

Volunteer to Career Evaluation Report

Bradford District Care NHS Foundation Trust - October 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.

Bradford District Care NHS Foundation Trust ran a baby clinic volunteer project between October 2021 and August 2022. 5 volunteers were recruited to the project and were provided with support through a career pathway alongside undertaking their volunteering role. At the time of this evaluation report, 4 individuals completed the programme. The programme continues within the Trust, with 1 individual still participating in the VTC pathway.

As a result of the success of this project, the baby clinic volunteering programme is sustained within the Trust and there is now a full-time children's service volunteer coordinator who continues to grow and expand the opportunities for volunteers within children's services. Additionally, a second VtC project was launched focussing on developing volunteer to career opportunities within Allied Health Professions across places in Bradford Airedale NHS Foundation Trust, Bradford Teaching Hospital NHS Foundation Trust and Bradford District Care Foundation Trust.

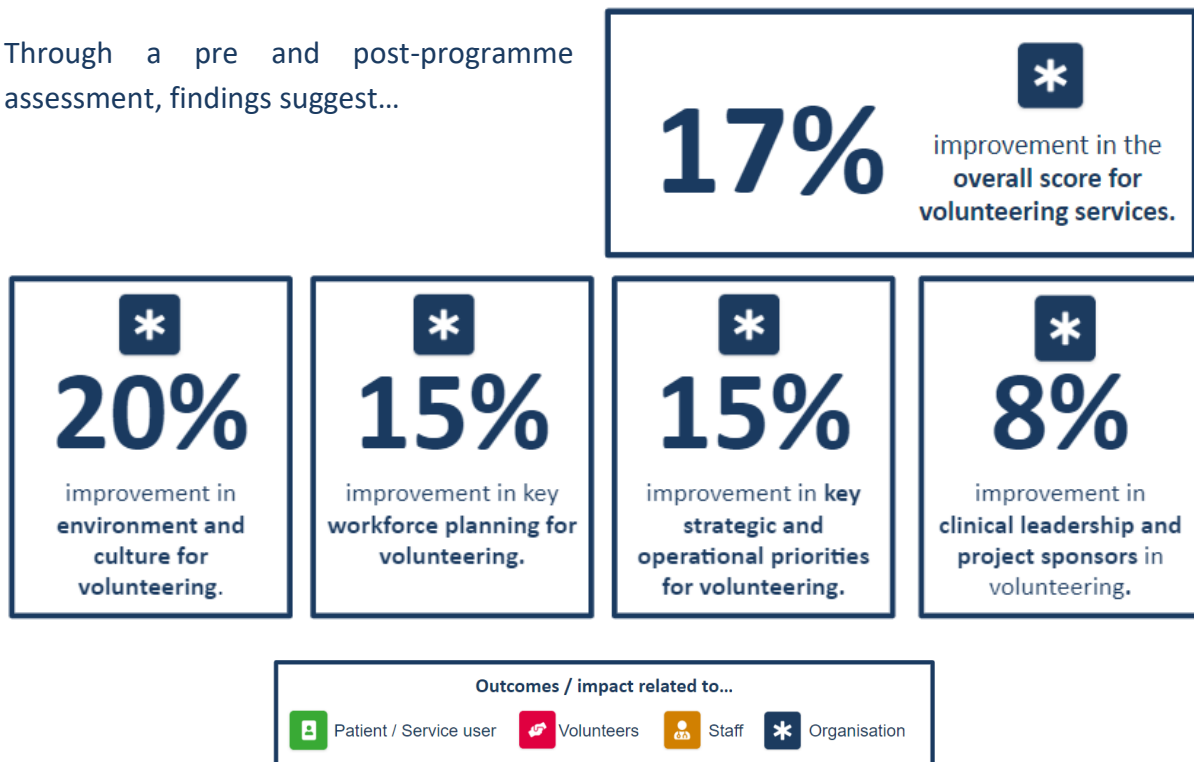
This report sets out key insights related to the Bradford project. The evaluation sought to answer four key questions: what was the impact of the VTC programme on:

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
4. The service users who received volunteer support at baby clinics.

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 Bradford District Care NHS Foundation Trust completed a self-assessment process to determine how embedded the volunteering agenda was within the Trust. Improvement in the scores demonstrates that the Trust has developed and further integrated the volunteering agenda within their organisation and has successfully encouraged strategic and operational change in relation to volunteering.

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



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

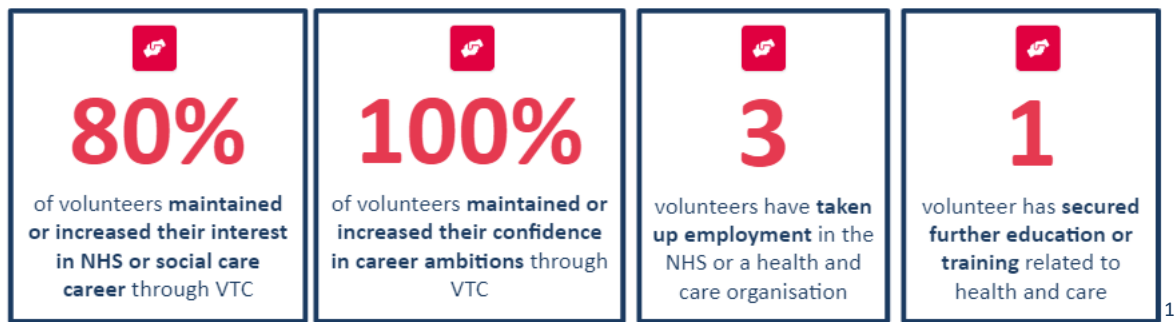
"The Volunteer to Career Programme is a critical component of our strategic vision to grow our own workforce. Using the subject matter expertise of service users and the values that volunteers inherently typify; enables the Trust to transition caring and compassionate individuals into meaningful roles within the organisation. The programme is highly regarded for delivering a sustainable pipeline of talent, predominantly from local sources."

Bob Champion, Chief People Officer

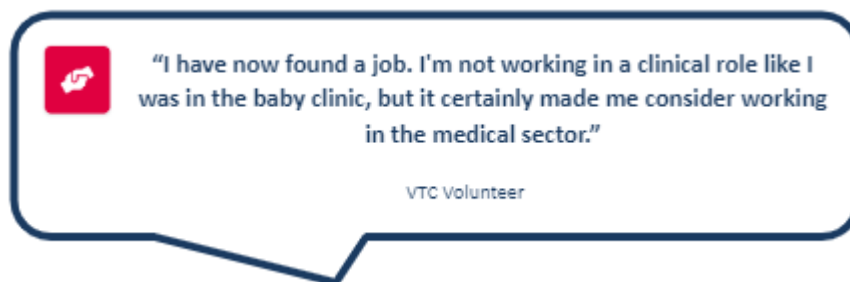
What is the impact of the Volunteer to Career programme in supporting individual volunteers to progress towards a career in health and care?

