




CROWLEY


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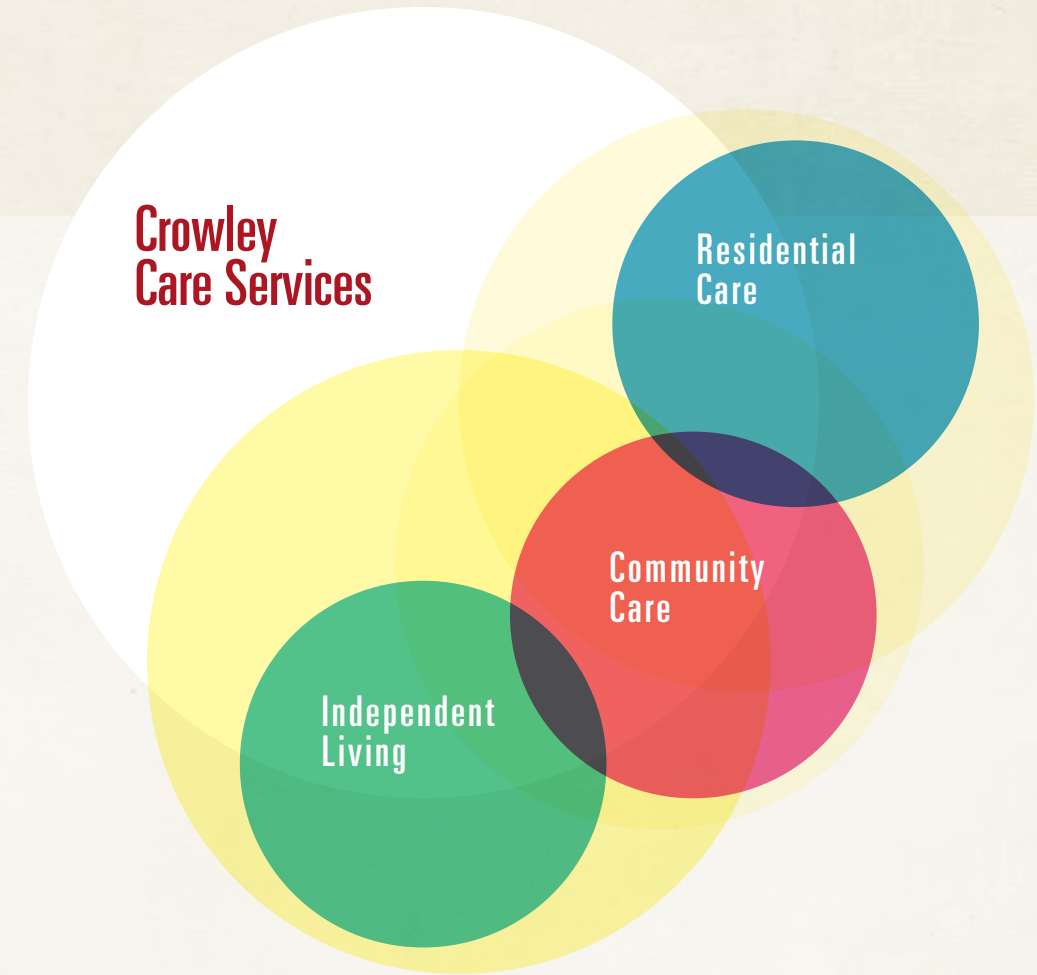
Our residents and clients are central to everything we do at Crowley.

Our Promise:

Commitment to each individual resident and client so they can participate fully in life through our services, facilities and accommodation;

Inspiration through leading accommodation and lifestyle options tailored to the needs of each resident and client. We don't have a one-size fits all approach;

Relationships forged for a single purpose - to enable us to better serve our residents and clients. We are part of a dynamic Catholic Parish, the local Ballina community and work closely with leading training and educational establishments and regional health organisations.



