



St Raphael

Palliative Care Home
and Day Centre

**Impact
Report
2022
2023**





Our purpose

Considering that by 2030, 25% of Montrealers will be 65 years old or more, 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 become ever 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.



A Sense of Peace

"It was a Saturday morning, November 7, 2020. I remember it like it was yesterday. He looked at me in a funny way. His shoulders started shaking and he fell forward onto the ground. Just like that, he was diagnosed with a brain tumour. And our world changed. But our world changed again when we found St. Raphael's.

He said to me, 'I don't know if I will like this. I don't know if we should go.' I told him, 'In the worst case, we go one time. If you don't like it, we don't have to go back again.' After the first time, the first massage with Julie, we were hooked. It was not only the physical massage, it was also the tender words that would come with it. It helped him to relax, it helped him to find some peace.

Since my husband's death, I have been doing a lot of projects at St. Raphael's. My biggest and my most loving project is a legacy I am creating in memory of Louis. My husband kept so many mementos: photos, cards, documents and all the little notes we shared. Martine, the art therapist at St. Raphael's, has been helping me look through all of these keepsakes to create an album. It gives me a chance to talk about him and to express my feelings, and to remember all our precious moments together.

I would say that St. Raphael's is a place where compassion, love and sensitivity live. If you want to do something wonderful, this is the place to do it."

- Belle Burak, caregiver



Martine Ashby, art therapist, and Belle Burak, caregiver.



A few pages from the memory album created by Belle in art therapy at St. Raphael's.



“Adolescence”
comes from the
Latin *adolescere*,
meaning “one who
is growing up.”

A message from the Chair of the Board and the Executive Director

Since the opening in 2019, we worked hard to build solid roots for St. Raphael's, to quickly and decisively establish it as a palliative care option for people in Montreal. In 2021, these roots allowed this magnificent organization to blossom, and its care and services have increasingly taken their place in Quebec's palliative care landscape. In 2022-2023, St. Raphael's underwent another major growth phase. It was this year that we truly saw the organization flourish, with impressive results in terms of the accessibility of our services, quality of care, recognition, and commitment to our cause. There's still some way to go, but the path is getting smoother by the day. We can also see more clearly where we're headed, which is extremely encouraging!

As a team, we thought carefully about the stage we're at in the organization's life cycle. What sprang to mind was adolescence. "Adolescence" comes from the Latin *adolescere*, meaning "one who is growing up."

St. Raphael's is still evolving, establishing its core identity, coming into its own and laying out a clear path for its future. As we look back on 2022-2023, we recognize that this stage has brought its share of challenges. At the same time, our great energy, spirit and passion have allowed us to grow. The organization has finally been making its work more visible, and has gained greater recognition in the process. It has been dedicated and committed to its development projects. It has been sensitive to its environment and has expanded its circle of collaborators. It has been proactive and agile. It has adapted to the many changes and learned at an incredible speed. Finally, it has acquired greater financial and organizational autonomy. Straddling the line between childhood and adulthood, St. Raphael's continues to benefit from the guidance it receives, but its achievements and development are certainly things to be proud of.

Next year will be the final year of our first strategic plan, and we're pleased to see that most of what was planned has been accomplished. The coming year will allow us to close this first chapter with fantastic results. We feel that the next stage, that of adulthood, is just around the corner, and we're looking forward to it with excitement and determination. But even as it grows, we know that St. Raphael's won't lose its child's heart! It will continue to be curious and to explore, to be creative and to innovate. It will continue to strive for agile, proactive and ever-improving performance. Above all, it will remain closely connected with its community to better meet its needs. Despite its uncertainties, this stage of adolescence has allowed St. Raphael's to solidify its identity.

Without doubt, it's thanks to the support and loyalty of the St. Raphael's community that we've seen such healthy development over the past few years. We are incredibly fortunate to count on sincere support, constructive advice and the freedom to explore in complete safety.

In 2022-2023, each and every employee, volunteer, Board member, donor and collaborator has driven us forward with their passion, commitment and conviction. Every patient, caregiver and guest has gifted us with energy and love. They have all embodied our values of generosity, openness, respect and well-being. Our heartfelt thanks to all of you for your invaluable contribution to the mission of our magnificent care home.

