



Volunteer to Career

Volunteer to Career Programme

Findings report

West London NHS Trust

November – 2024



West London
NHS Trust

in partnership with
helpforce

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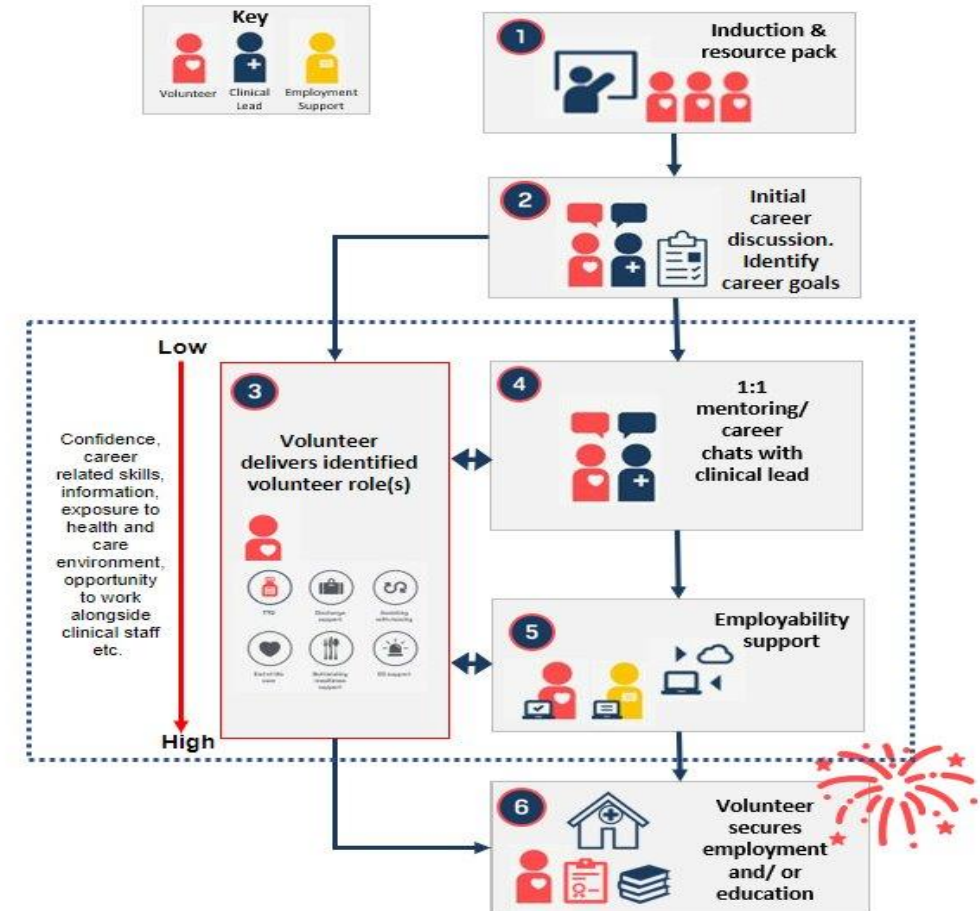
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Our VtC Career Pathway

The details of the VtC Career Pathway in West London NHS Trust are outlined below.

- Appointment (trust and local induction) immediately before starting their volunteering,
- VtC and Volunteer development plan, goals and objective settings and timelines – VtC induction package, invitation and consent for WhatsApp Group,
- Volunteers who have identified their career choice – map out career pathway (entry level roles, apprenticeships and training opportunities),
- Volunteers who are still unsure of their career choice – NHS career quiz and shadowing opportunities,
- Employability skills workshop/webinar/presentation – (1 session setting for supporting information, applications and interview webinar by Work Hounslow),
- 1, 3, 6-month check-in/support with clinical lead to monitor developmental plan or provide additional support required by the volunteer,
- Move into employment/ training/ apprenticeships,
- Provide support, programme exit and transition to employment: collect feedback.



Programme overview

The **Helpforce Volunteer to Career (VtC) programme** is designed to support volunteers to take up a career in health and care. Helpforce has worked alongside health and care organisations to set up and implement volunteering projects which incorporate career pathways for volunteers. They have worked in partnership with organisations, such as ours, to implement the Volunteer to Career Pathway and to provide support in evaluating its impact. The VtC programme has been designed to support **organisational** improvement across **three key strategic components, identified as essential to achieving systemic change:**

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

West London NHS Trust's programme overview and objectives:

- The volunteer to career project in WLNT has embedded two existing roles (Community Perinatal Support Volunteer, Mealtime Support Volunteer). The Community Perinatal Support Volunteers support the occupational therapy team with delivering groups in the community for mothers and babies under the perinatal service. The Mealtime Support Volunteers support nursing staff and patients during mealtimes with practical feeding tasks. Two new roles, Ward Activity Volunteer and Activity Champion Volunteer work alongside the nursing teams and OT teams in the hospital to provide meaningful activities for patients to engage with on the ward by supporting with group activities, ideas and keeping service users company through the use of activities. Additional emerging roles at the Trust were also added to the programme too where volunteers required VtC support inline with programme aims (see slide 9).
- **An overview of the VtC programme:** The strategic aim of the VtC project is to positively impact future recruitment needs of the organisation at a local level, with a specific local focus at WLT on AHP and Nursing career pathways as identified workforce system pressure areas through carefully designed VtC Initiatives. Volunteers will be offered the opportunity to gain valuable knowledge skills and experience in clinical roles that align with their values, motivations and career goals. This project allows volunteers to explore their chosen health and care careers whilst simultaneously building a skilled potential workforce. The model is scalable and can be replicated across different service lines and professions within the Trust, however, this project is aimed at delivering a proof of concept and will focus on achieving positive outcomes for volunteers that are more inclined to developing a career in a nursing or AHP pathway.

Our VtC programme objectives - 1

The VtC programme began in October 2023, and the initial programme ran until October 2024. With programme management and evaluation support provided by Helpforce, we implemented and delivered our VtC programme to achieve these programme objectives.

