That’s how the light gets in.
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Vision
That everyone can have an end-of-life filled with humanity and dignity.

Mission
To offer exceptional palliative care 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.

Values
Generosity, Respect, Well-Being, Openness, Innovation.
At the dawn of a bright future
Chair’s message

At the end of life, as in a year marked by a global pandemic, light remains a faithful guide and a rich source of hope. Instead of thinking of death as a deep chasm, a great darkness or the end of all things, I have always preferred to draw inspiration from St. Raphael’s guiding mission.

By continuing the work of Marie Michèle Del Balso, who, among other things, contributed to our project’s success and spearheaded a $10 million fundraising campaign for the construction of St. Raphael’s, the Board of Directors that I chair is committed to building on this momentum to enable our organization to continue its tremendous growth.

Like Domenic Chiovitti, who served as interim chair amid the completion of construction and the creation of many great innovations, we will continue earnestly and enthusiastically to support St. Raphael’s management team, staff, volunteers and generous donors.

To stay at the forefront of best practices and encourage engagement, we foster innovation, creativity and passion. At the heart of our governance and organizational culture, these values shine through in our collaborations with various stakeholders and in all aspects of our organization.

The Board of Directors and the team aspire to make St. Raphael’s a research centre as well as a centre of excellence to expand palliative care training and collaboration with major hospitals and training centres in Montreal and throughout Quebec.

Our palliative care Day Centre is an innovative model that explores and enhances an integrated approach to early palliative care. In addition, our palliative Care Home will be a place to examine best practices in innovative approaches to palliative and end-of-life care.

St. Raphael’s proudly moved through its first year of operations marked by a terrible pandemic. I’d like to thank and congratulate the current team, who with pride, resilience and determination maintained a high level of quality and operations in the context of a pandemic that emerged in the first months of our opening. Finally, thank you to the generous volunteers and donors who made this wonderful dream possible. This ordeal, which we hope is ending soon, and the experience gained, give us a window to a bright future for an organization as essential as ours!

Sylvain Girard
Chair of the Board of Directors
I still remember the first days of September 2019 when we came into this luminous building ready to carry out our mission. Everything needed work. Hopeful and energized, we had no idea of the storm we were about to face. The light during that storm has carried us since then, day after day.

I’m honoured to serve as Executive Director and to work each day surrounded by extraordinarily dedicated and bright people—board members, staff, volunteers, donors and external collaborators.

St. Raphael’s strong vision is guided by the founding members’ passion: offering end-of-life care that is dignified, respectful, open, generous and compassionate. Every day, our team makes a difference in the lives of patients and their families with gestures of authentic love and generosity. It is such a privilege to be surrounded by this incredible team and to experience so much kindness. This is what helps us weather storms! At St. Raphael’s, first there’s LIFE and it’s always bathed in light.

I’m deeply grateful to my colleagues who helped get our project off the ground. The pandemic challenged our creativity and adaptability and forced us to apply strict safety measures. Our initial operations were a success. We established a management structure for excellence, developed our first strategic plan, and our entrepreneurial drive even let us change course to continue developing the Day Centre. It’s growing in innovation, and we’re beaming with pride.

I’d like to thank Sylvain Girard, Chair of the Board of Directors, for his support and leadership, and all our board members for their trust, support and invaluable expertise. Your deep commitment inspires excellence, encourages us to remain agile in all circumstances, motivates us to be innovative and ultimately nourishes human connection as central to our mission.

To our loyal, generous and faithful donors, our dedicated and passionate volunteers and our bright and compassionate staff, I send my heartfelt gratitude. Thanks to you, we are able to accompany people deserving of kindness, help them to cope with illness and death by inviting them to live every moment amid uncertainty, while providing for moments of ease, allowing for a dignified legacy of the lives of those who have left us. THANK YOU, everyone.

Olivia Lévêque
Executive Director
In many ways, our first full year of operation was a challenging one... building and learning to sail this new boat as a team, navigating new relationships with the community, and working hard to earn the trust of everyone we served, while in the midst of a pandemic that changed the landscape of end-of-life care in ways we could not have imagined.

And yet, what stands out most for me about this year are the incredible people with whom we shared the boat – the team members, both administrative and clinical, who stayed true to our mission and kept us on course even when the seas were rough, the board members and community partners who helped to navigate, the donors who provided us with the encouragement and the means to keep moving forward, and of course the patients, guests and their loved ones who put their trust in us, and who give the journey its meaning.

It has been a remarkable year in so many ways, and I am so grateful that we are in this boat together.

Dr. Krista Lawlor
Medical Director
Some key numbers

- **12** beds (8 beds open and 4 reserved for the hot zone)
- **24** hours/day
- **7** days/week
- **200** requests for admission to the palliative care home
- **83** admissions
  - **46** (55%) females
  - **37** (45%) males

Highlights of 2020

### Palliative Care Home

**Occupancy and length of stay**

- Occupancy rate: **81%**
- Average length of stay: **24.1 days**

**Age of patients**

- Youngest patient: **22 years**
- Oldest patient: **100 years**

**Origin of admitted patients**

- From home (66%): **55**
- From the hospital (34%): **28**

**Language of communication**

- **80%** French
- **19%** English
- **1%** Other

### Day Centre

- **27** guests with oncological disease
- **4** guests with nononcological disease
- **56** people who received services
- **21** guests with oncological disease transferred at the care unit for their end of life
- **35** caregivers
- **9** guests transferred at the care unit for their end of life

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1. Due to the pandemic, we had to keep some rooms open in case we needed to create a hot zone.
2. Note that the pandemic resulted in a dramatic drop in guest applications during the first few months of lockdown before gradually and sporadically increasing.
3. Note: Applications for admission sometimes arrive too late in the course of a guest’s illness; several guests died before their assessment meeting. A few applications did not meet the admission criteria.
4. Guest” refers to a person with an incurable illness attending the Day Centre.
In 2020, St. Raphael’s adopted a strategic plan that will guide our actions until 2023. As part of our founders’ vision that everyone can have an end-of-life filled with humanity and dignity, this plan is instilled with the institution’s values of generosity, well-being, respect and openness to embody its mission.

