

WESTMINSTER QUARTERLY

Winter 2025

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How can you keep up with Westminster Quarterly?

Each issue of Westminster Quarterly will be posted on *MyWLife*, plus the Executive Director at your community will continue to publish weekly updates!

AN UPDATE FROM THE FOUNDATION

Moving into 2025 with optimism and excitement!

We are excited to jump into 2025 with renewed purpose and vision. Plus, this year Westminster Communities Foundation celebrates 50 years of support and service to the Westminster Mission.

In 2024, more than 1,250 donors collectively gave or committed nearly \$8 million to help enhance the lives of residents and team members across the organization. Several projects are on the horizon, and we continue to focus on Mission-critical programs like Benevolent Assistance, Team Member Scholarships, cultural and educational programs and special community projects.

Thank you to everyone who supports our work and partners with Westminster Communities Foundation to benefit your community. We wish you a happy and healthy 2025!

FROM THE INTERIM CEO

HAPPY NEW YEAR

As we begin 2025, our leadership team continues to work on Focus 5 initiatives. Focus 5 includes five key strategic goals approved by our Board of Directors aimed at strengthening the organization in a variety of ways. A full update on the Diversified Business initiative can be found on Page 4.

I'm thrilled to share that several of our communities recently received prestigious awards from national publications. These accolades are a testament to the hard work and dedication of you and our team members, who are making Westminster communities exceptional places to live and work. Thank you!

We are all grateful that the 2024 hurricane season is now over. We are continuing to make progress restoring damaged residences and services in St. Petersburg and Bradenton. We are actively working with the City of St. Petersburg for permits to begin repairs at Westminster Shores as soon as possible, and expect to be completed in the spring. In addition, repairs to water damage at Westminster Bradenton's Shores Building are expected to begin soon.

Thank you for your trust in Westminster Communities of Florida. We wish you a Happy New Year!



Hank Keith

Interim Chief Executive Officer

CONGRATULATIONS ON NATIONAL AWARDS

Please join me in celebrating several major national awards. Five of our communities were recognized by Newsweek as among the nation's 300 best Life Plan Communities! Only 31 communities in Florida received this recognition. Please join me in congratulating:

- Westminster Oaks
- Westminster Shores
- Westminster Towers
- Westminster Winter Park
- Westminster Woods on Julington Creek

Six communities were further recognized by U.S. News as Best Nursing Homes:

- Best Overall - Westminster Point Pleasant and Westminster Woods on Julington Creek
- Best Long-Term - Westminster St. Augustine and Westminster Towers
- Best Short-Term - Westminster Baldwin Park and Westminster Suncoast

COO UPDATE

Garry Hennis shares insights from marking our 70th anniversary

Celebrating Westminster's 70th anniversary has highlighted the organization's enduring commitment to serving older adults with compassion and excellence. Over the past year, these events and celebrations highlighted several key aspects of our Mission:

Legacy of Service: Since our beginning as a ministry of the Presbyterian Church (USA), we have grown to serve more than 7,000 residents across 23 communities. This growth reflects a steadfast dedication to providing quality of life and support to older adults.

Purpose: The celebrations held throughout the state emphasized our history in many fun ways, each capturing the unique spirit of our communities. They brought together residents, team members and community leaders, showcasing the strong sense of support in our communities.

Adaptability and Resilience:

Westminster's ability to adapt and thrive, even in challenging times, such as Hurricanes Helene and Milton, show resilience and commitment to our Mission.



Garry Hennis
Chief Operating Officer

Celebrating History and Looking Forward:

The events and celebrations provided an opportunity to reflect on Westminster's history and future. Presentations and proclamations honored the organization's achievements and set the stage for our continued growth and innovation in senior living.

Overall, the 70th anniversary celebrations reinforced Westminster's Mission: ***"We serve from the heart and inspire older adults to enjoy happy, healthy and purposeful lives."*** It has been a wonderful year honoring the past while looking forward to a bright future!

FISCALLY SOUND

Discover how our annual budget process strengthens our organization



Jennifer Martens
Interim Chief Financial Officer

Our budget process is a great opportunity to focus on how to most effectively run our communities. Through partnership between community leadership and our team at Community Support Services, budgets that ensure our spending reflects actual needs

and priorities of the communities. We look at trends, staffing patterns, inflationary environment (wage and non-wage) and competitive analyses to help craft budgets that are realistic and put forth the most reasonable rate increase to the residents we serve. We are committed to good stewardship of the resources we have been entrusted. We keep conservative margin targets and maintain the mantra of, "No margin, no Mission." Through years of this practice, we have built a solid financial foundation that I am confident will continue for decades to come.

SPOTLIGHT ON FOCUS 5

Get to know the Diversified Business initiative aimed at bolstering our communities and organization

One of our focus areas has been developing and executing business plans to grow adjacent lines of business aimed at diversifying our services and meeting the unique needs of older adults. We are concentrating on the following areas:

Outpatient Therapy: We serve all Westminster Life Plan Communities through our existing rehabilitation program. Our goal is to expand the outpatient therapy program to offer services to all residential and Assisted Living residents, providing options to remain strong and healthy. We have expanded the outpatient therapy programs at Westminster Oaks, Westminster Towers, Westminster Winter Park and Westminster Woods on Julington Creek. Ultimately, we expect to create a new not-for-profit entity, expanding our rehabilitation and outpatient therapy program to serve other organizations through contract arrangements.

