**Forty** is the old age of youth; **fifty** is the youth of old age.  
~Victor Hugo

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Westminster has been a trailblazer from the moment it opened its doors in 1967 as the first continuing care retirement community in the state of Texas. We started our community with a board of directors and 12 employees with a vision. Today we are staffed with more than 300 professionals who have cultivated Westminster’s reputation as one of the region’s “Best Places to Work” and a multi-generational community that welcomes residents and their families while providing an extraordinary lifestyle.

Each year, Westminster celebrates new milestones with tangible and subtle improvements that strengthen our sense of community. Whether it’s achieving the highest marks for skilled nursing or introducing new technology and amenities to independent living, Westminster continuously strives to entertain, nurture and serve our residents, who deserve the best.

This annual report magazine captures our historic past and propels us toward the future. We’ve even incorporated the “Mad Men” look and feel, which is still very much in vogue. If this reportcatches your attention, stop by for a tour to see how youthful retirement can feel.

Chuck Borst

2017 RESIDENT SURVEY RESULTS: 95% OVERALL SATISFACTION SCORE
96% of residents are very satisfied with Westminster
95% of residents would recommend Westminster to others
93% of residents feel at home at Westminster
Westminster Past, Present & Future

When the first generation of residents moved to Westminster, oil drove the economy and the capital city was a sleepy college town of just 200,000 residents. Man was journeying into space, computers were a thing of the future and “The Graduate” debuted in theaters. Onsite healthcare in a senior living community was a novelty that existed on paper and most of the country had never seen a retirement home.

Today, senior living has been revolutionized with state-of-the-art technology and access to the highest standards in healthcare. Westminster overlooks a steel-and-glass skyline of one of the most vibrant and beautiful cities in the nation, where our residents enjoy world-class entertainment, outdoor walking trails, cultural events and every imaginable choice of dining. We also offer comfortable living spaces and quiet time with a library and courtyards, as well as peaceful nooks for relaxation to allow residents to design their own lifestyle every single day.

As we look to the future, Westminster will continue to invest in improvements from the inside out, especially smart technology to improve our operations. Soon, the community will be completely connected with Wi-Fi access for residents’ convenience, and we will provide new advances in healthcare.

In 2017, we began a renovation on the exterior of the Preston building, with modern features added to balconies and new energy efficient windows to allow more light. We also renovated some of our interiors, such as our newly redesigned solarium, for ease of entertaining, launched our resident web portal to give residents access to information and control their schedules, and added more communications screens throughout the community to inform residents and visitors about activities. While we know the best is yet to come, we can take stock in the history we have built at Westminster, which makes our community one of the most flexible and welcoming places to live in Austin.
A good song takes on more meaning as the years pass by.
~Bruce Springsteen
A Town that has Grown up

When Westminster opened its doors 50 years ago, Austin was a small town with a downtown that ended on the shores of the Colorado River. Farm to market roads have since become major thoroughfares, as glass-and-steel high rises modernize the skyline to complement historic structures and the Capitol dome.

As the capital city of the 12th largest economy in the world, Austin has become a kaleidoscope of international cuisine, music, art and culture. It is home to some of the world’s largest tech, healthcare and financial companies, a Formula One racetrack, and a global research university that has built a medical school focused on improving health, not just treating patients.

Austin is a youthful-minded city where generations blend together to enjoy a high quality of life. Westminster residents take advantage of a lively international restaurant scene and festivals and performing arts centers that attract artists from around the world. They stay fit navigating miles of generous trails, parks and pools that nurture an energetic carefree spirit throughout the year.
Life is Entertaining

Every year, Westminster organizes hundreds of special events that offer new perspectives on lifestyle, healthcare, arts and the economy. Residents often plan and host these events to infuse their own flare and sense of history.

Elixir to Aging

Rich Little entertained audiences at Westminster to celebrate its 50th Anniversary. Approaching 90, Little has discovered the fountain of youth with a high-energy performance and an appreciation for the funny sides of aging. When Westminster opened in 1967, Little was making appearances in Hollywood, guest starring in a variety of popular television shows, including many of The Dean Martin Roasts and The Ed Sullivan Show. Over the years, Little’s routine has remained timeless and his impersonations of celebrities like Jimmy Stewart and John Wayne may be better than ever.
Former technology writer for The New York Times, Eric Taub, joined Westminster for a fun-filled evening discussion on technology for the ages. He empathized with seniors feeling overwhelmed by the tsunami of high-tech gadgets that are almost too “smart” to operate. In plain-speak and with a hearty dose of humor, Eric advised seniors on how to approach technology to make their lives easier—not harder. He showed photos of past technologies that are no longer recognizable like first-generation mobile phones, and other timeless gadgets that have changed very little over time, such as the light bulb.

