AUX
TROIS
SENTIERS

Annual Report 2024-2025

November 1st, 2024 to October 31st, 2025 (12 months)

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Message from the Chair

How can we put into just a few words all the progress and achievements of our organization?

Twelve months can feel both long... and not long at all.

In fact, it is a very short time to launch a pilot project, recruit and train the bold members of our very first Rapid Response Unit, meet with partners, welcome our first patients, and experience our first moments of specialized end-of-life care in situations of imminent death.

It is also a short time to care for our teams, gather valuable feedback, navigate challenges, make adjustments, learn, and continuously improve.

But we did it.

We are very proud to invite you to revisit, over the next few pages, the key moments of our past year through this 2024–2025 Annual Report. You will discover the major milestones that enabled us to walk hand in hand with patients at the end of life, in their own homes—helping them avoid ambulance transport, emergency rooms, and hospitalization.

Through images and stories, you will also see the work behind the scenes—this essential groundwork of networking, meetings with health system partners, training, conference presentations, and the Board of Directors' reflections on strategic planning carried out collaboratively with every member of our extended team. It is a vast, ongoing collective effort, where every individual plays a vital role.

Aux trois sentiers is not only about results and demonstrations of impact.
It is about faces, hearts, outstretched hands, and sharp minds committed to innovation—human capital at its very best.

As Chair, and on behalf of the entire Aux trois sentiers family, I wish you an inspiring read. I hope this annual report will leave you eagerly anticipating the 2025–2026 report.

Dr. Caroline Ouellet | Founder and Chair, Aux trois sentiers

Message from the Director of Operations

Courage, generous hearts, and unwavering commitment; this is how I would describe our precious Rapid Response Unit (RRU). Taking part in this social innovation project inspires deep humility and a profound sense of privilege.

Together, we are forging a new path, driven by boldness, human presence, and expertise that continues to grow and evolve. Each unexpected situation becomes an opportunity to demonstrate our adaptability; each obstacle, a powerful reminder to what collaboration can achieve when strengths come together.

As these lines are written, the RRU has supported approximately sixty patients, with the combined impact of freeing an acute care hospital bed for more than a full year and providing support to hundreds of family caregivers, individuals who are too often at the very heart of the storm that accompanies end-of-life care. These loved ones who remain once the strongest winds have passed are also central to our concerns: listening, supporting, explaining, reassuring, relieving burdens... their journey is also ours.

I wish to highlight the rigor, competence, and exceptional sensitivity of our team. The constant challenge of building a new expertise that integrates home care, palliative care, and acute care requires precise coordination, continuous presence, and remarkable commitment. Developing a rapid response capacity in complex situations, while preserving the humanity that gives full meaning to our mission, is demanding, ongoing work.

What we accomplish in the field, day and night, is made possible only through this professional complementarity and unwavering solidarity. The successful implementation of this new care trajectory also relies on close collaboration with our health network partners and with organizations already active in the invaluable ecosystem of home-based palliative care. Together, we are building a model that leverages the strengths of each contributor. As a collective, we learn, refine our practices, test solutions, and move forward guided by a shared objective: to offer care that is accessible, coordinated, intensive when required, and profoundly human.

This year was demanding and intense, yet extraordinarily meaningful. And if the path continues to unfold before us, it is thanks to every person who believes in this model, embodies it, and contributes to its growth; for patients, for their loved ones, and for an entire health system striving to better support people at the end of life.

Jessica Barboza | Director of Operations

Message from the Director of Strategic Development

For an organization that has been in existence for less than five years, development is omnipresent. And when you have the ambitious proposal to contribute in an innovative way to supporting people at the end of their lives and their loved ones, in the current dual context of an aging population and the state of the healthcare system, it goes without saying that you need to show courage and redouble your efforts.

In 2024-2025, we took giant steps forward in nurturing this deeply social project:
The launch of our Rapid Response Unit (RRU) demonstrated, in just a few months, that it is possible to create a new model of care that takes existing expertise from the hospital setting and makes it available to a clientele that did not have access to it, while freeing up hospital capacity for other patients waiting for care. In hockey, we would call that a hat trick!

As for our future palliative care home in Montreal, significant support from the Religious Hospitallers of St. Joseph is bringing us closer to our dream of setting up shop in the heart of the city. Driven by our clinical objectives and guided by the common good, we also conducted our first strategic planning exercise. When you dream big, you also have to give yourself the means to stay on course. Now we have a plan for 2025-2028!

Of course, to achieve our mission, which seems completely crazy on the one hand and so natural on the other, we need financial resources. We have succeeded in sharing the passion that drives us with new partners. And we are sparing no effort to demonstrate that it is a win-win situation for patients, caregivers, the healthcare system, and Quebec society as a whole.

The end of life concerns 100% of the population, and we are deeply convinced that this stage can be beautiful and peaceful. Together, and thanks to you, we continue to move forward!

Catherine Bourdages | Director of Strategic Development

Strategic Plan 2025-2028

Building on its initial ambitions and in order to pursue its objectives in a coherent and focused manner, Aux trois sentiers (A3S) undertook a **strategic planning exercise** this year, with **the support of Pair**.

