Demonstrating the Impact of Volunteer Involvement

Designed by Susan J. Ellis, President of Energize, Inc.
Welcome! Introductions

Facilitators

• Sue Carter Kahl, MSW
  • President, Sue Carter Kahl Consulting

• Melissa Heinlein Storti, PhD, CAVS
  • Chief, Voluntary Service
    Corporal Michael J. Crescenz Department of Veterans Affairs Medical Center
How can you assure – and prove- that volunteers make a positive, relevant, and meaningful difference?
Agenda

• Defining impact
• Connecting impact to stakeholders
• Tracking impact
• Sharing impact
What Does “Impact” Mean?

Organization’s time/energy/effort to engage volunteers

+ 

Time/energy/effort expended by volunteers themselves

= 

Positive results (not just activity!)
What Doesn’t “Impact” Mean?
Impact Requires:

Purpose!

• Current, legitimate, meaningful
• Identified at the start
• Agreed upon
Volunteerism – On Purpose

- Purpose of hospital
- Purpose of volunteerism
- Purpose of evaluation
Unique Benefits of Volunteers
So What?

• If you can state **why** volunteers are vital to your work...

• Then, you know **what** volunteer engagement **success looks like** and...

• Then, you are positioned to:
  • Set goals
  • Measure progress with meaningful data
  • Learn and improve
  • Create relevant position descriptions
  • Recruit well
  • MATTER!
Defining Goals to Accomplish

1. What needs to be done?

2. What aspect or element of this might volunteers be best suited to do?
   a) What outcomes can be expected in the time volunteers are able to give?
   b) How will we know whether there is success or not?

3. How will volunteers do it?
   a) (written position description)

4. How will we prepare them to do it well?
Goals to Accomplish

1. Does this still need to be done?
   
   OR

   What needs to be done now?

5. Are volunteers actually doing what we anticipated and is it having the effect we wanted?

6. Have they done it (well)?
<table>
<thead>
<tr>
<th>Tasks</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Escort patients to appointments, clinics, etc.</td>
<td>Ensure that all patients are guided pleasantly and efficiently so they arrive on time and without anxiety or confusion</td>
</tr>
<tr>
<td>Provide administrative support</td>
<td>Complete assigned tasks in a timely and thorough manner</td>
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<tr>
<td>Visit patients</td>
<td>Provide friendly socialization that increases patients’ sense of well-being and decreases isolation</td>
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</tbody>
</table>
Who are the Stakeholders?

- Many different groups of stakeholders
- Require different information
- To serve different communication goals:
  - Impress
  - Educate
  - Influence positive action
Identifying Stakeholders
Now for the Data!
Who Counts as a Volunteer?

Are we collecting data about all our volunteers?
Improving Data Integrity

Meaningful data, not “busy work”:

- Data that demonstrates *effectiveness* of time spent
- Not just what they did, but *why it mattered*
- What was *goal* of visit or shift – and *was it accomplished*?
- Use data to *benefit volunteer and client* as well as agency
The Usual Suspects...

“necessary, but not sufficient”
What Data Matter? Purpose/Mission

Sutter Health Mission
We enhance the well-being of people in the communities we serve through a not-for-profit commitment to compassion and excellence in healthcare services.
What Data Matter? Stakeholders
What Data Matter? Activities

“Hug-Me-Heart” Pillows Each soft flannel pillow (sewn by volunteers) provides both counter-pressure and warming comfort to patients after cardiac surgery.

“Holiday Hugs” During the holidays, volunteers distribute an assortment of non-edible goodies to our adult patients. Holidays include Valentine’s Day, St. Patrick’s Day, Easter, Fourth of July, Halloween, Thanksgiving, Hanukkah, and Christmas.

Complimentary Newspapers (Monday – Friday) During the past year, volunteers delivered 21,611 newspapers to our patients.

“Brew Crew” Complimentary coffee, apple cider, tea, and hot chocolate are offered to patients in acute care units.

