

Annual Report 2018

Transformation





Transformation

2018 is a year of transformation at Crowley as we continue on our journey towards excellence.

We have made major advances transforming our buildings, our care models and our systems.

These major initiatives take Crowley to new levels of excellence so we can be the best we can be for our residents and clients.

Transforming Systems

Quality technology making life better.

Giving our residents the best possible meal experience required new thinking, innovation and a new system. Enter the Unitray.

Hailing all the way from Italy the new hi-tech meal system uniquely delivers precise temperature controlled hot and cold meals at the same time. Its magic, thermo-ventilated temperature maintenance with built-in ventilated refrigeration.

And that means perfect meals as the chef intended delivered every time to our residents in their room, in their wing or in a dining room. The choice is now theirs thanks to this new system.

We searched the globe for the highest performance meal delivery system and found it.

Chair's Report

I would like to recognise the contribution of the Crowley Board members, including our immediate past Chair, Steve Barnier. It was with much sadness during the year when Steve Barnier retired as Chair after 20 plus years of volunteer work as a Board member. Steve's many years of giving to Crowley Care will long be remembered through the appropriate naming of our beautiful new cafe, Barney's.

As a group, the Board has worked together with the Crowley Care executive team, Father Michael Nilon and Paul Lloyd as the Parish Business Manager to strive to achieve our strategic goals while enhancing our governance structures and processes. The Board structure has been expanded this year by the appointment of a Deputy Chair, Mr Glenn Joynson who has provided welcome support to me in the role of Chair.

Changes in the aged care sector from government, regulation and consumer demand have and will continue to ensure the Board remains committed to continual achievement of organisational goals and improvement of our governance processes. The Board has witnessed the team tackle the goal of taking Crowley from good to great, requiring everyone to work together growing the care service business in Ballina and its surrounds by striving to exceed client driven needs and community expectations. All of this great work would not be possible if the organisation didn't achieve continued accreditation and satisfaction of the many layers of regulation underpinning resident and client care.

This year has seen many years of planning come to fruition with the completion of major capital works costing approximately \$22m with minimal debt while providing 42 new residential beds and 800m2 of administration offices. It was wonderful at the opening of the new buildings to see how the bricks and mortar and open spaces have come together with our caring staff and residents to

become a happy place to call home, work or visit. The expansion of the residential facility together with a focus on workforce learning through the Leadership Development Program and culture training ensures Crowley remains at the forefront of aged care services in the region.

The excellent results achieved this year both financially and in our residents and family feedback surveys would not be possible without the capable stewardship of our Chief Executive Officer, Michael Penhey and our Executive Manager of Operations and Finance, Kelli Potts. It has been pleasing to see the organisation continue to achieve these good results even at a time when the village, our residents and staff have lived and worked amongst a construction site. The Board will continue to work with management to foster positive relationships with the residents, their relatives and the staff.

Finally, I would like to thank the Auxiliary and our many volunteers who all contribute much to help create a great place to live for our many residents. I am very proud of our Board and our contribution to Crowley Care.

Carolyn Hunt
Chair
Parish Aged Care Board



Our Board

The Parish Aged Care Board guides Crowley Care's overall direction and policies.

During the year the Board's long-standing Chair Steve Barnier resigned due to health reasons. A new Chair Carolyn Hunt was appointed. Carolyn has served on the Board since 2010, practicing as a solicitor with Somerville Laundry Lomax.

Commenting on her appointment Carolyn said: "For me Crowley is a special place with a soul, which is something I feel each time I walk in. It just has a warmth that makes it a great place to be. That warmth can be as simple as a staff member saying hello or making a resident smile."

This year, for the first time, Father Michael created a new position on the Parish Aged Care Board appointing Glenn Joynson as the first Deputy Chair to support the Chair. Glenn has served on the Board for the past seven years.



