

Acknowledgements

Effective Change Pty Ltd developed the Supporting Volunteers to take an Active Service Approach Resource Kit for the City of Boroondara.

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If you have any queries about this document, contact the City of Boroondara, Health, Ageing and Disability Department on: **(03) 9278 4777**.

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Designed by tommy gun.

This document is available as a PDF on the internet at:

www.boroondara.vic.gov.au/volunteer-tool-kit

www.oehcsa.org.au/special-project

www.iepcp.org.au/active-service-model-emr-hacc-alliance



Foreword

It has often been said that volunteering is the lifeblood of our communities and the fabric that holds them together.

Volunteering is a reciprocal relationship - the community and individuals benefit from the efforts of volunteers, while volunteers themselves experience the satisfaction of giving, gaining new skills and experiences, building confidence and enjoying increased community involvement.

Volunteers make an essential contribution to the Home and Community Care (HACC) program. Most commonly, volunteers are involved in the Meals on Wheels and Planned Activity Group programs. Often these programs could not function as effectively as they do without the efforts of volunteers.

In 2009, the Department of Health introduced the Active Service Model (ASM) as a quality improvement initiative that explicitly focuses on promoting capacity building and restorative care in service delivery. It is recognised that to fully embody the ASM principles within daily service delivery will take time, and require continual reflection and evaluation. To date, many HACC-funded agencies have focused on policy development and providing ASM education for paid staff providing HACC services. However it has become increasingly apparent that our volunteers need to be considered as a very important part of the ASM implementation process.

With our combination of HACC program delivery and the Boroondara Volunteer Resource Centre as a core service, the City of Boroondara was selected by the Department of Health to undertake this project. Its aim is to assist organisations to support their volunteer workforces in taking an active service approach with people in the HACC target group.

The project has resulted in this Resource Kit, with a guide aimed at organisations and a suite of handouts for volunteers that explore in practical, jargon-free, terms what it means to take an active service approach to their work.

We are very proud of this resource and we trust that our colleagues delivering HACC services across Victoria find it to be of great value in supporting their volunteers.



Jack Wegman

Mayor
City of Boroondara

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Section 1

Overview



Introduction

The Victorian Home and Community Care (HACC) program is based on an Active Service Model.

The HACC Active Service Model focuses on restorative care. The goal is to assist people in the HACC target group to live in the community as:

- independently, and
- autonomously as possible.¹

Considerable work has occurred around the implementation of the Active Service Model, also known as the active service approach, since it was first introduced in 2009. This work has focused on policy, practice and workforce development.

Purpose of this Resource Kit

The purpose of this Resource Kit is, as the title suggests, to assist HACC-funded organisations in *Supporting Volunteers to take an Active Service approach* which will improve outcomes for HACC clients.

This is the first Victorian resource to combine a focus on the HACC program's Active Service Model and the HACC program's volunteer workforce.

Who is this Resource Kit for?

This Resource Kit is designed for HACC-funded organisations in Victoria that have a volunteer workforce. This ranges from

small, volunteer-based organisations through to councils and large non-government organisations with a paid and unpaid HACC workforce.

It is envisaged that the key user of the Resource Kit will be the manager or coordinator of volunteers and thus the staff member with responsibility for implementing an active service approach with volunteers.

Why is the Resource Kit needed?

The Department of Health identified a gap in resources available to assist HACC-funded organisations implement an active service approach with volunteers.

Thousands of volunteers work in hundreds of HACC-funded organisations across Victoria and make a vital contribution to the delivery of HACC services.

Through their contact with HACC clients, which varies from delivering Meals on Wheels, driving people to medical appointments, looking after pets or talking to isolated clients on the phone, volunteers are a critical component of implementing the Active Service Model in the HACC program.

The Active Service Model is based on the premise that 'all clients have the potential to make gains in their wellbeing...'

Department of Health

¹ www.health.vic.gov.au/hacc/projects/asm_project.htm

While active service training is available for volunteers, not all volunteers nor all HACC-funded organisations are able to access this training.

This Resource Kit aims to fill this gap and is tailored specifically to the needs of:

- volunteer programs of HACC-funded organisations
- HACC volunteers.

Assumptions

It is assumed that organisations using this Resource Kit:

(i) are familiar with:

- the Department of Health Active Service Model policy and resources
- *ASM Prepare* or *ASM Prepare Express*
- their regional Active Service Model Industry consultant For further information see: www.health.vic.gov.au/hacc/projects/asm_project.htm

(ii) have developed:

- their Active Service Model Implementation Plan

(iii) are aware of and comply with:

- the Victorian HACC program manual For further information see: www.health.vic.gov.au/hacc/prog_manual/index.htm
- the Community Care Common Standards For further information see: www.health.vic.gov.au/hacc/quality_frmwrk/common_standards.htm

- the National Standards for Involving Volunteers as prescribed by the national body, Volunteering Australia For further information see: www.volunteeringaustralia.org/Publications/-National-Standards/The-National-Standards-for-best-practice-in-the-management-of-volunteers.asp.

It is also assumed that HACC-funded organisations are familiar with diversity planning and practice and the HACC Assessment Framework, and understand that these quality improvement initiatives form the basis of person-centred care in the HACC program.

How was this Resource Kit developed?

In developing the Resource Kit, it was important to consult with:

- the range of HACC-funded organisations that engage volunteers
- volunteer resource centres and peak bodies
- volunteers
- the Department of Health.

The consultants:

- reviewed existing resources and literature
- surveyed the HACC sector to identify issues, challenges and benefits of implementing the Active Service Model with volunteers
- developed a draft resource kit and sought feedback from a number of HACC-funded organisations
- refined and finalised the Resource Kit.

The Volunteers and the Active Service Model Survey

The Volunteers and the Active Service Model Survey was distributed through the networks of the project stakeholder committee.

