



Helping hospices through tough times

I am delighted to share Hospice UK's 2022-2023 Impact Report with you – my first as CEO. When I joined Hospice UK, the hospice sector was finally emerging from the worst of the pandemic, but we were already concerned about the economic climate. What we now all call the 'cost of living' crisis has tested the strength and resilience of our brilliant hospices even more than we had feared.

The financial pressures faced by the hospice sector have shaped so much of Hospice UK's work this year. Our analysis is that the country's hospice charities will this year spend some £186 million more than they receive in income. This is clearly not sustainable, and so we have continuously and urgently raised this challenge with governments and health systems across the country. We have done this through the media, through our public campaigning work, and through our strong relationships with parliamentarians and policy makers. We will continue to support hospices in raising awareness of, and negotiating fairer funding deals with, their local NHS commissioners, as this will be vital to protect their essential care services.

If you support Hospice UK, you are supporting all of the 208 children's and adult hospice charities, delivering their essential services to

those who need them, in each and every part of the UK. It is a privilege for all of us at Hospice UK to work with such a dedicated, compassionate and expert community of hospices, in England, Wales, Scotland and Northern Ireland.

In my first year with Hospice UK, my priority has been to visit as many of our hospice members as possible around the country – all of whom work so hard every day to make sure 300,000 people each year are given world class care and support when they need it most.

Listening to member hospices and to our own incredible team at Hospice UK has given me a clear sense of the priorities we need to set for the next few years.

We will do all we can to strengthen the support we offer to our member hospices. As you'll read in this report, that support takes so many forms. Whether it be through our clinical quality improvement programmes, our raising awareness about the continued inequalities that exist in end of life care, or our grants programmes, Hospice UK continues to do everything we can to make sure high-quality end of life care is there for everyone who needs it.

Our Compassionate Employers programme and Dying Matters campaign continue to grow, too – supporting employees, families and communities through dying and grief by drawing on the ethos and expertise of hospice care.

Thank you to colleagues, friends and of course our invaluable supporters across the UK who have made me feel so welcome. The next few years will be tough ones for hospices – we will do everything we can to support them.

Toby Porter, CEO, Hospice UK



April 2022 – March 2023: a year in numbers



Hospice UK's four strategic goals





100+

parliamentarians backed our cost of living campaign for hospices



Extend our reach and enable hospice quality care to be delivered in any setting



£75,000

grant programme launched to support projects aimed at improving bereavement support in prisons and tackle misconceptions about the needs of imprisoned people



Tackle inequality and widen access to hospice care



4,000+

people wrote to their MP asking them to support our campaign protecting hospices from rising costs



Work with communities to build capacity and resilience to care for those at the end of life



300+ grants = £1.8 million

Significant growth of our grants programme enabled major projects to improve the quality of hospice care and increase access to it for marginalised groups



Empower a strong, dynamic and responsive hospice sector



A changing and turbulent climate

While this year some of the immediate pressures of the COVID-19 pandemic began to recede, the end of life care sector continues to operate in a changing and turbulent climate. There are many challenges, but plenty of opportunities to seize too.

This context has shaped the work of Hospice UK over the past 12 months. Our focus has been to help to stabilise and secure the hospice sector, providing immediate support with present challenges, and strategic guidance on how end of life care can be securely funded, well-staffed, and available for all who need it in the future.

Healthcare in the UK remains under significant strain, and this is certainly the case for the charitable hospice sector, which provides care for around 300,000 patients and family members a year. The economic outlook has been a cause for concern, with soaring costs and pressure on income leaving many hospices facing difficult financial decisions.

We have continued to work closely with governments across the UK to give the sector the support it needs. Guided by our Future Vision programme, we have focused on supporting hospices to engage with the new local healthcare systems. Emerging across the nations, the new Integrated Care Systems came into existence in England in July 2022.

Taking these factors into consideration, our facilitation of learning and sharing opportunities – through our ECHO networks, communities of practice and conferences – has been vital for the sector this year.

This has been complemented by significant practical support for hospices through our grants programme, training and professional development opportunities for hospices and hospice staff. Our wider work to help shift public attitudes to death and grief through Dying Matters and Compassionate Employers has grown this year.

It has been a year of evolution for Hospice UK internally. We have welcomed a new CEO, Toby Porter, after an interim period led by Chief Operating Officer Craig Duncan. We have continued to improve our digital infrastructure, with a new 'Innovation Hub' launched online for hospice professionals to share guidance and practical support and have put in place significant improvements to our IT and digital infrastructure to equip us to be more responsive and dynamic as an organisation.