“Instead of being miserable and depressed during my lengthy stay at UCSF, I was showered by a myriad of services, smiling faces, newspapers, laptops, and scores of movies and a DVD player.” -Patient

During the past year, Volunteer Services made the following deliveries and visits:

- 21,611 newspapers
- 1,697 Falls and Safety visits to patients at high risk for falls
- 15,128 cups of coffee, tea, hot chocolate, and apple cider served to family members by “Brew Crew” volunteers
- 2,505 visits to newly-admitted patients
- 1,710 DVD movies
- 603 DVD players
- 760 Laptops
- 1,218 books and magazines
- 1,859 games, puzzles, and art supplies
- 982 patient e-mail messages

UCSF Medical Center
Key Question

How will we *know* when a volunteer has done something that makes a difference?

Answer

Look for *measurable* outcomes

If the outcome is not measurable, keep asking the key question!
Data Sources
Data Collection

- Observation
- Volunteer log
- Above & beyond
- Interviews
- Surveys
- Document review
- Focus groups
- Secret shopper
Data Management

• Purpose
• Guiding principles
  • Purpose of volunteers and of evaluation
  • Alignment between system and purpose
  • Does the system allow us to:
    • Manage?
    • Report?
    • Answer questions about the volunteers, the volunteer department, the hospital?
Sanity Management

- Form a program evaluation team
  - Volunteers
  - Employees
  - Clients

- Seek involvement early:
  - What to ask and how

- Team will buy into the process going forward
Finding the Right Balance

- Proof of Impact
- Collection capability, method, staff
Sharing Impact

“Water cooler talk” shares most news

Focus attention on volunteers in ways that are:

• Conscious
• Strategic
• Meaningful
• Interesting
Be a Storyteller

“Maybe stories are just data with a soul.”
Brene Brown

What will get people’s attention?

• Surprise them with information they don’t expect
• Give them a break from routine news
• Include them in the news you share
• Help them to picture the people as well as the facts
Reports that Get Noticed

• Purpose
• Stakeholders
• Frequency
• Format

• Statistics
• Narrative
• Volunteer Dept. activities
• Problems/successes
• Attachments
Where to Share Impact?
Where to Celebrate?
The “So-What?” Factor
Final Thoughts

- You live and breathe “volunteer impact”
- Others need to be reminded
  - All stakeholders, including volunteers!
  - Demonstrate impact and effectiveness

Use data, not platitudes!
Questions
First Choice Reasons to Involve Volunteers – Beyond “Saving Money”

Volunteers...

- Have perceived credibility because they choose to be advocates – it’s not their “job.”
- Mean something different to the recipient of service than a paid worker (you don’t pay for friendship).
- Are insider/outside, bringing community perspective.
- Add diversity (of all types), expressly different from paid staff.
- Can be objective policy makers without financial vested interest.
- Have the “luxury of focus” to concentrate on one client, task, or issue.
- Demonstrate or acquire ownership of the issue through involvement.
- Are at liberty to criticize because their livelihood isn’t at stake.
- Are still “private citizens,” free to contact legislators or the media.
- Can cut through red tape and artificial jurisdictional barriers.
- Can experiment with new ideas and service approaches, testing what might later be funded.
- Bring more to the organization: time, talents, hands, perspectives.

**NEVER say:**
“Volunteers save us money.”

This is usually untrue! Instead, say:

“Volunteers allow us to spend every dollar we have—and then do more.”

—or—

“Volunteers extend our budget.”

For more details, see the chapter on “Why Volunteers?” in *From the Top Down: The Executive Role in Successful Volunteer Involvement, 3rd ed.* by Susan J. Ellis, Energize, Inc., 2010.
### Volunteer Time/Activity Report for MONTH, YR: _____________

**NAME:** ____________________________  **ASSIGNMENT:** ____________________________

<table>
<thead>
<tr>
<th>DATE</th>
<th>SUMMARY OF ACTIVITIES</th>
<th>TOTAL TIME (S/F*)</th>
<th>COMMENTS/QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

*Remember to show time on site (S) and in the field (F).

**Total for Month:**

**RESPONSE:**

**FROM:**  **DATE:**

**RESPONSE:**

**FROM:**  **DATE:**

**RESPONSE:**

**FROM:**  **DATE:**

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Reports that Educate and Motivate

While volunteer program managers tend to prefer human interaction to dealing with data and reporting, a vital leadership role is to help everyone see the big picture. Develop reports that meet multiple objectives.

**Remember:** If something is truly valued and integral to the operation of your organization, then it ought to be measured, assessed, and appreciated. What’s the message to volunteers if no one asks any questions about what they contribute?

