



Report to Community

Fiscal 2025-2026

ShannexTM

Message from the President

I'm pleased to share our 2025–26 Report to Community, highlighting the progress we've made in year three of our five-year strategic plan. We are proud of how far we've come, but we also know there is more to do, and this plan continues to guide where we focus our efforts to make the greatest impact.

This past year, our work continued to take shape in tangible ways, with care and design innovation showing up more consistently across our communities. We made investments in people and systems that are strengthening our ability to deliver on our commitments to those we serve. Technology and data are playing a larger role in our future, and as artificial intelligence continues to evolve, we are focused on harnessing its potential in a thoughtful and responsible way.

Over our 38-year history, we've learned that meaningful transformation happens over time through trusted partnership, and a shared commitment to doing better. We continue to deepen our connection to the community while expanding partnerships that support the broader health system. The growth of initiatives like West Bedford Transitional Health, our work with academic partners, and Nursing Home Without Walls reflect our role as a collaborative partner in improving access and outcomes.



The strength of our team is fundamental to our success. This year, we welcomed a new Chief Medical Officer and enhanced our leadership in New Brunswick with a dedicated Vice President of Enhanced Care. Combined with the experience of our existing leaders and the energy of emerging talent, this positions us well for what comes next.

In the final two years of our strategic plan, we remain focused on supporting healthy aging at every stage of life. This includes expanding long term care capacity, advancing innovation, and maintaining a high standard of quality care and service as we continue to grow.

As we look ahead, we do so with a strong sense of purpose, inspired by the compassion, dedication, and heart our frontline team members bring to their work every day. I am incredibly proud of our teams and confident in the meaningful impact we will continue to make together as we lead the way to better living through the next phase of this plan and into the future.

A handwritten signature in black ink, appearing to read 'J. Shannon'.

Jason Shannon

Highlights from the past year

Resident Wellbeing

- **NEW** Chief Medical Officer joins Shannex
- **INCREASED** Quality of Life (QoL) average positive response rate
- **IMPROVED** Social Life Engaged QoL results
- **ALL** Supportive Living residents completed frailty assessments
- **INCREASED** average positive response rate for the QoL Food Domain
- **EXPANDED** Tenera to more long term care communities across Nova Scotia

Employee Experience

- **7,172** employee recognitions through Moments since November 2025
- **79** participants in the Enhanced Orientation for LPNs
- **64** participants in the NSCC CCA Pilot Program
- **2,399** N.S. and N.B. student placements (RN, LPN, CCA, PSW)
- **RECERTIFIED** as a Great Place to Work
- **NEW** Summer Institute launched in partnership with the University of New Brunswick
- **10,482** online learning courses completed
- **109** in-person training sessions

Service Excellence

- **OPENED** Parkland at the Common, first Allbright Residence
- **EXPANDED** Parkland Ancaster
- **EXCEEDED** five-year goal for positive relationships between residents and employees
- **EXCEEDED** annual goal for residents recommending to live with us
- **INTRODUCED** Resident and Family Orientation for long term care
- **NEW** Family Report introduced by the Shannex Insights Lab
- **NEW** Ready to Lead micro-credential course with MSVU
- **DIGITAL EXPERIENCE** project enhancements

Healthy Business

- **EXPANDED** West Bedford Transitional Health
- **216** new long term care beds in N.S. (Moody Hall Phase 2, Opal Ridge Hall)
- **60** new long term care beds in N.B. (Garraway Hall)
- **SUPPORTED** more organizations through Shannex Cares (total of 71)
- **ENHANCED** cybersecurity measures
- **RECOGNIZED** CAN Health Network Groundbreaker Award

Environmental Stewardship

- **IMPLEMENTED** sustainable procurement policy
- **SUCCESSFUL** ISO 50001 re-registration
- **SURPASSED** energy use intensity goal reduction of 4%
- **SAVINGS** of 11,492 MWh since Ecopilot installation
- **ESTABLISHED** water baseline
- **COMPLETED 49** energy management projects
- **RECOGNIZED 76** team members through Caught You Being Green

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



Annual and mid-year pulse measurements continue to guide our teams in improving resident experiences. This work continues, bolstered by investments in technology and talent. Tenera has been expanded to more long term care communities in Nova Scotia, and data collected is now being used to inform individualized Family Reports. We also welcomed our first Chief Medical Officer, providing strategic oversight and guidance on medical and clinical operations, risk management, and care standards.

