

Volunteer to Career Evaluation Report

Leeds Teaching Hospitals NHS Trust - November 2022

Executive Summary

The Volunteer to Career (VTC) programme, funded by the Burdett Trust for Nursing, is designed to support volunteers who are looking to pursue a career in health and care. During phase one of this programme, Helpforce worked alongside five NHS Trusts to set up, implement and evaluate volunteering projects which incorporate career pathways for volunteers.

The overarching strategic aim of the programme is to positively impact NHS workforce recruitment needs at a local level through the introduction of carefully designed VTC initiatives. By helping volunteers to gain experience that aligns with their career goals, the programme enables the volunteers to explore their health and care career interests, whilst simultaneously building a skilled potential workforce for the NHS. This is achieved through the delivery of a series of projects led by clinical leaders, and other staff, to put in place volunteer roles, and related career support, which aligns with their local clinical workforce needs.

Leeds Teaching Hospitals NHS Trust (LHT) ran a Covid Response volunteers project between November 2021 and September 2022.

Initially, the organisation had hoped that volunteers would be supporting patients in cardiorespiratory wards. Still, due to the pandemic and the associated risks to patients, staff and volunteers we had to adapt the role to supporting patients in non-clinical areas. This was a challenge and a disappointment for some of the volunteers who were keen to get clinical roles. Despite that, LHT managed to engage and support volunteers with positive outcomes.

11 volunteers were recruited to the Leeds Teaching project and were provided with support through a career pathway alongside undertaking their volunteering role. At the time of this evaluation report, 7 individuals have completed the programme. The programme continues within the Trust, with 4 individuals still participating in the VTC pathway.

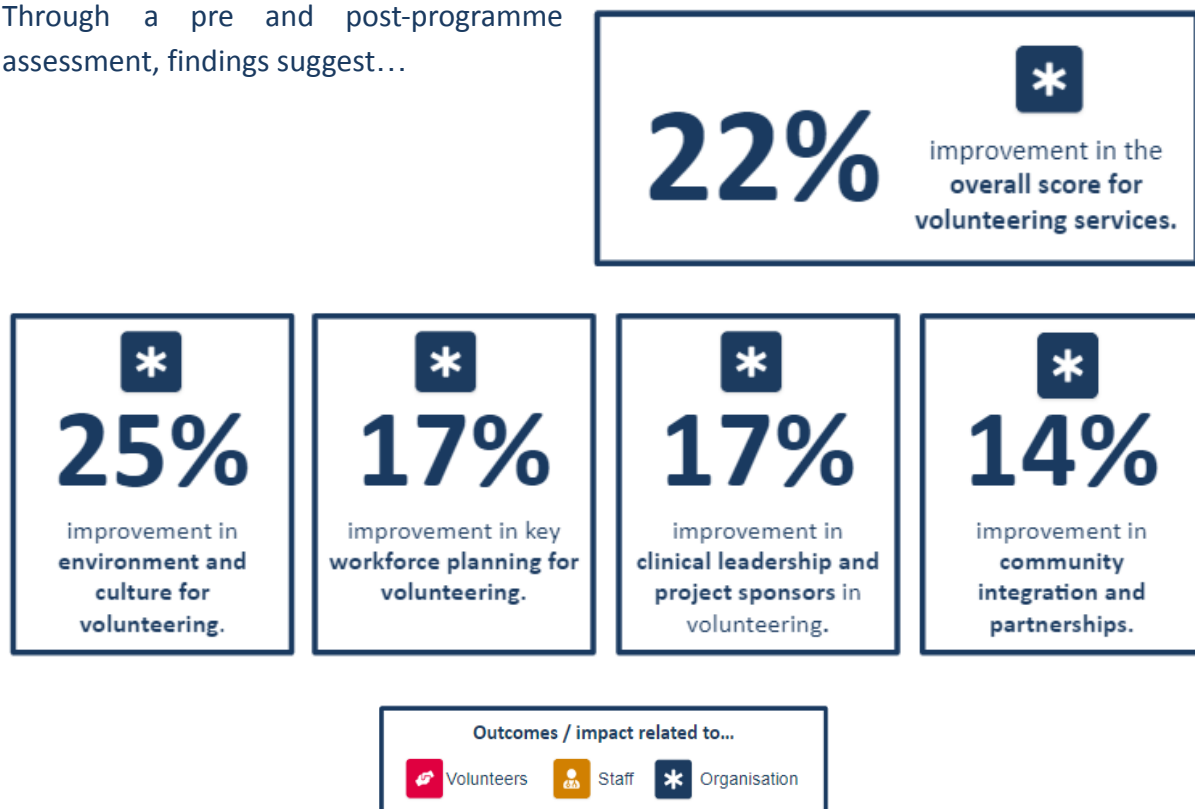
This report sets out key insights related to the Leeds project. The evaluation sought to answer three key questions: what was the impact of the VTC programme on:

1. Corporate behaviours towards volunteering
2. Enabling individual volunteers to progress towards a career in health and care
3. The attitudes of front line staff towards volunteer services

What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?

At the beginning and end of the VTC programme, Leeds Teaching Hospitals NHS Trust completed a self-assessment process to determine how embedded the volunteering agenda was within the Trust. Improvement in the scores demonstrates that the Trust has developed and further integrated the volunteering agenda within their organisation and has successfully encouraged a strategic and operational change in relation to volunteering.

Through a pre and post-programme assessment, findings suggest...



When considering the impact that the programme has made for volunteering within the Trust, a Senior Manager at Leeds reports...



"Leeds Teaching Hospitals NHS Trust are committed to ensuring that volunteers have clear, defined pathways to careers in the NHS. We want to ensure our opportunities are accessible and to support people from our communities to become part of our workforce. We are passionate about personal development and career progression. We recognise that volunteering is an ideal way to gain the confidence, skills and access to paid employment. A partnership with our Voluntary Services Team and our Workforce Recruitment Hub will enable us to share resources and deliver vocational training. We look forwards to creating a volunteer to career pipeline that feeds into and grows our workforce."

