



# Volunteer Strategy 2017-2027

For more information

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If you do not speak English, request an interpreter from SA Health and the department will make every effort to provide you with an interpreter in your language.



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ISBN : 978-1-74243-796-5  
August 2017. (Digital Media 6944)

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## Foreword from the Chief Executive Officer, Naomi Dwyer



One of the enduring qualities that makes the Women's and Children's Health Network (WCHN) so great, is the ubiquitous presence and contribution of our Volunteers. Our strong history of embracing their goodwill, dedication and expertise goes back many years, and as we look to the future, there has never been a more important time to ensure their continuing participation is planned, developed, valued and integrated within our organisational planning. As a health service committed to person and family centred care, it is clear our Volunteers translate our values into action every day. You don't need to look very far, or speak to too many consumers or staff, to hear a story about the positive impact that a Volunteer has had in the lives of those who walk through our doors.

The Volunteer Strategy articulates our blueprint for further integrating and strengthening volunteer engagement throughout all levels and services of WCHN, a key part of our Person and Family Centred Care philosophy.

In classic WCHN style, it has been co-designed with our volunteers, consumers, community and staff, informed of course, by a review of international best practice and learnings from high performing peers.

It builds on our past success in establishing and sustaining a vibrant culture of volunteering, and introduces innovative approaches to continually enhance the valued contribution of our volunteers.

I wish to thank and congratulate everyone who provided input into, and were involved in the development of this strategy and implementation plan, especially the Volunteer Project Advisory Group who led the approach, to ensure it engaged our volunteers, and reflected the aspirations of those we serve.

Special thanks to Allan Ball, Lis Brittan, Cynthia Baldwin and Linda Dyett. Their combined project management skills in conducting the research and consultations required to develop this strategy contributed greatly to an outstanding end product

One of our long term Volunteers, Gill Williams captures the essence of this strategy perfectly, observing that volunteers have a choice in how they spend their precious, discretionary effort. We are grateful that our volunteers choose to become part of the WCHN family of care. In launching this strategy, I am very confident it will sustain and strengthen the volunteering DNA that is such an integral part of our excellent care.

**Naomi Dwyer**  
Chief Executive Officer

## Foreword from Co-Chair Person and Family Centred Care Network Steering Group, Lily Griffin



Volunteering at the WCHN embodies the truest essence of person and family centred care. It is the roles occupied by our volunteers that extend the hand of humanity to our consumers and their families. Whether offering companionship and support, sharing a cup of tea or a book or assisting people to find their way around, our volunteers contribute directly to ensuring that consumers have a positive and kind experience when in our care. Volunteers also play a vital role in enabling wards and services to function through their administrative and fundraising activities.

As Co-Chair of the Person and Family Centred Care Network Steering Group, I am excited to endorse this ten year plan. It demonstrates the network's commitment to our volunteers by confirming their valuable strategic place within the organisation.

The plan reflects a detailed and considered vision centred around key features of a robust volunteer workforce. These include avenues for attracting and retaining volunteers, ensuring that their work is meaningful and rewarding, assisting individual volunteers to develop their skills and achieve their goals and ensuring that staff working alongside volunteers are supported by contemporary knowledge and frameworks.

I am genuinely delighted by the commitment, stability and adaptability reflected in this strategy. I look forward to the strengthening of our volunteer teams and their continued dedication to our babies, children, young people, women and families.

**Lily Griffin**  
Co-Chair Person and Family Centred Care Network

## Foreword from Manager WCHN Volunteers, Lis Brittan



The Women's and Children's Health Network Volunteer Strategy 2017-2027 sets out the vision for volunteering for the organisation over the next 10 years.

In the ever-changing landscape of volunteering I am excited to be the steward of this strategy that provides a framework for volunteering in this organisation for now and in the future. As we build on the legacy of a robust program we want to ensure that by genuinely engaging with our broader community, volunteering with the Health Network continues to grow and respond to the needs of consumers and staff while valuing the skills, interests and experiences of our volunteers.

I, along with my team, am committed to encouraging, supporting, recognising and future-proofing volunteering in this organisation. We understand that a successful and growing volunteer program, that is responsive and innovative, is an important barometer of the wellbeing of our organisation.

I sincerely thank all the members of the Project Advisory Group for their commitment, integrity and hard work during the development of the strategy. Your contribution and experience has been invaluable. The future looks bright for volunteering at the Women's and Children's Health Network.

