

BALUCHON

Répit long terme à domicile

ANNUAL REPORT

2024-2025





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Cover

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A Word from the President



As this remarkable year draws to a close, I'd like to take a moment to reflect on the exceptional accomplishments we've achieved together.

2024 has been a year of success, challenges, and celebration, and I am immensely proud of everything we have accomplished as a team.

Thanks to the unwavering commitment of our administrative staff and the members of our two Boards of Directors, **we reached our goal of 10% growth. This success is the result of outstanding collaboration, both among our volunteers and within our administrative teams.** Together, we made it possible for hundreds of families to benefit from moments of respite that are essential to their well-being.

One particularly meaningful milestone also marked this year: last December, we celebrated our organization's 25th anniversary. This celebration was an opportunity to bring together people who are important to Baluchon, along with prestigious guests who have witnessed our impact the years. It was a moment of well-deserved recognition and gratitude for the respite workers.

We can be proud of what we have accomplished. Let's continue on this path of growth so our impact may keep expanding, and so we can continue offering quality respite care to a growing number of caregivers across Quebec.

Thank you all, and long live our organization!

Isabelle Le Bourhis
President



A Word from the **Executive** **e** **Director**



What were you doing in 1999?

While memory can sometimes play tricks on us, there is no doubt about what Marie Gendron was doing that year. She was launching, and single-handedly carrying out a one-of-a-kind project she believed met an urgent need. Much has happened since then, and respite care for caregivers has grown so much in popularity that we can only admit she was right. This uniquely Quebec innovation has since evolved into a leading non-profit organization, where 50 proud individuals continue to carry the torch passed on by our founder.

It is a true privilege for all of us to serve our community with passion, solidarity, and unwavering commitment. Over the years, we have seen inspiring projects take shape, forged deep connections within the community, and supported thousands of people across Quebec, and even in Europe. Day by day, our story has been built through care and dedication. This year, we stopped for a brief moment, looked back, and were struck by how far the road stretched behind us.

I have indelible memories of our big anniversary celebration. The many messages we received touched my heart deeply, and I don't think I'm the only one. All of our employees, volunteers, Board members,

financial and community partners were able to see the scope of the recognition we received for the work we have accomplished.

Whether you are part of the team today or were part of the team at some point in our quarter-century of existence, know that your commitment and dedication will never be forgotten.

To our respite workers, whether you've been crisscrossing Quebec for fifteen days or fifteen years, you are the cornerstone of a success that has won near-unanimous praise. This is no small feat in this day and age. I feel truly fortunate to work alongside you and to be able to count on you, no matter what challenges come our way. Thanks to you, our story is only just beginning.

A heartfelt thank you to the Board of Directors and the entire administrative team at Baluchon Répit long terme^{MD}

(Baluchon Long-term Respite Care). We could easily have fallen victim to our own success, but your professionalism and efficiency have instead propelled us to heights we could scarcely have imagined just a few years ago. I am deeply grateful to you for allowing us to look ahead to the next quarter-century with both confidence and resolve.

A special thank you to Marie Gendron, a true pioneer in the field of healthcare, whose inspiring legacy will forever remain etched in our collective memory.

We're on a roll, and Baluchon's mission is more relevant than ever. I can't wait to see what's next!

Sophie Morin, Executive Director



Who We Are

Baluchon Long-term Respite Care offers respite care to help caregivers continue supporting their loved ones at home. We provide in-home stays lasting 4 to 14 days while the caregiver is away. Our services are available to people with all types of conditions, and we proudly serve all of Quebec, from Chisasibi to Lacolle.

Our Pillars

- **Care givers and care recipients:** They are our raison d'être. All our efforts are devoted to them. We treat them with respect and dignity.
- **Employees:** They are the backbone of our work. Without their dedication and commitment, the entire respite care process wouldn't be possible.
- **Partners:** CI(U)SSS, MSSS, donors, and user associations: They place their trust in us through their financial and professional support. Without them, Baluchon would not be able to provide affordable respite care and maintain its high standards of quality.
- **Foundation:** Dedicated to the cause of respite care for caregivers, it works to raise essential funds to cover the costs of the baluchonnages.

