



Blue Book



Who We Are

ShannexTM
LEADING THE WAY TO BETTER LIVINGTM

Team Member: _____

As a valued team member, you are the author of your Shannex journey.

Revised August 2023

A Message to Our Team Members

From Jason Shannon, President

Thank you for choosing to be part of our team of *Great People* dedicated to *Leading the Way to Better Living™* for seniors in our communities. As a valued team member, you play a vital role in our organization's continued growth, evolution and success as a trusted provider of accommodations, services and care for seniors.

At Shannex, every team member works together to create an exceptional resident experience and a positive, fulfilling work environment where every voice matters and individuality is celebrated. Every decision we make is guided by knowing *we work where residents live: your workplace is their home.*

Since 1988, our family and team has been helping seniors live their best lives. Our standards of service excellence are dedicated to providing residents the highest possible quality of life.

Our unwavering commitment to *Great People* and great service can be felt in all areas of our organization, including our efforts as an equitable, inclusive and progressive place to work. Those who choose a career to work with seniors are exceptional individuals, which is why I applaud your decision to choose Shannex. It is my hope that you feel valued and appreciated every day.

Whether you work in a Parkland, Care at Home, Faubourg or Shannex Enhanced Care community, you are now part of our extended family. I look forward to working with you.

A blue ink handwritten signature, likely of Jason Shannon, consisting of a large loop followed by a horizontal line.

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Introduction

The enclosed information has been collected for new and valued Shannex team members, also known as *Great People*.

Inside, you will read about our history, vision, values, philosophy of service and commitment statement on diversity, equity, inclusion and belonging. It is our 'why' and the inspiration behind the work we do every day in our communities. shown throughout with real photos of residents and team members.

You will see real photos of residents and team members inside, and be introduced to our four *Guiding Principles* that influence how every team member approaches their work and one another. *Guiding Principles* shape our approach to making important decisions, innovations and planning for the future.

As a member of the Shannex team, it is important to understand our Universal Standards, a set of shared expectations that every person delivers upon, regardless of title, position or location.

We hope you reflect on this book while engaged in your daily responsibilities. Our brand and standards are in your hands and we know you have taken this role to make a difference in the lives of others. We encourage you to review this book often, ask questions when clarity is required and offer feedback when you observe an opportunity for continuous improvement.

We are committed to helping you meet your professional goals and will continue to provide clear direction, guidance and opportunities for growth and development.

Together, we are *Leading the Way to Better Living™*.

Chapter One



Getting to Know Us

Our History

It all began in 1988 when our founder, Joseph Shannon, purchased a single nursing home in his hometown of Sydney, Nova Scotia. His vision forged a path for the Shannon family and the Shannex brand to set a new standard in accommodations, services and support for seniors. For more than three decades, residents and their families have inspired Shannex's continued growth. What started as a single location in Cape Breton has grown to include operations across Nova Scotia, New Brunswick and Ontario.

- **1988** Shannex begins its journey as a long term care provider in Sydney, NS
- **1991** Shannex expands to Halifax with the addition of Armview Estates and Fairview Villa, later renamed Arborstone Enhanced Care and Maplestone Enhanced Care
- **1993** Shannex completes independent assessment against global standards and is accredited by Accreditation Canada
- **1995** Hillcrest Manor in Truro, Nova Scotia, is acquired and later renamed Cedarstone Enhanced Care
- **1999** Shannex establishes the Parkland Retirement Living division with its first locations in Nova Scotia and New Brunswick

The organization expands to New Brunswick with the addition of Royal Court in Riverview
- **2000** Five Shannex nursing homes opened in Nova Scotia as part of the Building Quality Living project

- **2007** Caritas Residence welcomes the Sisters of Charity to their new home in Halifax

Parkland at the Lakes in Dartmouth opens with a full continuum of services for residents of varying levels of independence

Shannex builds the Centre for Excellence in Halifax to provide team members with ongoing education and professional development opportunities
- **2008** Shannex signs agreement to build three nursing homes in New Brunswick, leading to the opening of three Parkland Retirement Living communities in Fredericton, Quispamsis and Riverview
- **2009** Shannex launches its resident-directed *Philosophy of Service* and opens nine newly constructed nursing homes as part of the Building for Better Living project
- **2010** The Care at Home division is established to serve residents who require additional supports while living in a Shannex community

Maplestone Enhanced Care opens the Collaborative Learning Centre in partnership with the Dalhousie Department of Family Medicine and Faculty of Health, making it the first academic nursing home in Atlantic Canada
- **2011** Shannex returns to its roots in Cape Breton, opening Parkland Cape Breton in Sydney, Nova Scotia
- **2013** Parkland at the Gardens opens in the heart of downtown Halifax

Parkland launches its Harmony Wellness program, taking an holistic approach to resident health and wellness



Joseph Shannon is awarded the Order of Canada

● 2015

Shannex signs the Nova Scotia Health and Safety Leadership Charter alongside 29 organizations committed to reducing workplace injuries

Parkland at the Lakes in Dartmouth, Nova Scotia, expands with the opening of Kinross Hall and Lewis Hall

Operations continue to grow in New Brunswick with the opening of Parkland Saint John

Shannex expands into Ontario with the acquisition of Parkland on the Glen and the Glenerin Inn and Spa in Mississauga

● 2016

The first annual Shannex Excellence Awards Gala is held to celebrate the accomplishments of our *Great People*

Shannex establishes its first Resident and Family Advisory Committee

● 2017

Shannex opens Faubourg du Mascaret, its first French-language retirement living campus in Moncton, New Brunswick

- **2018** Parkland Antigonish welcomes the Sisters of St. Martha to their new home
- **2019** Shannex opens its newly-constructed Home Office in Halifax, Nova Scotia

Pavillon Gallant, Shannex's first Lifestyle Apartments in New Brunswick, opens at Faubourg du Mascaret

Losier Hall opens in Miramichi, New Brunswick
- **2020** Shannex opens Parkland on Eglinton West in Etobicoke, its first fully designed and built project in Ontario

Shannex expands in New Brunswick with the opening of Parkland on the River in Miramichi and three nursing homes: Bridgeview Hall (Miramichi), Neill Hall (Fredericton) and Pavillon Landry (Moncton)
- **2022** Shannex acquires Milestone Communities, later renamed to Parkland West Bedford

Shannex announces Shannex Cares, a community program designed to improve the lives of seniors
- **2023** Shannex becomes first seniors' living organization in Canada to achieve ISO 50001 certification for energy management

For more information, news and updates visit shannex.com

Our Continuum of Service

At Shannex, we understand that our residents value choice and independence. This is the foundation of our *Philosophy of Service* and our commitment to residents and their families.

Our team members provide a range of services and care to seniors across Nova Scotia, New Brunswick and Ontario. We recognize needs can change over time. It is why we have designed a continuum of service that provides peace of mind knowing when residents need us, we will be there.

Independent and Supportive Living

Parkland[™]
LIVE YOUR BEST LIFE



FAUBOURG[™]
du Mascaret



Our Retirement Living division brands include Parkland Retirement Living, Parkland Lifestyle Residences and Faubourg du Mascaret. Shannex retirement communities provide a full continuum of service, offering peace of mind and the flexibility to add support as needed. Accommodation, services and care are available in three progressive Lifestyle Options:

- **Lifestyle Apartments**

Designed for independent, active seniors who are looking to enjoy a premium lifestyle. Lifestyle apartments allow residents to spend less time on maintaining their own property and more time doing what they love.

