EMPOWERED BY P.R.I.D.E.

ANNUAL REPORT

PERSONAL RESPONSIBILITY IN DELIVERING EXCELLENCE
If you could choose one superpower, what would it be? Perhaps you’d delight in the flash of being able to fly, the shazam that comes with reading minds or the ka-pow of superhuman strength.

At John Knox Village, all members of the Village community have their own specific superpowers. Empowered by P.R.I.D.E., our heroes inject Personal Responsibility in Delivering Excellence into each interaction. Although a bit more subtle than leaping tall buildings in a single bound, these powers leave a big impression, especially when used all together to fulfill the Village’s mission of “Enriching Lives, Building Community.”

Throughout fiscal year 2022 (April 1, 2021, to March 31, 2022), Village associates and residents used their P.R.I.D.E. superpowers to help the organization emerge from the global pandemic more nimble, more self-aware and more mission-driven than ever. Their stories – and the impact of their accomplishments – are what set John Knox Village apart from other communities in the Kansas City area as well as the rest of the nation.

What makes our associates, residents and other members of the John Knox Village community so super? For nearly a decade, John Knox Village has empowered community members to make Personal Responsibility In Delivering Excellence (P.R.I.D.E.) a priority. Using the P.R.I.D.E. superpowers listed below, they make a positive difference every day for the organization as a whole.

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**EMPOWERED**
Live it, take it and own it to completion!

**POSITIVE ATTITUDE**
Smile and choose to have an upbeat, can-do day!

**COMPASSIONATE**
Build relationships through empathy, kindness, understanding and care.

**TEAM PLAYER**
If you are not serving someone, serve someone that is.

**INTEGRITY**
Do the right thing when nobody is watching.

**RESPECTFUL**
Give the respect you expect.

**ACCOUNTABLE**
Say what you’ll do and do what you say.

**EXCELLENCE**
Anticipate needs and exceed expectations.

**KNOWLEDGEABLE**
Always be engaged, insightful, informed and plugged in.
We hear about people with superpowers all the time. Some tales are pure entertainment, created to demonstrate what happens when an unassuming person discovers superhuman powers and saves the world. Others are legends about normal people who unexpectedly rise to a challenge or help others in peril. Here at John Knox Village, we have stories involving our associates and residents who, empowered by P.R.I.D.E., take Personal Responsibility in Delivering Excellence. Individually and collectively, they use their powers to make a difference in the lives of those they serve.

During fiscal year 2022, our organization continued to manage through the aftereffects of the global pandemic and the various challenges that came with it. Throughout that time, I heard many stories and had the privilege of experiencing firsthand how much good can be accomplished when people are empowered by P.R.I.D.E. For example, we eagerly welcomed guests back to our campus while concurrently working to accommodate mandates put in place to protect the health of our residents and associates in our licensed facilities. We embraced new residents and patients across the continuum as we worked through challenges caused by supply chain interruptions. We managed increased demands for our services both on the campus and in the surrounding community while concurrently wrangling the challenges of a highly competitive labor market and federal vaccination mandate. We continued conquering tasks set out in our strategic plan while finding ways to navigate the higher cost of doing business.

We traversed the many ups and (thankfully) fewer downs because every member of the Village community, each contributing their own version of the P.R.I.D.E. superpowers, dedicated themselves to achieving our mission. It’s the collective powers of our people who enabled us to end the year strong, united and focused on the future.

Dan Rexroth, President and CEO
The global pandemic didn’t decrease the number of jobs and tasks that operations and development, which consists of facilities, grounds, housekeeping, laundry and renovations, must complete. However, supply chain disruptions, labor shortages and inflation did cause interference. But careful planning and creative thinking helped the team manage through the challenges.

Development successfully juggled the demands associated with multiple large-scale projects, including a 52-apartment expansion of The Meadows and the construction of seven new villas. Managing through the high cost of building materials and lumber prices, timeline disruptions caused by a pre-construction waterline project and contractor staffing shortages, construction progressed for both projects. Five of the seven villas, which were all sold prior to the start of construction, were completed on schedule. (The remaining two were finished during the first quarter of fiscal year 2023.) The Meadows expansion is expected to be completed on time and on budget in fall 2022.

