



HILL HOUSE HOSPICE

2024-25 Annual Report





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Board of Directors

Board Chair – Dr. Janet Morse

Vice Chair – Elaine Walsh

Treasurer – Sam Lee

Secretary – Catherine Bellinger

Adelina Urbanski

Andy Langer

Joanne Lott

Joseph Gulizia

Kim Baker

Latif Fazel

Shafiq Ebrahim

Sheila Neuburger

Susan LaRosa

Board Advisor

Charles Beer

Community Committee Members

Charles Beer

Dorenda McNeil

Jane Wedlock

Judy Murray



A MESSAGE FROM OUR BOARD CHAIR

As I reflect on this past year, I remain deeply inspired by the extraordinary heart and dedication that define Hill House Hospice. It is a privilege to serve an organization rooted in compassion, excellence, and unwavering commitment to families in our community.

This year brought meaningful progress toward our vision for the future. I continue to be moved by the dedication shown across our organization—the volunteers who give so generously of their time, the exceptional nurses and personal support workers who provide dignified hands-on care, the staff that support the mission and vision of the organization and of course our steadfast leadership team: Michelle Hambly, Executive Director; Dr. Brian Berger, Medical Director; Amanda Barnett, Director of Clinical Care; and Joanne Giannakopoulos, Director of Development. Their passion strengthens Hill House in immeasurable ways.

I am equally honoured to lead a Board of Directors who give their time and expertise with both heart and purpose. Together, we have continued to guide Hill House toward its most significant transformation: the redevelopment and expansion of our hospice home so more families can access compassionate end of life care.

This year, the Board worked closely with our leadership team, Campaign Cabinet, community partners, and government representatives to advance plans for our new 12-bedroom hospice.

We are deeply grateful for the support of Mayor David West and the City of Richmond Hill, our local MPPs Daisy Wai and Michael Parsa, York Region Council, and many community leaders who continue to champion our vision. Their encouragement strengthens our resolve.

To our Campaign Cabinet, thank you for your dedication and advocacy. Your leadership is essential as we work toward the fundraising required to bring our new hospice home to life.

As we navigate the natural challenges of a project of this scale, the sense of momentum and excitement continues to grow. Each step brings us closer to welcoming more families into a warm, compassionate environment that reflects the very best of Hill House Hospice.

Most importantly, I am continually reminded of why we do this work: the stories of the individuals and families whose lives have been touched by Hill House. Their gratitude and lived experiences inspire us every day. On behalf of the Board of Directors, thank you to our staff, volunteers, donors, partners, and the entire Hill House community. Your support makes everything we do possible.

Respectfully submitted,

Dr. Janet Morse

Dr. Janet Morse
Board Chair, Hill House Hospice

A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Wow, what a year! I am filled with gratitude for the people who make Hill House Hospice the compassionate and extraordinary place it is. Hill House is more than a residence—it is a community built on kindness, expertise, and humanity. It is an honour to serve as Executive Director, and I am continually inspired by everyone who contributes to our mission.

To our clinical team—our nurses, PSWs, and leaders—thank you for the dignified, person-centred care you provide each day. Your gentle presence and the comfort you offer to residents and families reflect the true heart of hospice care.

To our philanthropy and administrative teams, thank you for the dedication you bring to fundraising, operations, and daily organizational support. Your behind the scenes efforts ensure we can do what we do today while helping us build confidently for the future.

To our volunteers, whose generosity and warmth shape the daily rhythm of our home—thank you for showing up with open hearts and offering compassion in every interaction.

To our Board of Directors, thank you for your thoughtful leadership, steady guidance, and unwavering support. And to our Campaign Cabinet, who continue to champion our vision for growth—we are deeply grateful for your commitment and advocacy.

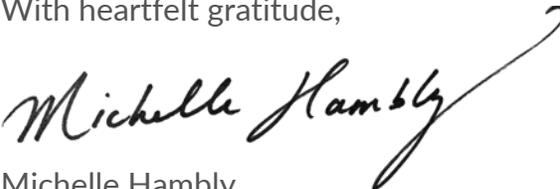
Most importantly, to our community of donors, partners, and supporters—thank you. Your generosity sustains us. Every gift, every gesture, and every shared belief in our work enables Hill House to provide compassionate care at no cost to families.

As we enter the coming year, our commitment remains steadfast: to provide compassionate, expert care to every resident and family who walks through our doors.

