A collective creation produced during PROJECTION Week, which was held in partnership with the McGill University Palliative Care Council, when we hosted 80 guests at our palliative care day centre to participate in a bereavement counselling workshop event at St. Raphael’s. This painting now adorns a wall in the entrance of St. Raphael’s as a reminder of the interdisciplinary work that is required to carry out St. Raphael’s innovative mission.
MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Friends, board members, colleagues, team members and community partners of Greater Montreal,

Ten years ago, I joined a small group of volunteers who had an ambitious project – dare I say a dream – to transform a well-loved, historical church into an exceptional palliative care home and day centre for those living with an incurable illness.

That dream became reality in November when we opened the doors of the newly renovated facility and welcomed our first patients, for which I could not be prouder.

It was made possible by achieving our $10 million major fundraising campaign, thanks to our community of philanthropists, large and small, as well as to our generous and dedicated campaign cabinet chaired by Luc Maurice, Richard and Carolyn Renaud, and Lillian Vineberg-Goodman.

It was also made possible by the steadfast support of the Archdiocese of Montreal through the generous grant of the emphyteutic lease for this magnificent site and use of the adjoining parking area.

And it certainly could not have happened without the arrival of a multidisciplinary team of dedicated professionals who have embraced St. Raphael’s mission and who embody its values each and every day.

My role as Chair of the Board has been a source of pride and honour, and 2020 will mark the completion of this long mandate. I leave knowing that St. Raphael’s is in good hands.

To the founders of St. Raphael’s and to the past and present board members, I extend my sincere gratitude to all of you. Your unwavering dedication over the years and continued commitment to ensure the sustainability of our new palliative care home and day centre are unparalleled. It has been a true pleasure to lead the project to its successful completion and learn so much alongside all of you.

Over the past decade, we have worked together with a common goal of offering exceptional palliative care services in a warm and welcoming environment, free of charge, to all who are living with an incurable illness, and exceptional respite support and services to loved ones and caregivers.

In the coming years, we will continue to work together to support St. Raphael’s pursuit of becoming a centre of excellence and world-class leader in palliative care, education, and research.

I look forward to this next chapter in St. Raphael’s journey.

Marie Michèle Del Balso
Chair, Board of Directors

“2019 was indeed a momentous year. The official opening in November represents an important milestone in enabling St. Raphael’s to contribute to an end of life filled with humanity and dignity.”
MESSAGE FROM THE EXECUTIVE DIRECTOR AND DIRECTOR OF OPERATIONS

St. Raphael’s first year of operations marks the realization of a long-cherished dream, made possible by a team of dedicated, innovative and dynamic individuals. In spring 2019, our magnificent, light-filled home was still largely unoccupied, but stood ready to welcome the people and memories that would bring it to life. Our predecessors employed their imagination, resources and enthusiasm to transform St. Raphael’s into a home for all those who will pass through its doors in the years to come. Inspired by their vision and with the collaboration of a multidisciplinary team with expertise in palliative care, we must now pursue that mission.

Thanks to our donors’ generosity and optimism, this year we were able to move into this wonderful space, recruit an amazing team, raise funds and design and implement our organizational structure, our operational processes and our clinical procedures. We can now say with confidence that we offer exceptional palliative care in a warm and compassionate environment and, most importantly, that we help nurture the life of each patient, guest and caregiver.

I’m proud to say that today St. Raphael’s is fulfilling the mission, vision and values envisaged for it by the founders and the Board of Directors. I wish to express my warmest congratulations and gratitude to the nursing staff, therapists, administrative, kitchen and maintenance staff and our beloved volunteers for their willingness to rise to the challenge. I also wish to express my sincere thanks to the Board of Directors, who have watched over the project, and to the donors, who make it possible for us to carry out our mission of compassionate care for our community.

Olivia Levêque
Acting Executive Director and Director of Operations

“I’m proud to say that today St. Raphael’s is fulfilling the mission, vision and values envisaged for it by the founders, the major donors and the Board of Directors.”
MESSAGE FROM THE MEDICAL DIRECTOR

As 2019 closed, St. Raphael’s came to life. The clinical teams, made up of specialists from several disciplines, were coming together to bring their expertise to best support the patients and families that we have welcomed since our opening. It is a profound privilege for us to be a part of these meaningful moments with our patients and their loved ones and to create together a culture of caring, creativity and presence. I look forward to seeing St. Raphael’s grow into its role in providing excellence in palliative care, education, and research.

I am deeply grateful to the founders and those who followed in their footsteps, as well as to our directors, the clinical team, the support staff and our many devoted volunteers. Together, we have created this reassuring place full of beauty where our patients enjoy a peaceful end of life surrounded by skilled and compassionate care and by their loved ones.

