



Fiscal Year 2024 – 2028

Volunteer Services and Special Events

Strategic Plan

Family, Guest & Volunteer Services

Volunteer Services and Special Events Program

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Volunteer Services FY 24-28 Strategic Plan Strategic Plan 2018-2023

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INTRODUCTION

Volunteer Services is a department that engages volunteers and positively impacts the quality of life for our patients, families, staff, and visitors. We believe volunteers contribute positively to St. Jude Children's Research Hospital in numerous ways. Benefits include enhancing the patient experience, improving the physical and psychosocial environment, increasing the productivity of paid staff, while continuing to maintain a high-quality environment for all patients, families, staff, and visitors.

Volunteer Services recognizes volunteers should meet established expectations to ensure the highest quality experience. Therefore, we have established a thorough onboarding procedure and training courses to produce professional, safe, and knowledgeable volunteers.

One of the goals of the St. Jude institutional strategic plan is to improve the patient experience. Many facets impact Volunteer Services which support patients and their families. This plan is designed to best navigate the future direction for Volunteer Services and the impact volunteers will continue to make within the hospital.

ROLE AND FUNCTION

Family, Guest and Volunteer Services Department at St. Jude Children's Research Hospital has three branches: Patient Family-Centered Care, Guest and Concierge Services, and Volunteer Services. Each team is focused on the central theme of improving the patient experience.

VISION, MISSION AND EXPECTATIONS

Vision of Volunteer Services:

The patient and family experience is enhanced by delivering a best-in-class experience for volunteers who use their time and talents to offer innovative and high-quality programming.

Mission of Volunteer Services:

Effectively recruit, engage, and retain compassionate, well-trained volunteers, while continuously identifying opportunities to create programs that enhance the patient experience.



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Expectations:

Volunteer Expectations:

Volunteers have the right to expect to:

- Be treated as a co-worker
- Be given enough information, orientation, and training for the assignment
- Have supervision, a written service description and a safe place to work
- Be free to discuss problems, suggestions, or changes with the staff
- Receive recognition

Hospital Expectations:

St. Jude staff members have the right to expect the volunteer to:

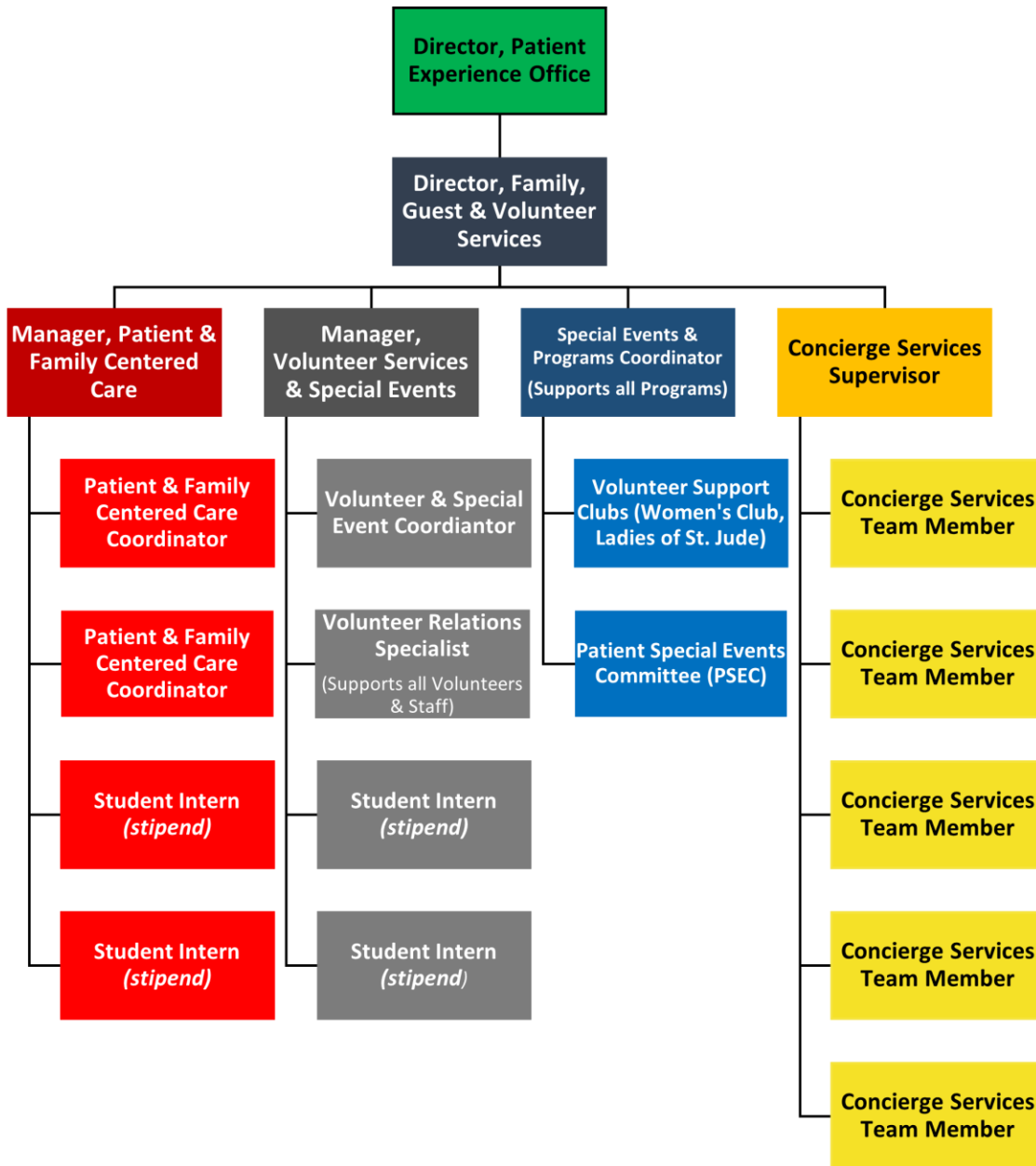
- Be amenable to the assignment and request clarification, if needed
- Honor their commitment and inform the Volunteer Services department and their volunteer supervisor if unable to be there when scheduled
- Be punctual
- Maintain a satisfactory standard of work performance
- Behave in a professional manner, maintaining confidentiality at all times

Department Expectations:

The manager of Volunteer Services has the right to expect the volunteer to:

- Abide by the established service commitment
- Identify any problem related to the assignment
- Cooperate with the staff
- Record volunteer hours worked
- Adhere to the policies and procedures of St. Jude Children's Research Hospital and those of the Volunteer Services department

DEPARTMENT ORGANIZATIONAL CHART





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CURRENT STATE AND CONTEXT

Volunteers have been an integral component of St. Jude Children's Research Hospital before construction began on the hospital. Over the years, the Volunteer Services department has been restructured to accommodate the hospital and patient's needs. One of the institutional goals is to provide an optimal patient experience (Goal #9). Volunteer Services is passionate and committed to this goal. The last few years have been unprecedented in multiple ways. The staff of Volunteer Services was sent to work from home in March 2020 and all volunteer activity suspended. It was a slow and phased return for volunteers to the hospital; of the 500+ volunteers prior to the pandemic, 93 were able to return. New volunteer onboarding began in 2022, and the program is slowly building back a core group of volunteers. Volunteer Services faces multiple new challenges with recruiting and retaining volunteers due to required technology, construction/parking, and reduced hospital volunteer needs. Additionally, there is a disconnection with staff who engage, supervise, and ensure volunteer satisfaction. One of the hospital volunteer clubs was disbanded, one merged with the Women and Allies Resource Group (Employee Resource Group), and the remaining club, the Ladies of St. Jude, is committed to serving the hospital in new ways. There are many opportunities for new areas where volunteer service will be impactful to the patient and family experience, but they will take time and staff to be established.