We are also moving boldly forward with our plan to expand from 3 bedrooms to 12, building a new hospice home designed to meet the growing needs of our community. This transformational project reflects our shared belief that no family should ever be turned away in their time of greatest need.

Thank you to everyone who has walked alongside us this year. The strength of Hill House comes from the people who believe in our mission, and together, we are shaping a more compassionate future for our community.

With heartfelt gratitude,



Michelle Hambly
Executive Director, Hill House Hospice

Hill House Hospice
Est. 1998
Love lives here

MISSION

The mission of Hill House Hospice is to provide palliative care to individuals diagnosed with a life-limiting illness in a home-like setting; to provide support for their families and friends; and to ensure that each patient is treated with dignity, respect and the highest standard of care.

VISION

Sharing our compassionate approach to hospice care and creating comforting memories for everyone in our home.

CORE VALUES

Honesty & Integrity
Compassion
Respect & Dignity
Accountability
Teamwork

OUR HOME

For 28 years, our little red-brick bungalow on a quiet street in Richmond Hill has offered comfort and medical care to residents in their final weeks of life, as well as support to their families. It is a home-like alternative to institutional and in-home care, and all services are provided free of charge. Hill House is a special place filled with love, hugs, laughter, and tears.

We operate with a high staff-to-resident ratio, with at least one nurse and one personal support worker (PSW) on duty day and night for every three residents—exceeding the current staffing model of most other hospices in the Greater Toronto Area. Looking beyond the traditional medical approach, we also incorporate a variety of alternative therapies to promote holistic wellness.

Hill House sits on a one-acre lot and, in addition to its three bedrooms, features a fully equipped kitchen, a large living room, and a dining room. The beautiful gardens and landscaping are maintained by the Richmond Hill Garden and Horticultural Society, as well as the City of Richmond Hill.

THE HILL HOUSE HOSPICE DIFFERENCE

Hill House Hospice is a special place filled with love. It was the first hospice residence in York Region and the second in the province of Ontario. Hill House is also a registered charity.

Since our founding in 1998, our goal has been to lead by example, serving as a model for exemplary residential care in York Region and across Canada.



OUR SERVICES

Living with a serious illness or caring for a loved one nearing the end of life can be incredibly challenging. At Hill House Hospice, we are here for you. Thanks to the generosity of donors, community partners, and government funding, we provide expert medical care and compassionate support at no cost.

Our focus is on enhancing quality of life in a home-like setting, ensuring that individuals can live as fully as possible with dignity and respect in their final stage of life.



Residential hospice beds



Wellness programs & complimentary therapy



Chronic disease management



Caregiver & family support



Practical assistance



Interdisciplinary teams



Education



Anticipatory grief & bereavement counselling by a regulated health professional



Pain & symptom management

LOOKING BACK 2024 - 2025



CAPITAL CAMPAIGN

To date, our campaign cabinet's tremendous efforts have helped us raise more than \$4,000,000 in cash and pledges. We are getting closer to our goal of expanding our compassionate end-of-life care at 36 Wright Street!



COMMUNITY ENGAGEMENT

Thanks to a new Trillium Seed Grant, we will be able to enhance access to information about hospice palliative care within our community. Through targeted interventions and community-based initiatives, we are working to ensure that individuals who face barriers navigating the health system can better understand their options when considering end-of-life care. This grant has also given us the opportunity to listen deeply and learn how we can tailor and expand our services in ways that truly reflect community needs. The process so far has been profoundly humbling – a meaningful experience of learning from others and engaging in a genuine wisdom-to-wisdom approach.

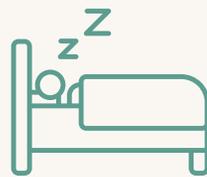
OUR 2024 IMPACTS



100%+

Occupancy Rate

In 2024, Hill House realized a +100% occupancy rate.



1,000+

Nights of Care

Our 3-bedroom hospice provided over 1,000 nights of comfortable care to our residents.



350+

Referrals Received

In 2024, Hill House received over 350 referrals.



4,529+

Volunteer Hours

Our volunteers dedicated over 4,529 hours of service in 2024.



INTERNAL SYSTEM CAPACITY

We strengthened our internal system capacity by leveraging advanced fundraising platforms and tactics to enhance our Signature Event experience.



RESIDENT LEGACY PROGRAM

The Resident Legacy Program has been in development. Training for this initiative included specialized education sessions and interactive workshops facilitated by another hospice that operates a well-established model. The resulting program will offer residents an opportunity to reflect, create, and share meaningful expressions of their life stories. Legacy work can be profoundly healing for individuals nearing end of life, as well as for their loved ones and caregivers who accompany them through this journey.



