VtC Overview

The strategic aim of the programme is to positively impact NHS workforce recruitment needs at a local level through the design of Volunteer to Career VtC initiatives.

The key measure will be to see an increase in the number of volunteers who have an interest in pursuing a career in health and care after their volunteering experience.

This will be achieved through the delivery of a series of projects led by selected clinical leaders. Each clinical lead will design a VtC project based on their local clinical workforce needs.

Scaling and spreading through the development of resources, tools, learning, case studies and evidence based models/ initiatives developed within the projects and shared with other organisations.

Systemic Change

Success will be measured by assessing the organisational improvement across 3 main strategic areas identified as essential to achieving systemic change:

1. Clinical Leadership	2. Environment & Culture	3. Volunteer to Career Pathways
Develop a (local) network of senior clinical nursing leaders to; • harness their expertise, support and influence around VtC through effective engagement • positively influence their behaviours and beliefs around volunteering practice • Encourage their adoption of successful VtC pilots within their own environment. Have clinicians who act as role models to support VtC locally	• Fully engage, support and raise the value of the volunteer workforce in the clinical environment to enhance likelihood of volunteers wanting to adopt an clinical career • Utilise best practice to prepare clinical teams to work with the volunteer workforce • Spread - Share project learning through a network/community which has national and international reach	• Develop innovative and impactful volunteer roles using national standards, to encourage/ enable volunteers to use this as a route to a career in the NHS • Develop career pathways to attract and improve the retention of volunteers • Link volunteering roles to the local recruitment needs

Programme Roles

	Steering Group	Programme Lead	Helpforce	Mentor
Primary Role	Championing the programme and individual projects through their expertise, guidance and advice	Ensure delivery of overall programme in line with vision. Be the main contact for the local projects and stakeholders. Effectively use skills/ knowledge/ experience of the steering group and deploy specialist team support to the local projects where needed. Drive the VtC agenda within Helpforce and wider	Support a 4 module learning package leading to the design, development and delivery of a VtC project in their organisation. Lead all aspects of the project with mentor support and support from relevant specialists within Helpforce e.g. I&I, marketing, packaging Deliver a project that covers the strategic objectives of the programme.	Support the development and then the delivery of the learning and support package to upt to 5 clinical leads. The role will: ● facilitate group discussions following training sessions. ● develop 1:1 mentor relationships with each of the clinical leads for the duration of the programme
Known responsibilities/tasks/ activities	● Meet quarterly ● Attend working group meetings where relevant.	● Support Mentor/ Clinical and volunteer leads ● Stakeholder communication and management	● Complete learning and support package ● Complete VtC SAT tool ● User of Connect ● Local marketing & comms ● I&I ● Packaging ● Business Case for sustainment	● Tutor/ Mentor ● Learning and support package ● VtC maturity self assessment tool development ● Feed into steering group ● Be part of connect network ●

Ideal Programme Timeline

- Signed grant agreements - **end Dec/Jan '21**
- Clinical Leads in post - **end March 2022**
- **Start delivery by 1st July ''22**

How are we getting on with recruitment of a Clinical Leads Role & Pathway ?- Group discussion

Provisional Timeline VtC Cohort 2	2021				2022												2023				
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Grant Agreement				Signed																	
Clinical Lead Selection Process								In post													
Complete VtC Self Assessment Tool (SAT)																					
Deliver Learning & Support Modules																					
Project Delivery								Design & Develop role/ pathway		Volunteer recruitment	Live Project										
Evaluation framework											Agreed	Data capture									
Course Tutor/ Mentor																					
Comms & Marketing												Launch									
Programme Final Report															Preliminary Report						Final report

How a Helpforce Programme Manager will support you

Initiating

- Understanding the scale of the challenge and your capacity
- Understanding your needs and aspirations
- Expertise around volunteering in health
- Achieving senior buy in

Planning

- Developing plans and strategies
- Getting access to knowledge and best practice
- Linking with other stakeholders locally
- Linking with others nationally

Delivery

- Supporting design and implementation of plans
- Helping you "Adopt and Adapt" what has worked elsewhere
- Measuring impact
- Maximising potential

Closing

- Recognising and sharing what you achieve
- Providing a platform to promote your work

How do we add value?

