

ASSESSMENT OF THE DEPARTMENT OF VOLUNTEER SERVICES
IN A HEALTH CARE INSTITUTION

AMERICAN SOCIETY OF DIRECTORS OF VOLUNTEER SERVICES
OF THE AMERICAN HOSPITAL ASSOCIATION

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American Society of Directors of Volunteer Services
of the
American Hospital Association
840 North Lake Shore Drive
Chicago, Illinois 60611

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ISBN 9-87258-366-X

AHA no. 202135

1981 by the
American Hospital Association
840 North Lake Shore Drive
Chicago, Illinois 60611

Printed in the U.S.A.

25M-10/81-7798

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PREFACE

The management of a volunteer services department in a health care institution and the effective involvement of volunteers therein have become increasingly more important in an era of decreasing resources. Consequently, the Board of Directors of the American Society of Directors of Volunteer Services (ASDVS) of the American Hospital Association, the chief executive officers, the directors of volunteer services, and others associated with or responsible for the department of volunteer services recognized a need for a mechanism to identify the elements of successful volunteer management and evaluate the effectiveness of the department of volunteer services. As a result, in 1980 the ASDVS Board established the Project on Measuring Productivity to undertake the development of that mechanism. The publication Assessment of a Volunteer Services Department in a Health Care Institution was developed for use by directors of volunteer services as an assessment tool.

The directors of volunteer services, allied hospital association staff, and American Hospital Association staff serving on the project had the advantage of a wide diversity of backgrounds in education and work experience. Members of the project were Jean Barth, chairman, director, volunteer services, Cuyahoga County Hospitals, Cleveland; Cathy Higgins, director of volunteers, Johns Hopkins Hospital, Baltimore; Lee Loffer, director of volunteer services, Ohio Hospital Association, Columbus, OH; and Cynthiae Morgenweck, director of volunteers, University Hospital, New York City. Richard Covert, society director, Hospital Management Systems Society, and Janine Faklis, society director, American Society for Hospital Personnel Administration, served as advisors to the project, and Betty Lyon Dudley, society director, ASDVS, coordinated the project at the Association. The project members worked with directors of volunteer services in their geographic area to develop specific sections of the original draft. The pilot test, conducted among selected society members within all nine geographic regions, as defined by the Association, was coordinated by the project chairman assisted by the project members.

The project members recognized that the identification of the elements of successful volunteer management is a complex process involving skills analysis of the department of volunteer services and the management of the department. It necessitates a definitive assessment to determine how effectively the department identifies the needs and meets the goals of a health care institution and its volunteers.

INSTRUCTIONS

This publication should be viewed as an aid to assist directors of volunteer services in assessing their department and its management. The primary resource has been Guidelines for Effective Administration of Volunteer Services, developed by the American Society of Directors of Volunteer Services adopted and published by the American Hospital Association in 1978. There are not perfect scores nor are there any absolute "right" or "wrong" answers. It is the hope of the project members responsible for developing this evaluation tool that it will serve to identify those functions essential to effective volunteer management and provide directors with a basis for validating the contribution of volunteer services to the health care field.

After the publication has been used for some time by individual directors to assess their volunteer services department, it is possible that another phase of the project will be developed by the ASDVS. That phase would involve the collection of data on specific volunteer programs in health care institutions. This document would serve as an operational standard for that phase. In addition to use as an assessment tool, it is believed that this publication is a first step toward the ultimate goal of the measurement of productivity of volunteers serving in health care institutions.

I. Who Should Complete the Document

The director of volunteer services, as the person responsible for the management and development of the department of volunteer services, should complete this assessment document to measure his volunteer services management effectiveness. After the initial completion of it, the director will have undergone a comprehensive review of management/administrative practices and policies. It is possible that the director will choose to share the completed assessment and subsequent reassessments with his superior. At periodic intervals (quarterly, semi-annually, or annually) the director will probably want to do another assessment using the same document and using the initial assessment as a basis for comparison. This would begin a pattern of evaluations. This will assist with the establishment of short-range and long-range departmental goals. At the time goals are set, special attention should be given to the responses falling below 5 to determine whether goals should be established to correct the lower ratings.

In addition, it will be possible for the director to individually compare his assessment to other directors of volunteer services departments. As a result, a performance standard comparison will have evolved. This comparison could be very useful during the planning and goal-setting process.

II. Completing the Assessment

This publication consists of a series of statements that identify and describe functions of the department of volunteer services. Please

read each statement and determine the degree to which it describes the existing situation in your organization. Use the scale next to each statement to indicate your response by circling the correct number as follows:

5 The statement exactly describes the situation in your organization.

1 The statement does not at all describe the situation in your organization.

2,3,4 Depicts the degree to which the statement describes your organization.

