

# WESTMINSTER QUARTERLY

Fall 2024

## ***Welcome to our first issue!***

We have heard from residents that you want us to communicate with you in a more structured manner. That's why we are introducing Westminster Quarterly, which will be published to *MyWLife*. The Quarterly will update you on what our leadership team is doing, an update on the Focus 5 strategic plan, and other news.

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## ***How can you keep up with Westminster Quarterly?***

Each quarter, the next issue of Westminster Quarterly will be posted on *MyWLife*. The Executive Director at your community will be continuing to publish their weekly updates, too!

## **SAY HELLO TO LONGEVITY SCRIPTS**

### ***New name, same great service to residents***

Westminster Pharmacy is now Longevity Scripts, to align with our long-term goals. You may already be receiving your medications in packaging with the new logo!

For more than 20 years we have served residents in all levels of care by making medication easier to access and providing outstanding customer service. We are continuing to do that today, just with a new name.

If you don't already use Longevity Scripts as your pharmacy, we encourage you to [contact us](#) to learn more!

# WELCOME FROM THE INTERIM CEO

## FOCUS 5 UPDATE

Focus 5 is Westminster's five Board-approved strategic initiatives that we will be focusing on for the next several years. These areas are Healthy Aging and Well-Being, Infrastructure, Digital Transformation, Affiliations and Acquisitions, and Diversified Business. This quarter's update is about:

### Healthy Aging and Well-Being

The interest around healthy aging has reached an all-time high for current and future residents. Westminster is focused on amplifying our initiatives around wellness and our support of an individual's healthy aging journey. We want to ensure that we integrate research into healthy aging to establish evidence-based programs at our communities. That could include what activities to do, what medications to take (or not take), foods to eat, lab tests to undergo, etc.

We are committed to older adults' increased desire for robust programming to support their interest in healthy aging. To ensure that our efforts are moving in the right direction, we have brought a true professional who specializes in well-being, Kelly Stranburg, onto our executive team as our new Vice President of Healthy Aging and Longevity.

Kelly will be an invaluable resource to team members on campuses, in supporting residents' healthy aging journeys, while taking on what she says is the perfect position that aligns her passions and expertise.

***Read our interview with Kelly on Page 4.***



**Hank Keith**

*Interim Chief Executive Officer*

It is my privilege to write to you in this first issue of the Westminster Quarterly as Interim CEO.

During this time of transition I want to assure you that our Mission, the residents we serve and our team members are central to all that we do. Our Board of Directors and I have full confidence in our ability to continue to serve you at a high level. I have been Chief Financial Officer since 1992, and our leadership team has collectively served Westminster's Mission for more than 50 years.

Thank you to all of our residents for your confidence in choosing a Westminster community

***You can read the full letter to all residents from Hank on MyWLife.***

## FOCUS ON: QUALITY OF LIFE

*Learn how COO Garry Hennis sees workplace culture and the future of Westminster.*



**Garry Hennis**  
*Chief Operating Officer*

"I am continually inspired by the dedication of our team members to ensure that we live out our Mission at the communities."

***Q: What are the WCOF initiatives that are going to improve the quality of life for residents?***

We recently hired Kelly Stranburg, our new Vice President of Healthy Aging and Longevity, to enhance our lifestyle programs to meet your quality-of-life needs and incorporate evidence-based programs. In addition, we worked with our Resident Council chairs to select a new pilot Quality of Life Survey. The QLS results inform our leadership team about where you feel we do well and where you want to see improvements. Our community teams use the results to create action plans for how we will improve. Lastly, we are focusing on finding and keeping the right team members, which will increase retention and reduce turnover.

***Q: How do you, as COO, influence workplace culture?***

Culture is one of the most important ways we have improved retention and turnover. Improving retention helps improve the quality of our care and services by providing consistency in the work we do. Our goal is to hire the best people, give them the right tools and let them do their jobs. We also emphasize the training and education that is necessary to continue improving. Lastly, I want us to have a culture where team members always feel appreciated. Thank you to our team members!