- Project management
- Evaluation
- Stakeholder mapping and management
- Signposting
- Facilitation

- Coaching
- Critical friend
- Empathy
- Guiding
- Mentoring
- Advocating

What else can you expect from us?

- Pragmatism
- Enthusiasm
- Confidence
- Knowledge
- Time

What are the benefits?

- Reduce the risks related to developing new services
- Deliver sustainable systems
- Fast track staff learning
- Grow team confidence

Programme components

The Programme will deliver a number of scaleable innovative models/ initiatives that positively impact NHS workforce recruitment issues. Projects designed by local clinical leaders will address their local workforce issues identified through their completion of a 'VtC Maturity Self Assessment Tool'. Each project will pilot new and innovative VtC initiatives with successful models being packaged and spread to other organisations:

Phase 1, Development	**Learning and Support Package**	A 'Learning and Support Package' delivered to the Clinical Leads, providing them with the skills and knowledge needed to design and deliver the projects. **Online modules supported by a tutor and facilitated discussions:** Strategy, Project Management, Coaching (how to coach others), Communication - stakeholder engagement/ influencing/ building a network, Measuring Impact - including how to use the assessment tool, Service Design - co-creating approach to developing services, processes, tools, resources **Whole programme support;** Mentoring, Formal 1:1, Peer mentoring (from others on the programme), Helpforce Connect network, HF experts - impact/ insight, comms & marketing, service design, advice and guidance
	Mentor	Delivery of the learning and support package to up to 5 clinical leads. The role will: ● facilitate group discussions following training sessions. ● develop 1:1 mentor relationships with each of the clinical leads for the duration of the programme
	'VtC Self Assessment Tool'	Using a 'VtC Self Assessment Tool', the clinical lead for each organisation will measure their organisations Vns against a series of identified categories and questions associated with their workforce strategy e.g. ability to fulfil demand for specific roles, recruitment gaps/ issues, volunteering culture and environment, role of clinical leadership, VtC pathways. Core functionality requirements: a. Ability to create a baseline measurement/ score across each of the strategic areas for improvement. b. Be able to measure time A and time B to evidence area's of positive impact related to the projects.
	Comms & Marketing inc Connect	A programme wide comms and marketing plan will include support to the local projects as well as the development of the a new area in Helpforce Connect to grow a VtC network.

Programme components

Phase 2 Delivery	**VtC Projects**	Each selected clinical leader will; ● complete the 4 module 'Learning and Support Package' ● design, test and deliver impactful vtc initiatives/ models/ tools, ● lead the projects from a clinical perspectives ● develop a defined set of metrics to measure the impact of their initiatives and pilot activity ● develop a business case for sustainment and scaling of successful initiatives within their own organisation. ● incorporate requirements for the future spreading of successful initiatives to other organisations e.g. packaging
	Helpforce Connect	Helpforce and the clinical leads to support the development of a network (within Helpforce Connect Platform) of clinical leaders interested in Volunteer to Career, who then become a reference group for the projects through the programme leaving a legacy to support the spreading of VtC initiatives.
	Scale & Spread Plan	Packaging - support to the projects to develop tools, resources, case studies, models that can be shared on Helpforce Connect as part of the scale and spread plan throughout the programme. Develop plan/ approach following first 2 months of delivery
	Impact and Insight	Measure the impact of the overall programme initiatives developed and the impact they have made/ are making, agree local/ national plan to scale/ spread (this can happen at the most relevant point of individual initiative maturity and doesn't need to wait until the end).
Phase 3 **Scale & Spread**	**Programme Report**	Complete overall programme report - Learning, findings, performance, impact, insights

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Aims and Objectives of VtC Learning & Support Programme