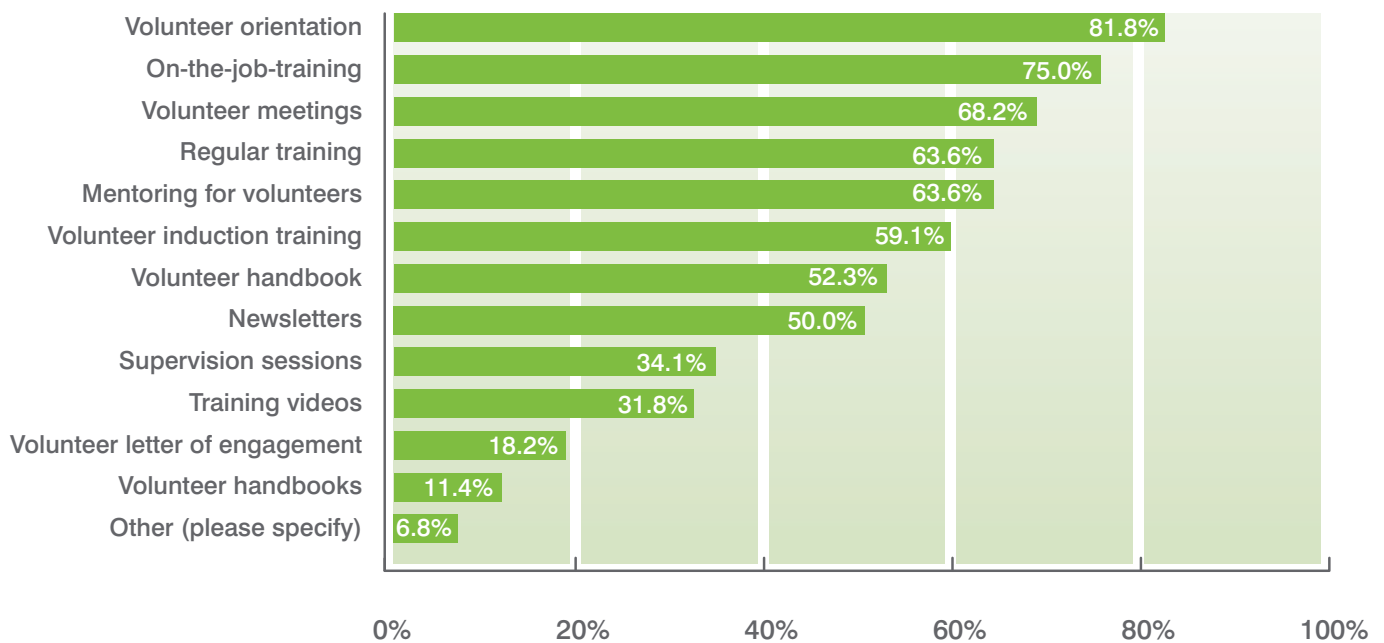
- A total of 98 respondents completed the survey.
- Responses were received from organisations in every region in Victoria.
- Responses were received from a variety of HACC-funded organisations, with most responses from councils (71%).
- Fifteen per cent of responses were from volunteer-only organisations.

Key themes from the survey included messages that:

- volunteers can take on the 'active service' message
- volunteers require training, education and information about the Active Service Model
- information has to be jargon-free and tailored to volunteers' needs
- resources have to be easy to use and suitable for all organisations large and small.

The best ways to provide this information to volunteers include through orientation, meetings and training, as shown in Graph 1 below.

Graph 1: What is the best way to provide Active Service Model information to volunteers?



Source: HACC Volunteers and Active Service Model Survey, conducted by Effective Change, 2012

How is the Resource Kit organised?

The Resource Kit comprises:

- this document, targeted at volunteer managers and coordinators, which outlines ways that organisations can support volunteers to take an active service approach
- a set of 12 HACC Volunteer Handouts.

It is assumed that, as part of their own good management practices, HACC-funded organisations have:

- volunteer management manuals (or equivalent)
- volunteer handbooks (or equivalent)
- policies and procedures around recruiting volunteers
- templates and standard material.

The Resource Kit is designed to supplement organisations' existing management material.

This document is in two sections:

Section 1: Overview

This section includes:

- key messages around volunteers and the Active Service Model
- change management information and principles.

Section 2: Implementing an active service approach with volunteers

Implementation advice and tools focussing on key human resource processes:

- recruitment and selection
- induction and orientation
- training
- engaging and motivating volunteers
- maintaining momentum.

The tools suggest ways for organisations to best review and update their own material and resources for volunteers so that they incorporate and reflect an active service approach.

Education for all volunteers is an on-going necessity whether the volunteer is new, from a CALD background or experienced. Changes to the focus on the client and their lifestyle requires good training and information.

**Manager,
Non-government organisation**

HACC Volunteer Handouts

The set of 12 HACC Volunteer Handouts in this Resource Kit contain:

- general information about healthy and active ageing
- practical ideas for HACC Volunteers
- stories of active volunteering in various volunteer settings
- practical information for volunteers about applying an active service approach in their HACC role
- an overview of the HACC program, including selected terms and acronyms
- frequently asked questions.

Feedback from the HACC sector overwhelmingly called for practical, simple, concrete and easy-to-use resources. The HACC Volunteer Handouts have been designed to meet these requirements.

The HACC Volunteer Handouts can be used in various ways:










- placed with the organisation's promotional and recruitment material
- inserted in volunteer handbooks
- displayed on noticeboards
- as discussion starters in induction training
- as discussion starters in volunteer training, supervision or get-togethers
- as discussion starters in volunteer meetings
- as inserts for volunteer newsletters.

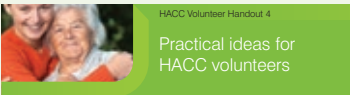









There are no limits to the ways organisations can use the HACC Volunteer Handouts:

- they can be uploaded to your organisation's website
- they can be used to promote your organisation's HACC-funded volunteer services, or
- they can be used in discussions with organisational partners

An overview of the HACC Volunteer Handouts is provided on the following pages.

Volunteer Handout	Key concepts	Use for:	
<p>No. 1</p>  <p>Healthy and active ageing</p> <p>What is healthy and active ageing?</p> <p>Over recent years, our health knowledge has developed to understand that, the more people are able to maintain their physical, mental and emotional health as they age, the better it is for their overall health and wellbeing.</p>  <p>Keeping physically active</p> <p>We know it makes sense - you need to 'use it or lose it', but, as people age, they often become less physically active. There are many reasons for this, we might think begin to think 'We're too old', as our lifestyle changes as we are not as busy as we once were. We might also think 'after working hard for years - it's time for a rest! Without realising, everyday activity has decreased.</p> <p>Keeping active is also a great way to improve mood. It doesn't need to be a session at the gym - walking or gardening are great ways to maintain your fitness. For older people, physical activity can have many benefits:</p> <ul style="list-style-type: none"> • physical activity increases strength and can help prevent falls • maintaining strength can help prevent or delay osteoporosis in older people • a medically-approved physical activity program can help people manage chronic conditions, such as diabetes • good levels of physical fitness can help people recover more quickly after surgery or illness. 	<ul style="list-style-type: none"> • Active ageing • Importance of maintaining good physical, mental and emotional wellbeing as people age 	Recruitment	✓
<p>No. 2</p>  <p>Supporting healthy and active ageing</p> <p>How do Home and Community Care (HACC) services support healthy and active ageing?</p> <p>HACC services support frail older people and people with disabilities to live in the community. We aim to help people to be as active and independent as possible in their own home. We also support carers in their caring role.</p>  <p>Supporting good health and independence</p> <p>Wellbeing at any age is best supported by a combination of:</p> <ul style="list-style-type: none"> • good physical health • good mental health • healthy, supportive social networks. <p>Our organisation promotes good health to the people we work with by:</p> <ul style="list-style-type: none"> • encouraging them to be as physically active as they can • encouraging them to be as mentally active and involved as they can • encouraging them to be as socially involved and active as they can. <p>In practical terms, this means:</p> <ul style="list-style-type: none"> • we won't step in to do something for someone if they can do it themselves • we will wait a little longer if needed for the person to complete the task themselves. 	<ul style="list-style-type: none"> • How organisations promote good physical and mental health and social engagement • Introduces the client care plan • Reinforces staff and services working in partnership for the client 	Recruitment	✓
<p>No. 3</p>  <p>It's about the individual person - your client</p> <p>People from all walks of life use Home and Community Care Services</p> <p>People who use Home and Community Care services come from a range of backgrounds, cultures, circumstances and levels of abilities. Like everyone in the community, people who use HACC services have a range of interests, abilities and hobbies. Home and Community Care services provide support that is based on each person's capabilities, needs and interests.</p>  <p>Who are the people you might meet?</p> <p>Just as our volunteers are made up of different people from different walks of life, the people who you may be working with will come from a range of different circumstances. This could include a person:</p> <ul style="list-style-type: none"> • who is young and has a disability • who does not speak English at all • who has dementia • who is living in a same-sex relationship • who is homeless • who follows religious practices that are new to you • who has been through life experiences such as war or migration. <p>At the same time, you will meet people who remind you of people you know - your friends, neighbours, colleagues or family.</p> 	<ul style="list-style-type: none"> • HACC clients come from diverse backgrounds • HACC services place the client at the centre of all that they do • How volunteers can work with people from different walks of life 	Recruitment	✓
		Induction	✓
		Training	✓
		Engagement/Motivation	✓