**Do you report at all?**
- Why, what, how often, and to whom?
- Required reports vs. saying what’s necessary

**What data do you collect and share?**
- Always give more than “grand totals”
- Show “how many” volunteers, but also where they are placed and what they do
- Present all the data—occasional volunteers as well as ongoing, groups who assist, etc.
- Include statistics on program operations, not simply volunteer numbers
- Only collect relevant data that you will use!

**Do you also write a narrative report?**
- Apply the “So-what? Factor”
- Highlight things that are new, but don’t neglect things that continue to go smoothly
- Also report on problems or challenges—and a plan for tackling the issue
- Explain what is in the planning stages, not just when it happens (a way to educate on the full effort involved)
- Report on interviews and training sessions (volunteer and staff) conducted
- Include information on your outreach activities in the community
- Share how the program has handled special requests for assistance

**To whom are your reports distributed?**
- Submitted “up” to executives and the board of directors
- Shared “across” to other department heads
- Shared with volunteers—after all, it’s their report

(more)
Who else accepts responsibility for recognizing volunteer contributions?
- Expect each unit or department to include volunteers working with them in their reports about the unit or department, too
- Expect the Executive Director to incorporate volunteer involvement in reports on the whole agency (public reports, reports to funders, etc.)
- Expect the Board to want a report and to react to it.

What happens after you report?
- If no one comments or responds, you need to follow up
- Analyze the statistics to discover patterns in such things as retention by unit or assignment
- Use the information in recruitment, training, and for building volunteer/employee teamwork
- Take whatever actions are warranted to deal with issues raised in the report...including to celebrate

Do you compile an annual report?
- A great tool for internal marketing and education
- Launch at volunteer recognition event
- A place to report, in aggregate, who the volunteers are: ages, gender, race, education level, occupations, etc.

What else can you share that illuminates volunteer engagement?
- Publicity received during month
- Unsolicited letters of thank you to the program
- Samples of newsletters, recruitment materials, etc.
- Results of any program evaluations or needs assessments
- Recognition received such as awards
Volunteer Program Evaluation
(...as distinct from individual volunteer performance assessment)

The most important part of evaluating your program occurs months before, when you start doing the work being assessed: you must SET GOALS TO ACHIEVE! If you do not know what you were trying to do, how can you assess if you accomplished it?

The second most important part of evaluation occurs at your desk. PLANNING is the key to useful and valid evaluation. Don’t do this alone. Form an EVALUATION TASK FORCE to help you from the beginning to reach decisions on the following considerations:

1. AUDIENCE:
   For whom are you developing this evaluation? To whom will the results be reported? Are there several “audiences” (funding sources, agency administrators, government officials, you as manager)?

2. EVALUATION OBJECTIVES:
   What exactly do you want to learn about your program?

   Note: The better you are at pinpointing what you need to know, the better you will be at asking questions that get at the necessary answers. Also, you cannot evaluate everything at once, so you must prioritize your concerns.

3. COLLECTION LOGISTICS:
   How are you going to get your answers and collect your data? Will you utilize written questionnaires (postal mailed or e-mailed?), individual interviews, focus group meetings? Who will help you ask the questions? Who will help you interpret the answers? Where and when will all this happen?

4. DESIGN YOUR QUESTIONS:
   Take time to word your questions carefully: neutral language, measurable and comparable response choices, the right length, etc. Get expert help if necessary.

5. CHOOSE DATA SOURCES:
   Who will participate in your evaluation? Who has the best answers? Among your choices could be:

   • Volunteers: Active and/or inactive
   • Employees: Those who supervise volunteers and/or those who don’t
   • Administrators: Board Members (also volunteers, of course)
   • Clients/Consumers: Present and/or past

   (more)
Volunteer Program Evaluation (cont’d)

- The General Public and/or Special Target Communities
- Other Related Service Agencies
- You
- Written Sources: Census data, annual reports, previous evaluations

Your choice of data sources will be determined by your evaluation objectives and design. You will also have to decide whether and how to sample your sources if they number more than 100 people.

6. MEASUREMENT AND ANALYSIS PLAN:
How will you assure that the answers you receive are comparable and measurable? How will you assure that you correctly interpret the data you receive (hint: it helps to have the aid of a committee!)? How will you report your findings to your “audience”?