Between January and June 2025, members of the Board of Directors, along with the clinical management and administrative teams, came together to define the **key strategic directions** that will guide our actions over the next three years, taking into account both the **internal and external environment**. This highly valuable exercise has helped **align and guide our day-to-day efforts**.

As part of this planning process, our strategic foundations were **collectively revisited** to better reflect what sets A3S apart and to support its continued development. We are pleased to present them to you.

VISION

TO LIVE THE END OF LIFE IN ONE'S OWN WAY, WITH THE RIGHT SUPPORT, IN THE RIGHT PLACE.

Aux trois sentiers works to ensure that people at the end of life, and their loved ones, have access to a range of options that allow them to experience this stage according to their choices, in the setting that best suits them, with support that is adapted and respectful of what matters most to them.

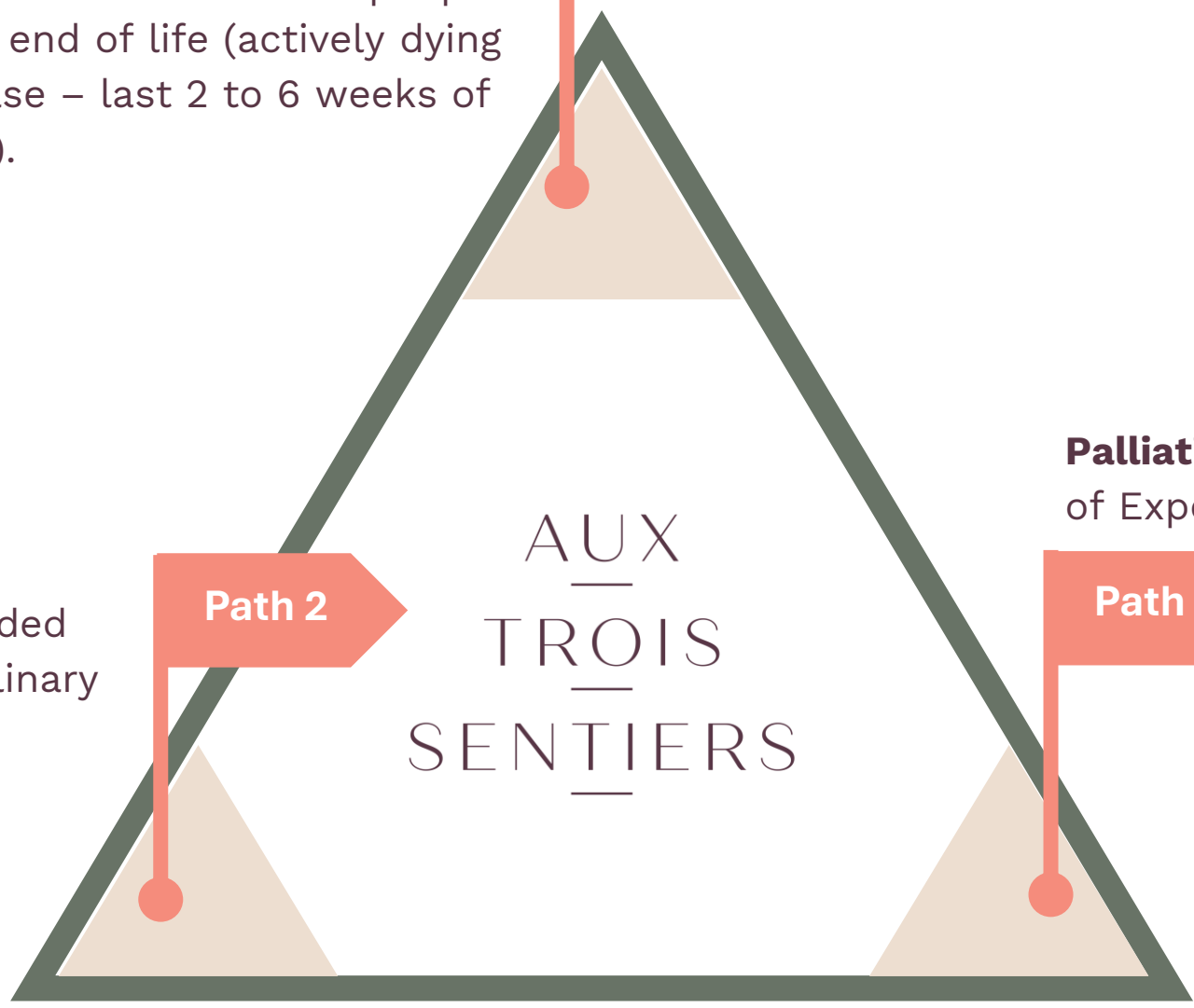
MISSION

Aux trois sentiers is a non-profit organization that supports people at the end of life and their loved ones who wish to receive specialized palliative care outside the hospital setting. It serves as a centre of expertise and innovation to develop complementary alternatives to existing services, thereby contributing to the enhancement of palliative care and services in Quebec.

The three paths | An integrated care model

Rapid Response Unit (RRU)
Specialized, personalized care delivered at home for people at the end of life (actively dying phase – last 2 to 6 weeks of life).