CAROLYN HUNT
CHAIR
Appointed 2010
Solicitor Private Practice



GLENN JOYNSON
DEPUTY CHAIR
Appointed 2011
Senior Relationship Manager,
Financial Institution



MICHAEL KING
Appointed 2012
Licensee in Charge
Local Real Estate Agency



CHERYL BOURNE
Appointed 2012
Retired Certified
Practicing Accountant



PAUL LLOYD
Parish Business Manager



FATHER MICHAEL NILON
Parish Priest



PAUL SNELLGROVE
Appointed 2013
Principal Town Planner
Private Practice



KYLIE BENNETT
Appointed 2013
Director of Clinical Services
Local Private Hospital

Key Result Areas

Working alongside the Executive Team, the Board identified key strategic goals to enhance Crowley’s effectiveness, governance structures and processes. A program of continual achievement in key result areas is constantly underway at Crowley, overseen by the Leadership Group with support from the Quality Team.

KEY RESULT AREA Financial Sustainability

1

Crowley will be a profitable, financially sustainable part of the Ballina Parish and be able to fund its next substantial building and growth development projects.

Result

- Overall financial stability strengthened, due in part to the increased demand for services
- Financial stability was further enhanced with the strong demand for beds in the new Residential Care facility and through the growth of the CHSP service

KEY RESULT AREA Business Growth and Service Development

2

Crowley will have expanded its footprint in all care services (Residential, Retirement Living and Home Care) in Ballina and the surrounding regions to meet current and future service demands and community expectations.

Result

- Completion and opening of a new Residential Care facility
- Growth in demand of Home Care
- Growth of CHSP services
- Refurbishment of Independent Living units
- 12 seater bus purchased, resulting in increased resident comfort and access to community activities/events
- Continued role as Diocesan Aged and Community Care Services Secretariat
- Stage 1 Completion building works – including a new Administration Centre, Café, Education Centre, Entertainment Room, Library and Chapel to support future demand

KEY RESULT AREA People and Culture

3

Crowley will remain an employer of choice and have an engaged workforce, committed to delivering superior customer service and care to all stakeholders.

Result

- Leadership Development Program initiated for 14 participants
- Significant growth in staff numbers to support residents and clients
- Continued Culture Training across the organisation
- Record number of employment applications
- Staff Recognition Event and awards attended by record numbers
- Development of Staff Communication system via email
- WHS Committee growth and development under new Chair
- Staff survey results continue to be positive
- Volunteers – growth in number of volunteers and support received
- Administration Trainee position created

KEY RESULT AREA Residents, Clients and Relatives

4

Crowley will continue to strive towards the development of positive and rewarding relationships through our focus on the individual.

Result

- Change in home care structure – to a customer service focused model
- Expansion of the Customer Service Team
- Formed a dedicated organisational rostering team
- Development of relative email communication
- Better than industry results for independently evaluated Resident and Relative surveys
- Public interest in all Crowley services – highest across all service areas
- Expansion of services in development – Hair and Beauty Salon, Café, Plaza, Chapel and Resident Lounges
- Implementation of the Nurse Practitioner role and specialist clinics to better support resident needs

KEY RESULT AREA Quality and Systems

5

Crowley will continue to develop contemporary integrated systems that deliver timely and accurate data, information and knowledge.

Result

- Project Officer role initiated
- Self Directed Learning feedback module in place
- Electronic access system installation commenced through the facility for enhanced safety and security
- Hearing Loop in Chapel to better support special needs
- Televising Mass Service to ante-room to enable options for residents
- Wi-Fi expansion completed with resident and visitor access in Barney’s Café and the Education Centre
- POS/Eftpos available at Reception and Barneys Café to enhance ease
- iPad’s in place so that customers can provide on-the-spot feedback

KEY RESULT AREA Asset Management

6

Crowley will ensure the development and management of its assets will support the organisation’s strategic objectives.

Result

- Completion of Stage 1 – Master Plan
- Completion and opening of new Residential Care facility, Administration Centre, Chapel, Café Plaza, Hair and Beauty salon
- Refurbishment program continues for Lilli Pilli Residential Care wing and Independent Living villas.
- Enquiry and occupancy across all areas remain high
- Significant refurbishment in Residential Care underway with good results and positive feedback

KEY RESULT AREA Marketing and the Brand

7

Crowley will continue to be known as a service leader through marketing strategies that drive demand, increase awareness and enhance reputation.

