

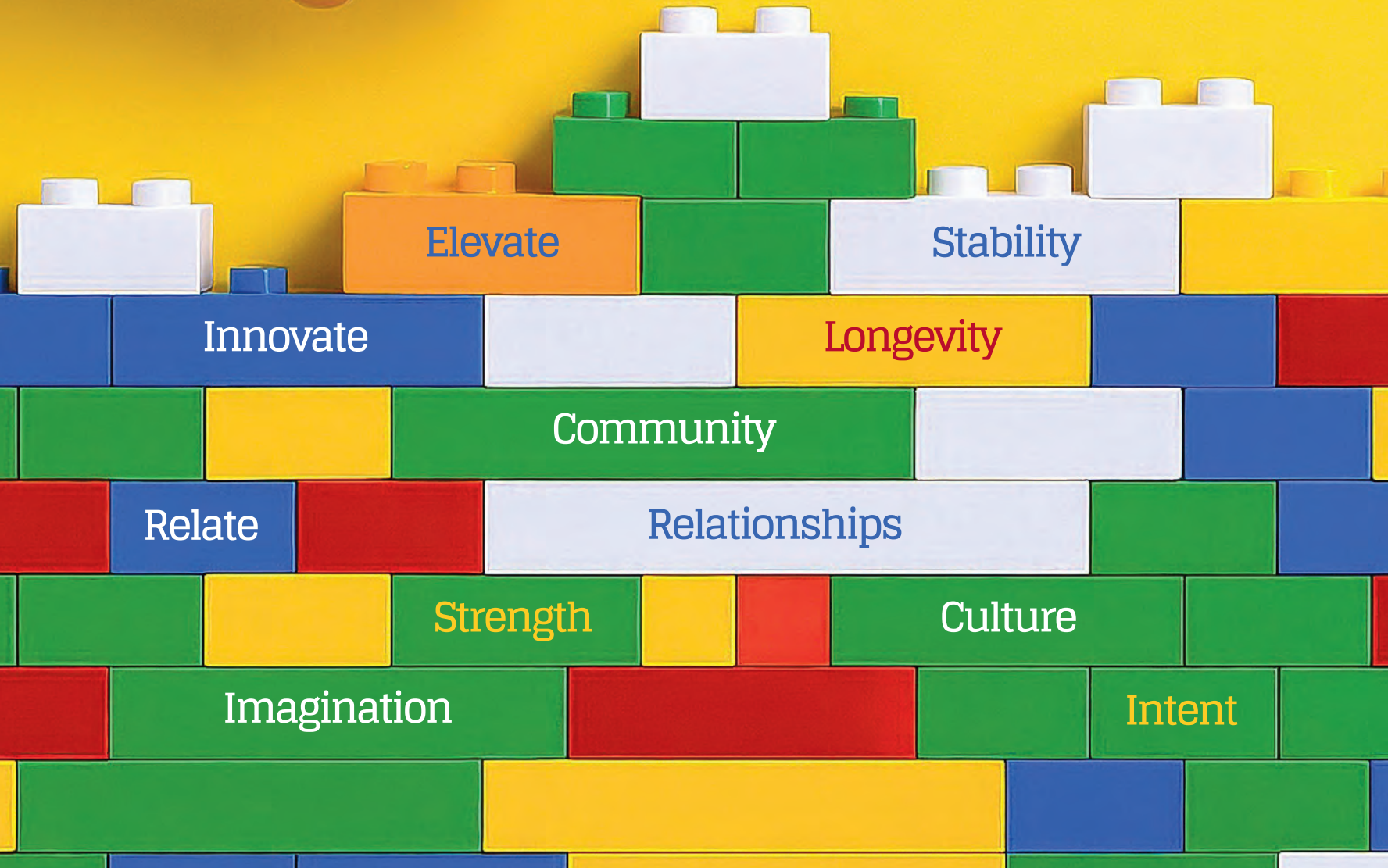
FY25
Annual Report



John Knox Village

Building

WITH PURPOSE





John Knox Village

Building WITH PURPOSE

A Message from Dan Rexroth

John Knox Village President and CEO, 2001-2025

Fiscal year 2025 (April 1, 2024, to March 31, 2025) is a year I will not soon forget.

In addition to announcing my decision to retire after 35 years of service to the John Knox Village community, our organization ended the fiscal year in a stronger position, in most every way, than at any other time during my tenure.

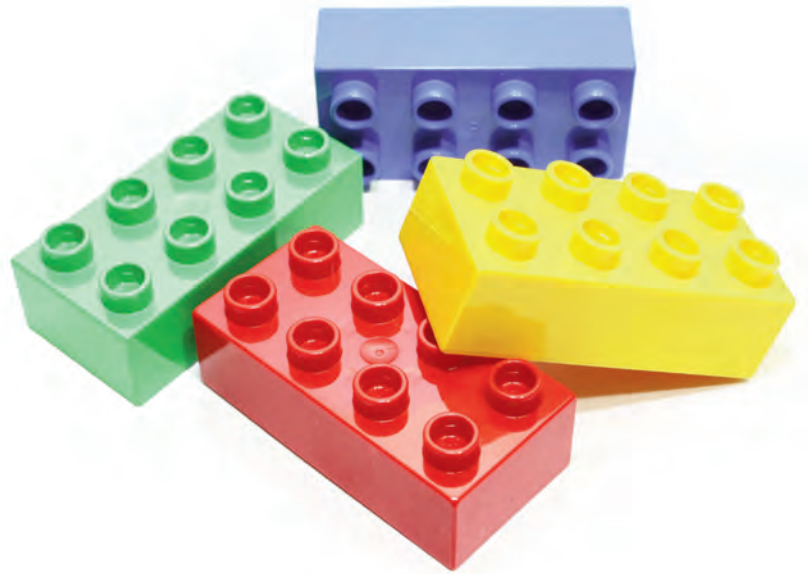
By sticking to our long-term strategic plan, we have achieved our mission of Enriching Lives, Building Community in a variety of ways. Ongoing redevelopment continues to transform our 55-year-old campus for the benefit of our residents and guests. Construction of two more phases of our popular villas and the newest Courtyard neighborhood, E Building, is on-time and on-budget. What's more, we are replacing the aging Sun Valley Clubhouse with a vibrant, multipurpose recreation center. Plans for additional renovations throughout the campus also are in the works.

