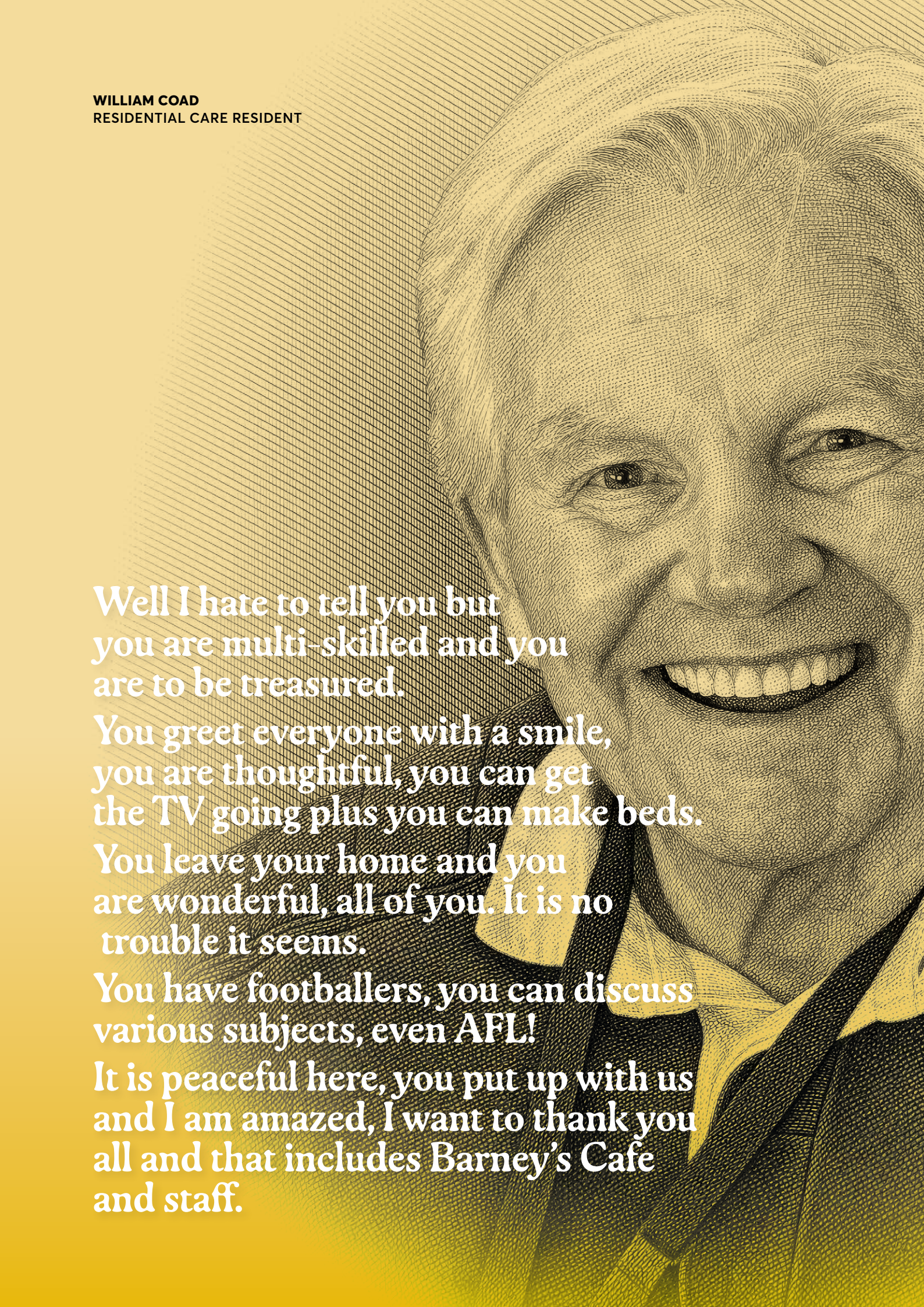


Crowley Care
Annual Report 2025



In Your Words



WILLIAM COAD
RESIDENTIAL CARE RESIDENT

Well I hate to tell you but
you are multi-skilled and you
are to be treasured.

You greet everyone with a smile,
you are thoughtful, you can get
the TV going plus you can make beds.

You leave your home and you
are wonderful, all of you. It is no
trouble it seems.

You have footballers, you can discuss
various subjects, even AFL!

It is peaceful here, you put up with us
and I am amazed, I want to thank you
all and that includes Barney's Cafe
and staff.



In Your Words. Voices from our community.

At Crowley Care, the most meaningful measure of what we do is often expressed, not in reports or statistics, but in the heartfelt words of the people who experience our community every day.

Throughout the year, we receive messages from residents, family members, volunteers, staff and friends of Crowley. Some are handwritten notes, some are heartfelt emails, and others are simple words shared in passing. Together, they tell a powerful story of compassion, connection and the everyday moments that make Crowley feel like home.

This year's Annual Report celebrates these voices. We have woven a collection of genuine reflections throughout these pages written "In Your Words". These messages of gratitude, kindness, encouragement and appreciation capture the impact of care delivered with dignity and heart.

These stories remind us that quality aged care is measured not only by standards, achievements or outcomes, but by the trust we build, the relationships we nurture and the lives we are privileged to share.

As you read on, we invite you to experience Crowley Care through the words of those who know us best. Their voices speak more eloquently than any statistics ever could, reflecting the warmth, respect and sense of belonging that captures the spirit of Crowley Care.

Chair's Report

On behalf of the St. Francis Xavier Parish Aged Care Board I invite your perusal of our Annual Report, which provides an overview of Crowley Care's operations during the year to December 2025.

Within the nation's aged care sector there has been a great deal going on, particularly in adapting to the Federal Government's substantial legislative reforms and new regulatory framework in relation to Residential Care and Support at Home services.

Comprehensive changes such as these have the potential to cause organisational discomfort. However, our exceptional team here at Crowley Care has methodically evaluated and seamlessly applied new systems, where necessary or desirable, without being distracted from our highest priority, being the provision of tailored quality services to those for whom we care.

