



Live your
best life



WESTMINSTER

2022 ANNUAL REPORT



WESTMINSTERSM





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Signs of Excellence

Striking a Healthy Balance While Looking to the Future

In January of last year, I started my 15th year with Westminster. I was initially hired as the Community Administrator in the Arbour HealthCare Center, and for the past nine years I've served as Executive Director. During my tenure I've learned so much from the good people walking through our doors, as well as the residents who add culture, humor and character to this vibrant community.

Also, in April of 2022, Westminster celebrated our 55th anniversary with the opening of the Windsor expansion. Fast forward a year, and the trifecta of development is now completed and our third tower, the Carlisle, is welcoming its first residents. The Carlisle is a lens into the future of retirement living with more dining options, healthcare,

wellness/lifestyle, and beautiful residences located in one of the city's most charming neighborhoods.

On the tailwinds of the pandemic, we gained a new sense of appreciation for a healthy balance in life and work. One of LCS's trademark programs is its Community Life Services & Health and Wellness Services programs, which takes a whole-person approach to health. Our package of programs works individually to nurture psychological, physical, and social wellbeing, while simultaneously benefiting residents' overall health. The "Eight Dimensions of Wellness" are designed to cross paths.

During my tenure at Westminster, I am especially proud of the outstanding quality of our associates



8 DIMENSIONS OF WELLNESS



^ ANNIVERSARY DEDICATION

From left: George Linal, LeadingAge Texas Executive Director; Chuck Borst, Westminster Executive Director; Richard Funk, LCS Senior Vice President of Operations; Alison Alter Mayor Pro-Tem; Camille Miller, Westminster Resident and Board Member; Brigid Shea, Travis County Commissioner; and Ed Sharpe, Westminster Board Member; celebrate Westminster's 55th anniversary as a leading retirement community center in Texas.

who enjoy their work and dedicate their careers to making this community one of the best in the country. For the ninth consecutive year, we are recognized as a "Top Workplace" in Central Austin, maintaining one of the highest rankings in residential and healthcare workplaces. This award is hard earned, and we shined despite a challenging job market. Our retention rate remains higher than industry standard.

I am also proud of the true goodness demonstrated by this community through philanthropy. Since I have been at Westminster, we have raised more than "\$1 million

dollars for dozens of nonprofits. Last year alone, we raised a record-breaking \$123,000 for Alzheimer's Texas.

The heart of my work is focused on residents, whose opinions are respected and ideas are incorporated into our planning and programming. The Resident Association is the leadership body that helps steer the ship, but every voice matters.

I hope you enjoy this annual report—the culmination of memories during a year of national recovery—when Westminster once again sets the gold standard in retirement living. *We are Extraordinary, Together.*



Seeking Excellence

Westminster is proud of the high scores it receives from our residents. We work hard to ensure they are served, cared for, and safe.

97% Westminster's
Hospitality Score

96% Would recommend Westminster
to friends and family

93% Very satisfied with Westminster
as a place to live

91% Feel at home at
Westminster

Westminster wins best in industry every year

- Top Nursing Home, Assisted Living, and Senior Living - *U.S. News & World Report*
- Best Nursing Home for Rehab and Long-Term Care - *U.S. News & World Report*
- LCS Top Resident Satisfaction Among Senior Living Communities (3rd year) - J.D. Power Award
- Five-Star Resident Satisfaction Award - Sensight Surveys
- Silver Safety Award - LCS
- Heartfelt Connections Bronze Award - LCS





▼ WESTMINSTER BOARD MEMBERS

From left: Diane Williams and Richard Luevano, Board Members; Chuck Borst, Westminster Executive Director, Camille Miller, Resident Board Member; Paul Hilgers, Board Chair; Jim Woodrick and Sheldon Loyd Resident Board Members; and Ed Sharpe, Board Member.



We celebrated Westminster's **55th anniversary** with presentations and tours of the new Health and Wellness area along with refreshments and live entertainment. For over five decades, generations of families have called us home and we cherish those connections.





Solar Panel Financial Facts:

Invested
\$972,936 +
Tax Credit \$157,556 +
Austin Energy Rebate
\$499,000

Cost to Westminster
\$316,380

***Savings in utility bills
estimated \$1.75
Million over 25 years***



Whether it's providing healthcare services, offering amenities, planning menus, or designing facilities, Westminster is always innovating.

