

Influencing Up - getting the voice of your volunteer heard

Key Note by Brian ODonoghue, Director of People, Marie Curie



Marie Curie – what do we do?

Nursing

**32,692 people
cared for**

**2,167 Nursing
staff**

**1.2 million hours
of nursing care
provided**

Hospices

**8,210 people
cared for**

9 hospices

99% of patients

**likely to
recommend us to
friends and
family**

Information and Support

10,722 enquiries

1.4 million views

**of online
information**

**90% of callers
rated the service
'excellent'**

Volunteer Services

**1,625 households
supported**

**808 active
volunteers**

**57% more than
last year**

**10,023 face-to-
face support
visits**

People Director

- Responsible for all people at Marie Curie
- Manage the Head of Volunteering in her role and her accountability for volunteering activity and volunteers
- Responsible for the people strategy
- Responsible- along with the Head of Volunteering for transformation work on 'people' and culture at Marie Curie

Corporate Services at Marie Curie

- One of the most recent and biggest operational changes at Marie Curie
- Bringing together HR, Volunteering, Internal Communications and engagement and Learning and Development together as 'People'
- People joined IT, Legal, Procurement, Finance, Internal Audit, Estates and Data and Analytics under one executive director to form Corporate services

Volunteering in palliative care- the questions we are grappling with!

Hospices

- How do we connect the local community to their hospice? Bringing the hospice and end of life out of the building?
- Patient centred volunteering
- Is there a future for clinical volunteers?

Helpforce and hospitals

- The largest push for volunteering in the NHS for decades
- How can volunteers support medical staff in hospital to improve patient and family experience?
- Hospital discharge, befriending, navigators, advocacy

Community Development

- What is a communities roles in the end of someone's life?
- Will community circles be the missing link in connecting isolated terminally ill people to organisations?

Volunteering at Marie Curie

Meet one of our volunteers. This is Basil who has volunteered for Marie Curie at our hospice in Penarth for over 30 years.

https://www.youtube.com/watch?v=W_g2woiLEgM

Volunteering at Marie Curie

How do we look?

- 9500 volunteers
- Approx 1500 recruited each year
- Low turnover- most volunteers have currently been with us between 5 and 10 years.
- In general volunteers are aged between 65 and 75 and 2/3 are female

Fundraising

Shops
Community
Speaker programme
Major Events committees
Hospice Development Boards

Patient Facing

Helper
Companions
Hospices
Expert Voices

How do we do 'volunteering'?

Operational

Volunteering Operations Centre

- End to end processes that operationalise volunteering
- Recruitment, onboarding, training, expenses, long service, volunteer changes, support of CQC and other compliance

Business Partnering

- 4 regional business partnering teams mapped against HR. Each region is supported by 2 volunteering development officers and each hospice has a Volunteer Coordinator for both Helper and Hospice volunteers
- New roles, campaigns, workforce development conversations
- Management of volunteer relations cases

Why do you want your board to hear your volunteers?

The good

- SROI- what's the output of their investment?
- The brand, reputation and profile
- The power of the volunteer movement
- What more can we do thanks to volunteers?

The bad

- What is the risk attached to volunteering? How are we managing it?
- What happens if you don't have enough volunteers?
- What happens if volunteer engagement drops?

The ugly

- Where has volunteering gone too far? Boundaries, costs, risk, volunteer recruitment with no business reason
- Where isn't volunteering delivering good SROI?
- Where has it gone wrong? What did we learn?

How?

Case Studies, talks and numbers that mean something

- A real life person will always make the largest impact
- But if not a constant drip feed of volunteer case studies that regularly remind senior leadership and boards of the importance of volunteering
- An annual review- we have a people report to also remind of the equality of staff and volunteer
- Use the right language- you will speak to your FD differently to your Director of Fundraising

Making it real

- Bring the management to the volunteering
- Staff volunteering days
- Use celebration events
- Consider pro bono support- this will directly support senior leadership and demonstrate the value of volunteering

Let's bring it to life

People Survey

- Engagement tool to tell us how our volunteers are feeling- and a chance for them to give us their ideas/concerns and feedback
- Gives us a chance to have a two way conversation – but also gives us vital management information to influence our board:
 - 1- turnover data
 - 2- demographic data
 - 3- retention
 - 4- the power of word of mouth and the health of the organisation
- We turn this into valuable information on how we are currently perceived in the public, financial return on investment and for some parts of the volunteer programme the financial value.

Helper consultation

- Sometimes our conversation is more difficult. We have to make tough choices.
- Last year our befriending service wasn't delivering the return on investment we needed. It wasn't seeing enough people. it could do more.
- We recommended a significant restructure and redevelopment of operations
- Looking after you're the health of your volunteer programme in the eyes of your board and directors sometimes means getting ahead of tough decisions and turning them into positive recommendations

What's the future of volunteering at Marie Curie?

People Services- a brand new world.

- What is the reality of staff and volunteers and the teams they make up in the community? To what extent can we blend our workforce?
- How do managers feel about the services they get from HR and Volunteering? How can and should we improve?
- To what extent can we encourage managers to involve volunteers meaningfully and strategically without tangibly putting a volunteer workforce on the same level as staff?
- Our Head of Volunteering is leading a piece of work to explore this new operating model
- Watch this space...

Coming soon...

- More patient centred volunteering,
- Information and Support volunteers
- Death doulas
- Expansions to carers cafes and death cafes
- Care home offering
- Partnerships with NHS trusts for hospital support and dementia befriending

What would my Head of Volunteering say?

Never forget you are the strongest voice of your volunteers

Sometimes you will need to make controversial decisions

It's all about balance

Is your programme demonstrably mutually beneficial?

Be brave, be risky and be creative

Board's voice too loud

Volunteers contribution

Volunteer's motivations too strong

Volunteer management is hard work- and it takes a skilled professional to do it well (if I do say so myself!) Never doubt your ability- you are the expert!

Board not heard

Organisation doesn't value volunteers

Questions?

Contact us!

Brian ODonoghue

Brian.odonoghue@mariecurie.org.uk

Debbie Hill

Head of Volunteering and People Transformation

Debbie.hill@mariecurie.org.uk

0207 0914143

@DebbieannHill