Aside from embracing and responding to the new governance, administrative and reporting obligations we have been focussed on the delivery of our most recent capital construction project, being the Assisi Apartments located in Florence Price Place.

This development is the culmination of an effective partnership between members of our Executive Team, architect and principal and sub-contractors. The outcome brings additional high quality housing opportunities for those who choose independent living at Crowley Care. Our sincere appreciation is extended to both Crowley and St. Andrews residents, as well as our other near-neighbours, who have experienced disruption during the project's construction.

Our Board remains most grateful to Crowley's Executive and Leadership Group and our Clinical, Administration, Hotel Services, Maintenance and Home Support Teams, as well as our gardening contractors, for their wonderful and enduring care of our residents and clients, and their effective liaison and engagement with their families. We must also recognise the important work undertaken by our Crowley Auxiliary in the various ways its members support our residents and staff, including substantial fundraising for equipment and other purposes.

The continued delivery of high quality aged care services within Ballina and our region remains a priority for St. Francis Xavier Parish. The Board remains most grateful to our Parish Administrator, Father Peter and Assistant Priest, Father Erick for their continuing encouragement and guidance. Similarly, the enthusiasm and commitment of my past and current Board colleagues is greatly appreciated. On their behalf, I commend this Annual Report to you.

Steve Barnier
Chair,
St Francis Xavier Parish
Aged Care Board



CEO's Report

This last year saw a wonderful milestone development for Crowley Care.

Our Assisi Independent Living development was completed. It required a significant effort and resources, with great thanks owed to our two major partners - our architects and project managers, Bickerton Masters, with whom we have worked over many years, and our builder— Total Construction.

For such a complex project, the relationship between the builder and architect is critical, and it was fantastic to see how they worked together at such a high level, enabling a finished development that is simply superb.

The result is that we have 26 self-contained apartments that support Independent Living at its best, all within the envelope of Crowley's support services at hand.

For the residents who will call Assisi their home, I'm proud of what we have achieved because of the considerable thought that went into creating this next phase in our Independent Living community.

Assisi incorporated our experience of Independent Living over many years, and the firsthand experience of our Independent Living community. This collaborative approach to a development is authentically Crowley - where all community contributions are welcomed and actively considered.

In that sense, we are fortunate, I believe, to have the strength of relationship with our community where they feel they can express their thoughts openly, particularly at such an important milestone, creating living environments that will be with us for many decades.

In keeping with this approach, you will see that year's Annual Report is informed by the heartfelt feedback shared with us by our residents and their families. Their stories are an insight into the appreciation felt for the kindness, support and care given by our staff, defining the spirit of the Crowley community.

It was another year where we ensured staff recruited to Crowley Care were a good fit for our organisation and our culture.

We broadened the diversity of our staff from across the globe - exemplified with some wonderfully enthusiastic and authentic new team members from the Pacific Islands and Papua New Guinea, under the Australian Government's Pacific Australia Labour Mobility (PALM) scheme.

Whilst we continue recruiting locals of course, having staff with backgrounds from across the world, including from Africa, England, Canada, and Nepal - in addition to our PALM workers - enhances the lives of our residents and clients, as they experience enriched human engagement and perspectives.

There is nothing more important in aged care than the quality of meals. So having our food service independently benchmarked was an important milestone to achieve for our residents and their families.

A qualified dietician independently reviewed our menu under national standards, confirming our food service meets high benchmarks with excellent variety and a positive dining experience. Improvement areas were addressed.

We remain committed to enhancing our food service, demonstrated by this external review and the ongoing dialogue we have with our community.

We continued enhancing our relationships with the St Francis Xavier Parish and our Diocese across the year. My appointment as Parish Business Manager supported this endeavour and Crowley's remit as an active ministry of the Parish.

We are grateful to experience the spiritual guidance and pastoral support of Father Peter at Crowley. We welcomed our new Assistant Priest, Father Erick, whose presence at Crowley has been warmly received by our community.

During the year, we said farewell to several people who devoted so much to Crowley Care, and to whom we are very grateful.

After seven years as Board Chair, Carolyn Hunt stepped down having served 13 years on our Board. Carolyn's legal knowledge, her passion for good governance, and her steady and calm voice of reason were a great support to me personally and to Crowley.

Paul Lloyd retired as Parish Business Manager after 33 years service. His extensive knowledge and the key roles he played in major projects in the Parish were invaluable. His behind-the-scenes contributions made a significant and invaluable impact to Crowley Care.

Many at Crowley will know Dave Wilson, an Independent Living resident. What you may not know is that Dave retired from the Parish Finance Council after 60 years of service, an extraordinary contribution. Dave brought a deep perspective of the history of our region. Always down to earth, he voiced a parishioner's perspective to the Parish Finance Council's deliberations. We wish Dave a very happy and long retirement.

Our financial position at Crowley Care remained stable and strong throughout the year and I thank the Board for their continued guidance and wisdom.

There are increasing expectations of Boards in aged care, and our Board has responded, navigating a highly regulated and complex environment with skill and selfless dedication.

Our Board fosters a culture of safety, dignity, and support for our residents and clients, ensuring compliance and prioritising quality of life. The Board sets the tone of our culture of care, and this is so important because it ensures that Crowley remains renowned as a place where seniors are supported to make their own life choices, ensuring as an organisation, we comply with, and in many areas exceed, our obligations.

Michael Penhey
Chief Executive Officer



Our Board

At the heart of Crowley is a shared commitment to listening, understanding, and responding to the experiences of those we serve. Our Board plays a vital role in ensuring these voices are heard at every level of decision-making.

Bringing together experienced community leaders from a range of professional backgrounds, the Parish Aged Care Board is united by a deep commitment to the wellbeing of older people in our community. Their collective insight, governance expertise and strategic guidance help shape Crowley's direction, supporting the delivery of high-quality, compassionate care that reflects what matters most to our residents and families.