Except where indicated otherwise, all statements are applicable to the department of volunteer services; therefore, answer all statements in the publication.

Bear in mind that the statements in the publication serve as reference points, and are not listed in order of importance nor equated in level of importance. They are not mutually exclusive nor are they necessarily complete or exhaustive.

Please list your comments or suggestions about this evaluation format at the end of the publication or on a separate page. Your suggestions for changes and improvements are welcomed by the ASDVS.

III. In the event that either the person completing this assessment individually compares it with others using it or the ASDVS determines that it could be used on a voluntary basis for establishing a national norm, in order to provide a meaningful data base for comparing volunteer services departments in health care institutions to others of similar size and composition, please complete the following:

A. Type of health care institution

- general medical and surgical
- extended care
- rehabilitation
- psychiatric
- other

B. This health care institution is

- Government, nonfederal
- nongovernment, not-for-profit
- Government, federal
- Investor-owned (for-profit)

III. C. Number of beds in institution

_____ Under 100
_____ 100-149
_____ 150-249
_____ 250-499
_____ 500-749
_____ 750-999
_____ 1000 and over

D. Indicate the location in which your hospital is located

_____ urban
_____ rural
_____ suburban
_____ inner city

E. The number of active inservice volunteers during the past twelve month period _____.

1. number interviewed _____. 2. number assigned _____.

F. Total number of hours contributed by your volunteers during the past year _____.

THE DEPARTMENT OF VOLUNTEER SERVICES

I. Administrative Structure

Purpose: Health care institutions accepting assistance from volunteers should have a department of volunteer services as an integral part of the institution. The goals of the department should be in accord with the goals of the institution. This kind of administrative structure facilitates the professional development and administration of volunteer services programs, so that the institution will derive full benefit from the important resources available to it through a consistently well-managed corps of volunteers, and efficiently furthers the institution's mission of delivering comprehensive patient care in response to community health care needs.¹

A. Organization

1. The department of volunteer services is an integral part of the administrative structure of the institution.
2. There is a statement of purpose for the department of volunteer services in this institution.
3. The purpose of the department of volunteer services is in accord with the goals of the institution.
4. The person responsible for management of the department is the director of volunteer services, employed by the institution.

RATING SCALE

Negative Response

Positive Response

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

1. "Effective Administration of Volunteer Services," American Hospital Association, 1978.

II. The Director of Volunteer Services

Purpose: Volunteer services administration requires specialized knowledge and practice. Therefore, the department of volunteer services should be directed by a person who is qualified by education and experience for this position.²

1. The director of volunteer services is employed by the institution.

A. Qualifications

1. There is a written job description established for the director of volunteer services.

2. The director of volunteer services has the following qualifications:

- a. At least two years of administrative-supervisory experience including appropriate volunteer management

- b. Relates well to persons of varying ages, backgrounds, abilities

- c. Possesses skills in:

- (1) administration

- (2) program planning

- (3) communication (written and oral)

- (4) fiscal management

- (5) interviewing techniques

- (6) training

RATING SCALE

Negative Response

Positive Response

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

2. Ibid

RATING SCALE

II. The Director of Volunteer Services (cont'd)

(7) personnel management

(8) managing resources

(9) public relations

(10) understanding human behavior and
motivation

Negative Response

Positive Response

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

B. Institutional Relationships

The director of volunteer services:

1. Is a department head functioning at a level
comparable to other department heads

2. Reports to the administration of the institution

3. Has regularly scheduled conferences with
administration

4. Participates in administrative policy making
where appropriate

5. Attends department head meetings

6. Serves on institutional committees

7. Represents the institution in all matters
concerning inservice volunteers

8. Develops policy for inservice volunteer
participation in the institution

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

C. Professional Development

The field of volunteerism is constantly changing. Therefore, it is important that the director of volunteer services be involved in professional development activities.³

The director of volunteer services:

1. Participates in continuing education programs related to volunteer services administration
2. Is an active member of professional associations
3. Contributes to the literature and research in the field
4. Collaborates with peers and other health professionals in documenting volunteer contributions to the health care field (that is, publishing, teaching)
5. Attends conferences related to volunteerism
6. Participates in community activities that promote volunteerism
7. Maintains a resource library of literature on volunteerism
8. Keeps informed of current issues in health care
9. Is aware of recognized leaders in the field of volunteer services administration and their contributions to it

RATING SCALE

Negative Response

Positive Response

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

3. Ibid

III. Program Management

Purpose: Effective management of volunteer programs implies identification of the key elements necessary for the operation of the program within the institution. Therefore, the director should be responsible for performing the following functions:⁴

A. Develops goals and objectives for the department of volunteer services

1. Formulation of goals and objectives for the department is a responsibility of the director of volunteer services subject to the approval of the administration.
2. The activities of the department are guided by a written statement of its purpose and objectives.
3. Goals and objectives of the department are in harmony with those of the institution.
4. Policies and procedures for the department evolve from the goals and objectives.
5. A statement of goals and objectives for the department is published in the policies and procedures manual.
6. Goals and objectives of the department are reviewed at least annually and are modified to meet changing conditions.