Volunteer Handout	Key concepts	Use for:	
<p>No. 4</p>  <p>Practical ideas for HACC volunteers</p> <p>How can volunteers assist clients to stay active and independent?</p> <p>Not so long ago, the role of volunteers in HACC was to 'look after' and 'do things for' people using services. Nowadays, with a better informed view of healthy and active ageing, we encourage clients to do as much as possible for themselves as possible.</p>  <p>What roles can HACC volunteers take on?</p> <p>While there is now less need to 'do for' clients, volunteers will always be an essential part of the HACC program.</p> 	<ul style="list-style-type: none"> Introduces a range of roles and actions volunteers can take on in place of 'doing things for' clients Reinforces how important listening and responding is to someone's sense of self-esteem and autonomy 	Recruitment	
<p>No. 5 -10</p>  <p>Stories of active volunteering</p> <p>Community transport</p> <p>Volunteers are a key resource for community transport services. Transport services can make an enormous difference to many older people or people with disabilities who may be isolated at home.</p>  <p>How can volunteers assist community transport clients to stay active and independent?</p> <p>This might sound like a strange question. Often, people using community transport have mobility restrictions – they may use a walker or a walking stick. They may have limited vision or hearing, after all – that's why some people use community transport services.</p> <p>However, it is important to remember there are many ways to help people remain active and independent.</p> <p>With transport, some simple ideas include:</p> <ul style="list-style-type: none"> allow people to do up their own seat belts rather than doing it for them facilitate interesting conversations with everyone on board as part of the trip have a quick quiz during the trip prompt people to observe their surroundings as they travel along 	<ul style="list-style-type: none"> How volunteers can assist HACC clients to be active and independent in: <ul style="list-style-type: none"> community transport Planned Activity Groups delivered meals one to one support working with young people 	Recruitment	
<p>No. 11-12</p>  <p>What is the HACC program?</p> <p>Overview of the Home and Community Care program</p> <p>The Home and Community Care, or 'HACC', program has been providing care in the community to older people, young people and adults with disabilities and their carers throughout Australia, since 1985.</p> <p>Who uses HACC services?</p> <p>More than 200,000 people received a HACC service in 2011-2012 and the number of people receiving HACC services is growing by about 10,000 each year.</p> <p>Of the people who receive HACC services:</p> <ul style="list-style-type: none"> 63% are 70 years or older 37% range in age from birth up to 70 years 63% are women 42% live alone. <p>One per cent of people receiving HACC services are Aboriginal or Torres Strait Islander. About 25 per cent of HACC clients were born overseas in a non-English speaking country, including clients from 85 non-English speaking countries.</p> <p>What are HACC services?</p> <p>Volunteers often work with HACC services such as:</p> <ul style="list-style-type: none"> social support, working with one person or a group of people Meals on Wheels (also called Delivered meals) planned Activity Groups (or PAGs) <p>Other HACC services include:</p> <ul style="list-style-type: none"> home help home nursing personal care for people who need assistance with tasks such as showering and dressing property maintenance, helping people with jobs around the house, such as changing light globes naggle services that let carers take a break from their caring role allied health, such as physiotherapy and podiatry. 	<ul style="list-style-type: none"> Plain English overview of the HACC program for volunteers FAQs about active ageing and volunteering for new and experienced volunteers 	Recruitment	
		Induction	✓
		Training	✓
		Engagement/Motivation	✓

Why implement an active service approach with volunteers?

HACC service providers² identify a wide range of benefits flowing from implementing an active service approach with volunteers.

These include:

- increased client engagement
- increased client confidence
- increased volunteer engagement
- increased volunteer satisfaction
- volunteers benefiting from active service messages as they age
- volunteers developing a greater understanding of their role in supporting good health and wellbeing
- better conversations between volunteers and clients - understanding clients' real concerns

- consistent message / approach for clients from staff and volunteers
- further implementation of the active service message across the HACC sector.

Service providers emphasised that when volunteers take on an active service approach, clients receive consistent messages from both volunteers and staff.

Service providers felt that many benefits flow to volunteers when they take an active service approach. As well as being more engaged with the services they are delivering, volunteers taking an active service approach have:

- a greater sense of achievement
- greater input into service development
- opportunities to upskill in new ways
- opportunities to learn about improving their own health and wellbeing
- opportunities to be more proactive in drawing on their own skills and knowledge.

There is more consistent implementation of the Active Service Model if volunteers have the same approach as staff... This leads to greater surety for clients.

**Aged Services Manager,
Local government**

Key messages

Key active service messages

- > **Taking an active service approach needs to be a core value of the agency.** Agencies need to embrace an active service philosophy in order to successfully implement this approach - it really needs to be a core value for the organisation. Managers cannot ask staff or volunteers to implement an active service approach unless it is evident that this is one of the organisation's values.
- > **An active service approach is not that different for most organisations.** Many agencies have found that introducing the Active Service Model is not that much of a change - particularly in the way the organisation works with clients. However, introducing an active service approach has often encouraged organisations to think more carefully and systematically about everything they do.
- > **Often staff gain as much benefit as clients from an active service approach.** Where the active service approach has been in place for some time, HACC staff - from direct care workers through to managers - have reported that taking a more empowering approach with clients makes their own working roles more satisfying and fulfilling.
- > **Not the Active Service Model...just HACC...** The Active Service Model is the way HACC services are delivered in Victoria. Talking about an Active Service Model won't make sense to clients and may not be meaningful to many volunteers. The important aspect to emphasise is what this philosophy is all about.
- > **There is considerable research behind the Active Service Model.** Those interested can read further about this. For most people, the messages are simple and common sense: as people age they want to stay active and independent and in their own homes for as long as possible. Working with people to keep them active - physically and mentally - is one of the best ways to achieve this.

We have seen our workers gain a lot of job satisfaction; they can see the difference they are able to make with the changes in how they deliver the care, and often feel more valued.

**Aged and Disability Services Coordinator,
Local government**

Key messages for volunteer management

- > **It's about the client!** Volunteers are out there in the community because they want to help others. However, working with an active service approach may require a shift in thinking for some volunteers. While it may be more satisfying for a volunteer to 'do for' the client, it is important to communicate to volunteers the importance of supporting clients to do things for themselves.
- > **The volunteer role remains very important - but it will change for some volunteers.** With an active service approach, while the 'doing for' role is changing, there are many ways for the volunteer to work with the client. Implementing this approach will require agencies to encourage volunteers to 'stop and think' about different ways to approach a task.
- > **The volunteer role is as vital as ever.** With an active service approach, rather than have volunteers 'wait on' clients or 'do for' clients, agencies will need to direct volunteers to some new tasks. One of the most valuable contributions volunteers can make is their ability to spend more one-on-one time with clients. Encouraging clients to do things for themselves may sometimes take longer - having a volunteer nearby can make a great difference.
- > **An active service approach may not work for some volunteers – but it may provide opportunities for new volunteers.** While some volunteers may not be interested in a 'doing with' approach, it may open up interest from other groups in the community who do want to take an active role with clients. With an active service approach, agencies may generate interest from younger people wanting to share their skills with computing and digital technology - for example, teaching clients how to use electronic devices.