7. PILOT TEST:
Try out your design on a few people, preferably some who know nothing about your planning. Are you getting the answers you expected? Answers that are useful? If not: revise!

Now you are ready to DO the evaluation!
Then, ANALYZE IT! REPORT IT! USE IT!
(…and when are you going to do individual volunteer performance assessments?)
Celebrating Volunteer Achievements
The Connection between Recordkeeping, Evaluation, Training, Recognition, Recruitment, and Volunteer/Employee Relations

Don’t wait for an annual event to shine a light on accomplishments:

- Take photographs all the time and put them on agency bulletin boards, print them in newsletters, and post them to Web sites. A picture is worth a thousand words, especially if it shows diverse volunteers being active.

- Develop a “Volunteer Victory” alert form (on paper or via e-mail) and share successes as they happen. Include the names of supportive paid staff, too.

- Submit reports that pass the “so-what?” test. Make sure the details are distributed to each department and to all volunteers themselves.

- Keep a continuous testimonial and comment log. Remember Susan’s Maxim:

  Two people talking is a conversation. Several people talking is gossip. But recording the comments of many people talking is data!

- Ask for special notes on excellent volunteer management to be placed into employees’ personnel records.

- Initiate a “sudden praise squad” that descends upon a person who just achieved something with attention-getting fun. Leave a consistent reward behind (special paperweight, framed medal, etc.).

Then, make use of the annual recognition event:

- Create award categories that celebrate accomplishments, not hours or longevity.

- Acknowledge and somehow involve volunteers who can’t be present.

- Show the “year in review” in slides.

- Issue an annual report and include “did you know?” facts such as volunteers’ professions, education, etc.

- Focus on letting volunteers, employees, and clients speak (you don’t need outside entertainment!) about impact. Be an in-house educator, not a wedding planner!
Volunteer Management Software

Jayne Cravens of Coyote Communications has been serving the field of volunteer management by maintaining a list of all the volunteer management software programs she can find (both those dedicated to volunteer tracking and those that are components of more general software, such as donor or client management). Go to http://www.coyotecommunications.com/tech/volmanage.html where you’ll find the list she keeps updated, as well as tip sheets for choosing the right software for you. As of 2/2014 the list of software dedicated to volunteer tracking is:

- **CERVIS** (Community Event Registration and Volunteer Management System), http://www.cervistech.com/
- **CiviCore Volunteer Management**, http://civicore.com/solutions
- **CiviCRM**, http://www.civicrm.org/, open source and freely downloadable
- **Count Me In**, for sports league volunteers), http://www.countmein.com/
- **eteambuilder**, www.eteambuilder.org/
- **GiftsFriends&Time**, by a company called OneWhoServes, Inc., www.giftsfriendsandtime.com/
- **Global Relief Network** volunteer management system, from AidMatrix, http://www.aidmatrix.org/Technology/volunteer.htm
- **Hello Scheduling**, http://helloscheduling.com/industries/volunteer-scheduling
- **Income Manager v.5.1**, http://www.incomemanager.net/
- **Ministry Scheduler Pro**, created originally by Catholic Churches but “can be used for any religious denomination”, http://www.rotundasoftware.com/ministryschedulerpro/
- **My Service Log**, from Tronics Software LLC, http://www.myservicelog.com/
- **NEON** (Nonprofit Enterprise Online Network), http://www.z2systems.com/
- **OrgAction Online Volunteer Database**, http://www.orgaction.com/
- **Samaritan Technologies** (eCoordinator), http://www.samaritan.com/
- **ShiftBoard**, http://www.shiftboard.com/
- **Son of Service (SOS)** (free), http://sos.sourceforge.net/

(continued)
Volunteer Management Software, continued

- **The Registration System** (TRS), developed by Simply Hospitality, [http://www.theregistrationsystem.com/](http://www.theregistrationsystem.com/)
- **Volunteer Management System (VMS)**, a free MS Access database by Wright Information Technology Solutions, [http://www.witstoronto.ca/index.html](http://www.witstoronto.ca/index.html)

References Mentioned in the Presentation

Additional Resources on Measuring and Reporting

*Everyone Ready® Self-Instruction Guides*

Available from the Volunteer Management Skill-Building Center archives, searchable from the Main Page.