Thanks to the generosity of the Village community, we introduced multiple amenities and service expansions during the fiscal year that are creating connections. Near The Pavilion, we opened two beautiful outdoor spaces – the Slawsky Dog Park and the Veterans Memorial, both constructed with funds donated to the John Knox Village Foundation. Another project we completed with Foundation-raised funds is the relocation and expansion of our outpatient therapy clinic and the establishment of a Parkinson's program at the Village Care Center. The renovated wing includes private treatment rooms and dedicated space for specialized equipment and group exercise. All our therapists have completed certifications to administer specialized



“By sticking to our long-term strategic plan, we have achieved our mission of Enriching Lives, Building Community in a variety of ways.”

Dan Rexroth



Parkinson's treatments, and we are the only official Community Partner in Parkinson's Care named by the Parkinson's Foundation in the multi-state area.

I am also proud of our health services teams. Their hard work and diligent management have helped stabilize operations. The Village Care Center ended the fiscal year with a budget surplus of \$45,000 after implementing a “right-size” strategy. Additional operational changes the Community Health Services team implemented, such as the consolidation of home health and hospice staff and the move to new offices at the Village Care Center, have yielded significant financial results. The Village also is changing thousands of lives outside our campus through emergency medical services and behavioral health van transportation services.

Sticking to our long-term strategy is paying off. All the key financial ratios exceeded budgeted projections and have improved dramatically over the past several years.

I am thrilled to be retiring on a very high note. Seeing the long-range strategic plan executed and the resulting outcomes has been extremely rewarding. The tremendous financial results we experienced in FY25 will set the stage for even greater initiatives moving forward.

Just as important as growing and redeveloping our community is keeping the promises we have made to residents. They have placed their trust in us for their long-term well-being, and it's a responsibility we never take lightly. The more financially stable and secure we are as a community, the better we are able to meet our residents' needs.

It has been a personal joy to lead the Village, even in those times of challenge and uncertainty. I believe the stability we have had in leadership over the years has enabled us to weather many storms and come out stronger. It is difficult for me, personally, to step away from our tremendous momentum, but I believe Anthony Columbatto, our new President and CEO, and Steve Seggerman, our new Vice President of Finance and CFO, are prepared and ready for the tasks ahead.

Thank you for your tremendous support through the years! I cannot be any more proud of what we have accomplished together. I look forward to hearing just how high Anthony and his team will climb.

A Message from Mel Gross and Chuck Robb of the John Knox Village Board of Directors

We are extremely honored to appoint Anthony Columbatto as John Knox Village's next President and Chief Executive Officer. Anthony officially stepped into his new role on July 1, 2025.

Anthony joined the Village in 2016 as the Administrator of the Village Care Center. During his tenure at the skilled nursing center, he implemented multiple initiatives focusing on resident care, technological advancement and building enhancements. In June 2021, Anthony was promoted to Vice President of Health and Community Services. Since then, he has launched a variety of programs across the healthcare continuum that have led to growth through innovation, quality measure enhancements and financial performance. Prior to joining the Village, Anthony was with St. Mary's Manor in Blue Springs, Missouri. He has a Master's in Healthcare Administration from Lindenwood University and a Bachelor of Science in Psychology from Missouri Baptist University.

As you know, John Knox Village is unlike any other Life Plan Community in the nation. Board members selected Anthony as the next President and CEO because we believe that his vision will further contribute to the Village's legacy. We trust that his leadership will help reinforce what has made our community unique and a place where residents and associates want to spend their best years. And we're confident his passion for senior living and senior care will help John Knox Village carry on its mission of Enriching Lives, Building Community.



"I want to thank the John Knox Village board of directors for placing their faith in me to lead this tremendous organization. I am so excited and humbled by this incredible responsibility. The Village has long been a leader in our community and in the senior care industry for our service and care innovations and our dedication to service excellence. I am deeply committed to building on our legacy for our residents, patients and associates of today and tomorrow."

Anthony Columbatto

FY25 Annual Report

April 1, 2024, to March 31, 2025

When a person – child or adult – sits down to build with a pile of blocks, his or her vision drives what they build. It could be a castle, a spaceship, a skyline or whatever else they dream up. If a tower falls, they rebuild. When others join the creative process, everybody must collaborate, negotiate and communicate their vision. Using imagination and creativity, these builders and architects carefully select each block and place it with intent. By building with purpose, a true masterpiece emerges.

Like master block builders, John Knox Village has relied on creativity, ingenuity and vision to build an organization that is unique, impactful and sound. **Guided by the vision outlined in its rolling strategic plan, the Village is building with purpose, aiming to provide innovative services, elevated amenities and, most importantly, strong relationships.** A lot has changed during the Village's 55 years; but change with intent leads to serving with passion, insight, dedication and knowledge that each member of our community contributes to the remarkable work in progress that is John Knox Village.

Re-Building WITH PURPOSE

Campus Redevelopment Continues

In 2014, John Knox Village announced a widespread, multi-million-dollar plan to redevelop the aging campus. Fast forward a little more than a decade and the rolling strategic plan is going strong with campus and service enhancements that are increasing resident and patient satisfaction, and, in turn, the organization's bottom line.

During fiscal year 2025, the Village made headway on multiple new builds and completed revitalization projects.

- **Courtyard E Building.** After months of planning and pre-selling, the Village procured financing to start site work on the new \$15 million E Building in April 2024. Construction of the apartment homes proceeded on-schedule and on-budget. Resembling the D Building, which is located on the opposite side of the Courtyard Complex, the four-story building includes 52 beautifully appointed one- and two-bedroom apartment homes. It features multiple lounges and a multi-story atrium that connects adjoining buildings to the new structure. E Building is a short indoor walk from the Courtyard Commons, which is home to two dining options, a movie theater, salon, general store and community spaces.

