



John Knox Village

## PLAN YOUR WORK AND WORK YOUR PLAN



## FY23 ANNUAL REPORT



# NON-STOP PROGRESS

THE MEADOWS EXPANSION  
COMPLETED ✓



SCAN TO WATCH VIDEO



## PLAN YOUR WORK AND WORK YOUR PLAN



SCAN TO WATCH VIDEO

### **"Plan your work and work your plan"**

is a simple yet meaningful philosophy that has inspired John Knox Village since it announced its mission-driven strategic plan and ultimate goal to "redefine Village living" in early 2014. Since then, the Village has completed multiple projects defined in the rolling plan to transform the campus, advance a relationship-based culture and strengthen financial performance.

Empowered by the knowledge of where they are going and how they will get there, members of the Village community came together with a unified vision and measurable aspirations during fiscal year 2023 (April 1, 2022, to March 31, 2023). In addition to accomplishing multiple objectives that propelled the community closer to its long-term strategic efforts, the Village moved closer to achieving its ultimate goal of **"Enriching lives, building community."**

PHASE 8 OF THE VILLA  
PROGRAM COMPLETED ✓



# IT TAKES A VILLAGE

## ACCOMPLISHING GOALS . . . STRATEGICALLY



I love inspirational quotes. I use them often to help convey a feeling, emotion or idea. In fact, “Plan your work and work your plan” is high on my list of favorites. It is a philosophy that guides John Knox Village, especially in our work to complete our strategic plan and fulfill our vision of redefining the Village experience. Since unveiling the plan in early 2014, we’ve worked steadily to accomplish our goals to enhance Village life, adjusting when needed, but always stick-

ing to the basic plan. Fiscal year 2023 was a very important time for us because I believe we are truly seeing the fruits of our labor thanks to the successful completion of projects included in the strategic plan.

As a result of our campus redevelopment efforts, including the completion of The Meadows expansion and another phase of our popular villa program, we welcomed 186 new independent living households to our community. We freshened up common areas, focusing on the F, G and H buildings as well as the Villager Inn Fitness Center. We also finalized plans for a series of renovations and updates throughout the Villager Complex.

We continued our work to provide quality services to our residents and patients to help them live their best lives possible. At Village Assisted Living, we transitioned eight units into additional memory care apartments because of high demand for this important service. The Village Care Center adjusted its census targets and staffing ratios, a move that produced even tighter bonds between residents, patients and staff. We debuted a new marketing initiative for our community health services to help reach even more home health and hospice patients who live in the surrounding community. Our emergency medical services team also continued to care for patients both on and off our campus. The team completed another record-breaking year of ambulance runs and introduced a transportation service to help individuals having a mental health crisis get the specialized help they need.

We provide lovely homes and quality services, but the true heart of our mission is to provide a mutually beneficial relationship-based community. To achieve our goal, we continued to promote our positive P.R.I.D.E. (Personal Responsibility In Delivering Excellence) culture in order to inspire service excellence and encourage relationships among associates and residents alike.

All our successes enabled the Village to close the year about \$1.5 million better than budget and about \$2.5 million better than last fiscal year, even as we continued to contend with the headwinds created by labor, supply chain and interest rate challenges.

Through the last several years, John Knox Village consistently has been a shining example of how “Plan your work and work your plan” can make a difference. I am proud of how our service to seniors who live on our campus and in the community has grown, both in number and quality. Our future will continue to be bright as we live out this philosophy.

Dan Rexroth, President and CEO

“WE PROVIDE  
LOVELY HOMES AND QUALITY  
SERVICES, BUT THE TRUE HEART OF  
OUR MISSION IS TO PROVIDE A  
POSITIVE, MUTUALLY BENEFICIAL  
RELATIONSHIP-BASED  
COMMUNITY.”

Dan Rexroth





# STICKING TO THE PLAN

## CAMPUS REDEVELOPMENT — 10 YEARS IN THE MAKING

**John Knox Village continued to manifest the concepts outlined in its long-standing strategic plan with the completion of its latest entry-fee projects, The Meadows expansion and new phases of the villa initiative.**

The Meadows expansion is an addition to the popular four-building complex that began welcoming residents in 2017. The new building also offers the features that made the original complex so popular – its 52 apartments all have lovely views of the campus, open floor plans and high-end finishes. However, the individual apartments are slightly larger at an average of 1,257 square feet. The expansion is four stories tall and has 52 underground parking spots, all with access to electric vehicle charging outlets.

The Meadows expansion also is in high demand – by the fourth quarter of FY23, it was 82.6% occupied. With another 7 move-ins scheduled for early FY24, 96.2% of the apartment homes were sold by the end of the fiscal year. The project included the demolition of 32 smaller units with a total square footage of 22,279; only six homes were occupied prior to being demolished.

### THE MEADOWS EXPANSION



Construction was not without difficulties. After a later-than-expected start because of a city requirement to replace a water line, work was interrupted by a variety of factors that caused the completion date to be pushed back multiple times. In spite of the delays, the Village began welcoming its first residents to their new homes in December 2022.

### JUST A FEW BLOCKS AWAY . . .

**The Village also began construction on phases 8 and 9 of the villa initiative.** Actual construction commenced on phase 8 homes and, by the end of FY23, six of the seven homes were sold. In addition, the Village completed site work for phase 9 homes so construction could begin as early as possible in FY24.

The villas are an average of 1,259 square feet and have modern features such as quartz countertops, lofty ceilings and private, screened-in porches or sunrooms. The villa project is self-funded.



SCAN TO WATCH VIDEO





**F, G & H BUILDINGS FACELIFT  
COMPLETED** ✓

## ADDITIONAL CAMPUS ENHANCEMENTS

With \$4.3 million in additional funding procured through the financing of The Meadows project, John Knox Village completed multiple campus projects that further enhance the Village experience.

- **The communal areas of the F, G and H buildings received a facelift** that consisted of painting walls and doors; replacing wallcoverings; and installing new carpet. Finishing touches included mounting name plates and installing door hardware.

- **The Village continued its work to transform the Peace Parkway transportation corridor.** The project, which started in late FY22, consisted of replacing the curbs and sidewalks; lowering the sanitary sewer manhole covers; and replacing six curb inlet boxes. Finally, the entire length of the road was milled, and new asphalt laid. The Village's grounds team finished the project by planting fresh landscaping in the area.

