

# Impact Report 2023-2024

Patient, **Nicky**,  
with her  
friend, **Kelly**







Alex,  
Occupational  
Therapist, with  
patient, Carl



Nurse Kristie  
with patient,  
Joyce

# Welcome from Elinor Eustace, Chief Executive Officer



**In 2023, we marked our 40th anniversary of providing specialist palliative and end of life care for local people in our community. Many things have changed over those 40 years, but one thing has remained constant – the need for good end of life care.**

2023 also saw the launch of our three-year strategy, which sets out our ambitious plans and captures our passion for reaching more people. The needs of our patients, families, and the local community we serve are evolving all the time and we recognise that we must adapt to help those who need us, when they need us most.

In this Impact Report, covering the financial year 2023-24, we're delighted to share an update on our strategic objectives, including some of our hospice highlights, along with inspiring extracts from local people, and their loved ones, who have benefitted from our specialist care and support.

From research opportunities to innovative income generating activities, this year saw many successes, but these achievements were only made possible through the dedication of our volunteers and staff, and the generosity of our wonderful supporters and partners.

*My sincere thanks must go to you, for standing by St Giles Hospice during these exceptionally difficult times.*

Like everyone in the grip of this cost-of-living crisis, we continue to face some extraordinary challenges. With increasing costs, more demand for our services and a national funding crisis – highlighting an urgent need to reduce our **£1.5 million** annual budget deficit – we now need your support more than ever before.

We know that what we do makes a difference and, looking to the future, we want to achieve a bigger impact for more people. With our strategy launch coinciding with the 40th anniversary of our hospice, it is very much focused on sustainability in the long term to ensure we are here for our local community in another 40 years to come.

Thank you so much for your continued support. We've always said that it takes a community to make a hospice, and we couldn't do what we do without you.

*Elinor*





Patient,  
Hayley

# Why we are here

**“It is often said that dying is the great equaliser. It is one of life’s only milestones that happens to every single person, regardless of wealth or status or situation.”**

Dying with dignity and without pain is as important now as it was when we were founded in 1983. With an ageing population; pressures on the healthcare system; and people living longer and with more complex needs, there has never been a bigger demand for hospice services as there is today.

At St Giles, our vision is a world where everyone has fair access to the specialist palliative and end of life care they need, to be treated with dignity and respect and to have their pain managed no matter where they are being looked after – in our hospice or in their own homes.

Our dedicated team of over **900** volunteers and more than **290** staff work together to provide the very best care possible for our patients, and their loved ones, at the most difficult of times.

# Our vision, purpose and values

## Our vision

A world where everyone has fair access to specialist palliative and end of life care.

## Our purpose

To provide specialist palliative and end of life care for our community.

We listen to our patients and their loved ones and work with health and social care partners to make things better for those living with a life limiting illness.

We support families and loved ones with all aspects of terminal illness, death and dying.

We provide specialist advice, support, education and training for healthcare providers and our communities, to improve understanding of hospice care.

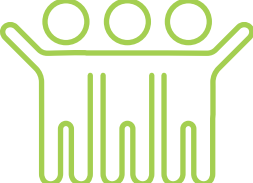
## Our values



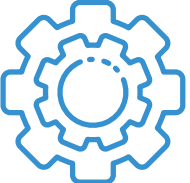
We care



We are trustworthy



We work together



We are creative



We take pride

We are **#TeamStGiles**

# Our year in numbers

Thanks to your incredible generosity and the efforts of our dedicated volunteers and staff, we've continued to be here for our patients, and their loved ones, during 2023-24.

## We're here for you...

We spend over £10 million each year delivering direct care services for our patients.

3,221

people accessed at least one of our services during 2023-24



We cared for **299** patients on our Inpatient Unit, with **343** admissions



We cared for **1,642** patients in their own home, with **12,391** visits



We answered **14,455** calls through our **24/7** advice and support line



We supported **1,142** patients through our specialist Lymphoedema Clinic, with **2,402** appointments



We supported **598** people through our Family Support and Bereavement services, including **421** adults and **177** children

...because you're here for us.