Objective	Measure(s)	Achieved?
Design and start delivering a successful Volunteers to Careers pilot initiative by the end of October 2024.	Up to 20 volunteers supported with 65% of volunteers achieving positive outcomes	Partly achieved (18 volunteers supported with a 50% positive outcome rate)
Align two existing volunteer roles (community Perinatal Support Volunteer and Mealtime Support volunteer) with the VtC pathway by the end of November 2023.	Role live, no of volunteers expressing interest and active recruitment taking place	Achieved
Design and set up two new volunteer roles (Ward Activity Volunteer and Activity Champion Volunteer) to work alongside a VtC pathway by the end of December 2023.	Role live, no of volunteers expressing interest and active recruitment taking place.	Achieved
Develop a standard operating procedure document to inform the operational procedures of the VtC service by the end of February 2024.	A completed and approved SOP document.	Achieved
Revisit and re-imagine existing organisation career pathways to make them more inclusive to volunteers.	Increase the SAT scores regarding knowledge of career pathways, survey for volunteers to confirm how accessible pathways are to them, and recognition of previous experience gained by volunteers as part of inclusive criteria.	Achieved
Recruit and engage 10 volunteers as part of the first cohort by the end of February 2024 and maintain a consistent level of engagement throughout a 7/8-month period.	Recruitment of 10 volunteers on the VtC pathway	Achieved
Provide volunteers with specific skills relevant to a healthcare industry, with a focus on transferable skills applicable to various career paths.	Evidence of a shift in scores in pre and post skill assessment surveys to evaluate acquisition of specific skills.	Achieved
Facilitate opportunities for volunteers to explore different healthcare career paths through various sessions, site visits or networking events.	Documented 8 volunteers who actively explored different healthcare career paths	Achieved

Our VtC programme objectives - 2

Objective	Measure (s)	Achieved?
Implement a feedback system to gather insights from volunteers, healthcare staff, mentors and stakeholders to continually improve the effectiveness of the programme by April 2024 of the project	Evaluation framework and measurement tools in place	Achieved
Promote diversity and inclusion within the program by reaching out and aiming to have 40% of the cohort reflect underrepresented groups, ensuring equal opportunities for all participants.	40% of volunteers are representative of harder to reach populations, monitor demographics.	Exceeded (with 81% from a BAME background)
Develop strategic partnerships with educational institutions and community organisations to enhance the programmes resources and offerings.	Established partnerships with at least 3 community organisations to support the offering of the programme.	Achieved
Develop a plan for the sustainability of the programme beyond the initial 12-month period, considering funding, staffing, and ongoing support.	Business plan for sustaining and scaling the benefits of VtC in place, allocation of funding for the next 12-24 months.	Ongoing at the time of this evaluation (business plan in place)
Develop our joined up approach to HR systems and volunteer management practices enabling easy and frictionless transition of volunteers to employment and embed this as part of internal strategic partnership working with HR, apprenticeships and work experience, bank, temporary staff leads etc.	Volunteer to career recruitment passport, HR and volunteer management policies reviewed supporting volunteer to career	Partly achieved
Develop our online and offline marketing approach for the new Volunteers to Careers service ensuring volunteers and prospective volunteers are aware of career opportunities with the Trust	VtC Poster, webpage, 5 VtC impact case studies in place	Partly achieved (developed and to be used within a longer term plan for the programme)

Helpforce's evaluation approach

Using its established [Insight and Impact](#) evaluation service, Helpforce follows a consistent methodology to determine the impact of volunteering roles on health outcomes. Target outcomes are identified across a range of beneficiaries representing the people and organisations involved, and then the necessary data is collected to prove and evidence the outcomes.

The evaluation sought to answer three key questions.

- What was the impact of the VtC programme on:
 - Corporate behaviours towards volunteering?
 - Enabling individual volunteers to progress towards a career in health and care?
 - The attitudes of front-line staff towards volunteer services?

The outcomes the evaluation aimed to measure included...



Note: The analysis in this report is provided by the Helpforce Insight and Impact team, and the contextual information has been provided by West London NHS Trust's Volunteer to Career team.

Evaluation approach: methodology

Within the VtC programme, Helpforce utilises three data collection methods:

- A **'VtC Self-Assessment Tool'** (referred to as SAT) was completed by the project's clinical/health and care lead at the start and then again near the end of the 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 staff are invited to complete some additional feedback surveys to provide insight into their perceptions of organisational change.
- **Volunteer surveys** were designed to capture data around the volunteers' level of interest in a health/care career, how they are finding their volunteer role and the VtC programme. The surveys were completed twice, both at the beginning of their volunteering and at a later period (referred to as 'start' and 'latest').
- **Staff surveys** were completed at the start and near the end of the VtC project (referred to as pre and post surveys).

During the course of the VtC programme the following surveys were completed:



Volunteering activity

Across the duration of the initial delivery period, there was a great deal of volunteering activity within our organisation:

18
The number of volunteers that were recruited

626
The number of times patients were supported by VtC volunteers

258
The number of times staff were supported by VtC volunteers

VtC volunteers supported patients **626 times** and staff **258 times** within the 12 month initial delivery period. This support was delivered by **18 volunteers** across **7 different volunteering roles**, delivering **611 hours** of volunteering support (equivalent of **16 FT staff** members at 37.5 hours a week).

Staff and patient support tasks included:

- **Activity Champion Volunteers** supporting patients with fun and engaging ward based activities as part of their recovery process with our OT teams at our Mental Health Units.
- **Community Perinatal Support Volunteers** enhancing the experience of our new and expectant mothers by helping coordinate friends and family feedback, encourage patients to attend/participate in support groups in a more personalised way and supporting with prevention and planning around patient non-attendance system pressures in the Perinatal Mental Health Service.
- **Ward Activity Volunteers** improving the inpatient Clayponds Hospital experience by helping patients to engage in conversation and a range of engaging activities during their stay
- **Mealtime Support Volunteers** by supporting and encouraging feeding of patients at Clayponds Hospital to maintain dignity and reducing levels of anxiety at mealtimes, improving nutrition and hydration levels so patients don't miss meals which is important for their recovery and avoiding failed and delayed discharge and giving back time to nurses to focus more on expert medical care tasks.
- **Multilingual Support Volunteers** providing personalised language translation support to help our services engage with patients whose English is not a first language so our healthcare provision is diverse and inclusive and addresses health inequalities.
- **Ward Helper Volunteers** helping with the smooth running of our Mental Health Units including supporting patients to their appointments and social activities on wards.
- **Patient Feedback Volunteers** helping increase patient feedback response rates for continuous improvement of services whilst providing independent support from someone who has not been involved in their care for effective feedback.

