



WHAT MAKES ROB SMILE AT CROWLEY?

'The great attitude of a lot of the residents – their idiosyncrasies.'

the circle of happiness



the circle of happiness

They say if you smiled throughout your life you have permanent lines of happiness. Such a beautiful way of being we should all aspire to.

At Crowley we know a smile says and achieves so much.

Mother Teresa captured it when she said: "I will never understand all the good that a simple smile can accomplish."

Smiling has tremendous benefits – it's good for our health, lifts our mood and makes us feel better.

At Crowley we believe connecting with others should start with a smile. But not just any old smile. As a community that cares from the heart, we value smiles from the heart – deep smiles that come from within. The one's that bring joy and happiness to others and to the "smiler".

If you come to Crowley you'll see lots of smiles and hear lots of laughter. But no one tells anyone to smile. It's kind of infectious because when you are smiled at you can't help but smile back. **Like a circle of happiness.**

When you smile at someone you are present, in the moment, mindful. Crowley's Vision is to provide inspired living. And that starts with a desire to connect in authentic ways. All it requires is an open heart and a genuine interest in the other person. That alone should make you smile!

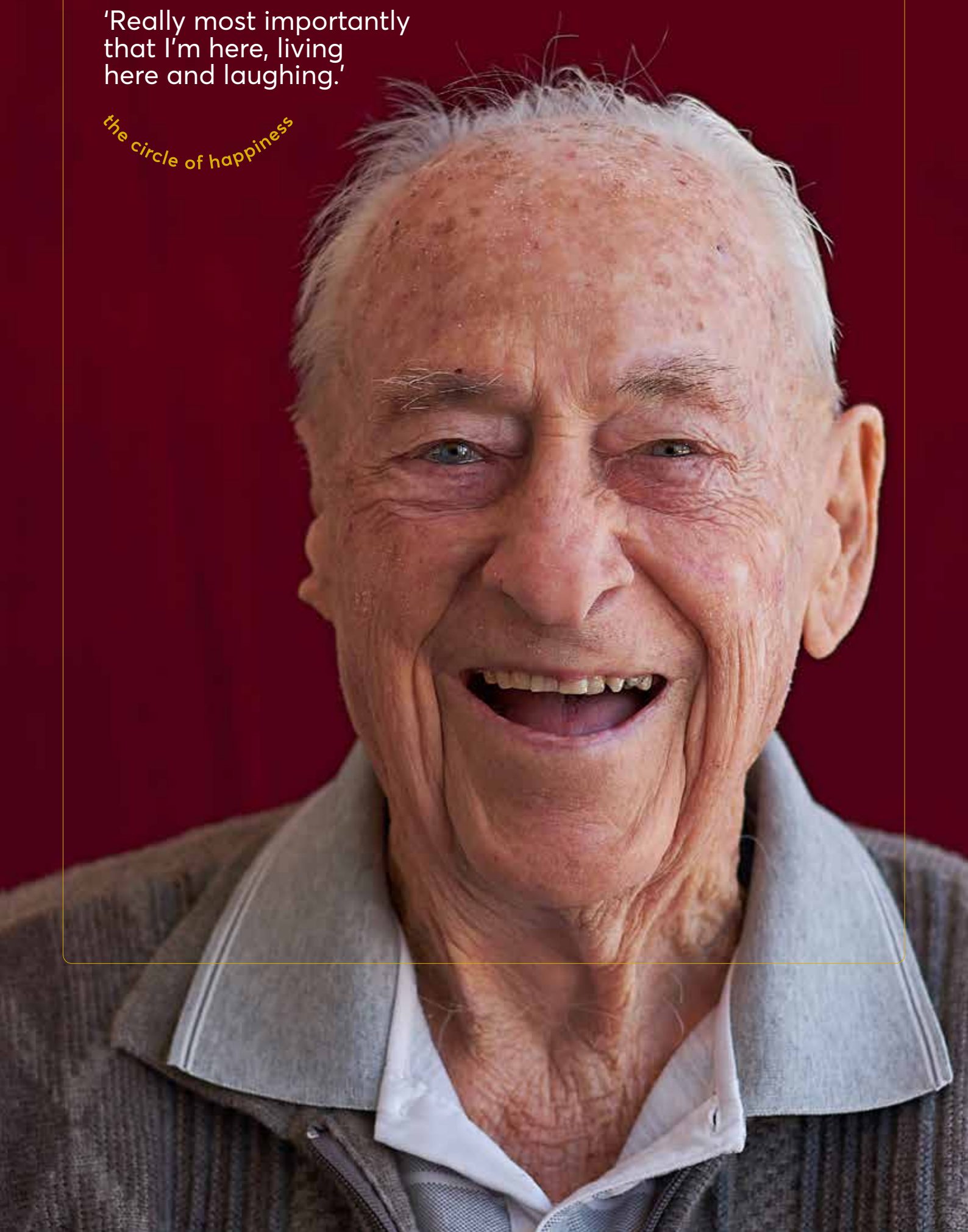
'Every time you smile at someone, it is an act of love, a gift to that person, a beautiful thing.'