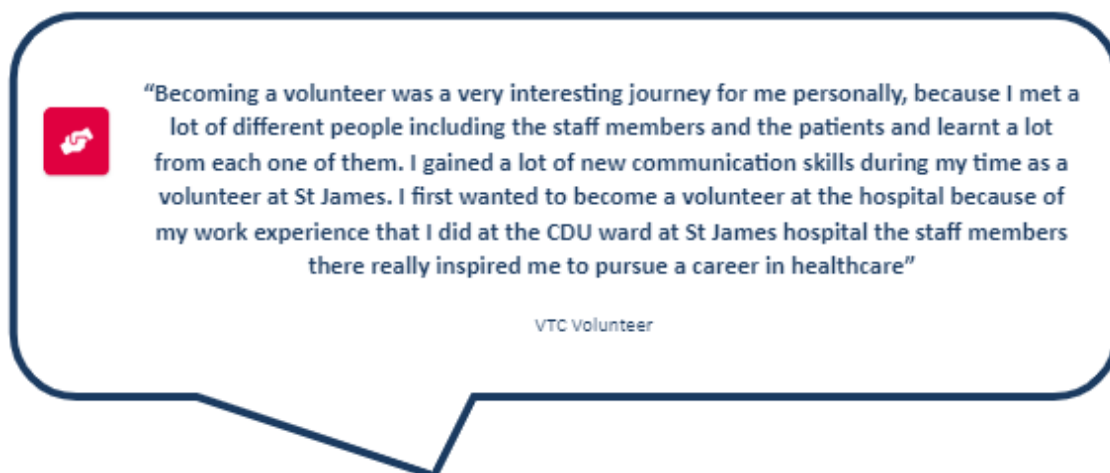
Lisa Gibson - Head of Nursing for Workforce and Education

What is the impact of the Volunteer to Career programme in supporting individual volunteers to progress towards a career in health and care?

To evaluate the success of the project in helping volunteers move towards a career in health and care, we have looked at how levels of interest and confidence have changed, as well as at successful progress into jobs or further education related to health and care. Through the Leeds Teaching Hospitals NHS Trust's VTC project...



One of the volunteers reported...



What is the impact of the Volunteer to Career programme on front line staff members' view of volunteer services?

Staff members reported that the volunteer support gained through the programme has resulted in several benefits related to the quality of care provided to service users and benefits to their working lives and those of their colleagues...

¹ Volunteer tracker responses. N=11.



²

One staff member further elaborated...



In conclusion, it would appear that the implementation of the VTC programme in Leeds Teaching Hospitals NHS Trust has delivered positive outcomes in all three of the areas included in this evaluation. The programme has helped the Trust to integrate volunteering into workforce strategies, aided the development of effective career pathways for volunteers which have resulted in relevant paid employment, and provided staff members with additional support to improve their working lives.

² Staff survey respondents. N= 9 pre survey responses, 9 post survey responses.

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1. Introduction

The Volunteer to Career (VTC) programme is designed to support volunteers to pursue a career in health and care. Funded by the Burdett Trust for Nursing, Helpforce has worked alongside several NHS Trusts to set up and implement volunteering projects which incorporate career pathways for volunteers.

The overarching strategic aim of the programme is to positively impact NHS workforce recruitment needs at a local level through the design of VTC initiatives. By supporting individual volunteers to build an experience that aligns with their career goals, the programme enables them to explore their health and care career interests, whilst simultaneously building a skilled potential workforce for the NHS. This is achieved through the delivery of a series of projects led by clinical leaders based on local clinical workforce needs.

In the first release of funding from the Burdett Trust for Nursing, five NHS Trusts were awarded grants to deliver a VTC programme for a 12-month period. The Leeds Teaching Hospitals NHS Trust was successful in their application. The Trust ran a Covid response volunteers project between November 2021 and September 2022. 11 volunteers were recruited to the project and were provided with support through a career pathway alongside undertaking their volunteering role.

The volunteers were recruited to support a range of COVID support roles, including; ED support, Welcome Volunteers, Children's Trauma and Orthopaedic reception support. providing them with the opportunity to support a number of patient-facing roles supporting staff and importantly patient flow in a number of departments. Alongside their volunteering role volunteers were offered a number of opportunities to support their career aspirations including; career conversations with the programme clinical lead, access to the LTHT Moving Up training programme offering volunteers a chance to develop interview skills, application writing, presentation skills and knowledge about apprenticeships courses and other

opportunities at the Trust. Volunteers were also signposted to the National Volunteer Certificate and support in accessing the apprenticeships at the Trust.

2. Programme outcomes

The VTC programme has been designed to support organisational improvement across three key strategic components identified as essential to achieving systemic change:

- **Clinical Leadership** - Developing a network of senior clinical nursing leaders to harness their expertise to positively influence wider effective engagement, and ultimately adoption of VTC projects.
- **Environment & Culture** - Utilise best practices to raise the value of the volunteer workforce in the clinical environment to enhance the likelihood of volunteers wanting to adopt a clinical career.
- **Volunteer to Career Pathways** - Develop innovative and impactful volunteer roles and career pathways, linked to local recruitment needs, to encourage/ enable volunteers to use this as a route to a career in the NHS.

The overarching programme, therefore, supports a multitude of volunteer, staff and organisational outcomes...



This evaluation examines quantitative and qualitative feedback from both staff and volunteers to evidence the impact of the Volunteer to Career project on these outcomes.

The key evaluation questions for this project are:

- What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?
- What is the impact of the Volunteer to Career programme on supporting individual volunteers to progress towards a career in health and care?

- What is the impact of the Volunteer to Career programme on front line staff members' view of volunteer services?

3. Methodology

Data for the VTC evaluation was collected from three sources; a VTC tracker, staff surveys and a VTC Self Assessment Tool.

The VTC tracker was designed to capture periodic feedback from volunteers on their career aspirations as they moved through the VTC programme. Volunteers were asked to complete the tracker at each of the following intervals during their participation in the project, at the start and after three, six and nine months in the role. In the Leeds Teaching Hospitals NHS Trust, 11 volunteers completed the VTC tracker at the start of their role, but the nine month tracker was only completed by three volunteers.

Staff surveys were completed at the start and near the end of the VTC project (referred to as pre and post surveys). In the Leeds Teaching Hospitals NHS Trust VTC programme, nine staff members completed the pre survey and nine staff completed the post survey.

The 'VTC Self Assessment Tool' (referred to as SAT) was completed by the project's clinical lead at the start and then again near the end of their project. The tool measures the organisation against a series of identified categories and questions associated with their volunteering strategy. Also, as part of the SAT, volunteers and clinicians are invited to complete some additional feedback surveys to provide insight into their perceptions of organisational change.

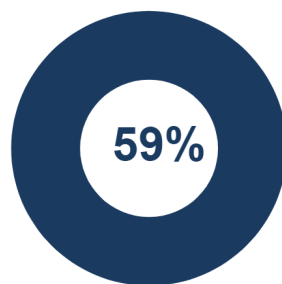
For more information on the methodology, please see [Appendix A](#).

