

## Volunteering Strategy Refresh 2017 – 2020

<b>Name of meeting:</b> Trust Board	<b>Item:</b> 12
<b>Date of meeting:</b> 26 <sup>th</sup> July 2017	<b>Enclosure:</b> G
<b>Purpose of the Report / Paper:</b> To approve the refresh of the Volunteering Strategy 2017 – 2020.	
<b>For:</b> Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input checked="" type="checkbox"/>	
<b>Sponsor (Executive Lead):</b>	Duncan Burton, Director of Nursing & Patient Experience
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<b>Risk Implications - Link to Assurance Framework or Corporate Risk Register:</b>	Reputational
<b>Link to Relevant Corporate Objective:</b>	All Corporate Strategic Objectives, 2016/17. Implementation of corporate objectives 1, 2, 3, 4, 5, 6 and 9.
<b>Impact on Patients and Carers:</b>	Enhanced day to day delivery of care, improvements to the experience of patients, staff, visitors and carers. Enhanced opportunities for stakeholders within and external to the Trust to bring community services into the Hospital when needed most.
<b>Document Previously Considered By:</b>	EMC Patient Experience Committee
<b>Recommendations &amp; Action required by the Trust Board:</b> The Board is asked to approve the Strategy for 2017-2020.	



# Volunteering

Kingston Hospital  
NHS Foundation Trust

# Volunteering Strategy Refresh

## 2017 - 2020

A refresh of the Volunteering Strategy 2014 – 2016 incorporating lessons learned and a new ambition for high impact volunteering for the Trust and sector-wide.



FOR HEALTHCARE LEADERS  
**HSJ**   
VALUE IN HEALTHCARE  
**AWARDS**  
WINNER

## Introduction

In 2014, the Trust embarked on an inaugural Volunteering Strategy. It aimed to increase the quality, scale and impact of volunteering at Kingston Hospital<sup>1</sup>. By the conclusion of the Volunteering Strategy, the Trust had generated robust data that evidenced the genuine, measurable impact that volunteering was delivering for our Trust. These ranged from:

- 18% improvement in mood and wellbeing for patients with dementia
- 28% reduction in patient reported anxiety about how they would cope at home post discharge
- 3.7% average improved patient satisfaction rating of the help and support patients' received at mealtimes, when supported by a Dining Companion volunteer, compared to those who did not.

The strategy has also demonstrated over three years and at significant scale, that Volunteering improves overall patient experience<sup>2</sup>. Exemplar programmes such as Dining Companions have also demonstrated that targeted volunteering aimed at an improvement theme e.g. patient experience at mealtimes, demonstrates even greater improvements for the experience of patients specific to that measure<sup>3</sup>.

The positive evidence generated through the Volunteering Strategy has distinguished the Trust's 'High Impact' Volunteering approach from its peers. It is celebrated through awards and external appraisal. In May 2017 High Impact Volunteering won "Best Value NHS Support Service" and in April 2016, the CQC report noted the '*Outstanding contribution of the Trust's volunteers*' in their inspection report. We have established a national reputation as a sector lead for high impact volunteering in hospitals, backed up by robust evidence of impact.

### 1. Aims of the Refresh 2017 – 2020

The Volunteering Strategy 2017 – 2020 will build on previous achievements and set out a plan for targeted growth in areas of greatest impact and innovation. We will use our knowledge and new learning to influence the growth of volunteering and social action both internally and externally across the NHS.

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<sup>1</sup> Appendix 1 – The 2014 – 2016 Vision for Volunteering

<sup>2</sup> The overall Trust Friends & Family Test positive response score is consistently higher by 1.58% at its height, over the past three years for patients who had received the help and support of a volunteer, compared with those who did not.

<sup>3</sup> Patient satisfaction with the help and support they received at mealtimes has consistently tracked at 3 – 4% positive response score higher in the Friends & Family Test, compared with patients who did not receive the help and support of volunteers.

## 2. Refreshed Vision for Volunteering 2017 - 2020

The Volunteering Strategy 2017 – 2020 has an enhanced vision.

High impact volunteering that improves and sustains health and wellbeing for patients, staff, carers, visitors, volunteers and communities - and is integral to the Trust commitment to 'outstanding health care, each and every time'.

Volunteering enriches the lives and opportunities of the individuals and communities, groups and organisations who volunteer.

