Addressing Volunteer Shortages during the covid-19 pandemic

Resource Compendium

July 15, 2020

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## Background

The COVID-19 pandemic has emphasized the critical role community services play in supporting the health and social wellness of vulnerable populations – including older adults and people with disabilities. This crisis has resulted in a dramatic increase in pressure to provide services, such as home-delivered meals, personal care services, chronic disease management, and social engagement on a national scale. Adapting and maintaining the workforce to address these needs has proven to be extremely challenging, particularly as many organizations rely on retired and senior volunteers – who are now required to stay home – to provide these services. COVID-19 has led to the loss of this reliable unpaid workforce that had provided critical support to countless community organizations and a need to adapt the delivery of services in their absence. The resources below provide guides for recruiting and adapting the volunteer workforces, examples of creative strategies that various organizations have deployed to address the volunteer shortages within their communities, various journal articles around volunteering during times of crises, and other relevant resources on volunteering.

## Guides and Toolkits

### Successful Strategies for Recruiting, Training, and Utilizing Volunteers[[1]](#footnote-1)

The *Substance Abuse and Mental Health Services Administration (SAMHSA)* published a guide for faith-based and community-based organizations. The guide provides instruction on how to plan, recruit, train, manage, and evaluate effective volunteer programs. These strategies can be adapted for the current environment to improve and enhance volunteer workforce capabilities.

With regard to recruiting volunteers, SAMHSA recommends:

* Contacting local volunteer centers;
* Using mass media (i.e. television, radio, newspapers, newsletters, billboards);
* Making announcements at educational sessions and meetings;
* Posting volunteer requests on appropriate websites and webinars;
* Getting referrals from staff, ministers, friends, and deacons;
* Registering with volunteer referral organizations; and
* Coordinating with schools that require community service hours for graduation.

#### Link: <https://www.samhsa.gov/sites/default/files/volunteer_handbook.pdf>

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### COVID-19 Suggestions for Senior Nutrition Programs[[2]](#footnote-2)

The *National Resource Center on Nutrition and Aging* published this resource for states and localities to review as they adapt their local guidance. As strategies to improve volunteer recruitment and increase food delivery, the National Resource Center recommends;

* Working with local food banks, faith-based, and voluntary organizations to expand services;
* Working with college students and high school service groups and recruit them as volunteers;
* Providing training for new volunteers on food safety and safety measures, interacting with older adults, importance of socialization, and signs of distress in older adults;
* Working with local fire departments and adult protective services to be aware of vulnerable people;
* Working collaboratively with Title VI tribal programs, as there may be opportunities to share viable ideas for both Title III and VI resources;
* Encouraging state nutritionists and administrators to share ideas on listservs and communicate within the state and with AAAs and local providers;
* Collaborating with local school districts or local transportation providers to leverage school buses to deliver meals; particularly if your organization is in a rural area;
* Establishing meal delivery protocols and expand meal drop-off sites to include community centers, schools, places of worship, and pharmacies;
* Collaborating with local school systems to prepare meals, menus, and food supply access.
* Compiling helpful kits with hand sanitizer, toilet paper, paper towels, cleaning supplies, etc.;
* Engaging volunteers, participants, and staff to design and send out greeting cards to homebound older adults and others such as socially distant congregate nutrition program participants and nursing home residents; and
* Recruiting volunteers that want to stay home to provide other services, such as video chats and games to ease social isolation.

If your state does not allow for flexibility such as these ideas, it may be an opportunity to revisit established polices, depending on your local situation and need to response to critical COVID-19 circumstances.

#### Link: <https://nutritionandaging.org/wp-content/uploads/2020/03/COVID-19-Suggestions-for-Senior-Nutrition-Programs-Final-3.30.20.pdf>

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### Preparing your volunteer program for COVID-19[[3]](#footnote-3)

This article from the Minnesota Association for Volunteer Administration (MAVA) provides a list of actionable steps an organization can take to help prepare their volunteer program for COVID-19. MAVA notes that managing volunteers through this pandemic is an important part of continuing essential service delivery in the community.