Result

- Ongoing marketing communications and public relations to build stronger community connections promoting the Crowley difference
- New logo, and change of name from Crowley Care Services to Crowley Care
- Facebook strategy and program commenced with positive results
- Vehicle rebranding completed
- Marketing support role implemented
- Updated radio ads – focusing on IL residents and their families
- Airport advertising completed
- Annual Report produced
- Community events throughout the year
- Successful application through the Aged Care Pricing Commissioner to increase our accommodation prices which allows us to price some of the new Residential Care rooms above the maximum amount
- Change to Customer Service Team/Home Care Team roles with Customer Service managing VHC, Transcare and CHSP services

KEY RESULT AREA Governance and Leadership

8

Crowley will continue to develop a dynamic leadership culture, consistent with our core beliefs and guided by the Catholic ethos.

Result

- Leadership Development Program enhanced
- Committed and stable Board guides overall policy and direction
- New Board Chair
- New role on Board – Deputy Chair to strengthen governance
- Ongoing Board education and development to enhance decision making
- Program of Works initiated
- Stable Executive team working alongside the Board

CEO's Report

Our Annual Report theme this year is one of transformation. It was chosen because we have experienced growth and change on many levels as we transformed our buildings, our care models and our systems.

All these improvements are so that Crowley Care can be 'ahead of the game' as we continue to strive to exceed our community's expectations.

Making changes successfully requires the support and buy-in from the entire Crowley community and I feel privileged and grateful for the daily positive feedback we receive on how we are travelling.

Transforming our environment

This year we received incredible support from the extended Crowley family as we completed our major development and built for the future.

I'm exceedingly grateful for the patience and understanding during the construction period and pay tribute to our architects, builders, staff, residents and their families, who bought into our journey as we transformed our built environment.

Our staff have done an outstanding job embracing all of these changes and making our residents feel at home no matter what construction work went on around them.

Our decision to build the 42-room residential care facility is proving well justified with demand far exceeding our expectations. We could have filled a facility twice the size. This says something about our reputation in the region as a quality, locally run provider of aged care services. And for that, I thank our wonderful staff.

Pure amazement is the common response when we take people through the new residential care facility, administration building and chapel.

The Blessing and Opening of our redevelopment was a unique day - a celebration with Crowley

at its best. It was our chance to thank everyone who played a part in the development after such a long period of planning and construction.

At the heart of the new building is our new Chapel, which along with the entire development has been blessed by Bishop Greg. I know that visiting the Chapel is an important part of many people's day, whether it be for prayer, reflection or some quiet contemplation.

Whilst the new buildings are wonderful, importantly they have transformed our social spaces at Crowley. There are more opportunities for us to connect in these fabulous new spaces. You could say these new buildings help us to transform our residents' quality of life. Our new café Barney's is a hive of daily chatter, laughter and conversation and is now the go-to-place for the Crowley family to catch up.

Of course all of this growth requires additional staff and we have carefully employed more than 50 new staff who exhibit the Crowley spirit. This includes additional Registered Nurses (RNs) and Enrolled Nurses (ENs) with a number of staff studying to be either RNs or ENs.

This year we also steadily continued with the Significant Refurbishment program in the original residential care facility, with a progressive upgrading of rooms to bring it into line with the new facility.

Knowing we're getting it right

Transformation at Crowley has also been about seeking out feedback and acting on areas that need improvement.



This year we invested in our Quality Team. Having a dedicated team focusing on quality and feedback is a very important step on our journey towards excellence. It is important we continue to monitor, listen and act, particularly where we can do better.

It was very pleasing to see our Independent Living residents giving Crowley a 96% satisfaction score in our annual survey - our best result, and a great reflection on our unique model of care. 100% of residents who completed the survey said they would recommend the village to others. Our residents and their families are our best advocates.

In addition our Families Survey Results from the QPS Benchmarking Survey measuring 160 facilities across Australia and New Zealand saw Crowley improve on last year's performance.