- **All-Inclusive Lifestyle**

Designed for seniors who enjoy the benefits of an all-inclusive experience. Flexible packages for chef-prepared meals, housekeeping, transportation services and more offer the freedom to maintain an active, healthy and carefree lifestyle.

- **Supportive Lifestyle**

For residents who require additional supports or specialized care services, Parkland offers three distinct supportive living options:

- **Assisted Living**

Residents enjoy access to care and accommodations designed to meet the needs of those with mobility challenges. Care providers are accessible 24/7 to assist residents with activities of daily living.

- **Memory Care**

Residents with cognitive and memory challenges are provided full assistance with activities of daily living in an environment designed through research and innovation for those with Alzheimer's disease or other forms of dementia.

- **Enriched Care**

Residents with complex care needs are provided full assistance with activities of daily living by skilled nurses, licensed healthcare professionals and team members committed to helping them live the highest quality of life possible.



Long Term Care



Operating under the name Shannex Enhanced Care, our licensed Long Term Care division provides accommodations, care and support to help residents live their best life in communities where services, programs and buildings are designed to promote independence, wellness, safety and security. Every Shannex nursing home is licensed and accredited by Accreditation Canada. These communities offer nursing services, personal care and access to allied health professionals including dietitians, physiotherapists, occupational therapists and recreation therapists.

Home Care

By providing one-on-one assistance to residents in the comfort of their home, Shannex's home care division supports seniors to maintain independence while developing personal connections with their care providers.



Our Vision

Leading the Way to Better Living™

Our vision defines what success looks like for Shannex in the future. Across all communities, lifestyle options, homes, campuses and departments, every person at Shannex shares one common vision: *Leading the Way to Better Living™*.

This vision is more than a call to action for every team member, it is a declaration of how we approach our work and decisions to build our brand with purpose. Read more about our vision and priority initiatives at shannex.com/strategicplan.



Our Values

To achieve our vision, we live the following five core values in our pursuit of excellence.



Residents First

We put residents first. We support resident independence and dignity by valuing their life choices and respecting their decisions.



Great People

We believe in our people. They are the spirit and foundation of our company. They deliver their best effort every day and, in return, we promise to invest in their success.



Improving Quality

We know there is always room to improve. We are committed to improving quality through leadership, innovation and perseverance.



Trusted Partnerships

We know we cannot do it alone. We strive to enhance our services by building trusted partnerships with team members and stakeholders who share similar values.



Being Accountable

We are accountable to our residents and partners. We are committed to managing our physical, environmental, financial and human resources ethically and responsibly.

Our Philosophy of Service

We are committed to serving residents and their loved ones by *Leading the Way to Better Living™* and providing exceptional accommodations, services and care. Inspired by those who live in our communities, our *Philosophy of Service* guides every Shannex team member in their daily work: *Your Life. Your Choice. Your Home.*

Our *Philosophy of Service* is shared with every resident as part of their welcome package and is also posted in every community. As a valued team member, the following *Philosophy of Service* is now yours to embody in your actions, decisions and interactions with others.

Philosophy of Service

Your Life. Your Choice. Your Home.

You will make the decisions about how you live your life. We will talk with you to understand your needs and wishes and these will be reflected in our service to you. We will respect your choices and the choices of those who share your community.

We will work together to create a relaxed and comfortable atmosphere where you feel at home. We will help you keep the relationships you have and create opportunities for you to build new ones.

This is your home and we work where you live. When you need support, we will be there for you. Our team members are committed to providing compassionate care and exceptional service that respects you and your family.

*Our Guiding Principles help us stay true to this promise.
We are **compassionate, honest, professional** and **safe**.*

Our Commitment to Diversity

Diversity, Equity, Inclusion and Belonging Statement

At Shannex, we understand that what makes us unique, makes us strong. We believe diversity, equity, inclusion and belonging is about creating a culture that embraces the uniqueness of individuals, where every person is treated fairly and where racism and discrimination are not tolerated.

We understand that building an equitable, diverse and inclusive workforce requires those in positions of privilege to be allies to those who are overlooked.

We are committed to cultivating a workplace that reflects our diversity and the diversity of the communities in which we operate.

Our Diversity, Equity, Inclusion and Belonging Action Group includes members of not only equity-seeking groups, but also their allies.

We are actively working to recognize, develop and promote initiatives towards diversity, equity, inclusion in our hiring and promotion practices, organizational policies, learning and development content and organized events.

We will provide allyship and mentorship to ensure all members of our team feel like they belong.

We strive to Lead the Way to Inclusive Spaces.

Our Brand

Think of your favourite restaurant—the one you visit a handful of times a year knowing you will have a great experience. When someone asks for your recommendation, you don't just talk about the food, you highlight their service, people, simple reservation process, the décor, music and lighting and the special touches that make them stand out as unique. To you, they have brand integrity—they deliver what they promise because you've seen it, heard it and experienced it first-hand. As a result, their organization has your trust, confidence and loyalty.

The takeaways? First, what we do (our work) is not our brand. It's *how we do our work and how others see us* doing our work that influences their impression of us and how they describe us to others. Second, every aspect of our operations tells a story about who we are based on how we:



Look

Name, logo, colours, fonts, imagery, graphics (Parkland tree, Shannex arrow), marketing materials, building design, grounds, artwork, linens, carpets and uniforms.



Sound

Words, emotions, music, tone, volume, background noise and jingles make up our brand voice.



Act

Welcoming guests, giving tours, responding to calls or requests, going above and beyond, offering help, raising concerns, advocating for a cause, participating in meetings.

Shannex's brand relies on the hearts, minds and hard work of our *Great People* who come to work in service of our residents every single day.

Doing our job is an important part of doing our job well.

Most important is doing it in a way that is true to our brand: being professional, compassionate, honest and safe—our four *Guiding Principles*, which you'll hear more about in the next section.

Chapter Two



Our Guiding Principles

Our Guiding Principles

Our vision, values and *Philosophy of Service* shape our brand and guide who we are as an organization. These elements inform our strategy for the future and ensure we remain true to our roots.

Whether you work with the Care at Home team or in a Shannex, Parkland or Faubourg community, you bring our brand to life.

As a valued team member, your presence, actions and words combine to make a meaningful impression on others. To support you as you embark on your daily work in our communities, let these four *Guiding Principles* inspire you.

Our four *Guiding Principles* are outlined on the following pages and demonstrate why we are, above all, **compassionate, honest, professional** and **safe**.





We are compassionate.

We show we care about every person in our communities by thinking about their wellbeing in every interaction and in every situation.



We are honest.

We believe honesty builds solid relationships based on trust. We share truthful information people need to make informed decisions and understand what we do.



We are professional.

We consistently create inclusive, respectful experiences and communities by following our Universal Standards and Philosophy of Service.



We are safe.

We are committed to creating communities that value both physical and mental health. We always think about how things can be improved for everyone's benefit.

Our Guiding Principles in Action

By leaning into our *Guiding Principles* in our everyday work, we live our brand and inspire others to do the same.