What we offer:

Independent Living
Enjoy the freedom of retirement with the option of care at call. Your home, on the Ballina waterfront, is surrounded by a close community in a relaxing environment, with care easily accessed when needed;

Residential Care
Crowley Residential Care, at our beautiful Ballina facility, is a safe environment for our residents, providing the highest quality nursing care and support services;

Community Care
Care comes to you. Bringing a comprehensive range of care services to your home. Enjoy the sanctuary of your home for longer with all the support you need.

Chairman's Report

Our focus at Crowley this year has been to consolidate our care services and respond to the aged care reforms and changes that will shape our industry into the future.

This required us to take on board the Government's changes in direction following its consideration of the Productivity Commission's review of the sector and subsequent report.

As our understanding of the Government initiatives improves, our focus will shift to adapting to these changes whilst ensuring we don't take our eye off the ball, in terms of quality service delivery for our residents and clients.

More recently, the Federal Government's announcement of how the Aged Care Funding Instrument (ACFI) will be administered has demanded a substantial commitment of Crowley's resources.

The Board and Leadership Group appreciated the opportunity to conduct a review of the organisation's strategic plan to verify that our resources and desired outcomes are aligned. The review demonstrated we are tracking well against the key goals and deliverables previously set for the organisation.

A significant commitment has also been made to the review and refinement of our care management and governance systems. Returns on investment in these continuous improvement processes have been realised in the organisation's attainment of re-accreditation for Residential Care.

I am pleased to report Crowley achieved maximum outcomes for all the regulatory authority's benchmarking criteria. That is a testament to the entire Crowley team.

Crowley's continued success, and the satisfaction of our residents and clients, hinges upon the commitment and cohesive effort of the Board, our Leadership Group and every member of staff.

We are actively supported in our endeavours by Father Michael Nilon, our Parish Priest, the Saint Francis Xavier Parish Finance Council and our dedicated volunteers.

On behalf of the Parish Aged Care Board, my sincere thanks once again to all concerned.



