



ANAM CARA HOUSE GEELONG



# Anam Cara Volunteer Recruitment Framework Project Report

Leaders for Geelong 2020–21





ANAM CARA HOUSE GEELONG



anam  
cara  
JEAN  
Nelson  
Volunteer





## Project Aim

To understand the volunteer needs of the new Anam Cara House Geelong, opening in February 2022 on site at Deakin University, Waurn Ponds.

To develop a sustainable volunteer framework to meet the increased, and ongoing volunteer needs of Anam Cara House Geelong, and to generate immediate volunteer interest from a diverse group of community members.

## Project Team



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# Acknowledgements

## Traditional Owner Acknowledgement

The Project Team and Anam Cara House Geelong recognises Aboriginal and Torres Strait Islanders as the First Custodians of the lands on which Australia was founded. Anam Cara acknowledges the Wathaurong peoples of the Kulin Nation and Gulidjan peoples as the traditional custodians of the lands on which Anam Cara's two facilities are built.

## Contributor Acknowledgement

The Project Team would like to thank the Committee for Geelong, Leaders for Geelong for the opportunity to work with the inspiring team at Anam Cara, and be involved with this incredibly important project.

The Project Team would also like to thank the Anam Cara House Geelong staff for their vital contributions and assistance in developing this document, and the Anam Cara volunteers who dedicate their time to care for others. You are invaluable and inspirational.

## Thank You

### **Kerry Dmytrenko**

Anam Cara General Manager & Project Champion

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### **Anam Cara House Geelong**

Staff and Volunteers

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# Project Executive Summary

Anam Cara House Geelong (Anam Cara) is a not-for-profit organisation that provides physical, emotional and spiritual care to people who are living with a life-limiting illness. Established in 2008, Anam Cara exists to provide end of life care in a unique home-like environment. Guests are treated with best practice clinical care from professional medical staff, plus support from trained volunteers. Volunteer roles range from palliative care, general administration, housekeeping, fundraising and companionship. Anam Cara relies strongly on volunteers; without these dedicated individuals, Anam Cara could not function.

The Anam Cara model proved to meet a growing service gap and demand from the wider Geelong community, with hundreds of guests, carers and families accessing the service. Consequently, the Anam Cara Board decided to expand its services beyond the original five bed facility. After successfully securing \$22 million of funding, Anam Cara began construction of its new facility in 2021. The new purpose built 20 bed facility, located on the Waurm Ponds Deakin University campus, will be mostly complete in early 2022. This move will result in significant service expansion for palliative care, which in turn will require the current volunteer base of 70 individuals to more than double. To fully complete each section of the facility another \$5 million will need to be raised through donations and sponsorships.

Faced with this substantial volunteer recruitment need, and limited in-house resources to undertake it, Anam Cara turned to the Leaders for Geelong program. Run by the Committee for Geelong, Leaders for Geelong is a 15-month program that develops leadership capacity by connecting, guiding and facilitating unique leadership opportunities. In the second program year, participants nominate a community project that appeals to their developmental goals, values and interests, which has been put forward by a participating organisation.

Anam Cara nominated development of a Volunteer Recruitment Framework for the new facility, which five Leaders for Geelong participants were gifted the opportunity to undertake. Working closely with Anam Cara staff, previous and current volunteers and associated stakeholders, the project team developed the Volunteer Recruitment Framework to help service the needs of the new Anam Cara Deakin University Facility.

## Vision

Engaging compassionate and diverse volunteers

## Goal

To sustainably grow and diversify the Anam Cara team with engaged and compassionate volunteers.

## Values

Respect, Dignity,  
Accountability,  
Compassion, Excellence

The Volunteer Recruitment Framework will become an invaluable tool, reference and guide to the Anam Cara team as they transition into the new facility and expand their volunteer workforce from 70 to 150 volunteers.

The people of the Geelong region are very fortunate to have an organisation such as Anam Cara providing for our community in their time of need. During a time which could be dominated by fear and uncertainty, Anam Cara provide care and compassion to people with life limiting illness, their carers and family. The Volunteer Recruitment Framework will support the ongoing recruitment of volunteers to join the dedicated team at Anam Cara, and in doing so safeguard the enduring success of Anam Cara and ensure many more people in need are able to access the care and service they provide our community.

“

*I believe Geelong are blessed to have such a special facility in its area.*

*I don't think we are known well enough yet so fingers crossed.*

– Anam Cara Volunteer



# Foundation Story of Anam Cara

Anam Cara provides support services for people who have been diagnosed with a life-limiting illness, and their families and carers.

Established in 2008, Anam Cara is a not-for-profit organisation which provides care in a unique home-like environment. Anam Cara operates 24-hours, is accredited, non-denominational and offers its services to all community members in need.

Anam Cara provides social, emotional and physical care with consideration to cultural and spiritual need. The focus is on quality of life, symptom management and comfort and is a preferred method of care for those who don't wish to spend an extended period of time cared for in a hospital environment, do not wish to be or cannot be cared for at home.

Guests are treated with best practice clinical care from professional medical staff, plus support from trained volunteers. Volunteer roles range from palliative care, general administration, housekeeping, fundraising and companionship.

**Anam Cara relies upon volunteers; without these dedicated individuals, Anam Cara could not function.**

The Anam Cara model proved to meet a growing service gap with hundreds of guests, carers and families accessing the service from the wider Geelong community. Consequently, the Anam Cara Board decided to expand its services beyond the original five bed facility. After successfully securing \$22 million of funding (through grants, donations and sponsorship) Anam Cara began construction of its new facility in 2021. The new purpose built 20 bed facility, located on the Waurin Ponds Deakin University campus, will be complete in early 2022.

# Why is the Anam Cara House Project So Important to the Geelong Region?

In 2022, Anam Cara will move to its new facility, located on the campus of Deakin University, Waurin Ponds. The expansion of service will be significant and the need for increased volunteer numbers will be immediate.

Whilst Anam Cara currently has a dedicated team of 70 volunteers, in order to service the new Anam Cara facility at Waurin Ponds, Anam Cara must expand its volunteer base from 70 to 150 people.

Faced with this substantial volunteer recruitment need, and limited in-house resources to undertake this task, Anam Cara engaged with the Committee for Geelong, Leaders for Geelong program to assist.

Without the work of volunteers Anam Cara would not be able to provide a much needed service to the community of Geelong.

“

*The comfort they give me, the love and care is real and goes over and above their duties of work. Every time I go home everyone notices the difference in me, they see how relaxed and restored I am.*

*I always look forward to my respite stay as I know I will have rest, peace, laugh and especially love from all the staff and volunteers.*

– Lisa, Anam Cara Guest



## Volunteering for Anam Cara

Anam Cara offers formal volunteering opportunities supported by structured education and training, followed by hands-on experience. Volunteers help make a difference in the lives of those living with a life-limiting illness and can support the emotional and physical needs of guests, carers, families and friends.

There are many ways that people can volunteer their time, service or skills with Anam Cara. Volunteers can support a range of existing and emerging roles including but not limited to:

- Housekeeping
- Office Administration
- Art, music and technology
- Living Well Day Hospice activities
- End of life care
- Overnight and day respite
- Living books; sharing their experiences of palliative care
- Orienting guests to the new facility
- Library information and access

### Individual Volunteers

Many of the volunteers at Anam Cara are individuals who have lived experience of the benefits of the support provided by Anam Cara, or they may have experienced a similar experience without this support in place and are highly cognisant of the value Anam Cara provides to individuals and the community.

### Workplace Volunteer Programs

An opportunity exists for companies and organisations within the Geelong region to actively encourage and support their workforce to participate in volunteering.