Each Guiding Principle is demonstrated by three actions:

To be **compassionate**

- Show Empathy
- Respect Privacy
- Take Action

To be **honest**

- Be Trustworthy
- Take Responsibility
- Communicate Clearly

To be **professional**

- Address Conflict
- Be Respectful
- Develop Your Skills

To be **safe**

- Recognize and Identify Risks
- Be Careful
- Remember Self-Care



The Impact of Our Guiding Principles

By showing up consistently, we instill trust and confidence in others and an unwavering sense of pride in ourselves. Know that every effort you make is creating an impact.

We create consistent, quality and meaningful resident experiences.

We meet the expectations of residents, families and team members in every interaction. Consistency is essential to creating and maintaining a reputation for service excellence.

We create a workplace that is compassionate, honest, professional and safe.

Every Shannex, Parkland, Faubourg and Care at Home team member represents who we are and what others can expect of us, both in the public eye as well as among team members. As an organization, we each play a role in creating and maintaining a positive workplace and culture of support.

We create meaningful relationships with residents and families.

One of the most significant benefits of working at Shannex is the connection you have with residents, their families and friends, guests and team members. Your work impacts their lives. Each day, your work shows them they can trust us, recommend us and take pride in being a valued part of our community.

Being Compassionate

What we do and ask of you:

We show we care about every person in our communities by thinking about their wellbeing in every interaction and in every situation. You will demonstrate compassion by showing empathy, respecting the privacy of others and taking action.

Show Empathy

What does it mean?

Understanding and sharing another person's feelings.

Why does it matter?

Empathy is important when working with people because it helps you understand their point of view.

What does it look like?

- Be patient and supportive
- Respect wishes and maintain dignity
- Make eye contact and smile
- Listen to other perspectives without judging
- Show interest by asking questions

Respect Privacy

What does it mean?

Respecting the privacy, confidentiality and dignity of all individuals.

Why does it matter?

Respecting privacy builds trust and protects personal, health and organizational information.

What does it look like?

- Only discuss resident information in private spaces
- Protect documentation
- Only disclose private information with consent
- Protect organizational and resident information

Take Action

What does it mean?

Finding solutions and helping when needed.

Why does it matter?

Taking action is an important way to demonstrate that you care and are willing to go above and beyond to show it.

What does it look like?

- Know each resident and offer to help
- Respond to every request
- Commit to finding a solution
- Identify obstacles and bring them forward
- Ask questions if you are unsure

What You Can Expect

You can expect us to be compassionate by providing:

- **A diverse and inclusive work environment:** You can expect to be treated fairly in an inclusive work environment that creates meaningful careers for all.
- **A resident-directed approach to care and service:** You can expect to focus on resident-directed care and service where abuse is not tolerated.
- **Welcoming spaces:** You can expect us to strive to create home-like residences and inviting workspaces where everyone feels welcomed and valued.
- **Support for community partnerships:** You can expect a commitment to supporting our community through trusted partnerships.
- **Support for environmental sustainability:** You can expect a commitment to creating workplaces and residences that focus on environmental sustainability and social responsibility.



Being Honest

What we do and ask of you:

Honesty builds solid relationships based on trust, which is why we share truthful information people need to make informed decisions and understand what we do.

You will demonstrate honesty by being trustworthy, taking responsibility and communicating clearly.

Be Trustworthy

What does it mean?

Being honest and protecting confidences.

Why does it matter?

Being trustworthy is the foundation for building positive relationships.

What does it look like?

- Provide truthful information
- Maintain accurate records
- Do not steal
- Keep your word
- Maintain standards while no one is watching

Take Responsibility

What does it mean?

Completing work that is assigned to you and owning errors and omissions.

Why does it matter?

Taking responsibility builds integrity and with integrity comes trust.

What does it look like?

- Acknowledge errors and omissions
- Learn from your mistakes
- Know your job and do it well
- Be willing to make tough decisions
- Do not blame others

Communicate Clearly

What does it mean?

Using language that is easy to understand, listening actively and sharing information in a timely manner.

Why does it matter?

Clear communication improves teamwork and enhances the care and service that you provide.

What does it look like?

- Speak in a polite and professional voice
- Seek information about your job and ask questions to remain informed
- Use understandable language
- Listen actively
- Refrain from gossip

What You Can Expect

You can expect us to be honest by providing:

- **Transparency:** You can expect that we will share information that is accurate and informative, and it will be shared with good intentions.
- **Open communication:** You can expect us to introduce and maintain channels of communication that encourage the sharing of information.
- **Protection of privacy and confidentiality:** You can expect your privacy and confidentiality, as well as that of residents, to be protected.



Being Professional

What we do and ask of you:

We create inclusive, respectful experiences and communities by following professional standards and our *Guiding Principles*. You will demonstrate professionalism by following our universal standards, being proactive, reliable and developing your skills and the skills of others.

Address Conflict

What does it mean?

You manage problems before they get worse. When there is an issue, you act quickly to find a solution.

Why does it matter?

Resolving conflict creates a more positive workplace. It often generates new ideas and better results.

What does it look like?

- Address concerns directly
- Stay calm in your discussions
- When you are wrong, apologize
- Be mindful of your tone, body language, expression and demeanour

Be Respectful

What does it mean?

Behaving politely, being reliable and maintaining a professional appearance.

Why does it matter?

Being respectful creates positive relationships and builds trust. People know they can rely on you to be understanding and helpful.

What does it look like?

- Treat others with the respect in which you wish to be treated with
- Respond in a timely manner
- Complete the work you are assigned
- Arrive to work regularly and on time
- Avoid interrupting
- Take pride in your appearance

Develop Your Skills

What does it mean?

Seeking to improve your knowledge. If you are a people leader, it means developing your team.

Why does it matter?

Developing your skills and knowledge helps you to provide better care and service.

What does it look like?

- Keep learning and encourage others to develop their skills and knowledge
- Encourage coworkers to share their valuable ideas
- Acknowledge good work
- Celebrate successes

What You Can Expect

You can expect us to be professional by providing:

- **A respectful workplace:** You can expect a commitment to providing a professional workplace, free from disrespectful behaviour, harassment and discrimination. You can expect a workplace where everyone is treated with respect and dignity, can contribute fully and has equal opportunities. Disrespectful behaviour, discrimination and harassment are unacceptable in any form and will not be tolerated.
- **A commitment to ethics:** You can expect your team members to follow Shannex's six step ethical framework.
- **Clarity of expectations:** You can expect a commitment to establishing clear expectations around your role and applicable standards, and to be held accountable to them.
- **Teamwork:** You can expect to be treated like a valued member of the team, inviting input and feedback regularly and listening when you express concern, ideas or raise opportunities for improvement.
- **Good role models:** You can expect your leaders to be good role models, living the brand, bringing our *Guiding Principles* to life and demonstrating that leadership is a quality in all of us – regardless of our position or title.



Being Safe

What we do and ask of you:

We are committed to creating communities that value both physical and mental health. We consistently consider how things can be improved and value feedback and ideas. You will demonstrate your commitment to a safe and healthy workplace by recognizing and identifying risks, being careful and practicing self-care.

Recognize and Identify Risks

What does it mean?

Looking for things that can cause harm or damage and solving the issue.

Why does it matter?

Recognizing and identifying risks helps make the workplace safer and prevents injuries.

What does it look like?

- Arrive both mentally and physically prepared for the role and tasks ahead
- Complete training required and apply the knowledge acquired
- Choose behaviours and actions that are mindful of the safety and wellbeing of yourself and others

Be Careful

What does it mean?