Aims & Objectives	- Understanding your own Training Needs - Understand the outcomes of the Self Assessment Tool (SAT) - Understand the project Management process - Ability to define the project outcomes - Ensure the Programme is aligned to VSM Volunteering Strategy & how to work with the Voluntary Service Team - Understand which other internal Stakeholders need to be engaged, to enable successful career pathways - The importance of linking with other referral stakeholders in you community. - Understand how to evaluate the programme, how/what/ when to measure Impact and what data capturing tools to use - Understand the importance of good Governance (i.e setting up a Steering group) - How to achieve systemic change at a organisational level, in the perception of value of the VTC programme & senior buy in for the sustainment of the programme
Expected Course Outcomes	- Creation of an SMART Project Plan, (Including Risks & Mitigations) - Business Case - Gantt Chart - Process Flow Chart for delivery of Programme - Blueprint of VTC Programme
L&S Programme Logistics	- Group workshops are planned for the morning with a view to undertake needed work in the afternoon. We therefore suggest booking the whole day out. - All group sessions will be delivered by Kim Liggins - VtC Skills Tutor, via MS Teams - Project management templates & resource guides ,will be provided to use for creation of your Project Initiation Document

Summary of Learning & Support Training Modules & Workshop Dates

Session Title	Session Overview	Expected Session Outcome	Date of Half Day Group Session
Week one -Induction to the VtC Programme	- To introduce the Clinical Leads to each other and to the team supporting the project. - To understand the requirements of the Volunteer to Career Project - Review of the Completed Self -Assessment Tool, Report and Findings. - Introduction to the Training Needs Analysis - To consider the scope of the project	- Know who the Tutor and Mentor are - Understand the roles of the Tutor and Mentor - Know and understand the aims and expected outcomes of the Burdett Project - Know and understand the purpose of the self-assessment tool - Know and understand how to use the self-assessment tool - Know and understand their individual training and development needs - Know and understand the project scope	**26th April 9.30 am - 12.30pm**
Week Two - Scoping the Project	- To review the outcomes of the self-assessment and Training Needs Analysis - To know who the key stakeholders are in the project - To know what wider support mechanisms are available	- Understand the outcomes of the self-assessment - Know how to use the findings of the self-assessment to develop a project plan - Know how to identify stakeholders in the project - Understand the wider support mechanisms	**3rd May 9.30am -12.30pm**
Week Three - Refining the project	- To give an overview of the project management process and to give access to relevant resource to understand the process - To develop a draft project plan	- Know and understand the project management Process - Be able to prepare a draft project plan - Be able to critically review the project plan and amend as appropriate	**10th May 9.30am -12.30pm**
Week Four - Presenting the Programme Initiation Documentation	- To review online and independent learning - To review and refine the project plan - To know and understand the next steps in the process to have a clear plan for the project implementation - To know where to go for advice, guidance and support	- Be able to objectively review own and others project plans - Be able to refine project plans ready for implementation. - Know and understand the need for a clear plan of action for the project implementation - Be able to articulate clear objectives for the first part of the project - Know what to do and who to contact if issues are encountered	**24th May - 9.30am 12.30pm**

Workshop Session Plans

Week one - Induction to the VtC Programme

Date	9.30 – 10.30		10.50 – 12.00	12.00 – 12.30
26 April 2022	Induction session Welcome and introductions The Volunteer to Career Project – aims; objectives; expected outcomes		Overview of the programme Self-assessment tool and Training Needs Analysis – purpose; how to use it; expected outcomes; timelines	Mentor and mentor role Q&A Next steps Preparation for next session

The aim of the session

- To introduce the Clinical Leads to each other and to the team supporting the project.
- To understand the requirements of the Volunteer to Career Project
- Review of the Completed Self -Assessment Tool, Report and Findings.
- Introduction to the Training Needs Analysis
- To consider the scope of the project

Learning Outcomes

- Know who the Tutor and Mentor are
- Understand the roles of the Tutor and Mentor
- Know and understand the aims and expected outcomes of the Burdett Project
- Know and understand the purpose of the self-assessment tool
- Know and understand how to use the self-assessment tool
- Know and understand their individual training and development needs
- Know and understand the project scope

<u>Next steps for week 2</u>

Identify key stakeholders
Draft project scope
Draft Business Case
Register with Helpforce Connect and the National Learning Hub for Volunteering

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Week 2 - Scoping the VtC Project

Date	Morning session		Afternoon session
3 May 2022	Broad review of the self-assessment and initial thoughts about individual projects Exploring the wider support required for the implementation of the project Identify all of the stakeholders Identify key learning points based on results of self-assessment and Training Needs Analysis Draft project scope and business case		One to one and/or group support to refine project ideas based on self-assessment (This could be one to one with the tutor or mentor or in small groups)

