



Little
Things
Matter

On the cover

One of the little things

When selecting furniture for our new foyer we were advised to buy single seat chairs because they're easier for our residents to get in and out of. Instead we bought a lovely big couch. Why? Because we know our foyer is a great gathering place for our families to sit together and connect. Because at Crowley we know about these little things.

Little Things Matter

At Crowley we've always believed that doing the little things really well, matters.

Because life at Crowley is all about the details – remembering and doing those small things so that each day shines for our residents and clients.

By doing just one small thing for others that matters to them makes a surprisingly big difference to their lives.

Reaching out and doing something for another, no matter how small and “just because” is the Crowley way.



Chair's Report

The last financial year has seen many achievements for Crowley Care. There has been non-stop progress from award winning buildings, continued culture training, fun themed days held for residents and all while prioritising a high level of care and attention to our residents and clients.

As a Board, we are very proud to see Crowley grow from strength to strength and to achieve results in line with our Strategic Plan. This year saw the completion of the current Strategic Plan with a new Plan in production. It is pleasing to reflect upon the last year and see how closely the results have aligned with the Strategic Plan. It is no mistake Crowley has become the leader of aged care in the region as this is exactly what was planned.

Of course a plan doesn't come together without everyone working together towards the same goals. The Board is thankful to have an Executive team who display strong leadership qualities and encourage everyone in the Crowley team to go the extra mile to ensure exceptional results. You only have to attend the annual Crowley staff recognition event to know this place really cares about its employees. With such a professional group of people working at Crowley, we know our residents and clients are in good hands.

One area where the enthusiasm of the Crowley staff stood out was during the construction and opening weeks of the new residential and administration buildings. To operate a residential care facility and an independent living village whilst sharing the site with construction workers and being subject to noise and disruptions was no easy task. The Board is grateful to all for the manner in which these difficulties were handled. The reward for these efforts is clear to all with much praise and commendation being received by the organisation.

The organisation remains in a healthy financial position after completion of the construction project at a cost of approximately \$22 million resulting in a beautiful new chapel, 42 new beds and much needed new administration offices. During this process it was pleasing to see the financial results for 2018/2019 come in well over budget due to the quick take up of the residential beds. By ensuring strong financial health

for Crowley Care, we are able to continue to provide an important service to the Ballina Parish of the Catholic Church and to the broader community.

Other significant achievements this financial year include the awarding of a NSW Government grant to build a state of the art kitchen to service our expanding needs into the future, continued collaboration with Southern Cross University nursing students, continued strong results in employee, resident and families surveys and a revised liquidity management strategy to ensure security of resident funds whilst providing essential reserve funds.

The Board recognises the caring stewardship of our Parish Priest, Father Michael Nilon in encouraging us all to remember the purpose of our work, being to serve others and in so doing, strive to enhance their lives. The Crowley Care volunteers are wonderful examples of those who give of themselves to make the lives of others a little bit better. We thank the Crowley Auxiliary for your fundraising efforts and those who come in to spend time with our residents. Your efforts are greatly appreciated.

Finally, a word of thanks to my Board colleagues for their continued diligence and caring approach to all things Crowley.

Carolyn Hunt
Chair
Parish Aged Care Board



The Board

During the year the Parish Aged Care Board developed a new three-year Strategic Plan.

Chair Carolyn Hunt said "It is pleasing to reflect upon the last year and see how closely the results have aligned with the strategic plan. It is no mistake Crowley has become the leader of aged care in the region as this is exactly what was planned." Past Chair Steve Barnier rejoined the Board after a leave of absence bringing a wealth of knowledge and experience.



Carolyn Hunt
Chair
Appointed 2010
Solicitor
Private Practice



Glenn Joynton
Deputy Chair
Appointed 2011
Senior Relationship
Manager, Financial
Institution



Steve Barnier
Appointed 1993
Retired Group Manager,
Local Government



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

Our priorities and progress

At Crowley Care each year we set and monitor our progress across eight key performance areas. We do this to ensure our results are measurable, our targets are met, so that we achieve important outcomes for the entire Crowley community.