Evaluation findings: volunteers

At the time of evaluation, 18 volunteers had completed the VtC career pathway. Through the pathway and career support provided, volunteers applied for jobs and attended interviews. These applications resulted in **9 of the 18 volunteers securing employment or education / training. 6 volunteers secured employment**, in roles such as **Bank Assistant Psychologist, Bank Mental Health Adviser and Administrator. 6 volunteers secured places on further education** courses related to health and care, including **MSc Conversion in Forensic Psychology, MSc Clinical Psychology, MSc Behavioural Psychology and Health and Social Care Diploma**. There were 3 volunteers who secured both employment and education/training.

4

volunteers have taken up employment in the Health and Care sector

2

volunteers have taken up employment in other sectors

6

volunteers secured further education or training related to health and care

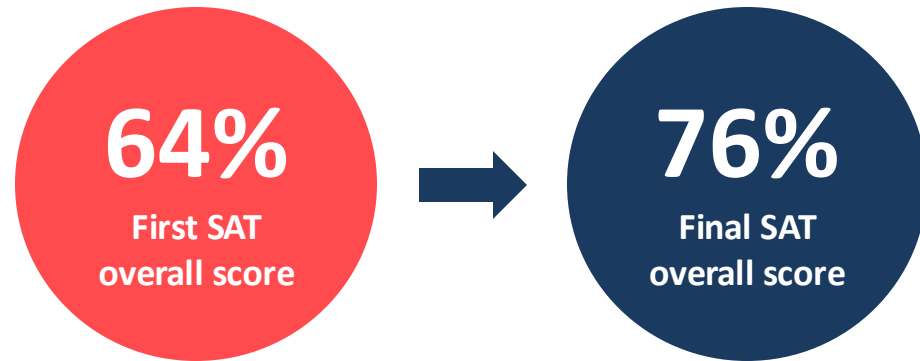
50%

of volunteers who completed the VtC pathway secured employment or FE/training

A volunteer provided some additional insights into their experience of being a VtC volunteer...

"Being part of VtC changed my mind-set from one where 'although growth and career development is a possibility within the NHS, with low probability' to "growth and career development is a possibility within the NHS, with high probability."

Evaluation findings: organisation

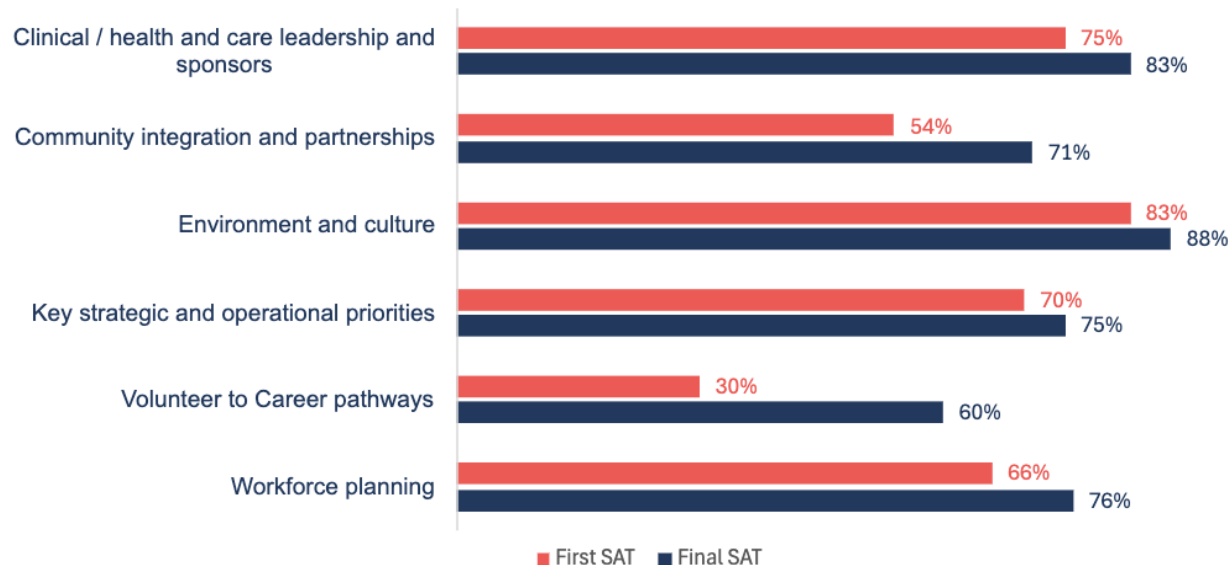


After completing the VtC programme, there was an **increase in the overall SAT score, which improved from 64% to 76%.**

Similar to the positive change in the overall SAT score result, **we have observed an improvement in the scores for each of the six individual elements of organisational improvement for volunteering.** Notably, the **Volunteer to Career pathways score increased by 30%** (30% to 60%) following the VtC programme.

This shows the programme has had positive systemic change on the organisation. This includes 2 new volunteering roles being introduced at the Trust by services thinking more deliberately in involving volunteers to bridge to local staffing workforce pressures, a structured volunteer to career pathway visible and consistently supported at organisational level and a clinical lead operating across the Trust combining the best of volunteer management and clinical leadership to address real workforce pressures at a strategic level.