Steve Barnier
Chairman

2012 BOARD MEMBERS

SUE ELLIS



GLENN JOYNSON



MICHAEL KING



CAROLYN HUNT



CRAIG NOWLAN



NANCY O'REILLY



PAUL LLOYD
Parish Business Manager

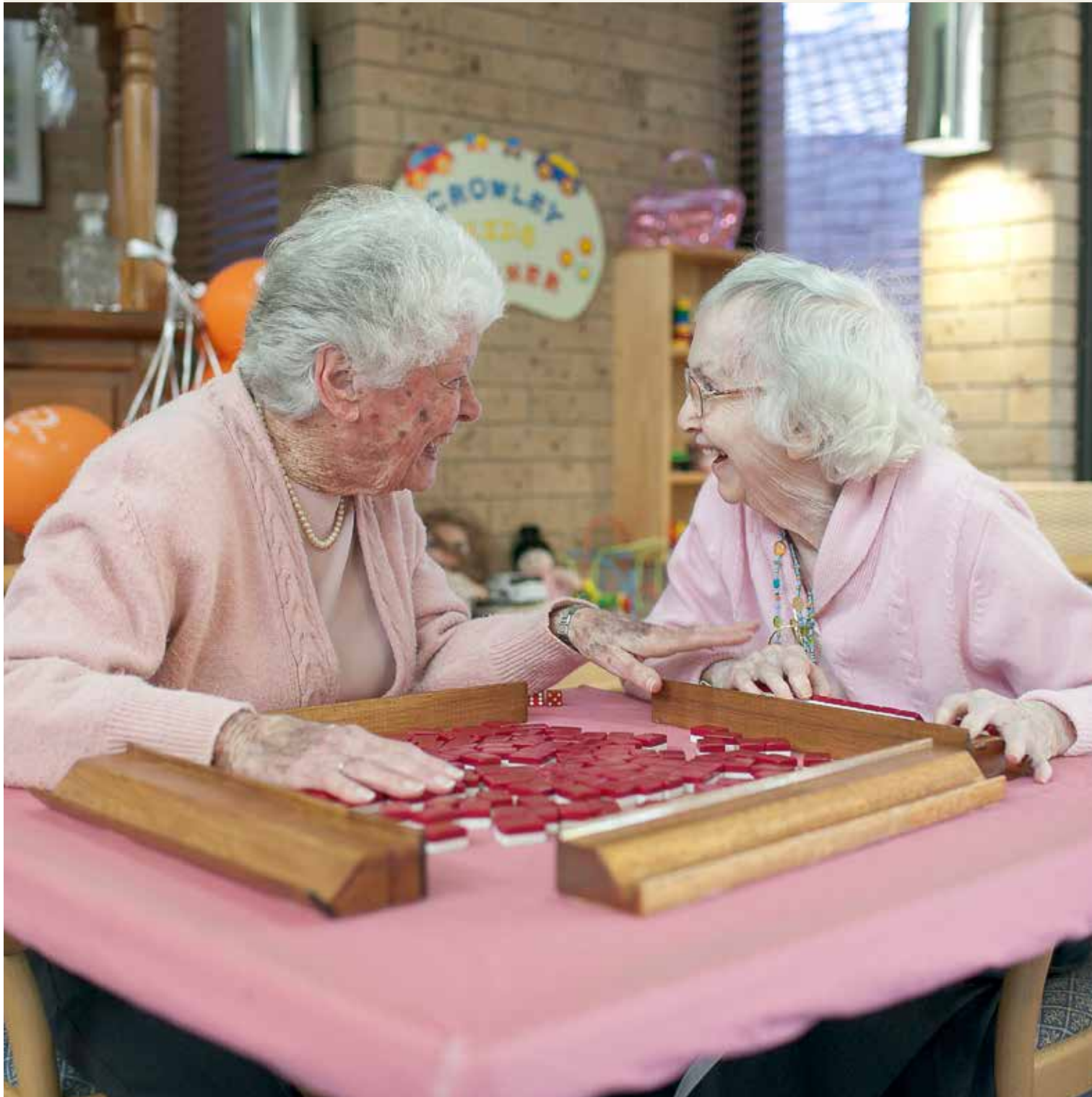


FATHER MICHAEL NILON
Parish Priest



“The support and attitude from the Crowley staff is just wonderful. They are kind and understanding and I appreciate it very much.”

Betty Smythe, Community Care client



Chief Executive Officer's Report



This past year the Government released their Living Longer, Living Better reforms. These significant and welcome changes map out the future direction of aged care in Australia. They provide “more choice, easier access and better care for older Australians and their families”.

In line with these reforms, and in preparing for the future at Crowley, we continued to extend our choice and range of services including our Community Care programs.

There is no doubt the future is about providing care in people's homes and enabling them to access a suite of services tailored to their individual needs. And I am pleased to report Crowley is well positioned in the region, in this regard.

This year we launched our Veterans' Home Care Service, enabling us to further extend our range of veterans' services, following our successful tender through the Department of Veterans' Affairs. The service provides great additional assistance for veterans in their home including, cleaning, meal preparation and home modification.

A highlight of the year was the awarding of our Residential Care three-year re-accreditation, following a successful audit. I am pleased to say we passed with flying colours, which is a testament to the quality of care provided by our staff.

Whilst that accreditation is important, we should never rest on our laurels in terms of the quality of customer service achieved for our residents, clients and their families.

So this year we commenced our Organisational Culture Training for staff – a two-year training program with seven training modules – which is underpinned by our overall drive to continually improve customer service.

As part of the Organisational Culture Training all staff will receive an additional 14 hours of training in, for example, superior customer service, improving communication skills and how to improve relationship building with the Crowley community. The training recognises that our future success

relies on the quality of our staff, their ability to adapt to new directions and the need for us to meet the expectations of our residents, clients and their families.

These improvements to our services and staff training are enabling Crowley to meet the challenges ahead and to provide exceptional quality care for the region's future.

Of course none of the above is possible without strong financial results. I am pleased to report once again our financial performance for the year has been solid, providing a great platform for Crowley to extend its expanding range of services to our community. The stand-out performer this year was a boost to our funding for our Residential Care service.

