

WESTMINSTER QUARTERLY

SPRING 2026



(Left) Neighbors Trish and Bruce walk Westminster St. Augustine;
(Top right) A kapok tree blooms at Westminster Suncoast;
(Bottom right) Azaleas in Tallahassee at Westminster Oaks.

Spring is in Full Bloom!

Spring has arrived at Westminster communities statewide, marked by an iconic blooming Kapok tree at Westminster Suncoast in St. Petersburg and the vibrant azaleas and camellias at Westminster Oaks in Tallahassee. Throughout our gardens, patios, and green spaces, residents and team members are out enjoying the spectacular floral displays and the refreshing spirit of the season.

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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

The Power of Purpose

April is National Volunteer Month, a time to celebrate the extraordinary service defining our organization. In 2025, **1,009 volunteers** contributed a staggering **213,920 hours**—an impact equivalent to **103 full-time team members**. Beyond the benefit to others, volunteering is vital to healthy aging, as research shows that serving a meaningful cause improves well-being. Whether you serve right in your neighborhood or in the greater community, your time matters.

While we admire your humility, please be sure to report your volunteer hours. Documenting this engagement helps us advocate for resources and demonstrates the community benefit that supports our not-for-profit status. By sharing your impact, we can ensure your vital contributions are properly recognized and celebrated.

COMMUNITY TABLE

Survey Results Show Dining Success

The latest quarterly Dining Pulse Survey results are in, showcasing a strong commitment to culinary excellence across our communities. This five-question check-in offers Independent Living residents the opportunity to share feedback on our dining and culinary experience.

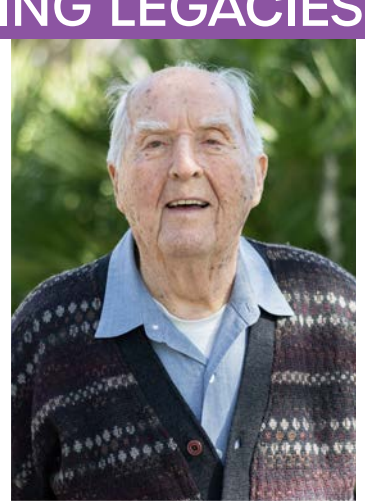
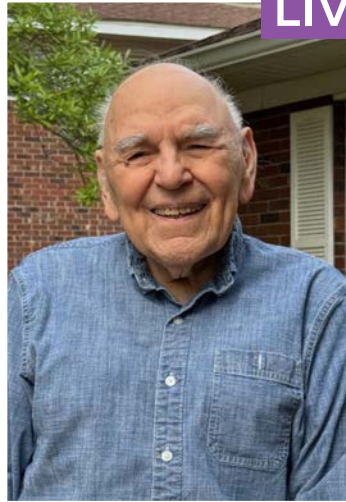
The results are impressive! Eight of our 10 Life Plan communities exceeded the 85% satisfaction target. Congratulations to the top performing communities, including: **Westminster Suncoast** (Leading the way with a 99% rating!), **Westminster Towers**, **Westminster Palms**, and **Westminster Bradenton**.

Resident feedback highlighted taste and plating, overall satisfaction, and team member interactions as the highest-performing areas. Community dining leadership is working closely with residents



The Westminster Suncoast dining services team hosts a chef demonstration creating a scratch-made Cajun Remoulade for residents.

and their teams to review feedback and build targeted action plans with a goal of continuous, measurable improvement. Thank you to residents for your insight and to our dining services teams for your dedication to excellence and service!



FROM LEFT TO RIGHT: Sallie Amato (Westminster Towers), Ann Beardslee (Westminster Woods on Julington Creek), Dr. Charles Nam (Westminster Oaks), and Rufus McClure (Westminster Woods on Julington Creek).

Legacies of Service & Spirit

Last fall, TaleGate partnered with Westminster Communities Foundation to capture stories of residents at Westminster communities who served in World War II or contributed to the United States efforts on the home front. Through in-person interviews, hometown visits, and sifting through mementos, powerful stories shone through. The common thread that emerged was an exceptional commitment to service. We look forward to sharing these inspiring legacies with you when “From Shore to Shore” debuts in late May.

