



**Golden Jubilee  
Foundation**

Patients at the heart of progress

# Volunteer Services Strategic Plan



**2018- 2023**

Developing a thriving, inclusive volunteer service which meets the changing needs of patients, the organisation and the local community.



# contents

- 
- 1 Welcome from Chair of Volunteer Forum
  - 2 Current situation
  - 3 Aims
  - 5 Objectives
  - 7 Development priorities
  - 10 Key milestones
  - 12 Volunteer roles
  - 15 Measuring impact of services
  - 17 Volunteer stories
  - 18 Volunteer Forum terms of reference

# A word from the Chair of our Volunteer Forum

“Let's recognise our amazing Volunteers”



It is my pleasure and privilege to introduce our new Volunteer Services Strategic Plan 2018-2023. This is my first full year as Chair and I have seen first-hand, the passion, effort and care our volunteers bring to the Golden Jubilee Foundation.

Recognising there are multiple drivers for volunteers giving their time and expertise to organisations, there is also significant economic impact. Volunteer Scotland suggests that formal volunteers contribute £2bn to the Scottish economy.

2018 is the Year of the Volunteer which formally recognises the role and support Volunteers across Scotland offer organisations. I was delighted to be part of our own Volunteers Day on 5 June 2018, which recognised the breadth and depth of the volunteers who choose to offer their time and skills to the Foundation's work, staff and patients and their families.

2018 is also the Year of Young People. We will continue to broaden our volunteering base to offer attractive opportunities for young people to be involved

The contribution of volunteers to the work we do is immeasurable. We have over **70 volunteers, 35 of whom work weekly with the Foundation.** We are fortunate to have their support and will continue to develop, support and attract volunteers who reflect our values and the communities we serve.

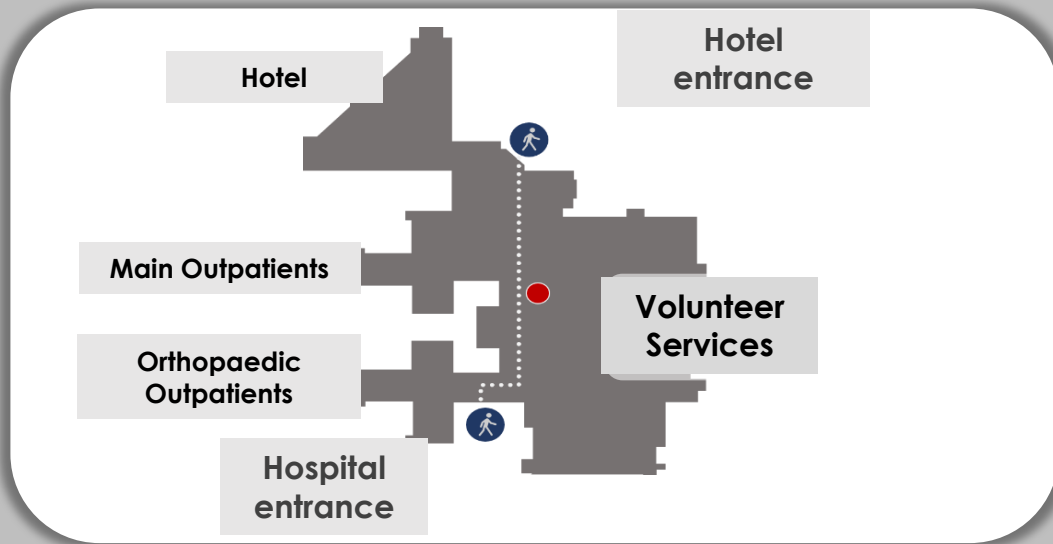
Our five-year Volunteer Services Strategic Plan aims to develop our thriving, inclusive volunteer service which meets the changing needs of patients, the organisation and the local community. It identifies a number of volunteering priorities which support the overall strategic plan of the Board, in particular, supporting accessibility, staff, patients, families and visitors in the planned orthopaedic and ophthalmology expansions. Re-securing our Investing In Volunteers Accreditation in Summer 2020 will be a key focus: reflecting our people-centred commitment.

Golden Jubilee Foundation's commitment to volunteering is ongoing and in implementing this strategic plan, we are seeking to embed the importance of volunteers in every aspect of our work. Some of our volunteers will be speaking about the richly rewarding work they do for us.

