



# ANNUAL REPORT 2021



on the things that remain..

*What is it that remains...*  
when life is no more...  
when funeral flowers wilt...  
and everything is said and done?

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# FOREWARD

Dearest friends and supporters,

It is with great pleasure that I present to you SANAD's annual report for 2021 - a year where 'the challenge to remain' extrapolated itself from a couple years of financial insecurity, political turmoil, and total chaos.

For the past few years, we have been reporting to you about SANAD's resilience and ability to remain standing, and with your support, we have.

As everything around us was in shambles, we were further building and reinventing our internal systems.

As author Orison Swett Marden says, "a good system shortens the road to the goal", and as our utmost goal is, has always been, and always will be the quality of our service, it is crucial now more than ever to further upgrade our internal systems and build protocols to be properly adaptive and urgently responsive to each of the phases that we and the country are going through.

With the systems that we were able to build, and the ones that we are constantly improving, we were able to maintain the level and quality of our service and even more so, to expand in some areas and grow, in circumstances that most people would deem unviable for growth.

**As peace was rapidly becoming a rarity, we were working extra hard to provide our patients and their families with the peace inside themselves and in their homes.**

As you must know, our patients are immunocompromised, they are in pain, they face a battery of symptoms that are heavy at least and debilitating at most, they feel afraid, they feel isolated, and they feel like they are in a constant state of loss; losing health, losing independence, losing memories, and losing life.

This is not peace. This is a state of war with life.

We could not allow this to happen. We were adamant about making our patients and their families feel protected at all times, to feel supported, safe, and at peace, at least in the war of physical and psychological distress forged by disease.

This year however, we also had to make sure that the side effects of the financial crisis we were facing along with the patients, along with the rest of the country, did not seep through. We always do.



We carried the load of the rise in the prices of medications and medical equipment with our patients and their families, and worked hard to supply them with these necessities, because we know that peace does not live with pain.

The burden of the fuel prices was another heavy load that we had to carry. Our service is home-based, and we had to make sure that the logistic challenges did not stand in the way of us delivering our service to the heart of our patients' homes, because we know that peace lives at home.

The outrageous rise in the cost of life living was another peace-wrecker, we know that well. As such, we did not hesitate to help provide social support where needed, because peace does not live with shortage.

Our peace is the one that allows for time to slow down and enjoy the beauty of that last cup of coffee, that last picture together, that last touch, that last birthday party, that last compliment between life-long lovers, that last flower bouquet.

This is what our service is all about. It is when there is room for those little moments of life to breathe that we can conclude that our patients are safe from pain, from worry, and from fear. It was crucial for us to preserve those moments, as delicate as a butterfly's wings, as beautiful as Matthiola flower's petals, as encompassing as a whole life and what is folded in between.

As such, this is what we present to you in this report, our numbers, facts, and figures laced with the little moments that our patients and their families ever so graciously allowed us to share with the world.

As always, we ask you to stand by us, against all odds, for it is with your support that we are able to remain, and leave moments that deserve to remain.

**Lubna Izziddin**  
Founding President



# A LEGACY OF CARE

On the 15th of January, 2022, Dr. Salam passed away, leaving behind a legacy of values, ethics, professionalism, and loyalty.

Dr. Salam Jalloul, a family physician and geriatrician, studied at the University of Rouen, France, and completed her Palliative Certification from the University of Lyon in 2014. She lived, worked, and studied in France for 25 years, and had been a practicing physician for over 20 years in both France and Lebanon.

In the summer of 2010, upon her arrival back in Lebanon, Dr. Jalloul joined SANAD and proved to be an irreplaceable member of the team. Intelligent, modest, hardworking, and loyal to her patients, Dr. Salam trained SANAD's medical and nursing team members, who fondly refer to her as their "school in palliative care". Dr. Salam set the clinical and technical foundations SANAD was built upon, and was always ready and available to follow up details, while empowering all those around her.

She has left a void that we feel on a daily basis and that will continue to be difficult to fill, even as we strive to live up to the principles she set for us.

Dr. Jalloul was a member of the Order of Physicians in Lebanon and was a founding member, as well as the President of the Lebanese Geriatric Society. She had recently been appointed as a member of the National Palliative Care Committee and had been an Associate Professor at the Department of Family Medicine at the American University of Beirut Medical Center (AUBMC). With her kindness, generosity, humor and infectious smile, Dr. Salam has left an undeniable mark on the world, and us her team. Her spirit lives on among us. **She will be sorely missed.**

The SANAD team



## OUR 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.



## OUR VALUES

Respect

Dignity

Integrity

Collaboration

Commitment

Compassion

## OUR PILLARS

SOCIAL  
IMPACT

SUSTAINABLE  
FINANCIAL  
PERFORMANCE

**QUALITY  
SERVICE  
PROVISION**

**PROFESSIONAL  
DEVELOPMENT**

## A final birthday wish..

Dima, the beautiful granddaughter of our patient Nawal, celebrated her birthday 11th birthday in 2021.

Dima did not allow the celebrations to start till Chantale, SANAD's psychologist, and Ninar, SANAD's nurse arrived.

After we got there, things got festive. Between the games, the dancing, and the songs, Nawal's eyes were moving from one person to the next, with a warm, faint smile on her lips that said that she was present, in that moment, with her family and children and grandchildren, with her friends, and with SANAD.

It was just her and them, and the illness had no place here.

In that moment, she's just the Nawal who loves life. In that moment, Chantale asks her to dance, and she accepts.

It was like they were the only two dancing.

In the midst of the dancing, Nawal embraced Chantale, and they shed a few tears.

Dima sat next to her grandma to cut the cake.

She hugged her, kissed her, and wiped her tears away.

She blew out the candle, and grew a year older.



