

Volunteer to Career (VtC)



Health Education England

Your
volunteers

Your future
workforce

Volunteer to Career (VtC) Programme

Learning & Support Package Overview

VtC Overview

The strategic aim of the programme is to positively impact Health & Care 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
<p>Develop a (local) network of senior clinical nursing/ Health Care leaders to;</p> <ul style="list-style-type: none"> ● 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. <p>Have clinicians who act as role models to support VtC locally</p>	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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	<p>Ensure delivery of overall programme in line with vision. Be the main contact for the local projects and stakeholders.</p> <p>Effectively use skills/ knowledge/ experience of the steering group and deploy specialist team support to the local projects where needed.</p> <p>Drive the VtC agenda within Helpforce and wider</p>	<p>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</p> <p>Deliver a project that covers the strategic objectives of the programme.</p>	<p>Support the development and then the delivery of the learning and support package to up to 5 clinical leads. The role will:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Meet quarterly • Attend working group meetings where relevant. 	<ul style="list-style-type: none"> • Support Mentor/ Clinical and volunteer leads • Stakeholder communication and management 	<ul style="list-style-type: none"> • Complete learning and support package • Complete VtC SAT tool • User of Connect • Local marketing & comms • I&I • Packaging • Business Case for sustainment 	<ul style="list-style-type: none"> • Tutor/ Mentor • Learning and support package • VtC maturity self assessment tool development • Feed into steering group • Be part of connect network

Ideal Programme Timeline

- All Clinical Leads must be in post - **by the 24th of Jan 2023**
- **Must start delivery by 1st March 2023**

A key milestone to achieve

Provisional Timeline VtC Cohort 3	2022				2023								
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Grant Agreement													
Clinical Lead Selection Process					In post								
Complete VtC Sel Assessment Tool (SAT)													
Deliever Learning & Support Modules					L&S Package delivered								
Project Delivery				Design&develop role/pathway	Volunteer recruitment	Project delivery							
Evaluation Framework					Agreed	Data capture							
Course Tutor/Mentor													
Comms & Marketing													
Programme Final Report													Final report

How a Helpforce Programme Manager will support you

How we support you with different stages of a project or programme life cycle

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 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	<p>A 'Learning and Support Package' delivered to the Clinical Leads, providing them with the skills and knowledge needed to design and deliver the projects.</p> <p>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</p> <p>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</p>
	Mentor	<p>Delivery of the learning and support package to up to 5 clinical leads. The role will:</p> <ul style="list-style-type: none"> • 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'	<p>Using a 'VtC Self Assessment Tool', the clinical lead for each organisation will measure their organisations 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:</p> <ol style="list-style-type: none"> Ability to create a baseline measurement/ score across each of the strategic areas for improvement. Be able to measure time A and time B to evidence area's of positive impact related to the projects.
	Comms & Marketing inc Connect	<p>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.</p>

Programme components

Phase 2 Delivery	VtC Projects	<p>Each selected clinical leader will;</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Develop plan/ approach following first 2 months of delivery</p>
	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

An Introduction: VtC Self Assessment Tool (VtC SAT)

The Helpforce VtC Self Assessment Tool (VtC SAT) has been developed with a mix of people experienced in the VtC agenda e.g. HR and workforce, clinical staff, volunteer leaders.

The SAT is designed to help organisations;

- identify where they can improve and grow career pathways for volunteers
- positively influence the organisational value placed on volunteers as a future workforce
- understand how to embed VtC practices into business as usual

