

EXPLORING NEW APPROACHES TO VOLUNTEERING.

Reaching out to transform end of life care



St Wilfrid's Hospice

From Mill Gap Road.....



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St Wilfrid's Hospice

...to Broadwater Way



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St Wilfrid's Hospice

St Wilfrid's Hospice vision

“Our vision is of a community where people talk openly about dying, live well until the end of their lives and where nobody dies alone, afraid or in pain.”

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A building without barriers



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St Wilfrid's Hospice

“.....a community that talks openly about dying”

- Street café
- Streets Ahead – Hair and Nail Salon
- Crafty Fridays
- Death Café

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“live well until the end of their lives “
From Day Therapy.....



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St Wilfrid's Hospice

.....to Wellbeing



Drivers for change

- New building positioned between a further education college and a retail park and alongside one of the main roads into Eastbourne
- An ambition to engage more overtly with the local community to encourage conversations about death and dying
- A volunteer workforce that met the needs of those who wanted to volunteer
- Volunteering opportunities that appealed to a certain demographic

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The process of change

- Consultation and communication – 18 month pre-move
- Consultation meetings:
 - 1: Design and vision for the new building;
 - 2: Potential role changes and consultation; and
 - 3: New roles and invitation to express interest.
- Volunteer focus group
- Roadshows
- 1:1 meetings on request

- 68% volunteers transferred with differing degrees of acceptance
- Some transferred but could not reconcile with the changes and subsequently left.

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The role of the Hosts

- Offers a positive, friendly greeting to visitors
- Provides hospitality and companionship to patients, relatives and visitors
- Creates a volunteer 'workforce' aligned to the vision of the hospice as a community resource
- Develops a flexible team able to respond to changing demands
- Encourages peer support and integration
- Utilises 'Host Liaison' volunteers to coordinate the host team.

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....an opportunity to:

- recruit volunteers aligned with the hospice vision
- ensure volunteers engaged with and committed to the vision and our REACH priorities
- recognise and value the immense skills and knowledge volunteers can bring
- provide a more rewarding volunteer experience.



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...a more rewarding experience

- Rotation - each shift in a different setting:
 - either to welcome patients and the public,
 - support the Inpatient Unit by delivering meals and talking to patients and their relatives, or
 - supporting Wellbeing where the day patients visit for appointments or drop in sessions.
- A growing, flexible, adaptable informed volunteer team who are open to innovation.
- A highly skilled team able to provide support across the organisation.

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**hospiceUK**

Help the Hospices has changed its name to **Hospice UK**

Hospice UK, Company limited by guarantee.
Registered in England & Wales No 2751549.
Charity registered in England & Wales
no 1014861 & Scotland no SCD41112.

This resource was published prior to the change and so still refers to the old name

Volunteers: vital to the future of hospice care

A working paper of the Commission
into the Future of Hospice Care

November 2012

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Impact

Commission recommendations	Hosts
Volunteer roles integrated into the work of the clinical team.	Hosts free up clinical staff to allow them to focus on caring for patients.
Volunteers have a role as navigators, advisers of care.	Cross- organisation working has enabled Hosts to more confidently talk to patients, relatives and hold informed conversations with the public.
Hospices will need to improve the way they foster, care and nurture the volunteer workforce.	Hosts have a more holistic and enhancing volunteer experience which begins at induction.
Diverse volunteer workforce drawn from the local community establishes the hospice's presence in that community and builds an understanding of the hospice within that community.	The role appeals to new sections of our community (particularly a younger generation) leading to a greater understanding of hospice and can help change societal attitudes.

“Volunteers offer a sustained caring connection to people in a way that transcends the purely clinical”

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The challenges

- **Recruitment to some shifts**
 - Increase to 108 Host slots per week 8am-8pm, 7 days per week
- **Communication and consistency**
- **Patient focused rather than task focused**
- **Integration**
- **Comprehensive induction to embed culture**
- **Risk-taking**
 - volunteers have more autonomy and are 'managed' by other volunteers

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How the role of Hosts has influenced our approach to volunteering.

