



st michael's
hospice

St Michael's Hospice

The value we bring to Hastings and Rother.





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Welcome

At St Michael's Hospice, everything we do is guided by our values of kindness, respect, inclusivity, and innovation. Our mission is to make sure that everyone in Hastings and Rother has access to the care and support they need to live well with dying, death, and loss.

This Social Value Report is a celebration of the incredible impact our work creates, not just within the Hospice walls, but across our 190,000-strong community. Our work is about more than end-of-life care; it's about supporting people to live with dignity, fulfilment, and connection every step of the way. Our care doesn't just focus on physical symptoms but also emotional, practical, and spiritual needs, and ensures that families and friends are supported too.

Increasing our value, together

Many of our supporters already know about the inspiring work at St Michael's Hospice, through personal experience, someone they know, or the stories we share. This report goes further, revealing tangible outcomes and the profound impact the Hospice has on people's lives, alongside the significant value we bring to the area.

In the past two years, St Michael's Hospice generated £24 million in social value through diverse activities, enabled by the generosity of our supporters.

Key findings include:

- 68% of our social value comes from community outreach services.
- £10.1 million of social value directly benefits the local community.

Looking ahead, our plans to build a new Hospice reflect our ongoing commitment to work with, and for, people in our area, serving them to the best of our abilities. A new building offers even greater opportunities to enhance care, community services, and collaboration.

Be part of this journey

We invite you to read this report to gain a deeper understanding of our work. And ask you to consider supporting the Hospice – financially or in other ways. In the following pages you'll see the extraordinary difference your support can make. This report proves that hospices are a compassionate investment, offering a guaranteed return on every contribution made.

With you, we can extend our reach, enhance care, and help even more people live well with dying, death, and loss. Your contribution will help create the space and support our community needs now and for generations to come.

I look forward to seeing what the future holds as we continue working with our community to shape a future where living well, right to the end of life, is a reality for everyone.

Dr Karen Clarke



Did you know we're a charity?

It costs over £8.7 million a year to run St Michael's Hospice.

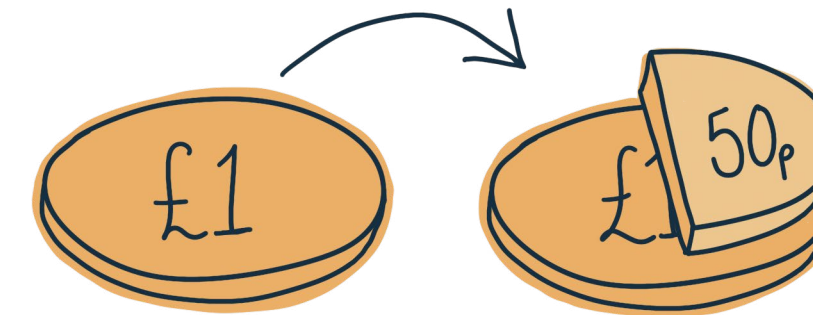
The NHS covers just 28% of that.

The rest is funded by our community's generosity; through fundraising, sponsorships, our lottery, shop sales, gifts in Wills, and grants from trusts and foundations.

For every **£1**
given to St Michael's Hospice,
we give back **£1.50**
in value to the local community.

That's a 150% return. Hospice care isn't just compassionate, it makes financial sense. Unlike the NHS, which is fully funded, we cover over two-thirds of our costs independently - and generate 50% more value in return.

So, when you give, give to a local charity like St Michael's Hospice that gives back to you and people you care about.



Our impact from 2024/25

1,577 patients
received free care and
support from us.

211 admissions
to the in-patient unit.

Over
1,600 home visits
made by our Outreach
and Wellbeing Teams.

Over
1,200 hours
of support through
Wellbeing groups.

Over
26,000 calls
to community
palliative care patients.

470 people
received bereavement support.

St Michael's Hospice generated **£24 million** in social value for Hastings and Rother in 2022 and 2023.