**Strategic plan 2020–2023**

**A firmly anchored lighthouse**

1. **An exceptional experience**
   - ... so that every interaction inspires humanity, trust and excellence.
     
     **Objective 1:** Provide a meaningful experience that enhances well-being
     **Objective 2:** Increase awareness
     **Objective 3:** Engage all stakeholders
     **Objective 4:** Achieve accessibility targets

2. **An exemplary organization**
   - ... focused on service quality and safety, training and innovation.
     
     **Objective 1:** Deliver high quality health services
     **Objective 2:** Provide a safe environment
     **Objective 3:** Centre of excellence: Contribute to the advancement of excellent palliative care

3. **Good financial health**
   - ... through rigorous accounting and operational practices, an active presence and strong credibility with philanthropic Quebec, the development of a structured network of donors and the adoption of agile and creative financing solutions
     
     **Objective 1:** Develop operational effectiveness
     **Objective 2:** Utilize all available grants
     **Objective 3:** Achieve financial goals and ensure organizational sustainability

4. **The best team**
   - ... engaged and effective to deliver exceptional services
     
     **Objective 1:** Develop an organizational culture
     **Objective 2:** Increase awareness
     **Objective 3:** Develop exemplary welcoming and onboarding processes
     **Objective 4:** Ensure continuous personal and professional development
     **Objective 5:** Develop feedback practices
     **Objective 6:** Have best health and safety practices

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**Four pillars to support our actions**

- **Innovation**
  Integral to continuous improvement in palliative care

- **Agility**
  Ability to adapt to change on an ongoing basis, in times of crisis and calm

- **Excellence**
  In every small gesture as in major projects

- **Connection**
  Favour human relationships in all ways

**Four directions to make them meaningful**

- **1. An exceptional experience**
  - Objective 1: Provide a meaningful experience that enhances well-being
  - Objective 2: Increase awareness
  - Objective 3: Engage all stakeholders
  - Objective 4: Achieve accessibility targets

- **2. An exemplary organization**
  - Objective 1: Deliver high quality health services
  - Objective 2: Provide a safe environment
  - Objective 3: Centre of excellence: Contribute to the advancement of excellent palliative care

- **3. Good financial health**
  - Objective 1: Develop operational effectiveness
  - Objective 2: Utilize all available grants
  - Objective 3: Achieve financial goals and ensure organizational sustainability

- **4. The best team**
  - Objective 1: Develop an organizational culture
  - Objective 2: Increase awareness
  - Objective 3: Develop exemplary welcoming and onboarding processes
  - Objective 4: Ensure continuous personal and professional development
  - Objective 5: Develop feedback practices
  - Objective 6: Have best health and safety practices
As the dominant gene in St. Raphael’s DNA, innovation transcends all its actions and decisions. The management style is collaborative, participatory and person-centred. A healthy and fulfilling work environment is always a priority, not only in words but also in actions! Through transparent and courageous communication and respect for the uniqueness of every individual, we work as a team towards a common goal.

A leadership team to boost energy!

The model for co-management of clinical health activities that has been put in place is a perfect example. By appointing three outstanding women to key leadership positions in medical, nursing and multidisciplinary services, we knew that the clinical activities of the Care Home and the Day Centre would benefit from a high degree of consistency, effective and harmonious communication and management, and ultimately, excellence in care and activities.

Together is always better. At St. Raphael’s, we grow through trust and collaboration, and we build a stronger organization by harnessing everyone’s strengths! To that end, René Fréchette, joined our team this year as Associate Executive Director. With several years of experience in management and philanthropy, he brings undeniable expertise as a partner who perfectly complements the management team. He was also a very successful interim philanthropic director. Thank you, René!

More collaborations: great synergies are emerging!
- CIUSSS West-Central Montreal
- Université de Montréal
- McGill University
- Montreal Neurological Hospital
- Montreal Heart Institute
- The Palliative Home-Care Society of Greater Montreal
- Montreal Museum of Fine Arts (art therapy)
- Dr. Yves Quenneville (focus groups / palliative care training)
- A special thank you to the Alliance des Maisons de soins palliatifs du Québec and to all the palliative care homes that have been so generous and have greatly helped us get up and running.

Development of innovative technologies:
- A virtual reality program
- Remote online services initiating a virtual platform project
- Using software that measures engagement and job satisfaction (Officevibe)
- Computerized patient records (SOFI)

Innovation in 2020 at St. Raphael’s means…

Bright and welcoming multifunctional spaces that inspired the team to review the Day Centre’s service offering to adapt it to the needs expressed by guests and the reality of the pandemic.

Professional and personalized support and guidance offered to the sick person, their loved ones and the bereaved, to manage through uncertainty and grief with respect, dignity and sensitivity.

A close-knit, professional, dedicated, creative and agile team that not only adapted quickly and continued to provide services during the pandemic, but also continued to operate the Day Centre and the Care Home in a challenging situation.
As the first Day Centre offering early palliative care in Montreal, St. Raphael’s enables people with an incurable illness to break out of isolation, create meaningful ties, enhance self-esteem, no longer feel like a burden and offer a healthy respite.

By increasing end-of-life quality and support for guests and loved ones, early palliative care has the potential to extend life at home and limit hospitalization.

