

WESTMINSTER QUARTERLY

WINTER 2026

Recognized for Excellence

We are proud that many of our communities have earned prestigious accolades from *U.S. News & World Report*, *Newsweek*, and *BusinessRate*.

U.S. News & World Report awarded eight “Best Nursing Home” designations, with six communities earning High-Performance ratings in both Short-Term Rehab and Long-Term Care.

Newsweek named six of our communities to its America’s Best Continuing Care Retirement Communities list for 2026, including three in the top-20 Florida rankings.

Westminster Asbury was also voted a Top 3 Space Coast Award Winner by *BusinessRate*. These honors reflect the compassionate, exceptional care our dedicated teams provide every day. Congratulations!



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Westminster
Communities
of Florida

We serve from the
heart and inspire
older adults to enjoy
**happy, healthy and
purposeful** lives.



Chief Executive Officer
Hank Keith

2026: A Year to Ignite

As we welcome 2026, we are excited to launch our new annual programming theme: Ignite. This initiative is designed to spark the spirit of our communities across all levels of living, fostering a sense of purpose, vibrancy, and well-being aligned with our focus on healthy aging and longevity. Throughout the year, our dedicated lifestyle, wellness, volunteer, and activity teams will ignite programs and services that range from mental vitality and physical movement to creative expression and community service. Every month offers a different focus, such as “Ignite the Vision” this January, inspiring community members to find daily purpose and joy. I look forward to seeing the renewed energy and health these programs will bring and how these daily moments lead to a fulfilling year.

COMMUNITY TABLE

Local Flavors, Expertly Served

Dining & Culinary teams from Westminster Winter Park and Westminster Towers recently showcased their skills at Taste of Baldwin Park, one of Central Florida’s premier food events.

Chefs prepared a Tuscan kale salad using kale picked just a day before from the 4Roots Farm, highlighting our commitment to farm-fresh and locally-sourced ingredients. Attendees met members of the culinary team, sampled the featured dish, and learned how our collaboration with 4Roots supports a fresher, more sustainable approach to dining.

It was a wonderful opportunity for our culinary professionals to connect with neighbors and demonstrate their expertise alongside the region’s top creators. We are incredibly proud of them for representing our organization with such



Farm-fresh flavor in every bite! Our team serving Fall Harvest Kale Salad with local 4Roots Farm kale at Taste of Baldwin Park.

professionalism. Their dedication to sustainable, high-quality dining and culinary innovation truly elevates the experience at our communities.

FOCUS ON FOCUS 5

Our new website is live!

The completely redesigned Westminster Communities of Florida website, WestminsterCommunitiesFL.org, launched at the end of October, a key milestone of our Focus 5 Strategic Plan.

This represents a major step forward in our organization-wide technology initiative. By developing a unified and comprehensive digital presence, we are enhancing the way we connect, improving efficiency, and providing a more vibrant experience for those looking to learn more about our organization and communities.

THE NUMBERS ARE IN

We are thrilled to report that web leads are up 73% post launch as of January 12! These results demonstrate that our digital presence is effectively reaching and resonating with our target audience.

WHAT'S NEW?

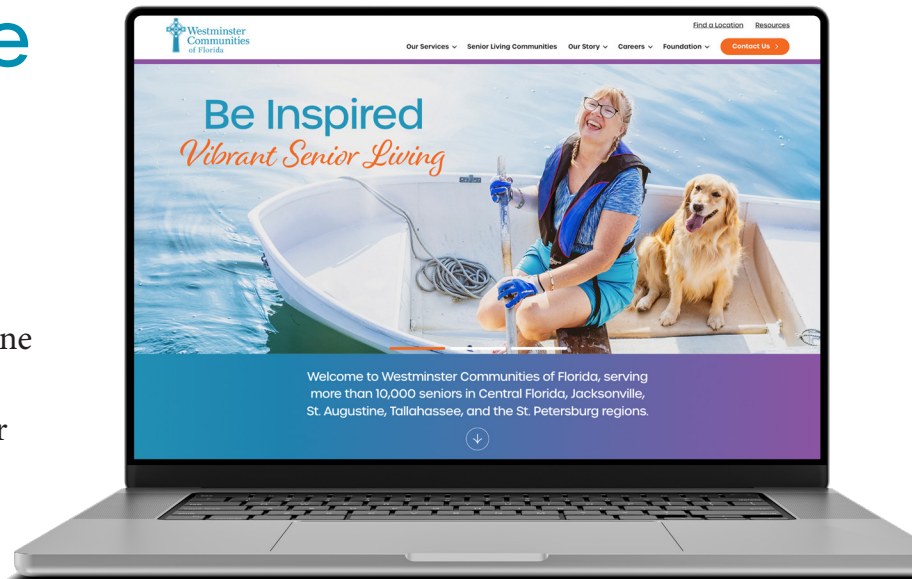
The new site is designed to be easier to navigate, featuring:

- **Vibrant Visuals:** A fresh look that captures the genuine impact of living a purposeful life.
- **Enhanced Tools:** New content and research tools to help families learn more about our communities.
- **Authentic Stories:** Real testimonials and lifestyle photography that showcase the heart of Westminster.