- **Villas – Phases 10 and 11.** When new phases of the extremely popular villas are announced, they are snapped up quickly. During FY25, the Village unveiled phase 10 and an



unprecedented mid-year project announcement to help meet the current demand. The 12 one- and two-bedroom homes located throughout the Sun Valley neighborhood often are sold before they are built, and there is a waiting list for new inventory.

- **Villager Inn enhancements.** Although most of this project occurred in FY24, the final touches of this multi-year facelift were added in FY25. And with them, Villager Inn now provides a better first impression to visitors, a more professional work environment for associates and a refreshed community space for residents.

Plans Underway for Former Clubhouse Site

New amenities and a comfortable gathering space are in store on the site of the former Sun Valley Clubhouse and outdoor pool.

Thanks to the 2024 bond issue's general capital funding, the Village is replacing the much-loved, but aging, clubhouse and pool. The new 3,600-square-foot recreation area will feature two indoor pickleball courts, which can also be used for basketball, ping pong and fitness classes.

The center also includes a 1,120-square-foot community room with a fireplace, soft seating, tables and chairs for dining and games, and a full kitchen with island seating. French doors open to the patio and pool area. The new outdoor pool will have nearly 1,600 square feet of surface water, about double the amount of the pool at the former clubhouse. There is an outdoor shower, a 5,000-square-foot cool deck that stays comfortable to walk on even when exposed to direct sunlight, covered and uncovered seating areas, a firepit and grill. Additionally, there will be a water fountain with a bottle filling station, restrooms with lockers, and a storage area.

All residents will be able to enjoy the new recreation area, and it will be a great place for neighborhood and family gatherings. It is expected to open in fall 2025.



SCAN TO
VIEW VIDEO

Demolishing
the existing
clubhouse

Construction of Courtyard E Building



Building Villas – Phases 10 and 11

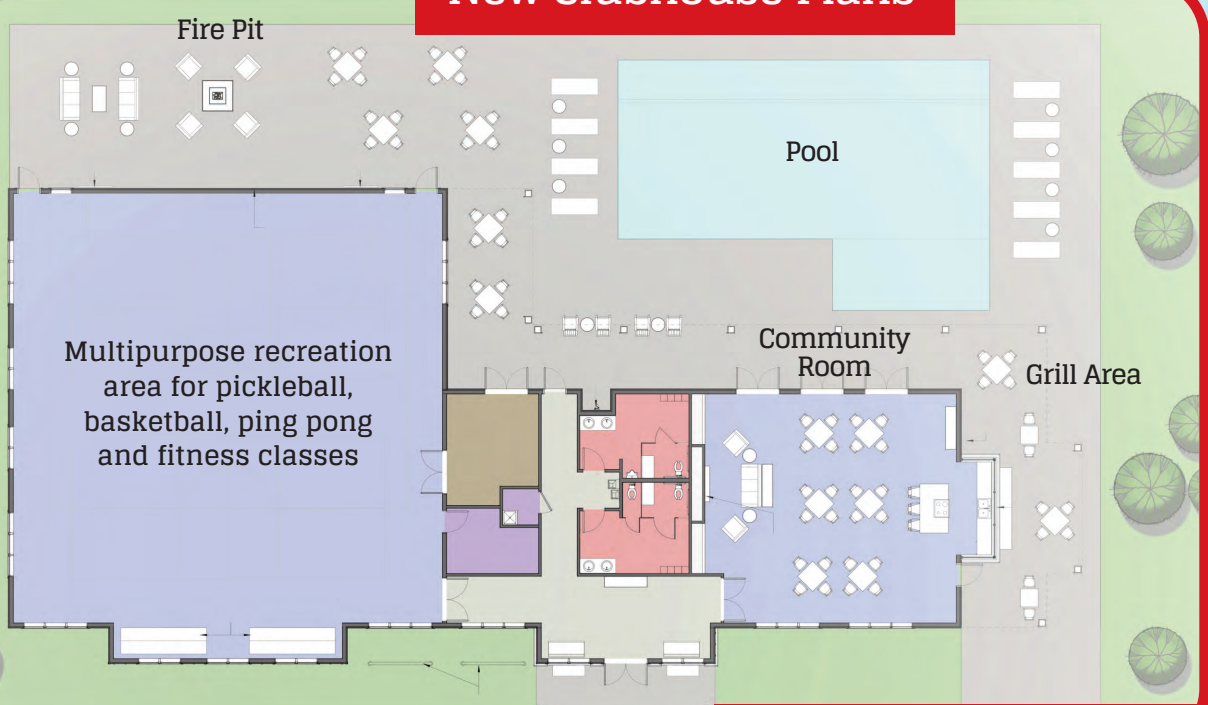


SCAN TO VIEW VIDEO PLAYLIST

New Clubhouse Plans



Architect rendering of the new clubhouse entrance



Fun on the JKV
golf course



Party time at the Sand or
Sea: Whatever Floats
Your Boat Gala



Craft time
at the Art
Studio



Sightseeing
at the new
Kansas City
Ferris Wheel

50

Celebrating the John
Knox Village Chapel's
50 years of service



Ring in the
new year at
The Pavilion

Enhancing SAFETY & SECURITY

System Upgrade Reinforces Commitment to Rapid Emergency Response

After several years of using two emergency response systems in independent living homes, John Knox Village has transitioned to one, more inclusive system that offers more safety options for residents.

The Village's IT staff met its goal of replacing the older standard emergency response system, consisting of pull cords in bedrooms and bathrooms in independent living homes, with SARA equipment by summer of 2025. What's more, residents also can subscribe to a monthly pendant service, which provides proximity-based location detection outside their homes when activated.

Use of the SARA system is a win-win for the Village and residents. Using a web of coverage via "access points" throughout campus, the updated system offers a wider coverage range than the previous technology used. When a SARA pendant is triggered, the enhanced system "pings" the three closest access points, narrowing the resident's location to a triangulated area and enabling public safety to better locate the person in need.

The total cost of the initiative is \$359,574, which includes more than 1,700 pull chains in over 430 Village homes since the campus-wide move began in January 2023. The entire system includes nearly \$1 million in hardware, 4,051 pull chains and 405 pendants.