Donations and fundraising **£1,860,300**



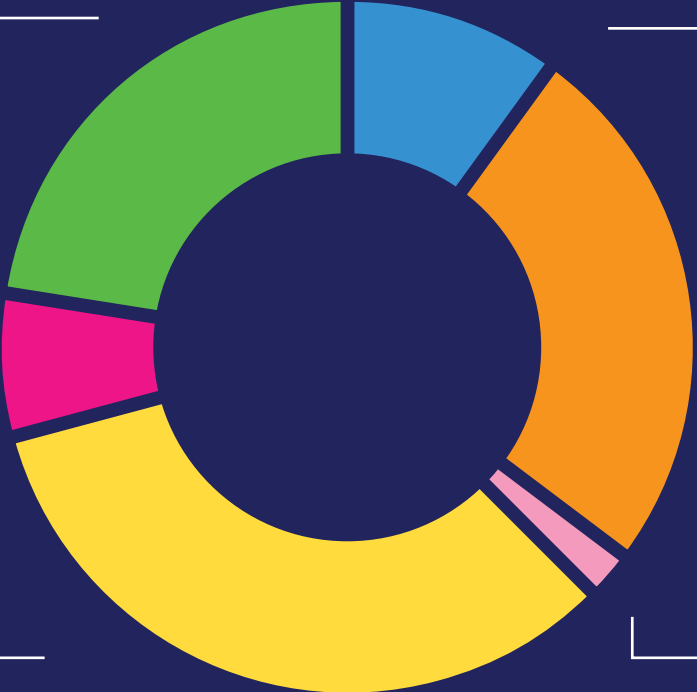
Shops **£556,773** net



NHS grants and contracts **£2,736,732**

**£8,225,599**

was raised by our wonderful community during 2023-24



Lottery **£814,566** net



Legacies **£2,066,514**



Other income **£190,714**



# Our six strategic objectives

Having launched our three-year strategy in 2023-24, we're delighted to update on our progress so far with our six strategic objectives.

Did you know that  
**85%**  
of our care is  
delivered out in  
the community?



Amy Foster,  
Nursing  
Associate



## 1. To deliver excellent care

Throughout 2023-24, we delivered outstanding care to **2,807** patients – with **343** admissions to our Inpatient Unit and **12,391** visits made out in the community.

As part of our efforts to clarify, refine and develop our service offering, in October 2023, we introduced our nurse-led Outpatient Clinics. We know that many patients, especially in the early stages following their referral, would prefer to access hospice care and support away from home. Our Outpatient Clinics enable patients who are more mobile to do exactly that – enhancing patient choice and enabling people to feel more in control of their care, rather than unnecessarily confined to their home.

2023-24 also saw the development of accelerated discharge beds, in collaboration with Staffordshire and Stoke-on-Trent Integrated

Care Board (ICB). As an example, our teams worked together to ensure a patient in their final two weeks of life could access an accelerated discharge bed, allowing them to die in their preferred place of care, whilst helping to alleviate pressures on the NHS and prevent unnecessary hospital admissions.

Alongside our advice and support line, which received **14,455** calls in 2023-24, we also joined forces with Dougie Mac, Katharine House Hospice, Compton Care and Staffordshire and Stoke-on-Trent ICB to launch a new Hospice Helpline in January 2024. This partnership has made it even easier for patients, relatives and healthcare professionals across our local community to access crucial palliative and end of life care advice.

Leon, Interim  
Director of  
Clinical Services,  
with George

## George's words

Our late patient, George Fox, described his experience of our Inpatient Unit care as **“a revelation beyond words”**.

The 76-year-old said:

**“I thought hospices were just for dying, but the comfort, peace of mind, and care they provide is beyond measure, for me and my family.**

**“Every staff member’s dedication, from the cleaners to the doctors, is incredible. I am eternally, eternally grateful to every single person at St Giles.”**





## 2. To be an outstanding team

**We simply couldn't do what we do without our wonderful team. As part of objective 2, we aim to nurture a skilled, strong and resilient volunteer and staff workforce, to ultimately enable our team to deliver the best care possible for our patients and their loved ones.**

Our 'Outstanding' rating from the Care Quality Commission (CQC) demonstrates our commitment to providing high-quality, patient-centred care. Our team has consistently met the standards set by the CQC, ensuring that safety, innovation and clinical excellence remain at the core of our services.

Throughout 2023-24, our HR team has focused on designing and implementing a refreshed HR approach, culminating in the launch of our 'Workforce Lifecycle' Intranet landing page in March 2024. This offers our team a dedicated area to find everything they need around recruitment, onboarding, retention and offboarding – from forms and policies, to top tips and further guidance.

We know that effective employee engagement can help to boost motivation and morale, and we remain committed to making St Giles Hospice a place where everyone can thrive.

This includes a commitment to our team's professional development. Staff are proactively supported and encouraged to acquire new skills, with a wide range of training and learning opportunities, enabling our patients to receive the highest quality of care provided by competent and confident staff.