MOTHER TERESA

WHAT MAKES JIM SMILE AT CROWLEY?

'Really most importantly
that I'm here, living
here and laughing.'

the circle of happiness



The Crowley Difference

The Crowley Difference

Crowley is a vibrant care community with a unique spirit and a unique vision. Our culture of care embraces a genuine interest in others. Improving the quality of life for our residents and clients is what we love to do each and every day. Life is for living at Crowley 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 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.

Chair's Report

Welcome to Crowley Care's 2016/17 Annual Report, which I invite you to read at your leisure.

Much of our focus for the year has been the expansion of our residential care facility and associated refurbishment works. In making these significant improvements and the consequent disruptions, our management and staff have worked wonders ensuring our service commitment to our residents, clients and their families has not diminished. I thank them for that.

Whilst there has been disruption to our residents and staff it has been truly rewarding to experience the "positive vibe" at Crowley as the new areas and buildings incrementally become available.

Our new buildings, open spaces and improved car parking are taking shape, thanks to the hard work of our principal building contractor, numerous sub-contractors and our supervising architect. These improvements are the products of careful planning and detailed consultation with our stakeholders.

Crowley Care staff have invested a great deal of time and emotional energy into the capital project and improvements to our existing facilities. I am confident this will result in the best outcomes for our residents, whilst further diversifying our accommodation options.

Success at Crowley requires retaining a balance between quality, personalised care, modern accommodation, and improved areas for our staff to work. When combined these attributes further consolidate Crowley's enviable reputation as a regional leader in aged care services.



The Board continues planning and accounting for the ongoing Government reforms across the aged care sector. The industry is in the third phase of a ten-year change program, that at its core empowers residents, clients and their families with a focus on consumer directed care and improved quality outcomes.

My sincere thanks are extended to my Board colleagues for their unequivocal support for Crowley. They have ensured we remain "on track" in pursuing our organisational goals.

Similarly, our CEO, Leadership Group, our engaged staff and our supportive Auxiliary remain highly motivated to work in the very best interests of our residents and clients.

Finally, we are unable to operate effectively without the enduring support from our Parish Priest, Father Michael Nilon, the St Francis Xavier Parish Finance Council and our Parish Business Manager, Paul Lloyd. My sincere thanks are extended to everyone involved.

Steve Barnier
Chair
Parish Aged Care Board

WHAT MAKES PENI SMILE AT CROWLEY?

Working at Crowley is rewarding – such a great culture, great team and it makes me happy helping others.'

the circle of happiness



Our Board

The Parish Aged Care Board comprises community leaders with unique professional skills, diverse backgrounds and broad life experience. When combined, these attributes significantly enhance the quality of the organisation’s decision-making and future direction.



STEVE BARNIER – CHAIR
Appointed 1993
Group Manager,
Local Government



PAUL SNELLGROVE
Appointed 2013
Principal Town Planner
Private Practice



KYLIE BENNETT
Appointed 2013
Director of Clinical Services
Local Private Hospital



CAROLYN HUNT
Appointed 2010
Solicitor
Private Practice



GLENN JOYNSON
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

WHAT MAKES FRANKI SMILE AT CROWLEY?

'When you walk through
the front door, you know it's
going to be a unique day
with our residents.'

the circle of happiness



WHAT MAKES RENZO SMILE AT CROWLEY?

'The friendship and comradery.'

the circle of happiness



CEO's Report

The theme of our annual report highlights how at Crowley we value connecting with others, starting with a simple smile. It was selected with purpose and stems from a belief that everyone in our care is a unique person.

I believe retaining our uniqueness, difference and Catholic heritage is vital to our future. We want Crowley to continue to be a place where our residents and clients experience inspired living in a vibrant care community all within the best Catholic tradition.

Crowley's links to our Parish brings great comfort and joy to our residents and is vital to our unique culture and identity. This year we strengthened our Parish connections even further through our intergenerational programs with our Parish schools. And this Annual Report profiles how our Parish Priest Father Michael Nilon, who recently celebrated 40 years since ordination as a priest, is fully devoted to Crowley, to the ministry of aged care, supporting us in many ways including through his spiritual guidance. We thank him.

This has been a significant year of achievements and as CEO it is an exciting and privileged time to be at Crowley as we focus on improving our people, our systems and our structures. We are in a phase where we are deliberately bringing Our Vision to life by tangibly providing inspired living for our residents and clients.

This is evidenced through our significant building program, where so many people have contributed to bringing these great new spaces and buildings on-line. Whilst the new buildings are stunning, what is particularly pleasing is witnessing the interactions and enjoyment our residents, staff and families experience in these purpose built spaces, including our revitalised Entertainment Room and new Library and Education Centre. And there is so much more to come.

It is pleasing to see the investment we continue to make in our staff is paying great dividends at Crowley. This year our staff satisfaction survey revealed our best results ever. We can say with conviction our staff truly love working at Crowley. As a CEO that is extremely pleasing to hear. I believe it reflects our commitment to continually improving our culture through deliberate proactive programs with our staff. And I thank our staff for their positive attitude, their true sense of caring and their willingness to embrace positive change.