- **Work began on a large-scale refresh of the Villager Complex.** During the fiscal year, the Village completed multiple interior and exterior projects, including an update of the Villager Fitness Center, the construction of a designated bus lane near the entrance of Places Restaurant and resurfacing of the main parking lot. In addition, plans were finalized to renovate Places Restaurant, its dining room, two smaller meeting rooms, waiting area and front lobby; the Villager Salon; and the bowling alley and billiard rooms during FY24. The plan also includes funds for painting and flooring in the corridors of Villager Core, North, East and West as well as the sales and marketing area. Exterior improvements include the installation of new landscaping and windows at the Villager Inn.

## P.R.I.D.E.

John Knox Village has been cultivating a culture of service excellence and P.R.I.D.E. – Personal Responsibility in Delivering Excellence – for nearly a decade. Defined by nine characteristics (positive attitude, compassion, team player, integrity, respect, empowered, accountable, excellence and knowledge), associates are encouraged to incorporate P.R.I.D.E. into every interaction with the goal of achieving the Village's mission of "Enriching lives, building community."

P.R.I.D.E. definitely was in play during the final stages of construction of The Meadows expansion. Associates from operations, sales and marketing, information technology and multiple other departments pitched in to help complete tasks associated with the construction, assisted residents who moved to temporary housing on the Village campus and helped welcome residents to their new homes. Yes, P.R.I.D.E. is alive on the campus of John Knox Village!

## PEACE PARKWAY PROJECT COMPLETED

 ✓


SCAN TO WATCH VIDEO



**VILLAGER FITNESS CENTER  
UPDATE COMPLETED** ✓



# WELCOME HOME

**DURING FY23,  
THE VILLAGE WELCOMED  
186 MOVE-INS TO  
INDEPENDENT LIVING,  
BEATING THE BUDGET  
BY 33 MOVE INS.**

**John Knox Village welcomed a near-record number of new households to independent living thanks to a budget-breaking year by the sales and marketing team.**

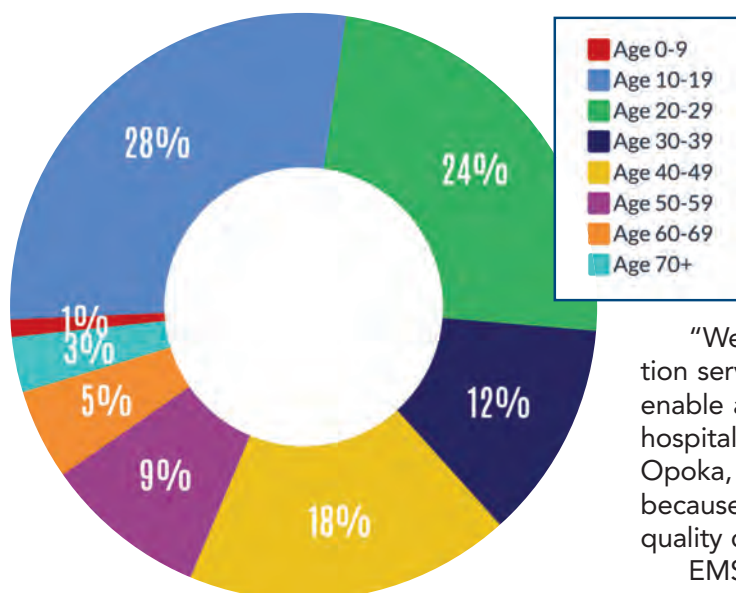
The team ended fiscal year 2023 with sales well above budget with a net \$11.6 million in entry-fee sales – which is 55% greater than entry-fee sales completed in fiscal year 2015 (April 1, 2014, to March 31, 2015) when the strategic plan was announced.

During FY23, the Village welcomed 186 move-ins to independent living, beating the budget by 33 move-ins. With the high number of move-ins to The Meadows expansion, independent living occupancy ended the year better than budget. Sales included new offerings created by The Meadows expansion and phase 8 of the villa initiative, as well as homes on the existing campus.





# ENRICHING LIVES, BUILDING COMMUNITY — ONE RIDE AT A TIME



**AGES OF MENTAL HEALTH PATIENTS SERVED**  
(4th quarter Fiscal Year 2023)

**John Knox Village launched a new transportation service in late fiscal year 2023 that helps members of the surrounding community.**

The Village's Emergency Medical Services began offering an interfacility transportation service to help patients get the mental health assistance they need more quickly. Using a less intimidating van rather than an ambulance, staff trained in behavioral health first aid accompany patients from hospitals to specialized treatment facilities.

"We are accomplishing multiple goals with the mental health transportation service. By serving members of the surrounding community in need, we enable ambulance crews to focus on medical and trauma patients and assist hospitals in their efforts to free up vital emergency room resources," said Brian Opoka, director of public safety. "Finally, this important work helps the Village because it supplements our bottom line so we can continue to provide high quality care to our residents."

EMS anticipates it will provide at least 2,400 mental health van transports in fiscal year 2024. EMS also responds to ambulance calls in Lee's Summit and beyond. Since FY19, call volume has increased 46% due to the area's growing population and increased demand from area hospitals.



## AWARD-WINNING ACTION PLANS

**The John Knox Village Fitness Center is helping residents reduce their fall risk with an award-winning program designed to help them live life to the fullest.**

Called the FLEX (Fitness Level Experience) Program, a staff member assesses a resident using VSTBalance, a system that uses groundbreaking infrared technology to measure how that person performs ordinary tasks and identifies deficits in balance, gait and/or function. A staff member then meets one-on-one with the resident to explain the results and create a tailored care plan, such as providing referrals to the on-site outpatient therapy clinic and/or recommending a customized fitness program. Working together, staff and residents can track progress or adjust the plan as residents work to improve strength, balance and function.

To date 553 residents have made measurable headway in meeting their individual goals.

- **553 resident participants**
- **1,629 assessments given**
- **10.72% average gait improvement**
- **11.05% functional strength improvement**

The fitness center and outpatient therapy teams have been honored for their work, winning the Senior Living Innovator of the Year in the Gold Category of the 2022 McKnight's Excellence in Technology Awards. LeadingAge Missouri also recognized the teams with an Excellence in Service/Innovative and Exceptional Services Award.