Steve Barnier
Chair
Appointed 1993
Retired Group Manager
Local Government



Glenn Joynton
Deputy Chair
Appointed 2011
Senior Relationship Manager
Financial Institution



Paul Snellgrove
Appointed 2013
Town Planner



Tanya Barun
Appointed 2023
General Manager Operations
Aged Care Provider



Graham Smith
Appointed 2025
Chief Financial Officer



Cheryl Bourne
Appointed 2012
Retired Certified
Practising Accountant



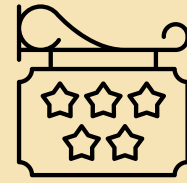
Fr Peter Padsungay
Parish Administrator



Father Erick Quinteros
Assistant Priest

2025

Crowley Snapshot



4.6/5

Star rating for mandatory
training delivered to staff



140

Aged Care residents



138

Independent Living
Units & Apartments



\$4,425,496

in kind contributions



26

New Independent Living
Apartments Built



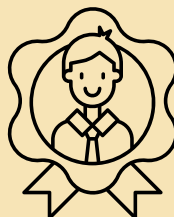
208

Staff



100

Support at
Home, CHSP,
DVA clients



65

Volunteers

Our priorities & progress

Crowley Care never stands still. Behind the scenes we constantly strive to improve outcomes for our residents, clients, staff, families, and community.

Through planned priorities and performance measurements, set by our Board across nine key result areas, we monitor progress and stay accountable, focusing on meaningful results that enhance the quality of life for all.

Key Result Area 1 People and Culture

Crowley care will develop and implement a Workforce Strategy that continues to invest in its people, developing our leaders and workforce in an environment of support and accountability ensuring the right structures, right people and right culture are delivering outcomes for our residents, clients and families.

- Formalised agency agreements encompassing contract, casual and permanent recruitment pathways.
- Established the Deputy CEO to support operational linkages between strategy and outcomes.
- Appointed an Executive Manager Care Services – to oversee day-to-day running of both our Residential Care and Home Care services.
- Provided staff accommodation solutions and support.
- Dedicated Trainee Support Coordinator continued to enhance student and program outcomes.
- Recognised and celebrated our staff through events including International Nurses Day, Aged Care Workers Day, Harmony Week, as well as Crowley Staff Recognition event.
- Continued growing our volunteer numbers and recognised over 60 volunteers at our annual Volunteer Week event, celebrating the invaluable contribution they make.
- Delivered Mandatory Training program face-to-face including Code of Conduct, Person Centred Care, Serious Incident Response Scheme, Fire Safety, Infection Control, Aged Care Quality Standards, and educational games.
- Continued to improve our online education model through Bridge and Altura, strengthening the organisation's culture and enhancing a talented, happy and engaged workforce.
- Welcomed 13 new fulltime workers from Papua New Guinea, Tonga, Fiji and Kiribati under the PALM scheme to supplement staffing.

Key Result Area 2 Governance and Leadership

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

- Met mandated care minute targets, supporting quality care delivery.
- Maintained 24/7 Registered Nurse coverage in accordance with regulatory requirements.
- Coordinated the annual DACCS conference as Secretariat, attended by 70 staff from across the Diocese of Lismore.
- Hosted NSW Local Health District Nurse Practitioner forum to increase clinical knowledge and learning and refresh latest research.
- Initiated additional monthly clinical meetings with PCWs to share feedback, raise concerns and contribute valuable insights.
- Promoted leadership development facilitating staff participation in external networks across the Diocese, industry peak body, professional networking, conference presentation and attendance.

Key Result Area 3 Catholic Mission

Crowley Care as part of the St Francis Xavier Parish will continue to ensure its Mission is at the heart of everything we do.

- Michael Penhey appointed as Parish Business Manager, strengthening the connections, roles and duties within our Leadership Team to continue serving our community in the best possible way.
- Recognised the service of long-serving Chair of the Board, Carolyn Hunt.
- Appointed new Chair of the Parish Board.
- Continued to facilitate weekly Mass and religious services to ensure residents access pastoral and spiritual support with increasing attendance numbers.

- Welcomed weekly attendance by pastoral volunteers from the Parish.
- Contributed regularly to the Parish newsletter, strengthening community ties.
- Supported and hosted Diocesan and Parish events, reflecting our shared pastoral commitment.
- Provided aged care advice and support to other Parishes in the Diocese.

Key Result Area 4 Residents, Clients and Relatives

Crowley will continue to strive toward the development of positive and rewarding relationships with residents, clients and their families through our focus on meeting the needs and expectations of the individuals.

- Redefined a focused Nurse Practitioner role, unique to our region, providing quality clinical support to residents.
- Established a new nursing model strengthening nursing capacity.
- Introduced new Resident Buddy System, pairing existing resident with new admissions, providing support and guidance while settling in.
- Completed major kitchen upgrades for food service.
- Successfully met the new government-mandated Care Minutes requirements in residential aged care.
- Recommenced welcome morning teas for IL residents, promoting social connection.
- Independent Living residents report a 91% satisfaction rate with staff, management, safety & security, living environment, social activities, community life, communication, information and facilities.
- Continued refurbishment of our Independent Living units focusing on quality, functionality and enhancing accommodation offerings.
- Sales and admissions specialist continued to support resident admission and onboarding.
- Special community events at Barney's Café promote social connection for residents and families.

Key Result Area 5 Business Growth and Service Development

Crowley will continue to logically and sequentially expand its scope of care, support and services to meet the needs and expectations of our current and future stakeholders.