SHOWTIMES

- **MAY 28**—2 p.m. at World Golf Village Renaissance St. Augustine Resort
- **MAY 29**—10 a.m. and 2 p.m. at the Maguire Center at Westminster Oaks
- **JUNE 1**—10 a.m. at Westminster Towers
- **JUNE 1**—2 p.m. at Regal Winter Park
- **JUNE 2**—2 p.m. at Westminster Lakeland Chapel
- **JUNE 3**—2 p.m. at Regal Pinellas Park
- **JUNE 4**—2 p.m. at the Westminster Bradenton Manor Community Room



“From Shore to Shore: A Living Legacies Project” is made possible through the support of Westminster Communities Foundation. This film could not be produced without their commitment to preserving the stories and purposeful spirits that define the Westminster family.

TaleGate is a specialized production organization that partners with senior living communities to capture the wisdom of older adults through documentaries and short-form content, preserving invaluable legacies.

Strong Results Mark Fiscal Year

Our organization closed out the fiscal year with an outstanding 93.7% occupancy rate across all levels of living. While national averages are rising, our performance remains higher and stays competitive with the top-performing major markets in the country. Our strong occupancy fosters a thriving, active atmosphere and serves as a springboard for future initiatives. These results are a testament to our exceptional teams, strengthening the Westminster brand and the vibrant, supportive environment you create every day. We are honored by the trust residents place in us and inspired by the dedicated team members who continue to shape a bright future for our organization.



Chief Operating Officer
Garry Hennis

ENGAGE & GROW

Longevity Club Empowers Active Living

Westminster Winter Park is leading a bold new chapter as a charter member of The Longevity Club, a partnership with the award-winning media organization Growing Bolder.

As a charter member, participants in The Longevity Club enjoy monthly access to a curated set of innovative tools and resources. These include high-fidelity “Video Inspiration” featuring stories of active older adults, alongside research-backed mindset and motivation exercises. To further enrich this experience, Marc Middleton, Founder and CEO of Growing Bolder, will lead discussions centered on these resources, helping residents translate inspiration into daily action.

By integrating these innovative tools into daily life, Westminster Winter Park is redefining the



A new chapter begins: Residents gather for the debut of The Longevity Club at Westminster Winter Park.

aging experience, ensuring that residents have every opportunity to pursue new passions and embrace a lifestyle of active longevity.



COMMUNITY CONNECTIONS

Residents dance at the Westminster Manor variety show (left), lead a painting class at Jefferson Center (center), and enjoy a Valentine's gathering at Riverside Presbyterian Apartments (right).

Fun and Fellowship Flourish Statewide

Our rental retirement communities are buzzing with creativity and community! *Westminster Manor* residents took center stage in a spirited "Variety Show" talent competition, while *Jefferson Center* artists debuted mini-canvas masterpieces for the "One Book, One Community" art show. In

Jacksonville, *Riverside Presbyterian Apartments* hosted a moving flag retirement ceremony and welcomed adorable pre-K visitors. In central Florida, *Westminster Plaza* stayed active with musical bingo and Valentine's festivities alongside neighbors from *Westminster Winter Park*.

FOCUS ON FOCUS 5

Strategic Growth, Enhanced Services

We are expanding adjacent business lines to further diversify our specialized services. This May, Longevity Scripts celebrates one year of service to Shell Point Retirement Community, a Continuing Care Retirement Community in Fort Myers. This milestone strengthens our mission and ensures sustainable growth for our pharmacy.

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



Jane Garrison Named Vice President of Pharmacy

Since joining the Westminster family in 2021, Jane has excelled as Director of Pharmacy Services through strategic leadership and operational enhancements.

A Wilkes University alumna with licenses in eight states, Jane brings extensive management experience from several large pharmacy organizations to Longevity Scripts.



Vice President of Pharmacy Services, Jane Garrison



Chief Financial Officer
Jennifer Martens

Management Fees Explained

Management fees support the shared services that help each community operate effectively while maintaining strong financial and operational oversight. Like most multi-site senior living organizations, Westminster uses a shared services model. By centralizing leadership and operational oversight, we provide specialized expertise that would be significantly more expensive if managed independently. These services include operations, finance, human resources, construction, technology, marketing, social media, creative, maintenance, governance, insurance, regulatory compliance, and capital planning.

Across the industry, these services typically represent 5%–8% of operating revenue. Westminster calculates its fee using a consistent methodology: 5.3% of budgeted operating revenue plus budgeted entrance fees (net of refunds). A small exception applies to certain rental communities where HUD requirements limit fees. Ultimately, sharing these resources ensures strong support and fiscal responsibility, allowing us to remain good stewards of the resources you entrust to us.

