



# We're Leading the Way

Report to Community | Fiscal 2023-2024

**Shannex**<sup>™</sup>  
LEADING THE WAY TO BETTER LIVING<sup>™</sup>

# Message from the President

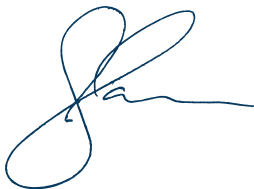
I am pleased to present you with our 2023-24 Report to Community. This was the first year of our new strategic plan and I could not be prouder of the structure it provides to hold us accountable to ourselves and our community in delivering on the ambitious expectations and goals we set for ourselves. This year, we made great strides in resident-directed service and care, creating inclusive and supportive places to work, upping our service excellence game, delivering on community commitments and fiscal responsibilities, and deepening our dedication to sustainability.

I recently celebrated my 25<sup>th</sup> year working at Shannex and I can honestly say we are in one of the most transformative periods of time for our organization. We are focused on lifelong wellness and the conditions that must be in place to support a long and healthy life.

We are in the fortunate position to influence the future of healthy aging. Through the innovative model of transitional care, we'll help Nova Scotians 18-years and older get the right support to transition back to their homes while easing pressure on the healthcare system. We're building Bloomsbury, an innovative and purposefully designed community that will inspire connection and active living with built-in services that will extend into the community. We're investing in research that will create living lab opportunities, access to data, and a true collaboration across the health sector to promote the best conditions for healthy aging. And, we'll continue to add more accommodations for seniors with new long term care communities in Nova Scotia and New Brunswick and new retirement living options in Nova Scotia and Ontario.

We say that our *Great People* are the foundation of our success and this has never been more true. They are leading us on this evolving journey and we are committed to ensuring their workplaces are safe and inclusive. We've increased our rewards package and created more opportunities for them to grow with us. We've introduced work and learn programs, formed partnerships with government and educational institutions to expedite education and training and participated in missions to recruit new team members at home and abroad.

We have a clear vision for the work that needs to be done and we're ready to lean into the challenge. In this report, you'll read about the steps we have taken already in our five-year plan which are laying the groundwork for a bright and healthy future.



Jason Shannon



# Highlights from the past year



## ENVIRONMENTAL

---

### ISO 50,001 **Recertified**

1<sup>st</sup> Seniors' living organization to hold certification

### 2023 Carbon Hero **Award**

Recognized by BOMA NS

### 3% Energy Intensity **Reduction**

60% to 5-year target

### 26.5% Increase in Waste **Diversion**

88% to 5-year target



## SOCIAL

---

### Shannex **Cares**

Donations exceed previous year

Supporting more Elder Allies

### 6 **New Communities**

Welcoming residents across N.B. and N.S.

### Opened 1<sup>st</sup> Nursing Home in First Nations Community

Kiknu, Eskasoni, N.S.

### DEIB Strategy **Complete**

352 elective DEIB courses completed

### **New** Childcare Centre Partnership

YMCA Southwestern N.B. to open childcare centre at Parkland in the Valley and Embassy Hall

### Training Programs **Delivered**

292 Employees through our Centre for Excellence

821 Lead Blue course completions



## GOVERNANCE

---

### **Quality of Life** Survey

Overall increase in positive responses

### **New Model of Care**

Shannex to open Transitional Care Centre in N.S.

### **More** Great Rewards for *Great People*

Virtual healthcare, banking and mortgage options, discount program and more

### Employee Engagement and Retention **Targets Met**

More *Great People* are growing with us

### Occupancy Levels **Remain High**

Continued need for seniors' accommodations

### **Accredited** with Commendation

### **New** Innovative Learning Programs

Work while you learn for CCA and LPN

### Excelling in Leadership Cohort **Graduates**

### **Safety Profile Score**

Targets met and 91% to 5-year target

# Resident Wellbeing

We will elevate the voice of the resident; we will treat them with respect, protect their dignity, see them, hear them and continually improve upon our delivery of resident-directed care and service.

## Five-year Expectations and Goals

### Resident quality of life is upheld and enriched by living with us

*Achieve 80% average positive response rate on Quality of Life survey*

### Residents are meaningfully engaged and enjoy their community through recreation and social activities

*Achieve 70% score within the Engaged Social Life category on Quality of Life survey*

### Resident clinical and safety outcomes meet or exceed national standards


*Canadian Institute of Health Information (CIHI) indicators meet or exceed national benchmarks for all nursing homes*

### Our services positively impact resident wellbeing

*We understand, measure and implement practices that positively impact resident frailty*

### Residents have an exceptional food and dining experience

*Achieve a 5% year-over-year improvement within the Food category on Quality of Life survey*



A significant increase in Quality of Life survey engagement and overall results, Accreditation with Commendation and continued growth of innovative approaches to care. Our goals for the coming year include comprehensive clinical improvement projects and data driven solutions that improve resident wellness outcomes.