Development oversaw the completion of a 48-stall parking lot, which was started during the prior fiscal year. The lot replaces unusable cottages with much-needed parking for The Meadows. Additional projects started during FY22 included the replacement of curbs and sidewalks on Peace Parkway; cosmetic updates of common areas at the F, G and H buildings; renovation plans for the common areas at the Villager Inn and Villager Complex; repaving Peace Parkway; and others.

The operations side of the division also managed challenges with supply chain disruptions and staffing shortages. For example, because of labor shortages with outside vendors, the renovations team filled an open position with a skilled carpenter. By bringing this type of skilled craftsmanship in house rather than hiring out, future jobs will be accomplished more efficiently and economically.

Public safety, which includes dispatch, transportation, security and emergency medical services, was empowered to “think outside the box” so it could continue to provide high-quality services as the team navigated the second full year of the global pandemic. For example, because public safety’s security officers are first responders to medical calls, they must have an EMT license. To help fill open security positions, the Village implemented an earn-as-you-learn pilot program and began hiring security staff without an EMT-B license. Response to the training program, which was introduced late in the fiscal year, has been strong. (Please see page 13 for additional information.)

When the campus started reopening early in the fiscal year, residents clamored to go visiting and get around town via the grocery and medical bus, leading to a record 36,000 pickups throughout campus.

About halfway through the fiscal year, COVID-19 cases began spiking again throughout the region. Because of the resurgence, Emergency Medical Services broke its call volume record set in FY21 by running 4,416 emergency and non-emergency ambulance transports during the fiscal year. With the increase in calls for assistance both on campus and in the surrounding community, EMS implemented a new billing system to help with accuracy, timeliness and effectiveness of its invoicing and collection efforts. Finally, because (in part) of the increased call volume, as well as the need for additional ambulance services in growing Lee’s Summit, the John Knox Village Foundation announced a new campaign dedicated to raising funds to build new headquarters for the EMS staff.
Dining services, which consists of the Village’s eight on-campus dining options, meal delivery service and catering service, experienced the same challenges affecting restaurants across the nation. To accommodate staff shortages and supply issues, dining services leaders reduced the hours of operation at its restaurants and made changes to its menu offerings. However, it’s important to note that in spite of the operational changes, the restaurants rang up 87,022 more transactions than they did in fiscal year 2021. What’s more, the home meal delivery service continued to be popular, experiencing a 12% increase in business.

With in-person events resuming, The Pavilion staff hosted 71 large-scale gatherings in the event space as well as the Village’s other meeting rooms.

Dining services also began operating the convenience store in the Courtyard Commons, taking over for the John Knox Village Auxiliary when it ceased operation in early FY22. The shop, which offers limited grocery staples and sundries, is now open seven days a week and accepts resident and associate charge, cash and checks. When the Coffee Shoppe took over the market space, sales increased by about $39,000.

To help create more dining cohesiveness across the continuum, dining services and the Village Care Center’s nutrition services joined forces. The re-organization enabled staff from the various eateries to better utilize resources and created opportunities for more collaboration and idea sharing. In addition, the partnership helped the Care Center’s dining team to fine-tune its service and menu offerings to residents and guests. In addition, the Care Center also added a Fresh Market shop so that associates, residents and guests have access to nutritious and satisfying grab-and-go snacks 24-hours a day.

Finally, dining services also welcomed a registered dietitian to its staff to help residents throughout the continuum of care with their nutrition-related health and wellness goals.
By the end of fiscal year 2022, John Knox Village grossed $14.5 million in entry-fee sales – almost $2 million more than had been planned for the year. What’s more, $3.568 million was pushed into fiscal year 2023. A perfect storm of sorts led to the successful sales year: a strong housing market; turnover in The Meadows, which created inventory; and residents continuing to affirm how well the Village managed the pandemic.

The Village once again hosted a Virtual Open House to introduce people to everything the Village has to offer in the comfort of their own homes. The open house featured a variety of engaging and educational videos, such as home tours; a quick primer about the housing market by a real estate professional; cost comparison information; interviews with residents and associates; information about new construction; and much more. In all, 1,570 unique visitors visited the site.