B. Reports regularly to the appropriate level of administration regarding departmental activities and directions

1. A designated member of the administrative staff is the direct supervisor of the director of volunteer services.

RATING SCALE

Negative Response Positive Response

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

⁴. Ibid

RATING SCALE

III. Program Management (cont'd)

D. Develops and periodically reviews a policy and procedure manual for guidance in meeting objectives of the department

1. Written policies and procedures are developed by the director with the approval of the administration.

1 2 3 4 5

2. The policies and procedures are in accord with those of the institution.

1 2 3 4 5

3. The policy and procedure manual is reviewed annually and updated as necessary.

1 2 3 4 5

4. Copies of the manual are retained in

a. administrative offices

1 2 3 4 5

b. the department

1 2 3 4 5

E. Develops, implements, and evaluates the volunteer services program

1. The director periodically conducts a needs survey in the institution.

1 2 3 4 5

2. The director develops new areas of service as appropriate, in consultation with the departments and/or users of volunteer services. Consequently, discontinuation of areas of service is handled in a comparable manner.

1 2 3 4 5

3. Determination of the appropriateness of the content of assignments is a responsibility of the director.

1 2 3 4 5

RATING SCALE

III. Program Management (cont'd)

	<u>Negative Response</u>		<u>Positive Response</u>		
2. Job descriptions are developed with department heads or with appropriate staff members designated by department heads.	1	2	3	4	5
3. Volunteer job descriptions are reviewed at least annually and revised with appropriate staff members and/or volunteers.	1	2	3	4	5
4. Department heads are encouraged to discuss problems relative to volunteers with the director.	1	2	3	4	5
5. Where appropriate, volunteers' criticism is relayed to pertinent staff members.	1	2	3	4	5
6. The director of volunteer services is receptive to comments/criticism regarding the volunteer department.	1	2	3	4	5
7. Department heads of the institution consult with the director of volunteer services relative to the need and utilization of volunteers.	1	2	3	4	5
8. Staff has the right to request the removal of an unsatisfactory volunteer.	1	2	3	4	5
H. Develops and maintains a working relationship with the auxiliary (or auxiliaries) affiliated with the institution					
Note: If there is no auxiliary affiliated with the institution, omit questions concerning auxiliary relationships.					
1. There is an exchange of information between the auxiliary leadership and the director.	1	2	3	4	5

2. The auxiliary leadership consults the director of volunteer services when planning projects or activities that affect the department of volunteers.
 3. The director of volunteer services consults the auxiliary leadership when discussing projects or other activities that affect the auxiliary and its members.
 4. There are written policies and procedures defining the relationship between the auxiliary(ies) and the department of volunteer services.
 5. The policies and procedures defining the relationship are developed jointly by administration, the auxiliary, and the department of volunteer services.
- I. Develops and maintains a working relationship with appropriate community groups
1. The department maintains a list of appropriate community resources.
 2. The volunteer department encourages community groups to become more knowledgeable about the institution.
 3. Information about volunteer services is made available to local recruiting agencies and updated on a regular basis.
- J. Communicates with administration regarding community concerns as well as the broad plans and programs of the health care institution

RATING SCALE

Negative Response Positive Response

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

RATING SCALE

III. Program Management (cont'd)

Negative Response

Positive Response

1. When the director is aware of community concerns relative to the institution, these are communicated to the appropriate administrative staff member.
2. The director is knowledgeable about the institution's plans and programs that may be of concern to the community.
3. The director is available to meet with community representatives or speak at community meetings to discuss matters of appropriate mutual concern.
4. The director informs volunteers of the institution's plans and programs that may affect the community.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

K. Serves as consultant to administration in all areas relative to volunteerism

1. The director is considered an expert in the field of volunteerism by the administration.
2. The counsel of the directors of volunteer services is sought out by staff who wish advice on volunteerism.
3. The director keeps herself/himself informed about problems, issues, and progress in the field of volunteerism.

