



St Giles
| Hospice



Welcome to **St Giles**
Hospice **Reception**



Strategy
2026-2030

An introduction from our CEO

Elinor Eustace, CEO



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.

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 currently. Data from Hospice UK suggests that by 2040, around 130,000 more people will die each year in the UK than today.

That's why we're here. To provide local people, and their loved ones, across Staffordshire, North Birmingham and surrounding areas with the end of life care they deserve. Dying and grief are universal experiences, but too many people face them alone.

Whether in the last months, weeks or days of life, we help to make a positive difference, providing outstanding care and support during the most difficult of times.

This strategy sets out our ambitious plans for 2026-2030 and captures our passion for reaching more people. We cannot do any of this without our volunteers, our staff and our wonderful community who all form part of #TeamStGiles.

Thank you so much for your support.

Elinor



Past patient, Hayley, with Nurse Kelly

About St Giles Hospice

At St Giles, our vision is a world where everyone receives the best end of life care, to be treated with dignity and respect and to have their pain controlled no matter where they are being looked after – in our hospice or at home.

Our dedicated team of over **800 volunteers** and more than **250 staff** work together to provide the very best care possible for our patients, and their loved ones, at the most difficult of times.

We spend close to £10 million a year providing our specialist services but, in helping to realise our vision of fair access, our care is provided to our patients and their loved ones free of charge.

With less than a quarter of this funded by the Government, we rely on the generosity of our donors and our communities to ensure we can continue to provide our vital care.

We are challenged further still, with increasing costs and rising demand, to reach the people who need us, when they need us most.

#TeamStGiles is passionate and committed to giving our patients, their families and loved ones exactly what they need, when they need it.

We continuously review our services to meet those needs and to drive efficiency to ensure every penny we spend has the greatest impact.

We recognise that our volunteers and our staff are the heart of the organisation and we therefore encourage a culture which embraces change, values innovation and allows people to thrive. We know that by doing so we have a committed, dedicated and passionate workforce that puts our patients and loved ones at the centre of everything we do, every single day.

Our vision

A world where everyone receives the best end of life care.



Nurse Kristie with past patient, Joyce



Hannah & Josh with past patient, Maurice



Benedict with late gran, Mary-Margaret

Our purpose

To provide specialist palliative and end of life care for our community, and to support families and loved ones with all aspects of terminal illness, death, dying and bereavement.

Our values and behaviours



We care

We genuinely **care** and **listen**

We are **kind** and **considerate** to everyone

We act with **compassion, sensitivity** and **empathy**

We are **understanding**



We are trustworthy

We are **sincere**

We tailor our **care** to the **needs** of our communities

We recognise and **respect** each other's contribution

We are **honest**



We work together

We **build partnerships** to reach more people

We **communicate honestly** and **openly**

We **nurture** our people

We are **inclusive**



We are creative

We are **proactive** and **innovative**

We are **committed** to having **maximum impact**

We have a desire to **learn** and **expand our knowledge**

We **strive** to be **leaders** in our field



We take pride

We are **passionate** about what we do

We **respect** cultural and individual beliefs

We are **proud** of our reputation within our community

We know that people's **trust** in us is a **privilege**

Our strategic pillars

Our strategy for 2023-26 was built on six strategic objectives. We delivered significant change in that strategic period and have recognised that these objectives are the cornerstone of our organisation and they have become our **strategic pillars** - they are the foundation of everything we do at St Giles.

We always strive to deliver **excellent care**, to be an **outstanding team**, to **innovate** and **grow** whilst being **sustainable** and **communicating well** about all that we do and the impact we have.