Does This Plug Into That?
To commemorate the 50th Anniversary of Westminster, this year’s Book Festival looked at our fair city through the lens of history.

The first night, Texas Monthly executive editor, Skip Hollandsworth, presented his book, Midnight Assassin, the story of the serial murders that stalked Austin in the 1880s and have gone unsolved. He talked about the dark hallows of this frontier town contrasted to the trendy metropolis of today’s Austin. On day two, three local historians including former Mayor Lee Cooke chronicled the leadership and issues that dominated Austin’s industry and culture from the turn of the century until present day. Following lunch, attendees were treated to a book fair featuring local authors.
Having grown up in Austin, **Dr. William Schleuse** relocated his practice after many years in Houston. Retiring after 20 plus years of practice in Austin, he and wife **Virginia McDermott** moved to Westminster in 2013. A second-generation resident, Bill’s parents called Westminster home in the 1990s.

Throughout their new residence, Bill and Virginia display his original photography and her paintings. They remain active at Westminster, where Virginia is on the Wellness Committee and participates in a play-reading group. They began a book group that Bill chairs, and he co-chairs the Westminster Activity Committee. In the community, Bill is on the board of a non-profit, enjoys a long-running photography group and has taught in the lifelong learning programs at The University of Texas at Austin on the history of photography.

Much of Bill and Virginia’s art is inspired by their travels, small ship cruises being their favorite mode. While relishing travel, both love the life that awaits when they return home to Westminster’s amenities and the company of other residents. As a psychiatrist, Bill especially appreciates Westminster’s support system. “Social isolation can be really harmful. It is better for people, especially as they get older, to have meaningful interaction.” The two enjoy the camaraderie of interesting friends here, and the quality of health care available at Westminster provides real peace of mind.
Merle Conley and her late husband, Carl, moved to Austin to be closer to their adult children and grandchildren after raising four daughters on their ranch in South Texas. Their lives came full circle because it is in Austin where the couple met as students at The University of Texas. Merle studied child development and Carl served in the Battle of the Bulge, World War II, followed by law school. He was active in ranching, farming and practicing law. With Merle by his side, he won two terms as State Representative and County District Attorney.

Merle still has a home in the Rio Grande Valley where she returns to conduct business. Her family ranch continues to serve as a hunting camp rich in wildlife, including deer, quail, dove, javelina and nilgi.

Today, she remains active in her children and grandchildren’s lives. Family members come often for Sunday dinners, and she’s hosted UT foreign exchange students during the holidays.

As former chair of the Westminster Activities Committee, Merle believes the residents and programs here are the finest anywhere.
Before moving to Westminster, **Frank Calhoun** was active in Texas politics. Frank served four terms as a state representative from Abilene, and then worked as an attorney and lobbyist. Frank’s roots in Austin began when he earned his J.D. from The University of Texas School of Law. Though he has lived all over the state, he officially moved back to Austin in 1996.

His community involvement in Austin brought him to Westminster. He chaired the board of the Harry Ransom Center at The University of Texas at Austin and is involved in alumni groups throughout the campus, where he met many faculty and administrators who reside at Westminster. Whether it’s grabbing lunch with friends downtown or attending board meetings, Westminster allows Frank piece of mind as the years go on and a location near the “world of friends” he keeps in the community of Austin.

Frank has two sons and a daughter that live close by in Dallas and Houston. They make visits to Austin with his seven grandchildren often, and Frank still makes time to visit his home district of Abilene regularly.
Jo Betsy Szebehely, Westminster resident since 2008 and lifelong resident of Austin, knew she wouldn't retire anywhere else. Jo Betsy's Westminster roots run deep. Her father and her great aunt were former residents. She fondly remembers her visits to Westminster, one in particular, bringing Fredericksburg peaches to staff the day her great aunt moved her into her residence in the Preston building. When her father lived in the healthcare center he would look at her and say, “Oh this is a good place.” She agrees.

Jo Betsy is actively involved in the Westminster community, currently serving on the Residents' Association Executive Committee and the Food Committee. Beyond Westminster, she’s a deacon at First Baptist, and she volunteers at the Episcopal Seminary of the Southwest and with Friends of the H.E. Butt Family Foundation.