It sets a new commitment and responsibility to remain innovative and responsive to the Trust, regional and national priorities for health and wellbeing over the next three years.

## 3. What was achieved in 2014-2016?

There are many achievements from thank you cards from people moved by the kindness of volunteers to major statistical outcomes<sup>4</sup> that demonstrate the value of volunteering for patient experience and service improvement. Looking across these, there are three common factors that underpin the success of the Trust's approach to volunteering.

- a. **Volunteering tangibly improves overall patient experience.** Overall, patients who receive help and support from volunteers are happier with the care and services they receive. This is reflected in criteria such as their satisfaction emotional support they receive as well as an overall rating at the end of their hospital visit.
- b. **Volunteering makes an even bigger difference when the community rallies to support groups of patients who are particularly vulnerable when they come to hospital.** Patients who receive help and support at mealtimes from volunteers are happier with their experience of care at mealtimes compared to those who did not. These statistically significant findings are also reflected in the impact of volunteering services supporting elderly patients at discharge, and patients with Dementia.
- c. **Evidenced.** The Kingston Hospital approach to Volunteering has been strengthened through a robust approach to evaluation. Our volunteering programmes have a strong focus on achieving outcomes that benefit our patients and hospital. The refreshed Volunteering Strategy will retain this sector leading focus on evidence; both quantitative evidence or the softer every day evidence through thank you cards, praise and stories of kindness that demonstrates the value of volunteering.

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<sup>4</sup> The Friends & Family Test data that demonstrates these findings is expressed in Appendix 2.

#### 4. Strategic Aims 2017 – 2020

The aims of the original strategy remain solid foundations for a well run, well evidenced local Volunteering Service. They have been updated from 2014 – 2016 to reflect the ambition of a new strategy in consultation with a wide range of stakeholders and the drivers for change.<sup>5</sup>

##### Aims:

- i) Volunteering services and innovations are aligned with Trust priorities for patient care and responsive to emerging needs.
- ii) Trust partnerships with community and voluntary organisations and services deliver more timely benefit for the most vulnerable and/or at risk patients they support.<sup>6</sup>
- iii) Maintain a thriving volunteering function that consistently delivers the services and support needed to deliver an ambitious strategic plan and supports all aspects of volunteer management.
- iv) Enrich our local communities and stakeholder groups through an ‘outstanding’ experience of volunteering that enriches the lives of those who volunteer and the communities we serve.
- v) Play an active role in taking the field of ‘high impact volunteering’ in hospitals to the next level locally and nationally.

#### 5. Strategic Objectives:

- Maintain and extend the programme of direct volunteering services (volunteering services that have a distinct set of outcomes and beneficiaries) that deliver tangible improvements for the health and wellbeing of patients, staff, visitors and local communities.
- Volunteering supports the Trust objective to be CQC rated ‘outstanding’ across all core services by 2021/22
- Maintain and extend the programme of volunteering services delivered through community partnerships and third party delivery within local voluntary and community sector resource and expertise that support key groups of beneficiaries – patient, carer, community.
- Develop and deliver a programme of volunteer-led services that respond directly to the specific needs of patient, demographic or other designated minority groups; specifically refugees, patients with learning disabilities who commonly find statutory health care much harder to access and require bespoke support.

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<sup>5</sup> Appendix 2. Consultation, Methodology & Findings.

<sup>6</sup> as relevant to the health and wellbeing priorities of the Trust and our local communities.

- Maintain and further embed a visible culture of volunteering at KHFT that lives the Trust values and unites stakeholders behind a shared goal.
- Review and enhance the range of different ways that our communities can volunteer across the Trust – short-term intensives, gap years, community-based volunteering, high support placements e.t.c. that significantly diversifies the demographic of volunteers; and opportunities for people and communities to continually develop and participate in community life.
- Equip key stakeholders, staff, community partners, local influencers and funders with the tools they need to support the delivery of the Volunteering Strategy and its ambitious outcomes, 2017 – 2020.
- Retain a strong focus on outcomes and evaluation that generates robust evidence of the value of volunteering to our Trust and its responsiveness to need.
- Influence the policy arena for the value and implementation of high impact volunteering; support and enable other hospitals to adopt well evidenced models as well as its growth across the health care system.
- Ensure the Volunteering Strategy 2017 – 2020 is sufficiently resourced through core funding and external investment to ensure that the team, funding, brand and other capital e.g. a physical location for volunteers.