The future of Crowley also depends on how we empower our future leaders to flourish. This year our Leading Through Change Program identified 40 emerging leaders from across the organisation. Training is providing them with the skills and support to inspire them and to help them to lead and bring out the best in their teams.

There is a saying "if you can't measure it you can't manage it". Behind the scenes this year there has been great work at Crowley improving our systems and their reliability. It includes our improved rigorous quality program that touches and

CEO's Report (continued)

measures every aspect of our interactions with our residents. From ensuring our technology and data is protected with back-up systems to our much improved nurse call system, it is our attention to detail that sets Crowley apart, ensuring our safe, secure and prosperous future.

Crowley continues to be financially stable. Whilst our surplus has reduced this year, due to the significant investment in the building program, our outlook, fundamentals and the stability of the organisation remains strong.

In my mind there is no doubt Crowley is authentically different and this should be reflected in all that we do. Our new website achieves this by focusing on our relationship-based care and our drive to provide inspired living for our residents and clients. So too does our revitalised newsletter Chatterbox. Full of colour and life it embodies our community spirit typifying the joy of living and the simple pleasures and the lifestyle here at Crowley.

I feel privileged indeed to be the CEO at Crowley. I thank our Board for their ongoing guidance and support as we undergo these significant changes, our wonderfully committed staff and our residents who call Crowley their home.



Michael Penhey
Chief Executive Officer

'Sometimes your joy is the source of your smile, but sometimes your smile can be the source of your joy.'

THICH NHAT HANH

WHAT MAKES LISA SMILE AT CROWLEY?

'Environment
and just the staff –
everyone's happy.'

the circle of happiness



Our priorities and progress

Crowley's ongoing success relies on delivering outcomes in key result areas. Crowley's Board identified and committed to implementing key initiatives to ensure the organisation remains at the forefront of aged care services in the region.

Key Result Area 1 Financial Sustainability

Priority: Crowley will be a profitable, financially sustainable part of the Ballina Parish to enable it to fund organisational growth and redevelopment.

Happenings: Crowley continued with a solid financial performance across the year. The significant investment in the building program, whilst impacting in the short term on the organisation's surplus, was planned and accounted for.

Key Result Area 2 Business Growth and Service Development

Priority: Expand Crowley's footprint in all care services areas (Residential, Independent Living and Home Care) in Ballina and the surrounding regions to meet current and future service demands and community expectations. In doing so Crowley will deliver the best in care and services that our residents, clients and customers, are seeking by choice.

Happenings: Crowley was successful securing Commonwealth Home Support Program funding providing meals for older people who need assistance to keep living independently at home and in the community. Completion and opening of a new Library and Education Centre. Partial completion of an additional 42-bed Residential Care building with new Administration area and Chapel. To develop and enhance services Crowley appointed a dedicated Customer Service Manager and resourced a Customer Service Team.

Key Result Area 3 People and Culture

Priority: Increase our attractiveness as an employer of choice providing superior customer service and care to all stakeholders.

Happenings: Crowley continued delivering a Leading through Change program, which is supporting 40 emerging leaders across the organisation. This is in addition to Culture Training that all staff attend and further development of the Leadership Group via individual support and group training sessions. The year also saw the expansion of our clinical team including the appointment of a Clinical Manager Nurse Practitioner, Clinical Nurse Specialist and Clinical Support.

Key Result Area 4 Residents, Clients and Families

Priority: Crowley will continue to strive towards developing positive and rewarding relationships through our focus on the individual

Happenings: A significant refurbishment of the existing facility is underway with prototype rooms completed as part of a major program of works. The new Clinical Manager Nurse Practitioner role is actively supporting residents at Crowley and in the community. The CHSP Meal Service provides entry-level services into the community. Educational programs on Dementia Care and other areas have supported families and carers.

Key Result Area 5 Quality and Systems

Priority: Build a range of systems across the organisation that supports the business and drives quality of service for all stakeholders.

Happenings: To enhance quality, a dedicated Quality Manager was appointed and a Quality Team, including HR Support and Event Coordination were implemented. Education and training programs were conducted for both current and future systems.

Key Result Area 6 Asset Management

Priority: Development and management of our assets. Continuing on our journey of redevelopment of the site to meet growing demand, stakeholder needs and organisational growth.

Happenings: Completion of the Library and Education Centre. Partial completion of the 42 bed Residential Care Facility, new Administration centre and Chapel. Ground works and gardens established to compliment new buildings. The significant refurbishment program for the existing facility was commenced.

Key Result Area 7 Marketing and The Brand

Priority: To maintain Crowley's quality reputation. Build on the history with a modern tale for a new brand of consumer.

Happenings: New Crowley website was developed that better reflects the values of the organisation. New advertising program was rolled out on radio and in print media. Plans for enhanced online presence were developed. A series of radio advertisements were produced highlighting careers at Crowley.

Key Result Area 8 Governance and Leadership

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

Happenings: Further development of Board and Leadership training by external consultants to ensure best practice in governance procedures.

A year of achievement

A year of significant achievement as Crowley's major redevelopment forged ahead.

