

---

ISSUE DATE:  
AUGUST 2025



## A Message from Colleen Matthews, Executive Director

Dear Residents and Team Members,

There's a lot to celebrate at Westminster Village as we continue a summer full of progress, partnerships, and joy. I hope you'll join me in welcoming **Shawn from Healthcare Management Partners on Wednesday, August 6**, for a **Q&A Happy Hour at 3:30 PM** in the Community Room. This is a great opportunity to hear directly from Shawn about our management agreement and industry news, and to ask questions in a casual, conversational setting.

We're proud to honor **Michael Gwin** as our **June Hospitality Hero**. Michael's dependability, kindness, and contagious positivity brighten every corner of our community. We're also excited to share news from our **Healthcare Center**, where we've launched **Companion Living** in Assisted Living, expanded education efforts, and eliminated agency staffing—further strengthening our care model.

Congratulations to **Amy Sisson** and **Mandi Dailey** on their recent promotions! Both have already made significant contributions in their new roles and continue to lead with excellence.

Finally, thank you to everyone who joined us for our **Christmas in July Open House**—a joyful celebration that brought holiday cheer to summer.

As always, I'm grateful for each of you and the community we continue to build—together.

Warmly,

*Colleen Matthews*

Executive Director

### In this newsletter:

---

A Message from Shawn  
with HMP Senior Solutions

---

Understanding IL  
Sales Reporting

---

Hospitality Hero

---

Christmas in July  
Open House

---

Spotlight on the  
Healthcare Center

---

Team Member Promotions  
& Early Successes

---

---

# A MESSAGE FROM SHAWN WITH HMP SENIOR SOLUTIONS

Join Me for a Q&A Happy Hour – Wednesday,  
August 6 | 3:30 – 4:30 PM | Community Room

I look forward to visiting Westminster Village on **Wednesday, August 6th**, and invite you to join me for a **Q&A Happy Hour** from **3:30 to 4:30 PM** in the Community Room. This will be an informal and open conversation where I can give you insight into our management relationship, address questions or concerns, and hear directly from you.

During our time together, I'll be prepared to speak to several important topics, including:

- **Recent News Coverage** – I'm aware of recent Wall Street Journal articles and a local news story about senior living communities facing financial challenges, including bankruptcy and resident losses.
- **Understanding the Management Agreement** – I'll explain how Healthcare Management Partners supports Westminster Village through a management agreement—what that relationship entails, and what it does not. My goal is to ensure transparency around our role and responsibilities within the community.
- **Open Forum** – Most importantly, I want to hear from you. The final portion of our time will be dedicated to your questions, thoughts, and feedback.

It's important to me—and to our entire team at HMP—that you feel informed and confident in the future of Westminster Village. I look forward to a productive and reassuring conversation with you on August 6.

Warm regards,



# UNDERSTANDING INDEPENDENT LIVING SALES REPORTING:

## Deposit, Settlement, and Move-In

Independent Living (IL) sales follow a multi-step process, and it's important to understand that a "sale" does not occur all at once. To ensure transparency and accuracy for residents, leadership, and financial stakeholders—including our bondholders—we report on three distinct milestones in the IL sales journey:

### 1. Deposit

**What it is:** This is the initial financial commitment made by a prospective resident to secure a specific apartment.

**Timing:** This occurs early in the process, often before the apartment is fully ready or before the prospect has sold their home.

**Reporting Purpose:** This indicator indicates interest and conversion from prospect to active lead. It's the first indicator of projected census growth and financial commitment.

### 2. Settlement (Closing)

**What it is:** This is the formal closing, during which the full entrance fee is paid and contractual documents are executed.

**Timing:** This can happen weeks or months after the deposit, depending on factors such as the timing of the home sale, apartment readiness, or the prospect's personal schedule.

**Reporting Purpose:** This is the financial recognition point for accounting and financial reporting. It reflects when revenue is officially recognized.

### 3. Move-In

**What it is:** The actual physical relocation of the resident into their new IL apartment.

**Timing:** May occur immediately after settlement or be delayed (e.g., if the resident needs to coordinate logistics or if the apartment is undergoing final touches).

**Reporting Purpose:** Tracked for census purposes. This is when the resident becomes part of the community's daily life and is counted in occupancy statistics.

July 2025		
IL SALES		
Deposits 10% of the Entrance fee	2	\$61,500
Settlements	3	\$558,000
Move-in	4	
Move-out	2	
Total Cash Received		\$619,500
AL Census		
	38 residents	
	36.5 units	
HCC		
Average Daily Census	70	as of 7.24
High census of	72	
Low census of	67	

### Why We Report All Three

By tracking **Deposit, Settlement, and Move-In separately**, we ensure:

- **Sales teams have accurate performance metrics** (from initial commitment through close)
- **Operations can anticipate and plan** for incoming residents
- **Census data remains precise**
- **Financial stakeholders receive timely and appropriate revenue recognition reports**

This level of detail and distinction supports strong fiscal oversight and demonstrates our commitment to transparency, especially to our residents, their families, and our bondholders.