Social value¹ is about the positive changes that happen in people's lives because of developments in the community. It looks at how the following 11 categories positively affect people's lives: Education and Skills, Environment Quality, Health, Housing & Neighbourhood, Income and Wealth, Safety, Social Connections, Subjective Wellbeing, Work and Job Quality, Work-life Balance, and Civic Engagement. A money value is then placed on these changes to understand how much they help make people's lives better.

¹ Appendix 1 - method for determining social value.



The five ways St Michael's Hospice adds value to the lives of people in Hastings and Rother

1

Community Services

Our range of community services provide vital support where people need it most – improving lives far beyond the Hospice building.

Wellbeing Programme: Therapeutic group activities and one-to-one sessions, from gentle exercise to guided relaxation, support both patients and carers, led by skilled Wellbeing Assistants and experts from other community outreach teams.

Community Support Volunteers: Offering companionship, practical help, and connection to local groups to reduce isolation and build support networks.

Social Work: Practical advice on legal, financial, and welfare matters, alongside emotional support for patients, families, and carers.

Community Outreach Team: Doctors, nurses, and therapists deliver clinical care, symptom management, and coordination with other professionals in the wider health and care system, like GPs and community nurses, to support people living at home or in care settings.

"Heartfelt thanks to the support you gave us in helping my husband stay at home in the last few days – your support was wonderful." – Community patient relative

Spiritual Support: Open to everyone – patients, carers, and families – whether on the inpatient unit or in the community. Support is provided through in-person conversations, phone calls, or home visits, regardless of a person's religious or spiritual beliefs, including those with no connection to faith or spirituality.

Rehabilitation Team: Physiotherapists and Occupational Therapists help people with life-limiting illnesses live well, offering specialist care at the Hospice, at the Hub on Rye Hill, and sometimes in people's homes.

24/7 Telephone Support Line: Advice on symptom management, emotional support, referrals to other hospice services, and coordination with healthcare professionals.

The Hospice's community outreach services are the top contributor to improving people's lives, generating £16.3 million in social value in 2022 and 2023.

Read more about Sav's story by scanning the QR code or visiting stmichaelshospice.info/savstory



"Since I've been coming here, my lifestyle has changed. I was in a terrible way. I'm not sure I'd still be here if it wasn't for the amazing people at the Hospice. All the people here are wonderful, gifted people." – Sav



2

Events, fundraising and charity shops

Events, fundraising, and charity shops play a key role in raising funds and connecting the Hospice with the community.

Fundraising events: Sponsored challenge events, fashion sales, and one-off concerts or comedy gigs are just some of the activities that bring people together while raising essential funds to keep Hospice services running.

Charity shops: Selling good-quality donated items at affordable prices, our shops not only support the Hospice's work but also contribute to a more sustainable community.

Together, these activities generate vital income and inspire community pride. They provide meaningful ways for people to make a difference, with volunteers playing a key role –helping to run events and working in shops, where they connect with others and contribute to something truly impactful.

Events, fundraising and charity shops generated £4.4 million in social value in 2022 and 2023.

Find out about our upcoming events by scanning the QR code, or by visiting stmichaelshospice.com/event-diary



Top image: a dedicated shop manager from one of seven St Michael's Hospice shops. Bottom image: two incredible supporters lighting up the night at the 2024 Moonlight and Memories Walk.



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Support for bereaved people

The Hospice's Bereavement Service is available to anyone in Hastings and Rother, over the age of 18, whether they've had a connection to the Hospice or not.

In 2023, over 450 people turned to this vital service for help.

Support starts with a conversation with one of our qualified counsellors to find out how we can help. Depending on their needs, people may be offered one-to-one bereavement counselling or invited to join group sessions, such as the monthly Grief Recovery with Support group (GRoWS) or a seven-week bereavement therapy group.

This support makes a real difference, helping people feel more secure, connected, and emotionally well. It can also improve health, boost confidence and skills, and even positively impact work and finances.

