

Better Living, Stronger Communities

Report to Community | Fiscal 2024-2025

ShannexTM

Message from the President



I'm pleased to share our 2024–25 Report to Community — a reflection of the progress we've made toward the strategic goals set out in our five-year plan. This plan continues to guide our efforts as we work to build stronger, healthier communities for people at every stage of life.

The second year of our strategic plan has been one of growth and evolution. We've deepened our relationships across the broader health system, strengthened our ties with community partners, and worked collaboratively to deliver more integrated care and services across a broader continuum.

We see ourselves as more than care and living options for older adults. We envision a future where aging is embraced — where people of all ages can access the support, spaces, and services they need to live long, healthy, and fulfilling lives. Through innovation in design, care, and service delivery, we're creating environments that are welcoming, flexible, and inclusive. From inviting community spaces to wellness-focused programs and supports for all abilities, we are making it easier to live well, together.

Innovation is helping us deliver better experiences for residents who call our communities home. We've established new partnerships to test emerging technologies and harness data to improve quality of care. One example is the introduction of Tenera, a smart nurse call system that enhances responsiveness and efficiency, allowing team members to focus on what matters most — personal connection, service and care.

None of this would be possible without our Great People, the passionate and skilled team members who bring our vision to life every day. We're proud to see experienced staff mentoring the next generation, blending deep knowledge with fresh energy and ideas. Together, they are redefining what it means to age well and demonstrating the purpose and impact of careers in this field.

As we approach the midpoint of our five-year plan, we are proud of how far we've come, and we're energized for the road ahead. Thank you for your ongoing trust and support in helping us Lead the Way to Better Living.

Jason Shannon

Highlights from the past year

Resident Wellbeing

- **NEW COHORTS** for Resident and Family Advisory Committees for long term care and retirement living
- **MORE** Quality of Life Surveys completed than ever before
- **IMPROVED** Quality of Life Survey overall results
- **NEW** Clinical Leadership program
- **ALL** licenced long term care communities in N.B. and N.S. reporting to Canadian Institute for Health Information

Employee Experience

- **CERTIFIED** as a Great Place to Work
- **INCREASED** Safety Profile Score
- **2,029** N.S. and N.B. student placements (RN, LPN, CCA, PSW)
- **6,368** Caught You Being Great/Safe/Green nominations
- **NEW** work and learn programs for 56 LPNs and 64 CCAs

Service Excellence

- **INNOVATIVE** model of care opens: West Bedford Transitional Health
- **SERVICE EXCELLENCE** standards introduced for all long term care communities
- **100%** of all communities have introduced a resident move-in survey
- **ENHANCED** Volunteer Program
- **NEW** General Manager Mentor Program
- **TRUST** measure established

Healthy Business

- **68** transitional health suites in partnership with Nova Scotia Health
- **\$3.5 MILLION** to three universities to support healthy aging research
- **EXPANDED** provincial home care in retirement living throughout N.S.
- **125** new long term care beds in N.S. (Kiknu, Moody Hall)
- **120** new long term care beds in N.B. (Neill Hall, Garraway Hall)
- **17** Shannex Cares Community Spirit Grants awarded

Environmental Stewardship

- **NEW** sustainable procurement policy
- **RECERTIFIED** in ISO 50001
- **INCREASED** number of Green Teams in N.S., N.B. and ON.
- **NEW BUILDS** feature environmentally friendly heating and cooling systems

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

We continue to make strides in overall resident quality of life as reported in our annual survey. Data and innovation are driving new approaches to individualized care and service, and we are investing in research to help guide us on this path.



Accomplishments

- Increased overall Quality of Life average positive response rate
- Increased Quality of Life average positive response rate in both Engaged Social Life and Food categories
- Introduced the Clinical Frailty assessment into Retirement Living communities
- Reduced worsened pressure injuries
- Added four new Wound Care Champions
- Four N.S. Enhanced Care nurses completed nurse prescribing program

Advancing Practice



Four registered nurses at Shannex licensed long term care communities in Nova Scotia are now able to prescribe medications and treatments under the supervision of physicians. Through

the inaugural cohort of the program, these team members participated in Dalhousie University's Certificate in Registered Nurse Prescribing course which saw them attend in-class lectures and complete 200 hours of clinical practicum over the course of 12 months.

