

# Volunteer to Career Evaluation Report

## South Tees Hospitals NHS Foundation 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. As part of Phase One of this programme Helpforce has 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, that aligns with their local clinical workforce needs.

Between June 2021 and April 2022, South Tees Hospitals NHS Foundation Trust ran a therapeutic care wellbeing volunteer project which include volunteers providing therapeutic support and interaction, offering therapeutic contact that will provide comfort to patients within the emergency department.

The VtC pathway is now fully embedded within Therapeutic Care and all strands of its volunteer programme. All volunteers joining therapeutic care have access to career conversations and can opt into shadowing opportunities in areas of their choice. The team work closely with local education establishments to ensure that volunteers are signposted to the correct programmes and students have an opportunity to gain relevant insight for their potential careers.

22 volunteers were recruited to the South Tees project and were provided with support through a career pathway alongside undertaking their volunteering role. At the time of this evaluation report, 19 individuals have completed the programme. The programme continues within the Trust, with 3 individuals still participating in the VTC pathway.

This report sets out key insights related to the South Tees 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, the South Tees Hospitals NHS Trust completed a self-assessment process to determine how embedded the volunteering agenda was within the Trust. The final SAT score demonstrates that the Trust has maintained 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 on volunteering within the Trust, a Senior Manager at South Tees reports...

**\*** "Volunteers have become as essential part of our hospital community; they have had such a positive impact on the patients and the team within the emergency department. Their commitment to support and offer compassion to our patients is unwavering and we are truly grateful."

Debi Mckeown – Nursing Workforce Lead for the Trust

## 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 South Tees Hospitals NHS Trust's VTC project...



<sup>1</sup>

The project has, therefore, not only resulted in confirmation of health and care career goals for volunteers, but has also provided the support and opportunities to enable the majority of those completing the programme to move into further education or training related to health and care. One of the volunteers reported...



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

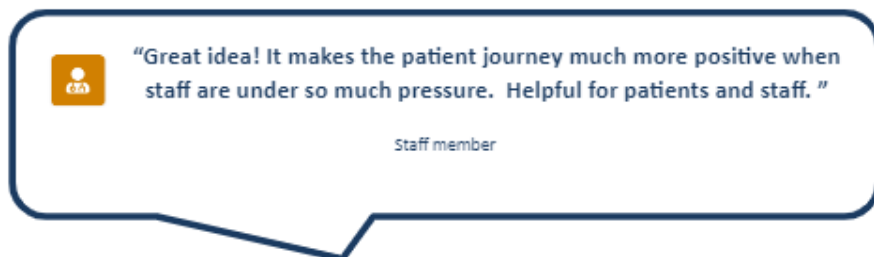
Staff members reported that the volunteer support gained through the programme has resulted in several benefits related to the quality of care provided to service users and the quality of the working lives of them and their colleagues...

<sup>1</sup> Volunteer tracker responses. N=22.



<sup>2</sup>

One staff member further elaborated...



In conclusion, It would appear that the implementation of the VTC programme in South Tees 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 training, and provided staff members with additional support to improve their working lives.

<sup>2</sup> Staff survey respondents. N= 29 pre survey responses, 21 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 South Tees Hospitals NHS Trust was successful in their application. The framework for the role was a blend of the existing Therapeutic Care Volunteer Role with the additional resources provided by Helpforce. The focus of the traditional volunteer role had not previously been around career development so this was a new direction for the team. The Trust ran a therapeutic care wellbeing volunteer project between June 2021 and April 2022. 22 volunteers were recruited to the project and were provided with support through a career pathway alongside undertaking their volunteering role. The volunteering role includes engaging with patients within the emergency department to provide therapeutic support and interaction, offering therapeutic contact that will provide comfort (if appropriate), chat about the patients history and interests, reminisce or read quietly to patients if requested and at an appropriate time, accompanying patients with staff permission (within the ward environment) to allow them freedom to walk around thereby reducing restrictions that may lead to escalation of behaviours.

## 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, nine and twelve months in the role. In the South Tees Hospitals NHS Trust, 22 volunteers completed the VTC tracker at the start of their role, but the 12 month tracker was only completed by nine 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 South Tees Hospitals NHS Trust VTC programme, 29 staff members completed the pre survey and 21 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.

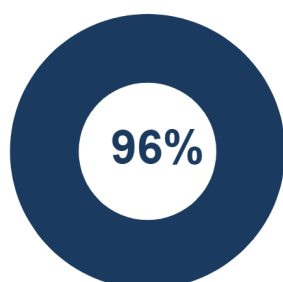
For more information on the methodology, please see [Appendix A](#).

## 4. Evaluation findings

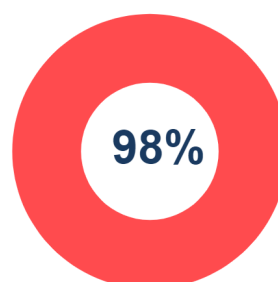
### What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?