As Chair, I look forward to seeing the Volunteering Services Strategic Plan come to life. We are ambitious, committed and resourced to successfully deliver our priorities and support the overall strategy of the Board. I hope you will enjoy reading the Volunteering Services Strategic Plan and perhaps see an opportunity for your own involvement.

# Current situation

## We are here



## We are open

Operational hours



Monday to Friday

9am to 3pm

## Our volunteers



71

# Aims

“We aim to develop realistic and sustainable plans for volunteering within the Golden Jubilee Foundation over the next five years, including the resources required to deliver this.”



## How we will Implement and deliver our Volunteer Services Strategic Plan

1

Set out the strategic aims and objectives for volunteering over the next five years

An annual work plan will be based on assessed need, priorities, and strategic and service objectives. The annual workplan will be developed to deliver these objectives.

2

Governance and accountability

Identify the infrastructure, leadership, resource and management required to deliver this work

The Volunteer Manager reports to the Spiritual Care and Diversity Lead and Associate Director of Human Resources.

The annual work plan will be reported and monitored by the Volunteering Forum and supported by the Involving People Group and Person Centred Committee.

The Volunteer Forum oversees the delivery and implementation of the Volunteer Policy and Investing in Volunteers Standards. The Forum will act as the interface for public and patient input.

The Volunteer Forum group is chaired by a Non Executive Director of the Board and includes both staff and volunteers.



# Aims

3

## Volunteer recruitment

Adopt approaches for recruitment to ensure the volunteer demographic reflects that of the local population

We will prioritise the recruitment, training and placement of volunteers in existing and new roles which could have the greatest impact on the quality of experience within inpatient areas. To deliver this we will:

- develop, test and evaluate new ways of involving volunteers to support patients, their families and carers;
- explore volunteer-led activities for patient groups, e.g. arts and crafts, music, dementia cafe, patient support; and
- involve other local organisations and charities where appropriate, e.g. Alzheimer Scotland and Action on Hearing Loss.

4

## New roles and projects

Explore new roles and projects where volunteering will directly impact and improve the quality of experience and outcomes.

Our staff, services and Board priorities have determined where we need to focus volunteering over the next five years. The associated annual work plan will indicate progress against this.

# Objectives

“We will achieve our vision through a set of objectives that will deliver best practice in the recruitment, management, placement and ongoing support of volunteers for greatest impact across the Board.”

## Best practice

Build the volunteering community by providing opportunities for training and peer support to enable the sharing of knowledge, and experience, and to develop confidence and skill in their roles.

Working in partnership with third sector organisations and local community forums to support recruitment and management of volunteers.



## Diversity

Increase the number and diversity of volunteers, including young volunteers, through targeted recruitment and proactively engaging with local communities.

## Responsive service

Strengthen the voice of volunteers in governance structures and through all levels of organisational planning.



# Objectives



## Encouraging, celebrating and recognising volunteers

Create an organisational volunteering culture that encourages, promotes, supports and celebrates the impact of volunteering at all levels.

## Supportive service

Explore innovative roles and models of support that increase the flexibility and accessibility of volunteer placements.

## Valued by the organisation

Develop and deepen the evidence base around the impact of volunteering within the organisation.

Develop and empower volunteers to achieve their roles safely and effectively, maximising the reciprocal benefits for both the volunteers and the Board.

## Quality

Ensure appropriate policies and procedures are in place that enable safe and accessible volunteering.

Ensure appropriate safeguarding arrangements are in place and training is available to support volunteers, particularly in relation to children and vulnerable adults (Lampard Recommendations) whilst continuing to provide a safe, effective and person-centred service.



# Development priorities

“Our staff, services, and Board priorities have determined where we need to focus volunteering over the next five years and the associated annual work plan will indicate progress against this.”

## Development Timeline



## Five year Plan

2018

2019

2020

2021

2022

2023

Implementation and review of five-year Volunteer Services Strategic Plan with quarterly measurement and approval by Volunteer Forum.

Recruitment and Retention of Volunteers.  
Partnership Working Models.

Develop new roles and review current volunteer roles in line with Hospital expansion programme.