The program is a collaboration between Shannex and the Health Association of Nova Scotia to create a model program for organizations across the province.

Smart Care



More Shannex licensed long term care communities in Nova Scotia are using Tenera Beyond Care, a smart nurse call system that supports resident safety, security, and improves emergency response times. This innovative solution

also provides data and analytics to optimize workflows, improve care planning and create detailed reports for residents and their families.

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

We are making great strides toward creating the best possible experience for our Great People – and we're hearing this directly from them. We achieved Great Place to Work certification in our first year participating in a new independent survey and retention rates continue to increase for all employees, including new hires.



Accomplishments

- Increased the Safety Profile Score to 85%
- Achieved Great Place to Work certification
- Exceeded five-year retention target in year two; achieving 85.2%
- Exceeded five-year new hire target (posting to accepted offer); achieving 85.42%

Flexible Pathways



The Shannex IEN to LPN Transition to Practice Program is an innovative and supportive process that allows internationally educated nurses to confidently transition into nursing practice in Canada. Delivered at a

newly designed and developed healthcare learning space in West Bedford, learners participate in a six-week, in-person comprehensive nursing refresher, with a focus on caring for the aging adult in Canada's health care system. To date, 72 team members have participated in the program.

Building Belonging



We are creating a workplace culture where every person feels seen, heard, and safe to express themselves. Last year, our Learning and Development team facilitated five

workshops and training modules that had more than 625 voluntary completions. Our team continue to celebrate and recognize the diverse cultures in our communities through various events and celebrations which help build a sense of community.

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 are passionate about creating positive experiences for every person who lives and works with us. This begins with consistency and care. Brand standards are created for all operating divisions and we are introducing more ways to measure trust and satisfaction.



Accomplishments

- Move-in surveys implemented at all communities
- Service Excellence Standards continue to be implemented and measured
- Trust measure established with benchmark of 90%
- Met five-year Quality of Life measurement for positive relationships between residents and employees in year two; achieving 75%

Meet us at Moody Hall



Moody Hall, a licensed long term care home in Bedford N.S., opened its doors in November 2024. This beautiful new community is a “first” for a number of reasons. It is Shannex’s first standalone home in 15 years and it also features our first Main Street concept in Nova Scotia. Already in place

in a number of our homes in New Brunswick, Main Street is a vibrant and purposefully designed social hub that encourages independence, community spirit and connection.

Culinary Excellence



We know that food and dining are foundational to residents’ quality of life, and we are committed to providing an exceptional dining experience by regularly seeking feedback and

updating menus to ensure we’re delivering high quality meals every day. Our long term care communities regularly change their menus to provide a variety of options for residents. In advance of menu changes, we host regular food tastings to ensure the residents can provide feedback before finalizing the menu. We also feature seasonal themed meals with a special menu, decorations, music and entertainment.

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 recognize the opportunity to shape healthy aging at every stage of life. That's why we're developing new living options, partnering with like-minded community organizations, and investing in research and innovation focused on supporting well-being across the lifespan for every person who lives and works with us.



Accomplishments

- Met financial targets
- Opened West Bedford Transitional Health – first in N.S.
- Opened three new long term care communities (245 new nursing home suites in N.B. and N.S. combined)
- Invested \$3.5 million in healthy aging research
- Met Shannex Cares community giving targets; awarded 17 grants

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. Through Dalhousie University, University of New Brunswick, and Mount Saint Vincent University we're investing in research, programs, and education in the following areas:

- 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
- Strategies to improve overall wellness and quality of work life for long term care staff

More Than Meals



Shannex's annual Service Excellence Awards recognize team members for exceptional work. Each year, the Shannex Cares Award for Community Impact goes to an individual

who goes above and beyond in service to the community and this year's recipient does just that. Debby Manual received an award for her dedication to serving community members. With nearly two decades of selfless volunteer work with Meals on Wheels, she has exemplified compassion, connection, and lasting impact.