We continued building for the future with major development and redevelopment milestones achieved. Each milestone is transforming in many ways for our residents, staff and community.

Project Elements Update

1. Completion of the stunning two storey **Library and Education Centre**. A flexible, multi-purpose building that already enjoys great use from residents, staff and community groups alike;

2. Partial completion of a:
 - **42 room two-story Residential Care Facility** – featuring bay windows in each room, common spaces with views and the latest technology;
 - **A New Chapel** – a beautiful place for quiet reflection;
- **A New Administration Centre and New Main Entrance** for Crowley.

3. Partial completion of the **Significant Refurbishment** of our existing facility to update and improve the quality of lifestyle for our residents. The first rooms in the Lilipilli wing have been completed with more to follow.

The **Significant Refurbishment** ensures the new buildings under construction and the existing facility seamlessly integrate and complement each other.



Main entrance to the Library and Education Centre



Landscape gardens will connect and integrate the site when complete

A life of service

Selfless service

Forty years ago Parish Priest, Father Michael Nilon was ordained a priest. And for the past 13 of those years he has served as Crowley's Parish Priest.

Devoted to the ministry of aged care Father Michael tirelessly supports residents, staff and families with spiritual guidance and personal comfort to all he connects with.

Father Michael is instrumental in guiding the governance of Crowley to a stronger future through his regular attendance at the monthly Crowley Board meetings.

Reflecting on his own experience Father Michael believes "Our whole purpose at Crowley is to provide care in a loving family atmosphere". He is often seen in the halls and corridors chatting with residents, staff and families. It's an important part of his ministry. "I am in and out all the time, and because of the family nature of Crowley, I'm always engaging with someone. It can take me some time to get through the facility!"

The person inside

Father Michael has an interesting take on ageing. "When I look at an older person I visualize the younger person inside, the person they were and have always been, rather than someone who is old. The body might not be as strong but their unique spirit and character are still present. That's what I see."

Mass for the community

Father Michael's regular Wednesday Mass at Crowley and the follow-up morning tea are much loved and well attended by Crowley residents and parishioners.

These weekly masses are also the Parish Mass for the day, where parishioners join with Crowley residents in celebration. "I see Crowley as an extension of our broader community. Because when we bring the community into Crowley for events or Mass our residents feel connected and the parishioners feel connected with Crowley. I like to think we are all one," said Father Michael.

Father Michael is delighted to have some priests and retired nuns living at Crowley. A dedicated group of lay people take Communion to those unable to attend Mass.

Anointing of the Sick is another important aspect of Father Michael's ministry and it brings great comfort to residents and families.

Father Michael has a refreshingly ecumenical approach to people of other faiths. He sees Crowley as a microcosm of the community at large, with the added benefit of a strong family bond. "It's about making everybody welcome at Crowley. And this extends to a spirit of unity when it comes to worship, recognising, irrespective of your faith, we are all united in our love of God. "

A light filled chapel

Father Michael is excited by the new building program, particularly the light filled rooms, the quiet contemplative views residents will enjoy and the new Chapel under construction.

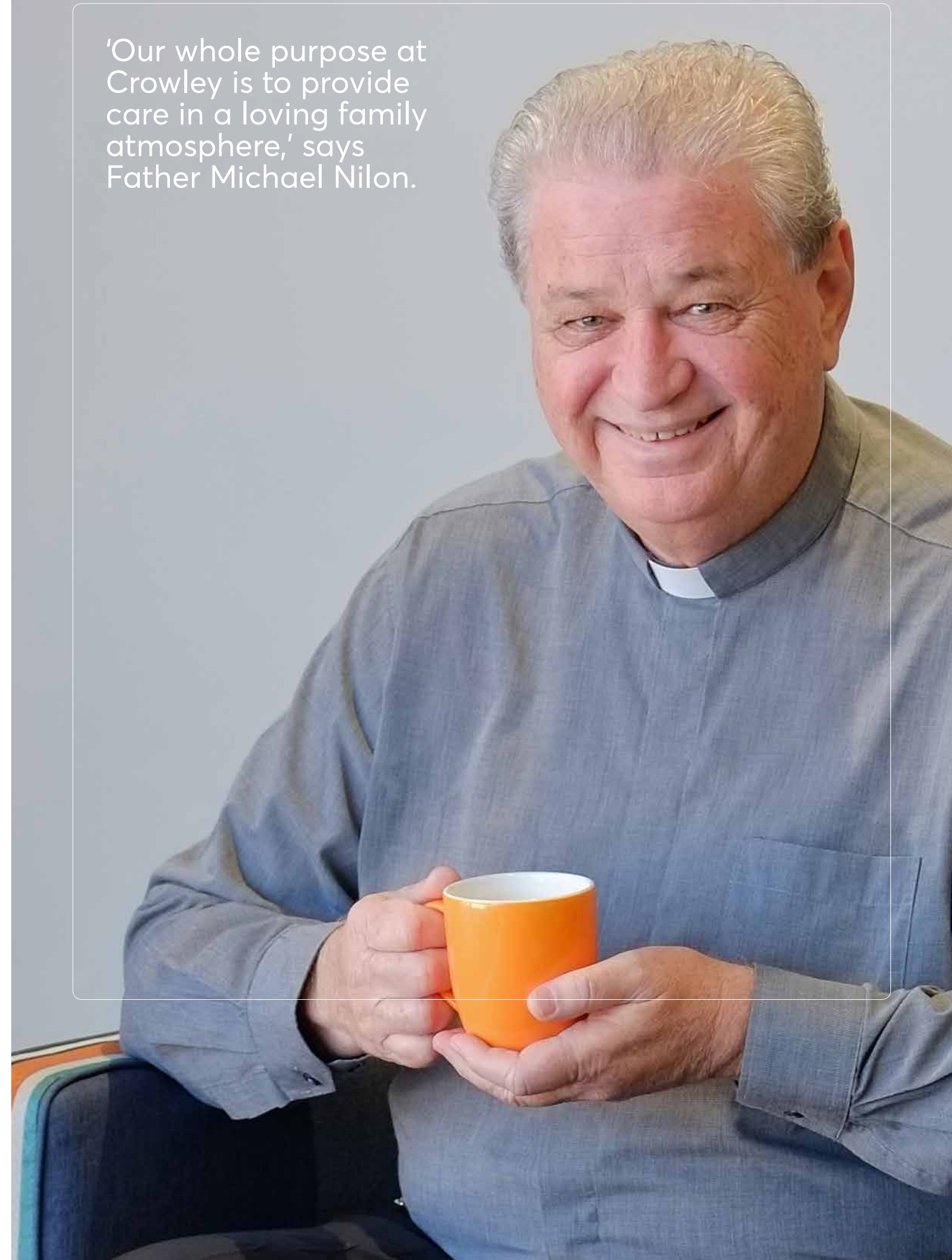
"I'm looking forward to the new chapel. It's appropriately centrally located as you arrive at Crowley. It will have light that streams in through glass on one side and a restful outlook. And it has more space for our residents with mobility needs, which is great."