# ADAPTING AND CHANGING TO MEET CARE GOALS

## COMMUNITY HEALTH SERVICES

### VILLAGE ASSISTED LIVING

**Village Assisted Living (VAL) and its three memory care neighborhoods achieved a remarkable milestone by passing the Missouri state survey with no deficiencies.** This marks six years of deficiency-free inspections, which the Missouri Department of Health & Senior Services conducts. During the survey period, teams inspect the facility, hold interviews, evaluate policies and procedures and much more.

In addition to its stellar survey results, VAL carried on its work to meet the needs of current and future residents by renovating apartments and enhancing services.

Housed in one of the original buildings on the Village campus, assisted living continued the floor-to-ceiling makeovers in vacated apartments, adding new energy-

efficient windows, fixtures and trim; replacing carpet with luxury vinyl plank flooring; painting; and updating built-in cabinets, countertops and bathrooms. Six apartments have been updated so far. Another renovation that occurred during the fiscal year included the conversion of eight assisted living apartments into additional memory care homes. The expansion is helping to meet the increased demand for memory care services.

**Finally, VAL successfully participated in a pilot program for SafelyYou, a fall-detection and prevention technology. The 65-day pilot, which included a sampling of rooms in both assisted living and memory care, resulted in a 62% reduction in undetected falls.** SafelyYou systems will be installed in all memory care apartments and will be available in assisted living.

“TO ACHIEVE SUCH A MOMENTOUS MILESTONE OF HAVING ZERO DEFICIENCIES ON SUCH A RIGOROUS AND DEEP-DIGGING SURVEY MEANS THEY ARE PROVIDING THE HIGHEST LEVEL OF CARE TO RESIDENTS IN AN OPTIMUM ENVIRONMENT.”

Anthony Columbatto, Vice President,  
Health and Community  
Services



## VILLAGE CARE CENTER

The Village Care Center (VCC) is, and will continue to be, in the business of taking care of people. However, because of changing demographics, evolving competition and staffing challenges – all concerns intensified by the pandemic – the skilled nursing center implemented multiple operational changes during FY23.

To ensure resident/patient numbers aligned with attainable staffing levels, the VCC gradually decreased its census and transitioned associates to positions where there was a greater need or that matched their skill set.

With the change, the VCC accomplished several goals related to the well-being of residents and associates.

- **Staffing became more consistent, which is important for the physical, mental, emotional and social health of residents and associates.**
- **The use of expensive agency staff declined.**
- **Organizationally, the VCC became more financially sustainable, a benefit for the entire Village community.**

To further increase operational efficiency, leaders made plans to consolidate resident care areas, moving the rehab and memory care neighborhoods into separate areas of one unit on the north side of the building. The moves occurred in early FY24 and will allow the VCC to reduce service duplications and consolidate staff and services to a smaller area.

“THE CHANGES WILL HELP TO CREATE MORE CONSISTENT STAFFING, WHICH AIDS THE PHYSICAL, MENTAL, EMOTIONAL AND SOCIAL HEALTH OF OUR RESIDENTS AND OUR ASSOCIATES.”

Tami Hoversten,  
Village Care Center  
Administrator

- Consolidate resident care areas.
- Reduce service duplications.
- Smaller area to oversee!







## VILLAGE OUTPATIENT THERAPY

Since moving its clinic to a larger site in FY22, the staff of Village Outpatient Therapy has been working to expand its therapy program for those suffering from Parkinson's disease and other neurological disorders. During FY23, 10 therapists became certified in LSVT BIG® or LSVT LOUD®. The programs use physical, occupational and speech therapies to help patients with Parkinson's to move their bodies more normally and to "recalibrate" their perceptions so they know how loud they sound to other people and how big their movements may be.

Looking to the future, the therapy staff is working to expand again by opening another clinic on the campus, offering their services to other facilities in the community and reaching more potential patients who live in surrounding areas.

## THE MICHAEL J. FOX FOUNDATION FOR PARKINSON'S RESEARCH



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SOURCE: The Michael J. Fox Foundation for Parkinson's Research

100

100% of major brain disorders are associated with smell loss.

96% of people newly diagnosed with Parkinson's have lost some ability to smell.

96

7 IN 10

people living with smell loss don't know it until they are tested.

People over age 60 may be living with smell loss.

1 IN 2

**John Knox Village formed a first-of-its-kind partnership with The Michael J. Fox Foundation for Parkinson's Research to help the foundation in its mission to end Parkinson's disease.**

The Village is the first community the foundation turned to because the Village's focus on enriching the lives of the people it serves closely aligns with the foundation's core values of optimism, collaboration, and persistence in problem-solving.

"We're honored to be their founding partner and look forward to helping their efforts to change the way brain diseases like Parkinson's are prevented," said Anthony Columbatto, vice president of health and community services.

As part of the partnership, Village residents will be among 100,000 senior living community residents who will help researchers gain a better understanding of who is at risk for Parkinson's and other brain diseases, who develops it, who doesn't and why. Emerging research done by the foundation shows smell loss is one of the most important risk factors in brain health.



# COMMUNITY HEALTH SERVICES

A new strategic partnership is enabling John Knox Village's health services marketers to maximize the Village's continuum of care as they work to generate opportunities for Village Home Health and Village Hospice to serve more patients.

Anthony Columbatto, vice president of community and health services, approached leaders of the independent living sales and marketing team last fiscal year to plant the seeds for the partnership.

"Creating a more centralized marketing strategy will enable us to have more constructive interactions between the marketing groups and the ability to share resources," Columbatto said. "As a result, we'll be able to leverage the John Knox Village brand and increase the number of referrals to Village Home Health and Village Hospice services."

**After several months of development, the teams put their plans into motion.**

- Health services marketers now report to Natalie Chisam, manager of sales.
- Each marketer is cross-trained to speak about all the Village's health services offerings, enabling them to cover more territory more efficiently.
- A marketing strategist is assisting with continuum-wide promotional strategies and advertising.