- Finalised construction of the Assisi Apartments, delivering 26 new independent living residences designed to meet the evolving needs of older adults seeking independence, comfort, and connection within a supportive community.
- Our Nurse Practitioner completed a temporary placement with Stirling University in Scotland, contributing to a valuable shared learning experience through discussions on contemporary dementia design and the evolving landscape of care transitions.
- Introduced new meal service technology.
- Engaged with TAFE and Southern Cross University, hosting student placements, supporting the next generation of nurses.
- Partnered with Southern Cross University students to design and deliver health promotion projects to residents.
- Introduced the new Support at Home program in November 2025, ensuring improved access to Home Care services, replacing the Home Care Packages (HCP) and Short-Term Restorative Care (STRC) programs.
- Issued new Support at Home contracts to all existing clients.
- Rolled out Sandwai scheduling software, enhancing Support at Home operations.

Key Result Area 6 Asset Management

Crowley will implement the next stage of the master site plan and ensure the management of assets supports the agreed strategic priorities.

- Successfully completed the Assisi Apartments at Crowley, comprising 26 high-quality independent living apartments designed to support resident independence, wellbeing and contemporary living.
- Continued upgrades to residential rooms and ensuites, modernising the layout to allow for extra storage and moveability.
- Maintained Crowley-owned rental properties to a consistently high standard.

Our priorities and progress (continued)

- Completed refurbishments to independent living villas and apartments with attention to accessibility.
- Engaged specialised management consultants, RiskTech completing onsite risk assessment and review of assets.
- Established and delivered Independent Living Capital Works 3 year Forecast.
- Continued to ensure all buildings comply with current fire safety requirements.
- Preventative maintenance program continued across the organisation to ensure assets and systems operate at peak function.

Key Result Area 7 Marketing and Communications

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

- Appointed a Marketing and Communications Officer to enhance marketing and communication strategies.
- Attended Seniors Expo at Ballina Jockey Club promoting Crowley services and Assisi Apartments to the wider community.
- Launched a targeted marketing and awareness campaign for new Assisi Apartments, incorporating a dedicated website, radio promotion, local newspaper advertising and social media campaigns to drive engagement and visibility.
- Maintained active support of community initiatives, including the Dementia Inclusive Ballina Alliance.
- Sponsored Ballina Chamber of Commerce events, reinforcing local partnerships.
- Developed and maintained a suite of promotional materials to support marketing initiatives.
- Published and distributed monthly editions of The Chatterbox newsletter, keeping the community informed.
- Enhanced engagement and interaction with the community via our Facebook profile.

Key Result Area 8 Quality Systems and Compliance

Crowley will continue to develop contemporary systems and processes that ensure compliance and quality outcomes.

- Rolled out implementation of the Inerva app, streamlining systems for rostering staff
- Successfully implemented our Emergency Action Plan during Cyclone Alfred preparations with exemplary preparation, planning and communication within our Emergency Management team.
- Completed Annual safety inspection and evacuation exercise to assess and address potential risks.
- Maintained an A1 Food Safety rating, ensuring compliance and excellence in service.
- Produced quarterly Quality Indicator summaries to support clinical oversight.
- Coordinated residential care vaccination clinics through the Quality team.
- Captured consumer experience data via iCare to inform continuous improvement.
- Successful quality review of our Home Care Service by Aged Care Quality & Safety Commission.

Key Result Area 9 Financial Sustainability

Crowley will be a profitable, financially sustainable part of the St Francis Xavier Ballina Parish and the community, able to fund future growth and development while supporting Parish and Diocesan initiatives.

- Continued prudent financial management to assure the ongoing financial viability of the organisation.
- Increased resident fund balances to optimise interest income.
- Diversified income streams through revenue generated from rental properties.
- Supported parish community events through direct contributions and engagement.
- Maintained deposits with the Diocesan Investment Fund (DIF), supporting Diocesan initiatives.
- Continued review of organisational service areas to ensure alignment of financial and strategic outcomes.



JOAN MORROW
RESIDENTIAL CARE RESIDENT

I would like to express how proud as a family we are of the services provided for Mum. Your facilities are one of the best and we would recommend them to anyone. The care, patience and attention to detail has been greatly appreciated. Memories of Crowley will always be cherished by our family with gratitude for the wonderful and exceptional service.

FEEDBACK FROM FAMILY





**‘With friendship,
laughter and a strong
sense of community
spirit, our Auxiliary
continues to grow
stronger each year. 2025
was, without hesitation,
the most successful year
of fundraising in our
history...’**

MARGARET SAVAGE
PRESIDENT, CROWLEY CARE AUXILIARY

From our Parish Priests

As we reflect upon the past year at Crowley Care, we express our profound gratitude for the privilege of ministering to this remarkable community. The Annual Report for 2025 offers a faithful account of our shared journey, capturing both the blessings we have received and the challenges we have faced with resilience and unity.

At the heart of our mission is the desire to make present the compassionate and life-giving love of Christ among our residents, their families, and the dedicated staff who serve them. Throughout the year, it has been our honour to celebrate the Wednesday Masses with the residents, moments that continue to strengthen our communal faith. We also extend our sincere appreciation to Mick Vella, whose steadfast commitment to leading Holy Communion in the Aged Care Chapel each Sunday is a valued service to our community.

We remain privileged to administer the sacraments of Anointing of the Sick, Reconciliation, and Holy Communion, offering spiritual care and consolation to those in need. We express our deep gratitude to our Pastoral Team, Staff, Maureen Murphy and Kay Hanlon, whose attentive presence and regular visits ensure that residents requiring urgent spiritual support are brought to our attention promptly, enabling us to respond with timely and compassionate care.

Looking ahead to the coming year, we do so with renewed hope and confidence. Together with the pastoral team, we remain committed to fostering an environment where faith, dignity, and genuine care continue to flourish.