*Nawal peacefully passed away on  
22/12/2021*



## Pillar I

# QUALITY SERVICE PROVISION

### Goal 1:

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



# PATIENT DATA

One of SANAD's quality, research and development unit (QRD) duties is to work closely with the service providing team (IDT) to keep track and assess patient data.

The unit follows international service quality indicators to ensure that the service is being provided on par with international standards. **These were our numbers for 2021:**



## New Patients Admitted

Beirut: 273 patients  
Beqaa: 88 patients

**Total: 361 patients**



## Total Number of Patients Cared For

Beirut: 333 patients  
Beqaa: 90 patients

**Total: 423 patients**

"You'll never know the difference SANAD makes until you actually experience it."

- a patient's daughter

**6%**  
Increase  
as compared  
to 2020





# PATIENT DEMOGRAPHICS



## Gender Distribution

### Beirut

 47% males

 53% females

### Beqaa

 43% females

 57% males



## Age Distribution

### Beirut

>36 years  
2%

36 - 65 years  
37%

<65 years  
61%

### Beqaa

>36 years  
2%

36 - 65 years  
42%

<65 years  
65%



## Nationalities

### Beirut

94.6% Lebanese  
5.4% Non-Lebanese

### Beqaa

94.1% Lebanese  
3.9% Non-Lebanese



## Average Age

### Beirut

**69**  
years

### Beqaa

**67**  
years



# DIAGNOSIS AND AWARENESS

**Beirut** [ 95% Cancer  
5% Non-Cancer

**Beqaa** [ 98% Cancer  
2% Non-Cancer



## Beirut

Lung Cancer  
**23.5%**

Breast Cancer  
**11%**

Pancreatic Cancer  
**8.2%**

Colon Cancer  
**7.8%**

Glioblastoma  
**5.5%**

## Beqaa

Lung Cancer  
**21%**

Breast Cancer  
**14%**

Gastric Cancer  
**8%**

Prostatic Cancer  
**8%**

Pancreatic Cancer  
**7%**



## Awareness of Diagnosis and Prognosis

### For Cancer Patients

#### Beirut

**66%**  
aware of  
diagnosis

**49%**  
aware of  
prognosis

#### Beqaa

**59%**  
aware of  
diagnosis

**35%**  
aware of  
prognosis





# SERVICE DATA



## Sources of Referrals

### Primary Physicians

Beirut	Beqaa
65%	35%

### Community

Beirut	Beqaa
44%	56%



## Admission Response Time

### Beirut

99% of patients visited within 48 hours of referral

### Beqaa

97% of patients visited within 48 hours of referral

*The remaining percentages were of patients who did not present active symptoms.*



## Support Phone Calls

### Beirut

111

### Beqaa

87



## Team Visits

### Beirut

	Beirut	Beqaa
RN Visits	2442	993
MD Visits	689	335

### Beqaa

## Average number of nursing visits in the last 72 hours

### Beirut

91% of patients visited on average 1.8 visits

### Beqaa

95% of patients visited on average 2.23 visits

# MENTAL HEALTH DATA



Total Visits

265



Total Phone Calls

70



Total Family Meetings

55



Total Households Seen

56



Person Requesting Referral

SANAD  
51%

Patient  
18%

Family  
21%



Reason for Referral

Psychological Aspects . . . . .	65.2%
Social Aspects . . . . .	10.6%
Children and Adolescents . . . . .	10.55%
Other . . . . .	9.32%
Spiritual Aspects . . . . .	1.86%
Physical Aspects . . . . .	1.86%
Grief . . . . .	0.6%



Person(s) of Concern

Children  
28.4%

Family Member  
29.5%

Patient  
22.7%

Main Caregiver  
18.1%



Number of People Seen within the Households

88



# POST DEATH DATA



## Place of Death

**Beirut** ————— 77% of patients passed away at home

23% of patients passed away at the hospital — of those patients — [ 66% due to medical emergencies  
24% due to family preference

**Beqaa** ————— 85% of patients passed away at home

15% of patients passed away at the hospital — of those patients — [ 64% due to medical emergencies  
9% due to family preference

*\*patients who passed away at the hospital were referred by SANAD according to policy.*



## Length of Stay under SANAD's care

**Beirut**  
**65**  
**days**

**Beqaa**  
**64**  
**days**



## Bereavement Visits / Calls

99% of families in Beirut  
100% of families in Beqaa  
received a condolences visit/call  
following the death of their patient



# SERVICE EVALUATION

As part of evaluating the quality of the hospice care provided by the team, we assess the satisfaction of our bereaved caregivers with the care they and their patient received by filling the adapted CAHPS hospice survey.

## Beirut

CAHPS Survey Results:

- **97%** of caregivers reported that SANAD team *always communicated effectively* with the family.
- **97%** of caregivers reported that their beloved person *always got timely help* from SANAD team.
- **99%** of caregivers reported that SANAD team *always treated their patient with respect*.
- **86%** of caregivers reported that they *received the right amount of emotional and spiritual support*.
- **88%** of caregivers reported that their beloved person *definitely received help for their pain and symptoms*.
- **94%** of caregivers reported that they *definitely received the training to care for their beloved person*.
- **93%** of caregivers rated the care their beloved person *received from SANAD as 9 or 10 on a scale from 0 to 10*.
- **98%** of caregivers reported that they are *definitely willing to recommend SANAD to others*.

## Beqaa

CAHPS Survey Results:

- **97%** of caregivers reported that SANAD team *always communicated effectively* with the family.
- **88%** of caregivers reported that their beloved person *always got timely help* from SANAD team.
- **100%** of caregivers reported that SANAD team *always treated their patient with respect*.
- **97%** of caregivers reported that they *received the right amount of emotional and spiritual support*.
- **90%** of caregivers reported that their beloved person *definitely received help for their pain and symptoms*.
- **91%** of caregivers reported that they *definitely received the training to care for their beloved person*.
- **100%** of caregivers rated the care their beloved person *received from SANAD as 9 or 10 on a scale from 0 to 10*.
- **92%** of caregivers reported that they are *definitely willing to recommend SANAD to others*.