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

L. Serves on institution committees as appropriate

1. The director serves on appropriate committees within the institution.

1 2 3 4 5

2. The director is consulted before committee plans are finalized on issues that may affect the department of volunteers.

IV. Management of Volunteers

Purpose: The volunteer services program should be structured so that the institution will derive full benefit from the important resources available to it through a consistently well managed corps of volunteers.⁵

A. Recruitment of Volunteers

1. The recruiting policy and practice of the department of volunteer services adheres to the institution's equal opportunity policy.
2. This equal opportunity is publicly "advertised" through such means as the volunteer services application form and/or recruiting publicity.
3. An active effort is made to recruit both male and female volunteers from all areas of the community and from all agegroups.
4. There is a conscious effort on the part of the department to create and initiate a variety of volunteer programs that offer meaningful service opportunities and will attract new recruits.

5. Ibid

<u>RATING SCALE</u>				
<u>Negative Response</u>		<u>Positive Response</u>		
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

RATING SCALE

IV. Management of Volunteers (cont'd)

	<u>Negative Response</u>		<u>Positive Response</u>		
	1	2	3	4	5
5. Groups such as church guilds, community organization, and so forth are recruited, when appropriate, to volunteer specific days in the institution as a group participation project; for example, ten members of the Methodist church guild assigned on Tuesdays to handle the volunteer shifts on the information desk.	1	2	3	4	5
6. The department takes advantage of the existence of established volunteer sources such as the Volunteer Action Center, RSVP, Red Cross, and so forth for recruiting purposes.	1	2	3	4	5
7. The director of volunteer services, either directly or through the institution's public relations department, uses the media (newspaper features, radio/TV public service announcements, and so on) to disseminate information about volunteer recruiting efforts.	1	2	3	4	5
8. The director of volunteer services takes advantage of the recruiting potential of the auxiliary (guild, board, and so on).	1	2	3	4	5
9. The department encourages the elderly to volunteer by actively recruiting retired persons.	1	2	3	4	5
10. There is a year-round active student program.	1	2	3	4	5
11. Inservice volunteers are encouraged to belong to the auxiliary.	1	2	3	4	5

RATING SCALE

Negative Response Positive Response

12.	Auxilians are not required to do inservice volunteering in order to belong to the auxiliary.	1	2	3	4	5
13.	Inservice volunteers are not required to belong to the auxiliary.	1	2	3	4	5
14.	The department maintains an adequate number of competent volunteers to meet the needs of the institution.	1	2	3	4	5
15.	The department offers a variety of evening and weekend assignments appealing to the volunteer who also holds a salaried position.	1	2	3	4	5
16.	The department places no maximum age restrictions on volunteers.	1	2	3	4	5
17.	Persons with disabilities are encouraged to volunteer where placement is feasible.	1	2	3	4	5
18.	The institution has a minimum age requirement for its junior volunteer program.	1	2	3	4	5
19.	The junior volunteer is offered an educational program that may include information on health careers, an overview of the health care delivery system, and health education.	1	2	3	4	5
20.	In cooperation with local schools, the department offers a program to allow students to receive academic credit.	1	2	3	4	5
21.	Volunteer recruitment efforts are planned and directed to appeal to the community served by the institution.	1	2	3	4	5

RATING SCALE

IV. Management of Volunteers (cont'd)

Negative Response Positive Response

22. Recruiting procedures include:

a. individual recruitment (one on one, word of mouth, and so forth)

1 2 3 4 5

b. mass recruitment (public drives, appeals before organized groups, media appeal, and so on)

1 2 3 4 5

c. utilization of outside sources (for example, volunteer bureaus)

1 2 3 4 5

d. written policies and procedures pertaining to the recruitment of volunteers

1 2 3 4 5

23. The department has a recruitment brochure that is general in nature and does not require frequent updating.

1 2 3 4 5

24. Groups or individuals are recruited as special function volunteers, such as entertainers, party hostesses, carolers, and so forth (on a one-time basis)

1 2 3 4 5

25. The director of volunteer services actively seeks out volunteers representing various levels of skills and experience.