I see these results, and others, as an affirmation we are doing a lot right. Quality management at Crowley ensures we provide consistently high standards of individualised care and services to our residents and clients.

Leadership Development Program

Taking care of the future is also important to us at Crowley. This year 14 staff from across the organisation were identified as being either future leaders or influencers.

It is an important program that supports our next generation of leaders as we broaden our leadership culture. The program identifies Crowley staff who best exhibit our positive culture, the Crowley can-do spirit, and who set high standards for others to emulate. I'm proud to have launched this program.

New name and logo

During the year we changed our name from Crowley Care Services to Crowley Care. We did this for a reason with our new name better reflecting our deep care for others whilst proudly reminding us of our Catholic heritage.

Stronger online presence

Our entry into social media has had a flying start with our Facebook page proving popular across the Crowley family. Facebook gives us a more

immediate way to experience the spirit of Crowley on a regular basis. We also launched our new website. It brings to life the Crowley difference and the value we place on authentic relationships.

Financial stability

Of course all of these programs and transformation for a better future are reliant on a sound financial footing. I am happy to report that our balance sheet is stronger than it was this time last year with our overall financial stability strengthened, due in part to the increased demand for our services.

Our Board

I would like to pay tribute to our past Board Chair, Steve Barnier. Having served on our Board for 24 years and as Chair since 2004, Steve made an outstanding contribution, guiding Crowley through a period of expansion and growth. We owe him a great debt for his selfless service.

Our Board under our new Chair Carolyn Hunt is focused on a path to improve the strength of our governance. It includes imbuing a culture of improvement through all levels of the organisation, from the Board level down.

At Crowley we also continued transforming our care programs so we can be the best we can be for our residents and clients. And along the way we help transform lives as we strive to bring joy, peace and happiness for those in our care.

A lot has been achieved at Crowley Care this year. We are acutely aware that our community's expectations have increased over the years and we are determined to meet and exceed those expectations where we can.

Finally I want to again pay tribute to our volunteers and the Crowley Auxiliary - a great team of volunteers who support us in many ways. From fundraising to companionship and support for our residents and clients, our volunteers are simply amazing.

Michael Penhey
Chief Executive Officer

Annual Highlights

Intergenerational Program



One of Crowley's core beliefs is valuing each generation. The Intergenerational Program brings moments of gold with beautiful connections between Crowley residents and local students. This year four Parish schools took part in the program: St Anne's Long Day Care Centre; St Francis Xavier Primary School; Holy Family Primary School and Xavier Catholic College. Students between 4 to 15 years of age took part in these special visits to Crowley. The children are a delight to host with residents witnessing a variety of performances from students showcasing much talent.

Relay for Life

Crowley residents, staff and family members joined together supporting Relay for Life in Alstonville, raising important funds for cancer research. With more than 50 registered participants on Team Crowley, plenty of fun was had, with many staff camping out for the overnight event. Team Crowley donated more than \$4,000 to the Cancer Council with the

Ballina Shire Relay for Life raising in excess of \$50,000. Team Crowley was the 4th highest fundraising team of 37 teams. Awesome effort!



The Auxiliary at Bunnings



The Crowley Auxiliary is an amazing group of volunteers who do so much throughout the year raising funds for the organisation. This includes turning up at Bunnings Ballina to feed hungry shoppers with their not to be missed sausage sandwiches, supported by Crowley staff. Such a happy bunch, it's not surprising that shoppers and Bunnings staff often comment on the positive vibe they exude. We couldn't agree more.

Transforming Care

Keeping couples together.

You've spent a lifetime together and just because one of you, or both, needs support or residential care, shouldn't mean your relationship is compromised. Couples who want to stay together should be together.

At Crowley we've transformed how we build our services around couples. There have been many couples who have come to Crowley together and remain together, just as they have for their married lives.

It started with our purpose built Independent Living Units and Villas and extends into our Residential Care facility designed with couples in mind. Our new wing features some specially designed adjoining rooms for couples to continue enjoying life together.