Building with Intention

It was a year of big changes for John Knox Village's hospice and home health services, ones that established a strong foundation for potential growth and expansion in the coming years.

NEW Directions

John Knox Village welcomed a new director for its home health and hospice services.

Michael Stoker brought with him 20 years of hospice and palliative care management experience and a track record of successful leadership. He started his career in information technology, but soon realized he wanted to work where he can help people directly. While earning his Master's Degree at Grace University in Omaha, Nebraska, he decided to pursue a career in the hospice arena.

"I'm excited for the opportunity to have these four lines of service – our helpers, palliative care, home health and hospice – work together cohesively so we can offer a continuum of care to our patients," Michael said.



Michael Stoker



JKV veterans pinning service



New Home Base

Home Health by John Knox Village and Hospice by John Knox Village have moved into new offices to create greater operational efficiency, enhance productivity and drive margins.

The Village's two health care agencies previously operated as separate entities with different administrators, directors of nursing, nurses and administrative assistants.

Both agencies moved from their offices in the Villager Inn to the former memory care unit of the Village Care Center. The new area has more office space that allows staff to work together and room to grow. It also offers more privacy for patient confidentiality.

The merger has created operational efficiencies, and enabled both agencies to streamline processes and leverage relationships.

In addition to the offices on the Village campus, Home Health by John Knox Village also has an office in Prairie Village, Kansas.

New Connections

The Kansas City area is a competitive market for hospice care with nearly 40 providers operating in the region.

To differentiate itself from the competition, Hospice by John Knox Village is exploring ways to create better connections with patients and their loved ones.

Staff have implemented alternative therapies, using music, art, massage, aroma and pets to engage patients. The team celebrates every birthday and is encouraged to be "memory makers" by helping create meaningful experiences with patients and families. They also conduct pinning services for military veterans. Finally, they are focused on providing more frequent touchpoints for bereaving families, including a meal delivery from Village restaurants after their loved one has passed away. In turn, the enhanced engagement is improving outcomes and creating memories.



Home Health
by John Knox Village



Hospice
by John Knox Village

Brand New

To kick off the fourth quarter of fiscal year 2025, the Village unveiled new names and logos for its home health and hospice agencies.

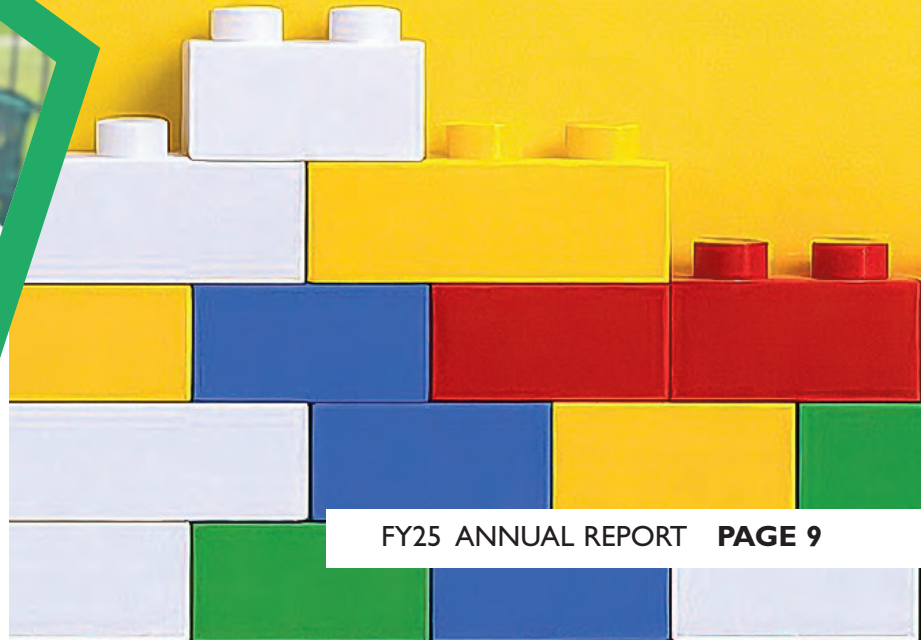
Village Home Health and Village Hospice are now "Home Health by John Knox Village" and "Hospice by John Knox Village."

The new branding more closely identifies and aligns the agencies with the Village's values and the trusted legacy of the organization as a whole. The new names instantly convey the experience, excellence, expertise and dedication to quality care that seniors in and around Kansas City have come to expect from the Village for 55 years.

Regardless of where patients live in Lee's Summit or across the agencies' multi-county service area, they will know that both Home Health by John Knox Village and Hospice by John Knox Village:

- **Value older adults and recognize their importance in our society.**
- **Specialize in caring for the unique health care needs of seniors.**
- **Serve the needs of patients in 12 Missouri and Kansas counties surrounding Kansas City.**
- **Are Medicare certified.**
- **Are local and not-for-profit.**
- **Enrich lives and build community, through compassionate care, every day.**

Trained health services business development specialists are spreading the word about the Village's hospice and home health agencies. Working to build strong referral networks and community partnerships, they are visiting healthcare providers, participating in informational events and more.





Behavioral Health Transportation Service Experiences Steady Growth

Since its debut in late 2022, John Knox Village's behavioral health transportation service is exceeding expectations.

The special service is novel to the Kansas City area. Consisting of partnerships between the Village and 15 area hospitals in multiple health care systems, the service helps people having a mental health crisis receive more timely care while concurrently freeing up emergency room beds and ambulances.

Working with organizations in both Missouri and Kansas, the service transported 1,997 patients during the 2024 calendar year. It is on pace to transport 2,476 mental health patients in calendar year 2025. They answer more than six calls a day on average. During the holidays, call volume increases drastically. The behavioral health transportation service transports patients to facilities wherever beds are available, and have traveled as far as Topeka, Kansas; St. Charles, Osage Beach, Popular Bluff in Missouri; and points in between. The vans rack up about 10,000 miles a month.



The Magic of Tovertafel

The Village Care Center and Village Assisted Living discovered some "magic" in FY25 as they continue to elevate the care experience for residents.

The magic came in the form of innovative technology imported from the Netherlands known as the Tovertafel, a Dutch phrase that translates to "Magic Table."