Some things might take a little longer and may take some time to get there... but it is worth it in the end. It makes a great difference for clients and this is rewarding for carers and volunteers. It is much more satisfying to be a volunteer when you can see that you are making a difference.

**Volunteer Coordinator,
Local government**

The big change management picture

The Active Service Model is driven by the desire to improve the quality of services, for individuals and collectively across the whole HACC service system.

The Active Service Model is a continuous improvement strategy and, as such, it is best to think of this as part of the on-going work of the organisation.

Quality improvement and change management models help organisations to plan and support the on-going implementation of change.

This section of the Resource Kit provides information on the Plan-Do-Study-Act model for continuous improvement and broad principles of change management. These principles contain evidence-based guidance for implementing a change program.

There are multiple change management tools and methods and a wide variety of web-based resources. The tools presented in this Resource Kit are a good starting point for organisations new to managing a change strategy. Other organisations may have considerable experience in change management and may just want to review some of the basic principles.

Plan-Do-Study-Act - a model for continuous improvement

Plan-Do-Study-Act is a useful continuous improvement model and is recommended to support the implementation of a number of Department of Health strategies. The model provides a simple process that organisations can use to assess their current performance and identify areas for improvement.

The model has two parts:

- three fundamental questions to guide improvement processes
- the Plan-Do-Study-Act cycle, a method for testing a change in the real work setting - by planning it, trying it, observing the results, and acting on what is learned.

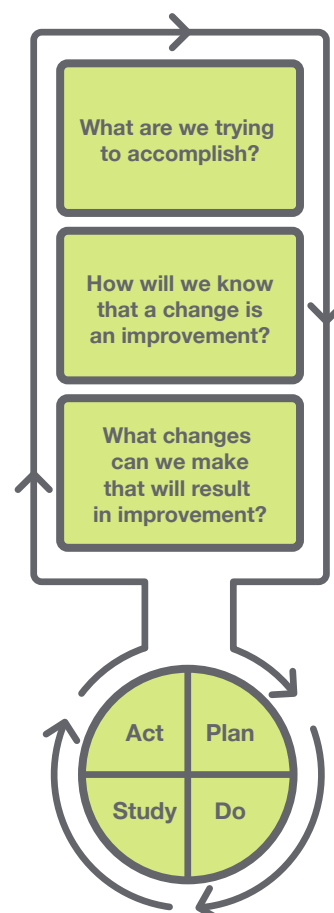
To learn more about the Plan-Do-Study-Act model refer to the EMR HACC Alliance. The Alliance has been created to support the implementation of the ASM across the EMR and promotes useful resources.

For further information:

www.oehcsa.org.au/special-project

www.iepcp.org.au/active-service-model-emr-hacc-alliance

www.ihi.org/IHI/Topics/Improvement/ementMethods/HowToImprove/



Principles of change management

In turning the focus of active service implementation to volunteers, it is useful for organisations to be guided by change management principles.

Start at the top	It is essential to have executive / management endorsement for change. Managers should model their support for active service.
Make a plan	Set out where the organisation wants to go and the actions required to get there. Be flexible – plans may need to change.
Address the human side of change	People respond to change in different ways, there can be a sense of 'loss'; people appreciate their emotional responses being acknowledged.
Involve all layers	Paid and unpaid staff, community care and administration staff all need to understand and be able to apply an active service approach.
Make the formal case	To address change people need to understand the context. They need to understand the 'why' of the change. Tools in this kit are supplied to assist with communicating this message to volunteers.
Consult those affected	Effective communication is essential for successful implementation of change. It is important to hear the reactions of people affected and to collect their thoughts. Give people time to process information. Schedule times for group discussions.
Create a sense of urgency	If change is thought about as something in a hypothetical future, nothing will change. It is important to set dates and deadlines - draw a line in the sand. Achievement of progress and change can then be measured.
Create ownership	Involve volunteers in the change process. Seeing their own ideas being tested is a great way to engage volunteers.
Communicate the message	Email is not an appropriate method for 'big' change messages. Although difficult to find extra time, it is best if the key messages about the Active Service Model are presented in person through sessions such as staff meetings.
Generate short-term wins	Be prepared to try new things to find what works. Ensure that people understand when a new approach is being trialled that some things won't work. Reinforce that it is all part of a learning process.
Build on successes	This helps to bed down the changes.

Principles amalgamated from a broad range of change management sources, but primarily drawn from www.strategy-business.com and the John Kotter's Eight steps of change model (*The Heart of Change*, 2002)

Anticipating and overcoming challenges

Introducing new approaches within an organisation can present challenges and some level of resistance generally needs to be anticipated. On the other hand, taking a sensible and planned approach to the introduction of change can minimise potential problems.

Challenges to implementing an active service approach with a volunteer workforce include those around addressing the 'human side' of change.

The changes that come with the active service approach can be subtle, and are often as much about attitudinal change as any other type of change.

As much as there is change associated with the active service approach, there is also a continuation and evolution of the HACC program and exploration of new opportunities.

Some potential challenges of implementing an active service approach with volunteers in HACC agencies were identified by service providers in the Volunteers and the Active Service Model Survey. Those challenges, and possible solutions, are outlined below.

Challenge

Changing from 'doing for' to 'doing with' people

Themes from the survey

- > Old habits die hard.
- > Difficult to educate all volunteers that 'doing things for' clients is not necessarily helping and that 'doing with' will provide much more effective outcomes.
- > Volunteers are motivated by the desire to help clients. If they feel that their help is no longer needed, they may leave their volunteering position.
- > Long-term / older volunteers may find it more difficult to change their approach.

Challenge

Changing from 'doing for' to 'doing with' people (continued)

Possible solutions

- > Consultation and discussions with volunteers.
- > Formal and informal training.
- > Modelling approaches for volunteers.
- > Providing practical examples that illustrate the difference between a 'doing with' approach and a 'doing for' approach. Explain that the difference in what the volunteer does may only be slight, but the difference for the client may be quite significant.
- > Slow introduction of change.
- > Discussing the rationale for the active service approach with volunteers. Discuss the benefits of taking an active approach to ageing. Place this in a personal context - talk to volunteers about their own attitudes to how they wish to approach getting older and what sort of lifestyle they envisage.
- > Challenge your own assumptions. Are you assuming, for example, that older volunteers will resist this change? You may find greater willingness to change than you anticipate.
- > To promote the changes within the team, engage champions - volunteers or staff who understand and have embraced the active service approach.

Challenge

Resistance to an active service approach from clients

Themes from the survey

- > Some people in the aged community feel entitled to have things done for them.