4. Evaluation findings

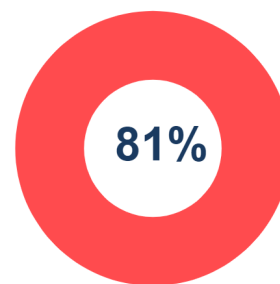
What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?

Through the delivery of the VTC programme, organisational improvement across strategic components of the volunteering agenda was assessed. As discussed in the methodology section of this report, Leeds Teaching Hospitals NHS Trust completed a self-assessment process (SAT) to determine a baseline position for volunteering in the Trust and to identify opportunities for improvement that could be delivered through the VTC programme.

First SAT Overall Score

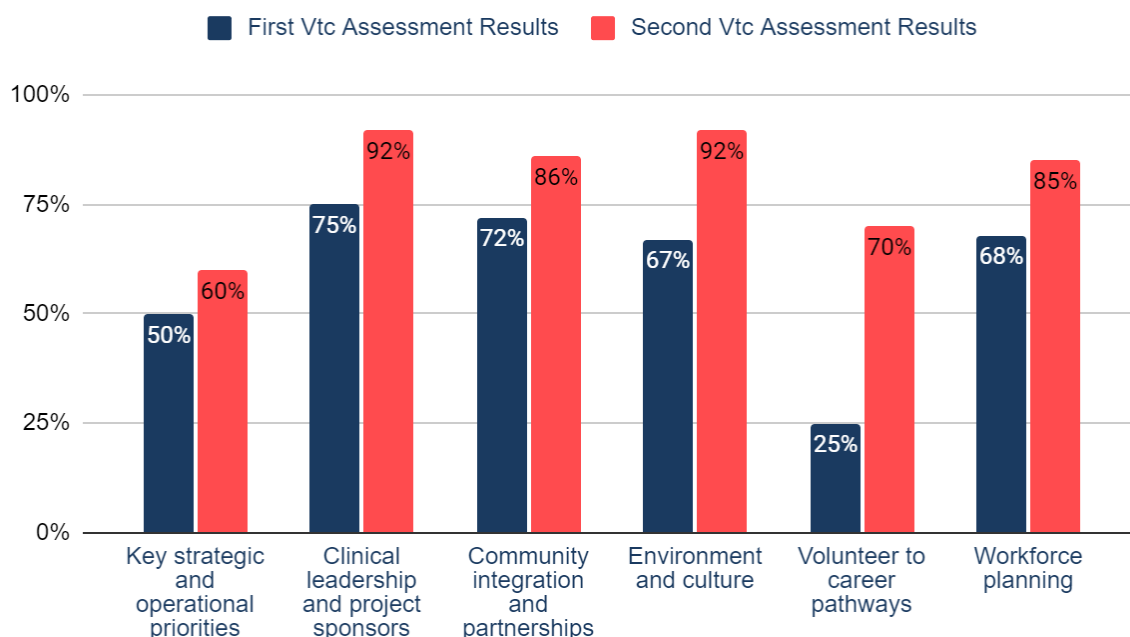


Second SAT Overall Score



After completing the VTC programme, the Leeds Teaching Hospitals NHS Trust has shown a 22% increase in the overall SAT score, improving from 59% to 81%. The Trust scored higher scores from the first to the second assessment in all of the elements of organisational improvement for volunteering.

First and Second SAT Scores Overview



The impact of VTC on key strategic and operational priorities of volunteering



In the key strategic and operational priorities related to the volunteering agenda in the SAT, the Leeds Teaching Hospitals NHS Trust improved its score from 50% to 60%. After the VTC programme, the volunteering agenda is reported to be integrated within the Leeds Teaching Hospitals NHS Trust's HR and/or workforce strategies. According to the final level achieved, the HR and workforce strategies are partly being delivered through business and operational plans. However, the organisation's business/operational plans do not have clear performance indicators specified to measure the success of volunteering. The Patient Experience Department at the Leeds Teaching Hospitals Trust currently supports some departments in delivering business plans.

The impact of VTC on clinical leadership and project sponsors in volunteering

The Leeds Teaching Hospitals NHS Trust's clinical leadership score increased by 17% during the VTC programme. The Trust reports clinicians championing volunteering, with some clinical teams now actively working with volunteers.



The impact of VTC on community integration and partnership



In the community integration and partnership element of VTC, the Leeds Teaching Hospitals NHS Trust scored 86% in the second assessment, increasing from a score of 72% in the original assessment. At the final stage of the VTC, the Trust now has a good foundation and formal partnership agreements in place with education and employment support providers and has formal active career pathways in place. They are also benefiting from relationships with local voluntary services and working together to develop sustainable volunteer career pathways.

The impact of VTC on environmental culture in volunteering

The environment and culture element of the volunteering agenda improved by 25% after the VTC programme. The score of 92% demonstrates the Leeds Teaching Hospitals NHS Trust's commitment to establishing an environment where volunteers are treated fairly and respected. The organisation has multiple policies and processes in place to protect and support



volunteers, as well as mentoring programmes in which volunteers can obtain support from their peers.

Through the staff feedback mechanism in the SAT, clinical leaders reported recognition of volunteers as a potential future workforce and reported that they are promoting the benefits of volunteering to the wider workforce. The impact of volunteers is now being measured in the Trust, which has been an important part of demonstrating the value of volunteering to secure funding, change behaviours, and influence stakeholders.

The impact of VTC on the volunteer to career pathways



In the career pathway element of the self-assessment, the Leeds Teaching Hospitals NHS Trust has shown the greatest improvement and increased their score by 45%. At the final stage of the programme, volunteers were regularly made aware of the career opportunities available within the organisation, however, volunteer roles were rarely designed as part of a wider career path. The Trust often keeps in touch with volunteers and continues to offer support during their professional training in health and care after they have left their volunteering role.

The impact of VTC on workforce planning

In the workforce planning element of the self-assessment, the Leeds Teaching Hospitals NHS Trust has shown a 17% increase in their scores. After the VTC programme, it was demonstrated that well established protocols are in place to ensure volunteers are managed effectively. Career support is now routinely provided to support volunteers to gain greater clarity on their career goals, as well as to help them secure future paid employment.



Relevant induction processes are now available to all volunteers to enable them to effectively undertake their roles. This investment in volunteer training is an important part of maximising the value of volunteering. It is known to increase volunteer retention by increasing feelings of being valued, being part of the team, and being equipped to complete useful roles. Additionally, staff members reported that they are directly involved with volunteer inductions, which can in turn support volunteers to feel more valued and more confidently skilled to deliver their role. In return for this investment, hospital staff usually see improvements in the commitment, skills, and capability of volunteers.

