



University Hospitals
Bristol and Weston
NHS Foundation Trust

Volunteering Strategy

2023-2026



collaborative

We are



innovative



respectful



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

Where we are now



Where we want to be

We are collaborative

We are innovative

We are respectful

We are supportive

We will have clear pathways between volunteering and schools and colleges to inspire our young volunteers towards careers in the NHS

Volunteers will be visible and seen as a fundamental part of #TeamUHBW, complementing our workforce

We will have innovative volunteering roles that directly improve experience of care and tackle health inequalities

Volunteers will be purposefully embedded in roles and areas that will support us to meet the challenges faced by our workforce

We will reward and recognise our volunteers in meaningful ways that help us to retain talent

Volunteers will contribute to a better experience for our people

We will have a rich diversity of volunteers, representing our communities

Our volunteer programme will grow at scale, in size and breadth of roles

Our volunteers will co-create our volunteering programme



About the **Volunteering Strategy**



**Vibrancy and
Variety**



**Experience and
Innovation**



**Visibility and
Value**



**Reward and
Recognition**



Goals

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	<ul style="list-style-type: none">Align our priorities to the Trust's Patient EDI and Health Equity StrategyWork with the Trust's Experience of Care Team to review patient survey data to identify key areas to improve access and experienceReview research and evidence on volunteer roles that contribute to reducing health inequalitiesCo-create at least two new volunteer roles with the Trust Patient EDI manager to improve access to health services	<ul style="list-style-type: none">Recruit and embed new volunteer roles that will reduce health care inequalitiesCo-create two further roles that contribute to overcoming barriers to accessing services and improve experience of care	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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 communityDevelop partnerships with external organisations that have an expertise in working with marginalised groups and identify barriers to accessing volunteering and ways to overcome theseDesign 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	<ul style="list-style-type: none">Develop partnerships with Voluntary, Community and Social Enterprise Sector (VCSE) groups to:<ul style="list-style-type: none">Share volunteering opportunitiesIncrease the recruitment of under-represented groups of people in our volunteering programme	<ul style="list-style-type: none">Further develop our volunteering roles and partnerships to increase the diversity of our volunteer populationEvaluate the impact of our recruitment campaign in increasing the diversity of our volunteers and adjust approaches based on learning



Goals

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	<ul style="list-style-type: none">Engage with the Voluntary Services Steering Group and Trust education team to review volunteer training requirementsDevelop and implement a new training package for volunteersInvolve our volunteers in the delivery of training	<ul style="list-style-type: none">Evaluate the training package and consider opportunities to further develop volunteer trainingInvolve the Voice of the Volunteer group, Voluntary Services Steering Group and resourcing team in the review of volunteer recruitment processesImplement a reviewed recruitment process	<ul style="list-style-type: none">Evaluate the success of the recruitment process by measuring the impact on our volunteers and staff



Goals

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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Recruit and embed volunteers into active roles within UHBW	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Establish peer-led support groups for volunteers• Recruit and embed volunteers in line with the recruitment plan	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Take forward a selection of carefully chosen partnerships, ensuring they are operating effectively in our hospitals	<ul style="list-style-type: none">• Review existing arrangements and consider further opportunities to develop partnerships

Goals

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

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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Apply for appropriate bursaries and grants to develop capacity for volunteers within Divisions• Monitor the growth and impact of the volunteering programme	<ul style="list-style-type: none">• Produce an evaluation report to measure the scale and impact of the volunteering programme to inform future plans



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

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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Implement the approach and plan agreed in Year 1• Introduce career taster sessions that provide volunteers with development opportunities within the Trust	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 our volunteers	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Engage the ‘Voice of the Volunteer’ group to understand if the measures taken have contributed to volunteers feeling a sense of belonging and wellbeing