Various department reports inclusive of qualitative and quantitative data can be clicking the links below:

[2020-21 Annual Review](#)

[2019 Annual Review](#)

Information and Data on the Current State:

- Due to the Covid-19 Pandemic and the suspension of all volunteer programming on the hospital's campus in March 2020, the number of hospital volunteers went from approximately 500 down to 125 who returned by 2022.
- New volunteer onboarding and orientations returned April 2022, holding monthly orientations of new volunteers.
- All community hospital and housing volunteers reside in a 50-mile radius of Memphis, Tennessee.
- Mandatory technological requirements are expected of all volunteers who serve the hospital. Basic skills such as the ability to use an app on their smart phone, respond to emails, use volunteer software to enter metrics, etc. are needed to be considered as a hospital volunteer.
- The hospital saw clinical staff turnover during the pandemic, so there is a need for training to ensure all staff are supportive of their partnership with Volunteer Service and that volunteers are effectively engaged.
- Family, Guest and Volunteer Services purchased and implemented a new software system in 2022. Four staff within Volunteer Services serve as Super Users and the main project lead on this implementation. Any software changes or report needs must be facilitated by a Super User. To maintain hospital compliance, the St. Jude Housing facilities use this software and are reliant upon VS (Volunteer Services) staff, as they mirror all hospital policies for volunteers.

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- More staff time is now required to onboard a new volunteer, compared to prior to the pandemic, as many more requirements and systems information is needed, just for a volunteer to enter campus and successfully complete a shift.
- A planned integration of volunteer information integration with other internal systems, including required health records, should ease the ongoing logistical struggle and continued complications. However, this is not planned until year two of the WorkDay implementation project.
- Many volunteer placements were retired after our return post-pandemic, and others are being considered in new ways, some will be combined or reimaged.
- We continue to partner and collaborate with the housing facilities to provide effective volunteer retention and appreciation.

CENTRALIZED VS. DECENTRALIZED PROGRAMMING

Current programming operates as either a centralized or decentralized system. Volunteer Services Led Assignments and the Hospital Support Clubs are considered centralized programming. These operations can currently only function through the supervision of Volunteer Services staff members.

Decentralized Programming – Department Led Assignments are considered decentralized programming. These assignments are managed and monitored by the staff who manage, train, and oversee volunteers during their weekly shifts. These staff members are considered volunteer supervisors. Volunteer Services staff works collaboratively to ensure quality engagement and assists when issues arise.

Due to staff and resource limitations, all new and developing programming will be designed to function in a decentralized format.

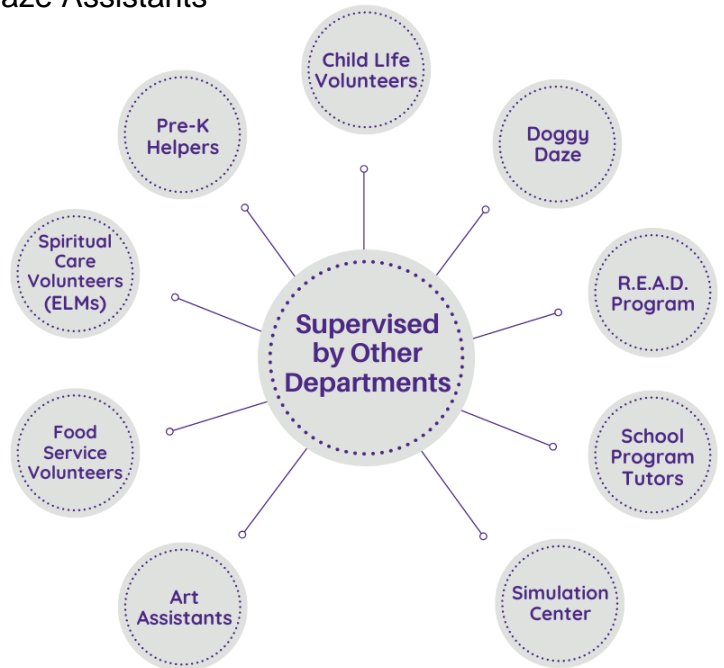
Volunteer Services Staff directly manage, train, and support the following assignments and programs:

- The Beverage Cart
- Helping Hands
- Ready Runner
- The Happy Cart
- The Treat Trolley
- The Employee Volunteer Program
- One Time Special Request Program
- The Ladies of St. Jude
- PSEC Program



Volunteer assignments managed by other departments:

- Child Life, Doggy Daze Program, and Doggy Daze Assistants
- Family Commons Art Assistants
- School Program Tutors and Pre-K helpers
- School Program R.E.A.D. Dogs
- Food Services Volunteers (Kay Kafe Companions/Snack Bags)
- Simulation Center Volunteers
- Spiritual Care/ELM Volunteers



Current Operations and Management:

Current Family, Guest & Volunteer Services:

- 0.3 FTE Director
- 1.0 Manager
- 1.0 Coordinator
- 0.3 Special Projects Coordinator
- 0.7 Volunteer Relations Specialist

Space:

- The current office is in the plaza of PCC and is not easy to find nor welcoming to volunteers.
- Volunteers park in overflow lots due to construction and ride shuttles to campus. Navigating our shuttles and walking from MTC to Volunteer Services can be a challenge for some.



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- The Volunteer Workroom is crowded and houses all departmental and programming supplies, carts, lockers for volunteers, etc. An overflow closet near the area is also available and used for overflow items.

Current Technology:

- Manager and Coordinator have mobile phone and laptop
- Staff have access via mobile phone/desktop to patient touch to enhance communication with clinical staff
- Patient events are posted in the parent app and on digital signage
- Volunteers are onboarded using internal software/apps such as TrackMy, HID, MyAccess, Qualtrics, and others
- Expansion/support of online video volunteer interviews (via Hire Vue or like system) is planned, implementation was delayed due to pandemic.
- All staff have appropriate access/training to use Epic; and its supported app ROVER; Phones are issued for use by volunteers.
- Programming metrics and statistical tracking are supported via the volunteer management database
- Continuation of volunteer database (i.e., VSys One by Bespoke)

YEAR-TO-YEAR STATISTICS, METRICS

**Note: Due to new software conversion, not all stats have been entered in the new database. Goal is to enter all by December 2023*

| Statistics | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---------------------|------------------------------------|------------------------------------|------------------------|------|------|------|------|------|
| Total volunteers | 690 | 265 | 346 | | | | | | |
| Total hours | 36,579.82 | 10,185.44 | 15,609.73 | | | | | | |
| One-time volunteer requests | 11 | 0 | 3 | 6 | | | | | |
| #Patient Special Events (PSEC) | NA | NA | NA | | | | | | |
| # Participants in Employee Volunteer Program | 20 | 9 | 7 | 3 | | | | | |
| Volunteer retention (% of volunteers who completed the required 8-month commitment) | N/A due to pandemic | N/A due to pandemic | 93.75% | 100% | | | | | |
| Helping Hands interactions | N/A due to pandemic | Stats will be entered by July 2023 | Stats will be entered by July 2023 | 478 (Oct – Feb) | | | | | |
| Other patient/family interactions by volunteers | N/A due to pandemic | N/A due to pandemic | N/A due to pandemic | 10,471 | | | | | |
| Value | N/A due to pandemic | N/A due to pandemic | \$339,793.76 – 7.42 FTE | \$213,882.55 – 8.3 FTE | | | | | |



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STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS (SWOT)

Information from volunteer services staff, hospital volunteers and staff who supervise volunteers was completed via surveys and in-person groups during August, September, and October 2022.