Westminster is one the first senior living communities in Texas to install solar energy. We partnered with Austin-based Freedom Solar, one of the leading turnkey solar energy installers in Texas and nationwide, to install the panels on the flat roofs of the all three buildings.

Westminster is very generous with its time and money, raising more than a million dollars for philanthropic causes over the past decade. **In 2022, Westminster donated more than \$250,000 and provided countless hours of support and volunteers to the following organizations:**



- American Foundation for Suicide Prevention
- Austin Community College Foundation
- Austin Partners in Education
- Austin Up
- Capital City Village
- CASA of Travis County
- Central Texas Food Bank
- Dell Asset Recovery Services
- Family Elder Care
- Martha C. Gooding Foundation for Compassionate Nursing
- Meals on Wheels Central Texas
- SAFE Alliance
- Salvation Army
- Settlement Home for Children
- Travis County Sheriff's Office
- Tuskegee University Alumni Club of Central Texas
- Alzheimer's Texas
- Texas Culture Change



*Westminster's leadership team spent their morning at the Central Texas Food Bank. They helped box **7,350** pounds of food, which is equivalent to **6,125** meals!*

Because of our commitment to Alzheimer's research and ending this debilitating and deadly disease, Westminster is recognized as a champion fundraiser every year. Together, associates, residents and friends and family participate in at least five events to raise money. These events include a kick-off event with a food truck festival, "Westminster Dog Show," Kendra Scott Gives Back jewelry sale, Phone-a-Thon and silent auction. We also sell theme T-shirts for the walk.

- **Top Fundraiser for all LCS Communities for 2022 Alzheimer's Disease Campaign**
- **Top Fundraiser (6th year) - Alzheimer's Texas**







Our associates' education is also important. In honor of our 55th year, we launched a fundraiser for the Westminster Scholarship Fund valued at more than \$100,000. Associates can grow in their specialization or develop skills in another field. We also created scholarships with Austin Community College and the University of Texas.

Our residents respect our associates, who strive to go above and beyond to make the Westminster experience an extraordinary one. Likewise, our associates are honored to serve. This reciprocal relationship is one of the things that makes Westminster a special place to live and work.



Work Life



Balance

The Whole Self

Westminster is a place where people grow in **knowledge, friendships and fulfillment.**

Westminster's residents are a mentally and physically active population of seniors. Many still work part-time, travel the world, learn new skills and hobbies, and give lectures or teach their fellow residents.

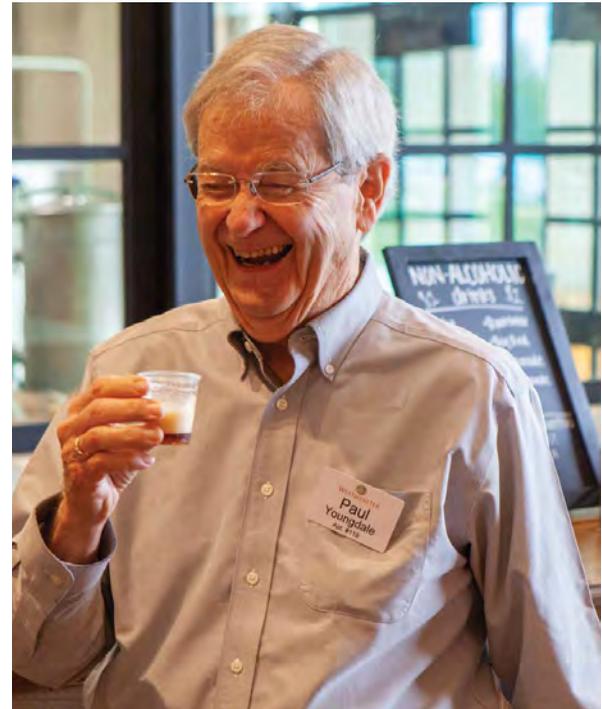
In 2022 alone, we hosted more than 15,000 activities across topics and formats from classes, lectures, tours, field trips and more. Some of Westminster's newest additions include partnering with the Austin Public Library for monthly Book Discussion Groups; launching a weekly resident-led Men's Group and Jane Austen Book Club; and debuting a bell choir titled the Westminster Ringers.

In addition to thousands of live activities, Westminster utilizes an in-house television channel to present a full calendar covering all eight dimensions of wellness. Topics include mental fitness, wellness, nature, travel, drama series, educational and inspirational seminars and talks, entertainment, history documentaries, comedies, world events, spiritual programs, food and wine tours, comedies, movies, and more.