As the year progressed, the Village hosted multiple in-person events to engage and educate people about the community.
Students as Teachers
The Village collaborates with three local schools to enable residents and students to learn from each other. Residents and students from the University of Missouri-Kansas City School of Medicine, Lee’s Summit West High School career resources and the University of Central Missouri child and development studies worked together on a variety of projects. In addition to contributing to academic success, the partnerships allow the different generations to bond and learn important life skills from each other.

John Knox Village is always eager to help other organizations achieve their goals related to making life better for older adults. So when Pineapple Academy, which offers online operational training for senior living, health care and food service operators, asked if they could partner with the Village to create employee training videos, the answer was a quick, “Yes!” A Pineapple Academy production team was on campus for several days, filming interviews and footage for employee training videos demonstrating proper safety and cleaning techniques.

P.R.I.D.E. in Action
“Josh in maintenance was persistent in finding and solving the cause of the humming noise in my home. He also went the extra mile to install a new doorbell and knew that there were new ones in stock! He had a wonderful attitude. Well done, and thank you!”

One Million ... And Counting
Operations, including facilities, grounds, renovations, housekeeping and laundry, achieved a major milestone by surpassing 1 million work orders. In the work order system, which was established in 1995, residents and associates can place work requests 24-hours a day that range from changing a light bulb to repairing a sprinkler line break. Operations oversees about 1.8 million square feet of buildings on the Village’s 230-acre campus. During FY22, the team completed 32,140 work orders.

Called to Serve
John Knox Village Dispatch answers more than 9,000 calls a month. Callers reach out for various reasons: from requesting emergency assistance to Dial-A-Ride pick-ups to after-hour maintenance help – and everything in between. They also monitor the Village’s personal and building alarm systems and surveillance cameras across the campus.

Scan to Watch Video
Scan to Watch Video
The Community Health Services division saw a lot of changes during fiscal year 2022. From new leadership to operational shifts to partnership pursuits, many thoughtful decisions empowered by P.R.I.D.E. will positively impact the various departments and those they serve.

**Leadership Report**

- Anthony Columbatto was named the new vice president of health and community services. Columbatto, who joined the Village as the Village Care Center administrator in 2016, succeeds Rodney McBride.
- Long-time director of nursing at the Village Care Center Tami Hoversten was promoted to administrator of the skilled nursing facility. Amberae Fisher was promoted to director of nursing.
- Marie Winter-Calvillo joined the Village as the Village Assisted Living administrator. Samantha Gladney was promoted to director of nursing. Clinical supervisors Jackie Byers and Charity Hammer both were promoted to manager of clinical services.

Village Outpatient Therapy, which is available to Village residents and members of the surrounding community, has a new home. After outgrowing its space inside Village Assisted Living, the therapy service moved to the Ambassador Room. Patients now have more room for their therapy sessions; there is more space for equipment; patients can come and go without disrupting daily life for assisted living residents; and there is a large parking area accessible through an outside entrance. Finally, a monument sign has been erected on a busy street outside the building, which is attracting even more attention to the therapy service. The move, a new partnership with the John Knox Village Fitness Center and additional marketing efforts led to a nearly 53% increase in business during the fiscal year.

Working to assist patients who live throughout the Kansas City Metropolitan Area, Village Home Health formed relationships with multiple health care providers, such as Ignite Medical Resorts. This is a beneficial partnership because it broadens home health’s ability to serve patients by providing care and service in each of Ignite’s five locations in Kansas and Missouri.

The agency also is helping its patients with congestive heart failure and COPD to better understand their illnesses by introducing new educational materials. The new communication provides clearer descriptions and instructions to help patients better understand their disease as well as manage symptoms, medication and equipment. As a result, communication between patients and staff is enhanced.

Finally, Home Health completed contract negotiations with Aetna Medicare Advantage for Missouri claims as well as contracts with United Healthcare. As a result of the new relationships, updated insurance contracts and expense management, Village Home Health made positive progress as it worked to emerge from census challenges that occurred during the pandemic.

