



John Knox
Village

Defining Moments



FY21 ANNUAL REPORT

Fiscal Year 2021 Board of Directors

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John Knox Village

Mission

To enrich the lives of older adults through community living,
"Enriching lives, building community"

Vision

To be the leader among senior living communities
in the Greater Kansas City area

Values

- We value older adults and their importance to our society.
- We foster an environment that nourishes supportive, trusting and caring relationships with our residents, their families and our associates.
 - We promote a community that encourages meaningful involvement and personal fulfillment.
- We emphasize an open community that welcomes and celebrates diversity in all its aspects.
 - We value business practices that promote careful stewardship of resources – human, physical and financial.
- We encourage active involvement in the local communities in which we operate.

Defining Moments

"Life is a series of moments – some are deeply profound, while others are more understated. These moments transform us, guide us, define us – regardless of their size or scope."

– Dan Rexroth, John Knox Village President and CEO

Defining Moments

PRESIDENTIAL PERSPECTIVE



- The John Knox Village Executive Team (pictured from left to right) Dan Rexroth, Kim Klockenga, Gail Benne, Laurie Johnson, Dan, Maria Timberlake and Rodney McBride

Life is a series of moments – some are deeply profound, while others are more understated. These moments transform us, guide us, define us – regardless of their size or scope.

It is not humanly possible to determine one defining moment for fiscal year 2021 (April 1, 2020, to March 31, 2021). When faced with the diverse challenges created by a global pandemic, we never wavered in our optimism or “can do” spirit. Yes, we had to change nearly everything about how we provide care and services; but together – residents and their families, associates and our business partners – we did it. It was a hard year; but it was a year full of inspiration and many, many demonstrations of P.R.I.D.E. (Personal Responsibility In Delivering Excellence). Even on the darkest days, our community came together to lift each other up. It is a year I will never forget.

I don't want our efforts to fight a virus to be our defining moment for FY21. Instead, I want our work to accomplish our mission of enriching lives and building community to be the shining star. I want you to know about the hours upon hours staff spent making sure our residents throughout the continuum were connected and engaged. You should know about our home health and hospice staff who continued to care for patients in the community during such an uncertain time. I also want you to know how, inspired by the success of our most-recent construction projects, we are planning another building boom that includes an expansion of The Meadows and the addition of seven more of our well-received villas. We planned for and launched new programs in our various health care services – and we started the interior renovations of the existing Village Assisted Living building. We also

continued our work to maintain a strong financial base. But most importantly, we strengthened existing relationships and created new bonds that will outlast even the strongest structures or life-enhancing programs.

We also commemorated our 50th anniversary. Through the years the Village has experienced its fair share of defining moments. Each one has contributed to the vibrant community we know today. For example, we were one of the first communities in the area to offer residential/assisted living, which we later expanded to include memory care. To aid in our promise to help our residents remain in our community, we added important services like hospice. To ensure our residents have choices that match their lifestyles, we offer a variety of activities and restaurant options and a long list of amenities. Time and again, we have reveled in our successes and overcome challenges. We are pioneers in senior living both locally and nationally, and I am so proud of what we've achieved.

There are moments in our lives that transform us. Guide us. Define us. In fact, our community started as a dream that evolved into a long tradition of taking care of the most vulnerable of our society. I invite you to read on to learn about the individual and collective defining moments that will ensure John Knox Village will continue to enrich lives and build community well into the future.

Dan Rexroth, President and CEO

With the emergence of the novel coronavirus in spring 2020, John Knox Village's fiscal year 2021 (April 1, 2020, to March 31, 2021), was a year like no other. All departments shifted gears to accommodate the restrictions mandated by local, state and federal officials – yet still make Village residents feel at home. Cross-departmental silos ceased to exist as associates came to together to create solutions. Housekeeping, maintenance, IT, finance, administration, sales and marketing, fitness centers, salons, home health, hospice, transportation – every department pivoted to meet specific challenges. The following includes only a few of the many examples of how the Village worked through the challenges caused by COVID-19.



Daily Life

To help prevent the spread of the virus, residents and associates wore masks and practiced social distancing. Associates participated in daily screenings, which involved a temperature check and health questionnaire. Every area of the entire campus – independent living, assisted living and skilled nursing – was closed to visitors for much of the year.

To remain connected with friends and loved ones, residents throughout the continuum turned to technology. Village Care Center staff helped residents conduct video visits with new tablets paid for with a grant from the Centers for Medicare and Medicaid Services. Village Assisted Living residents also used tablets for family visits and telehealth appointments with health care providers. In independent living, the life enrichment team hosted “Zoom” coffee chats, fitness classes, happy hours and more.

Residents also had to change their meal routines when the dining rooms closed. When positive cases were detected in the Village Care Center and Village Assisted Living, residents took their meals in their rooms. In independent living, the number of take-out orders increased 100% thanks in part to the addition of a curb-side pick-up

ordering option. Dining services also accommodated resident needs by expanding its meal delivery program to include more offerings.

Off-campus transportation ceased, but residents could shop for groceries and sundries at The General Store at the Villager Inn or call in an order to be delivered by an associate.