## **6. Volunteering Strategy 2017 – 2020 Implementation**

As a refresh, planned activities are expressed in full under each objective rather than broken into a three year plan (see appendix 4). In summary, activities will increase in the following areas:

**6.1 Strategies that increase the diversity of volunteers:** Models of volunteering that embraces cultural diversity, young people, post retirees and people who are ‘time poor’ yet community minded. The strategy refresh will deliver highly flexible models of volunteering including gap years, volunteering intensives, post-retirement programmes, micro volunteering options (1hr or less) and high support models e.g. learning disability and volunteering. It will connect with internal movements including Minority and Ethnic Group for All (MEGA) to learn and customise approaches to volunteering and optimise accessibility for these and other communities with unique barriers and enablers to volunteering.

**6.2 Models of volunteering that partner with external organisations and communities at grass roots** that target people who are most marginalised from accessing hospital services, e.g. refugee population, Korean community and others with hidden challenges such as mental health issues. Volunteers in the community will build trust through advocacy, information and third party relationships. Trust based volunteers will lead services that are responsive to the unique needs of patient groups when accessing hospital services.

**6.3 Responding to the gaps in services and ‘pinch point’ areas that affect patient experience during the transition between one environment of health care, and another.** This could be from Emergency Department to the Ward; to transition of a young person from children’s to adult services. Transitions are between Trust services or even departments, across multiple sites, the health system and back home or in the community. Activities will expand upon well-established volunteering roles such as Discharge Support Volunteers, Dementia Volunteering and Emergency Department as well as providing increased levels of support for vulnerable patient groups as aligned with current and ongoing Trust priorities – learning difficulties, mental health, food and nutrition, dementia, frail and elderly.

**6.4 Activities that deliver a culture that nurtures volunteers.** Deliver early and continuous communications that increase staff and stakeholder awareness of the holistic and abundant day-to-day ways that volunteers and volunteering live the four values of the Trust: Caring, Safe, Responsible and Values Each Other. Enablers including volunteer and staff-led mentors to others, training, intranet and learning pathways for staff that enhance their skills and leadership development by supporting volunteers and equipping them with the tools and knowledge to deliver their role and optimise the difference they make across day-to-day care. A highly visible volunteering culture that enhances opportunities for front-line leadership<sup>7</sup> and celebrates the kindness, personal stories as well as strong results within and external to the Trust.

**6.5 Strong Governance and influencing.** Robust evaluation and reporting of volunteering through existing governance channels will continue. The refresh is built upon well established internal and external networks to share results and engage stakeholders in the ongoing development of a responsive volunteering programme. We will continue to advise others and develop strategic advisory roles regionally and nationally to support the volunteering movement in hospitals and wider health care settings.

## 7. KPIs and Monitoring

Aim(s)	Impact Outcomes	KPI Measures 2017 – 2020
Volunteering services and innovations are aligned with Trust priorities for patient care and responsive to emerging needs.  Trust partnerships with community and voluntary organisations and services deliver more timely benefit for the most vulnerable and/or at risk patients they support. <sup>8</sup>	Improved overall patient experience  Improved experiences and confidence for patients from vulnerable groups and communities accessing Trust services.  Improved resilience for people to self-manage their own health and wellbeing within the community	To sustain and improve upon a baseline, e.g FFT or other measure of patient satisfaction for patients who do benefit from the support of volunteers, compared to those who do not receive help and support from volunteers.  Measurable reduction in bed-days for patients who are supported by volunteering services. Baseline(s) to be established.

<sup>7</sup> Activities that connect to the implementation of the Trust-wide Leadership Strategy.

<sup>8</sup> as relevant to the health and wellbeing priorities of the Trust and our local communities.