New Ophthalmology Unit  
One – Two year plan (2018-2020)

Investing in Volunteers accreditation  
**renewal** (2020 and 2023)

New Orthopaedic and General  
Surgery Unit (2020 – 2023)

Review of Volunteer Policy and Strategic Plan on an annual basis.  
Compliance with all Board Strategies.

# Development priorities

## Develop new roles and review current volunteer roles in line with Hospital expansion

- Introduce new roles.
- Increase current service development by reviewing current roles and capacity for increase to services.

## New Ophthalmology Unit 1-2 year plan 2018 - 2020

- Introduce 'Welcome Guides' roles to cover the new Ophthalmology Reception/Outpatient entrance areas, providing assistance for an on screen Self Check-In and to help patients and visitors who are unsure where to go to find their way around the hospital.

## Investing in Volunteers accreditation

- Re-accreditation is scheduled for May/June 2020.

## Volunteer Services Strategic Plan and Volunteer Policy

- Review Volunteer Policy every year.
- Implementation of Volunteer Services Strategic Plan and review every year.

## New Orthopaedic a General Surgery Unit

- Explore the potential for "Welcome Guide" volunteers to be introduced within other areas, e.g. Orthopaedics , General Surgery, Outpatient Departments.

# Development priorities

## Partnership Working Models

- Implement and review all Service Level Agreements (SLAs) or Memorandums of Understanding with third sector organisations and local community forums including West Dunbartonshire Volunteer Services and West Dunbartonshire Council's Education Department.
- Ensure that all agreements/SLAs re approved by the Volunteer Forum, Involving People Group and Person Centred Committee.

## Recruitment

- Continue improving processes and responsiveness to enhance recruitment and retention of volunteers.
- Use multimedia opportunities to extend recruitment reach.
- Review branding of volunteering to increase visibility and enhance recruitment.
- Engage with local businesses, education providers, voluntary and community sectors to highlight volunteer opportunities within our organisation.

## Develop a positive volunteering culture

- Provide a clear definition of volunteering and its role within the Board.
- Provide clear definition and expectations of the role of volunteer mentors.
- Widely communicate the difference that volunteering makes.
- Celebrate successes and achievements.
- Consider the potential impact that volunteers can make to services.
- Work with strategic planning, policy developers, and operational managers to ensure that volunteers and volunteering is included in Board strategies, service plans and policies.

# Key milestones

## Supporting the Volunteer Service

- Determine the resource capacity needed to support the volunteer service.
- Review the volunteer support service and ensure it has the necessary resources to support the volunteer service.
- Ensure that the volunteer office is accessible and visible for potential volunteers to drop in to enquire about opportunities for volunteering and to provide support, guidance, and advice for volunteers.
- Design and implement monitoring and reporting processes to enable the understanding of service scope, performance and activity.
- Apply for Renewal of Investing in Volunteers Accreditation in May 2020.

## Identifying the need for volunteers

- Increase awareness and visibility of volunteers and voluntary services by agreeing the roles and models required with services and volunteers.
- Identify services that do not have volunteers and work collaboratively with staff and patient groups to identify where volunteers might enhance patient experience or the service and develop new roles.

# Key milestones



## Volunteer learning and development

- Standardise delivery of core learning for all volunteers.
- Encourage volunteers to progress as determined by their skills, knowledge and experience and within the confines of their roles.
- Facilitate sharing of skills, knowledge, and experience within the volunteer community.
- Develop peer support opportunities.
- All volunteers must complete Mandatory Training and training specific to their roles. All volunteers to be registered onto the e-learning system.
- Train the trainer and mentorship opportunities for volunteers.

## Evaluation

- Develop process and methodology for capturing impact and outcomes.

# Volunteer roles

“Many volunteers have been with the Board for over **five years**, with several in excess of 10 years service. They may hold more than one role.

## Volunteer roles and projects

Direct volunteers are people who are recruited for identified volunteering roles within the organisation. They work directly with patients, carers, families and staff in the clinical environment. This portfolio of roles is currently expanding, with new volunteering placements being developed in response to the hospital expansion and suggestions from staff and volunteers alike.

It is very clear within our policies and procedures, and volunteering agreements, that our volunteers provide complementary services for patients and staff and cannot be involved in, nor offer advice or opinion in, relating to clinical care.