In 2024-25, we'll be conducting a wider review of our workforce to ensure we have the right people and structures in place to meet the future needs of our patients, and their loved ones, and to support with reducing the financial deficit that our hospice faces each year.

Lauren Beaman,  
Assistant  
Accountant



HR team  
at St Giles



## 3. To be innovative

**This year, St Giles Hospice has demonstrated a strong commitment to innovation across several key areas.**

One significant development has been the introduction of the 'iWantGreatCare' platform. From January 2024, we moved from internal patient and carer feedback data collection to iWantGreatCare – the world's leading independent platform for measuring patient experience and outcomes. This move was initiated to improve transparency and to ensure anyone who used our service was able to access the platform to leave 'real time' feedback.

Throughout 2023-24, we've also been developing a digital transformation programme, which includes a huge organisational project to migrate our computer network over to Microsoft 365. This offers a range of applications and services that enhance communication, collaboration and productivity, as well as offering increased data security and monitoring for our organisation. In addition to Microsoft 365, we've also improved our HR and financial management software with the implementation of Sage HR and Sage Intacct.

Our Family Support and Bereavement team has also recognised the changing needs of patients' families, especially when school-aged children experience the loss of a parent. The team has proactively engaged with schools to offer tailored support and education through community outreach. Feedback from one family highlighted how the school's involvement exceeded expectations, thanks to the session held with staff, demonstrating the positive impact of this community engagement.

In collaboration with the University of Birmingham, St Giles has and continues to provide research opportunities in palliative care. Staff and patients are actively encouraged to participate in these projects, supporting the advancement of end of life care for people in our region. In January 2024, Professor Cara Bailey was appointed Professor of End of Life Care at St Giles. This joint appointment with the University of Birmingham has strengthened our hospice's research capacity, and is helping to boost our research profile, both locally and nationally.

Leon Ratcliffe,  
Interim Director  
of Clinical  
Services



Professor  
Cara Bailey







# 4. To grow our income

**We spend close to £10 million a year providing our specialist services, and just 18% of this is funded by the Government. Without the generosity of our kind-hearted community, we simply could not provide the vital care and support that we offer to local people, and their loved ones, living with terminal illness.**

During 2023-24, despite the ongoing challenges of the cost-of-living crisis, our community continued to rally behind us. Thanks to this unwavering commitment, our supporters helped to raise over **£8 million**, enabling us to continue caring for local people across Staffordshire, North Birmingham and surrounding areas.

While the overall picture is positive, and we've witnessed a slight increase in donations from **£1,851,813** in 2022-23 to **£1,860,300** in 2023-24, the economic strain felt across the UK has impacted the amount that supporters are able to give.

Did you know that  
**1 in 6**  
of our patients are  
cared for through  
donations we receive  
from legacy gifts?

However, gifts in wills continues to be a strong source of income for St Giles. In 2023-24, we received **£2,066,514** from **62** legators. We understand that leaving a gift to St Giles is an important decision and we're very grateful for every gift, which ranged from **£250** to **£800,000**. All donations have an incredible impact on our patients and their families, ensuring that our services are available not just now, but for generations to come.

As part of objective 4, we aim to maximise our income generation opportunities to secure a sustainable future, and May 2023 saw the launch of our brand-new income generating activity – March of the Elephants. This exciting art sculpture trail, featuring **30** large elephant sculptures and more than **40** mini-elephants, created a visual feast for art enthusiasts and families alike across Lichfield, Tamworth and Sutton Coldfield. The campaign came to a triumphant close in September 2024, when the elephants were auctioned off, raising an impressive **£125,000** for vital end of life care services.

From March of the Elephants to '40 for 40' – a fundraising challenge asking our supporters to raise £40, £400 or even £4,000 in our 40th anniversary year – our team were encouraged to be adaptable, innovative and entrepreneurial throughout 2023-24. But as well as our new events, some of our annual fundraising activities were just as successful. For example, we collected and recycled a record number of Christmas trees (**3,833**) as part of our TreeCycle campaign in January 2024, and raised a 'tree-mendous' **£81,030**.

TreeCycle  
volunteers



March of the  
Elephants  
auction



Opening of our  
refurbished  
Ashby shop



Across our retail estate, 2023-24 saw the launch of our refurbishment programme, which aims to ensure our stores are inviting to shoppers, whilst also improving the working environment for our volunteers and staff. Our first store to be refurbished was Burntwood, in September 2023, followed by Darlaston, Wylde Green, Walmley and Lichfield Home. Our chain of **22** charity shops is a vital source of income for St Giles and we're investing in our shops to help us raise more funds for the patients, and loved ones, we support. The five stores refitted during 2023-24 have seen an average uplift in income of **11.9%**, highlighting the importance of our refurbishment programme in driving extra footfall and supporting increased turnover.