- “Volunteer Performance Assessment: Assuring the Best from Each Volunteer,” by Andy Fryar
- “Developing Reports with Clout: Showing the Impact of Volunteers,” by Susan J. Ellis

**Books**

*When there is a URL link shown below to the Energize Online Bookstore (www.energizeinc.com/store), remember to use your Everyone Ready discount when ordering!*

Ellis, Susan J. *The Volunteer Management Audit.* Energize, Inc., 2003. (If your organization was a member of *Everyone Ready* in 2005, this resource is available to you in your Archived Topics linked from the Main Page.)


**Articles**

*Remember to access e-Volunteerism articles through from your Everyone Ready Main Page.*


Cravens, Jayne. “Communicating with Volunteers: Making the Most of Your Options.”
Ellis, Susan J. “The Monetary Value of Volunteer Time,” plus links to other Web sites with articles and information on this topic.  
http://www.energizeinc.com/art/afoc2.html


Potential Volunteer Assignments

In thinking about how and where volunteers might be involved in your area of responsibility, there are several factors you might want to consider. You might, for example, think about creating volunteer jobs through consideration of the following categories of work:

1) Are there areas of work that staff doesn’t want to do? This may be because they are not skilled in that type of work, or are too skilled for the work, or else simply have a preference to concentrate their efforts in another area.

2) Are there areas in which there is too much work for staff to do alone, and for which we might create volunteer assistants who can extend staff resources? These assistants might work directly with a staff person or could perform tasks that benefit all staff.

3) Are there areas in which we can extend services because volunteers would allow us to begin work that we cannot now consider undertaking?

You might also want to consider the creation of volunteer jobs based on the recipients of the service. Consider the following:

- Jobs that are of direct assistance to an individual client. (Counseling, visitation, mentoring, etc.)
- Office administrative helps. (Information services, filing, messengers, computer aid, etc.)
- Direct assistance to staff. (research, training, etc.)
- Outreach. (speakers bureau, fundraising, client marketing, etc.)

Volunteer Assignment Design

Keep the following keys in mind as you think about the specific work that you would like the volunteer to do:

1) The work must be meaningful and significant, both to the agency and to the clientele. The work must be needed and should be interesting to someone. This means that your volunteer job must have a “Goal” or “Purpose” that the volunteer can work to accomplish and can feel good about having achieved.

2) The volunteer ought to be able to feel some ‘ownership’ and ‘responsibility’ for the job. Volunteers are not robots, but must feel that they have some input into and control over the work they are asked to do.

3) The work must fit a part-time situation. Either the work must be small enough in scope to be productively approached in a few hours a week, or else it must be designed to be shared among a group of volunteers.

4) Volunteers must be ‘worked with’. They should be assigned to work with staffs who are capable of supervising their activities in a productive fashion, and providing on-going direction, evaluation and feedback.

Scheduling the Volunteer Assignment

The more flexible the timeframe of the volunteer job, the greater the likelihood that you can find someone who will be willing to undertake it. Think about the following as different options for the job:

- Are there set hours during the week when the volunteer will be needed?
- Can the work be done to a totally flexible schedule at the discretion of the volunteer?
- Could the work be done on evenings or weekends?
- Must the work be done on-site at our office?

Assessing Managerial Readiness

The following considerations must also be addressed in thinking about a new volunteer position:

- Do we have adequate assigned workspace for the volunteer?
- Have we assigned a supervisor for the volunteer?
- Do we need to provide any orientation or training for staff before they work with volunteers?
- Do we have a clear idea of the qualifications we will be looking for in a prospective volunteer?
- Do we know what training the volunteer will need to do the job the way we want it done?
- Do we have a firm description of the goals and objectives of the work to be done?
- Do we have a plan for including the volunteer in our office activities and communications flow?

Taken from GRAPEVINE SEPT/OCT 1991
## VOLUNTEER ASSIGNMENT GUIDE WORKSHEET

**Thank you for wanting volunteers in your department!**

1) Complete all section(s) of this worksheet
2) Send to Voluntary Service, Fax: (215) 823-4452; Interoffice - 135
3) Call (215) 823-5888, or e-mail Melissa.Heinlein@va.gov
4) Once the form is reviewed and approved, Voluntary Service will contact you to discuss your volunteer request.