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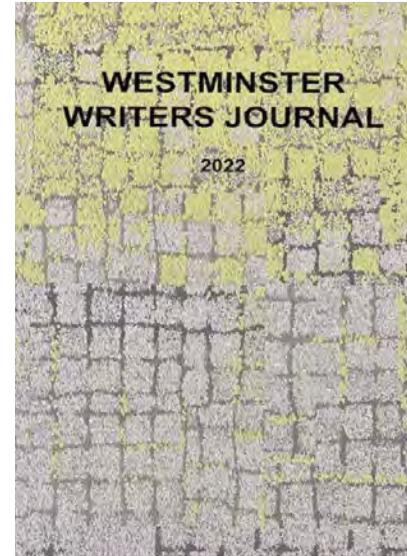








Our community's rich history is captured in a beautifully bound history book created by the Westminster History Project Team, a group of talented resident writers, photographers, artists and archivists, who have assembled stories and images that recount the troubles and the triumphs of this unique community from the beginning to the present day.



^ **Westminster Writer's Journal, the only journal of its kind in the country**

Creating and evolving is something our residents do very well. Twice a year, the residents of Westminster publish a compilation of memoirs and stories that introduce the reader to the varied and rich life experiences of Westminster residents. This journal is unique to Westminster and demonstrates the artistic intelligence of its residents.

ArtsInspire™

...ageless creativity



Every year, Westminster ranks in the ArtsInspire Awards™ hosted by LeadingAge Texas.

Above
DRAWING: Judith Ireson—2nd Place—*An Ancient Orthodox Church in Velinky Novgorod*

Top left
PHOTOGRAPHY:
 Sheldon Lloyd—1st Place—*Peace in the Amazon Rain Forest*
 Jill Lucy—2nd Place—*Home on the Range*

Left
PAINTING ALTERNATIVE: William Schleuse—3rd Place - Variants





Above
PAINTING ALTERNATIVE: Kay Arms
—2nd Place—*Coming Attraction*

Top Right
DISTINGUISHED ARTS: Mary Lib Thornhill
—3rd Place—*Butterfly*

Right
SOFT CRAFTS: SEWING Sue Gilliam
—2nd Place—*Wine Circles*

(Not Pictured)
POETRY: Lori Humphreys
—1st Place—*My Crepe Myrtle*

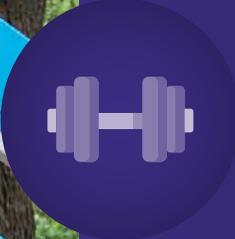


Art is a great way to explore one's intellectual and creative side while learning new skills.



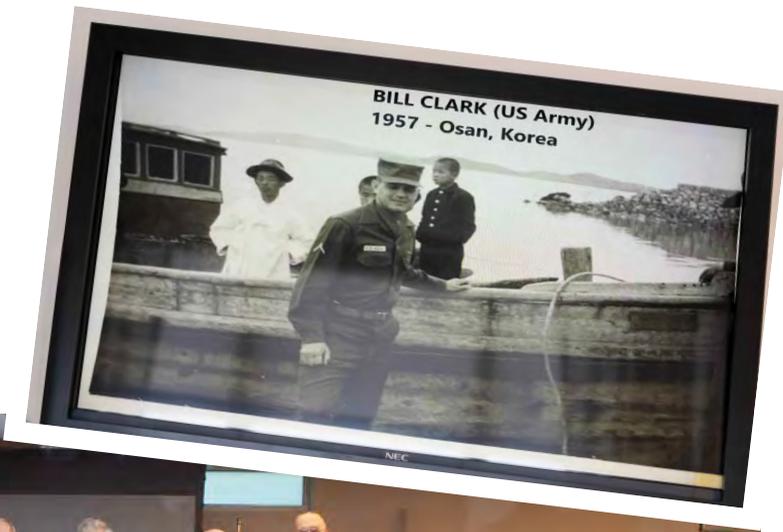
Physical exercise is a big component of living independently, maintaining strength and balance is key. Cardio balance and high interval intensity training taught by certified fitness instructors, along with a resident-led class, Just for Men, are some of the most popular classes of more than a dozen offered throughout the week. Yoga is a great way to connect the brain and body. Pilates and aqua classes are also good for using different parts of the body in gentle motion.





Physical exercise is a big component of living independently.