VOLUNTEER PROGRAM EXPANSION

This year, we expanded our volunteer program by creating a dedicated Grief & Bereavement Team to offer additional emotional support to residents and their families. With specialized training beyond standard HPCO education, these volunteers provide bedside and follow-up support, and help families access ongoing community resources.



90+

Families Cared for

In 2024, over 90 families received compassionate and expert hospice care at no cost at Hill House Hospice.



1 Million+

In Savings

In 2024, more than 90 people bypassed hospital admission by going directly to Hill House, saving over \$1M in hospital costs and improving health outcomes.



450+

People Supported

Hill House Hospice directly supported over 450 people in 2024. This includes residents who stayed with us and their families.

LOOKING FORWARD 2025 - 2026



The Hill House Hospice Board Members at our annual Strategy Session

OUR STRATEGIC FOCUS

As we move into the coming year, our core commitment remains steadfast: to provide compassionate, expert medical care to every resident and family who walks through our doors. This dedication to dignity and comfort is the foundation of everything we do.

At the same time, we are advancing boldly in our strategic vision to expand our services from three bedrooms to twelve. This transformation will include building an entirely new hospice home—a space designed to meet the growing needs of our community and ensure that no family is turned away in their time of greatest need.



CAMPAIGN UPDATES

Expanding Access to Palliative Care in Richmond Hill

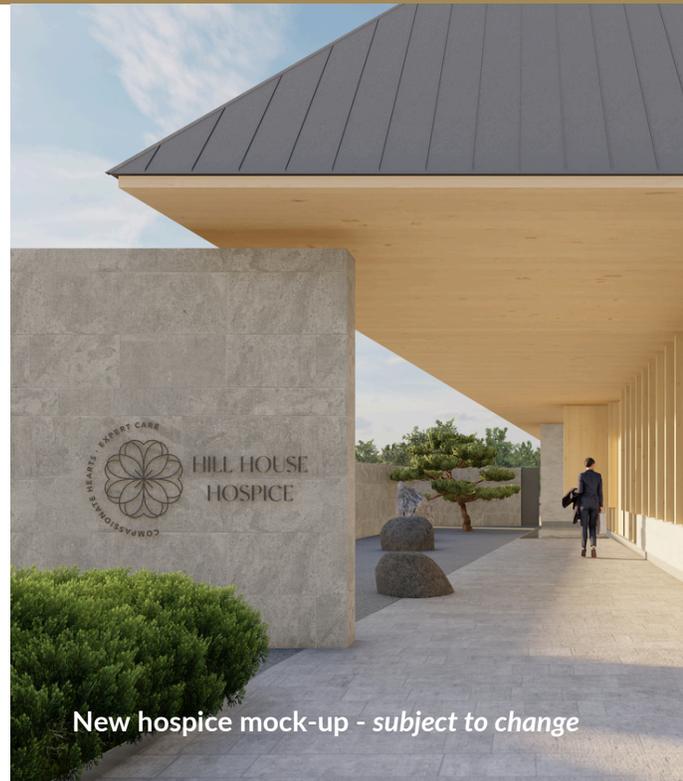
Hill House Hospice extends its heartfelt thanks to the Ministry of Health and the Provincial Government for their generous support in providing operational funding for three additional hospice beds. This meaningful investment enhances our ability to serve more families in Richmond Hill and Southern York Region with the compassionate, high-quality end-of-life care they deserve.

We are deeply grateful for this funding, which reflects a shared commitment to making care accessible within the community—close to home, and at a time when it matters most. With these additional beds, more individuals and families will experience the comfort and dignity they desire in our home-like setting, where both resident needs and family support are central to our mission.

Filming with Narrowcontent

Hill House Hospice is deeply grateful to the team at NarrowContent and Canso Investment Counsel Ltd. for helping us create heartfelt and meaningful short videos that reflect the person-centred care provided at Hill House.

Their support has enabled us to share the essence of hospice care in a powerful and accessible way—promoting advocacy for the importance of hospice services in our communities and shining a light on the compassionate care offered to our most vulnerable.



New hospice mock-up - *subject to change*

“We sincerely thank the Ministry for recognizing the essential role hospice care plays in the broader health system. This support allows us to begin addressing the growing needs of our community and strengthens our vision of equitable, affordable, person-centered care for all.”

