

Hospice Trustee Network Meeting

'Managing deficits'
Thursday 19th March 2026



Our Trustee Network is supported by



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Welcome and Introductions

Paul Jennings
Chair, Hospice UK

Housekeeping



Please keep your mic muted unless you are asking a question



Please note that the presentations (excluding the Q&A) are being recorded.



The recording and slides will be shared with you after the event, and we'll notify you by email



Please use the Chat function to ask any questions



AI bots are not permitted in these meetings and will be removed

Agenda

11:00	Welcome and introductions	Paul Jennings , Chair, Hospice UK
11:05	Managing deficits at Prospect House	Jeremy Lune , CEO, Prospect Hospice
11:25	Hospice Financial Turnaround Toolkit	Craig Duncan , Chief Operating Officer, Hospice UK Simon Hopkins , charity turnaround specialist David Burland , Consultant specialising in the hospice sector
10:45	Q&A	All
12:00	Close	Paul Jennings , Chair, Hospice UK

How we responded to financial pressure and what worked

March 2026

Jeremy Lune, CEO

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In early 2024, the sector faced significant financial pressure

**Hospice sector facing
collective deficit of £77m**

15 April 2024

We were facing growing financial pressure and a fundraising model that wasn't working hard enough

Our financial situation

- £1.6m deficit 2023/24
- Planned £1m deficit 2024/25
- Static government funding for 10 years

Our approach to appeals

- Single channel (DM)
- No integration
- In house creative & copy
- Formal tone of voice
- Weak or no financial asks
- Lack of urgency and strong, clear messaging
- Silos across fundraising and comms

.. we needed to do something differently

What we changed

We made three fundamental shifts

From passive to urgent messaging

From siloed to integrated campaigns

From cautious to bold asks



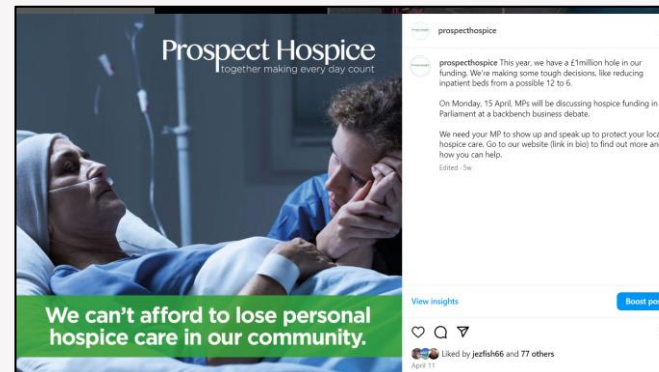
We focused on one bold, integrated appeal

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Backbench debate moment: April 2024

We stopped business-as-usual and focused everything on one message

- First ever advocacy activation: Write to your MP
- Key Messaging: £1m deficit, drop to 6 beds, lack of hospice funding
- Press (inc. points west)- £15k value
- CEO blog post
- Hard hitting socials
- Email journey
- Outsourced copy for the first time
- MP stood up and spoke about Prospect in parliament



Your local hospice is under threat

We urgently need more government funds to meet the increasing costs of providing our vital services at the hospice and in people's homes.

On Monday 15 April, MPs will meet to discuss hospice funding in Parliament, at a backbench business debate. We need your MP to **show up and speak up** to protect Prospect Hospice.

Protect local hospice care

The demand for our services in Swindon, Marlborough and northeast Wiltshire grows and grows. Last year, we cared for over 2,000 patients and their families.

The need for specialist end-of-life care, is growing, but our income is not.

This year, we will be operating at a £1million loss. While generous supporters like you donate and fundraise to help us continue to care for everyone who needs us, free of charge, our funding from the government remains woefully inadequate. Unbelievably, it hasn't increased in more than 10 years, meaning in real terms, that we get less year on year.

Continued focused efforts: May – June 2024

Amplification of urgent appeal message

We can't afford to lose our hospice. We're going all out to protect it. Will you join us?

Content:

- Outsourced, professional copy – strong ask
- Bold, brave message – genuine threat of closure, save our hospice
- Informal, warm, down-to-earth tone of voice
- Clean, stripped back creative

Outer:

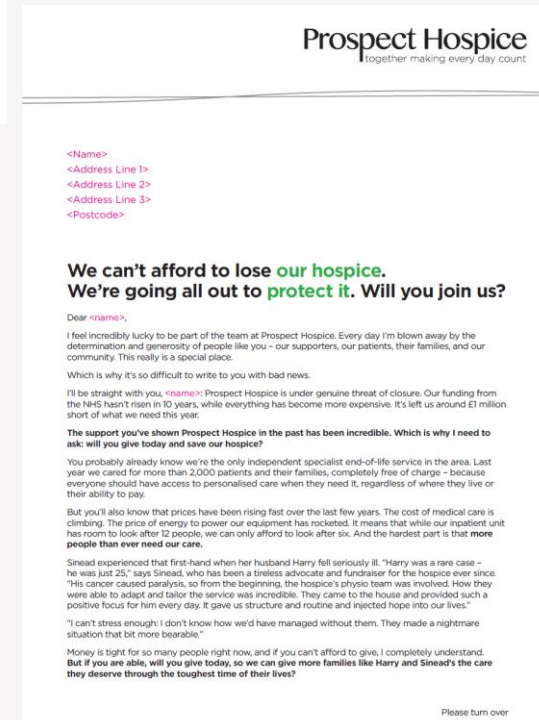
- Plain with lasered stamp and nothing else – no logo

