How to Engage Unit Staff to Maximize the Use of Volunteers

Presenters:
Scripps Memorial Hospital La Jolla
Jill Newell, Manager
Susan Vandendriesse, Project Manager
• Determine if your hospital volunteer program is centralized or decentralized.

• Gain tools for decentralized volunteer program.

• Tips for training unit staff to work with their volunteers.

• Retain volunteers with meaningful work and positive relationships.

• What would you like covered in today’s session?
A **centralized** program DVS is the person responsible for interviewing, screening, placement, supervision, recognition and retention. Volunteers might “check in” every time they are there with the DVS for assignment, supervision and all other aspects of keeping volunteers engaged in the program. In other words, the relationship is built between the DVS and the volunteer.

Adapted from Volunteer Today.com, The Electronic Gazette for Volunteerism, 2009, Mary Kay Hood
A *de-centralized* program the DVS is the person responsible for interviewing, screening and placement. The department handles supervision. The DVS then functions as the “*consultant*” to ensure a positive ongoing volunteer placement. In this framework, the volunteer partners with the people they interact with as they carry out their volunteer duties on a daily basis.

*Adapted from Volunteer Today.com, The Electronic Gazette for Volunteerism, 2009, Mary Kay Hood*
Is your hospital volunteer program **centralized** or **decentralized**?
A little about us:

- Scripps Memorial Hospital La Jolla
- Jill Newell, Manager Volunteer Services
- Susan Vandendriesse, Project Manager Volunteer Services
- Human resources department for volunteers
Introduction
Four Hospitals
Five Hospital Campuses
26 Outpatient Centers
Volunteer Services, Scripps Health

Scripps Health Volunteers: 2,000

Scripps Memorial Hospital La Jolla volunteers: 840
Departments utilizing volunteers: 55
Volunteer positions: 73

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>% of Total Volunteers</th>
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<tbody>
<tr>
<td>Adult</td>
<td>355</td>
<td>49%</td>
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<tr>
<td>Student</td>
<td>284</td>
<td>39%</td>
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<tr>
<td>High School</td>
<td>91</td>
<td>12%</td>
</tr>
<tr>
<td>Pet Therapy Teams</td>
<td>26</td>
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Units Utilizing Volunteers

- Admit/Discharge
- Book Cart
- Campus Shuttle
- Craft/Sewing Group
- Cardiac Treatment Center
- Employee Health
- Endoscopy
- Food and Nutrition
- Gift Shop
- Human Resources
- Literature Therapy
- Lobby
- Messenger Services

- Mothers Boutique
- Pastoral Care
- Pathology Laboratory
- Pet Therapy
- Pianist
- Pharmacy
- Radiology Departments
- Rehab Services
- Rose Garden
- Telemetry
- Waiting Rooms – Surgical, Catheterization Lab, ICU, Ximed Radiology
- Volunteer Office

- Women’s Center
- Orthopedics/Surgical
- Progressive Care Unit
- Cardiac Unit
- 7 West
- Emergency Room
- ICU
- Operating Room
- Recovery Rooms
Best/Worst Activity

- In a small group, please share the best and worst experience you have had volunteering. Share one example with large group.
Advantages of a decentralized program

• Allows the volunteer manager to expand the role of volunteers program.

• Volunteers become critical members of the hospital units.

• Elevates our profession.
Key Components of Decentralized Program

- Thorough and consistent training process.
- Well written position descriptions.
- Policies and professional behavior should equally apply to the paid and volunteer staff.
- Staff should understand the volunteer services policies and procedures.
- Frequent and regular contact with staff.
1. Analyzing volunteer need:
   
   • Identify the need for a volunteer.

   • Provide a volunteer detailed requisition. *(toolkit item)*
1. Creating volunteer positions:
   - Identify volunteer trainer.
   - Create position description and competency checklist.
   - Create volunteer schedule.
Directing Your Volunteers

**VOLUNTEER TRAINER’S SELF-EVALUATION**

This is a personal check-up for you to assess how your volunteer staff is measuring up to your expectations. It includes some questions regarding your performance as a supervisor. It is strictly for your own benefit, not to be reviewed by anyone else.