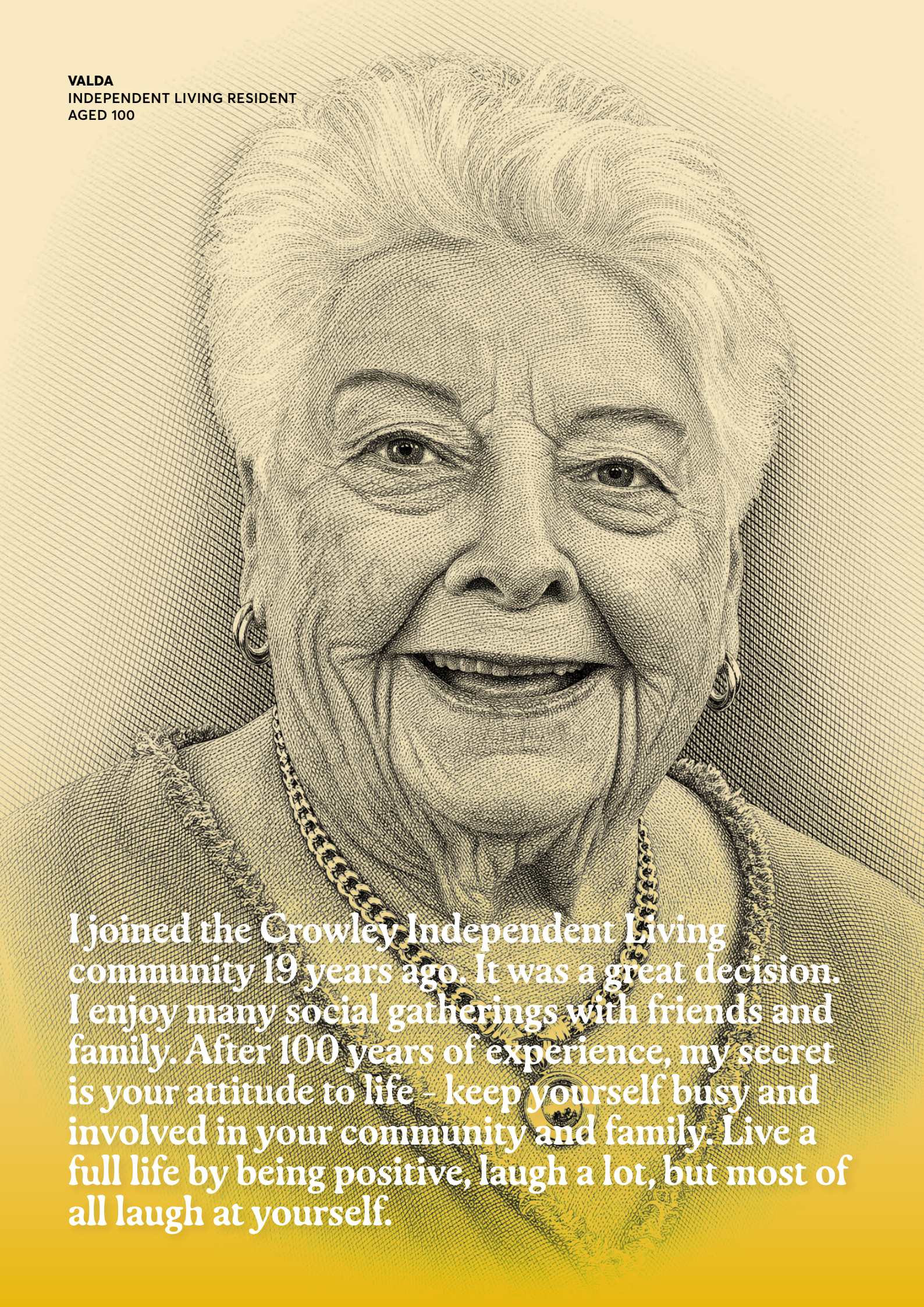
We extend our heartfelt thanks to our Staff, our friends and supporters, our CEOs, and the Crowley Board. Your leadership, dedication, and unwavering support have been instrumental in sustaining our mission and ensuring that Crowley remains a place of welcome, respect, and belonging.

To our residents—who remain at the very centre of our ministry—to your families, friends, and to our parishioners, we offer our sincere appreciation. Your presence enriches our community, and together we continue to share in the blessings of faith, fellowship, and joy.

Thank you, and may God's grace continue to guide and bless our community.

Fr Peter Padsungay & Fr Erick Quinteros
Parish Priests





VALDA
INDEPENDENT LIVING RESIDENT
AGED 100

I joined the Crowley Independent Living community 19 years ago. It was a great decision. I enjoy many social gatherings with friends and family. After 100 years of experience, my secret is your attitude to life - keep yourself busy and involved in your community and family. Live a full life by being positive, laugh a lot, but most of all laugh at yourself.

Annual Highlights – A Look Back at 2025

Community Engagement and Events

Throughout the year, our community connections continued to flourish, bringing together residents, families, staff and friends through our much-loved signature events. These celebrations fostered inclusivity, joy, and belonging, highlighting the unique spirit of Crowley Care:

- Show Day: Crowley's beloved Show Day included live music, line dancing performances, market stalls, a baby animal farm, jumping castle and show bags creating a fun, festive atmosphere for all generations of the family to enjoy.
- National Fish and Chip Day was celebrated in the Plaza with an Under The Sea theme along with live music and over 390 portions of free fish and chips provided to residents and family members.
- Carols in the Plaza was an evening filled with Christmas spirit with performances from Headliners Chorus, Ballina Shire Concert Band and St Francis Primary School Choir.
- Biggest Morning Tea events raised over \$2,200 for the Cancer Council.
- Hosted a range of celebrations and themed dress up days throughout the year bringing colour and variety to daily life while enhancing wellbeing, including St Patricks Day, Easter Hat Parade, Harmony Week, Daffodil Day, and Christmas events.
- Celebrated a Time to Shine during the Seniors Festival week with gratitude walls, photo booths, laughter yoga, craft, storytelling circles and movies.
- The Crowley Care Auxiliary hosted their annual Mothers Day luncheon event, a beautifully styled luncheon complete with live entertainment and a 3-course menu, raising funds for initiatives that support Crowley residents.
- ANZAC Day service proudly attended by our community plus students from Xavier Catholic College and St Francis Xavier Primary School.
- Partnered with visits from Ballina Coast High School students to deliver Intergenerational mentorship program 'Enlighten'.