The reach of the hospice sector



An estimated **300,000** people in the UK were supported by hospices, including patients, families, carers and bereaved relatives



Almost **1 million** 'hospice at home' visits were made



More than **120,000** appointments were delivered virtually



Hospices' annual expenditure totalled £1.5 billion





Extend our reach and enable hospice quality care to be delivered in any setting

Through our range of online networks, we enable staff working in end of life and palliative care to collaborate, inspire and innovate. Our policy and advocacy work across the four nations helps drive change at a parliamentary level.

Both are aimed at making sure high quality end of life care is available when and where it is needed.

Our **Project ECHO™*** networks continued to support the rebuilding of services post-pandemic, amid the UK's evolving healthcare systems and increasing demand for services from patients with complex needs.

The programme grew impressively this year, delivering 57 sessions with 2,482 attendances across 10 ECHO networks. Nearly two-thirds of attendees told us that they changed policy, practice or processes because of what they learned through their ECHO Network.

In **Northern Ireland** our Belfast-based Project ECHO team provided extensive support and training to health and social care partners across the UK and Ireland. They supported over 30 ECHO Networks, and delivered 224 ECHO Sessions to over 6.500 attendees.

Our Clinical Communities of Practice enable sharing of best practice and the latest trends in palliative and end of life care, such as the experience of transition from children's to adult services. This year, 1,700 health professionals met over 27 webinars across the UK.

In **Wales**, our work has helped prioritise inequalities, care out-of-hours and public voices in the Welsh Government's work. Our voice in a recent Government funding review resulted in potentially over £2 million in additional funding for hospice nurses.

We continued to support our Welsh member hospices through Hospices Cymru and provided the secretariat to a Senedd Cross Party Group. In **Scotland**, we increased our parliamentary engagement to raise the profile of hospices and the needs of people at the end of life. We engaged with development of the government's palliative care strategy and worked with the Scottish Hospice Leadership Group to ask for hospice funding, securing high-level meetings with MSPs to advocate for them.

In **England** we were a key partner in securing a landmark amendment to the Health and Care Act 2022. This places palliative care on a statutory footing in England for the very first time.

Alongside our cost of living campaigning, our work has informed government departments and committees on a range of important issues at Westminster. These include Assisted Dying, Integrated Care Systems and Government commitments on the healthcare workforce; long-term plans on cancer and mental health, a Major Conditions Strategy and changes to the Mental Capacity Act.

Through our role with the **All Party Parliamentary Group** (APPG) on Hospice
and End of Life Care we provided a platform
for MPs and the public to hear about the
impact of the pandemic on end of life for
people and professionals.

Our exciting Extending Frailty Care programme selected eleven hospices to develop and deliver innovative models of care for people who are classed as frail. The results will inform future ways of caring for and working with people aged 65 and older who are affected by this historically overlooked condition.





Goal Two:

Tackle inequality and widening access to hospice care

Around 1 in 4 people who die around 160,000 each year – don't get the care they need at the end of their life. Some groups miss out more than others.

Our 2021 report, Challenges and Change, highlighted inequity in palliative and end of life care and now provides the foundation for a series of 'deep dive' research projects examining the experiences of different groups.

We worked closely with Gender Identity Research and Education Society (GIRES) on their Being Ready project to understand and address the needs of trans and gender diverse people during all stages of death, dying and bereavement.



The findings formed the basis of our report, 'I just want to be me'. This made recommendations to health and social care leaders, providers, organisations and government on how to deliver inclusive. high quality care.

Our 'Dying Behind Bars' report in 2021 led to the pilot this year of our new ECHO network for professionals who support people dying in prison. This network, which works closely with the NHS and government departments, gives attendees a platform to discuss their experiences, share best practice, develop skills and make connections. It is a huge step forward in making sure that imprisoned people can be well looked after at the end of their lives.

We also launched a £75,000 grant programme to support projects that aim to improve nationally coordinated bereavement support in prisons.

The vast increase in deaths at home across the UK following the pandemic continued throughout the year, with nearly 4,000 people dying at home each week. Having helped put the issue on the political and news agenda last year, we worked hard to ensure people's experiences were heard and the many questions around deaths at home could be answered via Parliamentary enquiries and committees.

We published a suite of new resources to support those caring for young people experiencing the transition from children's to adult services, along with a report summarising the learnings from our Transitions research programme. This reinforced the importance of listening to the voice of people with lived experience to inform initiatives to improve their care.