The services were so greatly appreciated by those living with an incurable illness that most expressed a desire to be for end-of-life care to the Care Home. Forty-three percent of patients were admitted during the year.
Innovation at the Day Centre

Services that make life better

**Professional services**
- Social work
- Music therapy
- Massage therapy
- Acupuncture
- Art therapy
- Consistent health care and information

**Activities**
- Creative journaling
- Support groups
- Walking meditation
- Virtual reality

**Body care**
- Therapeutic bath
- Beauty salon 2021: Hairdressing, pedicures, manicures

**Special programs for guests and caregivers**
- Training and conferences on various topics
- Bereavement support (children and adults, individual or group)
- Caregiver mentoring
- Innovation 2021: Remote event platform for training, workshops, conferences and chat service

**Daily and domestic support services**
- Meals: Delivery and pickup
- Help with transportation logistics at the Day Centre

Our 2021 vision for innovation

- Be even more central to government priorities and in alignment with the public network
- Increase the availability of early palliative care and develop collaborations with other resources to help people living with an incurable illness or loved ones who are caregivers or bereaved
- Work with the health network to promote home support in the best possible conditions
- Facilitate the social network of the people welcomed to the Day Centre
- Better educate and train diverse groups of people who want to better understand early palliative care
- Inform our clients about the symptoms of the disease, its progression, how to deal with it
- Communicate to break taboos related to palliative care
- Develop a technology platform to provide a remote day centre and a communication and training platform
Having a successful first accreditation brightens the team!

Less than three months after its opening in November 2019, St. Raphael’s was accredited by Quebec’s Ministère de la Santé et des Services sociaux. There was no better way to start a bright 2020... until COVID-19 disrupted our plans, our habits, our lives. We didn’t take long to take advantage of all the agility of our organization!

Too focused on the mission to be discouraged

The entire team at St. Raphael’s pulled together (even two metres apart!) so that nothing was left to chance in managing the pandemic, including security and emergency protocols and measures, financial management, communications, procurement and human resources, and of course, the organization of testing and vaccinations.

Our high level of agility has helped us successfully orchestrate the excellence of our care teams, the innovation of our services and the connections between people.

15 policy documents, procedures and processes prepared for accreditation bin January 2020

5 documents to be proactive about the pandemic
• A protocol on general prevention measures
• Newsletters for our team
• An emergency response plan
• A philanthropy development plan
• A day centre development plan to adapt to new realities

Key measures introduced since March 13, 2020

- Setting up a crisis management comity
- Planning for communication of preventive safety measures and services provided
- Setting up a hot zone
- Simulation exercises to anticipate every detail in the event of an internal outbreak
- Pre-admission COVID test and 14-day preventive isolation for all admitted patients
- Regular training on preventive measures (hand-washing, safe wearing of protective equipment)
- Regular audits by public health to guide us on health standards
- Mechanisms for procuring protective equipment and medication in times of shortage
The 83 people who chose to live the final stage of their lives with dignity, surrounded by their loved ones, in the care unit at St. Raphael’s all benefited from the great professionalism of a caring, respectful, creative and caring team.

The excellence of our health care team shines

- Trained and specialized multidisciplinary palliative care team
- Psychological, social and spiritual support is provided to patients and their loved ones
- Customized care based on individual needs
- Care is provided with respect for the individual’s right to privacy, autonomy and beliefs
- Care decisions are made in partnership with the patient, their loved ones and the clinical team

Training for an enlightened future

January 2020
- Presentation and training day on the policies and protocols at St. Raphael’s
- CPR training provided to management team and multidisciplinary team professionals

June 2020
- Two protective equipment training courses given by public health; ongoing team training by the medical director

September 2020
- Quality improvement forum: Case study of agitated delirium resistant to medication
- Suicide Action Montréal training and bereavement with children (La maison des Petits Tournesols) for social workers

October 2020
- Online PDSB training taken by management and administrative team and multidisciplinary professionals
- Q&A Education session with Dr. Quenneville, a palliative care physician who volunteers with St. Raphael’s (via Zoom and in person, for staff and volunteers)

November 2020
- Q&A Education session with Dr. Quenneville
- Webinar called “LGBTQ2S in palliative care: a workshop addressing awareness and sensitivity” This webinar was graciously offered by the Montreal Institute for Palliative Care, a branch of the Teresa Dellar Palliative Care Residence
- Emergency response plan training

December 2020
- Quality improvement forum: Case study of continuous palliative sedation

Weekly
- Weekly Journal Club training offered by the MUHC’s Division of Supportive and Palliative Care
The excellence of our health care team shines (continued)

100 Net Promoter Score (NPS) - loved ones of a deceased

According to the satisfaction surveys, 100% of our deceased patients’ relatives would recommend St. Raphael’s.

Of the 62 people who lost their loved ones between November 2019 and September 30, 2020, 47 completed the survey.

54 eNPS – employees

Excellent employee Net Promoter Score (eNPS), calculated by Officevibe by presenting a range from -100 to +100 to indicate the likelihood of the team recommending St. Raphael’s as a good place to work. According to the Ordre des conseillers en ressources humaines agréés, a score over 50 indicates excellent work in terms of organizational culture and resource mobilization.

84 % Team engagement score

This demonstrates an excellent commitment to the mission and organization, despite the many challenges associated with being a start-up, all the necessary organizational changes and the pandemic.

30-week internships offered

To be recognized as a centre of excellence and innovation that promotes training and collaboration with the health care and education communities, St. Raphael’s welcomed interns from McGill University from September 1 to December 31, 2020.

- 6 interns trained and supervised
- 3 specializations (Bachelor of Nursing, Medicine and Social Work)
- 2 interns recruited after university graduation

Being a learner at St. Raphael’s has provided a unique opportunity to practice palliative care in hospice. I have witnessed the importance of interdisciplinary teams, which is well modelled in this setting. The care and dedication that every member of the team demonstrates makes me proud to continue my studies in palliative care.

- Janel Walsh, Palliative Medicine Resident
St. Raphael’s was founded by generous philanthropists determined to build a palliative care centre— the second in Montreal— in a heritage church transformed into a bright, welcoming, modern and caring end-of-life haven. The pledges made by several loyal donors during the original fundraising campaign, along with the 1,156 donations received in 2020, help us fund the day-to-day operations of the home while introducing new initiatives and services. Our donors’ commitment is remarkable and empowers us to operate an innovative care unit and day centre.

Giving to make a difference
Since 38% of St. Raphael’s revenue came from public funding, it was critical that we work to both plan activities aimed at stimulating generosity and increase our public profile to better balance our sources of revenue. Some remarkable philanthropists showed their generosity in 2020, and this allowed us to diversify and improve the quality of our services.