1 2 3 4 5

B. Selection of volunteers:

1. A formal and private interview is held with volunteer applicants.

1 2 3 4 5

RATING SCALE

IV. Management of Volunteers (cont'd)

	<u>Negative Response</u>		<u>Positive Response</u>		
4. In the placement of junior volunteers, the director of volunteer services determines that adequate adult supervision is available during the volunteers' assigned hours.	1	2	3	4	5
5. Consideration is given to assigning a volunteer to tasks commensurate with his/her abilities and training, not beyond them.	1	2	3	4	5
6. There are written policies and procedures pertaining to the placement of volunteers.	1	2	3	4	5
7. To the extent that the hospital environment makes it possible, adaptive provisions are made for the handicapped volunteer, such as special phones for the deaf, adequate consideration of those with pacemakers, and so forth.	1	2	3	4	5
8. Inservice volunteers augment but do not replace paid personnel and professional staff.	1	2	3	4	5
9. Volunteers are placed with the intent of providing them an opportunity for both personal and career development.	1	2	3	4	5
10. The director of volunteer services practices "creative placement," that is, is knowledgeable enough about the institution and its needs to know how to place a volunteer with a particular talent in an assignment that will utilize his/her skills, not necessarily in an established volunteer assignment.	1	2	3	4	5

RATING SCALE

Negative Response

Positive Response

11. Determining the need for volunteers is a cooperative effort on the part of the director of volunteer services and the other department head involved.

1 2 3 4 5

12. The director of volunteer services plans volunteer placement to realize optimum utilization of an individual's time and known skills, whenever possible.

1 2 3 4 5

13. The director of volunteer services follows a policy, where feasible, of placing a volunteer in the assignment of his/her choice if the volunteer meets the necessary criteria.

1 2 3 4 5

14. Requests for volunteer assistance are submitted in written form to the director of volunteer services.

1 2 3 4 5

15. If a volunteer requests a change of work, the request is considered.

1 2 3 4 5

D. Orientation of volunteers:

1. The volunteer services department provides volunteers with orientation to the institution and to its own department and program.

1 2 3 4 5

2. The volunteer is oriented to his/her duties within the assigned department, either through a formal orientation process or through on-the-job training.

1 2 3 4 5

RATING SCALE

IV. Management of Volunteers (cont'd)

3. Training programs for the various volunteer assignments are reviewed and evaluated periodically.

<u>Negative Response</u>		<u>Positive Response</u>		
1	2	3	4	5

4. The director of volunteer services ensures the availability of continuing education programs for volunteers as an extension of initial training.

1	2	3	4	5
---	---	---	---	---

F. Recognition of volunteers:

1. The institution provides formal recognition for the volunteers.

1	2	3	4	5
---	---	---	---	---

2. Tangible recognition based on hours or years of services is provided to volunteers.

1	2	3	4	5
---	---	---	---	---

3. "Recognition of quality," recognizing fulfillment of commitment irrespective of hours given, is provided through a certificate or some other formal means.

1	2	3	4	5
---	---	---	---	---

4. Volunteers are afforded ongoing intangible recognition, such as expressions of appreciation on the part of the volunteer services department, other hospital staff, and patients.

1	2	3	4	5
---	---	---	---	---

5. The department utilizes the institution's and/or the volunteer newsletter to recognize volunteers, individually or as a group.

1	2	3	4	5
---	---	---	---	---

6. As yet another means of recognition, the institution provides volunteers with health education and access to appropriate medical care.

1	2	3	4	5
---	---	---	---	---

RATING SCALE

- 7. The department has written policies and procedures pertaining to recognition of volunteers.
- 8. Staff participates in recognition ceremonies honoring volunteers.
- 9. A member of the administration attends the annual recognition event.
- 10. There is specific identification for volunteers, including a uniform and nametag.

Negative Response Positive Response

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

G. Evaluation of volunteers:

- 1. The director of volunteer services evaluates the performance of volunteers by encouraging feedback on the part of supervisors in the departments to which they are assigned.
- 2. Volunteers are encouraged to provide feedback in connection with their assigned duties, staff attitude, and so on.
- 3. Department heads or supervisors are encouraged to do immediate, on-the-scene instruction and counseling of volunteers involved in minor incidents
- 4. There is a specified probationary period established for new volunteers.

	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

RATING SCALE

IV. Management of Volunteers (cont'd)

5. The director of volunteer services arranges for an exit interview or other appropriate method of communication with every departing volunteer, regardless of the reason for leaving.

1 2 3 4 5

6. The director of volunteer services has a written policy and procedure on terminating a volunteer that is in accord with hospital personnel policies.

1 2 3 4 5

7. References are prepared for volunteers when requested.

1 2 3 4 5

H. Use of Written Materials as Guidelines

1. There is a comprehensive job description for every volunteer position designed specifically for the institution.

1 2 3 4 5

2. The volunteer job description is written by or has the approval of both the director of volunteer services and the department involved.

1 2 3 4 5

3. There is periodic review and revision of all written criteria, including job descriptions, policies and procedures, application forms, service programs, handbooks, and so on.

1 2 3 4 5

4. A copy of each job description is given to the volunteer and to the department involved, and one is retained in the volunteer services department file.