## ..a mother's embrace..

Aya and Naya's mother confided in Chantale, SANAD's psychologist, on her deathbed, that the one thing she wanted most before her passing was to hold her daughters and let them know how much she loves them, and how they will always have a part of her.

While providing psychological support for the girls, Chantale learned that the one thing they want most is to keep their mother's embrace.

Soon after the mother's passing, in one of Chantale's bereavement support visits with the girls, she took the arm measurements of one of their mother's shirts. With the help of the girls, she picked soft and fuzzy fabric and went to the tailor's.

The girls then each received a heart-shaped pillow, embroidered with their names, and with arms the same length as their mother's.

An eternally warm embrace.

Mental health support is an integral part of hospice care.

The support not only impacts the patient but extends to his family as well, where it tackles coping mechanisms and continuing bonds.

An all-round holistic discipline.



The girls' mother peacefully passed away on 06/10/2021



**Goal 2:** Ensure continuous improvement of access to and quality of home hospice care services.

## EXPANSION TO WEST BEQAA

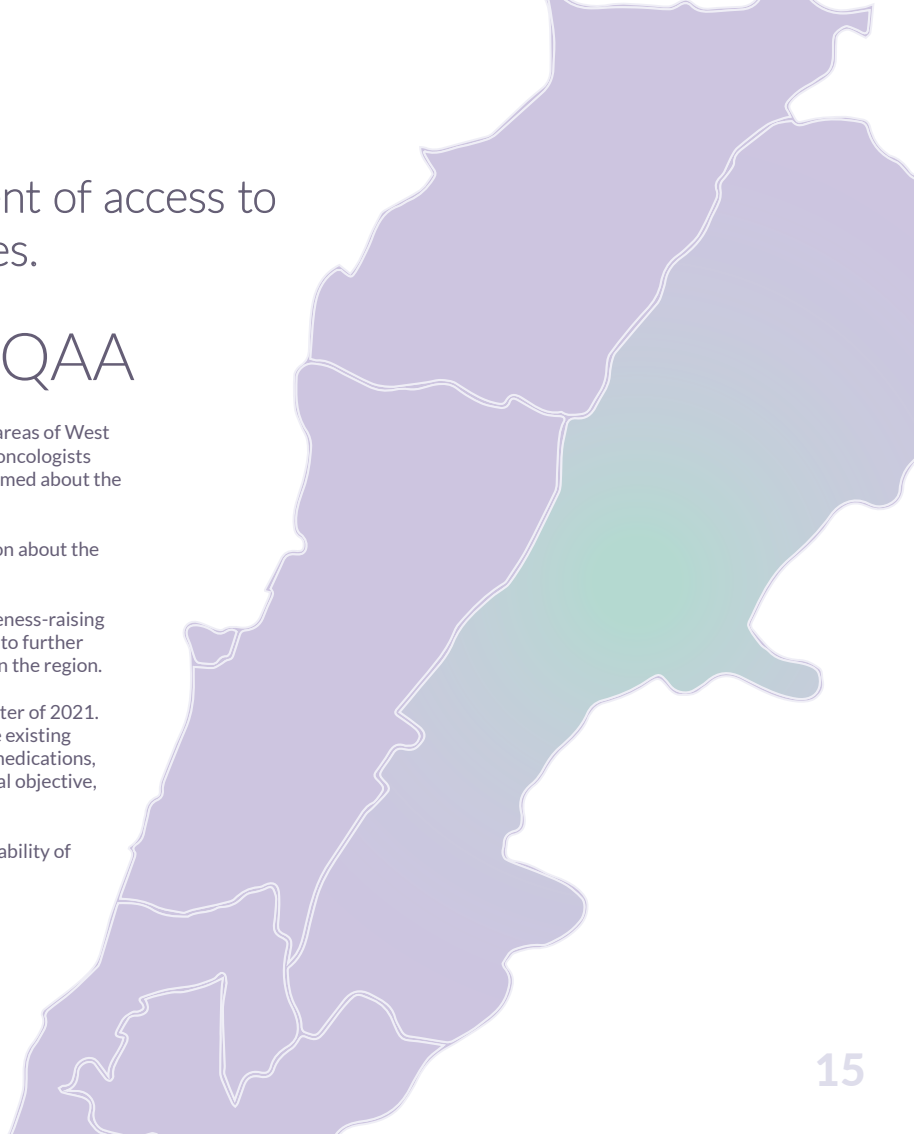
In 2021, we officially announced the expansion of our service provision to the northern areas of West Beqaa. In response to the challenge related to the oncologists' availability in the region, oncologists who have a long-established relationship with the organization in Beirut have been informed about the expansion of the services in West Beqaa.

Popular local social media active pages in the region were approached to post information about the availability of the organization's services in the area.

Periodic internal meetings are being conducted with the Beqaa team to assess the awareness-raising mission in West Beqaa while also tackling operational service-related issues with a view to further enhance our short-, medium-, and long-term strategy for the integration of the services in the region.

The awareness about the organization has significantly increased during the fourth quarter of 2021. However, many people in Beqaa are still unaware of the option of hospice care, given the existing taboos around illnesses and end-of-life care. People are turning to the organization for medications, medical equipment and supplies, but they are overlooking the organization's fundamental objective, which is primarily focused on providing free of charge hospice care support services.

There is still more work to be done in terms of integrating the understanding and acceptability of end-of-life care in the region.



# BEREAVEMENT PROGRAM

Palliative care encompasses physical, psychosocial, spiritual and cultural domains of care and extends beyond the patient's death to include bereavement support (WHO, 2012).

