



supportive

Our Vision



We will offer a thriving volunteer programme for our diverse communities and our hospitals, providing meaningful, rewarding and creative opportunities for volunteers, to enrich the experience of our patients and our people.



Introduction





If ever there was a time to recognise the importance of volunteers in the NHS, this is it.

University Hospitals Bristol and Weston Foundation Trust and our local healthcare system have been faced with unprecedented demands since the Covid-19 pandemic, both in terms of urgent and emergency care pressures and in recovering delays in elective care services. These sustained operational challenges significantly impact on the experience of our people, patients, carers and visitors.

As with many NHS Trusts, we stopped our volunteer programme during the height of the pandemic in order to keep volunteers and our patients safe. Since late 2021, we have welcomed the return of volunteers in our

hospitals and we have seen an exciting demand for volunteers across the Trust. Our people tell us unequivocally that volunteers make experiences better for patients, staff and visitors alike.

Our last volunteer strategy expired in 2020 as the Covid-19 pandemic began. We have seen so many changes to the way we deliver care in a short space of time and therefore now is the right time to develop a fresh approach to volunteering at UHBW. This fresh approach builds on the learning from what worked well before and will bring fresh thinking and new ideas into reality. The volunteering strategy has been developed to reinvigorate our volunteering programme. We have involved and listened to our people in the development of our strategy via surveys, focus groups and workshops. Aligning with our Trust values and our People strategy, our volunteering programme will focus on four strategic themes; Visibility and Value, Vibrancy and Variety, Experience and Innovation, and Reward and Recognition.

The Covid-19 pandemic has re-shaped volunteering. Our new strategy drives its evolution.