Taking action to eliminate risks if possible or, if not, taking action to reduce the hazard.

Why does it matter?

Being careful improves the safety of the workplace for everyone.

What does it look like?

- Follow safety procedures and practices
- Fix, control and/or report risks
- Follow fire and emergency procedures
- Follow safe resident transfer and repositioning processes
- Inspect equipment prior to use

Remember Self-Care

What does it mean?

Taking care of your physical, emotional and mental wellbeing.

Why does it matter?

Taking care of yourself allows you to care for others. It also reduces anxiety and stress both at home and in the workplace.

What does it look like?

- Nurture personal relationships
- Take care of your physical and mental health
- Do things you enjoy
- Keep things in perspective
- Tap into support tools like our Employee and Family Assistance Program (EFAP)

What You Can Expect

You can expect us to be safe by providing:

- **A healthy and safe environment:** You can count on us to provide a secure environment for residents, team members, visitors, volunteers and contractors. You can expect us to protect the health, safety and wellness of our *Great People*, residents, visitors and the community through our comprehensive Health and Safety Program, our Working to Well Program and Preventative Maintenance Program.
- **Compliance with legislation:** You can expect compliance with legislative requirements.
- **The tools you need:** You can expect that we will provide you with the necessary tools and equipment you need to perform your job safely.
- **The training you need:** You can expect us to provide you with appropriate education and training. You can expect to take part in a comprehensive orientation program that includes both classroom learning and on-the-job training.
- **Safety updates:** You can expect to receive safety alerts and information regarding hazards.
- **Opportunities to participate in safety:** You can expect opportunities to participate in health and safety programs and practices, such as joining the Joint Occupational Health and Safety Committee or nominating a team member for Caught you Being Safe.
- **Infection prevention and control:** You can expect a strong commitment to infection prevention and control (PPE, best practices and more).

Above and Beyond

Every day, opportunities exist to meet and exceed the expectations of others—be it residents, family members, guests, team members, students, volunteers, partners, vendors, community organizations and individuals we connect with by the very nature of our work.

Going above and beyond can brighten someone's day, bring a smile to their face and make them feel as special as they are to us.

Going above and beyond is also what has the potential to stand out as a memorable experience they will tell others about. Those stories speak volumes about our brand and the types of team members who choose to be part of our community.

Above all, in every effort to go above and beyond, continue to live our *Guiding Principles* and be compassionate, honest, professional and safe.



Chapter Three



Guiding Principles Workbook

Practicing Guiding Principles

Bringing our *Guiding Principles* to life is something you can always consider as you go about your daily work. In the following pages, you will be introduced to several scenarios you may experience while working in any Shannex location. Consider looking at every situation through a four-pane “window” from the outside in. Be as objective as possible and seek help if needed. We hope you will use this approach and the blank pages we’ve left for you moving forward.

Every interaction and decision can benefit from asking yourself four questions.

1

How can I be
compassionate?

2

How can I be
honest?

3

How can I be
professional?

4

How can I be
safe?

Scenario #1

As a member of the Housekeeping Team, you visit residents' suites every day. One day, the daughter of a resident is upset and tells you their mother claims the suite hasn't been cleaned in several weeks. You know the suite has been cleaned weekly because you've been assigned to the suite yourself.

This is a difficult situation. Our *Guiding Principles* are there to help.

1

How can I be compassionate?

- Listen carefully to the family member without interrupting.
- Share that you understand that this is upsetting and apologize for not meeting their expectations.

2

How can I be honest?

- State calmly (without being defensive) that you have cleaned the suite every Tuesday for the last month.
- Ask them if you can show them your typical routine.

3

How can I be professional?

- Stop cleaning. Give your full attention to the conversation.
- Ask them to show you the areas of the suite they are concerned about.
- Tell them you will pay special attention to those areas from now on.
- Tell them you are sorry they are disappointed.

4

How can I be safe?

- Look around to ensure there are no safety hazards in the suite.
- After cleaning the suite, talk to a leader in the Clinical Services team to share the situation. The resident might be having memory issues and your concern for their safety should be followed up on.

Scenario #2

Members of our Care Team interact with residents in some of their most vulnerable moments. One day, a resident in a secure neighbourhood is seen trying to access the elevator. The resident is upset, saying they want to go home and is getting so upset that you are starting to worry for their safety and that of others. What can you do?

1

How can I be compassionate?

- Avoid contradicting or correcting the resident. Listen to identify details and try to redirect the conversation.
- Ask the resident if you can show them what you like about where you work because it reminds you of something they said.

2

How can I be honest?

- Empathize with the resident and calmly ask if it's ok for you to help them.
- Acknowledge their action and become part of their reality by saying "I see you're looking to take the elevator – how may I assist you?"

3

How can I be professional?

- Smile and introduce yourself by first name, making eye contact as you calmly approach the resident.
- Ask the resident to explain the situation.
- Learn something personal about what the resident likes (e.g. watching people go by).

4

How can I be safe?

- Stay with the resident until they are calm.
- Guide the resident to a place similar to what they mentioned, for example, a balcony that overlooks the street where they can watch people go by.

Scenario #3

You've noticed a team member hasn't given the time or attention required to complete a task, appears upset and distracted from their work and is being short in conversations with others. This is not typical and you're concerned for them. What do you do?

1

How can I be compassionate?

- Calmly ask if they are ok and allow time for them to share what happened.
- Ask if they need to take a break or would like to talk about it.
- *How else can you be compassionate?*

2

How can I be honest?

- Share that you overheard their discussion in passing, and you were concerned for them as it didn't sound like their typical tone/approach.
- *How else can you be honest?*

3

How can I be professional?

- Make eye contact and offer a sympathetic expression as you approach.
- Encourage them to consider a follow up to ensure the last impression is the best representation of them (and us).
- *How else can you be compassionate?*

4

How can I be safe?

- Do not approach if the person is angry or appears to be not in a position to talk.
- Raise your concern with your supervisor if you do not believe it is safe to approach the individual.
- *How else can you be safe?*

Guiding Principles Worksheets

The nature of our work can be sensitive. No matter what your role is in the organization, a dotted line from every single job description can be drawn from every Shannex team member to one another and the individuals we serve. The following pages have been designed for you to use when working through, reflecting on or preparing to address a situation that can benefit from leaning on our *Guiding Principles* of being compassionate, honest, professional and safe.

Recognizing the impact of individuals on teams and workplace culture, consider talking through scenarios with a trusted teammate, your supervisor, or the various resources available to you as outlined in the final section of this book.

Scenario _____

1

How can I be compassionate?

2

How can I be honest?

3

How can I be professional?

4

How can I be safe?

Scenario _____

1

**How can I be
compassionate?**

2

**How can I be
honest?**

3

**How can I be
professional?**

4

**How can I be
safe?**

Scenario _____

1

**How can I be
compassionate?**

2

**How can I be
honest?**

3

**How can I be
professional?**

4

**How can I be
safe?**

Scenario _____

1

**How can I be
compassionate?**

2

**How can I be
honest?**

3

**How can I be
professional?**

4

**How can I be
safe?**

Scenario _____

1

**How can I be
compassionate?**

2

**How can I be
honest?**

3

**How can I be
professional?**

4

**How can I be
safe?**

Chapter Four



Universal Standards

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1. Introduction

You are now familiar with our history, our commitment to residents, our *Guiding Principles* and how they come to life through your words, actions and daily work. While living our brand is the most foundational standard for every team member, the following section outlines Universal Standards that also apply, regardless of your role or location. These standards outline the expectations and actions that ensure consistency, brand alignment and service excellence.