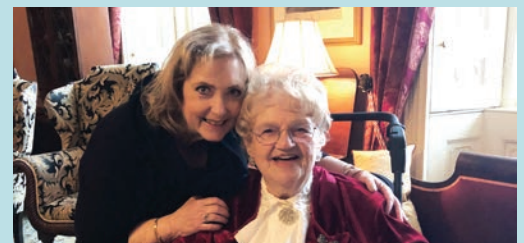
## Accomplishments

- Increased Quality of Life average positive response rate by 3.87%
- Improved Quality of Life Social Life Engaged Category score
- Reduced new and worsened pressure injuries
- Improved Quality of Life Food Category score by 5.63%
- Accredited with Commendation



## Sharing and Caring

Cindy Marble, Manager, Behavioural Health and Carla Clarke, Social Worker at Parkstone Enhanced Care are compassionate professionals who wanted to do something to support family members who are feeling overwhelmed by the transition to long term care and the emotions that come with it. They created a program called Sharing and Caring for families to meet in a safe environment to share their thoughts and feelings and provide insight and kindness to others. The kindness and sharing of knowledge and strategies has been profound and group members have attested to how they are able to continue their journey with more hope and light.



## Wading into Life's Changing Tides

Mary Ryan lives in the heart of Fredericton at Thomas Hall. She is a remarkable soul of 89 years with a lifetime of stories. Recently, she embarked on a new chapter, when she released a self-published book, *Navigating Life's Changing Tides*. The title captures the essence of the book: her experiences living at Thomas Hall and reflections on Shannex's Guiding Principles which serve as a compass for the *Great People* of Shannex. Mary hopes her book will inspire those awaiting a place in a nursing home and give them a glimpse of what to expect from nursing home living. This important project would not have been possible without the support from the team at Thomas Hall. A special thank you to Caroline McLaughlin, Recreation Coordinator at Thomas Hall for coordinating the book launch event.



# Employee Experience

Safe, supportive, inclusive and respectful environments that prioritize the wellbeing of every team member make us an employer of choice everywhere we operate.

## Five-year Expectations and Goals

### Employees are safe and well

*Safety Profile Score is above 90%*

### Employees feel included, respected, valued, and appreciated

*Employee engagement score is 85% and our diversity, equity, inclusion and belonging strategy is developed, implemented and measurable*

### Employees stay and grow their career with us

*We retain 85% of our employees annually, and 85% of our new hires stay with us more than six months*

### Our employees speak highly of us

*Eighty-five percent (85%) of our employees recommend us as a place to work on the annual Employee Engagement survey*

### We attract great people who want to work with us

*Ninety percent (90%) of open positions have an accepted offer within 30 days*



Our *Great People* are more engaged and satisfied with their career at Shannex than ever before. This year, we'll work to deepen trust and engagement with all team members so they feel safe and well, want to stay and work with us, and attract others to a career at Shannex.

## Accomplishments

- Increased Safety Profile Score by 7%
- Exceeded annual Employee Engagement Survey results target
- Exceeded annual employee retention targets
- Exceeded recruitment timeline targets
- Exceeded Employee Engagement survey target for recommending us a great place to work



## Great People Month

The month of May is dedicated to celebrating Shannex's *Great People*. Every one of our communities is unique but what is consistent is the presence of teams who make them great places to live, work and visit. The experiences we create in our communities are inspired by our Guiding Principles of being safe, honest, compassionate and professional, and during Great People Month, we recognize and celebrate our team members for delivering on these every day. We hold events and contests, and the month culminates at the Excellence Awards where we come together to celebrate those whose words, actions, and contributions have made a significant and enduring influence on each other and the people we serve.



## Accelerated Training Programs

The Nova Scotia Departments of Seniors and Long-Term Care and Labour and Skills Development, and the Nova Scotia Community College partnered with Shannex to pilot a new Continuing Care Assistant program where eligible students will graduate and begin working in six months. Through a shared investment, the Province and Shannex are covering students' tuition and associated living costs. Shannex's investment also includes classroom and lab space for instruction, along with guaranteed employment after graduation. NSCC instructors are teaching the program which will graduate 48 students this year.

# Service Excellence

We earn this trust by consistently delivering exceptional experiences with service excellence that is inspired by our commitment to placing residents first.