## FISCALLY SOUND

*Learn from about this year's audit and bond ratings.*



**Hank Keith**  
*Interim Chief Executive Officer*

***Q: How did our annual audit of Fiscal Year 2024 go, and how does it reflect the overall strength of the organization?***

Our audits have all gone well for the March 31, 2024 year end. We had a strong performance from operations and investments. We appreciate the work of our team members in Accounting that ensured everything was accurate and appropriate.

***Q: Our 2024 bonds were recently rated by Fitch Ratings. What was the outcome?***

Fitch reaffirmed our A- rating with a stable outlook, a rating we have maintained for more than a decade. For residents, this is an assurance of our fiscal strength. It also provides our communities with a lower interest rate for capital projects.

# SPOTLIGHT ON: Well-Being

*Learn all about Vice President of Healthy Aging and Longevity Kelly Stranburg's background and what the future of healthy aging is for Westminster's communities.*

## **Q: What brought you to Westminster?**

When I learned that a focus of the organization's future was to become a leader in healthy aging, I knew I wanted to be a part of the team right away, and worked to advocate for myself in this new role for the leadership team. This is the area that I am most passionate about supporting for older adults and the teams who work with them.

## **Q: What does your new role entail?**

I will work closely with community teams to assess and identify opportunities to further elevate and ensure program offerings help residents maintain or improve different quality of life-related metrics. For example, providing ample and appropriate strength programs to help residents maintain their strength.

## **Q: How will healthy aging and well-being affect Westminster Communities of Florida?**

Our goal is to construct an organization-wide, proactive and preventative approach for health and well-being for both residents and team members. With a shift in mindset and targeted programming we can improve quality of life, reduce team member turnover, and maximize residents' independence.

## **Q: What do you hope to accomplish in the first year?**

I hope to instill a strong "why" for taking a proactive approach to aging. In no way does this mean I am "anti-aging." Rather, I want to impart the mindset that participating in our programs ensures you live the best life possible regardless of biological age.

# WELCOME TO THE FAMILY

*We are thrilled to introduce you to the newest member of Westminster's leadership team.*



## **Kelly Stranburg**

*Vice President of Healthy Aging and Longevity*

"My intention is that my role will help residents recognize that we are more than capable of improving parts of our health and well-being, no matter your age. This will lead to higher levels of engagement in programs, from self-led movement and self-care, to well-being related options. I know I can impact strength, resilience, and mindset, which will result in elevated satisfaction, purpose and joy in daily life."



# PUT ON YOUR HARD HAT

*Updates on ongoing  
construction projects happening  
across our communities.*



**Chris Wickberg**

Vice President of Design  
and Construction

## INFRASTRUCTURE PROJECTS

One of our Focus 5 strategic initiatives is to ensure our communities' physical infrastructure continues to meet residents' needs for the future.

Much of this work is already taking place, including about \$20 million in improvements throughout the Life Plan Communities and Rental Retirement Communities. We are also conducting assessments to look behind the walls at the infrastructure, at every community.

You may see our contractors doing this work. Please expect to hear more from your Executive Director or Administrator as these happen in your community.

## THE STATE OF CONSTRUCTION

Cost, labor, material and equipment constraints will all continue to influence pricing and schedules. We are addressing it by:

- Continuing communications with communities, consultants and contractors
- Pre-ordering items with long lead times
- Being flexible in design, delivery and scheduling
- Reviewing consultant and contractor workloads and backlogs

## CURRENT MAJOR PROJECTS

### ***Westminster St. Augustine and Westminster Woods on Julington Creek***

We have begun construction on 36 new townhomes at Westminster St. Augustine, called Southpointe, and 10 new villa homes at Westminster Woods on Julington Creek, the latest phase of Southwood neighborhood.

### ***Cultural Enrichment Centers at Westminster Winter Park and Westminster St. Augustine***

We will be building new spaces to support Lifelong Learning programming and other resident events, in partnership with the Westminster Communities Foundation. We expect to submit for permits this year.

### ***Westminster Palms***

After damage from Hurricane Idalia last year, we are currently putting a new facade and upgraded storm windows on the Palm View building.

### ***Westminster Towers***

This spring, we opened a beautiful new outdoor courtyard in partnership with the Foundation, with new green spaces and water features. It's a wonderful upgrade and a showpiece for the community.

**We will highlight other communities in the  
next issue!**