

EFFECTIVE LEADERSHIP WITH VOLUNTEERS

Biddy Harford MNZM
Chief Executive
Te Omanga Hospice

Te Omanga Hospice

- Providing services to the Hutt Valley community since 1979
- Registered as a Charitable Trust
- Our Vision
Our Communities Receive Equitable, Responsive and Proactive Palliative Care Support
- Our Purpose
To Provide or Facilitate Palliative Care Services to All People In Need
- Our Values
Compassion, Learning, Partnership, Respect
- 60% funding from Government, 40% from Community

Te Omanga Hospice



What is Palliative Care?

WHO Definition

- Provides relief from pain and other distressing symptoms
- Affirms life and regards dying as a normal process
- Intends neither to hasten nor postpone death
- Integrates the psychological and spiritual aspects of patient care
- Offers a support system to help patients live as actively as possible until death



What is Palliative Care?

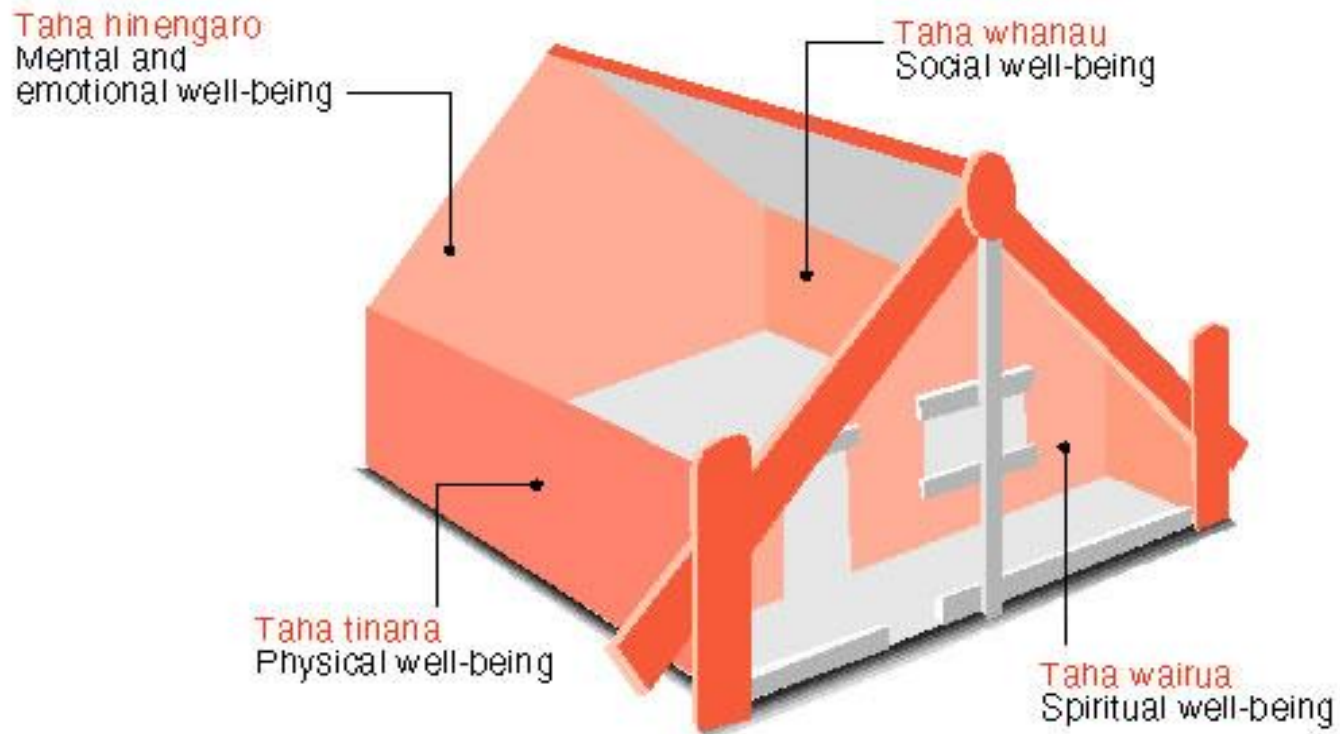
WHO Definition

- Offers a support system to help the family cope during the patient's illness and in their own bereavement
- Uses a team approach to address the needs of patients and their families
- Will enhance quality of life and may also positively influence the course of illness
- Is applicable early in the course of illness, in conjunction with other therapies that are intended to prolong life



Te Whare Tapa Wha

Sir Mason Durie 2011



Our Services

- Community Palliative Care – Care of patients in their own home
- Inpatient Care – Short-term Intensive Care for patients in our 8-bed Inpatient Unit
- Family Support – Therapeutic support services
- Aged Residential Care – Professional Clinical Support and education for staff in ARC by Clinical Nurse Specialists
- Primary Care Support – Professional Clinical Support for GPs caring for their patients
- Education – Patients, family and whānau, our workforce, Registered Nurses working in Aged Care, Primary Care, Hospital, Maori and Pacifica Services, Wellington Free Ambulance
- Specialist Consultancy Services – Hutt Hospital, Wairarapa Palliative Care Service



IN A YEAR...