"By implementing our strategic marketing plan, we created more collaboration within our groups, and we are using all of our resources to generate more business opportunities and serve additional patients," Columbatto said. "As a result, we are seeing improvements in Village Home Health and Village Hospice referrals that we anticipate will provide fruitful growth during fiscal year 2024."

HAPPY ANNIVERSARY  
TO VILLAGE HOSPICE, WHICH  
CELEBRATED 21 YEARS OF SERVING  
JOHN KNOX VILLAGE RESIDENTS  
AND MEMBERS OF SURROUNDING  
COMMUNITIES IN MISSOURI!



## VILLAGE HOSPICE

During fiscal year 2023, Village Hospice earned an honor few hospice agencies achieve by becoming a **Level 5 partner in We Honor Veterans**, a program that is part of the National Hospice and Palliative Care Organization (NHPCO). The progression to the highest level of the program demonstrates the agency's strong commitment to veteran-centric care in the community. Village Hospice is the only hospice with this rating in the Kansas City area, and one of only four in the state.

Village Hospice also expanded its palliative care program with the addition of social worker Melanie McGraw. McGraw works directly with residents who have been diagnosed with a chronic or serious illness and assists them as they manage medical care and medications. Patients with a variety of diagnoses benefit from palliative care, such as those with Alzheimer's disease; cancer; COPD; Parkinson's disease; heart, kidney, liver or lung disease; or those who have had a stroke.



# PLANNING FOR TODAY AND THE FUTURE

## HUMAN RESOURCES

### FY23 HR STATS

**452** employment offers

**438** new associates hired

**47** orientations held by the on-boarding team

### RECRUITING AND RETENTION

At John Knox Village, associates are the community's most valuable assets, especially as it works to achieve its mission and vision. To ensure the staff consists of team members who understand the importance of incorporating P.R.I.D.E. into every interaction, the human resources team works tirelessly to recruit, retain and develop associates.

To help attract skilled candidates in an extremely competitive labor market, the Village allocated more than \$500,000 toward market adjustments in the FY23 budget. Fast forward to the FY24 budget: the board approved \$1 million to be set aside for committed associates to help address wage compression and aid with retention.

### RECRUITING FOCUS ON STUDENTS

**John Knox Village consistently recruits and hires qualified candidates for open positions, casting a wide net to snag the perfect candidates, including recent graduates.**

Village recruiters, often times supported by hiring managers, attended 42 hiring and networking events throughout the Kansas City Metropolitan Area (and beyond) during FY23. They attended events in grade schools, high schools, trade schools and universities as well as corporate job fairs. They networked with other human resources professionals and recruitment organizations, for example the Lee's Summit Workforce Alliance. In addition to helping potential candidates understand the extent of services offered and the variety of available career opportunities, the team is making beneficial connections that will serve the Village well into the future.

Many of the events cater to students who are graduating with degrees or certifications in health care, salon services, hospitality and other specialized skills. Additional attendees include individuals who have expressed an interest in a specific career path, but may not have earned their certification yet, and teachers or intermediaries who are seeking informa-

tion to help students learn about different careers. Going forward, recruiters plan to stay their current course and are looking for even more recruitment opportunities.

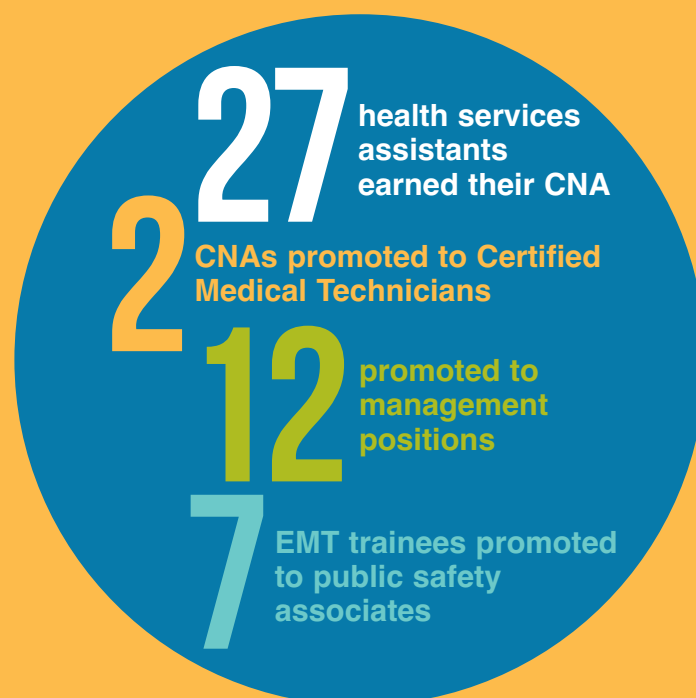
### GROWING OUR OWN

**John Knox Village continued its "grow our own" certification programs to help qualified candidates earn their EMT or CNA certifications while on the job.**

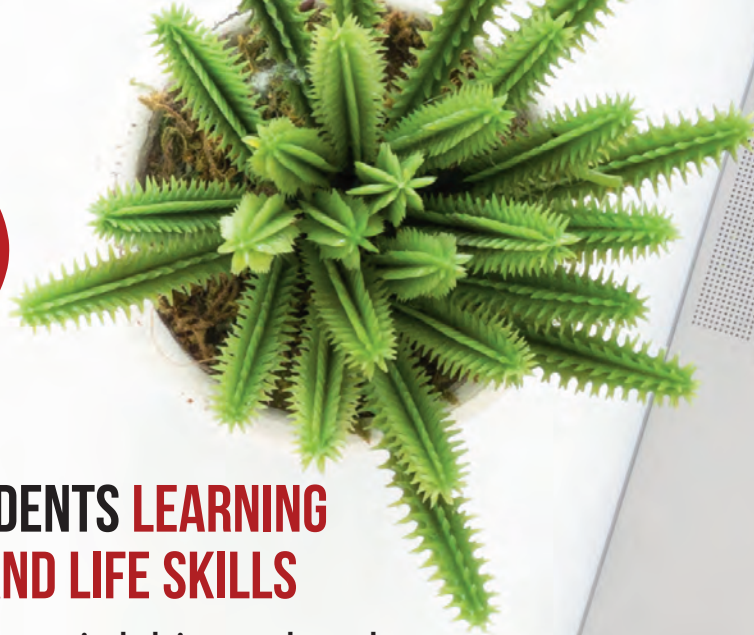
Both the students and the Village community benefit from the certification opportunities. Students can further their careers by earning certifications while they work and receive benefits. Conversely, the Village attracts and retains skilled and dedicated individuals who learn "the Village way" of providing care and service. In addition, they already have formed relationships with co-workers and the people they serve.