The Hospice's bereavement support generated £1.9 million in 2022 and 2023.

Read more about our bereavement services by scanning the QR code or by visiting stmichaelshospice.com/bereavement-services



"Everybody's in the same boat, we've all got a common shared tragedy and it's good to talk about it."

– Bereavement group member

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The Hospice workforce

St Michael's Hospice is powered by a diverse and skilled team, including doctors, nurses, physiotherapists, occupational therapists, pharmacists, social workers, spiritual support coordinators, wellbeing assistants, a compassionate communities team, and many more. Together, they deliver the wide range of services our community relies on.

Volunteers are a vital part of the Hospice. **In 2022 and 2023 alone, they contributed an impressive average of around 13 hours per week across each year.** Their time and dedication greatly expands what the Hospice can achieve.

Beyond those who work directly with patients and families, teams in fundraising, retail, and lottery secure the vital funds needed so that the Hospice can provide care and support free of charge. Behind the scenes, teams like finance, data, IT, HR, education, marketing and communications, and estates and facilities keep everything running smoothly.

This incredible workforce of employees and volunteers delivers holistic care, addressing the physical, emotional, social, and spiritual needs of patients and the people who matter to them.

The experience of employees and volunteers at the Hospice generated £728,000 in social value during 2022 and 2023.

"Giving time to the Hospice was the perfect fit as it is a way to keep myself busy, but also an opportunity to support my local community."

– Volunteer



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In-Patient Services

People come to our In-Patient Unit for many reasons, including complex symptom management, tailored assessments, or end-of-life care. Care is always planned in partnership with patients and their families, ensuring their voices are central to every decision.

Did you know half of the people who stay with us as in-patients return home? While we focus on helping people have a good death, we're equally dedicated to supporting them to live well – providing rehabilitation, respite, and the care they need to get back to doing what matters most to them.

Referrals are simple and can be made by GPs, healthcare professionals, or directly by our Hospice team. Once patients are admitted, we prioritise comfort and connection by offering open visiting so people can spend meaningful time with their family and friends in a supportive and welcoming space.

Our In-Patient Unit plays a vital role, but it's just one part of the comprehensive care we provide. From the In-Patient Unit to community outreach and wellbeing programmes, we support people through every stage of their illness.

Images: members of the multidisciplinary clinical services team who provide holistic care and support both within the Hospice and across the community.



The Hospice's In-Patient Unit services generated £657,000 in social value during 2022 and 2023.

Who benefits and how



Patients

People living with life-limiting illnesses, including chronic respiratory conditions, advanced cancer, heart failure, and other serious illnesses.

How we help:

Our in-patient unit, community outreach services including our wellbeing programme, and holistic care focus on enhancing comfort and quality of life.

How they benefit:

Holistic care and support tailored to a person's individual needs and what matters to them.



Non-patient service users

Family members, carers, and community members accessing hospice services.

How we help:

Through bereavement support, clinical care, education, and skill-building programmes, we empower people to feel more confident and supported in challenging times.

How they benefit:

Emotional support, improved wellbeing, and learning new skills.



Other family members and friends

People important to patients.

How we help:

By ensuring exceptional care for patients, offering bereavement services, and maintaining open visiting policies, we support families and friends in meaningful ways.

How they benefit:

Reassurance, emotional relief, and support during difficult times, all of which can lead to improved wellbeing.



Carers

People who care for someone with a life-limiting illness.

How we help:

Through dedicated carer support programmes and community outreach including wellbeing, we offer resources, practical help and emotional support tailored to carers needs.

How they benefit:

Support, relief, and recognition of their vital role which can improve their emotional wellbeing and help them continue to provide care.

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Employees

Everyone who works at the Hospice, from clinical staff to support teams.

How we help:

A positive, supportive culture built on kindness, respect, inclusivity, and innovation – all united by the shared purpose of helping people live well with dying, death, and loss.

How they benefit:

A collaborative team environment and meaningful work provide employees with a deep sense of purpose and job satisfaction, empowering them to deliver exceptional care and support.