Reporting for Duty

In the early days of the pandemic, while many employers had to lay off workers, all Village associates remained employed. The Village moved the 20 associates in departments directly affected by the pandemic, such as salons, fitness centers and life enrichment, to other open positions. Some assisted by checking in associates before each shift; others took temporary positions in grounds, housekeeping and dining services. Not one person was furloughed or laid off.

The Virus

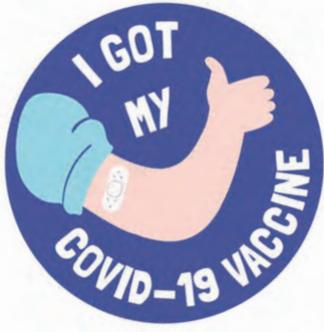
The first positive cases of COVID-19 on the John Knox Village campus were reported in July 2020. Between July and September, only a handful of associates tested positive for the virus. However, as the number of positive cases in the surrounding community increased, so did the positive tests on

the Village campus. Even with everyone's best efforts, the virus did invade the campus and affected both resident and associate populations. Sadly, we lost 57 of our 199 cherished residents who contracted the virus. All 257 associates who tested positive recovered.

Business Impact

Every area of the continuum felt the effects of the pandemic. Resident census fell throughout the continuum of care, especially in assisted living and skilled nursing. Patient census declined for Village Home Health and Village Hospice in the spring and summer, but picked up by the end of the fiscal year. Sales of independent living homes were slower in the beginning of the year, but gained steam as the year progressed. As a result, the sales and marketing team achieved 90% of its entry-fee goal. Finally, the Village also received federal loans to assist with COVID-related expenses.

The pandemic also created obstacles for the John Knox Village Auxiliary. When the Village campus closed to visitors, the Auxiliary shuttered its Thrift Shop. Although a blow to the bottom line, the change enabled staff to focus on procuring groceries and sundries for residents. It consolidated the operations of its three convenience stores to The General Store at the Villager Inn,



A YEAR LIKE

No other



which had a convenient outside door to a parking lot. Unfortunately, the Auxiliary couldn't withstand the financial pressures, and all its on-campus stores closed in March 2021.

Emergency medical services (EMS) saw an uptick in ambulance transports, especially with COVID-positive patients. Between March 17, 2020, and Oct. 28, 2020, EMS transported 310 COVID-positive patients who live in surrounding communities. In October 2020, 7.9% of calls were COVID-related; by the end of the calendar year, the number increased to 16.7%. In December 2020, EMS answered a record 399 calls, the highest monthly call rate to date, bringing the number of calls to 4,013 for the calendar year.

The ability to answer so many virus-related calls was made possible, in part, to a grant from the Gary Sinise Foundation. The money was used to purchase an AeroClave, a portable decontamination unit that can quickly and efficiently sanitize small spaces. The Gary Sinise Foundation also gifted EMS with two sets of new tires for its ambulances.

A Turning Point

Nearly 10 months into the pandemic, the Food and Drug Administration (FDA) announced it had granted emergency approval to COVID-19 vaccines created by Pfizer and Moderna.

Associates from across the organization sprang into action to apply for and plan on-campus vaccination clinics. Starting in January 2021, the Village partnered with CVS Pharmacy to host 19 clinics for residents and associates who live and work throughout the continuum of care. What's more, the Jackson County Health Department also hosted vaccination clinics for members of the surrounding community at The Pavilion, administering 56,000 doses during a four-month period

Some amenities and activities, like the fitness centers, hair salons and Hobby Hut, reopened with restrictions by September 2020.

However, for the most part, regular operations did not resume until late in fiscal year 2021, including welcoming guests back to campus. Most restrictions weren't fully lifted throughout the continuum of care until late spring 2021.

Family Appreciation

"We appreciate you and all of the staff at the memory care facilities. Our family prays for the staff, as you all keep our father and his community safe."

"Thank you very much for the great care for my Mother. My wife and I work in health care and understand the current challenges – keep up the great work and stay healthy."

"I can't say enough about the great care my mother is receiving. I am so very thankful that we can FaceTime her every Tuesday and Friday. She is always in great spirits and assures us that she is being well taken care of."

"Many thanks for what you are doing to be vigilant, careful, consistent and caring."

INDEPENDENT LIVING



- Phase VI of the villa program was completed.
- Work begins on The Meadows Phase II.



DEVELOPING

Community



During fiscal year 2021, John Knox Village leaders focused much of their attention on mitigating the impact of COVID-19 on the Village. However, staff also understood the importance of keeping the strategic plan moving forward. While the pandemic did affect the timing and execution of some of the planning, construction and pre-selling efforts, staff worked hard to preserve the work they had already accomplished and transformed plans into reality.

Welcome Home

Early in the fiscal year, the Village announced work would begin on phase VI of the villa program, which included the construction of seven homes (three duplexes and one single-family home). The new homes, which are each 1,371-square-feet, replace 12 smaller units. Construction started in June and the homes were completed and occupied by the end of the fiscal year. With the popularity of the villas, sites for phase VII of the villa program also were identified and will be completed in fiscal year 2022.

“We knew the history of the Village, it’s stability and business model, and that was important, and of course, the amenities and services are really not matched anywhere else. Also, seeing that after 50 years of being in business, the Village continues to progress and improve, we knew it was where we wanted to be.”