	Increased resilience of patients and their support networks as they prepare for discharge home from hospital.	Increased take-up of community and voluntary sector services amongst targeted patient groups.
Maintain a thriving volunteering function that consistently delivers the services and support needed to deliver an ambitious strategic plan and supports all aspects of volunteer management.	Improvements in staff reported outcomes of being supported to work alongside volunteers  Higher than average staff retention rates for the Volunteering team, and teams where volunteering is well embedded into their services and culture.	Staff report the value of supporting volunteers as part of their career development.  Supply of volunteers continues to fulfil demand until it can be maintained at 33% of the time available to fill (Year 1) and sustained at 50% or above years 2 and 3. Please refer to explanatory note. <sup>9</sup>
Enrich our local communities and stakeholder groups through an outcomes focused, personalised and highly rewarding experience of volunteering.	Equality and diversity measures are maintained and/or exceeded  Improved patient experience outcome measures overall, and amongst targeted groups e.g. people with mental health conditions.	Base line established and quarter to quarter improvements in the Equality & Diversity Monitoring performance of volunteer recruitment.  Patient experience outcome focus for marginalised groups are yet to be set. KPIs will be introduced once these are set by teams leading this work.
Play an active role in taking the field of 'high impact volunteering' in hospitals to the next level locally and nationally.	Achieves better outcomes for volunteer recruitment locally and nationally as awareness and campaigns increase.  Statutory funding to support Trust based volunteering services is secured.	Volunteer recruitment numbers continue to increase and meet targets for bespoke roles.  External income is successfully bid for and gained  Funding to expand and maintain high impact volunteering in hospital is available via Government and statutory bodies.

## 8. Governance & Accountability

<sup>9</sup> Most volunteers are now using Health Rosta for some roles/individuals, the Volunteering Service will action on their behalf. This provides the Trust with accurate data about the demand (how much volunteering time is needed), where, by role, department and location, and the extent in % that demand is met. KPI targets for supply and demand are more effective measures at strategic level than number of volunteers. Targets for the number of volunteers by role and overall will be tracked operationally and reported via Governance.

The demand for volunteering in best interests of our patients, Trust, wider health system and communities will continue to increase over the next three years. Supply (number of volunteers *and* time they give) will also fluctuate as evidenced by the first Strategy. Therefore, these targets are ambitious and a realistic aim to maintain fulfilment at 50% or above by 2020.



The refreshed strategy will remain under the Governance of the Patient Experience Committee. Through this, the Volunteering Strategy is accountable to any other body that requests information about performance, data or quality improvement. The Volunteering Strategy remains ultimately accountable to the Board as a Trust approved Strategy. The Trust Board will continue to receive bi-annual reports on progress with delivering the strategy.

The Volunteering Strategy will be formally evaluated annually and changes documented and approved via the Patient Experience Committee. The Volunteering Strategy will be refreshed again in 2020. An annual impact statement will also be prepared to coincide with National Volunteering Week to promote the progress of the strategy and the uniqueness of the Trust approach to volunteering.

The scope and pace of this strategy may be accelerated or extended by securing grant funding opportunities.

## 9. Conclusion

This refresh of the Volunteering Strategy will make volunteering even more flexible and accessible for our local communities to support their local hospital and make a tangible difference to people's experience of hospital care.

Much of the refresh has been about evaluating the first strategy and confirming what we already do well – and providing the time and resource to maintain these, e.g. online recruitment and well established programmes like Dining Companions. However the refresh has also identified where the Trust can become more ambitious:

**Valuing volunteer diversity** – models of volunteering that are flexible, use technology and grasp onto the time and skills people can give, not what they 'should' give.

**Reaching further into the community** - Targeting recruitment and creating highly skilled volunteers to support people least confident or able access health services to feel welcomed and supported.

**Valuing volunteer management** - Staff feel better enabled to welcome and support volunteers – seen as an opportunity for staff to develop new skills and leadership experiences.

**Nurturing** - volunteers becoming mentors to new volunteers and helping to give support, advise staff and help services become more responsive to volunteers' feedback

**Collaborative** - Maintaining and creating new partnerships with national and local voluntary sectors that combine the expertise of the voluntary sector and community based services with the outcomes that can be achieved by providing these services earlier in a patient journey.

**Influencing** – sharing our knowledge to support the benefits of volunteering in health at a national scale.

**Celebrating** – an ongoing Board-level commitment to volunteering as a hallmark of the way the Trust delivers exceptional health care makes it easier to find and share stories about our volunteers and how their kindness has made someone's day better.

The refresh affirms that volunteering makes our hospital special and renews our ambition and commitment to maintain this.