Volunteers

People who generously give their time to support the Hospice.

How we help:

By providing diverse and meaningful opportunities to contribute, from sharing existing skills to developing new ones, all while connecting with people and being part of something important locally.

How they benefit:

Volunteers often gain a sense of purpose, personal fulfilment, and improved wellbeing. Many also experience a strong sense of connection and belonging through their involvement with the Hospice.



Supporters

People who support us by gifting, raising, or helping to generate essential funds.

How we help:

A variety of meaningful ways to support, including in-memory donations, gifts in Wills, fundraising events, community activities, the Hospice lottery, donations and shopping in our shops, and participation in our Patrons Circle.

How they benefit:

A sense of purpose by contributing to a vital cause, feeling connected to the local community, experiencing personal fulfilment from helping others, and finding meaning in honouring loved ones through donations, or leaving their own lasting legacy.



Local community

People living near the Hospice or one of our shops.

How we help:

Through outreach, events, and a supportive presence, we provide a welcoming space, normalise conversations about dying and death, and create opportunities for skill-building and connection. Our shops are community hubs for shopping, donating, and friendly conversation.

How they benefit:

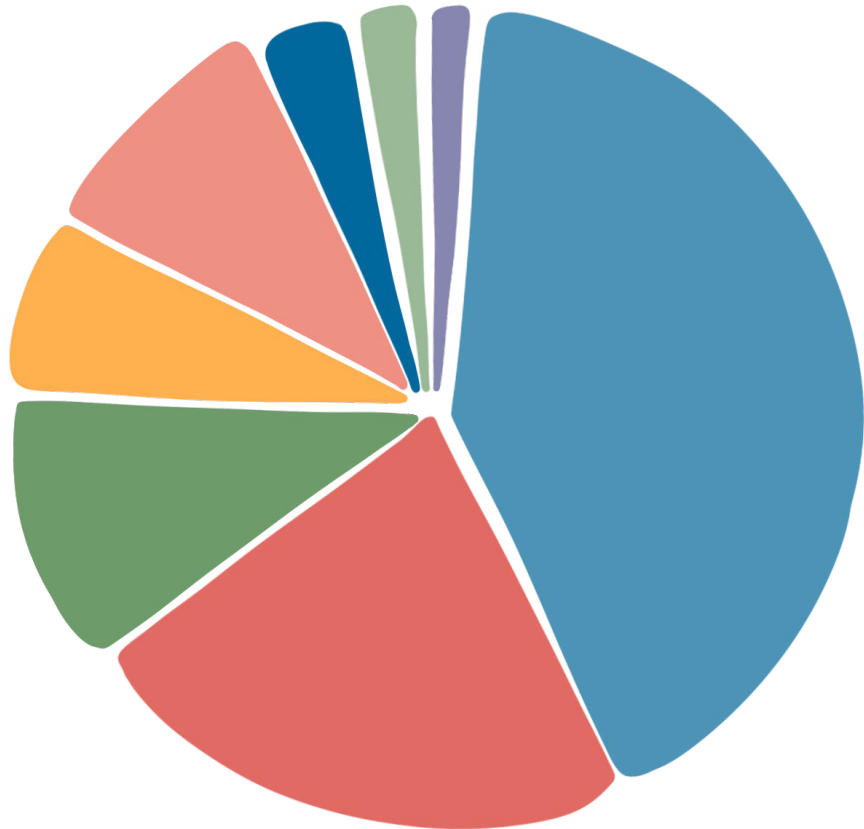
Improved wellbeing from the Hospice's presence, including its buildings, gardens, and shops, fostering pride and belonging. Community ties are strengthened through civic engagement opportunities like events and initiatives.

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Our stakeholder groups

The total amount of social value that St Michael’s Hospice generated in 2022 and 2023 can be broken down into groups of people (stakeholders) who benefited from being associated with the Hospice, as shown in the following graphic and table. These different groups highlight the wide-ranging impact we have across our community.