* Find out if your organization has a COOP (Continuity of Operations Plan).
* Communicate with your volunteers and provide updates on new policies as a result of COVID-19 and guidance as to when volunteers should not go out into the field.
* Prioritize volunteer and client safety.
* Include volunteers in decision-making around policies affecting them.
* Consider if and how volunteers can work remotely. If they can, think through how to provide them with tools and information for them to do so.
* Plan for a volunteer workforce shortage by creating a spreadsheet of volunteer availability. Then, work with organizational leaders to determine priority services and focus volunteer efforts on those services.
* Understand that COVID-19 and the response effects people in multiple ways.
	+ Some considerations are; older adults and those that are immunocompromised being at increased risk for serious complications, those in poverty being less equipped for quarantine because they are unable to purchase bulk food and supplies, those underinsured or have no insurance, and those experiencing racism as a result of the virus.

#### Link: <https://mava.clubexpress.com/content.aspx?page_id=5&club_id=286912&item_id=52039>

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### Guidance for developing a local digital response network[[4]](#footnote-4)

Digital Volunteer Networks (DVNs) support emergency management during disasters curate, analyze, and visualize crowdsourced data. DVNs are comprised of trained volunteers, who often in their professional lives are experts in social media, communication, coding, or GIS, and work within that DVN’s procedures. This resource provides guidance for developing a local digital response network.

#### Link: <https://www.academia.edu/22767270/Guidance_for_Developing_a_Local_Digital_Response_Network_DRN_>

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### Considerations for in-person corporate volunteering during COVID-19: Guidance for companies[[5]](#footnote-5)

The purpose of this document is to help companies operating in the U.S. make decisions regarding in-person corporate volunteering during the COVID-19 pandemic. It is a supplemental resource to inform decision-making around activation of in-person volunteer opportunities for employees to meet community needs — some of which are more urgent than ever — during a time when there might be a public-health imperative to minimize in-person events. Should a company determine that it is feasible to proceed in offering in-person volunteering for their employees, this document helps inform project management during this unprecedented time. The following document suggests steps to determine whether the corporate volunteer program might encourage employee involvement in a specific in-person volunteering opportunity at this time and, if so, how to incorporate safety considerations. The items listed in the downloadable form are in addition to the usual considerations your company uses to properly select and plan volunteer activities (such as conducting background checks, selecting nonprofits that are 501(c)(3)s, obtaining permission from appropriate company leadership, etc.) and should be used in conjunction with your usual relevant practices and policies. The steps in this resource offer a framework to build upon incorporating tailored guidance from your advisors and leadership.

#### Link: <https://www.pointsoflight.org/wp-content/uploads/2020/04/Considerations-for-In-Person-Corporate-Volunteering-During-COVID-19-3-31-20.pdf>

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### Managing spontaneous volunteers in times of disaster[[6]](#footnote-6)

This collection of resources contains everything needed for a full-day classroom training on managing spontaneous volunteers in times of disaster, including participant materials, trainer guide, PowerPoint presentation, and forms and instructions for the Volunteer Reception Centers exercise. Training objectives are to: understand spontaneous volunteers and the benefits and burden they can bring; identify the fundamentals of volunteer management in disaster response setting; identify stakeholders in spontaneous volunteer management; learn and use the vocabulary and concepts of disaster and disaster management; understand the role of VOADs/COADs; recognize the importance of public messaging; understand the principles for managing donated goods; understand the various roles involved in staffing a Volunteer Reception Center; and understand the role of technology and social media in managing spontaneous volunteers in times of disaster.

#### Link: <https://www.nationalservice.gov/resources/disaster-services/managing-spontaneous-volunteers-times-disaster-0>

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### Nevada COVID-19 Aging Network (NV CAN) Rapid Response Plan

This report outlines how Nevada mobilized its statewide network of aging service providers, universities, and volunteers to provide older adults with necessary medical and social services during the COVID-19 crisis. This fully fleshed out rapid response plan details Nevada’s major activities of mobilizing a statewide media campaign; launching and maintaining an age and dementia-friendly website, integrating local aging services, and creating an online database to triage elder needs. Additionally, the report details how volunteers can be used for Virtual Social Support services. Elders within the state can opt to receive either or both types of Virtual Social Support; One-to-One Check-In Calls, and Small-Group Peer Support. Both services leverage volunteers that receive training, a client list, and reporting tools to support specific individuals within the community. An *Integrated Aging Services Flow and Triage Strategy*, and *Nevada’s Key Activities, Proposed Timeline and Accountability for Rapid Mobilization* can be found within the report.