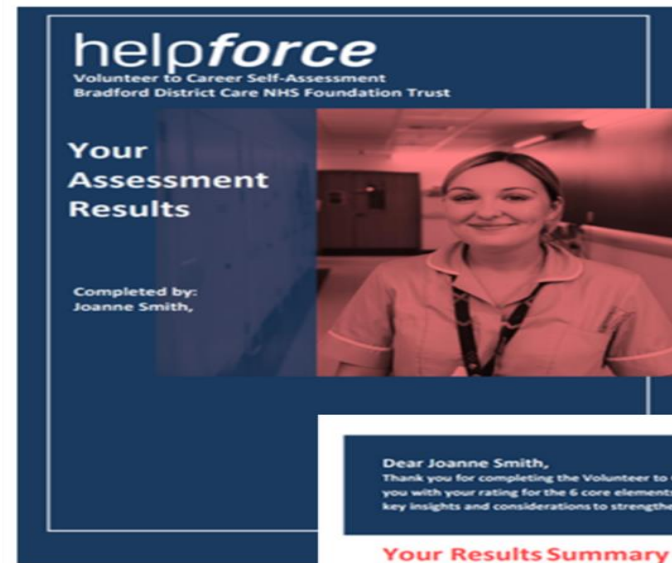
The VtC SAT is used at the beginning of all VtC projects and the individual organisation report generated shares actions needed to be captured as part of the VtC project design process. By completing this self-assessment, each organisation will:

- Gain a cross-organisational strategic view of the VtC agenda strengths and development areas
- You will also be given guidance to strengthen your organisations VtC agenda
- Personal learning and networking with potential key stakeholders needed for this project

An Introduction: VtC Self Assessment Tool (VtC SAT)

Holistic cross organisational view against 6 categories:

- Key strategic and operational priorities
- Clinical leadership and project sponsors
- Community integration and partnerships
- Environment and culture
- Volunteer to career pathways
- Workforce planning



Dear Joanne Smith,
Thank you for completing the Volunteer to Career Self-Assessment. This report presents you with your rating for the 6 core elements of a Volunteer to Career agenda along with key insights and considerations to strengthen your VtC position.

Your Results Summary

Overall Score:



For each Section you scored:



Interpretation guide: The following pages contain your results for each core element. Your score for each is represented by the blue bar graph which falls into one of the rating bands of Red, Amber, or Green.

Results and Insights

Key Strategic & Operational Priorities
How well does your organisation identify volunteering as a key solution to workforce issues?

Key Findings

- The volunteering agenda is not well integrated within your organisation's HR and / or workforce strategies.
- Your organisation's HR and workforce strategies are not yet being delivered through business and operational plans.
- Your organisation's business / operational plans have some clear performance indicators identified to measure the success of volunteering.
- Your Volunteer Service (Corporate) department currently supports some departments in delivering business plans.

Considerations/next steps

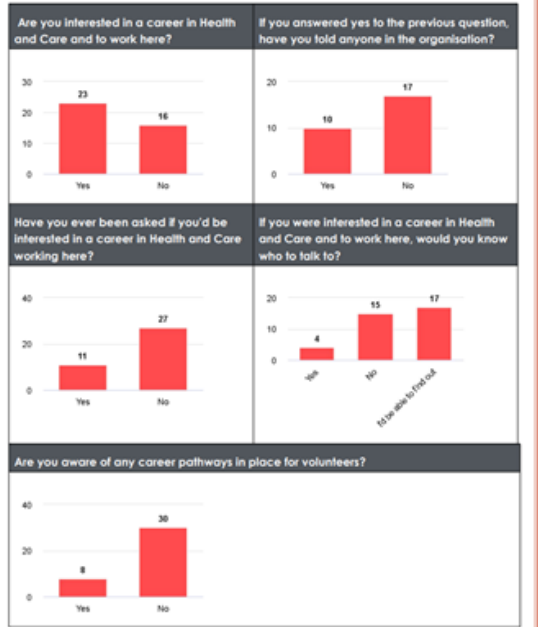
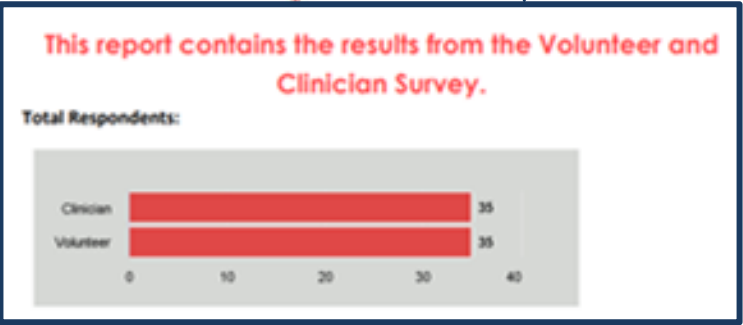
- Identifying the reasons behind why that is and the opportunities to improve this is critical to enable, accelerate and maximise the benefits of volunteer career initiatives.
- Exploring how your strategies can be converted to these plans is an important step in driving forward volunteer to career agendas.
- Reversing these and developing clear success and an important need. Step on this will support, track progress, inform interventions and provide great value volunteering benefits. This great will volunteer gain buy in from colleagues and help persuade leadership teams to invest in volunteering.
- Identifying potential opportunities to link in with departments can accelerate and maximise the bar of volunteer to career initiatives.