Carols in the Plaza

Pastoral Care

Our pastoral care reflects Crowley's enduring commitment to aged care, recognising that wellbeing extends beyond the physical to include emotional and spiritual support.

Our pastoral care program provides meaningful opportunities for reflection, connection and shared values, enhancing the lives of residents, staff and the Parish community. Through faith-based events, education, and collaboration with the Diocese, our pastoral care initiatives continue to strengthen the compassionate culture that defines Crowley.

- Coordinated opportunities for our parish community to connect at the annual Diocesan Aged and Community Care Services (DACCS) Conference.
- Fr Peter Padsungay performed a Blessing of the recently completed Lighthouse Wing, a secure memory support unit purpose-built for residents living with dementia. Featuring individually identifiable rooms, two shared lounge areas and a spacious garden designed to encourage safe movement, engagement and wellbeing.
- Shared heartfelt messages of gratitude, hope and blessing from Fr Peter Padsungay and Fr Erick Quinteros and Bishop Greg Homeming amongst our community.
- Engagement of Parish Pastoral Associate, Brendan Clarke.

Wellbeing and Happiness initiatives

Crowley remains dedicated to supporting the physical, emotional and social wellbeing of our residents and clients. Across the year we delivered a range of initiatives focused on enhancing quality of life and enriching everyday experiences for those in our care.

- Independent Living residents enjoy a busy social calendar including regular BBQs, pilates classes, book club meetings and happy hour gatherings at Crowley.
- Our Lifestyle and Leisure team support a variety of activities each day for our residential care residents. The weekly What's On calendar includes enriching activities such as live entertainment, pet therapy, cooking, dancing, games, movies, art and craft.
- Showcase community events like Crowley Show Day, Carols in the Plaza, ANZAC Day service, Remembrance Day service and memorial service.
- Completed an independent food service review by qualified dietitian from Plena Healthcare, aligned with national benchmarks under the Aged Care Quality and Safety Commission's Menu and Mealtime Review program. This was complemented by significant investment in food services, including



Fish and Chip Friday at Barneys Cafe



Hawaiian Dress Up Day

major kitchen upgrades and the introduction of modern meal service technology.

- Crowley's Mens Shed continues to support the creativity and craftsmanship of our community with their creations showcased at their Crowley Show Day stall.
- Partnered with Southern Cross University Allied Health students for their health promotion project which included organising line dancing, chair yoga, and sharing stories with chatter n cake for our residents.

Supporting our Workforce

Our people are at the heart of everything we do at Crowley. Throughout the year, we focused on supporting, recognising, and celebrating our workforce - welcoming new team members, honouring the contributions of our staff, and fostering an inclusive and connected workplace culture.

- Our People and Culture team processed more than 1450 job applications, resulting in 72 new staff appointments across the organisation.
- Crowley passed on the full value of all work value case increases across all employees, both direct and non-direct.
- Welcomed two new trainees and celebrated the

Annual Highlights (continued)

progression of six trainees into permanent Personal Care Workers roles, supporting ongoing workforce development.

- Welcomed 13 new fulltime workers from Papua New Guinea, Tonga, Fiji and Kiribati under the PALM scheme to supplement staffing.
- Farewelled several long-serving Registered Nurses, who retired after more than 87 years of combined service. We extend our sincere thanks and best wishes to Christine Lawton, Clare Luhrs and Robyn Knight for their dedication and contribution to Crowley.
- We celebrated our diverse workforce through key events and recognition activities, including International Nurses Day, Harmony Week, Aged Care Employee Day and Hospitality Workers in Healthcare Day.
- Continued to strengthen our workforce through collaborative partnerships with Southern Cross University, NSW TAFE and Registered Training Organisations (RTOs), providing Registered Nursing and allied health student placements while supporting vocational education and training pathways into aged care.

Clinical Care and Innovation

Crowley continued to demonstrate leadership in clinical care and innovation, prioritising the health and wellbeing of our residents through ongoing advancements in care practices and service delivery.

- Maintained the lowest hospital transfer rate of any aged care home in the local area, supported by strong collaboration with local GPs, residents and families and staff's in-depth understanding of individual residents preferences.
- Delivered the vaccination schedule rollout for both residents and staff in line with clinical best practice and public health requirements.
- Introduced the Armchair Travel experience for residents living with dementia, providing each resident with a personalised passport stamped upon 'visiting' a new country from the comfort of their chair. This immersive initiative encourages reminiscence, encourages meaningful conversations and fosters social connection.



Supporting and mentoring our team, from trainees through to qualified nurses.

- Welcomed Dr Lambrou as a dedicated General Practitioner for Crowley Care, strengthening continuity of care for residents. With the majority of residents now under Dr Lambrou's care, regular weekly onsite GP clinics provide timely access to primary healthcare and support coordinated, person-centred clinical care.
- Launched a Resident Buddy Program to enhance the admission experience by connecting new residents with established peers, helping to build friendships, reduce disorientation and create a greater sense of belonging from day one.
- Crowley continues to lead through our unique Nurse Practitioner model, maintaining strong connections across the aged care and health sectors while supporting contemporary clinical practice. This innovative approach strengthens our ability to provide high-quality, responsive care and adapt services to meet the evolving needs of residents and our community.
- Participation on various Aged Care Quality & Safety Commission advisory committees.



BRENDA
STAFF

All the staff at Crowley are friendly, pleasant and seem to enjoy their job. I want to make special mention of Brenda who looks after Mum. Brenda is compassionate, caring and always goes above and beyond her duty. Thank you Brenda, you have reassured me Mum is in the right place. You are very special.

Annual Highlights (continued)

Continuing Education

Continuing education remains a cornerstone of Crowley's commitment to delivering safe, high-quality, and contemporary care. Throughout the year, we focused on strengthening staff capability, supporting sector-wide reforms, and fostering opportunities for shared learning and professional development across the organisation and the broader aged care community.