The new Chapel recycles stained glass from the old chapel, maintaining a connection to the past. It will be dedicated to St Mary of the Cross MacKillop, Australia's only Saint.

There is a plan to have a statue of Mary in the chapel – appropriate, as Mary was renowned for reaching out to others and visiting those in need. A dedication that resonates deeply when one thinks of Father Michael.

"I have my parents to thank for my positive outlook on life," said Father Michael. "They instilled in me a deep faith, a sense of earning what you get, rather than a sense of entitlement, too often present in modern society. I owe them a great deal."

'Our whole purpose at Crowley is to provide care in a loving family atmosphere,' says Father Michael Nilon.



WHAT MAKES MEGAN SMILE AT CROWLEY?

"Friendship – all staff and residents, everyone becomes part of my family."

the circle of happiness



Unique perspectives

Sometimes 'the number of things' gives us unique perspectives on the diversity of activity at Crowley.

When you aggregate, analyse and present Crowley's annual data it can be both enlightening and astounding.

This year more than a quarter of a million hours were worked by Crowley staff, serving the needs of our residents and clients. That's an average of 689 hours worked each and every day. It was a year when 17,786 more hours were worked compared to last year, when 11,133 more cups of coffee were consumed and when 90 staff attended external education.



Annual highlights

Support for Solomon Island hospital

Crowley donated much needed medical equipment to help set up an under resourced Solomon Islands Hospital. Crowley's donation included beds, mattresses, tables and chairs - much appreciated in Pacific Island countries with far fewer resources than Australia. In some Pacific Island hospitals patients are required to sleep on the floor. How lucky we are.



Country Show Day

From wood chopping to whip cracking, what an amazing country-themed Crowley Show Day it was this year. It began with residents hand-feeding lambs and goats, connecting with a menagerie of visiting animals. Crowley's highly talented Men's Shed proudly showcased and sold handcrafted furniture. While our Craft Group displayed an array of hand-made items alongside lots of yummy creations that were snapped-up within minutes of their appearance. There was even a farm-themed cake decorated with animal sculptures.



Crowley wins cook-off

Celebrity chefs Maggie Beer and Peter Morgan-Evans voted Team Crowley winners in a regional cook-off against other local aged care teams. Just like TV cooking programs, contestants were presented with a mystery box of ingredients to create at least two dishes. And team Crowley's winning dish combination? Butter chicken curry and poached figs with yoghurt. Look out. Yum!



High Tea with a cause

Raising needed funds for the Cancer Council was behind Crowley's participation in Australia's Biggest Morning Tea. With a floral dress theme there was suspicion a few Crowley flowerbeds had been raided for the cause. Lots of fun, fantastic cakes and conversation with funds raised sent directly to the Cancer Council to support Cancer research and prevention. Crowley at its best.



Moments of gold

Crowley's Intergenerational Program continues to bring great joy to residents, staff and the parish school children including St Anne's Long Day Care Centre. The value of these connections is beautifully expressed by the St Anne's Long Day Care Centre Team. "Intergenerational programs with our preschoolers and Crowley residents are like moments of gold. What a terrific visit it was," they said. The Intergenerational Program is a fixture in Crowley's Leisure and Lifestyle program. It includes a regular Friday visit from up to 40 students from Xavier Catholic College who swap life-stories with our residents, enjoy art together, chat and connect.