Volunteer Supervisor feedback was gathered via one in-person session and through surveys.

- Volunteer Supervisor surveys were conducted between 8/22/2022 and 9/02/2022.
- 28 were surveyed and 14 responded.
- In-person session was held 8/17/2022. Eleven supervisors attended.

Volunteer Feedback was gathered via in person post it notes in the volunteer sign in area, and through surveys.

- 251 Volunteers were surveyed between 8/22/2022 and 9/02/2022, with 55 responses.
- Post it notes were gathered from 8/15/22-9/05/2022 with at least 40 responses.

The official **Volunteer Services Strategic Planning Committee** was established in September 2022 and includes a volunteer, a volunteer supervisor, and the Volunteer Services staff. The committee met for the first time on 10/28/2022 and worked to condense and formulate the VS SWOT analysis, using feedback from all surveys, in person sessions/notes.

Strength, Weaknesses, Opportunities, Threats Analysis (SWOT) Continued

Strengths

- Outstanding communication, coordination and engagement with volunteers results in a well-informed volunteer corps
- Effective volunteer engagement and retention exists due to superb execution of all volunteer training practices, and the setting/accountability of clear expectations
- The program provides opportunities for local community to participate in ways other than financial
- Continuous appreciation ensures volunteer satisfaction and retention

Weaknesses

- Frequent technology changes required for volunteer participation create dissatisfaction and redirect time away the mission, which impacts our ability to efficiently engage volunteers
- Pandemic has necessitated a complete rebuilding of people and programs, which takes time and resources
- Internal software transitions and campus integrations have required staff to redirect focus from volunteers to menial tasks, reducing our ability to rebuild from the pandemic
- Staff may have decreased ability/time to supervise volunteers, resulting in less areas utilizing volunteers

Opportunities

- Multiple collaboration opportunities with both internal clinical care partners and external partners to expand volunteer and group engagement



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- Work with internal partners to identify trends where volunteers could be applied to improve the patient experience or quality and patient safety
- Improve the volunteer experience by improving access to technology, education, resilience support, and a centrally located and upgraded home base.
- Focus on expanding the diversity of our volunteer corps, and the equity and inclusion opportunities for all engaged

Threats

- Construction and parking challenges create a barrier to entry for new and existing volunteers that results in a reduction in retention and recruitment
- The pandemic has necessitated that we engage volunteers differently, as a result retention may be impacted, and some may feel underutilized.
- Staff engagement as hospital volunteers, and as volunteer supervisors, is lessened due to increased job responsibilities.

MAJOR GOALS/FOCUS AREA/TIMELINE

Goals, strategies, and measures are listed in this section for Volunteer Services. Goal and strategy implementation will be facilitated by staff in Family, Guest and Volunteer Services. Updates on progress will be reported through the *Volunteer Alert and SJ Intranet*.

x = Target date for implementation/completion; sustaining strategy

Goal 1

Focus on Recruitment: Establish recruitment procedures to increase applicants who complete an orientation with a year-over-year increase of 5%

| Strategy | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------|------|------|------|------|
| Effectively use the volunteer database to encourage completion of orientation part one; surveys; and all features we offer | x | | | | |
| Survey applicants who did not complete orientation part one | | x | | | |
| Utilize St. Jude technology to ease the onboarding processes for volunteer applicants | | x | x | | |
| Evaluate all recruitment strategies and messaging to ensure realistic expectations | | x | | | x |

Goal 2

Focus on Employee Volunteer Programming (internally): Expand opportunities for employee engagement in volunteer services programs

| Strategy | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------|------|------|------|------|
| Develop the onboarding process for employees | X | | | | |
| Determine needs for employee volunteer engagement | X | X | X | X | X |
| Train all staff who will supervise the employee volunteers | X | | | | |
| Recruit employee volunteers. | | X | X | X | X |
| Measure success by evaluating volunteer surveys | | X | X | X | X |