### Assignment Area Information

Department Contact (please print): ____________________________________________________________________

Today’s Date: ___________________________________________________________________________________

Proposed Volunteer Assignment Title: ____________________________________________________________________

Department: ____________________________________________________________________

Location (Building and Floor): ____________________________________________________________________

Staff Contact Name and Title: ____________________________________________________________________

____________________________________________________________________________________________

Staff Contact Extension: __________  Beeper: __________  E-mail: ____________________________________________________________________

Contact Supervisor: ____________________________________________________________________

### Volunteer Assignment Information

#### Assignment Summary
____________________________________________________________________________________________

____________________________________________________________________________________________

#### Volunteer’s Major Function
- [ ] To provide clerical support
- [ ] To provide administrative support
- [ ] To interact with patients, families, community
- [ ] Other: ____________________________________________________________________

#### Specific Volunteer Duties

*If more space is needed, please attach a separate sheet*

- [ ] Answering phones
- [ ] Filing/shredding (limited to 45 min./shift)
- [ ] Running errands
- [ ] Photocopying (limited to 45 min./shift)
- [ ] Faxing
- [ ] Friendly visitor to patients
- [ ] Assist with mailings
- [ ] Confirming appointments
- [ ] Data entry
- [ ] Other: ____________________________________________________________________
- [ ] Escorting patients
- [ ] Other: ____________________________________________________________________

#### Volunteer Training Requirements

- [ ] Voluntary Service Orientation (mandatory)
- [ ] Annual competency training (mandatory)
- [ ] Orientation/training to department (mandatory)
- [ ] Other: ____________________________________________________________________

#### Volunteer Qualifications

- [ ] High School Education
- [ ] College Education
- [ ] Medical background
- [ ] Basic computer skills
- [ ] Attention to detail
- [ ] Office/administrative experience
- [ ] Customer service experience
- [ ] Pleasant and courteous manner
- [ ] Good communication skills
- [ ] Other: ____________________________________________________________________
- [ ] Other: ____________________________________________________________________

#### Volunteer Attire

- [ ] PVAMC volunteer uniform and photo ID badge are mandatory

#### Physical Demands of Volunteer Assignment

*Check all that apply*

- [ ] Climbing
- [ ] Balancing
- [ ] Stooping
- [ ] Pushing
- [ ] Kneeling
- [ ] Pulling
- [ ] Reaching
- [ ] Standing
- [ ] Walking
- [ ] Lifting
- [ ] Grasping
- [ ] Talking
- [ ] Listening
- [ ] Repetitive Motion
- [ ] Other: ____________________________________________________________________

#### Volunteer Schedule

*When is volunteer needed in your department? Check all that apply.*

Day(s): [ ] Mon.  [ ] Tues.  [ ] Wed.  [ ] Thurs.  [ ] Friday  
[ ] Sat.  [ ] Sun.

Time: [ ] 8 AM - 12 PM  [ ] 12 PM - 4 PM  
[ ] Flexible AM  [ ] Flexible PM

### For Official Use

Date received: ____________________________________________________________________

Meeting scheduled with requesting department: ____________________________________________________________________

Assignment approved: [ ] Yes  [ ] No  If no, why: ____________________________________________________________________

Formal assignment guide created on: ____________________________________________________________________
Volunteer Assignment Guide

Volunteer Assignment Title: Hospitality/Messenger Volunteer
Department Location: Voluntary Service – 6th floor
Supervisor: VAVS staff
Supervisor Extension: 6830/5868
Schedule: Monday-Friday
Supervisor E-mail: vhaphivsn4voluntary@va.gov
Times: 8:00 AM- 4:00 PM, some evenings with training

Assignment Purpose
- To interact with patients, families, residents (CLC), and community and to facilitate the care of patients by assisting with delegated patient care tasks
- To facilitate the efficient functioning of the patient care unit by assisting with clerical and messenger tasks