And we have an array of planned social activities designed for couples throughout the year. All this because we know the quality of life for couples is better if they stay together for as long as possible.

Kate Bynon
Clinical Support
(Enrolled Nurse)

Jacqui Day
Speech Pathology
Student

Russell Turner
Therapies
Co-ordinator
(Registered Nurse)

Sarah Shoebridge
Speech Pathology
Student

Kelly Roberts
Clinical Manager
(Nurse Practitioner)

Dr Julia Lisle
Specialist
Geriatrician

Gloria Donaldson
Residential
Care Resident

Rodney Darke
Care Service
Employee

Claire Baker
Social Work
Student

← Rooms 140-151
→ Rooms 152-160

Transforming Care

Innovating for better health outcomes for residents.

What if medical services could come to our residents instead of the other way around? And what if we could make life easier for our residents by reducing their wait times for appointments with external specialists whilst improving their health outcomes?

Since the introduction of the Nurse Practitioner role at Crowley we have improved how we care for residents and their access to services.

The results are transformative. We've seen a significant reduction in unnecessary transfers to the acute hospital sector with Crowley now having the lowest hospital transfer rate of any aged care facility in the area.

The local area GP network recognises that Crowley sits apart with its care delivery model for supported living in a residential environment.



Opening and Blessing



Crowley's major redevelopment was officially blessed and opened by the Most Reverend Gregory Homeming OCD, Bishop of Lismore on August 8th. The date was chosen as the official opening because it is the Feast day of St Mary of the Cross MacKillop after whom the new chapel was named. The Blessing and Opening was a unique opportunity to get the Crowley community together. A celebration with Crowley at its best.

New Residential Care Facility

Two years in the making and many more in the planning the 22 million dollar construction project marked a milestone in Crowley Care's history. It included cutting edge architecture and the construction of a stunning new residential care facility that is filling fast. It has grown Crowley's residential care capacity from 119 beds to 151 beds. A jaw droppingly beautiful place to live!



New Name and Logo

This year Crowley shortened its name from *Crowley Care Services* to *Crowley Care*. The word "Care" captures what Crowley does best with its unique model of care delivered the Crowley Way. The Crowley logo was revitalised and modernised whilst retaining our deep connections to our Catholic heritage.



Barney's Cafe

Barney's is Crowley Care's new Hollywood style inspired café. It's a big hit with residents, their families, staff and visitors; Barney's has quickly become the social hub at Crowley. It features table service, a bigger kitchen area, beautiful counter space to serve customers and those famous cafe booths to catch up with friends. The new café uses environmentally friendly packaging that is biodegradable and user friendly. The Crowley Auxiliary donated the fabulous new coffee machine in Barney's. It was the largest purchase for a single item our Auxiliary has made at a cost approaching \$9,000.



Hair and Beauty Salon

Feel like some pampering? This year Coco's Hair and Beauty Salon at Crowley opened for business. It brings a little extra luxury to life at Crowley. Already a steady flow of clients have used the new hairdressing and beauty services at the salon. Coco's was designed and created through extensive consultations and conversations with staff and residents. The salon is open five days a week for hair and beauty treatments.

New Chapel



Crowley's new Chapel located in the heart of our new building was officially blessed and opened by Bishop Gregory Homeming OCD on August 8th, the Feast day of St Mary of the Cross MacKillop. Visiting the Chapel is an important part of many people's day, whether it be for prayer, reflection or quiet contemplation. The new Chapel features the same German antique stained glass, taken from the old Chapel windows. The windows were restored by Nick Finnigan, a leadlight glazier from Chillingham in Northern NSW. Whilst North Coast Cabinets repurposed timber from the old Chapel. They selected previously exposed Tasmanian Oak beams from the old Chapel and repurposed them for the new Altar, Ambo, Tabernacle shelf and Crucifix. Parish Priest Fr. Michael Nilon celebrated the first mass in the new Chapel on August 10th.