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 Bradford District Care NHS Foundation Trust's VTC project...



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 employment within the sector. 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 to their working lives and their colleagues...



¹ Volunteer tracker responses. N=5.



One staff member further elaborated...



What is the impact of the Volunteer to Career programme on service users who attended baby clinics and received volunteer support?

Service users reported that volunteers helped them feel emotionally supported and improved their experience attending baby clinics.



3

One service user told us...



² Staff survey respondents. N= 19 pre survey responses, 18 post survey responses.

³ Service user survey responses. N= 36.

In conclusion, it would appear that the implementation of the VTC programme in Bradford District Care NHS Foundation Trust has delivered positive outcomes in all four of the areas included in this evaluation. The programme has helped the Trust to further integrate volunteering into workforce strategies, aided the development of effective career pathways for volunteers which have resulted in relevant paid employment and training, provided staff members with additional support to improve their working lives, and resulted in improved experiences for service users at baby clinics.

Contents

1	Introduction	Page 6
2	Programme outcomes	Page 7
3	Methodology	Page 8
4	Evaluation Findings	Page 9
5	Conclusions	Page 27
6	Appendices	Page 29

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 Bradford District Care NHS Foundation Trust was successful in their application. The Trust ran a baby clinic volunteer project between October 2021 and August 2022. Five volunteers were recruited to the project and were provided with support through a career pathway alongside undertaking their volunteering role. Volunteers were trained and worked alongside qualified Staff Nurses, Nursery Nurses and Health Visitors in a clinical setting. They supported with setting up and cleaning of equipment in the clinic, welcoming families into the clinic and socialising with those who wanted to talk, completing weights and measurements and giving basic health promotion messages and signposting to a health professional when required. They all received individual career coaching and were supported with setting a plan for how they would achieve their goals. This ensured success in achieving their career goals.

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, service user 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?
- What is the impact of the Volunteer to Career programme on service users who attended baby clinics and received volunteer support?

3. Methodology

Data for the VTC evaluation was collected from 5 sources; VTC tracker, staff surveys, service user surveys, volunteer 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. In the Bradford District Care NHS Foundation Trust, five volunteers completed the VTC tracker at the start of their role, then feedback was provided after being in the role for three months, six months and finally 9 months by 4 volunteers.

Volunteer surveys were completed at the end of the VTC project by 3 out of 5 volunteers who partook in the Bradford District Care NHS Foundation Trust VTC programme. The survey collects volunteer feedback on their experiences in the project.

Staff surveys were completed at the start and near the end of the VTC project (referred to as pre and post surveys). In the Bradford District Care NHS Foundation Trust VTC programme, 9 staff members completed the pre survey and 10 staff completed the post survey.

Service user surveys were completed by 36 people who attended the baby clinic at Bradford District Care NHS Foundation Trust and received volunteer support. The survey gathered feedback on service users' satisfaction with baby clinic sessions.

A '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

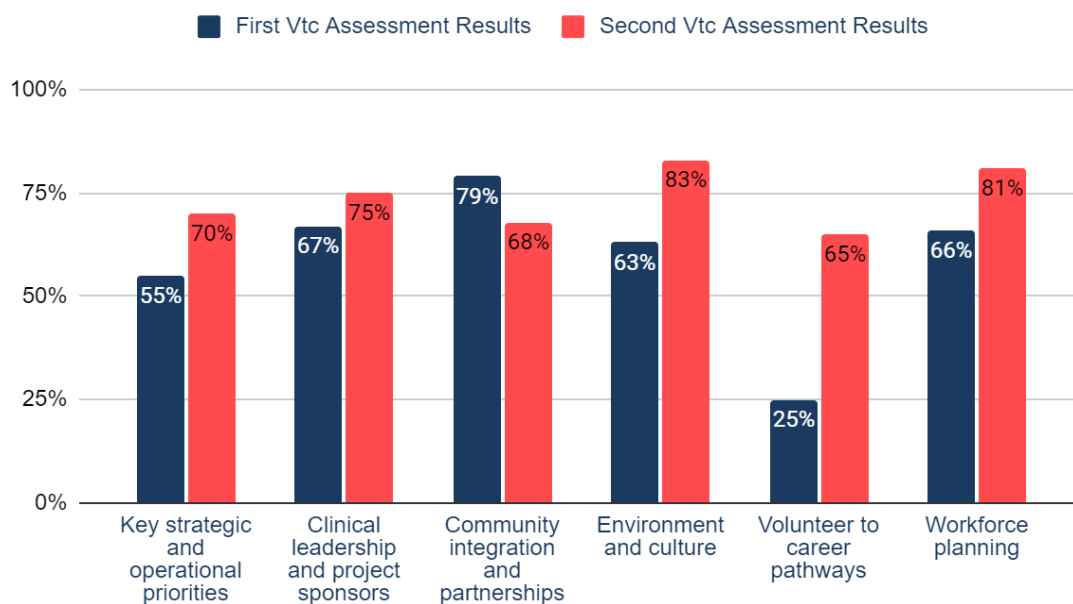
What is the impact of the Volunteer to Career programme on corporate behaviours towards volunteering?

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 Bradford District Care 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.



After completing the VTC programme, the Bradford District Care NHS Foundation Trust has shown a 17% increase in the overall SAT score, improving from 59% to 76%. The Trust scored higher scores from the first to the second assessment in 5 of 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



Bradford District Care NHS Foundation Trust managed to improve its SAT score in relation to key strategic and operational priorities for volunteering from 55% to 70% between the start and end of the programme. After the VTC programme, the volunteering agenda is reported to be far more integrated within the Trust's HR and/or workforce strategies than it was previously. The HR and workforce strategies are being delivered through business and operational plans, which now have some clear performance indicators relating to volunteering, developed to measure success. Furthermore, the Volunteering Service Department at the Bradford District Care NHS Foundation Trust now supports other departments in delivering their business plans.

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

Bradford District Care NHS Foundation Trust's clinical leadership score increased by 8% as a result of the VTC programme. The Trust reports that clinicians continue to show an interest in 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, Bradford District Care NHS Foundation Trust scored 68% in the second assessment. This was a decrease from the score of 79% in the original assessment. Whereas at the time of the second assessment, the Trust mainly had informal partnership agreements in place with local voluntary services, however, at the time of the initial self-assessment there were more formal agreements in place. This change was central to the decrease in their SAT score in this area. Although such a change is slightly disappointing it is worth noting that the Trust continues to benefit from strong relationships with education and employment support providers, working collaboratively with them to develop sustainable career pathways for volunteers.