When considering the impact the programme has made for volunteering within the Trust, a Senior Manager at Leeds reports...



"Leeds Teaching Hospitals NHS Trust are committed to ensuring that volunteers have clear, defined pathways to careers in the NHS. We want to ensure our opportunities are accessible and to support people from our communities to become part of our workforce. We are passionate about personal development and career progression. We recognise that volunteering is an ideal way to gain the confidence, skills and access to paid employment. A partnership with our Voluntary Services Team and our Workforce Recruitment Hub will enable us to share resources and deliver vocational training. We look forwards to creating a volunteer to career pipeline that feeds into and grows our workforce."

Lisa Gibson - Head of Nursing for Workforce and Education

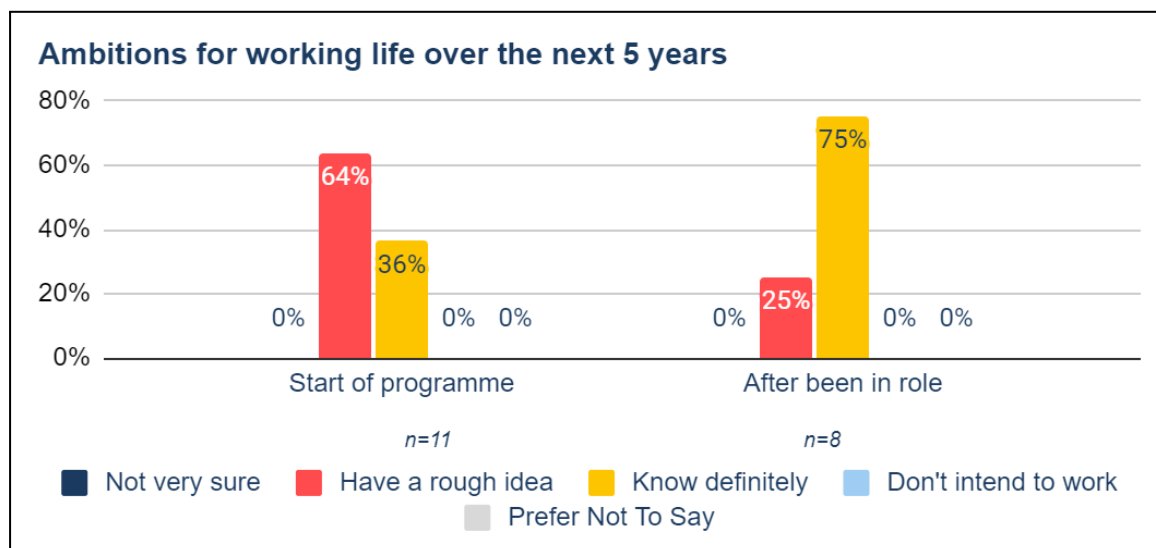
Through their self-assessment, the Leeds Teaching Hospitals NHS Trust estimated that between 11% and 20% of volunteers become employees each year, illustrating that there are indeed opportunities for individuals to progress from volunteer to career. The organisation's workforce plans currently identify volunteers as a solution to addressing local workforce needs to some extent.

What is the impact of the Volunteer to Career programme on supporting individual volunteers to progress towards a career in health and care?

Through this evaluation, the Leeds Teaching Hospitals NHS Trust Team hoped to understand the experience of individuals who volunteered in the VTC programme and their progress toward a career in health and care. The Trust provided volunteers with the option to be provided with a volunteer to career support plan, and various support sessions to assist volunteers on their career pathway. During the project delivery period...



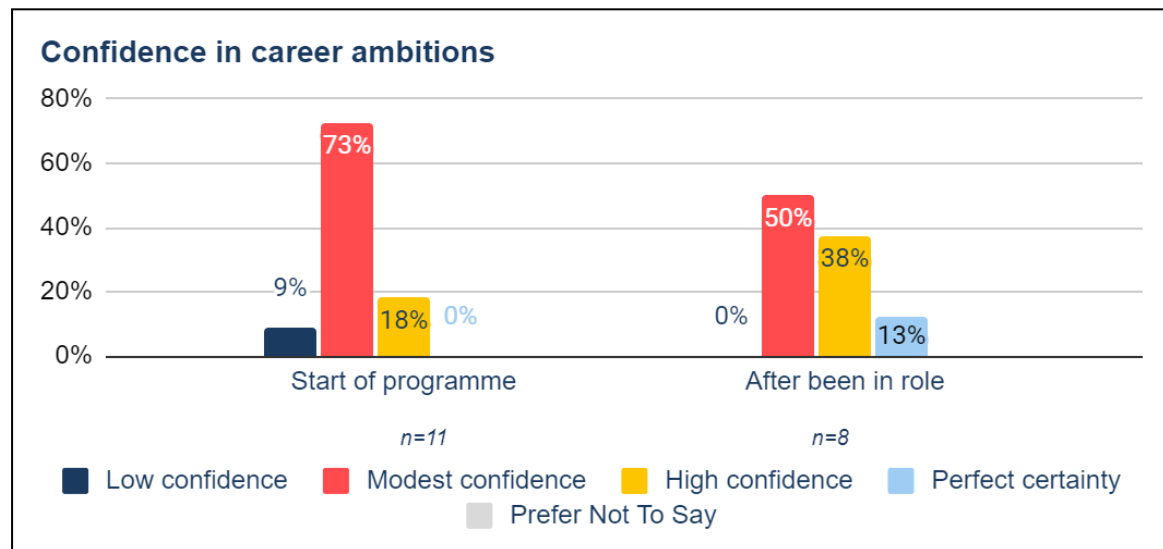
As they progressed through the programme, volunteers were asked to periodically provide feedback on their career ambitions. At the start of the programme, 64% of volunteers stated that they had a rough idea of what they wanted to achieve within their working lives over the next 5 years, with a further 36% of individuals knowing definitely what they wanted to achieve. After they had been in their volunteering role for at least three months, analysis of volunteer feedback indicates that proportionally more volunteers know definitely what they would like to do in their careers, increasing to 75%.



For individuals for whom we have data for the entirety of the programme, 50% became more certain of their ambitions for their working lives, and a further 38% maintained their ambitions ³.