**Lis Brittan**

**Manager WCHN Volunteers, Lis Brittan.**

## Foreword from WCHN volunteer, Gill Williams



It has been a privilege to be part of the development of the WCHN Volunteer Strategy 2017-2027 as a member of the Project Advisory Group. As a volunteer with the organisation for seven years and a member of the Volunteer Advisory Group, I have an appreciation of the benefits such forward planning will reap.

I have personally experienced the important connection that volunteering brings to the community when, as an immigrant from the United Kingdom, I found a sense of belonging when I started volunteering at the Women's and Children's Hospital.

We all have a choice as to how we spend our time and with whom and we live in a society that is discerning. I believe this strategy will create a point of difference and cement the Health Network as the organisation of choice, leading the way in best practice volunteer involvement and innovation in South Australia.

**Gill Williams**

**Volunteer**



## Vision statement

“Achieving best outcomes for babies, children, young people and women through an excellent and responsive volunteer service.”

### Acknowledgement to traditional owners

The WCHN respectfully acknowledges the Traditional Owners of the lands upon which we serve. We acknowledge the Elders past, present and future.

### Promise to the community

WCHN is committed to engaging with consumers and the community in a respectful and purposeful way. We will use engagement approaches and processes that are appropriate for those involved, the issues at hand and the decisions to be made.

### Purpose

The Volunteer Strategy 2017-2027 is the realisation of WCHN’s vision, mission and strategic directions to engaging meaningfully with the community. The strategy provides the blueprint for further integrating and strengthening volunteer engagement throughout all levels and services of WCHN. This strategy has relevance to the whole of WCHN.

The purpose of the strategy is to identify the ways for WCHN to embed and strengthen effective engagement into its complex organisational culture and many practice settings to meet the needs of our consumers and families. It provides the mechanisms to enable WCHN to better plan, design and deliver care and services that meet the diverse needs of the people who use them and to monitor the safety and quality of care and services to enable improved service provisions to consumers and the community.

## Principles of engagement

The principles of engagement as outlined below, will provide a solid foundation on which to implement the WCHN Volunteer Strategy.



### Person and Family-Centred Care

- > Providing opportunities for our volunteers to enhance the healthcare experience of our consumers and carers.
- > Ensuring the volunteer is empowered and enabled to have a voice in organisational design and collaboration.
- > Volunteers will uphold the consumers' healthcare rights and responsibilities.



### Diversity

- > Our volunteer workforce reflects the diversity of the Women's and Children's Health Network community.
- > Barriers to volunteering for our diverse population will be removed.
- > Members of our Aboriginal community will have equity in opportunity to participate in volunteering.



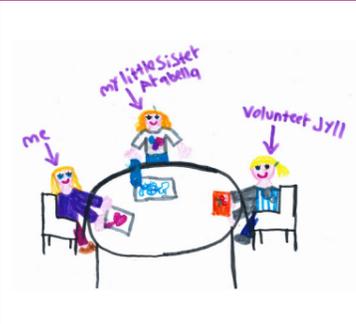
### Partnership

- > Volunteers will connect with staff to deliver best outcomes for babies, children, young people, women and families.
- > Workforce is provided with education and support to work with volunteers.
- > will improve the health and wellbeing of all.



### Transparency

- > Leadership, governance and procedures relating to volunteering will be monitored and reported on through the resource of the WCHN volunteer unit.



### Access to Information

- > The organisation will be provided with contemporary knowledge and expertise on the trends of healthcare volunteering.
- > There will be no barriers for the community accessing information on the organisation's approach to volunteering and vacancy process.



### Empathy

- > A volunteer's spirit of generosity and goodwill will be sensitively and creatively supported to provide exceptional experiences with our consumers.
- > Volunteers working with our consumers will actively listen and validate, recognising that people come with their own value base and are the experts of their own lives.



**1** Leading, contributing and responding to volunteering trends in a paediatric, maternity and perinatal mental health environment

Volunteers play a critical role in the tapestry of the WCHN. Volunteers are agents, promoting through practice, person and family centred care a philosophy that values the inclusion of family and community systems in healthcare service provision. The future of the organisation requires careful planning, consultation and co-design with volunteers to ensure that evolving and innovative healthcare trends are quickly responded to with the partnership of volunteers. Effective volunteer engagement will be monitored through a system of community governance with regular reporting to the Consumer and Community Partnering Council and Strategic Executive. Effective leadership ensures the purpose and values of volunteer involvement are actively promoted within the organisation, and that there is clear accountability for the implementation of volunteer involvement. Volunteer management for the organisation will ensure excellent volunteer practice relating to all aspects of volunteer engagement including the activities, roles, physical environments, capacity development, and organisational culture.