Veterans deserve our gratitude for ensuring our nation's security and liberty abroad and at home. Westminster is home to more than 70 women and men who have served in the line of duty across all branches of the military. The Veterans Corp hosts events to share in solidarity of military service and commemorate holidays. A Veterans Wall exhibit honors our veterans dedication and service to country.





Westminster celebrates residents' birthdays, especially those who turn 100 and every year after. Studies show that people who live in independent retirement communities that provide healthcare, nutrition, fellowship and continuous education extend their lives thanks to these physical and emotional systems.



Resident Profiles

Westminster residents are fascinating people who bring their varied backgrounds, skills, hobbies and personalities to our vibrant community. They all agree that building new friendships at Westminster is one of their greatest joys. The following pages provide a sampling of our wonderful people.

Retiring with Style



Judi Siff was a long-time Houstonian, enjoying countless friendships and Houston's cultural attractions. But when it came to retirement, she discovered that nothing compares to Westminster in terms of amenities, healthcare and community.

A former marathoner, Judi has spent her life combining foot races with travel to beautiful destinations including Paris, London, Madrid, Venice, and most interestingly—the North Pole—which was a cool and icy 20 degrees in July. She laughs that “if you're going to sweat and feel pain, you should at least enjoy the scenery.”

Her husband, Al, instilled in her a love of travel and she continues to take trips with friends. She has visited every continent and savored great food and wine in all 50 states. Favorite trips include a safari in Tanzania and a tiger preserve in India. Upcoming trips include Rome (she can't get enough of Italy), Greece, and then back to Paris. In between she will drive through Arkansas and Alabama visiting civil rights and cultural

arts landmarks. Summers are spent in Maine where she rents a cottage a short walk from a lobster pier and not far from where her brother's family lives. She still returns to Houston almost monthly to catch the ballet or an art show with friends. Living at Westminster means she can just lock up and go.

Judi spent her career in retail, retiring as senior executive in merchandising for cosmetics and women's accessories. She and her husband owned a condo in the museum district of Houston, which made her move into a one-bedroom plus study floorplan at Westminster, fairly smooth. She simplified her collections and worked with a designer on lighting, but the rest of her decor is self-created sophistication. The rooms are filled with custom shelving and linear lighting, contemporary art and furniture (including a super comfortable pair of Barcelona chairs), a bronze sculpture from Florence and a wood bench from Taos. All of it seamlessly soothing and yet tastefully dramatic.

Judi admittedly found the task of meeting new people daunting, but she's spent a lifetime making new connections and has found her fellow residents to be friendly, fascinating and fun. She enjoys walking the neighborhood and taking aqua fit, as well as capitalizing on Westminster's weekly outings in the city. She plans to participate in art classes later this year.



As a former caregiver for her parents, Judi understands the potential issues of aging. Instead, she has chosen to be in charge of her own destiny. One evening, shortly after moving into Westminster and while still nursing a fractured elbow, Judi was watching the sun set over the hills when a great wave of relief came over her. She thought, "I'm safe during this healing process and I love my apartment. This was the right move at the right time."

Always Part of the Plan

Debbie and Hank Pearson have magically blended marriage, family, location and career to attain a purposeful unity. But it required sacrifice. Hank moved from California to Texas and assumed the father role of her three children while Debbie juggled family and career responsibilities. Both have found that “putting family first and staying close” is the key to a happy union.

While their meeting may have been happenstance, their move to Westminster was not. Both decided that moving to Westminster while young enough to meet new people, travel the world, and enjoy the amenities was one of the smartest decisions they’ve made (besides getting married). “We call our transition to Westminster



the ‘save the children move’ because it assures our adult children and grandchildren can remain in the role of family and not caregivers,” says Debbie.

Hank is a retired hospital executive turned teacher and dyslexia therapist who relishes his relationships with his children and friends. He enjoys participating in a men’s

discussion group with one of his sons and attending lectures and the poker group at Westminster. He meditates each morning to maintain a balance of head and heart. Debbie calls Hank the “social glue” of the family because he plans family get-togethers and ensures that everyone’s needs are taken care of.

Debbie is an RN who worked at St. David’s Hospital, before launching her own company, CareFor, which provides individualized care to those in need of medical advocacy. Many Westminster residents have been her clients over the years. She’s worked closely with associates at Westminster for decades and says there is no better retirement community in Austin. Because Westminster is a non-profit, she believes the quality of care here is geared toward the residents before the bottom line.