**P.R.I.D.E. in Action**

“Diane in Village Assisted Living – I appreciate your dedication and hard work and particularly all of the other ‘little’ extras you do for me. You are special.”
In recent years Village Assisted Living has been going through a physical renewal. After opening a new wing in fiscal year 2020, the Village shifted its focus to the existing assisted living building. Navigating supply chain challenges, the $1.3 million capital improvement project to update the corridors and common areas with new lighting, paint, carpeting, furniture and artwork was completed in FY22. Nursing stations and medical rooms also were renovated, as was the front entrance with the construction of a new porte cochere.

With the interior renovations complete, the budget allowed attention to be moved outside with the creation of a courtyard patio. The new concrete patio is about 1,500 square feet and was completed within a $40,000 budget, which included addressing a drainage issue, landscaping and new outdoor furniture. John Knox Village’s grounds team designed and installed the landscaping.

Finally, work to freshen up the apartments also started late in the fiscal year. The plan is to renovate apartments a few at a time to keep disruption in the building to a minimum. The floor-to-ceiling makeovers include new energy-efficient windows, luxury vinyl plank flooring, paint, fixtures and trim, as well as updates to cabinets, countertops and bathrooms. Once those are complete and new residents move in, they will schedule the next few units for updates.

Census declined during the COVID-19 years. However, Village Assisted Living staff worked to regain lost census, increasing resident counts from 63% occupancy in September 2021 to more than 70% by the end of the fiscal year. The Assisted Living memory care units also experienced steady census growth, reaching nearly 100% occupancy in all three neighborhoods by the end of FY22.
Leveraging P.R.I.D.E., Village Hospice elevated multiple relationships to help it achieve its business and philanthropic goals. In addition to strengthening partnerships with Research Medical Center and Lee’s Summit Medical Center to increase census, hospice entered into a new agreement with Ignite Resorts. The agency also continued its efforts to move up the ranks of the We Honor Veterans initiative by hosting veteran-specific trainings as well as a variety of special events, including lunches, recognitions and a collection drive. By supporting this special segment of the population, hospice hopes to reach the We Honor Veterans level-5 status in fiscal year 2023, the highest level of recognition an organization can achieve.

Village Hospice’s focus on strengthening relationships also extended to the Village campus. Hospice increased its efforts to educate Village residents about the importance of engaging in palliative care and hospice offerings earlier so they can more fully benefit from the services. They also plan to expand their educational efforts to help members of the surrounding community better understand the concept of hospice and palliative care.

Village Care Center

After weathering the storm caused by COVID-19, the Village Care Center started the long process of moving out of pandemic mode. As a state-licensed skilled nursing facility, the Village Care Center continued to follow the mandated regulations about reporting cases and wearing masks. However, staff also looked to the future, envisioning days when challenges created by the pandemic are a distant memory.

In late FY22, Care Center leaders began implementing a plan that will have a positive impact on all members of the VCC community. The plan creates greater consistency with staffing, which is important to the physical, mental, emotional and social health of residents and associates; decreases the use of expensive agency staff; and generates greater financial sustainability.

To achieve their goals, the VCC began realigning its resident census with staffing numbers, limiting new admissions to only John Knox Village residents who moved to the Village under an entry-fee contract. (There are some circumstances where exceptions are made.) Staffing also was adjusted where needed. For example, some members of the nursing staff were asked to transition to different nursing positions. In other departments, staff was asked to apply for open opportunities. Finally, some vacant positions weren’t filled.

P.R.I.D.E. in action

“Pat, from Village Helpers, came to help me with bath care. I recently broke my arm and quickly learned there is only so much I can do with one good arm. It feels good to have freshly shampooed hair!”

Village Hospice

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RECORD HAUL

To be a member in good standing in the We Honor Veterans initiative, Village Hospice hosts community involvement events, such as a drive to collect items for the Veterans Community Project. The drive was held just before Veterans Day in November and brought in more than three carloads of items, including more than 20 pairs of shoes, a plethora of gift cards, sleeping bags, socks and a variety of other items.

FIVE YEARS DEFICIENCY-FREE

For five years in a row, Village Assisted Living and its three Village Assisted Living memory care neighborhoods achieved a “deficiency-free” survey. This means all the assisted living entities were in total compliance with state regulations for resident care, services provided and overall environment. Being deficiency-free takes a collaborative team approach to care and is the best rating an assisted living facility can achieve. Surveyors arrive unannounced and conduct their audit over a period of several days. The survey process can include interviews with residents, family members and associates.