During FY23, seven emergency medical technicians (EMT) trainees graduated to public safety associates. The candidates shadowed associates with longer tenures and participated in a 40-hour emergency medical response course to learn first aid, healthcare CPR and other important skills. Then, each associate studied for their EMT-Basic certification as they worked as security officers or drivers. Since the start of the earn-as-you-learn program in FY22, 12 associates have earned their EMT certifications.

At the Village Care Center, 27 health services assistants graduated to the role of certified nursing assistants (CNA). It is important to note, however, that the Village placed the HSA Pathways Program on hold mid-year because of operational challenges associated with the Village's educational partners. It hopes to re-launch the program during FY24. Since it was launched in 2014, the program has helped more than 120 students earn their CNA certification and launch their careers in nursing.







## GREAT STUDENTS LEARNING CAREER AND LIFE SKILLS

The Village Care Center is helping students learn important work and life skills that will assist them wherever life takes them.

Four students who are a part of the Lee's Summit R-7 School District's Gaining Real-life Experience and Training (GREAT) program assisted staff in the dining, activities and nursing departments multiple times a week during FY23. The students have learning disabilities and are working to earn their high school diploma. They can participate in the program until they turn 21.

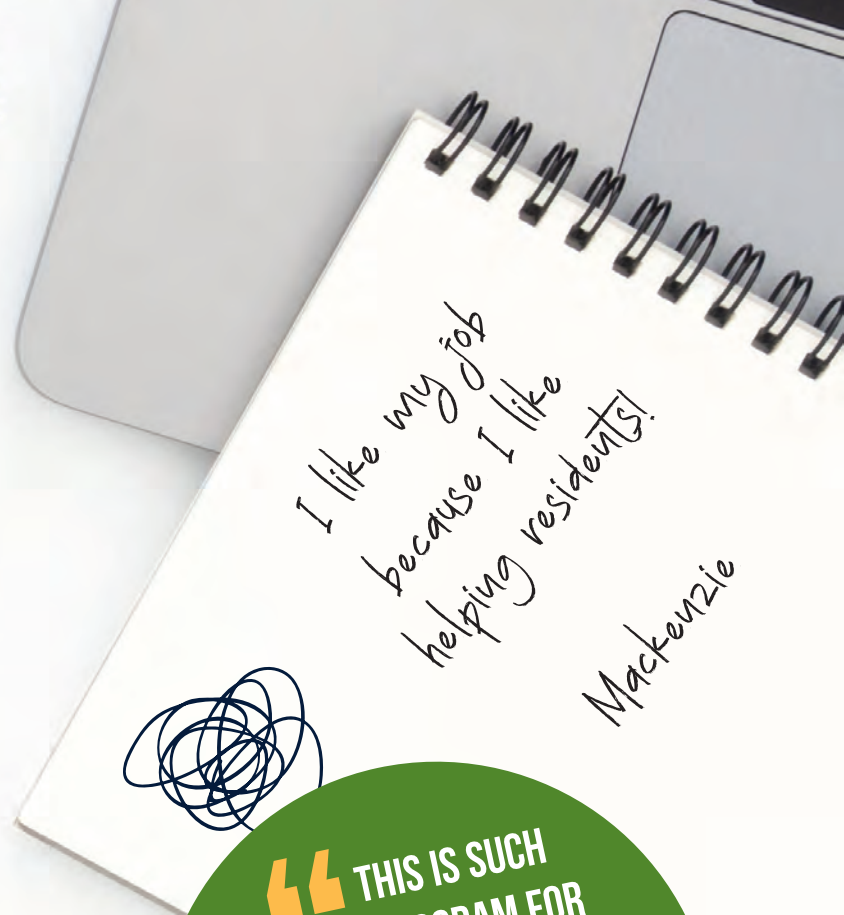
"This is such a great opportunity for the students, the school district and for us here at the Village," said Trisha Pepper, John Knox Village manager of recruitment and employment. "The program aims to help students find tasks and/or jobs at which they may excel. The hope is this experience will help them find employment after they finish high school."

The students, with assistance from a "job coach," worked in areas where there are hands-on assignments, such as calling bingo.

Mackenzie is a student who helped the activity department with a variety of tasks.

"I like my job because I like helping residents," she said.

JKV Human Resources plans to host even more students during fiscal year 2024 and aims to find more opportunities for the students throughout the organization.



“THIS IS SUCH  
A GREAT PROGRAM FOR  
THE STUDENTS, THE SCHOOL  
DISTRICT AND FOR US  
AT THE VILLAGE.”

Trisha Pepper, Manager  
of Recruitment and  
Employment





# MEANINGFUL MEASUREMENTS

## JOHN KNOX VILLAGE FINANCIALS

During fiscal year 2023, John Knox Village worked both hard and smart to overcome the headwinds created by labor, supply chain and interest rate issues. In the end, the Village produced stronger-than-forecasted financial results that benefited the entire community and made progress in its efforts to meet the goals outlined in its strategic plan.

### REVENUE AND EXPENSES

The fiscal year 2023 financial results show improvement in the operating contribution over last year.

Operating expenses decreased \$462,000 compared to FY22 and ended the year almost \$4 million under budget. When compared to last year, all business unit operating expenses increased because of growth. The only exception was the Village Care Center. VCC expenses decreased about \$2 million as it adjusted to lower census targets, which helped to offset its decrease in revenue. The other major driver in expense reduction came from associate health insurance with an uncharacteristic \$2.2 million decrease in cost from last year.

