



St Raphael

Palliative Care Home  
and Day Centre

# 2021 ANNUAL REPORT







## Our Purpose

Considering that by 2030, 25% of Montrealers will be aged 65 and over, that chronic diseases such as cancer and cardiovascular or respiratory disorders are among the main causes of death, and that one in four people already acts as a caregiver, the need for palliative care will be more and more significant in the years to come.

## Our Mission

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

## Our vision

That everyone can live a life imbued with humanity and dignity until the end.

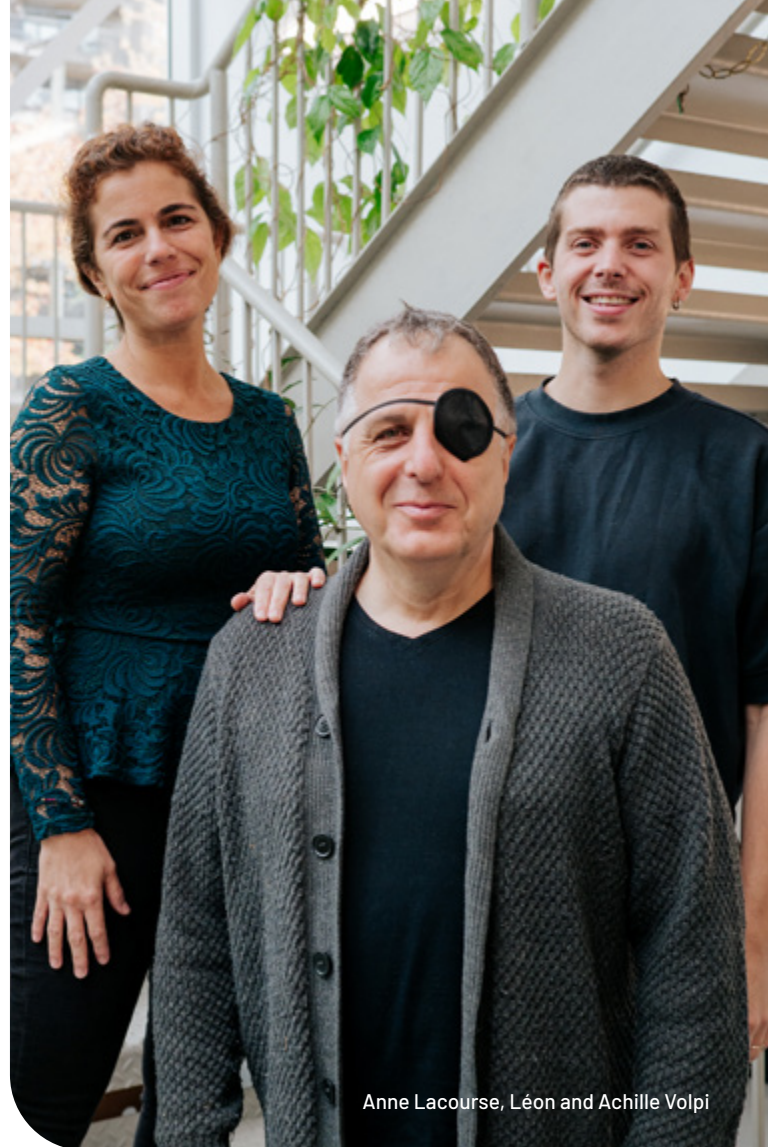


## Our impact

“When I got the diagnosis of metastatic cancer, I was expecting it. I have been in the whirlwind of tests, operations, follow-ups and treatments since 2016. I didn’t want to do the treatments anymore. I just wanted to enjoy the time I had left, seeing friends and family, going for coffee, eating ice cream.

That’s when I started looking for a palliative care home, and I came across St. Raphael’s. I loved how welcoming they were and their focus on respecting people of all backgrounds, sexual orientations and religious beliefs.