Foundations and Partners

Values

RESPECT:

Of the dyad
(caregiver-care recipient)

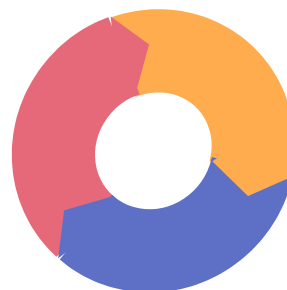
- Respect for the privacy and confidentiality of the dyad
- Respect for the autonomy of the individual
- Confidentiality, authenticity, and

loyalty

- Professionalism of: 1) our **employees** and 2) our **partners**



**Caregivers
and care
recipients**



Employees





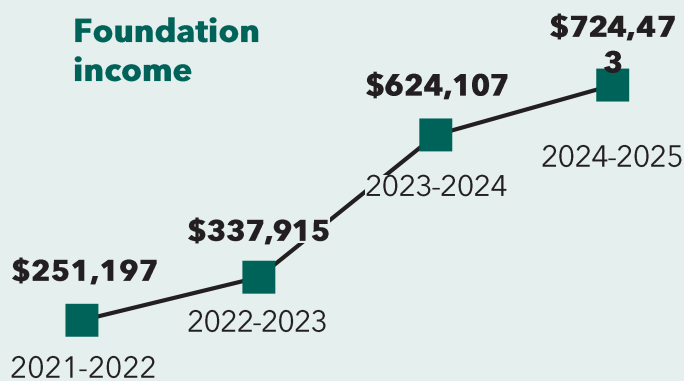
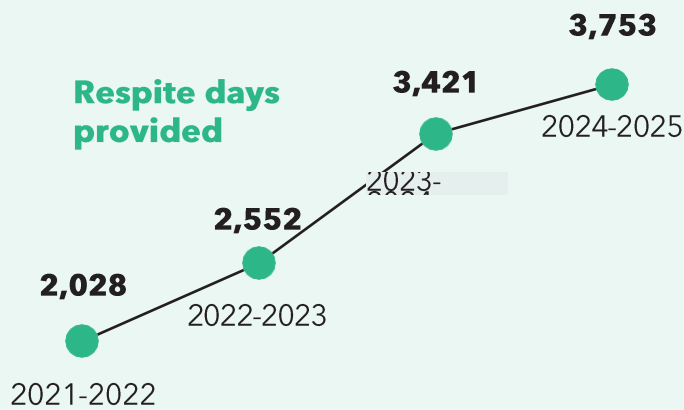
Review of Our **2022-2025** **Strategic Plan**

Growth Beyond Expectations

This report marks the end of a cycle. It is now time to reflect on our 2022-2025 Strategic Plan. Thanks to collective effort and unwavering commitment, we have not only met, but exceeded, the goals set in terms of our organization and of our service offering.

Objectives	Actions	Results
Increase service offering	Diversify our client base	Exceeded. We aimed to cover five or six additional diseases, and now we support over 100!
	Offer more days	1,201 more days achieved in 2025 compared to 2022-2023
Maintain service quality	HR development	The team has grown from 37 employees in 2022-2023 to 51 employees in 2025. We have offered more than 4,373 hours of training over three years. Implementation of a new request management process and hiring process, addition of a situational judgment test.
	Continue to evaluate service quality	Excellent satisfaction rate. Despite the complexity of our clients' situations, we maintain an exceptional satisfaction rate.
Obtain human and financial resources	Establish win-win relationships with the CISSS and the MSSS	New agreements with CISSS and CIUSSS and a significant improvement to the agreement with the MSSS for 2025-2026.
	Have motivated and effective employees	Increased engagement rate confirmed by survey
	Establish our donation needs and communicate them to the Foundation	The Foundation responded very well with a \$386,000 increase in revenue, more than doubling it in three years. The donation received from the Foundation nearly quadrupled over the same period.
Communication objectives	Raise awareness of the new service offering	More than 100 presentations to CISSS, CIUSSS, and the healthcare and caregiving community
	Raise awareness of Baluchon	Achievements: Requests tripled and two prestigious awards* were won, with positive spin-offs. Our social media presence grew by 11.3% in three years.

* Sophie Morin, recipient of the Femmes d'affaires du Québec's Quebec Women's Business Leadership Award in the social organization or enterprise category. Baluchon Long-Term Respite Care^{MD}, recipient of the Excellence Award for Community Impact of the Réseau de la santé.