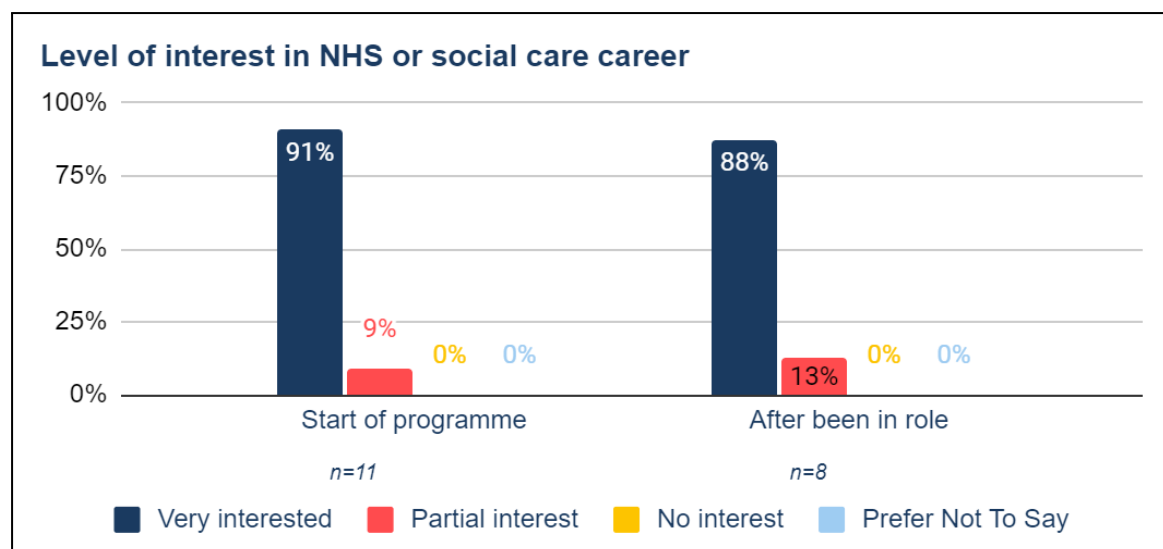
³ N=8

Volunteers were also asked to rate their confidence in these ambitions. At the start of the programme, 73% of the volunteers stated that they had a modest degree of confidence, with a further 18% reporting a high degree of confidence. As the programme progressed, we saw an increase in the proportion of volunteers gaining confidence in their career ambitions, with 38% of volunteers stating that they had a high degree of confidence when they had been in their volunteering role for at least three months.



For individuals for whom we have data for the entirety of the programme, 50% of volunteers became more confident in their career ambitions, while 50% maintained their confidence ⁴.

At the start of the programme, 91% of the volunteers stated that they were very interested in an NHS or social care career. This slightly decreased to 88% of volunteers as they continued in their volunteering roles.

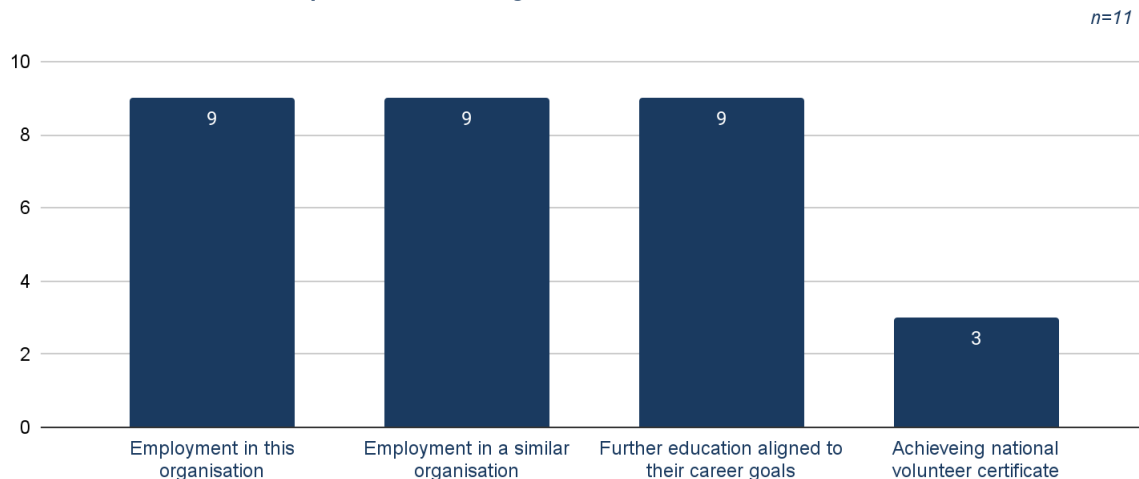


⁴ N=8

88% of volunteers for whom we have data either maintained or increased their interest in an NHS or social care career as they undertook their VTC role ⁵.

Volunteers were also asked about their hopes for volunteering resulting in certain outcomes related to their careers, future education, and training. Volunteers reported...

The number of volunteers hope that volunteering role will lead to...



82% of the VTC volunteers hoping that their volunteering role would lead to employment within Leeds Teaching Hospitals NHS Trust ⁶. For those hoping for employment within the Trust, 89% maintained their opinions as they progressed through the programme ⁷. 82% of volunteers also hoped that their volunteering opportunity would lead to employment in another health or care organisation ⁸.

82% of VTC volunteers hoped that their volunteering role would lead to further education aligned with their career goals, 75% of whom have maintained their opinions ⁹. Additionally, three individuals were interested in achieving a national volunteering certificate through their role, while five volunteers were unsure ¹⁰.

Whilst it is clear that the VTC programme in Leeds Teaching Hospitals NHS Trust mainly attracted individuals who had a prior interest in health or social care-related further education, it does appear that participation in the VTC programme has maintained or strengthened this interest.

Through the VTC programme and the career support provided, three volunteers applied for a total of four jobs resulting in attendance at three interviews. Additionally, six applications were made by six volunteers for training/further education courses. These courses included nursing/midwifery, medical and pharmacy technician degrees.

⁵ N=8

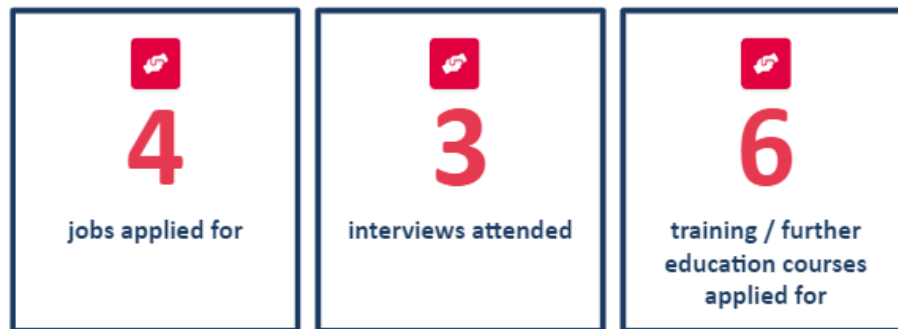
⁶ N=11

⁷ N=9

⁸ N=11

⁹ N=8

¹⁰ N=11



The job applications resulted in one volunteer securing a job in the NHS. Additionally, the training / further education applications resulted in xxx volunteers securing further education related to health and care.