1 2 3 4 5

5. Volunteer handbooks are given to volunteers who are placed.

1 2 3 4 5

IV. Management of Volunteers (cont'd)

	<u>RATING SCALE</u>				
	<u>Negative Response</u>		<u>Positive Response</u>		
7. New services are subject to pilot studies before permanently established at the institution.	1	2	3	4	5
8. Pilot studies are used to establish necessary criteria for the new service and to design permanent job descriptions, scheduling needs, and so forth.	1	2	3	4	5
9. The procedure for establishing a new volunteer services includes:					
a. A written proposal	1	2	3	4	5
b. A job study to determine feasibility and need	1	2	3	4	5
c. A pilot program to establish criteria	1	2	3	4	5
d. Appropriate approvals (administration, department head of involved department, and so on)	1	2	3	4	5
e. A follow-up evaluation	1	2	3	4	5
10. A volunteer services advisory committee exists for the purpose of evaluating current services to determine relevance and to review ideas for new services and related concerns.	1	2	3	4	5
11. This advisory committee includes appropriate institution staff, volunteers, and/or auxiliaries.	1	2	3	4	5
a. An advisory committee (board is established to assist the director of volunteer services.	1	2	3	4	5

- b. Eligibility for membership on the committee is established by a written policy.
- c. There is a written statement of the purpose and objectives of the volunteer advisory committee.

J. Legal Aspects of Volunteer Management

1. The director of volunteer services is aware of all legalities pertaining to volunteers and follows a prescribed method of informing volunteers of these, including insurance coverage for volunteers (or lack of it), income tax deductions, and so on.
2. The director of volunteer services has a resource through which he/she can be kept current on changes in local, state, and federal laws that affect volunteers.
3. The department is aware of, and adheres to, all state local child labor laws restricting number of hours a minor can volunteer, and so on.
4. A written consent form signed by the parent or guardian is required of all junior volunteers.
5. In concurrence with the Fair Labor Standards Act, volunteers are not regularly assigned to perform services indispensable to the operation of the institution.

RATING SCALE

Negative Response

Positive Response

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

IV. Management of Volunteers (cont'd)

6. Paid institution personnel who choose to volunteer do so in areas and at jobs other than the department and position in which they work.
7. Also, the employee who devotes off duty hours to volunteering does so only in functions ministering directly to the personal care or benefit of patients.
8. Volunteers are required to meet all state or local health regulations applying to volunteers, including regulations applicable to any one functioning in a specific service.
9. The institution has volunteers designated as named insureds on its liability coverage.
10. If the hospital provides no insurance coverage for volunteers, the department makes it a policy to inform the volunteers of this and encourage them to consider a personal policy.
11. The department has access to consultation with the institution's attorney in legal areas involving volunteers.

V. Institution Support

Purpose: Adequate institutional resources should be allocated to the department of volunteer services to enable fulfillment of its administrative and operational responsibilities.⁶

RATING SCALE

	<u>Negative Response</u>		<u>Positive Response</u>		
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

6. Ibid

RATING SCALE

A. Sufficient operating funds are available for the department.

Budget categories

1. The director of volunteer services is responsible for preparing an annual budget for the department.

2. Budget projections include:

a. Detailed departmental expenses

b. Prior year's costs

c. Allowance for new programs

3. In preparing the departmental budget, the director of volunteer services exercises cost containment and budgetary control.

4. The monthly expense report is reviewed and verified when necessary.

B. Sufficient staff is available to ensure accomplishment of goals and objectives.

Authorized budgeted positions for the department of volunteer services include:

1. The director at department head level

2. An assistant trained to assume responsibility in the absence of the director

Negative Response

Positive Response

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

RATING SCALE

V. Institutional Support (cont'd)

3. Adequate office staff responsible for clerical functions as determined by the director

1 2 3 4 5

4. When program needs require it, a part-time coordinator responsible for evening and/or weekend volunteers.

1 2 3 4 5

C. Appropriate space is provided for departmental personnel and functions, including the following:

1. A private office for the director to insure privacy during interviews, screening, and counseling

1 2 3 4 5

2. Sufficient office and storage space for staff to function in their respective roles

1 2 3 4 5

3. Adequate secured facilities for volunteer's personal belongings

1 2 3 4 5

4. A volunteer lounge and restrooms located near the director's office, where volunteers sign in for work assignments

1 2 3 4 5

5. Facilities for volunteers to hold scheduled meetings

1 2 3 4 5

6. Adequate free parking for volunteers

1 2 3 4 5

D. Institutional staff is committed to support the role of the volunteer within the institution.

1 2 3 4 5

RATING SCALE

Negative Response Positive Response

1. There is a section in the administrative policy manual of the institution that defines the role of the department of volunteer services.	1	2	3	4	5
2. The department of volunteer services is an organized department of the institution.	1	2	3	4	5
a. The department appears on the organization chart.	1	2	3	4	5
b. The director of volunteer services is employed by the institution to manage and direct the volunteer program.	1	2	3	4	5
c. The director of volunteer services functions at the department head level.	1	2	3	4	5
d. The director of volunteer services reports to a member of the administration.	1	2	3	4	5
e. The director of volunteer services attends department head meetings.	1	2	3	4	5
f. The director of volunteer services participates in management training courses offered to the staff.	1	2	3	4	5
3. The bylaws of the institution reflect a mechanism for control of volunteer activities.	1	2	3	4	5
4. Supervisory staff directs volunteers assigned to their areas.	1	2	3	4	5
a. When necessary, staff provides special training for volunteers in specific assignments.	1	2	3	4	5

RATING SCALE

V. Institutional Support (cont'd)

b. Volunteers participate in staff conferences relative to the performance of their duties.

Negative Response Positive Response

1 2 3 4 5

E. There is a volunteer advisory committee to assist and support the department of volunteer services.

1 2 3 4 5

F. The institution provides appropriate benefits to volunteers in accordance with hospital and community policy.

1 2 3 4 5

1. Benefits are contained in a written statement distributed to all volunteers.

1 2 3 4 5

2. General benefits include the following:

a. Adequate accident insurance

1 2 3 4 5

b. Provision for liability coverage

1 2 3 4 5

c. Parking arrangements

1 2 3 4 5

d. Prescription discounts

1 2 3 4 5

e. Meals (free or discounted)

1 2 3 4 5

3. Identification of volunteers

There is a standard uniform available for all categories of volunteers.

1 2 3 4 5

ASSESSMENT Publication

Creative Uses of the Assessment

1. Complete the document and fulfill one requirement of Program for Professional Achievement (PPA).
2. Use the Assessment as an on-going tool to prepare for possible future evaluation by JCAH.
3. Share the completed Assessment with your administrator.
4. Establish short or long-range departmental goals.
5. Use as a tool for justifying need for extra departmental staff.
6. List accomplished goals as part of your annual report.
7. Use an on-going Assessment by reviewing it on a specified basis (quarterly, or semi-annually.)
 - a. Target areas for improvement within your department by listing all statements that received a "1" on scale and develop a time frame for working on them.
 - b. Work systematically on segments that had received rating of "3" or lower as areas for improvement.
8. After completion of Assessment, total your points and compare (for your own information) with the established table of norms.
9. Consider the benefits to finishing each segment individually.
 - a. You will be more likely to complete one section at a time rather than an entire booklet.
 - b. By completing sections independently, you will give quality time to the document.

TABLE A

PERCENTILE RANKING OF SCORE TOTALS
FOR ROMAN NUMERAL SECTIONS OF THE
ASSESSMENT OF THE DEPARTMENT OF VOLUNTEER SER CES
IN HEALTH CARE INSTITUTIONS

WITH AUXILIARIES

PERCENTILE	I ADM STR	II DIR VOL SVCS	III PROG MNGMT	IV MNGMT OF VOL	V INST SUP	TOTAL
100	20	155	283	611	190	1232
95		154	276	603	185	1216
90		153	272	599	181	1212
85		152	270	595	179	1204
80		150	269	591	177	1198
75		149	265	587	174	1190
70			263	583	173	1179
65		147	261	577	171	1168
60		146	259	567	170	1153
55		145	257	563	168	1144
50			253	556	167	1132
45		142	251	550	165	1126
40		138	248	539	163	1114
35		136	242	536	159	1105
30		135	238	527	157	1083
25	19	133	237	522	156	1076
20		130	227	515	153	1055
15	18	124	224	500	150	1031
10		120	209	471	141	1015
5	15	118	204	456	129	954
TOTAL NUMBER						75
MEAN	19.27	140.80	248.92	548.77	164.64	1122.40
ST DEVIATION	1.70	11.32	22.82	47.50	16.07	83.03

TABLE B
 PERCENTILE RANKING OF SCORE TOTALS
 FOR ROMAN NUMERAL SECTIONS OF THE
ASSESSMENT OF THE DEPARTMENT OF VOLUNTEER SERVICES
IN HEALTH CARE INSTITUTIONS