The Village's revenue was \$2.2 million greater than last year, but \$2.5 million unfavorable to budget. **With revenue increasing 3.4% over last fiscal year and expenses decreasing by 0.7%, the operating margin improved by \$2.6 million, resulting in a FY23 Net Operating Margin of 4.4% compared to a 0.3% margin last fiscal year.**

Village Assisting Living and John Knox Village Emergency Medical Services reflected the greatest improvement in their operating margins because of substantial increases in revenue. Village Home Health, Village Helpers and Village Hospice implemented new marketing initiatives and are working to improve and develop consistency around admissions and census into FY24.

Finally, low return on investment for the fiscal year was not surprising given the economic environment. However, fourth quarter recoveries helped to mitigate the unrealized losses.

### OCCUPANCY AND CENSUS

Market and economic conditions throughout the fiscal year seemed to have fueled greater interest in moving to the Village. FY23 sales were well above budget and slightly better than last year. New move-ins reflected a strong overall performance with 53% of the sales representing entry-fee contract sales (including The Meadows expansion). Existing campus sales continued to show traction as well. The Village was able to use the initial entrance fee proceeds from the fast fill of The Meadows expansion to eliminate temporary construction debt early in the fourth quarter and build Days Cash on Hand.

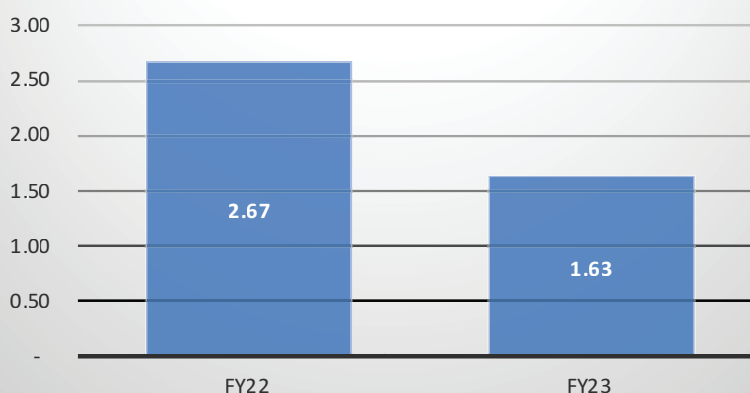
The Meadows expansion project finished the year very strong with occupancy of 43 units (82.6% occupied) during the fourth quarter. By early FY24, 96.2% of the units were sold.

Phase 8 of the villa initiative included the construction of seven homes. By the end of FY23, six units were under deposit and three depositors had moved in. What's more, the Village began site work for phase 9 villas so the construction and sales of the duplex, triplex and two single-family homes could start in early FY24.

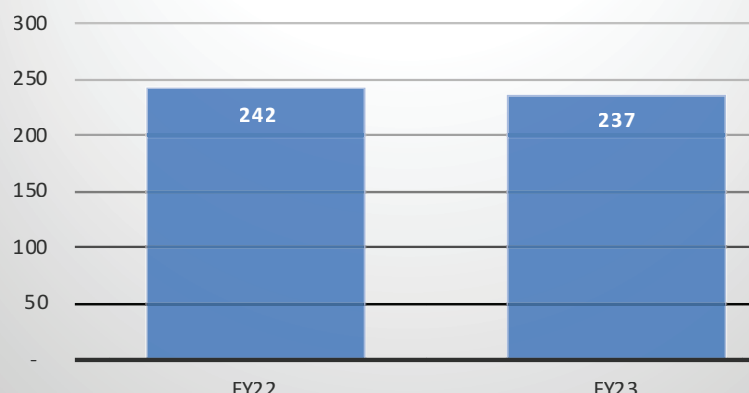
Village Assisted Living occupancy was consistently over budget throughout the year, driving revenue and margin well above budget. Assisted living also transitioned eight units into additional memory care apartments at the end of the fourth quarter to help address the demand for memory care. The Village Care Center has been gradually decreasing its census to help line up staffing numbers to ensure appropriate levels of care.

Village Home Health admissions started to gain momentum thanks to new marketing initiatives and showed growth during the fourth quarter. Village Hospice's average census in the fourth quarter was slightly better than third quarter but ended the year below budget.

JKV Debt Service Coverage Ratio



JKV Days Cash on Hand





## RECRUITMENT AND RETENTION

The labor market continued to present a challenging environment as the Village worked to fill vacant positions. Because of the strong local economy, demand for workers was high. Associates had many employment options and employers increased wages during an inflationary economy, making it difficult for the Village to fill vacancies in many key service areas. The staffing situation also influenced the decision to lower the VCC census to match current staff levels.

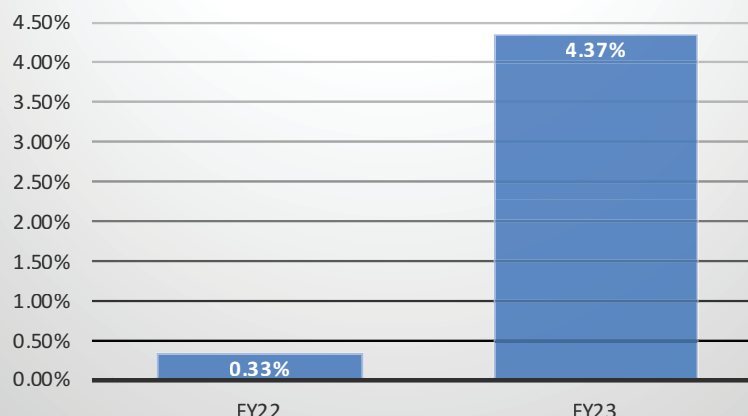
While operating expenses showed a large favorable variance to budget, that favorable variance decreased each quarter because of increasing labor expenses. As the Village filled open positions and labor rates began to take a foothold, the cost of labor moved closer to budget. In addition, agency costs trended downward while regular wages and overtime increased, which indicated greater staffing stability.

Through the end of the fiscal year, the overall reduction in open positions from December 2021 was 21%. The results also were influenced by the addition and elimination of positions as the Village addressed evolving business opportunities. Without the new positions, the change from December 2021 would be closer to 25%. **Certification programs and \$500,000 in market adjustments helped reduce open positions.** However, turnover continued to remain higher than FY22, making it difficult to establish rhythm in some of the business units. The increase in turnover while hiring more associates shows a need to address the wages of current and seasoned associates to retain them and help bring down the number of vacant positions. To remain competitive, ongoing compensation reviews of the labor market are required.