A volunteer also reflected on their experience of participating in the VTC programme...

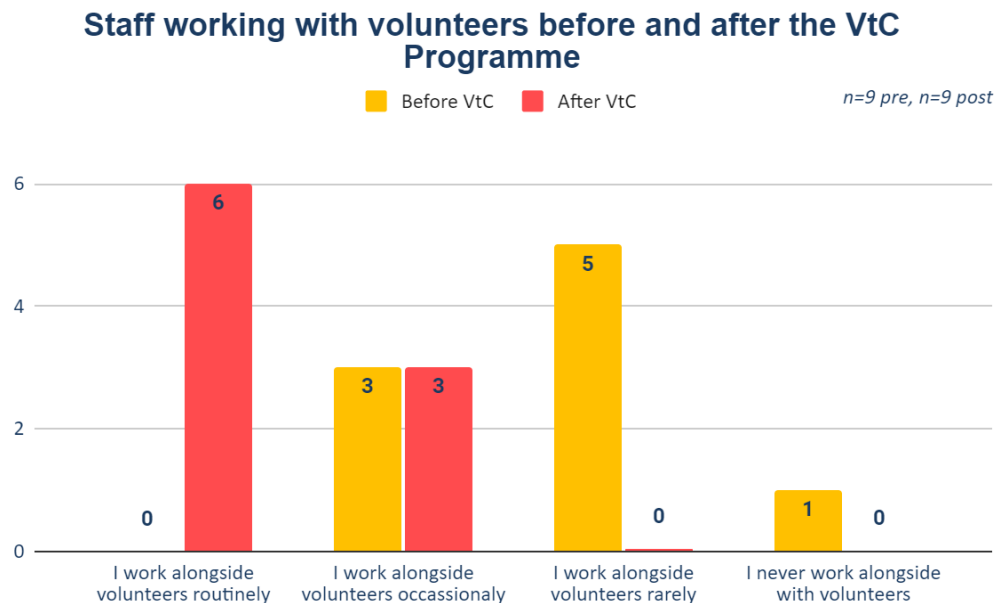


“Becoming a volunteer was a very interesting journey for me personally, because I met a lot of different people including the staff members and the patients and learnt a lot from each one of them. I gained a lot of new communication skills during my time as a volunteer at St James. I first wanted to become a volunteer at the hospital because of my work experience that I did at the CDU ward at St James hospital the staff members there really inspired me to pursue a career in healthcare”

VTC Volunteer

What is the impact of the Volunteer to Career programme on front line staff members' view of volunteer services?

Through the VTC programme, it is hoped that front line staff members will increase their knowledge of, interest in, and use of volunteer services, and gain increased confidence that volunteer roles are adding value. Staff members were asked how much they agreed these outcomes were achieved by the programme.



Through the VTC programme, an increase in the number of staff members working with volunteers was observed. After the programme, 6 of 9 staff members reported that they work alongside volunteers routinely, compared to none before the programme began.

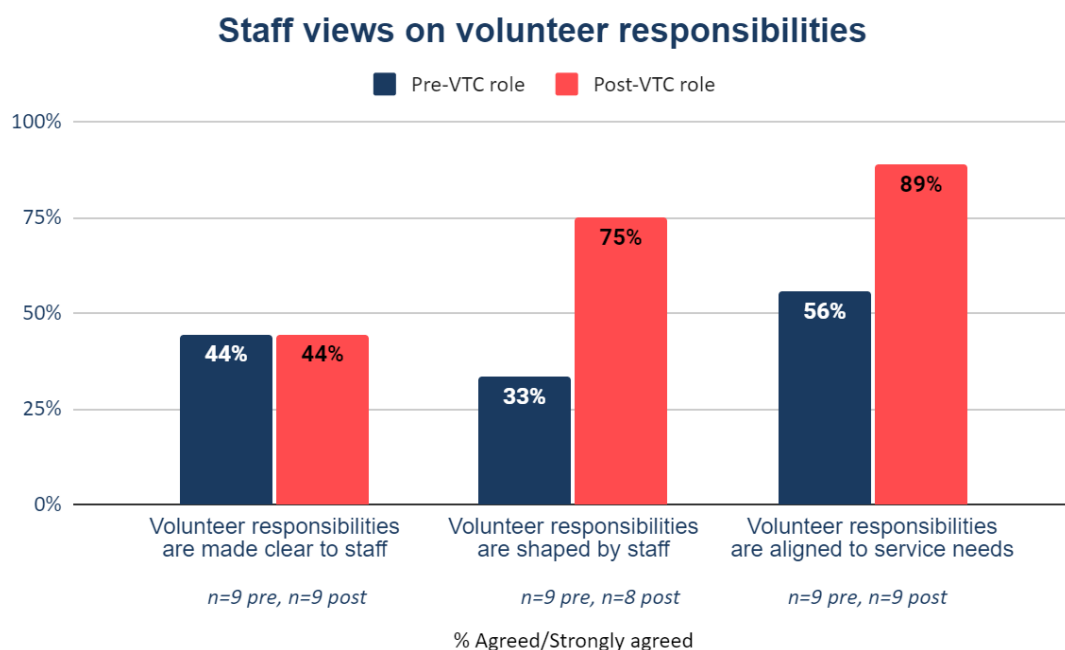


When staff members were asked about their experience with volunteers in the VTC programme, 44% reported that their experience was more positive than expected. None of the staff members rated their experience as negative.

Staff members also reported that they had enjoyed working alongside volunteers and supporting them to develop skills...