- Marco Ottoni and Olivia Lévêque

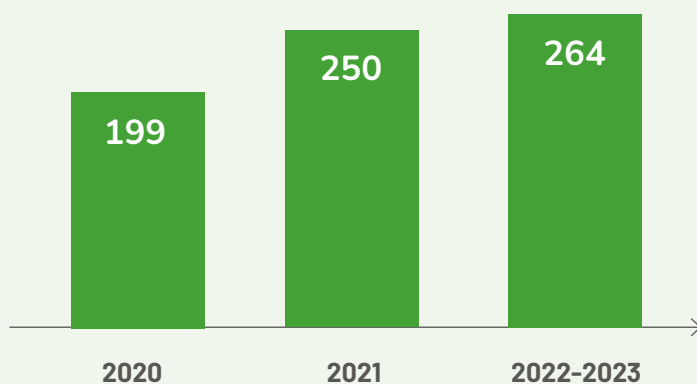


Our Palliative Care Home: the numbers

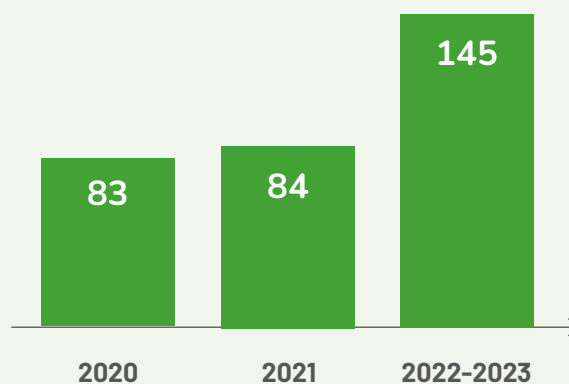
In addition to the expertise of the healthcare team, the 145 individuals admitted to the Care Home were able to benefit from the services provided by the members of the multidisciplinary team. Several activities were also organized. The holiday choir, the mobile gift shop, and the sugar shack are just a few examples. The results of our audits demonstrate that the entire team strives to ensure that each admitted person can live their final days in safety, dignity, and love.



 **264** applications for admission



 **145** admissions



20 days average length of stay

< 5 days = 36% (vs 13% in 2021)
+3 months = 1% (vs 8% in 2021)

Origin of patients

 **56%**  **44%**

93 % with an oncological diagnosis

67%
French

24%
English

9%
Other

74 years old average age

4 patients per nurse

1 doctor present every day

 **12** bedrooms

43 referral facilities

17 CLSCs

18 Hospitals

2 CHSLD, retirement home, intermediate resources

1 Home care, clinic, FMG, SSPAD

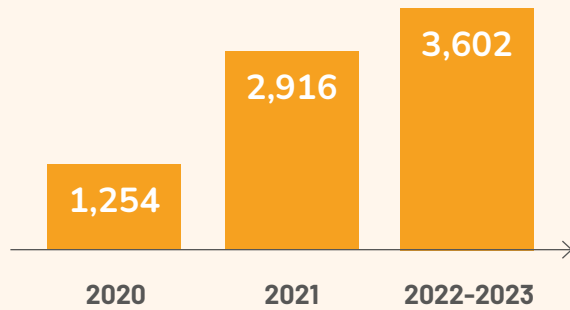
 **98 %**

Recommendation rate*

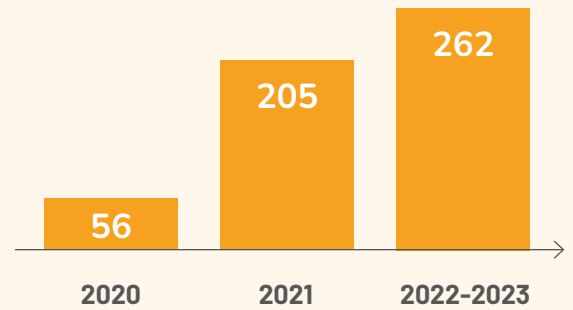
*98% of people who have lost a loved one at St. Raphael's would recommend it to others, 2% are neutral.

Our Day Centre: the numbers

 **3,602** multidisciplinary services

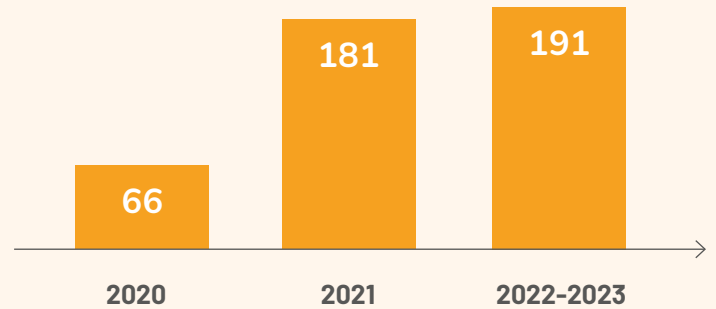


 **262** people supported at the Day Centre



 **191** requests for enrollment

92 from people with an incurable disease
99 from caregivers and bereaved persons

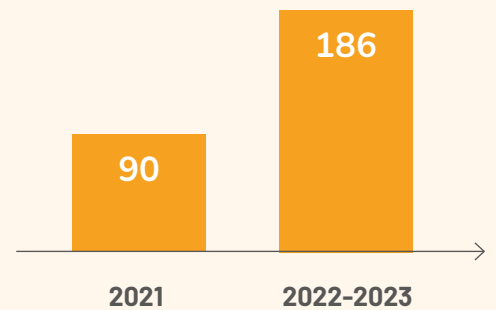


 **80.4 %**

People living with an incurable disease accompanied at the Day Centre have an oncological disease.