- Did I reserve uninterrupted time to be alone with the new volunteers for the first day’s training?
- Did I let the volunteer see that this job is important enough to warrant my undivided attention?
- Did I introduce the volunteers to the staff to help them feel at home on the first day?
- Did I give the volunteers a basic department tour, where the nearest bathroom is, and where the fire alarm is?
- Did I have appropriate tasks organized and ready for them on their first day?
- Do I consistently notice my volunteers and say hello to them?
- Do I express thanks and appreciation for their help to the department?
- Do I review expectations and if errors occur, do I explain how I DO want it done?
- Do I tell the volunteers why the job is important and what difference it makes to the function of my department?

**DEPARTMENT MANAGER’S SELF-EVALUATION**

- Do I like to have volunteers working in my department?
- Is it an overall pleasant and helpful experience?
- Do I need to take action to improve the service volunteers are giving in my department?
- What could I do to make it better?
- Do I solicit input from my paid staff regarding their feelings about:
  - Their observation of work performed by volunteers in my department
  - Their acceptance of volunteers as legitimate partners in the helping process?
- Is my staffs’ performance level as a supervisor of volunteers included in their annual reviews?

*(toolkit item)*
1. Selecting volunteers:
   • Orientation
   • Interview
   • Process volunteer
Step 4

1. Onboarding/exiting volunteers

- Unit staff contact volunteer
- Volunteers trained on the unit
- Exit interviews
Maintaining relationship with staff

- Be visible at management meetings
- Meet and welcome new managers
- Provide support & resources
- Check-in on regular basis
- Volunteer Training Appreciation Luncheon \(\text{(toolkit item)}\)
Volunteer Trainer Appreciation Luncheon

• Origins of the Volunteer Trainer Appreciation

• Low/high performing departments

• Focus groups

• “Training Busy Staff to Succeed with Volunteers” by Betty Stalling (CAHHS Resource Center under Effective Practices, Volunteer Administration Courses)
• Important elements of the agenda  *(toolkit item)*

• Resource binder  *(toolkit item)*
Important Elements of the Agenda

Trainer Luncheon Agenda

12:10 -12:20 p.m.  Welcome
Thank them, share volunteer stats
Purpose of luncheon
Talk about recruitment
Introduce Jill

12:20 -12:35 p.m.  Explain Binder
Video
Welcome Heidi

12:35- 12:40 p.m.  Talk about her experience & Thank for everything

12:40- 12:50 p.m.  Ask trainers to introduce themselves to large grp
Name, Title, Unit

12:50- 1:05 p.m.  Table Activity
1. **Best/Worst Activity** – Each share the best and worst experience they had volunteering. Share 1 example with large group.

1:05-1:20 p.m.  2. **Write down 3-4 best practices** you’ve done on your unit to make your volunteer program successful. Share 1 example with large group.

1:20 p.m.  Describe Certificates- Fit with organization goals
Pins
Cookies to thank unit
Thank committee. Jill, Judy, Sandy, Kris,
Thank Heidi

1: p.m.  Thank you! Good-bye!
Best Practices

• Share an example of how your department utilizes volunteers to increase patient satisfaction.

• Share an important element that you do on your unit that creates a successful volunteer experience.

• Share stories of amazing volunteers.
Rehab Volunteer Board
Volunteer Resource Binder Contents

Use these resources and samples to maximize the volunteer experience!

Included in Your Volunteer Toolkit:

Your Unit Specific Resources
- Department Schedule (updated monthly)
- Volunteer Position Description and Competency Checklist (updated annually)
- Volunteer Birthday List (by request, call Volunteer Services and in Update newsletter)

Scripps La Jolla Volunteer Services Resources
- Volunteer Policies and Procedure Summary
- Volunteer Services Contact Information
- Networking Contacts, Hospital-wide Volunteer Trainers

Other Resources to Help Enhance the Volunteer Experience
- Directing Your Volunteers
- 100 Ways to Thank, Support Your Volunteer
- Supply of “Thank you” Cards
- Volunteer Brochure- keep handy to give to patients, visitors and family members
- Update, Volunteer Newsletter
‘Tis the Season for Giving... Remember your wonderful volunteers this holiday season!