KEY RESULT AREA 1

Financial Sustainability

Crowley will be a profitable, financially sustainable part of the Ballina Parish and the community, able to fund its future building and development projects

RESULTS

- Overall financial stability strengthened by continued strong interest in services across the organisation
- Financial stability increased by growing Commonwealth Home Support Program
- Department of Veteran Affairs contract continued
- Success of redevelopment – demand for Crowley’s new 32 bed facility high with the facility quickly filled
- Independent Living sales remained consistent across the year
- Home Care Packages grew and diversified

KEY RESULT AREA 2

Business Growth and Service Development

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

RESULTS

- Following a successful grant application, the Crowley Care kitchen was upgraded and refurbished
- A program of refurbishment of our Independent Living Units was conducted
- A continued significant refurbishment of the Residential Care Facility was undertaken to integrate better with the new facility
- Continued role as Diocesan Aged and Community Care Secretariat
- Development of Community of Practice agreement with Dougherty Villa Grafton
- Executive Manager of Operations and Finance took on role as ACSA NSW/ACT Regional Chair
- Crowley experienced growth of CHSP meal services
- Expansion of Barney’s Café was completed to account for its role as a community hub
- Crowley won several awards resulting in affirmation of its development and greater community awareness and involvement

KEY RESULT AREA 3

People and Culture

Crowley will remain an employer of choice and have an engaged workforce, committed to delivering superior customer service and care to all stakeholders – The ‘Crowley Way’

RESULTS

- Continued Leadership Development Program working with key influencers across the organisation
- Continued staff culture training across the organisation
- Further developed staff engagement in social activities including End of Year Party, LDP BBQ, Trivia Night and Staff Recognition
- Administration Trainee successfully completed traineeship
- Growth in staff group attracting continued interest in employment at Crowley
- Successful cohort participation in the Fitness Passport Program, giving staff access to local fitness providers at a reduced cost
- Positive management of minimal workers compensation claims with positive outcomes for all stakeholders
- Staffroom refurbishment completed
- Crowley Care finalist in the Prime Super Employer Excellence in Aged Care Award
- Further development and training of Clinical Team and Nursing Staff – Nursing 101
- Two staff members celebrated their 35th anniversary of working at Crowley
- Strong and continued commitment by volunteers at Crowley

KEY RESULT AREA 4

Residents, Clients and Relatives

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

RESULTS

- Continued accreditation and positive audit results across all areas
- Community interest in Crowley continues to grow via connections with regional groups, organisations and individuals
- Strong results in Resident, Client and Relative surveys
- Record attendance and “Crowley Family” participation in the Crowley Family Show Day
- Servicing more than 600 residents and clients
- Engagement with residents and families through education and events
- Attendance at Crowley events is strong and support of the Crowley Auxiliary continues
- Participation by the wider Crowley Family in regular Dress Up Days
- Saint Mary of the Cross Mackillop Chapel established as the heart of Crowley, providing a quiet spiritual place of reflection for residents, clients, staff, families and friends

Our priorities and progress (continued)

KEY RESULT AREA 5

Quality and Systems

Crowley will continue to develop contemporary integrated systems that meet all standards and compliance requirements, and deliver timely and accurate data, information and knowledge

RESULTS

- Successful reaccreditation of Residential Care by the Aged Care Quality Agency for 2018 – 2021
- Home Care and CHSP Services passed contact visit
- New Aged Care Standards accounted for including the implementation of education for residents, clients and staff
- New Aged Care Standards roll out of documentation, policies and procedures
- Quality Management Team development and education
- Continued development of staff Mandatory Training Program ensuring staff are compliant

KEY RESULT AREA 6

Asset Management

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

RESULTS

- Kitchen refurbishment completed to account for expansion and growth
- Ongoing significant refurbishment of Residential Care
- Enquiry and occupancy across all service areas remains high and consistent
- Roll out of new Home Care phone fleet
- Development of Stage 2 Master Plan
- Refurbishment commenced in Banksia and Riverview wings
- Update of branding across Crowley vehicle fleet
- Continued investment in information technology across the site with investment in NBN ready phone system for Independent Living, Wi-Fi networks in Education Centre, Barney’s Café, Entertainment Room and across the facility ready for resident use