- Volunteer qualities
- Recruitment and selection
- Induction training
- Managers' training
- Volunteer training
- Communication
- Performance management
- Recognition and celebration of volunteers.

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Volunteer qualities

- A need to ensure that *all* volunteers had the right qualities to fulfil a role at the hospice.
- We now recruit, train and support volunteers using these six qualities:
 - Flexibility and Adaptability
 - Working with Others
 - Open to learning
 - Commitment and Reliability
 - Sensitivity
 - Kindness and Empathy

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Organisation changes

<p>More rigorous recruitment and selection of volunteers</p>	<ul style="list-style-type: none"> • ½ day group selection event covering vision, organisational structure, expectations, roles and volunteer qualities • 1:1 meeting with member of the voluntary services team • Volunteers self-select in or out at any point during this process • The voluntary services team may decline an application to volunteer after the shadowing phase.
<p>Shadowing existing Hosts</p>	<ul style="list-style-type: none"> • All hospice-based volunteers regardless of their role will undertake three shifts with an established Host to: <ul style="list-style-type: none"> • ensure volunteers become familiar with all areas of the organisation • assess whether volunteers are comfortable in working in the hospice environment • provide an opportunity for volunteers to demonstrate the volunteer qualities in practice. • Volunteers self-select in or out at any point during this process. • The voluntary services team may decline an application to volunteer after the shadowing phase.
<p>Comprehensive induction</p>	<p>½ day organisation induction covering health and safety, organisation objectives, key roles within the team and to revisit the vision. It also provides an opportunity for volunteers to meet other volunteers in different roles. Specific training in areas such as communication skills, boundaries and confidentiality form part of a broader induction programme.</p>

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Organisation changes continued....

<p>Training for staff who 'manage' volunteers</p>	<p>All staff responsible for supervising, co-ordinating or managing volunteers attend a ½ day training session which covers: the hospice's ethos in relation to volunteers, the difference between paid and unpaid team members, how to deal with problems and creating an integrated team through effective communication and engagement with volunteers.</p>
<p>Volunteer forum</p>	<p>Chaired by a volunteer, with volunteers representing each day of the week. The purpose is to:</p> <ul style="list-style-type: none"> • Improve communication with staff and volunteers across the hospice • Provide a feedback mechanism for the organisation and its volunteers • Discuss ideas and issues • Consult with volunteers over policy and procedure and other organisational developments.
<p>Managing behaviour and performance</p>	<ul style="list-style-type: none"> • Volunteer qualities establish the expectations of volunteers from the outset • Staff are encouraged to give feedback to the volunteers working within their teams; positive and negative • It is no longer the expectation that someone who would like to become a volunteer will automatically become one.
<p>Recognising and celebrating volunteer contributions</p>	<p>Team awards are planned to recognise those (paid and unpaid) who have clearly demonstrated our values of: professionalism, integrity, respect, compassion and innovation in practice.</p>

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Emerging roles and initiatives

- 16- 24 year old volunteering programme.
- Community Support Volunteers
- Volunteer led Advance Care Planning
- Volunteer led social group: Patients, carers and bereaved relatives.
- Peer led mentoring programme

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Benefits

- An appetite for new, innovative volunteer roles has been created.
- Volunteer profile has changed: Increase in under 30 year olds and men applying to volunteer.
- The flexible approach modelled is encouraging a change in organisation culture.
- The role and team approach to volunteering has potential to be replicated elsewhere.

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Conclusion

- Flexible, responsive, empowered volunteer led team
- Team spirit has developed and led by Host Liaisons
- More responsive and creative volunteers
- Peer support and greater interaction amongst volunteers.
- Attracting a wider pool of volunteers helps to break down barriers to hospice and change attitudes towards death and dying.

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