Overall SAT scores, by strategic component

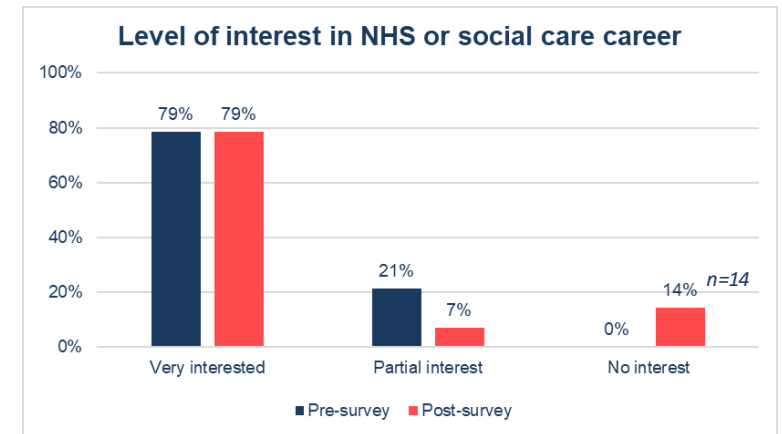
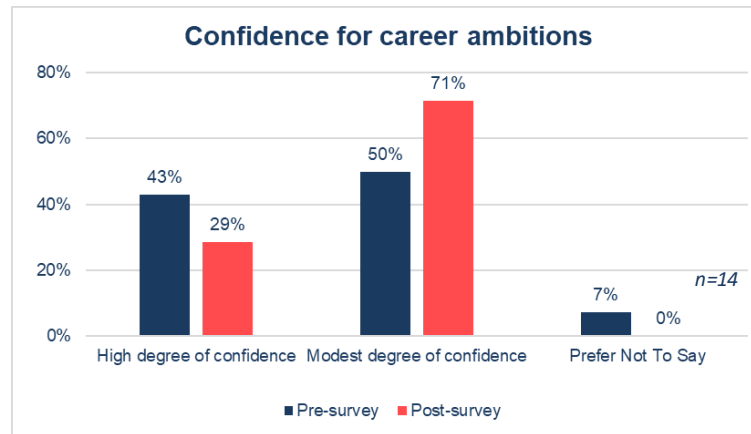
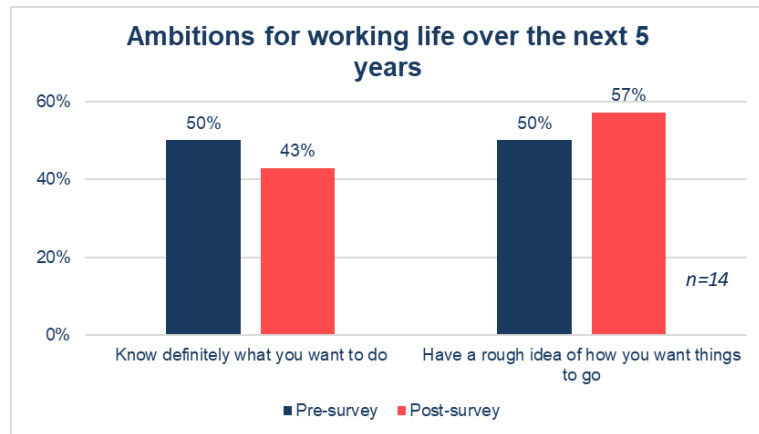


Evaluation findings – Volunteers

After the VtC programme, the proportion of volunteers who **knew definitely what they wanted to do with their working lives slightly decreased from 50% to 43%. 79% of volunteers maintained or increased their certainty** in their ambitions through the VtC programme.

The proportion of volunteers who had **high confidence in their career ambitions decreased by 14%** by the end of the programme (43% to 29%). However, **77% of volunteers maintained or increased their confidence** in achieving these ambitions through the VtC programme.

After the VtC programme, the proportion of volunteers who were **very interested in an NHS or social care career remained the same at 79%. 86% of volunteers either maintained or increased their interest** in this career pathway as a result of participating in the VtC programme.

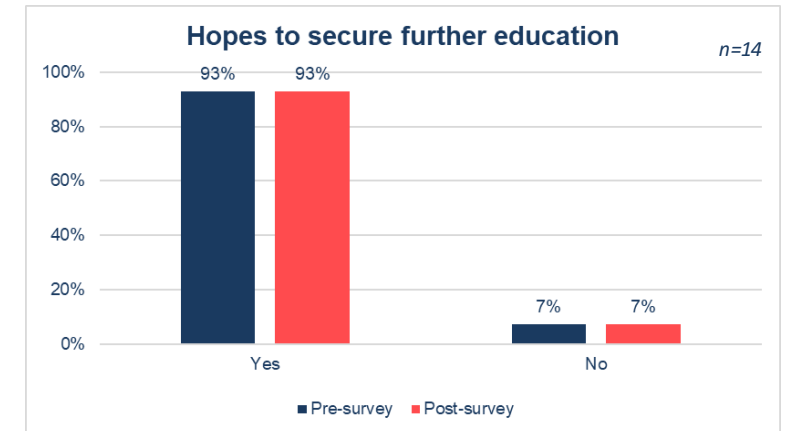
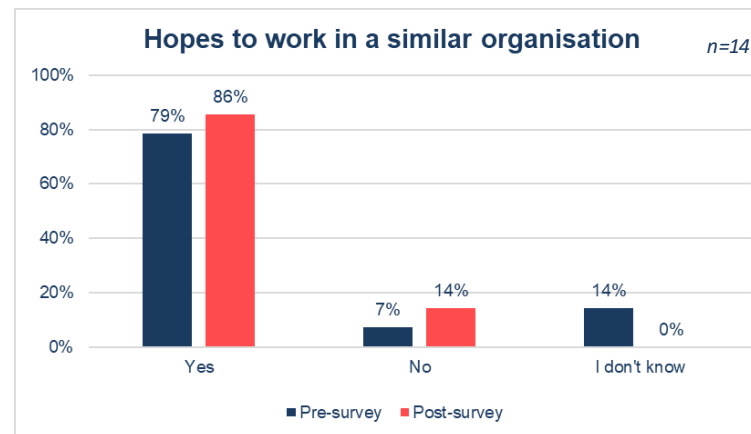
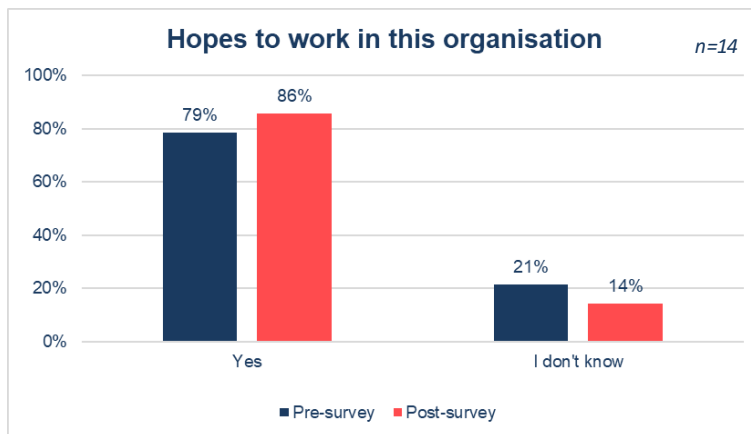