Dominic and Susana Pedicelli
“We’ve been supporting St. Raphael’s for 10 years and are pleased to participate in fundraising activities and volunteer on site. The quality of care and services is consistently emphasized by those who are ill and their families. We’re delighted to have taken up this cause, and we’re proud to see its many positive impacts for Montrealers.”

RBC Foundation – Family lounge
A relaxation area was set up to allow patients’ families and loved ones to sleep over at St. Raphael’s. Welcoming and warm, the space is filled with pull-out couches, a reading chair, a work desk, board games, a television and a DVD player. A full bathroom for the sole use of families and loved ones is nearby. This haven, named the RBC Family Room, reflects St. Raphael’s deep gratitude to its generous donor.

Luc Maurice
“Since the opening of St. Raphael’s, I’ve encountered a devoted team that is fully dedicated to providing high-quality palliative care and supporting loved ones and bereaved people. Staff and volunteers are driven by a desire to excel and guided by creativity and innovation. But beyond our team’s professionalism is an overarching sense of humanity and compassion. These values are fundamental, I salute and admire the work of these caring people.”

Testimonials
Our first holiday campaign was launched in December 2020. While pandemic public health measures required physical distancing, prohibited gatherings, and recommended that communications be carried out using virtual platforms, it was fitting to shine a light on what’s most important. From there came the concept of “This year, give what counts most.” The spotlight was on Claudia and Alexi, family members of Roger, who passed away under our roof in January 2020.

They spoke to the importance of authentic human relationships at the end of life. Their dignified and moving story included mail solicitations to all donors, community postings, social media posts and phone calls to give thanks.

The first St. Raphael’s golf tournament... at St. Raphael’s!

The first St. Raphael’s golf tournament was held on October 5, 2020, at the St. Raphael’s Île-Bizard golf club. Presented in memory of Francis Glorieux, one of our founders, the registration of 100 generous golfers and the associated virtual auction generated a profit of $115,000.

Blowing out our first anniversary candles while creating a commemorative spot

In November 2020, we celebrated our organization’s first anniversary. At a commemorative ceremony held outside, family members of those who have passed since our opening, volunteers and staff members inaugurated the tree with a message for their loved ones. This peaceful spot, in front of the building, will become a space where people can share meaningful memories and precious moments at St. Raphael’s.

“This donation in memory of my father, René Baril, serves as a thank you for giving us the most beautiful of gifts. You made St. Raphael’s a real sanctuary where he felt at home in the last weeks of his life. He took a turn for the better through the care he received, which allowed us to spend some treasured moments with him. Extremely precious moments. Thanks to the care and kindness of all the staff, a wonderful staff, he had an exceptional end to his life, full of big and small acts of kindness. Our family will be eternally grateful to you. A huge THANK YOU from the bottom of our hearts!”

- Lynda Baril, daughter of René Baril, who died at St. Raphael’s in December 2020

Philanthropy
This year, give what counts most

CONNECTION
Donations that touched our heart

$100,000 and more
• The Molson Foundation
• Luc Maurice Foundation
• The Jewish Community Foundation of Montreal
• Roasters Foundation
• Montreal St. Patrick’s Foundation

$50,000 to $99,999
• Desmarais, André and France Chrétien-Desmarais
• Mise sur toi

$10,000 to $49,999
• Anonymous
• BMO Bank of Montreal
• Desjardins
• Doggone Foundation
• Doelembreux Solutions Réseaux Inc.
• Eric T. Webster Foundation
• Estate of Claire Pelletier
• Estate of Marie-France Raymond
• Estate of Père Sinel
• JSM Micro Inc.
• Malo, René
• Malouf Family Fund
• Maniatis, Thomas
• National Bank
• Oftoni, Marco and Cynthia
• Pedicelli, Dominic and Susana
• Pedicelli, Paula
• Power Corporation of Canada
• Raymond James Canada Foundation
• RBC Foundation
• Roberge-Duranceau, Lucie
• SAIS Interconnexion
• TD Bank
• The Rossy Family Foundation
• The Zeller Family Foundation

$2,500 to $9,999
• Alfred Dallaire MEMORIA
• Anonymous (3)
• Bankey, Theresa
• Bidler, Rose
• Birks Family Foundation
• Cardinal, Jeanne
• Carmody, Mary
• Chiovitti, Valentino
• CI Mutual Funds
• CI-Sentry
• D’Ici 2031 INC
• Del Balso, Marie Michèle
• Denis O’Grady
• Deschamps, Benoît
• Dr. Louis G. Johnson Foundation
• E2IP Technologies Inc., GGI International
• Fiducie Jean Guy Larin, L. Daigneault, M. Tremblay, N. Lavigne
• Fiera Capital
• Fondation du Grand Montréal (Fonds Collectif COVID-19)
• Fonds Fondation Jean E. et Lucille Douville
• Freedom International Brokerage Company
• GDI Services Québec SEC
• Girard, Sylvain
• Gosselin, Benoît

$2,500 to $9,999
• Guindon, Robert
• Guindon, Sébastien
• Hylcan Foundation
• Industrial Alliance
• Ipso Facto Investissement Immobilier, 9825754 Canada Inc.
• Kruger Inc.
• Laverdière, Lucienne
• Montrusco Bolton Investments Inc.
• Olders, Henry
• Périgny, Caroline
• Péro Liée
• Pietracupa, Roberto and Karin Bjerson
• Tapis National Carpet
• Technorm
• The Scotia McLeod Charitable Foundation
• Van Berkom & Associates Inc.

Under $2,500
St. Raphael’s Friends
We thank the 823 donors who have supported our mission.
Communications
Shining a light on our stories

Since St. Raphael’s is very young, it’s important to promote ourselves to the media, opinion leaders and communities of interest to increase our profile and credibility. Our mission, team, services, facilities and, of course, all the people surrounding our organization are a rich source of strong and inspiring stories.