New Developments

The board of directors also approved plans to expand one of the Village’s newest neighborhoods, The Meadows. Located in the heart of the campus, the popular neighborhood is gaining a new building that includes 40 two-bedroom homes and 12 one-bedroom-with-dens, as well as garage parking with 52 spots. The 121,410-square-foot addition is being attached to The Meadows East. In addition, to meet the parking needs of Meadows residents and guests, a portion of the

project also includes constructing new parking lots and expanding an existing lot from 13 spaces to 48 spaces.

A Positive Plan

Fewer people were out and about on the campus because of the pandemic, which enabled the Village to complete several outdoor projects. Crews worked to repave roads and parking lots; painted common areas, such as Places Restaurant; replaced carpet and flooring; and completed other improvements throughout campus.



“Where we wanted to be.”

– Greg and Bonnie Coulter,
JKV residents

• Updated hallways with new furniture and artwork



INSPIRED

Changes

Members of the Village Assisted Living community faced two very different challenges during fiscal year 2021 – how to keep COVID-19 out of the buildings to protect the health of residents and staff, and how to safely proceed with the planned common area renovations in Memory Care 1 and the original assisted living building.

New furniture and artwork completed the look. Exterior upgrades included a complete overhaul of the existing porte cochere over the front entrance.

Memory Care 1's facelift included flooring, furniture, kitchen fixtures and paint. New lighting helps residents and staff to better enjoy their day-to-day activities. Outside, a new wooden fence that encloses the newly updated garden area was built, replacing the original structure that was built in 2006.

Signature Looks

John Knox Village set a goal for Village Assisted Living and Memory Care 1 that was tied to the campus redevelopment strategy: to give residents in the original assisted living building and first memory care neighborhood a more beautiful environment that blends nicely with the other (newer) care neighborhoods.

In the main assisted living building, the cosmetic changes included the installation of new flooring and chair rails; updates to the nursing stations; new paint and lighting in hallways and common areas; updates to the activity room; new wayfinding signs; and renovation of public restrooms.

Health and Safety

In order to successfully move forward with the projects, the highest safety protocols were put in place. All members of the renovation team who worked in the buildings participated in routine testing. Also, the number of contractors on site was limited each day. Finally, each worker followed all infection control guidelines set for staff, including successfully completing pre-shift screenings and wearing proper personal protective equipment.



• Updated nurse's station



• Beautiful gardens



• Memory Care 1 facelift

VILLAGE ASSISTED LIVING

Family Appreciation

"It is reassuring to know that my mom is safe and watched over by such a dedicated team of loving professionals. I would hope you can tell them how much my entire family appreciates their persistence in making sure my mom gets the meds she needs. I can unequivocally say that without the attention she has received at JKV she would not be with us. JKV has added years to mom's life."



- Updated porte cochere



- Updated garden room

• Village Care Center staff bonding



• Socially distanced exercise



RESIDENT Focus



COVID-19. This novel virus caused much upheaval and distress throughout the John Knox Village community, but perhaps more so at the Village Care Center (VCC). At the start of the pandemic, the Centers for Medicare and Medicaid Services mandated that the skilled nursing center close its doors to visitors. (Eventually, outside visits were still permitted.) Staff rose to the challenge, helping to engage and connect with their beloved residents. And when the virus infiltrated the building, staff volunteered to work in the isolation unit to care for residents who tested positive.

Although staff spent most of their time rallying around residents, they also accomplished several non-virus related tasks that were tied directly to the well-being of the people who call the VCC home.

New Technology

The Village Care Center became the first long-term care facility in the nation to use an artificial intelligence (AI) platform, called VSTAlert, to help reduce falls among residents. Installed in 11 rooms in the rehab unit, the pilot goal was to reduce falls by 27%;

however, in a little more than 12 months, actual falls dropped by 79.5%. Because of its success, the VCC installed the system in 19 additional rooms in the long-term care neighborhood.

Dining Oversight

Another change made for residents was to merge the Village Care Center's Nutrition Services into the Village's dining services group, which is led by Todd Hollander, director of dining and event services. Hollander's oversight enables the VCC to continue to evolve its resident dining program while creating continuity of experience across the campus.



Personal Responsibility in Delivering Excellence



"I think our greatest achievement cannot be quantified or awarded: we stuck together, and we held each other up in the face of much adversity and pain. It would have been very easy for any of us to give up, to run away, or to stop caring. Yet each of you showed up, ready to fight and give everything you had for our residents. At the end of the day, what I will remember the most is how proud I am of each of you for your perseverance and indomitable spirit. While I hope that we never experience a year like we just did, I am so grateful that I had you all by my side. In a year where we faced humanity's most primal survival instinct of fight or flight, you chose to fight."

– Anthony Columbatto,
Administrator, Village Care Center

HEALTH SERVICES: MAKING

Grains



VILLAGE HOME HEALTH

Home Care During COVID

Although the pandemic did affect them operationally, especially early on when the number of elective procedures dwindled, Village Home Health trimmed expenses to help offset the lost revenue. As the year progressed, patient census increased. However, patients were being released from the hospital more critically ill, leading to more follow ups to decrease the need for rehospitalizations. Finally, a strong sense of P.R.I.D.E. and close bonds between the staff during such a difficult time helped reduce home health's associate turnover by 10%.