Teamwork is vital and one of the hallmarks of Crowley is the cohesive way in which our Board and Leadership Group work seamlessly together.

I pay tribute to the continued guidance our Board provides and to the spirit of collaboration that exists between the Board and our Leadership Group. It is because of this we are able to advance important changes and improvements to our systems and resident and client services.

Crowley is well positioned for the future and I am constantly reminded that working here is a unique privilege because we can and do make a positive impact on people's lives.

Michael Penhey
Chief Executive Officer

Annual Highlights

“ I’ve been associated with Crowley for more than 20 years. The staff are extremely professional and a pleasure to work with. ”

Sue Rodda, Ballina Curtains and Blinds

Morning Tea with Ita Buttrose

Yes, you read that right! Ita Buttrose came to Crowley! As part of Seniors Week 2012 Ms Buttrose presented to a captivated audience at our special “Morning tea with Ita”. As the President Elect of Alzheimer’s Australia Ms Buttrose spoke passionately about the importance of exercise for seniors to maintain physical and mental wellbeing. She spoke in her down to earth style, and kept everyone enthralled for over an hour as she recounted memorable moments and highlights of her career and what has made her one of Australia’s most influential women.

Relay for Life

Team Crowley had a fantastic turn out for Relay For Life with over 40 residents, staff and families participating in the walk around Kingsford Smith Park in support of Cancer Research. A great ‘camp’ and BBQ meal was setup and staff brought in many home-made treats to enjoy. Many residents turned up in great numbers and braved the heat to walk their laps. Special mention must go to Residential Care resident Ellen Davies, who was sponsored by her family to walk ten laps but ended up completing twenty! An inspiring effort Ellen!

Blessing of the Crowley Activity Centre

Parish Priest Father Michael Nilon blessed the newly refurbished Activity Centre on 30th May. The Crowley Activity Centre has been at the heart of many memorable organisational events for more than 25 years. Benefiting from extensive renovations that commenced in 2010, the upgraded Activity Centre provides residents, clients and staff with a modern space including a semi-commercial kitchen, games room and main room connected by a purpose built bar. The Activity Centre is used for a wide range of activities including resident dinners and happy hours, exercise groups, meetings, family gatherings, parties and indoor bowls.

Australia’s Biggest Morning Tea

This annual Cancer Council fundraising event in May is always popular with our residents, and this year we hosted a fabulous morning tea in the new Activity Centre. The theme was “Blue & Yellow” and residents, staff and guests raised \$555 while they indulged in a delectable array of baked offerings and tried their luck in the raffle. Supporting the various Cancer Council fundraisers is important to Crowley and is something we regularly take part in.

Staff Recognition Presentation & Barbecue

The Staff Recognition Presentation and Barbecue is an annual event hosted by the Parish Aged Care Board to recognise the work of staff across the organisation. Recognising and rewarding our people is important to us at Crowley, as staff are the backbone of our ability to deliver high quality services. The presentation was attended by 75 staff who supported their colleagues in receipt of various certificates of service and awards.

“Rock n Roll into Christmas” Concert

The Christmas concert was a toe-tapping Rock n Roll affair, which was hosted by staff for residents. Staff planned, rehearsed and performed the concert which was a huge hit with everyone. Even the professionals, they even had dancing lessons in the lead up to the event to help them prepare! Many of our residents cannot leave the facility so events like this are important. The benefits of these activities for all involved are immeasurable.

2011/2012 Financial Reports

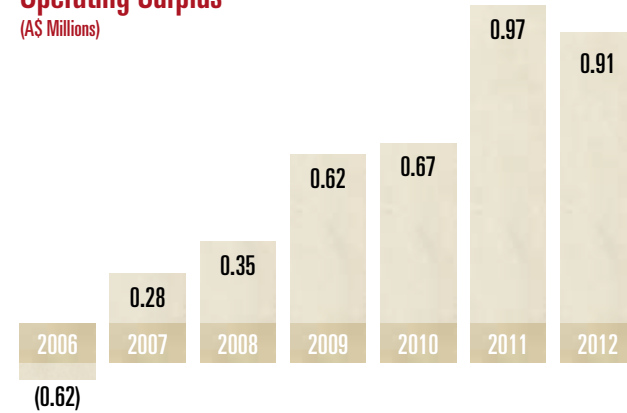
“This year saw an overall solid financial performance for Crowley in a challenging economic environment.”