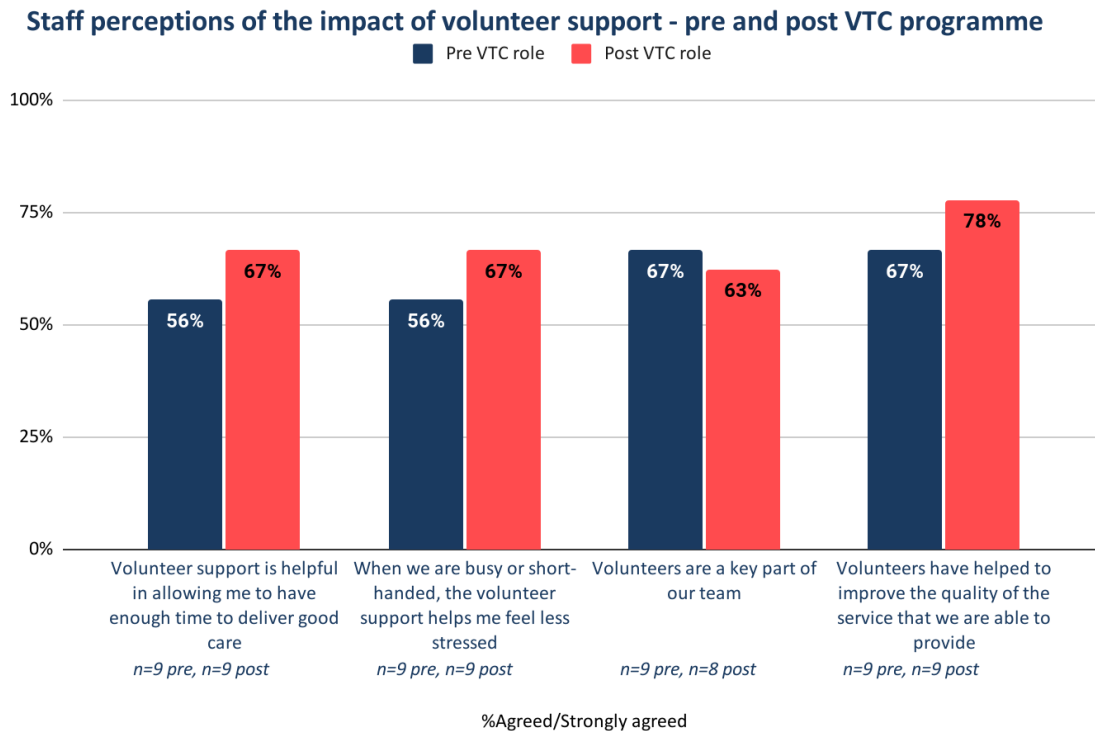


Staff views on how well volunteer responsibilities are aligned with service needs were improved during the programme. A higher proportion of staff members felt that their views were incorporated into the design and implementation of volunteer roles aligned to the needs of the clinical teams at the end of the programme than was the case at the start. However, staff felt more could be done in how volunteer responsibilities are explained to them...



Post the VTC programme, the number of staff members who agreed or strongly agreed that volunteer responsibilities are shaped by staff has shown the greatest increase (75% from 33%). Staff members also reported that volunteer responsibilities are aligned with service needs, increasing from 56% to 89%. However, post the VTC programme, the number of staff members who agreed or strongly agreed that they were clear on volunteer responsibilities has stayed the same as it was prior to the programme (44%), thus suggesting that staff would welcome additional guidance about volunteer responsibilities.

When asked about the impact of volunteering support, we saw an increase in positive perceptions of impact between the pre and post-VTC staff feedback surveys...



In the post-VTC survey, 67% of the staff members who had worked with volunteers reported that volunteer support was helpful in allowing them time to deliver good care, an increase of 11% from the pre survey. We also saw an increase of 11% in the number of staff feeling supported by volunteers when they were busy, and an 11% increase in the number of staff agreeing that volunteers have improved the quality of the service. However, we saw a 4% decrease in the number of staff members who agreed or strongly agreed that volunteers are a key part of their team. It is recommended that further feedback is gathered from staff members to understand why they feel this way.

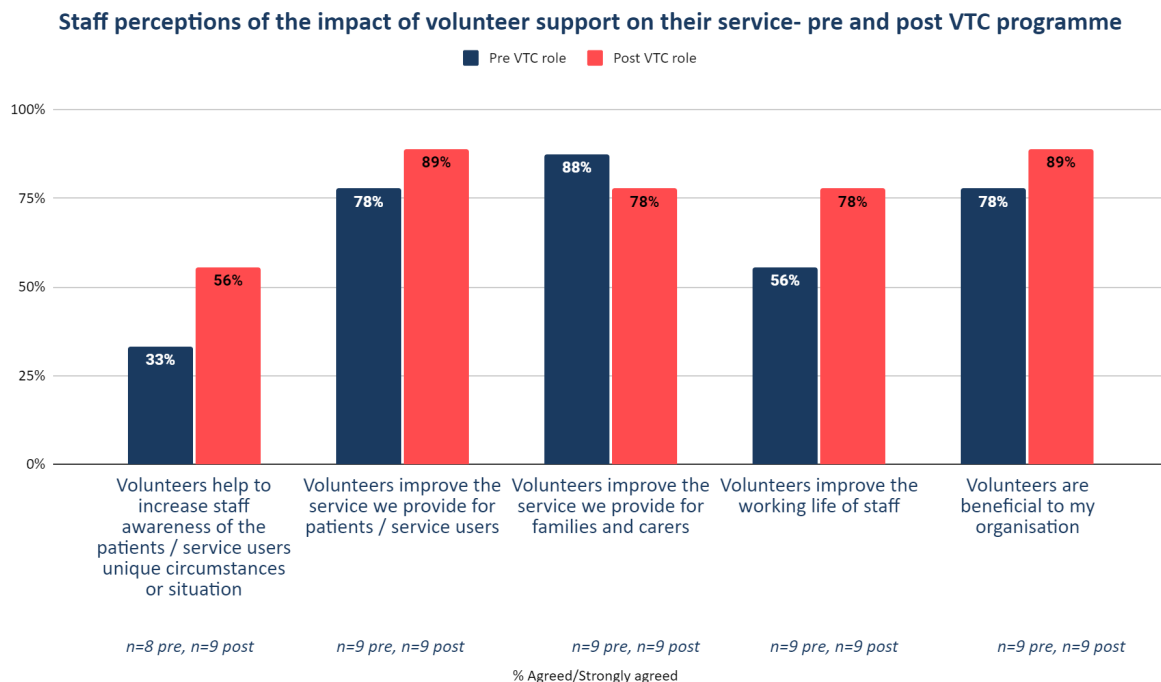


Staff members were also asked about the impact volunteer support had on their available time. 67% of the staff members who responded to this question agreed that volunteers freed up some time for them ¹¹. These respondents reported that 66 minutes of time was saved, on average, per interaction.

¹¹ N=9

40% of staff members who agreed that volunteers freed up some time shared that they felt less rushed / took a break, 40% were able to use this time to support more patients, and a further 20% were able to spend more time on patients with higher needs ¹².

Staff members were also asked further questions about their perceptions of the impact that volunteering has on patients, families/carers and the organisation...