2. General Standards

Our general standards outline the responsibilities of every team member to ensure a positive work environment where residents receive the best care and service possible.

2.1 Your Responsibilities

- 2.1.1 You are responsible to understand and adhere to all Shannex policies, procedures and standards.
- 2.1.2 You are responsible to arrive at your workplace on time, ready to start your shift. If you are unexpectedly delayed or unable to attend work for any reason, you are responsible to follow the specific call-in procedures for your workplace. You are expected to provide the minimum notice required at your workplace, except in the event of an unexpected emergency, to allow time for a replacement to be found.
- 2.1.3 To ensure the continued safety of our communities and team members, it is expected that your whereabouts are known to your people manager or a supervisor when expected at the workplace, including if your role permits or requires you to leave the site. Designated break areas are available for those who wish to (or are required to) remain on-site during scheduled breaks.

- 2.1.4 You are responsible for your own transportation to and from your workplace. You may park only in designated areas. You are prohibited from parking in spaces reserved for residents, physicians and visitors while at work.
- 2.1.5 You are expected to make every reasonable effort to schedule medical appointments (doctor, dentist, etc.) outside working hours. If this is not possible, please discuss your situation with your supervisor or manager.
- 2.1.6 Team members are entitled to time off when unable to attend work due to illness or injury. This may be paid or unpaid time off, depending on the applicable terms and conditions of your employment.
- 2.1.7 Every team member is entitled to vacation time and is responsible to plan and request vacation time according to the process that applies to their role. Vacation must be approved by your supervisor in advance and is subject to the operational needs of the organization.
- 2.1.8 Any extended leave of absence must receive prior approval from your supervisor or manager. To ensure staffing requirements are met, you are expected to inform your supervisor of the expected length of any absence and to give adequate notice of your anticipated return to work. Depending on the circumstances of the absence, documentation may be required prior to your return.
- 2.1.9 Team members are expected to attend work regularly and on time. Shannex has a Working to Well program to support team members returning to work after injury or illness as well as a supportive, non-disciplinary Attendance Support Program (ASP) to support employees struggling with absenteeism.
- 2.1.10 Use of personal cell phones or devices at work is permitted only for work-related reasons (accessing education, policies, or communicating with Workforce). Electronic devices must not distract you from your duties or disrupt the workplace.

Texting, using social media, or making calls for personal reasons is only permitted during break times where it is not disruptive to others.

- 2.1.11 You are not permitted to use a cell phone while driving a company vehicle, except when using Bluetooth/hands-free technologies.
- 2.1.12 Company Internet shall not be used to download, upload or view inappropriate, illegal or obscene material.
- 2.1.13 You are not permitted to author, contribute to, share or like any social media content that negatively affects the reputation or good will of Shannex or any Shannex-owned company. This includes but is not limited to written, video or audio publications on websites and social networking platforms.
- 2.1.14 You are strictly prohibited from borrowing property from residents, families, visitors, co-workers or the company. Borrowing the property of others may be misinterpreted and may place you in the undesirable position of being accused of theft.
- 2.1.15 You are expected to respect the property of others, including residents' possessions (hearing aids, glasses, dentures, clothing or decorative items) and company property. An attempt or deliberate act to damage or destroy a resident's or the company's property is prohibited.
- 2.1.16 While moving throughout your location, remain aware of your surroundings and watch for potential safety hazards. While transporting items throughout the location (such as a computer, cell phone, books, boxes, etc.), ensure they are secure and not being used (e.g. do not use a cell phone while walking up/down stairs).
- 2.1.17 Every team member is responsible to comply with provincial and municipal bylaws, including smoking and litter.

3. Privacy and Confidentiality

Our organization is entrusted to maintain records and information that is confidential. All team members must maintain confidentiality of records and information, except to those specifically designated as eligible to receive such information.

3.1 General Guidelines

- 3.1.1 Hold confidential conversations in a private space and ideally behind closed doors.
- 3.1.2 Provide family members and/or residents a private space for confidential conversations.
- 3.1.3 Ensure all private and confidential information shared with you is not shared with other residents, team members, visitors or anyone else without consent.
- 3.1.4 Ensure all company records, resident information, financial information, contracts, projects, budgets, organizational changes, team member information, procedures, processes and systems remain confidential.
- 3.1.5 Refer requests for resident or team member information by persons other than those specifically designated to receive such information to your supervisor or manager.
- 3.1.6 Refrain from conduct that deliberately or intentionally discloses private, confidential or identifying information about residents or other team members.
- 3.1.7 If you become aware of a breach of privacy or have a concern related to confidentiality, speak to your supervisor or manager, or Shannex's Privacy Officer.

4. Teamwork

As a valued team member, you play an important role in creating a positive work environment through building trust and meaningful connections with others. Every day, you can contribute to a fulfilling work environment and help propel our collective team toward our vision of *Leading the Way to Better Living*.

4.1 General Guidelines

- 4.1.1 Actively participate in new team member orientation to ensure all standards are understood and adhered to.
- 4.1.2 Assist fellow team members in completing their daily job routines.
- 4.1.3 Take responsibility for all requests made to you.
- 4.1.4 Contribute to a respectful environment that celebrates diversity and inclusion by working to ensure everyone is valued and treated equally.
- 4.1.5 Stay up to date on all communications and changes at the workplace by:
 - Regularly checking communication platforms, such as Shannex Connects.
 - Attending Team Talks and providing information that improves service and care to residents and families.
 - Attending Departmental Meetings to collaborate with other team members and remain informed.
 - Attending speakeasies to remain informed and engaged.
 - Actively communicating supply and equipment needs required within your department.

5. Professional Appearance

Your clothing, personal appearance and hygiene contribute to the overall impression of both you as a team member and the organization as a service provider in the eyes of all who live, work and visit our communities. A professional, well-groomed appearance is an expectation of every team member while in the workplace.

5.1 General Guidelines

- 5.1.1 Maintain good personal hygiene at all times while at work.
- 5.1.2 Respect the least scent policy.
- 5.1.3 Ensure hair, including facial hair, is clean, neat and presentable at all times and is styled according to any applicable department-specific policies.
- 5.1.4 Head coverings (e.g., ball caps, hats, bandanas or other such head coverings) can be worn only if consistent with uniform guidelines.
 - This does not apply to head coverings worn for religious reasons, which are permitted at all times.
- 5.1.5 Ensure makeup, if worn, is subtle in appearance.
- 5.1.6 Keep fingernails clean and neatly trimmed to an appropriate length. If worn, nail polish must be well maintained.
 - Artificial nails are subject to departmental standards.
- 5.1.7 Tattoos that may be considered offensive must be covered.
- 5.1.8 Jewelry should be kept to a minimum and must always comply with departmental and infection control standards.

6. Uniforms

For many roles across our organization, uniforms offer visual consistency and benefits for residents and visitors who find comfort in having the ability to identify team members by an element of their physical attire.