I’m excited to continue this journey together, meeting new challenges and pursuing the fulfillment of our mission.

“Together, we have created this reassuring place full of beauty where our patients enjoy a peaceful end of life surrounded by skilled and compassionate care and by their loved ones.”

Dr. Krista Lawlor
Medical Director

MESSAGE FROM THE DIRECTOR OF DEVELOPMENT AND COMMUNICATIONS

Through the unwavering dedication of the founders, board members, volunteers and our generous donor community, St. Raphael’s transformation into a palliative care home and day centre came to realization in the fall of 2019.

Within only four years, our $10 million fundraising goal was successfully achieved and St. Raphael’s transformation completed. We will be endlessly grateful to all who helped make this vital project come to life!

No longer a project, but an operating charity, St. Raphael’s growth momentum continues. Our projections and performance targets are now aligned with those of our sister palliative care homes across Quebec.

After many months spent preparing for the opening, we welcomed our two very first patients on November 12. Our multi-disciplinary team deployed the array of palliative care and services in the warm and welcoming manner so long imagined. Shortly thereafter, we were able to deploy our services to our first day centre guests. We proudly share these milestones with you because we could not have accomplished them without your support!

In this Annual Report, the pages are filled with the profound, meaningful impact you have had on the lives of Montrealers with incurable illnesses and their families.

It’s an extraordinary time to be a part of St. Raphael’s mission and vision, and we thank you for your ongoing, continued support.

Kim Cavener
Director, Development and Communications
 REPORT ON OPERATIONS

Operations

Several months before St. Raphael’s opened its doors, work was already well under way to ensure that everything was running smoothly and to lay the foundation for an organizational culture that would reflect St. Raphael’s vision, mission and values. The last two quarters were dedicated to hiring human resources, setting up the finance department and preparing for the start of operations. Below is a brief overview of this preparatory phase and the ongoing adjustments and improvements to our systems and processes.

Human Resources
We created the department, designed our human resources management structure and set up the following additional systems: employee records, procedures, internal policies and work tools; compensation, benefits and payroll, personnel evaluation; and medical records management for which we are using Telemedic’s SOFI system.

Executive and Management Team
The hiring of our management team took place over a few months: our Executive Director took office in February 2019. Between June and October, we hired our Day Centre Coordinator, followed by our Director of Development and Communications and an Advisor, Development and Communications, our Coordinator of Human Resources and Operations, our Coordinator of Clinical care for the palliative care home, our Finance and Accounting Advisor, our Volunteer Program Coordinator, our Volunteer Recruitment Coordinator as well as our Executive Assistant to complete the new team.

Therapy Team
We also hired a music therapist, an art therapist, a massage therapist, a nursing assistant and a social worker, all with a strong background in palliative care.

Nursing Team
After hiring nurses and patient care attendants in early 2019, we organized the care unit in September and developed care procedures and protocols.

Medical Team
The Medical Director and two physicians were hired, all recognized by their peers as skilled palliative medicine specialists.

Kitchen Team
We hired a chef who takes great pride in providing meals that are as delicious as they are nutritious. We also hired three cooks.

Housekeeping Staff
A supervisor of general maintenance and two housekeeping staff members were hired.

Finance and Management
The creation of the Accounting Department allowed us to prepare a full suite of financial monitoring tools to track cash flow and budgeting, prepare quarterly reports and implement related protocols and policies. We also prepared our 2020 budget. We started a process of strategic planning and reflection on St. Raphael’s long-term goals and objectives, which has inspired the management dashboard project.

Start of Operations
After making the move from our temporary offices to our permanent quarters, we started selecting suppliers and purchasing all the materials and equipment required for operations: furniture, medical equipment, systems, technologies and a range of supplies. The kitchen and housekeeping departments were able to start operations. Then, we proceeded with the coordinated installation of various systems, including the alarm system, call buttons, payment systems, telephones, computers etc., and developed an emergency measures plan, fire drills and other security measures. Finally, at the end of the last quarter, in November 2019, we were able to welcome our first patients and guests, visitors and caregivers to St. Raphael’s.
Palliative Care

Palliative Care Home
In October, the palliative care team, whose members all have extensive clinical experience, sat down together to prepare for the arrival of the first patients and their families. On November 12, we admitted our first two patients: one from the hospital, the other from home.

Unlike most palliative care homes in Quebec, which only accept cancer patients, St. Raphael’s mission is to care for patients suffering from an incurable disease. Since every patient is unique, the team is eager to learn from their different experiences in order to improve the multidisciplinary services offered. A plan tailored to the needs of each new patient must be implemented quickly. This is where the significance of all the efforts made in recent months by the newly formed team as well as the groundwork done by St. Raphael’s founders becomes apparent.