- Supported staff to undertake training and development to understand and implement the requirements of the new Strengthened Aged Care Quality Standards, which came into effect in November 2025. This included engaging residents, families, carers, and representatives through accessible information and resources to support understanding of the changes and their implications.
- Crowley hosted the 2025 Diocesan Aged and Community Care Services (DACCS) Conference, welcoming more than 80 attendees from across the Lismore Diocese to share insights and best practice within the aged care sector. Guest speakers included Lisa Berry from the Office of the Inspector-General of Aged Care and David Sinclair from StewartBrown Chartered Accountants.
- Supported the professional development of our Nurse Practitioner through participation in an immersive placement program in Scotland, focused on dementia design, contemporary best-practice approaches and innovative models of care. The program culminated in certification in Best Practice



Crowley Show Day 2025

Dementia Care, enhancing our capacity to deliver evidence-based dementia support and enabling our Nurse Practitioner to provide education, mentoring and training to staff across the organisation.

- Staff attended the Dementia Inclusive Ballina Symposium deepening their understanding of the importance of social connectedness in supporting people living with dementia and their carers.
- A number of staff completed higher education opportunities.

ICT Governance and Systems

Strong ICT governance and integrated systems continue to underpin Crowley's commitment to safe, high-quality, and accountable care. Throughout the year, we focused on maintaining compliance with national standards, strengthening alignment with evolving regulatory frameworks, and leveraging data-driven tools to enhance consumer experience and quality outcomes.

- Consistently met all National Standards, demonstrating ongoing compliance and commitment to quality and safety across services.
- Digitised our Support at Home documentation and assessments, transforming day-to-day workflows and enhancing efficiency in rostering, incident management and feedback reporting.
- Rolled out a new digital rostering system for our residential aged care staff, improving workforce planning and enhancing operational efficiency.
- Continued to align systems, policies, and practices with the Strengthened Aged Care Quality Standards, comprising seven standards, 33 outcomes, and 146 supporting actions, ensuring readiness for evolving sector requirements.
- Utilised the Consumer Experience Survey, a government-mandated tool capturing residents' perspectives on key areas including respect and dignity, safety, staff responsiveness, communication, and involvement in care decisions.
- Monitored Quality of Life Indicators measuring independence, autonomy, social connection, emotional wellbeing, and overall life satisfaction, with results contributing to mandatory quarterly reporting under the Quality Indicator Program.

Planning for the Future

Planning for the future remains central to Crowley's commitment to sustainable growth, service excellence, and meeting the evolving needs of our community.

- The Assisi Apartments development brought Crowley's Master Plan to life, addressing a significant community need for aged housing while also strengthening the organisation's long-term financial sustainability.
- Planned future refurbishments of Lillipilli wing to ensure our environment continues to meet contemporary standards and reflect best practice in aged care design and delivery.
- Ongoing identification gaps and opportunities for improvement to ensure continued alignment with the Strengthened Aged Care Quality Standards and support continuous quality enhancement across services.

Sector News

2025 marked a landmark year for the Australian aged care sector, with the most significant reforms in more than 30 years coming into effect. Throughout this period of change, our teams worked tirelessly to transition systems, strengthen processes, and ensure continued high-quality care for our residents and clients.

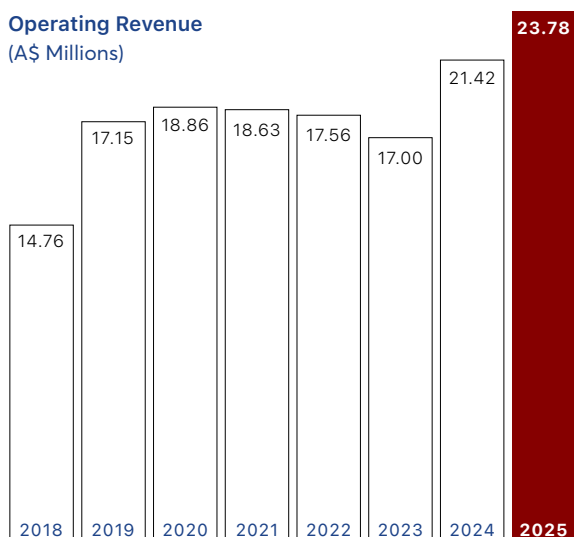
- The Strengthened Aged Care Quality Standards (SACQS) came into effect on 1 November 2025, following a deferral from 1 July. The updated framework comprises 7 standards, 33 outcomes and 146 supporting actions, representing a significant shift in regulatory expectations.
- Successfully transitioned from Home Care Packages to the Support at Home program, a major reform representing a complete redesign of how home care is delivered and funded, with wide-reaching implications for both consumers and providers. The program has received mixed feedback and remains under ongoing review.



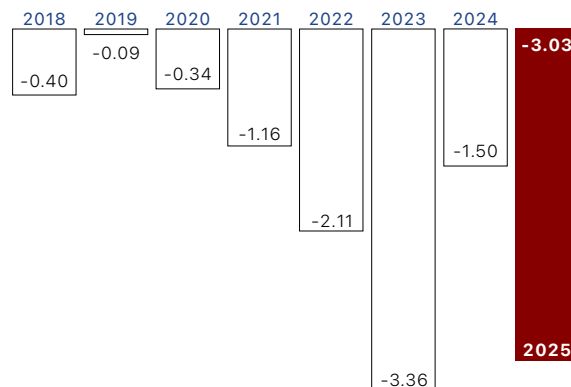
Celebrating Harmony Week at Crowley

2024-2025 Financial

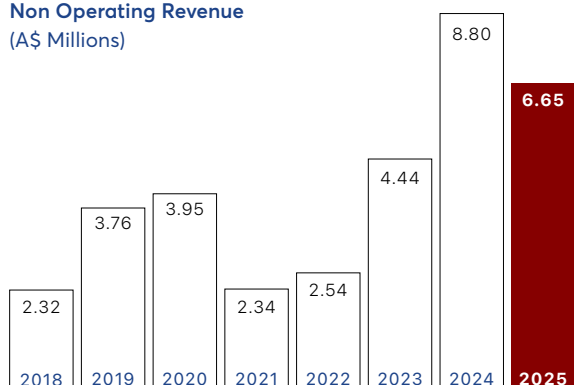
Operating Revenue
(A\$ Millions)