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, the South Tees Hospitals NHS Foundation 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

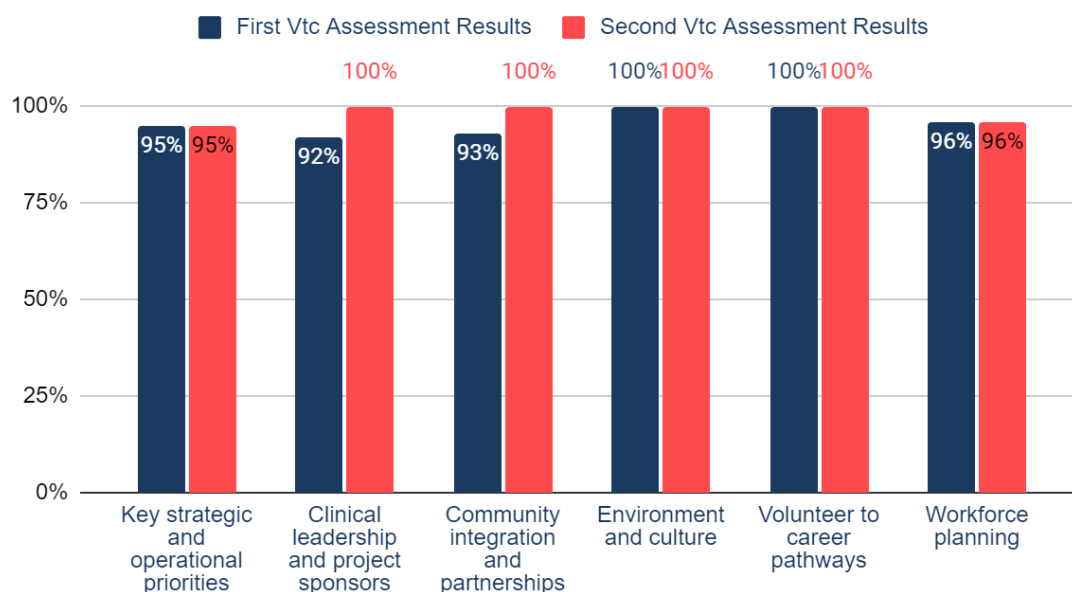


Second SAT Overall Score



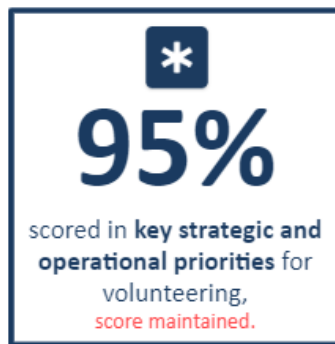
After completing the VTC programme, the South Tees Hospitals NHS Foundation Trust has shown a slight increase in the overall SAT score, improving from 96% to 98%, maintaining high scores in all elements of organisational improvement for volunteering and the overall score. The Trust scored higher scores from the first to the second assessment in 2 of the 6 elements of organisational improvement for volunteering.

### First and Second SAT Scores Overview





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



South Tees Hospitals NHS Foundation Trust scored 95% in the final SAT assessment, maintaining its score in relation to key strategic and operational priorities for volunteering during the programme. The volunteering agenda is reported to be well integrated within the Trust's HR and/or workforce strategies. The HR and workforce strategies are all being converted into business and operational plans across the organisation, which also have multiple clear performance indicators relating to volunteering, specified to measure success. Furthermore, the Therapeutic Support Department at the South Tees Hospitals NHS Foundation Trust now supports other departments in delivering their business plans.

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

South Tees Hospitals NHS Foundation Trust's clinical leadership score increased by 8% during the VTC programme. The Trust reports that clinicians are championing volunteering, with many now actively working with volunteers.



## The impact of VTC on community integration and partnership



For the community integration and partnership element of the SAT, South Tees Hospitals NHS Foundation Trust scored 100% in the second assessment. This was an increase from the score of 93% in the original assessment. At the time of the initial assessment, the Trust already had a good foundation and formal partnership agreements in place with education and employment support providers and had formal active career pathways in place. The Trust has also developed formal partnerships with education and employment support providers and benefits from strong relationships while working collaboratively with them to develop sustainable career pathways for volunteers.

### The impact of VTC on environmental culture in volunteering

The environmental culture element of the volunteering agenda remained the same before and after the VTC programme. The score of 100% demonstrates South Tees Hospitals NHS Foundation 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 which help in creating a nurturing environment and culture for volunteers in attracting and retaining volunteers as part of the organisation's workforce.



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 also 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 South Tees Hospitals NHS Foundation Trust has maintained a score of 100% during the VTC. In the organisation, volunteers were always made aware of the career opportunities available within the organisation and volunteer roles were being designed as part of a wider career path. Additionally, the Trust always 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 South Tees Hospitals NHS Foundation Trust maintained its score during the programme. The score of 96% demonstrates that well established protocols are in place to ensure volunteers are managed effectively. Career support is 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 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 support volunteers to feel more valued and more confidently skilled to deliver their role. In return for this investment, 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 South Tees reports...