The Tovertafel is a ceiling-mounted projector unit that displays interactive games and images onto a table or other flat surface. Users interact with the game system by touching the images displayed on the table in front of them.

Tovertafel's interactive games are specifically designed for seniors living with dementia and can be played individually or in a larger group. Users can play games and create art that encourages engagement and physical activity, as well as stimulating cognitive functions and social interactions.

The Village purchased its first Tovertafel for Village Assisted Living in February 2025. A few months later, it secured a grant from the Greater Lee's Summit Healthcare Foundation to purchase a second one for the Village Care Center.

The systems have had a positive impact on residents of VCC and VAL. Some residents who had grown quiet and closed off are talking more. The music playing during the games often stimulates memories. The Tovertafel has also provided a new and fun way for family members, especially grandchildren, to bond with their loved ones.

The technology was developed by Hester Anderiesen Le Riche during her dissertation for a PhD in industrial engineering. Hester explored and developed how games and 'purposeful play' could help people living with dementia. She launched Tover in the Netherlands in 2015. Since its launch a decade ago, the Tovertafel has become an indispensable tool in more than 10,000 memory care communities worldwide, according to Tover.



Evolving with Intention

Outpatient Therapy by John Knox Village

After outgrowing its two previous clinic spaces, Outpatient Therapy by John Knox Village has found its “forever” home.

Thanks to the support of the Village community through the 2023 and the 2024 John Knox Village galas, and a golf tournament that benefitted the Parkinson’s program, the Village converted an unused hall in the Village Care Center’s 400 Unit into a new clinic that has room for additional expansion.

The space brings together outpatient therapy – a senior-focused center for physical, occupational and speech therapy – plus Parkinson’s-focused space called the Parkinson’s Connection, which offers specialized exercise classes, wellness education and support. The move benefits both the Village and the surrounding community by bringing together a combination of services that exist nowhere else in eastern Jackson County

Two years ago, the clinic began offering LSVT BIG® and LSVT LOUD® therapies for Parkinson’s disease, which created new opportunities for the Parkinson’s program to grow into a Village-wide health and wellness initiative. Additional therapies offered as part of its Parkinson’s Connection program include Rock Steady Boxing, PWR!Moves®, Tai Chi, therapeutic drumming, support groups and dietary consulting.

Parkinson’s Care Initiatives Take Another Step Forward

The Parkinson’s Foundation recently recognized John Knox Village for its commitment to improving access to care and support for those living with Parkinson’s disease in eastern Jackson County and beyond. The Village currently is the only site in Missouri, Kansas or Iowa invited to become one of the Foundation’s “Community Partners in Parkinson’s Care,” of which there are about 100 locations in the U.S.

Recognizing that people often seek out senior living communities as their disease advances, the Parkinson’s Foundation created a train-the-trainer curriculum to provide member locations with tools to prepare and empower clinical staff to provide optimal care. Members also receive ongoing support from Parkinson’s disease experts.

Resident Care Coordination Liaison Melanie McGraw and Victoria Shatto, Village Outpatient Therapy manager, have completed a four-module training on Parkinson’s disease plus an additional two full days of training. Named the Village’s Site Champions, the pair are conducting Parkinson’s trainings for the clinical teams at Village Assisted Living and the Village Care Center. **The training provides staff in the different levels of care with a deeper understanding about Parkinson’s disease and best care practices, so patients can feel confident about transitioning to more advanced levels of care when there is a need.**



When Building with Purpose Means Getting Smaller

The Village Care Center decided to right-size its skilled nursing center by reducing its capacity, which yielded measurable results in FY25. By decreasing its census goals and consolidating its four units into one side of the building, leaders are better able to manage staffing numbers and create greater efficiency.

The skilled nursing facility ended the fiscal year favorable to budget by \$45,000. In addition, agency staffing costs decreased by a remarkable 19%.

The impact has been felt beyond just operational efficiency. VCC leadership said having a more manageable operation has led to better continuity of care. In addition, associates have developed better relationships with residents and family members, which has improved overall satisfaction.

Residents have also become better acquainted with each other that dining and commons areas are cozier.

Another area where care improved in FY25 was the reduction of resident falls. This was accomplished by an investment in Virtusense, a spatial artificial intelligence software that can understand and respond to what's happening in a resident's room, even when a clinician isn't present. The program alerts staff when there is a risk of a resident falling, perhaps because the resident is attempting to get out of bed or a chair without assistance. The alert system gives staff enough time to reach the resident's room before a potential fall occurs.

In January 2025, the VCC had its required regulatory annual survey completed by the Missouri Department of Health and Senior Services. The VCC received five health deficiencies, nearly half the average number of deficiencies in the U.S. (9.5), and more than half as much as the state average of 11.7. The five deficiencies were all low-level and not related to quality of care. The VCC corrected the deficiencies and has been back in compliance with DHSS since March of 2025.



It's Business as Usual at VAL

Consistently delivering optimum care has become a hallmark of Village Assisted Living.

In the summer of 2024, VAL passed state inspection with zero deficiencies, the best score possible. That marked the seventh consecutive year VAL was rated deficiency-free, demonstrating that the Village is providing the highest level of care to residents in an optimum environment.

Inspections are conducted by the Missouri Department of Health and Senior Services. These surveys evaluate policies and procedures, resident care, quality of care and quality of life, medication administration, medical records, kitchen sanitation, staff competencies, dietary needs, equipment, safety and overall wellness of the community.

Surveyors arrive unannounced and observe care and procedures for several days. The survey process also includes interviews with residents, residents' family members and staff.

Another highlight of FY25 for VAL was the return of its own in-house outpatient therapy clinic. The Winsor Room, near Fireside Dining, received a facelift and was returned to service as Assisted Living's therapy clinic, seeing patients five days a week. The room was furnished with equipment

and therapy benches donated by HCA Healthcare after it closed a nearby outpatient therapy clinic.

In addition, VAL converted some of the previously expanded Memory Care 2 beds back to AL beds in its 300 hall in March 2025. Additional improvements included the renovation of three standard AL rooms to deluxe rooms and replacing carpet with luxury vinyl plank (LVP) flooring in Memory Care resident rooms.