**Projects:** Young Student Employability Skills and In:Spire Project.

## Current roles



Patient Forums  
and Research  
Working Groups



Orthopaedic and  
Ophthalmology  
Patient Escorts



Quality Walkrounds  
/ Caring Behaviours  
Assurance System



Meet and  
Greet



Spiritual  
Care



Dementia  
Befrienders



Sensory  
Service



Housekeeping  
Audits



Health Associated  
Infection core  
leaflet distribution



Activities  
Assistants



Mealtime  
Monitoring



Young  
Student  
Programme



Peer Support

# Volunteer roles

## Volunteer Directory



### Meet and Greet

Welcoming people to the hospital and helping direct them to the appropriate departments/people.



### Sensory Service

Providing support to patients with hearing loss and giving advice to support patients with other sensory impairments.



### Spiritual Care

Supporting the work of the Spiritual and Pastoral Care Department.



### Peer Support

Offering support to patients within the Cardiothoracic and National Services Division wards before and after surgery.



### Quality Walkround

Capture direct patient and frontline staff experience through questionnaires or audits to complement Board initiatives to continually improve /complement the Board's quality of service.



### Patient Forums / Research Groups

Support, influence and shape board policies and practices to ensure consistent development and delivery of effective, efficient and high quality health care services.



### Dementia Befrienders

Visiting inpatients who are in the early stages of dementia . Assisting the Alzheimer Scotland Facilitator at the GJF Dementia Reminiscence Cafe.



### Activities Assistants

Assist the Occupational Therapist to escort patients from the ward to the group, and to chat, listen and engage patients in activities.

# Volunteer roles



## Outpatient Escorts

Supporting the work of the Outpatient Departments by escorting patients who are attending various departments within the hospital.



## Housekeeping Audits

Contributing towards an organised and clean environment leading to high levels of safety and delivery of quality health care services .



## Healthcare Associated Infection core leaflet distribution

Volunteers assisting clinical areas with displaying healthcare associated infection core information leaflets.



## Young Student Programme

Working in partnership with West Dunbartonshire Council's Education Department, offering Employability Skills to sixth year school students wishing to follow a career in Medicine/Nursing etc. Students shadow volunteers one and a half hours per week for six weeks.



## Mealtime Monitoring

To observe the process of protected mealtimes (lunch and dinner) to ensure mealtimes are supported.





# Measuring the impact of services

“Maintain smooth patient flow.”

“Significantly reduce late or missed appointments.”

“Provide continuity for patients in the context of variable staff working patterns.”



“Our volunteers have a **direct** and **positive impact** on **patient care**.”

“Providing social and supportive contact.”