Organisations may have, or wish to put in place a Workplace Volunteer Program to support their workforce to volunteer, and give back to the Geelong community.

### Take the first step towards Volunteering with Anam Cara

The first step towards volunteering with Anam Cara is to call the Volunteer Coordinator on 03 5222 5831 or by registering your details via the website <https://achg.org.au/volunteering>

# Project Methodology

In order to develop the Anam Cara Volunteer Recruitment Framework our Project team conducted research on current Victorian and National policy as it relates to volunteering. Existing Anam Cara reports and volunteer documents and materials were analysed. Engagement with current and previous volunteers was carried out to understand the opportunities and challenges associated with volunteering.

Regular meetings were held with key stakeholders being the Anam Cara team, and our project team met fortnightly in person when possible or via Zoom, and everyday communication channels were established via WhatsApp and email. A shared Google Drive was created for the sharing of resources and collaborative working documents.

A vision, goals and values were created, which underpin the Volunteer Recruitment Framework's key priority areas, objectives, actions and outcomes. These were consolidated in the Implementation Action Plan, which will be used as the key operating tool to implement the Volunteer Recruitment Framework.

Work has commenced on the Actions outlined in the Volunteer Recruitment Framework — Implementation Action Plan, however timing of these tasks is for the reasons detailed below.

Open and ongoing communication was established with our Project Champion and Anam Cara's Volunteer Coordinator throughout the process to ensure the project was on track and set to meet the organisation's objectives.

“

*It is very rewarding and an honour to support someone at end of life.*

*I strongly agree with the values of Anam Cara House Geelong.*

– Anam Cara Volunteer

## Review and Research

- Background policy context
- Review of the following documents:
  - » Anam Cara Volunteer Systems, Practices and Knowledge
  - » Social Impact Report
  - » User Needs Survey
  - » Business Case
  - » Palliative Care Volunteer Standards
  - » Volunteer Library – Palliative Care Victoria
  - » Volunteering Victoria – Recruitment Resources (including Covid support information)

## Stakeholder Engagement

- Engagement with key employees and volunteers to understand current situation, gaps, opportunities, considerations for volunteer framework
- Undertake survey of past and current volunteers
- Engage with Deakin University to discuss volunteering opportunities, promotion and needs
- Engage with Volunteering Geelong
- Discussions with Geelong organisations (TAC & VIVA) regarding workplace volunteering opportunities

## Framework and Implementation Plan

- Development of Volunteer Recruitment Framework and Implementation Plan
- Activation of Implementation Plan
- Commencement of Volunteer Recruitment

# Challenges

## Project Timing

The new Anam Cara facility is due to be built in early 2022. There is a risk that the completion of the build, and the recruitment of new volunteers does not align. If the build runs late, volunteers may become dis-engaged, while if the build is early there may not have been enough time to implement the framework and recruit volunteers. To mitigate these risks the Framework does include actions for recruiting early, and engaging volunteers with open communication about the build, and staggered training to develop volunteers in line with growing demand.

## Covid Restrictions

At times throughout the project, plans to meet in person as a group, meet with external organisations such as Deakin, or attend the Anam Cara facility were impacted by Covid lockdown restrictions. The team needed to be adaptive in order to keep on track, rescheduling of face to face meetings and/or Zoom meetings were arranged, tools such as Doodle Poll were used to coordinate availability of multiple people and organisations.

Covid has only emphasised the need for the Framework and for Anam Cara to expand its dedicated volunteer base. Anam Cara has experienced first hand the lockdown impacts to services and ability of volunteers to contribute during this period. Research undertaken during 2020<sup>1</sup> found that people who were able to continue volunteering reported higher levels of life satisfaction and sense of social cohesion during Covid. This presents an opportunity for the benefits of volunteering during these challenging Covid times to our own sense of wellbeing to be strongly promoted.

## Engagement with Anam Cara

During the early stages of the project the Anam Cara staff, and our Project Champion had a significantly increased workload, added to by ongoing Covid lockdowns, and the demands and focus on the new facility build.

With the Anam Cara team under significant time constraints our project team identified the need to support them in order to meet regularly, engage and receive timely feedback to progress and not risk stalling on the project's short timeframes.

Our Project Team overcame these challenges by establishing clear and open communication channels, presenting the Anam Cara team with our project plans and timeframes and were provided the support and confidence to proceed with the project at a pace that would ensure success.



# Opportunities

## New Facility and Branding

Anam Cara is currently transitioning to a new brand identity, alongside the new facility build and move. Both the new branding and new facility will enable Anam Cara to be seen in the modern context as a dynamic, relevant, and much needed service for the Geelong region. This fresh and modern forward-facing image will help raise awareness of Anam Cara and attract people as both guests and volunteers.

## Promotional Activities

Anam Cara have recently appointed Geelong Football player, Tom Hawkins as Ambassador for Anam Cara, and have a suite of fundraising activities planned in the immediate and near future. While the primary aim of these activities is to raise funds towards the new facility, the secondary and tertiary outcomes will be a greater awareness of Anam Cara in the greater Geelong community, potentially greater uptake of their services and more interest from people to volunteer.

## Deakin Students and Staff

As the new Anam Cara facility is being built on the grounds of Deakin University Waurin Ponds, there is a great opportunity to engage with a new segment of the community and attract a diverse group of volunteers including Deakin students, professionals, and other members of the Deakin community. The Anam Cara Project team coordinated a meeting with members of Anam Cara, and Deakin Faculty Work Integrated Learning (WIL) Coordinators to open discussions around forming a partnership with Deakin to facilitate WIL and volunteer opportunities for students and staff.



<sup>1</sup> <https://www.volunteeringaustralia.org/wp-content/uploads/VA-Volunteering-and-the-Early-Impact-of-COVID19-FINAL.pdf>



“ *Why have I chosen to support Anam Cara House Geelong’s public appeal?*

*There are a few very good reasons, some are deeply personal, but mainly it is about providing a choice for the Geelong community. We cannot change the outcome, but we can positively impact the journey. Having the choice of care at the end-of-life is most important. It can give a sense of peace during a time that could easily be dominated by uncertainty and fear, for both the person undertaking the journey and their family and friends. This incredible new facility will provide this environment.*

*The end-of-life journey deserves as much beauty, care and respect as the beginning of life. This is what Anam Cara does. You can help us fund this important facility for our region, by supporting our Public Appeal. Together we will ensure that Anam Cara’s respectful, compassionate care is available to all.*

*– Tom Hawkins*

## Background Information and Guidance

Our Project Team looked to a wide range of resources to help inform our knowledge in the area of volunteering and provide background information specific to Anam Cara.

Policy which informed our work included the 2011 National Volunteering Strategy. The national strategy recognises the need to attract younger and older people to volunteering, and better engage culturally diverse communities. It promotes new technologies as a way to support volunteer engagement and reduce costs. The national strategy also considers the growing role of workplace volunteering.

The Victorian Government has committed to develop and implement a Volunteer Strategy to support and enhance volunteerism in Victoria. This Strategy is due to be released in late 2021. Some of the priority areas identified by the Ministerial Council for Volunteers 'Priorities for strengthening volunteering in Victoria 2018' included a focus on diversity and inclusion, volunteering for all ages and quality volunteer experiences.

The volunteering sector is governed and protected by a range of Commonwealth and Victorian legislation and policy regulatory frameworks that govern volunteering. The Anam Cara Volunteer Recruitment Framework integrates these priority areas to reflect Victorian and national standards.

Anam Cara recently undertook investigations to inform the expansion of the Anam Cara Palliative Care Community Hub, and to identify gaps and opportunities. The Project Team reviewed these reports to understand key risks, opportunities and strategies to manage volunteering at the new facility.