Facebook Launch

Crowley Care went live on Facebook this year and it proved instantly popular with the broader Crowley family. Facebook allows Crowley to connect in new ways in between editions of our popular *Chatterbox* newsletter. Crowley happenings, news and good old fashioned fun are found on our Facebook page.



Jim's Famous

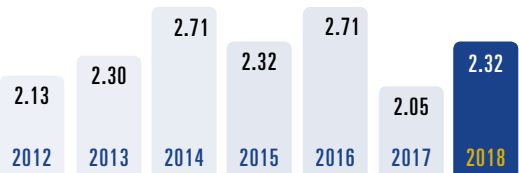
Crowley resident Jim Dwyer didn't anticipate starting a modelling career at his age but that's exactly what happened when he became the face of Crowley at Ballina Byron Gateway Airport. The campaign captures Crowley's unique difference featuring our very own residents and staff.



2017/2018 Financial Reports

Crowley's financial performance this year is solid once again. This is due in part to the increased demand for our services across all key areas - Residential Care, Home Care and Independent Living.

Non Operating Revenue
(A\$ Millions)



Operating Revenue
(A\$ Millions)



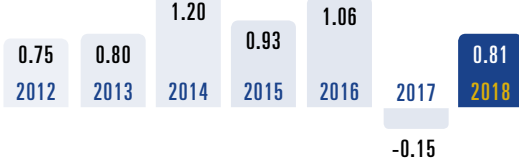
Total Surplus
(A\$ Millions)



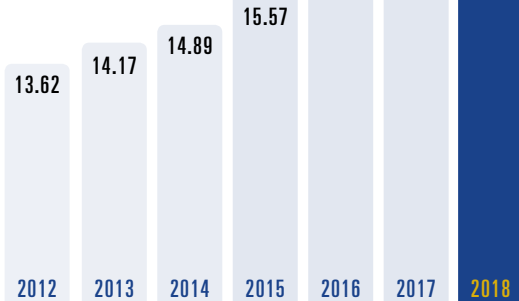
Operating Surplus
(A\$ Millions)



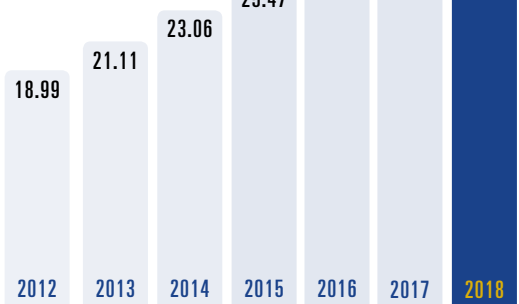
Non Operating Surplus
(A\$ Millions)



Total Revenue
(A\$ Millions)



Net Assets
(A\$ Millions)



2018 Quality Performance Indicators

Benchmarking enables Crowley to identify important gaps between the current state and where we want to be. Through measuring and monitoring Crowley is able to plan accurately and implement change programs that improve the quality of life for residents, clients and staff.

Employee Satisfaction*

2018

CROWLEY SATISFACTION RATE

85.5%

INDUSTRY BENCHMARK

81.6%

Home Care Consumer Experience Survey*

2018

CROWLEY SATISFACTION RATE

87.8%

INDUSTRY BENCHMARK

86.7%

Residential Care Resident Experience Index*

2018

CROWLEY SATISFACTION RATE

86.1%

INDUSTRY BENCHMARK

84.3%

Home Care Relative / Representative Survey Index*

2018

CROWLEY SATISFACTION RATE

87.8%

INDUSTRY BENCHMARK

86.5%

Residential Care Relative Experience Index*

2018

CROWLEY SATISFACTION RATE

90.7%

INDUSTRY BENCHMARK

84.7%

Independent Living Residents Survey

2018

CROWLEY SATISFACTION RATE

96.0%

*QPS (Quality Performance Systems) Benchmarking products to the industry in Australia and New Zealand.
www.qpsbenchmarking.com

We asked residents what satisfies them most?

'Crowley is like one big family'

'There's always something happening that makes life fun'

'The staff are more like friends'

'I should have moved in years ago!'