Path 1



Path 2

Support for **caregivers** provided by a multidisciplinary team

Path 3

Palliative Care Home | Centre of Expertise and Innovation

Our values

We have defined each of Aux trois sentiers' values to ensure a clear and shared understanding of the actions that guide us in our day-to-day work.

Innovation

Doing things differently and challenging the status quo to improve end-of-life care and support.

Sense of Community

Creating a true human network connecting patients, caregivers, care providers, and health system partners, where everyone can rely on relationships of solidarity and collaboration.

Compassion

Placing the person and their caregivers at the centre, while respecting and adapting to their choices and individuality.

Serenity

Navigating crises and providing support with stability, calm, and clarity during the most critical moments.

Board of directors

Here is the composition of our Board of Directors for 2024–2025.

Caroline Ouellet
Founder and President
Anesthesiologist and Intensivist, CHUM

Sylvain Charbonneau
Vice President
CEO, Québec Blue Cross

Grégoire Pilon
Treasurer
Partner, Ernst & Young (EY)

Christophe Derrien
Director
Executive Director, Les Amis de la montagne

Geneviève Goulet
Director
Lawyer and Partner, Business Law, Robinson Sheppard Shapiro

Sarah Lowden
Director
Strategic Advisor, Global Health, Canadian Medical Association (CMA)

Julie Paquette
Director
Executive Director, Alima - Perinatal Social Nutrition Centre

Nathalie Savoie
Director
Executive Director, Maison Source Bleue

Liza O'Doherty
Director (June 2024 to February 2025)
Assistant Director of Nursing, CHUM

Danielle Fleury
Director (since September 2025)
Consultant MSSS

Thanks +++

We extend our sincere gratitude to our past and present board members, whose thoughtful contributions and continued dedication sustain the strength and continuity of our mission.

Board Committees

Below is the composition of the committees that support the work of our Board of Directors and contribute to the organization's sound governance.

Audit and Finance Committee

Grégoire Pilon, President
Sylvain Charbonneau
Julie Paquette

Human Resources Committee

Julie Paquette, President
Christophe Derrien

Philanthropy Committee

Sarah Lowden
Geneviève Goulet
Sylvain Charbonneau

Governance and Ethics Committee

Nathalie Savoie, President
Christophe Derrien
Geneviève Goulet

Advisory Committee – Strategic Planning

Nathalie Savoie
Sarah Lowden
Caroline Ouellet

Financial Statements

Fiscal year from July 1st, 2024 to June 30, 2025

AUX TROIS SENTIERS

Donations and Investment Income

$198,603

Organizational Development and Administrative Expenses

$266,068

- Organizational Development
- Insurance Coverage
- External Audit Services

RRU PILOT PROJECT

2nd IPAM Payment

$1,747,529

Operating Expenses

$1,330,934

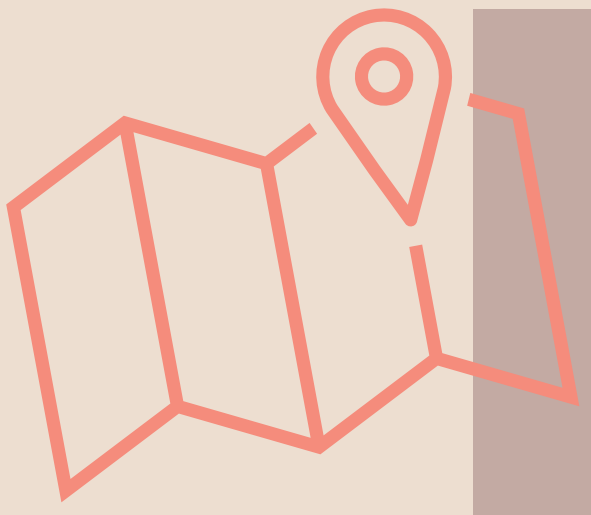
- Salaries
- Medications
- Medical Supplies
- Equipment
- etc

Management and administration team

Here is the composition of the team responsible for the day-to-day management and administration of Aux trois sentiers:

Jessica Barboza Director of Operations	Judith Marchessault Clinical Care Coordinator
Catherine Bourdages Director of Strategic Development	Maude Giboudeaux Assistant Clinical Care Coordinator
Élise Bray Administrative Assistant	Émilie Grenier Assistant Clinical Care Coordinator
Audrey Vézina Communications and Philanthropy Advisor	Nina Najman-Zaikoff Assistant Complementary Care Coordinator
Jessica St-Amour Emery Assistant Complementary Care Coordinator (currently on maternity leave)	

A promising start for the home-based Rapid Response Unit (RRU)



After months of ideation, consultations, protocol development, alignment with our partners, and the recruitment and training of the Rapid Response Unit (RRU) team, we were ready. **On December 18, 2024**, we assumed care of our first patient, an important and meaningful milestone of the past year.

IMPACT of our RRU

As of October 31st, 2025

58 patients + **200** caregivers

422 hospital days avoided

An average of **7.3** days of bedside care per patient

150 Ambulance transports avoided

During this period, patients and caregivers benefited from more than

100

supportive care interventions, such as psychosocial and spiritual interventions, support with end-of-life adjustment, physical well-being services, and respite care.