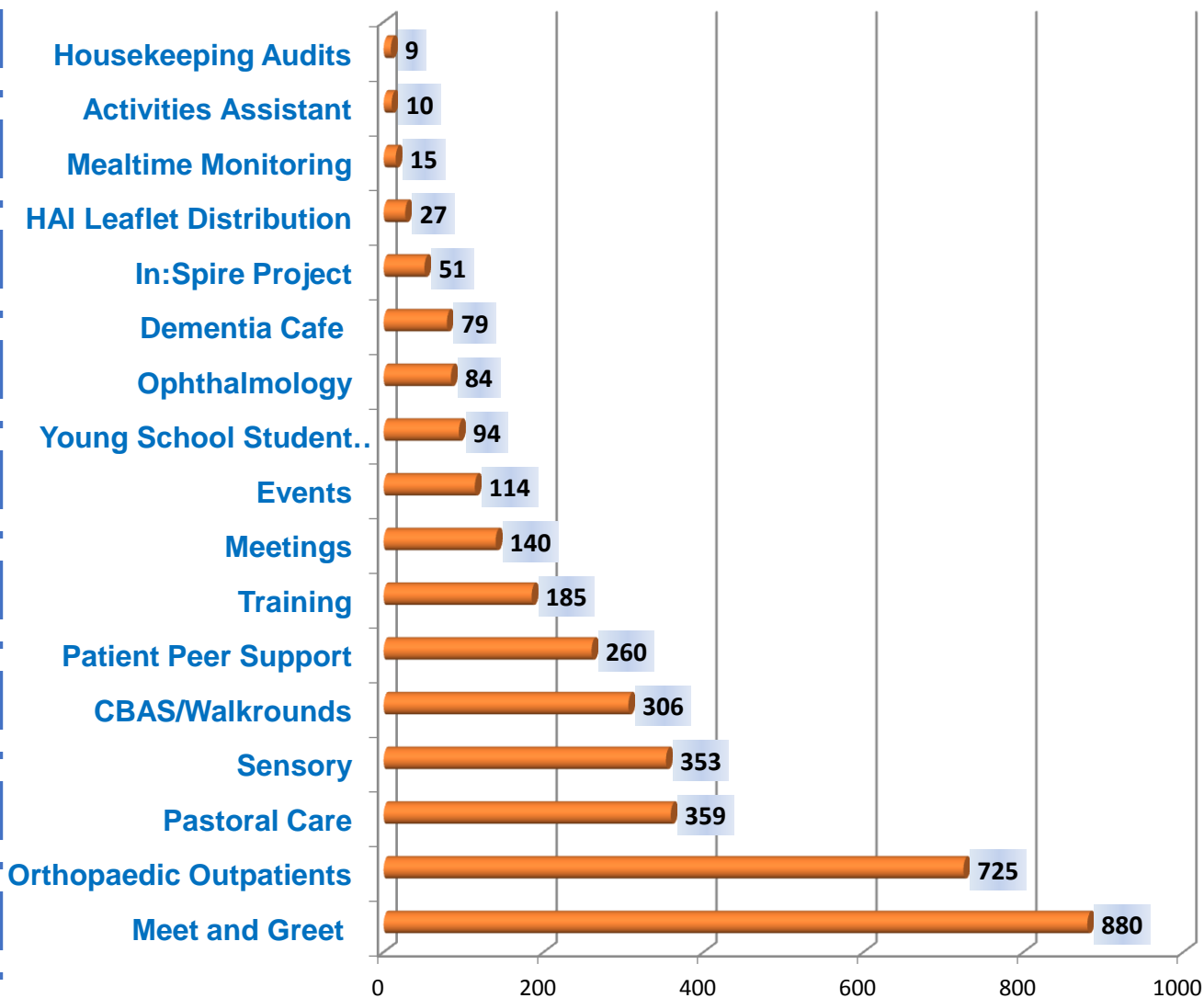
“Policy reform within Booking Office appointments for elderly patients travelling a long distance.”

“Early intervention and resolution of patient issues.”

# Measuring the impact of services

## Volunteer hours Per activity

April 2017  
until  
March 2018



# Volunteer stories

## A word from our **Volunteers**



**Anne Strange**  
Pastoral Care Volunteer

### “More than words can say”

A number of patients have told of a relative/child who has died of suicide. Listening to the story has been important to the patient as they have appreciated the chance to share with someone who is not part of the immediate family. It is good to give time to others; there is giving and receiving.

### “Just two minutes”

I visited a patient who was awaiting Heart Bypass surgery. The man was sitting alone in his room and looked extremely nervous. I asked if he would like a chat about his operation, he immediately dismissed me. He told me he was in total panic and asked me to leave. As I got to the door I turned and said “Can I have just two minutes of your time?”. The patient took a long look at me and then said two minutes only. After 20 minutes, the patient was in full conversation and smiling. He shook my hand and said “I am so glad that we had this conversation”. I get satisfaction from volunteering when I see that I can make a difference to the patient.



**John Lonergan**  
Peer Support Volunteer

### “Salt and Pepper”

I think of the staff as the main ingredient in caring for the patient and the volunteer as the salt and pepper which, hopefully, helps enhance the patient experience. In my role, I interview patients to ask their opinion on the care and treatment they receive whilst in the Golden Jubilee. I also interview staff to ask if they are happy within their role and are listened to by management.



**Sandra Pairman**  
Quality Walkround Volunteer

To hear our Volunteers tell their own stories, watch our YouTube playlist:  
<https://www.youtube.com/playlist?list=PLZeCzyCuo2tHLjTEomOWqhQw7CMIjd9W2>

# Volunteer Forum remit

## Volunteer Forum Terms of Reference

### Introduction

The Golden Jubilee Foundation is committed to the continuous development and improvement of public participation and engagement to actively contribute through volunteering, and other means of participation. The Volunteer Forum was established for this purpose.

The Forum will bring together all staff that have a common interest in engaging and supporting the public or in managing volunteers to enhance our services and their personal skills and knowledge.