With the dramatic increase in media coverage in 2020, and therefore of our public profile, the number of applications for admission to the Care Home and Day Centre has grown substantially despite the pandemic.

Clear objectives
• Develop a communications plan for the introduction of services
• Ensure effective communications regarding philanthropic activities
• Maximize promotion of the services offered by the first day centre on the island of Montreal
• Focus on public relations to reach the general public via the media
• Inform our visitors and teams about the public health response and rules during the pandemic

Favourable media coverage

We were talked about in 2020

Articles and reports
Montreal Gazette, 6-1-2020, “For staff at St. Raphael’s, helping people prepare for death is a calling” https://bit.ly/3pJCGYF
Journal d’Outremont, 10-3-2020, “Dans la fin de vie, il y a d’abord la vie” https://bit.ly/3qLWhMz
Journal d’Outremont, 3-12-2020, “Campagne de financement à la Maison St-Raphaël” https://bit.ly/3qJ07kQ
Volunteers

Giving of self

St. Raphael’s focus on volunteers from the very beginning of our journey is certainly a large part of why we saw the light of day and were so successful from our inception. Our volunteers embody the values of our organization daily, both in their constant connections with staff, the sick, their loved ones and all visitors, and as proud ambassadors in the community.

The light is dimming...

In January 2020, 75 generous and caring people were on the active volunteer list.

In March, due to the first lockdown and the advanced age of many of our volunteers, the volunteer program was paused.

In May, a few public health clarifications led to a moderate gradual return of volunteers who were itching to contribute again and who were ready to get involved while following strict health measures. Others, unfortunately, have not been able to come back, and we fully understand their difficult decision.

... and gradually brightens

In August-September, a new cohort of trained volunteers joined us, which greatly helped us to enforce the COVID rules. However, too few of these volunteers could be dedicated to assisting the medical team in patient care.

In December, 32 volunteers were actively involved in reception, patient support, patient care, day centre and administrative support roles.

In early 2021, a new volunteer program coordinator joined our staff (Valérie Bonneau) and a new cohort of 25 well-trained volunteers became active.

Moving forward

With the arrival of Valérie Bonneau as Volunteer Program Coordinator, we can look forward to a dazzling 2021! Besides strengthening the program framework (policies, procedures and administrative structure), her top priorities consist of assessing volunteer needs, recruitment and training, digitizing processes and increasing staff awareness of the reality of volunteers.

“Most of the experiences were emotional and at the same time, we felt we could relieve the pain of the patients’ families through a friendly gesture or an understanding ear.

To feel a family comforted and less anxious at the thought of their loved one finishing their days at St. Raphael’s made me truly proud to be part of a truly exceptional and dedicated team.”

- Thérèse Primiani, volunteer

“I had the great privilege of ‘almost’ accompanying a person at the end of their life who never had a visitor. On December 25, after he had slept most of the day, I informed the nurses that I wanted to wish him a Merry Christmas when he awoke.

When I was informed that he was agitated, I entered his room and asked him for permission to sit next to him. After a few treatments to calm his pain and help him sleep, he took my hand, placed it on his chest and fell asleep. He died six hours later in his sleep. With gentleness as his last memory.”

- Louise Gaudreau, volunteer

150 volunteers involved since our opening

260 meals delivered to Day Centre affiliates

32 active volunteers in December 2020

7,600 meals served on site to sick people and their families

5,523 volunteer hours

12 iPads available for patient communication and entertainment
Our volunteer stars
as of December 31, 2020

Barcelos, Nicole
Batin, Jennifer
Bazzari, Sara
Bélair, Jeanne
Belina, Marieta
Besbes, Chiraz
Bhati, Talwinder Kaur
Blais, Sylvie
Blouin, André
Boily, Lyse
Boily, Nancy
Bondu, Marie
Borsoli, Ines
Boucher, Lauriane
Brousseau, Linda
Brunette, Normand Romeo
Cardinal, Dominique
Cardinal, Jeanne
Casgrain, Lise
Castillo, Nenita
Castonguay, Josiane
Conteh, Hawa Juliet
Coulombe-Tétreault, Jade
Delalande, Hélène
Dewar, Diane
Dubois, Nathalie
Dufresne, Marie
Durocher, Jacques
Ebba, Inez
Emery, Suzanne
Epstein, Michael
Fadoul, Clément
Fortin, Louise
Gaudreau, Louise
Gaul, Isabelle
Georgescu, Andrada
Giguère, Gisèle
Gittens-Williams, Mona
Groussard Tremblay, Reine-Marie
Harris, Robert
Henry, Diana
Hunter, Sylvie B.
Khouzam, Shafik
Kent, Kim
Kissel, Catherine
Kokai, Judit
Labonté, Jacques
Lacourse, Danièle
Lajeunie, Yvonne
Lalancette-Deschamps, Diane
Lalonde, Richard
Leblanc, Pierrette
Lefebvre, Constance
Legault, Sophie
Léveillé, Annabelle
Libon, Hannah
Little, Elizabeth
Mai, Valérie
Maillair, Anne
Mailhot, Louise
Maire-Auffret, Emmanuel-Marie
Marcoux, Pierre
Marsolais, Jacynthe
Mayer, Christiane
Mboig, Pierre Alain
Mckinnon, Sally
Mdeway, Poliana
Michaud, André
Morin, Andrée
Mortin, Jill
Nguyen, Perry
Nicolle, Andrée
O’Duffy, Victoria
Oceau, Mélanie
Oklade, Alison
Parent, Mariette
Pedicelli, Paula
Pedicelli, Susana
Pelletier, Luc
Pereira, Suzanne
Pichette, Francine
Pietracupa, Marie
Primiani, Thérèse
Prom Tep, Sorey
Reid, Devon
Rojas Sosa, Ivette Noemi
Rondeau, Josée
Rossetti, Mila
Roy, Marie-Christine
Saltiel, Isabelle
Scheffer, André
Sirotkova, Jana
St-Pierre, Dominique
Supino, Mary
Tessier, Jacques
Thériault, Annie
Vanasse, Alexina
Vazquez Milling, Carolina
Viger, Karl
Zakaria, Shafik
Staff

A team that shines with dedication and skill

Our team of 50 multidisciplinary professionals (health, care, support and administration, full-time or on-call, is driven by positive energy which inspires their sense of connectedness. In 2020, despite the challenges of managing a pandemic, our team was able to lay the foundations of St. Raphael’s. On this solid foundation, we have gradually built structures, processes and procedures to ensure efficiency and transparency... much like our facilities!