We encourage you to explore the new site today and share this wonderful resource with your friends and loved ones!

Scan the code to visit our website!



THANK YOU!

We are so grateful to those who participated in photo shoots, provided video testimonials, and shared their opinions in a Google review. Every effort highlights the authentic value of choosing a Westminster community.



Each issue, we highlight an area of the Focus 5 Strategic Plan. Last issue, we covered "Strategic Affiliations and Acquisitions."

A Decade of Spirit

We're gearing up for the 10th Westminster Games, and this year promises to be bigger and better than ever! What started as the "St. Pete Games" has transformed into a statewide celebration of vitality, bringing together participants from all our Life Plan Communities.

Through friendly competition, laughter, and unforgettable moments—from spirit cheers and classic corn-hole to the high-energy "8-foot up and go"—your commitment to active living and well-being is what makes this event extraordinary.

Thank you to Eckerd College for hosting us and to the students for their energy and support. This partnership helps make the Westminster Games a success each year.

So pack your enthusiasm and join us for a day of fun, fitness, and fellowship. Let's make February 5 a day for the record books. Let the Games begin!



Chief Operating
Officer
Garry Hennis

ENGAGE & GROW

Power-Packed Keiser Pilot Program



Westminster Oaks residents participating in the STEP pilot.

Westminster Oaks recently began Stronger Together, Empowering Performance (STEP) by Keiser. This 12-week program uses the Keiser equipment, guided workouts, and tracking to boost independence.

"Someone might be strong enough to catch themselves if they trip but are they quick enough?" posed Vice President of Healthy Aging & Longevity, Kelly Stranburg. "By incorporating STEP into our fitness offerings, we provide the opportunity to address facets of physical well-being like reaction time, walking speed, and overall balance."

"Many threats to independence that older adults experience are not inevitable—they are completely trainable," said Keiser STEP Director Crystal Johnson. "The STEP program takes our world class equipment, along with our education and understanding of aging processes, to teach staff and residents how to harness the potential of the equipment and the potential that lives within each person."

The goal is clear: to help residents not just live longer, but live stronger, safer, and more fully engaged in the activities they enjoy.



COMMUNITY CONNECTIONS



Residents and team members from Magnolia Towers and Westminster Plaza at the Dr. Phillips Center (left) and the Westminster Gardens group enjoys lunch before a boat tour (right).

Shared Moments and Memories

From Broadway-style masterclasses to peaceful river excursions, residents of our Rental Retirement Communities are making the most of every season! This is a glimpse into the fun and fellowship shared at our communities statewide.

Magnolia Towers and Westminster Plaza residents enjoyed a VIP choreography masterclass, lunch, and a performance of The Wiz at the

Dr. Phillips Center for the Performing Arts in Orlando. Residents of Westminster Gardens in Tallahassee explored Wakulla Springs Lodge for a relaxing boat ride and fellowship, and Westminster Village in Pensacola hosted a vibrant local health fair. Plus, the halls of Westminster Plaza were filled with music and laughter when 2nd graders from The Christ School visited for carols and bingo.

Celebrating with Gratitude and Giving

We celebrated the spirit of service this holiday season, beginning with appreciation for team members. Thanks to a generous contribution from our insurance carrier's Wellness Fund, Westminster provided either a turkey or two holiday pies to all 2,500 team members.

The generosity didn't stop there. In Daytona Beach, Westminster Canterbury team members selflessly donated their turkeys to host a full Thanksgiving dinner for residents. Meanwhile, Westminster St. Augustine residents organized a food drive to support their neighbors in Daytona Beach.

These acts are a powerful reminder of the bonds that unite us. From supporting team members to fostering neighborly care, the Westminster family continues to thrive on the values of gratitude and service.



Team members from Westminster Canterbury in Daytona Beach transport food donated by Westminster St. Augustine residents.



Chief Financial Officer
Jennifer Martens

Understanding Taxes and Your Ad Valorem Affidavit

As a not-for-profit organization, our 501(c)(3) status provides exemptions from federal income tax and most sales tax. It also allows for certain property tax exemptions under Florida law. However, we are still responsible for paying payroll taxes, tangible personal property taxes, and some property taxes, particularly for Independent Living residences and shared spaces.