## STRATEGICALLY SPEAKING

**Fiscal Year 2023 was successful on many fronts.** Strategically, campus redevelopment and a focus on P.R.I.D.E. (Personal Responsibility in Delivering Excellence) moved many key metrics forward and made a difference in the Village's culture and financial structure. Finally, the strong operating contribution built a nice foundation for FY24, leading to the approval of an additional phase of villas and funding for the pre-development costs for the replacement of the Lindbergh Building. The Village also is continuing renovation work at the Villager Complex and plans to introduce technology initiatives to create efficiencies and improve outcomes.

### JKV Net Operating Margin



## JKV Financial Report

### Balance Sheets - As of March 31, 2023 and 2022

(in 000s)	FY23	FY22
Cash and Cash Equivalents	\$6,496	\$5,566
Accounts Receivable	\$5,141	\$3,136
Other Current Assets	\$8,337	\$14,756
<b>Total Current Assets</b>	<b>\$19,974</b>	<b>\$23,458</b>
Investments and Reserves	\$62,453	\$67,750
Net Fixed Assets	\$128,110	\$120,976
Other Long-term Assets	\$2,136	\$2,582
<b>Total Assets</b>	<b>\$192,698</b>	<b>\$191,308</b>
Long-term Debt	\$127,384	\$129,558
Other Liabilities and Net Assets	\$65,315	\$61,750
<b>Total Liabilities and Net Assets</b>	<b>\$192,698</b>	<b>\$191,308</b>

### Statements of Operations Years Ended March 31, 2023 and 2022

(in 000s)	FY23	FY22
Operating Revenues	\$66,791	\$64,630
Operating Expenses	\$62,485	\$62,831
<b>Operating Income</b>	<b>\$4,306</b>	<b>\$1,799</b>
Investment Income	\$1,474	\$4,160
Other Investment Income (Loss)	\$(2,853)	\$2,969
Interest Expense	\$5,842	\$5,531
Depreciation Expense	\$10,958	\$12,260
<b>Change in Unrestricted Net Assets</b>	<b>\$(13,873)</b>	<b>\$(8,863)</b>
Transfers from Affiliates and Capital Contribution	\$56	\$37
<b>Change in Net Assets</b>	<b>\$(13,817)</b>	<b>\$(8,826)</b>

## JKV Foundation Financial Report

### Balance Sheets - As of March 31, 2023 and 2022

(in 000s)	FY23	FY22
Cash and Investments	\$3,867	\$3,884
Charitable Gift Annuities and Trust	\$157	\$181
<b>Total Assets</b>	<b>\$4,024</b>	<b>\$4,065</b>
Due to JKV	\$269	\$173
Payment Due on Annuities and Trust	\$69	\$70
<b>Total Liabilities</b>	<b>\$338</b>	<b>\$243</b>
Unrestricted Net Assets	\$751	\$743
Restricted Net Assets	\$2,935	\$3,079
<b>Total Unrestricted and Restricted Net Assets</b>	<b>\$3,686</b>	<b>\$3,822</b>
<b>Total Liabilities, Unrestricted Net Assets, and Restricted Assets</b>	<b>\$4,024</b>	<b>\$4,065</b>



# PLANNED GIVING



John Knox Village  
Foundation

## Fiscal Year 2023 John Knox Village Foundation Board of Trustees

### **Carol Jennings, Chair**

Retired, John Knox Village resident

### **Kitty Ham, Vice Chair**

Retired, John Knox Village resident

### **Charlie Unger, Secretary**

Retired, John Knox Village resident

### **John Wisniewski, Treasurer**

Retired, Hollis+Miller Architects

### **Nancy Bruns**

Retired, Lee's Summit Chamber  
of Commerce

### **Sandy Cox**

Owner, Langsford Funeral Home

### **Gayle Evans**

Attorney, Chinnery, Evans & Nail, P.C.

### **Randy Rhoads**

Retired, Former Lee's Summit Mayor

### **Michele Spilker**

Owner, Spilker, McKeone & Nelson PC

## John Knox Village Foundation Staff

### **Gail Benne, President**

### **Marsha Besermin,**

Executive Assistant



## RAISE A ROOF FOR EMS: CAPITAL CAMPAIGN UPDATE

The John Knox Village Foundation continued its efforts to raise funds for the construction of a new headquarters for John Knox Village Emergency Medical Services (JKV EMS).

In addition to hosting another successful John Knox Village Gala "Born to be Wild," which added \$175,000 to the Raise a Roof for EMS capital campaign tally, the Foundation received donations from multiple individual donors. Staff also explored different funding avenues, such as federal grants and private foundations.

Raise a Roof for EMS is an important campaign that will positively impact John Knox Village and surrounding communities for years to come. The Village plans to use the funds to renovate 5,355 square feet of an existing building into a dedicated emergency medical services facility. The project, which will replace the dated headquarters it has been using since it was established in the mid-1970s, will enable JKV EMS to better accommodate its growing staff, supplies and equipment. The facility will include three pull-thru truck bays that can house a total of six vehicles; six sleeping quarters for staff (with room for expansion); restrooms with showering facilities; a training/conference room; a lounge/day room with kitchen area; and offices and storage.





## 40 YEARS OF GIVING

In 2023, the John Knox Village Foundation marks its 40th anniversary of service to members of the John Knox Village community. It remains rooted in the tradition on which it was established – to support the mission of John Knox Village by enriching lives and building community for residents and other community members. “What sets your Foundation apart from other worthwhile not-for-profit organizations is that when you choose to support the Foundation, you are giving to an organization that directly benefits residents,” said Gail Benne, president. “You can actually see the difference charitable gifts make right here on the Village campus: new equipment for the Villager Fitness Center, new buses, new ambulances, the Courtyard Theater, golf carts and much more.”

“WHEN YOU  
CHOOSE TO SUPPORT THE  
FOUNDATION, YOU ARE GIVING  
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BENEFITS RESIDENTS.”