0

Zero emergency room visits during A3S care episodes

Our fabulous team

Rapid Response Unit

This is the team that makes it possible to provide 24/7 care for patients in the final stages of life at home, while offering respite and support to their caregivers. Our team is close-knit, dedicated, rich in diverse experiences, and deeply motivated by the desire to make a difference in people's end-of-life experiences.

13 NURSES

4 NIGHT WATCHERS (Auxiliary Nurses)

5 BENEFICIARY ATTENDANTS

11 SPECIALIST DOCTORS

12 COMPLEMENTARY HEALTH CARE PRACTITIONERS

spiritual interventions, social work, psychology, massage therapy, etc.

Three new care pathways for people at the end of life made possible by RRU

Pathway 1
From hospital to home

Terminally ill patient hospitalized in an acute care bed

- → Wishes to return home
- → Requires acute hospital care
- → Seeks the comfort and security of home
- → With or without a caregiver

Pathway 2
Avoiding hospitalization

Homebound patient whose condition is deteriorating

- → Acute, refractory, and/or complex symptoms
- → Requires specialized care in hospital
- → Is referred to A3S rather than transported by ambulance to the emergency room
- → Referred by the CLSC team (physician, nurse, pivot worker)

Pathway 3
Request for MAiD at Home

Patient on trajectory 1 or 2 who requests Medical Assistance in Dying (MAiD) within less than 6 weeks

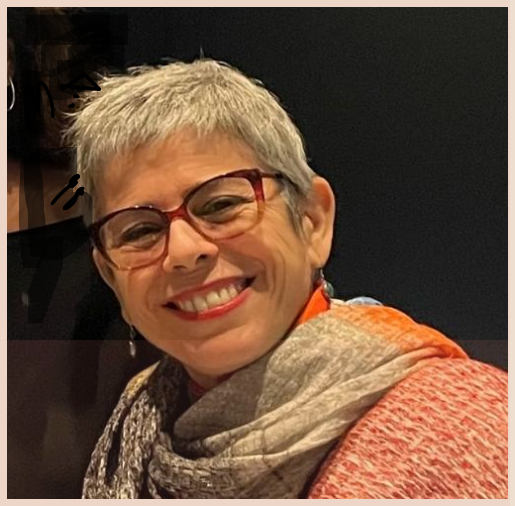
Our valued partners

Our model is based on close collaboration with two key partners: the CIUSSS West-Central Montreal / Jewish General Hospital and the University of Montreal Hospital Center (CHUM).

“The Aux trois sentiers team offers a level of service we've never seen before to patients at the end of life, in addition to being able to act ‘super fast’”, says Dr. Jean Zigby, director of palliative care at the CIUSSS West-Central Montreal.

“Unfortunately, CLSC services are not sufficient to serve all patients who want to die at home. [Aux trois sentiers], it's a model I've been waiting for for 20 years... It should be replicated everywhere”, he argues.

Testimonial from Dr. Zigby, palliative care physician, Jewish General Hospital (Pathway 1 – hospital references). Excerpt from Ariane Lacoursière's article in La Presse, Nov. 1st, 2025.



"I had the opportunity and the honor of working with the Aux trois sentiers team even before they launched in December 2024.

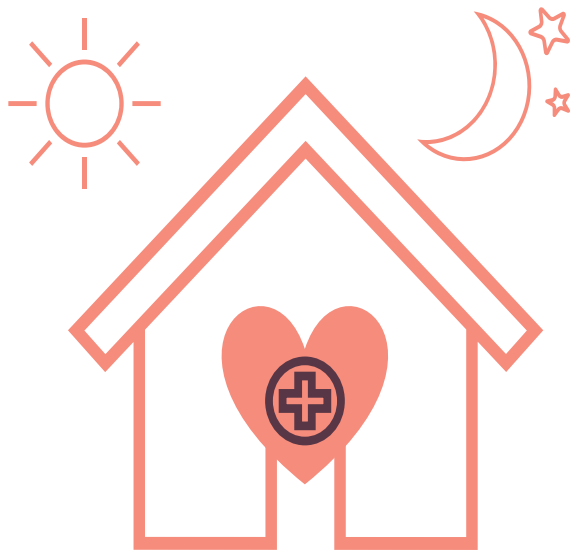
Since then, I know that I always have a plan B to respond to urgent situations at home, ensuring rapid, effective, and professional care and providing relief to my patients who wish to remain in their own homes.

It is an incredible luxury to be able to offer some of our patients this comprehensive and personalized care. Dying at home, surrounded by loved ones and in comfort, should not be a luxury, but an option available to all who wish it. Thank you for making this need a reality.“

Testimonial from Dr. Claudine Maari, family physician at CLSC, CIUSSS West-Central Montreal (Pathway 2 – CLSC referrals)

Innovation in all its forms

A specialized 24/7 home care service that stands out!