Since I am a big fan of opera, I thought I would start with Anne, the music therapist. At first, we listened to music together and talked. Then Anne asked me if I wanted to try writing a song. I had never written before, but I went for it. What a discovery! In just a few months, I wrote 23 songs. Each one explores different aspects of my life. Being able to express all this has been very therapeutic for me.



Anne Lacourse, Léon and Achille Volpi



Léon, ambassador of St. Raphael’s

I also had physical pain. Anne suggested I try acupuncture with Achille. I was a bit unsure because I have a huge fear of needles, but I decided to try it anyway. Immediately, after the first meeting, I felt great relief. Even though I am still afraid of needles, I decided to continue because of the benefits I get from it. Besides the physical relief, I feel much more in tune with myself after each session.

I don’t know what I would have done without St. Raphael’s. Knowing you’re going to die soon, but not knowing when, is really unsettling. Anne and Achille help me take care of my mental health and anchor myself in the present, which makes it possible to continue enjoying time with the people who are most important to me.”

**- Léon, ambassador of St. Raphael’s during the Holiday Campaign**







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“To be rooted is perhaps the most important and least recognized need of the human soul. It is one of the hardest to define. A human being has roots by virtue of his real, active and natural participation in the life of a community which preserves in living shape certain particular treasures of the past and certain particular expectations for the future.”

- SIMONE WEIL, *The Need for Roots*

# A Word From the President of the Board of Directors and the Executive Director

In 2021, the St. Raphael's team experienced a great evolution, and its foundation grew stronger and deeper than ever. We rooted ourselves into the ground as we simultaneously unfurled towards the sky; we strengthened our roots to become better, and to rise together. This movement was as gentle as the palliative care we provide each and every day.

This first year of operation began in the middle of the pandemic, and brought its share of challenges. Through it all, we were impressed with the extraordinary vitality put forward by the team at St. Raphael's to further our growth. When we come to think of it, it is truly remarkable, although not surprising. The dedicated individuals working in palliative care naturally cultivate life even in challenging circumstances, and they have learned to cherish the gifts of each day. This is how we found our way through the constant turmoil, buoyed by the light of our Care Home and by the desire to imbue it with our energy. Little by little, we built solid foundations to grow and develop with confidence, and to see promising projects come to fruition.

Reflecting on 2021, we are extremely proud to have witnessed the many achievements of our team members and our community. In this annual report, you will notice the considerable improvement of the quality and safety of care provided, the rapid growth of the activities offered at the Day Centre, the development of our volunteer program the renowned excellence of our cuisine, as well as the many ways we have worked to optimize our management framework. Through all of this, what stands out is the spectacular growth of our dedicated community.

We are impressed by the incredible growth and strengthening of our community over this past year. Thanks to all of its members—including St. Raphael's current and past patients, visitors, employees, volunteers, Board members, donors and collaborators—we were able to anchor ourselves in our mission and embody it on a daily basis with growing conviction. Through it all, we were driven by the pillars of our strategic planning: innovation, agility, excellence and connection.

This precious community will keep on growing, year after year. As it does, it will enrich the treasures of the past that enabled the foundations of our Care Home to take root. We consider ourselves fortunate to work alongside caring individuals united by one single mission, fueled by unflinching dedication and loyalty, motivated by an immense compassion and a boundless generosity.

If you are reading this report, you are part of this community that enlightens us and which is such a wonderful embodiment of our shared values of generosity, respect, well-being, openness and innovation. We thank you from the bottom of our hearts for your invaluable support and for your important contribution to St. Raphael's mission. We hope that we will further strengthen our foundation in the coming year, to see more and more novel initiatives come to light, and to be able to achieve excellence in palliative care.

Sylvain Girard and Olivia Lévesque



# St. Raphael's Approach: A Fruitful Collaboration Among Seasoned Professionals

At St. Raphael's, we offer a comprehensive care approach that takes into account the physical, emotional, social, psychological and spiritual well-being of people living with an incurable disease, their caregivers and the bereaved.