Jo Betsy holds a J.D. degree from The University of Texas and practiced law for 38 years while her husband taught at the Department of Aerospace Engineering after he worked on a number of programs of importance to U.S. space exploration.

Life must strike a balance. “I see Westminster as a comfortable, safe, quiet, ‘just right’ place. Privacy when you want it, lots to do when that’s what you want.”
Over their 51 years as residents of Austin, Ben and Janie Breed have raised three sons, revolutionized submarine warfare, and fed thousands of satisfied Austinites. Ben is a Ph.D. physicist and Janie is the former owner of Austin institution The Kitchen Door. The couple continues to enjoy their family ranch in Dripping Springs, which provides plenty of space for their five grandchildren to explore.

Many in Austin have had the pleasure of eating Janie’s famous chicken salad and meatloaf sandwich, including former Texas Attorney General John Hill, for whom Janie catered personal parties. The restaurant was described as “venerable and beloved” by the Austin Chronicle and any Austin resident of the past 30 years is sure to recall Janie’s delicious baked goods and lunch specials. As Austin was enjoying Janie’s creations, Dr. Ben Breed was doing important work of his own, helping to develop new sound and sonar technology to combat submarine warfare for the federal government. Today, Mr. Breed remains active in his pursuits, serving as a visiting professor at the Naval Postgraduate School in Monterey, California.

The couple came to know Westminster when each of their mothers were residents. When it came time to make a move in their retirement, Westminster’s facilities and services stood out among the rest. Close in proximity to their children, grandchildren and ranch, the Breeds continue to live fully as members of the Austin community.
Mary Lib Thornhill is an established Austinite and Westminster resident since 2016. She has a long history with Westminster. After her mother-in-law moved in, her husband, “Scoop” Thornhill, served on the Westminster Board of Directors for about 10 years. Mr. Thornhill was a part of the effort to build the indoor pool—a feature that is extremely popular at Westminster.

After graduating from The University of Texas at Austin, Mary Lib continued to study art throughout her life. She studied Art History at Harvard, painting at The Fogg, and art at The University of Massachusetts and in Madrid. Later, she earned a teaching certificate at The University of Houston.

Mary Lib owned her own gallery in Houston before moving to Austin. She taught art in Houston, Brazosport, Austin and Eagle Nest, New Mexico. Today, she is an active member of the art community in Austin, serving as a member of Tarry House, The Capital Arts Society, The Pastel Society and Waterloo Watercolor Group. Mary was President of Laguna Gloria, a local art museum now named The Contemporary. Her favorite mediums are watercolor, oil, and pastels and she’s currently giving her granddaughter and her friend weekly painting lessons among the beautiful artwork of her residence.

In addition to participating in a regular bridge game with other residents, Mary Lib works out every morning. Living at Westminster has allowed her to stay active and meet new friends.

Mary Lib has three children and seven grandchildren, many of whom live in town. She has a standing date for church on Sunday with her daughter, Mary Ann, who says that her mother’s new place at Westminster “feels very much like home.”
Jack Howard has been a Westminster resident since July 2013, and his wife Shirley received care in the Arbour Health Center. As a young man, Jack served in the Naval Reserve during World War II and graduated from The University of Texas at Austin with a Bachelors in Geology. He started his career working for an oil company, moving 10 times before settling down in Austin, where he remained with his wife for 52 years. He and Shirley had two children, Judy and Robert, who both live in Austin. Jack worked in the Texas General Land Office for more than two decades, followed by the UT System before retiring in 1992.

Mr. Howard loves to tell jokes, especially ones involving Texas Aggies. He has found a home at Westminster on the bartending committee, serving drinks to fellow residents during social hours. He enjoys the good food that is served here daily.

His daughter Judy and her husband join him regularly at Westminster for Sunday lunch. Mr. Howard has three grandchildren.

Jack enjoys the community of Westminster because of the friendly people who have interesting backgrounds. He notes, “Having lived in West Austin for so many years, there were so many people I knew here before I moved in.” Mr. Howard isn’t shy and has found an outlet for his enthusiasm at Westminster.
Catherine Wahrmund, Westminster resident since 2013, has called many places home over her lifetime, but finds comfort in the eclectic culture of Westminster. “I am a Native Texan,” Catherine smiles, “actually, my first ancestor to move to Texas did so before it was a state!” After graduating from The University of Texas at Austin where she studied music, she and her husband, an engineer for Exxon, moved around the world for his job – raising their four children in Italy, France, England and New Jersey before returning to Austin.

