

Chief Executives

NHS Boards

Volunteering Strategy

Nominated Leads

PFPI Designated Directors

Volunteer Service Managers



24 August 2012

Dear Colleague

REFRESHED STRATEGY FOR VOLUNTEERING IN NHSSCOTLAND – UPDATE

The joint letter of 7 December 2011 (copy attached for ease of reference) from Fiona Montgomery and Sandy Watson introduced Sandy as the new Chair of the National Group for Volunteering and confirmed Alan Bigham, had taken up his 2 year appointment as the Volunteering Programme Manager. This letter provides an update on progress and the support available and includes actions for Boards.

National Group

We are pleased to report that the reconstituted National Group has made good progress and continues to build on the work undertaken by its predecessor. The following papers, produced by the group following the NHS engagement event in February this year, are enclosed for information:

- Aim and Objectives of the National Group for Volunteering
- Membership of the National Group for Volunteering
- National Action Plan for the Programme
- List of Nominated Leads for Volunteering

Programme of Support

The National Group and the Programme Manager will continue to provide guidance and support to NHS Boards. The proposed programme of support will include:

- development of a regional Volunteer Managers Network
- provision of training opportunities
- development of a good practice guide in the form of a handbook based on experience within Boards. (The handbook will not be prescriptive. Rather, the National Group envisages that Boards will use it as appropriate to best suit their local circumstances, and will find it helpful.)

The Refreshed Strategy required NHS Boards to plan for continuous improvement in volunteering management and to establish and demonstrate effective reviewing of local strategic plans. Support in the form of facilitated planning sessions will be offered in order to develop Volunteering Improvement Plans covering the period April 2013 – March 2014.

You will be aware that one of the key actions of the Refreshed Strategy was that all NHS Boards should seek to achieve the UK Quality Investing in Volunteers (liV) Standard. The aim was to improve and build a consistent approach to support volunteers and to ensure that volunteers across the whole of NHSScotland have a positive experience. There is no doubt that all of the Boards worked hard to achieve this standard and that all felt a sense of pride when this was completed. We are keen that these standards are maintained and central funding has been provided to Volunteer Development Scotland (VDS) to cover the costs of reassessments. The schedule for the reassessments is also attached for information and to allow Boards to prepare as appropriate.

Evaluation

An evaluation of the current phase of the volunteering strategy, which runs from November 2012 to October 2013, will be undertaken in the last quarter of the programme. We will provide details of this in due course. The National Group for Volunteering and the Programme Manager will continue to liaise with the Scottish Government Health and Social Care Directorates on progress and direction of travel.

I am sure you will agree that we cannot underestimate the valuable contribution volunteers and volunteering provide, and can continue to provide, to help us deliver our 2020 vision¹ of an NHS that is person-centred, and which emphasises partnership, co-production and an asset-based approach and which is supported by our 2020 workforce vision.

Action

Chief Executives are asked to arrange for this letter and the attached information to be brought to the attention of all relevant staff, and for Alan Bigham to be given details confirming:

- the Nominated Lead for Volunteering
- staff involved in the management of volunteers
- whether support (as set out above) is wanted in relation to the development of your Volunteering Improvement Plan for the period April 2013 – March 2014.

Contact details

To discuss any part of the programme and to confirm details of Nominated Leads; staff involved in managing volunteers; and support to develop improvement plans please contact Alan Bigham, Programme Manager, alan.bigham@nhs.net, 0141 227 3266. If you wish to discuss the work of the National Group please contact Sandy Watson, Chairman, NHS Tayside, sandywatson@nhs.net, 01382 740708. Thank you in advance for your support.

Yours sincerely



FIONA MONTGOMERY



SANDY WATSON

¹ Our vision is that by 2020 everyone is able to live longer healthier lives at home, or in a homely setting.

Volunteering Strategy

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Volunteer Service Managers



7 December 2011

Dear Colleague

REFRESHED STRATEGY FOR VOLUNTEERING IN NHSSCOTLAND – NEXT PHASE

The joint letter of 7 October from Fiona Montgomery and Pat Dawson and the 3rd (and final) report of the original National Group for Volunteering set up in 2008 as part of the Refreshed Volunteering Strategy issued under CEL (2008) 10 (http://www.sehd.scot.nhs.uk/mels/CEL2008_10.pdf) outlined the proposed way forward in relation to the Refreshed Strategy. The Report (attached again for ease) captures the progress achieved on the 3 year action plan set out in CEL (2008) 10.

