

WESTMINSTER QUARTERLY

SUMMER 2026



Celebrating July 4th across Florida! Clockwise from top left: Jacksonville, St. Petersburg, Lakeland, and Bradenton.

Statewide July 4th Fun

From block parties and live music to festive crafts, state fairs, barbecues, and parades, residents and team members marked Independence Day with flair. Filled with vibrant community spirit, it was the perfect way to celebrate this historic milestone, live well, and enjoy being happy together.



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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

Expanding Resident Technology Support

Aligning with our strategic focus on technology, the Tech@Home pilot program has seen measurable impact. The program launched in the spring at Westminster Towers, Westminster Winter Park, and Westminster Baldwin Park providing technology support to residents in partnership with Parasol Alliance. In the first 11 weeks of the program, 285 service requests were completed and 432 hours of support were provided through drop-in and in-home visits. Desktop, television, and streaming assistance accounted for 65% of all requests. As the next phase of the program, we will expand to our West Coast Life Plan communities. We look forward to continuing to enhance our digital services.

COMMUNITY TABLE

Celebrating National Culinary Arts Month

This July, we're proudly celebrating National Culinary Arts Month and recognizing the talented members of the dining and culinary teams. Every day, breakfast through dinner, they create meaningful experiences with gracious hospitality and chef-crafted cuisine.

At the heart of our dining philosophy are scratch kitchens, where fresh ingredients become flavorful meals. Soups and sauces are prepared in-house, meats are slow-roasted, and produce is sourced from regional and national growers. These teams bring experience from luxury resorts, premier hotels, and fine hospitality venues, elevating every meal.

"Every meal is an opportunity to create a memorable experience for residents," said Vice President of Resident Experience Mario DeLuca. "Dining teams combine culinary excellence with genuine hospitality and are always looking for new ways to enhance the dining experience."

Thank you to the dining and culinary teams for your dedication, creativity, and unwavering commitment to excellence.



See the
chefs in
action!



SPARKLE AND SHINE



Lights, Camera, Action! A look behind the scenes as LeadingAge captures the incredible story of the Sparklers.

Sparklers Named Volunteers of Year

Congratulations to the Sparklers! This extraordinary group of resident volunteers at Westminster Oaks has been awarded the 2026 LeadingAge Southeast Volunteer of the Year Award.

Founded in 2017 by resident Greta Reed, the Sparklers program pairs Independent Living residents with neighbors living with dementia. Through specialized training, these dedicated “buddies” offer consistent companionship, emotional support, and cognitive engagement, reducing isolation and stigma.

With more than 125 volunteers trained, the Sparklers program has grown into a beacon of compassion, dignity, and meaningful connection, bringing immense comfort to families and a deep sense of purpose to the volunteers. Cheers to the Sparklers for their extraordinary impact and well-deserved honor!



Scan to
watch
the video!

A LETTER OF GRATITUDE

“When we learned that the family of one of our residents would not be present as their loved one prepared to leave this world, our hearts ached for them. In that moment, we reached out—and what happened next moved me to tears. Our Sparklers and our Chaplain didn’t hesitate. They came running, offering their presence, their hands, their comfort, and their love. [...] The outpouring of support, the willingness to show up in the most sacred of moments, and the genuine warmth of this community have touched my soul in a way I will never forget. [...] Thank you, each and every one of you, for the love you bring into this place. Thank you for showing what it truly means to care.”

— Gene Santopadre,
Memory Care Coordinator

FROM THE COO

Lending a Hand This Hurricane Season

Our commitment to your safety, security, and peace of mind remains one of our highest priorities. As we enter the summer months, our teams have been preparing for hurricane season, but our greatest strength comes from community spirit. In the spirit of “love thy neighbor,” we invite Independent Living residents to consider a special way to help. If you have a spare bedroom and are willing to temporarily host a fellow resident evacuating under an official order, your generosity can provide vital comfort during a storm. To volunteer as a temporary host, ***please contact Community Support Services at (407) 839-5050.*** Thank you for your kindness, your neighborly spirit, and your willingness to support one another.