Link:<https://documentcloud.adobe.com/link/review/?pageNum=1&uri=urn%3Aaaid%3Ascds%3AUS%3A921bee7e-ad8c-4f6d-92f1-7c43a4fd737e>

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### Volunteer Management Toolkit[[7]](#footnote-7)

This Volunteer Management toolkit created by the *National Long-Term Care Ombudsman Resource Center* (LTCO) provides the resources Ombudsmen and representatives could use to start or refresh a volunteer program within their community. The toolkit provides volunteer recruitment strategies, instruction on how to set up the application and screening process for potential volunteers, minimum volunteer requirements, training materials, retention strategies, and a number of templates that can be adapted to meet individual program requirements. Additionally, LTCO has created a free, private listserv for programs that manage volunteers to promote discussion and provide a space for peers to ask questions, provide resources, and share challenges and opportunities encountered in the field.

#### Link: <https://ltcombudsman.org/omb_support/volunteer>

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### Volunteer Engagement and Recruitment Resources[[8]](#footnote-8)

#### The National Resource Center on Nutrition and Aging (NRCNA) published a resource compendium that contains strategies for volunteer recruitment and engagement, best practices, volunteer trainings, and a return on volunteer investment calculator for Meals on Wheels organizations and other programs for older adults.

#### Link: <https://nutritionandaging.org/wp-content/uploads/2020/04/Volunteer-Engagement-and-Recruitment-Resources-to-Leverage-During-COVID-19-Final.pdf>

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### Preparing to Recruit, Train and Supervise Volunteers During a Call Surge[[9]](#footnote-9)

#### This training manual published by the Alliance of Information and Referral Systems (AIRS) provides resources to Information and Referral (I&R) programs to facilitate the use of volunteers during the COVID-19 public health emergency. The manual is split into three sections. The first section, Recruiting and Screening Volunteers, provides instruction on to recruit and utilize volunteers during disasters, and guidance is provided for each of their top three recruitment tips; 1) Writing detailed job-descriptions; 2) Recruiting for ability and not availability; and 3) Seeking volunteers from new and existing sources. The second section of the manual, Volunteer Training, provides best practices for designing trainings and orienting volunteers to the program. The final section, Supervision During Response, outlines standards for effective volunteer supervision, including guidance on communication style and frequency, performance appraisal, and employee recognition.

#### Link:<https://638d6851337cd3a505dc-f3581b4ec352777f585df5b2be111ff7.ssl.cf2.rackcdn.com/airs_c693becf01dddbbcf6cca622c12493f7.pdf>

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### National Voluntary Organizations Active in Disaster (VOAD)[[10]](#footnote-10)

The *National VOAD* is a coalition of over 70 community-based, faith-based, and non-profit organizations that work to alleviate the impact of disasters by coordinating effective service delivery to affected communities. To address the impact of COVID-19, the National VOAD is coordinating with Health and Human Services (HHS), Federal Emergency Management Agency (FEMA), and the Centers for Disease Control and Prevention (CDC). Organizations interested in responding to COVID-19 within their community are encouraged to visit their State/Territory-specific VOAD website.

#### Link: <https://www.nvoad.org/current-responses/>

### COVID-19 Best Practice Information: Managing and Deploying Volunteers in a Pandemic Environment[[11]](#footnote-11)

This *FEMA* resource highlights the best practices, lessons learned, and innovative strategies from various organizations that managed and deployed volunteers during the COVID-19 pandemic. Several volunteer recruitment strategies within the resource focus on leveraging volunteers that have already undergone background checks, the use of Medical Reserve Corps, Veteran organizations, and other emergency response teams, and the recruitment of volunteers through state-specific hotlines and databases. Other recommendations include the use of information technology (IT) to develop creative technology-based solutions for managing operations, analytics, and communications during the pandemic.

#### Link: <https://www.fema.gov/media-library-data/1588337394995-741112651081a9fe62182864b92efb6c/2020_04_30_COVID_BP_VolunteerManagement.pdf>

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### Volunteering During COVID-19[[12]](#footnote-12)

This e-book, published by *VolunteerMatch*, is a compilation of qualitative and quantitative data gathered by nonprofit organizations (NPOs) and the social sector. It provides specific data points regarding barriers to volunteer recruitment, the environmental, economic, and social conditions impacting volunteer programs, and volunteer engagement strategies different NPOs have employed to address the crisis. Additionally, the e-book provides a list of virtual volunteering opportunities that may be employed by NPOs across the country, and provides guidance on fundraising, the use of technology, and volunteer appreciation.