Villagewide Benefits

With the aim of increasing revenues for Village Home Health – and the Village as a whole – agency leaders renegotiated existing managed care contracts, successfully boosting rates up to \$35 per patient visit for two separate contracts. The rate changes also benefit the Village Care Center, Village Hospice and JKV's Emergency

Medical Services department to the tune of more than \$300,000.

Creating Balance

In late fiscal year 2021, Village Home Health introduced a vestibular rehabilitation program, one of the first home health programs of its kind in the Kansas City Metropolitan Area. Only weeks after its debut, a specialized team was assisting 14 patients in their own homes with individual programs to decrease vertigo, dizziness, imbalance, gait instability and the risk of falls.

Preparation Pays Off

During FY21, Village Home Health reaped the benefits of the months of hard work put in during the previous fiscal year. In late FY20, the agency adapted a new Medicare reimbursement methodology called Patient-Driven Groupings Model (PDGM). It is a value-based system that shifts providers away from a fee-for-service model. In turn, PDGM provides quicker turnaround times for the delivery of information to Medicare and additional steps for billing. Because of the

preparation and teamwork, the transition to the new model has been smooth.

The PDGM system still allows Village Home Health to compare itself to other agencies both locally and nationally. According to the data collected, it is performing in line with other agencies for most metrics. It is outperforming the national metric that measures the likelihood patients will use Village Home Health services again, which is extremely motivating.

Finally, late in FY21 the agency adapted another regulatory change, the No Pay Request for Anticipated Payment. With the new regulation, agencies are now paid for services rendered rather than receiving an upfront payment based on the anticipated care plan. As a result, home health had to completely alter its administrative process and adjust its payment structure to avoid the late penalties associated with the change.

Patient Feedback

"Village Home Health has done more to assist me than the hospital or provider offices."

Village Home Health and Village Hospice, and the various departments that work under the umbrellas of both entities, experienced multiple defining moments throughout the fiscal year. They worked to reverse the effects COVID-19 had on their respective businesses, overcoming census declines and working through staffing issues that affected both clinical and back-office operations. But they also created joy, for example with parades featuring beloved pets and home team pride, to raise the spirits of community members. And through it all, Village Home Health and Village Hospice created new ways to ensure an even brighter future for their businesses and the organization as a whole.



VILLAGE HOSPICE

Helping More People

Seriously ill patients make up 4 percent of the Medicare population, but patients with advanced and chronic illnesses account for 25 percent of all healthcare costs. To help with this disparity, the Centers for Medicare and Medicaid Services (CMS) unveiled plans for a new whole-person approach to chronic care.



Village Hospice is one of a handful of approved agencies that will be assigned seriously ill patients who have no primary care provider or are receiving care from multiple providers without effective care coordination. As a participant in this initiative, Village Hospice formed a new business unit called Care Connections. The original launch date was slated for January 2021; however, the unveiling was temporarily delayed by federal regulators.

Care Connections will act as patient advocates who help coordinate care by assessing and stabilizing the patients' health and getting them the support they need to be successful at home. Once stabilized, Care Connections will pair patients with a high-quality primary care physician for ongoing care or with a hospice for end-of-life care. Similar initiatives elsewhere in the country have resulted in significant reductions in hospital admissions for these patients, and far less use of emergency services.

"This is a great opportunity for us to make a positive impact in the lives of patients whose health may be spiraling out of control," said Ketti Dawson, Village Hospice administrator. "It is one more way that we can help people live each day to the fullest, because each day really does matter."



WE HONOR VETERANS

We Honor Veterans

Village Hospice continues its work to move up the ranks of the We Honor Veterans organization. Throughout the fiscal year, the agency worked on its goal of completing level 5 by integrating additional veteran-specific training into its service offerings. It hopes to achieve level 5 status in fiscal year 2022.

Family Appreciation

"We cannot thank the staff at Village Hospice enough. Both our mother and father needed palliative care and Village Hospice was there to assist me and my siblings as we supported them in a journey toward a death with dignity and compassion. A special thank you to RN Carol, LPN Chris, RN Justine and RN Debbie."

CAREER GROWTH AND RETENTION

SERVICE Excellence

Survey Says

When John Knox Village associates were asked to share their thoughts and ideas about working at the Village via the annual engagement survey, an **astounding 80% of eligible associates** completed the survey.

Associates who were hired prior to Aug. 1, 2020, were asked to share their opinions about working at the Village and ideas about areas of opportunity. The 25-question survey (plus 5 questions related to COVID-19) was not anonymous. Based on survey results, the level of associate satisfaction has increased over the levels reported in the 2019 survey. In fact, 100% of the 660 associates who completed the survey answered "Yes" they understand the Village's expectations of P.R.I.D.E. (In the 2019 survey, 99.7% answered "yes" to this question).

The results for questions that focused on relationships between associates, supervisors and their work teams also showed improvement. Associates also indicated there is a real camaraderie between individuals – with 99% of respondents affirming their loyalty to their immediate team or work group. What's more, 98% of respondents indicated they often leave work feeling good about the work they do. Finally, 96% of respondents feel as if they are making a difference and are passionate about the work they do.

The five questions related to COVID-19, job satisfaction and level of comfort in work areas scored lower because of the stress and uncertainty tied to the virus.

New Beginnings

Established in 2014, the Nursing Pathways program has enabled more than 100 associates to begin their nursing careers by covering tuition costs, providing access to quality educational courses and enabling the associates to work during the certification process.