This approach relies on the creation of a circle of care, with support provided by an interdisciplinary team including members of the care team (doctors, nurses and orderlies), professionals (social workers, massage therapists, art therapists, music therapists, acupuncturists, physiotherapists, occupational therapists), support staff (kitchen, housekeeping), administrative and management staff, as well as many trained volunteers.

The goal of St. Raphael's is to provide an exceptional experience to all guests while improving their feeling of well-being and sense of security through each and every stage of the illness; when they are diagnosed with an incurable disease, during treatment, in the final moments of life and after their death. In complementarity with the healthcare network, St. Raphael's aims to offer optimal support for those living with an incurable disease, their loved ones and the bereaved.

## An Innovative Leadership Model with Multiple Roots

This approach is one of the pillars of the culture of benevolence that drives every one of our teams. To help instill it, we established an innovative model of shared leadership involving all three clinical managers (medical director, director of nursing and director of multidisciplinary services) in collaboration with the executive director.

This model brought many benefits to our organizational culture:

- Clearer communications for our teams
- Individuals committing towards a joint mission
- Breaking down silos and encouraging cross-team collaborations
- Better sharing of responsibilities and business continuity
- Excellent care and services thanks to the pooling of various expertise



**Dr. Krista Lawlor**  
Medical Director



**Carine Peltier**  
Director of Nursing



**Véronique Després**  
Director of  
Multidisciplinary Services



# A Care Home Deeply Rooted in Its Community

With its 12 beds\*, the Care Unit welcomes people from all walks of life with respect and compassion, regardless of their social condition, ethnic origin, sexual orientation, gender identity or religious beliefs. In this unit, admitted patients and their loved ones can also benefit from the care and services provided by the Day Centre's multidisciplinary team.

\*8 beds open and 4 reserved for the creation of a hot zone in the event of a COVID outbreak.



**81** admissions



**257** requests for admission



**88.5%** Occupancy rate

**28.7** days Average stay

Where patients came from



**73%**



**27%**

**94%** received a cancer diagnosis

**80%** French

**16%** English

**4%** Other

**70** years old Average age



**56%**



**44%**

## 4 patients per nurse

## 43 Referring Institutions

**17**  
CLSC

**18**  
Hospital

**3**  
CHSLD/RPA/RI

**2**  
In-Home care

**3**  
Clinic/FMG



**+100**

Satisfaction of loved ones (Net Promoter Score\*)

\*Indicator that measures the probability of recommending a service to a friend or family member. A score above 50 is considered excellent.

# The Ritual Committee: A Star Shining in the Night

Meeting several times a year, the Ritual Committee brings together members of our care, multidisciplinary, administration and volunteering teams to implement innovative ways to improve the rituals surrounding the death of patients at St. Raphael's. These rituals provide guidance, support and meaning to individuals going through times that can be confusing. With this in mind, two initiatives were launched in 2021: a collection of poems and commemoration ceremonies.

## Collection of Poems

Our collection of poems offers relatives various texts they can choose to read when their loved one passes away. This reading is part of a ritual surrounding deaths at St. Raphael's. During this ritual, relatives gather around the deceased, light a lantern and observe a minute of silence in honour of their loved one. The lantern is then displayed at the reception to illuminate the premises for 24 hours—in memory of the person who passed away. The collection offers texts by local and international authors and illustrations by Karine Bouchard, an art therapist at St. Raphael's, back in 2021.

## Commemoration Ceremonies

Commemoration ceremonies were held on June 17 and November 24, 2021, for the families of those who passed away at St. Raphael's. Each ceremony included the reading of their names, a moment of silence in their honour, songs and a period dedicated to writing short notes. Throughout these ceremonies, our team was able to pay tribute to the memory of these people who marked our lives and reiterate its support to their loved ones.





