



STANDING OUR GROUND

10TH YEAR ANNIVERSARY

سناد
SANAD
Home Hospice Care

Annual Report

2020

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A photograph of a special moment between SANAD's nurse and her patient, used with permission.

A WORD FROM OUR BOARD ON OUR 10 YEARS ANNIVERSARY

In 2010, we began building SANAD with modest resources: we began as a team of two working out of a private home, with nearly no awareness around palliative and hospice care on the community level. Over the years, as our organization grew, so did its credibility among both doctors and health institutions and within the community. Throughout its history, SANAD has so far been successful in raising needed funds while operating in an increasingly tough and competitive environment. And today, despite the ongoing political unrest and the COVID-19 pandemic, not only have we managed to continue providing care, but we have also been able to provide care to more patients than we have ever had before.

A long way from our humble beginnings, SANAD now employs 24 full-time staff members, who work tirelessly in the greater Beirut and Beqaa areas. Over the past three years, the SANAD team has also grown to include a Quality, Research and Development Unit for internal and external capacity-building within Lebanon and in the region, as well for the collection and analysis of data used to guide our strategy for service development. In parallel, our Mental Health Unit has also been paving the way for integrating the field of mental health into palliative care. In adapting to its volatile context, SANAD has ensured sustainability through diversifying sources of funding, tapping into new creative avenues.



Mrs. Lubna Izziddin
Founding and Board Member



Mr. Nadim Abboud
Founding and Board Member



Dr. Muna Khalidi
Founding and Board Member



Dr. Rabih El Chamray
Founding Member



Mr. Elie Aaraj
Board Member



Ms. Carol Mansour
Board Member



Dr. Thurayya Arayssi
Board Member

Despite the challenges of the past year including the COVID-19 pandemic, the economic collapse of Lebanon, and the devastation of the Beirut port blast, we have managed to continue our working using a mixture of dedication, resilience and adaptability. Not only did we not interrupt care to our patients, we expanded our reach to include increasing numbers of terminally ill patients needing our services and care.

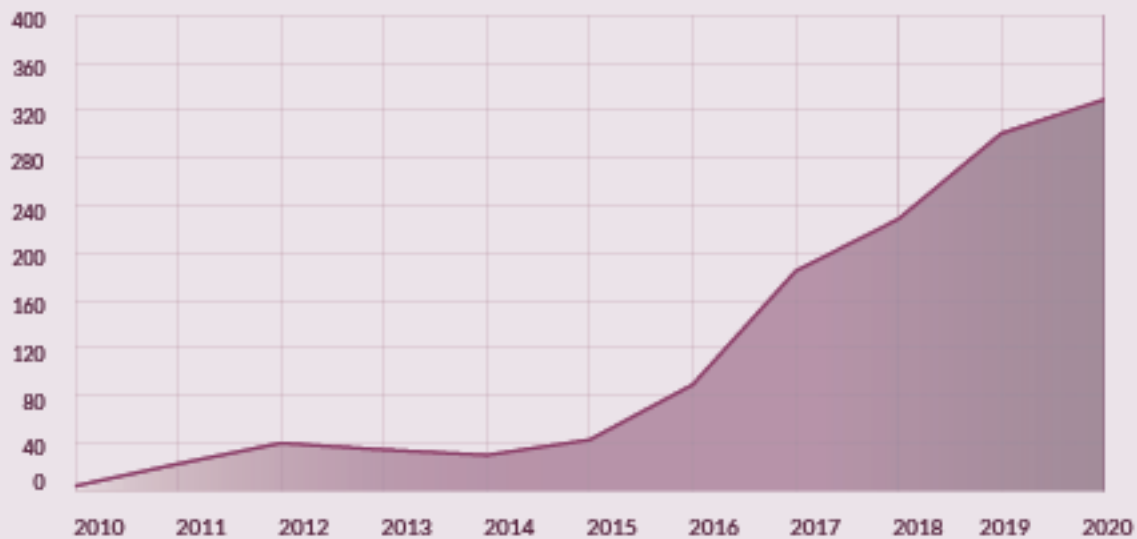
Today, SANAD is receiving referrals from all hospitals in Beirut and the Beqaa area. SANAD has expanded its efforts to the policy level, working with the Lebanese Ministry of Public Health on a strategy for palliative care as well as on the development of reimbursement laws. With continuous endorsement and trust from medical practitioners and policy makers, SANAD has now become a reference for palliative care in the region, such that we are now being consulted by Ministries and organizations in a number of countries in the region (Sudan, Kuwait) looking to develop their own palliative and hospice care programs. Looking ahead, SANAD will continue to operate on the central tenant that the only way forward is with the support of the community.