KEY RESULT AREA 7

Marketing and the Brand

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

RESULTS

- Continued ongoing marketing campaign across multiple platforms that captures and communicates the Crowley difference
- Updated newsprint and radio advertising to reflect campaign theme
- Strong presence at Ballina airport featuring the Crowley difference
- New uniform project
- New format for Chatterbox magazine in line with new marketing materials
- 3 Industry Awards won
- Strengthened social media presence via Facebook with engagement from Crowley stakeholders
- Home Care Manager engaged in training local SES Members on Dementia Awareness

KEY RESULT AREA 8

Governance and Leadership

Crowley will continue to develop a strong governance and dynamic leadership culture, consistent with our Core Beliefs and guided by the Catholic ethos

RESULTS

- Leadership Development Program with a focus on training Crowley influencers across the organisation
- Relationship building with all staff via Leader Led Conversations project - all staff engaged
- Governing Board remains stable and committed
- Ongoing Board education
- Stable Executive team supporting the Board
- Investment in Leadership Group and Leadership Development Group via off site retreat
- Largest Board involvement at Staff Recognition event

CEO's Report

Welcome to the 2019 Crowley Care Annual Report.

In the thousands of conversations I have each year at Crowley, no matter who I'm speaking with, we usually end up chatting about "the little things" - how somebody is doing, what's on their mind, and ultimately, what really matters to them. So, our theme this year celebrates how at Crowley we value doing "the little things" really well. Because if we focus on what matters to the person standing in front of us, we enter into a natural exchange that embodies the true Crowley spirit - the Crowley difference.

With the distractions of modern life, it's all too easy not to be present when engaging with others. Developing the art of deep listening by having 'one conversation at a time' has been a focus of our leadership development program this year. We've trained our leaders and our influencers to have authentic conversations which are at the heart of our culture and our people. And, as Crowley expands, I believe we must vigilantly protect and enhance that unique culture.

Planning for our future has been a key focus of our Board and Executive. This year saw the final year of our three-year Strategic Plan. We had set performance milestones in eight key result areas to measure our success. And overall, we performed well. Thanks to the efforts of our Board we are now embarking on a new Strategic Plan. Our Board has developed and endorsed this new Plan which gives our Executive the confidence and a clear mandate to achieve great things over the coming three years.

None of this would be possible without the support and guidance we received from Father Michael Nilon, who was our Parish priest for more than 15 years. We owe Fr Michael a debt of gratitude for his clear vision for the ministry of aged care, which he always delivered in his uniquely gentle and understated way. As the leader of the Parish, Fr Michael attended Board meetings and he was instrumental in our new chapel that lies at the heart of Crowley - a living legacy to his vision and his ministry.

The pride we have in the Crowley difference extended into our marketing campaign. This year we added a milestone to our marketing by taking a presence in the newly redesigned Ballina Airport - the gateway to our region. Our airport profile highlights how, through connecting with our staff, you experience the Crowley difference. It is a unique and bold initiative that is carried through all our marketing that authentically features our own staff and residents.

Crowley's point of difference is exhibited through our magnificently dedicated Crowley Auxiliary and through our volunteers. The work they do in raising funds for Crowley and supporting our staff and residents in so many ways is simply incredible. It is the way they go about these tasks that sets them apart.

They bring humour and a love of life that seamlessly fits with the Crowley way. Our volunteers really are unsung heroes who every day go about their duties with humility. They help Crowley run like clockwork so we can be the best we can be for our residents and clients.

Although we have taken a break from major redevelopment this year, we significantly upgraded the Crowley Care kitchen. We now have an outstanding high-tech kitchen that will serve us well for the next 20 years. It is capable of scaling its output to account for our anticipated growth and the future needs of our community.

All of this is only possible if we retain our financial stability. And I'm pleased to report, even though we completed a \$22 million redevelopment last year, our financial position remains solid across the year, giving us a good foundation for further growth and development.

