clear definition of 	<ul style="list-style-type: none"> • Develop the Kingston Hospital Volunteering Charter; launch at Kingston Hospital Open Day, June 2014. • Run 6 'Lunch and Learn' seminars to increase staff understanding and awareness of 	<ul style="list-style-type: none"> • 'Volunteers at Kingston Hospital' session included on mandatory staff induction day • Continue roll out of 'Lunch and Learn' seminars; run at least 3 for staff already supervising volunteers and for staff exploring 	<ul style="list-style-type: none"> • Open Volunteering and Fundraising Hub offering support, facilities (e.g. IT/lockers/lounge) and recruitment opportunities. • Implement volunteering constituency within the Council of Governors 	<p>A Volunteering Culture</p> <ul style="list-style-type: none"> • Volunteers are included team activities and knowledge sharing relevant to their roles • Volunteers are a visible part of the

<p>volunteering and its role in our hospital</p> <ul style="list-style-type: none"> • Celebrate and communicate our successes and learning internally and externally • Enhance volunteers’ role as a key constituent in supporting the strategic aims of the trust through Volunteering, Quality, Patient & Public Involvement, Fundraising and Membership. 	<p>volunteering and increase skills for effective management and supervision of volunteers.</p> <ul style="list-style-type: none"> • Support the Friends of Kingston Hospital to recruit at new volunteers to increase their fundraising outputs through volunteering. • Roll out uniquely coloured lanyards/other unique and visible uniform as needed to increase the visibility and identification of volunteers. • Identify a Volunteering Champion on the Council of Governors. 	<p>new volunteering roles or schemes in their work area.</p> <ul style="list-style-type: none"> • Scope and secure funding for a physical Volunteering & Fundraising Centre as a central resource and recruitment hub for Kingston Hospital volunteers and community fundraisers. • Mobilise and support at least 100 volunteers as community fundraisers • Put forward proposals to the Council of Governors for the creation of an additional seat on the Council for a dedicated Volunteers constituency. 		<p>hospital experience</p> <ul style="list-style-type: none"> • All staff will know what volunteers do at Kingston Hospital and articulate its value • Our staff actively welcome, respect and involve volunteers in their areas where appropriate. • Volunteers know their value to the hospital and its outcomes.
<p>Volunteer Learning and Development</p> <ul style="list-style-type: none"> • Standardise and enhance the core induction of volunteers • Inspire staff confidence in volunteers • Empower volunteers in to progress in their roles proportionate to their knowledge, skill and experience • Facilitate knowledge exchange and support amongst our volunteer community • Develop a flexible and multi-media approach • Harness in house expertise and actively seek opportunities for external and accredited training provision 	<ul style="list-style-type: none"> • Launch an enhanced induction training for all new volunteers • Create a Volunteers Handbook with key information, policies, and resources for volunteers. • Complete a flexible-format refresher induction for all current volunteers • Launch a Volunteer Learning & Development Programme and first cohort of updated/new courses for volunteers in specialist roles e.g. Dementia Volunteers. • Establish the Volunteers’ Forum as a key mechanism for networking, sharing experience, feedback and training delivery. • Implement a volunteer peer-to-peer buddy system for enhancing induction, supervision and volunteer support in key roles. 	<ul style="list-style-type: none"> • Explore and develop multi-media training options for volunteers, including e-learning, action learning and accredited learning opportunities. • Identify one role e.g. A&E volunteers and test a ‘Train the Trainer’ approach • Implement the first Kingston Hospital Volunteers’ Conference • Identify shared staff/volunteer learning needs and extend appropriate Education Centre courses to volunteers. 	<ul style="list-style-type: none"> • Implement the Volunteers’ Conference 2016/17 • First cohort volunteers complete their accredited training/course requirements and receive accreditation certificates. 	<p>Volunteer Learning and Development</p> <ul style="list-style-type: none"> • Volunteers are safe with us, conducting their roles in accordance with trust policies and legislation for volunteering. • Patient experiences and outcomes are directly enhanced through trained volunteers • Volunteers, and the people they help know our commitment to volunteers and volunteering through the investment we make in their training and development. • Volunteers progress and specialise in their roles in tune with their personal goals