**"Volunteers have become as essential part of our hospital community; they have had such a positive impact on the patients and the team within the emergency department. Their commitment to support and offer compassion to our patients is unwavering and we are truly grateful."**

Debi Mckeown – Nursing Workforce Lead for the Trust

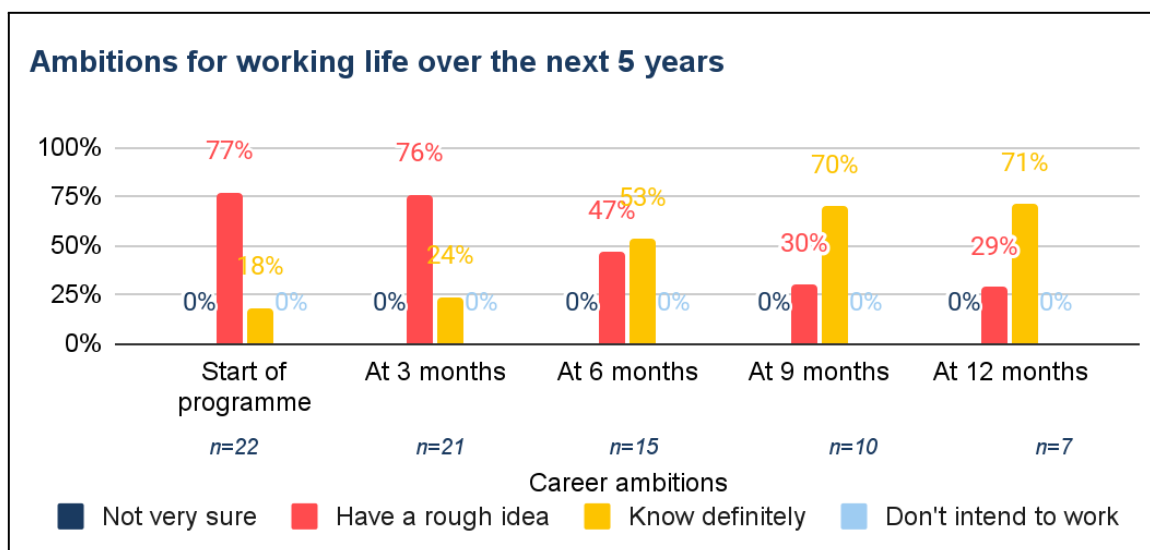
Through their self-assessment, the South Tees Hospitals NHS Foundation Trust estimated that between 21% and 30% of volunteers become employees each year, illustrating the organisation has a lot of right processes in place to support volunteers and there are indeed opportunities for individuals to progress from volunteer to career. The organisation's workforce plans currently identify volunteers as a solution to addressing local workforce needs.

## 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 South Tees 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 the volunteers on their career pathway. During the project delivery period...



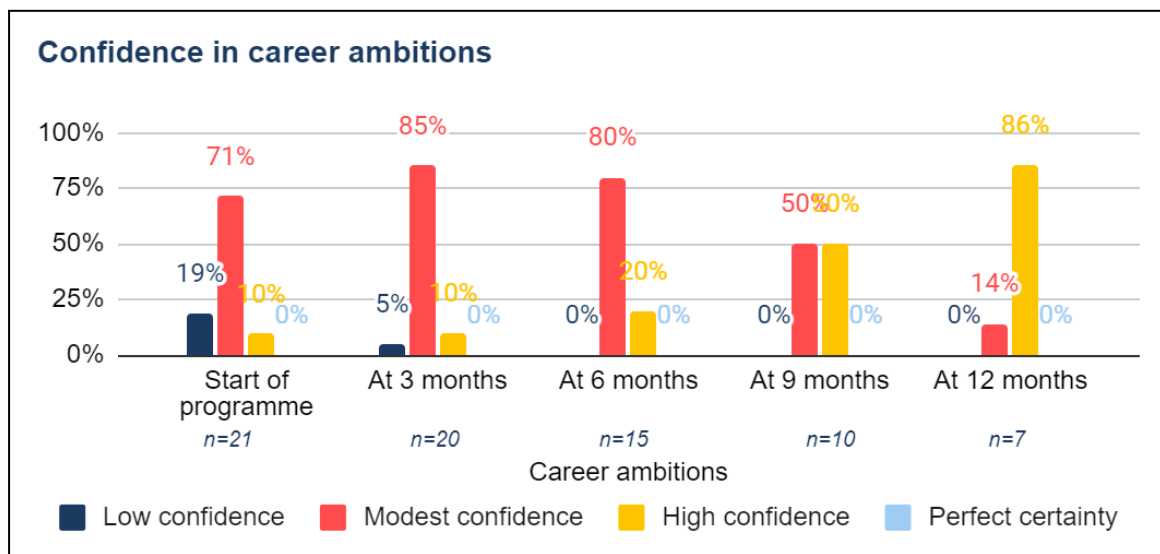
As they progressed through the programme, volunteers were asked to periodically provide feedback on their career ambitions <sup>3</sup>. At the start of the programme, 77% of volunteers stated that they had a rough idea of what they wanted to achieve within their working lives over the next 5 years, with a further 18% knew definitely what they wanted to achieve. After they had been in their volunteering role for 12 months, analysis of volunteer feedback indicates that proportionally more volunteers know definitely what they would like to do in their careers, increasing to 56%.



