Because at the end of life, life still comes first.
Together let’s build a future imbued with humanity.

Annual report 2018
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PALLIATIVE CARE: A CRITICAL AND GROWING NEED

St. Raphael’s is located within a densely populated community of more than 362,000 people, encompassing six towns and five boroughs, where there are no dedicated palliative care facilities.

By 2030, 25% of Montrealers will be 65 years of age or older. Chronic illnesses such as cancer and cardiovascular or respiratory problems affect three out of four people over the age of 75. These are also the main causes of death. But the number of hospital beds in palliative care is limited, and there’s only one palliative care home on the entire Island of Montreal.

“Terminally ill patients need to live their final days with dignity, surrounded by their loved ones.”

Luc Maurice
Founder and CEO, Le Groupe Maurice
Major fundraising campaign Co-Chair

“Contributing to our project is about making sure that, together, we build a future imbued with humanity.”

Carolyn Renaud
Philanthropist
Major fundraising campaign Co-Chair

“We need to make additional palliative care resources available in Montreal.”

Richard Renaud
Chairman and CEO
TNG Corporation
Major fundraising campaign Co-Chair

“The importance of palliative care is obvious. The end of one’s life should unfold with as little suffering as possible, in a familiar and reassuring environment, ideally resembling a home setting.”

Lillian Vineberg
Philanthropist
Major fundraising campaign Co-Chair
ABOUT ST. RAPHAEL’S

ST. RAPHAEL’S, A GRASSROOTS CHARITABLE ORGANIZATION WITH A DOUBLE VOCATION

• A 12-bed palliative care home.
• The first palliative day centre on the island of Montreal.

We offer free, high-quality palliative care in one of the most populated areas of Montreal, to people living with an incurable illness.

With respect and compassion, we welcome people from all walks of life, regardless of their social condition, ethnic origin, sexual orientation and gender identity, or religious beliefs.

OUR VISION

• That everyone is able to have an end of life filled with humanity and dignity.

OUR MISSION

• To offer exceptional palliative care services in a warm and welcoming environment, free of charge, to people from all walks of life who are living with an incurable illness.
• To offer exceptional respite support and services to loved ones and caregivers.
• To be a centre of excellence and innovation that promotes training and collaboration with the healthcare and education sectors.

OUR VALUES

Generosity
We share a profound desire to help others and give of ourselves to help improve the quality of life of all people in our community.

Respect
Our actions, interactions, and accomplishments are guided by a deep respect for others.

The care and services provided to patients and their loved ones and caregivers will respect their wishes and desires.

Well-Being
We firmly believe in the enjoyment of Life, wherever it is found, and we aim to create an environment conducive to countless moments of happiness and joy.

Openness
St. Raphael’s will welcome people from all walks of life, regardless of their social condition, ethnic origin, sexual orientation and gender identity or religious beliefs.
A HERITAGE TO PRESERVE. A NEW HISTORY TO WRITE.

The origins of St. Raphael’s date back to 2008. After the closing of the Church of St. Raphael the Archangel on Lajoie Avenue in Montreal, the Archdiocese of Montreal agreed to transfer the use of this magnificent building and its land to the community, with the intent of enabling a unifying and humanitarian project that would benefit the entire community.

A committee composed of former parishioners and people from the business and health care sectors was formed to study and analyze the needs of the community. They found that what the area needs most is a palliative care home and day centre. That is how the St. Raphael’s project was born, in memory of Father Gerry, the last parish priest at St. Raphael’s, a generous and devoted man whose simple mission in life was to serve others.

In memory of father Gerry

Pastor of the Saint Raphael the Archangel parish, Father Gerald Sinel ("Father Gerry") worked as a priest for more than 42 years. He also served as chaplain of St. Mary’s Hospital Centre for several years. In August 2007, Father Gerry passed away from pancreatic cancer, at the age of 82.

A man of great faith, Father Gerry dedicated his life to taking care of others and encouraged each of us to do the same. He was known and appreciated for his unconditional love, devotion, great listening skills, contagious smile, and his infinite compassion for the ill, the dying, and their loved ones.

During his last days, Father Gerry considered himself privileged to benefit from the attentive care of the professionals at the West Island Palliative Care Residence. Many times, he expressed a wish for transforming the St. Raphael church into a warm and welcoming home for people at the end of their life.

We are extremely proud and happy to be working towards the realization of his dream, which has become the project of an entire community.

2009  Agreement with the Archdiocese of Montreal for site development. Recognized as a charitable organization by the Canada Revenue Agency.