Deirdre Fowler, Chief Nurse & Midwife

We have a core range of volunteer

roles available





Our experience of seeking to growing our volunteer

programme is that some

of our hospitals are more

difficult to recruit to

than others





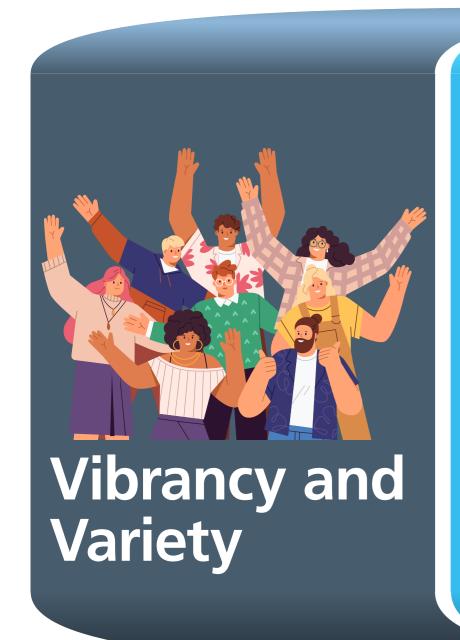
volunteer takes too long



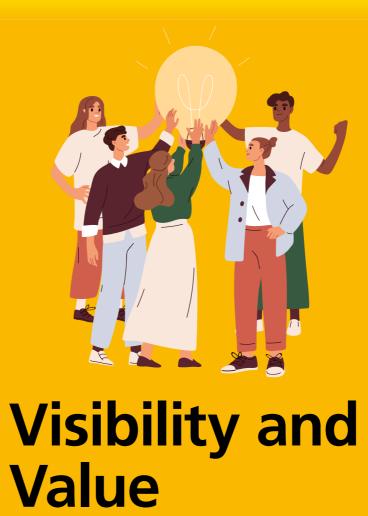




About the Volunteering Strategy







Value



Reward and Recognition

1. Create a **vibrant and varied** volunteering programme that mirrors the rich diversity of our communities

Supports the 'Inclusion and Belonging' objectives within our People Strategy

OBJECTIVE	MILESTONE YEAR 1	MILESTONE YEAR 2	MILESTONE YEAR 3	
1.1 Target our volunteering roles at improving the access and experience of patients who face healthcare inequalities	 Align our priorities to the Trust's Patient EDI and Health Equity Strategy Work with the Trust's Experience of Care Team to review patient survey data to identify key areas to improve access and experience Review research and evidence on volunteer roles that contribute to reducing health inequalities Co-create at least two new volunteer roles with the Trust Patient EDI manager to improve access to health services 	 Recruit and embed new volunteer roles that will reduce health care inequalities Co-create two further roles that contribute to overcoming barriers to accessing services and improve experience of care 	Evaluate the impact of volunteer roles in reducing health care inequalities together with the Trust Patient EDI manager	
1.2 Develop and deliver a positive action recruitment campaign that increases the diversity of our volunteers, in order that the programme reflects the diversity of the people and communities we support	 Carry out a baseline review of the diversity of our volunteers and compare to local population demographics in order to identify the groups of people under represented in our volunteer community Develop partnerships with external organisations that have an expertise in working with marginalised groups and identify barriers to accessing volunteering and ways to overcome these Design and deliver a vibrant young people's volunteering programme that builds on the learning of the previous work the Trust has done in this area, including working in partnership with the Education team as part of the Widening Engagement Programme 	 Develop partnerships with Voluntary, Community and Social Enterprise Sector (VCSE) groups to: Share volunteering opportunities Increase the recruitment of under-represented groups of people in our volunteering programme 	 Further develop our volunteering roles and partnerships to increase the diversity of our volunteer population Evaluate the impact of our recruitment campaign in increasing the diversity of our volunteers and adjust approaches based on learning 	

1. Create a **vibrant and varied** volunteering programme that mirrors the rich diversity of our communities

Supports the 'Inclusion and Belonging' objectives within our People Strategy

OBJECTIVE	MILESTONE YEAR 1	MILESTONE YEAR 2	MILESTONE YEAR 3		
1.3 Review and streamline the volunteer recruitment and training processes to create an approach that is proportionate to the roles available within our hospitals	 Engage with the Voluntary Services Steering Group and Trust education team to review volunteer training requirements Develop and implement a new training package for volunteers Involve our volunteers in the delivery of training 	 Evaluate the training package and consider opportunities to further develop volunteer training Involve the Voice of the Volunteer group, Voluntary Services Steering Group and resourcing team in the review of volunteer recruitment processes Implement a reviewed recruitment process 	Evaluate the success of the recruitment process by measuring the impact on our volunteers and staff		

2. Develop **innovative** roles that put the patient and staff **experience** at the forefront of what we do

Supports the 'New ways of Working' objectives within our People Strategy

OBJECTIVE	MILESTONE YEAR 1	MILESTONE YEAR 2	MILESTONE YEAR 3
2.1 Co-design volunteer roles together with patients and our people to understand where volunteers can make the most difference	 Involve our patients and people via patient and public involvement groups, Voluntary Services Steering Group (including Trade Union representatives), and staff surveys to identify how volunteers can make a positive impact Co-create roles together with our people 	Recruit and embed volunteers into active roles within UHBW	Evaluate the impact of new roles by involving patients and staff
2.2 Harness the passions, skills and lived experience of volunteers to shape our service and better support patients and our people	 Develop bespoke peer support volunteer roles that focus on the value of shared lived experience when providing support to patients and our people Work with clinical services to identify where peer support is most needed and will complement clinical expertise, for example in supporting patients with a long-term condition or who in cancer care services Develop a training and support package tailored to peers 	 Establish peer-led support groups for volunteers Recruit and embed volunteers in line with the recruitment plan 	Evaluate and continue to grow the role of peer support volunteers at UHBW
2.3 Build external partnerships with organisations that bring unique expertise and added value to our hospitals	 Identify strategic partnerships with expert Voluntary, Community and Social Enterprise Sector (VCSE) organisations that add value to our volunteer programme Standardise partnership arrangements with external organisations to ensure quality, safety and experience 	Take forward a selection of carefully chosen partnerships, ensuring they are operating effectively in our hospitals	Review existing arrangements and consider further opportunities to develop partnerships

3. Embed our volunteering programme as a **visible and valued** part of #TeamUHBW

University Hospitals Bristol and Weston NHS Foundation Trust | Volunteering Strategy 2023-2026