We commissioned a vibrant set of illustrations to accompany the learnings from the threeyear Hospice UK transition programme, published online and in an evaluation report, 'Being curious and confident'.





Goal Three:

Work with communities to build capacity and resilience to care for those at the end of life

Our campaigns have built on a post-pandemic appetite within a range of communities to change the way they think about and plan for the end of their life. The projects and activities we delivered in this area saw substantial successes and growth this year.





The **Dying Matters** campaign has continued to grow, with equality and inclusion at the heart of its approach. This year we explored creative and community responses to death and grief. through a partnership with world-renowned photographer, Rankin, and the launch of a community grants programme for creative and arts organisations.

Our Dying Matters Awareness Week in May galvanised our audience and we were proud to campaign publicly with them for the first time. Over 1,000 people wrote to their MP asking them to attend our parliamentary briefing, which was attended by 19 MPs in Westminster.

The number of community-led Dying Matters Awareness Week events organised across the four nations increased by half to an incredible 240, with over 11,000 downloads of our bespoke online resources and 43,000 views of our campaign film. 11 corporate partners supported us by getting involved with the campaign.

We collaborated on our #IRemember campaign with world-renowned photographer, Rankin, to produce a series of intimate portraits reflecting on love, grief and memory. The exhibition, which was featured in The Guardian, now tours hospices around the UK, bringing them significant additional publicity.

Every year, thousands of people turn to us for information and help in navigating end of life care and to find bereavement support. We responded to over 800 enquiries on topics such

as care options and support in coping with a caring role, and our hospice care finder was accessed by over 30,000 people.



Part of our commercial offering, Compassionate Employers – delivered by the team pictured above - is our workplace bereavement and support programme which helps employers provide a holistic programme of advice and training to their employees.

This year saw the programme's membership nearly double: we welcomed new members including Aviva, Phoenix Group and Vanguis Bank, and every existing member renewed their membership. St Michael's in St-Leonard'son-Sea also became the first hospice to become a Compassionate Employer, after we developed membership packages for end of life organisations.

In partnership with PwC, we also created our first e-learning tool, designed to give our members' employees the skills and confidence to have compassionate conversations with bereaved colleagues at work.



Empowering a strong, dynamic and responsive hospice sector

Recovering from the pandemic, the sector faced a new crisis the cost of living. We worked to provide hospices with tools, resources, campaigns and connections that help them become more sustainable and able to respond to strategic challenges.

Our Future Vision programme re-imagines a more sustainable future by harnessing expertise and knowledge to build the capability of local care providers across the four nations. As part of the project's second phase, we launched the Innovation Hub: a central online portal offering practical support, examples of best practice and opportunities for hospice and end of life care professionals to engage with their peers.

A key development was our **Examples** of Innovation directory, showcasing the innovative work of hospices and offering learning, tips and advice for others to replicate the initiatives. We developed several toolkits to help hospices influence organisations and streamline their communications.

One of Hospice UK's largest ECHO networks, our Innovation ECHO enables members to explore the implementation of Future Vision's Principles of Sustainability. Members explore topics including commercial income generation, influencing and negotiation, collaboration and using data to drive decision making. We also piloted online discussion groups so that hospice professionals could connect with each other and continue discussions that started in a network meeting.

Future Vision principles shape the content of our **annual national conference** which this year saw a record attendance of over 600 delegates from hospice and end of life care. The event represents an important

opportunity for in-person and online networking and sharing.

Our virtual **Trustees Conference** to explore strategic leadership challenges and opportunities was attended by more than 280 participants, with over 100 attendees of our regular trustee network meetings. In June 2022, we also successfully hosted an in-person conference on issues faced by Hospice Fundraising Leaders which explored topics such legacy giving.

Workforce issues remain a key focus for the hospice sector, and we continue to develop further research, policy development and influencing in this area. To inform our work, we receive 'real time' feedback and mapping of workforce challenges via our Education Network and Clinical Leaders Network.