Possible solutions

- > Implement changes slowly with clients.
- > Encourage clients to discuss how they feel about any changes. Collect good news stories for sharing (anonymously) with other clients.
- > Avoid causing stress to clients. It may not be appropriate to expect some clients to make changes.
- > Discuss the situation with other agencies included in the client's care.
- > Ensure that paid staff from the organisation take on the key role in talking to clients about service changes.
- > Check on the experience of other organisations - has there been resistance from clients? If so, to what extent?

Challenge

Engaging volunteers in training

Themes from the survey

- > Volunteers are busy people. It is difficult to ask them to put in additional unpaid hours, especially as there is other training that volunteers are required to attend.
- > Volunteers don't have the time to attend training.
- > Volunteers don't want to attend training - they just want to do their job.

Possible solutions

- > Use informal approaches to training - turn meetings or group lunches into training opportunities.
- > Provide incentives to attend.
- > Be strategic about the training offered to volunteers - limit it to an acceptable level for the group.
- > Add-on training around active service approaches to other training, eg. OHS, first aid.

Challenge

Lack of resources for organisations to provide training for volunteers

Themes from the survey

- > Training for volunteers needs to be on-going and different to training for staff.
- > Volunteer training needs to acknowledge the different role of the volunteer and that their work is often unsupervised.

Possible solutions

- > Use the *Supporting Volunteers to take an Active Service Approach Resource Kit*.
- > Use the HACC Volunteer Handouts in guided discussions with volunteers.
- > Partner with other agencies or local government for combined training sessions.
- > Explore informal approaches to training – for example, visiting another organisation can be a great learning opportunity, or negotiating for volunteers to have an informal 'placement' for a couple of days in another organisation.

Section 2

Implementing an active service approach with volunteers



Introduction

Implementing an active service approach with the volunteers in your organisation firstly requires a review across the range of human resource management activities.

This is essentially an activity to take stock. The amount of work that organisations need to do will vary depending on factors such as the size of the organisation and where it is starting from.

Many large organisations employing staff and volunteers may have made considerable progress in their active service implementation, particularly in their work with paid staff. Lessons from these experiences will of course inform implementation activity with the organisation's volunteer workforce.

This section of the Resource Kit:

- outlines a systematic approach for reviewing key volunteer human resource management systems (recruitment, induction, training, supervision) to ensure that they integrate active service messages for volunteers
- identifies actions that might be required
- provides resources to assist with implementation.

The actions suggested are not prescriptive - they are there to guide you. Organisations can take up these suggestions; adjust them or create a new approach. Some organisations will decide that they don't need to make any changes, as they feel confident their approach is already at a good practice standard.

Volunteer recruitment and selection

Attracting and recruiting people to volunteer with your organisation is a great opportunity to introduce the organisation's active service values to potential new volunteers.

Volunteers are not looking for lots of documentation or jargon - and may even find too much information off-putting.

Volunteer recruitment material needs to present potential recruits with an accurate picture of the volunteer role and an understanding of the organisation. Demonstrating the organisation's active service values in recruitment material may only require the insertion of targeted messages into existing material, rather than a complete re-write. Recruitment material needs to encapsulate and convey the spirit of the active service approach within the organisation.

Steps to take:

1. Review the volunteer roles within your organisation. As they currently stand, do they reflect the active service aspects of the volunteer role/s? Do the position descriptions need updating? It is important to have an accurate position description to distribute to potential recruits.
2. Review your organisation's recruitment and selection material:
 - recruitment advertisement/s

- interview questions
 - volunteer letter of engagement.
3. Does recruitment and selection material appropriately communicate to new people that the organisation works actively with HACC clients and that volunteers are expected to take an active service approach to working with clients?
 4. Does your organisation's recruitment strategy enable you to effectively reach people with an interest in active service volunteering?
 5. If you decide your material or your recruitment strategy needs to be updated, take a Plan-Do-Study-Act approach.
 - **Plan** - Decide on timelines for updating your recruitment and selection material or adjusting your recruitment strategy. Allocate responsibilities for the tasks.
 - **Do** - Make changes to your material, selecting from the suggestions provided in *Tool 1: Updating volunteer recruitment and selection material* or working from other ideas.
 - **Study** - Test the draft ideas with your current volunteers - ask if they feel the updated material communicates the organisation's active service approach to service delivery. Seek suggestions from volunteers.
 - **Act** - Produce your new recruitment and selection material and continue to review how well it is communicating your organisation's active service messages to new recruits.

Tool 1: Updating volunteer recruitment and selection material

This tool provides suggestions for updating the organisation's volunteer recruitment and selection materials and processes.

Review and update the volunteer role

Review and assess the volunteer role within your organisation and how the volunteer role supports clients to be as active and independent as possible. This assessment depends on the context of the volunteer role in the organisation. This will vary depending on factors such as organisational characteristics (for example, type of organisation, size, HACC services provided, paid and unpaid workforce, the range of volunteer roles) and community context (for example, demographics, geographic location).

Clearly define the volunteer role and how this role will support clients to be as active and independent as possible.

Update the volunteer position description/s to reflect the role and the active service values of the organisation. For example:

Under 'purpose' add a statement such as:
volunteers help our Home and Community Care clients to stay as active, connected and independent as possible.

Under 'role' add a statement such as:
to assist people living in the community to remain as active, connected and independent as possible.

Organisations with multiple volunteer roles may want to include something further about each specific role (for example, volunteer drivers / delivered meals volunteer) and how

that role supports clients to stay as active, connected and independent as possible.

Changing a position description is obviously a task that can only be undertaken by the person with the appropriate level of authority in the organisation. The position description should indicate the manager responsible for the role.

Volunteer advertising

Use active volunteering photos in advertisements. Remember a picture is worth a thousand words. A photo from the *HACC Active Service Model communications toolkit handbook* or a photo of your organisation's volunteers and clients in action can convey the message that volunteers are expected to work actively with clients in the community - it's not about sitting in the background!

Obtain written permission from clients or volunteers before you use photos of them in public material, such as a recruitment advertisement.

Get an active volunteering story in the local paper as part of your recruitment drive. If you have a good story and photo idea to promote the volunteering opportunities in your organisation, newspapers will generally be interested and willing to run the story. Make sure that you have a clear message about the role of volunteers in your service - and how they 'make a difference' to clients. Think about good stories to promote the organisation's active service approaches. Newspapers are interested in the human-interest side. Think about stories from the point of view of the volunteer, the client or both parties. Be sure to include your organisation's contact details for any readers who may be interested in volunteering as a result of the story.

Review where you advertise. Are you reaching out to the people in the community who are interested in being active volunteers? It may be worth considering advertising in new places – local tertiary institutions, local schools, local neighbourhood houses, local groups with newly retired people, local volunteer resource centres, local shopping centres...

Update your recruitment advertisement. Insert a couple of lines of text in volunteer advertisements to convey your message such as:

‘(our organisation) is recruiting volunteers who want to help people stay active, involved and doing as much for themselves as possible. Does this sound like you?’

‘(our organisation’s) Home and Community Care services – working with volunteers to help our clients stay active, connected and as independent as possible. If you are interested in joining us, then... ’

Hold a volunteer open day. If possible, engage volunteers to participate. Promoting the volunteer role with real stories is a great way to engage with new people. Display and distribute the HACC Volunteer Handouts.

Send out information packs. When people enquire about volunteering roles, send out relevant HACC Volunteer Handouts and other organisational information, such as the revised volunteer position description.

