



# **Volunteer Strategy**

## 2023-2026



NHS Golden Jubilee has been delivering care through collaboration for Scotland's patients for 20 years.

Our Team Jubilee volunteers have been providing an important and growing range of advisory and patient/family support services across the Golden Jubilee University National Hospital since 2004.

In partnership with our staff, Team Jubilee volunteers make a direct impact to the care we provide – supporting our patients, their families and carers to have a positive experience with the highest quality, safe, effective and person centred care.

As we celebrate our 20<sup>th</sup> anniversary as part of the NHS Scotland family, it is the right time to look forward and shape what our volunteer service will look like as our organisation continues to expand in the years ahead.

We have co-produced our Volunteer Strategy 2023-2026 in collaboration and consultation with a wide range of staff, volunteers and partners. Thank you to everyone who has been involved in this process.

Our new strategy adopts the principles of the Scottish Government Framework for Volunteering, ensuring that it is:

- flexible and responsive to the growing and changing needs of NHS Golden Jubilee and our patients,
- enables and supports volunteers to move within and across services, to connect socially and to know that they are valued and appreciated,
- meaningful and purposeful; and
- recognises the diversity of our wonderful Team Jubilee volunteers.

I hope you enjoy reading the strategy and I look forward to working with you to implement our ambitious strategy to deliver a person-centred volunteer service that will thrive as our organisation expands in the coming years.

**Marcella Boyle**  
**Chair, Volunteer Forum**





## Background



We made some significant achievements through our previous Volunteer Strategy (2018-2023), and celebrate the good work that has been implemented from the strategy, ensuring good practice and support for our volunteers as valued members of NHS Golden Jubilee.

As the Coronavirus (COVID-19) pandemic significantly delayed progress of our previous Volunteer Strategy, we have developed this new strategy earlier than scheduled, to take into account:

- priorities that remain outstanding,
- our own recovery plan for volunteering, and
- new challenges emerging post pandemic.

We have co-produced our Volunteering Strategy through engagement with our internal and external stakeholders as described below.

Partners within NHS Golden Jubilee:

- Volunteers
- Volunteer Forum
- Quality Improvement
- Learning and Organisational Development
- Volunteer Services Manager
- Spiritual Care Lead
- Chair of the Volunteer Forum
- Human Resources Manager
- Communications Manager
- Clinical Nurse Manager
- Employee Director

## Aims



External partners:

- Healthcare Improvement Scotland
- NHS Scotland Volunteer Service Managers
- Third sector organisations including the Royal National Institute for the Deaf
- Local schools, colleges and universities

The principal aim of the volunteer is to enhance the patient experience.

The Volunteer Services Strategy 2023-2026 follows the principles of the Scottish Government National Outcomes Framework for Volunteering:

- Flexible and responsive
- Enabled and supported
- Sociable and connected
- Valued and appreciated
- Meaningful and purposeful
- Recognises diversity

These aims will help inform our objectives over the next 3 years and raise the profile of volunteering at the NHS Golden Jubilee.

We look forward to working in collaboration with stakeholders to increase our range of volunteers as the organisation continues to expand in the years ahead.

## Objectives



### Flexible and responsive

The strategy will aim to reduce barriers to volunteering considering issues which may be impacting on this, such as the days/times of volunteering opportunities. We will also aim to instil a sense of feeling valued and increase the number of volunteers within the organisation.

The Volunteer Forum ensures that all volunteers are supported and encouraged in a positive way. Volunteers are invited to attend the quarterly meeting which supports the development of volunteering services and provides progress reports to governance committees.

Volunteers are also given the opportunity to join various Forums and Networks across NHS Golden Jubilee.

### Enabled and supported

The strategy will ensure that the volunteer service works consistently, collectively and has robust systems in place to support safe, effective and person centred volunteering.

We will review and increase opportunities for volunteers to move within different services to maintain their interest while increasing retention levels.

### Sociable and connected

The strategy recognises the value of volunteers in contributing to physical health, social interaction, mental wellbeing and instrumental benefits (e.g. potential employability for those seeking employment).

### Valued and appreciated

The strategy:

- highlights the role of the volunteer to enhance the experience of the patient (and families),
- positions volunteers as an integral part of NHS Golden Jubilee, and
- encourages staff to be involved in current and new role descriptors.