SUPPORT IN ACTION

Maximizing Your Charitable Impact

Recent federal tax law updates create new opportunities to support charitable organizations while optimizing your tax planning.

Starting in 2026, itemizers may be able to deduct charitable contributions exceeding 0.5% of adjusted gross income. If you don't itemize, you can still receive a benefit for cash donations: up to \$1,000 annually for individuals or \$2,000 for married couples filing jointly.

If you are age 70½ or older, you may consider a Qualified Charitable Distribution from your IRA. In 2026, you can transfer up to \$111,000 directly to eligible charities. This counts toward required minimum distributions without increasing your taxable income.

You can contribute using cash, stocks, real estate, or IRA distributions. For a personal discussion, please contact your Director of Philanthropy.

When you contribute to [Westminster Communities Foundation](#), you enhance our communities, supporting programs, activities, and a secure, vibrant campus. Your generosity strengthens the quality of daily life for all residents and team members.

Celebrating Team Member Excellence

Our organization thrives because of the dedicated people who show up with heart every day. We are proud to recognize our Team Members of the Year, a distinction voted on by peers and residents alike. These individuals represent the heartbeat of our mission. Please join us in celebrating their outstanding service and the profound difference they make.



Chief Human Resources
Officer Amanda Birch

FRANKIE BLAU

Westminster Shores

AMY CAMBRE

Westminster Winter Park

STEVE CASTLE

Westminster Asbury

JASON CLARK

Westminster Bradenton —
The Manor Neighborhood

GABRIELLA COLNA

Westminster Lakeland

COURTENAY GARCIA

Westminster Palms

PATTY GRIFFIN

Westminster Suncoast

KATHLEEN HOHMEISTER

Westminster Bradenton —
The Point Pleasant Neighborhood

CHAS KELLY

Community Support Services

MARJORIE MCKELLER

Westminster St. Augustine

LAURA MUIR

Westminster Home Care

KATHLEEN SHAW

Longevity Scripts

MICHELLE STO DOMINGO

Westminster Towers

JENNIFER STONEBRAKER

College Arms Towers

MEREDITH SWAINE

Westminster Oaks

ANAVIE WATERS

Westminster Woods
on Julington Creek

**Mission Leadership
Award**

CECELIA DACOSTA

Community Support Services

LYNN KIMMEL

Westminster Oaks

CEO Award

STACY OLIVER

Westminster Plaza

DID YOU KNOW?

7.4%

Nearly 1 in 13 Westminster team members have been part of the organization for more than 20 years. We are honored to celebrate these 194 individuals whose commitment and expertise continue to inspire us all.

Expansion and Renovation Progress

We are hard at work enhancing our communities with new residential spaces and essential infrastructure improvements.

RENTAL RETIREMENT COMMUNITIES

- **Riverside Presbyterian Apartments:** Window replacement underway; façade work to follow.
- **Westminster Village:** Accessibility upgrades in progress across several buildings.

LIFE PLAN COMMUNITIES

- **Westminster Woods on Julington Creek:** The Woodlands (Independent Living) foundations and utility work is well underway. Vertical construction begins mid-spring.
- **Westminster Winter Park:** Bridge demolition and site work underway for the Cultural Enrichment Center. Towers façade project finishes late April/May. Health Center roof replacement in progress.
- **Westminster Oaks:** Flood recovery renovations are ongoing. Phase II (Oak South) on for May completion.
- **Westminster Suncoast:** Memory Care (E Wing) renovations awaiting permits for a May start.



A birds-eye view of the progress being made on The Woodlands at Westminster Woods on Julington Creek.

- **Westminster St. Augustine:** Cultural Enrichment Center and drainage projects starting this spring. Connector bridge permitting in progress for a late summer start.
- **Westminster Palms:** Health Center renovations underway (ends November). Palm Aire elevator modifications slated for June/July start.
- **Westminster Shores:** Flood demolition complete. New Assisted Living building is in design; permits expected mid-summer.

Award-Winning Quality Care

We are thrilled to announce that **Westminster Baldwin Park** has received the Governor's Gold Seal Award for Excellence in Long-Term Care. The community joins **Westminster Woods on Julington Creek** and **Westminster St. Augustine** in receiving this prestigious honor, and is now among the less than 2% of the 694 skilled nursing facilities in the state to hold this designation. This award recognizes a sustained track record of top-tier quality metrics and a commitment to providing a superior quality of life. Thank you to our team members for your commitment to excellence and exceptional care every single day!