# A Day Center in Full Bloom

The Day Centre seeks to provide an exceptional experience and improve the well-being of those living with an incurable illness, their loved ones and the bereaved. Our multidisciplinary team is comprised of various talented professionals and dedicated volunteers who work hard to support all patients and their caregivers throughout their journey.



**2,835** multidisciplinary services offered in 2021 (1,254 in 2020)



**192** registration requests in 2021 (66 in 2020)

**83** people followed simultaneously at the Day Centre (average)



**89%** people living with an incurable disease and accompanied at the Day Center have received an oncological diagnosis



**205** people accompanied to the Day Centre in 2021

**140** Average number of patient days per month



In 2021, the Day Center's service offering was greatly enhanced with the addition of seasonal programming, including various group activities. The Day Center now offers the following therapeutic activities:

- Acupuncture
- Art therapy
- Art therapy group\*
- Creative journal group\*
- Discussion group\*
- Hairdressing\*
- Massage therapy
- Meal
- Music therapy
- Photography group\*
- Social work
- Therapeutic baths\*
- Virtual reality
- Walking group\*
- Yoga\*
- Zootherapy

\* Newly offered in 2021

## St. Raphael's Beauty Salon: Cultivating Self-Esteem

The team at St. Raphael's had been dreaming of opening a beauty salon since 2019. In a context where illness, stress, bereavement and fatigue can lead to significant bodily and psychological changes, aesthetic treatments help individuals re-establish a healthy relationship with their body and appearance. Thanks to the generosity of many donors and collaborators—including Lise Watier with a generous donation of \$25,000 and support from Coups de pinceaux Coups de ciseaux—we were able to open St. Raphael's Beauty Salon in December 2021, after two years of hard work. The Salon offers people living with an incurable illness and their caregivers a relaxing and fun experience, including hair and manicure services to restore dignity and self-esteem.

## An Evening of Creation & Sharing: Talent and Emotions in Their Purest Form

On November 3, 2021, the very first evening of creation and sharing was held for participants in the music therapy and art therapy groups. This evening was an opportunity to bring together guests of the Day Center and their loved ones. Nearly a dozen people took the stage to recite poetry, perform songs, improvise musical pieces and showcase their artwork. Some chose to speak freely about themes like illness, death and bereavement. Overall, this evening was an occasion to open up, share, connect, laugh—and sometimes cry—and above all, to celebrate the most beautiful and most important element of life: love.



Photo: Martin Chamberland, La Presse





# A Growing Team

St. Raphael's considers all members of its staff and volunteering team as significant contributors who help us fulfill our mission, regardless of their position within the organization. United by values of generosity, respect, well-being, openness and innovation, these individuals make a significant difference in the lives of people living with an incurable illness and their loved ones.

**61** employees\* + **53** volunteers\*

\*As of December, 2021.

**8,199** hours of volunteering done in 2021 (3,734 in 2020)

**69** weeks of internships carried out in our facilities (30 weeks in 2020)

**+ 46** The team's Net Promoter Score\*

\*Indicator measuring the probability of recommending a service to a friend or family member. A score between 0 and 100 is considered positive.

## 2 New Hires in the Management Team



### Robert Fiori

#### Director of Philanthropic Development

With more than 15 years of experience in project management at Bombardier, Robert is an active member of the Montreal community and has been involved for several years with various organizations such as The Depot Community Food Centre, Edinburgh Elementary School, St. Mary's Hospital Foundation and the NDG Minor Hockey Association. His leadership, positive energy and business development skills are contributing to building lasting and meaningful relationships with donors, foundations and partners committed to our mission.

### Carine Peltier

#### Director of Nursing

Carine has more than 10 years of experience in the field of nursing care, along with a master's degree in management from the École de Commerce Européenne de Lyon. She worked as a nurse and held numerous management and coordination positions at Hôpital Notre-Dame, notably as head nurse for emergencies and as head nurse of the intensive care and day medicine. With her management and nursing skills and a warm, gentle and empathetic personality, Carine is the ideal person to provide our patients and their loved ones with exceptional humane care and services.