10 YEARS IN FIGURES



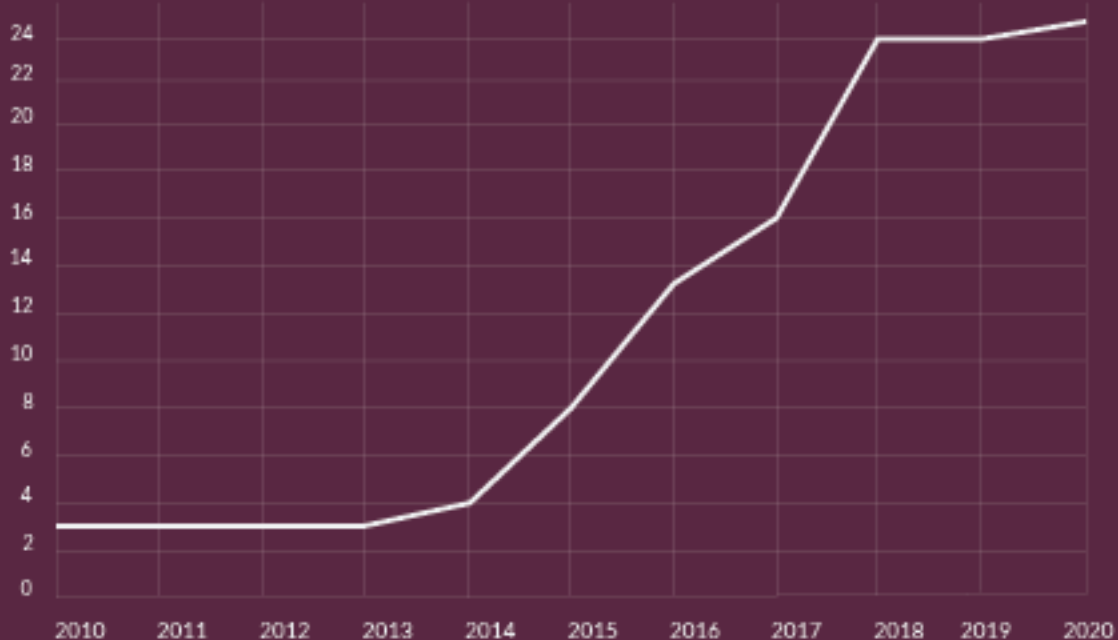
OUR GROWTH

Number of Patients



SERVICE PROVISION

Number of Employees



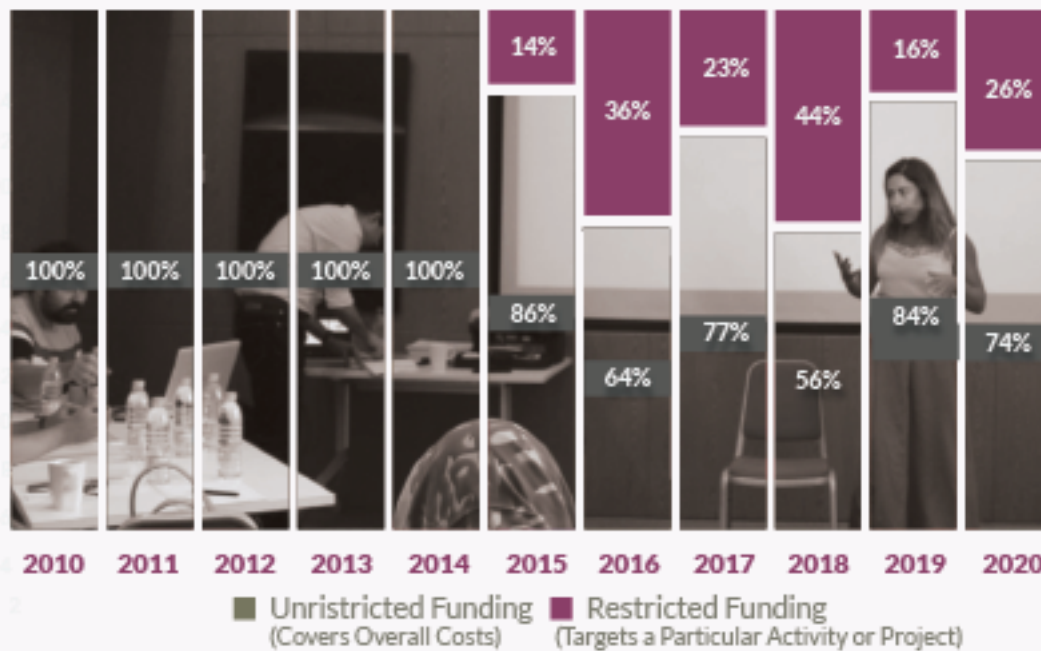
ORGANIZATIONAL GROWTH

10 YEARS IN FIGURES

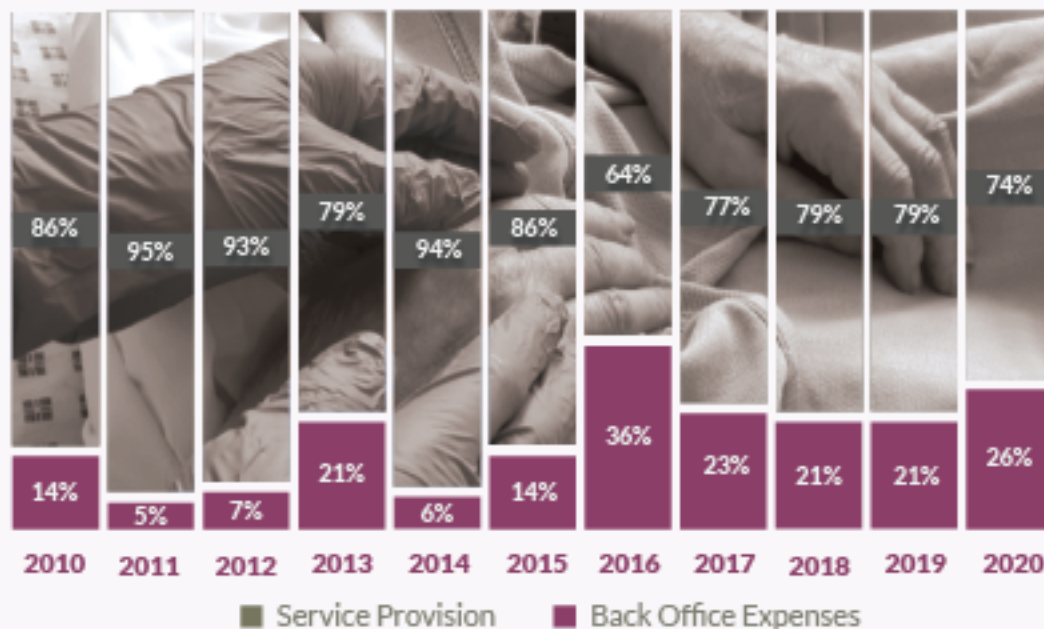


FUNDING

Sources of Funds



Allocation of Funds





STANDING GROUND
FOR

OUR MISSION

MISSION

SANAD's mission is to provide comprehensive free of charge home-based hospice care to advanced chronically and terminally ill patients while preserving their dignity and enhancing the quality of their remaining life. We aim to assist patients in remaining as alert, functional and comfortable as possible within the calm and sanctuary of their own home, surrounded by family and loved ones. SANAD delivers these support services to patients regardless of their nationality, religion, gender, diagnosis or ability to pay.

FOR



DIGNITY, COMFORT, SUPPORT.

WHAT WE STAND FOR

RESPECT

We at SANAD ensure total respect for our patients' and their families' beliefs, values and practices.

INTEGRITY

Throughout all aspects of our professional practice, we uphold our mission with integrity.

COMMITMENT

We are committed to upholding patient and caregiver rights and maintain confidentiality at all times.

DIGNITY

We aim to preserve patient and caregiver dignity by honoring their wishes and preferences until the end.

EXCELLENCE

Through the efforts of our conscientious and diligent team, we aim to provide professional and compassionate quality end-of-life care.

COMPASSION

Our actions and practices are driven by absolute compassion for patients and their families.



STANDING GROUND

IN THE FACE OF

POLITICAL AND SECURITY
UNREST AND ECONOMIC COLLAPSE



OUR RESPONSE TO THE POLITICAL AND ECONOMIC COLLAPSE

As it is progressively plunging into the worst economic crisis in its modern history, Lebanon's fiscal space is becoming limited. As a result, the state loses its margin to intervene and deal with the emerging social crises. In addition, the apparent structural deficiencies across the state's institutions do not make them the ideal channels to pump through immediate regional and international aid intended to respond to the most essential needs of the Lebanese population. Accordingly, the only way to bring some breathing space to the Lebanese society facing these insurmountable challenges is to provide direct support to the civil society organizations that are increasingly becoming the main resort for the country's most vulnerable population. As main actors of the civil society, healthcare non-governmental, non-profit organizations have been tremendously vital in providing a broad array of health support services, including palliative and hospice care.

Furthermore, as the manifestations of the multifaceted economic crisis are being concretized, and the horizon is turning to be bleaker, the need for the organization's services is augmenting and markedly observed as more Lebanese families are falling under the poverty line and subsequently the resort to hospice care services is increasing since it's evidently proven to be cost-effective at the end of life stage.



SANAD, and through its Interdisciplinary Team (IDT), has maintained its operations and set up a contingency plan in response to the emerging events. The objective of this plan was to frame the organization's support services in both its coverage areas, Greater Beirut and Mid-Beqaa, on the basis of its IDT members' safety, and the needs of the organization's patients.