We will engage in activities that will raise the profile of volunteers and the valuable work that they are doing, for example:

- Investing in Volunteers accreditation
- NHS Golden Jubilee Our People Awards
- NHS Golden Jubilee Long Service Awards
- Scottish Health Awards
- Volunteer Week
- International Day of the Volunteer
- Ongoing publicity on the activities of volunteers including featuring volunteers in Jubilee Life and promoting their efforts through social media.

## Meaningful and purposeful

The strategy highlights the benefits, experience and opportunities volunteering creates.

Volunteering should be an enjoyable, rewarding and fulfilling experience for every volunteer. We will connect with the local community to make volunteering within the NHS Golden Jubilee an attractive option and the potential opportunities this creates within healthcare.

## Recognises diversity

The strategy recognises the need for continued diversity and inclusion in volunteering.

We will continue to address inequalities allowing for opportunities for more people to volunteer, including:

- acknowledging the role of young people in volunteering,
- providing experience of working in healthcare and with the public, and
- participating in award schemes in partnership with schools.

## Governance



The Volunteer Strategy has been developed in line with the Board's corporate objectives and governance structures.

The Volunteer Strategy is a standing agenda item at the Volunteer Forum.

The Volunteer Forum reports up to the Staff Governance Group, Partnership Forum and Staff Governance and Person Centred Committee.

External stakeholders who will be continually updated on progress including Health Information Scotland, NHS Volunteer Network, West Dunbartonshire Council for Voluntary Service and NHS Scotland Academy.

# Volunteer Strategy 2023-2026

Our key milestones that volunteering will focus on over the next 3 years are in line with priority developments across NHS Golden Jubilee:

- Continued recovery plan for volunteering
- Golden Jubilee University National Hospital Surgical Centre (Phase 2 expansion) Partnership working models (e.g. NHS Scotland Academy and Erskine supporting veterans transition from armed forces to civilian life)
- Diversity in volunteering (e.g. engaging young people in volunteering)

## 1. Diversity and inclusion

**Our vision is to enable flexibility in volunteering throughout the day and evening giving those who wish to volunteer the opportunity to do so.**

We promote diversity and inclusion in volunteering, striving to be flexible to maximise opportunities for volunteers.

Volunteering in healthcare brings knowledge, skills and a lived experience that contributes to enhancing the patient experience. We are very appreciative of volunteers who give their free time to enhance the patient experience. Feedback from volunteers tells us that this is mutually beneficial.

Valuing and appreciating the role of volunteers will strengthen current volunteer roles and generate new volunteering opportunities within the Hospital.

The Volunteer Services Manager plays a crucial role in volunteer retention and development of new volunteering opportunities.

To accomplish these aims, we must work in partnership with our third sector partners to encourage diversity and inclusion in our volunteer services (e.g. West Dunbartonshire Council Volunteer Services, Royal National Institute for Deaf People, Volunteer Scotland and Health Improvement Scotland).

## 2. Identifying the need for volunteers

**Our vision is to have more diversity in our volunteer groups across a wide range of volunteering opportunities.**

We will continue to identify the need for volunteers in partnership with services.

Volunteering needs to reflect our diverse society and ensure inclusion. We will look for creative ways to engage people from all sectors of society who wish to volunteer. This includes recognising the role of young people in volunteering and re-engaging with local schools to make this as easy as possible.

We recognise that volunteers are here to enhance the experience of our patients. Volunteers will not be required to carry out duties essential to patient safety or service delivery.

We ensure that all volunteers receive travel expenses and have access to health and wellbeing services (e.g. Employee Assistance Programme, local and national Health and Wellbeing Hub).



### 3. Volunteer learning and development

**Our vision is to offer and support volunteers with opportunities for life-long learning and a positive experience of volunteering.**

We recognise that volunteers will come to us for various reasons. Therefore volunteering at the NHS Golden Jubilee needs to be meaningful, purposeful and appropriate for our volunteers.

We acknowledge the lived experience of volunteers and how their knowledge and skills can be used in future learning and development.

We will carry out a needs assessment to determine what learning and development each volunteer needs within their role(s).

As well as mandatory training as part of their induction (e.g. Fire Awareness, Hand Hygiene), we encourage all volunteers to engage in free learning and development opportunities that are offered across the organisation.