Reports produced include:

- **Anam Cara Geelong** — Proposed Hospice End of Life Care Facility — Social Impact Assessment — June 2018
- **Proposed Anam Cara House Geelong Facility** — Business Case — July 2018
- **Anam Cara Palliative Care Community Hub** — User Needs Study Stage 1 — Final Report 2021

A review of the following Anam Cara volunteer systems and materials was conducted by the Project Team:

- **Volunteer Welcome Pack** — includes a range of information related to Anam Cara, training requirements and background check requirements.
- **Communications methods** — Volunteer communications are made via phone calls, emails and newsletters.
- **Volunteer database** — Microsoft Excel is used as the record keeping system.

# Project Deliverables

- Volunteer Recruitment Framework
  - » Implementation Action Plan
  - » Volunteer Position Descriptions
  - » Anam Cara Volunteer Survey Results

The **Implementation Action Plan** is a key tool within the Volunteer Recruitment Framework to achieve the overall goal and vision. Simple and user-friendly, the plan will be used by staff over the next two years to expand its volunteer programs in a way that is responsive to the needs of the new facility.

**Volunteer Position Descriptions** are essential to attract a diverse group of volunteers, enhance experience and opportunities of current volunteers, to aid retention and provide clarity of duties.

**Anam Cara Volunteer Survey Results** were used to inform and enhance framework components and empower volunteers to be part of the process.

“

*Anam Cara is a wonderful place to spend time.*

*We have sad times but there is always laughter, music and positive harmony.*

– Anam Cara Volunteer

# Action Plan Objectives & Key Priority Areas

## Lead & Manage

1. **Positive Culture** — To lead a positive culture of volunteering — engaging volunteers in an inclusive, empowering, collaborative way.
2. **Effective Management** — To develop effective management systems that support volunteers which are inclusive and attract diversity.
3. **New Volunteer Roles** — To establish new volunteer roles and functions to suit the needs of the new facility.

## Recruitment & Retention

1. **Establish Implementation Team** — To establish a team of volunteers to support and facilitate implementation of the Volunteer Recruitment Framework over the long term.
2. **Diversify Volunteer Base** — To diversify volunteer base and explore opportunities to recruit new volunteers to meet needs of the new Anam Cara Facility.
3. **Suitable Recruitment Materials** — To ensure recruitment materials and methods are suited to a diversity of volunteer types.
4. **Volunteer Promotion / Fundraising** — To promote volunteering opportunities and take advantage of fundraising promotion.
5. **Engaged Volunteers** — To ensure that existing and new volunteers are kept engaged while Anam Cara transitions into its new facility and demand for volunteers grow.

## Volunteer Recognition

1. **Recognise & Celebrate Volunteers** — To recognise and celebrate volunteers to ensure their contribution, value and impact is understood and acknowledged.
2. **Recognition Promotion** — To develop recognition opportunities that promote and support a diverse volunteer base.

## Support & Develop

1. **Support Volunteer Development** — To support the development of volunteers to ensure they receive appropriate orientation, training and support.
2. **Education & Work Experience** — To provide volunteers with meaningful education/work experience opportunities that align with course curriculum.

# Project Review

Volunteers are critical to the ongoing success of Anam Cara and the much needed work that they do to care for, and enrich the lives of people with life limiting illness within our community.

The Anam Cara Volunteer Recruitment Framework project has produced a resource which will assist the Anam Cara team to recruit a diverse group of volunteers and continue to fulfil this essential role in our community.

## Need

- The need for end-of-life, respite and palliative care exists within the community of Geelong and will continue to grow.
- Organisations such as Anam Cara rely upon the work of volunteers to exist, and continue to provide invaluable services to individuals and families within the Geelong community.

## Awareness

- Greater awareness of Anam Cara, and the valuable work they do will help the people that most need their service know where to find the care they require at the time they need it most.
- Awareness of Anam Cara, and volunteering opportunities within the organisation will help support volunteer recruitment.

## Resources

- Anam Cara is a not-for-profit organisation with a highly skilled, professional and dedicated team of staff and volunteers, however it is evident that resources are stretched.

## Lives

- Volunteering is vital to the success of Anam Cara and the work they do to care for, and improve the lives of their guests.
- Volunteering also enriches the lives of the people who give their time to volunteer, providing meaning and connection to individuals and community.

## Recommendations

The Project team recommends the following:

- Anam Cara utilises the Volunteer Recruitment Framework as a living document.
- Anam Cara activate the Implementation Action Plan, review the Plan and continue to set SMART goals.
- Leverage existing events and promotional activities to recruit volunteers.
- Recruit volunteers to support the Anam Cara team in areas outside of the skills base e.g. developing an integrated, online volunteer rostering and utilising cloud based Customer Relationship Management (CRM) tools.
- Recruit volunteers expressively to execute the Volunteer Recruitment Framework, manage and undertake the actions outlines in the Implementation Action Plan.

“

*The ethos and atmosphere that I was immersed in while volunteering is a remarkable thing.*

– Anam Cara Volunteer

anam  
cara

HOUSE  
GEELOG

"Our community hospice"  
[www.achg.org](http://www.achg.org)





## Volunteer Recruitment Resources

The following resources and case studies helped inform our project team;

- National Standards for Volunteer Involvement
  - » <https://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL-3004.pdf>
- Volunteering Victoria
  - » <https://www.volunteeringvictoria.org.au>
  - » <https://www.wevolunteer.org.au/>
- Volunteer Recruitment Resources
  - » <https://www.volunteeringvictoria.org.au/leading-volunteers/recruiting-volunteers/>
- Volunteering Geelong
  - » <https://volunteeringgeelong.org.au>
- Volunteer Library — Palliative Care Victoria
  - » <https://www.pallcarevic.asn.au/library/for-volunteers/>
- Volunteering Victoria (Department of Human Health and Services)
  - » <https://www.volunteer.vic.gov.au/>

## Further Resources

- Glen Eira City Council Volunteer Framework
  - » <https://www.gleneira.vic.gov.au/media/4922/glen-eira-volunteer-framework.pdf>
- Volunteer Studies — Palliative care volunteerism across the healthcare system: A survey study
  - » <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6050945/>
- UK National Council for Voluntary Organisations
  - » [https://knowhow.ncvo.org.uk/your-team/volunteers/recruiting/copy\\_of\\_process](https://knowhow.ncvo.org.uk/your-team/volunteers/recruiting/copy_of_process)
  - » <https://www.ncvo.org.uk/policy-and-research/volunteering-policy/research/time-well-spent>
- Five Keys for Engaging People, Leaders, and Organizations
  - » <https://decision-wise.com/5-keys-of-employee-engagement-magic/>



# Project Team Key Leadership Learnings

## Team Leadership Learning

Each project team member chose to be a part of the Anam Cara project as in some way end of life care had touched an aspect of their life. As the project moved ahead and the team met with key stakeholders, the team's overall emotional investment increased.

Anyone with knowledge of Anam Cara cannot fail to see the benefits of a practiced model of caring in a home-like environment and embracing the concept of celebrating life.

Hence the team knew we needed the project to work and ultimately assist to expand the reach of Anam Cara through an expansion of their volunteer framework.

It is worth noting that due to Covid restrictions and a shortened time frame for the project completion there have been challenges along the way. This being said, some of these challenges were overcome by individual team members' ongoing commitment to keeping stakeholders engaged and encouraging timely feedback so the team could move ahead quickly with key tasks.

Another key learning focuses on effective communication strategies being implemented so that all were clear on key actions required prior to the next scheduled meeting. The team were strong in asking for support from others if their individual capacity to deliver was impacted at that time. Team members always stepped up to assist each other at these times.