A bereavement care plan is to be started before the patient's death after having done a comprehensive assessment by the team and to be implemented after the death (Clinical Practice Guidelines for Quality Palliative Care, 2018). According to the Clinical Practice Guidelines for Quality Palliative Care, bereavement services are best provided for a minimum of 13 months after the patient's death and include information and educational resources, and support through group support or through more specialized services given by psychologists (2018).

Based on the above, the Bereavement Support Program is a program that we kickstarted on April 7, 2021.

The project aims to help the family of the patient to cope with the illness and the death, get educated about grief, and share key coping mechanisms that have been shown to be helpful.



3-5 months after death of loved one

6 months after death of loved one

1 year after death of loved one



**417**  
Caregivers  
Invited



**82**  
Caregivers  
Attended Info  
Sessions



**33**  
Caregivers  
Participated in  
Support Groups



**417**  
Bereavement Anniversary  
Cards to be sent  
to Caregivers

## Support Group Evaluation: testimonies from the caregivers

*“For me, each session had its own impact with its timing. It’s like the team had expected what would happen during each month and planned on how to help us through it.”*

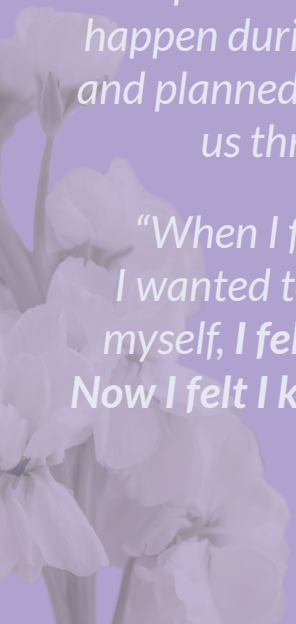
*“When I first entered, I wanted to get to know myself, I felt lost, in pain. Now I felt I know who I am.”*

*“There wasn’t any week that wasn’t useful, we felt more relieved with time.”*

*“A few things the psychologists said move you internally, and then you realize you needed this more than you knew.”*

*“For me, I was able to translate thoughts into reality, I used to have ideas about what might be helpful for me but never apply them, after the support group I started doing so.”*

*“I saw the pain of others, I learned from them, I saw bigger problems than mine or smaller than mine.”*

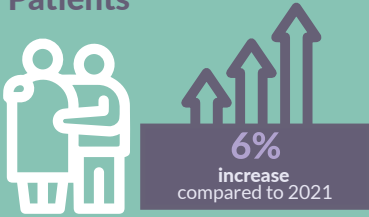




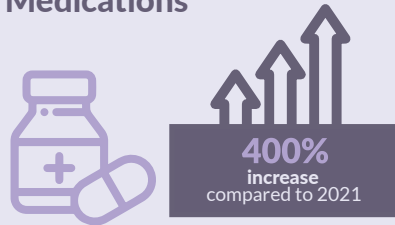
# CHALLENGES

Given the nature of our mission, which necessitates frequent visits to the patients' houses by our healthcare personnel, the unexpected increase in the fuel prices, along with the spike in the prices of medicines, have weighed heavily on our yearly budget, imposing additional financial strains on the organization's operations.

## Number of Patients



## Cost of Medications



## Cost of Fuel



## Pillar II

# SOCIAL IMPACT

### Goal 1:

Widen access to palliative and hospice care and empower and enable healthcare professionals to practice palliative and hospice care.





## Project 1:

# Developing home-based palliative care services at Khartoum Oncology Hospital

With the generous support of Zain Telecom and Huawei, SANAD was able to technically support the palliative care department at Khartoum Oncology Hospital (KOH) led by Dr. Nahla Gafer an oncologist and a palliative care physician to develop their home-based palliative care program.

A needs assessment was conducted where SANAD virtually met with several stakeholders; including nurses, physicians, allied healthcare professionals and senior management and leadership, to set the ground for the project and gain consensus and momentum.

A team of nurses, physician and a psychologist from the palliative care service at KOH attended a theoretical training and practical observership for one month at SANAD offices. The training and the observership covered all aspects of palliative care; the physical, psychological, social, spiritual and ethical aspects. Program operations, policies, indicators and forms were also drafted and agreed upon. Pilot of the home-based palliative care services at Khartoum Oncology Hospital started in October 2022 and is still ongoing during which SANAD has been shadowing the team via virtual interdisciplinary meetings providing technical clinical and operational support and recommendations.

Main challenges faced during this project were related to internet difficulties and Sudan military coup. Both Lebanon and Sudan suffer from poor internet infrastructure and connection. Furthermore, Sudan witnessed a military coup in October affecting the citizen's safety, mobility and access to phone and internet connection.

However, the training was conducted successfully.





## Project Evaluation: testimonies from the team

*“All aspects were well presented, the language was clear during the presentation”*

*“The material was comprehensive and contained a lot of information”*

*“Very clear slides, comprehensive material, explanation with stories and examples, dedicated teachers”*

*“Discussion between trainer and participants is excellent”*

*“Psychological aspect went very well because I didn't focus on it strongly before”*

*“Home visits went very well”*

*“Psychological aspect was an eye-opener”*



## Project 2:

# Conducting a needs assessment to integrate palliative care into the care of older patients at Hamad Medical Corporation in Qatar

SANAD was approached by Alzheimer's Disease International (ADI) and The Worldwide Hospice Palliative Care Alliance (WHPCA) to conduct a needs assessment for the geriatric services at Hamad Medical Corporation for the aim of integrating palliative care into the care of older adults. Funded by the World Innovation Summit for Health (WISH), SANAD conducted a needs assessment including interviews with key informants, surveys with patients and caregivers, and surveys with healthcare professionals.