### 4. Evaluation of their experience

**Our vision is to work with the Board, staff and services, volunteers, other stakeholders in reviewing current roles and developing new roles within the organisation.**

Volunteers are valued and appreciated for the volunteering that they do within NHS Golden Jubilee.

Giving volunteers the opportunity to share their experience of volunteering will help us enhance their experience.

We will engage with volunteers in reviewing current roles and the development of new volunteer roles within NHS Golden Jubilee.



## Volunteer roles



Volunteer roles are regularly reviewed based on service need and volunteer experience.

We promote volunteering and seek new opportunities for volunteers.

We promote diversity and inclusion in volunteering, striving to be flexible to maximise opportunities for volunteers.

### Current volunteer opportunities

Meal Time Monitoring Volunteer – Observing the process and ensure protected mealtimes (lunch and dinner) are supported.

- Meet and Greet Volunteer – Welcoming people to the Hospital and helping direct them to the appropriate departments and people.
- Outpatient Support Volunteer – Escorting patients who are attending various departments during their hospital appointment.
- Pastoral Care Volunteer/Patient Visitor – Supporting the work of the Spiritual Care and Wellbeing service.
- Patient Forums/Research Groups – Supporting, influencing and shaping Board policies and practices to ensure consistent development and delivery of effective, efficient and high quality health care services.

- Patient Peer Support Volunteer – Supporting patients within the Cardiothoracic and National Services Division before and after surgery.
- Quality Walk Round Volunteer – Capturing direct patient experience through questionnaires or audits to continually improve/complement the Board's quality of service.
- Sensory Care Volunteer – Providing support to patients with hearing loss and supporting patients with other sensory impairments.
- Welcome/Self Check-in Guide Volunteer - To welcome patients, families and visitors to The Eye Centre and offer help, direction and reassurance when using the self check-in kiosks.
- Young Student Volunteering Programme (in partnership with West Dunbartonshire Council's Education Department) – Providing Employability Skills to sixth year school pupils wanting to work in healthcare (e.g. Medicine, Nursing).



# Measuring the impact of services

Snapshot of statistics including the volunteers' direct and positive impact on patient care (qualitative/case studies/testimonials).

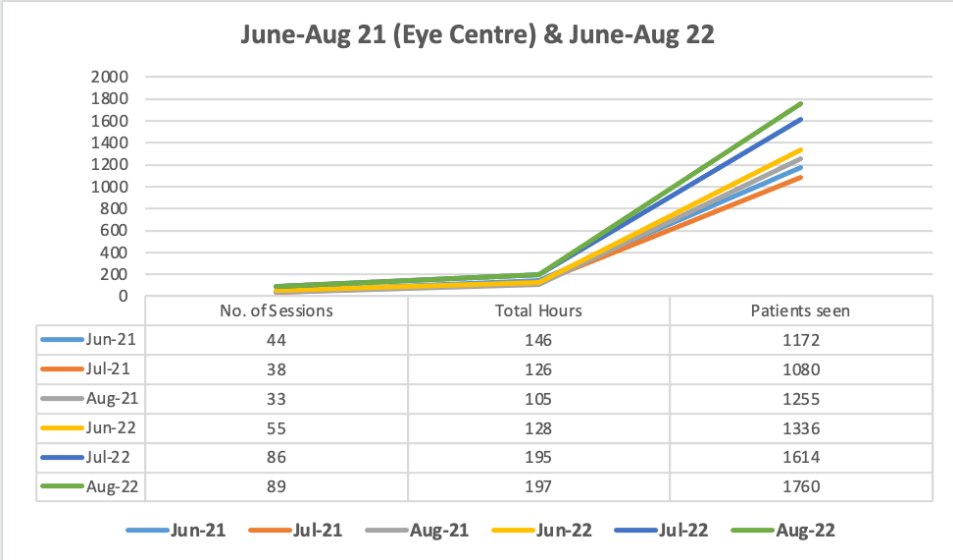


Table 1. Eye Centre Volunteering continued throughout the pandemic.