Different scenarios have been developed to enable the IDT members to act according to events development on the ground. Each of these scenarios constitutes guidance that outlines the modification in geographic coverage areas, when applicable, and its implications on the provision of the support services and sets particular guidelines for accepting new admissions to the organization's support services. Related decisions are accordingly made with the utmost integrity and a commitment to the organization's mission and values by providing optimal support for the patients and their families.



STANDING GROUND

IN THE FACE OF THE

COVID-19
PANDEMIC

OUR RESPONSE TO THE COVID-19 PANDEMIC

Being a healthcare organization, SANAD is committed, as per its values and mission, to provide the necessary support to its patients who belong to the most vulnerable population of risk for contracting COVID-19.

In response to the COVID-19 outbreak, SANAD was fully engaged in setting up the appropriate plan to sustain its operations and maintain the same quality of its hospice care services on one hand, and to contribute in supporting the national healthcare system, on the other hand.

By providing its hospice care at home, the organization was increasingly helping its patients to stay at their homes while managing their pain and symptoms without resorting to hospital services, thus contributing to the national efforts that aim at alleviating the burden on the hospitals, allowing them to receive and support more patients with COVID-19.

The response plan was designed according to international guidelines and best practices such as the World Health Organization and the Centers for Disease Control and Prevention in the USA.

Protection measures were taken to ensure the safety of the IDT members while carrying out their field visits, disinfection of medical equipment, including use of personal protective equipment and raising awareness of patients and caregivers about COVID-19 and prevention to maintain a safe home environment, decreasing by that the exposure of the patients to any possible COVID-19 infection that can potentially threaten their lives.





STANDING GROUND
FOR

OUR STRATEGIC PILLARS & GOALS

SANAD's hospice care services, projects, and initiatives aim to meet SANAD's strategic goals that fall under four main pillars:

- 1- Quality Service Provision
- 2- Social Impact
- 3- Professional Development
- 4- Sustainable Financial Performance

STANDING GROUND FOR OUR PILLARS

PILLAR I QUALITY SERVICE PROVISION



GOAL 1 : HOSPICE CARE PROVISION

Provide quality and equitable home hospice care service within our geographical coverage

بالرغم من اطماع المرحوم زوجي الحادة أثناء مرضه استطاع ممرضنا بسند كسب محبته واحترامه ووده وكان رحمه الله يرتاح جداً لوجودهما معه. لقد أحبهما كثيراً وكان يطلب زيارتهما عند أي طارئ. المميز طريقة تعاطيهما معه فقد كانت إنسانية لأبعد حدود. شفافية، وأدبية وأخلاقية. وكان يتمنى عليهم الجلوس أكثر معه علماً بأن زيارتهم كانت في بعض الأحيان تمتد لأكثر من ساعة. كان زوجي رجلاً مثقفاً ومحدثاً لبقاً بقي لأخر لحظات حياته، متمتع بوعيه الكامل وكان الشبان يستمعون إلى حديثه بإنصات واهتمام ويشاركونه النقاش بكل شفافية. المميز بهذه التجربة هي الأدب والاخلاق والإنسانية وطول الانان والصبر. شكراً سند من قلبي لأنكم برعايتكم التلطيفية عاش زوجي آخر أيامه بأمان بعيداً عن الخوف والقلق . شكراً ألف مرة .

SANAD provides home hospice care to patients who have advanced and terminal illnesses residing within greater Beirut and mid-Beqaa. SANAD's interdisciplinary team composed of nurses, doctors and psychologists follow a patient and family centered approach and the National Comprehensive Cancer Network guidelines for pain and symptoms management.

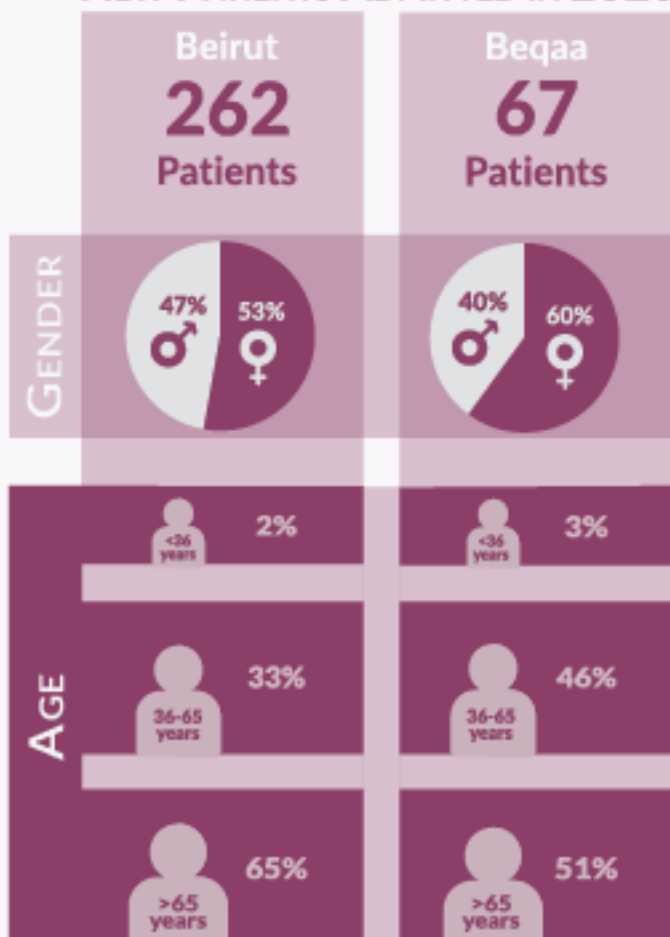
IN NUMBERS

We collect operational and quality indicators to help us evaluate and improve the quality of hospice care provided. This year and despite all the challenges brought by the COVID-19 pandemic, SANAD's team was able to care for more patients than in 2019. Have a look at our numbers and indicators.

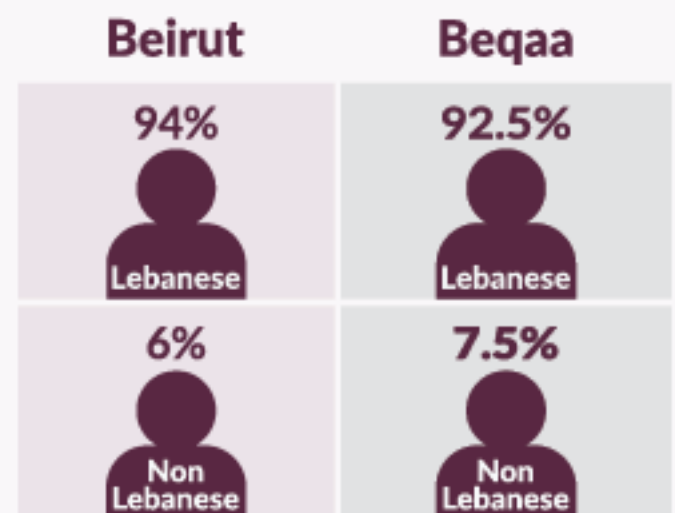
SANAD cared for
399*
PATIENTS
in 2020

*SANAD cared for 399 patients during 2020, of which 329 were admitted during 2020 and 70 patients were carried over from previous years.