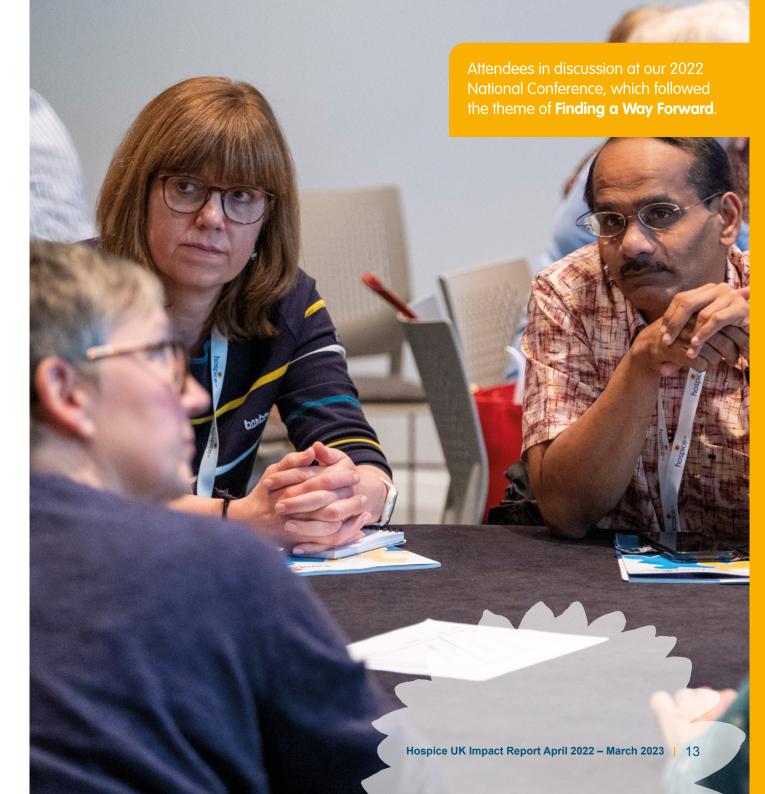
Our resilience based clinical supervision programme supports hospice colleagues to improve and embed their wellbeing and compassionate culture at work, through a system of 'champions' and facilitators. We support 33 hospices to do this through our ECHO network, online resources and informal drop-in support, with another seven hospices in the process of joining.

In **Hospice Care Week** we create a nationally coordinated moment to celebrate and showcase the brilliant work that hospices do. This year's theme, 'Promoting equality across hospice care', helped us highlight best practice, sharing and celebrating hospices

working with their local communities to address the inequality in who receives hospice and end of life care.

To help plan and deliver their activities for the week, hospice colleagues downloaded our resource pack 565 times. The campaign's media coverage included 45 pieces of news.







Improving care through Hospice UK's grants programme

Our grants programme grew significantly this year, with a number of major projects designed to improve the quality of hospice care and increase access to it for marginalised groups. We were delighted to award over 300 Hospice UK grants worth £1.8 million.

With generous support from the **Masonic** Charitable Foundation (MCF), we awarded 12 project grants to hospices within England and Wales totalling £300,000. MCF also funded a new programme of bursaries aimed at supporting the education and training of hospice staff across both clinical and non-clinical roles.

With substantial support from the **Kirby** Laing Foundation, we developed a new grant programme this year. A total of £480,757 was allocated to 11 projects to support hospiceenabled frailty care across the UK. These models will demonstrate and share innovative and effective ways of caring for, and working with, older people with frailty.

St. James's Place Charitable Foundation continues to support hospices through a generously funded programme which supported the provision of palliative and end of life care to people living in rural and remote communities across the UK. A total of £500,000 was allocated to 14 projects.

Wolfson Foundation provided fantastic support for hospice staff with grants awarded by Hospice UK to support the professional development of individual staff, significantly increasing their expertise in the work they do. This year 183 staff were awarded a Wolfson grant, with a total value exceeding £130,000.

Rank Foundation again supported hospices with a programme of capital grants worth nearly £100,000, focussing on improving the hospice environment at seven sites.

This year we began a new relationship with **Linder Foundation**, who very generously supported six hospices with grants totalling £75,000 to develop end of life care in prisons.







Images: (Right, from the top) Katie Gillett, of St John's Hospice, Lancaster, received a Wolfson Professional Development Grant | St Clare Hospice received a St. James's Place Charitable Foundation grant serving rural and remote communities to fund a new wellbeing hub. Image courtesy of St Clare Hospice | Solar panels installed at Willow Burn Hospice, funded by a Rank Foundation grant, as part of Hospice UK's Environmental Improvements grant programme. Image courtesy of SCJ Electrical and Willow Burn Hospice.

Your support: incredible people going the extra 26.2 miles

We are so proud to receive unwavering support from our corporate partners and countless members of the public. Through their generous donations and advocacy, we can raise awareness about death, dying and grief, and continue our vital work.



In 2022, we celebrated the 26th year of our partnership with the **National Garden Scheme**, who this year donated a further £475,000. They remain our largest and longest standing supporter, donating over £6.5 million in total since 1996. We are working together to provide sunflower seeds to our members, spreading the message about the wellbeing benefits of gardens and gardening.