We know that the work undertaken across the NHS over the three years has provided a strong foundation for volunteering and we are keen to ensure that work continues and that the volunteering agenda is further developed and taken forward in line with Scottish Government priorities.

Sandy Watson, Chair of NHS Tayside who has undertaken to chair the National Group and Alan Bigham, who has taken up his appointment as the Volunteering Programme Manager, are now preparing to work with you to agree the membership, remit and action plan for a new National Group that will provide leadership and support across NHSScotland for the next two years.

A Steering Group (comprising of NHS members of the original National Group) led by Pat Dawson has considered and prepared a draft remit and action plan. The drafts are based on, and identify, areas not completed during the first three years and are therefore being carried forward and also areas identified during various events, discussions and the review conducted by the SHC in December 2010 (report attached separately).

Sandy and Alan are keen to organise an event, possibly in January or early February 2012, to allow them to meet and discuss with an appropriate range of colleagues the draft remit and plan and also the potential membership of the new group. This would also provide an opportunity to explore how the National Group will interact with the VSM network and other relevant stakeholders to ensure maximum effect and benefit. Alan will be in touch shortly with details. There is no doubt that the work undertaken to achieve the Investing in Volunteers (iV) standard has helped raise awareness and acceptance of volunteering by senior management and front-line staff. SGHD is keen therefore that these standards are maintained and, as many of you will be aware, we have agreed that central funding will be provided over the next three years to VDS to cover the costs for Boards going through the iV reassessment process. SGHD has also covered the cost of membership of VDS for all Boards until August 2014.

We recognise and appreciate the support, enthusiasm and commitment shown over the last three years and look forward to working with you all on the next phase of the Strategy.

Yours sincerely



FIONA MONTGOMERY



SANDY WATSON

Context, Aim and objectives of the National Group for Volunteering in NHS Scotland

Context

The public sector in Scotland, and the NHS in particular, is operating currently in a context of substantial change. Consider some of the strands of that context:

- ▶ The Cabinet Secretary's emphasis on a mutual NHS - where she has called for “a new ethos for health in Scotland that sees the Scottish people and the staff of the NHS as partners, or co-owners in the NHS.”
- ▶ The National Quality Strategy which is about creating high quality person-centred, clinically effective and safe healthcare services and being recognised as being world-leading in our approach.
- ▶ Reducing inequalities and the growing recognition of the importance of community engagement coproduction/ asset- based approach/ time banking, and of emphasis on the early years
- ▶ Partnership: In the public sector, we provide services for people. By doing so, we effectively create a culture of dependency. We say a lot about partnerships - partnerships across the public sector, with the voluntary sector, with the private sector, but **partnership with users**, has to be the way forward. We need to start from where people are and Volunteers have an important role here.
- ▶ Shifting the balance of care
- ▶ Integration of health and social care – and the Change Fund and the Integrated Resource Framework assisting with that
- ▶ The way in which Boards are redesigning and reconfiguring services, making them better and also more efficient.

To address this context of change, we need:

- ▶ An honest analysis of strengths and weaknesses. The basic question is “do we really know where we are?” Because if we don't, we won't change.
- ▶ Vision – a clear sense of where we're trying to get to.
- ▶ The development of powerful top teams – certainly at Board level, but also in our hospitals, in our wards, in primary care and in our community settings.
- ▶ Recognition of the importance of communication in the process of change.
- ▶ Progress has to be maintained. Organisations change through people being clear about where they want the organisation to go, and through a systematic process of incremental implementation.

Sir Peter Housden's Concluding Remarks at the NHS Scotland event in the SECC on 24 August last year were on a very similar tack. He talked about Changing the World, and highlighted the necessity for:

- ▶ a vision that stirs the heart
- ▶ a story of how things have been and how they will be in the future
- ▶ valid and recognisable actions to move us forward
- ▶ engaging the workforce
- ▶ making it happen everywhere

He floated the notion of a guiding coalition – who are the people going on the journey with us? He asked the question, “if we are determined to change the world, how do we have to be with each other, and engaging with people who seek help from our services, in our communities?”

The answers to these points he saw as fundamental to our impact, and he highlighted the need for a plan, for a proven improvement capacity, and leadership behaviours.

Volunteers and volunteering have a pretty fundamental locus in a plan which is people-centred and which emphasises partnership, coproduction and an asset-based approach.