## Volunteering at St. Raphael's: Harvesting Happiness

"At the beginning of my volunteering at St. Raphael's, I was mainly present to help and support those at the end of their lives. And that's what I did. As time goes by, I realize that it is in this very place, in this particular context of palliative care, that I feel more and more alive. I am fully and completely myself... which is a real gift. In this living environment, I find respect, listening, lightness, happiness, joy, a great deal of humor. I developed friendships with many people, including individuals in the end of life and staff members. I feel at home, part of a large family. Volunteering at St. Raphael's is one of the very beautiful experiences of my life. I'm very grateful."

### **Luc Pelletier** Volunteer

"To be a volunteer at St. Raphael's is to bear witness to the dignity of patients, despite their illness, despite knowing that every passing day brings them closer to the last moment of their journey on earth. It is also synonymous with experiencing the human warmth that emanates from the visit of these patients' family members, from the friendship and the dedication of St. Raphael's employees and volunteers. You're contributing to this environment, but you're also receiving a lot: it helps us take a new perspective on life, appreciate it, and grow."

### **Kim Phuong Huynh** Volunteer









# Members of the Board of Directors

St. Raphael's is proud to rely on the invaluable support of all members of its Board of Directors and those composing its various committees. These individuals are deeply committed to improving the well-being of those living with an incurable illness and their loved ones. Their unflinching contribution is key to St. Raphael's success in its mission.



**Sylvain Girard**  
President



**Marco Ottoni**  
Vice-President



**Marc Jutras**  
Treasurer



**Rita Le de Santis**  
Secretary



**Louis Bernard**  
Director



**Catherine Ferrier**  
Director



**Amalia Issa**  
Director



**Lara Krivokucha**  
Director



**Ann Lynch**  
Director



**Alfonso Marin**  
Director



**Rick Ness**  
Director



**Peter Primani**  
Director



**Bérard Riverin**  
Director



**Andréanne Saucier**  
Director



**Marc St. Martin**  
Director



# Committee Members

## Executive

### President

Sylvain Girard

### Members

Marco Ottoni, Rita Lo de Santis, Marc Jutras and Andréanne Saucier

## Governance and Ethics

### President

Rita Lo de Santis

### Members

Lara Krivokucha and Bérard Riverin

## Human Resources

### President

Sylvain Girard

### Members

Marco Ottoni and Linda Barabé\*

## Communications

### President

Ann Lynch

### Members

Marc St. Martin, Lydia Veilleux\* and Marie-Josée Pryvik\*

## Construction

### President

Peter Primani

### Member

Marco Ottoni

## Finance and Audit

### President

Marc Jutras

### Members

Marco Ottoni and Rick Ness

## Vigilance and quality

### President

Andréanne Saucier

### Members

Louis Bernard, D<sup>re</sup> Catherine Ferrier, Olivia Lévêque, D<sup>re</sup> Krista Lawlor, Véronique Després and Carine Peltier

## Development

### President

Marco Ottoni

### Members

Ann Lynch, Rick Ness, Marc St. Martin, Marie Michèle Del Balso\*, Robert Fiori

\* External members.



# Our Philanthropic Community: The One That Allows Us to Flourish

St. Raphael's would not be able to offer its services free of charge without the invaluable support of its community. With government subsidies covering only part of St. Raphael's operating costs, we are very fortunate to be able to count on the continued generosity of the many foundations, businesses and donors who support us with donations or through their participation in our events and initiatives. In 2021, these donations represented over 50% of our total funding.

## 1<sup>st</sup> Edition of the Gourmet Food Boxes

The first edition of St. Raphael's Gourmet Food Box initiative was held in 2021 to celebrate Valentine's Day. Organized in collaboration with the famous restaurant Chez Lévêque, this activity raised a total of \$50,000 for St. Raphael's.