The impact of VTC on environmental culture in volunteering

The environment and culture element of the volunteering agenda improved by 20% after the VTC programme. The score of 83% demonstrates Bradford District Care NHS Foundation Trust's commitment to establishing an environment where volunteers are treated fairly and respected. The organisation now has multiple policies and processes in place to protect and support volunteers, however, one notable omission is a mentoring programme providing peer support for volunteers. Mentoring is a great way to build volunteer capabilities whilst developing relationships with them. Implementing mentoring programmes can help to create a nurturing environment and culture which attracts and retains 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 increasingly promoting the benefits of volunteering to the wider workforce. However, it is worth noting that the volunteer feedback received as part of this programme suggests that volunteers feel only somewhat valued as part of the future workforce. The reasons for this volunteer response are unclear, but they may be driven by difficulties faced in the roles undertaken or may result from a perceived lack of opportunities for development or a lack of clarity in relation to career opportunities.

The impact of volunteers is now being measured in the Trust, which has been an important part of demonstrating the value of volunteering to secure funding, change behaviours, and influence stakeholders.



The impact of VTC on the volunteer to career pathways

In the career pathway element of the self-assessment, the Bradford District Care NHS Foundation Trust has shown the greatest improvement and increased their score by 40%. At the final stage of the programme, volunteers were regularly made aware of the career opportunities available within the organisation and some volunteer roles were being designed as part of a wider career path. Additionally, the Trust often keeps in touch with volunteers and continues to offer support during their professional training in health and care after they have left their volunteering role.

The impact of VTC on workforce planning

In the workforce planning element of the self-assessment, the Bradford District Care NHS Foundation Trust has shown a 15% increase in their scores. At the time of the second assessment, it was demonstrated that well established protocols are in place to ensure volunteers are managed effectively. Career support is now routinely provided to support volunteers to gain greater clarity on their career goals, as well as to help them secure future paid employment.



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



"The Volunteer to Career Programme is a critical component of our strategic vision to grow our own workforce. Using the subject matter expertise of service users and the values that volunteers inherently typify; enables the Trust to transition caring and compassionate individuals into meaningful roles within the organisation. The programme is highly regarded for delivering a sustainable pipeline of talent, predominantly from local sources."

Bob Champion, Chief People Officer



"The Volunteer to Career programme has contributed to a culture shift within the organisation where volunteering is seen as part of the solution, not only for workforce challenges, but also in supporting recovery and moving people away from services. The programme has enabled the Trust to develop a new type of volunteer role, not seen in the Trust before, with a much more clinical focus, the role of the clinical lead has been vital to the success of this role. The positive impact on the service, families accessing the service, and most importantly the volunteers themselves has been truly impressive in such a short space of time."

Catherine Jowitt, Head of Charity & Volunteering

Through their self-assessment, the Bradford District Care NHS Foundation Trust estimated that less than 10% of volunteers become employees each year, illustrating that opportunities for individuals to progress from typical volunteer roles within the Trust to careers are limited. However, of the volunteers who participated in the VTC programme, 75% went on to secure employment related to health and care ⁴. The organisation's workforce plans currently identify volunteers as a solution to addressing local workforce needs. The volunteer service team has been actively working with the HR directorate to explore opportunities for integrating volunteering within workforce programmes, for example in transformation projects and recruitment campaigns.

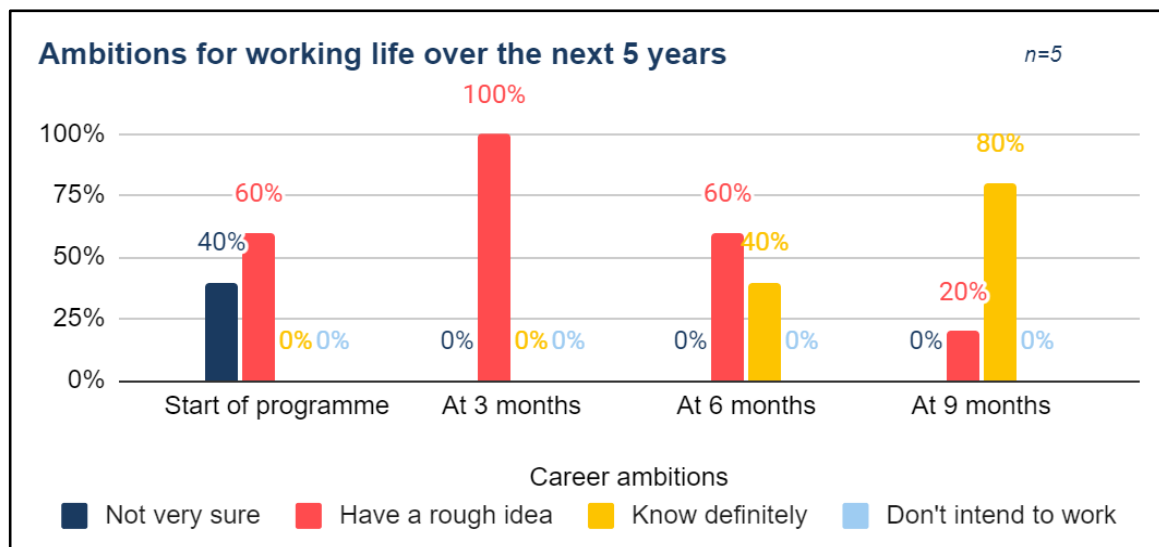
⁴ 3 of 4 volunteers who completed the VTC pathway.

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 Bradford District Care NHS Foundation 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 them on their career pathway. During the project delivery period...