### **Appendix 1: Vision for Volunteering, 2014 - 2016**

In 2014, the Board approved the vision for the first Volunteering Strategy as follows:

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

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

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

## Appendix 2: Where are we now?

The Volunteering Strategy 2017 – 2020 reflects a refresh, rather than a completely new strategy. The quality of data is important so that volunteering can be proven to have a meaningful impact: for the patient, volunteer, Trust, local health systems and community. We are in a sense lucky to have robust evidence which demonstrates that:

- 1.1 **Volunteering tangibly improves overall patient experience** – Overall, patients who receive help and support from volunteers give a positive satisfaction score that is up to 1.58% higher than patients who did not. To re-express this, in 2016/17 the Trust-wide positive response score using Friends & Family Test data was average score of 95.62%. The score for patients who were supported by volunteers was 97.30%. This reflects 36% of the total possible improvement for the positive response scores, (what would be needed to increase scores to 100%) for the Trust.

Patients who are supported by volunteers during their visit or stay are one-third happier with their overall experience, than those who do not. Given the scale of the FFT sample sizes<sup>10</sup> these findings are significant and can be promoted as strong evidence towards the impact of volunteering.

- 1.2 **When volunteering is targeted towards a gap in patient experience, particularly when aligned with a clinical outcome such as Nutrition, the evidence of impact is even stronger.** Evidence for the impact of targeted volunteering interventions has been well documented. New evidence to justify this principle is demonstrated by the Dining Companion Scheme.

In 2016/2017 in-patients who had the help and support from a Dining Companion rated their experience of mealtimes 4.44% higher than those who did not<sup>11</sup>. Re expressed, the difference between mealtimes satisfactions scores given by patients who did receive help and support from patients reflects 81% of the total possible improvement in patients' satisfaction with mealtimes overall.

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<sup>10</sup> Sample of 1178 patients who did receive help and support, versus 5142 who either did not, or could not remember if they had received help and support from patients.

<sup>11</sup> Sample size of 839 patients who did receive help and support from a Dining Companion, versus 3534 who specified that they needed support, but did not receive help or support from a Dining Companion.

## Appendix 3 Methodology to inform the Refresh & Analysis

### 1. Stakeholder Engagement:

A wide range of different stakeholders have informed the refresh.

Current volunteers	Survey of priorities and methods
Nurses	Survey of priority outcomes
Current Volunteers	Survey of priority outcomes and methods <a href="#">Audio stories</a> and case studies
Trust staff	Survey of volunteering methods and priority outcomes One to One conversations with key staff Team workshops
Kingston Voluntary Action	Networking with Health Voluntary Sector, Social Prescribing for Health Conference 2017 and survey via newsletters
Funders and influencers	One to one conversations and commentary with Nesta, Deloitte, Macmillan Cancer Support, Alzheimer's Society
Academics	Interviews with London South Bank project team commissioned by HelpForce.
Reports	Picker Inpatient Survey 2016/17 for Kingston Hospital NHS Foundation Trust

The stakeholder engagement process defined diverse priorities and future needs to support health care and innovative thinking about how a community could respond.

### 2. Other Drivers & Influencers

#### 2.1 External Drivers

The following external documentation and programmes have informed the refresh of the Volunteering Strategy:

- **HelpForce, June 2017** - a national 'call to action' of senior NHS leaders and organisations to plan the infrastructure, resource and evidence for high impact volunteering in hospitals at scale.
- **Nesta Health Lab People Helping People Report – Lessons learned from three years supporting social action and innovations to scale, October 2016** – Kingston Hospital named as one of eight 'not to be missed' impacts of 2016. Sets out the need for a volunteering sector to become more responsive to digital tools and micro-giving, e.g. volunteering from home or via an app.
- **#IWill.org** There has been a surge of activity focused on young people, aged 10 – 20 taking part in society through campaigning, fundraising and volunteering. Some Hospital based models have already been well developed both at Kingston Hospital and Royal Free and demand will continue and increase over the next three years.
- **South West London Five Year Forward View** –The plan sets out ways to 'use NHS services differently' and 'increase standards of care'. Focus on improvements for frail and elderly, young

people, mental health and self-management have driven the need and focus for a refreshed Volunteering Strategy.

- **Demand from the local voluntary and community sectors:** Services such as ‘Discharge Support Volunteers’ have required extensive networking across the five boroughs. The strength of Kingston Hospital’s Volunteering programme positions the Trust as the leading partner for the sector to engage (and direct funding towards) secondary care.