Since moving into Westminster, Debbie has jumped in with two feet. She serves on the Wellness and the Welcoming Committees. After a long absence, she’s playing Mahjong again. This spring she’s giving a three-part series at Westminster on legal, personal, medical, and financial planning for aging. In between, she remains active in her business.

The Pearsons have upcoming trips planned with family, which includes three children, eight grandchildren, one great grandchild and another on the way. Just the two of

them are traveling to London and Paris in the fall. They continue to blend staying home with seeking adventure.

Their corner residence sits on the top floor of the newest Windsor wing with views of the hills and downtown. It is designed with colorful art, decorative wallpaper, elegant textiles and custom built-in shelves. They cook many nights and enjoy meals in the dining room with friends. They both agree, “We have discovered an abundance of warm personal connections and amazing friends who we would not have known without the relocation. We count ourselves very lucky.”



Who Could Ask for Anything More



Born in Brooklyn but raised in New Jersey, **Stuart Greenfield** graduated in the top half of his class and was voted “Teachers’ Nightmare” in high school. After spending a summer washing dishes, Stuart left the East Coast for college where he buckled down and received his undergraduate degree in economics at the University of Dayton and a master’s degree from Miami University in Ohio. Not ready to launch into corporate America, Stuart applied to and was accepted by the Ph.D. program in economics at the University of Texas at Austin. At UT, he held a teaching assistant position and much later in his career, an adjunct professorship.

Stuart worked for the state in various capacities for twenty-three years. The longest period of time was spent with the Comptroller’s Office under three different elected officials: Bob Bullock, Carol Keeton Rylander Strayhorn, and John Sharp. He was a member of the Texas Performance Review program, which designed creative revenue-saving programs. For instance, Stuart helped develop the State’s first health savings accounts for government employees, saving the state and state employees millions in payroll taxes.

Stuart has two children and four grandchildren. His son lives in Austin with his family, and his daughter and family reside in



Encino, California. Stuart and his longtime companion, Westminster resident Jeanette O’Dell, enjoy visits and travels with both of their families.

Retiring in 2000, Stuart began teaching economics at Austin Community College and online for the University

of Maryland Global Campus, where most of his students are in the military. “Teaching keeps me intellectually stimulated and current,” says Stuart. He feels an obligation to instruct his students “to increase their earning potential and in turn pay into programs that benefit their grandparents, other retirees, and me.”

Before moving to Westminster, Stuart owned a home in north central Austin. He loved his street because the neighbors were always friendly and helpful, like when they shut off his water after a pipe froze during the freeze in 2021. As a person with diabetes, Stuart wanted access to healthcare and to feel safe 24/7. So, with his children’s blessing and urging, he moved into a new residence in the Windsor expansion.

Stuart says Westminster has opened an entirely new world for him with dinner invitations, social experiences, and continuous learning. He finds his fellow residents’ life stories fascinating. He uses the gym, “but not as much as he should.” And Stuart serves on the IT committee because he’s proficient with virtual technologies. Two initiatives Stuart has suggested for Westminster are being adopted: accepting food orders online and integrating voice-controlled personal assistant technology into residences (e.g., Alexa). Although retired, Stuart will never stop generating ideas that will save money and time.

Steady As They Come

Married 54 years, **Sarah and Berny Schiff** met in Tennessee when he was stationed at Ft. Campbell. A friend who was dating Berny's roommate introduced the couple. Sarah had completed her BA in education at Belmont University in Nashville and was teaching first grade. Within a few months of meeting they were married and moved to Austin where Berny continued his education, earning a BBA and MBA from the University of Texas.

For his entire career, Berny worked for the State of Texas, including UT, the Governor's Office, State Purchasing, Texas Department of Criminal Justice and the Office of Court Administration. He earned his CPA in the early 1980's. Much of his work was in systems, data, financial analysis, and managing accounting and computer staff.

Sarah taught first grade for 33 years in the Austin Independent School District. She remembers how different populations of immigrant children learned English at different paces. Some groups provided family support



systems so their children could learn at home even when the parents didn't speak English. Other groups, often those parents who worked multiple jobs, struggled to find adequate resources.

The Schiffs enjoy visiting the mountains in the summertime, and state and national parks in Texas, Colorado, Nevada and of course Tennessee are favorites. Often their travels coincided with business trips, including Hawaii and Alaska, or visits to siblings, nieces and nephews scattered across the country. Although the pandemic slowed their travels, Sarah and Berny hope to resume visiting with family and friends in the near future. Another Alaskan cruise would be wonderful.