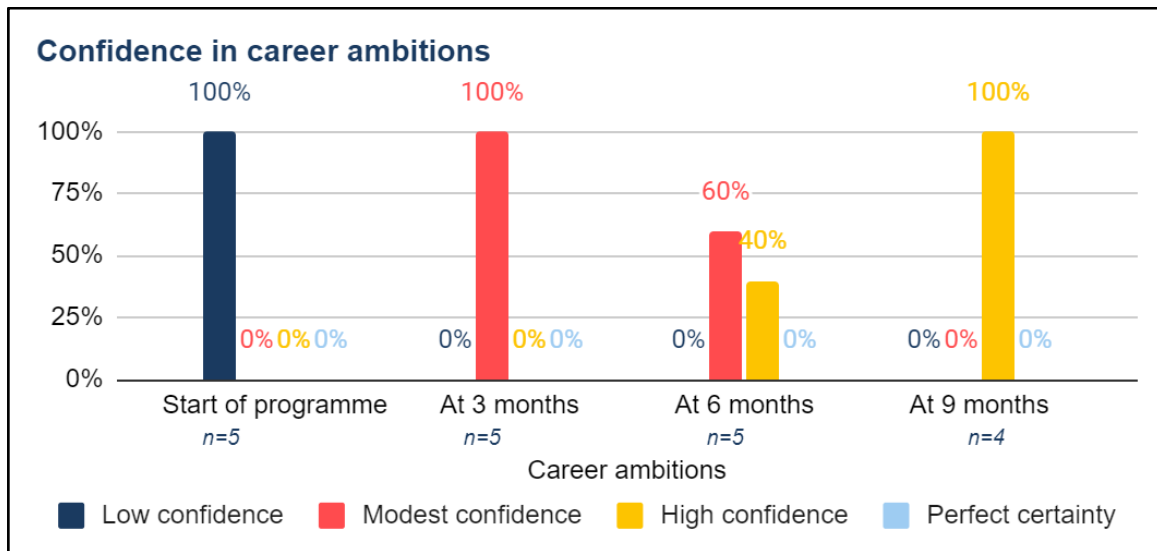


As they progressed through the programme, volunteers were asked to periodically provide feedback on their career ambitions. At the start of the programme, 60% of volunteers stated they had a rough idea of what they wanted to achieve within their working lives over the next 5 years, with a further 40% of individuals being unsure. After they had been in their volunteering role for 9 months, analysis of volunteer feedback indicates that proportionally more volunteers know definitely what they would like to do in their careers, increasing from 0% to 80%.



For individuals for whom we have data for the entirety of the programme, 80% became more certain of their ambitions for their working lives, and a further 20% maintained their ambitions ⁵.

Volunteers were also asked to rate their confidence in their ambitions. At the start of the programme, all of the volunteers stated they had a low degree of confidence (100%). As the programme progressed, we saw an increase in the proportion of volunteers gaining confidence in their career ambitions, with 100% of volunteers stating they have a high degree of confidence when they had been in their volunteering role for 9 months.

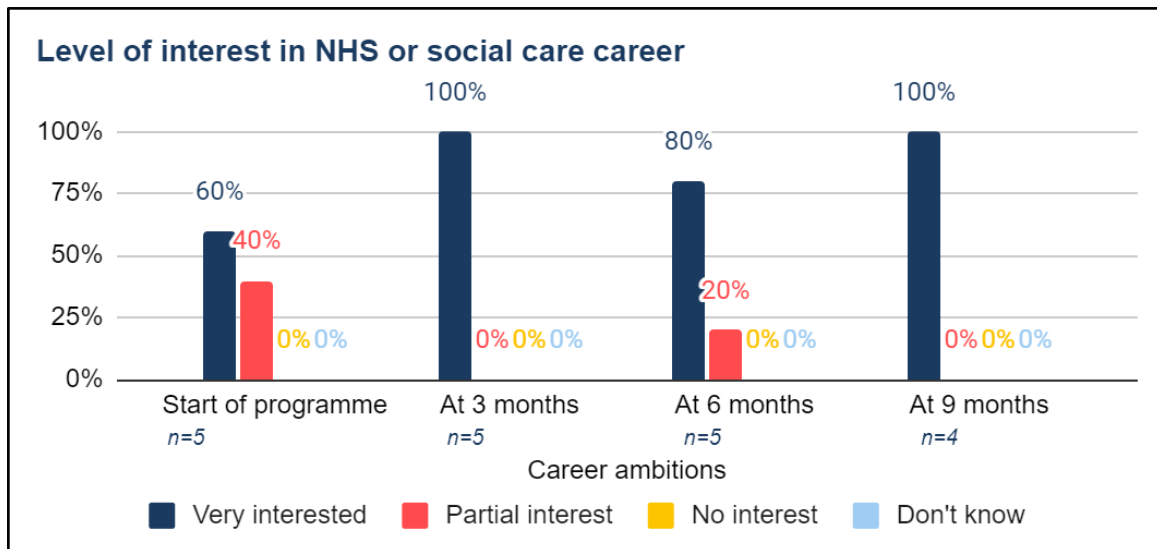


For individuals for whom we have data for the entirety of the programme, 100% of volunteers became more confident in their career ambitions⁶.

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 (60%). This increased to 100% of volunteers as they continued in their volunteering roles.

⁵ N=5

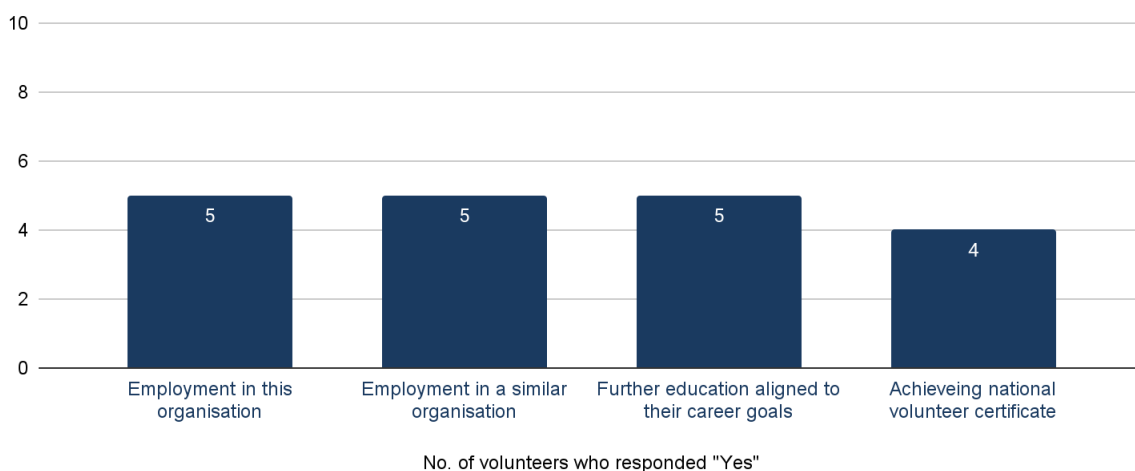
⁶ N=5



80% 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 role⁷.

Volunteers were also asked about their hopes if they wished their volunteering role would result in certain outcomes related to their careers, future education, and training. Volunteers reported...

Hopes that volunteering role will lead to...