“We experienced a 6% increase in operating revenue including a strong boost to funding for our Residential Care service.”

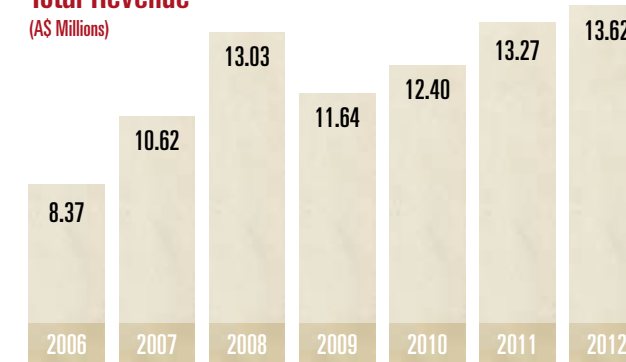
Operating Revenue
(A\$ Millions)



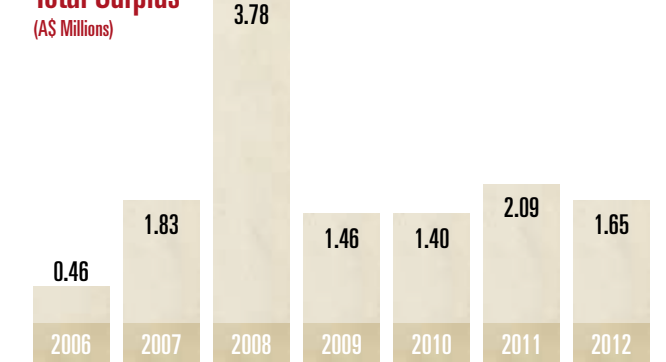
Operating Surplus
(A\$ Millions)



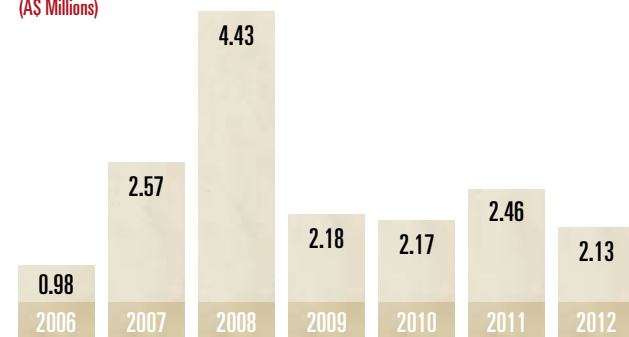
Total Revenue
(A\$ Millions)



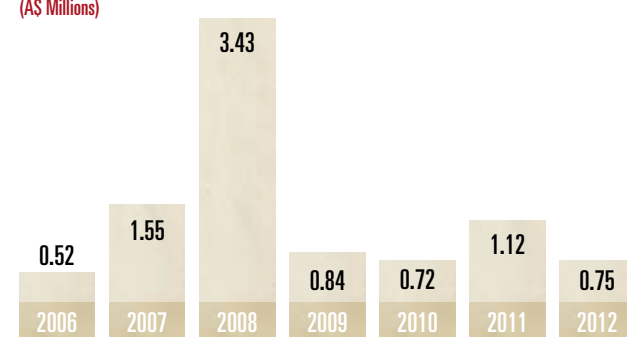
Total Surplus
(A\$ Millions)