#### Link:<https://cdn2.hubspot.net/hubfs/7138095/Volunteering_During_COVID.pdf?__hssc=28543907.1.1590084224199&__hstc=28543907.b245b39a9014038487701de2a5786a2c.1590084224198.1590084224198.1590084224198.1&__hsfp=3652948145&hsCtaTracking=5d139547-1020-43b5-9bdb-0480a94ab393%7Cad9b2b50-2f82-4efa-a67d-01dab1a48591>

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### Responding to COVID-19: Actionable Steps for Volunteer Managers[[13]](#footnote-13)

This resource, published by *Galaxy Digital,* provides guidance for volunteer managers around how to communicate necessary information to the volunteer workforce, incorporate social distancing into volunteer programs, and ensure the safety of volunteers.

#### Link: <https://www.galaxydigital.com/blog/volunteer-management-response-covid19/>

### Volunteer Outreach Strategies During COVID-19 Webinar[[14]](#footnote-14)

This webinar, hosted by the *Senior Medicare Patrol (SMP) National Resource Center* and the *Administration for Community Living (ACL)*, provided an opportunity for SMP, State Health Insurance Assistance Programs (SHIP), and Medicare Improvements for Patients and Providers program providers (MIPPA) to share their concerns, strategies, outreach efforts, and benefits enrollment during the COVID-19 pandemic. SMP, SHIP, and MIPPA shared their strategies, promoted a series of initiatives, and provided project updates.

#### Link: <https://acl.gov/sites/default/files/common/Outreach%20Strategies%20During%20COVID-19%20Webinar%204.9.20.pdf>

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### Living with COVID-19 Webinar: A Guide for Volunteer Programs[[15]](#footnote-15)

Steve McCurley, from the *Senior Medicare Patrol (SMP) National Resource Center* and the *SHIP National Technical Assistance Center*, led this discussion between SMPs, SHIPs, and MIPPAs regarding the likely impact of COVID-19 on volunteer programs as well as detailed strategies for how to address it.

#### Link: <https://acl.gov/sites/default/files/common/LivingWithCOVID-19VolunteerMgmt4.13.20%20%28final%20handout%29.pdf>

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### Tips for Virtual Volunteering- Using the Internet to Support and Engage Volunteers[[16]](#footnote-16)

This resource, published by *Senior Medicare Patrol (SMP),* provides examples of virtual volunteering roles and tips for successful virtual volunteering. Key points include providing clear volunteer assignments, effective communication of policies and procedures, and the importance of volunteer appreciation and feedback. The resource can be viewed by clicking on the embedded PDF below.

####

## Online Articles

### To Support Older Adults Amidst The COVID-19 Pandemic, Look to Area Agencies On Aging[[17]](#footnote-17)

The *Health Affairs* blog article outlines the research conducted by the National Association on Area on Aging (n4a) around how the COVID-19 pandemic is both influencing the needs of older adults and the capacity of AAAs to respond. To reduce risk of transmitting the virus to the adults receiving the services, AAAs have begun providing services by telephone wherever possible, such as wellness checks and re-assessments. AAAs and their partners in hard-hit areas have also begun exploring options to recruit staff from shuttered programs in their counties and cities, as well as the potential to offer employment to new populations such as college students and those that lost their jobs in the retail and hospitality industries. To quickly fill roles requiring background checks, some AAAs have tried enlisting teachers (already vetted through background checks) who were off of work due to school closures.

#### Link: <https://www.healthaffairs.org/do/10.1377/hblog20200408.928642/full/>

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### COVID-19 Has Benched A Critical Volunteer Workforce – Seniors[[18]](#footnote-18)

Forbes’ article on the volunteer workforce in this current environment details an example of the multilayered approach that food banks in Tucson, Arizona have undertaken to address the volunteer shortage in their state. With three-quarters volunteers being over the age of 55, roughly 80% of their volunteer workforce is now staying home due to fear of COVID-19. To keep the food banks operating, organizations in the state sought replacement volunteers from local colleges and furloughed workers. The Arizona National Guard has also stepped in, and now 30 -60 members assist the food banks every day. Finally, the food banks report an outpour of support from the Meals on Wheels [COVID-19 Response Fund](https://www.mealsonwheelsamerica.org/take-action/covid-19-response), and expect additional support resulting from the two laws passed under Congress allocating additional funds for nutrition programs under the Older Americans Act.