— Janet Morse
Board Chair, Hill House Hospice

THANK YOU TO OUR COMMUNITY



COMMUNITY ENGAGEMENT

Interfaith Iftar

March 16, 2025

Hill House Hospice was honoured to attend, for the second consecutive year, the Islamic Shia Ithna Asheri Jamaat of Toronto's Interfaith Iftar on March 16, 2025. This meaningful gathering brought together diverse communities in a spirit of solidarity, empathy, reflection, and generosity. Hosted at the Jaffari Community Centre on Bathurst Street, the event offered a warm and welcoming opportunity to strengthen connections and celebrate the shared values that unite us.

Mayor West's Maple Syrup Festival

April 6, 2024

Hill House Hospice participated in the Maple Syrup Festival on Saturday, April 12th, 2025, at the Richmond Green Sports Complex. The day featured a range of fun activities, including the chance to enjoy pancakes topped with delicious Canadian maple syrup. Hill House Hospice was proud to be part of this community event, which offered a wonderful opportunity to connect with local families while celebrating the arrival of spring. Hill House Hospice is grateful for the opportunity to engage with the community in such a meaningful way.





Death & Dying in Digital Age: Person-Centred Medical Care & the Use of Digital Technology

May 9, 2024

Among many topics of insight, the conference explored how modern technology can enhance person-centred end-of-life care, offering new ways to support communication, planning, and connection. In his keynote address, Dr. Berger offered thoughtful and inspiring reflections on the role of technology in hospice, palliative, and end-of-life care, emphasizing that digital tools should support—but never replace—the human presence, compassion, and relational essence at the heart of this work.

COMMUNITY FUNDRAISING

beamON Blankets

December 20, 2024

We would like to express our heartfelt gratitude to Rose A. Weinberg and beamON for their generous donation of 12 Reiki-blankets. These thoughtfully crafted blankets, made from 100% Canadian-milled organic cotton, are infused with Reiki energy and love, serving as a source of comfort and inspiration for well-being. Their support significantly contributes to the care we provide at Hill House Hospice, and we are deeply thankful for their continued commitment to hospice care.

Founded in 2011, beamON is a not-for-profit organization that is committed to donating Reiki-blankets to adults and children with cancer worldwide.



FUNDRAISING EVENTS



Walk For Hill House Hospice

May 26, 2024

Thank you to everyone who participated in the 2024 Walk for Hill House Hospice, presented by Canso Investment Counsel. We are deeply grateful for the commitment and enthusiasm shown by our community, volunteers, and staff.

Together, with our 32 teams, and 323 walkers, and joined by our corporate partners, dignitaries, volunteers, physicians, staff and guests, we raised \$144,846 to support Hill House's vital services.

Open Gates Garden Tour

July 7, 2024

Our Director of Development, Joanne Giannakopoulos, and Events Manager, Melanie Litwin, were pleased to attend the Richmond Hill Horticultural & Garden Society's general meeting, where the Society proudly marked its 110th anniversary—a remarkable milestone in community service and environmental stewardship.

During the event, Hill House Hospice was honoured to receive a generous contribution from the Society, reflecting proceeds from the recent Open Gates Artful Garden Tour. We extend our sincere appreciation to the Society and its members for their continued partnership and meaningful support of our mission.





City of Richmond Hill Golf Tournament August 19, 2024

Hill House was the grateful recipient of funds raised through the City of Richmond Hill's Charity Golf Tournament. Representatives Donald Hearn, Dan Di Ruscio, and Risa Healey from the City presented a cheque to Executive Director Michelle Hambly and Director of Development Joanne Giannakopoulos. We extend our heartfelt appreciation to the City of Richmond Hill for their continued commitment to supporting compassionate end-of-life care in our community.

Elegant Lions Club

October 5, 2024

Hill House Hospice was honoured to be named the beneficiary of the 2024 Elegant Lions Club Crystal Ball. A generous \$25,000 donation was presented by Lion Jessi Lo and her team, and gratefully accepted by Dr. Brian Berger, Dr. C.K. Chung, and Executive Director Michelle Hambly.



Also in attendance on behalf of Hill House were Dr. Pierre Geoffroy, Elaine Walsh, Muhammad Kermalli, Joanne Giannakopoulos, Melanie Litwin, Marissa Soumalias, Elaine Gold, and members of our dedicated volunteer team. The event was a memorable evening of elegance, highlighted by exceptional performances from dancers, singers, and musicians. We were also pleased to see Mayor David West, Deputy Mayor Godwin Chan, Councillor Simon Cui, MPP Daisy Wai, and many distinguished guests in attendance.