Berny enjoys serving on Westminster's IT, Hidden Treasures, and Residents' Appreciation Fund committees. He also serves as assistant treasurer for the Westminster Residents' Association executive committee. Berny is a member of two car groups where he races his car on the Circuit of the Americas and Harris Hill tracks.

Sarah serves on the Welcoming, Hospitality, and landscaping committees. She enjoys meeting new people and welcoming them to Westminster. Sarah and Berny were recruited and are happy to entertain prospective and current residents.

The Schiffs say that moving to Westminster was a united decision. They were on the wait list for a couple of years. During the snowstorm of 2021 while living in their previous home, they struggled to stay warm. After moving to Westminster, Sarah was also able to heal faster after several surgeries thanks to Westminster's highly skilled, in-house physical therapy. She continues to walk the Tower, Windsor and Carlisle hallways greeting residents along the way.

Downsizing from a two-story home on a half-acre lot to a one-level apartment with Life Care and amenities was a blessing. Their two-bedroom residence in the Windsor contains a

comfortable blend of new furniture and family heirlooms. Their favorite things about living at Westminster are the friends they've met and the number of activities that entertain and educate. "If you're not plugged in, it's because you don't want to be," says Sarah.





Department Successes

Human Resources

Westminster prides itself on hiring and retaining excellent staff. Every year, residents and leadership recognize associates who go above and beyond the call of duty.



^ Tessa Gonzalez accepts the Associate of the Year award



^ From Left, Jordan Bleecker, Tessa Gonzalez - General & Administrative

➤ From Left, Princa Martinez - Assisted Living & Erica Spence - Health Care Center

▼ Rabin Chinas - Food & Beverage



▲ From Left, Miriam Amaro, Wendy Gordan & Elizabeth Gallardo - General & Administrative

➤ From Left,
Louis Perkins, Cindy Aviles,
Lloyd Smith & Luis Martinez - Environmental
Services

▼ From Left,
Betsy Scarth - General & Administrative
Stephanie Garza - Environmental Services
Brooks Eastman - Health Care Center





In addition to internal accolades, our staff are often recognized by community and news organizations for their contributions.

- **Top Workplace (9th year) - *Austin American-Statesman***
- **Chuck Borst, Executive Director, Community Service, Volunteerism and Leadership - *Communitas***
- **Ruth Sunil, Director of Community Life Services, Service Excellence Award-LeadingAge Texas**
- **Ruth Sunil, Thomas J. Henry “Extraordinary Woman” profile - *Austin American-Statesman***
- **Sarah Loyd, Austin Woman in Business Showcase Nominee- *Austin Business Journal***

Congratulations to Sarah Loyd,
Associate Executive Director of Westminster
for your visionary leadership and outstanding
commitment to the residents, associates and
leadership team at Westminster.



Westminster – Extraordinary Together for 55 Years and Growing
- Luxury Residences
- Five-Star Rated Healthcare Center
- Central Austin Location

4100 JACKSON AVENUE | AUSTIN, TEXAS 78731 | 512 481-7627



Austin American-Statesman
statesman.com

We provide career mobility and many avenues for professional growth. Meet Tessa Gonzalez, just one of our top-notch associates on the following page.

Tessa Gonzalez

What is your job at Westminster and what do you like most about it?

I help new residents transition into their forever homes, from renovation all the way to move-day. Part of the renovation process is meeting with incoming residents so that they can choose interior finishes to personalize their apartments. Allowing residents choice in their apartment finishes may seem like a small detail, but the process allows them to turn their apartment into a home. I love watching their faces when they see their completed apartment for the first time.

Aside from renovations, I also assist with marketing and communication projects. I run Westminster's Facebook page and contribute to LinkedIn, create email campaigns, coordinate prospect marketing events, and assist with creative for newsletters and advertising projects.

I started as the Selections & Events Coordinator and moved into the Community Relations Coordinator role in February of 2021.

What advice would you give new hires?

My advice to new hires would be to take an interest in your colleagues. There are many interesting people who work here and each brings different skills to the table. Truly, Westminster is one big team. Understanding what your co-workers do on a daily basis and learning how they communicate and work together is important to ensuring a smooth working environment.

Tell us a little about yourself.

I am a San Antonio native who has become a loyal Austinite. I graduated in 2015 with a B.A. in Sociology from Baylor University—*Sic Em Bears!* My fiancé and I reside in South Austin with our fur baby,



our orange cat Gomez. I started my career in adult education where I developed community education classes, served as catalog editor, and managed social media strategy. I continue to integrate many of these responsibilities in my role at Westminster.