Volunteers also further signified higher levels of optimism and certainty after the programme when asked about their hopes and if they wished their volunteering role would result in certain outcomes such as their volunteering leading to employment with the Trust (please see next slide)

Evaluation findings – Volunteers

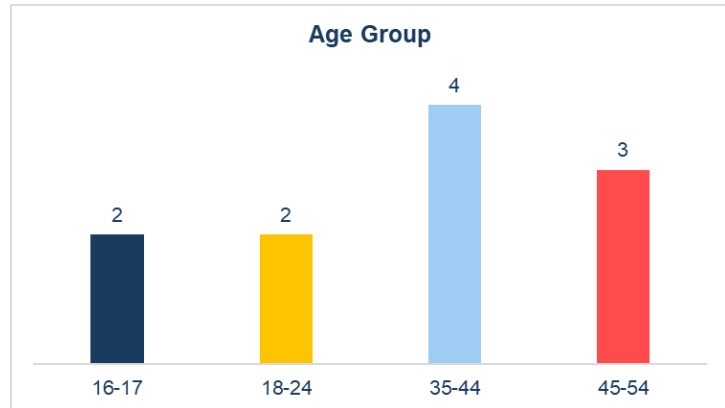
By the end of the programme, volunteers were also asked about their hopes and if they wished their volunteering role would result in certain outcomes related to their careers, future education, and training:

- **12 volunteers** hoped their volunteering role would lead to employment with our organisation.
- **12 volunteers** hoped their volunteering role would lead to employment in a similar health or care organisation.
- **13 volunteers** hoped their volunteering role would lead to further education aligned to their career goals.



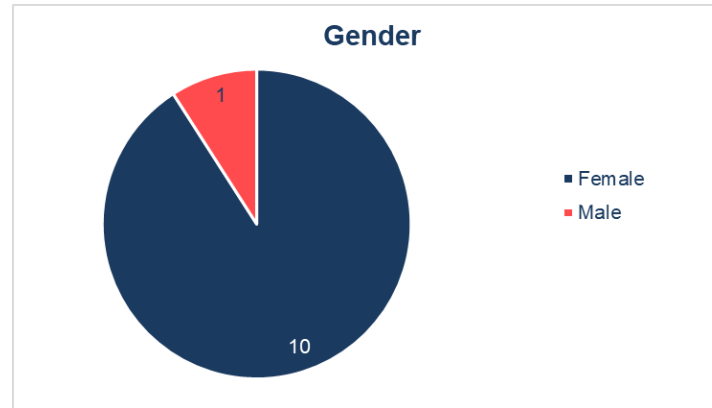
Volunteer insights: Demographics

Volunteers were asked to provide information about themselves and their circumstances. These questions were optional, and 11 of the 14 volunteers responding to the survey provided this information. Therefore the responses are representative of ~79% of volunteer respondents.



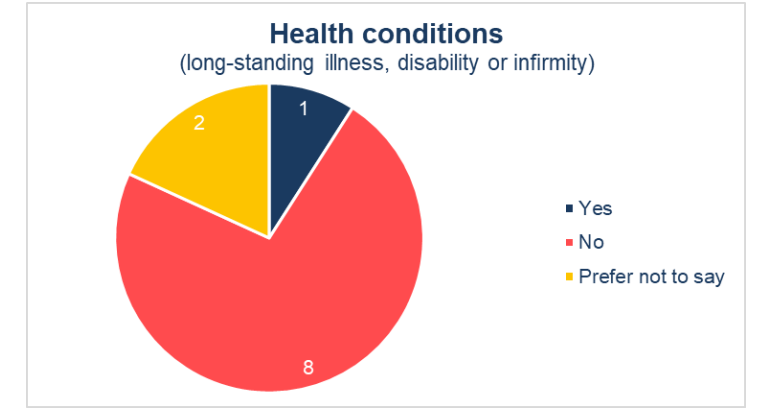
Volunteers aged 35-44 account for the largest proportion of individuals, with 4 volunteers in this group. This was closely followed by those in the 45-54 age group (3 volunteers).

This indicates that **6 out of 11 volunteers are aged 44 and under.**



10 out of 11 volunteers identify as female, and 1 as male.