As of March 2024, we had **69** staff and an incredible **527** volunteers across our stores, who together, helped to process **441,198** transactions through our tills and sort through **812,857** bags of donated stock.

Altogether, our shops raised an incredible net profit of

**£556,773**

– which is all thanks to everyone who generously donated items, shopped in-store or online, and kindly volunteered their time and skills.



Matt with  
a picture  
of his late  
wife, Anna

## Matt's words

Matt Morgan was the 'face' of our 40 for 40 campaign, and made a heartfelt appeal for people to support St Giles in our 40th anniversary year, following the "brilliant" care his wife, Anna, received.

The 49-year-old said:

***"I'd encourage anyone thinking about fundraising for St Giles to just do it. It doesn't matter how big or how small, whatever you do, just do something! The money you raise is for a fantastic cause, and will help St Giles care for other people, just like they cared for Anna."***





# 5. To be sustainable

**In today’s rapidly changing world, St Giles faces a variety of challenges that have the ability to impact our financial stability and long-term success. We recognise these challenges and are tackling them with openness, transparency, accountability and strategic intent.**

2023 marked our 40th anniversary of providing care to local people, and their loved ones, living with a terminal illness. We want to ensure that we’re here for our community for the next 40 years and beyond.

St Giles is not unique, however, in facing major funding challenges ahead amid increasing demand for our services. According to Hospice UK’s quarterly financial benchmarking survey, the UK hospice sector is faced with a collective estimated deficit of **£77 million** in the financial year 2023-24.

As we move into the second full year of our 2023-26 strategic plan, our focus is turned to objective 5 – to be sustainable. As a hospice providing specialist palliative and end of life care to our patients and their families, only 18% of our planned 2024 annual running costs are supported by NHS funding. It is therefore essential we continue to diversify our funding sources whilst being intentional with the way in which we spend monies we receive from our healthcare partners, our committed donors, our fantastic supporters and the wider community we serve.

Thanks to a generous grant, awarded in February 2024 from The Sutton Coldfield Charitable Trust, we’ve successfully completed two major sustainability initiatives – including the replacement of all external LED lighting and the installation of solar panels at our Sutton

Coldfield site. In March 2024, we were also truly grateful to receive a generous donation of LED lighting units from Shoplight. This donation will support our shop refurbishment programme, enabling us to upgrade our existing stores to LED lighting and make significant energy savings, whilst also reducing our energy costs.

In 2024-25, we’ll continue to identify areas for improvement in operational effectiveness and efficiency through a programme of cost reduction and income generation. We must tackle our **£1.5 million** annual budget deficit to become a financially sustainable hospice and ensure that we can deliver the best care possible for many more years to come.



Solar panels at our Sutton Coldfield site



Sustainable lighting in our shops



Gardens at St Giles Hospice, Whittington





# 6. To communicate well

**This objective focuses on raising awareness of hospice care in our communities and improving engagement within our workforce.**

At St Giles, we are dedicated to raising awareness and changing preconceptions of hospice care. In 2023-24, we had the privilege of working with 8-year-old Jaxon to share his heartfelt story. Jaxon's 'mommy', Steph, died on his very first day of primary school and his family have been supporting St Giles ever since. Jaxon's experience is a poignant reminder that no one is ever too young to need the support of a hospice.

We are so grateful to our patients, and loved ones, who allow us to share their stories, which in turn helps us to reach and engage with more people about the vital work we do.

As well as our external communications, 2023-24 saw improvements to our internal communications programme. We continued to engage with staff through a mix of weekly emails and monthly Hospice Brief sessions, along with the launch of our Intranet as a central source of information.

In May 2023, we also engaged our volunteers and staff in a workforce survey. The findings were shared with colleagues and a series of engagement sessions were held to provide the opportunity for staff to feedback their thoughts on the five key areas – 'pay and benefits', 'equality, diversity and inclusion', 'learning and development', 'workplace wellbeing' and 'communications and engagement'. Work continues through objective 2 on making improvements in these areas and we remain committed to making St Giles a place where everyone can thrive.

Our website is a vital source of income and we're investing in it through a rebuild programme to help us raise more funds for the patients, and loved ones, we support.