One final learning to acknowledge is the valuable and necessary guidance and contributions informing the project made by Anam Cara staff, our project champion, volunteers, Committee for Geelong, our mentor and Deakin University. Without all of these experts input the project would not be as well informed as it is.

## Individual Reflections

### Alex MacDonald — Great Ocean Road Coast and Parks Authority

Working with the dedicated, passionate and talented individuals that make up my project team has been the highlight of my LfG experience. Coupled with a project that's outcomes will positively impact the lives of many, and working alongside an organisation that provides a vitally important and honourable service to our community, this project has been invaluable and life-affirming. My professional skills have been tested and refined; I've experienced the rush of working on something original and exciting; I've been exposed to countless industry professionals and my eyes have been opened to issues, solutions and opportunities; but most importantly I have felt the collective strength and support of an incredible bunch of people who wish to make a true difference in their community. In a time of great uncertainty, I am certain that Geelong is a better place for having Anam Cara, and the people it attracts, in its orbit.

### Emy Simsic — Geelong Swimming Club

'We are an amazing team, not only because we have worked on this incredible project together, but because we have respected and cared for each other every step of the way.'

This project has seen a group of talented individuals come together from different backgrounds to form a team that has proven itself to be effective and resourceful. I believe we have all been truly blessed to have had the opportunity to work together on this unique project that is making a difference to people and families in need in our community.

As one of the guests said 'Finding Anam Cara was a gift', these words resonated with me and have underpinned the work we have done within the scope of this project. I feel blessed to have worked with a like minded team who each brought their own strengths and encouraged one another along the way. Just like the meaning of Anam Cara 'Soul Friend', we have gifted each other with the connection, support and heart of a friend. This was a truly rewarding experience.

### Geraldine Whelan – formerly City of Greater Geelong

"Life Happens" this is borrowed from one of the four inspiring project team members I have had the privilege to work alongside. The ability of the team to be agile and maintain open communication has been key in moving the project from inception to completion as life did indeed happen for the project team members and a wonderful place called Anam Cara.

## Jayne Newgreen — Provenir

The Anam Cara project immediately appealed to me on a deeply personal level and I understand the same is true for each of us who chose to be part of the Anam Cara project team. We each believe there is a great need for the project to be successful and to come together as a team, with the opportunity to make a real difference in the lives of people in need was a privilege.

Each of our team brought our own personal strengths to the project, together with a deep sense of care for the project and compassion for each other. The environment this created was one in which we could each bring our best selves to the project, but also step-up beyond our comfort zone, challenge ourselves, and grow as a team member and leader, knowing that we had the full confidence and support of our teammates.

Working closely with our project team and observing how others approach the same opportunities and challenges has helped me grow professionally and personally.

Upon meeting our Project Champion and the people at Anam Cara, our respect for the work that they do was confirmed and we made a commitment to Anam Cara beyond the project. I'm particularly grateful for this as it means that the connections we have developed as a team will go well beyond the timeframe of our project deliverables. We will also be able to see our project come to life, and all of the good work Anam Cara does, to enrich the lives of people in need, continue to flourish into the future.

## Lauren Mahoney — Barwon Water

Anam Cara is an organisation made up of people who lead from the heart and it has been an enriching experience to learn from people who work in this way. Equally, I have also experienced the same dynamic working alongside my teammates this year. While we have all brought our unique perspectives and skills to the project it is the unwavering sense of support, collaboration and kindness that has really provided such a positive force to this project. It has been such a privilege to contribute to the wonderful work of Anam Cara while also working alongside and learning from such a strong and supportive team.



# Volunteer Recruitment Framework (including Implementation Plan)

## Traditional Owner Acknowledgement

Anam Cara House Geelong recognises Aboriginal and Torres Strait Islanders as the First Custodians of the lands on which Australia was founded. Anam Cara acknowledges the Wathaurong peoples of the Kulin Nation and Gulidjan peoples as the traditional custodians of the lands on which Anam Cara's two facilities are built.

## Authors

Alex MacDonald, Lauren Mahoney, Jayne Newgreen, Emy Simsic and Geraldine Whelan (Leaders for Geelong Project Team 2021).

The Project Team would like to thank Anam Cara House Geelong staff for their vital contributions and assistance in developing this document, and to the incredible Anam Cara volunteers who dedicate their time to care for others. You are invaluable.

## Executive Summary

Anam Cara House Geelong (Anam Cara) is a not-for-profit organisation that provides an invaluable service to the Geelong community. Established in 2008, Anam Cara provides physical, emotional and spiritual care to people who are living with a terminal illness. This care is conducted in a unique home-like environment, providing a wonderful alternative option to palliative care. Guests are treated with best practice clinical care from professional medical staff, plus support from trained volunteers in the hospice facility.

The operation of Anam Cara relies strongly on volunteers; without these dedicated individuals, Anam Cara could not function. There is a broad spectrum of volunteer roles, ranging from palliative care, to general administration, housekeeping, food services, fundraising and companionship. Anam Cara has a current volunteer base of approximately 70 individuals.

Since its inception, the Anam Cara model has proved to meet a growing service gap and demand from the wider Geelong community, with hundreds of guests, carers and families accessing the service. Consequently, the Anam Cara Board decided to expand its services beyond the original five bed facility. After successfully securing \$22 million of funding (through grants, donations and sponsorship) Anam Cara began construction of its new facility in 2021. The new purpose built 20 bed facility, located on the Waurin Ponds Deakin University campus, will be complete in early 2022.

This move will result in significant service expansion for palliative care, which in turn will require the 70 strong volunteer base to double. Faced with this substantial volunteer recruitment need and limited in-house resources to plan for it, Anam Cara turned to the Leaders for Geelong program. Run by the Committee for Geelong, Leaders for Geelong (LfG) is a 15-month program that develops leadership capacity by connecting, guiding and facilitating unique leadership opportunities. In the second program year, participants nominate a community project that appeals to their developmental goals, values and interests, which has been put forward by a participating organisation.

Anam Cara nominated the development of a Volunteer Recruitment Framework for the new facility, which five LfG participants were gifted the opportunity to undertake. Working closely with Anam Cara staff, previous and current volunteers and associated stakeholders, the project team developed the Volunteer Recruitment Framework (VRF) to help service the needs of the new Anam Cara Deakin University Facility.

To develop the Anam Cara Volunteer Recruitment Framework, research on policy was undertaken, existing Anam Cara reports and materials were analysed, and engagement with current and previous volunteers was carried out to understand the opportunities and challenges associated with volunteering.

The strong sense of purpose and associated values Anam Cara has developed since its inception were translated into this document, as these values underpin each role undertaken by every volunteer and help perpetuate the Anam Cara model.

A vision, goal and values were then created, which underpin the framework's key priority areas, objectives, actions and outcomes. These are consolidated in the Implementation Action Plan, which will be used as the key operating tool to implement the Volunteer Recruitment Framework.



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## 1. Introduction

Anam Cara House Geelong (Anam Cara) provides support services for people from Geelong and the wider region who have been diagnosed with a life-limiting illness. This support is also extended to their families and carers. Care occurs in a unique home-like environment that provides best practice clinical care plus support from trained palliative care volunteers. Anam Cara operates 24-hours, is accredited and non-denominational.

Anam Cara provides a specialised community hospice facility. The focus of hospice care is on quality of life, symptom management and comfort. It caters for social, spiritual, emotional, physical and cultural needs and is a preferred method of care for those who don't wish to spend an extended period of time cared for in a hospital environment, do not wish to be or cannot be cared for at home.