186

people supported simultaneously as of March 31, 2023



Open

6 days a week

1 visit per week

on average, per person



Spotlight on the Day Centre services

With health measures lifted, St. Raphael's has enhanced its service offer with a number of informal activities designed to combat isolation. For example, 2022-2023 has seen new activities including a beekeeping workshop, musical interludes, art hives, social drinks for the bereaved and themed talks. These activities are in addition to our seasonal programming, which includes group activities, the Solstice creation and sharing evenings, and commemoration ceremonies for those who have lost a loved one at St. Raphael's.

Beekeeping workshop

On October 6, 2022, thanks to a creative idea from our acupuncturist Achille, Melifera, a nomadic beeking school, gave an interactive workshop about bees and harvesting honey. The workshop enabled people living with an incurable disease and their loved ones to see inside a beehive, discover the fascinating links between bee life and human life, and extract honey from the cells. Our chef took the opportunity to serve some honey-based snacks, which disappeared in the blink of an eye.



Musical interludes

Since September 2022, "musical interludes" have taken place every Tuesday. People living with an incurable disease and their families can enjoy a hot beverage and a sweet treat while relaxing to music from our music therapist. The activity is an opportunity to get to know other people who use our services.

New professional services

- Occupational therapy
- Physiotherapy
- Spiritual guidance

These services have been added to the many others already on offer that provide tailored support for people living with an incurable disease, their caregivers and the bereaved, and include:

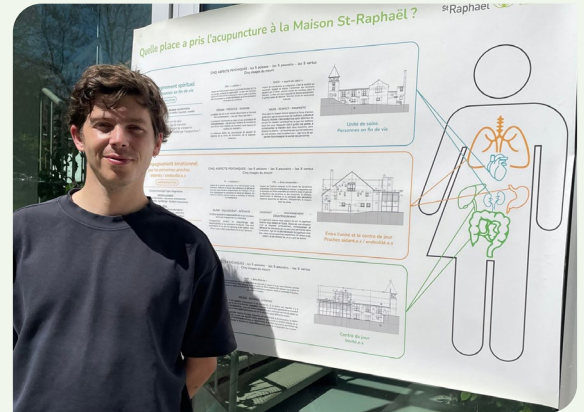
- Acupuncture
- Art therapy
- Art therapy group
- Creative journal group
- Discussion group
- Hairdressing
- Massage therapy
- Music therapy
- Meals
- Pet therapy
- Psychosocial support
- Therapeutic baths
- Virtual reality
- Walking group
- Yoga

Our expertise

St. Raphael's hopes to become a centre of excellence in palliative care to support research and training for the next generation of professionals. With 4,240 hours of internships completed by 23 trainees in 2022-2023, we are at the forefront of palliative care teaching!

“Coup de cœur” award at the AQSP conference

On May 6, 2022, St. Raphael's acupuncturist, Achille Volpi, won the Coup de cœur award for his poster on the use of acupuncture in palliative care at the Association québécoise de soins palliatifs (AQSP) conference. Achille is one of the very few acupuncturists working in palliative care in Quebec. It has been a privilege to discover with him the full potential of this practice for people living with an incurable disease and their loved ones.



Talks given

- *Massothérapie et musicothérapie combinées: vivre l'expérience* (Massage therapy and music therapy combined: Experience it)
- *Créer une culture de bienveillance : l'expérience du leadership partagé dans une maison de soins palliatifs* (Creating a culture of caring: The experience of shared leadership in a palliative care home)
- *L'approche multidisciplinaire dans le deuil – Étude de cas* (The multidisciplinary approach in bereavement – Case study)

Articles published

- Supporting a Bereaved Co-worker
- What is a Legacy Project?

Media coverage



Our future

Now in its fourth year of operation, St. Raphael's has great plans for the future.

1 Improve the continuum of services

1

St. Raphael's first and foremost aims to align itself with the public network and other community organizations. Through meetings, visits, discussions, exchanges, and collaborations, the organization hopes to promote the ability for individuals living with an incurable disease to stay at home and provide support to caregivers throughout the course of the illness.