	Stakeholder group	Social value (£)	%
●	Local Community	£10,130,000	42.2%
●	Non-patient service users	£5,375,000	22.4%
●	Patients	£2,616,000	10.9%
●	Volunteers (fundraising and community)	£1,555,000	6.5%
●	Other family members	£2,889,000	12%
●	Employees	£734,000	3.1%
●	Carers	£525,000	2.2%
●	Volunteers (Hospice-based)	£157,000	0.7%
	Total	£23,981,000	100%



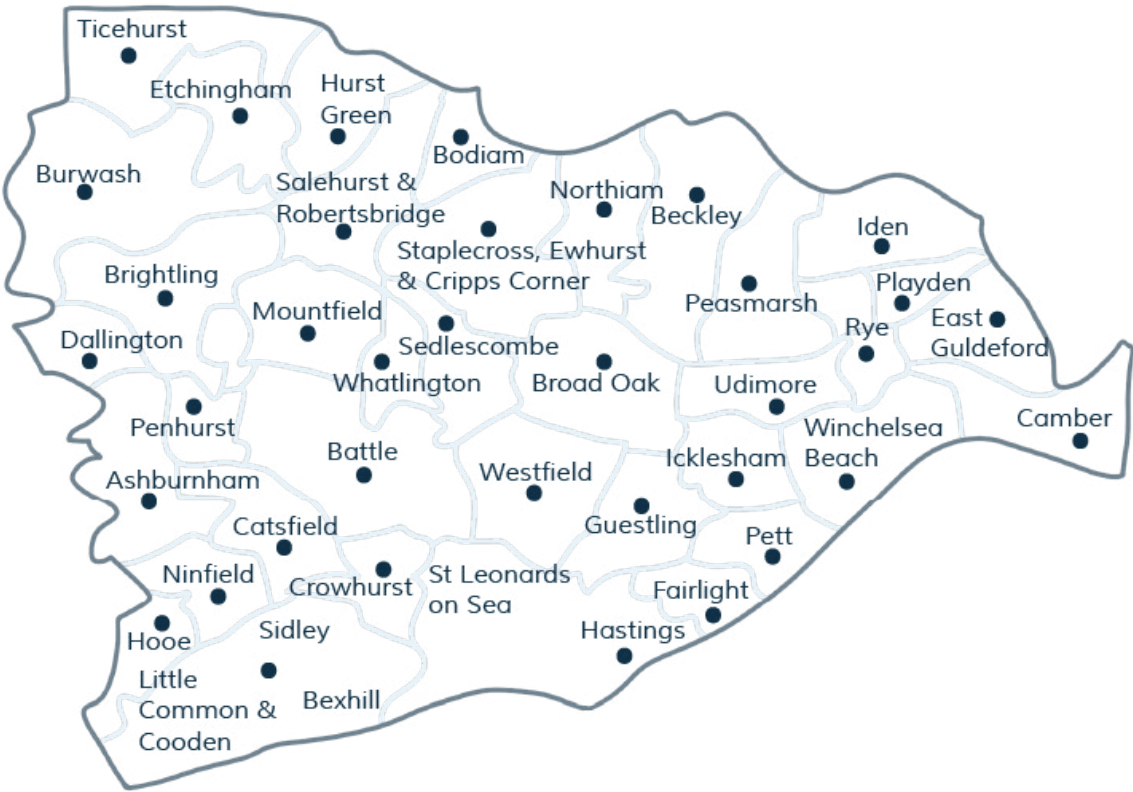
Our community reach

St Michael’s Hospice serves a community of around 190,000 people across Hastings and Rother. We care for adults living with life-limiting and progressive conditions, helping them live well for as long as possible. People can be referred to us by a GP, Community Nurse, Therapist, Macmillan Nurse, Hospital Consultant, or another Hospice service.