<sup>3</sup> Due to the majority of volunteers having completed/left the VTC programme before they had been in their volunteering role for 12 months, we must use some caution in drawing confirmed conclusions from the following analysis.

For individuals for whom we have data for the entirety of the programme, 45% became more certain of their ambitions for their working lives, and a further 55% maintained their ambitions <sup>4</sup>.

Volunteers were also asked to rate their confidence in their ambitions. At the start of the programme, 71% of the volunteers stated that they had a modest degree of confidence, with a further 19% reporting a low degree of confidence. As the programme progressed, we saw an increase in the proportion of volunteers gaining confidence in their career ambitions, with 86% of volunteers stating that they had a high degree of confidence when they had been in their volunteering role for 12 months.

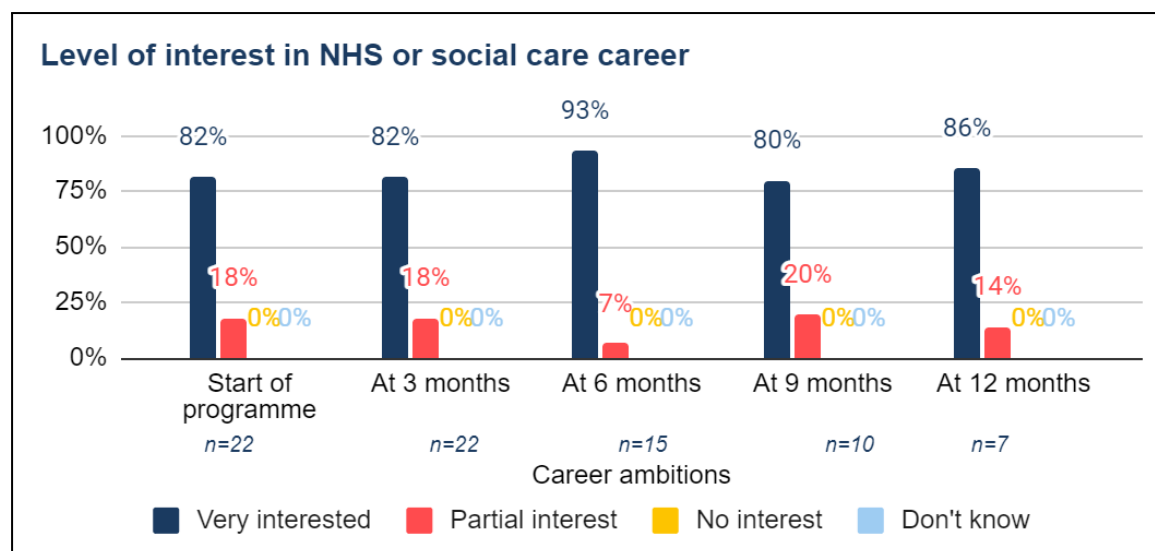


For individuals for whom we have data for the entirety of the programme, 52% of volunteers became more confident in their career ambitions, while 48% maintained their confidence <sup>5</sup>.

At the start of the programme, more than half of the volunteers stated that they were very interested in an NHS or social care career (82%). This increased to 86% of volunteers as they continued in their volunteering roles. We also saw a peak in the high interests at six months (93%) and a lot of individuals move on around this time.