The Leadership Group

Crowley's Leadership Group is a talented and experienced team who oversees and implements all service areas that support Crowley's residents and clients. As a team, and individually, they are fully committed to the program of continuous improvement at Crowley.

Kelli Potts
Executive Manager
Operations & Finance

David Crosby
Customer Service
Manager

Jenna Tolson
Project Officer

Chistine Lawton
Residential Care Facility
Manager

Gail Norton
Human Resources
Manager

Sherrie Viney
Home Care
Manager



Michael Penhey
Chief Executive
Officer

Tony Baldwin
Hotel Services
Manager

Michelle Golding
Quality
Manager

Susie Glasson
Business
Manager

Alyse Richardson
Customer Service
Officer

Jenny Kliese
Independent Living
Services Coordinator

Albie Viel
Maintenance
Manager

Kelly Roberts
Clinical Manager
Nurse Practitioner



Transforming Systems

Open to new ideas

Good organisations listen and then act on what their community is saying to them. At Crowley we've transformed our system for listening and acting on the areas that need improvement.

First we made it simple for our community to connect with us and tell us how we are going. Then we made sure the right people

know about the right information at the right time.

We invested significantly in our Quality Team. And we've helped our staff learn how to act on feedback in a positive way. Our one overriding challenge we set ourselves - let's consistently give residents and clients the highest standard of care possible.

Crowley Facts

Some interesting and random facts about Crowley this year, each telling a unique story

Our Home Care Team travelled 4.5 times around the world this year bringing a range of individualised services to our client's homes

More than 1,800 kg of fish and chips were eaten at Crowley - mostly on Friday's because of our Catholic heritage

The Intergenerational Program saw an astonishing 1,510 Parish school students come to Crowley to connect with our residents