It is against that backcloth that the following aim and objectives for the National Volunteering Group are set out

Aim

To provide national leadership and guidance to ensure a long term vision and consistency of approach and support for volunteering across NHS Scotland.

Objectives

- ▶ **To build on the foundation provided over the initial three years of the strategy, through the specification of national outcomes and the contributions of the partners**
- ▶ **To engage with the NHS, Scottish Government and other appropriate partners to:**
 - ▶ Promote the Refreshed Strategy and the Chief Executives Letter¹ amongst key stakeholders and foster the creation of local action plans which ensure its delivery
 - ▶ Provide support to maximise capacity within the service in respect of volunteering
 - ▶ Act as a facilitator for the sharing of information and good practice
 - ▶ Raise the profile of volunteering in health, social care and the volunteering sector
 - ▶ Assist Boards to demonstrate positive outcomes of volunteering and how volunteering contributes to improving health and well being
 - ▶ Promote the creation of good quality volunteering placements which add value to the delivery of health and social care in Scotland
 - ▶ Consult when required with key stakeholders on particular issues and encourage stakeholder participation in the ongoing development of the strategy
 - ▶ Promote a culture which is receptive and supportive of volunteering in NHS Scotland, and which enhances the patient journey, ensures an assets-based approach, engages different communities and encourages leadership.
 - ▶ Prepare proposals to ensure sustainability

¹ Refreshed strategy for volunteering in the NHS in Scotland, http://www.sehd.scot.nhs.uk/mels/CEL2008_10.pdf
August 2012

Volunteering in NHS Scotland National Group for Volunteering Membership 2012

Name	Role	Organisation	E-mail address
Sandy Watson (Chair)	Chairman	NHS Tayside	sandywatson@nhs.net
Alan Bigham	Programme Manager (Volunteering)	Scottish Health Council	alan.bigham@nhs.net
Rob Coward	Educational Projects Manager	NHS Education for Scotland	Rob.Coward@nes.scot.nhs.uk
Harriet Eadie	Director	Volunteer Centre Edinburgh	harriet.eadie@volunteeredinburgh.org.uk
Lynne Kidd	Head of Public Affairs	Scottish National Blood Transfusion Service	lynne.kidd@nhs.net
Anne Lee	Health Improvement Programme Manager	NHS Health Scotland	anne.lee3@nhs.net
Diane Lockhart	Voluntary Services Manager	NHS Lothian	diane.lockhart@luht.scot.nhs.uk
Louise Macdonald	Chief Executive	Young Scot	louisem@youngscot.org
Gary Malone	Manager	Volunteer Centre Angus	gary@volunteerangus.org.uk
Diane McCulloch	Service Manager in Older People's Services	Dundee City Council	diane.mcculloch@dundeecity.gov.uk
Josephine Mitchell	Volunteer Development Co-ordinator	NHS Fife	josephinemitchell@nhs.net
Katrina Murray	Voluntary Services Manager	NHS Lanarkshire	katrina.murray@lanarkshire.scot.nhs.uk
Francis Santos	Policy Manager	Scottish Government	Francis.Santos@scotland.gsi.gov.uk
Jacki Smart	Head of Operations	Scottish Health Council	jacki.smart@scottishhealthcouncil.org
Janice Torbet	Associate Director for Workforce	NHS Tayside	janice.torbet@nhs.net
Margaret Young	Services Manager	NHS Greater Glasgow & Clyde	margaret.young4@ggc.scot.nhs.uk

Volunteering in NHS Scotland Action plan



Outcomes

The National Group for Volunteering in NHS Scotland has agreed the outcomes below which will form the basis of the programme to develop and sustain volunteering until October 2013.

NHS boards will be asked to identify actions under each of these outcomes which will provide a framework with which to measure progress over the programme. This outcome-focused approach will be underpinned by an evaluation framework to assist NHS boards and the National Group to evaluate the work.

Outcome 1

Volunteering contributes to Scotland's health by

- (a) enhancing the quality of the patient experience, and*
- (b) providing opportunities to improve the health and wellbeing of volunteers themselves.*

Outcome 2

The infrastructure that supports volunteering is developed, sustainable and inclusive.

Outcome 3

Volunteering, and the positive contribution it makes, is widely recognised, with a culture which demonstrates its value across the partners involved.