WITHOUT AUXILIARIES

PERCENTILE	I ADM SIR	II DIR VOL SVCS	III PRUG MNGMT	IV MNGMT OF VOL	V INST SUP	TOTAL
100	20	153	251	632	189	1223
95		152	247	574	185	1175
90						
85		149		547	179	1128
80						
75		146	246	529	178	1117
70						
65			241	528		1108
60						
55		145	237		167	1094
50						
45		144		517	158	1092
40		141	228	511		1075
35						
30	19	140	226	509	145	1041
25						
20	18	136	219	501	137	1025
15						
10		96	177	482	114	887
5						
TOTAL NUMBER						11
MEAN	19.55	140.73	232.36	532.55	162.55	1087.73
ST DEVIATION	0.82	15.67	20.93	40.84	23.09	86.85

TABLE 11

DEPARTMENT OF VOLUNTEER SERVICES
 RATING SCORES ASSESSMENT
 NUMBER OF RESPONDENTS
 BY CATEGORY AND TOTAL SCORES
 INSTITUTIONS WITH AUXILIARIES

CATEGORY/SCORES	NO. OF RESPONDENTS	CATEGORY/SCORES	NO. OF RESPONDENTS
I. ADMINISTRATIVE STRUCTURE			
12	1	207	1
14	2	209	1
15	1	212	1
16	4	213	1
17	2	214	1
18	1	224	1
19	6	225	1
20	58	226	1
		227	1
		232	2
II. DIRECTOR OF VOLUNTEER SERVICES			
114	1	234	1
117	1	237	2
118	1	238	2
119	2	240	2
120	2	241	1
122	1	242	2
124	3	243	1
127	1	245	1
129	2	247	1
130	1	248	1
132	3	249	1
133	1	250	1
135	3	251	1
136	2	252	3
137	3	253	1
138	3	254	1
141	2	256	1
142	2	257	1
144	4	258	2
145	2	259	2
146	4	260	2
147	5	261	2
148	4	262	3
149	1	263	1
150	5	264	1
151	4	265	3
152	1	266	1
153	3	267	2
154	4	269	1
155	4	270	3
		272	3
		273	4
III. PROGRAM MANAGEMENT			
186	1	276	1
188	1	277	2
204	2	279	1
205	1	283	1

TABLE II (Continued)
 DEPARTMENT OF VOLUNTEER SERVICES
 RATING SCORES ASSESSMENT
 NUMBER OF RESPONDENTS
 BY CATEGORY AND TOTAL SCORES
 INSTITUTIONS WITH AUXILIARIES

CATEGORY/SCORES	NO. OF RESPONDENTS	CATEGORY/SCORES	NO. OF RESPONDENTS
IV. MANAGEMENT OF VOLUNTEERS		591	1
389	1	592	1
423	1	594	1
439	1	595	1
456	1	596	3
462	1	599	1
465	1	601	1
471	1	602	1
485	1	603	1
491	1	604	2
499	1	605	1
500	1	610	1
505	1	611	1
508	1		
513	1	V. INSTITUTIONAL SUPPORT	
515	1	108	1
519	2	123	1
521	1	125	1
522	1	129	1
526	1	134	1
527	2	141	1
529	1	145	4
531	1	150	1
533	1	152	2
536	1	153	2
537	2	155	2
538	1	156	2
539	1	157	1
542	1	158	3
548	1	159	2
549	1	161	4
550	1	163	1
553	1	165	2
555	1	166	3
556	1	167	2
559	1	168	2
560	1	170	6
563	2	171	4
564	1	172	2
565	1	173	1
566	1	174	2
567	1	175	3
569	1	177	3
570	2	178	2
577	1	179	2
578	1	181	2
582	1	183	2
583	1	184	1
584	1	185	2
585	1	186	1
587	2	187	1
588	2	188	1
589	1	190	1

TABLE 12

DEPARTMENT OF VOLUNTEER SERVICES
 RATING SCORES ASSESSMENT
 NUMBER OF RESPONDENTS
 BY CATEGORY AND TOTAL SCORES
 INSTITUTIONS WITHOUT AUXILIARIES

CATEGORY/SCORES	NO. OF RESPONDENTS
I. ADMINISTRATIVE STRUCTURE	
18	2
19	1
20	8
II. DIRECTOR OF VOLUNTEER SERVICES	
96	1
136	1
140	1
141	1
144	1
145	1
146	2
149	1
152	1
153	1
III. PROGRAM MANAGEMENT	
177	1
219	1
226	1
228	1
237	2
241	1
246	1
247	2
251	1
IV. MANAGEMENT OF VOLUNTEERS	
482	1
501	1
509	1
511	1
517	1
528	2
529	1
547	1
574	1
632	1
V. INSTITUTIONAL SUPPORT	
114	1
137	1
145	1
158	2
167	1
178	2
179	1
185	1
189	1