<p>Evaluation for Improvement</p> <ul style="list-style-type: none"> • Use evaluation data to drive the quality of the volunteering experience • Maximise existing patient experience data to demonstrate impact of volunteering • Harness volunteers’ unique insights as a driver to improving patient care • Understand staff experience of engaging with volunteers 	<ul style="list-style-type: none"> • Conduct Volunteer Satisfaction/Feedback Survey with >60% response rate returned. • Produce the Annual Volunteering Impact Report, Year 1 to briefly and visually depict key facts, figures and case studies demonstrating the impact of Kingston Hospital volunteers. • Establish mechanisms for listening to volunteers’ feedback to identify quick wins and longer-term improvements for patient care. • Include a Volunteer Evaluation/Feedback exercise using Team Brief Staff Feedback mechanism. • Conduct a short staff-volunteer satisfaction survey using Survey Monkey – promote to all 	<ul style="list-style-type: none"> • Further embed mechanisms for volunteers’ influence to improve patient experiences and outcomes e.g. Volunteers’ You Said We Did. • Annual Volunteering Impact Report, Year 2 • Identify a Social Value evaluation tool and test to demonstrate the impact of Kingston Hospital volunteering for enriching our value within our local community. 	<ul style="list-style-type: none"> • Demonstrate how volunteers have influenced incremental changes and substantial initiatives that have led to improved patient experiences and outcomes. • Annual Volunteering Impact Report, Year 3 • Undertake an extensive evaluation of Kingston Hospital volunteering in preparation for 2018-2021 strategy 	<p>Evaluation for Improvement</p> <ul style="list-style-type: none"> • We have tangible and robust evidence of the impact of volunteering on patient experience • We recognise the impact of volunteering on patient outcomes • We’ve maintained the return on investment from volunteering at £11.01 or greater • The quality of our volunteer experience represents best practice at all stages of the volunteer cycle. • Volunteers have a unique voice that drives improvements and shapes hospital outcomes. • Volunteering increases our

	<p>staff and target a key sample of staff who are/are not in direct contact with volunteers.</p> <ul style="list-style-type: none"> Identify and create case studies of impact in line with KPI requirements. Work with external organisations (in line with success with external bids) to evaluate volunteering projects 			<p>contribution back to the communities we serve.</p>
<p>A Reputation for Excellence in Volunteering</p> <ul style="list-style-type: none"> Proactively communicate the quality and impact of volunteering at Kingston hospital Articulate what makes volunteering at Kingston Hospital unique An opinion former in defining best practice in NHS volunteering Recognised locally and nationally as the 'go to' provider for best practice in NHS volunteering 	<ul style="list-style-type: none"> Communicate volunteers' successes and impact through internal and external media: Insight, social media and local press to celebrate success and drive recruitment. With Communications, identify key messages and narrative for describing volunteering and what makes it unique at Kingston Hospital Ensure active presence of Kingston Hospital within local borough events. E.g. Volunteering at Kingston Carnival, Malden Fortnight, the Korean Festival 	<ul style="list-style-type: none"> Present at national conference on the Kingston Hospital volunteering approach and impact for volunteers, patients and our community. Publish in a high profile trade journal e.g. HSI / Nursing Times about our innovative approach to volunteering and patient impact Maintain and extend active presence of Kingston Hospital within local borough events. 	<ul style="list-style-type: none"> Co-ordinate a high level initiative to develop new quality standard for NHS volunteering with a view to its adoption by the Care Quality Commission, NHS Innovation, Excellence and Social Development Fund, Volunteering England or similar. Apply for an external award in recognition of the quality and impact of our volunteers. 	<p>A Reputation for Excellence in Volunteering</p> <ul style="list-style-type: none"> We are recognised by opinion formers, policy-makers, community partners and the public as the 'go to' NHS trust for advice, collaboration and case studies to build the evidence in support of NHS volunteering and define best practice. Our reputation for volunteering excellence drives volunteer recruitment and influences patients to make Kingston Hospital their provider of choice.
<p>Funding and Resources</p> <ul style="list-style-type: none"> Identify and proactively compete for sources of funding and other investment Understand our funding and resource needs for an ambitious volunteering programme Retain the flexibility to respond to new funding opportunities, reprioritising as necessary 	<ul style="list-style-type: none"> Apply for Slivers of Time NHS hospitals pilot Apply for NESTA funding (£100K) Apply for 'SuperHighways' funding to create a film, documenting volunteer journeys, staff experiences of volunteers and patient stories of how volunteers have helped them. Scope and project medium and long-term costs and prioritise needs versus wants. Identify other sources of funding, e.g. Big Lottery and create application schedule. Implement as deadlines allow for year 1 Agree distribution of core, charitable and external funding for Kingston Hospital. 	<ul style="list-style-type: none"> Refine strategy as funding dictates Apply for funding as application schedule dictates for year 2. 	<ul style="list-style-type: none"> Secure sustainable funding for new volunteering initiatives that have proven strong outcomes for patient experience, patient outcomes and enhanced our reputation and impact to patient experience local communities, e.g. Dementia focused schemes. 	<p>Funding and Resources</p> <ul style="list-style-type: none"> We have achieved a long-term solution for funding and resourcing an ambitious volunteering programme at Kingston Hospital.