Update your website. Include some ‘active volunteering’ stories and photos on your website. Upload HACC Volunteer Handouts on your website.

Increase your recruitment power by joining with other organisations. Organisations can link with other organisations to increase recruitment power. Join with other local HACC-funded organisations, or other ‘like’ organisations across the state, or with volunteer organisations. Remember these links can be virtual as well as actual - having links on the websites of other organisations is a great opportunity to direct more traffic to your own website.

Resources:
HACC Volunteer Handouts 1 & 2

Volunteer interviewing

Hold an information session for short-listed candidates. If recruiting in large numbers, hold an information session for interested applicants. A range of topics can be discussed, including how volunteers play a vital role in supporting clients to be as active and independent as possible. Through information, questions and answers, applicants can identify whether they are a good match with your organisation. Some potential recruits may drop out at this point if they have markedly different views about how to work with HACC clients.

When **interviewing volunteers**, ask them to tell you about:

Their motivations for volunteering with HACC clients

Their experience assisting people with disabilities or older relatives to stay active and independent

Their hopes for their own older relatives as they age - or their hopes for themselves as they age. Where do they envisage living? What do they think might be some of the challenges?

What do they hope to get out of their volunteering?

What is their previous experience with volunteering?

Clarify your organisation's approach to volunteering. This is particularly important if the potential recruit wants to 'do things for' clients, rather than do things with clients. Clarify the organisation's approach during this interview discussion. It may be that the potential recruit simply hadn't thought about the benefits of taking an active service approach. Or it may be that they have a different philosophy and volunteering in HACC may not be the best match for them.

Discuss these issues gently but clearly. It is better for all that there is a clear understanding of the role and the organisation's preferred

approach to volunteering. Remember, it may be that the new recruit simply requires some time and training to take on a new way of providing support.

Resources: **HACC Volunteer Handouts 1 & 2**

Selecting and appointing volunteers

Maintain a balanced view when selecting volunteers. It is important to maintain balance when selecting volunteers. Retain your focus on skills, knowledge, enthusiasm and willingness to volunteer. While some people may have a limited understanding of working with clients, they may also be willing to participate in training and develop their skills.

Update the volunteer letter of appointment. Insert a paragraph in your letter of appointment that clearly states that the organisation values an active service approach.

For example:

Congratulations and welcome to (our organisation). Our Home and Community Care services help our clients stay active, connected and as independent as possible. Volunteers are a vital part of our team...

Volunteer induction and orientation

After selection, volunteers are taken through an induction process. Induction gives the new person a chance to learn about the organisation, their role within the organisation, policies and procedures, and values and standards of the organisation.

The formality of the induction process will vary depending on the size of the organisation, the number of new people starting and how frequently new volunteers are recruited. Volunteer agencies often recruit and induct volunteers in a group. Whether the new group to be inducted is small or large, or the induction process is formal or informal, it is important that the organisation conveys to the new volunteers the value it places on an active service approach.

Steps to take:

1. Review your organisation's induction and orientation material and processes:
 - induction resources (for example, volunteer handbook)
 - induction training sessions.
2. Does the induction and orientation training and material make it clear to new people that the organisation works actively with HACC clients and that volunteers are expected to take an active service approach to working with clients?
3. If you decide your material or training needs to be updated, take a Plan-Do-Study-Act approach.
 - **Plan** - Decide on timelines for updating your induction material or training. Allocate responsibilities for the tasks.
 - **Do** - Make changes to your material, selecting from the suggestions provided in *Tool 2: Ideas for an active service update of volunteer induction and orientation* or working from other ideas generated from your staff team.
 - **Study** - Test the draft ideas with your current volunteers - ask if they feel the updated material makes the organisation's active approach to service delivery clear. Seek suggestions from volunteers.
 - **Act** - Produce your new induction material and be ready to keep reviewing how well it is communicating your organisation's active service messages to new recruits.

Tool 2: Ideas for an active service update of volunteer induction and orientation

This tool provides suggestions for updating the organisation's volunteer induction and orientation training and materials.

Update volunteer handbook

Insert selected HACC Volunteer Handouts in your organisation's volunteer handbook.

Handouts 1 and 2 provide general information about healthy and active ageing and are suitable for inclusion in volunteer handbooks.

Update volunteer induction training

Introduce active service concepts in induction training.

Volunteer induction sessions may be quite short and will already be designed to cover a number of critical topics, such as occupational health and safety, and privacy and confidentiality. The following suggestions could be included in the initial or on-going training.

Generate discussions using the HACC Volunteer Handouts.

Handouts 1 - 3 can be used as generic discussion starters around healthy and active ageing, exploring questions such as:

What do volunteers think of as healthy and active ageing?

How do volunteers think society's views on ageing have changed?

Have their own views changed as they get older or as their relatives age?

How important is it for volunteers to stay in their own home as they age? Or, how important is it for their parents or older relatives to stay in their own home as they age?

What are the positive aspects of older people living in their own homes? And what do they think the challenges might be?

What do volunteers think are the differences between physical and mental health for older people?

Does being active always mean being physically active? How can you be mentally active as you age?

Other handouts are tailored to particular services and may be appropriate for specific inductions, such as volunteers for a community transport service.

Handout 11 contains a glossary and an overview of HACC for people new to the program and the service system. This is also useful for induction training. Handout 12 contains Frequently Asked Questions about active ageing and the role of the volunteer. It includes questions that experienced volunteers may have about changes to their role over the years.

Use photographs. The photographs from the *HACC Active Service Model communications toolkit handbook* or from your own service could be used to show volunteers what you mean when talking about healthy and active ageing, and some of the ways services are involved in facilitating healthy and active ageing.

Distribute the 'It's about you' pamphlet to volunteers. Ask volunteers to think about the 'It's about you' message that clients receive. What do they think this means for volunteers?

Invite a HACC client or experienced volunteer to talk to the group. Ask them to talk about the volunteering role / the HACC service from their point of view. What difference does it make? How does volunteer support enhance the client's quality of life?

Resources:
HACC Volunteer Handouts 1-3 & 11-12

HACC Active Service Model communications toolkit handbook

On-going training for volunteers

Given the specific nature of volunteering, it can be difficult to schedule in on-going training when people are usually part-time and often working just a few hours a week or a month.

It is important that volunteers understand that they will continue to learn about their role throughout their volunteering career. The challenge for organisations is to provide on-the-job training that is appropriate to the volunteer job role and requirements. Many volunteer-based organisations recommend that training is provided in a relatively informal environment, integrated with team meetings and, where possible, includes lunch and a social atmosphere.

Volunteers should be notified of the organisation's requirements to attend additional sessions before they commit to taking on that role. This on-going supervision or training will vary across organisations, service types and volunteer roles. In some cases, volunteers may be attending weekly volunteer and staff get-togethers whilst others may only be able to attend on a six-monthly basis.

Irrespective of the wide range of variables, all volunteers in HACC services should be accessing some combination of:

- formal training - that is relaxed and appropriately targeted to the volunteer group
- informal group get togethers - with a focus on providing an opportunity for volunteers to socialise, ask questions and gain support from the group
- on-the-job learning
- mentoring
- supervision.

Within each of these methods, organisations should ensure that active service messages are delivered and reinforced and that volunteers have adequate opportunities to explore and develop their ideas on these topics.