A 3-day national palliative care symposium was held on November 28-30, 2021, in Qatar.

The symposium was organized by WISH under the patronage of the MOH. Day 1 started with several keynote speeches and presentations followed by presentation of the preliminary results of this needs assessment and by input from attendees on the results via a roundtable discussion. The latter focused on how to integrate palliative care into the existing home care services under HMC.

The first day ended with a formal signing of a Doha Declaration that had been developed by all the partner organizations and included an acknowledgment that palliative care is a human right, that there are barriers to overcome but also many strengths to build upon. A call to action followed, with the aim to

- 1) provide technical training
- 2) to develop measures to improve care
- 3) implement robust counseling services incorporating religious/spiritual care guidelines
- 4) to improve accessibility of pain medications especially in outpatient and home care settings, and finally to develop a funded national strategy and action plan for implementation of expanded palliative care in Qatar.

Day 2 and 3 included a generalist palliative care sensitization training covering main aspects in palliative care for older patients and targeting health care professionals at HMC.



## ..a teenage love story..

Salam first laid eyes on Sanaa when they were 16. He saw her green eyes and knew it was love.

32 years of love, marriage, building a family, escaping the war from Iraq, and many other sweet and bitter moments were parasitized by cancer, as it stole a place in Salam's body.

During a visit from Hamsa -SANAD's nurse- last week, and after she made sure he was stable and not in any pain, and after giving Sanaa instructions on how she can take care of him in the best way possible during this stage of the disease and supplying her with the necessary medication to treat his symptoms, she noticed that Salam looked a bit down.

"Come on Salam! Where's the big spirit? You're still young, we're going to find you a bride."

A faint smile on Salam's lips turns to a cheeky laugh when he looks over and notices Sanaa next to him, eyes full with anticipation as she awaited his response.

"If you find me a bride I'm ready to marry her this instant."

"Nice!"; Hamsa responds jokingly, "and what would she look like?"

"she has blonde hair"

"and what else?"

"green eyes"

"and what else?"

"she's 16"

"How old were you when you guys met?" Hamsa asks Sanaa after noticing her laughing at his response.

"I was 16"

"Salam! Those are Sanaa's characteristics!"

"Of course it's Sanaa, could it be anyone other than Sanaa?"

Calm, sweet little moments that would otherwise be lost in the rush and lights of a hospital.

Moments that belong at home, with the family.



*Salam peacefully passed away on  
20/09/2021*

**Goal 2:** Working with communities to influence their knowledge, attitudes and behaviors towards palliative and hospice care.



Accompanying a service that is considered new to our society, we understand the lack of awareness given to such a cause.

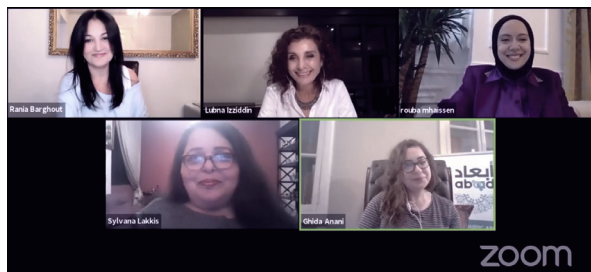
We have noticed the gap in the way our society as a whole approaches the topics of death and dying, and how hospice care can be misconceived as an invitation to lose hope rather than thrive for a good quality of life till the very end.

As such, we take it upon ourselves to educate, inspire, soothe, and spread awareness through multifaceted content tailored to different components of the community.

In 2021, our communications were informational, inspirational, and inviting.

It was important to us, as it is now, to invite our audience to the conversation and hear their thoughts, to inform them on our field of work, and to offer support to those who are experiencing grief, loss, or illness.

Along with our informational and inspirational posts, and as a more committed approach towards engaging with our audience and starting conversations that matter, we worked on hosting a number of live sessions with our team as well as with other contributors in the civil society, where our audience were able to ask questions and express their thoughts.



In 2021, SANAD organized a live session honoring International Women's Day by opening a channel of discussion between inspiring ladies in the civil society, namely Sylvana Lakkis, Dr. Rouba Mhaisen, and Ghida Anani, and SANAD's founder, Lubna Izziddin. The session was moderated by Rania Barghout.

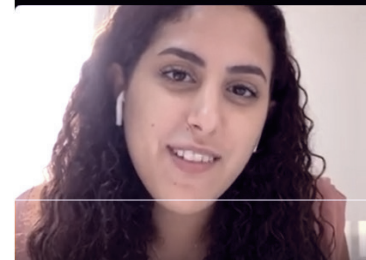
SANAD's team also conducted several informational Q&A sessions where the audience were able to get their questions answered by SANAD's doctors, nurses, and psychologists on multiple topics related to hospice care.



Our live sessions reached **25,587** people



On Instagram, SANAD's mental health unit conducted a live informational session followed by a Q&A session.



The session covered the topic of palliative care from a mental health care perspective.



# FEATURES

**ehospice** Palliative care news, home and hospice care from around the world

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## The hospice 'gave me back' my husband – caring in Lebanon

February 8, 2021  
Care  
Author: SANAD - The Home Hospice Organization of Lebanon

[f](#) [t](#) [in](#)

The testimonies that we receive from our patients and their caregivers are the best reflection of the quality of our work.

In 2021, ehospice, the globally run news and information resource world of hospice, palliative and end of life care published a piece authored by SANAD on a patient's wife and her experience with the care that SANAD provided to her late husband, may he rest in peace.

In the written interview, Mrs. Abla Badran goes into detail on her journey with her husband's diagnosis and illness, and the impact that hospice care left on their lives.

To read the full piece, [click here](#).



"SANAD helped us by preparing us for the stages as they developed towards the end. Zeinab never left my side and was always a phone call away, guiding me on how to handle his newly emerging symptoms while she reached us. I could never repay them what they have offered me.