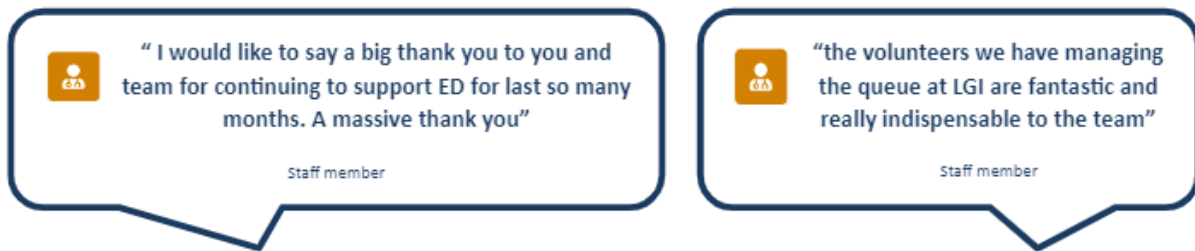


In the post-VTC survey, 89% of the staff members who had worked with volunteers reported that it helped them to improve the service provided to patients, an increase of 11% from the pre survey. We also saw an increase of 23% in perceptions of volunteers helping increase staff awareness of patients' unique circumstances. However, we saw a decrease of 10% in the number of staff agreeing that volunteers improved the support provided to families/carers. As the role that volunteers could deliver was restricted to non clinical areas and was designed to support patients/carers as they entered the hospitals, staff may have felt that the direct impact of their support was limited.

89% of staff members agreed or strongly agreed, that volunteers are beneficial to the organisation after the VTC programme, an increase of 11% from the pre survey, and a further 78% of staff believed that volunteers improved the working life of staff, which was an increase of 22% from the pre survey responses.

Finally, staff members shared their qualitative feedback on their experiences of working with volunteers and their perceptions of what impact volunteers have had on their service...

¹² n=5



Overall, the data illustrates staff perceptions of the impact of volunteers have improved throughout the course of the programme. Many more staff members now use and benefit from volunteer services and provide positive feedback on their experiences of working alongside volunteers. It is also worth noting that there is a development opportunity in relation to providing staff with guidance on volunteer responsibilities.

5. Conclusion

Our evidence suggests that the VTC programme has resulted in many positive outcomes for Leeds Teaching Hospitals NHS Trust. The organisation has shown a great improvement in workforce planning, embedding volunteering into key strategic and operational priorities, and building a positive culture for volunteering. At the end stage of VTC, the Trust has multiple policies and processes in place to protect and support volunteers, creating an environment where volunteers are treated fairly and respected and providing a strong foundation for developing skills and experience.

Individual volunteers have seen positive outcomes from their volunteering opportunities, including support to establish their career goals and improved confidence in their ambitions. Furthermore, the VTC programme has resulted in one individual securing paid employment in the health and care sector. One volunteer was planning on studying for a law degree, however, following her volunteer experience, the confidence she gained, the support she received and the career advice, she is now planning to study paediatric nursing. In addition to this, several of the volunteers have applied to study vocational degrees in healthcare which will lead them to study and train in the Trust.

Staff members, who provided feedback, also noted several benefits, with 89% agreeing that volunteers are beneficial to their organisation and 78% agreeing that volunteers improve the quality of the service they are able to provide. Additionally, 67% of staff shared that volunteer support allowed them time to deliver good quality care, saving an average of 66 minutes of staff time per interaction.

The insight and impact work conducted during the Volunteer to Career Programme at The Leeds Teaching Hospitals NHS Trust demonstrates the value a structured approach to aligning volunteering to organisational needs can bring to staff, volunteers and the organisation. By working alongside staff, volunteers can positively contribute to several elements of the Trust's operations including workforce planning. The programme has also demonstrated that by creating volunteering roles with career pathways, volunteering opportunities can result in employment for volunteers.

The Voluntary Services in Leeds Teaching Hospitals NHS Trust is an exciting place to be at the moment. The Trust's commitment to growing the volunteer workforce and volunteer to career opportunities. Most recently, this has been seen in the appointment of an Improvement Lead for the Volunteer Workforce. The Voluntary Services Team have now partnered with the LTH Workforce Hub so that they can target a pipeline of volunteer to career recruitment and share resources on role specific training.

Priorities for the team going forwards include;

- identifying VtC champions who will support the career conversations in the future
- ensuring that all volunteers are aware of VtC opportunities that are available

- improving the organisation's external comms (website) to reflect VtC success
- developing a process to monitor volunteers after they leave for education, training or employment.

6. Appendices

Appendix A - Additional methodology information

- VTC Tracker

Upon starting the role, volunteers were asked to provide feedback on their career aspirations and confidence in these ambitions. At periodic intervals, volunteers were then asked the same questions to see if there had been any changes for them as they continued on their volunteering journey. In the Leeds Teaching Hospitals NHS Trust, 11 volunteers completed the VTC tracker at the start of their role, then feedback was provided after being in the role for three months, six months, and finally nine months by volunteers who were still in the programme. For the purpose of this evaluation report, feedback received from volunteers at each of the pre-agreed intervals has been used.

- Staff pre and post surveys

An online survey tool was designed to capture feedback from staff at the start and near the end of the VTC project. The survey incorporated standardised questions related to the programme alongside opportunities to provide feedback on anticipated and achieved, staff, volunteer, and organisational outcomes.



In the Leeds Teaching Hospitals NHS Trust VTC programme, 9 staff members completed the expectations survey at the start, and 9 staff completed the feedback survey at the final stage of the programme.

For both surveys, the majority of responses were received from registered nurses and midwives (pre-VTC staff expectations survey, 6 of 9 responses; post-VTC staff feedback survey, 3 of 9 responses). Responses were also received from:

- Nursing or healthcare assistants (2- pre-VTC survey, 1- post-VTC survey);
- Volunteer team (2- post-VTC survey);
- Wider healthcare (1- post-VTC survey);
- Allied health Professionals / Healthcare scientists / Scientific and technical (1 - pre-VTC);
- Medical and dental (1- post-VTC survey);
- Other (1- post-VTC survey).

- Pre and post self assessment results

Using a 'VTC Self Assessment Tool' (SAT), the clinical lead for each organisation measured their organisation's performance against a series of identified categories and questions associated with their organisational strategy. These are:

1. Key strategic and operational priorities
2. Clinical leadership and project sponsors
3. Community integration and partnerships
4. Environment and culture
5. Volunteer to career pathways
6. Workforce planning

The assessment was undertaken at the start and then again near the end of their project to see if there had been any improvement in these indicators of integration and if there had been any other improvements in the delivery of volunteering services within the Trust.

Also as part of the assessment, volunteers and clinicians were invited to complete some additional feedback surveys to provide insight into their perceptions of organisational change in these areas.