All of the VTC volunteers hoped that their volunteering role would lead to employment within Bradford District Care NHS Foundation Trust⁸. For those hoping for employment within the Trust, 100% of volunteers maintained their opinions as they progressed through the programme⁹. 100% of volunteers also hoped that their volunteering opportunity would lead to employment in another health or care organisation¹⁰.

⁷ N=5

⁸ N=5

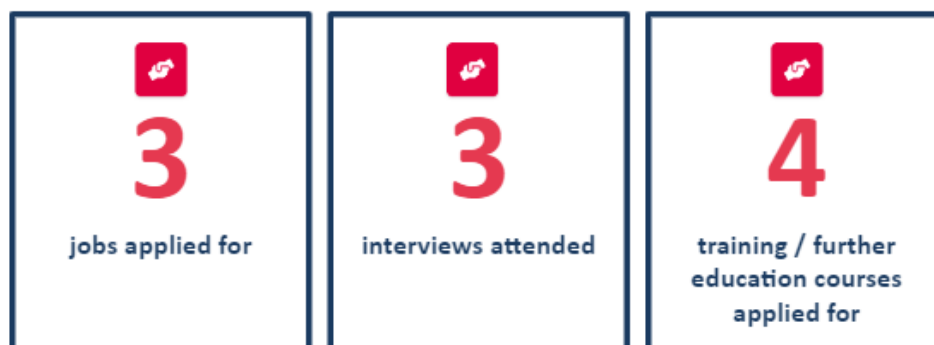
⁹ N=5

¹⁰ N=5

100% of VTC volunteers hoped that their volunteering role would lead to further education aligned with their career goals, 80% of whom have either maintained their opinions while a further 20% have become more hopeful¹¹. Additionally, 4 individuals were interested in achieving a national volunteering certificate through their role.

The data, therefore, suggest that the VTC programme in Bradford District Care NHS Foundation Trust mainly attracted individuals who had a prior interest in health or social care-related further education. However, participation in the VTC programme does appear to have maintained or strengthened this interest.

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



The job applications resulted in one volunteer securing a job in the NHS, and two volunteers securing a role in a similar health and care organisation. Additionally, the training / further education applications resulted in one volunteer securing further education in dietetics.



¹¹ N=5

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

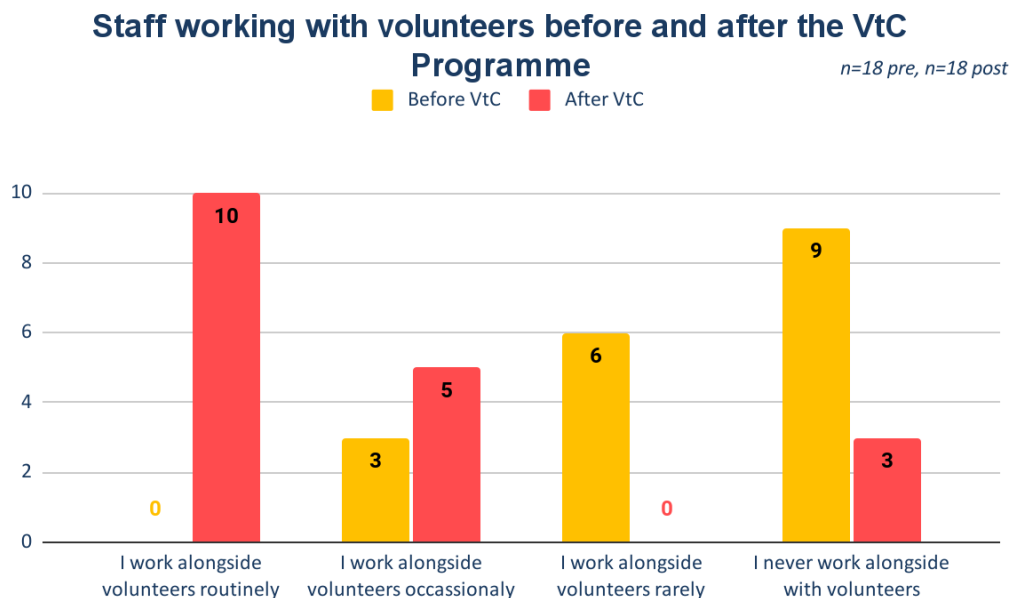


"I absolutely love going to my volunteer role at baby clinic. After been made redundant last year from my paid employment, I wanted to try new things and have new experiences. My mentor has been a constant support to me and I feel the overall experience has given me new skills and challenge."

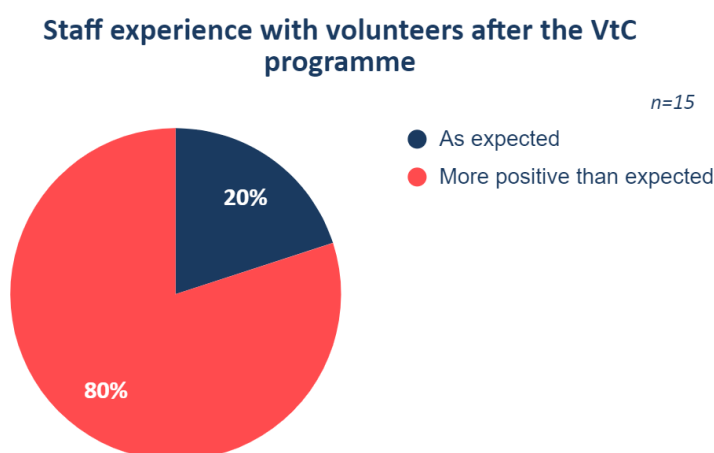
VTC Volunteer

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

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



Through the VTC programme, an increase in the number of staff members working with volunteers was observed. After the programme, 10 of 18 staff members shared that they work alongside volunteers, compared to none before the programme began.



When staff members were asked about their experience with volunteers in the VTC programme, 80% of staff members reported their experience was more positive than expected. None of the staff members rated their experience as negative.