This year the Government initiated new aged care standards with Team Crowley working hard behind the scenes to ensure our compliance. At the heart of these changes is giving consumers (our residents and clients) more say in the delivery of their services and more individual choice. On the back cover of this Annual Report you can read our Vision, which is: "to provide an inspirational living experience through rewarding relationships with a focus on the individual". At Crowley I believe we have been living that Vision for many years and we will continue to do so. In so doing, we are I believe, ahead of the curve, and well placed to meet and exceed these new national standards.



Michael Penhey
Chief Executive Officer



One of the little things

On any morning you might just see Crowley resident Ros helping the team set up the tables in Barney's Café. Having worked in hospitality and service throughout her life, Ros still loves to help out where she can. Because at Crowley we know about these little things.



One of the little things

Everyone loves a visit to the most practical store on the planet - Bunnings. And when you live at Crowley and feel you'd like to go out and buy a new pot-plant for your room, just as you've always done, we make it happen. Because at Crowley we know about these little things.

Annual Highlights

Show Day - better than ever

Crowley's Show Day was a tribute to everyone who contributed. With something for everyone, this year's Show was bigger and better than ever. Great entertainment, great attendance from the community, including Ballina Shire Councillors who joined in the fun, and a great cross section of ages enjoyed this special day. More children attended this year, in addition to families, staff and our community. We were fortunate to have Steve Passfield and Kathryn Jones onsite treating us with their musical talents. The Mini Show by St Anne's Long Day Care Centre and a reptile and dingo show by Bridget and Sophie from the Fauna Fetchers, were a hit.

Smiling Albie



What a smile! Crowley's Maintenance Manager Albie Viel's smiling face is the first thing you see when you arrive at Ballina Airport. Albie features in Crowley's new airport advertising. The campaign highlights the heartfelt connections that is the Crowley Difference featuring our own staff and residents. Keeping it real!

Above and beyond

Each year Crowley hosts a special event to honour our dedicated and hard-working staff. The 2019 Staff Recognition Presentation

recognised those who excelled in their positions, went above and beyond to serve the Crowley community, or extended themselves through professional development or further education. In 2019 a new award category was introduced, The Crowley Way Champions Award, acknowledging the efforts of staff members who shared their knowledge and skills with their colleagues.

Mad Hatters Mother's Day



Embracing the craziness of motherhood through Alice's Adventures in Wonderland was the theme of Crowley's Mad Hatter's Mother's Day celebrations. This year we celebrated all mothers, grandmothers and great-grandmothers at our Mad Hatters Mother's Day morning tea. What a hoot!

Our amazing nurses

International Nurses Day, celebrated on the anniversary of Florence Nightingale's birth, reminds us all what an amazing contribution our nurses make. Crowley Care nurses are the backbone of our care services and they are simply amazing. A fun-



filled staff pizza party celebrated the contribution our nurses make to life at Crowley. A 2017 Roy Morgan Poll found nurses were rated by Australians as one of the most trusted professions, particularly for their ethics and honesty.

Peni makes the big stage

Crowley's very own Peni Tiatia was featured on Australia's leading aged care peak body's website. As part of ACSA's Humans of Aged Care series Peni told his unique story of why he loves working in aged care and at Crowley. Peni said "Seeing a smile on the residents' faces at the end of the day, and creating special friendships with residents and their families makes me appreciate the work I do. Every day is different and knowing you are helping someone leaves you feeling very humble and content."

Record flu vaccinations



This year Crowley managed our first year free of influenza outbreak. Crowley has offered

flu vaccinations since 2003 to all residents and staff. The success this year may be due to the high number of staff who took up the offer of vaccination and the almost 90% of residents who vaccinate annually. The plan's working!

String of awards



What a fabulous achievement! Crowley won three awards including the 2019 NSW Regional, Rural and Remote Aged Care Provider of the Year. Up against aged care organisations from across the State, Crowley's innovations in people management and workplace culture were highlighted.

Crowley also won the Ballina Chamber of Commerce 2019 Business Excellence Awards for the Health Care & Wellness Industries category. Our innovations in transforming care models, our Leisure and Lifestyle programs and how we use technology to make life better for our residents, were given special recognition.

And no surprise to many, our wonderful redevelopment won the Master Builders Association of New South Wales Excellence in Building Awards for the Northern Regions. The entry was submitted by our builders Bennett Constructions.