“For me, working at St. Raphael’s means working with beauty and kindness every day. It’s a gift to support unique and exceptional human beings in this intimate stage of life, to have the time and space to do so, and to be surrounded by a supportive team that I can trust and that trusts me. I am touched by all the links we build together for our patients, day and night, to ensure their well-being and offer them the gentlest death possible.

At St. Raphael’s, the word support takes on its full meaning... it is there that it radiates, in my Home, our beautiful Home.”

Anne Lacourse, Music Therapist

“At St. Raphael’s, I am made to feel worthy and indispensable. I can work while being entirely present with my patients. I am grateful to the universe for putting St. Raphael’s on my path. This is my second home!”

Mélissa Pilon, Orderly

“A centre of innovation at the heart of Montreal where the end of life is not defined by unhappiness or sorrow, but more than anything else by gentleness, sharing, kindness and openness towards its members and the people spending their final days there. If I may say, it does me good to work at my Home, because I have found a place where I feel and observe that every action counts! There I discovered a sharing of what’s essential—I want to remember this every day in order to live fully today.

I hope that everyone will experience St. Raphael’s, for it softens the wounded souls and offers hope of a new dawn, of a good meal in good company, a time when pain is forgotten to give way to the sincerity and dedication of those involved in the palliative care mission.”

Excerpt from a text by Albert Robidoux, Orderly

“St. Raphael’s is a feel-good place. Open-mindedness, listening and understanding are intrinsic to the corporate culture. Being part of the St. Raphael’s team also means being part of a big family that is constantly working together to perform daily tasks and create a joyful, serene atmosphere through the end of life.”

Annie-Pier Pothier, Project Manager – Donor Relations

“At St-Raphael’s, I finally found a place where I can explore my vocation while being part of a magnificent project. Being able to share a vision and participate in its development is priceless. The atmosphere is second to none and I cannot repeat often enough how blessed I feel to have ended up here.”

Naomi Balardelle, Nurse
Because our connections are human first, we have been able to create a respectful workplace that recognizes the efforts of each member of our internal and external teams. We have made work-life balance, listening and proactive problem solving the driving force behind our human-centred management. It is also from this perspective of workplace well-being that we created in 2020:

- An employee manual that clearly identifies the framework and guides the entire team
- The sharing support group, which weekly brings together employees and volunteers to share their daily experiences and feelings
- A meal gift program for employees and volunteers during the pandemic
- An RRSP contribution through the Fond de solidarité FTQ
- Access to Dialogue telemedicine services for insured employees
- Various communication tools, such as a bi-monthly newsletter, weekly COVID news and staff face-to-face and virtual meetings
- Various activities, with the social committee, such as meals (pre-pandemic), walking to Mount Royal or Zumba classes
- A gym equipped thanks to donations (treadmills, stationary bikes, weight equipment, etc.) and set up as per public health standards
- A safe and happy holiday season: Christmas costume contest, Secret Santa contest between employees, Christmas choir (three performances in care unit for patients, their loved ones and on-duty staff).

Thank you to those who worked with us in 2020! You have contributed to building the organization, and we sincerely thank you.

Laura Mariana Aguirre, Franck-Annick Ahoa, Fina Alfano, Monique Assouan Ezoua, Mary-Jane Barnes, Mélanie Breton, Kim Cavener, Yosra Chebel, Rose DeAngelis, Mélanie Desrochers, Nathalie Dubois, Karine Gimmig, Diane Jodoun, Diane Lebeau, France Mailoux, Isabelle Major, Kim Nguyen, Benjamin Okotchie, Rino Parent, Laadia Truchon-Ferrand, Marie Séguin, Catherine Zekri

**Care team**

**Nurses:**
- Natasha Auger
- Naomi Balardelle
- Kathleen Castilho
- Kayla D’Eiha
- Stéphanie Dubé
- Stéphanie Dubois
- Paule Dupuis
- Marie-Jeanne Labonté
- Belinda Mafong
- Stephan Mejia-Rodrigues
- Lara Karazivan
- Jessika Parisé
- Manon Pelleron
- Sophie Poulin
- Jessica Salaman
- Anne-Marie Tessier
- David Wright

**Orderlies:**
- Pascale Bilodeau
- April Galica Hinao
- Savannah Gorenski-Lévêque
- Laura Materon
- Mélissa Pillon
- Albert Robidoux
- Loïc St-Laurent-Lebeux

**Therapists:**
- Karine Bouchard, Art Therapist
- Julie Jobin, Massage Therapist
- Anne Lacourse, Music Therapist
- Achille Volpi, Acupuncturist
- Jennifer Hassard, Social Worker

**Medical team**

**Medical Director:** Dr. Krista Lawlor
**Director of Nursing:** Rosemary O’Grady
**Director of Multidisciplinary Services:** Véronique Després
**Assistant to the Director of Nursing:** Stephan Mejia-Rodrigues

**Administrative team**

**Executive Director:** Olivia Lévêque
**Associate Executive Director:** René Fréchette
**Directorate and Human Resources Coordinator:** Sophie Simonet
**Finance and Accounting Advisor:** Laurence Poire-Turcotte

**Clinical team**

**Medical Director:** Dr. Benoit Deschamps
**Dr. Marie-Josée Caron**
**Dr. Katia Khoukaz**

**Philanthropic development and communications**

**Acting Director of Philanthropic Development:** René Fréchette
**Director of Communications:** Mélanie Octeau
**Project Manager – Donor Relations:** Annie-Pier Pothier

**Kitchen**

**Chef:** Lucas Lenti
**Cooks:** Nicholas Monnier, Éric Robert-Martín

**Maintenance**

**Head of Maintenance:** Alexandra Ioannou
**Maintenance workers:** Lourdes Paló, Melany Quinajón

**Staff**

**Taking nothing for granted**

**Administrative team**

**Executive Director:** Olivia Lévêque
**Associate Executive Director:** René Fréchette
**Directorate and Human Resources Coordinator:** Sophie Simonet
**Finance and Accounting Advisor:** Laurence Poire-Turcotte
At St. Raphael’s, our entire team of staff and volunteers are dedicated to making end-of-life a dignified and gentle step for patients, loved ones and caregivers alike. Our privileged relationship creates a climate of trust both before, during and long after services. The testimonials we receive from bereaved families touch us and inspire us to create even more human services.