A FIVE-STAR RATING

Village Home Health received a five-star rating from patients via the Home Health Care Consumer Assessment of Healthcare Providers and Systems Survey (HHCAHPS), a national survey of home health care patients’ perspectives of their skilled home care. HHCAHPS includes 25 “core questions” and 9 “about you” questions. The three composites that are publicly reported on www.medicare.gov are “Care of Patients”, “Communications Between Providers and Patients” and “Specific Care Issues. The five-star rating is the highest rating an agency can receive.

SMALL MOVE = POWERFUL OUTCOMES

When Village Outpatient Therapy, which provides physical, occupational and speech therapy, moved to its larger treatment space, the service was able to more than double its census. With the increase in caseload, it also increased staff, adding two full-time physical therapy assistants, one full-time certified occupational therapist assistant and about 10 hours a week in speech therapy.
As the effects of the pandemic waned, John Knox Village and its human resources department began gearing up to welcome new associates to the community. Unfortunately, members of the workforce had different ideas; many opted to change careers or not return to work, which created unprecedented competition for workers among employers in all industries. However, guided by P.R.I.D.E., the Village’s human resources department employed creativity, determination and downright grit to make sure the right people were hired or remained in the right jobs to enrich lives and build community.

Throughout fiscal year 2022, the Village’s human resources professionals, managers, supervisors and other leaders worked tirelessly to find creative ways to recruit and retain associates with a heart for service amid the tightest job market in almost five decades.

The Village widened its recruitment net by inviting residents who are interested in both living and working at the Village to apply for consideration to specific open positions, just like applicants from outside the organization. To date, residents have been hired as a concierge, barista and as restaurant hosts.

To drive applications and cut turnover, the Village also implemented wage increases, which is a difficult process because of the expense involved and complexity of the workforce. Since fiscal year 2021, three minimum wage changes have gone into effect for entry level/front line positions, positively affecting 310 associates in dining, public safety, housekeeping, grounds and nursing. In addition, hiring bonuses are tied to multiple positions, and the Village continues to offer the associate referral program. They also hosted monthly Walk-in Wednesday recruitment events.

Human resources also reinforced its recruitment partnerships with schools (high schools, career centers, community colleges, universities, etc.) and organizations that help match individuals with jobs. Representatives participated in career fairs, mock interviews and classroom presentations. Job shadowing and internship opportunities were available.

Finally, to help retain new associates, new hires are encouraged to participate in WeCare Connect New Hire Touchpoint surveys to make sure they are engaging with the organization early on in their tenure. WeCare Connect reaches out to new associates after 2 weeks, 45 days, 75 days and 6 months of employment. FY22 ended with an 85.8% completion rate for new hire touchpoints, exceeding a goal of 85%.
Because of the challenges associates with the stressed labor market, John Knox Village Public Safety leaders implemented a new approach to attracting candidates for open security officer positions and are seeing results.

The Village began offering a new training program that enables new security officers to earn their emergency medical technician-basic (EMT-B) license while on the job and quickly hired qualified candidates to fill the available positions. The new associates attend a 40-hour first responder medical course to learn first aid, health care CPR and other necessary skills before working by themselves. They also shadow another security office who already has their EMT-B license when responding to medical calls. The new associate also enrolls in a five-month EMT Basic program; when the associate completes the course and earns their license, they will receive up to $1,000 for tuition reimbursement.

The EMT-Basic training program is similar to the Village’s Nursing Pathways program. Established in 2014, the program covers tuition costs and allows CNA students to attend class and clinicals while also enabling them to work full-time and earn benefits. During FY22, 21 students participated in the program. To date, more than 100 individuals have graduated from the program.
Unfortunately, a highly competitive labor market created recruiting, hiring and retention challenges, and the number of applicants for open positions did not meet the Village’s needs. Competition for workers has expanded and now includes retail employers. For example, a national box store – which offers a very different work environment from the one at the Village – announced multiple rounds of wage increases and now directly competes for workers with the Village. To help address the staffing challenges, the Village offered additional hiring bonuses, implemented salary adjustments and expanded on-the-job training opportunities. These and other steps are helping the Village to improve its ability to attract and retain associates.