When our first two patients were admitted, St. Raphael’s was still relatively unknown in the healthcare system. Nonetheless, several patients are already on a waiting list for admission, having expressed a desire to live their final moments at St. Raphael’s.

Palliative Day Centre
While St. Raphael’s was still under construction, the first meeting of the core members of the Day Centre team was held on September 3, 2019. The interdisciplinary team aimed to design a range of innovative services in early palliative care without losing sight of the needs of future guests and their caregivers.

The dynamic professionals of the newly formed Day Centre team were able to move into their new premises in mid-October. They still had to organize the layout of the Day Centre, look for donations, find suitable tools, supplies and furnishings, put the final touches to the services and bring the Day Centre to life. By November, the team was able to welcome their first guest, accompanied by his son. At the age of 86, Mr. Plante had a massage for the first time in his life, at the same time as a music therapy session. At the end of his first day, having shared a meal with the team, he felt good: “If I come here every week, I think I will live a bit longer.” Over the course of the following weeks, he developed a strong bond with the team after his admission to the home, from where he visited the day centre from time to time, which allowed the two care teams to fine-tune the coordination of their activities. While he was a resident of St. Raphael’s, Mr. Plante also gave an interview to The Gazette. By sharing his experience, he had a profound effect on the development of the day centre.

Starting in December, the day centre was welcoming guests and their caregivers twice a week, promoting its interdisciplinary services, organizing events and becoming better known to a number of organizations, which are now referring guests.

Development

2019 was a significant year for St. Raphael’s in many ways. Thanks to major philanthropists from many sectors, we successfully concluded our major fundraising campaign of $10 million, needed to transform St. Raphael’s into a unique palliative care home and day centre, imbued with warmth and humanity, in order to fill a growing need for palliative care in Montreal.

Our fundraising efforts included hosting our first signature event. St. Raphael’s Humour Me Gala Event was attended by more than 800 people on May 13, at Place des Arts and was a resounding success, raising $1 million to benefit St. Raphael’s in support of our most urgent needs. We thank all those who contributed to the organization and success of this event.

Humour Me Gala event to benefit St. Raphael’s on May 13, at Place des Arts
To achieve its target of $10 million, the co-chairs of St. Raphael’s major fundraising campaign were supported by other leading philanthropists in the Montreal community. In addition to the Archdiocese of Montreal, which transferred the building and the magnificent site to the community, and the Estate of Father Gerald A. Sinel, Fondation Luc Maurice and the Roasters Foundation, St. Raphael’s leading donors include: the Mirella and Lino Saputo Foundation, the Montreal St. Patrick’s Foundation, the Rossy Family Foundation, the Molson Foundation, the Louise & Alan Edwards Foundation, National Bank, Desjardins, France Chrétien Desmarais and André Desmarais, Future Electronics, Groupe Marchand and Power Corporation. [The full list of donors can be found at maisonraphael.org/en/fundraising/].

Visit by Ms. Rachel Bendayan, Member of Parliament for Outremont

During this momentous year, our philanthropic community supported us throughout our transformation until we opened our doors. The generosity of our donors yielded 404 active donors which is a more than 200% increase in donors from the previous year. Of those, 257 were new donors.

It is with our sincere gratitude that we recognize our donors who have provided the financial support to allow St. Raphael’s to finally open its doors.

Thank you for supporting the essential need for palliative care and services on the Island of Montreal. Through your philanthropic goals and partnership, we are able to provide end of life care imbued with dignity and humanity.

Communications

We carried out numerous activities in support of St. Raphael’s visibility. We focused on the following three key areas prior to the opening and during the first six weeks of operations:

Internal and Organizational Communications
- Developing a communications plan
- Designing organization documents and forms
- Updating marketing and communications materials
- Knowledge transfer regarding branding, positioning and key messages
- Internal and external communications training for the team
- Comparative analysis of the communications, annual reports, web sites and social media practices of other palliative care centres in Quebec

External Communications, Visibility and Palliative Care Awareness Campaign
- Updating the website with service descriptions and positioning
- Creating Facebook and LinkedIn pages; occasional publications on these platforms
- Producing information documents: brochure and frequently asked questions (FAQ)
- Developing a public relations strategic plan
- Having patients or board members contribute to our visibility in the media
- Developing a Volunteer Recognition Program
- Site visits by our partners, other organizations, prospective patients and guests, etc.
- Visits by political representatives
- PROJECTION Montréal Week
Philanthropy
- Developing the multifaceted campaign plan
- Implementing policies and procedures for accepting and acknowledging donations
- Optimizing the philanthropy and fundraising database
- Launching our first annual campaign

**PROJECTION Week**
As an Event Partner, the Day Centre hosted activities for the general public as part of the event PROJECTION Montréal: A week of dialogue [October 14-20, 2019].