Past patient, Hayley





We deliver **excellent care**




We are an **outstanding team**




We are **innovative**



We strive to **grow**



We will be **sustainable**



We **communicate well**

Our strategic objectives for 2026-2030

1. Reach

We will **reach** more people in our communities by:

- **Diversifying** and **expanding** our core services
- **Engaging** our **community** with our charitable purpose
- Creating a physical estate that **welcomes our community**
- **Communicating** well with all of our stakeholders

2. Build

We will **build** diverse and profitable income streams by:

- Advocating for a **fair funding** model for hospices
- **Diversifying** our voluntary income activities
- Being **commercially innovative**
- Developing our **external education** offering

3. Pioneer

We will **pioneer** the way hospice care is delivered by:

- Being **leaders in palliative** and **end of life care** research
- Driving income generation to deliver **clinical excellence**
- Creating **cutting-edge** end of life care **facilities**
- Being a **centre of excellence** for end of life care

4. Thrive

We will create a culture in which our people can **thrive** by:

- **Connecting** with our communities
- Aligning our organisation with one **vision** and **voice**
- Creating an **exemplary workplace** environment
- Nurturing an **inclusive** and **diverse** workforce

1. Reach

Jack,
Community
Nurse
Specialist



We will reach more people in our communities by:

- **Diversifying** and **expanding** our core services
- **Engaging** our **community** with our charitable purpose
- Creating a physical estate that **welcomes our community**
- **Communicating** well with all of our stakeholders

At St Giles, we recognise that our local population is growing, people are living longer and complexity of illness is increasing. As a result, the demand for personalised, compassionate and high quality palliative and end of life care will continue to rise over the next decade.

To meet this need, we must ensure that more people are aware of St Giles, can access our support earlier, and benefit from a broader range of services - wherever they are and whatever their circumstances. Expanding our reach is not only about numbers; it is about equity, visibility, and ensuring we remain a trusted, embedded and vital part of our community.

Our ambition

We will reach significantly more people by broadening our services, strengthening our presence across our community, and ensuring every interaction with St Giles - from clinical care to making a donation - is meaningful, inclusive, and easy to access.

We will do this by:

Diversifying and expanding our core services

We will expand our clinical and supportive services and ensure easy access so that we can respond to changing needs across our community and support more people.

Engaging our community with our charitable purpose

We will articulate clearly what makes St Giles unique - our values, expertise, and the impact of our care to reach more people.

Creating a physical estate that welcomes our community

We will broaden the way our buildings are used so they become a welcoming, vibrant hub for our local community whilst delivering high quality, vital care services for patients and families.

Communicating well with all of our stakeholders

We will deepen our communication with the general public so people know who we are, what we do, and how to access our care.

We will know we've achieved this when:

- We see an increase in people accessing our services
- Services are recognised for quality, value and choice
- We see growth in our volunteer community
- More people are using our sites as a community asset

Leia, Deputy
Clinical Lead,
Community
team



2. Build

We will build diverse and profitable income streams by:

- Advocating for a **fair funding** model for hospices
- **Diversifying** our voluntary income activities
- Being **commercially innovative**
- Developing our **external education** offering

To sustain and grow our services for the future, St Giles must strengthen its financial resilience and broaden the ways in which income is generated. As demand for our care increases, so too does the need for a diverse, reliable and sustainable funding base that enables long-term planning and investment.

Building a stronger financial foundation is not simply about raising more money; it is about creating balanced, future-proofed income streams that reflect our expertise, our charitable purpose, and our commitment to serving our community and our healthcare partners.



Charlotte, Community & Events Officer with Emma, Ward Clerk

Our ambition

We will build a robust income portfolio that blends charitable giving, commercial opportunities, health and social care partnerships and paid-for services. This will allow us to navigate economic volatility, reduce dependency on any single income source, and reinvest in high-quality care, innovation and workforce development.

We will do this by:

Advocating for a fair and sustainable funding model for hospices

We will strengthen and expand our strategic health and social care partnerships, and advocate for a sustainable funding base for hospices nationally. We will offer enhanced services that drive income and give patients and families value, quality and choice.

Diversifying our voluntary income activities

We will continue to nurture the generosity of our supporters while evolving our fundraising offer to provide greater choice in how our communities can support us.

Being commercially innovative

We will explore new commercial opportunities that align with our purpose and contribute to our financial sustainability.