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/m²) 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

Rooted in the philosophy that it takes the efforts of every person to make real change, we are making steady progress toward achieving our sustainability goals. Through ongoing initiatives, continuous improvement, and ongoing encouragement and support from residents and team members, we are actively reducing our environmental footprint and building a more sustainable future.



Accomplishments

- Implemented sustainable procurement policy
- Recertified – ISO 50001
- Increased number of Green Teams in N.S., N.B. and ON.
- Made progress toward energy reduction, diversion and water consumption targets

Sustainable by Design



Over the past year, Shannex opened three new licensed long term care communities — one in Nova Scotia and two in New Brunswick. Consistent with our commitment to sustainable design,

these homes boast environmentally friendly features. A heating, cooling and ventilation system provides full building energy recovery. For example, heat generated by the system can be repurposed to support temperatures in other areas of the building. Heat pumps allow individual controls in each suite for heat and AC and built-in technology supports monitoring and reporting to track energy usage and savings.

Growing Green



Shannex is a proud participant in the Clean Foundation Thriving Forests Program which saw us plant trees at three of our Nova Scotia locations: Parkland at the Lakes in Dartmouth, Parkland

Cape Breton, and Parkland Truro. Each site was evaluated to ensure suitability for planting, including local wildlife, slope, and soil composition resulting in the planting of just under 6,000 trees. Shannex is committed to helping the Province of Nova Scotia and the Clean Foundation to reach their goal of planting 21 million trees and Canada's goal of two billion trees by 2031. This is just one of the many ways we continue our commitment to environmental stewardship and give back to our beloved planet.

A Look Forward

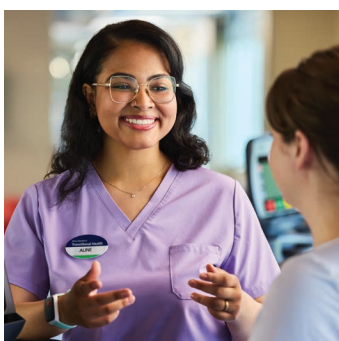
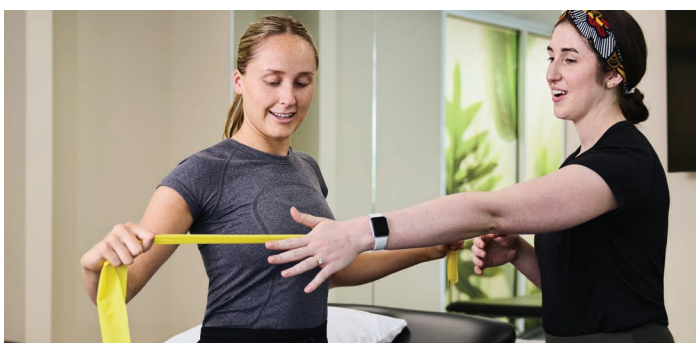
This year, we are focused on better living for all. We continue to embrace the possibilities that come with an aging population – matching health span to life span. We'll do this by elevating standards, building strong partnerships, innovating, and growing. We'll introduce new communities, services and programs that celebrate the long, engaged, and contributing life.

Opening this year are two new licensed long term care homes (N.S.) that feature our innovative Main Street concept, two new Parkland Lifestyle Residences (N.S. and ON.), and our first Allbright Residence (N.S.), which is the inaugural offering within Bloomsbury, a groundbreaking, longevity-focused community in Bedford, N.S. We'll also introduce new services through our

home care division to support older adults access the services they need to thrive—at home and in their community.

In partnership with Nova Scotia Health, we will open Phase 2 of West Bedford Transitional Health, which provides a new model of care designed to support patients who no longer require acute care but need assistance in transitioning back home or to other forms of care in the community.

Everything we do is inspired by those we serve, and our commitment to making aging synonymous with vitality, purpose, and joy. We look forward to another year of growth, wellness, and shared success.





shannex.com/strategicplan