Sponsored by McGill University’s Palliative Care Council, the aim of PROJECTION Week was to encourage us to talk, break taboos and release our creative powers to deepen our experience of life and overcome our fear of death. PROJECTION week is an innovative project that relies on close collaboration with cultural, community, religious, health, social services and educational organizations.

Partnering with the Health Care Network
By late October, St. Raphael’s had established regular contacts with the local community, hospitals, palliative care centres and representatives of university health and social services centre (Centre intégrés universitaires de santé et des services sociaux - CIUSSS).

**Tour of Palliative Care Community**
In order to raise awareness of St. Raphael’s in the palliative care community, we gave presentations in hospitals and other health care establishments.

**Visits and Cooperation with Other Palliative Care Homes**
During the first months following the opening, we toured several other palliative care homes that also have day centres, notably, the Maison Michel-Sarrazin and the Maison Victor-Gadbois. This allowed us to learn about tools and best practices, especially during the the initial set-up period.

Exhibition of Photographs by Christian Courtecuisse
We launched the exhibition *A Man's Vision Facing His Cancer*, which consisted of sensitive, abstract photographs by our guest Christian Courtecuisse. Supported by the Arts Committee, of which Mr. Courtecuisse was an active member until the end, the inspiration for this much-talked about exhibition was Mr. Courtecuisse’s desire to increase awareness about the existence of St. Raphael’s and to attract donors, particularly from his own professional network. His friendship, generosity and energy had a profound impact on our teams and strongly influenced their approach to guests and patients. We would like to express our heartfelt gratitude to Mr. Courtecuisse and his wife, Mrs. Annie Courtecuisse.

![Christian Courtecuisse](image1)

**Christian Courtecuisse**
1957-2020
Passed away peacefully at St. Raphael on February 26, 2020

![Artwork](image2)

Artwork entitled *Emprisonnement stabilisation* by Christian Courtecuisse
TRIBUTE TO OUR DONORS

As this year celebrates our official opening, we wish to thank our generous community members. Our donors are important to us and we are grateful to every one of them.

Thank you for your generosity!

$50,000 and more
Archdiocese of Montreal
BMO Bank of Montreal
Capinabel inc.
CIBC
De Bellefeuille Design
Desjardins

France Chrétien Desmarais & André Desmarais
Dupéré Project Management
EBC inc.
Eric T. Webster Foundation
Family of Romaine Ardizzon
Fondation J.A. DeSève
Future Electronics inc.

GMP Securities L.P.
Goodman Family Foundation
Groupe Marchand Harden
Guy L. Jolicoeur
Estate of Julienne Begin Larose
Louise & Alan Edwards Foundation

Many thanks to the Co-presidents of the Major Fundraising Campaign of $10 M

Mr. Maurice is proud to see this project come to realization. Keenly aware and passionate about the need to care for our elder generation, Mr. Maurice is inspired by St. Raphael's meaningful mission and the idea of a palliative care home and day centre located in the heart of Montreal. Understanding the health care needs of our aging population and the notable increase in prognosis of incurable illnesses, he understands the essential need to have more institutions concentrated on palliative care.

Carolyn and Richard are delighted and proud to see the church’s transformation and its new mission come to fruition. Our cause is dear to them and their family.

Lillian Vineberg-Goodman is an artist, administrator and political activist. What connects her to making art, serving on public and private boards and sitting on political committees, is her passion for listening, seeing, problem solving, creativity and action.

Luc Maurice

Richard and Carolyn Renaud

Lillian Vineberg-Goodman
The Archbishop of Montreal, Christian Lépine Visits St. Raphael’s

Archbishop Lépine spent time with the entire St. Raphael’s team to see the impact that the Archdiocese of Montreal has had by offering the generous grant of the emphyteutic lease for this magnificent site and the use of the adjacent parking space. The continued support of the Archbishop and his kind words of encouragement were greatly appreciated by all at St. Raphael’s.

The Molson Foundation Supports Innovation in Early Palliative Care

Thanks to the generosity of The Molson Foundation, St. Raphael’s has introduced the innovative concept of early palliative care, proven in other cities in Quebec and abroad. Our day center makes it possible to provide care soon after receiving a diagnosis with limited life expectancy, in order to improve the quality of life for patients and to provide much-needed respite to caregivers. We are grateful to The Molson Foundation for its vision and support for innovation in early palliative care.