2 Become a centre of excellence

2

St. Raphael's hopes to become a centre of excellence in palliative care to support research and training for the next generation of professionals. We already offer exceptional training on a monthly basis to our entire team to ensure we always implement best practices. St. Raphael's strives to become a leader and point of reference in palliative care in Quebec, in Canada and perhaps even internationally.



3 Participate in community education

3

St. Raphael's aims to contribute to a society where palliative care is valued, accessible and understood, and where every person can live out their life with humanity and dignity. We are committed to having a positive influence on our community by providing educational activities in schools (from elementary onward) and universities, organizing events that offer learning opportunities, and collaborating with other organizations.



Four projects underway for 2023–2024

Research committee

Chaired by Medical Director Dr. Lawlor, a research committee was formed in 2022 with the goal of becoming a research partner of choice. Its mission is to conduct and lead successful research projects aimed at the continuous improvement of palliative care. We are also honoured to have Dr. Justin Sanders, Kappy and Eric M. Flanders Chair in Palliative Care Medicine and Director of McGill Palliative Care, on our committee.

Symptom management clinic

The team is currently evaluating the best ways to provide services that support the clinical management of symptoms associated with the progression of incurable diseases. These services would certainly help relieve some of the pressure on the public system and provide valuable support to people at the end of life.

Collaboration between Le Phare Enfant Famille and the Palliative Home-Care Society of Greater Montreal

This year, St. Raphael's is proud to announce a new collaboration with Le Phare and the Palliative Home-Care Society of Greater Montreal. This collaboration will help us provide a better continuum of services for youth living with an incurable disease and their loved ones as they transition to adulthood. This two-year pilot project is funded by L'Appui pour les proches aidants (Support for Family Caregivers).

Collaboration with the Collège Sainte-Anne Buissonnière

At the start of 2023, St. Raphael's developed a new pilot project with the Collège Sainte-Anne Buissonnière, which experienced several bereavements in a short period of time. Several professionals from our team went on site to offer both support to the school staff and educational workshops and support for the children. Future plans include developing a range of services for organizations and businesses in our community that need training or support in dealing with illness and the end of life.



Our philanthropic community

St. Raphael's could not offer its services free of charge without the invaluable support of its community. Since government subsidies cover only a portion of St. Raphael's operating costs, it is thanks to the generosity of foundations, companies and donors that Montreal residents benefit from our care and services without fees. In 2022, these donations accounted for **over 50% of our total funding**.



A second Walk for Dignity

The second edition of the Walk for Dignity, which took place on May 1, 2022, raised **\$275,153**. With financial support from the Fondation Luc Maurice and Groupe Santé Nadon, and held as part of National Hospice Palliative Care Week, the intergenerational event brought together 300 walkers on a 5 km route through the Côte-des-Neiges and Outremont neighbourhoods.



Third edition of the Francis Glorieux Golf Tournament

The third edition of the Francis Glorieux Golf Tournament was held on September 22, 2022. Presented by the Fondation Luc Maurice and Groupe Santé Nadon, the tournament raised **\$257,370**.



Second edition of St. Raphael's Virtual Auction

From December 6 to 13, 2022, St. Raphael's held its second Virtual Auction, presented by the Valsef Dream Big Foundation. This initiative raised **over \$80,000**.

Celebrating the founders of St. Raphael's

On March 29, 2023, an event was held to celebrate the founders of St. Raphael's. Led by Luc Maurice, Executive Chair and Founder of Groupe Maurice, and Marco Ottoni, President of our Board of Directors, the event highlighted the efforts and involvement of all those who contributed to the opening of St. Raphael's.



The honorary president of the evening, Mr. Luc Maurice.



Serge Rocheleau, President of the Lise Watier Foundation, Mrs. Lise Watier, and Stéphanie Rossy, Vice President of the Rossy Foundation.



In the photo, from left to right: Luc Maurice, Executive Chairman and Founder of Groupe Maurice, Marco Ottoni, Chairman of the Board of St. Raphael's, Gracia Kasoki Katahwa, Mayor of CDN-NDG, Marie Michèle Del Balso, former Chair of the Board of St. Raphael's, Caroline Braun, Borough Councillor of Outremont, Peter J. Malouf, Mayor of Ville de Mont-Royal, and René Fréchette, Director of Philanthropy at St. Raphael's.

Testimonials

"The Rossy Foundation is pleased to support St. Raphael's. We share St. Raphael's hope that everyone may have an end-of-life filled with humanity and dignity."