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
- Welcomed the organization's first Chief Medical Officer to Shannex.
- Continued rollout of Tenera Care in N.S.
- Implemented clinical team enhancements; established Clinical Partners in each province and hired an IPAC Specialist for the organization.
- Introduced the Summer Institute with UNB, a new program to introduce student nurses to careers in long term care.
- Continued work as part of SQLI

Strengthening Clinical Leadership

As part of our continued growth and evolution, we welcomed Dr. Christy Bussey as our first Chief Medical Officer. This new leadership role strengthens our commitment to clinical excellence, innovation, and person-centred care. With extensive experience leading complex healthcare operations, Dr. Bussey is helping to advance clinical governance and care standards, ensuring we continue to meet the evolving needs of residents, patients, and the broader health system.



Innovating to Improve Care

We know that meaningful change requires trusted partnerships and creative thinking. Through our work with Canadian technology companies, we are helping bring innovative ideas from pilot to practice while improving quality care and overall wellbeing for residents. This commitment was recently recognized by the CAN Health Network through the Groundbreaker Award. The honour reflects our willingness to test, implement, and scale innovations that deliver meaningful results for residents, families, and care teams across all dimensions of wellness.



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



Employee Experience remains an area of strong focus for us with emphasis on attraction and retention of our Great People. This year, we were recognized for the second time as a Great Place to Work, with an increased overall engagement score. We made progress on our retention and introduced a new employee recognition platform that has been enthusiastically embraced by team members across the organization.

Accomplishments

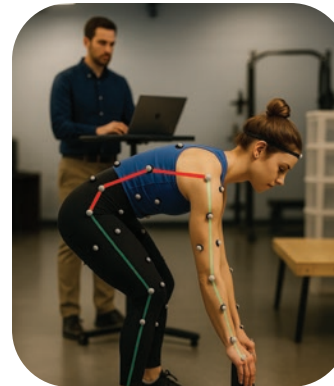
- Introduced new employee recognition platform with record number of recognitions
- Achieved Great Place to Work certification and increased overall score
- Reduced lost time incidents in Nova Scotia and New Brunswick
- Exceeded retention targets
- Introduced Workforce Health reports
- Over 2,300 student placements

A Culture of Recognition

A new digital recognition platform called Moments is making it easier for team members to celebrate and appreciate one another in real time. In response to feedback from our team members, we introduced a new tool that supports peer-to-peer recognition in a simple and accessible format so they can share gratitude and highlight exceptional contributions. This initiative is being widely used and is strengthening connection, engagement, and a culture of appreciation across all communities.



Safety Innovation



Through video-based assessments of routine tasks, our team members are playing a key role in the development of an innovative AI ergonomics tool designed to reduce workplace sprains and strains. Clinical, housekeeping, laundry, maintenance, and dining services team members at two long term care communities in N.S. are piloting the system which is helping identify opportunities to improve job design and strengthen a culture of health, safety, and wellness.



Data Driving Workforce Health

Shannex leaders are leveraging a new workforce health tool to bring greater visibility into day-to-day operations. By tracking trends in areas like sick time, overtime, and staffing levels, they can quickly identify changes and work alongside HR to understand what's driving them. This data-driven approach enables timely, targeted actions that improve efficiency, strengthen the employee experience, and ensure resources are aligned to support teams in delivering high-quality care.

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 know that service excellence is defined not by what we say, but by how our actions create exceptional experiences for those we serve. Guided by important feedback from residents and families about their move-in experiences, we are strengthening consistency, and reinforcing our brand standards, while exploring new ways to measure trust, satisfaction, and overall experience.

Accomplishments

- More Quality of Life surveys completed than ever before
- Exceeded five-year Quality of Life measurement for positive relationships between residents and employees
- Exceeded annual goal for Quality of Life measurement: residents recommend living with us
- Introduced Family Reports
- Introduced Resident and Family Orientation for long term care

A Hub of Care

Accessible, coordinated supports are essential in helping older adults maintain their independence, dignity, and sense of belonging. In Miramichi, our Shannex communities play an important role in making these supports easier to access and navigate. Through Adult Day Programs, Meals on Wheels, Lifeline, Nursing Home Without Walls, and a continuum of living options, individuals are connected to the care they need when and where they need it. These services provide personalized support, foster meaningful connections, and help older adults remain safely engaged in their community, extend service and care beyond traditional settings and support quality of life every day.



Resident Feedback in Action



Placing residents first means listening to what matters most. Through our resident Welcome Survey, Pulse Survey, and annual Quality of Life Survey, Shannex actively seeks feedback from residents and families to better understand their experiences and identify opportunities for improvement. This feedback directly informs decision making at all levels of the organization, leading to enhancements that strengthen connection, engagement, and overall quality of life.

This came to life at Ryan Hall when residents asked for more evening and weekend programming. They worked together with volunteers to introduce a creative initiative that provides more opportunities for socialization, purpose, and enjoyment.