Resident Satisfaction

Independent Living residents have given Crowley Care a 92% satisfaction score in the annual

Resident Satisfaction Index - a great reflection on Crowley's unique model of care and culture. 100 percent of residents who completed the comprehensive survey said they would recommend the Village to others.

Crowley culture thriving

The Crowley culture is expressed in so many ways and is at the heart of the organisation's uniqueness. The Staff Trivia night, an evening of pure enjoyment, was no exception.

Swooning with Sebastiaan



Crowley residents can't seem to get enough of the sweet sounds of Sebastiaan - Ballina's own "King of Vegas". Almost a regular at Crowley, Sebastiaan brings back memories and music from another time. It was an afternoon of swing, Jazz and rock 'n' roll. Simple pleasures and the joy of music!

Supporting the Cancer Council

Crowley's Biggest Morning Tea was a beautiful morning with yummy treats and lots of fun! The theme Blue and Yellow brought it back to the event's core - fundraising for the Cancer Council by wearing their special colours. Funds raised were transferred to the Cancer Council to support further research into Cancer prevention and treatment. Just another lovely Crowley community event with meaning.

The Orchid Sitter



If there is one thing Royce knows it's gardens. He worked for many years as a landscaper, and once retired developed a love of orchids. Royce's collection holds more than 500 specimens. When Royce moved into Independent Living, he arrived with a specially curated orchid selection that made him famous amongst our Independent Living community. His reputation has gained him the title; 'The Orchid Sitter' or 'Healer'.

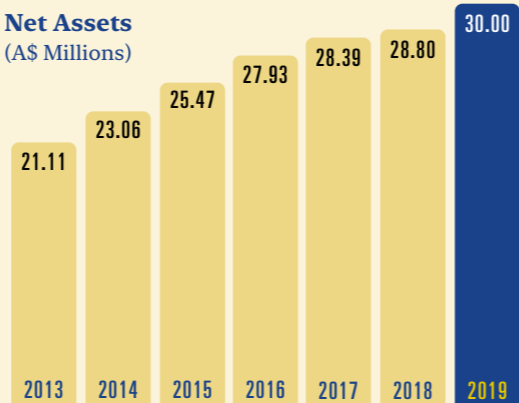
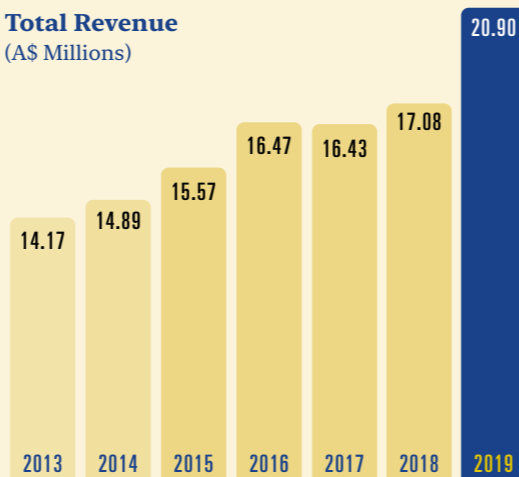
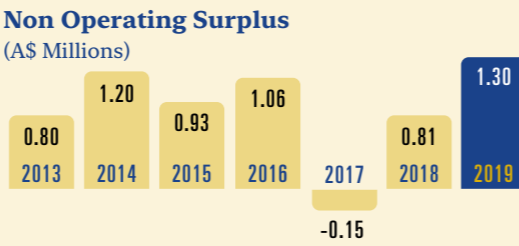
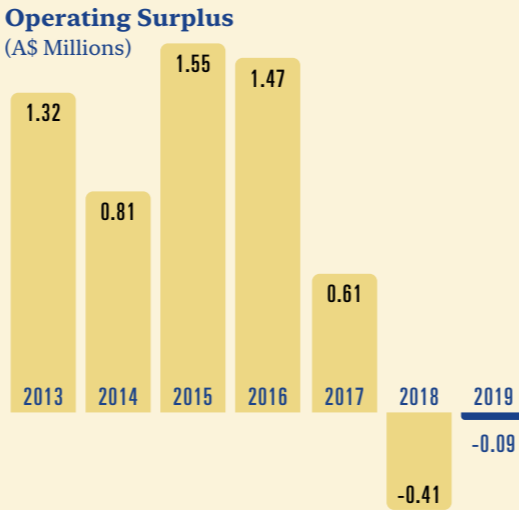
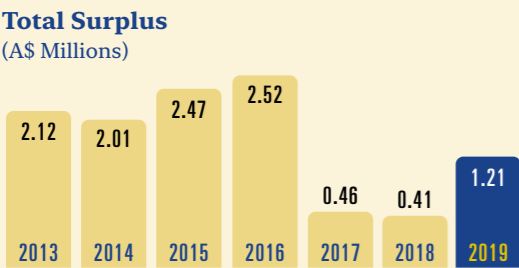
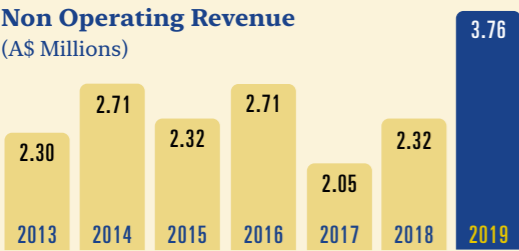
Our residents immortalised