Steps to take:

1. Review your volunteer training content and approach.
2. Does the organisation's training approach and program provide appropriate opportunities for volunteers to develop their skills and understanding of how to take an active service approach to service delivery? Does the training provide a mix of formal and informal approaches, on and off-the-job training as well as regular supervision?
3. If you decide your material or training needs to be updated, take a Plan-Do-Study-Act approach.
 - **Plan** - Decide on timelines for updating the training schedule or material. Allocate responsibilities for the tasks.
 - **Do** - Make changes to training material, selecting from the suggestions provided in *Tool 3: Ideas for an active service update of on-going training for volunteers* or working from other ideas generated from your staff team.
 - **Study** - Test the draft ideas with your current volunteers - ask if they feel the updated material communicates the organisation's active service approach to service delivery. Seek suggestions from volunteers.
 - **Act** - Review revised training material and approaches. It is very easy to do a quick survey with volunteers to find out if training is meeting their needs and to seek their suggestions.

Tool 3: Ideas for an active service update of on-going training for volunteers

This tool provides suggestions for updating the organisation's on-going training for volunteers.

Organisations need to be strategic and make the best use of training opportunities for volunteers, as volunteers cannot be expected to attend too many training sessions in addition to their normal volunteer duties. Sessions should be well-planned, stimulating, inviting and run for an appropriate length of time. As with all training for volunteers, there will be multiple messages.

- The volunteer contribution is highly valued by the organisation.
- Volunteers can make a meaningful contribution to clients and their quality of life.
- Volunteers need to work within reasonable parameters set by the organisation. This protects everyone by making sure the volunteer is following reasonable OHS procedures and working safely with the client. Discussions should include what volunteers can and can't do to stay within safe boundaries for the client and themselves.

In parallel with training or group sessions, there is enormous scope for on-the-job training. Role-modelling and active support from volunteer coordinators and staff working alongside volunteers is an important training method for volunteers.

Training in the context of working with volunteers may be quite informal and may be undertaken through monthly volunteer get-togethers.

Formal training sessions

Consult volunteers about their ideas for training.

Use a theme-based approach to training so that you can explore issues in more depth.

Partner with local organisations to provide joint training for volunteers. Volunteers will generally value the opportunity to network with other volunteers. By combining resources, organisations may be able to bring an experienced trainer to provide a session for all staff.

Explain to volunteers how HACC services operate. Volunteers may only see a small slice of the service. Use training to explain the process for someone becoming a client (assessment) and how the organisation works out the services required by the client (care planning). Avoid jargon where possible. Explain how volunteers play a critical role, with particular emphasis on their contribution to service monitoring. To make the session more meaningful, consider:

- bringing in an Assessment Officer to talk to the group to discuss how they collect information from the client and how they make decisions about services
- showing the group some of the client management tools and templates, for example assessment tools and care plans.

HACC Volunteer Handout 11 provides a glossary of terms and a plain English overview of HACC.

Have sessions on the various volunteer roles in your organisation. Use the Volunteer Handouts to promote discussions. If you only have one key role (for example, volunteer transport), you could focus discussions on why this role is important.

Use a case study approach. Prepare hypothetical case studies or anonymous / de-identified case studies. Compare 'doing for' approaches to 'doing with' and discuss the impacts this can have on the client's capacity and functioning. Ensure that this discussion is broader than physical capacity – talk about the impacts on self-esteem and confidence if someone is not empowered to make decisions in their own life.

Invite a physiotherapist or occupational therapist to talk about their work. Ask them to talk about how volunteers can best support clients. Make the session interactive so that therapists can demonstrate their techniques.

Take volunteers to **visit a local community health centre** or agencies such as Vision Australia or an Independent Living Centre to see independent living aids.

Informal training

Combine social occasions and training or information sessions. Distribute HACC Volunteer Handouts and facilitate discussions around relevant topics.

Update volunteers on the Department of Health's policies and priorities.

Invite HACC staff to meet or socialise with the volunteers.

Generate an on-going list of Frequently Asked Questions. Volunteers can easily raise their questions at social functions and the coordinator can provide written responses that could go into a volunteer newsletter.

On-the-job learning

Buddy a volunteer with the Coordinator or a paid staff member during their probation period.

Encourage the new volunteer to observe another staff member or volunteer.

Train staff in role modelling approaches.

Observe the volunteer in their role. Provide them with constructive feedback about how to adjust their approach, if required.

Supervision

Provide supervision feedback to volunteers on a regular basis. The degree of supervision formality needs to match the volunteer's role and their level of independence. However, all volunteers are entitled to some level of one-to-one time with a supervisor, particularly so that they can raise any questions or seek feedback in a comfortable setting.

People respond better to 'information sessions and workshops' rather than sessions which are called 'training'. Free lunch is a great incentive to get people to attend.

**Volunteer Coordinator,
Rural Council**

Engaging and motivating volunteers

Sometimes the challenge for organisations can be maintaining volunteers' engagement and motivation, particularly during a period of change.

Addressing engagement and motivation of volunteers will not require as formal an approach as the revision of recruitment processes. Maintaining engagement and motivation is partly a reflection of the organisation's culture and working environment. It can also be related to external factors that may be outside the control of the organisation - for example, the demography of the local area and the potential pool of volunteers.

To maintain engagement and motivation, it is important to keep channels open for volunteers to provide feedback, particularly so they can indicate any concerns about their role. Review the feedback you are receiving from volunteers and observe whether there are obvious signs of loss of motivation, such as not turning up for regular shifts or failing to notify an absence.

As volunteers often work independently without direct staff supervision, it is important to structure in regular opportunities for volunteers and supervisors to meet and discuss any issues or concerns.

Tool 4: Engaging and motivating volunteers in an active service approach provides suggestions for maintaining volunteer engagement and motivation.

When volunteers understand the aspects of ASM, they have enthusiastically embraced the concepts.

**Volunteer Coordinator,
Metro Council**

Tool 4: Engaging and motivating volunteers in an active service approach

Ensure that volunteers understand there may be some changes to the way they do things, but volunteer roles and assistance remain as vital as ever.

- Engage volunteers in thinking and talking about ways to help clients stay more active and independent. Find an accessible, plain English approach to talking about the active service approach with volunteers. Explore phrases such as 'healthy and active ageing' or 'putting our clients at the centre of what we do' or 'taking an active service approach to working with clients'. Find a phrase that volunteers can relate to as your organisation's way of talking about the Active Service Model.
- Engage volunteers in thinking about the ways they wish to age. Would they be keen to live in their current home? Do they see themselves moving into a retirement village? Engage volunteers in thinking about the benefits for clients of staying more active and independent. Engage volunteers in thinking about the sort of lifestyle they would want if they found themselves with a disability or a family member had a disability. Would they see themselves as wanting to be an active, engaged member of the community? What are some sorts of assistance that could make the difference for someone living with a disability?
- Emphasise to volunteers the benefits that their work provides to the organisation, clients and the community.
- The introduction of an active service approach needs to be handled carefully and thoughtfully. As with any change process, people can misunderstand the organisational messages.
- If you find one or more volunteers embrace the active service approach earlier than others, it can be useful to engage them as a change champion. Often it is more convincing to hear from a peer than from a supervisor.
- If volunteers work with staff, make sure that staff have been trained to model the behaviour you are looking for. It is important that staff can demonstrate their techniques to volunteers. They also need to consistently use these approaches, as this will help volunteers develop the confidence to try something new.
- Provide plenty of opportunities for volunteers to have a chat about some of the new approaches the organisation is taking. Set a time for volunteers to observe any changes in clients; for example, given that volunteers may only work once or twice a fortnight, three to six months may be reasonable. Give volunteers guidelines for what you are interested in observing - it may be positive comments from the client or their carer, or seeing the client become more involved in an activity.