Through the years, the program has evolved to include a variety of partnerships that are beneficial to the associate participants. Case in point: The Village entered into a partnership with the University of Central Missouri (UCM) to further enhance the program. In addition to decreasing the training time from 12 weeks to 8 weeks, training now occurs at the state-of-the-art Missouri Innovation Campus, which is located just minutes east of the Village campus. What's more, the partnership has led to new professional connections, for example, the Community Services League of Independence, which provides the Village with another solid recruitment stream. Finally, area foundations and employment organizations provided tuition grants, such as the Full Employment Council and the Truman Heartland Community Foundation.

Family Appreciation

"Thank you so much for the determination to keep our loved ones safe. I/we appreciate everyone who is proving that the residents' well-being is top priority!"



Personal Responsibility in Delivering Excellence (P.R.I.D.E.) is more than a saying at John Knox Village. It's a way of life. Associates who work throughout the Village proved that the culture of service excellence, which is punctuated with P.R.I.D.E., is alive and well time and again during fiscal year 2021. From volunteering to take care of residents who contracted COVID-19 to taking on additional shifts and tasks to sharing opinions and ideas to help further improve the work life of everyone, Village associates are dedicated to providing service and care with P.R.I.D.E.



• Carol Ann Hutchens



• Ravi Narayan



• Susie England

McKnight's Long-term Care News named the Village Care Center as a "Gold" level innovator in its 2020 Excellence in Technology Awards. Looking to reduce falls in its short-term rehabilitation unit, the Village Care Center became the first long-term care facility in the nation to use an artificial intelligence (AI) platform equipped with machine vision and sensors to achieve its goals. The pilot goal was to reduce falls by 27%. However, in a little over a year, the percentage of actual falls dropped by 79.5% in the 11 rooms where the system was installed.

Newsweek placed the Village Care Center as 10th in the nation and 1st in Missouri in their "America's Best Nursing Homes 2021" rankings. The Village Care Center is the only nursing home in the Kansas City metro area to be included in the list of the 400 top facilities in the 20 most populous states.

The readers of **The Examiner** named several John Knox Village services as the "Best of Eastern Jackson County".

- **Best Retirement Community (2020, 2019, 2018, 2017)**
- **Best Assisted Living (2020, 2019)**
- **Best Memory Care (2020, 2019)**
- **Best Home Health Care (2020)**
- **Runner Up: Best Hospice Care (2020)**
- **Runner Up: Best Physical Therapy (2020)**

Carol Ann Hutchens, Village Hospice Nurse, received a lifetime achievement award from the Missouri Association of Hospice and Palliative Care.

Ravi Narayan, director of risk management, was named Safety Professional of the Year by the Heartland Chapter of the American Society of Safety Professionals (ASSP).

A Half Century of Service

John Knox Village reached its 50th anniversary in 2020. But perhaps even more awe-inspiring is the fact that in January 2021, **Susie England**, Fireside Dining associate, achieved a milestone that few can even fathom: 50 years of providing service and care to members of the Village community. She is the longest-tenured associate at the Village.

"Susie embodies all of what John Knox Village has stood for all these years," said Dan Rexroth, president and CEO of John Knox Village. "She is full of optimism, joy and perseverance, and she has a caring heart for our residents. We are proud of Susie's service and congratulate her on this remarkable accomplishment – a half century of serving our residents."

Currently, she works at Fireside Dining, but has worked throughout the Village during her tenure.

"To sit and think about how many lives Susie has touched, how many hands she has held, how many hugs she has given, how many days she has made better just by being herself is simply mind blowing," said Amanda Grimes, Fireside Dining manager.