The data illustrates that the **majority of volunteers recruited to the VtC programme identify as female.**

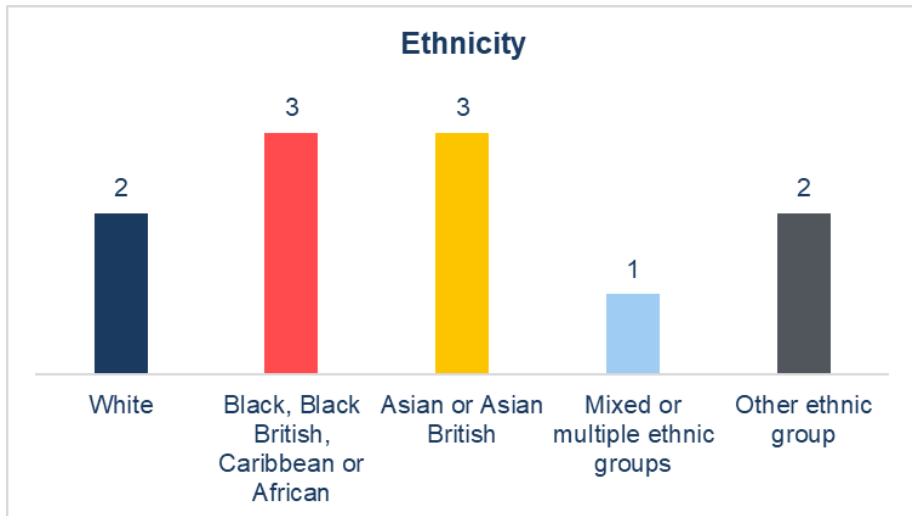


One out of 11 volunteers identified as having a long-standing illness, disability or infirmity.

2 selected that they would 'prefer not to say' in relation to their health.

However, **the majority of volunteers reported that they did not have a long-standing illness, disability or infirmity.**

Volunteer insights: Demographics



Individuals from Black, Black British, Caribbean or African and Asian or Asian British ethnic background groups each represents the largest groups in the volunteers, with three individuals in each category.

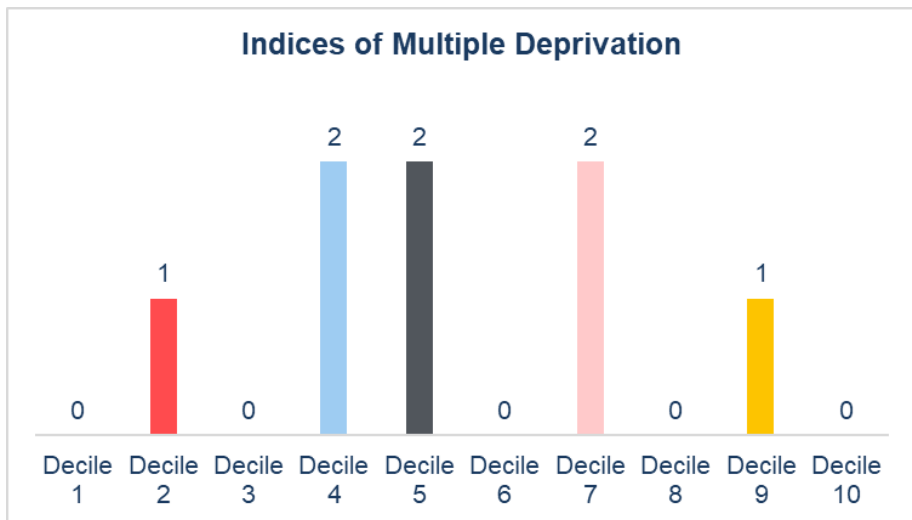
Among the volunteers in the VtC programme, **9 out of 11 individuals are from ethnic minority backgrounds**. Compared to the overall UK population, as reported in the 2021 census, the population of VtC volunteers saw a higher representation of the global majority.

Ethnicities, as stated in the [2021 census](https://www.gov.uk/2021-census) (gov.uk), are grouped as

- Asian or Asian British: Indian, Pakistani, Bangladeshi, Chinese, any other Asian background
- Black, Black British, Caribbean or African: Caribbean, African, any other Black, Black British, or Caribbean background.
- Mixed or multiple ethnic groups: White and Black Caribbean, White and Black African, White and Asian, any other Mixed or multiple ethnic background.
- White: English, Welsh, Scottish, Northern Irish or British, Irish, Gypsy or Irish Traveller, Roma, any other White background.
- Other ethnic group: Any other ethnic group.

2021 UK Census reported people from White British ethnic groups made up the largest percentage of the population at 74.4%.

n=11. The total responses to the survey was 14, so responses representative of ~79% of volunteer respondents.



VtC volunteers lived in areas of varied levels of deprivation, as indicated by their home postcode decile rankings within the Index of Multiple Deprivation (IMD). **5 out of 8 volunteers lived in areas that ranked within the 50% most deprived areas**, with one volunteer living in area that were classified within the 2nd decile, indicating a high level of deprivation.

The largest proportion of volunteers resides in areas in deciles 4, 5, and 7, reflecting a varied distribution across different levels of deprivation.

The deciles are calculated by ranking the 32,844 LSOAs in England from most deprived to least deprived and dividing them into 10 equal groups. LSOAs in decile 1 fall within the most deprived 10% of LSOAs nationally and LSOAs in decile 10 fall within the least deprived 10% of LSOAs nationally.

n=8. The total responses to the survey was 14, so responses representative of ~57% of volunteer respondents.

Evaluation findings – Volunteer case study



“The VtC programme has been instrumental in helping me move closer to my career goals as an aspiring clinical psychologist. Through the programme, I've had the opportunity to receive personalised mentoring and guidance from experienced professionals, which has helped me better understand the steps I need to take to succeed in this field. I've gained practical experience in clinical settings, which has not only improved my skills but also boosted my confidence. Additionally, the support I've received in applying for jobs has been invaluable, providing me with the tools to navigate the competitive job market. Overall, this programme has been a crucial stepping stone toward my professional development.”