| Action  | Outcome  | Measure<br><small>NB all measures to be reported to the Person and Family Centred Care Network Steering Group and Strategic Executive</small>  |
|---|--|--|
| <b>a)</b> Understand the contemporary volunteering trends in a paediatric and maternity setting | > Annual review of best practice   | > Collation of trending themes completed   |
| <b>b)</b> Communicate regularly to the WCHN community regarding best practice in volunteering   | > Articles written, review of literature and commentary from WCHN staff and volunteers is shared in staff and volunteer newsletters and at volunteer events<br>> Established and permanent volunteer presence in internal newsletters and publications including web-based communication | > Number of engaged people on membership base<br>> Number of showcasing opportunities achieved   |
| <b>c)</b> Establish and adequately resource a Volunteer Advisory Group                          | > A process is formalised for a Volunteer Advisory Group (VAG) that provides governance to the WCHN in relation to volunteering affairs and reflects the diversity of volunteers within WCHN   | > Terms of reference developed<br>> Record of agendas and minutes kept<br>> Ongoing evaluations and actions performed by the VAG   |
| <b>d)</b> Find opportunities to implement new and innovative volunteering opportunities         | > New programs, activities and projects involving volunteers are implemented<br>> Volunteering is effective and meeting the needs of the consumers and community; volunteers, consumers and staff are happy  | > Record the number of new opportunities, activities and projects involving volunteers in each year through evaluation and reporting<br>> Informed through qualitative and quantitative data |

## Strategy focus areas and actions

The strategy focus areas and associated actions have been harvested from the consultation process and endorsed by the Project Advisory Group as key areas to develop to take the WCHN volunteer program into the next decade.

2

Value and recognise volunteers

Promoting respectful interactions and meaningful relationships with our volunteer workforce begins with recognition, reward and appreciation of the time, skills, experience and passion they contribute to the organisation. The value of volunteering is both immense and priceless, and volunteer practice requires the organisation to account for their contributions through appropriate and meaningful celebration. The organisation also commits to providing appropriate leadership and management to volunteers, defined and supported through the Volunteer Unit as part of the Consumer and Community Engagement Division. Valuing volunteers will occur through public declarations of our organisational intent, purpose and commitment, involving volunteers and allocating appropriate resourcing including supportive physical environments.

| Action  | Outcome  | Measure   |
|---|--|---|
| a) Audit volunteer governance to ensure volunteers are recognised as an integral part of the workforce and Person and Family Centred Care charter of WCHN | <ul style="list-style-type: none"> <li>&gt; Volunteers are embedded in all divisions across WCHN</li> <li>&gt; WCHN to ensure that procedures relating to workforce engagement are inclusive, defining volunteers as part of the workforce</li> </ul>        | <ul style="list-style-type: none"> <li>&gt; An audit report is completed and presented to the People and Culture Directorate</li> <li>&gt; Ongoing monitoring and review of workforce processes, policies and procedures</li> </ul> |
| b) Communicate regularly to the WCHN community regarding best practice in volunteering  | <ul style="list-style-type: none"> <li>&gt; All volunteers are aware of their rights and responsibilities</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Record of all volunteers completing the recruitment and orientation process</li> </ul>  |
| c) Ensure all volunteers are supervised and supported by a paid, designated and trained staff member  | <ul style="list-style-type: none"> <li>&gt; All volunteers are aware and know where to seek support and advice</li> <li>&gt; Staff are trained in volunteer supervision and understand the language of appreciation and recognition of volunteers</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Record of staff completing training</li> </ul>                             |
| d) Ensure volunteer effort, contribution and outcomes are celebrated and resourced and are culturally appropriate   | <ul style="list-style-type: none"> <li>&gt; Volunteers receive regular feedback and are honoured and celebrated through a range of strategies</li> <li>&gt; Consultation report on how volunteers prefer to be recognised</li> </ul>                         | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Respond to preferences of recognition of volunteers</li> </ul>             |
| e) WCHN will resource a designated area for volunteers which will provide support for excellence in volunteer practice within primary campus sites        | <ul style="list-style-type: none"> <li>&gt; Resourced designated volunteer spaces which include adequate provisions to support excellent volunteer practice</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Evidence that volunteer spaces have been provided</li> </ul>               |

3

Ensure staff provide quality leadership, management, support and education to volunteers