More than a hundred health conditions

When we expanded our services in 2021, we planned to cover five new conditions related to degenerative diseases. We now support **more than a hundred**. We have identified nine different types of dementia/neurocognitive disorders that we support.

Degenerative health conditions are on the rise. In addition to well-known degenerative neurocognitive diseases such as various types of dementia, multiple sclerosis, and amyotrophic lateral sclerosis, we support people with a wide variety of lesser-known degenerative neurological conditions, such as:

- Multiple system atrophy (MSA)
- Various forms of ataxia
- Corticobasal degeneration (CBD)
- Encephalopathy of various origins
- Huntington's disease
- All types of cerebral palsy
- Different forms of muscular dystrophy
- Neurological syndromes, often hereditary and affecting development, such as Angelman syndrome, Andermann syndrome, Ehlers-Danlos syndrome, Rett syndrome, Usher syndrome, cerebellar syndrome, and various types of encephalopathy.

Some impressive numbers

More than 50 families caring for a loved one following a stroke have relied on our incredible respite workers. We also carried out 88 *baluchonnages*^{MD} for caregivers of people living with Parkinson's disease.

In addition, we've supported dozens of individuals with a physical or intellectual disability, or who have an autism spectrum disorder, clients who are generally younger.

Each of these conditions brings unique and meaningful challenges for our respite workers, who are well supported by our CLSC partners.

We're also seeing a rise in physical conditions that lead to loss of autonomy, driven by the increasing prevalence of chronic illnesses such as hypertension, heart disease, diabetes, lung disease, osteoarthritis, kidney failure, and various forms of cancer.

In conclusion, our strategic plan has been a success. Our objectives have been achieved and exceeded. The 2022-2025 period has been marked by a major adaptation of our services to the diverse needs of those we support. This success has been driven by the unwavering commitment of our teams and the constant support of our partners and the members of our two boards of directors.

Together, we have surpassed our expectations and laid a strong foundation for the future.

2024-2025

Continued Growth in Results

Our annual data collection for 2024-2025 allows us to better assess our alignment with our mission and objectives. It is essential not only to present a clear and accurate picture of our impact, but also to highlight how our services are evolving and to showcase the tangible results of our actions. Here are a few key highlights:

3,753 days of support

- **A 10% increase over last year.**
Four consecutive years of growth.

55% new families

- The waiting list remains our main challenge. However, more than **half of the days of support** were provided to new families.

7.4 days on average

- **That's the average length of our baluchonnages =^{MC}** in 2024. Because caregivers need rest and respite. And we are Baluchon Long-term Respite Care!

98.4% satisfaction rate

- It's hard to do better, but we actually did! Our satisfaction rate is slightly **higher than last year's**.



It feels like just yesterday, **we turned 25**



Last December, we combined business with pleasure, as our annual retreat also marked the 25th anniversary of Baluchon Long-term Respite Care^{MD}. It was a meaningful opportunity to recognize everyone's dedication to our mission and to honour all those who, over the years, have contributed to the success and growth of our organization.

The event opened with a moving introductory video, featuring a performance by Aline Lirette, a 91-year-old recipient of our services. We then had the **immense privilege of seeing and hearing from our founder, Marie Gendron**. In a pre-recorded interview, Marie Gendron generously shared the humble beginnings of Baluchon Long-term Respite Care^{MD} and the many steps she took to ensure that the organization not only made a name for itself, but also earned the trust and credibility of key stakeholders. It was a truly inspiring moment.

Next, two dignitaries took the stage. First was **Marguerite Blais**, former **Minister Responsible for Seniors** and a long-time ally of Baluchon. She was followed by **Sonia Bélanger**, Member of the National Assembly for Prévost and current **Minister Responsible for Seniors**, who took the time to express just how deeply committed she is to our mission.

"That's why I wanted to take a moment to thank all the dedicated people who work at Baluchon. Your contribution is exceptional and continues to support the well-being of countless families over the years," said Sonia Bélanger, Member of the National Assembly for Prévost, Minister Responsible for Seniors, Minister of Health, and Minister Responsible for the Laurentides Region.

We thank her warmly for her kind words, her encouragement, and her ongoing support for our mission since taking office.