Lift piece:



- Relevant and timely 'high touch' feel lift piece

Other:

- No segmentation – everyone included (15,000)
- Multi channel, integrated across owned, earned and paid media
- Staff engagement/drop in sessions



The campaign delivered over 4x expected income

	Target	Result
RR %	4.5%	6.3%
Average gift	£75	£119
Gross income	£45,000	£178,508 
Expenditure	£7,000	£7,700
Net income	£38,000	£170,808
ROI	6:1	23:1 

Gross income is a mixture of cash, annualised new RG and lottery players, plus gift aid – we gained 62 new cash donors, and 20 new RG's who had never engaged with us before

What happened next

JULY

Most successful Starlight Walk ever -
£160,000 TY vs £60,000 LY

AUGUST

Stewardship comms – The Hug newsletter
£10,000 income vs £12,000 expenditure
43% up on income vs previous year

SEPTEMBER

First ever conversion to RG campaign via telephone
4.2% conversion rate, 54 new RGs to date with £6,750 annual value
Best performing segment = Save our Hospice responders (10% conversion)
Upgrade of current RG's and conversion via email



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THE HUG
Good news from Prospect Hospice

SUMMER 2024

We crafted a robust 5-year Income Gen strategy including structural change, reshaping our Income Generation team

What this has changed for us

We now focus on fewer, higher-impact campaigns

We operate with the focus of a national charity and the agility of a local one

We invest in specialist skills where needed – both through reorg and external resource

**Our biggest
shift: brutal
focus over
volume**

*Fewer. Bigger.
Better.*

Charities are masters at trying to do too many things.

Direct all your energy into the same space.

**“You can do anything,
but not everything”**

DAVID ALLEN

The challenge remains in 2026

**Three quarters of hospices
in England running a deficit
this year**

02 February 2026

We are applying the same approach again in 2026

Feb-March: our funding narrative is gaining traction in the media

April: Spring Appeal



Hospice turning away dying patients due to cost



Watch our report from Caron Bell

EXPRESS
CRUSADE
SAVE OUR HOSPICES

EXCLUSIVE
BY GILES SHELDRIK
Chief Reporter

HOSPICE boss Jeremy Lune turns away six or seven terminally ill people every week because of a funding crisis "that makes absolutely no sense".

Prospect Hospice in Swindon has the capacity to operate 14 end-of-life beds but only has the cash to keep six open.

It means people who should be spending their final days with dignity are left to languish in draughty hospital corridors.

Mr Lune told the Express: "Each week we turn away six or seven people. We have the physical space to care for more people but we simply don't have the funding, so the beds are sitting there empty. "These are people who should not be in a hospital corridor or just

from the government, with the rest coming from its 17 shops, fundraising drives and gifts in wills.

Yet despite the pressure it takes off the NHS, it has been told it will only receive a 0.72% uplift in statutory funding for the 2026/27 financial year - equivalent to £12,960. Inflation is currently 3%.

Mr Lune is acutely aware the reservoir of goodwill is drying up as households face the same cost-of-living pressures as hospices.

He said: "When I took over as chief executive three years ago we received 23% from the government - now it is just 18%.

"The reality is our community is incredibly supportive and incredibly generous but they only have a finite amount of money."



Thank You

Any questions?

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Hospice Turnaround Project



What is the problem we are trying to tackle?

- Most severe financial crisis ever to face the sector
- Many have already cut services – many more close to doing so
- No one trains you how to manage a turnaround
- EQ, empathy & open comms. just as important as financial & project management skills
- What you do *before* crisis hits, helps determine how well you get out of it.



Hospices need support and advice to prepare for and survive turnarounds



Insights from recent campaign activity *

- Significant demand for more in this space – underinvestment as a leadership discipline
- ‘I wish I’d had this session before I had to do turnaround’
- Interest from existing leaders and next generation
- Not everyone gets it
- Temptation to frame as solely an income issue
- Emphasis on the non-technical skills:
- ‘This is the stuff we don’t get through exams or CPD’
- Understanding the differences with other sectors

** Across wider charity financial leaders*

Turnaround Toolkit 1/3

- A guide to addressing major recurring themes in this area
- Drawing from extensive experience in both turnaround and hospice sector
- Will be a series of prompts and areas for consideration, rather than an attempt to define everything at granular or task level
- Intention to create a genuine learning tool that can easily iterate and evolve via sharing of experiences
- Early availability of v. 1.0, with plan to update and expand regularly
- Will major on financial turnaround, but much of it will apply to other forms of turnaround
- Recognition of potential need for complementary resources e.g. training



Turnaround Toolkit 2/3

- Project now under way to develop initial toolkit/MVP
- Invitation to contribute ideas and experiences via HUK team
- Planned launch of v. 1.0 prior to summer 2026



Turnaround Toolkit 3/3 – We Want Your Input

- This will be an iterative project, not one only with pre-determined outcomes
- Input from Hospice UK members will be vital
- We hope to get reflections & advice from hospices who have been / are going through Turnaround (anonymised if prefer)
- And hear from those who see it coming down the road. What kind of support / advice would help you?
- Questions / Comments now - or contact:
dburland@dburlandassociates.co.uk or 07971 770391.

Feedback



Please consider sparing a few minutes to answer this feedback survey, so we can continue to improve future network meetings:

<https://www.surveymonkey.com/r/KRQBSSK>



Thank you



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