VtC volunteer

Evaluation findings – Volunteer case study



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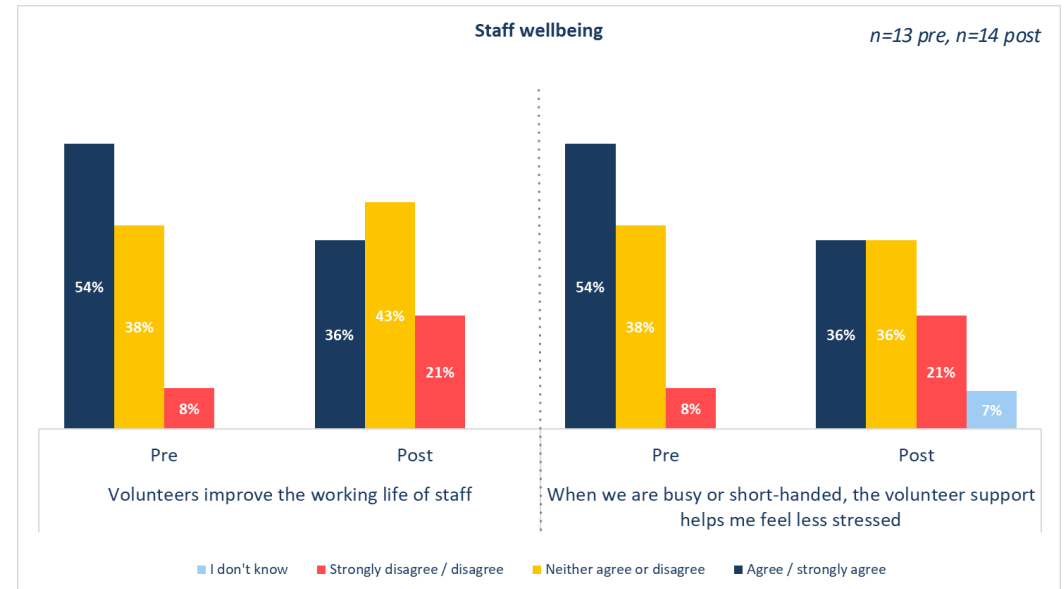
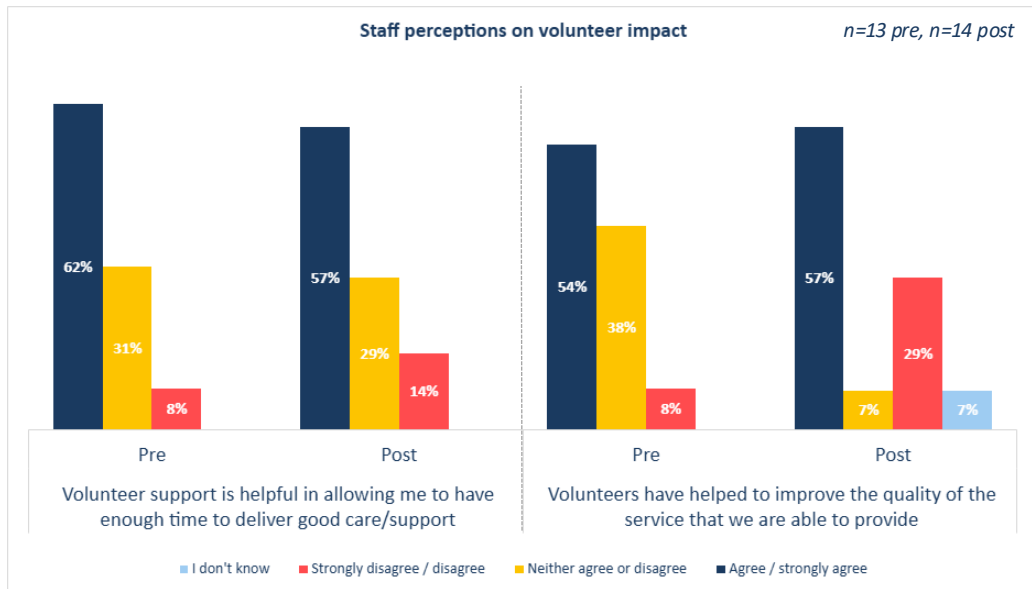
I felt listened to and not judged by the perinatal team and wanted to help other mums after I was discharged. I joined the Expert by Experience group to help in different ways, such as being involved in raising awareness through sharing my journey on the perinatal website and being involved in co-production and supporting other service needs. I saw the opportunity to volunteer and applied. I volunteered for 32 hours, supporting women and babies in the cooking group, I also collected friends and family feedback at the point of discharge from the service. Volunteering helped me build on my people skills and I was successful in securing a job as a Peer Support Worker

”

Tania Thevarasa, Community Perinatal Support Volunteer

Evaluation findings: staff

Following the VtC programme, a decrease was observed in some staff perceptions of the impact that volunteers can have on them and their organisation.



While a similar percentage of staff believe that volunteers improved the quality of service they were able to provide, the findings indicate a decrease in the percentage of staff who agree or strongly agree that volunteers have a positive impact on their available time, working life, and helping them feel less stressed. However, there were also a considerable number of neutral responses. Staff further explained that they found volunteers 'irregular and very disorganised' and sometimes 'unreliable,' noting a 'significant lack of clarity around what volunteers could and could not do, and it felt that it was left up to staff themselves to work that out.' Nonetheless, there were also positive comments about volunteers, with a staff member stating...

“Important aspect of patient care - their involvements gives practitioners like me opportunity to pay attention to other aspects of patient and team processes.”

The results highlighted a need to further explore staff views on volunteers, understand any negative perceptions, and explore ways for improvements.

Evaluation findings: staff case study

“Supervising volunteers has been a pleasure and allowed me to continuously work on my own knowledge and skills. It has been helpful partnering with volunteers within our service as it has allowed us to build a sustainable workforce that is dedicated to the clients we work with. We were able to bring an extra member of the community into our therapy groups to bring a sense of cohesion and togetherness, as well adding a peer support element.”

**Darshita Patel – Perinatal Occupational Therapist
and Volunteer Supervisor**



The [Perinatal Mental Health Service](#) is a specialist team that supports and provides extra care to women who are experiencing mental health issues when they're pregnant for up to 24 months after they've had their baby.

The service developed a Community Perinatal Support Volunteer role enabling volunteers to coordinate friends and family feedback, encouraging patients to attend and participate in support groups in a more personalised way and preventing and planning around patient non-attendance system pressures. The service took a whole team approach to supporting volunteers and designed clear local employment pathways for our career minded volunteers resulting in a 57% volunteer to employment or education outcome from the service so far.