Our bereavement support is open to anyone over 18 in our catchment area, regardless of previous contact with the Hospice, and at any point after a bereavement. People can refer themselves or be referred by a healthcare professional.

We also support family members and carers with practical advice and emotional support. Carers are welcome to get in touch with us directly to discuss the self-referral process.

All our services are provided free of charge.



Future potential: a new building

A new hospice building would bring so much value to everyone we care for, work with, and welcome in. Whether we redevelop our current site or move to a new location, the goal is the same: create a friendly environment where we can deliver our best care and support to more people in different ways for years to come.

Right now, our building is holding us back. With outdated facilities, ever increasing maintenance requirements, and limited space for collaborative working, it's no longer fit for purpose. A new hospice would mean comfortable, private spaces for patients, areas for families to connect, and flexible rooms for community activities, wellbeing, and bereavement support – all set within beautiful gardens.

The impact? The social value audit estimated that with a new building we could care for up to 25% more people and improve the quality of care by at least 15%. Over two years, this would create £9.6 million in extra social value – on top of the £12 million we already generate annually.



That's £33.6 million in added value in just two years alongside providing the best palliative and end of life care for people in Hastings and Rother.

By investing in a new building, we're investing in a better future for everyone who needs us.

Continuing our mission: together we can do more

There's no doubt that St Michael's Hospice is fulfilling its mission to support people to live well with dying, death, and loss.

In just two years, the Hospice generated over £24m of social value for Hastings and Rother. That's a remarkable achievement for a local charity – and we know we can do even more.

Our unwavering commitment to working together with our community in achieving our vision remains strong. We are building a kind, resilient, and empowered society – one that is ready, willing, and capable of supporting people living with dying, death, and loss.

We hope this report inspires deeper collaboration with our partners, strengthens connections with our supporters, and reinforces the vital role we play in our community today, and the role we must continue to play for generations to come.

Thank you.



Appendix 1: methodology

St Michael's Hospice (SMH) is committed to understanding and demonstrating the social value it creates for its stakeholders. To achieve this, the Hospice engaged RealWorth (realworth.org/) to apply established methodologies to assess the value of our services, using monetary values as a relatable measure to describe changes in people's lives. These monetary values are not always a direct representation of currency but serve as indicators of the significance of outcomes. This report aims to ensure that stakeholders can clearly see the contributions SMH makes to the local community of Hastings and Rother.

Social Value

Social Value is the relative importance that people and society place on changes to their lives caused by social, economic, and environmental influences. It is the value of activities and programmes that can be measured and reported beyond financial worth, by appreciating the contribution of these influences to society.

The approach that RealWorth uses to measure and analyse the social benefits of projects and programmes is called Social Return on Investment (SROI). This identifies the social value experienced by people who benefit from new homes, good-quality facilities, supportive jobs, community-sensitive initiatives and interventions etc.

The role of factors in determining social value

Changes in people's lives (outcomes) are caused by several different influences (factors). RealWorth uses the 11 OECD Dimensions of Wellbeing to define these factors (see graphic on the next page).

The social value of SMH's activities was determined by analysing the potential impact across these 11 factors, and the process of monetising this impact included:

- Identifying changes to people's lives (outcomes) caused by SMH's interventions.
- Assigning monetary values (proxies) to these outcomes.
- Adjusting these values for contextual parameters such as deadweight (what would have happened anyway), attribution (the contribution of others), and drop-off (the diminishing effect over time).
- Calculating the total social value by summing these adjusted values.



Image: 11 OECD Dimensions of Wellbeing

Using SROI, RealWorth takes the changes to people's lives and expresses these as monetary amounts (£X of social value). These amounts are an indicator of social change. They include the amounts that the NHS or other public sector organisations may have had to spend if the development had not improved the lives of some people.

The figures can also be used to show how increased feelings of wellbeing can lead to positive outcomes for some people. The social value of a development complements and is in addition to the more conventional financial return on investment that is usually calculated for new developments and is used to show the degree to which development can influence people's lives.