Hill House extends its sincere appreciation to the Elegant Lions Club, all guests, and the event sponsors for making this celebration and this meaningful contribution possible. Proceeds will support the development of our new 12-bedroom hospice.



RESIDENT'S STORY

A DAUGHTER'S TRIBUTE

When Chrissie Ling reflects on her mother, Relita—affectionately known as “Momma Ling”—she describes her as a guiding light: remarkable, welcoming, stylish, and spunky. Born in the Philippines in 1942, Relita’s life was shaped early by resilience. After losing her father in World War II, she became a caregiver to her nine siblings, working alongside her mother and aunt to support the family. Even in hardship, she radiated beauty, laughter, and love.

In 1967, Relita immigrated to Canada, seeking better opportunities for her family. A year later, she met her future husband at church in Saskatoon. They married on Christmas Day and built a life filled with love, raising three children and later welcoming five grandchildren. Her pride in her family was unwavering, and her magnetic energy made her a beloved figure in every room she entered.

Relita’s later years were marked by health challenges, including painful arthritis and a stomach cancer diagnosis in 2020, which she bravely overcame. But in the summer of 2024, she was diagnosed with stage 4 kidney failure. Tired from years of battling illness, she expressed her wish to rest, and the family began palliative care at home.

“There were no visiting hours,” Chrissie recalls. “If we needed anything, we just had to ask. It was so accommodating and so not what I expected.”

“We will forever be grateful to have this hospice in our community,”
Thank you, Hill House, for giving my mom the chance to live her
final days with quality and dignity.”

- Chrissie Ling, daughter of Relita Ling

As her condition worsened, the emotional and physical toll on the family grew. In November, her palliative care doctor recommended Hill House Hospice. Unfamiliar with hospice care, Chrissie and her family were apprehensive. But upon arrival, they were met not with the sterile environment they feared, but with warmth, comfort, and compassion.

Relita’s vibrant spirit filled the hospice. She quickly formed deep bonds with the staff—nurses, PSWs, and volunteers—who treated her not just as a patient, but as family. Her room echoed with laughter, music, and stories, and was always stocked with her favorite snacks: A&W, Taco Bell, and Crunchy Cheetos, shared during weekend sleepovers with Chrissie.



Relita Ling

One volunteer, Goutami, became especially close to Relita. Knowing she hoped to hold on until Christmas—her 56th wedding anniversary—Goutami helped organize a special celebration the day before. She prepared a rack of lamb dinner with candles and champagne, even shaping tomatoes into hearts. With help from Gina and Nimar, they styled Relita’s hair and makeup, creating a beautiful moment of joy and dignity.

Miraculously, Relita made it to Christmas. The Hill House team catered a festive dinner, and the family gathered around the table for one last celebration, with Relita in her favorite red sweater. “For the first time in months, we didn’t have to be caregivers,” Chrissie says. “I could be a daughter. My dad could be a husband. My brother could be a son.”

Hill House Hospice gave the Ling family the gift of presence—of being together without the burden of care. It was a place not just for final days, but for meaningful moments, for laughter, for love. “We will forever be grateful to have this hospice in our community,” Chrissie shares. “Thank you, Hill House, for giving my mom the chance to live her final days with quality and dignity.”

THANK YOU TO OUR VOLUNTEERS

At Hill House Hospice, our volunteers are essential to everything we do. Each year, they dedicate thousands of hours to supporting our operations.

In 2024, our volunteers contributed an incredible 4,529 hours. Their selflessness and dedication are at the heart of our mission to provide compassionate end-of-life care. We are truly grateful for their continued support and for all they do to help us serve our community.



Congratulations to Cathy Penman on receiving our 2024 Volunteer Recognition Award! We are incredibly grateful for Cathy's dedication and compassion to Hill House Hospice.



Congratulations to Peter Vink on receiving the June Callwood Outstanding Achievement Award! This well-deserved recognition reflects Peter's exceptional dedication, leadership, and lasting contributions, and we are deeply grateful for the positive impact he has made in our community.

A heartfelt thank you to Jerzee, a lovable Labrador Retriever, and her handler, Lisa, for bringing comfort, smiles, and companionship to our residents and families every Monday through the St. John Ambulance Therapy Dog Program. Jerzee's gentle nature and joyful spirit make a meaningful difference during each visit, and we are so grateful for the warmth they share with our community.