Building CAREERS & COMMUNITY

John Knox Village Human Resources recruiters actively engage with the community to attract skilled candidates for open positions. **By attending recruitment events across the Kansas City Metropolitan area – and beyond – they’re casting a wide net and making meaningful connections with potential candidates.**

In fiscal year 2025, the Village’s four recruiters participated in 77 recruitment events, a notable increase from 60 events the previous year. This growth reflects a strategic commitment to expanding outreach and deepening community relationships.

Beyond traditional job fairs, recruiters are also partnering with educational institutions and community organizations to support career development. They assist with a variety of tasks associated with finding employment, such as conducting mock interviews, resume writing workshops and career exploration sessions.

The team has also worked with high school juniors and seniors to help them better understand potential career paths. They’ve even visited grade schools and junior highs to introduce students to careers in senior care – planting seeds for future interest in the field.

The face-to-face interactions offer significant advantages: they foster stronger personal connections between recruiters and candidates and enable more effective communication about job opportunities, required skills and the Village’s mission.

Learning about EMS careers



Preparing to engage candidates at a recruitment event

Investing in Our Community: Engagement That Builds Careers

John Knox Village Human Resource’s community engagement philosophy centers on thoughtful partnerships. The team evaluates each opportunity based on its ability to provide a meaningful experience while balancing immediate impact with long-term workforce development. Some events are purely educational, while others help build the talent pipeline.

Clinical Rotations: The Village hosts student groups for hands-on experience in a variety of positions, such as nursing, therapy and dietetics. Partner schools include the University of Central Missouri, Saint Luke’s College of Nursing, Rockhurst University and the Herndon Center. These efforts have led to direct hires, including CNAs.

Internships: More than 50 interns have worked throughout the organization during the past five years. Students from the University of Missouri, Cass Career Center, St. Michael’s Academy and other schools have received hands-on experience in health care, marketing, IT, dining services and social services through the Village internships.

Job Shadowing: The Village also hosts one-time and recurring shadowing experiences. Participants explore roles in dining, nursing, administration and more. Some experiences have led to hires, including CNAs and restaurant supervisors. The Village also supports broader initiatives like **Explore Your Future, Teacher Externships** and **Hidden Careers in Healthcare**, which all help students discover real-world career opportunities.

EMT-B Training: John Knox Village Public Safety works in partnership with the Herndon Career Center in Raytown, Missouri, to train students to become Emergency Medical Technicians. The class is conducted each school year to between 15 and 20 high school students, who learn basics of pre-hospital care they would encounter on all types of medical calls. High school students who complete the training receive their national and state EMT-B (Basic) licenses.

P.R.I.D.E.

Builds CLOSE BONDS

In the spring of 2014, John Knox Village introduced associates to a new way of approaching their workday called Service Excellence. The idea was that associates could provide excellent customer service by incorporating P.R.I.D.E. – Personal Responsibility In Delivering Excellence – with every interaction. P.R.I.D.E. is at the heart of the relationships cultivated at the Village.

Associates and residents are asked to write a card to the people they see demonstrating the P.R.I.D.E. characteristics (Positive Attitude, Compassion, Being a Team Player, Integrity, Respect, Empowerment, Being Accountable, Excellence and Being Knowledgeable). **The following are examples of associates who provide Service Excellence.**

- **Lakeside Grille Staff:** Everyone worked together to make the pop-up dinner very enjoyable. The food was great! I just want to give them a big thank you for working extra and making it fun for me. – *Charlotte Whittler, JKV resident*

- **Xiana Luo, Village Assisted Living:** You are a very special person. I appreciate all you do and your cheerful willingness to do whatever is needed. You are a treasure for John Knox. Thank you so much. – *Anna Margaret McGuire, JKV resident*

- **Ombeni Senga, Village Care Center:** Benny is a loving and caring person. My mother-in-law lives at the VCC. She does not live on the hall Benny works on but he always says hello to her as he walks by. They have developed a friendship. He tells her good night when he leaves. This act of kindness means the world to her. Being seen in a world that is very busy. Thank you, Benny! You make a difference. – *Milissa Seid, JKV associate and family member of JKV resident*

- **Richard Leslie, event manager, and the Events Team:** Richard Leslie and his staff have been and continue to be a great asset to the JKV organization in assisting with all the programs that are put on at The Pavilion and other rooms within the Village. Especially noteworthy is the support of the veterans programs both on Veterans Day and Memorial Day. It is people like him and his staff who keep things running smoothly within the Village. – *Steve Kilde, JKV resident*

- **Elbert Vance, Transportation:** El is an outstanding shuttle bus driver. He greets new associates with a cheerful attitude and provides them with a brief overview of the Transportation Department's Dial-A-Ride service during HR orientation tours. I recall the times I observed El unloading residents who use a wheelchair from the shuttle lift. He walked ahead of them to open and hold the door, ensuring the resident's safety and pleasant experience. Thank you, El. – *Sarah Boehm, JKV associate*

- **David Sword, Maintenance:** When my air conditioning stopped working late in the afternoon, David came over immediately. Even though it was well past his normal quitting time, he didn't leave until my air conditioner was working. Thank you so much, Dave. – *Beverly Wolkow, JKV resident*



NEW Paperless Onboarding and Performance Management

For John Knox Village, building with purpose requires the talent and dedication of its associates.

Human Resources oversees much of an associate's journey with the Village, from initial recruiting to annual performance evaluations. Until recently, however, their tasks were largely manual, requiring endless stacks of paper and cumbersome processes.

Over the last few years, Human Resources has been modernizing. During FY25, the team took two major steps by implementing a **paperless onboarding process for new associates and an electronic performance management module.**

With electronic onboarding, new associates can complete new-hire paperwork remotely. This includes filling out tax forms, authorizing a background check and signing up for direct deposit. In years past, new associates had to complete paperwork in person in the Human Resources department.

Associate reviews are equally more efficient and convenient with the Village's new paperless performance management module.

With about 850 associates, many having served the Village for a decade or longer, paper employment records take up copious amounts of space on campus. Boxes and cabinets of files contain years of performance reviews, license records and time-off requests.