The SROI approach adopted by RealWorth has been developed by Social Value International (SVI) and can be found in A Guide to Social Return on Investment (socialvalueint.org/guide-to-sroi).

RealWorth's adaptation to the SROI is deployed to help develop, improve, assess and report on projects and can be summarised in the following six steps:

Step 1: Understanding the context

This step involved gathering data on the local community and service users to establish a baseline for comparison. Activities included:

- Sentiment surveys about the Hospice's impact
- Reviewing socio-economic data and statistics
- Analysing gaps in social infrastructure.

Step 2: Fact-finding process

RealWorth conducted an extensive fact-finding process to understand the breadth of SMH's services and their impacts. This included:

- A 3-day site visit to SMH to observe operations and facilities
- A comprehensive series of interviews and focus groups with diverse stakeholder groups including:
 - Bereavement Therapy Group, Carers Focus Group, Clinical Services, Compassionate Communities, Extended Leadership Team, Finance, Fundraising, Gardening, Housekeeping, Hospice Voice, Spiritual Support, Trustees, Wellbeing Service Group
- Reviewing written accounts, reports, service records, and participant feedback
- Supplementary follow-ups to address gaps or clarify specific aspects of data.

This process ensured that RealWorth captured both qualitative and quantitative data reflecting SMH's wide-reaching impact.

Step 3: Maximising social value

Evidence from the previous steps was used to identify opportunities to enhance positive outcomes and mitigate potential negative effects. Recommendations were shared with SMH to inform strategic planning.

Step 4: Measuring social value

The following elements were assessed:

- Stakeholders: Groups experiencing changes, such as patients, carers, and the local community.
- Inputs: Resources invested in activities, including financial and in-kind contributions.
- Outputs: Quantitative measures of activities, such as the number of workshops or counselling sessions delivered.
- Outcomes: Changes in stakeholders' lives, categorised into the 11 factors of wellbeing.

Monetary proxies were applied to each outcome, and adjustments were made for deadweight, attribution, drop-off, and displacement. This process produced a net social value, which can be described in various ways. The social value can be divided between stakeholder groups, features of the project, the 11 factors, and other variables.

Step 5: Communicating results

The findings were verified with stakeholders and communicated in both technical and accessible formats to ensure broad understanding.

Step 6: Ongoing monitoring

RealWorth recommend periodic re-evaluation of social value to track changes over time and gather feedback for continuous improvement.

Key assumptions

A certain number of assumptions will always need to be made as part of the social value assessment process. For this evaluative study (two years of SMH operations 2022 and 2023), the RealWorth team was not able to speak with every participant and beneficiary of SMH programmes because of the sheer number of people that experience the work of the Hospice in any one year. It was therefore necessary to make some assumptions about the degree to which the Hospice affected their lives. RealWorth was able to speak to a sample of stakeholders and corroborate this with SMH employees and volunteers, and their own observations.

A summary of the main assumptions used in the assessment include:

- For the calculation of social value, RealWorth has used a variety of quantities based on the information provided by SMH and further information detailed on the Hospice's website. Some of these quantities were estimates where more detailed data collection was not carried out.
- It has been assumed that all information provided by SMH is accurate and correct.

- Where assumptions or estimates have to be made, to avoid over-claiming, RealWorth used conservative assumptions which is the recommended practice within the Social Return on Investment methodology followed by RealWorth.
- Specific assumptions include:
 - Each in-patient has an average of four visitors during their stay
 - Volunteers contribute an average of 14 hours per week over 48 weeks per year
 - 25% of community service users are carers (average of 650 across 2022/23).

Conclusion

This comprehensive methodology enables St Michael's Hospice to accurately measure and communicate its significant impact on patients, their families and friends, and the community it serves. By employing RealWorth's expertise and the SROI framework, St Michael's Hospice can track and enhance its social value over time, ensuring that future assessments build on this robust foundation.





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hospice

Thank you for reading. If you'd
like to find out more, please visit:

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