6.1 General Guidelines

- 6.1.1 Uniforms, if required, must be clean, presentable, appropriately fitted and in accordance with departmental standards.
- 6.1.2 At all times, team members working in any Shannex community must show their name on their lapel or lapel area.
- Name badges of licensed team members should contain designations following a comma (e.g. Donna, LPN). Members of the care team can also include designations, though not required (e.g. Roy, CCA).
 - Name badges of licensed team members should contain designations following a comma (e.g. Donna, LPN).
 - Team members who are specialists and wear attire clearly stating their designations are not required to wear an additional name badge.
- 6.1.3 All team members must wear clean, well-fitting, closed-toed footwear to ensure the continued safety of themselves and others.
- Walking or running shoes, non-slip or non-marking soles, and/or steel toed boots or shoes may be a departmental requirement.
- 6.1.4 Team members should carry their swipe card for access to their work area(s) at all times.

7. Interactions

Being an engaged participant in your interactions with residents, team members and visitors not only brings life to our brand, it also reinforces your own personal brand as a supportive team member committed to creating the best possible living and working environment.

7.1 General Guidelines

- 7.1.1 Smile, make eye contact and positively engage with any individual within 10 feet, whenever possible.
- 7.1.2 Acknowledge others with a warm and sincere greeting when within five feet.
- 7.1.3 Learn the preferred name of others, including pronunciation, and use it if at all possible, in regular interactions.
 - In Shannex retirement or long term care communities, team members are expected to learn and use the name of residents, and are encouraged to learn the name of family members and pets as often as possible.
- 7.1.4 Communicate clearly, pleasantly and professionally; avoid interrupting to ensure the other person always feels like they are your first priority.
- 7.1.5 Avoid abbreviations, slang, inappropriate language and casual expressions with anyone while in the workplace.
- 7.1.6 Use positive, polite language including “please”, “thank you” and “you’re welcome”.
- 7.1.7 Maintain an alert posture and approachable body language, avoiding hands in pockets, folded arms or leaning on furniture.
- 7.1.8 When another individual approaches, if already engaged in another discussion, pause to acknowledge them and address their needs.

- 7.1.9 If someone asks for directions to a specific location during an in-person interaction, make an open-handed gesture toward the location before describing the way and offering to escort them to the location requested. If at any point during the journey the individual indicates they can find the location on their own, you may leave them to go on their own.
- 7.1.10 Stay up to date with information from Shannex and its leadership team, your community and supervisors using the various communication platforms outlined in section 9.0 including Shannex Connects. Staying informed is an important way to remain knowledgeable and helpful to residents, visitors and team members.
- 7.1.11 Always be mindful of those around you who may require assistance. If you see someone approaching a closed door while carrying shopping bags in both hands, offer assistance if you can and if it is safe to do so.
- 7.12 Avoid wearing headphones in both ears while on-site. Being aware of your surroundings and available to assist others supports our commitment to safety and service excellence.

7.2 Bookending Interactions

- 7.2.1 Always engage in genuine conversation with others, showing a keen interest in their lives and wellbeing.
- When initiating a conversation with residents living in a Shannex community, consider referencing the time of day and their name, followed by a question. For example, "Good morning, Henry! How was breakfast this morning?"
- 7.2.2 If at all possible, end each interaction with a salutation such as "Enjoy your afternoon" or "It was great to see you. If I can help further, let me know."

7.3 Introducing Others

- 7.3.1 When introducing two people who you know, but who may not know one another, use their name twice to assist with recall. For example, “Hi Sharon, have you met Tom? Tom, this is Sharon, she joined us last week and is on the second floor.
- If introducing a resident to a team member whose assistance is required, provide as much detail as possible in the introduction. For example, “Sharon, this is Tom. Tom, Sharon moved in last week and would like to arrange a shuttle for an appointment downtown next Tuesday morning.”
 - If you are introducing two people but do not recall their names, consider inviting them to introduce themselves. For example, “Good morning, ladies (gesture to yourself), I’m Claudio! I see you’re both enjoying a hot cup of tea (gesture to them) have you had an opportunity to meet?”

7.4 Elevators

- 7.4.1 In every Shannex location, residents, if present, take priority as an elevator passenger. If a designated elevator is available for team members, they are encouraged to use it whenever possible.
- Call the elevator, hold the door, allow residents to enter and exit first, and wish residents a pleasant day as they leave the elevator.
 - Always ensure residents are taken to their desired floor destination before pressing the button to select your floor.
 - If possible, initiate conversation with others in an elevator, unless they are engaged in their own conversation.

7.5 Private Spaces

- 7.5.1 In any Shannex community, team members may be asked or required to enter a private space (e.g. office, locked storage room or resident suite) and are expected to do so in a professional, courteous and safe manner.
- 7.5.2 When entering a private office or suite, team members will learn the occupant's name and proper pronunciation before arrival at the door.
- 7.5.3 Team members must announce their arrival by ringing the doorbell or knocking and waiting 10 seconds (except in cases of emergency).
- If no answer on the first attempt, team members will repeat this sequence.
 - If the occupant does not answer and you are expected, double check the suite number before knocking, entering, announcing yourself (for example, "Hello Devon, this is Harsha. I'm here to deliver your medication.") and continuing with service, delivery and/or maintenance.
 - If the occupant does not answer and you do not have permission to enter, you must connect with them at a later time.
- 7.5.4 When private office or suite occupants answer the door, greet them and ask for any relevant information you require to proceed with the purpose of your visit. For example, "Good morning, Roxanne / Mrs. Leroy, I have a delivery for you. If I may enter, where would you like me to place it?"
- 7.5.5 When exiting a private office or suite, offer to close the door and if requested, ensure it is securely shut.

7.6 Telephone Guidelines

- 7.6.1 Answer the telephone with a friendly greeting (e.g. “Good afternoon, thank you for calling [Site Name], this is Carmelita, how may I assist you?”) within three (3) rings. If the name or title [Dr., Mr., Mrs.] of the caller is known, please use it unless asked to do so otherwise.
- 7.6.2 Speak calmly, clearly and politely without rushing or interrupting, demonstrating genuine interest and care for the caller.
- 7.6.3 When giving directions or information, be clear and take your time. At the end, ask the caller if they would like you to repeat the directions or information.
- 7.6.4 Politely close the conversation by asking the caller if there is anything further you can assist them with before thanking them for the call, wishing them a pleasant day and letting them hang up first.
- 7.6.5 Calls may be put on hold if the expected wait time is less than two minutes.
- Always ask permission before placing a caller on hold and wait for an affirmative response before thanking them and placing the hold.
 - If the caller will be on hold for longer than two minutes (or if the wait time is unknown), offer to return the call by taking the caller’s information.
 - When returning to the call, thank the caller for their patience.
- 7.6.6 While it is the goal of every team member to handle each call at the first point of contact, transferring a call is sometimes the best approach to connect the caller with the individual most knowledgeable about a topic or situation.
- Transfers should only be completed if the initial team member is confident the second point of contact can resolve the situation.

- If you cannot meet the caller's need, advise them of the name and title of who you are transferring them to. For example, "Mr. Joy, my colleague [name] in [department] would be the best person to assist you in this situation. If it's ok with you, I'd like to phone [name] to ensure they are available, before transferring you. Please stay on the line, I'll be back in a few moments."
- Call the team member or department and introduce the caller before thanking the caller and completing the transfer.

7.6.7 If a caller wants to speak with a team member who is unavailable, offer to take a message or transfer them to voicemail.