Supports the 'Growing for the Future' objectives within our People Strategy

OBJECTIVE	MILESTONE YEAR 1	MILESTONE YEAR 2	MILESTONE YEAR 3
3.1 Engage expertise to rebrand the volunteer programme and deliver a high impact re-launch, internally and in our communities	 Work in collaboration with the Trust communications team to establish a strong marketing and communications plan Involve our people and external designers in co-designing a new brand for volunteering at UHBW Invest in promotional resources that reflect our rebranding Create a new UHBW volunteering website Involve volunteers and our people in the design and implementation of a new uniform that reflects our brand 	 Deliver on aims for marketing and communications plan Host a launch event for our 'new look' volunteering programme, bringing together key stakeholders and community organisations Hold recruitment events within UHBW and the community, at events and in venues across the Bristol, North Somerset and South Gloucestershire 	Evaluate the impact of the marketing and communications plan Continue to develop our promotional activity, including website content Continue to hold recruitment events within UHBW and the community
3.2 Build capacity in divisions in order to increase the scale and impact of the volunteering programme	 Design a framework to evaluate the impact of the volunteering programme Scope national bursaries and grants that allow us to further develop the volunteering programme Work with Divisions to scope and implement opportunities to expand the capacity of the volunteer programme Develop a three-year recruitment plan, trajectory and scope resource requirements in order to scale-up the volunteering programme 	 Apply for appropriate bursaries and grants to develop capacity for volunteers within Divisions Monitor the growth and impact of the volunteering programme 	Produce an evaluation report to measure the scale and impact of the volunteering programme to inform future plans

our volunteers

Goals

4. Unlock the potential of volunteers, with opportunities that **reward and recognise** their value

Supports the 'Looking after our People' objectives within our People Strategy

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OBJECTIVE	MILESTONE YEAR 1	MILESTONE YEAR 2	MILESTONE YEAR 3		
4.1 Develop a pathway between education, volunteering and developing our workforce; including alignment of the volunteer programme to the Trust strategy for apprenticeships and work experience	 Work with the Trust's Community Engagement Lead, Apprenticeship Lead and the wider Education team, to produce a plan that strengthens the link between volunteering, education and employment at UHBW Develop relationships with educational providers and organisations to support volunteer recruitment and to provide developmental opportunities to our volunteers Harness the skills and knowledge that exists within the Trust to co-create opportunities for learning and development of our volunteers 	 Implement the approach and plan agreed in Year 1 Introduce career taster sessions that provide volunteers with development opportunities within the Trust 	 Evaluate the success of the plan by developing case studies of the journeys of volunteers Further enhance the pathway between education, volunteering and the workforce 		
4.2 Create a sense of belonging for our volunteers by recognising and supporting their individual aspirations, empowering them to achieve their goals and looking after their wellbeing	 Establish a 'Voice of the Volunteer' group that provides a platform for Volunteers to be involved and influence decision making Develop a volunteer action plan which will support individuals to work towards their personal or professional goals, with support from the Trust Scope options for a volunteer reward scheme Ensure the Trust's wellbeing support programme is routinely offered to 	 Implement a reward scheme that recognises the contribution and commitment of volunteers Develop bespoke volunteer wellbeing support based on feedback from the 'Voice of the Volunteer' group Create and embed volunteer leadership roles within the volunteering programme 	Engage the 'Voice of the Volunteer' group to understand if the measures taken have contributed to volunteers feeling a sense of belonging and wellbeing		

Voices of the future

It's been so reassuring to see a volunteer at every stage of my treatment journey Volunteering provided me with a stepping stone in to my career in healthcare

> My voice is heard and respected, it's great to be provided with additional opportunities to get involved as a volunteer

back', but being recognised by the Trust makes me feel valued

volunteer to 'give

Diversity is actively encouraged and embraced by the Trust's volunteering programme, this is a organisation where difference is celebrated and I feel safe volunteering here. You can't underestimate the power of lived experience - my peer support volunteer was able to empathise in a way I hadn't experienced with anyone else

As an external organisation, we are able to bring in our skilled volunteers, feeling confident in the partnership arrangements we have with the Trust

Our volunteers make

such a difference to the staff team, we are truly

grateful for the support

they provide

HOW WE'LL MEASURE IT:

Establish a small group of key performance indicators (both quantitative and qualitative)

Host and learn from patient and staff engagement events

Run regular surveys of our volunteers, patients and our people

Engagement with the Voice of the Volunteer group

Case studies

Evaluation Report