SANAD's psychologist, Daline, helped me accept my husband's situation and gave me a new perspective on his final days, how they should be treasured and lived to the fullest, how they can be beautiful and memorable instead of being morose and grim. I know I would have never accepted the situation if it weren't for her and SANAD's presence by my side. After Mohammad's death, Daline helped me break the news to my youngest daughter. SANAD's mental health team provided grief support through home visits for over 3 months after Mohammad's passing. I am still in close contact with Zeinab to this day.

In a time when I thought I would be completely powerless, I drew my strength from Mohamad and from SANAD. I called them once in the middle of the night, they came right away and stayed by his side all night applying cold compresses and comforting him.

He loved them a lot, and he was so comfortable with them."

Cancer and its pain could not take Mohammad's personality and sense of humour away from that away from us, because we had SANAD to help him retain his sense of identity and quality of life during his final stages,

I will always be grateful for that."

"The night Mohammad got really sick, we were referred by his doctor to SANAD. Afterward, we got introduced to Zeinab, SANAD's nursing director. She visited us and we discussed everything related to Mohammad's condition. That by itself gave me a great amount of relief, knowing that I won't need to face this alone. I wasn't aware of the presence of an NGO that actually does home visits to provide this type of care at the comfort of the patient's home. **All free of charge.** There is really nothing I could say that would describe the amount of emotional security their presence provided me and my family with during what could have been the most difficult phase of our lives."

"Our daughter's graduation day was nearing and we weren't sure Mohammad would make it to see her graduate from high school. Zeinab asked me to talk to the school and obtain a graduation gown. She wanted us to throw a graduation party while Mohammad was still with us. She asked me to invite the whole family over.

Zeinab ordered the cake, we prepared party snacks. We dressed Mohammad up and made sure he had a wonderful day with SANAD and the family and that he got to see his daughter in her graduation gown, it was full of much needed lighthearted laughter and warm chit-chats. I was so grateful for SANAD for giving him the chance to see his daughter's graduation, and for giving us this moment with him."

# COMMUNITY



## Season's Blessings

The holiday season is always magical. This year, Christmas had a special feel to it when we learned that a patient's family threw a holiday party and asked for the gift to be a donation for SANAD.

We received the hand-decorated box with the donations and it was the most heartwarming surprise.

An evergrowing, ever supportive community.



## Flourishing Appreciation

We at SANAD provide care to our patients and their families with a deep-rooted conviction that this care is their human right. As such, we never anticipate anything in return of our services.

Some tokens, however, take us by surprise, and give a whole new meaning to the word "appreciation". Tokens like this plant that our team in Beqaa received from a patient's caregiver.

We were at awe at the beauty of what this gift represented - for as SANAD's care was able to restore parts of the patient's and his family's life back after it was ravaged by disease, the gift in its lifeful symbolism was a perfect reciprocation.

Life in exchange for life.

## Running for the cause..



Lebanese athlete Martin Mugharbil took on a personal challenge by running the 42km marathon organized by Beirut Marathon Association on November 14th.

Martin chose to run to raise awareness for two organizations with missions close to his heart; SANAD and Alzheimer's Association Lebanon.

It was such a pleasure witnessing Martin in his element at the race, taking on a personal challenge and running for causes he believes in - the fact that he was chanting SANAD's name along the way was a lovely bonus!

Gesutures of dedication like these make our hearts swell with gratitude.

## ..an afternoon's cup of coffee..

Issam was not just Majida's husband.

In her own words, he was the friend, the father, the brother, and the son.

Majida met Issam when she was only a teenager. Very quickly, he filled her life to the brim with love and support, he showed her the world, and stayed by her side for a colorful 42 years, before cancer took him away.

The couple had a few rituals that were absolutely sacred, involving traveling and sightseeing, watching football matches together, and that afternoon cup of coffee that Issam always chose to have with Majida, rather than with friends.

As the cancer grew, the sightseeing and travelling had to be replaced with choosing the biggest window available where his medical bed could be placed next to, so he could still see the world outside.

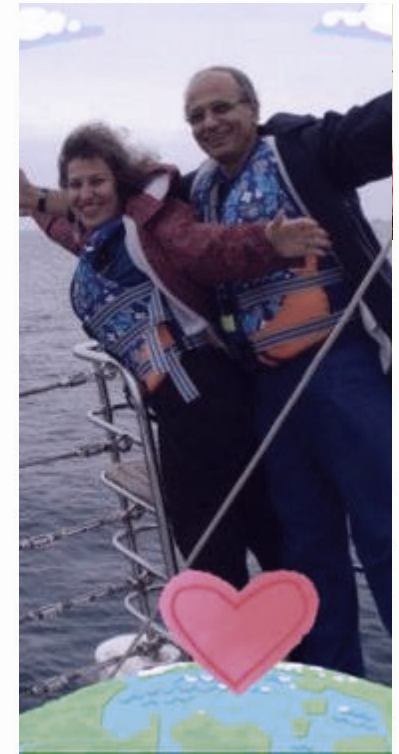
Going to football matches had to be replaced by moving the TV into his room, where he could watch them while resting.

But that afternoon cup of coffee was never replaced.

With hospice care, Issam was at peace.

He was peaceful enough to live his last days as a continuation to the beautiful love story he shared with his wife, not as an abrupt and unfamiliar ending to it.

He was at peaceful enough to love life till the very end.



*Issam peacefully passed away on  
27/07/2021*



## Pillar III

# SUSTAINABLE FINANCIAL PERFORMANCE

### Goal:

Ensure long-term  
financial sufficiency



# THE YEAR OF THE PAINFUL ADJUSTMENT

This is how the year 2021 can be labeled in our brave yet suffering country, Lebanon.