Reception  
volunteer,  
Carol

As well as being a central point of information for our patients, loved ones and healthcare partners, it's also an essential part of our service delivery and a public demonstration of the St Giles brand. The website rebuild project is part of our wider strategy to increase income to fund our care and does not take funds away from our vital services.

Jaxon with  
a picture of  
his late mum,  
Steph





# Thank you

We're extremely honoured to have been supported by some wonderful businesses, charitable trusts and foundations throughout 2023-24.

Whether you've donated your time, funding, or both, your incredible support has enabled us to continue caring for local people, and their loved ones, when they need us most.

We couldn't do what we do without **you** – including those who aren't listed here. **A heartfelt thank you to you all.**

**Inco Contracts**  
revamp  
St Giles  
Hospice



Argos Distribution Centre

Asset Maintenance Services

Aston Wood Business Club

Balfour Beatty Vinci

BBC Radio WM

Beechbrook UK SME Funds

Benevity

Boldmere Neighbourhood Forum

Brown and Holmes (Tamworth) Ltd

Central Co-op

Coventry Building Society

D & C Mobile Welding Engineers Ltd

David J Foster & Co

Davisons Law

Dee Mistry Creative

Downes Property Ltd

Electrotech Solutions Ltd

Enterprise Rent-A-Car UK Ltd

Estate Signs & Print Ltd

Eversheds Sutherland

Fakro GB

Fit Midlands Ltd

GBCR

Grupo Antolin

Headlam Group

Hospice UK

Homeserve Membership Ltd

HSBC in the Community

Ian Williams Ltd

IMI Precision Engineering

Inco Contracts

Institution of Civil Engineers

Keelys Solicitors

Lichfield Cathedral

Lichfield District Council

Lichfield Maize Maze

Lichfield Rugby Club

Lloyds Bank Foundation

M & J Evans Construction

M. Lambe Construction

Manor Farm Fruits

Marks & Spencer Distribution Centre

Measham Heating & Air Conditioning Ltd

Melton Mowbray Market

Packington Free Range Ltd

Richard Winterton Auctioneers Ltd

RotoSpa

Rubbernek Fittings Ltd

Santova Logistics

Shire Leasing

SnowDome

Starhen Ltd

Studio Forty Six

Sundries Whittington 2019



**Richard Winterton**  
with Henry the Elephant

Tamworth Co-operative Society

The Access Foundation

The Age Sentinel Trust

The Albert Hunt Trust

The Baron Davenport's Charity

The Blakemore Foundation

The Boss Partnership

The Clarke Charitable Settlement

The Eveson Charitable Trust

The Francis and Eric Ford Charity Trust

The George Henry Collins Charity

The Gracechurch Centre

The Grimmitt Trust

The H E and E L Botteley Charitable Settlement

The John Avins Trust

The Lichfield Municipal Charities

The Mary Slater Charity

The Michael Lowe's and Associated Charities

The Ratcliff Foundation

The Roger & Douglas Turner Charitable Trust

The Smile Foundation

The Squire Patton Boggs Charitable Trust

The Tipton & Coseley Charitable Foundation

The W.E.D. Charitable Trust

The Wilmcote Charitrust

Tippers Building Materials

Tradeteam

Unicorn Screen Print & Embroidery

United Pallet Network

Viridian International Ltd

Wes Webster Photography

Wincanton Screwfix

Zipvit (Vitamins & Minerals)

9ineteen Ltd



# We're here for you...

Whether you're living with a terminal illness, or your loved one is nearing the end of their life, we're here for you at every stage. Our advice and support line is available 24/7 on **0300 330 9410**.

# ...because you're here for us

Our vision is a world where everyone has fair access to specialist palliative and end of life care – but we couldn't do what we do without you. We spend close to **£10 million** a year providing our specialist services, and with hospices across the UK facing a national funding crisis, we now need your support more than ever before.

*Please donate now – thank you so much!*

St Giles Hospice, Fisherwick Road, Whittington, Lichfield, WS14 9LH.  
Registered Charity No. 509014



**St Giles**  
| Hospice

## To donate

Call us on

**01543 432538**

We're available weekdays, 9am – 5pm



Visit

**[www.stgileshospice.com/donate](http://www.stgileshospice.com/donate)**

or scan the QR code



Text

**10APPEAL** to **70460**

to donate £10



**“My biggest fear was that Felicity would die in pain – however, the team at St Giles made sure that didn't happen.”**

**Sean**, husband of late Felicity who received care at St Giles Hospice.

Sean and his children, Isla and Lachlan