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

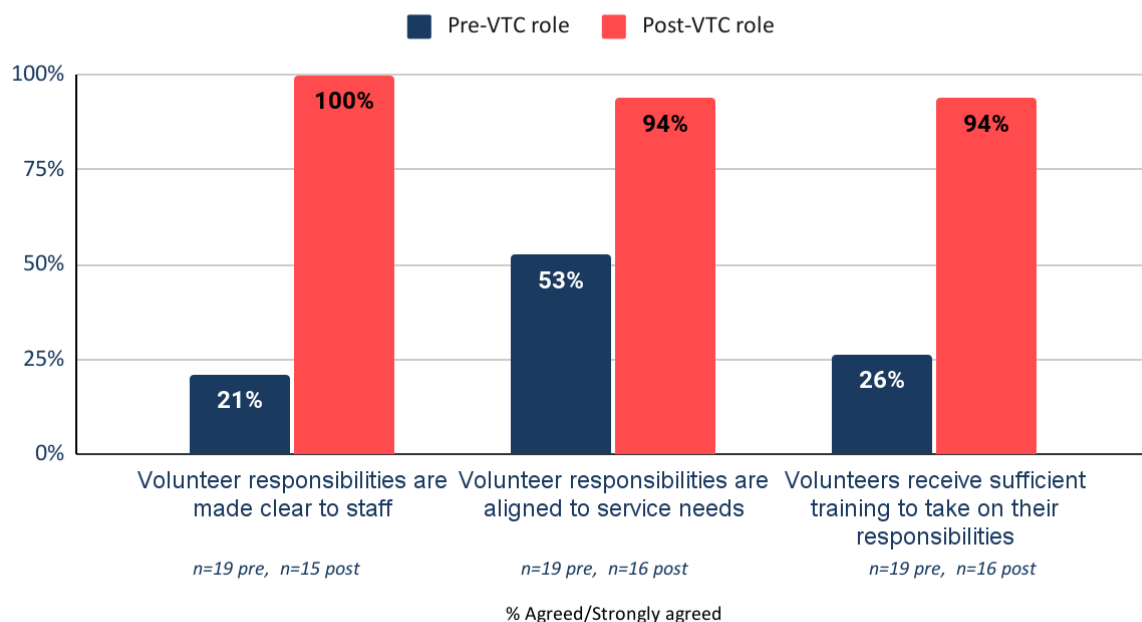


Staff members further reported that they had enjoyed working alongside volunteers and were satisfied with the volunteering support they have received...



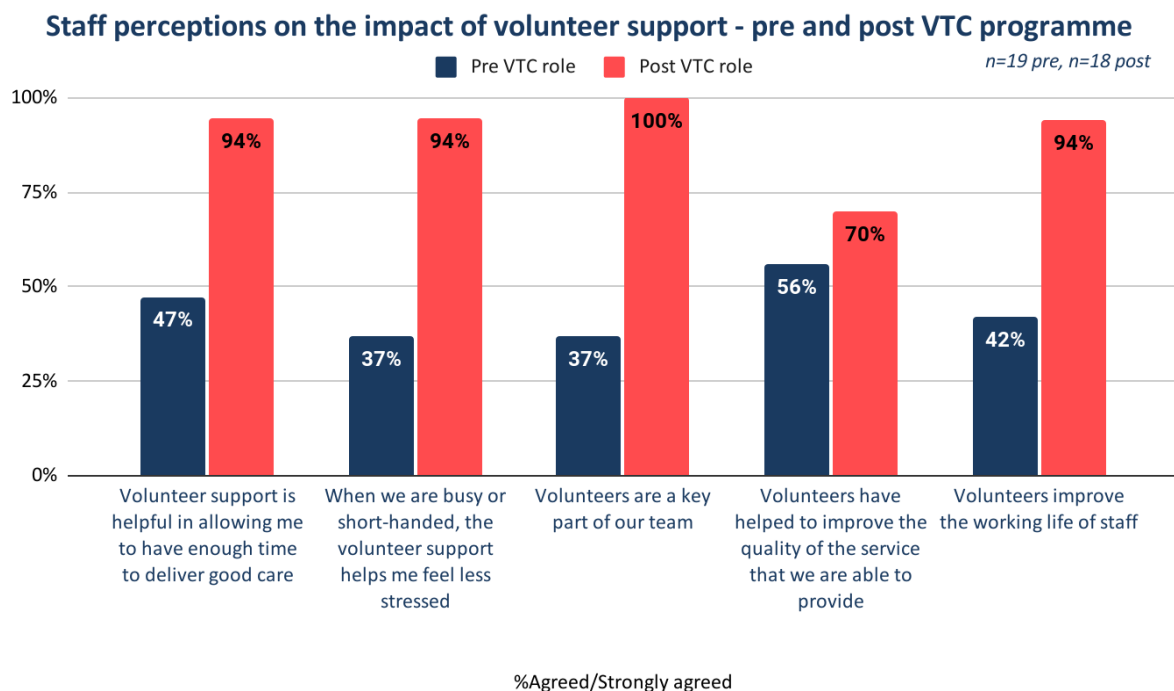
Staff views on how well volunteer responsibilities are aligned with service needs were improved through the programme. Staff members felt that their views were incorporated into the design and implementation of volunteer roles aligned to the needs of the clinical teams...

Staff views on volunteer responsibilities



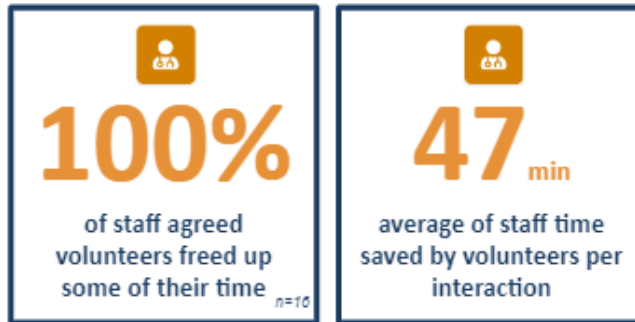
Post the VTC programme, the number of staff members who agreed or strongly agreed that volunteer responsibilities are made clear to staff has shown the greatest increase (79%). Staff members also reported that volunteers receive sufficient training to take on their responsibilities, increasing from 26% to 94%. Additionally, post the VTC programme, there was an increase of 41% in the number of staff members who felt that volunteer responsibilities are aligned with their service needs, which demonstrates 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 volunteers are a key part of their team, an increase of 63% from the pre-survey. We also saw an increase of 57% in the number of staff feeling supported by volunteers when they were busy, a 47% increase in the number of staff agreeing volunteer support was helpful in allowing them time to deliver good care, and a 52% increase in the number of staff who believe that volunteers improved their working lives. Additionally, 70% 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 ¹². These respondents further reported that 47 minutes were saved, on average, per interaction of each 2 hours clinic session.

81% of staff members who agreed that volunteers freed up some time shared

that they were able to use this time to support more patients, 63% were able to spend more time on patients with higher needs, 31% felt less rushed / took a break, and 19% were able to spend more time on care planning and organising medicines thanks to volunteering support ¹³.

Staff members also provided insights into what they felt would be the impact should there not be volunteers to support the baby clinic. The majority felt this would negatively impact patient experience, resulting in less time to have quality interactions with families, and staff would feel more rushed and overwhelmed.