<sup>4</sup> N=22

<sup>5</sup> N=21

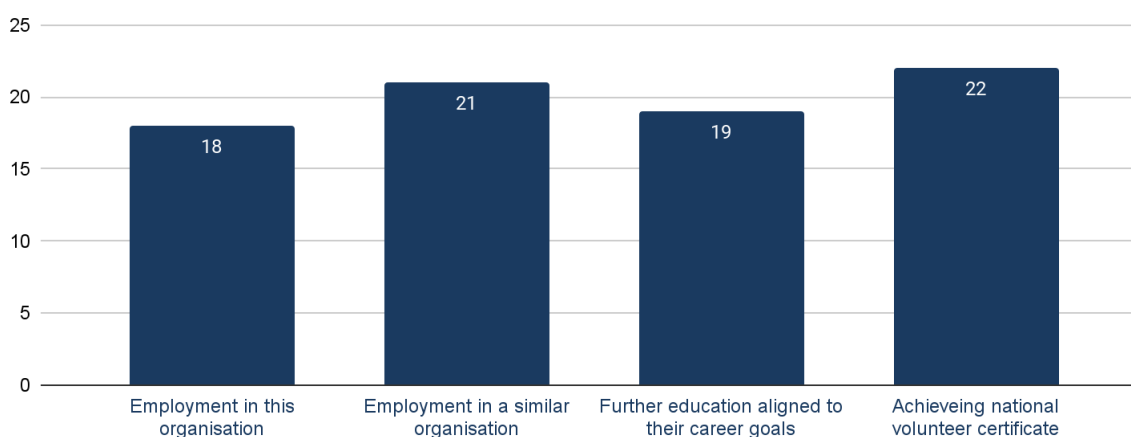


91% of volunteers for whom we have data either maintained or increased their interest in an NHS or social care career as they undertook their VTC role <sup>6</sup>.

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...**

n=22



82% of the VTC volunteers hoped that their volunteering role would lead to employment within South Tees Hospitals NHS Trust <sup>7</sup>. For those hoping for employment within the Trust, 91% maintained their opinions as they progressed through the programme, with a further 9% becoming more hopeful <sup>8</sup>. 95% of volunteers also hoped that their volunteering opportunity would lead to employment in another health or care organisation <sup>9</sup>.

<sup>6</sup> N=22

<sup>7</sup> N=22

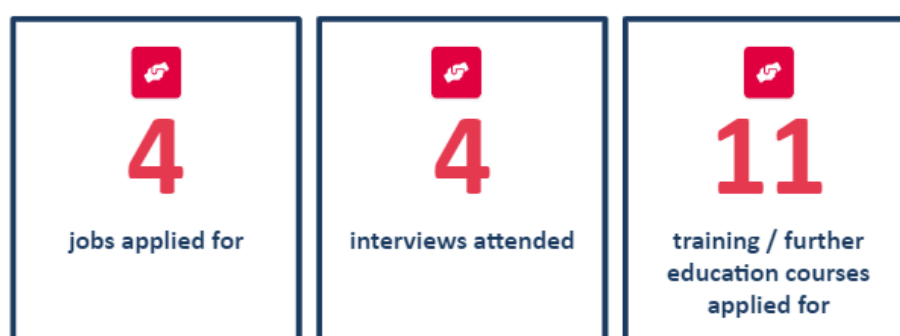
<sup>8</sup> N=22

<sup>9</sup> N=22

86% of VTC volunteers hoped that their volunteering role would lead to further education aligned with their career goals, 91% of whom have either maintained their opinions while a further 9% have become more hopeful <sup>10</sup>. Additionally, all of the individuals were interested in achieving a national volunteering certificate through their role <sup>11</sup>.

Whilst it is clear that the VTC programme in South Tees 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, two volunteers applied for a total of four jobs resulting in attendance at four interviews. Additionally, 11 applications were made by 11 volunteers for training/further education courses. These courses included nursing degrees.



The job applications resulted in two volunteers securing a job in the NHS, and two volunteers securing a role in different sectors. Additionally, the training / further education applications resulted in 11 volunteers securing further education related to health and care.



<sup>10</sup> N=22

<sup>11</sup> N=22

Volunteers also reflected on their experience of participating in the VTC programme and several comments highlighted the enjoyment derived from participation...



"I absolutely love working in A&E! So far, all the patients have been either pleasant or grateful. I've supported a range already from autism, dementia, addiction, and anxiety to name a few and kept others company."

VTC Volunteer



"I'm really happy in this role, just feel so passionate about it and love seeing the difference it makes to the patients."