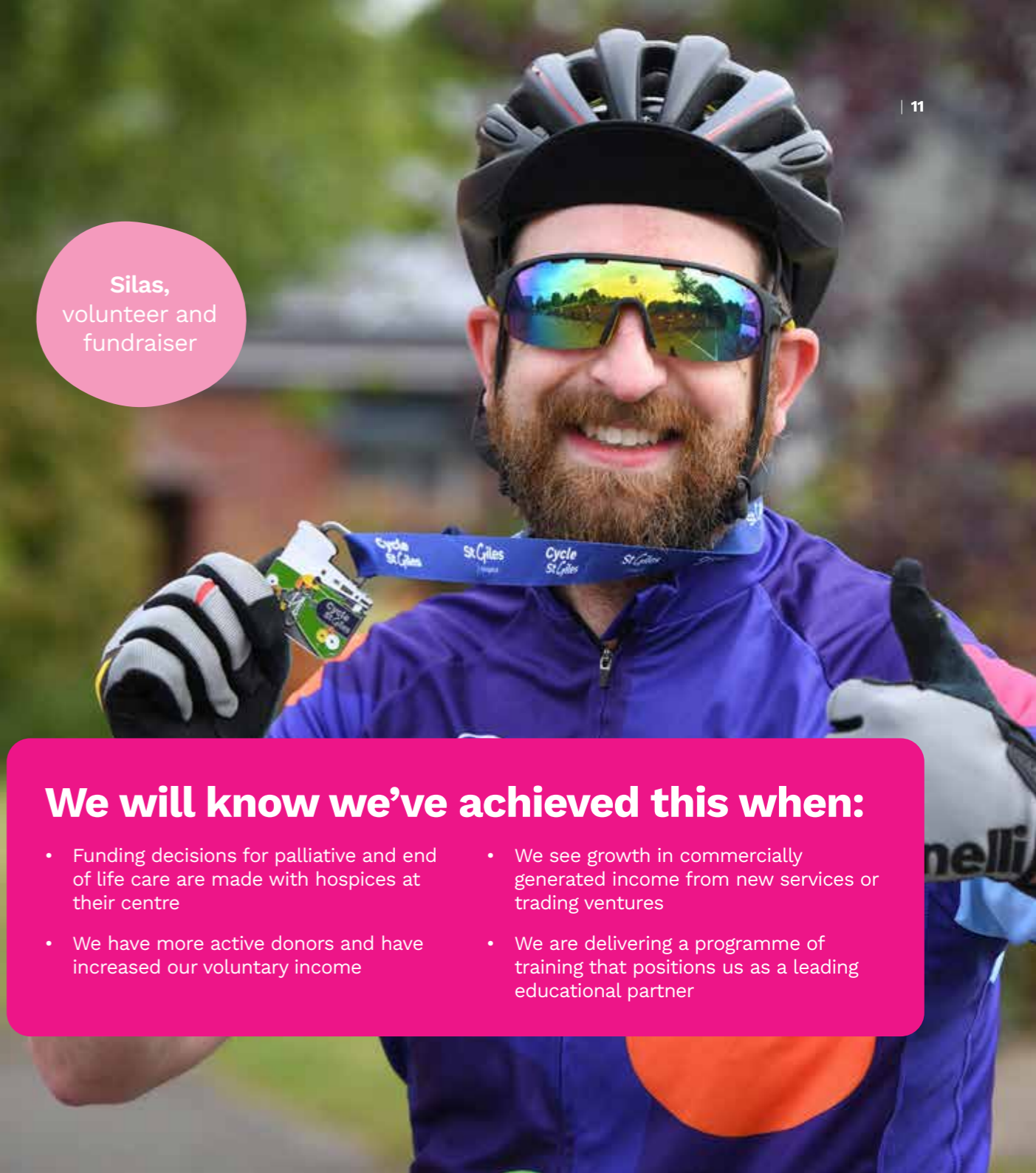
Developing our external education offering

We will build a high-quality education programme that positions St Giles as a leading provider of specialist palliative and end of life training.