- Specialized second- and third-line care for our end-of-life patients at home.
- A dozen specialist physicians on call at the RRU, available 24/7.
- Anesthesiologists and intensivists who visit patients at their bedsides.
- Expertise in pain management and refractory symptoms leaves the hospital to serve end-of-life patients at home.
- Molecules usually reserved for hospitals to treat refractory symptoms specific to the end of life (agitation, delirium, pain crises, convulsions, etc.) are administered outside the hospital setting.

A new model of care that wins across the board

When a patient at the end of life is allowed **to leave an acute ward in hospital to be cared for at home** by the RRU for their final weeks or days, we are **respecting their wishes** and **freeing up a hospital bed on a specialist medical ward**, which then becomes available for another person awaiting treatment.

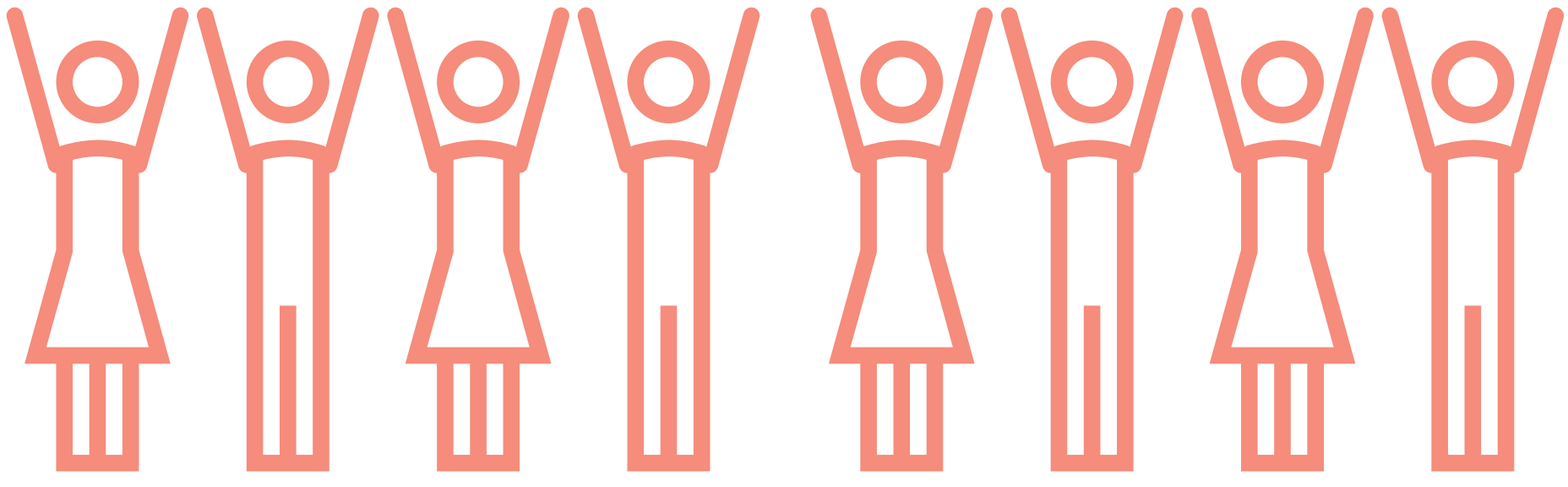
A win for the patient!

A win for the hospital!

A win for people waiting for treatment!

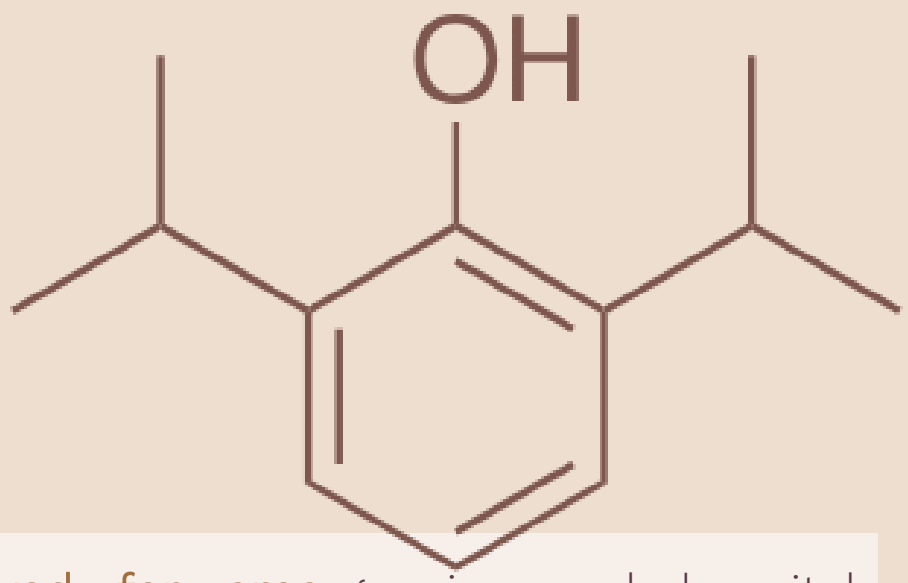
A win for the healthcare system!

A win for society!