NEW PATIENTS ADMITTED IN 2020

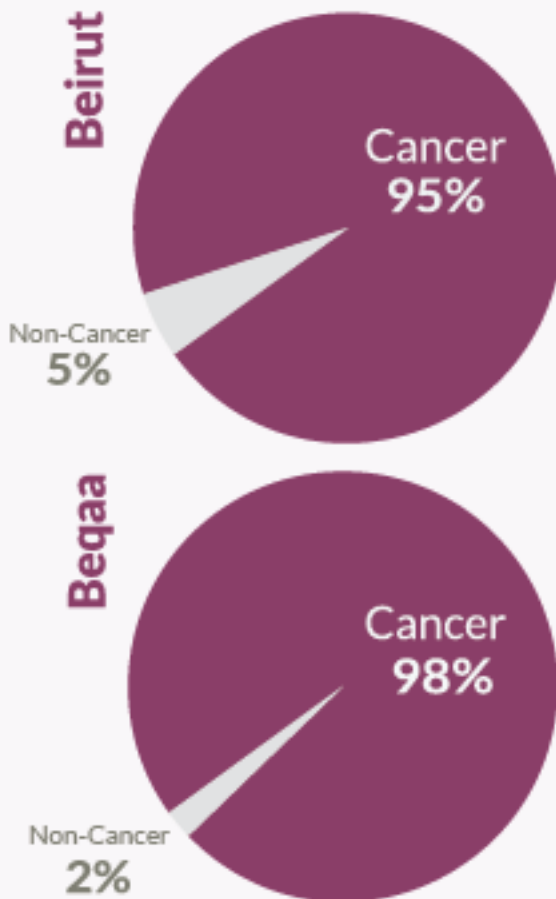


NATIONALITY



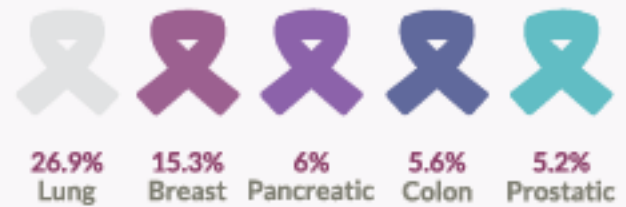
IN NUMBERS

DIAGNOSIS

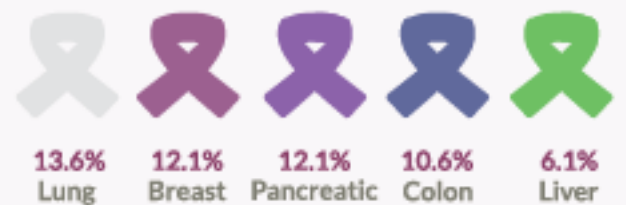


MOST COMMON TYPES OF CANCER

Beirut



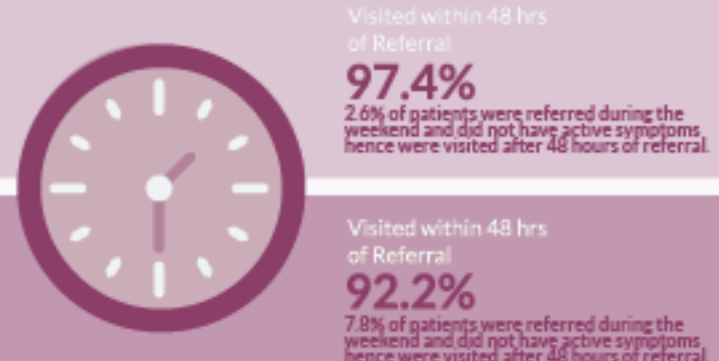
Beqaa



SOURCES OF REFERRAL



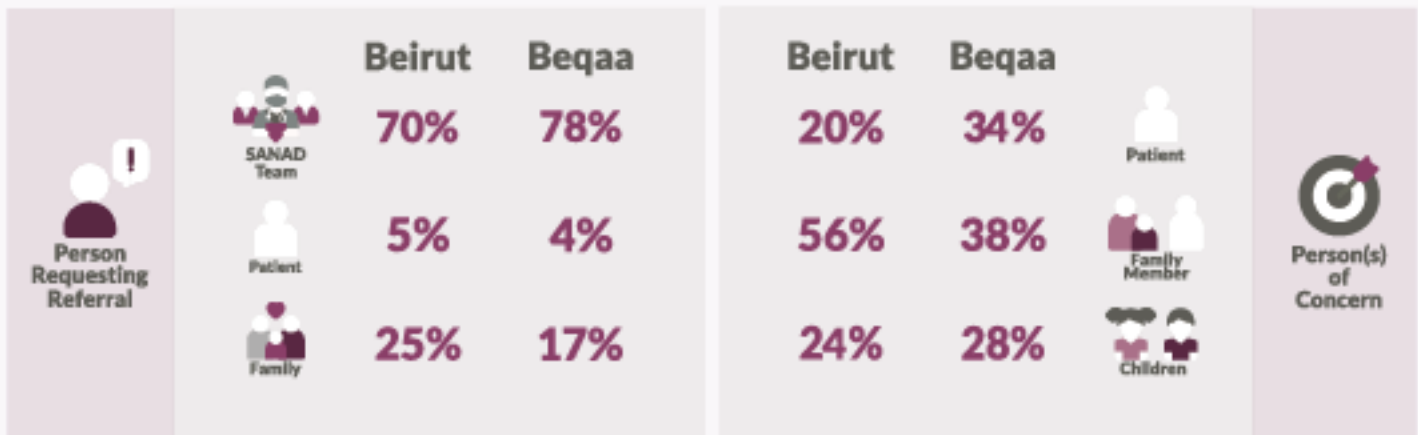
ADMISSION RESPONSE TIME



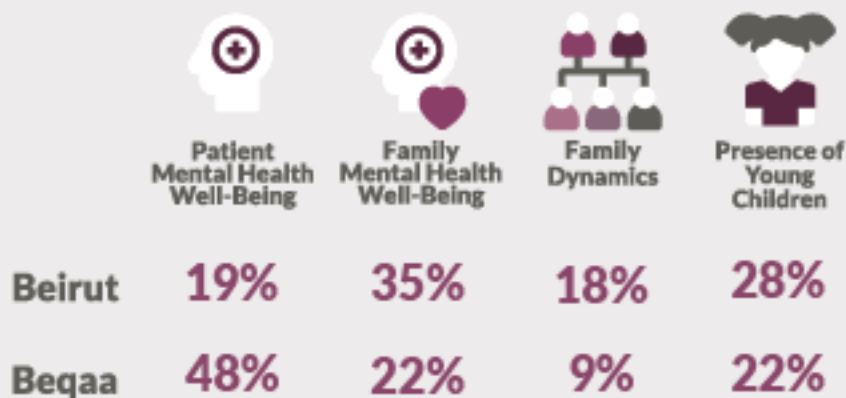
IN NUMBERS

PSYCHOLOGIST INTERVENTION

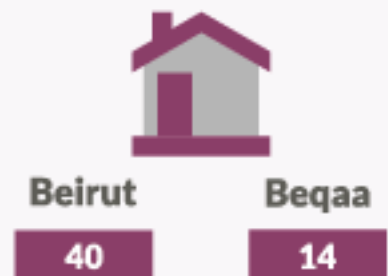
	Total Visits	Total Phone Calls	Total Family Meetings
Beirut	162	63	44
Beqaa	62	5	24