Thank you to all our volunteers who joined us for our annual holiday gathering!



KIND WORDS FROM OUR COMMUNITY

Dear Hill House Hospice Staff,

It's hard to find the words to express just how grateful we are to all of you at Hill House for how you treated us and our beloved mother. When we came to your facility, we knew you would take care of her, but we didn't know you would also take care of us.

To labour for the brokenhearted as you do is an incredible thing, and your compassion when we were at our most vulnerable will never be forgotten. We wish all of you the very best.

To everyone at Hill House and on the Palliative Care team, we would like to thank you from the bottom of our hearts for looking after our mother. Your compassion, care, and support through such a difficult time meant the world to us and will never be forgotten.

Thank you so much!

Dear Hill House Hospice Staff,

We'd like to express our deepest gratitude for the extraordinary care and compassion you provide to our Mom and Grandmother during her final days. You are truly angels on earth, providing comfort not only to those in your care, but also to their families. We felt supported and cared for at every step, knowing she was in the best possible hands. We will forever be grateful for the care and love you gave to her. Your dedication and kindness have left a lasting impact on our family. Thank you for the invaluable work you do every day!

Dear Hill House Staff,

Thank you all for your loving care and support during L's final journey in life. No words can describe how much my family and I appreciated every moment and the exceptional care he received. Thank you for everything.

Dear Hill House Caregivers,

We want to thank you from the bottom of our hearts for taking such kind and tender care of our mother. You made her journey so much easier, and our goodbyes peaceful and private, knowing she could be in a better place. You have all been a gift.

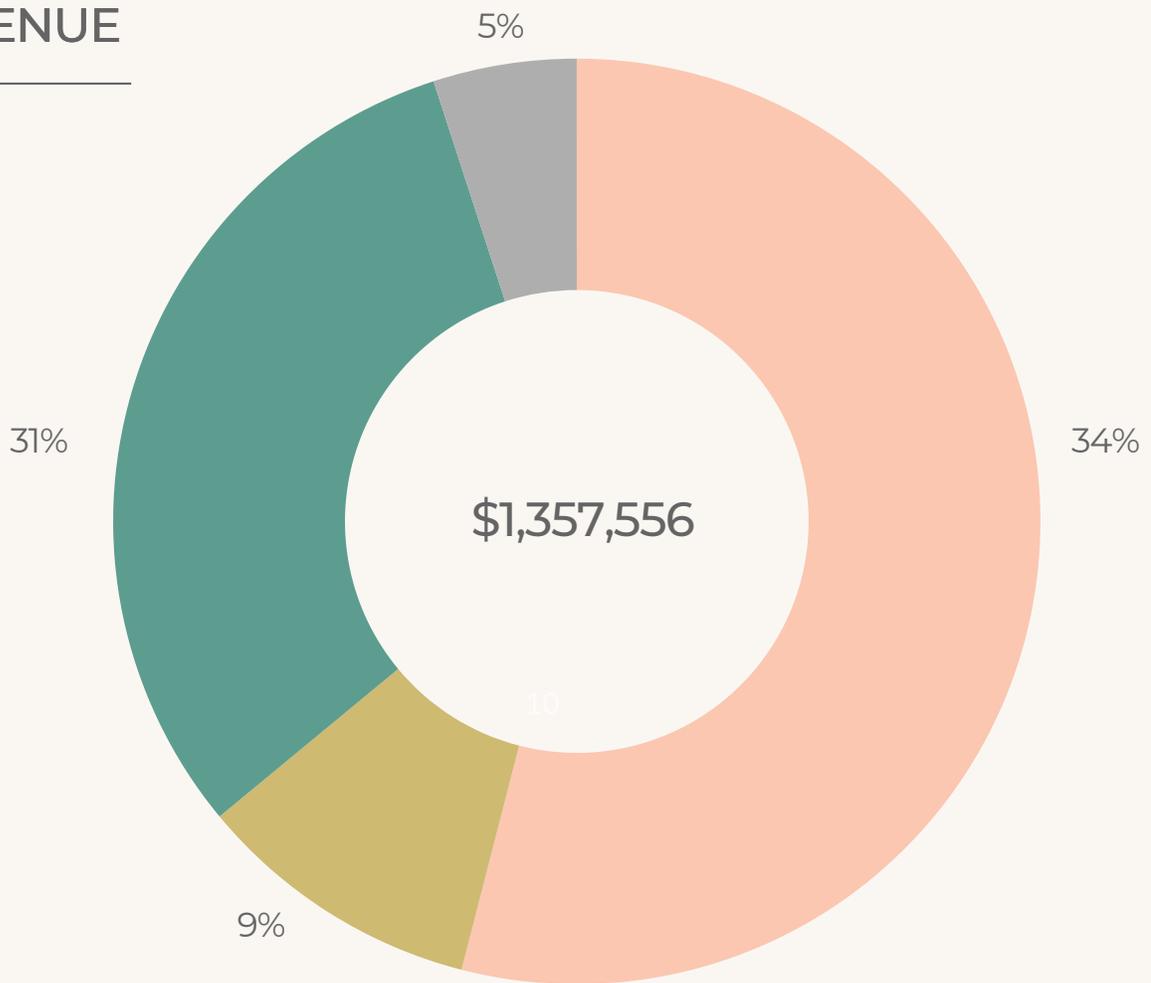
To everyone at Hill House and the Palliative Care Team,