**2.2 Internal Drivers:** To ensure that the Volunteering Strategy is responsive to the Trust and in particular, its beneficiaries of a volunteering strategy as patients, carers, staff and community, the following high profile internal drivers have been consulted:

- **The Trust Strategy 2017 / 2018, Operational Plan and Quality Priorities 2017/18** - Strategic programmes are to innovate and improve through collaborative volunteering services. Activities 2017/18 include:
  - Dementia Strategy 2017 – 2020
  - Quality Improvement Strategy
  - Last 1000 Days
  - Mental Health Task Force
  - Re-focus on Food & Nutrition resulting from the Picker Survey 2016.

These programmes reflect a small sample, and connect the development of a Volunteering Strategy and its role as an enabler of ‘*outstanding health care*’. Internal drivers such as these underpin the importance of a visible presence of volunteering across the Trust to pursue its goal as an organic strategy that is responsive to need.

- **Volunteering Strategy Governance** – The Volunteering Strategy 2014 – 2016 delivered rich data to evidence the performance and impact of Volunteering . This has been widely analysed to form the conclusions and recommendations of this strategy refresh.

### **3. Patient Stories and Feedback**

Volunteering is not measured purely by quantitative outcomes. Our volunteering values, beliefs and definitions are also encapsulated in the abundant volunteer stories and patient feedback about how volunteering has supported them. Also by the stories of kindness that have been celebrated through the Volunteering Values Awards 2015, 2016 and 2017 (awards transcripts available upon request). The wordle below is a capture of all the comments made by patients who specifically named volunteers in the Friends & Family Test at the end of their hospital visit in 2016/17.



#### Appendix 4. Detailed Implementation plan

Where known, *new*<sup>12</sup> innovations and services are planned, the year they will start are also given. Others will be responsive to need or interdependent on other plans and programmes within the Trust or local partners.

Aim	Implementation Objective(s)	Activities & Outputs
<p>Volunteering services and innovations are aligned with Trust priorities for patient care and responsive to emerging needs.</p>	<p>Maintain and extend the programme of direct volunteering services (volunteering services that have a distinct set of outcomes and beneficiaries) that deliver tangible improvements for the health and wellbeing of patients, staff, visitors and local communities.</p>	<p>Activities:</p> <p><b>Patient Experience</b>            Extension of the Dining Companions Scheme, e.g. Young Dining Companions.</p> <p>Extension of the Emergency Department Volunteering programme</p> <p><b>Supporting patient journeys across health systems and providers</b>            Extended Trust coverage and capacity of Discharge Support Volunteering services pre, during and after discharge with provision to extend to new vulnerable audiences, e.g. management of long-term conditions e.g. hearing loss.</p> <p>Extended Maternity Patient Experience Support Volunteering role to include a bespoke cohort of specialist infant feeding support volunteers.</p> <p>Ready Set Go – scope the feasibility of volunteers supporting young people and their parents/guardians transitioning from child to adult NHS services. (Year 3)</p>

<sup>12</sup> New innovations and services are indicated by \*

		<p><b>Patient Focus Initiatives:</b> Volunteering roles and support that increase the visibility and reach of internal campaigns, e.g. 1000 Days and public health initiatives, e.g. National Diabetes Awareness Weeks, Flu Campaign.</p> <p><b>Roll out of Accessible Information Standards</b> and supported information navigation for patients who need this*.</p> <p>Volunteer guides – Visual guiding around the Trust, accessible information guides</p>
<b>Aim</b>	<b>Aligned Objective(s)</b>	<b>Activities &amp; Outputs</b>
Trust partnerships with community and voluntary organisations and services deliver more timely benefit for the most vulnerable and/or at risk patients they support. <sup>13</sup>	<p>Maintain and extend the programme of volunteering services delivered through community partnerships and third party delivery within local voluntary and community sector resource and expertise that support key groups of beneficiaries – patient, carer, community.</p> <p>Develop and deliver a programme of volunteer-led services that respond directly to the specific needs of patient, demographic or other designated minority groups; specifically refugees, patients with learning disabilities who commonly find statutory health care much harder to access</p>	<p><b>Partnering with volunteers in educational roles within seldom reached groups*</b></p> <ul style="list-style-type: none"> <li>- Community Connector Volunteers - E.g. Supporting lay leaders as volunteers to develop schemes that help to overcome barriers preventing timely access to hospital. Korean Community. Refugee Community pilots.</li> <li>- Direct Volunteer schemes that linking with patients and families when patients from these communities require hospital care.</li> <li>- Seek sustainable funding for the above.</li> </ul>