While Skilled Nursing and portions of Assisted Living receive broader exemptions, Independent Living units are not fully exempt (Florida Statute 196). That's where the annual Ad Valorem Affidavit becomes so important. When a residence is claimed as a primary home, homestead and income-based exemptions can significantly reduce the property taxes assessed to the community. Lower property taxes free up resources for campus operations and plays a role in how we budget for future rate increases. Thank you for your participation and partnership—it truly makes a difference.

SUPPORT IN ACTION

Impact Through Generosity

2025 was an incredible year for the Westminster Communities Foundation, and we're excited about what 2026 has in store!

Thanks to the generosity of 1,200 donors, we received \$5.7 million in cash gifts last year. Using a combination of investment growth and current gifts, the Foundation was able to give more than \$11 million back to our communities!

As we enter the new year, we remain committed to our core mission supporting residents through benevolent assistance and honorable service grants, empowering team members with educational scholarships, and enhancing community life by partnering on creating new cultural enrichment centers, providing cultural and educational programs, and improving community spaces. Together, we're building vibrant communities where residents and team members can thrive.



Filming is underway for the "Living Legacies" documentary! This partnership with TaleGate honors our residents' service and the vibrant lives they lead today. [See page 8 for more information!](#)



Residents and leaders alongside Winter Park Mayor Sheila DeCiccio break ground on the Cultural Enrichment Center at Westminster Winter Park (left). Westminster Woods on Julington Creek residents celebrate at the groundbreaking ceremony for The Woodlands (right).

Building Our Future

Guided by our commitment to community enhancement, here is a progress report on our latest upgrades and developments.

LIFE PLAN COMMUNITIES

- **Westminster Bradenton:** Resealing and repainting completed in December.
- **Westminster Oaks:** Flood recovery renovations are ongoing; Phase 1 (Clinic/Home Health) finishes this month, with Phase 2 completing in late spring.
- **Westminster Palms:** Palm Center's second-floor renovations begin this spring, pending permits.
- **Westminster Shores:** Flood demolition finishes mid-spring; plans for new Assisted Living building are in development.
- **Westminster Woods on Julington Creek:** Demolition for The Woodlands building has started to allow for site construction.

- **Westminster St. Augustine:** Cultural Enrichment Center site preparations are underway and the Southpointe bridge to main campus design planning begins this month.
- **Westminster Winter Park:** Cultural Enrichment Center utility work is active. The Towers building exterior work finishes this spring, and Health Center roofing begins in March.

RENTAL RETIREMENT COMMUNITIES

- **Riverside Presbyterian Apartments:** New roof is finished; window and façade work begins in March.
- **Riverside Presbyterian House:** \$6.5M renovation (mechanical, electrical, and site improvements) is now complete.
- **Westminster Village:** Unit upgrades (appliances/accessibility) and fire system replacements begin Feb/March.

DID YOU KNOW?

4,500

On average, Maintenance completes more than 4,500 work orders in a month, most in less than 24 hours!

BEYOND THE JOB DESCRIPTION

Insights from the Total Rewards Survey

Team Members offered feedback on compensation and benefits in the recent Total Rewards Survey. Seven benefits were tested and we received more than 900 comments on topics including healthcare costs, merit increases and pay, and paid time off.

TOP AREAS OF VALUE AND FINANCIAL FOCUS:

Paid time off, the 403(b)-retirement match, and pay.

NOTABLE HIGHLIGHTS AND REQUESTS:

The most requested benefit not currently offered was discounts and perks programs. Additional PTO, gift cards, and cash rewards were the preferred method of recognition, and respondents showed openness to workplace healthcare services.

WHAT'S NEXT?

Human Resources will continue to review and analyze the data when making strategic decisions for current and future team members. I will be visiting the communities over the next few months to share more information and answer any questions you have!



Senior Vice
President
of Human
Resources
Amanda Birch

LIVING LEGACIES

Honoring Our WWII Living Legacies

Filming is underway for “Living Legacies,” a documentary premiering this May produced by TaleGate in partnership with the Westminster Communities Foundation.

The project preserves the firsthand accounts of Westminster residents and WWII veterans, from a combat soldier in Europe and a female Marine Corps sergeant to a plane spotter on the Florida home front. The film honors their service, their contributions in the decades that followed, and the vibrant, purposeful lives they lead today.

Check MyWLife for premiere dates!



Behind the scenes with Westminster Towers veteran Sallie Amato.