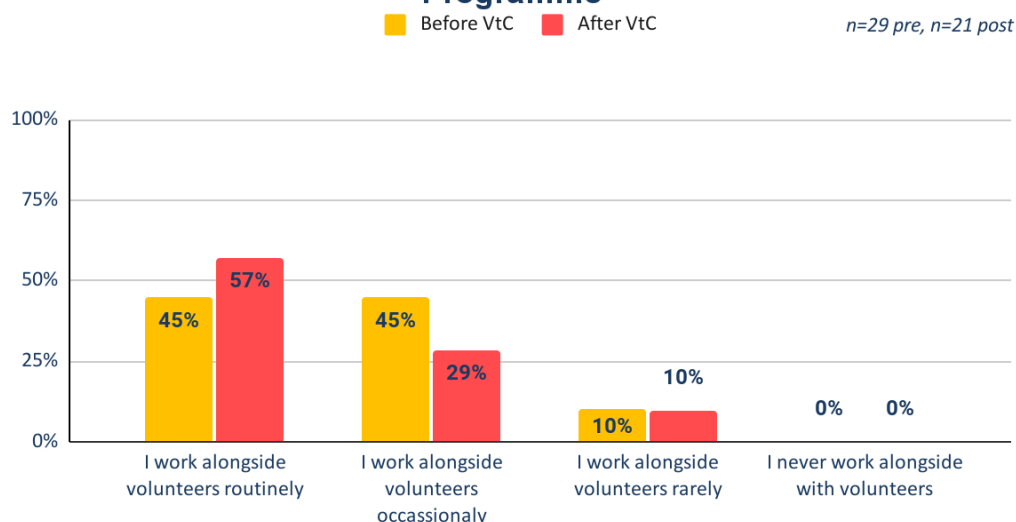
VTC Volunteer



## 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 that these outcomes were achieved by the programme.

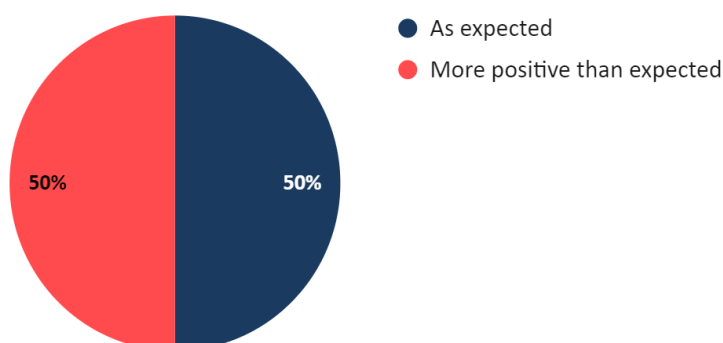
### Staff working with volunteers before and after the VtC Programme



Through the VTC programme, an increase in the number of staff members working with volunteers was observed. After the programme, 57% of the respondent staff members shared that they work alongside volunteers, compared to 45% before the programme began.

### Staff experience with volunteers after the VtC programme

*n=20*



When staff members were asked about their experience with volunteers in the VTC programme, 50% of staff members reported that their experience was more positive than expected. None of the staff members rated their experience as negative.

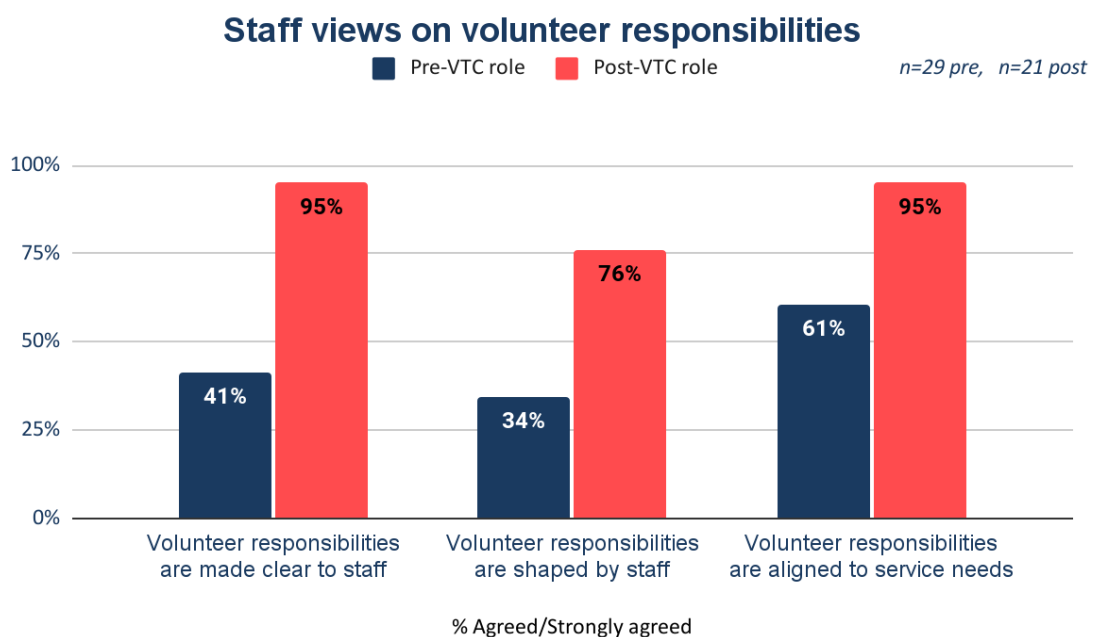
Staff provided some additional comments on how volunteers have changed their views about volunteering...