$5,000 to $49,999

BBB Foundation
Beaupré & associés
Belden
Marie-Hélène Bernard
Birks Family Foundation
Daniel Brosseau
Caisse de dépôt et placement du Québec
Canada Running Series Inc
Canadian Securities Traders Association Inc.
Chiovitti Consultants
$5,000 to $49,999

Domenic Chiovitti
Valentino Chiovitti
CIBC Community Investment
CN
Construction Management
Canada inc.
Élise Crépault
Dankooz
Marie Michèle Del Balso
Doggone Foundation

Sergio Famularo
Fiera Capital
Dominique Glorieux
Dr. Harvey Guyda
Gestion Richter Ltée
GGI International
GLT+ Expert-conseil
Najwa Hanna
H. Cardinal Construction Inc.
Hylcan Foundation
Industries Lassonde inc.

Lise Jolicoeur
Jean Lacroix
Lallemand inc.
Le Groupe Petra Ltée
Les Sœurs des Saints Noms de Jésus & Marie du Qc
Peter Letko
Linda Frayne Pharmaciennne (Côte-des-Neiges) Inc.
Angelina Comparelli & Tony Loffreda

Legacy Gifts: Estate of Father Gerald A. Sinel

Thanks to the generosity of the Estate of Father Gerald A. Sinel, or Father Gerry as he was fondly known to all, St Raphael’s the Archangel church has a new purpose for its community as a palliative care home and day centre. Father Gerry’s legacy of kindness and generosity lives on at St. Raphael’s and we have honored his memory with a tribute mounted in our Atrium with these words:

Father Sinel’s simple mission in life was to serve others. He had unconditional love and infinite compassion for society’s most vulnerable, including the young and the elderly, those less fortunate, and those nearing the end of life.

His dream was that St. Raphael’s would one day become a symbol of community, caring, and love.

Father Sinel’s legacy will live on through St. Raphael’s mission and shared values of generosity, respect, well-being, and openness.

Father Gerald A. Sinel’s portrait and commemorative plaque are mounted in the Heritage Corridor.

Dr. Thomas Maniatis, Dr. Patrick Wilmot and their daughter Sophia

Loyal Donors Who’ve Seen St. Raphael’s Take Shape

“We have watched this community project transform over the years and are proud to loyally support its growth through our monthly gifts.”
Donations Support the Care and Services Offered by St. Raphael’s

Helen Rainville Olders, who passed away peacefully in July 2019 while receiving palliative care at home from our own Dr. Krista Lawlor, was a musician and a longtime friend of Father Gerry Sinel. She had requested that her beloved baby grand piano be donated to St. Raphael’s in support of our Music Therapy Program. To honour her legacy, her fellow members of the Westmount Quilters Guild have donated decorative pillows adding warmth and comfort throughout St. Raphael’s. Helen’s devoted husband, Henry Olders, continues to support us. Thank you, Helen and Henry.

Malouf Family Foundation
Dr. Thomas Maniatis
Martel & Martel
Nicolas Mastandrea
Métro Richelieu inc.
Morris & Rosalind Goodman Family Foundation
Richard Ness
Netscout Systems, Inc
Helen Rainville Olders & Dr Henry Olders

Susana & Dominic Pedicelli
Maria & Lucio Pietracupa
Karin Bjorson & Roberto Pietracupa
Thérèse & Peter Primiani
Roland Rasquinha
Raymond James Canada Foundation
Telemedic
Simon Tremblay
Chaela J. Walker & Myles E. Wesetvik
Zeller Family Foundation

Friends of St. Raphael’s, donations of up to $5,000

We also thank each of the 910 generous people, foundations and businesses that have donated up to $5,000.

Donations Support the Care and Services Offered by St. Raphael’s

Judy Martin, Founder and Chair of ’The Bell’ Fund

The generosity of Judy Martin is felt by everyone in her community. Judy truly understands what patients need, having been through the experience herself. She created a comfort kit made up of a warm blanket, note pad and pen, reading material and a hand-made card filled with messages of support. Judy also established ’The Bell’ Fund supporting cancer patients and celebrating their final chemotherapy treatment. Sensitive to the fact that not all patients receive a promising diagnosis following treatment, Judy has shared her warm blankets with the palliative patients at St. Raphael’s. Thank you, Judy, for the warmth and additional comfort you have provided to our patients!
FINANCIAL STATEMENTS

Year ended December 31, 2019

2019 marked the end of construction and the start of operations for St. Raphael’s. When it opened on November 12, 2019, the St. Raphael Palliative Care Home and Day Centre joined the Montreal healthcare network.

As shown by the partial financial statements presented below, St. Raphael’s ended the year in a good financial position. Its operating revenue comes mainly from three sources:

• Donations by private individuals, corporations and various foundations, representing 86% of total revenue;
• Two subsidies from the Quebec Department of Health and Social Services (MSSS), one for the palliative care beds and the other for the day centre, representing 11% of total revenue. These subsidies were received for the initial months of operations only, since the opening of the palliative care home and day centre in November;
• Other revenue from various sources, such as the sale of meals and interest revenue, representing 3% of total revenue.