Testimonials

Shedding light on deeply human stories

“I am the sister of N.M. who had the privilege of living her final moments at St. Raphael’s. She passed away on October 17. On behalf of myself and N.M.’s entire family, I would like to thank you for the kind and generous care she received from your entire team. This care allowed her to die with dignity and serenity. Please convey these thanks to all your staff, including, among others, Véronique Després, who graciously greeted me during my first phone call. Long live your palliative care home.”

- Ms. J.M.

“As difficult as Dad’s last weeks were... you helped make them gentler and more peaceful. You even discovered his sense of humour and his teasing spirit, which, through illness, surfaced at the most unexpected moments! For all the good you have done for Dad and for us, Mom and I and each of my brothers, grandchildren and other family members, we are all deeply grateful. You have helped us turn this period, which was otherwise painful, into a series of privileged moments that I will always remember—the most difficult ones and the beautiful ones. Each of you has something deeply generous, caring and humanitarian in you. You are the strength of our society.”

- Anonymous
The COVID-19 pandemic financially affected most businesses and organizations in 2020. Money hates uncertainty. The administrators of St. Raphael’s had to manage this first year of operations knowing that it would always be an exception in its history. St. Raphael’s received government grants related to COVID-19 (almost 16% of 2020 revenues). Nevertheless, the impossibility of carrying out public fundraising events greatly limited our fundraising (the single event we carried out represented 4% of our revenues, while a target of 10% is generally achieved).

We would especially like to thank our generous donors who, despite the difficult circumstances, accounted for nearly 45% of our revenue for 2020.

### Financial statements

**Clarity matters**

The COVID-19 pandemic financially affected most businesses and organizations in 2020. Money hates uncertainty. The administrators of St. Raphael’s had to manage this first year of operations knowing that it would always be an exception in its history.

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$153K Direct cost per bed (direct care salaries and supplies)

$8,500 Overall cost per day

$2.15M Annual cost of care unit

$900K Annual day centre cost

The total cost of operations at St. Raphael’s—Care Home and Day Centre—was $3.1M in 2020, including financial costs and amortization. According to a breakdown specific to each expenditure Category based on physical space, resources required or hours of work allocated, 29% of operating expenses were allocated to the Day Centre and 71% to the Care Home.

### Donations

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major gifts and other donations</td>
<td>1,201,825</td>
<td>1,451,364</td>
</tr>
<tr>
<td>Donations in memoriam</td>
<td>111,264</td>
<td>15,201</td>
</tr>
<tr>
<td>Annual campaigns</td>
<td>87,467</td>
<td>-</td>
</tr>
<tr>
<td>Events and fundraisers</td>
<td>134,993</td>
<td>741,462</td>
</tr>
<tr>
<td>Total donations</td>
<td>1,535,549</td>
<td>2,208,027</td>
</tr>
<tr>
<td>Government grants</td>
<td>1,881,568</td>
<td>279,484</td>
</tr>
<tr>
<td>Other revenues</td>
<td>14,957</td>
<td>92,111</td>
</tr>
<tr>
<td>Total revenues</td>
<td>3,432,075</td>
<td>2,579,822</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct costs of care and services</td>
<td>1,626,292</td>
<td>393,025</td>
</tr>
<tr>
<td>Administration and communication</td>
<td>581,224</td>
<td>666,240</td>
</tr>
<tr>
<td>Philanthropic development</td>
<td>245,170</td>
<td>365,744</td>
</tr>
<tr>
<td>Building operations</td>
<td>638,602</td>
<td>205,911</td>
</tr>
<tr>
<td>Total expenses</td>
<td>3,091,288</td>
<td>1,630,920</td>
</tr>
<tr>
<td>Property tax collection</td>
<td>-</td>
<td>215,956</td>
</tr>
<tr>
<td>Excess of revenue over expenses</td>
<td>340,787</td>
<td>1,164,858</td>
</tr>
</tbody>
</table>

### Balance sheet

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>1,226,818</td>
<td>482,051</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>98,965</td>
<td>898,252</td>
</tr>
<tr>
<td>Expenses chargeable in next fiscal year</td>
<td>21,790</td>
<td>18,087</td>
</tr>
<tr>
<td>Current assets</td>
<td>1,347,573</td>
<td>1,398,390</td>
</tr>
<tr>
<td>Long-term assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>47,457</td>
<td>5,668</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>7,145,802</td>
<td>7,419,216</td>
</tr>
<tr>
<td>Long-term assets</td>
<td>7,193,259</td>
<td>7,424,684</td>
</tr>
<tr>
<td>Total assets</td>
<td>8,540,832</td>
<td>8,823,074</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers and accrued expenses</td>
<td>497,862</td>
<td>1,023,790</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>144,794</td>
<td>650,000</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>642,608</td>
<td>1,673,790</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>3,081,637</td>
<td>2,673,484</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>3,724,245</td>
<td>4,347,274</td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Investments</td>
<td>3,655,310</td>
<td>3,322,636</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,161,277</td>
<td>1,153,164</td>
</tr>
<tr>
<td>Total net assets</td>
<td>4,816,587</td>
<td>4,475,800</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>8,540,832</td>
<td>8,823,074</td>
</tr>
</tbody>
</table>
Financial statements (continued)