#### Link: <https://www.forbes.com/sites/patriciagbarnes/2020/04/03/covid-19-has-benched-a-critical-volunteer-workforceseniors-volunteers/#2e04cf3c449f> \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### Meals on Wheels volunteers are staying home because of COVID-19. College kids are filling in the gap[[19]](#footnote-19)

The *Washington Post’s* article highlights how Mercer County, New Jersey was able to successfully recruit college students and other young drivers by putting a request for volunteers on social media and asking existing volunteers to recruit their children or grandchildren to fill in their place. Through these efforts, they were able to replace 75% of the volunteers that they lost with new volunteers, half of whom were college students.

#### Link: <https://www.washingtonpost.com/lifestyle/2020/04/08/meals-wheels-volunteers-are-staying-home-covid-19-college-kids-are-filling-gap/>

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### No act too small: Need for volunteers in local nonprofits growing amid COVID-19[[20]](#footnote-20)

This *Oakland Press* article several non-profit organizations, like United Way in Southeastern Michigan, serve as examples of organizations turning to hiring and paying temporary workers $15/hour to assist in food distribution in the face of the volunteer shortage in the region. Programs like AmeriCorps and City Year, which usually organize their volunteers independently within their agencies, are also teaming up with United Way to get volunteers into the field. Additionally, United Way has expanded its [online volunteer portal](https://liveunitedsem.galaxydigital.com/need/?s=1&need_init_id=2949) to try and connect individuals who want to help with organizations that need them.

#### Link: <https://www.theoaklandpress.com/news/coronavirus/no-act-too-small-need-for-volunteers-in-local-nonprofits-growing-amid-covid-19/article_9e45e476-6ede-11ea-8d04-439512fb4823.html>

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### How Can States Support Direct Care Workers during This Pandemic?[[21]](#footnote-21)

*PHI’*s article provides concrete, actionable steps that states can take to stabilize the direct care workforce during the coronavirus pandemic, largely focusing on existing policymaking channels and the use of federal funding. The article explains that designating direct care workers as essential workers in every state is necessary for three main reasons; 1) to help consumers access needed services, 2) so that workers receive the supports that are reserved for essential workers, like personal protective equipment (PPE) and childcare, and 3) to enable workers to stay in their jobs, where they are critically needed. Additionally, PHI recommends adopting Wisconsin’s [WisCaregiver Careers](https://www.dhs.wisconsin.gov/caregiver-career/cna.htm) model, which draws on public communications strategies, free training and testing, and a six-month retention bonus to grow the state’s nursing assistant workforce.

Link: [*https://phinational.org/how-can-states-support-direct-care-workers-during-this-pandemic/*](https://phinational.org/how-can-states-support-direct-care-workers-during-this-pandemic/)

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### Volunteer grassroots community of tech specialists tackling COVID-19 food shortages[[22]](#footnote-22)

A press release from how the organization [COVID-19FoodSuppy.com](http://covid19foodsupply.com/) is using technology and math specialists to the tackle food shortages created by the coronavirus pandemic. This group of 40 volunteers is using machine learning to improve the flow of food through supply chains. The team started with an algorithm for transporting and distributing food faster between companies, supermarkets, wholesalers, and distributors. According to the team, this algorithm can increase the transportation speed and capacity by up to 30%. [COVID-19Food Supply.com](http://covid19foodsupply.com/) can also provide up to as much as 30% fewer miles travelled and time taken to move food between locations.

#### Link: <https://www.marketwatch.com/press-release/volunteer-grassroots-community-of-tech-specialists-tackling-covid-19-food-shortages-2020-04-09>

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### Position Paper: COVID-19, volunteering and national policy settings[[23]](#footnote-23)

This position paper sets out Volunteer Australia’s views on how national policy settings and messaging might need to adapt to help ensure volunteers are safeguarded during the COVID-19 emergency and that volunteers can be facilitated to best support the emergency response to COVID-19. These include the relaxing of regulatory requirements.