We would like to thank you from the bottom of our hearts for looking after our mother. Your compassion, care, and support through such a difficult time meant the world to us and will never be forgotten. Thank you so much!

— L & Family

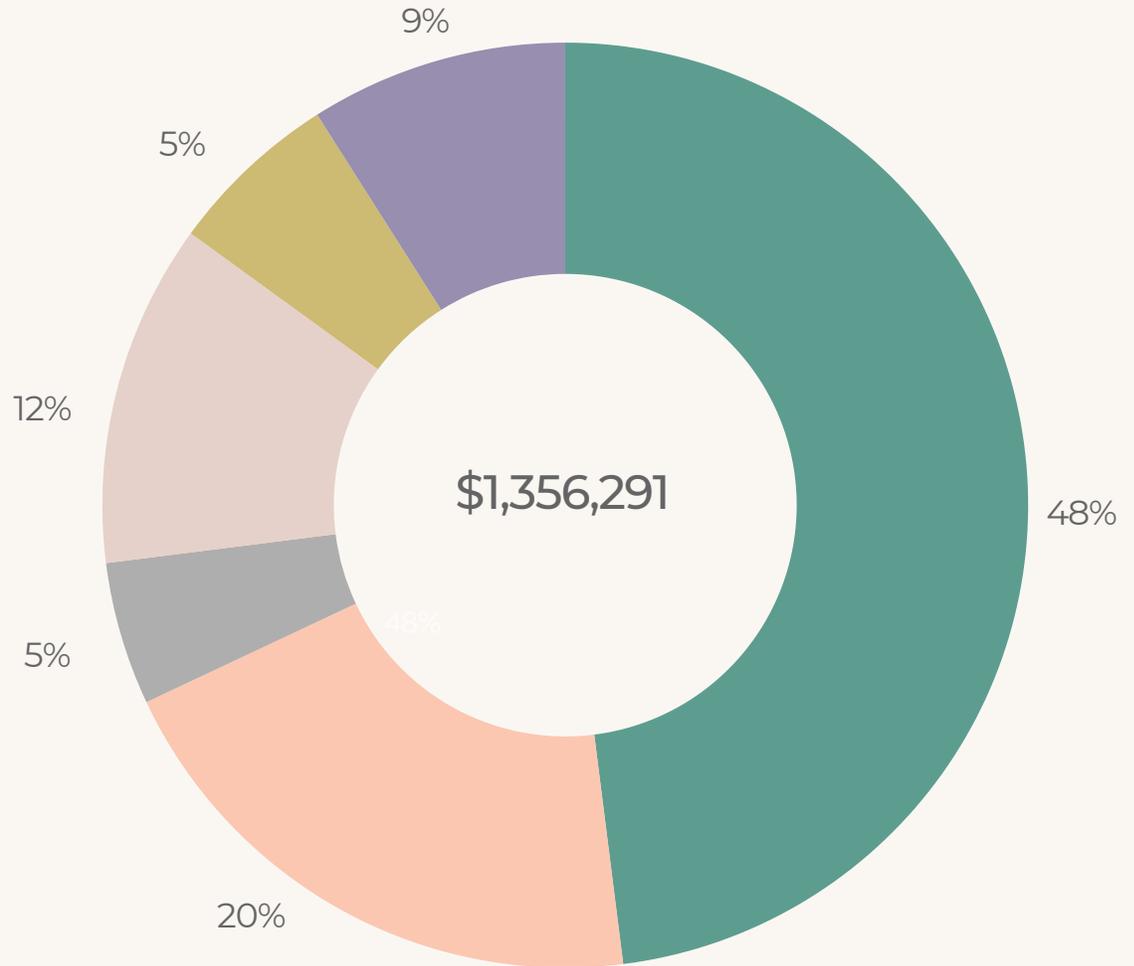
2024 - 2025 FINACIAL REPORT

REVENUE



Donations and Fundraising Activities	34%
Grant Funding	9%
Government Operational Funding	31%
Investment Income	5%