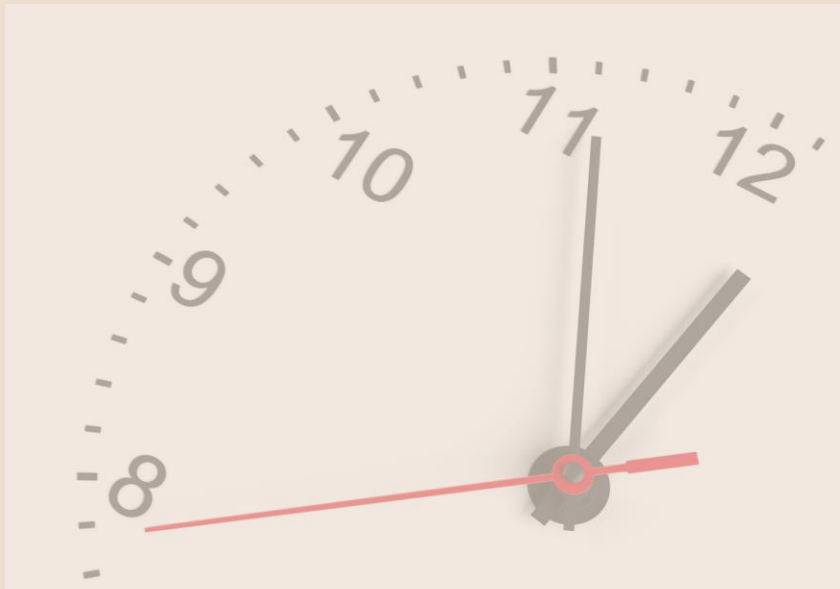
Doing things differently
Concrete examples

In order to manage acute and complex refractory symptoms, the RRU was able to administer propofol, a fast-acting injectable anesthetic, at home, when required.



This molecule, generally reserved for emergencies and hospital operating rooms, provides rapid relief for patients. In end-of-life situations, our patients can be relieved at home and enjoy their final moments.

The RRU provides 24/7 care and does everything possible to ensure that hospitalized patients **can return home as soon as possible**, whether it is during the week or on the weekend, during the day or in the evening.



A patient was able to be **discharged from the hospital** and welcomed home by the RRU with the necessary equipment and medication **at 9 p.m. on a Saturday**.

Let's break down the barriers that have prevented this kind of care until now!

Our nurses trained in the installation of ultrasound-guided intravenous lines at home

- A 7-hour training course on ultrasound-guided veins developed by A3S.
- Hands-on workshops offered to our nurses twice a month to maintain and improve their skills.
- Accredited by the Faculty of Nursing at the University of Montreal.
- A technique that allows veins to be located accurately, even in patients with poor venous capacity.
- 100% of RRU nurses trained in this technique at the Montreal Heart Institute training center.
- Avoid hospital visits in the final days of life, when patients have very little energy.

We would like to express our sincere gratitude to **Pierre-Xavier Le Cornec** (intensive care nurse), volunteer trainer, for generously sharing his expertise with our team and for his ongoing commitment to our mission.

Recognition of the RRU Team

A simple and heartfelt event to celebrate with gratitude and affection the creation of the Rapid Response Unit (RRU) as it enters its first year of operation.

An important moment to thank those who make this innovative new model of care for people at the end of life at home possible.

Nurses, attendants, doctors, representatives from partner institutions, and volunteers left with a jar of homemade applesauce prepared by the Aux trois sentiers team using apples from the Cité-des-Hospitalières garden, in collaboration with the Religious Hospitallers of St. Joseph.

Occupational Health and Safety

Aux trois sentiers has established an Occupational Health and Safety Committee to strengthen prevention efforts and promote team well-being.

Priorities for 2025-2026

1. State and cleanliness of the premises
2. Safe handling of loads
3. Principles for the Safe Movement of Patients (PDSP training course)
4. Prevention in emotionally demanding environments

The committee is led by Julie Gaudette, a seasoned occupational health and safety, environmental, and emergency management professional, who generously volunteered her expertise to support the organization. Heartfelt thanks to you, Julie!

Employee Well-being

Staff well-being is central to Aux trois sentiers' approach. Supporting people at end of life is a deeply human experience, but one that is also emotionally demanding.

Several initiatives have been implemented to support staff balance and psychological well-being:

1. Mindfulness workshops led by dedicated volunteers
2. Access to support resources tailored to individual needs
3. A monthly peer support and sharing group facilitated by **Florence Vinit**, psychologist and psychotherapist. As a volunteer, she supports our clinical team by guiding and facilitating these groups, which foster reflection and staff well-being. An invaluable contribution!

Over 200 caregivers supported

Behind every accompaniment lies a unique story—one of connection, presence, and a final chapter lived differently. The caregivers who share their stories here remind us why our mission exists: to ease, comfort, and accompany with gentleness, all the way to the very end.

TESTIMONIALS

“It was an incredible gift for [...] and for me to have Aux trois sentiers at home—it saved me. It made all the difference.”

Excerpt from a conversation with Ms. Chabot

Ms. Chabot, a caregiver to a person we supported at end of life, wished to thank us in her own way during a recognition event. A professional pianist, she honoured us by performing two piano pieces specially selected for the occasion.