As you begin to plan your department holiday events, potlucks and greeting card list, keep in mind your valuable and dedicated volunteers.

Here are just a few ways to show your appreciation:
- Send a thank you or holiday card (we’ll give you their addresses.)
- Invite to holiday potlucks and events.
- Include in charitable causes with your department.
- Give a certificate of appreciation.
- Give a hug, high five, fist bump, or handshake.
- Everyone loves sweets! Bring in donuts, candy or cake.
- Submit appreciation comments to the Volunteer Newsletter
- Put your celebrity volunteers on display with photos.
- Say, “THANK YOU!”

Please contact Volunteer Services if we can help you in any way! Ljvolunteerservices@scrippshealth.org or call Jill at (858) 626-6870. Happy Holidays!

(toolkit item)
• What is one take away from this session that you can incorporate in your volunteer program starting next week?
Toolkit Documents

“Training Busy Staff to Succeed with Volunteers” by Betty Stalling

THANK YOU!
100 ways to thank, support your volunteers

1. Create a climate in which volunteers can feel motivated
2. Here are some ways to thank and support your volunteers.
3. Create a climate in which volunteers can feel motivated
4. Say ‘thank you’ often, and mean it
5. Match the volunteer’s desires with the organization’s needs
6. Send birthday cards. Send a card at Christmas
7. Provide a clear role description for every volunteer
8. Make sure new volunteers are welcomed warmly
9. Highlight the impact that the volunteer contribution is having on the organization
10. Show an interest in volunteers’ personal interests and their outside life
11. Tell volunteers they have done a good job
12. Give volunteers a real voice within the organization
13. Set up a volunteer support group
14. Provide meaningful and enjoyable work.
15. Always have work for your volunteers to do and never waste their time
16. Send ‘thank you’ notes and letters when appropriate
17. Smile when you see them!
18. Say something positive about their personal qualities
19. Involve volunteers in decision-making processes
20. Give a certificate to commemorate anniversaries of involvement
21. Develop a volunteer policy
22. Allow volunteers the opportunity to debrief, especially if they work in stressful situations
23. Let volunteers put their names to something they have helped to produce or to make happen
24. Differentiate clearly between the roles of paid staff, trainees and volunteers
25. Have a volunteer comments box and consider any suggestions carefully
26. Make sure the volunteer coordinator is easily accessible and has an ‘open door’ policy
27. Provide insurance cover
28. Supervise volunteers’ work
29. Have a vision for volunteer involvement in your organization
30. Do not impose new policies and procedures without volunteers’ inputs
31. Ask volunteers themselves how the organization can show it cares
32. Permit volunteers to attend seminars, conferences and workshops from time to time
33. Give volunteers a proper induction
34. Celebrate the year’s work together
35. Offer to write volunteers letters of reference
36. Accept that different volunteers are able to offer different levels of involvement
37. Accept that an individual volunteer’s ability to commit may change over time
38. Ask volunteers’ opinions when developing new policies and strategies
39. Make sure the director (especially in large organizations) shows her/his personal appreciation of the volunteers’ work
40. Pass on any positive comments about volunteers from clients to the volunteers themselves
41. Provide the opportunity for ‘leave of absence’
42. Add volunteers to memo and e-mail distribution lists
43. Set solid goals for volunteers and keep communicating them
44. Provide car or bike parking for volunteers
45. Give the volunteer a title which reflects the work they do (not just ‘volunteer’) 
46. Consider providing, or paying for, child care for volunteers who are parents
47. Inform the local press about the excellent work of your volunteers
48. Undertake individual supervision and support sessions 
49. Always be courteous
50. Maintain regular contact with volunteers, even if they work ‘off-site’ or at odd hours
51. Allow volunteers to ‘get out’ without feeling guilty
52. Keep volunteers informed of changes in structure and personnel
53. Provide adequate clothing and name badges if appropriate
54. Use quotes from volunteers in leaflets and annual reports
55. Devote resources (time and money) to volunteer support
56. Count up how many hours volunteers contribute and publicise this
57. Ensure all paid staff and trainees know how to work effectively with volunteers
58. Provide accredited training
59. Hang a volunteer photo board in a prominent position
60. Give volunteers the opportunity to evaluate their own performance and role
61. Do not overwhelm volunteers
62. Build volunteers’ self-esteem by giving them a sense of ownership of their work
63. Always be appreciative of volunteers’ contributions
64. Ensure volunteers have adequate space and equipment to do their work
65. Provide excellent training and coaching
66. Recognize that volunteers play a unique role
67. Have an annual volunteer award ceremony
68. Focus on the problem, if there is one, not the personality of the volunteer
69. Create two-way communication processes
70. Have occasional lunches, dinners, barbecues, picnics, etc
71. Create a volunteer notice board
72. Set up a volunteers forum
73. Allow volunteers to get involved in solving problems
74. Pay for an eye test if they sit in front of a computer all day
75. Review the progress of volunteers on a regular basis
76. Reimburse out-of-pocket expenses
77. Conduct an exit interview when a volunteer leaves
78. Have a ‘volunteer voice’ section in your newsletter
79. Be honest at all times
80. Provide constructive appraisal
81. Make volunteers feel good about themselves
82. Don’t treat volunteers as ‘second class citizens’
83. Ensure confidentiality for your volunteers
84. Present an occasional inexpensive gift
85. Provide volunteers with a ‘rights and responsibilities’ charter
86. Don’t bully them into doing tasks which they have made clear they don’t want to do
87. Give free membership to your organization
88. Ensure you have adequate support skills yourself
89. Ask why volunteers are leaving or have left
90. Throw a volunteers party
91. Use surveys as a way of eliciting your volunteers’ views
92. Provide free refreshments during coffee and tea breaks
93. Celebrate National Hospital Volunteer Week
94. Suggest sources of help and support for personal problems
95. Allow volunteers to air legitimate grievances and make sure they are dealt with swiftly
96. Send a card or flowers if volunteers are ill or bereaved
97. Encourage them to sit on committees and attend meetings
98. Ensure a safe and healthy working environment
99. Allow volunteers to take on more challenging responsibilities
100. Make sure that every volunteer has equal access to support
Best Practices for Using Scripps Volunteers