Chief Operating Officer
Garry Hennis

RESIDENT SPOTLIGHTS



Resident Council Chairs for our Life Plan Communities gather (left) and residents celebrate Magnolia Towers' 60th anniversary (right).



Leading, Lasting, and Lifting

Resident Council Chairs gathered in Orlando with organizational leadership, collaborating on healthy aging, outpatient therapy, and strategies to enhance the resident experience. Additionally, Magnolia Towers celebrated 60 years of affordable housing in downtown Orlando. Residents, community members, and local leaders honored this legacy, proudly posing with official city and state proclamations.



Victory at the USA Games

Westminster Manor resident Michelle Raandaan earned four medals at the Special Olympics USA Games across the Bench Press, Deadlift, Squat, and Combination events. Congratulations, Michelle!

FOCUS ON FOCUS 5



Westminster Oaks residents participate in the Stronger Together, Empowering Performance (STEP) pilot program.

Fostering Healthy Aging, Defying Decline

As a strategic focus area, we are committed to fostering a culture of healthy aging and well-being to enhance quality of life for residents and team members. In the last year we've launched three pilot programs that broke the myth of inevitable decline:

- **STEP at Westminster Oaks:** Using pneumatic technology, Independent Living participants achieved a staggering 20.41% boost in lower-body power.
- **Stand and Be Strong at Westminster Palms:** Moving Assisted Living residents from seated to standing exercises, a 100-year-old participant increased upper-body strength by 30%!
- **Memory Flex at Westminster Baldwin Park:** Specialized coaching for Memory Care residents defied stereotypes, yielding improvements in balance and functional reach.

Scan the code to see more details and results for these initiatives!



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

ENGAGE & GROW

Using Music Therapy to Prevent Falls

For seniors with dementia, falls are a leading cause of injury, especially in the late afternoon. To address this, Westminster Oaks launched a 12-week pilot program utilizing structured music therapy in the health center. Led by a board-certified music therapist three days a week, the initiative targeted root causes of fall risks like agitation and restlessness through sing-alongs and rhythm activities.

"You're never going to get rid of falls, but you can reduce them at critical times," said Activities Director Carly Jewel Green Kaelin, MT-BC, who led the pilot program.

The results were staggering. Participants experienced a 19.2% reduction in afternoon agitation, alongside better mood and engagement. Overall falls decreased by 10.5%, and plummeted by 56% on days music therapy took place. Engaging residents during critical hours, music proved to be a powerful tool.



Chief Financial Officer
Jennifer Martens

Financing the Future

One of our greatest strengths is continued demand for our communities. Strong occupancy and limited availability reflect the trust residents place in Westminster and the exceptional work of our team members. As we look ahead, we are thoughtfully exploring opportunities to expand and enhance our communities to meet future demand. These investments require capital, and prudent financing will play an important role in bringing them to life.

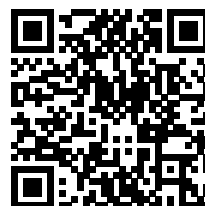
Financing is often misunderstood. When used responsibly, it is a strategic tool that allows organizations to invest in the future while maintaining financial flexibility and strength. Thoughtful financing helps us pursue growth opportunities and enhance services in a financially responsible manner. Our goal is not to become bigger—it is to become stronger. Every opportunity is evaluated through the lens of resident benefit, mission impact, and long-term sustainability. We will pursue growth in a controlled and manageable manner, ensuring each investment strengthens our organization while maintaining the financial stewardship that has defined Westminster for generations.

SUPPORT IN ACTION

Celebrating 300+ Masterpieces

More than 300 pieces were submitted for the Westminster Communities Foundation's 32nd Annual Resident Art Show. From paintings and photography to textile and mixed media works, each piece reflects the vibrant lifestyles, lifelong passions, and continued growth at our communities. Thank you to the talented residents and team members who shared their work. The entire show is virtually available on our YouTube channel for all to enjoy.