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

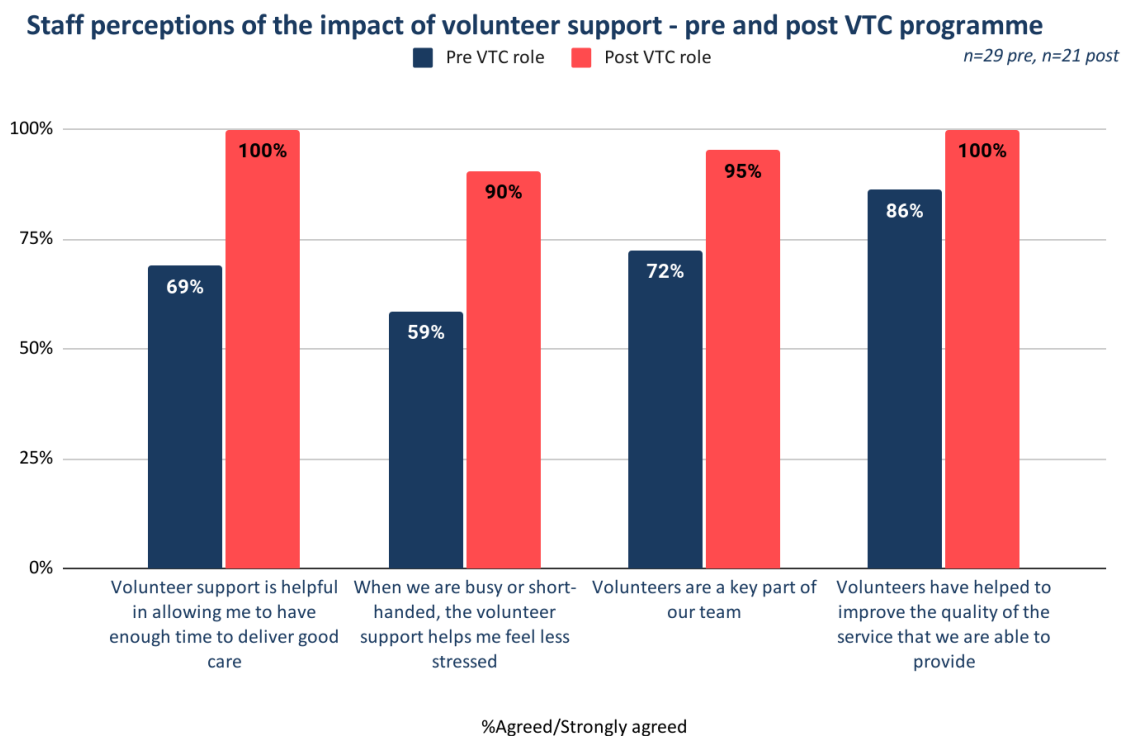


Staff views on how well volunteer responsibilities are aligned with service needs improved during the programme. A higher proportion of staff members felt that their views were incorporated into the design and implementation of volunteer roles aligned to the needs of the clinical teams at the end of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



Post the VTC programme, the number of staff members who agreed or strongly agreed that volunteer responsibilities are made clear to staff has shown the greatest increase (41%). Staff members also reported that volunteer responsibilities are shaped by staff, increasing from 34% to 76%. Additionally, post the VTC programme, there was an increase of 34% in the number of staff members who felt that volunteer responsibilities are aligned with their service needs, which suggests that staff felt more included in the development of roles and their alignment to clinical needs after VTC.

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



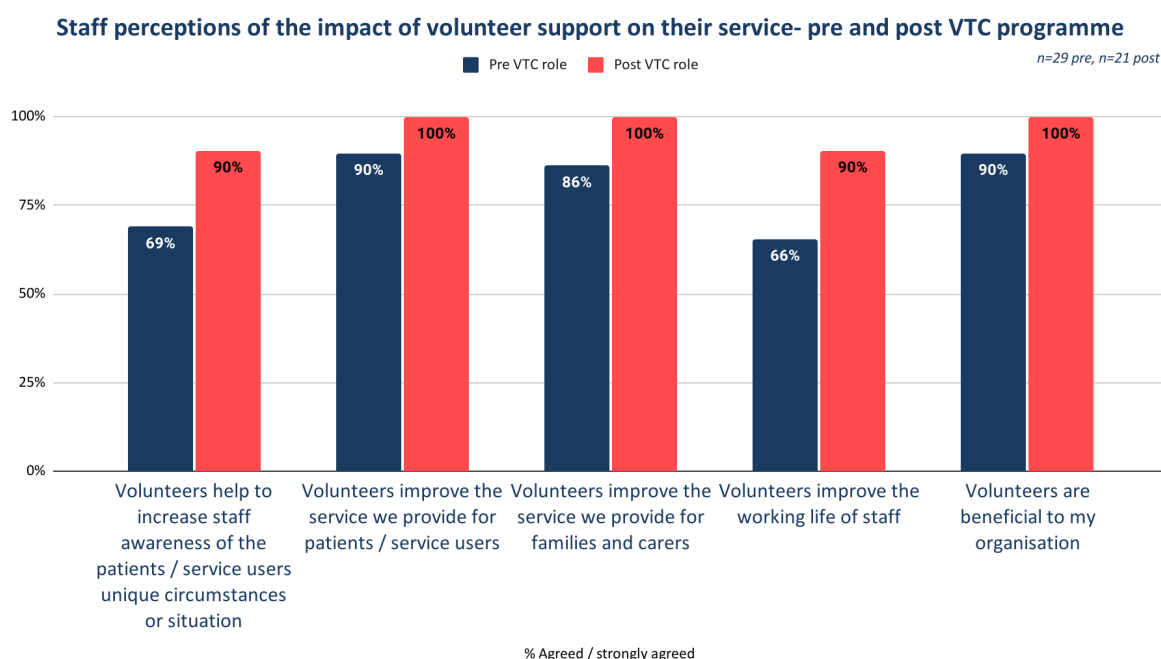
In the post-VTC survey, 100% of the staff members who had worked with volunteers reported that volunteer support was helpful in allowing them time to deliver good care, an increase of 31% from the pre-survey. We also saw an increase of 31% in the number of staff feeling supported by volunteers when they were busy, and a 23% increase in the number of staff agreeing volunteers are a key part of their team. Additionally, 100% of staff agreed or strongly agreed that volunteers have improved the quality of the service, a 14% improvement from the pre survey.