In 2022, Anam Cara will move to its new facility, located on the campus of Deakin University, Waurin Ponds. The expansion of service will be significant and the need for increased volunteer numbers will be immediate.

Whilst Anam Cara currently has a dedicated team of 70 volunteers, this number is required to double in the new facility. There is also a great opportunity to attract a diversity of volunteers, engaging new parts of the community including Deakin students, professionals, and other members of the community from ethnic backgrounds who are willing to be part of this important stage of someone's life journey.

## 2. Defining Volunteering for Anam Cara

There are many ways that people can volunteer and give their time, service or skills whether through formal or informal means. Volunteering is defined as time willingly given for the common good and without financial gain<sup>2</sup>.

Anam Cara offers formal volunteering supported by structured education and training, followed by hands-on experience. Volunteers help make a difference in the lives of those living with a life-limiting illness and can support the emotional and practical needs of guests, carers, families and friends.

Anam Cara volunteers can be described as contributing to the following five distinct caring processes<sup>3</sup>:

- **Knowing** – listening to the needs of patients and families
- **Being With** – sharing feelings and conveying ongoing availability
- **Doing For** – doing for another what he or she would do for themselves
- **Enabling** – supporting and validating the person
- **Maintaining Belief** – offering support to patients in transition according to the patients' choice and spiritual direction

Volunteers can support a range of existing and emerging activities including but not limited to:

- Office Administration
- Living Well Day Hospice
- Housekeeping
- End of life care
- Overnight and day respite
- Transport
- Living books; sharing their experiences of palliative care
- Orienting guests to the new facility
- Library information and access
- Access the internet
- Access information recommended by GP's in information scripts
- Art, music and technology

<sup>2</sup> Volunteering Australia (2015) The definition of volunteering. [www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

<sup>3</sup> Anam Cara Palliative Care Community Hub - User Needs Study Stage 1 – Final Report Feb 2021 (K2 Planning)

### 3. Developing the Volunteer Recruitment Framework

In line with relocating current staff and volunteers to the new Deakin University facility in early 2022, Anam Cara Board members and staff realised the need to develop a structured framework for volunteer recruitment, which could be activated according to facility operations and corresponding volunteer requirements.

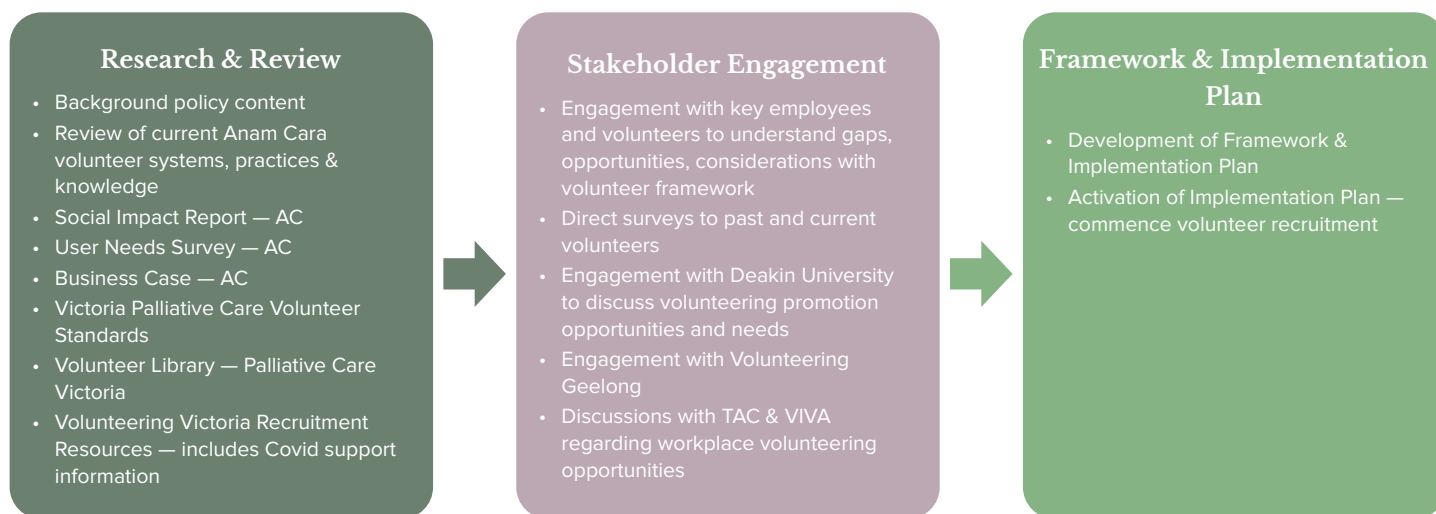
With limited resources to develop this framework in house, Anam Cara turned to the Leaders for Geelong program. Run by the Committee for Geelong, Leaders for Geelong (LfG) aims to provide our city-region with inspired and well-connected future leaders, who are better prepared to lead their own organisations and the wider community.

Leaders for Geelong (LfG) is a 15-month program that develops personal leadership capacity through a unique learning experience, designed to address the current social, economic, and environmental issues of importance to the Geelong city-region. In the second program year, participants nominate a community project that appeals to their personal values and interests, which has been put forward by a participating organisation.

Five individuals from different Geelong-region organisations were provided the incredible opportunity to develop the Anam Cara Framework. Working closely with Anam Cara staff and associated stakeholders, the project team developed the Volunteer Recruitment Framework (VRF) to help service the needs of the new Anam Cara Deakin University Facility.

To develop the Anam Cara Volunteer Recruitment Framework, research on policy was undertaken, existing Anam Cara reports and materials were analysed, and engagement with current and previous volunteers was carried out to understand the opportunities and challenges associated with volunteering.

Covid-19 has only further emphasised the need for this Framework and for Anam Cara to expand and support its dedicated volunteer base. Anam Cara has experienced first hand the lockdown impacts to services and ability of volunteers to contribute during this period. Volunteering Australia reports that research undertaken during 2020<sup>4</sup> found that people who were able to continue volunteering reported higher levels of life satisfaction and sense of social cohesion during Covid-19. This presents an opportunity for the benefits of volunteering during these ongoing challenging Covid-19 times to be strongly promoted.



<sup>4</sup> <https://www.volunteeringaustralia.org/wp-content/uploads/VA-Volunteering-and-the-Early-Impact-of-COVID19-FINAL.pdf>

## 3.1 Policy Context

### **Victoria**

The Victorian Government has committed to develop and implement a Volunteer Strategy to support and enhance volunteerism in Victoria, which is due to be released in late 2021 following consultation.<sup>5</sup> Some of the priority areas identified by the Ministerial Council for Volunteers 'Priorities for strengthening volunteering in Victoria 2018' included a focus on diversity and inclusion, volunteering for all ages and quality volunteer experiences. Refer to Appendix A.

### **National**

The 2011 National Volunteering Strategy is the main national policy statement on volunteering. The strategy includes a number of key focus areas, including:

- responding to trends in volunteering
- harnessing technology
- improving regulation and risk management
- strengthening management and training;
- strengthening relationships and advocacy; and
- recognising and valuing volunteering.

The national strategy recognises the need to attract younger and older people to volunteering, and better engage culturally diverse communities. It promotes new technologies as a way to support volunteer engagement and to reduce costs. The national strategy also considers the growing role of workplace volunteering.

National standards for volunteer involvement have been developed by Volunteering Australia and act as a resource to implement effective volunteer programs.