Tips for Creating a Successful Volunteer Program on Your Unit

- Integrate into team - so they feel “part of the team.”
- Get to know them.
- Birthday list posted in the Dept.
- Include volunteer in celebrations
- Take them out to fancy lunches
- Nominate for hospital awards
- Make a BIG deal out of birthdays and volunteer week
- Thank them and hug them every day
- Invite all staff/volunteers to all outings
- Happy hour parties, social activities
- Posting volunteers names on the dry-erase board
- Allow volunteers to do different tasks they wish to do. Be Flexible
- Orient to departments, show the coffee and goodies, make sure they are welcomed
- Include them in pot lucks and celebrations
- Volunteer recognition by knowing their names
- Gift cards—movie tickets, etc.
- Orient with checklist and office visit first day to prep for autonomy
- Give small gifts of appreciation to make feel welcome and needed
- Identify interests with needs of department
- Listen to their needs and special talents.
- Mainstreaming special needs volunteers with staff
- Welcome them
- Create a volunteer bulletin board
- Inbox for volunteers “To Do” box
- Tour of campus/facilities
- Communicate: Let them know what is going on, what is expected of them and have items prepared for them
- Find out about the volunteer and give them tasks for their professional/personal development
Dear Managers & Volunteer Trainers,

The holiday season is on the way and it is the perfect season to take a moment to thank and appreciate your department volunteers. You can acknowledge your volunteers in a number of ways. I would recommend including them in your department’s holiday potlucks, gatherings and festivities or sending them a holiday greeting card. Please let me know if you would like mailing labels for your volunteers.

Thank you for all you do to include your volunteers as part of your team. Please let me know if there is anything I can do to support you.

________________________________________________________________________

Dear Volunteer Trainers,

I would like to thank and acknowledge you for all the work you do to include your department volunteers as part of your team. I rely on you to train, oversee and appreciate your department volunteers throughout the year. Because of you the volunteers have a positive experience which directly impacts volunteer retention. Thank you for supporting our wonderful and dedicated volunteer staff.

Respectfully,
Jill Newell, Volunteer Manager
Together We Shine!