The staffing issues impacted the revenue and expense columns of the fiscal year budget due to fewer health care admissions and other lost revenue opportunities. These issues will likely last well into the future. In response to lower-than-budgeted revenues, leaders effectively managed expenses during FY22 – ending the year favorable to budget by $5.4 million. Although a significant amount of the savings can be attributed, unfortunately, to decreases in salaries, wages, insurance and taxes, the Village also successfully controlled campus energy usage as well as supplies and equipment expenses.

Staffing, supply chain issues and other challenges also forced leaders to take hard looks at their operations. For example, the Village Care Center adjusted census and staffing levels. Dining Services made difficult choices that affected operating hours and menu offerings. Operations associates had to be flexible and creative to accomplish work orders. On the flip side, Village Home Health and Village Hospice created new partnerships with area health care providers and focused on ways to increase business on the campus.

Juggling the current challenges with future success, the Village also continued its efforts to maintain a vibrant campus. It continued the popular villa program – seven additional homes were pre-sold and constructed during FY22 and into early FY23, and more are planned. Also, after pre-selling more than half the available homes, the Village started construction on the 52-apartment expansion of The Meadows, a project that will cost about $32 million – about $18 million from bond sales and $14 million in temporary bank debt. The project will be completed on-time and on-budget. It’s important to note current residents do not contribute to the funding of construction costs for The Meadows and the villa projects.

Strategic initiatives completed in previous fiscal years, which include investments in independent living and assisted living, have garnered strong responses and have had a positive impact on JKV’s financial performance. The Village’s financial ratios continue to meet expectations given the business environment. Investors are still looking at the Village as a good place to put their money.

Despite the various challenges created by the pandemic and its aftermath, the Village is working to remain nimble and flexible so it can continue to meet future contractual obligations to residents and ensure long-term organizational sustainability.

Early in fiscal year 2022, John Knox Village leaders were optimistic that the organization was getting closer to “normal” operations. However, the wide-reaching and varied impact of the global pandemic coupled with the emergence of new COVID-19 variants created ripple effects that changed the Village’s best-laid plans. But through it all, Village staff managed the challenges and continued building on its strong financial foundation.
Positive Fiscal Impact

Information Technology completed a long list of activities during the fiscal year that made a positive impact on the entire Village community. For example, the department successfully procured not-for-profit pricing for the Microsoft Office products used throughout the organization, saving the Village about $95,000 annually. IT worked directly with Microsoft to qualify for and set up the new licensing program.

Strong Relationships Mitigate Supply Chain Disruptions

Supply chain disruptions created multiple challenges for Materials Management, the department that purchases and distributes nearly every item the Village uses to provide care and service. However, staff found ways to more effectively use resources on hand and worked overtime to leverage already strong relationships with vendors to find replacement products. Their end goal: to keep residents from experiencing the full effects of the supply challenges. Materials Management practiced good product management to make sure items needed to complete jobs were on hand, a challenging task because of the lag between when items were ordered, manufactured and delivered. They also encouraged associates to think about their available resources in a different way, for example, helping them to find ways to recycle or repurpose items to complete a task.

BB+ Stable Outlook

Fitch Ratings, John Knox Village's independent credit rating agency, affirmed the Village’s rating of “BB+” with a stable outlook on about $125 million worth of bonds previously issued by the Industrial Development Authority of the City of Lee’s Summit.