### Role and Remit

- To maintain the required standard for Investing in Volunteers, which is reviewed every three years.
- Establish an annual plan of work to ensure progress and delivery of Investing in Volunteer standards.
- Provide progress reports to the governance committees on the role of volunteers .
- Support the development of innovation of volunteering services.
- Ensure all volunteers are supported and encouraged in a positive way through active management of the Board's volunteering policy.
- Review and approve all volunteer role descriptions (as they are developed) .
- 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 .
- Commission and deliver events to promote volunteering across the Board.
- Establish an annual work plan to support delivery of the Volunteer Services Strategic Plan and 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

The Forum is accountable to the Involving People Group and Person Centred Committee, with regular reporting to the Partnership Forum.

This group will be chaired by a Non Executive Board Member. In the absence of the Chair, the meeting will be chaired by the Nurse Director or Associate Director of Human Resources.

# Volunteer Forum remit

## Agenda

A copy of the agenda for each meeting shall be sent out at least one week in advance of the meeting.

## Group membership

- Non Executive Board member (Chair)
- Nurse Director
- Employee Director
- Spiritual Care and Diversity Lead
- Volunteer Manager
- Volunteer Representatives x 4
- Associate Director of Human Resources
- Human Resources Manager
- Head of Communications or Communications Manager
- Scottish Health Council representative

### **In Attendance**

- West Dunbartonshire Volunteer Centre Manager
- National Volunteering Programme Project Officer

Others may request to attend a meeting regarding a specific volunteer issue or to update the group on developments.

Members must organise a deputy to attend in their absence.

## Meetings

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

## Quorum

For a meeting to be considered quorate, seven members should be present, including the Chair/ Depute and two volunteers.

## Administration

All meeting administration will be coordinated and minutes recorded by an Executive PA. Minutes and relevant papers will be stored in a central folder (Volunteers Forum) on the Board's Common drive.

## Review

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

**All of our publications are available in different languages, larger print, braille (English only), audio tape or another format of your choice.**

我們所有的印刷品均有不同語言版本、大字體版本、盲文（僅有英文）、錄音帶版本或你想要的另外形式供選擇。

كافة مطبوعاتنا متاحة بلغات مختلفة و بالأحرف الطباعية الكبيرة و بطريقة بريل الخاصة بالمكفوفين (باللغة الإنكليزية فقط) و على شريط كاسيت سمعي أو بصيغة بديلة حسب خيارك.

Tha gach sgrìobhainn againn rim faotainn ann an diofar chànanan, clò nas motha, Braille (Beurla a-mhàin), teip claidhinn no riochd eile a tha sibh airson a thaghadh.

हमारे सब प्रकाशन अनेक भाषाओं, बड़े अक्षरों की छपाई, ब्रेल (केवल अंग्रेज़ी), सुनने वाली कसेट या आपकी पसंदनुसार किसी अन्य फॉरमेट (आरूप) में भी उपलब्ध हैं।

我們所有的印刷品均有不同語言版本、大字體版本、盲文（僅有英文）、錄音帶版本或你想要的另外形式供選擇。

ਸਾਡੇ ਸਾਰੇ ਪਰਚੇ ਅਤੇ ਕਿਤਾਬਚੇ ਵਗੈਰਾ ਵੱਖ ਵੱਖ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਬ੍ਰੇਲ (ਸਿਰਫ਼ ਅੰਗਰੇਜ਼ੀ) ਵਿਚ, ਆਡੀਓ ਟੇਪ 'ਤੇ ਜਾਂ ਤੁਹਾਡੀ ਮਰਜ਼ੀ ਅਨੁਸਾਰ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਵੀ ਮਿਲ ਸਕਦੇ ਹਨ।

ہماری تمام مطبوعات مختلف زبانوں، بڑے حروف کی چھپائی، بریل (صرف انگریزی)، سننے والی کسٹ یا آپ کی پسند کے مطابق کسی دیگر صورت (فارمیٹ) میں بھی دستیاب ہیں۔

**For further information on our Volunteer Services Strategic Plan 2018-2023, please contact:**

**Elizabeth Rogers**

**Volunteer Services Manager**

**Telephone: 0141 951 5423**

**Email: [Elizabeth.Rogers@gjnh.scot.nhs.uk](mailto:Elizabeth.Rogers@gjnh.scot.nhs.uk)**