Crowley on radio - keeping it real

There is no doubt Crowley's best advocates are its people. That's why Crowley's recent Paradise FM radio advertisements featured Receptionist Radania Mortimer and Customer Service Manager David Crosby. Who better to represent Crowley to the community than our own staff? Not to be outdone, these advertisements are backed up by residents, in their own words, also appearing on-air, extolling the virtues of life at Crowley.

Stunning new library hosts story competition

The opening of Crowley's stunning new library was heralded with the inaugural Crowley Short Story Competition. What a great idea! Such a lovely afternoon with wine, cheese and with a good number of short stories submitted by our residents. Lots of great entries with first place awarded to Joan Fraser with her captivating story "The Intruder". Runner-up was Robert Bruce with his story "Black Man Running". The Crowley Short Story Competition was such a hit it's going to become a Crowley annual event.





Romantic dinner by the river

A romantic dining experience overlooking the river. What a wonderful way to celebrate Valentines Day. That’s how Crowley’s resident couples enjoyed this special occasion. Champagne, warm conversations, roses and beautifully prepared meals served on white tablecloths. And the highlight? A heart-shaped pavlova for dessert. It was meant to be!

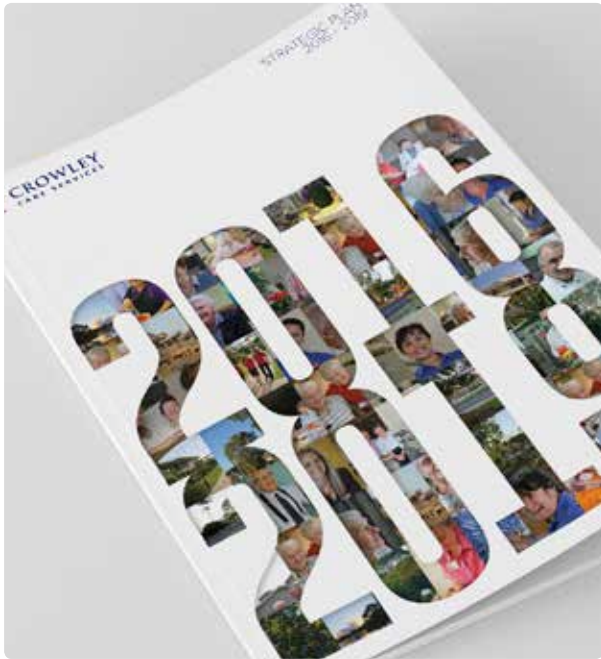
More community meals

Crowley was successful securing meal service funding so that more people in our region and community can enjoy home-delivered meals. The extra funding comes under the Commonwealth’s Home Support Program which provides support for those who need assistance to keep living independently at home. The funding secured by Crowley is testament to the quality and value of the meals prepared by the Hotel Services Team.



Heading in the right direction

Crowley’s new Strategic Plan for the next three years was published and is the cornerstone of future success. The Plan highlights key initiatives that ensure Crowley remains at the forefront of aged care services in the region. The Strategic Plan’s focus is on providing quality options for residents who choose to live at Crowley and for the increasing number of clients enjoying Crowley’s Home Care Services.



Significant makeover

Whilst much attention is on Crowley’s stunning new buildings and major redevelopment, it’s easy to overlook the significant refurbishments of the Banksia, Lillipilli and Prospect wings. These established wings are getting a refresh and makeover, making them even better places to live. When complete the revamped buildings will seamlessly integrate with the new buildings. Smart!



No excuse needed

Excuses to dress-up at Crowley are commonplace. Silly hats and outfits are accepted - even expected. And what better occasion than the State of Origin. The famous football series proved competition was rife throughout the corridors and in the village of Crowley with the Maroons maestros victorious yet again. Commiserations to the Blues fans. Maybe next year.

Workforce and community

Crowley continued its commitment to staff and workforce development across the year. The connection Crowley has with leading community stakeholders is vital to ensuring Crowley remains at the forefront of innovation and best practice.

Emerging leaders

The future for Crowley requires empowering its emerging leaders to contribute their ideas, by helping them gain insight and knowledge to lead their teams positively through their actions.

This year the Leading Through Change Program with Dugald Christie-Johnston provided training for 40 emerging leaders at Crowley. The training helped them develop their leadership before applying and sharing their ideas with others. This leadership program, now in its second year, is additional to the ongoing Culture Training Program successfully running at Crowley for several years.

Crowley stars

Crowley's Annual Staff Recognition Event recognised individuals who achieved above and beyond the call, celebrated years of service or reached educational milestones.