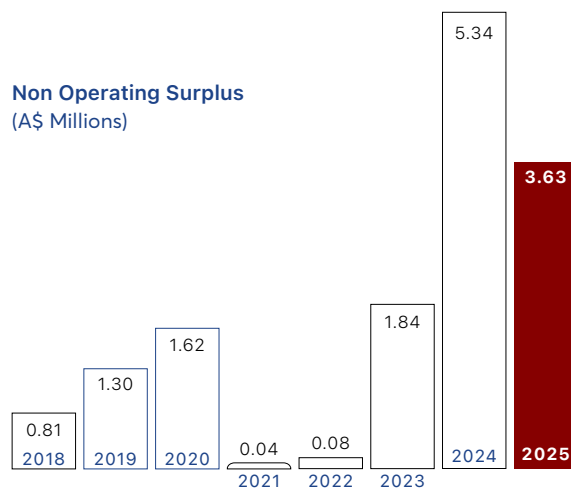
Operating Surplus
(A\$ Millions)



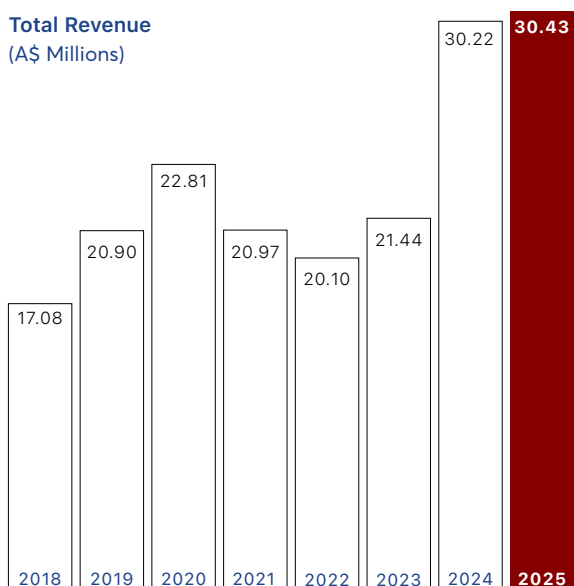
Non Operating Revenue
(A\$ Millions)



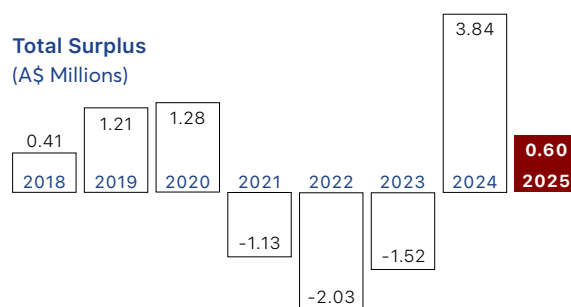
Non Operating Surplus
(A\$ Millions)



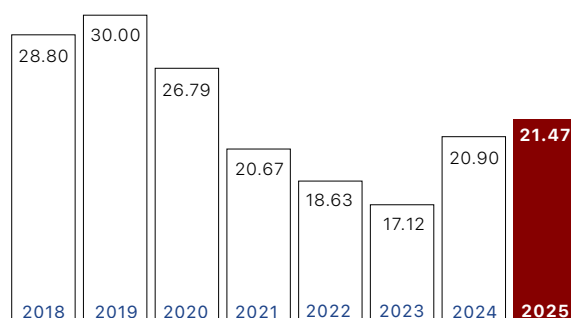
Total Revenue
(A\$ Millions)



Total Surplus
(A\$ Millions)



Net Assets
(A\$ Millions)



The Leadership Team

At Crowley, leadership is not removed from the everyday - it is part of it. Our leadership team is based onsite, immersed in the daily life of our community and connected to the voices that shape it. By listening closely to residents, clients, families, staff and visitors, they ensure that decisions are grounded in real experiences and reflect what truly matters most to the people we support.

Through this connection, our leaders bring a strong sense of place, understanding and accountability to their roles. Their approach is guided not just by strategy, but by the stories, feedback and relationships that define Crowley. In this way, your words are not only heard, but actively shape the way we lead, care and grow together as a community.



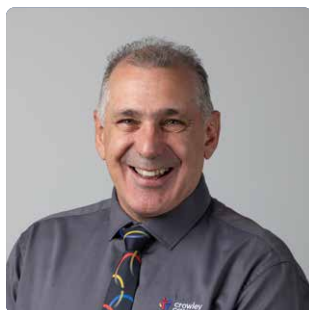
Michael Penhey
Chief Executive Officer



Kelli Potts
Executive Manager
Operations & Finance



Michelle Golding
Quality Manager



Tony Baldwin
Hotel Services Manager



Kelly Roberts
Nurse Practitioner



Albie Viel
Maintenance Manager



Rene' Lange
Risk Manager



Ben Hansen
IT Manager



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

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 all residents and clients in our care 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.
- The forging of **authentic relationships** that strengthen our commitment to each other and our community.

Our Services

- **Residential Care** – a safe, warm and stimulating home for our residents, providing the highest quality care and support services.
- **Independent Living** – retirement living in a supportive, dynamic community, right in the heart of Ballina.
- **Support at Home** – complete range of home care services, tailored to each client's precise lifestyle needs.
- **Veterans' Services** – Veterans' Nursing and Veterans' Home Care Services so that our veteran community can continue living independently at home.
- **Meal Delivery Service** – nutritious and delicious meals delivered directly to your home.



ON THE COVER

**I attended the
Memorial today,
I felt very touched.
Crowley knows
how to do things.
Congratulations to
Crowley. It is a great
place to live.**

LENORE PHILP
RESIDENTIAL CARE RESIDENT