1 IN 3 
PEOPLE
WHO DIED IN THE
HUTT VALLEY WERE
SUPPORTED BY
TE OMANGA HOSPICE

 WE CARED FOR
603 PATIENTS
& THEIR FAMILIES
AND THERE WERE
176 PATIENTS
ON OUR PROGRAMME 
AT ANY ONE TIME

OUR YOUNGEST 
PATIENT WAS
4 YEARS OLD
AND OUR OLDEST WAS
96 YEARS OLD

28% 
OF PEOPLE
WE CARED FOR HAD A
NON-CANCER DIAGNOSIS


WE SUPPORTED
42% OF PATIENTS
TO DIE IN THEIR
OWN HOME

THERE
WERE 
196 ADMISSIONS
TO OUR INPATIENT UNIT

 OUR NURSES MADE
5,584 VISITS
TO PATIENTS IN THEIR
OWN HOMES

OUR FAMILY SUPPORT
TEAM MADE
561 VISITS
TO PATIENTS IN
THEIR OWN HOME 

Te Omanga Hospice
Te Whare Manaaki Tangata



Our Workforce

- 100 Paid Staff;
 - Specialist Nurses, Doctors, Nurse Practitioner, Counsellors, Social Workers, Spiritual Carer, Occupational Therapist, Music Therapist, Art Therapist, Physiotherapist, Educators, Maori Liaison, Administration, Fundraising and Retail, Volunteer Management.
- 500 Volunteer Staff;
 - Housekeeping, kitchen support, gardening, patient, family & whanau support, bereavement and biography, retail and fundraising, reception and administration, maintenance, floral arrangers, palliative care assistants, drivers, governance





Volunteers

- Volunteers underpin and strengthen every aspect of our service
- Built on relationship – person centred
- A vital part of our workforce – complement and enhance the work of paid staff
- Understand the hospice philosophy
- Support the Vision, Purpose and Values of Te Omanga
- Are the ‘ambassadors-at-large’ for our service
- Bring diversity to our workforce
- Donate 38,000 hours of their time and talent
- Enable us to add in \$800,000 of additional services





Volunteer Employment Process

- Application Form completed
- Interview with Manager Volunteer Services
- Ministry of Justice Police Check completed
- Referee Check completed
- Referral to appropriate Coordinator
- Invitation to next orientation workshop
- Entered into database
- Welcome pack sent
- Name Badge and Photo ID completed
- Appointed to position

Conducting Interview

Purpose

To gain information about the volunteer -

- Motivation
- Abilities and skills
- Experience in related work
- Affiliations in the community
- Personality
- Physical capacity and emotional maturity
- Attitudes and feelings towards the position
- Willingness to accept the responsibilities of the role
- Organisational 'fit' with the hospice



Conducting Interview

Purpose

To give the volunteer specific information -

- Outline of the role
- Place in the overall hospice volunteer programme
- Specific duties and skills
- Special training
- Time requirements
- Basic introduction to hospice philosophy and overview of local hospice organisational structure and services
- Help them to determine if they are a good 'fit' with the hospice





Attributes

Specific attributes for volunteers working with people at the end of their life –

- Empathy
- Openness to diversity
- Non-judgmental
- Self-awareness
- Work-life balance

Attributes

Negative indicators for volunteers wanting to work with patients –

- Lack of personal social support
- Unresolved past losses – 1 year stand-down
- Concurrent personal stress
- Depressive and/or negative personality
- A strong need to preach (push own beliefs)
- Rigid beliefs



New Workforce Orientation

- Half Day Workshop – held quarterly – all new members of the team (paid and voluntary)
 - Mihi Whakatau – welcomed to Te Omanga
 - Introduction to Te Omanga Hospice
 - What is Palliative Care – Sensitive Communication, confidentiality & privacy
 - Infection Control, Patient Rights, Health & Safety & Wellbeing
 - Loss and Grief – Self Care
 - Tour of Hospice

Training

- Specific training in their chosen role
 - Family Support
 - Biography as a Therapy
 - Bereavement Support
 - Infection Control for House-keepers and Kitchen Support
 - Health & Safety for Gardeners including manual handling
 - Reception – telephone, mail, Visitor Covid registration
 - Retail training – using Eftpos and the cash register, safe handling of money, customer service, manual handling,
 - Truck-hands – manual handling, health and safety





Policies

- Volunteers are specifically excluded from the Employment Relations Act.
- However, we follow good HR management principles for our volunteer workforce –
 - Employment agreements
 - Position descriptions
 - Training and supervision
 - Grievance handling – advocating for volunteers
 - Performance appraisal – by survey
- Volunteers are included in the Health & Safety in Employment Act and the Human Rights Act

Challenges

- Aging volunteers who need to retire
- Breaking boundaries – privacy and confidentiality
- Unreliability
- The grieving volunteer



Recognition

- Monthly Newsletter
- Daily morning tea
- Volunteer Week – small gift
- Regular meetings
- Supervision
- Ongoing training
- Birthday cards
- Christmas Party
- Annual Awards recognising years of service
- Exit Interview



Biddy Harford MNZM

Chief Executive

biddy.harford@teomanga.org.nz