Managers and associates can now review performance evaluations instantly from their workspaces or at the computer kiosks around campus.

Another benefit of electronic processes is better efficiency in responding to regulatory audits. With paper records, a request from a state regulator for documentation took time to gather paper documentation. Now it's just a matter of downloading the information and providing it electronically.

Having spirited fun at a KC Chiefs pep rally



Welcoming families at Village Assisted Living



Posing with Mr. P.R.I.D.E. at a holiday reception



Parading pets at the Village Care Center



Hanging out at a holiday reception

Having fun at the 2024 John Knox Village Gala

Building *Financial Strength*

Steve Seggerman Appointed Chief Financial Officer

As the conclusion of FY25, John Knox Village appointed Steve Seggerman as its new Vice President of Finance and Chief Financial Officer. He replaced Kim Klockenga, who retired as Village CFO after 13 years.

Steve joined the Village in FY20 as Director of Finance and almost immediately had to help steer the organization through the financial challenges of the COVID-19 pandemic.

Prior to joining John Knox Village, he spent 15 years at Bishop Spencer Place, a senior living community in Kansas City, Missouri. During his tenure there, he served as CEO for 10 years and Chief Financial Officer for five years. Early in his career, Steve spent a decade in public accounting. That experience included time with Big Four accounting firm KPMG as a senior manager, where he performed senior living and health care audits.



“From my very first day here, I have been warmly welcomed into the Village family. I greatly appreciate the opportunity to take on this role and to help the Village continue its legacy of enriching lives and building community.”

Steve Seggerman

Strength in Numbers

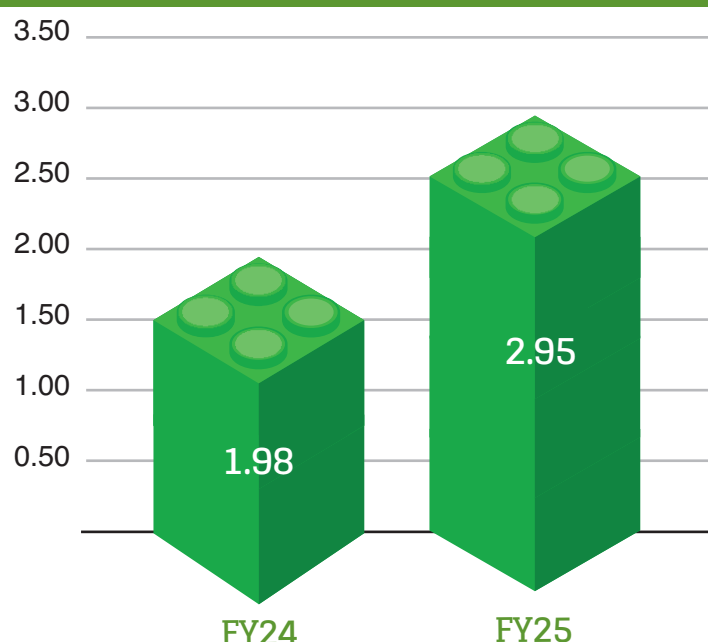
As noted in the Message from Dan Rexroth (page 2), the Village improved in nearly every financial measure over the prior year.

The Village’s short-term liquidity, measured by Total Current Assets on the accompanying balance sheet, increased 41 percent between FY24 and FY25. As of the end of the fiscal year, the Village had enough cash on hand to cover 263 days of expenses, exceeding what is required by our bond agreements. The sum of all the Village’s assets increased by more than 15 percent in the last year.

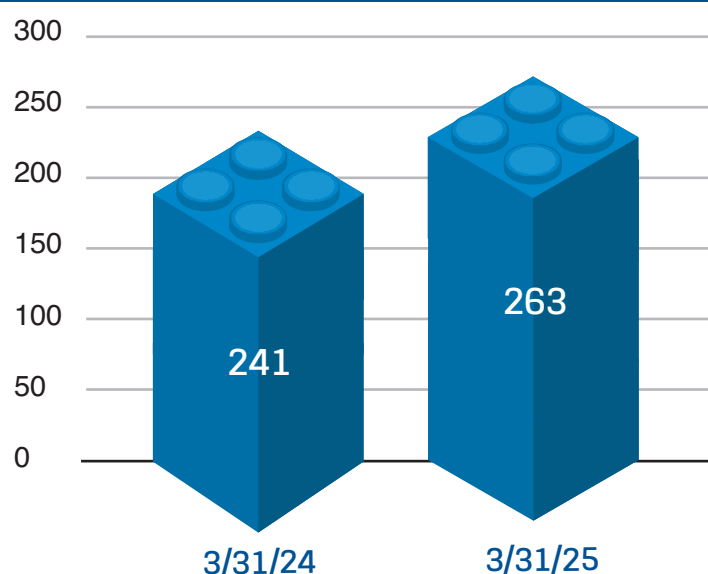
Additionally, the Village increased revenues by more than 8 percent while keeping expenses flat from year to year. This enabled the Village to more than double its net operating margin between FY24 and FY25.

The financial data also shows the Village’s robust Debt Service Coverage Ratio (DSCR). This is an important ratio that measures a company’s or organization’s ability to repay its debt and acquire future financing by comparing its cash flow to its current debts. An ideal DSCR for many lenders is 2, meaning a firm has twice the amount of income needed to meet minimum debt obligations. The Village had a ratio just below that mark in FY24, but managed to increase it to nearly 3 by the end of the most recent fiscal year.