Michèle Archambault, Caregiver Initiatives Coordinator at the Directorate for Seniors and Caregivers for the MSSS, also honoured us with her presence. We would like to take this opportunity, on the eve of her retirement, to **thank her for her tangible and concrete contribution to Baluchon's growth and the expansion of our services.**



Among our guests at the evening event were Natacha Joncas Boudreau, Director, Michèle Archambault, caregiver initiative coordinator at the MSSS, Sophie Morin, Executive Director, Ghislaine Larocque, Director on the Baluchon and Foundation Boards of Directors, and Izabela Piotrowski, Director of clinical services.



Édith Fournier and Michel Carbonneau

Then came a special moment to celebrate Izabela, our Director of Clinical Services. For the past fifteen years, she has been a true source of inspiration for everyone at Baluchon. This professional anniversary was a perfect opportunity to recognize her unwavering dedication, kindness, and generosity. Izabela embodies all the qualities we value in a Baluchon team member, and so much more.

We were also treated to a wonderful surprise! **Singer Jacques Michel** sent us a video of himself performing his timeless hit *Pas besoin de frapper pour entrer*, an iconic song for our *baluchonnages*^{MD}. It was a touching moment that reminded us, once again, of the unifying power of music.

Finally, we must also acknowledge the contribution of **Michel Carbonneau and Édith Fournier**. These two former caregivers drew on their experience to create the excellent documentary series *Au-delà des mots* (*Beyond Words*). In it, **Fournier** talks about the importance of the *baluchonnages* in her journey as a caregiver.

View more:

- [Marie Gendron's Testimonial](#)
- [Minister Sonia Bélanger's Testimonial](#)
- [Song gift from Jacques Michel](#)
- [The documentary series](#)



Some of Baluchon's employees

Human Resources

This past year has also been a particularly active one for our organization's Human Resources department. As a non-profit, we're fortunate to rely on dedicated employees who truly believe in our mission. In return, it is essential that we not only place the same trust in them, but also provide working conditions that meet their expectations.

Here is a summary of the key initiatives successfully implemented this year under the leadership of our human resources advisor, Halimatou Mohamadou:

- **Salary increase** for head office employees
- **Adjustment of mileage compensation**
- **Professionalization and standardization of the evaluation process**
- **Addition of three services to the employee assistance program:** podiatry, nutritionist, and caregiver counselor (several of our employees are caregivers themselves).



New Recruits

Welcome to our three new recruits from the March 2025 cohort! After successfully completing our 100-hour training program, they are already out in the field providing support. We are very happy to have them on board!

ACAS Technical Training

Thanks to a partnership with the CIUSSS du Nord-de-l'île-de-Montréal, our respite workers **were able to receive free training designed for nursing assistants. This new standardized training program, implemented across Quebec, focuses on medication administration and invasive care.**

Update of the Employee Handbook and Code of Ethics

As a non-profit organization serving vulnerable populations, Baluchon is committed to doing everything possible to support its employees. That's why we've updated our employee handbook, which now includes human resources procedures, a guide for head office staff, and a separate handbook for respite workers. We also worked closely with our employees and community

partners to clarify and strengthen our Code of Ethics.

Employee Satisfaction Survey

This survey, deployed annually, is designed to gauge employee sentiment so that we can adjust our decisions accordingly. Overall, we are very pleased with the results. Our **engagement rate**, which stood at 81% last year, is now **84%**. This increase shows that our efforts over the past few years are paying off.

Something to be proud of

- **92% would recommend their immediate manager to others**
- **96% feel a sense of accomplishment in what they do**
- **98% are proud to work for Baluchon**

Compensation is an issue

- 38% do not feel sufficiently rewarded (e.g., salary, promotion)

Salaries remain a challenge for a non-profit organization like ours. Compensation levels are significantly lower than those in the healthcare sector, and even compared to other similar non-profits. This disparity has a considerable impact on both recruitment and employee retention.

Survey results also revealed greater dissatisfaction among our head office staff in Montreal, where the cost of living—particularly when it comes to rent—is higher than in other regions. Retaining employees continues to be a major challenge, especially given our limited ability to increase revenues through grants and donations.



Our respite workers are multi-talented. On the left, Louise-Andrée Lauzière and Julie St-Onge Drouin, artists, created an original work. On the right, Jean-Phariste Pharicien and Anne-Laurianne Fournier read a moving tribute in prose and verse. In the centre, Izabela Piotrowski, our Director of Clinical Services, along with Sophie Morin.