2010  Architectural plans drawn up. Construction and operating cost studies completed.

2011  Site rezoned by the Borough of CDN-NDG with a focus on sustainable development and harmonious integration.

2012  Feasibility study conducted with potential large donors, yielding favourable results.

2012-2015  Bonds established with the community, hospitals and organizations offering palliative care, as well as the Montreal West Island Integrated University Health and Social Services Centre. Awareness raising events.

2015  Beginning of the major fundraising campaign.

2016  Contribution to annual operating costs confirmed by the Minister of Health and Social Services.

2017  Groundbreaking ceremony.

2019  Opening
In 2018, ten years after the founding of our organization, our dream was realized. Construction of St Raphael’s Palliative Care Home and Day Centre began at last!

Thanks to the sustained efforts of our campaign cabinet, chaired by Luc Maurice, Richard and Carolyn Renaud, and Lillian Vineberg, we succeeded in raising the necessary funds from major donors in Montreal.

Also in 2018, the Ministry of Health and Social Services not only increased its financial contribution for palliative care beds in Quebec, but agreed to help fund the operations of the very first palliative day care centre on the Island of Montreal.

Let’s not forget that our project originated in the conversion of St. Raphael’s church and was made possible by the Archdiocese of Montreal’s generous grant of an emphyteutic lease for this magnificent site, renewable over 75 years.

Naturally, I also wish to thank the volunteers who have contributed to our project. They are too many to list here, but a special mention is owed to the directors for their unflagging enthusiasm and determination since day one – both to the founding members: Marco Ottoni (the soul of St. Raphael’s), Domenic Chiavotti (construction) and Sergio Famularo (governance), as well as to those directors who joined the team as our project began to take shape: Marc Jutras (finance), Sylvain Girard (human resources), Andréanne Saucier (MSSS certification) and Marie-Josée Privyk (communications).

The coming year will mark the culmination of a lengthy process. We will reach an important milestone when we receive our first patients at the palliative care home and our first guests at the day centre. I am delighted to be a witness to this achievement and also confident that with our fantastic care and services team led by Rosemary O’Grady, St. Raphael’s will achieve its mission of providing exceptional palliative care to many Montrealers and their loved ones.

Together we are truly building a future imbued with humanity!
ACTIVITY REPORT

MAJOR FUNDRAISING CAMPAIGN

For years, the project has been carried by the incredible mobilization and commitment of numerous volunteers. Despite their important contribution, which among other things helps to reduce labour expenses, the costs to build and operate St. Raphael’s for the first two years will represent a total budget of more than $12M, of which $10M will need to be financed by the community.

Consequently, a Major Fundraising Campaign Committee was created in 2015 to support us in achieving our objectives. Their efforts are bearing fruit, such that at December 31, 2018 we had achieved 80% of our $10M objective. At the time of writing (June 12, 2019) we had surpassed the 90% goalpost.

In 2018, we received 134 new gifts totalling $1.9M, compared with 165 gifts totalling $958,089 in 2017. The increase in the amount collected is attributable to the signing of several major gifts, including a $500,000 donation from the Estate of Father Gerald A. Sinel. At the time of writing (June 12, 2019), we had already surpassed last year’s total, with 138 gifts totalling $969,073. The increase in the number of donations reflects the success of the Humour Me event which took place on May 13, 2019.

The list of our major donors can be found at page 13.
Members of the major fundraising campaign committee

Major fundraising campaign

Co-Chairs

Luc Maurice
Founder and CEO,
Le Groupe Maurice

Carolyn Renaud
Philanthropist

Richard Renaud
Chairman and CEO,
TNG Corporation

Lillian Vineberg
Philanthropist

Members

Peter O’Brien
Lawyer and corporate director

Nicolas Mastandrea
Vice President,
Murray & Company,
Real Estate Advisors Inc.

Lyne Roy Payette
Vice President,
Commercial Mortgages,
Desjardins

Louis Roquet
Ex Chair of the Board,
Investissement Québec

Monette Malewski
President
M Bacal Group

Honourary committee members

Dr Guy Breton
Rector
Université de Montréal

Dr Gerald Batist
Chairman of the Department
of Oncology
McGill University

Dr Armen Aprikian
Urologist and Chief of
the Cancer Care Mission
MUHC

Dr Joseph Ayoub
Hemato-oncologist, palliative care unit
CHUM – Hôpital Notre-Dame
and board member of St. Raphael’s

M. John LeBoutillier
Montreal businessman and
corporate director
ACTIVITY REPORT

Construction

Construction activities started at the beginning of 2018, after the general contractor, EBC Inc., had finished preparing the construction site in December 2017. After some important asbestos decontamination work, the rectory was demolished safely in May. It was making way for the large glass entrance of the home and day centre, the visitor reception area, and a larger garden space.