 "Longer waiting times, parent would feel more rushed, the atmosphere wouldn't be as good, less appointments would be offered."

Staff member

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...

 "The calibre of volunteers working in baby clinic in terms of experience and enthusiasm has been very high and they quickly feel like part of the team."

Staff member

 "It's been a brilliant experience and very valuable to families and myself!"

Staff member

 "The volunteer has been an asset to the team and brings her own experiences and knowledge to the valuable service she provides. We work well as a team and she has fit right in sharing our ethics of good practice."

Staff member

¹² n=16

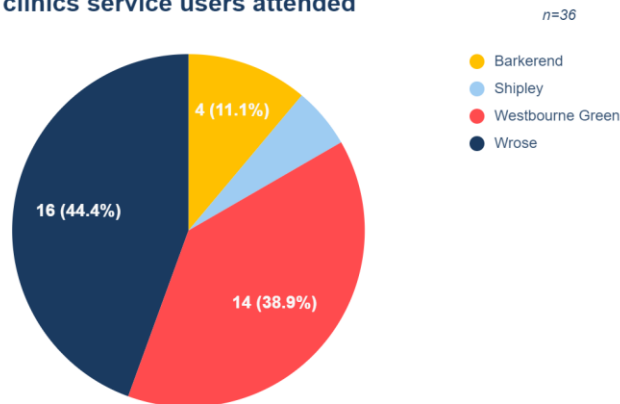
¹³ n=16

Overall, the data illustrates staff perceptions of the impact of volunteers have improved throughout the programme. Many more staff members now use and benefit from volunteer services, and provide positive feedback on their experiences of working alongside volunteers.

What is the impact of the Volunteer to Career programme on service users who attended baby clinic sessions and received volunteer support?

Bradford District Care NHS Foundation Trust Team aimed to understand the experience of their service users who received volunteer support at the baby clinic service.

Baby clinics service users attended



Service users have attended 4 different baby clinics. The majority (16 of 36) attended sessions at Wrose clinic in Bradford District Care NHS Foundation Trust. More than half of the service users (53%) visited the baby clinic once or twice a month, while the rest (47%) said they attend less than once a month ¹⁴.

Respondents were first asked to provide general feedback on the experience of attending the baby clinic. All service users said they are extremely likely or likely to return to the baby clinic, and 97% of them were extremely likely or likely to recommend the baby clinic service to their friends and family. Additionally, 21 of 36 service users said they were able to meet and speak with other parents at the clinic.

Service users were also asked if they were unable to attend the baby clinic sessions, and where they would go for this support. While 58% of them shared that they would go to their GP and 36% of them reported they would seek this support from friends and family, 25% of the respondents told us that they would not have received this support ¹⁵.

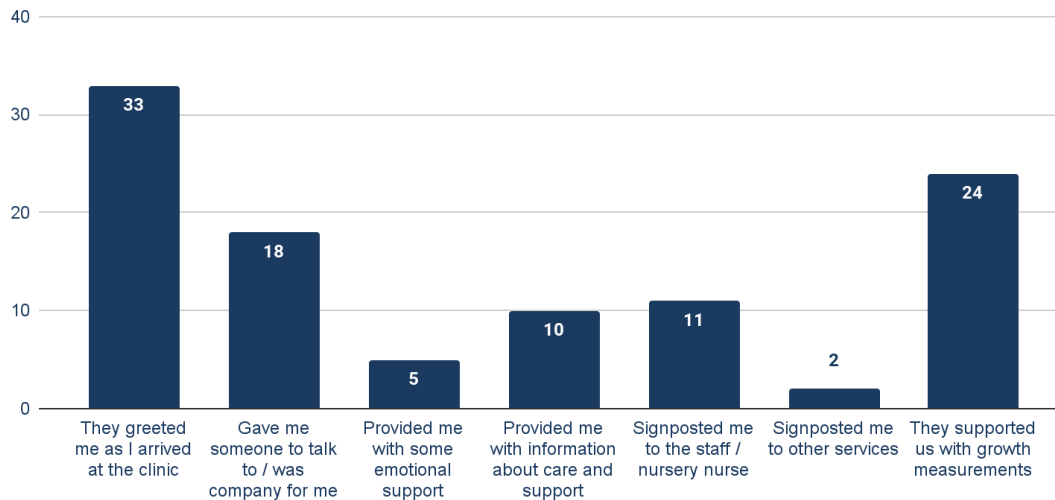
Service users were then asked to provide feedback on their experience of receiving support from volunteers whilst attending the clinic. On average, patients estimated that volunteers spent 18 minutes with them per visit. 33 of 36 service users told us that volunteers greeted them as they arrived at the clinic. Additionally, the volunteers provided support with growth measurements (24 of 36), provided company to the service users (18 of 36), signposted them to staff / nursery nurses (11 of 36), and provided information about their care and support (10 of 36).

¹⁴ N=36

¹⁵ N=36

Service user reflections on the type of support volunteers provided in baby clinics

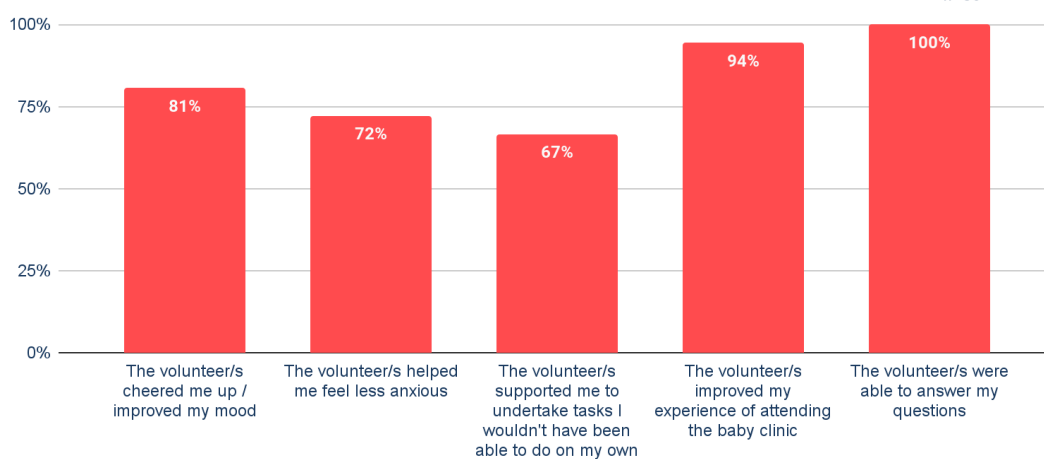
n=36



100% of service users agreed or strongly agreed that volunteers made them feel welcome at the clinic and were able to answer their questions. Furthermore, 94% said volunteers improved their experience of attending the baby clinic. According to service users' feedback, volunteers improved their mood / cheered them up (81%) and helped them to feel less anxious (72%). Finally, 67% of service users reported volunteers supported them to undertake tasks that they would not have been able to do on their own ¹⁶.