Smart Collaboration

Tenera Care is a smart nurse call system developed with input from frontline team members and families. Beyond its core function, it uses sensor technology to generate real-time insights into residents' movements and behaviours, helping care teams better understand evolving needs. We're now extending these insights to families through a new Family Report. Data is analyzed by the Shannex Insights Lab to provide a clear snapshot of daily habits such as where residents spend their time, their interactions, and overall activity levels.

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%



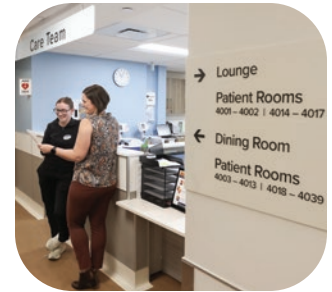
We believe in better living at every stage of life and are advancing this vision alongside partners who share our commitment. Together, we have expanded transitional health and long term care capacity which is easing pressure on the broader health system. We also expanded and refined our continuum of service and extended support beyond traditional care settings to help older adults live well, and we're continuing to invest in research and innovation that enhances wellbeing across the lifespan.

Accomplishments

- Met financial targets
- Expanded West Bedford Transitional Health to support 178 patients
- Opened three new long term care communities (266 new nursing home suites in N.S. and N.B. combined)
- Opened Parkland at the Common, first Allbright residence, expanded Parkland Ancaster
- Expanded Nursing Home Without Walls (five sites)
- Launched Parkland at Home
- Met Shannex Cares community giving targets; awarded 34 grants and donations

Partnering for Better Care

Through our partnership with Nova Scotia Health, West Bedford Transitional Health continues to play an important role in strengthening the healthcare system and supporting patient recovery. By providing specialized post-acute care focused on mobility, wellness, and independence, the community has supported more than 650 patients on their journey home. This collaborative model has also returned more than 31,000 acute care bed days to the healthcare system, helping improve access to hospital care for Nova Scotians when they need it most.



Supporting Aging in Place



The launch of the fifth Nursing Home Without Walls program in New Brunswick marked an important step in expanding innovative community-based care for older adults in Moncton. Through strong partnerships and a focus on personalized support, the program helps older adults access services, navigate resources, and remain independent at home longer. This continued expansion reflects Shannex's commitment to sustainable growth, innovation, and meeting the evolving needs of older adults.



Celebrating Innovation

Shannex is seeing increasing momentum in research, innovation, and evidence-based improvement across the organization. In partnership with key collaborators, we hosted the first quarterly Shannex Research Showcase, bringing together team members and leaders to highlight ongoing research and innovation across our communities. The event provides an opportunity to share insights, celebrate progress, and strengthen engagement through meaningful discussion and knowledge sharing.

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



We are proud of the progress we've made toward our environmental stewardship goals, and we continue to be inspired by the strong engagement of residents and team members. Their involvement is helping drive meaningful improvements across the organization that reduce our environmental footprint and support a more sustainable future for everyone.

Accomplishments

- Recertified – ISO 50001
- Exceeded annual target to reduce EUI from baseline
- Completed sustainability integration into RFP and contract evaluation
- Increased number of Green Teams in N.S., N.B. and Ont.
- Achieved fiscal goal for development of sustainable building standards

Building a Sustainable Future

Shannex continues to invest in innovative solutions that support both environmental sustainability and resident comfort. The implementation of EcoPilot's AI technology in more than 34 communities optimizes heating, cooling, and ventilation systems in real time, reducing energy consumption while maintaining comfortable living environments. To date, these efforts have generated energy savings equivalent to the annual electricity use of more than 500 homes, demonstrating how technology can help create healthier, more sustainable communities for the future.



Choosing Sustainability



This past year, we strengthened our commitment to sustainability by implementing a sustainable purchasing policy that prioritizes energy efficiency and environmentally responsible practices when selecting and working with vendor partners. Through these efforts, we continue to reduce our environmental footprint and support more sustainable operations.

Looking Forward

As we look to the year ahead, we do so with a clear sense of purpose and deep commitment to **healthy aging** and helping people **live well at every stage of life**.

In Nova Scotia, we will open two new nursing homes, while in New Brunswick, construction continues to advance on four new, **state-of-the-art** communities that will expand access to care and bring services closer to home. At the same time, we are investing in the **future of aging**. Our focus on **community care and service** options, **functional health**, measuring frailty, and using **data to inform decision-making** will continue to evolve, supported by **research**, and our growing use of technology and innovation. These efforts are helping us better understand needs, improve outcomes, and deliver more options to help older adults live well.

Beyond our communities, we are strengthening our role as a **partner** in the broader health system, **advancing transitional health**, adding more **community-based solutions**, and deepening partnerships that **improve access**, ease system pressures, and support the greater community.

We are grateful for the trust placed in us by residents, families, partners, and the communities we serve, and as we move forward, are focused on creating a **healthier, more connected** aging experience for every person.





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