Main Reason For Referral



Total Households Cared for by Mental Health Unit



No. of People Cared for by SANAD within the Households

Beirut
102

Beqaa
29

IN NUMBERS

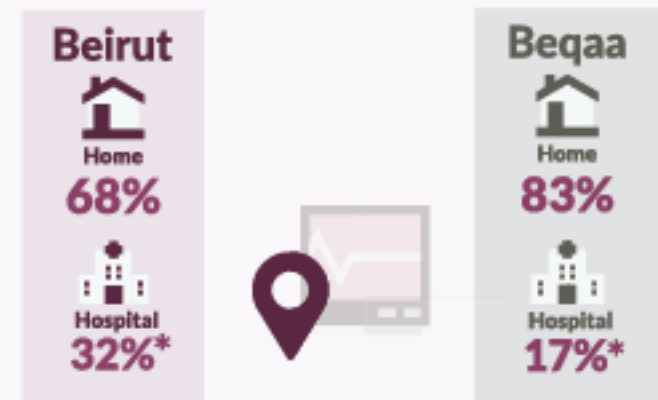
INTERDISCIPLINARY TEAM VISITS



AVERAGE NUMBER OF NURSING VISITS IN THE LAST 72 HOURS



PLACE OF DEATH



*52.8% were referred by SANAD to the hospital due to critical medical condition that necessitates a hospital admission according to SANAD's policy and 36.1% passed away at the hospital in accordance with their family preference.

*36.4% were referred by SANAD to the hospital due to critical medical condition that necessitates a hospital admission according to SANAD's policy and 36.4% passed away at the hospital in accordance with their family preference.

BEREAVEMENT VISITS / PHONE CALLS



Hospice care continues after patient's passing to support caregivers with their grieving throughout the bereavement phase. 99% of families in Beirut and all families in Beqaa received a condolences visit/ phone call following the passing away of their patient.

AVERAGE LENGTH OF STAY UNDER SANAD'S CARE

	Beirut	Beqaa
Average	75 days	70 days
Median	29 days	27 days

IN NUMBERS

BEREAVED CAREGIVER EVALUATION SURVEY

As part of evaluating the quality of hospice care provided by the team, we assess the satisfaction of our bereaved caregivers with the care their patient received by filling the adapted CAHPS hospice survey. During 2020, we received 75 surveys which showed a high-level satisfaction with the care they received:



Effective Communication

96.1% of caregivers reported that SANAD team **always** communicated effectively with the family.



Timely Help

85.9% of caregivers reported that their beloved person **always** got timely help from SANAD team.



Respectful Treatment

100% of caregivers reported that SANAD team **always** treated their patient with respect.



Spiritual and Emotional Support

88.3% of caregivers reported that they received the **right amount** of emotional and spiritual support.



Symptom and Pain Support

84.8% of caregivers reported that their beloved person **definitely** received support for their pain and symptoms.



Caregiver Training

91.0% of caregivers reported that they **definitely** received the training to care for their beloved person.



Caregiver Evaluation

89.3% of caregivers rated the care their beloved person received from SANAD as **9 or 10** on a scale from 0 to 10.



Willingness to Recommend SANAD

94.7% of caregivers reported that they are **definitely** willing to recommend SANAD to others.

PILLAR I QUALITY SERVICE PROVISION

GOAL 2 : CONTINUOUS SERVICE IMPROVEMENT

Ensure continuous improvement of access to and quality of home hospice care services

الإحترام و الانتباه و السؤال على ادق التفاصيل بخصوص وضع المريضة (المرحومة)
أود التنويه بممرض سند لمهنيته و حسن معاملته وأخلاقه العالية و اهتمامه الجدي
بحالة المرحومة .

INTERDISCIPLINARY CLINICAL PRACTICE POLICIES

This year, five new policies have been developed to continue supporting staff in their clinical practice and standardize their knowledge and practice. Clinical practice policies developed include seizure assessment and management, opioid risk assessment, patient controlled analgesia (PCA), core infection prevention and control measures, and infection control and prevention - transmission based precautions.

Enhancing the integration and the uptake of these policies have been ensured by:

- | *Conducting capacity building sessions*
- | *Integrating relevant aspects of the policies into the clinical documentation system*
- | *Monitoring application of the policies through field visits and chart audits*

BEREAVEMENT PROGRAM

According to the World Health Organization, palliative care encompasses the physical, psychosocial, spiritual and cultural domains of care and extends beyond the patient's death to include bereavement support. As per the United States Clinical Practice Guidelines for Quality Palliative Care bereavement support is to be started before the patient's death; after conducting a comprehensive assessment by the interdisciplinary team, and is to be continued after death and is best provided for a minimum of 13 months post patient's death. Bereavement support services include provision of information and educational resources, grief support group or one on one sessions provided by psychologists.

The quality, research and development unit and the mental health unit worked together to develop a structured bereavement program that supports patient's primary caregivers from the time the patient is admitted to one year post the patient's death.

This program aims to enable caregivers, who are bereaved by the loss of their loved one, to improve their coping functioning and well-being. The piloting of the program will start in 2021. The program will be evaluated for feasibility and applicability by the nursing team, the mental health team, and bereaved caregivers.

The main components of the program include:



MENTAL HEALTH COMPETENCY FRAMEWORK

The National Consensus Project (NCP) has identified eight essential domains of care in palliative care, with domain number three being the psychiatric and psychological domain of care. Many palliative care experts have learned to manage numerous common psychiatric issues, most are not experts at assessing, diagnosing, or managing complex situations.

The field of palliative care is growing in popularity worldwide, and there has been a focus on harmonizing the competencies and standards in this field. Several countries have set national competency standards of care prompting hospitals, outpatient units and home hospice groups to adopt their own standards. In Lebanon, we still lack national guidelines in competencies for doctors, nurses and psychologists in palliative care.

The mental health unit in coordination with the quality, research and development unit has developed a competency-based framework that outlines the knowledge, skill and attitude competencies of a clinical psychologist as part of a specialized palliative care service.