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<tr>
<th>Key Result</th>
<th>Tasks</th>
<th>Measurement</th>
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| Customer Service/Patient Care | • Escort ambulatory patients to appointments, clinics, etc.  
• For CLC residents: escort to appointments internal, recreation therapy activities, etc.  
  o Do not escort residents on ambulance; volunteers are not permitted to do this task.  
• Visit with patients (residents) who could benefit from socialization  
• Direct patients, visitors, and community to desired location and escort to exact location | Veterans needs are attended to in a timely manner |
| Provide Administrative Support | • Run errands for departments (deliveries, mail pick up, etc.)  
• Make rounds to departments to assist with running errands including, but not limited to:
  HOSPITAL  
  Pharmacy (1st floor), Radiology (3rd floor), Physical Therapy/Occupational Therapy (2nd floor), 
  Surgical Clinics (3rd floor),  
  COMMUNITY LIVING CENTER (if access to CLC received)  
  Physical Therapy/Occupational Therapy (1st floor), Recreation Therapy (1st floor)  
• Assist Voluntary Service staff with donation pick up, distribution of donations throughout hospital and community living center  
• Inform Voluntary Service staff when additional business cards are needed  
• Issue business cards to department; introduce self, mention your role as a hospitality/messenger volunteer, your hours that are indicated on the business card, and how you are here to assist with deliveries, escorting patients (residents) to where they need to go  
• Other assigned tasks as designated by Voluntary Service staff | All assigned tasks are completed correctly in a timely manner |

Qualifications
- Strong communication skills  
- Ability to talk with patients, staff, visitors  
- Know Hospital (and/or community living center) layout  
- Positive attitude and willingness as needed  
- Physical Demands  
- Sitting, standing, hearing, talking, walking, pushing

Training
- Voluntary Service Orientation (mandatory)  
- Annual competency training  
- Department-specific training  
- Wheelchair/escort training

Attire
- Business casual attire  
- Photo identification badge and volunteer uniform

Approvals

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<th>Service Supervisor (print)</th>
<th>Service Supervisor Signature</th>
<th>Date</th>
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<td>Volunteer Name (print)</td>
<td>Volunteer Signature</td>
<td>Date</td>
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Volunteer Value Metrics

- Number of clients or participants served by volunteers
- Number of people referred to organization by a volunteer (volunteers, board members, clients, etc.)
- Number of services provided by volunteers
  - For example, rides given, meals delivered, youth mentored
- Quality of service provided by volunteers
- Amount of change achieved by volunteers
  - For example, number of seniors able to live independently
- Percentage of client need met by volunteers (number of hours filled/number of hours needed)
- Amount of money or in-kind gifts raised by volunteers
- Amount of money or in-kind gifts given by volunteers
- Cost savings to the organization achieved by engaging volunteers
- Number of posts/follows/likes on social media by volunteers
- Number of volunteers participating in other organizational roles (program participant, donor, etc.)
- Number of group volunteers that go on to donate or serve on their own
- Volunteer time converted to full-time equivalents (FTE)
  - For example, a volunteer who works 10 hours per week would be .25 FTE.
- Volunteer Net-Benefit Analysis
  - Tool that assesses if challenges of volunteer mgmt. outweigh benefits or vice versa.
- Number of staff or other volunteers trained or coached by volunteers
- Number of volunteers leading other volunteers (and number of volunteers they lead)
- Ratio of volunteers to paid staff
- Ratio of volunteers to volunteer administrators
- Number of programs or departments engaging volunteers
- Number or type of organizational goals met through volunteer support
  - For example, partnerships developed, legislation passed, campaigns completed
- Number of volunteers engaged (new, traditional/skilled, etc.)
- Number of volunteer hours
- Number of hours per volunteer
- Volunteer frequency (how often the volunteer serves)
- Volunteer regularity (how regularly the volunteer serves, e.g., every Tuesday, annually at the gala, every 3rd Friday of the month)
- Percent of volunteer groups that serve more than once
- Volunteer engagement rate (number of active volunteers/number of enrolled volunteers)
- Percent of volunteer positions or slots filled
- Extent to which volunteers reflect the community served (language spoken, race/ethnicity, age, gender, etc.)
- Value of volunteer time
  - Independent Sector rate: $24.14/hour of volunteer time
  - Wage replacement: value of volunteer time if he/she were paid
- Return on Investment ratio
  - For example, for every $1 spent on volunteer engagement, the agency receives $x of value.

Developed by Sue Carter Kahl Consulting