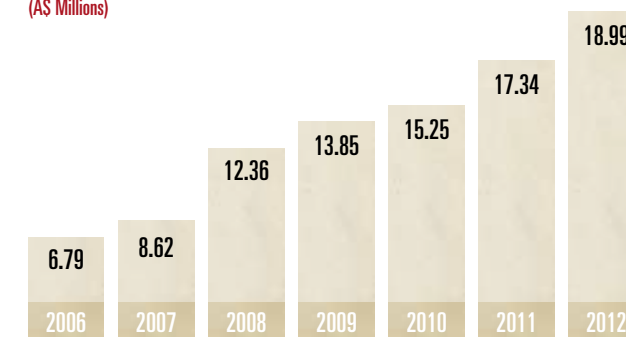
Non Operating Revenue
(A\$ Millions)



Non Operating Surplus
(A\$ Millions)



Net Assets
(A\$ Millions)



Our Staff and Volunteers

Long-term staff who are "...like family."

Crowley's staff and volunteers are some of the most dedicated and passionate people in the industry. The number of long term staff we have at Crowley – who are working in an industry that often struggles with staff turnover - is testament to the fact that Crowley offers both professional and personal satisfaction and is, quite simply, a great place to work!

The longevity of our staff is seen in all areas of the organisation. Lyn Mitchell - from the Laundry and Ann Emery - a Residential Care Registered Nurse, have both reached 20 years of service this year, while Judy Robson from Hotel Services has worked for Crowley for more than 27 years.

Geoff Muir, who has been with Crowley the longest, says that it's "the job satisfaction" that keeps him here, while long-time employee Margaret Stewart thinks of the Crowley team as being like "...one big family."

Incredible volunteers

Likewise, our volunteers, who tirelessly give of themselves year after year, provide a priceless contribution to the quality of service and lifestyle experienced by residents and clients of Crowley. Volunteers like Judy Conson who has been with Crowley for over 9 years. Judy volunteers her time to conduct resident visits and assists with the pastoral care program.

Welcome to our new Director of Nursing – Whenua Oner



It wasn't just the location and wonderful facilities that attracted Whenua to her new role as Manager Residential Care Services (DON) at Crowley. She says it was the team of dedicated and progressive people working here, along with the delightful residents and their families, that made the big move from Cessnock to Ballina so inviting. Whenua took up her new role in 2011 and has already become a popular and respected member of our staff. Whenua is highly qualified and motivated and Crowley is thrilled to have her on the team. Her vitality and unique sense of style come through in everything she does and the whole place is brighter for it. Welcome Whenua!

This year we celebrated 82 staff members having completed five or more years of service, with 14 of them clocking an incredible 20+ years with Crowley.



Our Vision

Inspirational living through rewarding relationships with focus on the individual.

Our Core Beliefs

1. Living Catholic values
2. Delivering exceptional service
3. Valuing each generation
4. Leading by example

Our Core Business

Providing peace of mind to individuals and responding to the needs of our community with outstanding care, modern accommodation and flexible services.

Our Leadership Group



Back: left to right

Michelle Golding
Coordinator Policies, Processes & Systems

Sherrie Viney
Coordinator Community Nursing

Christine Lawton
Assistant Manager Residential Care Services (DDON)

Albie Viel
Manager Assets and Maintenance Services

Gail Hollingworth
Coordinator Stakeholder Liaison

Debbie Wilson
Coordinator Community Services

Tony Baldwin
Manager Hotel Services

Jenny Kliese
Coordinator Independent Living Resident Services

Front: left to right

Linda Beaumont
Coordinator Independent Living Sales & Social Support

Kelli Potts
Executive Manager Operations & Finance

Michael Penhey
Chief Executive Officer

Clare Busch
Executive Assistant

Whenua Oner
Manager Residential Care Services (DON)

Crowley Annual Report 2012

Take the Next Step:

For Independent Living enquiries	P: 02 6686 5090
For Residential Care enquiries	P: 02 6686 5090
For Community Care enquiries	P: 02 6686 2287

For General Enquiries:

Crowley Care Services
154 Cherry St, Ballina NSW 2478
P: 02 6686 5090
E: info@crowley.org.au
W: www.crowley.org.au