---

# HOSPITALITY HERO

We are thrilled to recognize Michael Gwin as our June 2025 Hospitality Hero!



Michael is the kind of team member every community dreams of having. Whether he's out landscaping, lending a hand with odd jobs, or supporting residents and fellow team members alike, Michael does it all with an unwavering smile and a can-do attitude. No task is too big, no request too small — if someone needs help, Michael is already there.

Despite being pulled in countless directions throughout the day, he never complains. In fact, he brings an energy and positivity that lifts everyone around him. His enthusiasm is unmatched, his work ethic is admirable, and his heart for service is evident in everything he does.

Michael, thank you for being the dependable, energetic, and kind soul that you are. We are so lucky to have you as part of the WV family. Congratulations on being our Hospitality Hero!

## CHRISTMAS IN JULY OPEN HOUSE

On July 25, Westminster Village welcomed guests to our festive Christmas in July Open House. The community was transformed into a cheerful winter wonderland, complete with holiday-themed tours, sweet treats, and a visit to Santa's Workshop. Guests enjoyed a fun-filled afternoon and took advantage of our special one-day savings offer. Thank you to all who joined us and helped make the event merry and bright!



---

# HEALTHCARE CENTER STRENGTHENS PARTNERSHIPS, EXPANDS SERVICES, AND INVESTS IN STAFF DEVELOPMENT

Westminster Village's Healthcare Center continues to grow in strength and reputation, reaching a record-high census, eliminating agency CNAs, and expanding its role as a trusted clinical resource in the community.

## **Strengthening Partnerships Through Education**

This past month, we were proud to host a Lunch & Learn event in partnership with local Home Health and Hospice agencies. The educational session focused on new ISDH processes and requirements related to PASRR (Preadmission Screening and Resident Review). These important regulatory updates are essential for effective care coordination, and our team remained committed to ensuring both internal staff and community partners were well-informed and prepared to navigate these changes. Our Dining Services team provided a beautifully catered meal onsite, showcasing the hospitality and attention to detail our residents and guests experience every day.

## **New Services: Companion Living in Assisted Living**

We are also pleased to announce the official launch of Companion Living in our Assisted Living neighborhood. Our first tenants have successfully moved in, marking a new chapter in personalized, affordable, and socially enriching care. This model supports residents' emotional well-being through companionship and ensures responsible stewardship of space and services, helping us meet growing demand with flexibility and heart.

## **Investing in Clinical Excellence**

As healthcare needs evolve, so must our team. Our clinical leaders actively focus on training and development, ensuring staff are prepared to support higher-acuity care and more complex health conditions. This ongoing education empowers our team to serve as a clinical resource for area partners, elevating Westminster Village's role in the broader continuum of care.

We are also evaluating equipment and diagnostic tool investments to further improve patient outcomes. These enhancements will allow our care teams to detect issues earlier, respond more effectively, and continue delivering top-tier, person-centered care.

From clinical advancement to partnership building, the Healthcare Center is not just keeping pace—it's setting the standard. Thank you to our incredible team for making this progress possible.

---



# TEAM MEMBER PROMOTIONS AND EARLY SUCCESSES

We are thrilled to celebrate **Mandi Dailey's** and **Amy Sisson's** recent promotions. Both are already making meaningful contributions in their new roles.

**Amy Sisson** has officially entered her new **Independent Living Residency Counselor** role. In her first weeks, Amy has been connecting with prospective residents, building strong relationships, and enthusiastically and warmly representing Westminster Village. We are proud to share that Amy secured her **first Villa deposit for the waitlist**—a strong start that reflects her commitment and talent.

**Mandi Dailey**, now serving as **Assisted Living Sales Counselor and Administrator-in-Training**, continues to play a key role in our census growth. She has helped increase occupancy in our Assisted Living neighborhood while **supporting the Healthcare Center**. Mandi's deep knowledge of our community and dedication to resident care have made her a tremendous asset in both areas.

Please join me in congratulating Amy and Mandi on their well-earned success. We are fortunate to have leaders like them helping move Westminster Village forward!



Amy Sisson



Mandi Dailey



1120 E. DAVIS DRIVE  
TERRE HAUTE, IN 47802  
812-242-4600  
[www.westminstervillagein.com](http://www.westminstervillagein.com)