## 1<sup>st</sup> Edition of the Walk for Dignity

On June 17, 2021, Marie Michèle Del Balso, outgoing president of the Board of Directors, took on the impressive challenge of walking 100,000 steps in a single day to raise funds to support the excellence of St. Raphael's palliative care. Volunteer walkers joined her in memory of a loved one to help raise funds for St. Raphael's. This initiative brought in over \$200,000 for the organization, thanks to the generosity of some 600 donors.



## 2<sup>nd</sup> edition of the Francis Glorieux Golf Tournament

The 2<sup>nd</sup> edition of the Francis Glorieux Golf Tournament was held on September 9, 2021, and brought together more than a hundred golf enthusiasts, friends and philanthropists for an event combining sport, pleasure and altruism. Held on the grounds of the Saint-Raphael Golf Club in Île-Bizard, this activity raised \$152,000 for St. Raphael's.

## 1<sup>st</sup> Edition of St. Raphael's Virtual Auction

The very first edition of St. Raphael's Virtual Auction was held from December 6 to 16, 2021. This unique initiative raised a total of \$79,128 for our organization.





## Why Support St. Raphael's?



"We have been living in the neighborhood for many years, and so we have witnessed the various development phases of this heritage site, now transformed into a modern and welcoming palliative center providing high-quality care. Since the opening of St. Raphael's, we have also seen the staff's deep dedication, professionalism and commitment, as they create a warm and friendly environment for end-of-life patients. We are pleased to support St. Raphael's in its mission."

**- Maryse and Jean-Claude Arpin**

**Fondation**

*André Ferland*

"The late André Ferland had been living at the Sanctuary since the opening of Phase I. Before his death, he witnessed the transformation of the neighboring church into a palliative care center. Suffering from a long illness, he took notice of the great lack of quality care to support patients going through difficult end-of-life moments. Last year, the Foundation contributed to the purchase of medical equipment. We are committed to supporting St. Raphael's in its efforts to make more beds available during this year and those to come. André Ferland would have been proud to see the positive impact of his financial contribution on the community."

**- Fondation André Ferland**

**Fondation**

**McConnell**  
Foundation

"Improving the quality of life for people who are at end of life is difficult and important work. McConnell is a proud partner of St. Raphael's because we believe their suite of services, including a day centre, is a model for welcoming and supporting people with incurable illnesses. St. Raphael's offers relief and comfort during a time when these needs are particularly acute."

**- McConnell Foundation**









# Thank You to Our 2021 Donors

In 2021, more than 1,500 remarkable donors showed great generosity by supporting St. Raphael's. This invaluable support allows us to expand the range of care and services we offer and to enhance their overall quality.



## \$100,000 and more

- Anonymous
- Groupe Marchand Architecture Design Inc.
- Jean-Claude and Maryse Arpin
- Louise and Alan Edwards Foundation
- Luc Maurice Foundation
- McConnell Foundation
- Montreal St. Patrick's Foundation

## \$50,000 to \$99,999

- Anonymous
- Fondation J.A. DeSève
- Power Corporation of Canada
- The Molson Foundation

## \$10,000 to \$49,999

- BMO Bank of Montreal
- Conam Charitable Foundation
- Corflex
- Dave Campbell
- Denys O'Grady
- Desjardins
- Desjardins Securities
- Dominic and Susana Pedicelli
- Eric T. Webster Foundation
- Estate of Father Gerald A. Sinel
- Fondation André Ferland
- Harden Management
- Jack Vincelli Inc.
- Lise Watier
- Malouf Family Fund
- Marco and Cynthia Ottoni
- Marie Marchand
- Marie Michèle Del Balso
- Matthew Zabloski
- Murray & Company
- National Bank
- Paula Pedicelli
- Richard and Carolyn Renaud
- Roberto Pietracupa and Karin Bjorson
- Thomas Maniatis and Patrick Willemot
- Valsef Capital