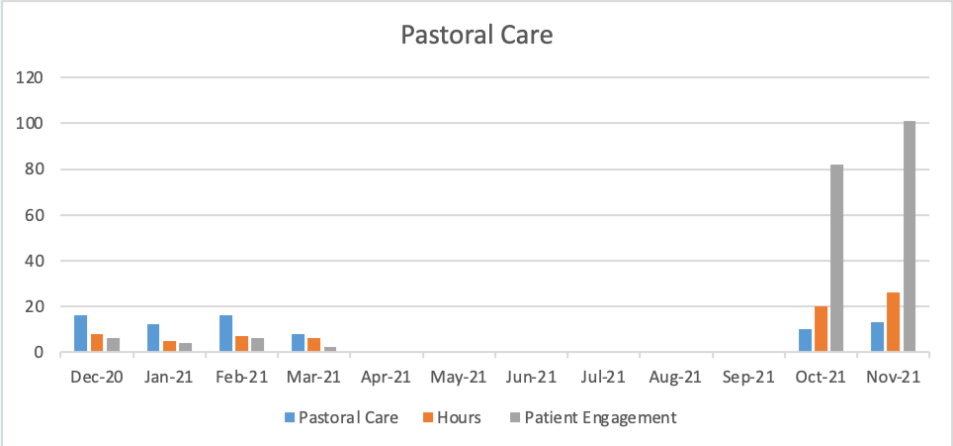


Table 2. During the recovery phase, pastoral care volunteers were the first to come back following a gap.

## Volunteer stories

### Volunteer Experiences

“A gentleman approached me to offer me a cup of coffee whilst on shift today as Thank you for the work I am doing. He wishes all hospitals had someone like me to welcome nervous patients and help ease their journey. A patient from theatre was waiting to get collected and said “here here”. I thanked them both very much as it’s not often we get direct feedback.”

“While you were volunteering in The Eye Centre a member of staff came in with her parent and she praised you this morning saying how helpful and kind you were. It does not make any difference who is visiting for an appointment or procedure it can be an anxious time and you as our volunteer met the needs of both the patient and her family.”

“I am enjoying it or I wouldn’t do it :) I think the volunteers are an important part of the team, making the patients experience as good as can possible be.”



“

I really like it here, everyone is so lovely and I think the bit I like most is chatting to the patients when I check them in.

Patients can be quite worried about visiting the hospital, even if it’s just for a consultation, so it’s great to be able to put them at ease.

”

**Kerry Scott,**  
Welcome Guide Volunteer





“

People think it's strange volunteering on my day off, but for me I just get so much out of it, it helps my own wellbeing helping others.

I love meeting people, it somehow makes me a lot calmer and it makes me more thankful for what I have.

I really enjoy it and it doesn't feel like a chore. The people are lovely and it feels like a day out for me, I just love it.

”

**Carolyn Boyle,**  
Outpatient Support Volunteer



**Volunteer stories**



**Maureen Franks, Volunteer Services Manager with volunteers on International Women's Day**



“

I'd just like to thank staff for a wonderful welcome back after the Covid-19 pandemic, which was quite emotional, I must say.

”

**Allan Stewart,  
Sensory Support Volunteer**





“

Becoming a volunteer has so many benefits to both you and the people you're helping. It's great for your health and wellbeing as it gets you out the house, builds confidence and self-esteem and makes you feel you're doing something important and worthwhile.

I cannot recommend it more. Volunteering is a wonderful thing to do, especially if you decide to volunteer for the NHS Golden Jubilee. You would be supporting so many people that need your help in so many ways.

Isobell Gill,  
Volunteer

”



### Comments from the Stakeholder event July 2022:

- Volunteers expressed their desire to meet other volunteers and hear their views of different areas of volunteer service.
- One volunteer said “I think it is helpful for our information and for our views to be heard”.
- Another volunteer commented that “volunteers are valued members of the Golden Jubilee team so it's important to attend events for volunteers to share experiences and help publicise and expand this fantastic service”.
- The consensus was for a mutual relationship with volunteers and staff both engaging to support the volunteer service.
- Volunteers expressed a wish for similar events which are meaningful for volunteers. “Sharing” rather than “education”. Learning from the experience of fellow volunteers. A relaxed environment which encourages adding and learning.

# Volunteer Forum – Terms of reference

## Introduction

NHS Golden Jubilee continues to be committed to engaging in public involvement in the life of the Hospital.

Our Corporate Objectives (2022-2023) are focussed on the organisation being high performing, person centred and innovative, supporting sustainable recovery and transformation.