Highlights include:

- Five staff received recognition for their educational achievements ranging from Certificate IV in Aged Care to Certificate IV in Pastoral Care;
- Staff who completed from five to thirty years service were recognised. 16 staff received awards with Judy Robson celebrating 30 years and CEO Michael Penhey, 15 years in their roles;
- The **Employees Choice Award** attracted a record 63 entries with seven awards made;



- The **Special Recognition Awards** recognised staff who went above and beyond their day-to-day duties. It comprised Jenna Tolson and Avia Robertson from Administration, Shelley Hey and Mel Heycock from Hotel Services, Joanne Kay and Tatum Bruce in Home Care, and Cheryl Fergus, Kate Bynon, Chris Izzard and Jenny Bodley from Residential Care.

Crowley careers on show

Careers in aged care are increasingly rewarding and sustainable. And as Australia's population continues to age, job opportunities in the sector will become more abundant.

Crowley showcased its burgeoning careers to students at the Northern Rivers Careers Expo. Beyond the traditional nursing and "carer" roles, Crowley presented careers in Administration, Maintenance, Hospitality and Information Technology, to name but a few. From cottage industry beginnings, aged care is now a major and diverse employer and Crowley is playing its part.



Crowley presents with Southern Cross University

Crowley impressed delegates at the U3A Queensland State Conference when they jointly presented with Southern Cross University.

Southern Cross University's School of Health and Human Sciences had joined forces with Crowley to provide workplace training to prepare students to work in primary health care with older Australians. The Primary Health Care for Older People project was designed to improve the quality of clinical training of health students and health workers in regional and rural areas.

Crowley residents, who participated in the project, ensured that older people had the opportunity to provide input into training development.

Crowley was well represented at the U3A Conference by Customer Service Manager David Crosby, Independent Living residents Diana Bruce, and Marie Ronan along with Independent Living Services Coordinator Jenny Kliese. At the time of the project Crowley CEO Michael Penhey said "the Primary Health Care for Older People project was a great scheme providing invaluable on-the-ground training for our region's students and delivering vital services right to the doorstep of our residents and clients."

Nurse Practitioner role

Crowley is unique in its support of the emerging Nurse Practitioner (NP) Role. The NP role provides innovative and flexible health care, improving access, flow and clinical outcomes for residents and families within the Crowley community.

A Nurse Practitioner is a Registered Nurse educated and endorsed to function autonomously and collaboratively in an advanced and extended clinical role.

Implementing the NP Role in an innovative development that improves the quality of support, care and outcomes. Our newly appointed Clinical Manager (NP) is Kelly Roberts whom many will know for her years here at Crowley in Residential Care.

Innovative food service

When Bond University came to Crowley they loved what they saw - residents enjoying new life experiences with food. The University sent two postgraduate students to capture Crowley's innovative food service ideas. What they saw impressed them.

As part of the Lantern Project, Bond University's Post Graduate Dieticians saw first hand how Crowley improves the quality of life by engaging residents with good food, nutrition and fun times. Bond University plans to showcase Crowley's food innovation ideas via video on their numerous Facebook pages. The goal is to inspire other aged care facilities to realise little things they can do in their own facility to improve the food experience for their residents.



Demystifying Dementia

The number of people with dementia in Australia will double to almost 900,000 by 2050. And it is widely accepted early diagnosis benefits those with dementia, their family and carer.

To help raise awareness of this important issue Crowley was host to a well-attended community Dementia Information Afternoon, presented by the Dementia Outreach Service.

Participants, including residents, family and from the broader Ballina community, experienced a highly informative presentation that demystified dementia.

2017 Quality Performance Indicators

Quality indicators are vital for Crowley to ensure we continue delivering industry-leading performance. This includes independently measuring our resident and client experiences, our staff satisfaction levels, and just as importantly, the views and experiences of relatives and families.

Employee Satisfaction Survey*

CROWLEY SATISFACTION RATE **85.7%** INDUSTRY SATISFACTION RATE **81.2%**

Residential Care Resident Experience Index*

CROWLEY SATISFACTION RATE **84.6%** INDUSTRY SATISFACTION RATE **84.6%**

Residential Care Relative Experience Index*

CROWLEY SATISFACTION RATE **86.6%** INDUSTRY SATISFACTION RATE **85.7%**

Home Care Consumer Experience Survey*

CROWLEY SATISFACTION RATE **85.8%** INDUSTRY SATISFACTION RATE **82.7%**

Independent Living Residents Survey

CROWLEY SATISFACTION RATE **95.6%**

Home Care Relative/Representative Survey Index

CROWLEY SATISFACTION RATE **87.3%** INDUSTRY SATISFACTION RATE **84.6%**

We asked Crowley staff what most satisfies them at work?

- 'The smiles on residents' faces'
- 'The beautiful people in all areas and the high standard of care'
- 'The team environment'
- 'When residents communicate their satisfaction with my work'
- 'Making a difference to residents wellbeing and comfort'
- 'Building relationships of trust and love'

WHAT MAKES JOY SMILE AT CROWLEY?

'The smiles.'

the circle of happiness



WHAT MAKES TARA SMILE AT CROWLEY?