The Standards can also be used as an audit tool and to measure performance against best practice and to identify opportunities for improvement. The national standards set out eight key areas of volunteer involvement:

1. Leadership and management
2. Commitment to volunteer involvement
3. Volunteer roles
4. Recruitment and selection
5. Support and development
6. Workplace safety and wellbeing
7. Volunteer recognition
8. Quality management and continuous improvement

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<sup>5</sup> 2021 - [www.volunteeringvictoria.org.au/advocacy-policy-research/victorianvolunteerstrategy/](http://www.volunteeringvictoria.org.au/advocacy-policy-research/victorianvolunteerstrategy/)

The volunteering sector is governed and protected by a range of Commonwealth and Victorian legislation and regulatory policy frameworks that govern volunteering. Volunteering Victoria and the State Government's Volunteers.vic team within the Department of Health and Human Services provide updates on changes to legislation, policy and standards that impact volunteering. Recent examples of these relate to fact sheet resources to outline requirements for volunteering during coronavirus (Covid 19).

The Anam Cara VRF integrates these priority areas to reflect Victorian and national standards.

### 3.2 Background reports and existing materials

Recent investigations were undertaken by Anam Cara to inform expansion of the Anam Cara palliative care facility and to identify where the current gaps and opportunities exist. Reports produced include:

- Anam Cara Geelong — Proposed Hospice End of Life Care Facility — Social Impact Assessment — June 2018
- Proposed Anam Cara House Geelong Facility — Business Case — July 2018
- Anam Cara Palliative Care Community Hub — User Needs Study Stage 1 — Final Report 2021

These reports have been reviewed to understand key risks, opportunities and strategies to manage volunteering at the new facility. A summary of these reports and information relevant for this volunteer framework is provided in Appendix B.

Other existing systems and materials have also been reviewed to understand current and emerging operational requirements.

Anam Cara currently has the following key systems and materials to support the volunteer program:

- Volunteer welcome pack — includes a range of information related to Anam Cara, training requirements and background check requirements. These materials have recently been rebranded and redeveloped to be more user friendly for diverse volunteer types.
- Volunteers are communicated with via emails and newsletters, and Microsoft Excel is used as the record system.

A range of online resources are available that have been explored in developing this framework which include (but not limited to):

- Victorian Palliative Care Volunteering Standards & Volunteer Library
- Volunteering Victoria Recruitment Resources
- Volunteering.vic

A brief summary of these resources is provided in Appendix C.

### 3.3. Stakeholder Engagement Outcomes

In addition to stakeholder surveys completed through the Social Impact Assessment in 2018 and the User Needs Study in 2021, volunteer surveys were completed in the development of this framework. Refer to Appendix D.

A total of 35 responses were received through surveys: 31 current volunteers and 4 previous volunteers. The feedback highlighted several challenges and opportunities which are summarised below.

Key themes expressed through survey results include:

#### **General feedback**

- Volunteers hold utmost respect and belief in the AC model.
- Gratitude for the staff and treatment received by volunteers.
- Most respondents (77%) indicated the time they volunteer is 'just right'.
- Caring for those with a terminal illness is challenging, but volunteers gain a great deal of meaning, sense of fulfilment and value through volunteering at AC.
- The volunteer coordinator is supportive, communicative and attune to volunteers emotional and social wellbeing.
- All respondents would encourage others to volunteer at AC, noting it is challenging work and not suitable for everyone. Respondents would encourage those not comfortable volunteering in palliative care to conduct other roles e.g., administration, gardening.

#### **Opportunities**

- AC is not widely known among the community; more promotion is needed.
- Volunteers choose to work at AC to return the favour of support/care, belief in the AC philosophy and service, pathways to employment, applying qualifications (registered nurse, disability care) to volunteering and undertaking meaningful work.
- Suggestions to improve current volunteer systems include improved rostering systems (and potentially moving to an online roster booking system), better promotion of services and formation of a volunteer committee. See Table 1.
- The most highlighted suggestion for improvement was clearly defined roles and associated tasks. Clear indication of time requirements and duties for each shift was also commonly noted.
- A desire for more regular and effective communication.
- To explore less arduous training requirements.
- More training in end of life care.

## Challenges

- Hesitation about relocating to the new facility and how it will work with volunteers.
- The home setting of AC is a unique and invaluable resource to the Geelong community, and provides different, important options for palliative care. It is crucial that this home setting is recreated at the new facility.
- Becoming burnt out; not debriefing enough or receiving adequate mental health support.
- Doing overnight shifts is difficult and tiring.

## Individual responses

### 'Aspects you think could be changed or improved to make volunteering easier/more accessible?'

Table 1: Volunteer feedback: areas for improvement

Theme	Corresponding
More regular and effective communication.	Being clear about our hours of work; I found it frustrating turning up to work and finding that the work was done the previous day. I thought that if the work had been done, and I was not needed, that I could have been told.
Clearly defined roles, with associated task and time allocations.	Volunteer role description with times allocated to those roles; They need to ensure the volunteers are being utilised to the best of their ability.
More training in end of life care.	The Course was most helpful, and the ongoing training in safety etc., showed a great commitment to the volunteers.
Better 'screening process' to ensure volunteer retention.	I get disappointed that some volunteers don't stay for long. A lot of time, effort and money is put into these volunteers. Perhaps volunteers need to have some introductory tryouts before they are trained and complete the Palliative Care course.
Less arduous training requirements	I do think the hoops we have to jump through just to qualify as a volunteer must put a lot of people off.
Better interaction and understanding from staff to volunteers	I believe the nursing staff should have a learning component on how to work with palliative care volunteers because together they work as a team on a shift.
Improved administration and rostering systems; development of an online rostering system.	Some difficulty with communication when discussing & confirming care/ shifts; Maybe an online calendar where you can sign up for random roles, that way everyone knows who is on at what time and what's happening that day; Admin systems improved.
Requirement for volunteer mental health and wellbeing check in/ counselling.	After I finished I realised that I had become a bit burnt out, it had snuck up on me. I also didn't properly recognise that I needed to debrief more, so I didn't seek out the opportunity to do that.
Increase volunteer input in operations.	Form a relevant committee for volunteers to help their voice and service be at the forefront of hospice service.
Better marketing and promotion of services.	More advertising of Anam Cara. So many people don't know about it.
Increasing volunteer diversity and age.	It would be nice if we had younger volunteers who would be able to cover the night rosters. More younger volunteers.
Retain home environment at the new facility.	Anam Cara has an emphasis on 'home like' environment and I feel this is very important to carry forward to our new premises.



### **‘Why did you choose to volunteer at ACH?’**

Responses highlighted the humanistic element and desire to help people in need. Many responses also included respect and belief for the Anam Cara philosophy and unique care model. Responses included:

*I support the philosophy of care for people with palliative illness with volunteers in a homey setting.*

*A way to help in the community in an area much needed, underfunded and unrecognised for the valuable gift it gives to Geelong.*

*The original Hospice Geelong assisted me when my late Husband was ill. When Anam Cara commenced I wanted to help others like they helped me.*

*Have worked in disabilities with families who had young children with complex medical issues so believe strongly we should support families with their choices in Palliative care*

*Centrelink/Job provider encouraged volunteer work with a view to finding employment.*

### **‘Do you find volunteering at ACH meaningful?’**

All respondents who answered the question (33) wrote ‘yes’. Many indicated this was due to the fulfilment of caring for terminally ill guests and their families.

Responses included:

*Yes. Absolutely! Because it helps me fulfil my need to volunteer and give back to the community. I love the elderly and cherish every moment with them. I am grateful that my small contribution helps others be at peace when they die and have support for themselves and their carers on the journey to that time.*

*Yes, ACH is a caring organization. The best part is when you meet a patient and you can help in a small way. Their time is limited and precious. To share some time is very meaningful, and also to assist family members when they need a word, a meal, a friend, when visiting a guest. It is meaningful to be a small part of the team.*

### **‘Would you encourage others to volunteer at Anam Cara?’**

All respondents answered ‘yes’, with many noting that this particular type of volunteering is not suitable for everyone, and that some may not be comfortable conducting palliative care.