Effective management of volunteer human resources, projects and activities requires active processes and systems to be in place to ensure positive volunteer interactions and engagement. WCHN staff and volunteers receive information, orientation and training on the organisation's volunteer policies and procedures. Volunteers will be actively involved in reflective practice reviewing their knowledge, skills and capacity in relation to the roles they undertake. This is in addition to WCHN staff being provided with practical instruction on how to perform their roles in supporting volunteers and enact their responsibilities towards safe, quality and excellent management of volunteer processes. The organisation will build a positive sense of volunteering through partnerships. In a partnership, volunteers should be treated like an integral part of the organisation rather than a resource to be used by the organisation.

| Action   | Outcome  | Measure   |
|--|--|---|
| a) Provide education and support to staff who supervise volunteers   | <ul style="list-style-type: none"> <li>&gt; Volunteers are embedded in all divisions across WCHN</li> <li>&gt; WCHN to ensure that procedures relating to workforce engagement are inclusive, defining volunteers as part of the workforce</li> </ul>        | <ul style="list-style-type: none"> <li>&gt; An audit report is completed and presented to the People and Culture Directorate</li> <li>&gt; Ongoing monitoring and review of workforce processes, policies and procedures</li> </ul> |
| b) Communicate regularly to the WCHN community regarding best practice in volunteering   | <ul style="list-style-type: none"> <li>&gt; All volunteers are aware of their rights and responsibilities</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Record of all volunteers completing the recruitment and orientation process</li> </ul>  |
| c) Ensure all volunteers are supervised and supported by a paid, designated and trained staff member   | <ul style="list-style-type: none"> <li>&gt; All volunteers are aware and know where to seek support and advice</li> <li>&gt; Staff are trained in volunteer supervision and understand the language of appreciation and recognition of volunteers</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Record of staff completing training</li> </ul>                             |
| d) Ensure volunteer effort, contribution and outcomes are celebrated and resourced and are culturally appropriate                                  | <ul style="list-style-type: none"> <li>&gt; Volunteers receive regular feedback and are honoured and celebrated through a range of strategies</li> <li>&gt; Consultation report on how volunteers prefer to be recognised</li> </ul>                         | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Respond to preferences of recognition of volunteers</li> </ul>             |
| e) WCHN will resource a designated area for volunteers which will provide support for excellence in volunteer practice within primary campus sites | <ul style="list-style-type: none"> <li>&gt; Resourced designated volunteer spaces which include adequate provisions to support excellent volunteer practice</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Qualitative and quantitative data received through regular surveys and reviews with volunteers</li> <li>&gt; Evidence that volunteer spaces have been provided</li> </ul>               |

4

Deliver best outcomes through quality innovative practice.

Responding to trends and developments in healthcare provision for babies, children, young people, women and families; requires innovative thinkers and social change agents to bring together effective partnerships in the community to strengthen person and family centred care. The organisation will regularly seek out, in response to consumer feedback on experience, different projects in partnership with volunteers to meet emerging and future needs. The organisation will self-report against the National Standards for Volunteer involvement, to ensure that the values, principles of engagement and vision have maximised the benefits of volunteer involvement and test the culture of partnership.

| Action  | Outcome  | Measure   |
|---|--|---|
| a) Understand the contemporary volunteering trends in a paediatric and maternity setting  | > Annual review of best practice   | > Collation of trending themes completed  |
| b) Seek opportunities to implement new and innovative volunteering opportunities  | > New programs, activities and projects involving volunteers are implemented   | > The number of new opportunities, activities and projects involving volunteers in each year through evaluation and reporting<br>> Report on consumer satisfaction gained through survey and feedback |
| c) Develop a WCHN youth volunteering framework in line with world's best practice literature, co-design with the Youth Advisory Group | > Youth volunteer framework is developed and youth have volunteer roles in WCHN  | > The number of volunteer roles for youth<br>> Conversations and survey determine role satisfaction   |
| d) Ensure volunteer effort, contribution and outcomes are celebrated and resourced and are culturally appropriate                     | > Volunteers receive regular feedback and are honoured and celebrated through a range of strategies<br>> Consultation report on how volunteers prefer to be recognised | > Qualitative and quantitative data received through regular surveys and reviews with volunteers<br>> Respond to preferences of recognition of volunteers   |
| e) Align WCHN volunteering with the Person and Family Centred Care (PFCC) charter.  | > All documentation and practice will align, reference, support and implement the PFCC charter   | > Qualitative and quantitative data received through regular surveys and reviews with volunteers<br>> Evidence that volunteer spaces have been provided   |