Silas, volunteer and fundraiser

We will know we've achieved this when:

- Funding decisions for palliative and end of life care are made with hospices at their centre
- We see growth in commercially generated income from new services or trading ventures
- We have more active donors and have increased our voluntary income
- We are delivering a programme of training that positions us as a leading educational partner



3. Pioneer

We will pioneer the way hospice care is delivered by:

- Being **leaders in palliative and end of life care** research
- Driving income generation to deliver **clinical excellence**
- Creating **cutting-edge** end of life care **facilities**
- Being a centre of excellence for end of life care

St Giles has a proud history of innovation, compassion and clinical excellence. As the needs of our communities evolve and the wider healthcare system transforms, we must not only keep pace with change - we must lead it. To remain relevant, impactful and sustainable, we will push boundaries, explore new ideas and shape the future of hospice care.

Pioneering is not simply about being first; it is about being bold, evidence-led and committed to improving the experience of people living with terminal illness. It means challenging assumptions, driving forward best practice and ensuring our facilities, services and reputation reflect the highest standards of modern palliative and end of life care.

Leon,
Director
of Clinical
Services



Our ambition

We will pioneer the way hospice care is delivered by investing in research, learning, innovation and excellence.

Through strengthened academic partnerships, state-of-the-art facilities, creative fundraising and a culture of continuous improvement, we will ensure St Giles remains at the forefront of specialist care.

Ruth, IPU Sister,
and Sam, Clinical
Nurse Specialist



We will do this by:

Being leaders in palliative and end of life care research

We will embed research as a core part of what we do, ensuring that our care is not only compassionate but evidence-based.

Driving income generation to deliver clinical excellence

We will innovate in income generation to deepen community engagement and maximise donor impact, enabling us to deliver compassionate care for all who need it in partnership with our community.

Creating cutting-edge end of life care facilities

We will develop a physical environment that reflects cutting-edge hospice care - an environment that is welcoming, dignified, flexible and future-focused.

Being recognised as a centre of excellence for end of life care

Our ambition is for St Giles to be known regionally and nationally as a leader in our field.

We will know we've achieved this when:

- We have delivered or contributed to research that changes practice locally and nationally
- Our fundraising activities have helped deliver new services for patients and families
- Feedback from service users rates our facilities as excellent
- We are recognised as a key strategic partner in the development of palliative and end of life care services

4. Thrive

We will create a culture in which our people can thrive by:

- **Connecting** with our communities
- Aligning our organisation with one **vision** and **voice**
- Creating an **exemplary workplace** environment
- Nurturing an **inclusive** and **diverse** workforce

Our people are at the heart of everything we do at St Giles. The quality of our care, the strength of our partnerships, and the impact we have in our communities all depend on a workforce and volunteer base that feels valued, connected and inspired. As we look to the future, investing in our culture is essential - not simply for organisational wellbeing, but for our ability to deliver exceptional end of life care.

A thriving culture is one where colleagues are aligned behind a shared purpose, where diversity is embraced, and where individuals feel listened to, empowered to grow, contribute and make a difference. It is a culture that strengthens resilience, enhances retention, and attracts people who want to work for an organisation that truly lives its values.



Alex, Ruth and Ainsley

Our ambition

We will create a thriving, people-centred culture that connects us with our communities, brings our teams together under one clear vision, and reflects our commitment to inclusivity, wellbeing and professional excellence.

We will do this by:

Connecting with our communities

We will foster stronger relationships with the diverse communities we serve, ensuring our workforce feels rooted in the people and places around us.

Aligning our organisation with one vision and voice

We will bring all teams, staff, volunteers and donors together under a single, shared vision for the future of St Giles.

Creating an exemplary workplace environment

We will invest in an environment where people feel happy, supported, equipped and motivated to do their best work.

Nurturing an inclusive and diverse workforce

We will build a culture where everyone is welcome, respected and able to thrive, ensuring continuous feedback supports improvements.

Wendy, Annette & Sam

We will know we've achieved this when:

- Our campaigns and appeals have helped redefine perceptions of hospice care
- We have stronger collaboration and cross team working within our workforce
- Our workplace environment reflects the same care and respect we show to our patients and families
- We see an increase in staff and volunteer retention and satisfaction

St Giles
| Hospice

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