Scan the QR code to watch the virtual art show now!



CEO Award winners: "White Heron Flying in the Sky" by Masa Ohta, Westminster Woods on Julington Creek (left); and "Blooming Native FL Azalea" by W. Allen Thompson, Westminster Gardens (right).

BEYOND THE JOB DESCRIPTION

Support is a Call Away

We care about your well-being. That is why we offer free, confidential counseling services tailored to both residents and team members as well as household members.

- **For Residents:** The Resident Counseling Service is your personal support system. Available at no cost, professional counselors are available to help manage worries and maximize your overall health and balance.
- **For Team Members:** The Employee Assistance Program (EAP) provides you and your dependents with up to eight free counseling sessions per plan year. You do not need to be enrolled in a Westminster medical plan to access this benefit.

Both programs offer confidential, professional guidance to help you navigate life's challenges. Contact your community's Human Resources Director today to access this invaluable support.



Chief Human Resources Officer Amanda Birch



Making Memories

Rental Retirement Communities are buzzing with activity! *Westminster Plaza* and *Magnolia Towers* residents teamed up for a Tampa Bay Rays game and delicious seafood lunch. In Fort Walton Beach, *Westminster Manor* hosted a health fair and welcomed therapy rescues from Bunny Haven of Navarre. Festive spirits soared with *Westminster Plaza's* Cinco de Mayo party and a Mother's Day Gala at *Westminster Asbury*.



A lunch outing (top), Cinco de Mayo celebrations (bottom left), and a special gala to honor mothers (bottom right).

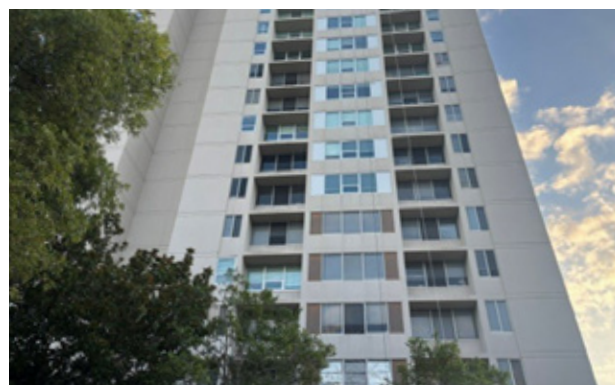
DID YOU KNOW?

\$297,000

Thanks to generous resident donations, alongside support from Westminster Communities Foundation and the organization, \$297,000 was awarded to team members, their children, and grandchildren through scholarships and tuition reimbursements in 2025.



PARDON OUR PROGRESS



Progress on The Woodlands at Westminster Woods on Julington Creek (left) and façade renovations including new windows at Riverside Presbyterian Apartments in Jacksonville (right).

Building Tomorrow, Today

We are actively enhancing our communities with new builds, renovations, and upgrades.

LIFE PLAN COMMUNITIES

- **Westminster Woods on Julington Creek:** First floor masonry work and podium deck concrete pours are complete for The Woodlands with second level walls going up soon.
- **Westminster St. Augustine:** Building slab for the brand-new Cultural Enrichment Center is poured with masonry work in progress.
- **Westminster Palms:** Second and fifth floor demolition is complete for the Assisted Living conversion with framing, plumbing, and electrical work underway.

- **Westminster Winter Park:** Partial slab-on-grade pour is poured and structural steel work has begun for the Cultural Enrichment Center.
- **Westminster Suncoast:** Demolition is underway for E-Wing renovation to Memory Support.

RENTAL RETIREMENT COMMUNITIES

- **Westminster Village:** Campus-wide building painting is underway with Building I complete.
- **Riverside Presbyterian House:** Building repainting is in progress with completion anticipated by the end of this month.
- **Riverside Presbyterian Apartments:** Façade renovations are underway, including the installation of 320 new windows and painting.