Three of Catherine’s four children still reside in Central Austin, the fourth in Seattle. Catherine has six grandchildren and eight great grandchildren many of whom live close enough to visit her regularly.

Catherine and her family have greatly enjoyed gathering at Westminster over the years, most regularly over coffee and donuts—a visiting hour put on by resident volunteers. A trained vocalist, she takes advantage of the Vespers program at Westminster, where she serves as the music librarian and is the head soprano of the group. Regular early morning exercise keeps her active and ready to start her days.

“I have made so many friends here and find it easy to stay involved and have my family over,” Catherine says, “I knew that I wouldn’t fit in just anywhere. The residents of Westminster have had such interesting experiences and careers—once I saw that I knew I would feel right at home.”
An active, carefree lifestyle is a key component of anyone’s retirement. Westminster offers so many activities, excursions, and social gatherings daily that residents don’t remember when they had time to work!

At Westminster, Every Day is Different

Never Idle

MONDAY
- Choir Practice
- Glass-Bottomed Boat Ride on the Comal River

TUESDAY
- Austin Stand Up Comedy Showcase
- Poetry Group
- Meditation

WEDNESDAY
- Donuts and Coffee
- Balance Ballet
- Guided Tour of the Harry Ransom Center
Coffee Tasting in Harris Bell Hall
“The Classical Ruins of Libya” Presentation
“Mama Mia” at Bass Concert Hall

 Austin Opera
Texas Museum of Science and Technology
Wilderness Cruise on Lake Buchanan

Concert by The Singing Men of Texas
Supper Club
Hand and Chair Massage in the Solarium
Nature gives you the face you have at twenty; it is up to you to merit the face you have at fifty.

-Coco Chanel
Westminster celebrates 50 years serving Austin. When doors opened in 1967, a dozen employees and three residents graced its doors. Today, we have more than 300 employees serving more than 500 residents.
STAR Employees

Westminster employees are committed to Hospitality Promises, the core values and guiding principles that ensure excellence. Every year residents choose their favorites from an extraordinary line of dedicated staff who bring their own personal and cultural identities to their service.

Betsy Scarth
General & Administrative

Jamie Cleto
Food & Beverage
Employee of the Year

Rodney Wingwood
Environmental Services
20 Years

Louis Perkins
Environmental Services
20 Years
Westminster Employees Take Pride in their Work

Dennis Bilson
Plant Operations
Innovation Award

Phil Turner
Plant Operations

Maria Soto
Community Life
Devotion Award

Jasmine Clinton
General & Administrative
Impact Award

Paola Perez
Community Life

Jacque Cullers
Arbour Health Center
Extraordinary Leadership

Brooks Eastman
Arbour Health Center
Employee Safety Leader
Recognized for 10+ Years of Service

Jackie Sweed, 10 years – Arbour Health Center
Hortense Bujiriri, 10 years – Arbour Health Center
Maria Soto, 10 years – Community Life Services
Connie Rivas, 10 years – Environmental Services
Alejandrina Perez, 10 years – Environmental Services
Josephine Yunis, 15 years – Arbour Health Center
Louis Perkins, 20 years – Environmental Services
Christian Daniel, 20 years – Environmental Services
Scott Thompson, 35 years – General & Administrative

Not Pictured:

Star Winners:
Precious Harris, Arbour Health Center
Shirley Sharp, Food & Beverage
Leah Tunnell, Assisted Living
Vesta Daniel, Arbour Health Center

Tauri Award
Larry Nelson, Community Life Services

Above & Beyond Award
Nick Bowen, Environmental Services

Making a Difference Award
Yolanda Cabrera, Arbour Health Center
A Texas State University grad, Amanda has earned certifications to be a Corrective Exercise Specialist and a Certified Dementia Practitioner. She discovered her passion for working with seniors after her husband accepted a job in Massachusetts and she found a job with a senior living community. Eager to move back to Texas to be near family and friends, Amanda found the same opportunity at Westminster.

Besides having a passion for health, Amanda loves working with seniors because of the stories they share. She notes, “We have many amazing, talented residents whose stories are so interesting and impressive.”