The use of a competency-based framework in clinical and non-clinical work helps ensure:

- | *Consistency and transparency in the clinical care provided*
- | *Clear standards of care for all new and old team members*
- | *Availability of a method for evaluation of staff in certain measurable outcomes*
- | *Identification of areas for improvement in patient care and administrative tasks*
- | *Structuring of new policies in line with international standards*
- | *Facilitating of external trainings and knowledge transfers in line with international standards*



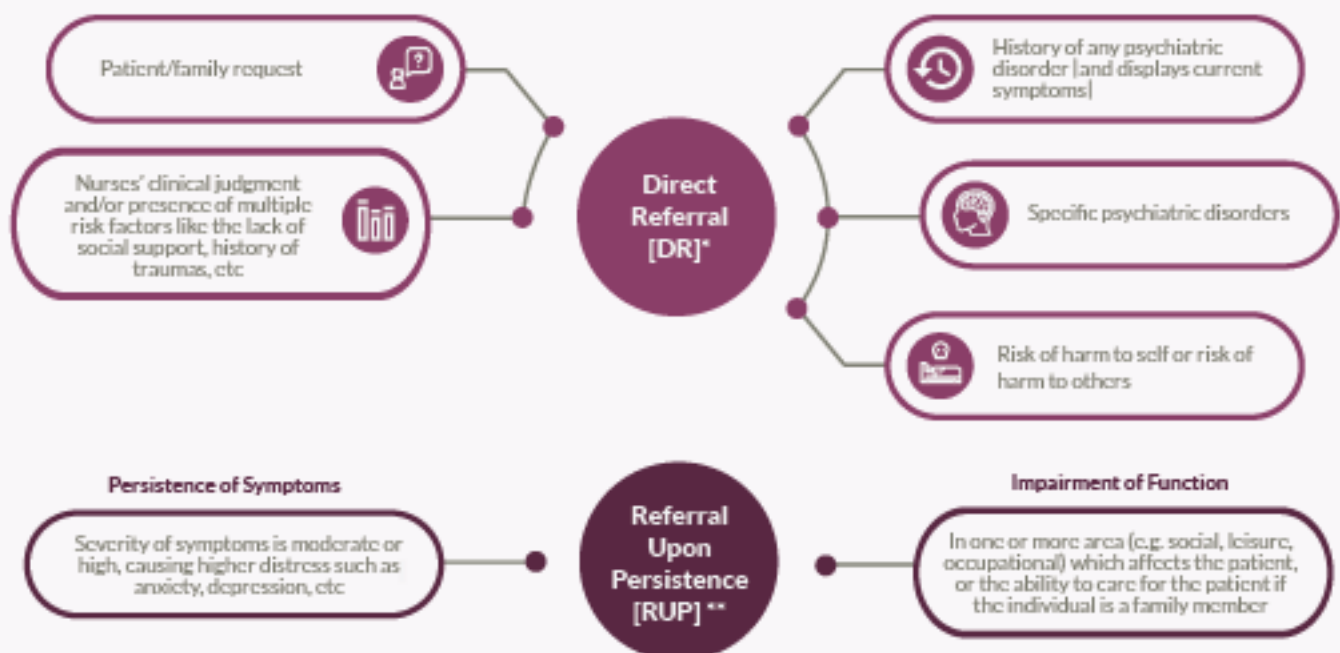
MENTAL HEALTH REFERRAL CRITERIA

To arising international literature, in the past four years, SANAD has been focusing on accumulating field experiences in addition to the international literature to:

- | *Guide our mental health interventions*
- | *Refine the referral criteria and process between the nursing and mental health teams*
- | *Establish a structured documentation and reporting system*
- | *Continue to develop contextualized mental health training material*

This year focused on further developing our new refined referral criteria that will guide nurses to refer patients to the psychologist and that will be utilized by the psychologists to further structure their clinical work. The outcome of this project is a policy which indicates the referral guidelines between the nursing and the mental health team and maps the workflow within SANAD's hospice team in relation to mental health challenges that patients and their families experience during palliative care.

As the psycho-social support is provided by the nursing team to all the patients and family members that are admitted to SANAD, clinical psychosocial support provided by the mental health unit builds on and compliments the nursing team's support, and hence is provided to select individuals according to a specific criteria. The patient or family member should consent to the referral to the psychologist prior to the referral.



*Direct referral to the psychologist, in addition to the existing psycho-social support by the nurses

**Referral to the psychologist upon persistence of challenges despite ongoing psycho-social support for two-three weeks by the nursing team

As part of integrating the new referral criteria into clinical practice, SANAD conducted several internal capacity building sessions and included the new criteria into its clinical documentation system. An evaluation of the integration and utility of the referral criteria will be conducted during 2021.

STANDING GROUND FOR OUR PILLARS

PILLAR II SOCIAL IMPACT



PILLAR II SOCIAL IMPACT

GOAL 1: WIDENING ACCESS

Widen access to palliative and hospice care

كانت كل الطرق مقطوعة بسبب المظاهرات لكن ممرضة سند حرصت على تخطي العقبات و الوصول الى والدتي لمساعدتها.

SUPPORTING THE PALLIATIVE CARE DEPARTMENT AT THE KHARTOUM ONCOLOGY HOSPITAL TO DEVELOP HOME HOSPICE SERVICES IN SUDAN

SANAD aspires to share its knowledge and experience with other health care organizations to develop their own palliative and hospice care service models thus widening access to and availability of such services in Lebanon and the region.

Building on our successful experiences in supporting Rafik Hariri University Hospital and Ain Wazein Medical Village in Lebanon and Al Sidra Organization in Kuwait to establish their own palliative care service models, with Zain's kind support, SANAD signed a memorandum of understanding with the Khartoum Oncology Hospital to provide technical support to further structure and enhance their existing home hospice services. SANAD will implement this project with the generous support of Zain telecom who strives to enhance palliative care in the Arab world and will include 4 main phases: needs assessment, development of program components, theoretical training and practical observership and pilot and evaluation.



PILLAR II SOCIAL IMPACT

GOAL 2: ENABLING HEALTHCARE PRACTITIONERS

Empower and enable healthcare professionals to practice palliative care in Lebanon and the region

كنت اتمنى لو تعرفت على جمعية سند من قبل فترة اكبر للوقوف بجانب زوجي .



SANAD - WHO EMRO COLLABORATION: WEBINAR SERIES ABOUT THE RESPONSE OF PALLIATIVE CARE TO COVID-19 IN THE EMR

Since the beginning of the pandemic, international palliative care bodies, organizations and alliances have been advocating for integrating palliative care into the response to COVID-19. SANAD seized the opportunity to advocate for the fundamental role of palliative care during the pandemic, in the Eastern Mediterranean region and the importance of integrating palliative care into organizations' and nations' response to COVID-19 and to pandemics in general.

SANAD took the initiative to collaborate with the WHO Eastern Mediterranean Regional Office to jointly organize a two part webinar series that aimed at creating a platform for palliative care healthcare professionals from the region to share their perspectives and experiences, challenges faced and lessons learned in responding to COVID-19. The objective of exploring these experiences was to inform advocacy and policy level efforts to strengthen palliative care at the regional and national levels during and beyond the pandemic response phase.



Webinar Part 1
Topic: Response of palliative care services to COVID-19: challenges and opportunities in the Eastern Mediterranean Region.
Date: Saturday, July 25, 2020
Time: 16:00 - 15:30 AEST +2
Expert speakers: Dr. Feroze Bhatti, Dr. Hani Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi
Moderator: Dr. Amal Al-Hadi
[Register Now](#)



Webinar Part 2
Topic: Response of palliative care to COVID-19: policy and advocacy levels: challenges and opportunities in the Eastern Mediterranean Region.
Date: Monday, 17 July 2020
Time: 16:00 - 17:00 AEST +2
Expert speakers: Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi, Dr. Amal Al-Hadi
Moderator: Dr. Amal Al-Hadi
[Register now](#)

For more details, please check our briefing note and recording on our website.
www.sanadhospice.org



Webinar with AGA KHAN UNIVERSITY HOSPITAL - PAKISTAN
Topic: Palliative Care: An Introduction and Current Landscape in Pakistan
Date: 21st July 2020
Time: 11:00 AM Pakistan Time / 08:00 AM Boston Time
Speakers: Dr. Feroze Bhatti, MD, Head of Palliative Medicine, Aga Khan University; Dr. Amal Al-Hadi, MD, International Association of Palliative Care, Aga Khan University
[Register Now](#)

WEBINAR WITH AGA KHAN UNIVERSITY HOSPITAL - PAKISTAN

As part of the palliative care month, SANAD and the palliative care department at the Aga Khan University Hospital joined efforts to conduct a webinar titled "Palliative care: An introduction and current landscape in Pakistan". The webinar included speakers from SANAD and Aga Khan University Hospital and was attended by 25 healthcare professionals. The webinar focused on discussing pillars and principles of palliative care and experiences for better integration.