Please join us for the Volunteer Trainer Appreciation Luncheon

Tuesday, June 29, 2010
12:00 p.m. to 1:30 p.m.
Great Hall

We'd like to thank and acknowledge YOU for all the work you do with our La Jolla volunteers!

You are invited to exchange best practices, share ways that your department utilizes volunteers and discuss how you’ve made the volunteer experience successful.

You will receive an acknowledgement from administration, an appreciation certificate to include with your performance appraisal and a helpful volunteer binder for your unit.

Please RSVP to Jill Corrales, Volunteer Services Training & Development coordinator at 626-6870 or email Corrales.Jill@scrippshealth.org by Monday, June 21 so that we may have a delicious lunch ready for you. If you feel there is someone else from your department who should also be invited, please send me their name.

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Trainer Luncheon Agenda

11:15 a.m.  Set Up (committee)
            Decorations
            AV
On tables
            Candy buckets
            flashlights
            Name card

11:45 a.m.  Check-in
            Photo slide show, Music
            Confirm contact info on trainer list
            Guest grab lunch

12:05 -12:15 p.m.  Welcome -
            Purpose of luncheon: Appreciation and share ideas
            Invite Sandy Hughes to come say “thank you”
            Volunteer system-wide accomplishments, & Share volunteer stats

12:15 -12:30 p.m.  Show video
            Testimonials

12:30 - 12:45 p.m.  Ask trainers to introduce themselves before speaking.
            Name, Title, Unit

            Group Discussions
            1.  Share an example of how your department utilizes volunteers to increase patient satisfaction.
            2.  Share an important element that you do on your unit that creates a successful volunteer experience.

12:45 p.m.  Volunteer Trainer Spotlight: Jenni Howe

12:50 p.m.  Resources/Reminders
            “Were Here for You”
            Binder
            Reminders
            Schedule
            Schedule Changes
            Absences
            Volunteer appreciation cards, get well, etc.

12:55 p.m.  Recruitment
            Excel Together Thank you
            Thank committee. Jill, Letitia and Loretta

1:00 p.m.  Good-bye!
            Take bucket of candy to thank unit
1:00 p.m. At check-in table
Request for binder clipboard

**Binders**
- Volunteer Schedule
- List of Trainers “People to Network”

**Supplies**
- Butcher paper
- Markers
- Pins
- Volunteer Video
- Laptop
- Request of Volunteer Trainer binder
- Music CD
- Photo Power Point in background
- Name cards
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1:20 p.m. Describe Certificates- Fit with organization goals  
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Cookies to thank unit  
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1: p.m. Thank you! Good-bye!
VOLUNTEER REQUISITION

To help you create your department’s volunteer position description and help us to determine your volunteer needs, please fill out the below form and send it to Volunteer Services Department at LJ10, fax to (858)626-6063 or email Corrales.Jill@scrippshealth.org. If you have any questions call Volunteer Services at (858)626-6994.

Every month we welcome new volunteers at our New Volunteer Orientation. Please contact us if you would like to do a short “infomercial” at our next Orientation. We will make every attempt to fill your request from our next group of new recruits.

Your Name: __________________________________________________
Department: ___________________________________________ Ext. ___________
Is this volunteer position new to your department? ☐ YES ☐ NO

Specific description of position duties and responsibilities (use back of page to continue)
1. 
2. 
3. 
4. 
5. 
6. 
7. 
8.

Qualification: (include any physical requirement, job specific safety issues)
1. 
2. 
3. 
4. 
5.

How will the volunteer benefit from this position?

Could a high school student fill this position? Yes __________ No __________

POSITION SCHEDULE:
☐ SUN. ☐ MON. ☐ TUES. ☐ WED. ☐ THURS. ☐ FRI. ☐ SAT.

SHIFTS/HOURS NEEDED:
☐ 8 a.m. to 12 p.m. ☐ 12 p.m. to 4 p.m. ☐ 4 p.m. to 8 p.m. ☐ 8 p.m. to 12 a.m.

Supervisor’s Name: ___________________________________________ Ext. ________________
Location: _______________________________________________________

Signature of Department Head: ____________________________ Date: ________________

A representative of our department will be in contact with you.
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