- If the caller chooses to leave a message with you, ask and record the following information: Date and time, name of the team member the caller is looking for, caller's name and contact information, message details, your initials. It is your responsibility to deliver the message to the intended recipient within one hour, by email or voice message.
- If the caller wants to leave a voicemail, close the conversation and complete the transfer. For example, "It is my pleasure to connect you to [team member name]'s voicemail. Thank you for calling and have a wonderful day."

7.6.8 If you have a business voicemail, record a personalized voicemail greeting. For example:

"Thank you for calling [organization or property name]. You have reached the voicemail of [your name and title]. Please leave a detailed message and I will return your call as soon as possible. Thank you for calling and have a wonderful day."

- 7.6.9 If you will not have access to voicemail for one business day or more, consider an out-of-office voicemail greeting. For example:

"Thank you for calling [organization or property name]. You have reached the voicemail of [your name and title]. Today is [date] and I am currently out of the office, returning on [date] with [limited or no] access to voicemail. Please leave a detailed message and your telephone number at the tone and I will return your call as soon as possible. For immediate assistance, please call [team member name and title] at [phone number]. Thank you for calling and have a wonderful day."

7.7 Email Guidelines

- 7.7.1 Reply to emails within one business day.

- If an email is sent to you in error, respond to acknowledge receipt, confirm the recipient and copy the intended recipient if known.
- If you are unable to resolve the request as outlined in the email within one business day, a reply is still required to acknowledge receipt and set expectations for an estimate time of resolution.

- 7.7.2 Include a clear, direct subject line on every email along with an organization-approved email signature.

- 7.7.3 Use a professional email greeting and closing such as "Good afternoon," or "Sincerely,"

- 7.7.4 Do not send emails to entire distribution lists, including "Reply All" on company-wide messages, unless given specific permission as part of your role duties.

- 7.7.5 When emailing a list of external recipients, use the "bcc" function to ensure email addresses remain private.

- 7.7.6 Do not include passwords, financial information, medical information or other confidential or personally identifiable information in an email, including attachments.

- 7.7.7 If you will not have access to email for one business day or more, set up the following out-of-office email message:

"Thank you for your email. I will be out of the office from [date] and returning on [date]. If you require immediate assistance, please contact [referred team member name and title] at [referred team member email address]."

7.8 Technology Use

- 7.8.1 Use of Shannex property (e.g. computers/phones) is restricted to team members who are bound by the Shannex Internet, E-mail and Computer Use Policy.
- 7.8.2 Every team member is expected to uphold and protect Shannex systems and data through cyber security training and best practices.

7.9 Conflicts of Interest

- 7.9.1 A conflict of interest is a situation in which a team member or organization is involved in multiple interests, financial or otherwise, where serving one interest could involve working against another. Team members are expected to avoid conflicts of interest and, when not possible, to disclose them.
- 7.9.2 Direct all requests for witnessing of wills or other legal documents to the Social Worker, Site or General Manager.
- 7.9.3 You are not permitted to accept individual gifts or tips from residents or visitors. Doing so can be misinterpreted and create a conflict of interest and/or create the expectation of preferential treatment in the future. This policy protects you from being put in a position of obligation. In the event you are offered a gift or tip, politely decline the offer and seek the assistance of your supervisor if the individual insists.
- 7.9.4 There may be an established method to accept contributions directed to funds or social committees. In these cases, contributions are used for the celebration and gratitude of all team members.

8. Service Excellence and Recovery

Every team member contributes to our shared vision by bringing our *Guiding Principles* to life and demonstrating a commitment to service excellence. However, in some situations our best efforts are met with circumstances that stand in the way of meeting our standards. In these situations, we must work to regain the trust and confidence of others by taking a proactive approach to service recovery, learning from every situation and turn potentially negative experiences into ones we can be proud of.

8.1 General Guidelines

- 8.1.1 Treat every person with respect and dignity at all times. Make every effort to get to know others as it provides insights about their preferences and how you can proactively predict their needs.
- 8.1.2 Adhere to all operational standards for service excellence as outlined by your division, department or team.
- 8.1.3 Manage difficult situations by applying Shannex's *Guiding Principles*. When it comes to service recovery, think of being compassionate, honest, professional and safe with "HEART":

Hear: Listen attentively to the individual. Don't interrupt. Listen to facts and emotions. Show that you are respectful, sincere and non-judgmental. Remember the power of your body language and tone of voice.

Empathize: Verbally identify a person's emotions. Acknowledge their difficulty. Validate their feelings. Show compassion with your tone of voice and body language.

Apologize: State regret for the situation. Apologize immediately. Make it sincere, specific and blameless.

Resolve: Take ownership. Address what you can. Involve others if needed. Set realistic expectations with the person.

Thank: Thank the individual for talking with you or allowing you to help.

9. Communications

Every member of the Shannex team is responsible to keep themselves informed of news, updates and timely changes that may impact their work or the community. Opportunities to listen, share and contribute are provided at every level of the organization and you are encouraged to be as knowledgeable as possible by leveraging the following available avenues:

9.1 Team Talk

Team Talk is a regularly scheduled meeting designed to share information between management and frontline team members. Team Talks are hosted either in person, virtually or a combination of both. They are held at every Shannex location. Topics for Team Talk can vary and often include:

- Safety
- Departmental updates
- Upcoming events, programs or activities
- Personnel announcements
- Recognition
- Significant resident information or feedback
- Significant site or staffing information

9.2 Departmental Meetings

People leaders hold departmental meetings at regular intervals to create an open forum for team members to share information, ask questions, give feedback and share ideas.

9.3 Speakeasy Events

A speakeasy is hosted by people leaders and is intended to provide an opportunity for sharing updates and gathering input from all team members in a Shannex community, regardless of department.

A speakeasy may include:

- An update on key performance measures such as safety scores, clinical outcomes and team member and resident satisfaction surveys.
- A general update from departments on staffing changes, service changes, etc.
- A general update on maintenance, repairs, renovations or construction.
- Team member recognition.
- Topics or issues of importance to team members or residents.
- General discussions where team members are invited to speak openly and collaborate on innovations or solutions to positively impact the resident or team member experience.

9.4 Shannex Connects

Shannex Connects is our main communication tool that all team members have access to by desktop or mobile device. All team members can be reached through messaging in Shannex Connects and the expectation is for all team member communications to be sent using the platform. Policies, procedures, documents and online training modules are also accessible through this tool.

9.5 Additional Tools

Additional communication tools are leveraged including bulletin boards, digital signage and departmental logbooks containing essential details about their daily routine.

Chapter Five

How We See, Hear and Celebrate Great People

Great Rewards for Great People

We recognize the important role Shannex has in the lives of our *Great People*, and we are committed to creating a welcoming workplace where everyone can be proud, belong, and be their potential.

We offer a broad range of Great Rewards that are accessible, flexible, and responsive to your ever-evolving needs and we make every effort to apply our rewards fairly and consistently in a way that supports our commitment to diversity, equity, inclusion, and belonging.

We regularly introduce new rewards and welcome feedback from you about what you like and what improvements you would like to see. Visit our Employee Portal to learn more about our *Great Rewards for Great People* program or reach out anytime with questions and feedback to greatrewards@shannex.com.