Healthcare & Wellness

 Life Care Services™ ensures that residents have access to the wellness amenities and healthcare services they need throughout their time at Westminster. Winning awards and achieving high marks is how we maintain the best reputation in Austin and continue to attract discerning residents.

Nursing

Best Nursing Home,
US News & World Report
(15 years)

The Arbour at Westminster
5-Star Rating (14 Years)

Zero health deficiencies in 2022

95% Rehab success rate

Exceptionally high clinical delivery
by RNs, LVNs and CNAs





Assisted Living

Deficiency Free, 10 years

Best Assisted Living, *US News & World Report*

93% Resident Satisfaction

2022 Westminster Assisted Living
Occupancy Average 94.44%



Our brand new walk-in Wellness Clinic is staffed by nurse practitioners who can address the most common minor healthcare concerns and will provide guidance to residents who require additional care. Our team can also direct residents to rehabilitation and home health care.

Wellness Checks continue to be a 24/7 complementary service for our residents in Independent Living. They are vital when residents must quarantine if they are exposed to COVID. The staff assists with dressing, meal ordering and delivery laundry, medication reminders, and vital signs as needed.



Westminster was ever vigilant during the pandemic and as a result recovered strong. A local pharmacy provides a flu and COVID booster clinic to ensure our residents are up to date on their vaccination status.

Aside from medical care, Westminster offers a Fit Minds class for residents that provides extra cognitive stimulation through group activities, education about brain health, puzzles and games. This curriculum is in addition to the plethora of activities offered at Westminster as part of our emphasis on continuous learning, entertainment and pleasure.





Healthy Bodies

Healthy Minds





Westminster residents participated in research by an exercise physiology Ph.D. candidate at UT Austin. The first study investigates the effects of an 8-week aquatic exercise program to improve cognition and physical function. The second study is designed to evaluate blood pressure and heart rate response to positional change and exercise.





Fine, Fresh Dining

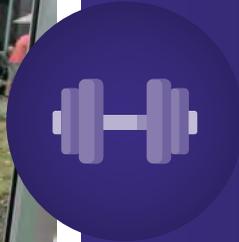
As part of Westminster's expansion in 2022, the Bistro re-opened with a lighter and healthier menu, much of it sourced from local companies and farmers. We also instituted a tasty Grab 'N' Go option for residents and guests who are on the move. Some of these items include chicken salad, fresh fruit, pressed juices, muffins and salads.

At Westminster, dining is delicious, fun and educational. Monthly themed dinners, such as Cuban

Night, Speakeasy Night, and Night in Paris, are accompanied by music, decorations and libations introducing residents to cuisine from around the world. Our sommelier provides wines of the world and food pairings.

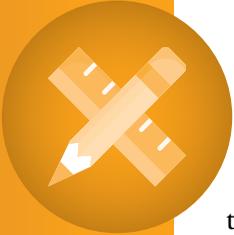
Despite shortages and delays of food and other products caused by the pandemic, we have alleviated challenges by bringing in new food vendors and using locally sourced organic products from Texas farms.





Westminster is investing in the younger generation. We partnered with local high school culinary programs to provide training and hire students interested in culinary and hospitality careers in senior living.





Community Infrastructure

Westminster prides itself on keeping our property safe, secure, clean, attractive and high tech. The following departments are led by long-time Westminster employees who know the ropes and maintain a high bar. This year, they completed many decorative, energy and safety projects.



- **Completed 44 apartment refurbishments**
- **Pool improvements**
- **LED lighting improvements**
- **Deficiency free survey**
- **Added new shuttle bus to fleet**
- **Added new hybrid Lincoln to the fleet**
- **Keyless entry, improved monitoring**
- **Upgraded emergency call system**
- **Continued excellence in infection control**
- **Continued implementation of LCS EverClean 360 program**



Westminster has teamed up with the Dell Asset Recovery service to ensure we are doing our part to recycle used computers and electronics.



Marketing & Sales

Westminster is good at telling its story. Our friendly marketing team works with prospective residents to give them all the information and tools they need to transition to Westminster. In 2022, we achieved an average occupancy rate of 93% throughout the year.

- **Single occupancy 72.6%**
- **Double occupancy 27.4%**

Check out our new website and schedule a tour by calling us at (512) 454.4643.