Volunteering continues to be a focus supporting the development of NHS Golden Jubilee in the next phase of growth through continued recruitment and retention of volunteers as valued members of the organisation.

The Volunteer Forum brings together staff and volunteers, working in partnership to advise the organisation on volunteering and the contribution that volunteers make in enhancing the patient journey.

## Role and Remit

The role and remit of the Volunteer Forum is to:

- Support the development and innovation of volunteering services.
- Ensure all volunteers are supported and encouraged in a positive way through active management of the Boards' volunteering policy.



- Review and approve all Volunteer role descriptions (as these are developed) and monitor the overarching volunteering programme by identifying areas where volunteers may be utilised.
- Oversee growth in the Board's volunteer programme in a sustainable way and commission and deliver events to promote volunteering across the Board.
- Establish an annual plan of work to support delivery of the Volunteer Strategy/3-year plan to ensure relevant actions for delivery are included.
- Ensure that there is a programme of training in place for staff, volunteer managers and volunteers that promotes volunteering across the Board.

## Accountability and Relationships

This group is currently accountable to Staff Governance and the Staff Governance and Person Centred Committee. This group will be chaired by the Marcella Boyle, Non-Executive Board Member. In their absence, Jane Christie-Flight, Employee Director/Non-Executive Member.

## Membership

Members

All members must organise a deputy to attend in their absence.

- Non-Executive Board Member (Chair)
- Employee Director
- Director of Nursing
- Spiritual Care Lead
- Volunteer Services Manager
- Executive Director of Workforce
- Human Resources Recruitment Manager
- Communications Manager
- Volunteer Representatives x 4

## Observers in attendance

West Dunbartonshire Council for Volunteer Services (WDCVS)

## Ad-hoc attendees

Others may be invited to meetings on an ad hoc basis to update the volunteer forum on a specific issue.

## Meetings

The Volunteer Forum will be held quarterly in line with Staff Governance Group and Staff Governance and Person Centred Committee meetings.

## Quorum

For a meeting to be considered quorate 7 members should be present including the Chair/depute and 2 volunteers.

## Agenda

A copy of the agenda and associated papers for each meeting shall be sent out at least 1 week in advance of the meeting.

## Administration

All meeting administration will be coordinated and minutes recorded by a Corporate Administrator. Minutes and relevant papers will be stored in a central folder (Volunteers Forum) on the Board's U/: drive

## Review

These terms of reference will be reviewed annually, taking into account views expressed by staff, volunteers and patients and as directed by governance procedures.

## Financial implications

The Volunteer Strategy 2023-2026 will be delivered in line with existing budgets and any additional funding for the strategy to be agreed with finance.



## Strategy Progress

Progress for the strategy will be reported to the Staff Governance Group and Staff Governance and Person Centred Committee





## Timeline

The Volunteer Strategy Action Plan is currently being finalised in consultation with the Volunteer Forum. The Action Plan will describe the actions required against the activities below and detail their progress. It will be reviewed regularly by the Volunteer Forum and an annual report will be provided for the Staff Governance Group and Person Centred and Staff Governance Committee.

	2023	2024	2025	2026
Implementation and review of the three year Volunteer Services Strategic Action Plan.	[Progress bar]			
Annual Volunteer Week and Awards in association with Comms.	[Progress bar]			
Volunteer Services Manager providing regular updates to Volunteer Forum (see terms of reference) on a quarterly basis.	[Progress bar]			
Continue recovery plan to review current roles and develop new roles in line with hospital expansion.	[Progress bar]			
Hospital Phase 2 Expansion.		[Progress bar]		
National Volunteering Database.			[Progress bar]	
Enable flexibility in volunteering throughout the day and evening giving those who wish to volunteer the opportunity to do so.	[Progress bar]			
Higher diversity in our volunteer cohort and a wide range of volunteering opportunities.	[Progress bar]			
Offer and support volunteers with opportunities for life-long learning and a positive experience of volunteering.	[Progress bar]			
Work with the Board, staff and services, volunteers, other stakeholders to achieve the aims of the Volunteer Strategy.	[Progress bar]			
Review of Volunteer Policy, Terms of Reference, and Strategic Action Plan on an annual basis.	[Progress bar]			



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