The aim of the session

- To review the outcomes of the self-assessment and Training Needs Analysis
- To know who the key stakeholders are in the project
- To know what wider support mechanisms are available

Learning Outcomes

- Understand the outcomes of the self-assessment
- Know how to use the findings of the self-assessment to develop a project plan
- Know how to identify stakeholders in the project
- Understand the wider support mechanisms

Next steps for week 3
Refined project scope
Draft project plan (PID)
Start Gantt Chart
Start Process Flow
Measuring your Project

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Week 3 - Refining the VtC project

Date	Morning session		Afternoon session
10 May 2022	Overview of the Project Management process; Gantt Charts; Process Flow Based on the results of the self-assessment and the Training Needs Analysis, option to complete an online project management module or unit (suggestions attached) Option to use the time to prepare the project aims and develop a project plan using templates provided		Continue with independent learning One to one/group support as required

The aim of the Session

- To give an overview of the project management process and to give access to relevant resource to understand the process
- To develop a draft project plan

Next Steps for week 4

Refine project plan and implementation strategy plan for go live date, comms and marketing & Trust sign off?

Learning Outcomes

- Know and understand the project management Process
- Be able to prepare a draft project plan
- Be able to critically review the project plan and amend as appropriate

Week 4 - Presenting the Programme Initiation Documentation and Sign off.

Date	Morning session		Afternoon session
24 May 2022	Review of online and independent learning Review and refine project plans Present project plans to panel (VSMs; Helpforce team; Clinical Leads) Identify the next steps in the process Agree monthly catch-up sessions		Continue with independent learning and/or the review of and refining of project plans One to one/group support as required

The aim of the session

- To review online and independent learning
- To review and refine the project plan
- To know and understand the next steps in the process to have a clear plan for the project implementation
- To know where to go for advice, guidance and support

Learning Outcomes

- Be able to objectively review own and others project plans
- Be able to refine project plans ready for implementation.
- Know and understand the need for a clear plan of action for the project implementation
- Be able to articulate clear objectives for the first part of the project
- Know what to do and who to contact if issues are encountered

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Project Planning Resources & Templates

Project Management Resources

Preparing a project:
https://www.open.edu/openlearn/money-business/business-strategy-studies/preparing-project/content-section-0?active-tab=description-tab

Project Management: Skills and Techniques:
https://www.businessballs.com/project-management/project-management-skills-and-techniques/

Introduction to modern project management:
https://alison.com/course/introduction-to-modern-project-management-theory-and-practice-revised

SWOT Analysis:
https://www.open.edu/openlearn/money-business/business-communication-writing-swot-analysis/content-section-0?active-tab=content-tab

Factors affecting motivation:
https://www.open.edu/openlearn/health-sports-psychology/motivation-and-factors-affecting-motivation/content-section-0?active-tab=description-tab

Resources continued..

Lead and manage change:
https://www.open.edu/openlearn/health-sports-psychology/lead-and-manage-change-health-and-social-care/content-section-0?active-tab=description-tab

Leading and managing change: https://www.futurelearn.com/courses/leading-and-managing-change

Managing people:
https://www.open.edu/openlearn/money-management/management/leadership-and-management/managing-and-managing-people/content-section-0?active-tab=description-tab

Working groups and teams:
https://www.open.edu/openlearn/money-management/management/leadership-and-management/working-groups-and-teams/content-section-0?active-tab=description-tab

Resources continued..

The London Leadership Academy Leadership Toolkit:
https://www.londonleadershipacademy.nhs.uk/leadershiptoolkit

Deliver that project (free chapter): http://projectagency.co.uk/word/Chapter.pdf

Manage Stakeholders: http://projectagency.co.uk/word/wickedwitch.pdf

Your first project – hints and tips: http://projectagency.co.uk/word/Yourfirstproject.pdf

Templates To Download

Business Case Form

Project Plan

Gantt Chart

Templates To Download

[Process Flow Chart](#)

[Training Needs Analysis](#)

Exemplar documents Created by VtC Cohort One

Completed Project Plan

Completed Business Case

Completed Process Flow (2 examples)

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Thank you

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