Celebrating Izabela's 15-year career as Clinical Director

This year, Izabela, our Director of Clinical Services, celebrated 15 years of service with Baluchon Long-term Respite Care^{MD}. Since joining the organization, she has played an active role in shaping its development; helping to grow our services, build strong teams, and guide our evolution. Few know Baluchon's history as intimately as she does. Izabela is also responsible for matching clients with respite caregivers, an art she has truly mastered. Her ability to understand each person's needs, personality, and sensitivities allows her to create thoughtful pairings that offer comfort, foster trust, and often lead to meaningful, lasting connections.

The team as of March 31, 2025

- Administrative team:



Sophie Morin,
Executive Director



**Alexandra
Gravel-Fr  chette,**
*Finance and
Administration
Director*



Ying Xu,
*Clinical
Administrative
Officer*

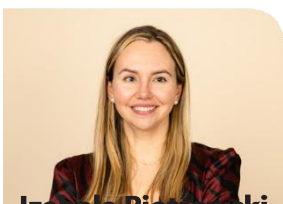


**Halimatou
Mohamadou,** *Human
Resources and
Operations Advisor*

- Clinical Team:



Mariama Jupille,
Executive Secretary



Izabela Piotrowski,
*Director of Clinical
Services*



Com Pelletier,
*Clinical Services
Coordinator*



Julie-Rose Houle,
*Clinical Services
Officer*



**Marie-Claire
Barsalou,** *Clinical
Services Officer*



Cyrine El Ghouli,
*Clinical Services
Officer*



**Blanche
Lapointe-Fortin,**
*Clinical Services
Officer (part-time)*



Nicole Germain,
*Clinical Services
Officer*

Community Life and Board of Directors



Our Valued Members

In addition to providing concrete support for our mission, members of Baluchon Long-term Respite Care^{MD} are invited to our annual general meeting and receive regular updates on our activities. For the 2024-25 year, we have **96 members**, a slight increase compared to last year.



Ms. Isabelle Le Bourhis,
President
Regional Director, Financial
Planning Manager
at RBC



Ms. Ghislaine Larocque,
Vice-President
Senior Management Coach
- retired



Ms. Isabelle Fournier,
Treasurer
Vice-President, Finance,
Reitmans



Marlène Iradukunda,
Secretary
Labour lawyer



Ms. Christine Grou,
Director President of the
Ordre des psychologues
du Québec



**Ms. Natacha
Joncas
Boudreau,**
Director Director at
TACT Intelligence-
Conseil



Ms. Julie Langlois,
Administrator
Vice-President, Talent and
Culture, Peace+



Jean-Simon Lamarre,
Director, Associate,
Blakes



Ms. Chloé Paquette,
Director, CPA Auditor,
FP&A Manager, Sonder Inc.



Caroline Harvey and one of the families supported



Baluchonnages with Indigenous Families

This marked a significant milestone in Baluchon's history: in May 2024, we delivered our first two *Baluchonnage*^{MD} services in First Nations communities, in partnership with the Cree Board of Health and Social Services of James Bay (CBHSSJB) and the MSSS.

Our team prepared extensively for this important initiative. Our Executive Director attended a workshop on the structure of First Nations and Inuit health services and the role of caregivers. In the months leading up to the services, several working meetings were held with the CBHSSJB to ensure we could offer the best possible experience with a culturally safe approach. The team also completed specialized training on this subject.

Our two respite workers who voluntarily stepped up to the plate found the experience deeply rewarding, as did the families who received support. It was a meaningful success that we're proud of and hope to build on in the future.

Submission of a Brief to the National Assembly

Last December, we accepted an invitation from the ministère de la Santé to participate in a consultation on the future of in-home support. As part of the *Politique sur les soins et les services de soutien à domicile* (Home Care and Support Services Policy), we drafted a brief outlining our findings, challenges, and suggestions for maintaining and developing home support. We emphasized funding, a key issue for NPOs, and listening to families, who are most affected. Sophie Morin presented our main message to a committee of health and social services professionals: **the needs of users must come first. By putting the care recipient and the caregiver at the top of the pyramid, we can offer high-quality, effective services that meet the needs of the public.**



Podcast Recording

As part of National Caregivers Week, we were invited to record a podcast produced by the Alzheimer Society of Quebec. We talked about our services and our rich history working with families affected by the disease.