## Five-year Expectations and Goals

### People want to live with us

*Shannex is a preferred long term care provider, and our retirement living occupancy targets are met*

### Residents have an exceptional experience during move-in and throughout the continuum

*A move-in survey is made available to all residents and completion targets are achieved. Eighty-five percent (85%) score is achieved on Quality of Life survey questions that residents recommend living with us and feel their needs are met*

### Service delivery standards are consistently upheld by all sites

*Eighty-five percent (85%) of retirement living brand standards are met and long term care licensing and accredited status is maintained for all communities*

### Shannex is a trusted organization and partner

*An organizational Trust Measure is established and targets are set and achieved*

### Shannex's Great People uphold the Guiding Principles

*Achieve 75% positive response on questions indicating relationship with team members on Quality of Life survey*



We're committed to listening and responding to feedback from residents while ensuring our service excellence standards are consistent across all communities. We have made great strides and will continue to implement this work in the coming year.

## Accomplishments

- Lead Blue targets achieved
- Increased Quality of Life positive responses related to team member connections and respect
- Met occupancy targets related to leads, tours and stabilization
- Progress made to rollout standardized Welcome Survey in all communities



## Path to Blue Blueprint Standards

The Path to Blue journey ensures our 6,000 Great People are headed in the same direction. It recognizes that every day, people across our organization tell a story to the world about who we are, what we do and what we care about. The Path to Blue was initiated with our Blue Book, a guide for team members that is rooted in our history. Shannex's Blueprint for Retirement Living and Enhanced Care divisions contains operational standards for service excellence, outlining the expectations for how team members in every department do their work the same way. The Path to Blue will culminate in a Resident Experience Framework which will demonstrate the various ways in which we live our values and remain committed to resident health, wellness, happiness and satisfaction.



## Meaningful Meals

Based on feedback from our annual Quality of Life survey, our organization is focused on improving the dining experience for residents. This work is being led by our Culinary Centre team who introduced a new dining feature over the past year to make mealtime more engaging and exciting. Themed dining experiences take place regularly hosted by each community's wellness, recreation, culinary and hospitality teams. The goal is to make mealtime extra meaningful through focusing on local items, special meal requests and favourite foods.

# Healthy Business

Ensuring we run a healthy business means we are here for the future. We are committed to growing, adapting, evolving, innovating, and improving. It means we will invest in our company, and we will be fiscally responsible so that we can deliver what our residents, team members and communities need to thrive.

## Five-year Expectations and Goals

### We are financially stable and we meet our obligations

*Financial targets are met*

### We meet the increased demand for accommodations and services for elders

*Demonstrated contributions to alleviating pressure within the greater health system*

### We are responsible to our community, give back through Great People, sector leadership, partnerships and the Shannex Cares Foundation

*Community giving targets are met through Shannex Cares program*

### We have a culture of innovation that improves the lives of residents and team members

*Evidence demonstrates that innovation is present in all aspects of our organization*

### Our properties and assets are consistently well maintained

*Quality of Life, Building and Property Maintenance Standards and Asset Management scorecards achieve 90%*



We supported more like-minded Elder Allies through Shannex Cares and opened new purposefully designed communities to meet the need for seniors' accommodations. This year, we will deepen our understanding of the challenges facing organizations who serve seniors and take action to create change.

## Accomplishments

- Opened six new communities
- Chosen by provincial governments to open three new nursing homes and a transitional care centre
- Met all Shannex Cares community giving targets
- Exceeded targets for Quality of Life, Building and Property Maintenance and Asset Management scores



## Shannex Cares

Our community program Shannex Cares supports us in building strong connections between the people who live and work with us and the greater community. Through Shannex Cares, we are proud to align with like-minded Elder Allies in the community to influence real change and make a difference in the lives of seniors. About a year-and-a-half after launching, the program continues to gain momentum. We have seen a high level of interest in our Spirit Grant program and we are deepening our connection with organizations doing this work in the community. For a full list of the 15 organizations we have supported, please visit [shannex.com/shannexcares](http://shannex.com/shannexcares).



## Kiknu

Shannex has been honoured to partner with Eskasoni First Nation to create a warm, welcoming and culturally significant home for the Eskasoni community. Kiknu, meaning "our home", is Nova Scotia's first licensed nursing home on a First Nations Community. This beautiful community, which opened in April, will be home to elders and seniors who will be surrounded by Mi'kmaq culture and traditions. The vast majority of Kiknu team members are from Eskasoni, which makes this home even more special. They will be able to provide exceptional care and support for community elders while keeping Indigenous traditions strong. The design of the home is in the shape of a turtle with designated central gathering places for community elders and seniors, families, loved ones, and the community. The front lobby includes seven poles, to represent the seven traditional Mi'kmaq districts and sacred teachings. A healing circle is incorporated with lots of room for ceremonial activities.