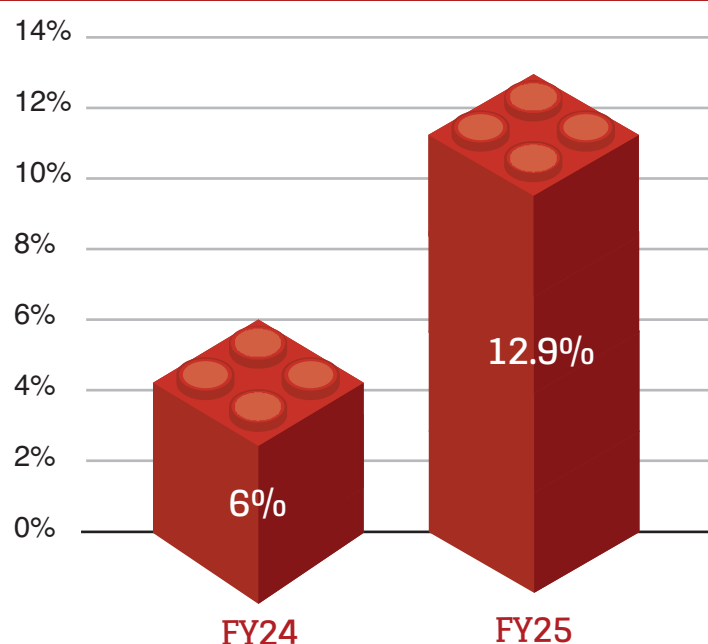
JKV Debt Service Coverage Ratio



JKV Days Cash on Hand



JKV Net Operating Margin



JKV Financial Report

Balance Sheets - As of March 31, 2025 and 2024

(in 000s)	FY25	FY24
Cash and Cash Equivalents	\$10,078	\$5,872
Accounts Receivable	\$6,316	\$4,665
Other Current Assets	\$11,700	\$9,340
Total Current Assets	\$28,094	\$19,877
Investments and Reserves	\$86,597	\$67,060
Net Fixed Assets	\$138,978	\$127,896
Other Long-term Assets	\$2,725	\$2,575
Total Assets	\$228,300	\$197,531
Long-term Debt	\$145,371	\$125,074
Other Liabilities and Net Assets	\$82,929	\$72,457
Total Liabilities and Net Assets	\$228,300	\$197,531

Statements of Operations Years Ended March 31, 2025 and 2024

(in 000s)	FY25	FY24
Operating Revenues	\$82,130	\$75,656
Operating Expenses	\$68,853	\$68,031
Operating Income	\$13,277	\$7,625
Investment Income and Other	\$2,457	\$5,127
Interest Expense	\$(6,332)	\$(6,315)
Depreciation Expense	\$(10,890)	\$(10,955)
Change in Net Assets	\$(1,488)	\$(4,518)

JKV Foundation Financial Report

Balance Sheets - As of March 31, 2025 and 2024

(in 000s)	FY25	FY24
Cash and Investments	\$5,431	\$4,869
Pledge Receivable	\$308	\$250
Total Assets	\$5,649	\$5,119
Due to JKV	\$272	\$224
Other Liabilities	\$66	\$66
Total Liabilities	\$339	\$290
Unrestricted Net Assets	\$1,161	\$936
Restricted Net Assets	\$4,150	\$3,893
Total Net Assets	\$5,311	\$4,829
Total Liabilities and Net Assets	\$5,649	\$5,119



John Knox Village
Foundation

Building TOGETHER

Relationships are
Key to Success

Because of the strong sense of community among Village residents, associates and members of surrounding communities, the John Knox Village Foundation made strides in reaching fundraising goals and completing several projects during the fiscal year. In addition to coming together to support the Resident Financial Assistance Fund, the Foundation was able to purchase Rock Steady Boxing equipment for the Parkinson's Connection, fitness equipment, stage lighting at The Pavilion and other important needs that benefit Village residents.



Villager Inn Bowling Alley Renovations

COMPLETED

The Foundation partnered with the Village and funded \$50,000 of the renovations and updates to the popular campus destination. In addition to an updated look achieved through new flooring, paint and furniture, the bowling alley boasts new electronic scoring equipment and refreshed lanes.

Slawsky Dog Park

COMPLETED

Early in the fiscal year, the Foundation reached its Barks and Rec campaign fundraising goal to construct a dog park near the heart of the campus.

Residents stepped up, quickly donating \$127,670, including sponsorships for benches, water fountains, disposal receptacles and customized bricks. The campaign was funded by June. Construction of the quarter-acre park started in September, and the grand opening was held April 1, 2025. The park is named for Anna and Don Slawsky and their beloved dog, Mandie.





Veterans Memorial COMPLETED

The Foundation partnered with John Knox Village veterans, who raised nearly \$70,000, to build a beautiful Veterans Memorial on the Village campus. Construction began in the summer of 2024. Located just south of The Pavilion, the memorial has monuments and flags for each branch of the military and offers a peaceful spot for remembering and honoring brave service men and women. The memorial was dedicated on Veterans Day.

EMS Mabee Foundation Challenge Grant In Process

John Knox Village and the John Knox Village Foundation announced a \$500,000 challenge grant from the J.E. and L.E. Mabee Foundation of Midland, Texas, for the JKV EMS Building Capital Campaign. To earn the grant, the Foundation must raise \$1.7 million by January 2026. Both long-term supporters and brand-new friends of John Knox Village have come together to make this project possible through their generous gifts and support for the renovation and construction of the new Emergency Medical Services headquarters.

Completion of this challenge will enable JKV EMS to serve those on our campus and in the surrounding community, benefiting thousands of people who live in Lee's Summit and beyond each year. The Foundation aims to meet the challenge grant by January so renovations can begin in early 2026.

Expansion of Village Outpatient Therapy and Parkinson's Connection

COMPLETED

Proceeds raised from the 2023 and 2024 John Knox Village galas, as well as a tournament organized by Village golfers, were used to create a new dedicated space for Outpatient Therapy by John Knox Village and the new Parkinson's Connection in the Village Care Center.

Parkinson's Connection is one of a handful of clinics in the Kansas City area offering LSVT BIG® and LSVT LOUD® therapies, and one of the only in Jackson County that provides it within all three rehabilitation disciplines: occupational, physical and speech therapy. Additional classes and activities available at the Parkinson's Connection include Rock Steady Boxing, PWR!Moves®, Tai Chi and therapeutic drumming. Support groups and dietary consultations also are available.

The outpatient therapy team provides specialized physical, occupational and speech therapies designed to treat injuries, disorders and disease processes common to older adults.

Fiscal Year 2025

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Fiscal Year 2025 Board of Directors

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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

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EQUAL HOUSING
OPPORTUNITY