Transforming a heritage building is quite a challenge and is never without surprises. We discovered that the raised concrete slab beneath the altar was on two levels. So, the slab had to be demolished and rebuilt at a uniform level throughout the home to facilitate access for our future guests. This resulted in a few months’ delay. Then, in September 2018, activities were once again interrupted because the material comprising the slab in the basement of the church, where the day centre is to be located, could not be compacted to strengthen the floor in order to support the weight of an added second-floor mezzanine housing our administrative offices. So almost 1500 metric tons of material had to be excavated and transported away from the site.

At the end of 2018, the rectory had been demolished, the interior of the church had been completely gutted and the structure had been reinforced. The foundations of the new main entrance were poured just before year-end.

At the beginning of 2019, the project’s tradespeople had completed plans for the construction and finishing of the building’s interior. At the time of writing (June 12, 2019), all walls and divisions had been erected. The curtain wall in the main entrance had been installed and the flooring was being laid.

Several members of the board are monitoring construction activities very closely and are attending the site meetings. Furthermore, we have retained the services of Mr. Peter Primiani, an architect and project manager, as Director of Construction for St. Raphael’s.
1: Palliative care home

2: Day centre

Simulated view of the completed building
ACTIVITY REPORT

Financing

Increase in the subsidy for beds
The Ministry of Health and Social Services recently increased the annual subsidy for each palliative care bed in the province.

The initial subsidy has been increased to $75,000 per bed (we had budgeted $68,000) starting 2018, and will also be indexed annually. This subsidy covers approximately 33% of annual patient care expenses.

St. Raphael’s will benefit from this subsidy, which will help to fund a portion of our operating expenses.

Subsidy from the Ministry of Health and Social Services for our day centre
We are deeply grateful to the Ministry of Health and Social Services for their $500,000 subsidy towards the day centre’s first year of operating expenses.

Bank loan
In order to start construction sooner and to reduce cash flow risks, St. Raphael’s has obtained a $3.7M construction loan from RBC Royal Bank. The financing offer was finalized in December 2018 and the first disbursement will be made in June 2019.

Governance

In preparation for the facility’s opening, the Board of Directors created additional working groups in 2018, including the Governance Committee, which is responsible, among other things, for the director nominating process, and the Human Resources Committee, which is responsible for the process of hiring the home’s and the day centre’s management staff. These committees complement those related to construction and communications, not to mention the major fundraising campaign, which has been active for the past several years. Each of these committees is chaired by one of St. Raphael’s directors.

In March 2019, the Board approved a plan for the commencement of operations, which was prepared by the new Managing Director in collaboration with several directors. This was meant to ensure the successful completion of this crucial step prior to the facility’s official opening.

During the year, two administrators, Dr. Joseph Ayoub and Mrs. Danielle Pagé – chose to resign from the Board of Directors for personal reasons. We wish to thank them for so generously giving their time and expertise to the St. Raphael’s project. At the beginning of the new year, we welcomed two individuals as new Directors: Dr. Manuel Borod and Mrs. Andréanne Saucier (see the Board of Directors section at page 14).

Communications
St. Raphael’s relies on different ways to inform, communicate with, and solicit its partners and donors:

- Website: maisonstraphael.org/en
- Newsletter: published in May and November 2018
- Social media: presence on Facebook and LinkedIn
Human resources

Our approach focuses on creating a fulfilling work environment that safeguards our employees’ quality of life while they take care of our patients.

St. Raphael’s recruitment process started with the hiring of our Executive Director in fall 2018. Rosemary O’Grady was hired late last year and started work in February 2019. She moved quickly to deal with all the tasks required for the start of operations at St. Raphael’s, which is scheduled to open in summer 2019. Since joining St. Raphael’s, Ms. O’Grady has been working closely with the human resources committee to fill various management and care positions. At the time of writing (June 12, 2019), the day centre coordinator and the volunteer coordinator had just been hired.

“For me, being a part of something this important from the outset and having the chance to shape the delivery of care at St. Raphael’s is the career opportunity of a lifetime.”

Rosemary O’Grady
Executive Director

Rosemary began her career 31 years ago as a nurse. She has held a variety of positions throughout her career, including direct care for patients and their families, before holding various management positions, nurse assistant, nurse educator and nurse manager.