Incredibly touching to see Xavier Catholic College students take inspiration from their time at Crowley to create portraits of our residents. A beautiful connection with the younger generation and part of a broader school's program at Crowley. Amazing to see young talent right here in Ballina, and we are thankful we are able to share in their creativity.

2018/2019 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.



One of the little things

Crowley groundsman Steve loves to connect with his Dad Ken who happens to be a resident at Crowley. So when Steve is doing his rounds, you may see Ken sitting alongside him in a Crowley buggy, helping out. Together again – father and son. Because at Crowley we know about these little things.

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

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

Alyse Richardson
Customer Service
Officer

Jenny Kliese
Independent Living
Services Coordinator

Albie Viel
Maintenance
Manager

Kelly Roberts
Clinical Manager
Nurse Practitioner





One of the little things

Having a special place to connect, share and reflect is important for our residents, staff and families. So when we designed the chapel we made sure it was at the heart of the building, and part of the everyday Crowley experience. Because at Crowley we know about these little things.

2019 Quality Performance Indicators

For Crowley to continue improving we measure satisfaction levels of our stakeholders, comparing them to industry benchmarks.

By benchmarking we can identify important gaps between where we are and where we want to be.

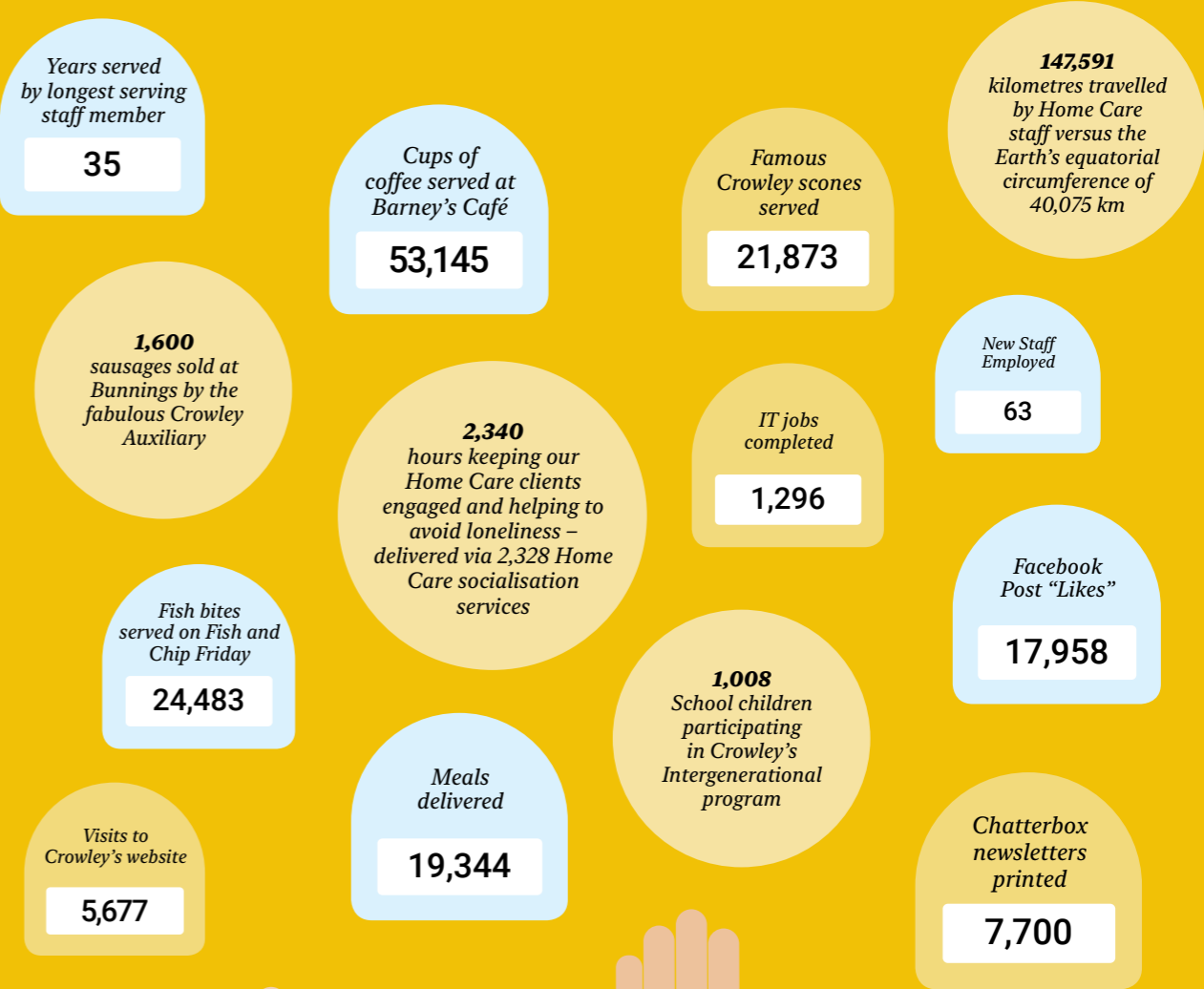
And only through measuring and monitoring can Crowley implement measurable change programs that improve the quality of life for our community.