'Everybody – staff, warmness when you walk in. Residents saying hello and bouncing off everyone's personalities.'

the circle of happiness



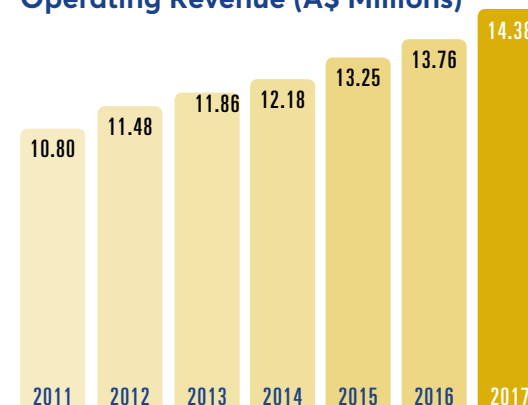
2016/2017 Financial Reports

Crowley continued with a solid financial performance across the year. The significant investment in the building program, whilst impacting in the short term on the organisation's surplus, was planned and accounted for.

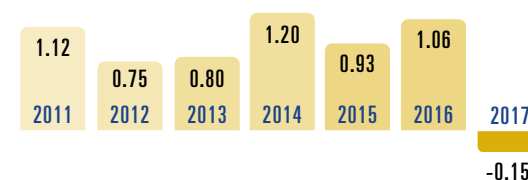
Non Operating Revenue (A\$ Millions)



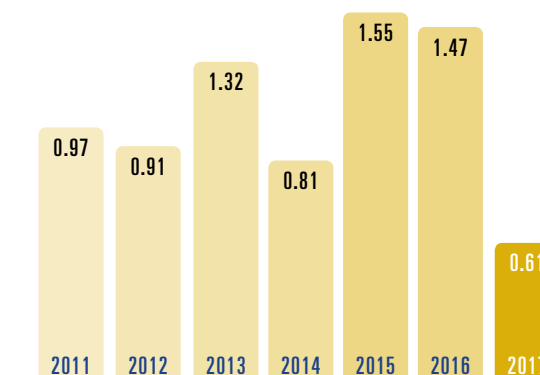
Operating Revenue (A\$ Millions)



Non Operating Surplus (A\$ Millions)



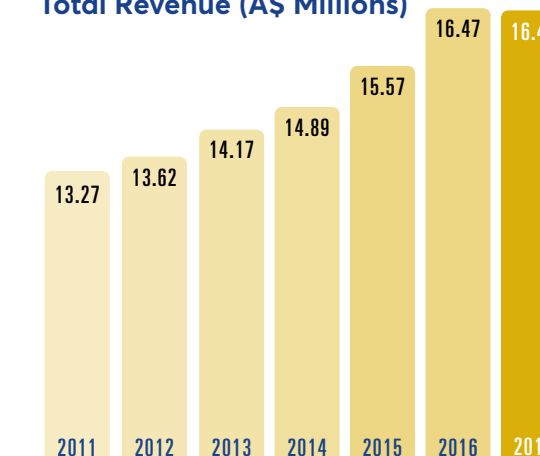
Operating Surplus (A\$ Millions)



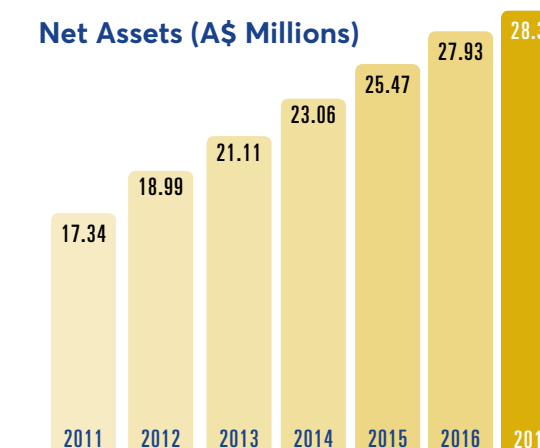
Total Surplus (A\$ Millions)



Total Revenue (A\$ Millions)



Net Assets (A\$ Millions)



The Leadership Group

Crowley's Leadership Group is a dynamic team. They collectively drive quality outcomes for our residents, clients and their staff.

They see it as a privilege to serve all Crowley's stakeholders and they are instrumental in shaping and defining Crowley's future.

Michael Penhey
Chief Executive
Officer



Kelli Potts
Executive Manager
Operations & Finance



David Crosby
Customer Service
Manager



Albie Viel
Maintenance
Manager



Kelly Roberts
Clinical Manager
Nurse Practitioner



Sherrie Viney
Acting Home Care
Manager



Susie Glasson
Business
Manager



Jenny Kliese
Independent Living
Services Coordinator



Tony Baldwin
Hotel Services
Manager



Alyse Richardson
Independent Living
Sales Support



Gail Norton
Human Resources
Manager



Michelle Golding
Quality
Manager



Jenna Tolson
Project
Officer



Chistine Lawton
Residential Care
Facility Manager

WHAT MAKES ELWYN SMILE AT CROWLEY?

'I'm a natural smiler if I'm enjoying myself. I'm enjoying Crowley, because I had my doubts, as to whether I'd fit in, but I love my room.'

the circle of happiness



the circle of happiness

WHAT MAKES MARGARET SMILE AT CROWLEY?

'You come in and they know who you are. It makes your day and you feel special.'

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

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