Outcome 1		<i>Volunteering contributes to Scotland's health by (a) enhancing the quality of the patient experience, and (b) providing opportunities to improve the health and wellbeing of volunteers themselves.</i>	
Task		Responsibility	Timescale
1.1	Support NHS boards to offer distinct routes into volunteering and work placements. Support developments of the referral process from Higher/Further Education Institutions to maximise benefit to volunteers, patients and staff.	NHS boards Programme Manager	By 31 st December 2012
1.2	Review findings from pilot projects being undertaken by Volunteer Development Scotland and provide advice to NHS Boards	National Group Programme Manager	Ongoing
1.3	Support the development of local partnerships with social care, voluntary and other agencies to develop and signpost volunteers to new innovative volunteering opportunities	Programme Manager Volunteer Service Managers	Ongoing across programme
1.4	Support the development of volunteering in NHS boards through development sessions with key staff	NHS boards Programme Manager	Ongoing across programme

Outcome 2		<i>The infrastructure that supports volunteering is developed, sustainable and inclusive</i>	
Task		Responsibility	Timescale
2.1	Transfer of relevant material from Volunteer Development Scotland to Scottish Health Council website.	Programme Manager Scottish Health Council	By end April 2012 COMPLETE
2.2	Provide advice, support and guidance to the Volunteer Managers Network to maximise benefit, ensure work is focused and network is used effectively. Explore opportunities for support from SHC network.	National Group Programme Manager Scottish Health Council Volunteer Managers	Ongoing across the strategy

Outcome 2		<i>The infrastructure that supports volunteering is developed, sustainable and inclusive</i>	
Task		Responsibility	Timescale
2.3	Identify minimum dataset for the collection of volunteering data and create baseline. Extend HIS data system for use by other NHS Boards	Programme Manager Information Management Steering Group (in consultation with SHC and NHS Boards) Volunteer Managers	By April 2013
2.4	Review needs of volunteer managers across NHS Scotland, taking into account those new to managing volunteers. Develop evaluation and review process to ensure that material is fit for purpose up to date and relevant to the changing needs of both and meets NHS standards.	Programme Manager Training Development Group	By October 2012
2.5	Support for remaining NHS boards to achieve Investing in Volunteers (IiV) standard.	NHS boards Programme Manager	By 30 April 2012 COMPLETE
2.6	Identify support needed to maintain IiV standard and reassessment requirements	Programme Manager in conjunction with Volunteer Development Scotland	Ongoing
2.7	Review learning from IiV process and need for additional guidance and sharing of good practice.	Programme Manager in conjunction with Volunteer Development Scotland	By October 2012
2.8	Review support mechanisms for maintaining standards for volunteering management and NHSScotland's ability to maintain these effectively after 31 October 2013.	National group/project manager	By 31 May 2013
2.9	Development of key guidance and practice materials/case studies, identifying and sharing good practice on how volunteering can work in various health and social care settings are produced and made available.	Programme Manager Training Development Group	By March 2013
2.10	Review equalities monitoring of volunteer opportunities and work together to offer inclusive volunteering opportunities at all levels.	Programme Manager Volunteer Managers	By March 2013

Outcome 2		<i>The infrastructure that supports volunteering is developed, sustainable and inclusive</i>	
Task		Responsibility	Timescale
2.11	Produce regular newsletter for dissemination amongst volunteer managers network	Programme Manager	Ongoing across programme

Outcome 3		<i>Volunteering, and the positive contribution it makes, is widely recognised, with a culture which demonstrates its value across the partners involved.</i>	
Task		Responsibility	Timescale
3.1	Support NHS boards to develop improvement plans to support volunteering in their board area. Plans should include ways in which to ensure volunteering is considered in service design.	NHS boards Programme Manager	By April 2013
3.2	Review of progress of boards' improvement plans for volunteering.	NHS board lead on volunteering Programme Manager	By October 2013
3.3	Support NHS boards to demonstrate the economic and other impacts of volunteering.	NHS boards Programme Manager	By October 2013
3.4	Produce a communications strategy for the programme and make appropriate use of the media in promoting volunteering.	National Group Programme Manager	By September 2013
3.5	Support NHS boards to develop Employer-Supported Volunteering initiatives.	NHS boards Programme Manager	By October 2013