Visit our Employee Portal to learn more about our *Great Rewards for Great People* program.

shannex.com/employee-access



Compensation

Shannex team members are provided fair and competitive salaries and wages. This is one of the many ways Shannex is here to support your career growth and success. Questions about compensation can be answered by your management team or workforce coordinator, and you can access information about paid time off and other scheduling matters through our online resources such as Kronos and QSS. Quick links to these resources can be found by visiting **shannex.com/employee-access**.



Benefits

Our comprehensive and affordable benefits package is designed to support you and your family. This includes health and wellness services, insurance and retirement savings. Eligibility is determined based on your full-time equivalent (FTE) which can be found on your offer of employment or from your Workforce Coordinator.

Group Benefits Plan coverage includes:

- Healthcare, Vision and Dental Coverage
- Virtual Healthcare and Mental Healthcare Services
- Retirement Savings
- Life, Travel and Other Insurances
- Employee and Family Assistance Program (Consult +)

Perks Program

Our Perks Program provides access to discounts for you and your family from participating businesses at the places where you like to eat, shop and play. Through our partner, Venngo, we offer the WorkPerks' online platform and app with offers from thousands of retailers across Canada for apparel, dining, travel, electronics and more.

Signup for WorkPerks by first visiting **shannex.venngo.com** to create an account before downloading the app from your App Store.

Some valuable Perks partners:

- Bank of Montreal
- Goodlife Fitness
- Mark's Work Warehouse
- Staples
- Johnson Insurance
- Eastlink Mobile

Great People Referral Program

Do you know someone who would be a great addition to our team? You can make a referral and be eligible to receive a financial incentive if they are hired into a full or part-time position. Learn more about how you can be part of our growth by visiting **shannex.com/employee-access**.

Consult+

Virtual Health and Wellness

Consult + is a virtual health and wellness tool that provides team members and their family who are enrolled in Shannex Extended Health Benefits with peace-of-mind access to a range of healthcare professionals, including doctors, nurse practitioners, counsellors, psychologists and others – free of charge.



Learning and Development

We take pride in helping our *Great People Grow Here* and we encourage you to be an active participant in your own growth and advancement. Our human resources processes and tools, including learning and development opportunities through our Centre for Excellence, are designed to help ignite possibilities. In your first role and for every role after, you will experience the following cycle:



Professional Development

We offer a number of programs to help our *Great People* grow their career with us. Learn more about these opportunities by contacting our Learning and Development team.

Work and Learn Opportunities: Support is offered for team members who want to grow their career as part of our care team. Currently, our work-and-learn program opens doors for those seeking Continuing Care Assistant or Journeyman Cook designations.

Mentorship Program: Mentors provide a foundation of support to team members at every stage of their careers. Whether you become a mentor yourself or benefit from the guidance of mentors in your career journey, this program fosters the development of team members throughout their careers.

Leadership Development Program: Since January 2015, our customized Leadership Development Program has been providing training and resources for people leaders at varying levels of responsibility, from new managers to future leaders who are growing their careers with us.



Performance and Recognition

Every member of our team is expected to bring our *Guiding Principles*, vision and *Philosophy of Service* to life as they go about their work and engage with others in our communities. Your performance will be a regular topic of conversation to ensure you have guidance and coaching to help you meet the expected outcomes of your role. We encourage you to regularly review your job description, applicable policies, procedures, provincial standards for occupational health and safety and any other applicable standards of practice.

We are here to ensure you have every opportunity to succeed in your role and in your career at Shannex, which may include education, further training or a performance improvement plan to address areas for improvement and growth. When our team

members excel, we recognize success, highlight exceptional service and shine a light on the *Great People* who are ambassadors for our brand.

Teams are encouraged to recognize and celebrate great work at the individual, team and site levels as often as possible. From site celebrations to team building activities, Boost Box programs, and sharing news stories on *Shannex Connects*, social media and in *Connections*, at Shannex there are many ways to celebrate the inspiring work of our *Great People*.

The following are part of our formal recognition efforts:

Caught You Being Great/Safe/Green Programs: A points-based system designed for team members who have gone above and beyond while living our *Guiding Principles*, taking action in the area of service excellence, occupational health and safety or sustainability.

Excellence Awards: Annually, recipients of signature Shannex Excellence Awards, Long Service Awards, Retirees and Leadership Program Graduates gather with peers, managers and executive leaders to share in a night of celebration.

Long Service Awards: The Service Award Recognition Program celebrates our team members' milestones throughout their career for every five years of service with us. Team members with 25 years of service and every five-year increment onwards are invited to the annual Shannex Excellence Awards Ceremony with a guest.

Retirement: Team members who are retiring after more than 20 years of service are invited to bring a guest to the annual Shannex Excellence Awards and President's Reception where they will receive a commemorative gift.



Work Life

We believe work-life balance supports your well-being and we genuinely care for our *Great People* – inside and outside of work.

Great People Give

As a Shannex team member, you can nominate community organizations serving seniors to receive funding. Nominations are open every quarter and are sent through *Shannex Connects*.

Working to Well

We recognize the valuable contribution that team members of differing abilities can make to our organization. Our Working-to-Well program provides meaningful and appropriate accommodations for team members where required. Accommodation programs are designed to respect the individual employee's dignity and maximize their integration and participation in the workplace.



Are you an Elder Ally?

Our teams make a difference in the lives of our residents every day. Through our Shannex Cares Community Spirit Grants and Great People Give programs, we offer support for our *Great People* and community organizations that improve the lives of seniors. Find out more at shannex.com/shannexcares.

Working Minds

This program increases awareness about mental health and helps reduce the stigma associated with mental illness. It provides training sessions delivered by trainers on the occupational health team. Team members will also receive a self-assessment tool, healthy coping strategies, and contact-based education.

Diversity, Equity, Inclusion and Belonging Action Group

Team members are welcome to be a part of the Inclusive Action Committee. This committee will continue to be actively engaged in directing our work on diversity, equity, inclusion and belonging.



Your Voice Matters

Everyone in our communities deserves our very best. Including you. We want you to be confident, comfortable and connected to your teammates and to our vision, knowing you are never alone on your journey.

We are always looking for ways to improve and create solutions that recognize the diverse experiences and perspectives of our *Great People*. We support honest, open communication to help us learn, evolve and be stronger.

There are a number of ways we seek feedback and connect with team members.

Satisfaction and Engagement Survey: Completed annually to gather feedback and ideas from team members. Actions plans are developed based on input received.

Safety Survey: Completed annually to welcome feedback about occupational health and safety culture in the workplace.

Orientation Survey: Every team member is invited to share their orientation experience after the successful conclusion of their initial onboarding.

Exit Surveys: When a team member voluntarily resigns, they are invited to share feedback about their experience with us and suggestions for improvement.

Do you have a Great Idea? No matter how big or small, we want to hear from you so we can improve the experience of every person who lives and works with us. Visit the Employee Portal to submit your idea.

If you have questions or feedback about our Great Rewards program, contacts us at **greatrewards@shannex.com**.

Resources

Our brand is now in your hands to shape and elevate as you go about your daily work. Above all, be **compassionate, honest, professional** and **safe**.



For more information, links to resources and other news, visit our Employee Portal.

shannex.com/employee-access

Follow us on social media and share photos and ideas with us at **communciations@shannex.com**



@Shannexinc | @ExperienceParkland



@TeamShannex | @ExperienceParkland



@Shannex



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Shannex Connects

Download *Shannex Connects* to stay in the know when new rewards are added and important updates are shared. Download instructions can be found on the Employee Portal.

Notes

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