Evaluation findings: staff case study

I came across the Volunteers to Careers (VtC) Project through an internal vacancy board. The role immediately appealed to me as it aligned with my personal aspirations for career development, particularly in stepping into a leadership position while exploring opportunities within and outside the clinical space. This initiative was an exciting opportunity to lead a meaningful project that could drive real impact, not just for the volunteers, but for the Trust itself. As the Clinical Lead, my responsibility was to design and implement the project, mentor volunteers, and create strategic relationships inside and outside the Trust to align the project with workforce priorities and clinical service needs.

*It was **incredibly rewarding to engage with volunteers from a wide range of ethnic and professional backgrounds, each with unique aspirations and experiences.** Acting as a coach, mentor, and guide to these individuals as they navigated key career decisions was a meaningful part of my role. One of the most exciting aspects was helping volunteers with what may have seemed like simple tasks—such as navigating the NHS job application process and writing supporting statements. However, the joy came from seeing how much of a difference these tasks made in their success. For instance, volunteers who previously struggled to get shortlisted for roles were receiving interviews after coaching. These moments were particularly fulfilling as they reinforced the impact we were making.*

The VtC project had a tangible impact on the volunteers and the wider Trust. For volunteers, the personalised support helped them identify roles that aligned with their career aspirations, especially in Nursing or Allied Health Professions (AHP). Through SMART goal setting and the GROW coaching model, I was able to support volunteers in mapping out their career paths. We also partnered with external organisations, such as Work Hounslow, to run interview preparation workshops, further equipping volunteers with the tools they needed to succeed.

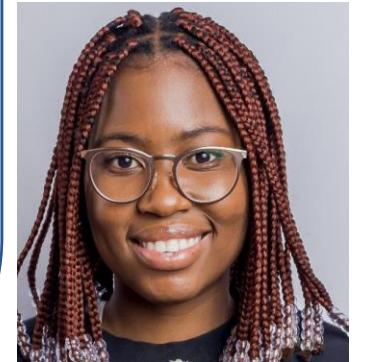
*Several success stories stand out. One volunteer, after submitting multiple unsuccessful job applications, went from feeling demotivated to receiving multiple interviews after just one well-prepared application. This shift in her mind set and confidence was incredible to witness. Another memorable achievement was three volunteers who had been volunteering in hopes of starting their psychology careers securing bank roles as Mental Health Advisors or Assistant Psychologists within the Trust. **Watching these volunteers progress from struggling to secure a role to having multiple employment offers was immensely satisfying.***

*For the Trust, **the VtC project provided additional capacity in clinical settings, improving patient care while easing some of the workload for permanent staff.** Longer-term, the programme has begun to establish a sustainable pipeline of talent, with several volunteers moving into paid roles, thereby helping the Trust meet its recruitment needs.*

***This experience has changed my perspective on workforce development. The VtC project holds immense potential for NHS Trusts looking to not only recruit and retain talent but also to support volunteers in their career journeys.** I believe that sustaining the project would provide ongoing benefits—allowing clinical staff to focus on patient care, creating a pipeline of future talent, and reducing recruitment and agency costs. Moreover, by championing diversity and inclusion through this programme, West London NHS Trust has the opportunity to become a pillar of the community, positively impacting the individuals it serves by offering them meaningful career opportunities.*

*In summary, **the VtC project has been an enriching experience, both personally and professionally.** I look forward to seeing how it continues to grow and impact the Trust and the broader community.*

Kagiso Mathabathe – WLT Clinical Lead Volunteer to Career



Conclusions and recommendations

Conclusions:

- High Volunteer Satisfaction: Structured pathways and mentorship boosted volunteer engagement, confidence, and satisfaction.
- Successful Role Transitions: A significant number of volunteers transitioned into paid NHS roles, demonstrating the project's success in creating a talent pipeline.
- Enhanced Staff and Patient Support: Volunteers helped alleviate clinical workloads, improving patient care continuity and efficiency.
- Increased Workforce Diversity: The programme opened NHS career pathways for individuals from diverse backgrounds, strengthening community ties.
- Sustainable Talent Development: The VtC pathway offers a cost-effective solution for workforce shortages, reducing recruitment and onboarding costs.
- Implementation of the VtC programme at West London NHS Trust has been successful in organisational improvement related to volunteering and in volunteers securing employment and further education.
- Some decreases were seen in volunteers having clear ambitions for their working life and confidence in achieving them. However, it is important to recognise that these findings were based on a small sample size.
- Staff perceptions of volunteers had decreased in positivity in some cases. Further investigation is needed to understand the underlying reasons and identify areas for improvement.

Recommendations:

- Approval for permanent establishment of the VtC project.
- Scaling of the VtC programme in West London to include more clinical and non-clinical pathways
- Allocation of funding and resources to expand the project over the next 12-24 months.
- Collaborate with HR and workforce leads to formalise volunteer-to-career pathways across all relevant departments.
- Further exploring staff perceptions of volunteers to ensure positive experiences for all involved.

Acknowledgements:

Our Volunteer to Career (VtC) programme was carried out in partnership between our organisation and Helpforce, with funding from NHS England.

Helpforce has been an invaluable partner in helping us set up and deliver this programme and has also supported us in analysing the data, setting out the impact evidence of this programme.

We would also like to acknowledge the support of the individuals and organisations who contributed to our VtC programme, including:

- Work Hounslow Organisation
- Members of the West London VtC steering group, specifically Claire McDonald, Helen Lycett, Gillian Kelly, Alison Webster and Nathan Christie-Plummer
- Acute Mental Health Unit Leads, perinatal services, Ward Managers at Clayponds Hospital.

The analysis in this report is provided by the Helpforce Insight and Impact team, and the contextual information has been provided by West London NHS Trust's Volunteer Services team.

About Helpforce:

Helpforce works with health and care organisations across the UK to accelerate the growth and impact of volunteering to keep people healthy in their communities and support them during treatment and after. It is an independent, not-for-profit innovator, focused on co-creating on and evaluating volunteering projects, and rapidly sharing insights and best practice. To learn more about the charity, visit www.helpforce.community.

Thank you



West London
NHS Trust

in partnership with

helpforce



Volunteer to Career



Analysis completed by Helpforce, 2024.