But it was when she subsequently joined the MUHC Cancer Care Mission as Nurse Manager for the Oncology/ Haematology and Palliative Care Inpatient Units that Rosemary discovered a love and passion for palliative care that has grown ever since. She then worked to develop programs and services in Supportive and Palliative Care. Most recently, Rosemary has been working as Executive Director at NOVA Montreal, a non-profit community organization delivering palliative home care and respite services to caregivers.
### ACTIVITY REPORT

Financial statements for the year ended December 31, 2018

Financial summary

#### Income statement

For the year ended December 31

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>1,833,542</td>
<td>1,017,788</td>
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<tr>
<td>Interest income</td>
<td>7,445</td>
<td>5,093</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,840,987</td>
<td>1,022,881</td>
</tr>
<tr>
<td><strong>Costs</strong></td>
<td>90,135</td>
<td>337,736</td>
</tr>
<tr>
<td><strong>Surplus for the period</strong></td>
<td>1,750,852</td>
<td>685,145</td>
</tr>
</tbody>
</table>

#### Balance sheet

At December 31

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short-term assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and certificates of deposit</td>
<td>1,309,836</td>
<td>1,320,554</td>
</tr>
<tr>
<td>Other</td>
<td>339,506</td>
<td>80,327</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,649,342</td>
<td>1,400,881</td>
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<tr>
<td><strong>Investments</strong></td>
<td>78,783</td>
<td>108,997</td>
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<tr>
<td><strong>Fixed assets</strong></td>
<td>1,749,657</td>
<td>67,971</td>
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<tr>
<td><strong>Short-term liabilities</strong></td>
<td>166,840</td>
<td>17,759</td>
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<tr>
<td><strong>Net assets</strong></td>
<td>3,310,942</td>
<td>1,560,090</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,310,942</td>
<td>1,560,090</td>
</tr>
</tbody>
</table>

St. Raphael's audited financial statements for the year ended December 31, 2018 are available upon request, at info@maisonstraphael.org.
THANKS TO ALL OUR DONORS

St. Raphael’s can count on the support of many donors. We thank them for believing in the importance of such a cause. Their generous contribution has enabled the realization of an ambitious and meaningful project for the community.

$1,000,000 and more
- Archdiocese of Montreal
- Fondation Luc Maurice
- Roasters Foundation

$500,000 to $999,999
- Estate of Father Gerald A. Sinel
- Mirella and Lino Saputo Foundation
- Montreal St. Patrick’s Foundation

$250,000 to $499,999
- Congregation – anonymous gift
- EBC inc.
- Foundation – anonymous gift
- Molson Foundation
- Rossy Family Foundation

$150,000 to $249,999
- Desjardins
- France et André Desmarais
- Future Electronics
- Groupe Marchand
- Power Corporation

$100,000 to $149,999
- Eric T. Webster Foundation
- Family of Romaine Ardizzon
- Harden Management
- Marco and Cynthia Ottoni
- Paula Pedicelli
- Québécor Média
- RBC Foundation
- Vidéotron

$25,000 to $99,999
- Anne-Marie & Mitch Garber Family Foundation
- Birks Family Foundation
- BMO Bank of Montreal
- BBB Foundation
- CDI Groupe Conseil
- CIBC
- CLA Experts-Conseils
- CN
- De Bellefeuille Design
- Dupéré
- Estate of Julienne Bégin Larose
- GLT Expert-conseil
- GMP Securities
- Goodman Family Foundation
- Lallemand inc.
- Paladin Labs Inc.
- Mr. & Mrs. Dominic Pedicelli
- Toronto Dominion Bank

Donors under $25,000 are just as important, but there are many. For a complete list of our donors, visit our website maisonstraphael.org.

Revenue sources

Impact of your donations

Costs
Surplus

ST. RAPHAEL’S Annual report 2018
From the very start of the project and even as we approach its completion, we have relied on dedicated professionals from all walks of life who have generously contributed their time and expertise. The directors of St Raphael’s are all volunteers and have assumed their responsibilities on an individual basis. They receive no directors’ fees or any other compensation of any kind.

CHAIR OF THE BOARD
1. Marie Michèle Del Balso
   Former Senior Vice President, Le Groupe Maurice

VICE PRESIDENT
2. Marco Ottoni
   Founding Member and Vice President, St. Raphael’s

SECRETARY
3. Sergio G. Famularo, LL.B.
   Associate, Famularo Fernandes Levinson, attorneys

TREASURER
4. Marc Jutras, CPA, CA
   Partner, KPMG Enterprise

DIRECTOR
5. Louis Bernard, LL.L., Ph. D.
   Consultant, Officer of the Ordre national du Québec

DIRECTOR
6. Dr Manuel Borod, M.D., C.M., B. Sc., M. Sc., MBA
   Director, Division of Supportive and Palliative Care Programs, McGill University Health Centre (MUHC) & Assistant Professor of Oncology, McGill University