Volunteering in NHSScotland

List of Nominated Leads for Volunteering – to be confirmed by NHS boards

NHS Board	Nominated Lead for Volunteering	E-mail address
NHS Ayrshire and Arran	Andrew Moore Assistant Director of Nursing	andrew.moore@aapct.scot.nhs.uk
NHS Borders	Mrs Karen McNicoll Clinical Governance & Quality	karen.mcnicoll@borders.scot.nhs.uk
NHS Dumfries and Galloway	Sally Talbot-Smith Head of Patient Services	s.talbot-smith@nhs.net
NHS Fife	Ms Anne Buchanan Nurse Director	annie.buchanan@nhs.net
NHS Forth Valley	Jacqui Macrae Patient Focus and Relations Manager	jacqueline.macrae@nhs.net
NHS Grampian	Mrs Laura Gray Director of Corporate Communications	laura.gray2@nhs.net
NHS Greater Glasgow and Clyde	Mrs Rosslyn Crocket Board Nurse Director	rosslyn.crocket@ggc.scot.nhs.uk
NHS Highland	Mrs Anne Gent Director of Human Resources	anne.gent@nhs.net
NHS Lanarkshire	Rosemary Lyness Nurse Director	rosemary.lyness@lanarkshire.scot.nhs.uk
NHS Lothian	Carol Crowther Chief Nurse for Quality and Professional Standards	carol.crowther@luht.scot.nhs.uk
NHS Orkney	Rhoda Walker Director of Nursing and Allied Health Professions	rhoda.walker@nhs.net
NHS Shetland	Mrs Kathleen Carolan Director of Nursing, Midwifery & Allied Health Professionals	kcarolan@nhs.net
NHS Tayside	Mrs Janice Torbet Associate Director of HR	janice.torbet@nhs.net
NHS Western Isles	Nigel Hobson Nurse Director & Chief Operating Officer	nigel.hobson@nhs.net

NHS Board	Nominated Lead for Volunteering	E-mail address
NHS Education for Scotland	Rob Coward Educational Projects Manager	Rob.Coward@nes.scot.nhs.uk
NHS Health Scotland	Jackie Maceira Manager of Community Engagement & PFPI	jackie.maceira@health.scot.nhs.uk
NHS National Services Scotland	Irene Barkby Director of Nursing, Strategy and Planning	irene.barkby@nhs.net
NHS National Waiting Times Centre	Shona Chaib Director of Nursing & Clinical Services	shona.chaib@ginh.scot.nhs.uk
Healthcare Improvement Scotland	Richard Norris Director, Scottish Health Council	richard.norris@scottishhealthcouncil.org
NHS24	Jane McCartney Director of HR & Corporate Affairs	jane.mccartney@nhs24.scot.nhs.uk
Scottish Ambulance Service	Milne Weir General Manager, North Division	milne.weir@nhs.net
The State Hospitals Board for Scotland	Sandie Dickson PFPI Co-ordinator	sandie.dickson@nhs.net

Volunteering in NHSScotland Investing in Volunteers - renewal dates

Below are the intended renewal dates for each NHS Board. The table overleaf provides the deadlines for assessment and reporting to Volunteer Development Scotland.

2012

April

The State Hospital

October

NHS Lothian

NHS Lanarkshire

NHS National Waiting Times Centre (Golden Jubilee)

2013

April

NHS Fife

NHS Dumfries and Galloway

July

Healthcare Improvement Scotland

NHS Education for Scotland

October

NHS Borders

NHS Highland

NHS Ayrshire and Arran

Shetland NHS Board

NHS Western Isles

NHS Tayside

NHS Grampian

2014

February

NHS Forth Valley

NHS Orkney

Scottish Ambulance Service

NHS 24

NHS Health Scotland

April

NHS Greater Glasgow and Clyde

2015

April

NHS National Services Scotland

Assessment and deadlines for Volunteer Development Scotland

Assessment to be complete by	Final Report to Lead Assessor by	Date of Q.A. Panel
07.09.12	21.09.12	16.10.12
<i>29.11.12</i>	<i>13.12.12</i>	<i>17.01.13</i>
<i>13.03.13</i>	<i>27.03.13</i>	<i>24.04.13</i>
<i>27.05.13</i>	<i>10.06.13</i>	<i>08.07.13</i>
<i>03.09.13</i>	<i>17.09.13</i>	<i>15.10.13</i>

All dates in *red* are estimated. Quality Assurance panel dates for 2013 have not yet been released.

Contacts

Any queries in relation to your board's Investing in Volunteers assessment should be directed, in the first instance to:

Anne Hislop, Investing in Volunteers Manager, Volunteer Development Scotland
Anne.Hislop@vds.org.uk, (01786) 479593