In the first months of operations, payroll accounted for 55% of expenses, the other expenses being mainly related to the start-up of activities, medical supplies and drugs, meal service, building maintenance and office supplies. The cost of fundraising activities represented just over 20% of expenses in 2019.

The capitalized project development and construction costs were $7.1 million as at December 31, 2019. In order to finance part of the work, St. Raphael’s contracted a construction loan with a value of $3.3 million as at December 31, 2019. St. Raphael’s also acquired medical equipment, IT equipment and furniture for the start of operations, bringing capital assets to $7.4 million as at December 31, 2019.

Financial Summary

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>2019</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>For the year ended December 31</td>
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<td>$</td>
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<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Donations</td>
<td>2,208,027</td>
<td>1,833,542</td>
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<tr>
<td>Subsidies - MSSS</td>
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<tr>
<td>Interest income</td>
<td>86,149</td>
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<tr>
<td>Other</td>
<td>5,962</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>2,579,822</td>
<td>1,840,987</td>
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<td><strong>Expenses</strong></td>
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<td>Operating expenses</td>
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<td>General overhead</td>
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<td>Professional services, entertainment expenses and training</td>
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<td>Communication and development</td>
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<td>Food services</td>
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<td>Maintenance services</td>
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<td>Multidisciplinary services</td>
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<td>Fundraising campaigns</td>
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<td>Medical care</td>
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<td>Depreciation, amortization and carrying charges</td>
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<td>353</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>1,630,920</td>
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<td>Recovery of municipal and school taxes</td>
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<td><strong>Excess of revenue over expenses</strong></td>
<td>1,164,859</td>
<td>1,750,852</td>
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ST. RAPHAEL’S IN FIGURES

45 hires for 50 employment opportunities
50 volunteers
Over 1,000 philanthropists, friends and benefactors and almost 2,000 donations

2019 Revenue

Subsidies
$279,684

Other revenue
$92,111

Community donations
$2,208,027

Balance Sheet
As at December 31
2019  2018
-
Current Assets
Cash and deposit certificates  482,051  1,309,836
Pledges  101 938
Subsidies receivable  279,684
Municipal-school taxes receivable  379,334
Commodity taxes receivable  133,868  83,914
Other current assets  21,515  255,592
1,398,390  1,649,342
Investments  5,468  78,783
Fixed assets  7,419,216  1,749,657
Total assets  8,823,074  3,477,782
Accounts and other expenses payable  1,023,790  166,840
Current portion of long-term debt  650,000  0
Long-term debt  2,673,484  0
Net assets
Capitalized  3,322,636  1,591,978
Unappropriated  1,153,164  1,718,964
Total net assets and liabilities  8,823,074  3,477,782

St. Raphael’s financial statements audited by Lussier Labelle CPA inc. for the year ended December 31, 2019 may be requested from info@maisonstraphael.org.
OUR VOLUNTEERS

Achieving St. Raphael’s mission depends on numerous benefactors, not least among whom are our dedicated volunteers. We wish to thank each of them. Even before we opened our doors, they contributed to the life of the palliative care home and the day centre in countless ways and they continue to do so today, providing services in guest support, patient support, reception, administration, finance, translation, laundry, maintenance of greenery, gardening and landscaping, kitchen, spiritual accompaniment, events, etc.

Sara Bazari  
Jeanne Belair  
Marieta Belina  
Talwinder Bhatti  
Marie Bondu  
Inès Borsoi  
Normand Brunette  
Nenita Castillo  
Josiane Castonguay  
Hawa Conteh  
Hélène Delalande  
Nathalie Dubois  
Marie Dufresne  
Inez Ebba  
Suzanne Émery  
Louise Fortin  
Sylvie Hunter  
Shaﬁk Khouzam  
Kim Kilpatrick  
Jacques Labonté  
Danièle Lacourse  
Diane Lalancette-Deschamps  
Diane Lebeau  
Richard Lalonde  
Marie Longpré  
Annie Malfait  
Emmanuel Maire-Auffret  
Pierre Marcoux  
Christiane Mayer  
Hilary Robertson  
Sally McKinnon Langan  
Andrée Morin  
Jill Morton  
Andréé Nicole  
Perry Nguyen  
Mélanie Octeau  
Alison Oxlaide  
Paula Pedicelli  
Susana Pedicelli  
Suzanne Pereira  
Thérèse Primiani  
Sorey Prom Tep  
Devon Reid  
Ivonne Noemy Rojas Sosa  
Josée Rondeau  
Isabelle Sattie  
André Scheffer  
Mary Supino  
Alexina Vanasse