PILLAR II SOCIAL IMPACT

GOAL 3: INFLUENCING COMMUNITIES

Work with communities to influence their knowledge, attitudes and behaviors towards palliative and hospice care

جمعية سند مميزة بكل شيء تقدمه، الرعاية، الاهتمام بالمريض ومساعدة الأهل على تخطي المراحل بادراك ووعي للحالة كما هي يقدمون الدعم الكامل. التجربة رغم صعوبتها كانت سهلة جدا مع سند .

PC AWARENESS MONTH



Every year SANAD celebrates the international hospice and palliative care day on the 2nd Saturday of October and the palliative care month in November by conducting various awareness raising activities targeting different stakeholders including civil society actors, health care professionals, and the public. This year SANAD aimed at partnering with various local and regional stakeholders such as Embrace-Lebanon and Aga Khan University-Pakistan to conduct its awareness raising activities. Due to COVID-19, SANAD planned an online campaign where all activities were conducted remotely. The theme this year was **#DignityComfortSupport**. With the kind and generous support of Zain Group and Huawei, the main activities of the palliative care awareness month included:

Q & A Facebook Live Session



October 23rd

- Sensitize the general public about palliative and hospice care and the role of SANAD interdisciplinary team.

Reach: 10,843

Facebook Live Book Reading Session 'منازل الموت'

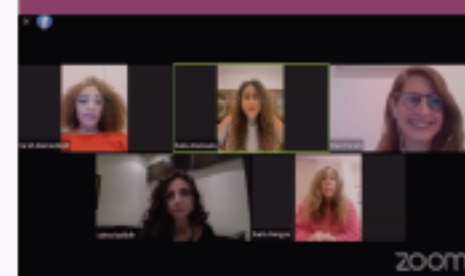


October 31st

- Open the discourse and sensitize children to the idea that death is part of life in a positive and child appropriate manner.

Reach: 7,323

Facebook Live Awareness Session: "About Palliative and Hospice Care"

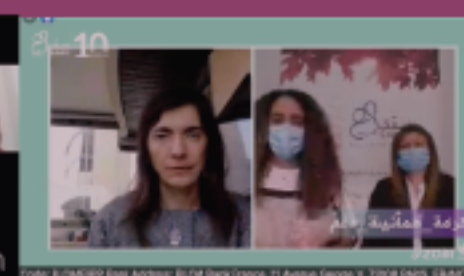


November 2nd, 3rd, and 5th

- Increase knowledge and awareness about palliative care principles, approach, models and available services.
- Appreciate and acknowledge the importance of palliative care.

Attendees: 32

Facebook Live Mental Health Awareness Session: "Understanding and Coping with Loss: From a Mental Health Perspective" - In Partnership with Embrace



November 21st

- Normalize grief and combat stigma of death.
- Increase the knowledge of public about physical, emotional, cognitive, behavioral, and spiritual changes in their lives.
- Provide tips to cope with grief.

Reach: 7,323

"Palliative Care Awareness Session" Regional Awareness session in partnership with Aga Khan University in Pakistan



November 28th

- Discuss pillars and principles of palliative care and experiences for better integration discussing pillars and principles of palliative care and experiences for better integration.

Reach: 7,323

PILLAR II SOCIAL IMPACT

GOAL 4: GENERATING KNOWLEDGE

Generate evidence-based knowledge to better integrate palliative care in the region

التجربة، مع سند كانت مميزة جداً خاصة مع ممرضة سند بحيث أن علامات الارتياح، الحب، والانفتاح كانت ظاهرة مع والدي كلما أتت سارية. إن التجربة مع سند كانت تجربة سامية، غنية عن أي نوع من الانتقاد. انما أتمنى لو تعرفنا على سند في وقت مبكر أكثر.

DEVELOPING AN ARABIC VERSION OF THE CARER SUPPORT NEEDS ASSESSMENT TOOL (CSNAT)

A research project with King Faisal Specialist Hospital and Research Center – Saudi Arabia

SANAD and the Neuroscience Department at King Faisal Specialist Hospital and Research Center in Jeddah are collaborating to develop an Arabic version of the Carer Support Needs Assessment Tool (CSNAT). The tool that was developed in the UK to assist family carers and healthcare professionals in palliative care settings in identifying the support needs of carers while taking care of their patients.

A translation license was obtained from the developers. A translation team was developed and the tool and its supporting documents were translated to Arabic following the International Society for Pharmacoeconomics and Outcomes Research criteria. The Arabic version of the tool will be tested with nurses and family caregivers using cognitive interviews in order to assess the level of comprehensibility and cognitive equivalence of the translation and identify inappropriate items at the conceptual level.

The relevance of this research lies in having a validated Arabic version of the tool that will provide other healthcare professionals and palliative care practitioners in the Arab region with the opportunity to adopt and implement a validated caregiver needs assessment tool in their practice.



STANDING GROUND FOR OUR PILLARS

PILLAR III PROFESSIONAL DEVELOPMENT



PILLAR III PROFESSIONAL DEVELOPMENT

GOAL 1: ENHANCING TEAM KNOWLEDGE

Enhance the team's knowledge
and skills

تحية طيبة، فريق سند، الممرضة والمعالجة النفسية، كانوا اهل النار، و دعم للامام، و
تحب تشوفهم، حدنا، و معنا، بالرغم ان فترتنا قصيرة بس ما قصروا بتمنى تعملوا
ندوات للأطباء الممرضين تعرفهم شو يعنى عناية تلطيفية و انها منها ضد عملهم و لا
تدخل بالحكي رسالة إنسانية. شكرا من كل قلبي منى لجهودكم و عطاكم .

INTERNAL CAPACITY BUILDING SESSIONS

As part of SANAD's goal to support the professional development of the team members, several online sessions were conducted including refresher sessions. Topics covered during these sessions included:

- | Opioid risk assessment and intervention
- | Seizures
- | Pain management
- | Patient controlled analgesia
- | COVID-19 and precautions
- | Better understanding pancreatic cancer
- | Referral criteria to mental health team



CONFERENCES AND WEBINARS

During 2020, SANAD team members attended, presented and moderated several sessions.