#### Link: <https://www.volunteeringaustralia.org/wp-content/uploads/COVID-19-POSITION-PAPER-1_Volunteering-and-National-Policy-Settings-FINAL.pdf>

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## Journal Articles

### Volunteer perspective: Industry insights 2019[[24]](#footnote-24)

This report gives demographic information about volunteers and how volunteers connect with opportunities. Key takeways include the most common ways volunteers find organizations and opportunities are with an online platform, such as VolunteerMatch (57%), through friends (44%), on social media (39%), and via online searches (38%).

#### Link: <https://cdn2.hubspot.net/hubfs/3729264/10611-VV-2018-Trend%20Report-WEB.pdf?hsCtaTracking=81fa0e29-62e7-4b3e-962c-66677e198220%7C483f0727-9b4e-48bf-9679-949b46e886de>

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### Willingness of university nursing students to volunteer during a pandemic[[25]](#footnote-25)

OBJECTIVE: The global threat of an influenza pandemic continues to grow and thus universities have begun emergency preparedness planning. This study examined stakeholder's knowledge, risk‐perception, and willingness to volunteer.

DESIGN AND SAMPLE: The design of this study is a cross‐sectional survey. Questionnaires were sent to 1,512 nursing students and were returned by 484, yielding a response rate of 32% for this subgroup. Nursing students may be a much‐needed human resource in the event of an influenza pandemic.

MEASURES: The measurement tool was a Web‐based questionnaire regarding pandemic influenza designed by a subgroup of researchers on the Public Health Response Committee.

RESULTS: Most nursing students (67.9%) said they were likely to volunteer in the event of a pandemic if they were able to do so. An even higher number (77.4%) said they would volunteer if provided protective garments. Overall, 70.7% of students supported the proposition that nursing students have a professional obligation to volunteer during a pandemic. Nursing students indicated that they have had a wealth of volunteer experience in the past and they would apply this service ethic to a pandemic situation.

CONCLUSIONS: Emergency preparedness competencies should be integrated into existing nursing curricula and other health science programs. University administrations need to engage in planning to create protocol for recruitment, practice, and protection of volunteers.

#### Link: <https://doi.org/10.1111/j.1525-1446.2010.00839.x>

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### Emergent groups and spontaneous volunteers in urban disaster response[[26]](#footnote-26)

Spontaneous responses by self-organizing, “emergent” voluntary groups and individuals are a common feature of urban disasters. Their activities include search and rescue, transporting and distributing relief supplies, and providing food and drink to victims and emergency workers. However, informal actors are rarely incorporated into formal disaster and humanitarian planning. This paper reviews the current state of knowledge concerning the nature and scale of emergent activity around the world, its impact in the short and long terms, challenges associated with it in different contexts, and lessons for future urban humanitarian practice.

#### Link: <https://doi.org/10.1177/0956247817721413>

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### Managing mental health challenges faced by healthcare workers during COVID-19 pandemic.[[27]](#footnote-27)

This review, published in the *British Medical Journal,* discusses strategies to support the mental health of healthcare workers during the COVID-19 pandemic. While the article is targeted at easing the mental health burden of healthcare workers having to make life-changing decisions for patients, many of the principles, such as the importance of early support and after-care, could be applied to volunteers as well.

#### Link: <https://www.ncbi.nlm.nih.gov/pubmed/32217624>

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### “We are disaster response experts”: A qualitative study on the mental health impact of volunteering in disaster settings among combat veterans.[[28]](#footnote-28)

This qualitative study, published in *Social Work in Public Health,* examined the mental health effects of volunteers who served in disasters. The authors found three primary factors that supported the mental health of volunteers, including a history of military service and advance preparedness for disaster scenarios. The authors of this study found that strong social support from other volunteers was also important in supporting volunteer mental health.

*Link*: [*https://www.ncbi.nlm.nih.gov/pubmed/28876217*](https://www.ncbi.nlm.nih.gov/pubmed/28876217)

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### Assisting Staff And Volunteer Workers Before, During, and After Disaster Relief Operations.[[29]](#footnote-29)

This article, published in the *Journal of Clinical Psychology,* discusses the importance of organizational supports and self‐care strategies in disaster relief settings as they relate to volunteers and employees. This article emphasizes that the individual, management participation, and commitment to relief worker support are crucial in improving volunteer and employee outcomes. The article also provides recommendations for supporting these functions, such as self-care strategies before, during, and after volunteering and recommendations for recognizing signs of distress.

#### Link: <https://www.ncbi.nlm.nih.gov/pubmed/27505124>

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