Sub-Survey Report

Once the completion date is reached, you'll be sent a link to your sub-survey report which you need to use to complete the main survey.

helpforce
 Volunteer to Career
 Assessment
 Camden and Islington NHS
 Foundation Trust

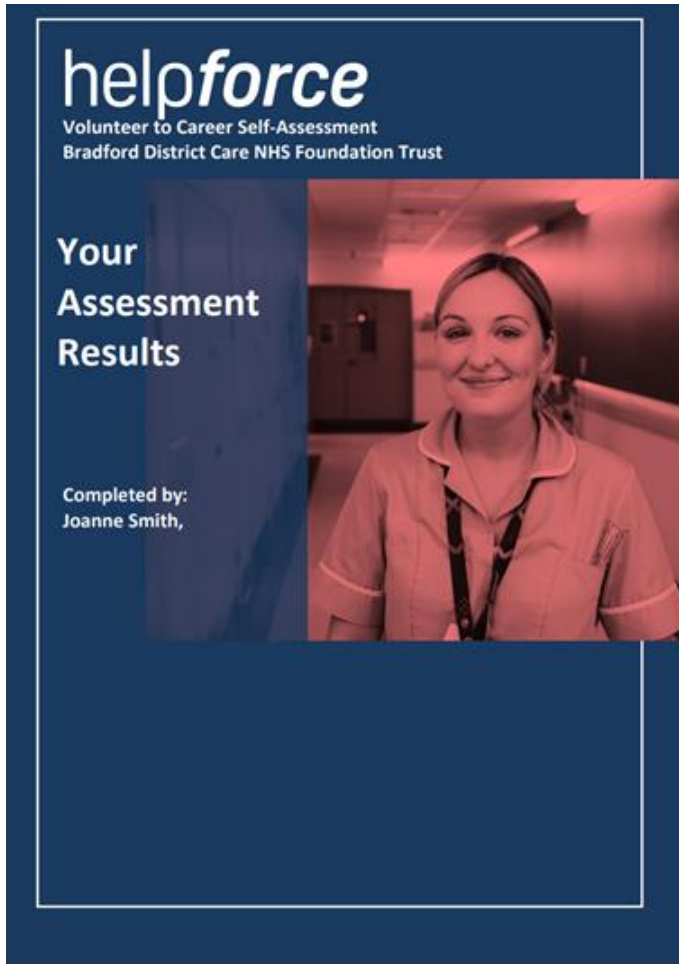
**Clinician & Volunteer
 Survey Results**



Reports

On completing the assessment you will receive a personalised report that includes:

- Overall VtC score
- Individual category scores
- Individual category feedback based on your responses;
 - Key findings
 - Considerations/ next step checklist



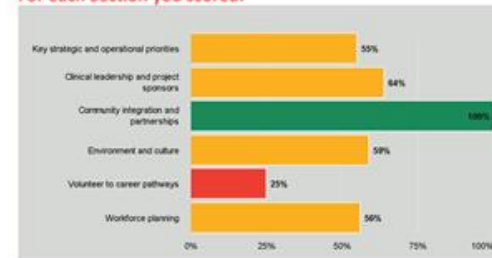
Dear Joanne Smith,
 Thank you for completing the Volunteer to Career Self-Assessment. This report presents you with your rating for the 6 core elements of a Volunteer to Career agenda along with key insights and considerations to strengthen your VtC position.