In addition to teaching a variety of group fitness classes, Amanda provides residents the opportunity for one-on-one sessions with exercises tailored to fit their needs. She also performs “Senior Fit Tests” where she assesses the residents so that she can help them maintain and improve their functional fitness. Her main goal is to motivate and encourage residents to stay active. “I want to help them live happier, healthier and more fulfilled lives and to feel their best.”
Louis Perkins, Lead Janitor, Employee since 1997

Lead Janitor Louis Perkins loves to make sure that residents are well taken care of. He enjoys the collegial atmosphere of Westminster while on the job, making friends with the management and other staff. Great co-workers and great benefits are what keep him on the job. When off work, he loves to spend time with his wife family, as well as working in his yard at home and planting flowers.

Christian Daniel, Janitor – Employee since 1997

Christian Daniel enjoys working with others to complete a task. “From executives to HR to my director, the management is top-notch.” Outside of work, Christian continues to love working with his hands and learning new skills.
Josephine Yunis, Restorative Therapist, Employee since 2002

Starting as a Certified Nurse Assistant in 2002, Josephine Yunis said that Westminster encouraged her to achieve her career goals. Westminster has allowed Josephine to remain active in the lives of her sons, tailoring her hours to fit her lifestyle.

“The administrative staff has been so good to me and my fellow co-workers. The work environment is so pleasant that it makes you look forward to coming into work every day,” Josephine says. She enjoys the diverse and encouraging atmosphere. It has pushed her to be the best she can be.

Scott Thompson, Assistant Accounting Director, Employee since 1982

Scott Thompson started working at Westminster four years before the office computerized its accounting systems. Interaction with residents is what has kept Scott at Westminster for so long. He notes, “Accounting staff may not always be their favorite, but the idea that we are all here to provide quality of life for senior adults is a good feeling.” Outside of the office, Scott enjoys watching sports, listening to music, and dabbling in drawing.
Excellence at Every Turn

Westminster continues to refine its services, amenities and facilities.

**Food & Beverage** welcomed a new director who brought his own touches with the freshest ingredients to Westminster.

- Successfully changed bakery to 80% all baked items made in-house
- Worked with front-of-house staff to create better service standards for residents
- Celebrated large scale 50th Anniversary events
- Created new succulent menus in the Bistro and new menus in Health Care Center
- Began construction on new kitchen
- Launched tasty à la carte meals, new menus, and all-day food service for Health Care Center
AustinUp prepared a report for the City of Austin’s Commission on Seniors that describes Austin’s popularity as a retirement destination, and ways Austin can become more “age friendly.” Westminster is a founding member of AustinUp and believes in community-wide answers to help solve issues of growth, transportation and housing. You can learn more at austinup.org

Philanthropy runs in our veins.

Westminster collected more than $5,000 in Hurricane Harvey Relief money to purchase 130 Toiletry Welcome Kits for evacuees arriving in Austin, 70+ backpacks filled with school supplies for Houston children in grades K-8, and a large donation to the YMCA of Houston children’s clothing closet. The residents participated in assembling the welcome kits and backpacks.

In addition to disaster relief Westminster donated more than $200,000 to non-profits throughout the region because our residents honor a deep sense of gratitude.

AustinUp
AGE of Central Texas
Austin History
Austin Partners
Austin Clubhouse
Caritas
Coming of Age
Helping Hand
Hurricane Harvey Relief
Marbridge
Literacy Coalition
Salvation Army
Alzheimer’s Texas Chapter
Texas Culture Change Coalition
Travis Co. Sheriff-Brown Santa
For over two decades, Westminster has demonstrated a solid commitment to the annual Alzheimer’s Texas Walk. Under the leadership of Charles Borst, they have won Most Money Raised in the Corporate Team Division every year since 2008. In 2017, Westminster had a record-breaking year, shattering their previous team fundraising record with total contributions of nearly $52,000!

- Christian Wells,
President, Alzheimer’s Texas

At the 5th Annual Valentine’s Day Wine, Cheese & Art Card Sale, Westminster residents and their families purchased art cards featuring original artwork by fellow residents. Proceeds from the sale equaled 1,700 meals for hungry Central Texas Families through the Central Texas Food Bank. Program Director, Leah Tunnel notes, “At any age, you can contribute to your community through the gifts that you have.”
The Life Enrichment Director position was created to provide support, socialization and engagement opportunities for residents with a greater focus on preventing isolation, increasing engagement and expanding the community’s focus on wellness to include mental and cognitive health.