In 2021, all the subsidies dispensed by the Lebanese Central Bank to import the goods of first necessity, such as medicines and fuel, had been, by its vast majority, phased out.

The local markets are deliberately left to self-adjusting themselves following chaotic supply and demand dynamics in a dusty climate of uncertainty.

As a result, the economy is painstakingly adapting and indexing itself to a volatile hyperinflation spiral that will lead to the ultimate collapse of its sectors, depriving a large part of the population of essential goods and services, such as medicines, medical supplies and healthcare services.

Like many other civil society organizations, SANAD was not immune to these events. The organization's financial breathing space has been considerably shrunken by rising unexpected expenses and an exponential increase in the fuel, medicines, and medical supplies prices.

Nonetheless, despite all of the aforementioned challenges, SANAD has demonstrated exceptional resiliency.

In 2021, the organization's comprehensive response strategy to the country's severe brain drain crisis in the healthcare workforce was largely successful, permitting it to retain most of its healthcare personnel and shielding them against the rising economic risks by maintaining the level of their purchase power.

By maintaining transparent accounting practices and financial procedures, the organization was able to build a trustful relationship with its different long-term donors. Furthermore, providing a detailed audit report has always been an integral part of its reporting system.

Our devoted donors, mainly Zain, Huawei, and Arab Fund for Economic and Social Development have so far shown invaluable commitment to support our mission during these trying times that the country is experiencing, making the organization financially relatively resilient facing a painful deliberate auto adjustment process of the economy.

Against this backdrop, the responsibility bore by SANAD is tremendously increasing. We need to show credibility before the donors and the community. We have to ensure the sustainability of our service without jeopardizing our patients' quality of life in any manner; by providing the appropriate care, medicines, medical supplies, and equipment. Working as a civil society organization during these times is overwhelmingly draining. Seeking funding sources is becoming challenging as the country, the region, and the world is unstoppably moving from one crisis to another. This is usually causing additional humanitarian crises, putting additional strain on donor agencies. Consequently, the diversification of the funding sources has never been more needed to ensure the organization's financial stability, allowing it to respond to the growing need for its services along with the repercussions of the chaotic situation prevailing over the healthcare system in the country.

## ..a breath of fresh air..

We got a surprise visit at our office in Mathaf in the eye of the financial storm from a family of a patient who was cared for by our hospice nurse, Hamsa.

They ever so generously donated the oxygen machine that their father used for SANAD's patients, a token of gratitude and appreciation and a beautiful way of "paying it forward".

"Hamsa was our sister, friend, and support at home"

Their late father, may he rest in peace (we was at his last stages of lung cancer. He used to ask his family to direct his bed in a certain direction (the direction of the Qiblah) because it gave him a sense of relief. He always asked to see Hamsa, and Hamsa often visited him to sit with him, listen to his concerns, and manage his symptoms and pain.

During Hamsa's last visit to him, she noticed that his bed was tilted in a way different that the one he liked. She asked the family to tilt it back to the direction that made him feel comfortable as he has always confided with her that this is what he preferred.



Our patient peacefully passed away that night, at home, in his bed that was in the direction that he chose. He passed away reassured that his family will be alright, and after expressing his final wishes.

He was buried in the place that he wanted to be in, his village.

At the end of life, the smallest details matter most in making sure that the patient feels heard and in control of his life till the last moment.

One of our many duties as SANAD is to help the family pay attention to these details and focus on them, in a time when their attention is torn apart by the chaos of disease.

## Pillar VI

# PROFESSIONAL DEVELOPMENT

### Goal:

Enhance the team's  
knowledge and build  
its members' capacity





# ACHIEVEMENTS

## Congresses

SANAD, represented by the head of its Quality, Research, and Development unit, Farah Demachkieh, and its Quality and Research Officer, Ahmed Kassab, attended the 17th World Congress of the European Association for Palliative Care that took place on the 6th of October 2021.

The congress consisted of interactive online sessions that spanned over the course of three days.

### 17th World Congress of the European Association for Palliative Care

October 6, 2021 - October 9, 2021

« Hybrid Interventional Pain Management & Neuromodulation Cadaver Workshops

XVII Congress of the Spanish Pain Society »



### Masters in Palliative Care

SANAD's Quality and Training officer, Mira Obeid, acquired her masters degree online from the University of Maryland-Baltimore.

Mira left to further pursue her career in palliative care as a community palliative care nurse in the United Kingdom.



Ayman Abdou, head of the management unit at SANAD, started his pursuit of a PhD in Health Economics from the University of Paris in 2021.



Ninar Skheita, SANAD's hospice nurse, started her pursuit of a masters degree in Nursing Administration from the American University of Beirut in 2021. Ninar is doing the practicum of her degree through her work in the field with SANAD.

## Trainings and workshops

Palliative care is a continually evolving discipline. New research and breakthroughs are being done on a daily basis to ensure the fine-tuning of a holistic service that has the comfort and dignity of patients and their families in the forefront of its concern. This multifaceted aspect of the care necessitates the ceaseless capacity building and knowledge building of the team.

This is ensured through trainings and workshops that occur at the office on a regular basis.



## ..and flowers that never wilt.

Our patient, we'll call her Sisi because that's what her family called her, was a homemaker, a mother, a grandmother, and an incredibly strong person.

She kept control over all aspects of her life and her home despite her illness, despite complications that caused both her hands to be amputated five years ago, and despite the cancer that attacked her liver at 80. Despite it all, she kept the upper hand.

At the request of her family, Sisi wasn't aware that she was terminally ill, but she knew that her condition was not getting any better.

"They tell me I'm okay, but I know. I know that I won't go back to how I was, and that's alright.

I'm just terrified of the pain, Saria."

"I promise you that as long as I'm here, I will do whatever I can to make sure you don't feel any pain or discomfort."