Refurbishment costs

\$329, 699.93

Employment applications received

826

IT jobs logged

1,985

Likes on Facebook

204

Leisure and Lifestyle bus drives and outings

75

Amount raised by Crowley Auxiliary

\$10,816.40

Chatterbox newsletters produced

6,600

New Staff

67

Meals delivered by our meal service

15,738

Number of Laundry items washed

11,867

Students placements

49

Cleaning services attended by Home Care team

6,629

Rostered hours in Residential Care

150,000

New beds opened

42



Transforming Buildings

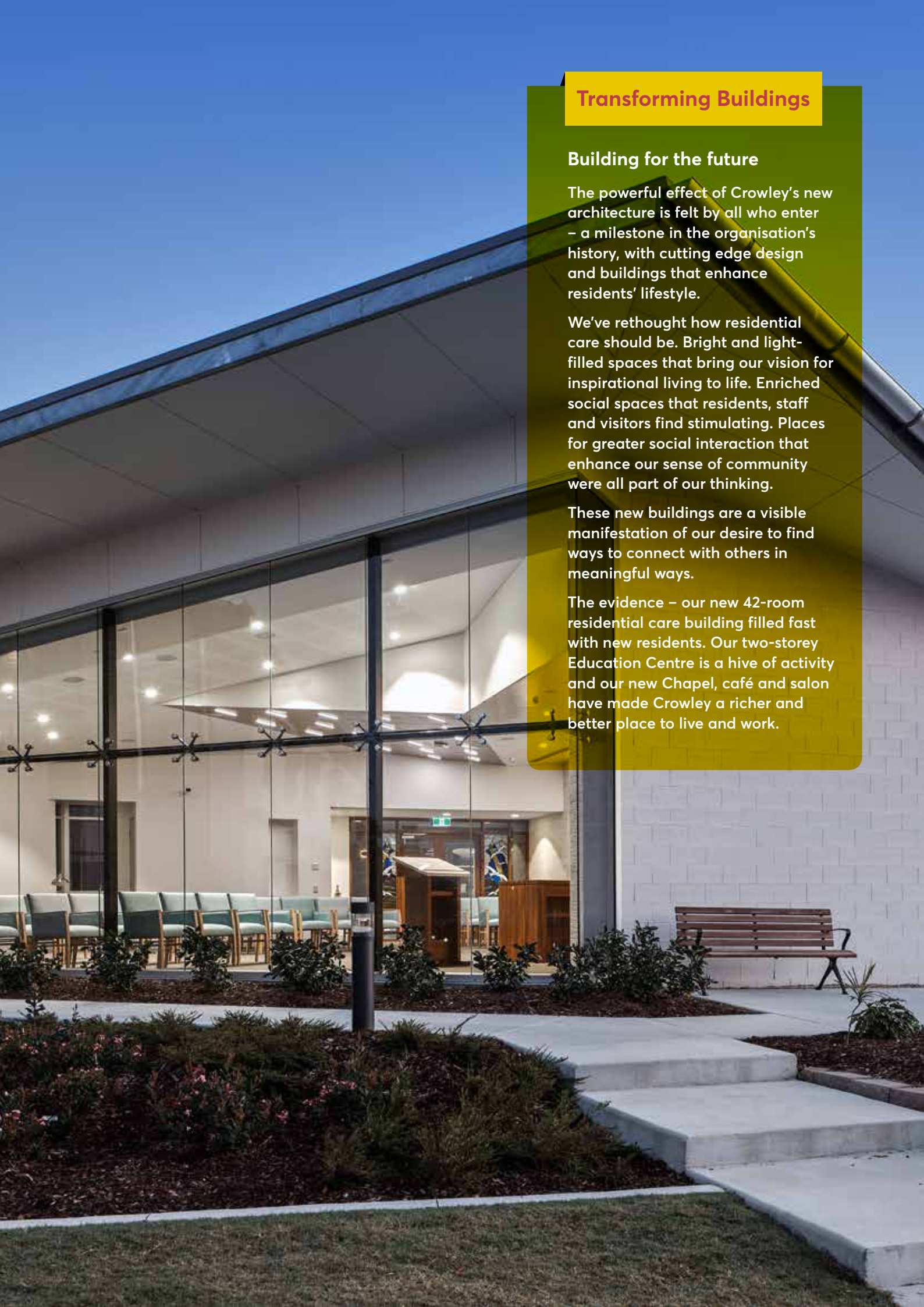
Building for the future

The powerful effect of Crowley's new architecture is felt by all who enter – a milestone in the organisation's history, with cutting edge design and buildings that enhance residents' lifestyle.

We've rethought how residential care should be. Bright and light-filled spaces that bring our vision for inspirational living to life. Enriched social spaces that residents, staff and visitors find stimulating. Places for greater social interaction that enhance our sense of community were all part of our thinking.

These new buildings are a visible manifestation of our desire to find ways to connect with others in meaningful ways.

The evidence – our new 42-room residential care building filled fast with new residents. Our two-storey Education Centre is a hive of activity and our new Chapel, café and salon have made Crowley a richer and better place to live and work.



For Independent Living, Residential
Care and Home Care enquiries
call 1300 139 099

Crowley Care
154 Cherry St, Ballina NSW 2478
info@crowley.org.au
www.crowley.org.au



The Crowley Way

Crowley Care has a unique culture of care that begins with a genuine interest in others. We provide great care and inspirational living experiences for our residents and clients.

Enhancing the quality of life for our residents and clients motivates our staff every day. Life is for living and we encourage our residents and clients to follow their passion.

Our Vision

To provide an inspirational living experience through rewarding relationships with a focus on the individual.

Our Core Beliefs

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

Our Promise

**Inspirational Living.
Rewarding Relationships.
Individual Focus.**

- **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;
- **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.

We provide

- **Residential Care** – a safe and warm environment for our residents, providing the highest quality nursing care and support services;
- **Independent Living** – retirement living at its best. Ballina waterfront living in a supportive community with quality care on-hand;
- **Home Care** – a complete range of care services delivered in your home with care packages tailored to individual needs and goals;
- **Veterans' Services** – Crowley's Veterans' Nursing and Veterans' Home Care Services supports our veteran community to continue to live independently in their own home;
- **Meal Service** – a nutritious, delicious and cost effective meal service delivered to homes in the local community.