Goal 3

Focus on Internal Systems, Processes, and Ways to Improve Staff Productivity: Improve processes and procedures by integrating department systems with campus operations, reducing staff time spent by 25%.

| Strategy | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------|------|------|------|------|
| Ensure integration of VS software with internal technology to ease the onboarding processes for volunteer applicants | | X | X | X | X |
| Measure VS Staff productivity | X | X | | | |
| Measure pre and post productivity | | X | X | | |
| Implement integration techniques as appropriate | X | X | X | X | X |
| Rework physical spaces to enhance efficiencies. | X | | | | |

Goal 4

Focus on Retention: Ensure that 80% of volunteer positions remain filled so that hospital and patient/family needs can be met.

| Strategy | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|------|------|------|------|------|
| More effectively train and support staff who supervise volunteers by focusing on building and maintaining the supervisor section of the Volunteer Services Intranet | X | X | X | X | X |
| Enhance ongoing appreciation for volunteers by resuming spotlights; offering gifts; etc. | X | X | X | X | X |
| Ask for feedback from volunteers by surveying after events and at set intervals | X | X | X | X | X |
| Utilize the volunteers' skills more appropriately | | X | X | | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| Immerse volunteers fully in all aspects of St. Jude culture | | | | | | | |
| Tell the story of volunteers' impact and value to St. Jude staff. | | | | | | | |

Goal 5

Focus on Supporting Future Institutional Growth: Using established criteria, evaluate and fulfill the needs for new volunteer positions.

| Strategy | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|------|------|------|------|------|
| Develop standardized communication surrounding the creation of new volunteer placements. | | | | | |
| Develop robust Volunteer Services intranet for internal staff to learn how to request volunteers and/or find out how to volunteer within the hospital themselves. | | | | | |
| Identify patient-facing areas that might value and need volunteers. | | | | | |

OPERATIONS/RESOURCE NEEDS

Staff needs:

- 1.0 FTE coordinator
- .5 FTE data analyst or administrative support (Shared resource with PFCC)

Technology needs:

- Integration between current volunteer management software and other internal systems (Occupational Health, Workday, etc.)
- Access to visitor management systems, including the ability to print volunteer badges and assign door access levels
- Background check vendor that integrates with current software

New/Future Space Needs:

- A welcoming, centrally located, and easy to find space for volunteers
- Parking considerations for volunteers as construction on campus continues and parking space tightens
- Office space for any new FTE, including 1 – 2 interns
- Volunteer hospitality area for sign in and lockers for personal belongings and wall space for communication boards for staff to volunteer announcements
- Meeting space with AV that accommodates up to 20 people for volunteer orientations, continuing education/training, and all summer programs



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- Storage for three Happy Carts, a Book Cart, Beverage Cart and supplies, and three Treat Trolleys
- Separate workroom/ storage equal to current space to house all programming supplies and accommodate volunteer programming operations.

Links and partnerships:

- Senior administration involvement to align expectations, provide feedback and review progress
- The future Community Engagement office
- St. Jude Liaison Office
- Patient and Family-Centered Care

FINANCIAL PROJECTIONS

There will be a need for an annual increase of at least 5% in operations expenses from cost center 2360 to accommodate growth in new programming, training needs, professional development, and volunteer appreciation/retention, and additional needed manpower.

We anticipate a budget increase of approximately 15-20% for supplies and toys now that the Amazon Wish List has ended, and we have no indication of a new giving platform being created. Moreover, decreased donations due to a downturned economy may force ALSAC to promote other needs rather than drive donors to give toys and supplies to the hospital.

Additionally, due to the sharp rise in food and food vendor costs, and by resuming the employee volunteer program within the Family Commons which will bring on many new volunteers, our overall budget for volunteer meals is expected to increase by 20%, and significant increase of up to 40% within the cost center 4047 (Treat Trolley) if we continue to run on its regular schedule.