You can listen to this episode here:

<https://www.youtube.com/watch?v=HPnaoy43IBU>

Baluchon France

The year 2024 marked the continuation of baluchonnage^{MC} services in France. The labour law exemption required for the intervention of a single employee 24 hours a day, for 2 to 6 consecutive days, has finally been legislated.*

However, after six years of experimentation (2019-2024), the baluchonnage^{MC} services were suspended on December 31, 2024, due to regulatory issues. Baluchon France hopes that baluchonnage^{MC} services will resume and, above all, be rolled out in the second half of 2025. Baluchon France is preparing for the change in scale to accommodate this rollout.

Here are some statistics since the start of the trial:

- **663 baluchonnages^{MC}** have been carried out, representing **2,739 days of baluchonnages^{MC}** offered to caregivers
- **128 respite workers were trained**, including 62 respite workers still active at the end of the trial.

**Law No. 2024-1028 of November 15, 2024, aimed at improving the identification and support of people with neurodevelopmental disorders and promoting respite for caregivers*

Operations and IT

For several years, Baluchon Long-term Respite Care^{MD} relied on a system for processing respite requests that can only be described as archaic. Each year, we manually entered over 700 forms into Excel and Word and sent nearly **3,000 emails** to provide updates on individual files.

That approach is now a thing of the past, thanks to a grant from L'Appui, which supports organizations that assist caregivers. This funding has allowed us to begin using Répîx, a management software that handles not only requests and cancellations but also our waiting list. We've remained on schedule and within budget, and the Kabesa team working with us has exceeded expectations.

We anticipate **saving 2,000 hours of administrative processing time annually**. This will also enable us to manage our growth more efficiently, without the need to expand our administrative staff.

Florence Kouayara, Karine Provost, and Ginette Langlois



Information Dissemination



Colin Pelletier and Mariama Jupille
at the conference on informal care
for the Montreal region.

Baluchon

Baluchon representatives have participated in several conferences as experts or speakers.

- **The Capitale-Nationale Alzheimer Symposium**, an event bringing together researchers, health professionals, caregivers, and community organizations to discuss an increasingly crucial issue: Alzheimer's disease and neurocognitive disorders. This day was a valuable opportunity to raise awareness about Baluchon's services, discuss best practices and highlight the essential role that the community plays in supporting people with dementia along with their loved ones.
- Sophie Morin presented Baluchon's services at the **Annual First Nations Meeting**, which should lead to respite services in Kawawachikamach, north of Fermont.
- The MSSS invited Sophie Morin to participate in the **National Caregiving Awareness Day**. Workshops with various experts will lead to the drafting of the next caregiving policy.
- Colin Pelletier and Mariama Jupille answered questions from the public and stakeholders at **the conference on informal care for the Montreal region**. This is a region where, relative to the population, our services are the least used.

Web and Social Media



The profile of our subscribers reflects the reality of informal care. In fact, more than **86%** of our subscribers are women, while men represent less than 14%.



- Facebook: **2,160 followers**, including 80 new followers (+5%)
- LinkedIn: **603 followers**, including 28 new followers (+5%)

Geographical Distribution

Traffic on our social media platforms reflects the reality on the ground, with the vast majority of our visitors coming from Quebec and French-speaking countries where our model has been exported:

- Canada/Quebec: 87%
- France: 11%
- Belgium: 2%

Our community continues to grow as it has in recent years, but at a slightly slower pace.

Website now bilingual

Baluchon speaks English, too! We're proud to announce the completion of a long-awaited project: the Baluchon website is now available in both French and English. Since our mission is to provide respite and essential support to caregivers across Quebec, it had become increasingly important to make our online resources accessible to English-speaking caregivers and their families.



To visit our website
in English:

www.baluchonrepit.com/en/

Baluchonnage^{MC} now a protected term

While in Québec the term is primarily used in the fields of healthcare and caregiving, in France it has entered more common usage. Google has even included a definition for it. Unfortunately, some organizations and private companies abroad began using the term inappropriately for their own benefit.

As a result, we took steps with intellectual property organizations. Today, "Baluchon Répit long terme" (Baluchon Long-term Respite Care) and "Baluchonnage" are protected terms in both

Philanthropy



**\$724,000
raised in
2024-2025**

Once again this year, thanks to the work of the Board of Directors and the Foundation team, the amount raised has increased for the fifth consecutive year.

In fact, we have exceeded \$724,000 in funds raised for 2024-2025.