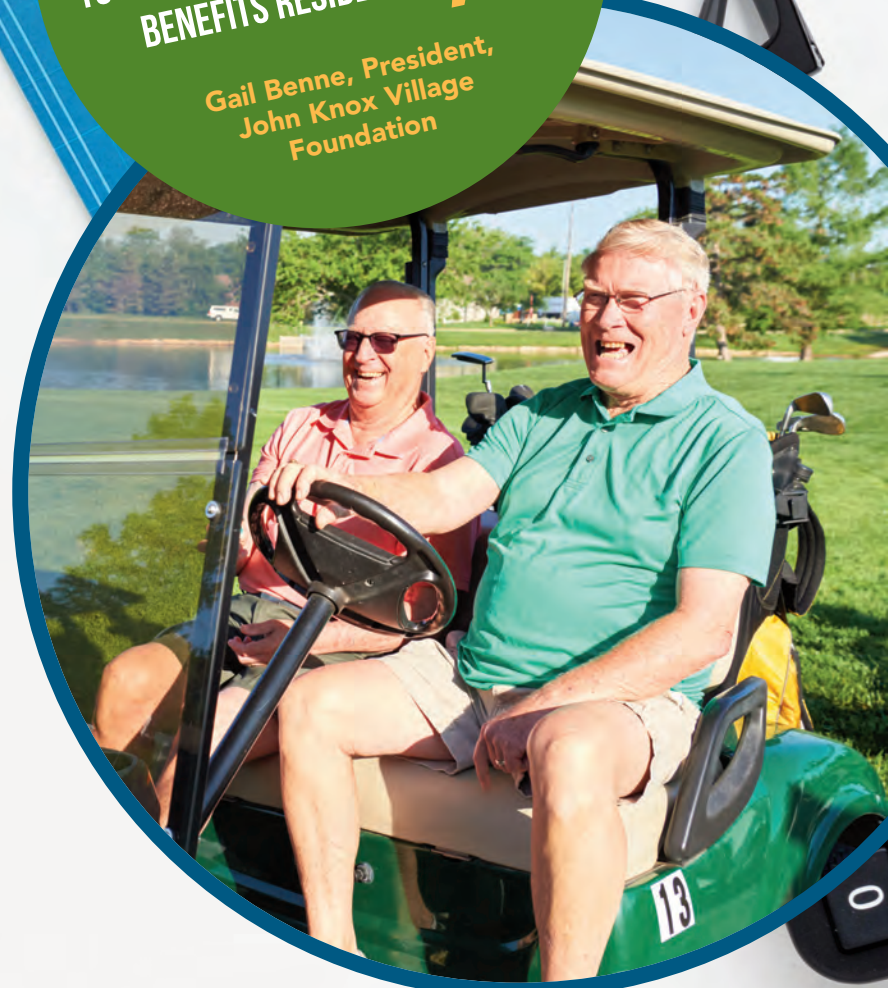
Gail Benne, President,  
John Knox Village  
Foundation



## NEIGHBORS HELPING NEIGHBORS

The John Knox Village Foundation purchased new, state-of-the-art equipment for the Villager Fitness Center, including three treadmills, two Nu-Steps, two Airdyne bikes and an arm bike. The equipment is easy to use and suitable for people of virtually all fitness levels. The funds used to purchase the equipment were raised by members of the Good Neighbor Guild and through the purchase of legacy bricks, which are installed at the Legacy Brick Garden on The Meadows patio.

“Supporting the health and wellness of our residents is part of the mission of the Foundation, and being able to provide this state-of-the-art equipment to help residents reach their fitness goals is a wonderful way to achieve this,” said Gail Benne, president. “We are pleased to be able to support our fitness centers and look forward to future collaborations.”



## GREENS FOR GREENS CONTINUES GIVING

Back in 2019, the Foundation conducted a campaign that raised \$40,000 to improve the playing conditions on the campus's 9-hole executive golf course. Most of the funds were used to purchase landscaping equipment to assist with course maintenance. More recently, the Foundation purchased three colorful new golf carts with the remainder of the fund that residents and their guests use when they hit the links.



# ENRICHING LIVES, BUILDING COMMUNITY

The purpose of John Knox Village's rolling strategic plan is to provide a wonderful place for people to live and work. If the smiles and laughter captured throughout the campus during the fiscal year are any indication, the Village's efforts to "Plan the work and work the plan" in order to achieve its mission – "Enriching lives, building community" – is being accomplished.



**An Associate Recognition  
Breakfast – Oct. 2022**



**Halloween Party  
– Oct. 2022**



**Disco & Desserts  
– Aug. 2022**



**Love Letter  
to the South  
– Sept. 2022**



**Bubbles, Boas and Bow Ties  
New Year's Eve Party  
– Dec. 2022**







Village Abbey  
- April 2022



VILLAGE  
ABBEY  
John Knox Village  
April 27, 2022



Super Fun Watch Parties  
- Feb. 2023



Cinco de  
Mayo Party  
- May 2022



Volunteer  
Recognition  
- Oct. 2022



# Oh What Fun!

## 2022 APPRECIATION RECEPTION





## Fiscal Year 2023 Board of Directors

### **Melvin Gross, Chair**

Retired, Modern Alpha Plastics Inc.  
and Omega Plastics

### **Chuck Robb, Vice Chair**

Senior Vice President of Finance  
and Administration/CFO,  
Saint Luke's Health System

### **Helen Darby, Secretary**

John Knox Village resident

### **Linda Harrelson**

Retired, Summit Christian Academy

### **Jim Ham**

John Knox Village resident

### **Joe Stasi**

Chief Financial Officer,  
Government Employees Health  
Association (GEHA)

### **Diane Demarest**

John Knox Village resident

### **Gabriel Clements**

Chief Operating Officer,  
Lee's Summit Medical Center

### **Carl Chinnery**

Retired, Chinnery, Evans & Nail, PC

## John Knox Village Corporate Staff

### **Dr. Daniel Rexroth**

President and CEO

### **Anthony Columbatto**

Vice President, Health and  
Community Services

### **Laurie Johnson**

Vice President, Human Resources

### **Kim Klockenga**

Vice President, Finance and  
Corporate Controller

### **Maria Timberlake**

Vice President, Senior Living

### **Gail Benne**

President, John Knox Village  
Foundation



# 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.

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

[www.johnknoxvillage.org](http://www.johnknoxvillage.org)



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