PwC Foundation generously donated more than £225,000 to Hospice UK, and their employees took on various challenges, often getting creative to raise funds. Newly-qualified pilot Amal Larhlid used her flight tracker to

create a portrait of HM Queen Elizabeth II, raising over £5,000 for Hospice UK, and generating significant publicity for us. PwC employees have made a huge contribution to our work through volunteering, including mentoring and supporting us at events.



Through our valued and long-standing partnership with **Co-operative Bank** we received £25,165 this year via their Everyday Rewards donations. Surpassing £275,000 since 2016, we were extremely grateful to receive an additional donation of £20,000 from their 150th Anniversary celebration evening.

Dignity remains one of the strongest supporters of our Dying Matters campaign. This year they donated £80,000 to fund several projects, including our Community Grants initiative. These provided funds to community groups, enabling them to encourage conversations and support about death and grief among marginalised groups.

Thanks to Dignity's funding, we were able to create the **#IRemember exhibition** in collaboration with Rankin. The exhibition highlighted stories from those who are most likely to miss out on having their stories heard, including LGBTQ+ communities and people of colour. In total, Dignity supported us with £60,000 towards our work.

Tyl by NatWest support many organisations through their Giveback Community Fund. We are very grateful to have received £31,000 from them through this initiative in support of all aspects of our work.

Together with **New Look**, we relaunched the 'Donate, Feel Great' programme, encouraging donations of unwanted items to hospice shops. We linked over 240 hospice shops with their local New Look stores, and as a

result, New Look donated £15,000 to Hospice UK.

A special thanks to **Ruder Finn**, who supported us with invaluable pro bono communications support on a number of projects – and valiantly participated in our first Dragon Boat Race.

Thousands of individual fundraisers get behind Hospice UK's mission, raising funds and building their understanding of end of life care, death and dying.

With our events portfolio we tested new ways to engage the public. Our inaugural **Dragon Boat Race** at London's Surrey Quays was a roaring success; and our first **Christmas Fair** saw crowds of people join us at the Chelsea Town Hall to shop independent stalls.

We had a very successful **TCS London Marathon** with 132 incredible people running for Hospice UK, helping us raise a magnificent £440,000.

Members of the public who donate and raise funds for Hospice UK provide a vital source of income for our work for which we are truly grateful.

To them, and all our countless other fundraisers – a huge thank you.



Our finances

The table below shows our income and expenditure in the year to March 2023. For our trustees' annual report and full audited statutory accounts, please refer to our website.

For the year ended 31 March 2023

	2023 Total £'000		2023 Total
Income		Expenditure	
Donations and legacies:		Expenditure on charitable activities:	
Funds raised for Hospice UK	7,276	Extend our Reach	1,736
Government grants to support COVID response	96	Tackle Inequality	769
Funds raised for independent hospices	135	Work with Communities	1,262
Income from other trading activities	86	Empower a Strong Hospice Sector	2,074
Investment income	145	COVID-19 response in England	469
Income from charitable activities:		Costs of raising funds	1 17
Supporting those providing end of life care	840	Costs of raising funds	1,472
Total income	0 E70	Total expenditure	7,782
lordi income	8,578		
		Net income	70
		before gains/(losses) on investments	796
		Realised (loss) on investments	-
		Unrealised (losses)	220

Net income for the year

576

Thank you

We are so grateful to the individuals and organisations who support Hospice UK and enable us to do this work.

- The Hospice UK Development Board (Chair: Merrill Powell)
- CSIS Charity Fund
- D'Oyly Carte Charitable Trust
- Linder Foundation
- London Fundraising Committee
- Kirby Laing Foundation
- Masonic Charitable Foundation
- Rank Foundation
- St. James's Place Charitable Foundation
- Wolfson Foundation

With thanks to all our trusts and foundations for their unprecedented support over the past year.

Corporate partners

- 4G Textiles
- Anchor
- Aviva
- Barclays
- Becton Dickinson
- Blue Stream Academy
- Dignity Plc
- Dreamscape Solutions Limited
- DX Delivery
- Haysmacintyre
- JDDK Architects
- Kingswood Group
- Life Ledger
- Local Hospice Lottery
- National Garden Scheme
- New Look Retailers Limited
- Northern Trust
- Peridot Partners
- Phoenix Group
- PIB Insurance Brokers
- Rathbones

- St James's Place Wealth Management
- The Co-operative Bank
- The PwC Foundation
- Towergate
- Tyl by NatWest
- Weatherbys Bank