“I sincerely hope that your work will be replicated elsewhere. It is difficult to convey how deeply appreciated what you did for [...] and their family truly is, but it is very reassuring to know that other families will also benefit from your initiative and from Aux trois sentiers’ services.” -

Excerpt from a letter received from Mr. J. Turner

Testimonial from Ms. Jobin, spouse of Mr. Trudeau, taken from an article by Ariane Lacoursière published in La Presse:

For Suzanne Jobin, “it would be dramatic if an organization as effective as Aux trois sentiers were to disappear”.

Outreach
4 key highlights

MAY 2025

Presentation of the Rapid Response Unit at the Association of Anesthesiologists of Québec Annual Conference

JUNE 2025

Membership in the Québec Palliative Care Research Network (RQSPAL)

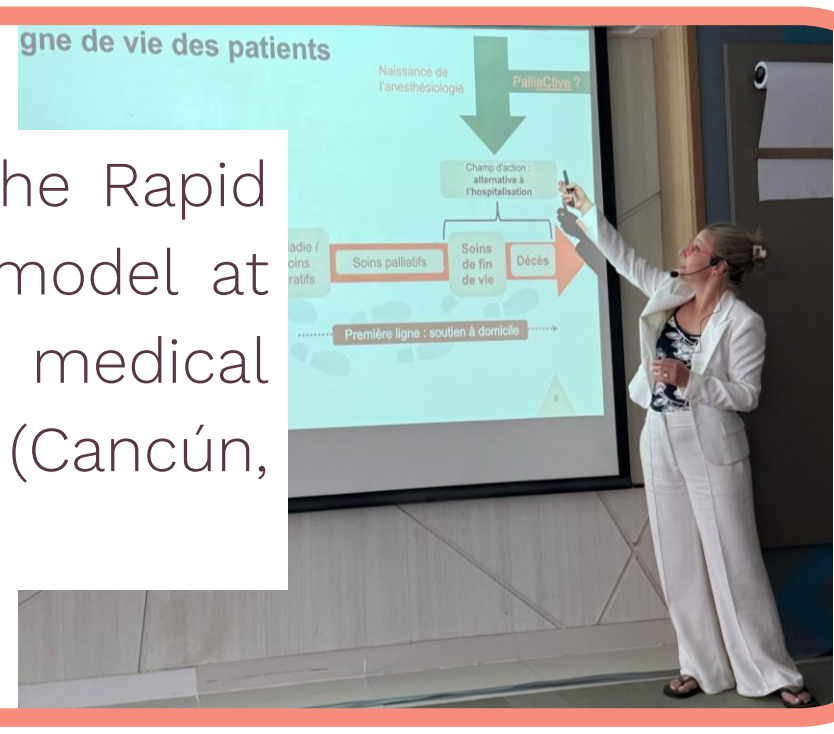
OCTOBER 2025

A series of two articles published in La Presse.

Journalist Ariane Lacoursière of La Presse accompanied our Rapid Response Unit (RRU) in its activities—including home visits—to gain a deeper understanding of the scope of our mission and the realities of our work in the field.

NOVEMBER 2025

Presentation of the Rapid Response Unit (RRU) care model at an international continuing medical education conference (Cancún, Mexico)



Philanthropic Activities

New Partners

We can count on the generosity, trust, and unwavering support of partners who, like us, believe in the importance of providing accessible and compassionate palliative care.

To each and every one of them, our heartfelt thanks.

IPAM
Institut de la pertinence des actes médicaux

Desjardins

FONDATION Jacques & Michel AUGER

FIERA CAPITAL

FONDATION Sibylla Hesse

ASSISTENZA INTERNATIONAL

iA Groupe financier

CROIX BLEUE MD DU QUÉBEC

Thanks to our generous donors!

We wish to express our deep gratitude to the **255** donors who, through their generosity, make it possible for us to continue our mission. Thanks to your trust, we are able to keep providing specialized, compassionate care to people at the end of life and to their loved ones.

Every contribution, large or small, makes a meaningful difference.

Development of Path 3 – Palliative Care Home

Member of the AMSPQ

Aux trois sentiers is now a member of the Alliance des maisons de soins palliatifs du Québec (AMSPQ). This concrete step supports the continued development of our third path, which aims to open a hospice in Montreal between 2028 and 2030.

Municipal Elections in Montréal

As part of the municipal elections held on November 2, 2025, Aux trois sentiers, along with occupants of the Cité-des-Hospitalières in transition, reached out to the mayoral candidates from the three main political parties to ensure that the future of this iconic site would be among their top priorities.

Future Home

Strong support for the Cité-des-Hospitalières site

In October 2025, Aux trois sentiers received the support of the community of the Religious Hospitallers of St. Joseph. The original occupants of the Cité-des-Hospitalières since its construction in 1861, they continue to reside in the South Wing of the monastery.

Since the sale of the entire convent complex to the City of Montréal in 2017, the sisters have remained on site as tenants. In the context of a gradual vacating of the premises, they have expressed their desire to establish a partnership with Aux trois sentiers.

Our mission to welcome and support people at end of life, along with their loved ones, is fully aligned with their values and with the commitment to the common good they have upheld in Montreal for nearly 300 years.