### **‘Anything else you would like to share?’**

*I think that Anam Cara takes very good care of its volunteers in a pastoral sense. I think that those who manage the organisation should be given credit for that. This is especially important when you are dependent on volunteers. Great facility and caring and supportive people.*

Refer to Appendix D for full survey response summary.

## 4. Volunteer Recruitment Framework

Together with Anam Cara staff, the LfG project team identified the following vision, goal and values that underpin the VRF.

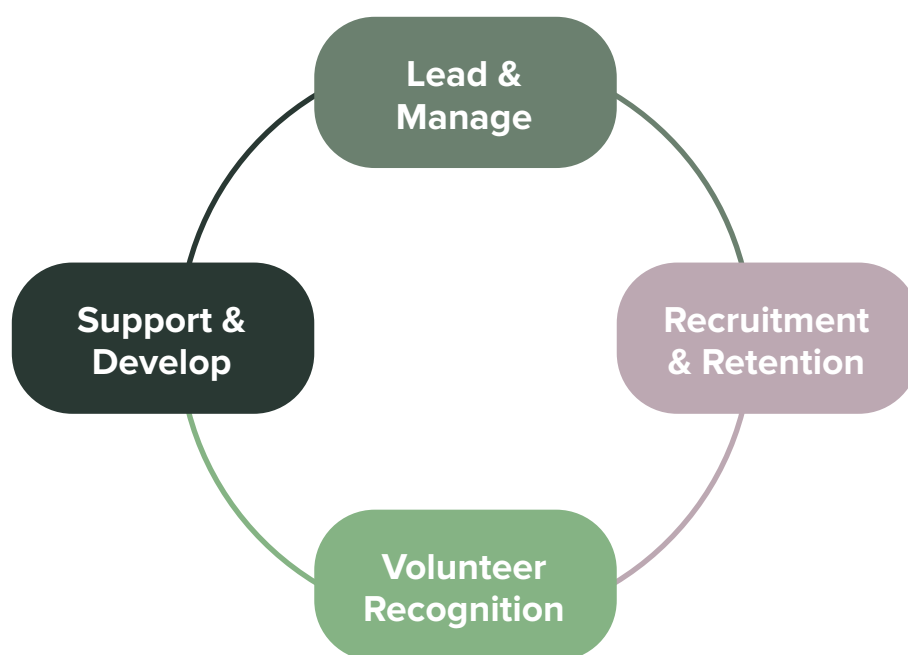
**Vision** — Engaging compassionate and diverse volunteers

**Goal** — To sustainably grow and diversify the Anam Cara team with engaged and compassionate volunteers.

**Values** — Respect, Dignity, Accountability, Compassion, Excellence

### Key Priority Areas

Building on and incorporating the above state and national policy context, national standards, research and survey information, the Volunteer Recruitment Framework identifies four key priority areas to increase and retain volunteer participation. These priority areas are described as Lead & Manage, Recruitment & Retention, Volunteer Recognition and Support & Develop. These areas also underpin implementation of the VRF.



## 5. Implementation Action Plan

The Implementation Action Plan (the plan) is the key tool within the VRF to achieve the overall goal and vision. Simple and user-friendly, the plan will be used by staff over the next two years to expand its volunteer programs in a way that is responsive to the needs of the new facility.

The plan has been structured under each of the four priority areas and contains the following:

**Objectives:** goals to be achieved and which align directly to a priority area.

**Actions:** tasks that will help achieve the objectives. Suggested timelines are assigned to each action to facilitate priority setting and work plans: short (6–12 months), medium (12–18 months), long (18+ months).

**Outcomes:** the intended consequence once actions have been implemented and the objective achieved. Outcomes may be used to track and measure progress.

Anam Cara will review progress towards achieving objectives and actions on an ongoing basis, with a formal review conducted at the end of each year. Ongoing actions will also be refreshed in this review.

Key Priority Area	LEAD & MANAGE OBJECTIVES				
	<p>1) Positive Culture — To lead a positive culture of volunteering — engaging volunteers in an inclusive, empowering, collaborative way.</p> <p>2) Effective Management — To develop effective management systems that support volunteers which are inclusive and attract diversity.</p> <p>3) New Volunteer Roles — To establish new volunteer roles and functions to suit the needs of the new facility.</p> <p><i>Timeframes: short (6–12 months), medium (12–18 months), long (18+ months)</i></p>				
	Objective	Action no.	Action	Timeframe	Outcome
LEAD & MANAGE	1) Positive Culture	1	Volunteer engagement approach to incorporate MAGIC principles (meaning, autonomy, growth, impact and connection) and inclusivity into recruitment and promotional materials.	Short	Attract a diverse range (age and racial background) of volunteers.
	1) Positive Culture	2	Formalise a volunteer committee and schedule regular meetings.	Short	Increase volunteer support and mental well health, to retain volunteers over the long term. Enable volunteer input in AC operations.
	2) Effective Management	3	Activate online rostering system. Train volunteers and staff in its use.	Medium	Volunteers have input and control over shift rostering.
	2) Effective Management	4	Schedule debriefing/counselling sessions at regular intervals with all volunteers. Encourage volunteer access to Employee Assistance Program service and include information in volunteer Position Descriptions.	Short then ongoing	Facilitate volunteer support and mental well health, to retain volunteers over the long term.
	2) Effective Management	5	Determine which outcomes within Volunteer Recruitment Framework will be used as progress measurement metrics.	Short	Actions and outcomes are effectively tracked, framework is implemented.
	2) Effective Management	6	Review management systems and documentation for gaps/ opportunities for further supporting volunteers (and employees) as an inclusive workplace.	Short	Facilitate volunteer support and mental well health. Attract a diverse range (age and racial background) of volunteers.
	2) Effective Management	7	Determine whether new technology platforms are required to support increased volunteer base and wider workforce.	Medium	Facilitate volunteer support.
	3) New Volunteer Roles	8	Develop shift descriptions with designated tasks assigned to each role and shift.	Short	Volunteers have a clear understanding of each shifts' requirements and tasks to be completed on the day.
	3) New Volunteer Roles	9	Redevelop volunteer position descriptions, including duty descriptions, time requirements and interconnected roles.	Short	Prospective and current volunteers understand the requirements for each role and associated time commitments. Ensure role clarity between volunteers and employees.

## RECRUITMENT & RETENTION OBJECTIVES

- 1) Establish Implementation Team — To establish a team of volunteers to support and facilitate implementation of the Volunteer Recruitment Framework over the long term.
- 2) Diversify Volunteer Base — To diversify volunteer base and explore opportunities to recruit new volunteers to meet needs of the new Anam Cara Facility.
- 3) Suitable Recruitment Materials — To ensure recruitment materials and methods are suited to a diversity of volunteer types.
- 4) Volunteer Promotion / Fundraising — To promote volunteering opportunities and take advantage of fundraising promotion.
- 5) Engaged Volunteers — To ensure that existing and new volunteers are kept engaged while Anam Cara transitions into its new facility and demand for volunteers grow.