Service users feedback on the volunteer support they received

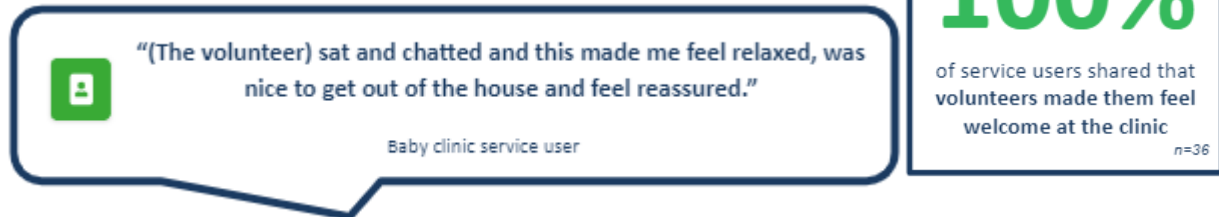
n=36



% of Agreed/Strongly agreed

¹⁶ N=36

All of the respondent service users who attended baby clinics reported that volunteers made them feel welcome at the clinic. One service user further elaborated...



We can therefore conclude...

- For some individuals, baby clinic sessions are the only option for receiving this support.
- Volunteering support was helpful in improving service users' experience at the baby clinics by volunteers providing relevant information, emotional support, and help with tasks to be undertaken during the sessions.

5. Conclusion

Our evidence suggests that the overarching VTC programme has resulted in many positive outcomes for Bradford District Care NHS Foundation Trust. The organisation has shown a great improvement in workforce planning, embedding volunteering into key strategic and operational priorities, and building a positive culture for volunteering. In Bradford District Care NHS Foundation Trust, VtC has also coincided with the rollout of the new processes and policy refresh. Therefore, 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 three 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 a key part of their team and 70% agreeing that volunteers improve the quality of the service they are able to provide. Additionally, 94% of staff shared that volunteer support allowed them time to deliver good quality care, saving an average of 47 minutes of staff time per interaction of 2 hours of baby clinic sessions.

The insight and impact work conducted on the Volunteer to Career Programme at The Bradford District Care NHS Foundation Trust demonstrates the value a structured approach to aligning volunteering to organisational needs can bring to staff, volunteers and the organisation. Feedback from service users also demonstrates the impact volunteering in health and care can bring on patient experience. 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.

Volunteer to Career is now one of the strongest and fastest developing elements of the Trust's Volunteer Strategy, alongside the impact of volunteering on recovery. The next steps for the Trust include embedding further support into HR processes for supporting existing volunteers interested in careers from accessing training and mentoring to signposting unsuccessful candidates at recruitment to Volunteer to Career to develop their skills and experience for future recruitment opportunities. In addition to this, the Trust is working on embedding Volunteer to Career into workforce development pathways across various clinical disciplines as well as for non-clinical roles, including Volunteer to Career as part of developing youth involvement work, and embedding the Volunteer to Career leadership role as a substantively funded post within the Trust to continue the development and growth of this work. The

Bradford District Care NHS Foundation Trust is currently in process of creating a plan for the continuity of the project. A long-term investment is essential to ensure that our trust, staff, volunteers and service users continue to experience the benefits and advantages of Volunteer to Career that contribute towards the future workforce and improved experience for service users. It is essential that Volunteer to Career is further invested in to continue to scale and spread the opportunities within all services.

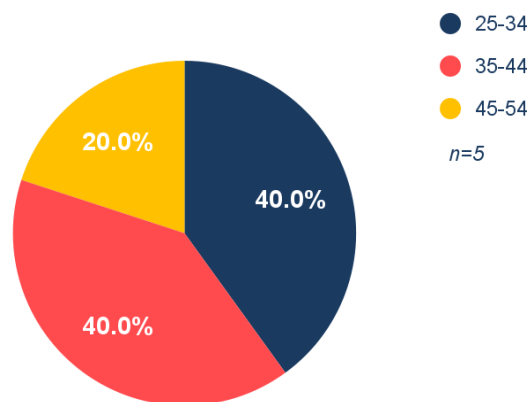
6. Appendices

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 Bradford District Care NHS Foundation Trust, 5 volunteers completed the VTC tracker at the start of their role, then feedback was provided after being on the role for three months, six months and finally 9 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.

Number of volunteers by age group



40% of volunteers in the VTC programme were aged between 25-34 (2 volunteers, 40%); while 2 volunteers were aged between 35-44 (40%) and 1 volunteer was aged between 45-54 (20%).¹⁷

- Volunteer surveys

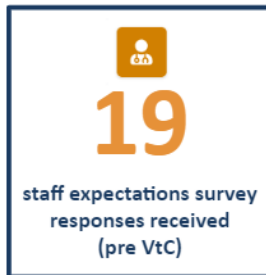
An online survey tool was designed to collect volunteer feedback on their experiences with their volunteering roles in the VTC. The survey was completed at the end of the VTC project by 3 out of 5 volunteers who partook in the Bradford District Care NHS Foundation Trust VTC programme. Qualitative feedback provided by volunteers was incorporated into the overall report.

- Staff pre and post surveys

An online survey tool was designed to capture feedback from staff at the start and near the

¹⁷ (N=5).

end of the VTC project. The survey incorporated standardised questions related to the programme alongside opportunities to provide feedback on anticipated staff, volunteer, and organisational outcomes.



In the Bradford District Care NHS Foundation Trust VTC programme, 19 staff members completed the expectations survey at the start, and 18 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 - 14 of 19 responses; post-VTC staff feedback survey, 9 of 18 responses). Responses were also received from:

- Nursing or healthcare assistants (1- pre-VTC survey, 7- post-VTC survey);
- Allied health Professionals / Healthcare scientists / Scientific and technical (1 - pre-VTC);
- Public health (3- pre-VTC survey, 2- 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.

- Service user surveys

Another online survey tool was designed to capture feedback from service users who attended baby clinics at Bradford District Care NHS Foundation Trust and received VTC volunteers' support during their sessions. The survey included questions related to the service users' views on the support they received alongside opportunities to provide feedback on the baby clinic service overall.

In the Bradford District Care NHS Foundation Trust VTC programme, 36 service users completed the feedback survey after attending their sessions with volunteers.