Your Results Summary

Overall Score:



For each Section you scored:



Interpretation guide: The following pages contain your results for each core element. Your score for each is represented by the blue bar graph which falls into one of the rating bands of Red, Amber, or Green.



Key Findings	Considerations/next steps
<ul style="list-style-type: none"> The volunteering agenda is not well integrated within your organisation's HR and / or workforce strategies. 	<ul style="list-style-type: none"> Identifying the reasons behind why that is and the opportunities to improve this is critical to enable, accelerate and maximise the benefits of volunteer to career initiatives.
<ul style="list-style-type: none"> Your organisation's HR and workforce strategies are not yet being delivered through business and operational plans. 	<ul style="list-style-type: none"> Exploring how your strategies can be converted into these plans is an important step in driving forward the volunteer to career agenda.
<ul style="list-style-type: none"> Your organisation's business / operational plans have some clear performance indicators specified to measure the success of volunteering. 	<ul style="list-style-type: none"> Reviewing these and developing clear success metrics is an important next step as this will support tracking progress, inform interventions and provide proof of the value volunteering brings. This proof will subsequently gain buy in from colleagues and help persuade leadership teams to invest in volunteering.
<ul style="list-style-type: none"> Your Volunteer Service (Corporate) department currently supports some departments in delivering business plans. 	<ul style="list-style-type: none"> Identifying potential opportunities to link in with more departments can accelerate and maximise the benefits of volunteer to career initiatives.

New Volunteer to Career Service Guide



Volunteer Service Guide

Setting up a Volunteer to Career programme

Impacting workforce strategy through volunteers pursuing a career in health and care.

This programme has been co-designed and tested by [Bradford District Care NHS Foundation Trust, South Tees Hospitals NHS Foundation Trust, Alder Hey Children's Hospital NHS Foundation Trust, Camden and Islington NHS Foundation Trust and Leeds Teaching Hospitals NHS Trust.](#)

This guide will help you to understand how the Volunteer to Career programme can work for your organisation, the impact it will make and considerations for adopting and adapting it.

Register your interest in this programme [here](#)

[VtC Service Guide](#)

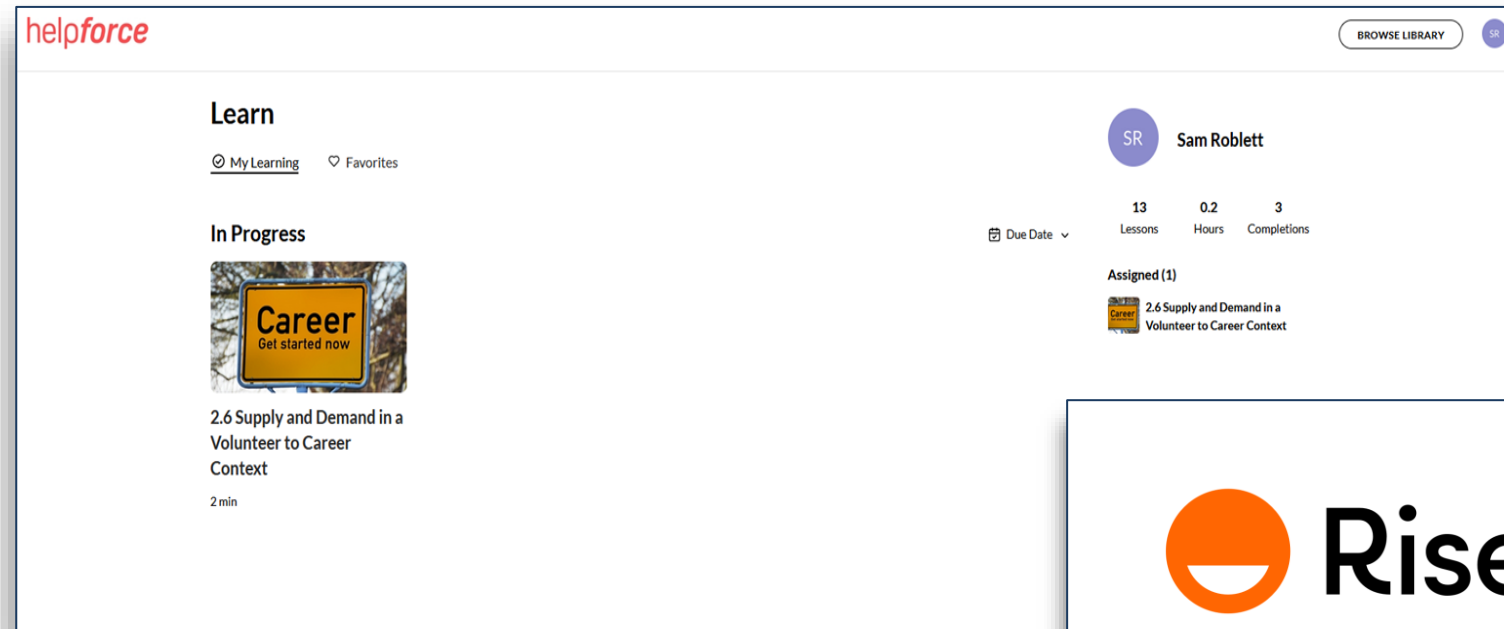
Aims and Objectives of VtC Learning & Support Programme