Longevity Scripts: We plan to grow our pharmacy services to serve other not-for-profit organizations. We recently entered into a new asset purchase agreement to buy a for-profit pharmacy located in Central Florida. Through this purchase, we have the opportunity to serve four additional organizations. This business line will enhance the lives we touch with our services, while generating revenue that sustains pharmacy operations and contributes to the Westminster Communities Foundation, further supporting the Mission to make a meaningful impact.

Home Health: We put a business plan in place to expand home health services in markets beyond St. Petersburg and Bradenton. New licenses for the Jacksonville, Orlando/Winter Park and Tallahassee markets have been approved. The new locations may begin hiring and initiating services at Westminster Oaks, Westminster Towers and Westminster Woods on Julington Creek. Once operations are solidified, we intend to expand our services to other communities within these markets and broaden our reach to the larger community.

Curana Clinic: In 2023, we entered into a joint venture with Sunshine Health Partners to serve residents at our communities through Curana Health. Curana Health is a leading primary care provider for skilled nursing and supportive medical services in senior living communities. They operate in more than 1,500 communities, providing Medicare risk-managed care products, that aid in reducing hospitalization and return-to-hospital stays. Curana clinics now serve our communities in Jacksonville, Orlando, St. Petersburg, Tallahassee and Winter Park.

Tax-Credit Affordable Housing: We are exploring offering tax-credit affordable housing in a few Florida markets. The low-income housing tax credit is a federal program that awards tax credits to housing developers in exchange for reserving a fraction of rent-restricted units for lower-income households. If we are successful in developing or redeveloping one of our existing affordable housing communities into a tax-credit program, we expand our Mission by serving additional older adults with limited means.

HURRICANE HEROES

Explore the contributions of team members who spearheaded our recovery from Hurricanes Helene and Milton



This fall, Hurricanes Helene and Milton affected not only our communities, but our team members as well. Many team members worked overtime and spent as many as five consecutive nights sleeping on cots next to the residents they serve. Some lost scheduled time while their communities were closed and others were displaced by the flooding and power outages caused by the storm.

Some team members also suffered great personal loss. 46 experienced significant losses, and 38 lost nearly everything. Despite these losses, our team members continued to act selflessly and courageously to serve the Mission. Pam Newsom, a bus driver at Westminster Bradenton, is a prime example of this courage. Despite having her home flooded and losing all of her personal possessions during Hurricane Helene, the very next week she helped evacuate residents safely to Gainesville and Tallahassee before returning to restore her own home.

We are thankful to those who donated to the Foundation to help team members recover. The Mercy Fund received more than \$100,000, and we have been able to offer team members a variety of assistance, from providing shoes and bedding, to replacing damaged furnishings and making repairs. We are also thankful for support from other sources, including the Board of Pensions of the Presbyterian Church (PC-USA), with whom Westminster has a covenant relationship, who generously gave \$1,000 to each affected team member.

We hope you join us in thanking our amazing team members for their dedication and hard work!

We selected the Holleran Resident Quality of Life Survey as a pilot at three Life Plan Communities (Westminster Shores, Westminster St. Augustine and Westminster Winter Park), that was completed in the fall. The Holleran survey allows us to compare resident satisfaction against national benchmarks from respected non-profit providers.

This builds on the history of more than 20 years of Westminster Quality of Life Surveys (QLS), used to enhance the resident experience. The change also incorporates recommendations from Resident Council Chairs to improve and focus the survey to meet current expectations of the Westminster residents in both Independent Living and Assisted Living.

FOCUS ON QUALITY

A new pilot program for Quality of Life Surveys provides national benchmarks

STORIES FROM SALES

See how our communities are serving more new residents



Did you know you have neighbors who represent multiple generations of Life Plan Community residents? Read all about it on our website: [Click here!](#)

Westminster continues to demonstrate leadership in the senior living field with occupancy that consistently surpasses national averages across all levels of care. As of December, our overall occupancy is 93%, ahead of national averages from the National Investment Center for Seniors Housing & Care. This strong performance not only reflects positively on the appeal of our communities; it showcases our reputation for quality care and resident satisfaction.

Did you know that in calendar year 2024, 630 new residents moved into Independent Living, Assisted Living or Memory Support at one of our communities?

We thank you for referring friends and future neighbors to live at your community, too! Resident referrals are still our primary source of new move-ins. If you have a friend who is interested in a Westminster community, we encourage you to speak to your Sales Director and invite them to lunch or dinner!

Westminster Shores

Following the permanent hurricane damage to the Assisted Living Bahama Villas at Westminster Shores, we are accelerating the design of a new Assisted Living building in that location so that construction can begin sooner.

Westminster Bradenton – Point Pleasant Neighborhood

We are introducing a new Market Café and revamping the waterfront dining areas in the Towers Building, adding a lounge for residents and a new entrance to connect these spaces. We are filing for the necessary permits to proceed with this work.

Westminster Gardens

This fall, we finished installing a new fire monitoring system at Westminster Gardens, a Rental Retirement Community in Tallahassee. The new system enhances safety and aligns with modern practices.

PUT ON YOUR HARD HAT

Updates on ongoing construction projects across our communities



Senior Housing News Award for Westminster Winter Park Dining:

The redesign of the lakeside dining venues earned a Dining Innovation Award, highlighting how the transformation created three distinct spaces inspired by the color palette and features of Winter Park's historic neighborhoods. Congratulations!