<sup>13</sup> as relevant to the health and wellbeing priorities of the Trust and our local communities.



	and require bespoke support.	<p><b>Dementia &amp; Mental Health:</b> Volunteering roles focused on improving the mood and wellbeing of patients with dementia.</p> <ul style="list-style-type: none"> <li>- Therapeutic Activities and supporting technologies – RemindMe Care</li> <li>- Extend the number and reach of Dementia Therapeutic Activities to all wards, Emergency Department, Ear Nose Throat, Royal Eye Unit and others by demand</li> <li>- Extension of Dementia Therapeutic Activities Volunteering to late afternoons and evenings.</li> <li>- Partnership with Alzheimer’s Society to test Dementia Support Buddies within secondary care (Year 2)*</li> </ul> <p><b>Targeted volunteering support model from front door to discharge for:</b></p> <ul style="list-style-type: none"> <li>- Patients with mental health conditions*</li> <li>- Patients with Learning Disabilities*</li> <li>- Frail and vulnerable adults</li> </ul>
<b>Aim</b>	<b>Aligned Objective(s)</b>	<b>Activities &amp; Outputs</b>
Maintain a thriving volunteering function that consistently delivers the services and support needed to deliver an ambitious strategic plan and supports all aspects of volunteer management.	<p>Maintain and further embed a visible culture of volunteering at KHFT that lives the Trust values and unites stakeholders behind a shared goal.</p> <p>Equip key stakeholders, staff, community partners, local influencers and funders with the tools they need to support the delivery of the Volunteering Strategy and its ambitious outcomes, 2017 – 2020.</p>	<p><b>Volunteering Policy:</b> Update and review the Volunteering Policy annually with supportive action plans.</p> <p><b>Accountability:</b></p> <ul style="list-style-type: none"> <li>- Maintain an annual operational plan and team structure that will deliver and have the flex to accommodate new needs as they arise.</li> <li>- Regular reporting through KPIs and Governance including Patient Experience Committee and others as required.</li> </ul>

		<p><b>Culture:</b></p> <ul style="list-style-type: none"> <li>- Positive celebration of volunteering through case studies, awards, tweets, posters and wall stickers, banners for an immersive uplifting culture of volunteering</li> <li>- A minimum of two events per year and annual awards scheme; as feasible, recommendation of Trust volunteers for national awards, community awards and honours.</li> <li>- Refreshed mechanisms for volunteers to give feedback about the services they support</li> <li>- Communications plan (internal and external) and leverage of local media and influencers to recruit and promote key messages.</li> <li>- A strong cultural emphasis on noticing the kindness of volunteers and celebrating it through simple thank yous as well as public notices, e.g. CEO weekly</li> <li>- Participate in National Volunteering Week, NHS Change Day and other routes to demonstrate the innovation and value of volunteering.</li> </ul> <p><b>Enabling Staff as Volunteer Managers*</b></p> <ul style="list-style-type: none"> <li>- Volunteer mentorship and management learning pathway with resources accessible to all staff: <ul style="list-style-type: none"> <li>o Intranet resource hub to support staff managing volunteers, and those developing new roles or placements.</li> <li>o Strong links with Nurse Leadership Strategy to</li> </ul> </li> </ul>
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		<p>provide opportunities for leadership development and volunteer management at front-line delivery of care.</p> <ul style="list-style-type: none"> <li>○ Improved platforms for staff to view, request and optimise the benefits of placements and their fulfilment.</li> </ul> <p><b>Outreach and support*</b></p> <ul style="list-style-type: none"> <li>- Recruit a cohort of volunteer mentors equipped with coaching skills, mentorship, facilitators and the management support to represent volunteers' feedback as a bespoke volunteering role.</li> <li>- Custom Health and Wellbeing Plan that mirrors the four strands of the staff strategy – informed by latest research into volunteering and health. Bespoke activities implemented and measured. Funding routes explored.</li> </ul>
Aim	Aligned Objective(s)	Activities & Outputs
<p>Enrich our local communities and stakeholder groups through an 'outstanding' experience of volunteering that enriches the lives of those who volunteer and the communities we serve.</p>	<p>Review and enhance the range of different ways that our communities can volunteer across the Trust – short-term intensives, gap years, community-based volunteering, high support placements e.t.c. that significantly diversifies the demographic of volunteers.</p> <p>Connect with Minority and Ethnic Group for All (MEGA) to learn and customise approaches to volunteering and optimise accessibility</p>	<p><b>Gap years and intensive models:</b></p> <ul style="list-style-type: none"> <li>- Students (Year 1)</li> <li>- Retirees (Year 2)*</li> <li>- Corporate giving e.g. (Year 3)*</li> </ul> <p><b>Higher support volunteering models*</b> with reciprocal investment in the health and wellbeing of these groups:</p> <ul style="list-style-type: none"> <li>- Refugees (Year 1)</li> <li>- Mental health recovery (Year 1)</li> <li>- Learning disability into work (Year 2)</li> <li>- Physical disability (Year 2)</li> <li>- Young person's volunteering 11 – 16 (Year 2)</li> </ul>