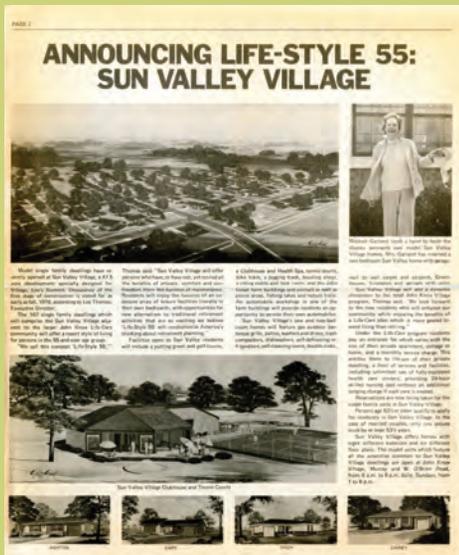
Awards AND RECOGNITION



John Knox Village

50 1970 2020

Enriching Lives, Building Community



MAJOR

Milestones

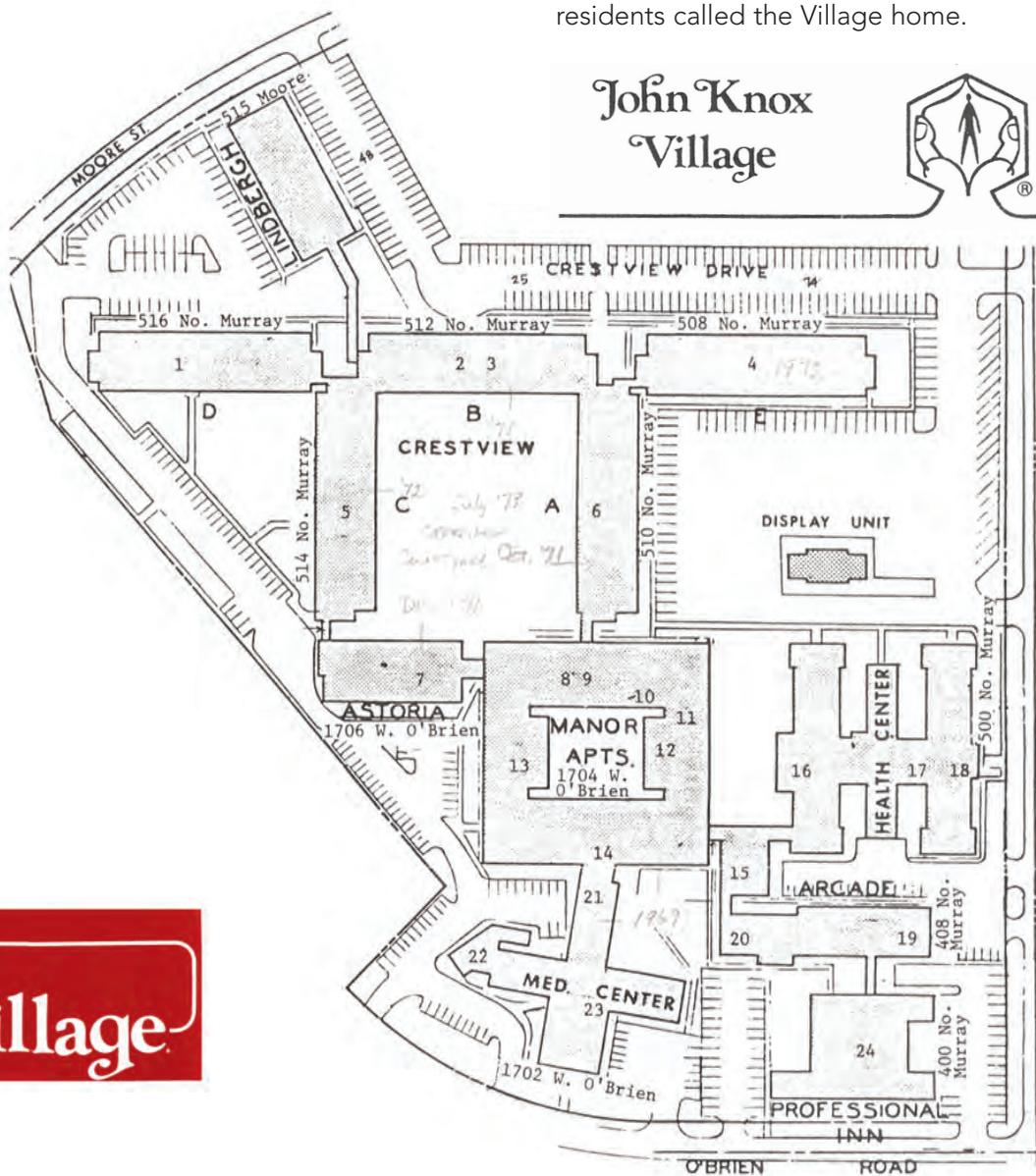
1970-1979: A Decade of "Firsts"

In my hometown of Boone, Iowa, my mother used to talk to me about going 'over the hill to the poor farm.' It made a lasting impression. This was in the 1930s. People had a fear of an impoverished old age. I've never forgotten it. My thoughts have always returned to this need as I've gone about my life work."

– Dr. Kenneth Berg, founder, John Knox Village.

Much of the Village's infrastructure was established in the 1970s. The initial campus construction took place from 1969 through 1978. Buildings were erected and neighborhoods established. The "first of" many took place: the first residents moved in, the first wedding was held, the first ambulance was purchased, the first residents to sit on the board were named, and so on.

Distinctive amenities opened, such as The Pavilion, bowling alley, fishing lake and golf course. A plethora of clubs, musical groups, continuing education courses and activities created opportunities to grow socially and intellectually. By 1980, about 3,000 residents called the Village home.



I love John Knox Village

In 2020, we reached a significant milestone in the history of the John Knox Village community: 50 years of providing care and service in Lee's Summit and the Kansas City Metropolitan Area. We weren't able to celebrate the way we would have liked. But we do take some solace and much pride in knowing that our dedication to enriching lives and building community has touched the lives of literally thousands of people.

The Village has experienced a multitude of defining moments throughout its rich and varied history. It's these experiences that have helped shape the unique organization we know today.



• Village Care Center construction (1987)



• Dedication of a new ambulance (1994)



• A new heart of the campus (2015)

1980-1989:

Overcoming Adversity

"We're making the transition from fighting fires to planning where we want to go with this community. There's a whole new psychology at work."

– Herman Spahr, JKV president from 1984 to 2001

Legal issues created organizational difficulties in the late 1970s and early 1980s. But through perseverance and grit, the Village emerged a stronger community. During its "second act," residents and staff worked to rebuild its legacy by inviting members of the surrounding community to experience for themselves "the Village lifestyle." The Village hosted dances, concerts and events, including a celebration to commemorate when Prudential Insurance Co. of America wrote off the Village's \$48.3 million mortgage. The Foundation was established to enable individuals to donate to the Village. Although some home renovations occurred, there was very little new construction until the late 1980s when the Village Care Center was built. In 1989 the board of directors rejected an offer by a for-profit investor group to purchase the Village.