Mr. Marcoux, St. Raphael’s "Garden Angel" and Donor

Mr. Pierre Marcoux is one of our most dedicated volunteers. At the age of 83, he continues to be very active, and is taking great care of the grounds of St. Raphael’s. Mr. Marcoux has been an enthusiastic gardener his whole life. Since he was a child, he always lived in places where he had plenty room to plant a garden, until he and his wife moved into a condo at Le Sanctuaire, next door to St. Raphael’s. It was the first time in his life that he didn’t have a garden to tend. But then he became a friend of St. Raphael’s. When construction of the palliative care home began, Mr. Marcoux thought the church’s beautiful wooden pews should be given a second life and took it upon himself to find new homes for them. Then, during the construction, he discreetly tidied up the grounds every day, filling countless garbage bags, without anyone really noticing. He was like an angel watching over St. Raphael’s.

When the palliative care home finally opened its doors in November 2019, Mr. Marcoux carried on as before, organizing some friends to help him get rid of stones, water the trees so they would survive and thrive, pick up fallen branches, collect litter and trim the hedges. Since the early spring of 2020, keeping the grounds of St. Raphael’s neat and tidy has practically become a full-time job for this indefatigable retiree who is so generous with his time.

Thanks to Mr. Marcoux and his helpers, the grounds of St. Raphael’s have continued to flourish while they wait for the arrival of the landscapers, who will be putting in new plants. St. Raphael’s is located in an oasis of greenery right in the centre of Montreal and we are privileged to have Mr. Marcoux continue to look after our magnificent site. Our heartfelt thanks to Mr. Marcoux, our “garden angel”.

Mr. Marcoux and one of his friends, Jacques
STAFF OF ST. RAPHAEL’S
As at December 31, 2019

EXECUTIVE OFFICES
Executive Director (acting)
Rosemary O’Grady
Olivia Lévêque has held this position since March 2020.

Executive Assistant
Sophie Simonet

OPERATIONS AND HUMAN RESOURCES
Director of Operations and Human Resources
Olivia Lévêque

Finance and Accounting Advisor
Laurence Poiré-Turcotte

Social Worker
Véronique Després

Clinical Care Coordinators for the home and day centre
Rose De Angelis (home)
Karine Gimmig (day centre)
Véronique Després has held these positions since May 2020.

Volunteer Coordinators
Diane Jodouin
Nathalie Dubois and Diane Lebeau have shared this position with Ms. Jodouin since May 2020.

Therapists
Karine Bouchard [Art Therapist]
Julie Jobin [Massage Therapist]
Anne Lacourse [Music Therapist]

Patient Care Attendants
Albert Robidoux
Melissa Pilon
April Galica Hinayo

MEDECAL, NURSING AND THERAPEUTIC CARE
Medical Director
Dr. Krista Lawlor

Physicians
Dr. Benoît Deschamps
Dr. Marie-Josée Caron
Dr. Katia Khouraz and Dr. Adeline Khadoury joined the medical team in 2020.

Nursing Assistant
Melanie Desrochers
Ms. Desrochers left in May 2020.

Nurses
Franck-Annick Ahoa
Mary-Jane Barnes
Josée Bélanger
Kathleen Castillo
Stéphanie Dubois
Belinda Mafong
Isabelle Major
Stephan Mejia-Rodrigues
Rino Parent
Jessica Salmon
Viviane Schami
Marie Seguin
Laudia Truchon-Ferrand
David Wright

DEVELOPMENT AND COMMUNICATIONS
Director of Development and Communications
Kim Cavener

Development and Communications Advisor
France Mailloux

KITCHEN AND NUTRITION
Chef
Lucas Lentini

Cooks
Fina Alfano
Monique Assouan Ezoua
Benjamin Okotchie

GENERAL MAINTENANCE
General Maintenance Supervisor
Alexandra Loannou

Housekeepers
Laura Mariana Aguirre
Alexandra Loannou
Lourdes Palo

Life in the Day Centre

Businessman Christian Courtceuisse was suffering from late-stage cancer when he started to think seriously about attending a centre for early palliative care. Initially, he attended St. Raphael’s day centre; later, he was admitted to our palliative care home.

Accompanied by his wife Annie, Christian made new friends at St. Raphael’s and received different forms of therapeutic care that helped him manage the stress and emotions associated with the prospect of an imminent and premature death. Thanks to our chef, he was able to enjoy dishes that he could not have tasted at home, have a vanilla ice cream whenever he felt like it, get a massage, listen to music, express his emotions, indulge his passion for photography one last time and take advantage of the available art resources to prepare a photography exhibit in which he expressed his experience. Seen through our friend Christian’s eyes, life at St. Raphael’s resembles the movie ‘The Dreamlife of Angels’ by Erick Zonca: “Detached from the materiality of daily living, one can allow oneself to be cradled by life and use the remaining time to say goodbye to those we love and are loved by.” - Christian Courtceuisse.