## \$2,500 to \$9,999

- Aaron & Wally Fish Family Foundation
- André Desmarais and France Chrétien-Desmarais
- André Trempe
- Andrée Delisle
- Aréna des Canadiens Inc.
- Boisé Notre-Dame
- BT Advisory
- Capitol Industries Inc.
- CI Mutual Funds
- Cogeco Communications inc.
- Czar Media
- David Crevier
- Dominic D'Alessandro
- Élane Piché
- Elise Crepault
- Eric Berube
- Eric Fafard
- Fidelity Investments Canada ULC
- Fiducie Jean Guy Larin, L. Daigneault, M. Tremblay, N. Lavigne
- Fondation Jean E. et Lucille Douville
- Francine Marchand
- Francine Pichette
- Francis Coyle
- Ginette Piché
- Industrial Alliance
- Ipso Facto Investissement Immobilier
- James Thomson
- John Cloran
- John Martino
- Jonathan Wener
- Judith Allard
- Kathryn J. Markwick
- Le Groupe Maurice
- Lino Saputo Jr.
- Luc Maurice
- Marc Jutras
- Marc-Olivier Prévost
- Marion Campbell
- Melvyn Hodes
- Mi Corazon Foundation
- Michel Lebel
- Montreal Commandery of the Military and Hospitaller Order of Saint Lazarus of Jerusalem
- Montrusco Bolton Investments inc.
- Peter Kruyt Fund
- Pierre Marcoux
- Raymond Normand
- Raynald Bordeleau
- René Malo
- Robert Raizenne
- Sal Guerrera
- SALTO Systems
- Senvest Capital Inc.
- Serge Robitaille
- Stéphane Corriveau
- Stéphane Gagné
- Steve Goldberg
- Sylvain Girard
- The David Family Foundation
- The Hylcan Foundation
- The Jonathan & Susan Wener Family Foundation
- The Morris & Rosalind Goodman Family Foundation
- Tom Merianos
- V. Chiovitti and family

## \$2,500 or less

- 1,566 donors

\*We would like to extend a special thank you to the Jewish Community Foundation of Montreal and the Foundation of Greater Montreal for contributing to our fundraising initiatives.



# Financial Statements

Donations	2021 (\$)	2020 (\$)
Major gifts and other donations	1,466,964	1,201,825
Donations in memoriam	150,606	111,264
Annual campaigns	58,691	87,467
Events and fundraisers	516,429	134,993
<b>Total donations</b>	<b>2,192,690</b>	<b>1,535,549</b>
Government grants	1,939,008	1,881,568
Other revenues	35,711	14,957
<b>Total revenues</b>	<b>4,167,409</b>	<b>3,432,074</b>

## Expenses

Direct costs of care and services	1,957,498	1,626,292
Administration and communication	744,436	581,224
Philanthropic development & events	221,323	245,170
Building operations	648,196	638,602

<b>Charges totales</b>	<b>3,571,453</b>	<b>3,091,288</b>
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<b>Property tax collection</b>	<b>-</b>	<b>-</b>
<b>Excess of revenue over expenses</b>	<b>595,956</b>	<b>340,787</b>

Balance sheet	2021 (\$)	2020 (\$)
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## Assets

### Current assets

Cash	1,759,611	1,226,818
Accounts receivable	80,430	98,965
Expenses chargeable in next fiscal year	24,282	21,790
<b>Current assets</b>	<b>1,864,323</b>	<b>1,347,573</b>

### Long-term assets

Investments	0	47,457
Fixed assets	6,893,312	7,145,802
<b>Long-term assets</b>	<b>6,893,312</b>	<b>7,193,259</b>

<b>Total assets</b>	<b>8,757,635</b>	<b>8,540,832</b>
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## Liabilities