1990-1999:

A Renaissance

"Indeed, John Knox Village has experienced something of a rebirth in recent years. Residents sing its praises, employees get better benefits and finances have rebounded."

– excerpt from *The Kansas City Star*, July 16, 1996

Despite an increasingly competitive market, the Village has grown and prospered. After stabilizing its business operations, the Village invested \$20 million on repairs and improvements in the early 1990s. Later in the decade, new homes were built – the first since 1978 – to create the Hope Lane and Rose Court neighborhoods. Services were expanded to include hospice, and a child development center was opened as an associate benefit. The Village further cemented its reputation as a senior services pioneer by opening one of the first residential care/assisted living facilities in the area, expanding its health services business, specifically home health and hospice, and participating in the 1995 White House Conference on Aging.

2000-2020:

A Solid Plan

"We're a community in a physical sense, but we also talk about it much more in a relational sense. At the Village, our focus is really on being engaged and active and building relationships with residents and associates."

– Dan Rexroth, JKV President and CEO

Dan Rexroth was named president and led the effort to keep the momentum going. The Village expanded health care offerings by adding assisted living memory care and in-home monitoring and medication management services. Physical improvements continued throughout the campus. Then, in 2014, a \$100 million campus-wide renovation plan was announced, which included the construction of new apartment homes, common areas and villas, and renovations at the Village Care Center and Village Assisted Living. The Village also introduced P.R.I.D.E. to encourage associates to take Personal Responsibility in Delivering Excellence. Finally, activity programs were enhanced Villagewide to engage residents in mind, body and spirit.



John Knox Village Foundation

Fiscal Year 2021 John Knox Village Foundation Board of Trustees

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Retired, John Knox Village Resident

Nancy Blackwell, Vice Chair
Attorney, Chinnery Evans & Nail, P.C.

Carol Jennings, Secretary
Retired, John Knox Village Resident

Brad Cox, Treasurer
Owner, Langsford Development, Inc.;
Langsford Funeral Home

Nancy Bruns
Retired, Lee's Summit Chamber
of Commerce

Tom Lovell
Retired, Lee's Summit Parks and
Recreation

Jerry McElhiney*
Retired, John Knox Village Resident

Randy Rhoads
Retired, Former Lee's Summit Mayor

John Wisniewski
Retired, Hollis+Miller Architects

* Charlie Unger was elected to fulfill
Jerry McElhiney's position mid-year.

John Knox Village Foundation Staff

Gail Benne, President

Marsha Besermin,
Executive Assistant



• **Collective Response:** When the 2020 John Knox Village Gala was canceled because of the pandemic, the Foundation switched gears and created the "On the Road Again" campaign with the goal of raising \$150,000 to purchase new buses to transport residents. Response to the campaign was astounding – \$194,000 was raised via donations from 150 residents, associates and friends of the Village, as well as 29 business partners. The Foundation also received a \$50,000 grant from a trust managed by Bank of America and was able to purchase three new buses.

• **Challenge Accepted:** The Lee's Summit Industrial Development Authority proposed a challenge to the Foundation: raise \$8,000 in 90 days to earn a matching grant to purchase a laser projector for The Pavilion. The challenge was accepted and because of the generosity of Village residents, the Foundation earned all the funds necessary to purchase the much-needed equipment.

• **Inspired Melodies:** The Chapel bells are playing again thanks to a Foundation grant to purchase new software that manages a digital carillon. Chaplain Paul Budd said residents and nearby neighbors often comment about how they enjoy the serene melodies played by the new system.

• **Renewal:** The Foundation established a fund to replace trees throughout campus that have been removed because of declining health due to age or insect damage. The Foundation also received a donation from an anonymous donor to help purchase a Dingo TX 1000, a multi-use piece of equipment for the grounds department.

• **Healthy Donations:** When the Foundation asked for donations of face masks, residents, associates and members of the surrounding community donated about 5,000 face coverings that were distributed to associates and residents at the height of the pandemic.

• **Holiday Spirit:** Instead of holding the annual Holiday Store event at the Village Care Center, the Foundation collected donations for the Giving Tree program. Working in conjunction with the VCC's activity department, personal gifts were collected for residents and were distributed on Christmas.



JKV Financial Report

Balance Sheets - As of March 31, 2021 and 2020

(in 000s)	FY21	FY20
Cash and Cash Equivalents	\$3,810	\$7,048
Accounts Receivable	\$6,733	\$4,094
Other Current Assets	\$15,081	\$6,833
Total Current Assets	\$25,624	\$17,975
Investments and Reserves	\$41,664	\$34,408
Net Fixed Assets	\$117,065	\$120,289
Other Long-term Assets	\$3,991	\$5,076
Total Assets	\$188,344	\$177,748
Long-term Debt	\$115,303	\$115,779
Other Liabilities and Net Assets	\$73,041	\$61,969
Total Liabilities and Net Assets	\$188,344	\$177,748