# Environmental Stewardship

We will create organizational policies and practices and invest in resources that engage every person who lives and works with us, empowering them to make a difference toward protecting our planet.

## Five-year Expectations and Goals

### We reduce our greenhouse gas emission and are energy efficient

*Maintain ISO 50001 certification and reduce energy intensity by 5%*

### We divert waste from landfills

*Achieve an organizational diversion rate of 30%*

### We manage our water consumption using best practices

*Record minimal variation and best practice performance in our water usage intensity metric (WUI) across all communities*

### We source materials and purchase goods responsibly and sustainably

*Align with ISO 20400:2017 – Sustainable Procurement Standards*

### Our building designs and standards are environmentally conscious

*Each new building has lower energy intensity (GJ/m<sup>2</sup>) and lower GHG emission per resident*

### We grow and support a community of team members and residents who are environmental stewards

*One hundred per cent (100%) of our communities have a Green Team or Green Team function*



Environmental stewardship is embraced at all levels of our organization and this is reflected in our success delivering on the goals in this area. This year, we'll further this work by focusing on green building standards and increased efficiencies that reduce our environmental impact.

## Accomplishments

- Exceeded energy reduction and waste diversion targets
- Recertification obtained for ISO 500001
- Exceeded target to implement site-level Green Teams
- Sustainable Procurement Policy drafted to align with ISO 20400:2017
- Corporate Sustainable Building Standards developed



## 2023 Carbon Hero Award

In December 2023, Shannex received the prestigious Carbon Hero Award at BOMA Nova Scotia's Annual Holiday Luncheon. The award was presented in recognition of our outstanding commitment to environmental stewardship and the reduction of greenhouse gas emissions. We are proud of this accolade which not only commends our efforts, but recognizes our leadership work in the fight against climate change.

We are the first Canadian Seniors' Living Organization to receive ISO 50001 Certification.



## EcoPilot Driving Change

Shannex is on a journey to transform the way sustainability is prioritized within our organization, and we've set ambitious goals to help us deliver on this commitment. In 2020, Shannex installed Ecopilot®'s Artificial Intelligence (AI) for HVAC software in seven communities across Nova Scotia and saw impressive results in the reduction of total building energy consumption. Based on this success, the organization is taking the next step to implement Ecopilot® in 24 more communities across New Brunswick, Nova Scotia and Ontario. This is an ambitious project that is projected to save 3,830,000 KWh – or the equivalent of powering nearly 350 homes for an entire year!



# Leading the Way

## A Look Foward

### Healthy Aging Starts Now

Shannex is leading the way to a healthier future for aging adults with total donations of \$3.5 million to three universities in Atlantic Canada. Dalhousie University, University of New Brunswick and Mount Saint Vincent University have received gifts. We are investing in research, programs and education in Artificial intelligence (AI) and other technologies to inform decision-making and policy planning at every level of the healthcare continuum, improved support and care for individuals during transitions as they age, opportunities for specialized nurse and caregiver education, innovations for food and nutrition for seniors, and strategies to improve overall wellness and quality of work life for long term care staff. We are embracing the long life, the healthy, engaged and contributing life, and we believe the sector and universities need to work together to find solutions through research that addresses the huge demand for healthy aging support that is ahead of us, to ensure we have a longevity-ready society, one that is inclusive and focused on the opportunities of this wonderful new reality.



### Transitional Care

Every day, we see the difference personalized and appropriate care planning, delivered by skilled team members, makes for people we serve. In March, the Province of Nova Scotia announced that it would partner with Shannex to expand the transitional care centre in West Bedford, Nova Scotia. Through this agreement, Shannex is completing renovations on the existing building and constructing a 110-suite addition for a total of 178 suites. Shannex has been at the forefront of community care for more than 35 years and transitional care is a natural progression of our longstanding dedication to providing quality care that meets evolving healthcare needs.

### Great Places to Work

A great workplace promotes trust, pride, and a shared commitment to excellence. It is important our *Great People* to come to work knowing they are valued, recognized, compensated fairly, and that their best interests will be protected. To guide us in delivering on this commitment, we will continue to listen and respond to team members while inspiring leaders to create the right conditions for a fulfilling employee experience. To support this work, we are implementing a new survey tool through Great Places to Work, a recognized third-party. Surveys will be administered independently providing consistent measurable results and actionable feedback to create a truly great experience for every Shannex team member.



**Shannex**<sup>TM</sup>



**Shannex**<sup>TM</sup>  
ENHANCED CARE

Shannex<sup>TM</sup>  
**CARE**  
AT HOME