		<p>Connect with MEGA and other in-house expertise to advise on development and implementation of programmes that specifically recruit and support demographics affected by barriers to volunteering.</p> <p><b>Community Development</b> - Building relationships with cultural or other demographic groups to understand and overcome barriers to volunteering.</p> <p><b>Micro-Volunteering services and programmes*</b></p> <ul style="list-style-type: none"> <li>- 1hr per week</li> <li>- 1hr home or other non-site based time giving</li> <li>- Data giving</li> <li>- Quality Improvement Support Volunteers</li> <li>- Optimising volunteering in real-time e.g. ED request to walk someone's dog...</li> </ul> <p><b>Digital Enablers (Year 3)*</b></p> <ul style="list-style-type: none"> <li>- Scoping and testing of developments in digital technology and internet that enable people to give their time and make a difference at a location, time and frequency of their choice.</li> </ul> <p><b>Partnerships with charities, community, corporate and other public services that:</b></p> <ul style="list-style-type: none"> <li>- Enables individuals and professional services to give services pro bono <b>(Year 2)*</b></li> <li>- Mobilise volunteers rapidly in response to a major incident such as a local flood as well as planned disruptions to services where multiple agencies including the Trust are tasked to respond. (Year 1)</li> </ul>
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Aim	Aligned Objective(s)	Activities & Outputs
<p>Play an active role in taking the field of 'high impact volunteering' in hospitals to the next level locally and nationally.</p>	<p>Retain a strong focus on outcomes and evaluation that generates robust evidence of the value of volunteering to our Trust and its responsiveness to need.</p> <p>Influence the policy arena for the value and implementation of high impact volunteering; support and enable other hospitals to adopt well evidenced models as well as its growth across the health care system.</p> <p>Ensure the Volunteering Strategy 2017 – 2020 is well resourced through core funding and external investment to ensure that the team, funding, brand and other capital e.g. a physical location for volunteers.</p>	<p><b>Evaluation.</b> Qualitative and quantitative evaluation planning and impact assessment.</p> <ul style="list-style-type: none"> <li>- Refresh an annual overarching Theory of Change and evaluation plan.</li> <li>- Produce an annual Impact Statement*</li> </ul> <p><b>Governance:</b> Dashboard data and detail readily available for internal scrutiny and accountability to external partners.</p> <p><b>Key Stakeholders:</b> play an active role as advisor and enabler as time allows, to support other hospitals to set up a new strategy or custom volunteer programmes.</p> <p><b>Funding</b> – Big Lottery, public sector funding and major donors – our own Trust as well as regional and national investment.</p> <p><b>Influencing</b> local voluntary sector strategy across the boroughs we serve.</p> <ul style="list-style-type: none"> <li>- Scope relationships with national charities, e.g. Macmillan, Alzheimer's Society, Mind as the provider partner that brings charity expertise closer to patients earlier in their diagnosis and/or management of chronic conditions, e.g. visual impairment.</li> <li>- Reflect the Trust's learning about the impact of volunteering and emerging needs in national case studies and policy making, e.g. a Strategic Advisor to HelpForce, NHS England, and ongoing programmes within the Cabinet Office.</li> </ul>