In addition, for both the Foundation and Baluchon, the past year marked the end of its 2022-2025 Strategic Plan. The objective for the Baluchon Foundation was to give ourselves the means to support Baluchon's growth by generating more than \$1.5 million in three years, which seemed ambitious at the time. **The challenge was met, and even surpassed!** We raised \$1.7 million in individual and corporate donations, which benefited caregivers throughout Quebec.

The Foundation's contribution has been crucial in expanding Baluchon's respite services.

Finances

Over the past year, the management team focused its efforts on negotiating numerous government grants with the CISSS, CIUSSS, and the ministère de la Santé et des Services sociaux (Ministry of Health and Social Services). By fall 2024, the **subsidized respite day banks** in several regions of Quebec had been depleted.

We held numerous meetings to explain these funding issues for the current year and for 2025-2026, as well as the impact of inflation in recent years on our net service costs. As a result, we were able to negotiate an adjustment to the daily subsidy amount for next year and negotiated upward adjustments to certain agreements.



2024-2025 Financial Statements

	2025	2024
OPERATIONS		
Psoc_MSSS subsidy	\$377,712	\$367,782
Expenses	[\$681,611]	[\$688,109]
Baluchonnage fees		
CI[U]SSS service agreements, MSSS funding	\$1,887,600	\$1,711,440
Expenses	[\$2,582,493]	[\$2,283,229]
Depreciation of tangible capital assets	[\$6042]	[\$6954]
MSSS grant for expansion	\$200,000	\$214,000
Donations and other income	\$802,690	\$757,512
Excess of revenues over expenses	[\$2144]	\$72,442
BALANCE SHEET		
Current assets		
Cash - operating account	\$163,935	\$174,580
Cash - savings account	\$50,124	\$934,720
Temporary investments	\$455,363	-
Amounts receivable from the government	\$146,742	\$138,043
Prepaid expenses	\$13,010	\$9,184
Other accounts receivable	\$83,536	\$69,702
Total current assets	\$912,710	\$1,326,229
Tangible capital assets	\$16,408	\$20,859
Total assets	\$929,118	\$1,347,088
SHORT-TERM LIABILITIES		
Accounts payable and accrued liabilities	\$294,202	\$275,210
Deferred contributions	\$244,698	\$679,516
Total liabilities	\$538,900	\$954,726
Unrestricted assets	\$390,218	\$392,362
NET ASSETS	\$929,118	\$1,347,088

Data **by Region**



3,753 TOTAL RESPITE DAYS

We closely monitor the use of respite days on a per capita basis by region. Although we do not have a threshold set for each region, we strive for equitable access. We work with our partners, particularly in regions where demand is lower than it should be.