Before leaving us, Christian used his art and his exhibition to make St. Raphael’s known to his business friends and acquaintances, the media and major philanthropists. We bid farewell to Christian and thank him for allowing us to accompany him in his last days with Annie.

Christian and Annie
2020 COVID-19 CRISIS

A tribute to our dedicated frontline clinical staff, volunteers and leadership.

Although this publication is meant to showcase all we accomplished during 2019, we would like to dedicate this page to the heroes and heroines of palliative care at St. Raphael’s throughout the coronavirus pandemic.

From the onset of the crisis, the team at St. Raphael’s stood by the decision to remain a reliable resource for palliative care patients and their families. The hospitals, our healthcare partners, were challenged with transforming their palliative care units into COVID-19 emergency units and palliative care homes across Quebec halted admissions of patients to do their part in flattening the curve.

St. Raphael’s immediately stepped into action. Protocols were developed and strictly adhered to from the start of the pandemic. The team’s objective: to provide high-quality palliative care and services while keeping our community, staff, patients, and their families safe.

To date, the virus has not entered St. Raphael’s and we have been able to provide the same high-quality patient care and services we have become known for in a short period of time to many.

With the help of our donors who provided emergency funds for personal protective equipment, medications, medical equipment and more, we have been able to continue to safely provide palliative care and services.

Moreover, despite having to close the day centre temporarily, we have kept in regular contact by phone with our guests and have been able to offer them remote psychological support services.

Members of the Board of Directors

We welcomed two new members to the Board of Directors in the 2019 fiscal year: Ms. Rita Lc de Santis, a former partner at Davies Ward Phillips and Vineberg and Ms. Lara Krivokucha, Director of Strategic Initiatives at the Canadian Derivatives Clearing Corporation (CDCC). Ms. de Santis and Ms. Krivokucha bring extensive professional experience and robust expertise to the Board of Directors of St. Raphael’s.
BOARDS OF DIRECTORS
AS AT DECEMBER 31, 2019

Secretary
Sergio G. Famularo, LL.B.
Associate, Famularo Fernandes Levinson, attorneys

Treasurer
Marc Jutras, CPA, CA
Partner, KPMG Entreprise

Vice-President
Marco Ottone
Vice President, St. Raphael’s

Chair of the Board
Marie Michèle Del Balso
Former Senior Vice President, Le Groupe Maurice

Director
Louis Bernard, LL.L., PhD.
Consultant, Officer of the Ordre national du Québec

Director
Andréanne Saucier, RN, M.Sc.
Former Director of Nursing, McGill University Health Centre, Lecturer at the School of Nursing, Université de Sherbrooke

Director
Marie-Josée Privyk, CFA, RIPC, SASB-FSA
ESG Advisor, FinComm Services

Director
Rita Le de Santis
Former Partner, Davies Ward Phillips & Vineberg, LLP

Director
Paul de Lanauze, CPA, CA
Consultant

Director
Lara Krivokucha
Director, Strategic Initiatives
CDCC - Canadian Derivatives Clearing Corporation

Director
Domenic Chioivitti, Eng.
Founder and President, Chioivitti Consultants

Director
Sylvain Girard
Human Resources Management Consultant

Exiting Director
Dr Manuel Borod, M.D., C.M., B.Sc., M.Sc., MBA
Director, Division of Supportive and Palliative Care Programs, MUHC & Assistant Professor of Oncology, McGill University
Dr. Borod left the Board of Directors in January 2020

From the bottom of our hearts, thank you Marie Michèle!

After more than ten years of unwavering commitment to St. Raphael’s, including seven as Chair of the Board, Ms. Marie Michèle Del Balso will be stepping down during 2020.

While it is true that the project to build the palliative care home and day centre was a collaborative accomplishment, it would probably not have seen the light of day without Marie Michèle’s invaluable contribution. Whether it be to create the construction plans and specifications, obtain the various permits, solicit major donors, manage the crucial phase of construction, or navigate the challenges of a start-up, Marie Michèle demonstrated boundless generosity, patience, and devotion - and always with a smile and a reassuring word.

On behalf of the founding members, the Board members, the staff and volunteers, and especially the patients and guests - past, present, and future - of St. Raphael’s, we say thank you from the bottom of our hearts!
St. Raphael Palliative Care Home and Day Centre

6005 Deacon Road  |  Montreal (Québec)  |  H3S 1V6  |  514 736-2001
info@maisonstraphael.org