Aims & Objectives	<ul style="list-style-type: none">● 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	<ul style="list-style-type: none">● 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	<ul style="list-style-type: none">● 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	30th Nov 22 - 9.30am -12pm
Week Two - Scoping the Project	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	7th Dec 22- 9.30am -12pm
Week Three - Refining the project	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	21st Dec -22 - 9.30am -12pm
Week Four - Presenting the Programme Initiation Documentation	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	4th Jan 23 - 9.30am -12pm

E-Learning



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Career
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2.6 Supply and Demand in a Volunteer to Career Context
2 min

SR Sam Roblett

13 Lessons 0.2 Hours 3 Completions

Assigned (1)

2.6 Supply and Demand in a Volunteer to Career Context



- Learning Management System - RISE
- Developing a blended learning approach
- Complete course “Supply and Demand”
- Login issued from 9th December 2022
- Complete the course by Jan 23
- Complete the feedback survey by Jan 23

What is Supply and Demand?

In the context of developing and delivering a volunteer service, the term supply and demand refers to your understanding of your organisations need for the service you're setting up (DEMAND) and your ability to fulfil those needs through the number of volunteers skilled to deliver that particular service (SUPPLY).

Workshop Session Plans

Week one - Induction to the VtC Programme

Date	9.30 – 10.00	10.00 – 11.00	11.00 - 12.00
30th Nov 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

Next steps for week 2

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

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 HEE 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

Week 2 - Scoping the VtC Project

Date	Morning session	Afternoon session
7th Dec 2023	<p>Broad review of the self-assessment and initial thoughts about individual projects</p> <p>Exploring the wider support required for the implementation of the project</p> <p>Identify all of the stakeholders</p> <p>Identify key learning points based on results of self-assessment and Training Needs Analysis</p> <p>Draft project scope and business case</p>	<p>One to one and/or group support to refine project ideas based on self-assessment</p> <p>(This could be one to one with the tutor or mentor or in small groups)</p>

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

Week 3 - Refining the VtC project

Date	Morning session	Afternoon session
21th Dec 2023	<p>Overview of the Project Management process; Gantt Charts; Process Flow</p> <p>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)</p> <p>Option to use the time to prepare the project aims and develop a project plan using templates provided</p>	<p>Continue with independent learning</p> <p>One to one/group support as required</p>

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
4th Jan -2023	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

Project Planning Resources & Templates

Project Management Resources

Preparing a project:

<https://www.open.edu/openlearn/money-business/leadership-management/project-management-the-start-the-project-journey/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-business/leadership-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://london.leadershipacademy.nhs.uk/2021/04/13/1821/>

Deliver that project (blog):

<https://www.liquidplanner.com/blog/back-school-special-project-management-tips-successful-project-delivery/>

Manage Stakeholders:

<https://www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/key-principles/>

What is project management? (Free short course):

<https://www.businessballs.com/project-management/>

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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