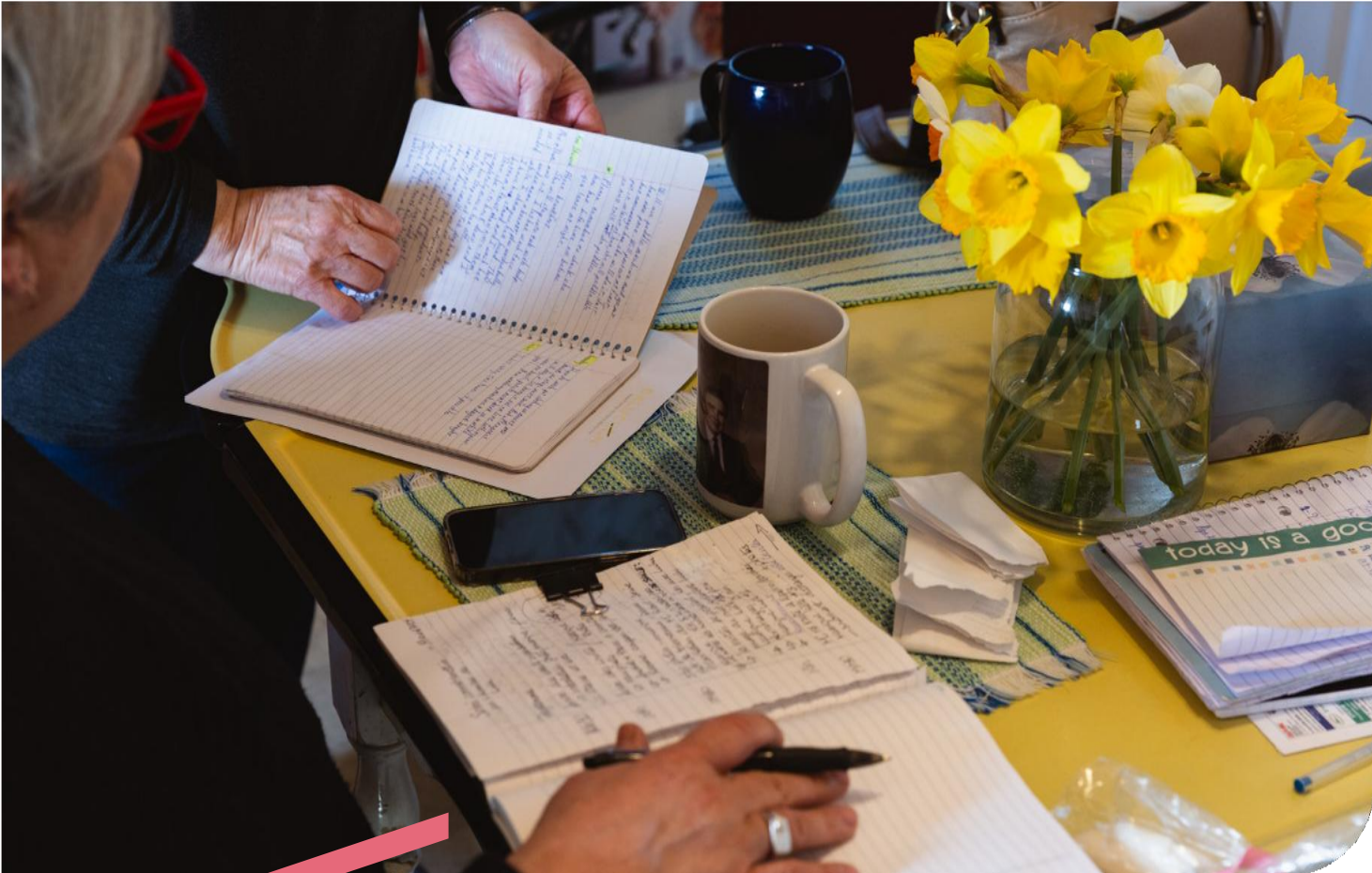
Outlook

Despite a fourth consecutive year of growth, demand continues to outpace our capacity. We will keep working to optimize our administrative processes through improved information technology, allowing us to handle a higher volume of requests.

Funding remains a concern, particularly with the CISSS and CIUSSS, which have not increased their subsidies in line with growing needs. Every day, we hear from caregivers and network partners who are in urgent need of respite, and it's heartbreaking not to be able to respond due to limited financial resources.

We move forward with a clear-eyed view of the challenges ahead, committed as ever to supporting caregivers and their families.

Fanny Grégoire



Conclusion

In celebrating our 25th anniversary, we've done more than mark a major milestone; we've honoured a legacy rooted in solidarity, humanity, and hope. For a quarter of a century, we've been driven by the deep conviction that our work makes a meaningful difference in the lives of those caring for a loved one. These years have shown us that even the smallest gestures can have a powerful impact.

With our experience and collective energy, we are ready for what lies ahead. Ready to take on new challenges. Ready to support Quebec as it faces a major demographic shift. Ready to work wholeheartedly with people from all walks of life and all backgrounds.

To paraphrase the beautiful words of Jacques Michel:



"No need to knock to come in. Whoever you are, push the door open, there will always be a place for you."

List of Acronyms*

*Translations provided for some organizations are not official.

ACAS	Activities entrusted to nursing assistants
CBHSSJB	Cree Board of Health and Social Services of James
CISSS	Integrated Health and Social Services Centre
CIUSSS	Integrated University Health and Social Services Centre
CLSC	Local Community Services Centre
CPA	Chartered Professional Accountant
ID	Intellectual disability
PD	Physical disability
MC	Trademark
MD	Registered trademark
MSSS	Ministry of Health and Social Services
NPO	Non-profit organization
PPA	Caregiver
PSOC	Support Program for Community organizations
HR	Human resources
SAD	Home support
ALS	Amyotrophic lateral sclerosis
MS	Multiple sclerosis
IT	Information technology
NCD	Neurocognitive disorder
ASD	Autism spectrum disorder



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