-Rossy Foundation



"It's through our values and our history that we pass on our eternal nature to our children, relatives and friends. It's a privilege to help create and maintain a haven where these last moments can be lived fully and serenely, in warm intimacy and with support."

-Christian G. Archambault,
President and CEO, Excelsoins



Excellence, Empathie, Expérience

"I have been involved with St. Raphael's since its embryonic stage. I still remember washing and scraping the newly installed windows and doors covered with tape and glue... we've come a long way since then! I have witnessed firsthand countless moments of kindness, goodness, generosity, gratitude, empathy and compassion. I cannot say enough about the attentive, compassionate care and exceptional personalized services given to each patient, guest, family member and caregiver."

-Paula Pedicelli, volunteer and donor since 2010



Thank you to our 2022–2023 donors

In 2022, more than 2,000 individuals, companies and foundations showed great generosity by making a donation to St. Raphael's. This invaluable support enables us to diversify and enhance the quality of our care and services.



\$100,000 and more

- Louise and Alan Edwards Foundation
- Fondation Luc Maurice and Groupe Maurice
- Rossy Foundation

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

- Anonymous (2)
- Fondation André Ferland
- Doggone Foundation
- Fondation J.A. DeSève
- McConnell Foundation
- Power Corporation of Canada

\$10,000 to \$49,999

- Anonymous
- National Bank of Canada
- BMO
- Broccolini
- Denys O'Grady
- Dominic and Susana Pedicelli
- Elise Crepault
- Zeller Family Foundation
- Eric T. Webster Foundation
- Fondation Olo
- Valsef Dream Big Foundation
- Desjardins Group
- Groupe Santé Nadon
- Jean-Claude and Maryse Arpin
- The Birks Family Foundation
- Lazare Nzorubara
- Marco Ottoni
- Marie Michèle Del Balso
- Marie-Claude Dussault
- Monique Lafond
- Nicole Fortin
- Richard and Carolyn Renaud
- Estate of Aline Nobert
- Thomas Maniatis and Patrick Willemot



\$2,500 to \$9,999

- André Desmarais
- Anonymous (4)
- National Bank
- Bastion Asset Management
- Bill Kovalchuk
- Boisé Notre-Dame
- Cogeco Communications inc.
- Construction Concreate Ltée
- CZAR Media
- DMA Architects
- Dominic D'Alessandro
- Éline Piché
- Fiducie Jean Guy Larin, L. Daigneault, M. Tremblay, N. Lavigne
- Blain-Favreau Foundation
- Conam Charitable Foundation
- The Côté Sharp Family Foundation
- Dym Family Foundation
- Morris and Rosalind Goodman Family Foundation
- Ronald and Carmela Vincelli Family Foundation
- Stephen and Lillian Vineberg Family Foundation
- Foundation of Greater Montréal
- Roasters Foundation
- France Huneault
- Francine Pichette
- François Gauvreau
- Gino Coutu
- PEAK Financial Group
- Pietracupa Group, Scotia Mcleod financial services
- Hello 123
- O.C.B. Holdings Inc.
- INSA Corp
- Jack Sebbag
- Jean-Marc Eustache
- KPMG
- Kruger Inc.
- The Jonathan & Susan Wener Family Foundation
- The Hylcan Foundation
- LAVXEL
- Les espaces Memoria
- The Military and Hospitaller Order of Saint Lazarus of Jerusalem in Canada
- Marie-Claire Hélie
- Martin Pelletier
- MBM Extermination
- Michel Lebel
- Net Scout Systems Inc.
- Nicole Savard
- Peter and Thérèse Primiani
- Peter Kruyt
- Petra Ltée
- Pierre D'Aoust
- Pierre Marcoux
- Pillars Trust Fund Inc.
- Québecor inc.
- Raymonde Guertin
- Raynald Bordeleau
- René Fréchette
- René Malo
- Richard Ness
- Sasha Bernatsky
- Senvest Capital Inc.
- Société de développement Angus
- Sophie Boucher
- Estate of Father Gerald A. Sinel
- Susan Hoecker-Drysdale
- Sylvie Martel
- Tactico
- Valsoft
- Vitreco
- Waterwell Irrigation Inc.
- Worood Nasralla

Less than \$2,500

- 2,056 donors



Our Team

St. Raphael's believes that every member of its team—staff and volunteers alike—contributes to the organization's mission, whatever their position. United by the values of generosity, respect, well-being, openness and innovation, our team members make a major difference in the lives of people living with an incurable disease and their loved ones. As of March 31, 2023, the team consisted of 78 employees and 69 active volunteers (excluding board members and committee members).