The Village used the tax-exempt municipal bond proceeds to finance various capital projects related to the campus redevelopment plan. The bond proceeds lower the cost of capital for the funding of a variety of projects, including the construction of the Courtyard Commons, D Building and The Meadows. A portion of the series 2018A bond proceeds refinanced the 2007 Series bonds and provided funds the renovation of the Village Care Center and the construction of Village Assisted Living’s 400 unit. Fitch’s rating also applies to the tax-exempt series 2021A bonds that were sold to an institutional investor. Proceeds from the bonds were used to fund a portion of The Meadows expansion as well as existing unit renovations, common area improvements and bond-related costs.
JKV Financial Report
Balance Sheets - As of March 31, 2022 and 2021

(in 000s) FY22 FY21
Cash and Cash Equivalents $5,566 $3,810
Accounts Receivable $3,136 $6,733
Other Current Assets $14,756 $15,081
Total Current Assets $23,458 $25,624
Investments and Reserves $61,750 $41,664
Net Fixed Assets $120,976 $117,065
Other Long-term Assets $2,582 $3,991
Total Assets $191,308 $188,344
Long-term Debt $129,558 $115,303
Other Liabilities and Net Assets $61,750 $73,041
Total Liabilities $191,308 $188,344

Statements of Operations
Years Ended March 31, 2022 and 2021

(in 000s) FY22 FY21
Operating Revenues $64,630 $68,691
Operating Expenses $62,831 $65,275
Operating Income $1,799 $3,416
Investment Income $4,160 $1,347
Other Investment Income (Loss) $2,969 $5,757
Interest Expense $5,531 $5,757
Depreciation Expense $12,260 $11,002
Change in Unrestricted Net Assets $(8,863) $(6,239)
Transfers from Affiliates and Capital Contribution $37 $159
Change in Net Assets $(8,826) $(6,080)

JKV Foundation Financial Report
Balance Sheets - As of March 31, 2022 and 2021

(in 000s) FY22 FY21
Cash and Cash Equivalents $18 $21
Investments $3,866 $3,673
Charitable Gift Annuities & Trusts $181 $183
Total Assets $4,065 $3,877
Due to JKV $173 $52
Payment Due on Annuities & Trusts $70 $70
Total Liabilities $243 $122
Unrestricted Net Assets $743 $813
Restricted Net Assets $3,079 $2,942
Total Unrestricted and Restricted Net Assets $3,822 $3,755

Total Liabilities, Unrestricted Net Assets, and Restricted Assets $4,065 $3,877

JKV Debt Service Coverage Ratio

JKV Days Cash on Hand

JKV Net Operating Margin
Best of the Best – Eastern Jackson County

The Examiner presented John Knox Village with three Eastern Jackson County “Best of the Best” awards, which are voted on by the publication’s readers. The accolades included Best Retirement Community, Best Assisted Living and Best Memory Care, plus recognition of Village Home Health as a top three finalist in its category. To date, the Village’s Examiner awards include the following.

- Best Memory Care (2021, 2020, 2019)
- Best Home Health Care (2020, Finalist 2021)
- Finalist - Physical Therapy (2021, 2020)

JKV Strikes Gold

John Knox Village residents Connie and Bill Perry and Anna and Steve Kilde participated in the Missouri Senior Games and brought home a lot of gold – gold medals that is. Altogether, the couples collected 19 gold medals and two silver medals. Most of the medals were won while competing in bowling events. The couples participated in the singles, doubles, mixed doubles and team events. They all received gold medals in three of the categories and a silver medal in the singles event.

Best Nursing Home in Missouri

Newsweek magazine recognized the Village Care Center as the best nursing home in the state of Missouri in its “America’s Best Nursing Homes 2022” rankings. Newsweek evaluated 450 nursing homes in the 25 most populous states, focusing on key performance data and peer recommendations, as well as the facility’s response to the pandemic. Anthony Columbatto, vice president of health and community services, said, “While awards and other acknowledgments will never take away the pain we experienced, after all of the hardships of the past 20 months, we are grateful that the VCC team has received such tremendous recognition for their work.”

Excellence in Fall Prevention

At the LeadingAge national conference, VirtuSense presented John Knox Village with its first Excellence in Fall Prevention award, recognizing the Village Care Center’s success in reducing falls by 80% using the VSTAlert system. Adity Nath, VirtuSense president and chief growth officer, said, “We are so thankful for the success you have achieved to keep your residents safe.”

John Knox Village was honored by the Lee’s Summit Chamber of Commerce for being a member in good standing since 1981.

The Village’s involvement has included both leadership and financial support, which creates an optimum environment for economic growth and development for the community.