### Current liabilities

Suppliers and accrued expenses	249,838	497,862
Current portion of long-term debt	223,952	144,746
<b>Current liabilities</b>	<b>473,790</b>	<b>642,608</b>

Long-term debt	2,871,302	3,081,637
<b>Total liabilities</b>	<b>3,345,092</b>	<b>3,724,245</b>

## Net assets

Capital Investments	3,786,562	3,655,310
Unrestricted	1,625,981	1,161,277
<b>Total net assets</b>	<b>5,412,543</b>	<b>4,816,587</b>

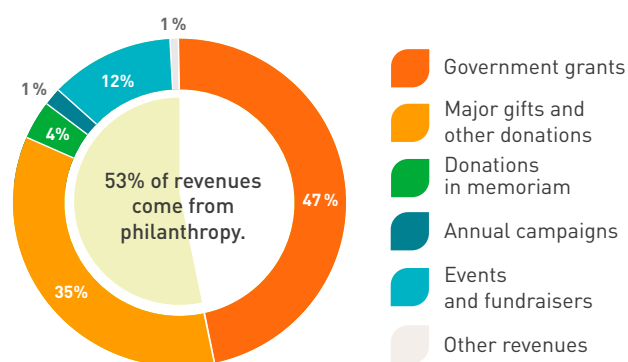
<b>Total liabilities and net assets</b>	<b>8,757,635</b>	<b>8,540,832</b>
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Cost allocation - Day Centre	2021 (\$)	2020 (\$)
Direct costs of care and services	393,998	312,197
Administration and communications	270,809	208,575
Philanthropic development	55,400	70,282
Building operations	327,560	310,100
<b>Total costs - Day Centre</b>	<b>1,047,767</b>	<b>901,154</b>

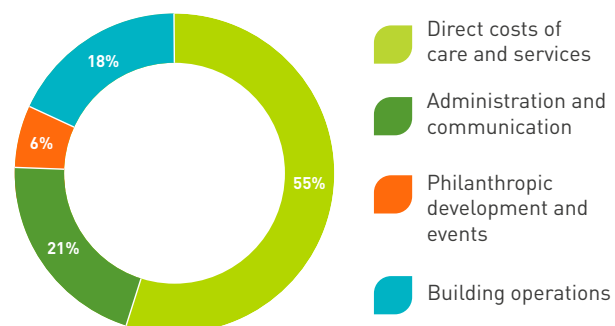
## Cost allocation - Care Home

Direct costs of care and services	1,563,500	1,314,095
Administration and communications	473,628	372,648
Philanthropic development	165,923	139,945
Building operations	320,636	328,502
<b>Total costs - Care Home</b>	<b>2,523,687</b>	<b>2,155,190</b>

## Total revenues for the period from January 1 to December 31, 2021



## Total cost allocation for the period from January 1 to December 31, 2021



**\$163,000** Direct care cost per bed (average)

**\$9,785** Total cost per day

**\$2,523,687** Costs of the Care Unit

**\$1,047,767** Costs of the Day Centre



## Our impact

"When my cousin Caroline arrived at St. Raphael's, this 39-year-old mother felt that she would live out her end of life in peace thanks to the caring team there. When she left us, I needed help to overcome my grief. The support I have received from St. Raphael's includes a unique treatment combining massage and music therapy. Julie and Anne work together to gently weave a comforting, cocoon-like experience. It is incredibly soothing. These combined treatments are really effective, and I come out feeling much calmer. With these therapists, 1+1=3."

**- Christale, caregiver and ambassador of St. Raphael's during the Spring Campaign**

Anne Lacourse, Christale and Julie Jobin





**St Raphael**

Palliative Care Home  
and Day Centre

**Because at the end of life,  
life still comes first.**

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[www.maisonstraphael.org](http://www.maisonstraphael.org)

Charitable organization number: 81999 7693 RR0001