And she loved flowers.

Her son discovered this fact when someone from the family came over and brought a nice arrangement of flowers. He saw how her face lit up and ever since there wasn't a day where he didn't get her a bouquet. The beautiful one in the picture is the last one that decorated her room.

Along with the bouquet that he brought his mom usually came a lot of kisses, a lot of love and pampering and snuggles, and a lot of soft dances and music and small trips around the house, to the rooms that were hard for her to reach in the final stages.

"We're going on a date."

And he'd hold her and move from one room to the next, and she'd laugh.

"I'm trying to stay positive and not be sad and cry, Saria, I'm really trying to stay strong and put myself in the "nurse mentality""

"Leave the nurse mentality for me, I'll handle every symptom that arises don't worry about it. You can grieve."

Saria, SANAD's nurse, made sure to keep any decision related to the illness at Sisi's disposal. From switching her bed to a medical bed so she could be more comfortable, to explaining everything about the medications before administrating them, to respecting her wish of staying quiet when she was getting tired at the final stages.

Saria, SANAD's nurse, made sure to keep any decision related to the illness at Sisi's disposal. From switching her bed to a medical bed so she could be more comfortable, to explaining everything about the medications before administrating them, to respecting her wish of staying quiet when she was getting tired at the final stages.

"I'm okay, Saria, but I don't want to talk right now. You talk, I want to listen." And she'd close her eyes, and Saria would talk to her, about everything and about nothing, about life.

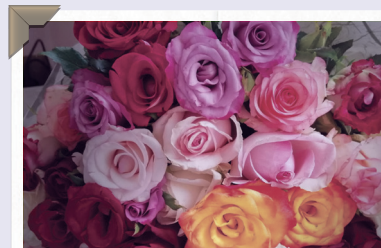
Sisi loved to cook.

She would sit in the kitchen and give her instructions with detail; what's for lunch today? What should be stored in the freezer for later? How many sprinkles or salt for this dish? She was in charge.

And she loved to count her blessings.

"I'm grateful that my family is by my side, I'm grateful that life is still good, I'm grateful that my son came all the way from Canada to stay by my side, I'm grateful that I'm not in pain.

Thank you, Saria. I'm not in pain."



Our patient left this world on 12/09/2021.

She had her family, and farewell videos sent to her all the way from her grandchildren in The United States.

She had the warmth of home, and peace and quiet.

She had SANAD.

And she had flowers.

# MOVING FORWARD

## To our patients and their families,

The road hasn't been the smoothest over the past two years, but we know that as long as we have your comfort and dignity as our utmost goal, our efforts shall be ceaseless.

We promise you to continuously get better at what we do, to always improve the service that we provide, to never stop being a source of relief and comfort, and to always look at you for who you are, unique individuals with different hopes, needs, and expectations, all worthy of respect, and not as just another number or case.

Thank you for trusting us with the most precious times of your lives. We vow to do our best to help you see their beauty.

## To our supporters,

Your faith in our cause is why we are where we are today. In a country with a plethora of unfulfilled rights and needs and endless areas for development, we are grateful that you were able to hear our voice and sense the urgency of a peaceful end for thousands of patients and their families.

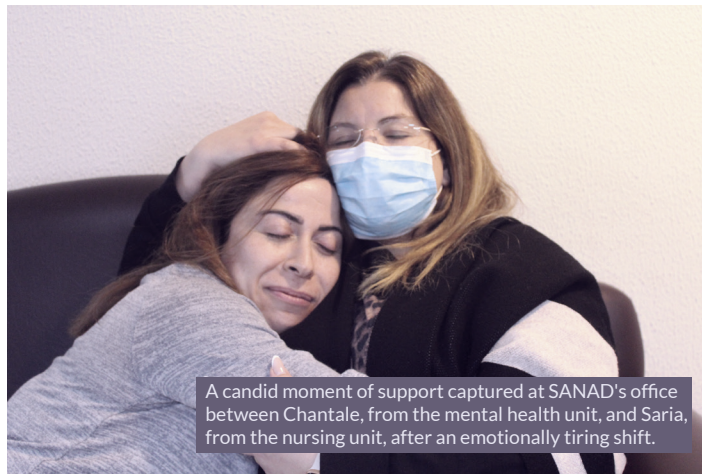
The road ahead is still long - after more than 12 years of work, we're just getting started. We dream of a society where hospice care is a norm, not an exception, where talking about end of life planning is mainstream, and where death is celebrated as a part of life.

And this is only possible with you. Sharing the word, volunteering, and donating makes our dream a reality.

## To our team,

Our unsung heroes and lightworkers: doctors, nurses, and psychologists, your unrelenting desire to treat, soothe, and support is worthy of a thousand rounds of applause, and yet, we know that a patient's smile after a bout of pain is equal much more in your eyes.

Thank you for what you do, thank you for being SANAD.



A candid moment of support captured at SANAD's office between Chantale, from the mental health unit, and Saria, from the nursing unit, after an emotionally tiring shift.

**Our strategic partners and long-term donors, thank you for walking along our side in this journey of care provision and for supporting our mission.**



**Salaam  
Rishani Fund**

# GET INVOLVED

## LEARN MORE

[www.sanadhospice.org](http://www.sanadhospice.org)  
[info@sanadhospice.org](mailto:info@sanadhospice.org)

## FOLLOW US

      
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## VOLUNTEER

[volunteering@sanadhospice.org](mailto:volunteering@sanadhospice.org)

# DONATE

## 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](http://www.actforlebanonusa.org)  
/SANAD-sustainability

“Every penny donated to SANAD is going to the right place, especially now, as some people are having a hard time in even admitting their patients to hospitals, due to the financial crisis.”

- Marina Wakim, a patient's daughter

## Direct Donation

**Call Us**  
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established in 2010.