Staff members were also asked about the impact volunteer support had on their available time. All of the staff members who responded to this question agreed that volunteers freed up some time for them <sup>12</sup>. These respondents reported that 93 minutes of time was saved, on average, per interaction.

53% of staff members who agreed that volunteers freed up some time shared that they felt less rushed / took a break, 20% were able to spend more time on care planning and organising medicines thanks to volunteering support, 13% were able to use this time to support more patients, and a further 13% were able to spend more time on patients with higher needs <sup>13</sup>.

Staff members were asked further questions about their perception of the impact that volunteering has on patients, families/carers and the organisation. Again, an increase was noted in the positive responses for each question...



In the post-VTC survey, 100% of the staff members who had worked with volunteers reported that it helped them to improve the service provided to patients, an increase of 10% from the pre-survey. We also saw an increase of 21% in perceptions of volunteers helping

<sup>12</sup> n=21

<sup>13</sup> n=15

increase staff awareness of patients' unique circumstances and an increase of 14% in the number of staff agreeing that volunteers improved the support provided to families/carers.

Additionally, 100% of staff members agreed or strongly agreed, that volunteers are beneficial to the organisation after the VTC programme, an increase of 10% from the pre survey, and a further 90% of staff believed that volunteers improved the working life of staff, which was an increase of 24% 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 them, their service and the service users overall...



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.

## 5. Conclusion

Our evidence suggests that the VTC programme has resulted in many positive outcomes for South Tees Hospitals NHS Trust. The organisation has shown an improvement in community integration and partnerships, clinical leadership involvement in embedding volunteering into workforce strategies, 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 volunteers undertaking job or further education interviews, with two individuals securing paid employment in the health and care sector.

Existing staff members also noted several benefits, with 100% of respondents agreeing that volunteers are beneficial to their organisation and 100% agreeing that volunteers improve the quality of the service they are able to provide. Additionally, 100% of staff shared that volunteer support allowed them time to deliver good quality care, saving an average of 93 minutes of staff time per interaction.

The insight and impact work conducted during the Volunteer to Career Programme at The South Tees 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 future of the wellbeing volunteer role will continue to develop as part of the overall therapeutic care volunteer programme within South Tees Hospitals NHS Foundation Trust. The next steps include:

1. further expand the Volunteer to Career Role throughout the Therapeutic Care Programme
2. commence career clinics with a voluntary advisory service
3. expand the role into the paediatric ED
4. provide additional training and support for all volunteers in relation to employment support and career advice
5. continue to develop links and work in collaboration with mental health community teams

6. continue to monitor volunteer employment outcomes for the service and maintain up to date records of volunteer career journeys.

## 6. Appendices

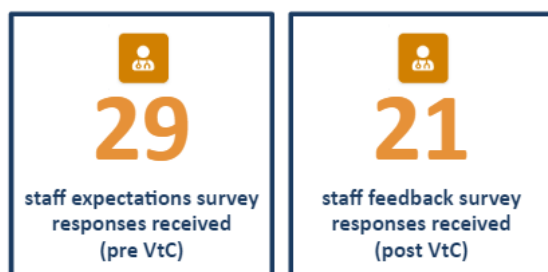
### Appendix A - Additional methodology information

#### - 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 South Tees Hospitals NHS Trust, 22 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, nine months and finally 12 months by volunteers who were still in the programme. For the purpose of this evaluation report, the first and the feedback received at intervals from the volunteers have been used in this evaluation report.

#### - 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 South Tees Hospitals NHS Trust VTC programme, 29 staff members completed the expectations survey at the start, and 21 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 - 10 of 28 responses; post-VTC staff feedback survey, 4 of 21 responses). Responses were also received from:

- Nursing or healthcare assistants (12- pre-VTC survey, 2- post-VTC survey);
- Volunteer team (5- pre-VTC survey, 5- post-VTC survey);
- Wider healthcare (8- post-VTC survey);
- Allied health Professionals / Healthcare scientists / Scientific and technical (1 - post-VTC);
- Medical and dental (1- pre-VTC survey);
- General management (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 organisations 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 success of volunteering services within the Trust.

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