*Timeframes: short (6–12 months), medium (12–18 months), long (18+ months)*

Objective	Action no.	Action	Timeframe	Outcome
1) Establish Implementation Team	10	Develop volunteer position description specific to implementation of the VRF.	Short	Volunteers have a clear understanding of requirements.
1) Establish Implementation Team	11	Target Deakin students for recruitment of VRF implementation roles. Include position description and market to appropriate students, including business administration and arts/communications subjects.	Short	Framework rollout continues with designated individuals responsible for associated tasks and timeframes.
1) Establish Implementation Team	12	Engage existing volunteers to determine interest for roles in VRF implementation.	Short	Utilise current volunteers and existing skill sets; or enable skill growth.
2) Diversify Volunteer Base	13	Progress Deakin University/Anam Cara partnership for volunteer recruitment and formalise through MOU.	Short	Effective partnership is established.
2) Diversify Volunteer Base	14	Develop meeting schedule with Deakin staff, AC staff and volunteers.	Short	Continue partnership momentum.
2) Diversify Volunteer Base	15	Determine courses/curriculums that can incorporate Anam Cara volunteering as Work Integrated Learning (WIL)/course placements.	Medium	Partnership actions are implemented.
2) Diversify Volunteer Base	16	Determine formal placement requirements (including insurance and training) to develop WIL and placement structure. Develop Placement Agreement forms.	Medium	Partnership actions are implemented.
2) Diversify Volunteer Base	17	Develop student volunteer recruitment promotion plan with Deakin staff, including communication tools, communication and promotion frequency and other Deakin support parameters.	Short	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.

<b>RECRUITMENT &amp; RETENTION</b>	<b>Objective</b>	<b>Action no.</b>	<b>Action</b>	<b>Timeframe</b>	<b>Outcome</b>
	2) Diversify Volunteer Base	18	Promote roles to Deakin University students with minor training components, such as gardening, facility tours, library and administration support.	Short	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	19	Following opening of new facility begin promotion of volunteer roles associated with palliative care/ enhanced training requirements.	Medium	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	20	Develop several volunteer 'lived experience' pieces for promotion materials. These pieces to outline the 'heart' of volunteering; perspective on value gained, positive difference made and overall reward of the AC volunteering experience.	Short	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	21	Provide Deakin with position descriptions, volunteer welcome packs and all other engagement/ recruitment material.	Short	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	22	Continue exploration of workplace volunteering opportunities with workplaces e.g. Viva & TAC. Take the learnings from how this evolves with Deakin, so it is easily transferable into workplaces, either in a scale up or down based on workforce size.	Medium	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	23	Continue to engage with Volunteering Geelong and other organisations in the Geelong region to further discuss opportunities.	Short	Recruit 20-30 volunteers short term and increase overall volunteer base to 150 by February 2022.
	2) Diversify Volunteer Base	24	Set up accounts for online volunteer recruitment platforms such as VolSeek. Activate and utilise accounts for promotion drives.	Medium	Increase AC exposure to a greater cohort of potential volunteers.
	3) Suitable Recruitment Materials	25	Develop and renew volunteer recruitment materials using inclusive language and images. Promote goal to diversify Anam Cara's volunteer base.	Short	Recruitment material reflects inclusivity; greater diversity of volunteers is attracted.
	4) Volunteer Promotion / Fundraising	26	With AC Communications & Fundraising Manager, develop marketing and communications plan. Confirm schedule of events appropriate for volunteering promotion, such as Gala Night, Volunteer Day, Bay FM and KRock promotions.	Short	Efficient and targeted communications leading to more awareness and uptake of AC services throughout the Geelong community.
	4) Volunteer Promotion / Fundraising	27	Determine key messages to promote volunteering at fundraising events.	Short	Efficient and targeted communications.

RECRUITMENT & RETENTION	Objective	Action no.	Action	Timeframe	Outcome
	4) Volunteer Promotion / Fundraising	28	Create email database for potential and newly recruited volunteers. Ensure database is brought to all promotion and fundraising events (on laptop, iPad).	Short	Efficient and targeted communications.
	4) Volunteer Promotion / Fundraising	29	Confirm further AC promotion opportunities and events with Public Appeal Ambassador Tom Hawkins.	Medium	Efficient and targeted communications.
	5) Engaged Volunteers	30	Replicate home-like setting of new facility.	Short	Unique home care setting is retained to provide guests with an alternative palliative care setting.
	5) Engaged Volunteers	31	Develop template welcome email with initial dates for information session, details about the new facility and timing for onboarding volunteers. Distribute to existing and potential new volunteers.	Short	New and existing volunteers remain informed and updated regarding the new facility and when their involvement is required.



Key Priority Area	VOLUNTEER RECOGNITION OBJECTIVES				
	<p>1) Recognise &amp; Celebrate Volunteers — To recognise and celebrate volunteers to ensure their contribution, value and impact is understood and acknowledged.</p> <p>2) Recognition Promotion — To develop recognition opportunities that promote and support a diverse volunteer base.</p> <p><i>Timeframes: short (6–12 months), medium (12–18 months), long (18+ months)</i></p>				
	Objective	Action no.	Action	Timeframe	Outcome
VOLUNTEER RECOGNITION	1) Recognise & Celebrate Volunteers	32	Expand on existing volunteer celebration events to celebrate and acknowledge volunteer contributions.	Ongoing	Volunteers receive recognition and their contributions are communicated to the wider community, further promoting AC services and volunteer value.
	2) Recognition Promotion	33	Continue to develop Facebook/Instagram content that also promotes diversity and is inclusive in language.	Ongoing	Volunteers receive recognition and their contributions are communicated to the wider community, further promoting AC services and volunteer value.
	2) Recognition Promotion	34	Continue to award volunteers with certificates at an annual event.	Ongoing	Volunteers receive recognition and their contributions are communicated to the wider community, further promoting AC services and volunteer value.
	1) Recognise & Celebrate Volunteers	35	Conduct twice yearly staff briefing/learning sessions on volunteer roles and requirements, including staff to volunteer communication requirements.	Short / ongoing	Increased communication pathways and understanding of staff/volunteer requirements.
	2) Recognition Promotion	36	Use opening of new Facility to recognise past and existing volunteers and welcome future volunteers.	Medium	Volunteers receive recognition and their contributions are communicated to the wider community, further promoting AC services and volunteer value.



Key Priority Area	SUPPORT & DEVELOP OBJECTIVES				
	<p>1) Support Volunteer Development — To support the development of volunteers to ensure they receive appropriate orientation, training and support.</p> <p>2) Education &amp; Work Experience — To provide volunteers with meaningful education/work experience opportunities that align with the course curriculum.</p> <p><i>Timeframes: short (6–12 months), medium (12–18 months), long (18+ months)</i></p>				
	Objective	Action no.	Action	Timeframe	Outcome
SUPPORT & DEVELOP	1) Support Volunteer Development	37	Survey existing and past volunteers to understand their experiences and opportunities for continuous improvement.	Complete for Framework development. Ongoing	Obtain feedback to frame and support the volunteer framework.
	1) Support Volunteer Development	38	Schedule regular opportunities for end of life/palliative care training.	Ongoing	Adequate opportunities are provided for volunteers to refresh or upskill their palliative care skills. Demonstrates value and commitment to volunteers.
	1) Support Volunteer Development	39	Evaluate training requirements and delivery mode; determine whether training can be streamlined or offered in different formats (e.g. online) to cater for different demands/preferences. Short term reviews can assist to keep ahead of long term planning based on feedback and needs in line with industry requirements.	Short	Potential to increase the attraction rate of volunteers.
	2) Education & Work Experience	40	In marketing and promotion material, highlight pathways to employment and opportunities associated with volunteering.	Short	Increase attraction of younger volunteers; improve diversity.

**Note:** Volunteer Recruitment Framework Appendix not included in this report.

For full Appendix please see Anam Cara — Volunteer Recruitment Framework.

Contact the Anam Cara project team to request this document. Thank you.



ANAM CARA HOUSE GEELONG