85%

Overall team engagement score, which is considered "excellent" according to our employee satisfaction survey tool (compared to 76% in the external health and social care industry).



René Fréchette, nominated as Director of Philanthropy

A member of our wonderful team since 2020, René has over 30 years of management experience in non-profit organizations. We know René shares St. Raphael's values and will be an excellent ambassador for our worthy cause. Working closely with the executive director and the Board, René will lead St. Raphael's philanthropy team in developing and applying strategies for fundraising, donor retention and loyalty, as well as implementing partnership agreements.

Training activities

As well as the several hours of external training available to its team, St. Raphael's offers a diverse range of high-quality, in-house training:

- Preventing compassion fatigue
- Shortness of breath, end-of-life oxygen use, non-pharmacological measures
- Communication with families, complex cases
- Demystifying the evolution of end-of-life symptoms according to illness type
- Special care for children
- Palliative sedation
- Suicide risk
- Spiritual support
- Wound care
- Introduction to art and music therapy

Seven internal committees

As well as encouraging staff involvement, the committees make innovation possible and drive forward various projects that can't be undertaken by the administration. The team's commitment is truly inspiring!

- Gardening
- Green
- Inclusiveness
- Research
- Rituals
- Well-being and social life
- Workplace health and safety

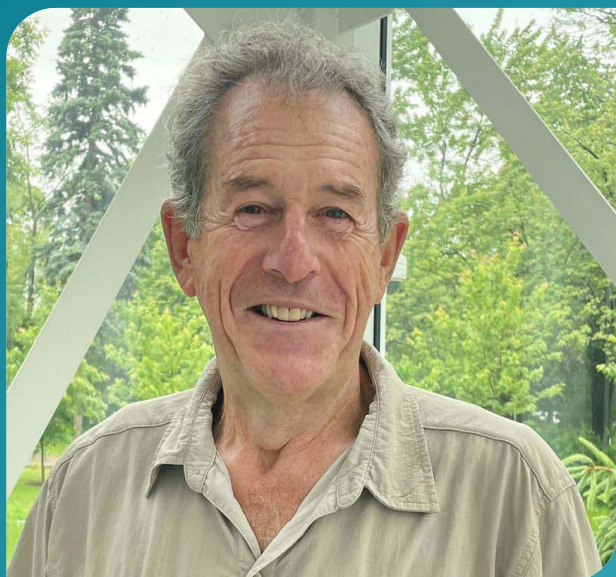


Volunteering

St. Raphael's has benefited from the assistance of over 69 volunteers (excluding board members), totaling 11,203 volunteer hours in 2022-2023 (8,199 in 2021 and 3,734 in 2020)! This amazing gift of time and energy makes all the difference and allows us to offer high-quality services. This generosity is equivalent to over \$400,000 annually in time given by our volunteers.

Our amazing volunteers work in all areas of the building and make a real difference to our organization! These kind-hearted people take on a variety of tasks:

- Reception
- Gardening
- Housekeeping and laundry
- Kitchen
- Meal service
- Patient care and support
- Day centre activity support



Denis Lefebvre
Care Home Volunteer

"I turned up for my first volunteer shift at St. Raphael's Care Home on October 30 of last year feeling a little nervous. But when I arrived, that feeling went away thanks to the warm welcome from the care team. I was given advice, support and encouragement, which made it much easier to feel part of the team. Since then, I've discovered an environment full of humanity, goodwill, commitment, kindness and love for patients and caregivers, of course, but also for every member of the team. In the great network of solidarity that is St. Raphael's, I'm grateful to be one of the links!"



Jackson Deschamps
Care Home Volunteer

"What I love most about volunteering at St. Raphael's is the sense of accomplishment I get when I finish my shift. I love feeling useful and giving a genuine gift of myself to service users, offering them a comforting presence and a listening ear. I'm very appreciative and grateful to be part of this team, where I've developed wonderful friendships and relationships of respect and acceptance."

Hommage bénévolat-Québec award

On April 26, 2022, St. Raphael's excellent training program was recognized with the Hommage bénévolat-Québec award in the organization category! Presented by the Government of Québec, this award recognizes non-profit organizations that have adopted best practices in the supervision and support of volunteers.



Canada's Volunteer Award and Most Outstanding Impact by a Volunteer from Charity Village

On December 5, 2022, Marco Ottoni, President of the Board and an exceptional volunteer for the past 15 years, received the prestigious Canada's Volunteer Award in the Community Leader category for Quebec. Presented by the Honourable Karina Gould, Minister of Families, Children and Social Development, this award honours volunteers who have taken the initiative in finding solutions to social challenges in their community. Marco also won the Most Outstanding Impact by a Volunteer Award from Charity Village in 2022.