Conferences and webinars attended:

	<p>Medical Education Symposium by Mohammed Bin Rashid University</p>		<p>Palliative Care in an Era of Covid-19: Perspectives from three continents by Cicely Saunders Institute</p>
	<p>Building physician skills in basic advance care planning by the Center to Advance Palliative Care</p>		<p>Relief of suffering across the disease trajectory for non-cancer patients by the Center to Advance Palliative Care</p>
	<p>Tele-palliative care & Covid-19: connection at a distance by the Center to Advance Palliative Care</p>		<p>Trauma treatment webinar by the American University of Beirut Medical Center</p>
	<p>26ème Congrès Annuel de la Société Française d'Accompagnement et de soins Palliatifs</p>		

Conferences and webinars presented at:

	<p>"Response of Palliative Care Services to COVID-19: Challenges and Opportunities in the Eastern Mediterranean Region" organized by SANAD and the WHO-EMRO</p>		<p>"Palliative care research day" organized by King Fahad Medical City</p>
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Conferences and webinars moderated:

	<p>"Response of Palliative Care Services to COVID-19: Challenges and Opportunities in the Eastern Mediterranean Region" organized by SANAD and the WHO-EMRO</p>		<p>"Family Medicine in Times of Crisis" organized by the Lebanese Society of Family Medicine</p>
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STANDING GROUND FOR OUR PILLARS

PILLAR IV SUSTAINABLE FINANCIAL PERFORMANCE



PILLAR IV SUSTAINABLE FINANCIAL PERFORMANCE

GOAL 1: ENSURING CREDIBILITY & TRANSPARENCY

Regularly conducting audit screenings to ensure the organization's credibility and transparency

كان كل التعامل مع الممرضة مميز من جميع النواحي و عندما بدأنا بالعمل مع فريق سند لقد فهمنا تماما لماذا سميت "سند" كنت اشعر بالفعل بالسند .

Within the framework of good governance processes, SANAD abides by a set of rules and regulations that ensure a transparent and credible reporting on its activities and financial conduct, which include the following:-

Submitting an official annual report to the Ministry of Interior and Municipalities as per the Lebanese laws.

01

Issuing a financial audit report executed by an external audit office.

02

Technical and financial reporting to donors periodically.

03

Adopting a pre-purchase cost comparative process for every executed purchase.

04

Reviewing SANAD's financial performance by the board on an annual basis.

05

Publishing an annual report encompassing all the organization's activities.

06

A hand is shown holding a small, delicate plant with several leaves. The plant is growing out of a stack of coins. The background is a soft, out-of-focus landscape with a bright light source, possibly the sun, creating a warm, golden glow. The overall image conveys a message of growth, investment, and financial stability.

PILLAR IV SUSTAINABLE FINANCIAL PERFORMANCE

GOAL 2: ENSURING LONG-TERM FINANCIAL SUFFICIENCY

Efficiently allocating the funds to ensure long-term financial sufficiency

Response was excellent, the team was very responsive and always in a very pleasant and kind manner.

As part of SANAD's sustainability strategy, the board opted to lay solid financial foundations by ongoingly overviewing the annual budget design; ensuring the continuity of the provision of its free of charge support services on medium and long term bases. This is reflected by adopting the following schemes including:

- | *Diversifying the sources of funding (Include the percentage of each source of funding from the budget).*
- | *Optimally allocating the funds while prioritizing the service provision related expenses.*
- | *Initiating income generating projects:*
 - | *Fundraising events.*
 - | *Corporate funding and sponsorships.*
 - | *External capacity building projects.*
 - | *Individual donations.*
 - | *Donor agencies' grants.*

The incessant political turmoil conjoined with the outbreak of COVID-19, and the resulting national, regional, and international lockdown has suspended the organization's fundraising plans for 2020, and jeopardized them on the medium and long term, putting SANAD in an unsustainable position and threatening the continuation of its support services to terminally ill patients in Lebanon.

Shifting into an emergency mode, SANAD has organized an online fundraising campaign seeking the support of the Lebanese community in Lebanon and abroad. Thanks to its loyal supporters the organization was able to raise fifty thousand US dollars during the first lockdown period, helping it sustain the provision of its support services to its patients and their families during these dire times, and purchase of Personal Protection Equipment (PPEs) for its service providers in response to the COVID-19 pandemic.



Similarly, with the kind support of Barjis Design, SANAD has invested in designing and selling cloth face masks, aiming at raising funds to support the continuity of its operations, and increasing awareness about the importance of wearing masks to limit the spread of COVID-19 among the general public.



A NOVEL APPROACH TO FUNDRAISING

Mask'ROO by SANAD

Navigating through the uncertainties imposed by the pandemic, Lebanon's bleak economic future, and their resulting calamities, SANAD decided to convert from a fundraising strategy based on resilience to a more adaptative approach to ensure its sustainability.



While relentlessly pursuing innovative strategies to support our mission, we have realized that financial sustainability has proved to be elusive when it's totally predicated on short-term fundraising projects and one-time support initiatives. Therefore, adopting a new integrated fundraising vision that is based on laying down projects that are pillared on recognizing and acting on market opportunities is increasingly becoming central in our planning.

The aim is to provide a lifeline for the organization by layering social and profit-driven approaches to achieve self-sufficiency, reduce dependence on donations and short-term support, and raise the potential of expanding the delivery of our support services and reach more terminally ill patients and their families in Lebanon.

Against this backdrop, SANAD has launched "Mask'ROO"; a novel accessory that can cater to the rising need of using masks. The purpose of this accessory is to provide a practical tool for individuals to effectively keep their masks readily accessible.



It's in your hands.
 A novel mask accessory
 created by SANAD Hospice Lebanon
ORDER YOURS NOW
maskroo.sanadhospice.org

Mask'ROO
 by SANAD

SUPPORT US

Bank Transfer

BLOM Bank France

Account Name: SANAD
SWIFT Code: BLOMFRPP
Bank Address: BLOM Bank France, 21 Avenue George
V, 75008 PARIS, FRANCE
IBAN: FR25 1759 9000 0126 0041 7671 U24

BLOM Bank Lebanon

Account Name: SANAD
SWIFT Code: BLOMLBBX
Bank Address: BLOM Bank, Bliss Street Branch
For LBP: Account number 033 01 300 0887005 1 7
IBAN: LB67 0014 0000 3301 3000 8870 0517
For USD: Account number 033 02 300 0887005 1 6
IBAN: LB05 0014 0000 3302 3000 8870 0516

Online Donation

Non Lebanese Credit Cards

Visit
www.actforlebanonusa.org/SANAD-sustainability

Lebanese Credit Cards

Visit
www.zoomaal.com/projects/74600/SANADSustainability

Direct Donation

Call Us

Beirut Office
Landline: +961 1 397 846
Mobile: +961 71 587 941

Beqaa Office
Mobile: +961 71 486 215

E-mail Us

info@sanadhospice.org



THANK YOU

FOR YOUR KIND SUPPORT



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OUR ANONYMOUS DONORS

For more information:

Follow us on all our social media platforms to know more about our news and updates and how you can support SANAD!

Visit SANAD's website

www.sanadhospice.org

Or SANAD's Blog

www.sanadhospiceblog.wordpress.com

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Give us a call on:

+961 1 397 846 or +961 78 838 421

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Beqaa Office: Chamber of Commerce, Industry and Agriculture Building of Zahle and Bekaa