I have enjoyed greatly the second blooming…suddenly you find—at the age of 50, say—that a whole new life has opened before you.

~Agatha Christi
Facilities are managed with the greatest acumen and attention to environment.

- Zero Waste Designation
- 44 tons of compost raw food waste and single stream recycling
- Solarium remodel completed
- Preston Exterior Remodel begun
The Arbour Care Center provides **the best care anywhere.**

- Recipient of ACHCA Eli Pick Facility Leadership Award, third year in a row
- America’s Best Nursing Homes, *US News and World Report*, 9th year in a row
- 5-Star Quality Rating by Centers for Medicare & Medicaid Services
- Deficiency-Free Survey from Texas Department of Aging & Disability Services
- Harrison Award from LCS recognizing health center teams that excel in measurable outcomes
- Low turnover—21.26% versus industry average; zero turnover in leadership positions
- Trained 40 staff in Alzheimer’s and Dementia and registered as Certified Dementia Practitioners
- Re-hospitalization rate 5.6% vs. national average of 15.53%
- 97.63% average occupancy
Top Notch Marketing Helps Westminster Shine

Marketing & Sales works closely with families to ensure that Westminster meets the expectations of prospective and current residents.

- Life Care Services Award, Top Performers August
- 100% sold in August, September and October
- 96% occupancy for six months
- Gold Award from MarCom for 2016 Annual Report

To learn more about our community, call (512) 454-4643.
Financials & Disclosures

- BBB Partial Upgrade
- Net Operating Ratio of 10.63%, better than CCAC median of 4.96% and Fitch BBB of 7.70%
- Cash reserves extending 967 Days
- Balanced budget for FY17
- Zero Deficiency Audit

2017 Operating Statement

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<thead>
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<td>Operating Expenses</td>
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<td>Entry Fee Income - Upgrade/Downgrade</td>
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<td>Gain/Loss on Sale of Assets</td>
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<td><strong>Net Income/(Loss)</strong></td>
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## Occupancy Rates

Average monthly totals for period: 2017-01 to 2017-12

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<tr>
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<td><strong>Total Beds</strong></td>
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<td><strong>Total Units</strong></td>
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<tr>
<td><strong>Beds Occupied</strong></td>
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<td><strong>Units Occupied</strong></td>
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<tr>
<td><strong>% Occupied</strong></td>
<td>97.63</td>
<td><strong>% Occupied</strong></td>
</tr>
<tr>
<td><strong>Medicaid</strong></td>
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<td><strong>Total Residents</strong></td>
</tr>
<tr>
<td><strong>Medicaid Bed Hold</strong></td>
<td>0.00</td>
<td><strong>% Double Occupied</strong></td>
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<tr>
<td><strong>HOSP</strong></td>
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<tr>
<td><strong>Insurance</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Private Pay</strong></td>
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<tr>
<td><strong>Permanent Life Care</strong></td>
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<td><strong>Temporary Life Care</strong></td>
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<td><strong>Medicare</strong></td>
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<td><strong>HMO</strong></td>
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<td><strong>Other</strong></td>
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<tr>
<td><strong>Medicaid</strong></td>
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<td></td>
</tr>
<tr>
<td><strong>Medicaid Bed Hold</strong></td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td><strong>HOSP</strong></td>
<td>0.00</td>
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</tr>
<tr>
<td><strong>Insurance</strong></td>
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<table>
<thead>
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<th>Food &amp; Beverage</th>
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<td>Meals</td>
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<td>Meals / resident</td>
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<td>Employee Meals</td>
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<td>Meals / FTE</td>
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<td>Guest Meals</td>
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<td>SNF Meals</td>
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<td>AL Meals</td>
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<tr>
<td>Total Meals</td>
<td>23,634</td>
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</table>
From its inception, Westminster has provided unparalleled service to its residents. Year after year, we strive to bring dignity, inclusion and respect to all our residents. Our vision is clear and our leadership and staff is passionate and committed. I believe that Westminster is the standard to gauge other senior facilities nationwide. We are innovative and take on challenging and important programs geared to improve the lives of those we serve. We are the “trend setters” in senior care.

I have been honored to serve on the board of Westminster for 11 years and am so thankful for all that we have accomplished together.

~ David Quintanilla, Board Chair

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James Flieller
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Nick Moore
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Resident Association President
Max Sherman

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Reed, Claymon, Meeker & Hargett