Maintaining momentum

In his change management model, John Kotter recommends 'anchoring' changes in the culture. For any change to be sustained Kotter maintains, *'It needs to become embedded in the new way we do things around here.'*

'A major part of this is for you, as change leader, to articulate the connections between new behaviours and organisational success. This is where you - and your coalition team - talk about progress every chance you get. Tell success stories about the change process, and repeat other success stories that you hear.'

John Kotter, The Heart of Change

This approach of sharing success has been evident with the introduction of the Active Service Model in the HACC sector. While there were some initial concerns in the sector, the success stories have largely overtaken these concerns. There have been clear and consistent messages about:

- the way clients have positively embraced Active Service Model changes and the positive impacts it has had for them
- the flow through of benefits - if clients are doing well, then so are their carers
- the way staff have positively embraced active service approach changes. The message from staff is often that the changes have made their role more fulfilling. The active service approach has often given people the chance to

have their ideas considered in ways that they weren't previously. Staff are also more satisfied if they see their clients doing well

- the fact that implementing an active service approach is not really that difficult - in fact much of it is quite simple. Much of the focus is about changing attitudes and ways of thinking, with a focus on what people can do, rather than what they cannot.

Tips for maintaining momentum

Volunteer-based organisations are often very skilled in maintaining positive stories. Some ideas for maintaining momentum around the active service approach are discussed below.

Gathering and sharing good news stories.

These can be shared with the staff group - just at morning tea or during staff meetings. Some of these positive stories could be from the perspective of the client. They could also be positive stories about volunteers, carers or the organisation. It is great to collect unexpected stories. For example, when staff at a council-provided Planned Activity Group (PAG) changed their approach to an exercise class, a number of things happened. Initially, clients came in and sat down for the class while staff ran around and passed them their hand weights and bottles of water. When clients were required to collect and pack away their own equipment and water bottles, staff found they had more time that they were able to use for planning new class activities. As a result, the class has become very popular, and now runs four times a week, instead of twice a week.

Good news stories can be written up in newsletters or placed on noticeboards - they don't need to be long and using photos can

convey a lot of information. This is a great way to keep sharing information with clients, carers, volunteers and staff. It can also elicit other stories that you may not be aware of.

Identify and focus on the benefits of engaging volunteers in implementing an active service approach. Whatever the size and structure of the HACC-funded organisation, there are benefits from volunteers taking up an active service approach. When paid and volunteer staff adopt the same approach to service delivery, clients benefit from that consistency. Volunteers stand to benefit by developing a greater understanding of their role in supporting health and wellbeing and deriving greater satisfaction from their role. They can also benefit by developing their own health literacy and understanding how they can apply principles of healthy and active ageing to their own lives.

Celebrate. While it is important not to impose too much on volunteer time, it is important to schedule opportunities for celebrations. These could just be morning or afternoon teas, or volunteer lunches on special occasions, such as National Volunteer Week in May each year (refer to Volunteering Australia's website for the date as it changes each year: www.volunteeringaustralia.org) or International Volunteer Day on December 5th. Celebrations could also be in the form of certificates or some sort of acknowledgement pinned up on a notice board.

Training. Maintaining formal and informal training is a great way to keep people involved and learning. It is also a good forum for sharing information across the organisation. On-going training also communicates the message that this is 'part of the way we do things now - it is a continuous improvement strategy'.

Volunteers may notice changes in clients or hear from them about changes that affect them. They are an important resource for clients and a link between the staff and people in the community. They play an active role in supporting the model.

**Manager,
Metro Council**

Other resources

This section provides links to relevant resources related to the HACC program, the Active Service Model and volunteering. All links are functional at the time of publication.

Victorian Department of Health resources and links

Department of Health Home and Community Care webpage
www.health.vic.gov.au/hacc/index.htm

HACC ASM Communications handbook toolkit
www.health.vic.gov.au/hacc/projects/asm_toolkit.htm

ASM Prepare and ASM Prepare Express
www.health.vic.gov.au/hacc/projects/asm_prepare.htm

Victorian HACC Program Manual
www.health.vic.gov.au/hacc/prog_manual/index.htm

Community Care Common Standards
www.health.vic.gov.au/hacc/quality_frmwrk/common_standards.htm

Healthy Ageing online network
hanet.health.vic.gov.au/login.asp?target=default.asp

HAnet is an online interactive network about 'healthy ageing' that enables health professionals and service providers to work together, share information and resources, and discuss best practice strategies to support Victorians as they age.

Eastern Metropolitan Region HACC Alliance
www.oehcsa.org.au/special-project

www.iepcp.org.au/active-service-model-emr-hacc-alliance

The EMR HACC Alliance has been created to support the implementation of the ASM across Melbourne's Eastern Metropolitan Region (EMR).

A range of resources and tools are available from these webpages.

Links to HACC resources in other states

The Better Practice Project (NSW)
www.adhc.nsw.gov.au/sp/delivering_hacc_services/the_better_practice_project

The Better Practice Project supports the community care sector in adopting evidence-based practices that enhance the individual autonomy, independence and quality of life of people who require support to live at home. The webpage also lists resources and materials that are available, including resources that are designed for use with volunteers.

WA HACC Wellness Approach
www.communitywest.com.au/Wellness/introduction-to-the-wellness-approach-in-wa.html

In March 2006, the WA HACC Program adopted a Wellness Approach as its policy position for HACC services across the state. Resources that can be accessed from this website include a three-minute DVD that gives an overview of the WA HACC

Wellness Approach. It includes interviews with Senior Management from the WA HACC Aged Care Policy Department, the Sector Development Manager from CommunityWest, representatives from City of Canning Home Support Services and a client.

Video resources

BBC One: *The Young Ones*
(Three one-hour episodes)
www.bbc.co.uk/programmes/b00tq4d3

Six celebrities take part in an experiment that explores the prevention of ageing.

What if it were possible to turn back time? Could it be that we all have the power to think ourselves young again? Six well-loved celebrities in their 70s and 80s - spend one week living as though it were their heyday - 1975 - to see if reliving your youth can make you young again.

The episodes of *The Young Ones* are not available for viewing from the BBC website however, there are clips available from the series and information about the participants, the experiment and suggestions for ageing well.

World Health Organization: Healthy ageing - adding life to years (1 min 20 secs)
www.youtube.com/watch?v=LL-TJjCJPal&sns=em

For the first time in human history, the world will soon have more older people than children. The human race is ageing and we are unprepared. Unless we change the way we think and act about ageing, we will miss the opportunity to age in good health and to build a society where older people are respected and valued members of society.

Volunteering resources

Volunteering Australia
www.volunteeringaustralia.org

Volunteering Victoria
www.volunteeringvictoria.org.au

Victorian Government's volunteering portal
www.volunteer.vic.gov.au