Board members

St. Raphael's relies on the crucial support of its Board of Directors and its committees, whose members work tirelessly for the well-being of people living with an incurable disease and that of their loved ones. These committed individuals provide invaluable help to St. Raphael's in fulfilling its mission.



Marco Ottoni
President



Ann Lynch
Vice-President



Marc Jutras
Treasurer



Rita Le de Santis
Secretary



Louis Bernard
Director



Catherine Ferrier
Director



Amalia Issa
Director



William K. Kovalchuk*
Director



Lara Krivokucha
Director



Alfonso Marin
Director



Rick Ness
Director



Peter Primani
Director



Andréanne Saucier
Director



Marc St. Martin
Director

* New member.



Outgoing members



Sylvain Girard, President

For your sincere and thorough involvement on the Board of Directors for more than 8 years.

For your support and essential contributions as President of the Board and President of the HR Committee in recent years,

For your solid expertise in human resources management, which enabled us not only to recruit the start-up team but also to put in place a sound and motivational management structure,

For your unfailing support of our general management,

For the countless hours offered voluntarily to the entire team,

Our sincere thanks.

Bérard Riverin, Director

For your important contribution as a member of the Board of Directors and the Governance Committee,

For your diligent work in establishing sound and effective governance practices,

For your invaluable help in building bridges and collaborating with various bodies,

For your frank and transparent approach, which has helped move debates forward,

For your precious expertise in palliative care, which has helped us better understand the team's realities,

For your firm and constant support for our general management,

Our sincere thanks.



Committee members

Executive

President

Marco Ottoni

Members

Rita Lc de Santis, Marc Jutras and Andréanne Saucier

Outgoing member

Sylvain Girard, President

Governance and Ethics

President

Rita Lc de Santis

Members

Lara Krivokucha and Alfonso Marin

Outgoing member

Bérard Riverin

Human Resources

President

Marco Ottoni

Members

Sylvain Girard and Linda Barabé

Communications

President

Ann Lynch

Members

Marc St.Martin, Lydia Veilleux

Outgoing members

Marie-Josée Pryvik

Construction

President

Peter Primani

Member

Marco Ottoni

Finance and Audit

President

Marc Jutras

Member

Marco Ottoni, Rick Ness et William K. Kovalchuk

Vigilance and Quality

President

Andréanne Saucier

Members

Louis Bernard, Dr. Catherine Ferrier, Olivia Lévêque, Dr. Krista Lawlor, Véronique Després and Carine Peltier

Développement

President

Marco Ottoni

Members

Ann Lynch, Rick Ness, Marc St. Martin, Marie Michèle Del Balso and the Director of Philanthropy

Financial statements

| Donations | 2023 (\$)* | 2021 (\$)* |
|---------------------------------|------------------|------------------|
| Major gifts and other donations | 1,049,180 | 1,466,964 |
| Donations in memoriam | 212,242 | 150,606 |
| Annual campaign | 61,143 | 58,691 |
| Events and fundraisers | 566,609 | 516,429 |
| Total donations | 1,889,174 | 2,192,690 |
| Government grants | 1,772,286 | 1,939,008 |
| Other revenues | 79,062 | 35,711 |
| Total revenues | 3,740,522 | 4,167,409 |

Expenses

| | | |
|--|------------------|------------------|
| Direct costs of care and services | 2,633,822 | 1,957,498 |
| Administration and communication | 794,658 | 744,436 |
| Philanthropy and events | 339,797 | 221,323 |
| Building operations | 660,616 | 648,196 |
| Total expenses | 4,428,893 | 3,571,453 |
| Excess (deficiency) of revenues over expenditures | (688,371) | 595,956 |

| Balance sheet | 2023 (\$)* | 2021 (\$)* |
|---|------------------|------------------|
| Assets | | |
| Current assets | | |
| Cash | 1,032,043 | 1,759,611 |
| Accounts receivable | 193,293 | 80,430 |
| Expenses chargeable in next fiscal year | 35,945 | 24,282 |
| Current assets | 1,261,281 | 1,864,323 |
| Long-term assets | | |
| Investments | 0 | 0 |
| Fixed assets | 6,582,032 | 6,893,312 |
| Long-term assets | 6,582,032 | 6,893,312 |
| Total assets | 7,843,313 | 8,757,635 |

Liabilities

| | | |
|-----------------------------------|------------------|------------------|
| Current liabilities | | |
| Suppliers and accrued expenses | 776,961 | 249,838 |
| Current portion of long-term debt | 234,595 | 223,952 |
| Current liabilities | 1,011,556 | 473,790 |
| Long-term debt | 2,579,555 | 2,871,302 |
| Total liabilities | 3,591,111 | 3,345,092 |