OPERATING EXPENSES



Clinical Wages and Benefits	48%
Management and Administration Wages	20%
Professional and Insurance Costs	5%
Office and Operational Expenses	12%
Fundraising Expenses	5%
Grant Expenses	9%

FY2024 had a small excess between operating revenues and expenses. During this period, Hill House Hospice continued work to support the capital expansion, including architectural design and development work and continuing the capital campaign. These one-time costs, as well as gifts toward the campaign, are not included in the financial report on operations.

THANK YOU TO OUR PARTNERS

Allegra
 Blue Door
 Brite Bite Children's Dentistry
 Canso Investment Counsel Ltd.
 Chatime
 COBS Bread Rutherford
 Marketplace
 Community Church of Richmond Hill
 Community Paramedicine &
 Outreach Response Team (CPORT)
 Costco Wholesale Richmond Hill
 Dentrax
 Dollarama
 Elgin Manor Communities Inc.
 Enzo's No Frills
 Evergreen Crematorium
 Fresh Water Industries Inc.
 Holy Trinity Anglican Church
 Jewish Federation of Greater
 Toronto (UJA Federation)
 Kane-Jerrett Funeral Home
 King City Lions Club
 Knights of Columbus - Oak Ridges
 Council
 Knights of Columbus - Our Lady
 Queen of the World Parish

Lilac Tournament - Bayview Golf &
 Country Club
 Lott & Company
 Magna
 Marketing Kitchen
 Marshall Funeral Home
 Medigas Newmarket
 Metroland
 Neighbourhood Network
 Neighbourhood Pharmasave
 Not Just Tourists
 Oak Ridges Christian Fellowship
 Foundation
 Oak Ridges Lions Club
 Oakridge Garden Retirement
 Ontario Trillium Foundation
 Parola Ristorante
 Pharmasave #638
 Pharmasave Drugs (East) Ltd.
 Plaza Printing Ltd.
 Project BeamOn
 Richmond Hill Board of Trade
 Richmond Hill Garden &
 Horticultural Society
 Richmond Hill Legion
 Richvale Lions Club

Rise and Shine Seniors Project
 Rotary Club of Richmond Hill
 Royal Bank of Canada
 Royal Canadian Legion Branch 375
 SignzCraft
 St. John's Ambulance
 Staples Preferred
 The Cheesecake Factory
 The City of Richmond Hill
 The Community Foundation of
 Orillia and Area
 The Lego Group
 The Sweet Spot Cakes
 The Town of Aurora
 The Village Grocer
 The W.P. Scott Charitable
 Foundation
 Thornhill Cruisers Car Club
 Tim Hortons
 Tru Pet
 UniversalCare Foundation
 York Regional Police
 York Simcoe Transfer Service Ltd.



THANK YOU TO THE ONTARIO TRILLIUM FOUNDATION



Thank you to the Ontario Trillium Foundation, who provided Hill House Hospice with a \$196,600 Resilient Communities Fund grant. With funds granted from 2023 to 2025, we have been and will continue to be able to recover and build our resiliency from the impacts of COVID-19 by hiring staff to improve grief and bereavement support for dying seniors and families, redefining our community engagement, and recruiting volunteers. Thank you, OTF!

THANK YOU TO OUR EDUCATIONAL PARTNERS



WE ARE THANKFUL TO BE MEMBERS OF:



The Western York Region Ontario Health Team



The South Central Richmond Hill Community Action Table



The York Region Seniors Cluster Group



The Richmond Hill Board of Trade



Hospice Palliative Care Ontario (HPCO)

York Region Human Services Planning Board



36 Wright Street, Richmond Hill, ON L4C 4A1, Canada

Telephone: 905-737-9308

Fax: 1-647-797-2316

Email: info@hillhousehospice.com

Charitable Business No. 869834648 RR0001

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