DIRECTOR
   Founder and President, Chiovitti Consultants

DIRECTOR
8. Paul de Lanauze, CPA, CA
   Consultant

DIRECTOR
9. Sylvain Girard
   Human Resources Management Consultant

DIRECTOR
10. Marie-Josée Privyk, CFA, SIPC
    ESG Advisor, Fincomm Services

DIRECTOR
    Former Director of Nursing, McGill University Health Centre, Lecturer at the School of Nursing, Université de Sherbrooke
Biographical notes

Marie Michèle Del Balso
Marie Michèle Del Balso worked at Le Groupe Maurice for the past 15 years, acting successively as Vice-President of Development and Corporate Affairs, Vice-President of Operations and, most recently, as Senior Vice-President. She is currently dedicating time to her family and to personal projects, including St. Raphael’s.

Marco Ottoni
Marco Ottoni spent over 25 years in the financial services industry with well-known financial institutions. He helped build the US institutional equity platform for National Bank Financial (Lévesque Beaubien) and was Head of Institutional Trading and Managing Director at GMP Securities. Marco Ottoni is one of the founders of St. Raphael’s. He has been working on the project full-time for the past four years.

Sergio G. Famularo, LL.B.
Since being called to the Quebec Bar in 1996, Sergio Famularo has practised civil and commercial litigation and corporate law. He is a founding partner of Famularo Fernandes Levinson Inc. in Montreal, providing strategic advice in commercial and civil litigation matters. He pleads regularly in the trial and appeal courts and has participated in many special proceedings involving non-profit entities. Mtre Famularo is deeply involved in the community and is an active member of a number of organizations and boards of directors. He is one of the founders of St. Raphael’s.

Marc Jutras, CPA, CA
As a member of the Ordre des comptables professionnels agréés du Québec since 1985, Marc Jutras has over 30 years’ experience as an auditor of private corporations and public sector and non-profit entities. During his career he has conducted many audit engagements that required coordination between different specialists to satisfy clients’ requirements and time frames. He conducts audit engagements for companies whose financial statements are prepared in accordance with international accounting standards or with accounting standards for private enterprises and not-for-profit organizations in Canada.

Louis Bernard, LL.L., Ph. D.
Louis Bernard has a wealth of experience in the public and private sectors, where he worked for many years in key strategic positions. As a consultant, he has been involved in national, provincial and municipal projects. He also serves on various boards and committees.

Dr Manuel Borod, M.D., C.M., B. Sc., M. Sc., MBA
Dr. Borod practised family medicine for 20 years before embarking on a career in palliative care. He developed the home care program at Mount Sinai Hospital before joining the MUHC on a full-time basis. He is currently working on the MUHC’s supportive care services expansion, which includes designing a program for cancer survivors.
Domenic Chiovitti, Eng.
Domenic Chiovitti is a seasoned building engineer with over 30 years’ experience as a building envelope consultant. He collaborates with a number of well-known architectural and building management firms and has written technical articles and been an invited speaker in his area of expertise. He is the founder of Chiovitti Consultants Inc., a building envelope consulting firm. A former member of St. Raphael’s parish, he is one of the founders of St. Raphael’s Palliative Care Home and Day Centre.

Paul de Lanauze, CPA, CA
Paul De Lanauze started his career at the international accounting firm of Ernst & Ernst, offering audit, tax and consulting services to large and medium-sized companies. Subsequently he managed services companies operating in the galvanized steel and wood veneer industries. For the past 25 years he has been a consultant. A former member of St. Raphael’s parish, he is one of the founders of St. Raphael’s Palliative Care Home and Day Centre.

Sylvain Girard
Sylvain Girard is a human resources executive. In the course of his career, he has held management positions with large Canadian and international organizations in Montreal and Toronto. He has been active principally in the foodstuffs and pharmaceuticals industries and in executive recruitment. Since retiring, he continues to act occasionally as a human resources management consultant and is a member of the University Research Ethics Committee (CUER) of Université de Montréal.

Marie-Josée Privyk, CFA, CPPD
Mrs. Privyk has built a career in capital markets – from sell-side analyst and head of research to director of investor relations and sustainable development, and to ESG integration consultant – which uniquely positions her at the nexus of companies and investors. Today, she offers advisory services to companies wishing to improve their environmental, social, and governance (ESG) communications to investors.

Andréanne Saucier, RN, M. Sc.
Andréanne Saucier is passionate about cancer care nursing. In addition to having a wealth of professional experience in clinical care and cancer care nursing management, she is an active member of various oncology forums and committees in Quebec and Canada. She has also served on various boards of directors in the health care field.