

NHSBT Board
25th January 2018

Development of the Organ Donation Ambassador Programme

1. Status: Public

2. Executive Summary

This paper presents an updated report on the Organ Donation Ambassador (Volunteer) Programme within the Organ Donation and Transplantation Directorate (ODT). The programme will utilise trained Organ Donation Ambassadors to cover promotional events and speaking engagements in their own communities throughout the UK. As envisaged within the strategy- Taking Organ Transplantation (TOT) to 2020, Ambassadors will be supported to engage within their own communities, especially those from hard to reach groups, and to share their personal donation stories to increase understanding of the need for organ donation.

Action: Paper to inform the board on progress for information

3. Purpose of the paper

This paper outlines the initial vision for the development of an Organ Donation Ambassador programme to promote organ donation in communities throughout the UK. The ODT Organ Donation Ambassador Programme Co-ordinator has started in post and the paper outlines the initial plans for the ODT Ambassador role, the recruitment, training, programme structure, and future programme management.

4. Background

- 4.1 The TOT 2020 Strategy placed an obligation upon ODT to: ‘Develop a community volunteer scheme to support Trust/Health Board donation committees to promote the benefits of donation in local communities, particularly amongst groups with little tradition of organ donation’.
- 4.2 The ODT Organ Donation Ambassador Co-ordinator commenced in post in November 2017. The Ambassador Co-ordinator comes to NHSBT with previous experience of building an organ donation volunteer programme for Southwest Transplant Alliance, in Texas, one of the largest Organ Procurement Organisations (OPOs) in the United States. The Co-ordinator will draw on previous experience to lead the development of the programme for the UK, adjusting processes to meet the unique needs and organisational goals of NHSBT and the Behaviour Change Strategy.

5. Proposal

- 5.1 Purpose of Programme:** The purpose of the Ambassador Programme is to provide ODT with the ability to promote organ donation in communities. The programme will provide a volunteer workforce which will mostly, but not exclusively, consist of donor families and recipients. These Ambassadors extend the organisational reach as they are encouraged to look within their own communities and share their stories within those areas, with the organisation's support and recognition.
- 5.2 Organ Donation Ambassador Role:** Initial meetings with regional Specialist Nurse Organ Donation (SN-OD) teams as well as Human Resources (HR) and Recruitment & Resourcing have informed the Organ Donation Ambassador Role Description. It has been noted that any volunteer cannot be appointed to perform a role that might be seen as replacing a paid employee. An Ambassador Pledge outlining the expectations and benefits of the participation in the programme is also being developed to clarify the standards of behaviour expected of Ambassadors.
- 5.3 Ambassador Recruitment:** There are several channels through which the Co-ordinator will recruit potential Ambassadors to the new programme, which are minimal-to no-cost, yet effective. These include direct referrals from the SN-ODs of donor family members, recipients, and living donors, etc. who are already active in the local community. Recruitment can also be achieved by working closely with the Lead Nurse Recipient Coordinator and collaborating with the Donor Record Department (DRD), Lead Nurse Family Aftercare, Donor Family Network, and the existing partnership with the Order of St. John. Ambassadors can also be recruited via social media platforms and the NHSBT website.
- 5.4 On-boarding:** Conversations are also underway to narrow down the specific clearances that might need to be in place for Ambassadors external to the organisation, including interviews, references and appropriate checks.
- 5.5 Training:** Each Ambassador will receive specialised training to provide them with the knowledge and skills to make them comfortable and confident in their role presenting information on organ donation to their communities. The training will ensure consistency and accuracy of the donation message. Specialised training will also be offered, with the intention of supporting Ambassadors in specific aspects of the programme, such as public speaking, presenting at schools, speaking with the media, and effectively engaging the public and promotion stands and events.
- 5.6 Collaborative Approach:** The Co-ordinator has initiated research and meetings with key stakeholders. Additionally, the Co-ordinator is working to align the Organ Donation Ambassador Programme with other volunteer initiatives underway in separate directorates, including Tissue Donation, Blood Session, Marketing Ambassadors, and Black and Minority Ethnic (BAME) Ambassadors. A collaborative approach moving forward can eliminate the duplication of efforts and provide consistent volunteer policies and experiences across NHSBT.
- 5.7 Cost-Benefit Analysis:** There are some costs associated with the programme, including the salary of the Ambassador Programme Co-ordinator, cost of any potential clearances or paperwork during on-boarding, identification (i.e. pins, t-shirts, name badges, etc.), and travel expenses. Currently, the NHSBT Volunteer Policy sets a precedent for reimbursing Ambassadors with prior agreement if they are required to

travel outside of their usual service area. The benefits and added value of volunteers include (1) increased reach of the organ donation message and capacity to cover requests for organ donation promotion stands, speaking engagements, and school presentations, (2) groups of trained representatives to localise and implement high-level marketing strategies, (3) lightening the current pressures placed on SN-ODs to cover such events, (4) inspiring, personal testimonies which increase the impact of the donation message, and (5) the value of a volunteer can also be financially measured by calculating the number of hours of volunteer time multiplied by the current national minimum wage.