Statements of Operations Years Ended March 31, 2021 and 2020

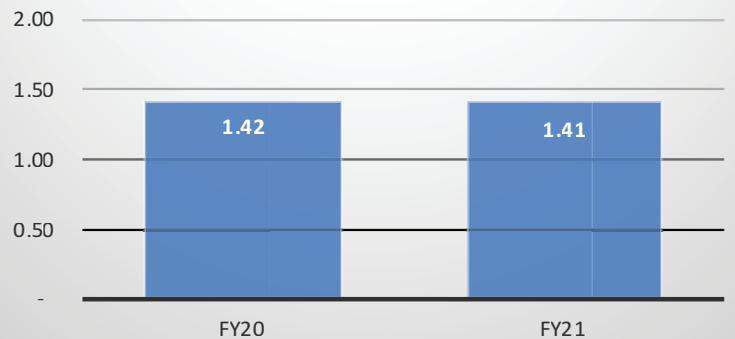
(in 000s)	FY21	FY20
Operating Revenues	\$68,691	\$71,688
Operating Expenses	\$65,275	\$67,152
Operating Income	\$3,416	\$4,536
Investment Income	\$1,347	\$1,294
Other Investment Income (Loss)	\$5,757	\$(3,097)
Interest Expense	\$5,757	\$5,571
Depreciation Expense	\$11,002	\$11,049
Change in Unrestricted Net Assets	\$(6,239)	\$(13,887)
Transfers from Affiliates and Capital Contribution	\$159	\$201
Change in Net Assets	\$(6,080)	\$(13,686)

JKV Foundation Financial Report

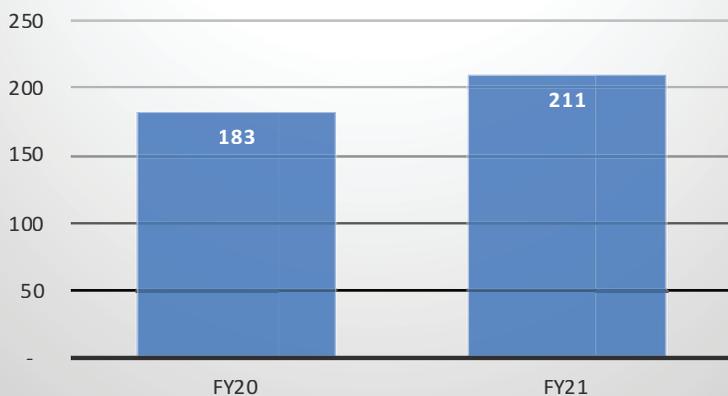
Balance Sheets - As of March 31, 2021 and 2020

(in 000s)	FY21	FY20
Cash and Cash Equivalents	\$21	\$8
Gifts Receivable	\$0	\$16
Investments	\$3,673	\$2,506
Charitable Gift Annuities & Trust	\$183	\$140
Total Assets	\$3,877	\$2,670
Due to JKV	\$52	\$350
Payment Due on Annuities & Trust	\$70	\$83
Total Liabilities	\$122	\$433
Unrestricted Net Assets	\$813	\$164
Restricted Net Assets	\$2,942	\$2,073
Total Unrestricted and Restricted Net Assets	\$3,755	\$2,237
Total Liabilities, Unrestricted Net Assets, and Restricted Assets	\$3,877	\$2,670

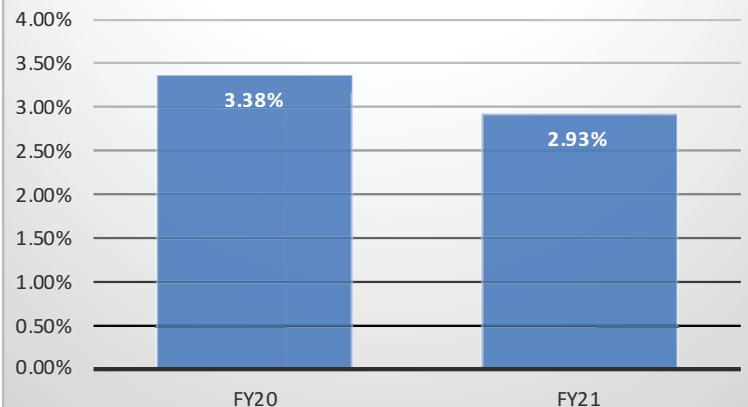
JKV Debt Service Coverage Ratio



JKV Days Cash on Hand



JKV Net Operating Margin



The FY20 chart figures were updated from the prior year to include The Meadows Phase I to make the data consistent with FY21.



John Knox Village

Defining Moments

FY21 ANNUAL REPORT

John Knox Village
400 N.W. Murray Road
Lee's Summit, Missouri 64081
816-251-8000
www.johnknoxvillage.org



The fiscal year 2021 annual report is dedicated to each member of the John Knox Village community.

Throughout the last year, you've demonstrated Personal Responsibility in Delivering Excellence and exhibited the key characteristics that help set our community apart. Positive attitude. Compassion. Team player. Integrity. Respect. Empower. Accountable. Excellence. Knowledge. Because of this, you all helped your friends, neighbors and co-workers throughout this unprecedented time.
Thank you.



Please note: We are pleased to share with you highlights, achievements and challenges from fiscal year 2021. Some of the photos featured in this report were taken prior to the pandemic and don't include physical distancing or the other health protocols put into place to keep members of our community healthy.