*Gold Award for Annual Report
"A Year Like No Other," by
MarCom*

*Gold Award for Annual Report
"A Year Like No Other" by
Hermes Creative Awards*

*Platinum Award Winner "5
Decades of Excellence and We're
Just Getting Started!" by MarCom*

*"80 over Eighty" awarded to
resident Helen Spear by
Family Eldercare*





Financial Data & Disclosures

Fitch BBB Rating (Stable)

Debt Service Coverage Ratio: 1.96

Days Cash on Hand: 1,300

Deficiency Free Westminster Financial Audit

Deficiency Free 403(b) Audit



Occupancy Rates

Average monthly totals as of December 31st, 2022

HEALTH CENTER		INDEPENDENT LIVING		ASSISTED LIVING	
Total Beds	85.00	Total Units	336.00	Total Units	21.00
Beds Occupied	71.03	Units Occupied	307.00	Units Occupied	21.00
% Occupied	83.56	% Occupied	91.37	% Occupied	100.00
Private Pay	9.83				
Permanent Life Care	51.00				
Temporary Life Care	5.94				
Medicare	3.84				
HMO	0.42				



2022 Operating Statement

NATURAL ACCOUNT YTD ACTUAL

NATURAL ACCOUNT	YTD ACTUAL
Operating Revenue	\$
Total Independent Living Revenue	19,692,637.24
Total Health Center Revenue	7,074,821.87
Total Assisted Living Revenue	1,159,336.92
Total Clinic Revenue	410,587.63
Total Other Operating Revenue	90,389.30
Total Operating Revenue	28,427,770.96

NATURAL ACCOUNT YTD ACTUAL

NATURAL ACCOUNT	YTD ACTUAL
Operating Expenses	\$
Total General and Admin Expense	5,745,917.95
Total Plant Expenses	3,890,625.55
Total Environmental Service Expense	1,634,383.97
Total Food & Beverage Serv. Expense	6,604,550.12
Total Resident Services Expense	1,407,215.49
Total Health Center Expense	7,656,226.88
Total Assisted Living Expense	714,928.68
Total Community Home Health Expense	115,756.55
Total Clinic Expense	506,055.24
Total Operating Expense	28,275,657.43

NATURAL ACCOUNT YTD ACTUAL

Other Income	\$
Amortization Income	3,813,294.35
Entry Fee Income - Death	1,680,444.62
Entry Fee Income - Move Out	361,724.66
Entry Fee Income - Cancellation	25,000.00
Apartment Custom Work	105,006.63
Gifts & Contributions	84,426.00
Interest Income - Non-Operating	1,845,621.99
Gain/Loss on Sale of Investments	(95,306.98)
Unrealized Gain/Loss on Investments	(16,697,212.32)
Gain/Loss on Sale of Assets	(516,815.27)
Misc. Income	27,936.16
Total Other Income	(9,345,880.16)

NATURAL ACCOUNT YTD ACTUAL

Other Expenses	\$
Depreciation Expense	3,829,441.29
Interest Expense - Non-Operating	3,125,623.04
Financing Costs Amortization	(300,398.37)
Professional - Non-Operating	58,730.63
Misc. Expense	30,689.68
Total Other Expenses	6,716,466.27

Summary	\$
Net Operating Income	152,113.53
Total Other Income	(9,345,880.16)
Total Other Expenses	6,716,466.27
Net Income/(Loss)	(15,910,232.90)

BOARD OF DIRECTORS

2022 BOARD MEMBERS

Paul. E. Hilgers, Chair
David E. Redding, Vice Chair
Diane Williams, Secretary
Alex Albright
Dr. Diana DiNitto
Richard Luevano, Jr.
Nick Moore
Stephen Y. Scurlock
Dr. Edwin R. Sharpe
James (Buzzy) Woodworth

RESIDENT BOARD MEMBERS

Camille Miller,
President of Resident's Association
Jim Woodrick, Resident
Sheldon Lloyd, Resident

LEGAL COUNSEL

Kevin Reed,
Reed, Claymon, Meeker & Hargett



The 2022 Annual Report for Westminster provides an overview of all that makes this community so special. With its focus on resident-centered care, whether in Independent Living, Skilled Nursing Care, or Memory Care, each resident of Westminster can enjoy an abundant life every day of the year. Over the past few years, the Residents and the Associates have demonstrated a resilience that is beyond measure. All of these achievements are particularly impressive while dealing with the strains of a pandemic and a major expansion with the Carlisle Building.

~Paul Hilgers, Board Chair









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