5

Continuous improvement through ongoing evaluation and research

Quality management and continuous improvement ensures that the organisation has a way of monitoring how well its involvement of volunteers is working, and of identifying and implementing ways of improving the outcomes for both volunteers and the organisation. This includes monitoring and reviewing:

- > how well volunteer recruitment and management systems are working for volunteers and the organisation;
- > the extent to which volunteer involvement is providing a positive impact on the organisation outcomes;
- > how effectively volunteer time is being used. Meeting this standard assists the organisation to follow good practice in its policies and procedures, implement processes for review and evaluation, and systematically make ongoing positive change (The National Standards for Volunteer Involvement 2015; Volunteering Australia).

It is essential that all volunteer practice will be regularly reviewed, audited and reported upon in line with the Consumer and Community Engagement Division's approach to evaluation and quality management frameworks. By partnering with volunteers, staff and consumers; both quantitative and qualitative performance data will be used to robustly test the efficacy of volunteer governance and activities. Volunteers will continually be sought through formal and informal mechanisms to provide feedback and input. A range of methods including a Volunteer Advisory Group, Person and Family Centred Care Network Steering Group, supervision, peer-to-peer support and annual surveys will be employed to measure impact, volunteer role satisfaction and framework for community engagement.

| Action   | Outcome   | Measure  |
|--|---|--|
| a) Embrace and develop volunteer roles, operations and processes in response to contemporary needs                             | > WCHN volunteers respond to contemporary needs of the organisation   | > The number of Person and Family Centred Care initiatives supported by volunteering<br>> Volunteer staff report on range and methodology or responses to contemporary needs of organisation |
| b) Partner and network with peers and affiliates to ensure volunteering remains central to WCHN business                       | > Partnership agreements are established and formalised.<br>> Volunteer unit staff partner and network within SA Health and other public sector and volunteer sector environments | > The number of partnership agreements developed<br>> Volunteer unit staff report on networking  |
| c) Develop an evaluation framework for volunteering  | > A framework is developed  | > The framework is utilised and volunteer staff report on evaluation processes utilised in WCHN  |
| d) Investigate barriers to volunteering at WCHN  | > Report on barriers to volunteering at WCHN  | > Number of barriers addressed   |
| e) Independent review of the accomplishments, meaning and engagement of the WCHN Volunteer Strategy by an independent reviewer | > The WCHN Volunteer Strategy and vision is being realised  | > Independent review report  |

## Resourcing

In the current economic environment it is essential that the implementation of the strategy is resourced in a way that is economically viable and achievable. The following approach will be employed:

- > Strengthen the financial and human resources available to the Consumer and Community Engagement Division for support of extension of volunteering.
- > Comply with Public Sector and SA Health policies regarding volunteer engagement.
- > Re-align existing staff and other resources identified across WCHN to resource the implementation of the strategy.
- > Leverage existing research/projects which can be used to support the evaluation of the strategy and development of systems and tools to support implementation.
- > Work in partnership with the WCHN Foundation as a significant contributor and partner in our network.
- > Utilise existing governance structures / committees / community and consumer processes.

## Reporting Process

All focus areas and actions from this strategy will be reportable to the Person and Family Centred Care Network Steering Group and Strategic Executive.

## Project Advisory Group (PAG) Membership

**Allan Ball**, Director Consumer and Community Engagement (Chair), WCHN

**Lis Brittan**, Manager, WCHN Volunteers – Executive Support

**Kylie Eddy**, Learning and Training Consultant, Centre for Education and Training, WCHN

**Cynthia Baldwin**, Coordinator, WCHN Volunteers

**Matt Taylor**, Manager of Volunteers, City of Tea Tree Gully

**Heidi Unferdorben**, Senior Policy and Project Officer – Volunteers, Department for Education and Child Development

**Gill Williams**, WCHN Volunteer

**Geoff White**, WCHN Volunteer

**Marisa Salvati**, Senior Play Therapist, WCHN

**Libby Zada**, Organisational Development Consultant, WCHN

**Cathy Leane**, Manager, Strategic Partnerships, WCHN

**Sammie Garton**, Consumer Representative

## Acknowledgments

We would like to acknowledge the children who provided their visual interpretations of 'what volunteering means to them in a health organisation' on page 9.

for  
Haematology and Oncology



we ♥ volunteers  
We are proud that volunteers work here  
www.wchl.sa.gov.au/volunteers





We ♥ Volunteers