Net assets

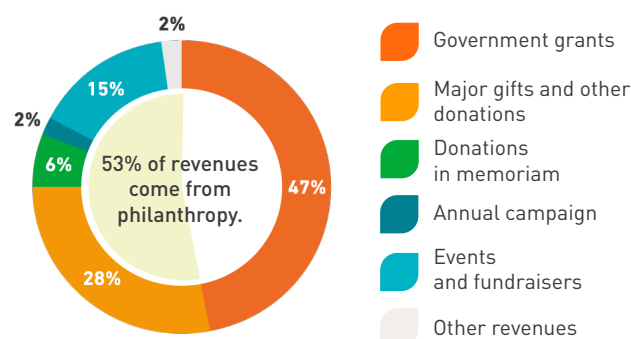
| | | |
|---|------------------|------------------|
| Capital Investments | 3,767,882 | 3,786,562 |
| Unrestricted | 484,320 | 1,625,981 |
| Total net assets | 4,252,202 | 5,412,543 |
| Total liabilities and net assets | 7,843,313 | 8,757,635 |

| Cost allocation - Day Centre | 2023 (\$)* | 2021 (\$)* |
|-----------------------------------|------------------|------------------|
| Direct costs of care and services | 501,422 | 393,998 |
| Administration and communications | 250,508 | 270,809 |
| Philanthropy and events | 86,273 | 55,400 |
| Building operations | 284,257 | 327,560 |
| Total costs - Day Centre | 1,122,460 | 1,047,767 |

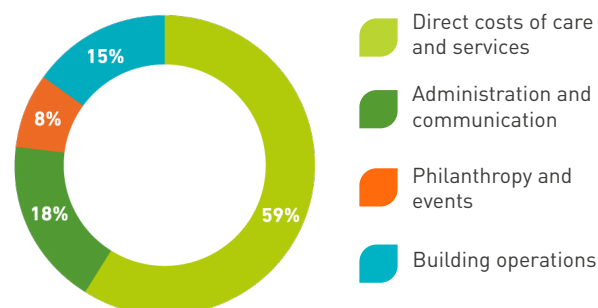
Répartition des coûts - Maison de soins

| | | |
|-----------------------------------|------------------|------------------|
| Direct costs of care and services | 2,132,399 | 1,563,500 |
| Administration and communications | 544,361 | 473,628 |
| Philanthropy and events | 198,036 | 165,923 |
| Building operations | 376,806 | 320,636 |
| Total costs - Care Home | 3,251,602 | 2,523,687 |

Total revenues for the period from April 1, 2022 to March 31, 2023



Total cost allocation for the period from April 1, 2022 to March 31, 2023



\$209,000 Direct care cost per bed (average)

\$11,000 Total cost per day

\$3,251,602 Costs of the Care Unit

\$1,122,460 Costs of the Day Centre

*Please note that the financial year dates for St. Raphael's have changed in 2022-2023 to align with those of the government.

Surrounded by Love and Kindness

"When my wife Afef was diagnosed with an incurable disease, her massage therapist Julie offered her free sessions at St. Raphael's. It was here that Maï, our daughter, began to receive music and art therapy. Maï spent all her time composing songs. Words, notes, drawings, laughter.

When Afef's condition deteriorated, it was the middle of the pandemic. There were no palliative care beds available. We called 911 for an emergency transfer. But then a miracle happened. St. Raphael's called to say they'd managed to find a bed and they'd rerouted the ambulance. When she was brought to her room, Afef's first words, and perhaps her last, were "It's lovely here, I'm glad to be here."

I soon felt surrounded by love and kindness. Despite the formalities, everything was simple. The nurses, the doctor—everything in the environment was comforting. A few days later, at around 3 a.m., the nurse woke me up to tell me it was over. Maï and I said our final goodbyes to Afef. The nurses suggested lighting a candle, which Maï carried and put on the wall in the reception area. Later that day, Maï asked to see the music therapist. They spent some time together and Maï made a little craft-ritual for her mom with a big heart plush. This helped soften the blow of Afef's death a little, without distracting from it.

We've been back to St. Raphael's several times. It's reassuring to have the therapists keeping an eye on Maï, checking how she's doing and whether everything's going well. St. Raphael's and its angels do much more than support people at the end of life and their loved ones: they adopt and love them. Life goes on and we never feel forgotten."

-Stéphane Brillant, caregiver





St Raphael

Palliative Care Home
and Day Centre

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

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