5.8 Measuring Success: There are numerous means by which to gauge success of the Ambassador Programme. We are considering which of a range of measures would be best suited to measure the programme. These may include: targets for the number of volunteers recruited, engaged, and retained, and the number of volunteer hours, which indicate the alleviation of pressure and unnecessary work from the SN-ODs. The programme's success can also be measured in the number of donation promotion activities covered by Ambassadors and from these events the number of interactions and ODR registrations.

5.9 Other Key Considerations:

- 5.9.1 *Recognition:* A key element of volunteer engagement is to ensure the Ambassadors feel valued and are having a fulfilling volunteer experience. An initial recognition scheme with options for this is under consideration. However, Ambassadors will also be asked upon recruitment and in an annual survey how they like to be recognised to ensure volunteers are receiving thanks from the organisation in a way that is meaningful to them.
- 5.9.2 *Government Consultation:* With the ongoing government consultation, the needs for public education and clarity on organ donation, the Organ Donor Register (ODR), and the donation process will only grow, increasing the need for local, trained community Ambassadors.
- 5.9.3 *Careful Management of Event Requests:* The process for screening, coordinating, and managing requests for organ donation promotion stands and speakers at events must be streamlined and managed carefully.
- 5.9.4 *Working with the Devolved Administrations:* This paper acknowledges that additional collaborative efforts must be made to align with the efforts to promote organ donation across Scotland, Northern Ireland and Wales in addition to England. The Scottish Government take responsibility for promoting organ donation throughout Scotland. Scotland already has a semi-established support structure covering some of this work and the Ambassador Programme will need to align with their efforts. Similar conversations are planned to take place to guide the specific adaptation of the programme for Wales and Northern Ireland.
- 5.9.5 *Diversity:* Working alongside the ODT Lead Nurse for Diversity, a specific element of the Organ Donation Ambassador Programme strategy will be the engagement of Black, Asian and minority community volunteer Ambassadors who are willing to represent NHSBT and the positive message of organ donation within their communities.
- 5.9.6 *Young Persons:* The possibility of allowing for parents with children who are recipients or donor family members, or younger individuals who wish to volunteer, will also be explored.

6. Recommendations

- 6.1 Pilot & Launch:** The plan is to pilot the programme with a small group of Ambassadors prior to a targeted launch and national roll-out to test the logistical and operational aspects of the programme. In alignment with the Behaviour Change Strategy, ongoing London hot houses, and regional areas of emphasis for Marketing and Communications, this paper proposes the initial pilot be launched and tested in London. Further in line with the Behaviour Change Strategy, the next areas of priority will be the Northwest and Midlands regions. Specifically, after London, Birmingham is the next ideal target city for a programme launch due to its diversity and the upcoming British Transplant Games. Based on the feedback and success of these 3 regions, a plan will be developed for national roll-out.
- 6.2 Timeline:** A proposed timeline is in development. In conjunction with the momentum of the Blood Marketing Ambassador Programme, there is an opportunity to launch a test version of the Ambassador training to internal staff early in the spring of 2018 to recruit an initial group of staff leaders for the Ambassador programme. An external pilot would then be launched in the late spring, with a formal external recruitment and launch to London, the Northwest, and Midlands in later in the year leading up to Organ Donation Week. Additionally, key recruitment could potentially take place in alignment with the Transplant Games and Order of St. John events.
- 6.3 Structure:** Organ Donation Ambassadors will be managed by the Organ Donation Ambassador Co-ordinator. To have a touch-point in each region, however, the Co-ordinator will seek to recruit at least one Ambassador in each region to serve as a lead contact with additional responsibilities. The Ambassador Lead may provide insight into the local community, assist with recruitment and mentorship of new Ambassadors, and help field new event and speaking opportunities. It is also proposed to recruit one volunteer Ambassador Lead from each SN-OD team to serve as a liaison between the Ambassador Co-ordinator and each regional team (similar to the SN-OD leads for quality, BAME, and technology). The SN-OD Ambassador Lead can serve as a connection to the team, ensuring all regional teams are kept up-to-date on developments within the Ambassador programme, volunteer referral processes, and serve as a channel to feedback to the Ambassador Co-ordinator.
- 6.4 Management, Database & Portal:** Essential to the Ambassador Programme is a database in which to safely store accurate, consistent contact information for the volunteer Ambassadors. The Co-ordinator must be able to communicate effectively with all Ambassadors, have an overview of how many volunteers are active in each area, and ability to report on recruiting and retention. We will explore how the MS Dynamics Customer Relationship Management can be used to support the programme once requirements are defined.
- 6.5** Upon approval of this paper and considering any feedback received, the Organ Donation Ambassador Programme Co-ordinator will write a 2-year Strategic Development Plan to detail the implementation of the programme.

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