Village leaders have served on a variety of chamber committees, oftentimes in officer positions. Also, more than three dozen associates have participated in Leadership Lee’s Summit, a nine-month program designed to educate and build community leaders.

Members of the Village staff also have volunteered at Chamber-sponsored events. For example, about 30 Village associates help at the Oktoberfest celebration in Downtown Lee’s Summit every fall.

John Knox Village was named a semi-finalist in the Lee’s Summit Chamber’s Truly the Best Business of the Year awards. The award honors organizations that exemplify good business practices, strong employee relations and prudent management strategies.
Fiscal Year 2022
John Knox Village
Foundation Board of Trustees

Kitty Ham, Chair
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

RAISE A ROOF FOR EMS
CAPITAL CAMPAIGN LAUNCHED

The Foundation launched a capital campaign to help fund a project that will have a positive impact on residents, associates and members of the surrounding community for years to come.

Called “Raise a Roof for EMS,” the funds raised by the capital campaign will be used to help build new headquarters for John Knox Village Emergency Medical Services. The current quarters, located in the Administrative Center, do not meet the specific needs of the growing EMS team. The new headquarters will provide staff the room needed to rest and relax between calls, which will enhance their physical and emotional well-being, as well as space for meetings and training. It also will have a larger garage to house all the Village’s ambulances, supplies and equipment under one roof. The current space holds only two of the Village’s four ambulances.

TREE REPLACEMENT FUND GROWING

To help expedite the planting of new trees around the campus, the Foundation collects donations for the tree replacement fund. During fiscal year 2022, the grounds teams used the fund’s proceeds to help purchase more than 50 large trees of three different varieties that are being planted throughout the campus. Residents have donated to the fund to help the Village’s efforts to provide healthy and beautiful green spaces for all members of the Village community to enjoy.

The fund is popular among Village residents because a highlight of the John Knox Village campus is the abundance of mature trees that are prevalent in the landscape. In recent years, however, many trees have been removed because of declining health due to age or damage caused by the invasive emerald ash borer.

ANONYMOUS DONOR GIVES GENEROUS GIFT

As the grounds department prepared for yet another round of measurable snowfall, rather than being grumpy about the news, the grounds team embraced it. Why? Thanks to the generosity of a Foundation donor, the team procured another helpful piece of equipment.

The new front loader attachment for the Holland tractor enables the grounds team to work even more efficiently and effectively – its loading capacity is at least two times greater than the skid steers the team usually used to load ice melt into the spreading trucks. What’s more, the versatile attachment can be used year-round to move dirt, leaves, mulch and other heavy materials.
LET’S GO SHOPPING

The John Knox Village Ambassadors, a group of resident volunteers who assist the Foundation, collected donations for the Village Care Center Holiday Store. An annual event, the store enables residents of the skilled nursing facility to “shop” for jewelry, clothing, decorations, books, toys and more for loved ones. The gifts were then festively wrapped and tagged by Auxiliary volunteers.

HOLY GUACAMOLE!

In September, residents, associates and members of the surrounding community celebrated together at the 2021 John Knox Village Gala – Let’s Fiesta! The event helped to raise more than $170,000, which will be used to build new headquarters for the Village’s Emergency Medical Services team. Although this year’s event was different from past galas – everyone wore masks, hand sanitizer was ever present and the band performed behind a glass partition – guests had a wonderful time while enjoying delicious food, bidding on fun auction items and reveling in the beauty of The Pavilion, which was transformed into a Spanish courtyard.

THE SPIRIT OF GIVING

In what has become an annual tradition, Hobby Hut volunteers continued making and donating toys to local children in need thanks to donations to the Foundation. Funds raised for the Hobby Hut were used to purchase equipment and supplies, such as wood, paint and other materials. In turn, Hobby Hut elves created close to 300 handmade wooden trucks, cradles, puzzles and other toys, which were donated to Lee’s Summit Social Services.

LEGACY GARDEN MILESTONE

The Foundation achieved a milestone goal when it installed the 100th brick in the Legacy Brick Patio. Located adjacent to The Meadows commons, the beautiful area is a serene place where residents and their guests can gather, reflect, reminisce and enjoy the fountain, gardens and park. Proceeds from the Legacy Brick Garden support wellness programs at 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.