Celebrating our volunteers

Volunteering is one of the **cornerstones of our mission**. To develop and carry out our activities, we have the privilege of relying on **dozens of dedicated and generous volunteers**.

Without their skills, ideas, precious time, and willingness to contribute to this meaningful societal project, we would not be where we are today.

ENDLESS THANKS.

To give you a glimpse of the wonderful people who surround us, we are highlighting three of our valued volunteers:

DÉVY DY

An instructional designer, she generously shares her expertise to support the **development of our training programs**. She played a central role in the ultrasound-guided venous access training—from course design and accreditation to the production of educational materials.

CÉDRIC PEK

A medical extern with a strong interest in mental health, he offers **mindfulness workshops** to our care team to support their well-being, as well as **photography sessions** for patients, allowing them to capture and preserve their final moments with loved ones.

QI SHAN BONMARIAGE

A medical extern, she dynamically mobilizes a team of several volunteers to **support visibility, team-building, and fundraising activities** for our organization.

Social Media

A vibrant and engaging social media presence

Gwendal Rault • 2e
Conseiller cadre en soins palliatifs et soins de fin de vie
3 sem. •

Il y'a des initiatives qui transforment la vie de ceux qu'elles accompagnent. Aux trois sentiers - Soins palliactifs en fait partie, en s'inscrivant dans la continuité de ce qui existe, tout en apportant un regard neuf, de l'innovation et un sens profond du « prendre soin de l'autre », dans un système parfois difficile à faire évoluer.

iA Groupe financier (Industrielle Alliance) 2 mois •••
111 986 abonnés

Nous sommes fiers de soutenir votre mission et de participer à la mise en place de l'Unité d'intervention rapide à domicile. Merci à votre équipe pour votre engagement et votre vision. 💙

J'aime · 1 | Répondre

Genevieve Goulet • 1er
Avocate, associée, ASC | Co-Cheffe du département de Droit des affaires | Alli...
3 sem. •

❤️ Samedi, j'était touchée de voir La Presse mettre en lumière le travail essentiel de Aux trois sentiers - Soins palliactifs auprès des personnes en fin de vie et de leurs proches.
L'article témoigne à la fois de tout le bien fait au quotidien par Aux trois sentiers et son équipe et des défis bien réels auxquels nous faisons face pour continuer à accompagner avec humanité et dignité.

Croix Bleue du Québec + Suivre ···
9 405 abonnés
5 mois •

Croix Bleue du Québec est fière de soutenir Aux trois sentiers - Soins palliactifs dans ce projet innovant et porteur de sens. 💙

L'Unité d'intervention rapide (UIR) est un bel exemple de ce que la collaboration, l'engagement et la compassion peuvent accomplir. Offrir des soins palliatifs à domicile, éviter des hospitalisations et accompagner les patients et leurs proches : voilà une démarche profondément humaine à laquelle nous sommes honorés de contribuer.

Félicitations à toutes les équipes impliquées pour ces résultats concrets en seulement 6 mois! 👏

Jean-Francois Foisy • 2e 1 j •••
Directeur Général Institut de la pertinence des actes médicaux IPAM

Un beau et excellent projets qui mérite de pouvoir se perpétuer dans le. Temps

Colibris-Accompagnement de fin de vie
Oufff😅 comme c'est impressionnant de voir l'ensemble des réalisations en si peu de temps. Vous êtes extraordinaires. Quelle énergie et quelle passion. C'est un grand privilège de contribuer à ce si beau et grand projet. ✨❤️

Ghyslain Poisson
Je souhaite de tout coeur que les nouvelles mesures ne viennent pas freiner le superbe momentum dont vous jouissez. On commence à voir le fruit de nombreux efforts et faut pas que ça ralentisse! Go-go-go!

3 sem. **Solidaire** Répondre Masquer 2

Pair •••
517 abonnés
2 sem. •

Nous tenons à exprimer toute notre solidarité envers , que nous avons eu l'honneur d'accompagner au printemps dans sa planification stratégique.
Cet organisme essentiel permet à des personnes en fin de vie de recevoir des soins spécialisés hors des milieux hospitaliers dans le respect de leurs choix et aux côtés de leurs proches.
Alors qu'Aux trois sentiers se retrouve aujourd'hui menacé par la nouvelle loi sur la rémunération des médecins, nous souhaitons rappeler combien sa mission est pertinente, humaine et nécessaire pour le renforcement des soins de fin de vie au Québec.
De tout cœur avec vous. 💜

Carine Peltier • 2e ···
Infirmière clinicienne rôle élargi
1 mois •

Une magnifique équipe à rejoindre, une occasion d'exercer des soins profondément humains et d'avoir le luxe de prendre le temps 🙏

Helene Perras
Merci pour votre travail extraordinaire. Vous permettez un peu de répit aux familles et vous êtes tellement gentils avec les patients, toujours souriants 😄

3 sem. **Solidaire** Répondre Masquer 3

FOLLOW US!

ACKNOWLEDGEMENTS

This annual report is the result of a collective effort, made possible by the commitment and generosity of many individuals.

To each and every one of you, thank you for helping our mission shine.

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