For the period from January 1, 2020 to December 31, 2020

Cost allocation – Day Centre
Direct costs of care and services 312,197
Administration and communications 208,575
Philanthropic development 70,282
Building operations 310,100
Total costs – Day Centre 901,154

Cost allocation – Care Home
Direct costs of care and services 1,314,095
Administration and communications 372,648
Philanthropic development 139,945
Building operations 328,502
Total costs – Care Home 2,155,190

Total cost allocation for the period from January 1 to December 31, 2020

- Direct costs of care and services: 21%
- Administration and communications: 8%
- Philanthropic development and events: 52%
- Building operations: 19%

Total cost allocation for the period from January 1 to December 31, 2020

- Major gifts and other donations: 35%
- Annual campaigns: 3%
- In memoriam donations: 4%
- Events and fundraisers: 3%
- Government grants: 0.4%
- Other revenues: 3%
Board of Directors
Carrying the torch lit by inspired and inspiring people

We remember
A project as ambitious as building St. Raphael's would never have been possible without the incredible mobilization and commitment of our many collaborators, volunteers and donors. We count ourselves lucky when we cross paths with people who espouse the values of our founders—those bearers of hope who see clearly and care about humans. And when they, as board members, agree to get involved to continue our founders’ work, infusing their ideas and energies into it, they accept their responsibilities with selflessness and bring together the best people to build a more humane future.

Sound governance for achieving excellence
To fulfill its responsibilities, the Board of Directors met 10 times for regular meetings and 5 times for special meetings. Following the departure of Marie Michèle Del Balso from the chair of the BOD in June, Domenic Chiovitti held the position on an interim basis until the appointment of Sylvain Girard on October 13.

They gave their best for a dignified end of life

Marie Michèle Del Balso: THANK YOU!
We are hugely grateful for your involvement over the past 10 years in leading this project’s development, for your immense generosity and dedication to the great team at St. Raphael’s, for your professionalism, for your boundless energy and for the sharing of your expertise that led to our successful opening and start-up! For your incredible creativity and your legendary enthusiasm that lets us reach new heights, for your presence with us, which continues to this day, we thank you.

Sergio Famularo: THANK YOU!
Although you are very busy with your professional and family life, you have devoted time and energy to the St. Raphael’s project from the very beginning. The foundation of a house guarantees its future strength; by actively participating in all the steps to found St. Raphael’s, you have undoubtedly contributed to making it the healthy and enduring organization it is today! For your skills, particularly legal skills, put to the service of the project; for your unfailing support during your 12 years of involvement; for your commitment as secretary of the Board of Directors; for your generosity, thank you from the bottom of our hearts for your humour and quiet strength throughout this project.

Paul de Lanauze: THANK YOU!
A man of strong family values and a committed parishioner of the St. Raphael’s church, you served on the board of directors until 2020 as a founding member. With a rich career in accounting and consulting, you approached your role with discipline, discernment and the utmost sensitivity, always. Your positive energy, caring, words of encouragement and positive outlook on situations make you a benevolent builder. Thank you very much for your involvement in this wonderful mission.

Marie-Josée Privyk: THANK YOU!
Thank you from the bottom of our hearts for your six wonderful years on the board of directors. Whether it’s your expertise in communications, strategic planning, financial operations, or simply your legendary precision, unfailing professionalism and perseverance, you will inspire us for many years to come. For your dedicated involvement with the team during the start-up phase and for your quiet strength that gave us confidence, we are grateful. Finally, thank you for continuing to support us on the Communications Committee despite an already busy life!

Domenic Chiovitti: THANK YOU!
As a founding member, you bridged the gap between the former parishioners of St. Raphael’s church and the Board of Directors. You have been a great ambassador for our cause by generously investing yourself and initiating numerous fundraising events. Whether it was a spaghetti dinner, ball hockey tournaments or, most recently, the golf tournament in honour of Francis Glorieux, you have always put your energy and entrepreneurial spirit to work for St. Raphael’s. You led the construction committee with care and patience. You were vice chair and finally chair of our Board of Directors in this very special year. The St. Raphael’s team will remember your big heart and your desire to offer the best to patients and their loved ones. Thank you from the bottom of our hearts.
Your Board of Directors
as of December 31, 2020

Sylvain Girard
Chair

Rita de Santis
Secretary

Andréeanne Saucier
Director

Ann Lynch
Director (New member)

Marc Ottoni
Vice Chair

Louis Bernard
Director

Bérard Riverin
Director (New member)

Marco Ottoni
Treasurer

Catherine Ferrier
Director (New member)

Your committees

Executive
Members: Sylvain Girard, Marco Ottoni, Rita de Santis, Marc Jutras, Andréeanne Saucier
Chair: Sylvain Girard

Governance and Ethics
Members: Rita de Santis, Lara Krivokucha, Bérard Riverin
Chair: Rita de Santis

Human Resources
Members: Sylvain Girard, Marco Ottoni, Linda Barabé
Chair: Sylvain Girard

Communications
Members: Ann Lynch, Lydia Veilleux, Marie-Josée Pryvik
Chair: Marie-Josée Pryvik

Construction
Members: Marco Ottoni, Marie Michèle Del Balso, Peter Primiani
Chair: Marco Ottoni

Finance and Audit
Members: Marc Jutras, Marco Ottoni, Marie Michèle Del Balso
Chair: Marc Jutras

Quality and Advisory
Members: Andréeanne Saucier, Louis Bernard, Lara Krivokucha, Olivia Lévêque, Dr Krista Lawlor, Véronique Després, Rosemary O’Grady, Maude Laliberté (CIUSSS Ombudsman)
Chair: Andréeanne Saucier

Development
Members: Marco Ottoni, René Fréchette, Marie Michèle Del Balso
Chair: Marco Ottoni
Because at the end of life, life still comes first.

“There is a crack in everything. That’s how the light gets in.”
- Leonard Cohen