<div>2019 <i>Employee Satisfaction*</i></div> <div>CROWLEY SATISFACTION RATE84.7%</div> <div>INDUSTRY BENCHMARK81.5%</div>	<div>2019 <i>Home Care Consumer Experience Survey*</i></div> <div>CROWLEY SATISFACTION RATE89.0%</div> <div>INDUSTRY BENCHMARK90.0%</div>
<div>2019 <i>Residential Care Resident Experience Index*</i></div> <div>CROWLEY SATISFACTION RATE90.7%</div> <div>INDUSTRY BENCHMARK85.9%</div>	<div>2019 <i>Home Care Relative / Representative Survey Index*</i></div> <div>CROWLEY SATISFACTION RATE88.3%</div> <div>INDUSTRY BENCHMARK91.0%</div>
<div>2019 <i>Residential Care Relative Experience Index*</i></div> <div>CROWLEY SATISFACTION RATE90.8%</div> <div>INDUSTRY BENCHMARK85.7%</div>	<div>2019 <i>Independent Living Residents Survey</i></div> <div>CROWLEY SATISFACTION RATE92.0%</div> <div>CROWLEY 201896.0%</div>

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

Crowley Facts

When you zone-in on some of the” little things’ achieved at Crowley across the year, they tell a much bigger story. Greatness comes from an accumulation of small things achieved each day.



One of the little things

Shirley's always loved Smiths Original Crinkle Cut Chips - the one's in the distinctive blue packet. So when the team at Barney's Cafe heard about Shirley's passion, they got in the chips Shirley likes. And they make sure they're always there for her. Because at Crowley we know about these little things.



A unique culture

Crowley's unique culture is expressed through a selfless natural interest in others and what matters to them. Achieving a quality of life and the happiness of our residents and clients, is central to our culture.

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.



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