

# Shining Through

 **crowley  
care**  
ANNUAL REPORT 2020





2020 has been an extraordinary year for everyone. A year of disruption, change and challenges. Yet despite this it will be remembered as a year of unique opportunity where the Crowley spirit shone through in many ways.

When life seems challenging it also gives us an opportunity to shine.

This Annual Report reveals how the selfless actions of so many at Crowley this year, shone through. Where, as a community, we turned to each other for support, took care of each other, resulting in deeper and more meaningful connections. Pure Crowley!

On our cover

Shining Through COMMUNITY CONNECTIONS

The children at St Anne’s Day Care were determined not to let visitor restrictions deter them from connecting with our residents. With just a photo of our residents as a reference point (including Beryl Pearson, pictured), the St Anne’s children produced beautiful portraits and messages of love. Just one way the Crowley spirit shone though in our efforts to keep our community connected.



Chair’s Report

There have been big challenges this year with a global pandemic arriving at our door step. Yet despite the difficulties, the team at Crowley has stayed true to our Vision of caring for our residents, families and clients with a focus on each individual in our care. There have been wonderful achievements which I would like to acknowledge.

A major kitchen renovation was completed at a cost in excess of \$1 million and in respect of which we received a government grant of approximately \$400,000. Everyone involved made sacrifices during the renovation with the kitchen operating out of the Activity Centre. Along with extra meal preparation capacity, the renovation has brought improved technological equipment allowing a more streamlined and efficient service.

A major refurbishment of Riverview commenced and greatly improved the residents dining experience.

It was a huge achievement for Crowley to win the Aged and Community Services Australia (ACT/NSW) Regional, Rural and Remote provider of the Year award and to be named a finalist in NSW/ACT Regional achievement and Community award. Whilst the 2019 Show Day was hailed as “the best show day ever”.

Events such as these highlight the heart of Crowley Care. Everyone gets involved to make the day as fun and memorable for the residents and their families as possible. And whilst our residents were not able to attend their local shows this year, it was still possible to bring the Show to them. Well done to the team that made this happen.

It was pleasing again to see the Crowley employee, resident, family and client satisfaction ratings higher than industry benchmarks. No doubt the continued work on organisation wide culture contributes to these great results.

A backdrop to the year has been the Royal Commission into the Aged Care Sector which received much media coverage. At Crowley we remain committed to the highest standards of care and support directed at improving care to our residents. The Board was

however concerned some Commission findings were not representative of the high standards set by Crowley staff.

Standards of aged care has also been formally addressed by the introduction of new Aged Care Quality Standards which commenced on 1 July 2019. I congratulate the staff for the hard work taken to ensure Crowley Care’s compliance with the eight standards.



2019 also saw the retirement of Fr Michael Nilon after 12 years of service within the Ballina Parish and the appointment of Fr Peter Padsungay as Parish Administrator and Fr Anselm Okeke as Assistant Priest. The Board acknowledges the wonderful support we received from Fr Michael and now receive from our new Fathers Peter and Anselm.

On behalf of the Board we welcome to the Crowley team Bridget Challis as the new HR Manager, René Lange as Risk Manager and recently, Anne Moehead as Clinical Support - Nurse Practitioner. Each of these people bring a wealth of experience and enthusiasm to Crowley.

I congratulate the Crowley team for keeping our residents safe during the COVID-19 pandemic and look forward to an exciting year ahead when we can hopefully move to a “business as usual” model.

Carolyn Hunt  
Chair  
Parish Aged Care Board



Our Board

A big welcome to Fr. Peter Padsungay and Fr Anselm Okeke who both joined the Parish Aged Care Board.

Across the year the Board provided great support to the Executive as Crowley put systems in place to keep the community safe.

Reflecting on the extraordinary year that it was, Board Chair Carolyn Hunt said "I congratulate the Crowley team for keeping our residents safe during the COVID-19 pandemic and look forward to an exciting year ahead when we can hopefully move to a business as usual model."



**Carolyn Hunt**  
Chair  
Appointed 2010  
Solicitor  
Private Practice



**Glenn Joynson**  
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



**Paul Lloyd**  
Parish Business Manager



**Paul Snellgrove**  
Appointed 2013  
Principal Town Planner  
Private Practice



**Kylie Bennett**  
Appointed 2013  
Director of Clinical Services  
Local Private Hospital



**Cheryl Bourne**  
Appointed 2012  
Retired Certified  
Practicing Accountant



**Fr Peter Padsungay**  
Parish Administrator



**Fr Anselm Okeke**  
Assistant Priest

CEO's Report

This year has been a year like no other, and I'm sure for most, will be remembered for decades to come.

A year of many learnings and reflections. And whilst COVID-19 would rightly be regarded as a negative, there have been so many positives that have emerged.

My belief is that in times of adversity, good organisations adapt and rise to the challenges facing them. And it is easier to succeed in difficult times if you have a clear Vision of what you value most and know where the organisation is heading.

To that end, we are blessed at Crowley to have a clear Vision at the heart of our organisation, that everyone can buy into - to provide "inspirational living experiences through rewarding relationships with a focus on the individual".

And despite the restrictions COVID-19 has reigned upon us all, when the pandemic hit we asked ourselves, how can we continue to keep our Vision alive for our residents, clients and families? Especially at a time when we had to say "no" to iconic Crowley events and normal family and community life that is so vital to who we are.

Saying "no" is not the Crowley way. We had to dig deeper into our reserves and respond. And so this year was a fantastic opportunity for the quality of Crowley to "shine through ", the theme of this year's Annual Report. Our challenge was to keep everyone safe whilst maintaining a sense of connection by focusing on the relationships we have with every person in our community.

We've received an overwhelmingly positive response from families on how we kept our residents and community safe and in touch. And this Annual Report has lovely examples of how the team at Crowley innovated using technology and other measures to maintain our close sense of community.

I'm incredibly proud of how our staff responded to the year's unique challenges. How they adapted, showed their heart and selflessly stepped-up by putting the needs of others first in many ways.

And that selfless culture has always been part of who we are at Crowley, forged by our deep Parish heritage, led by Fr Peter and Fr Anselm.

I thank them for their selfless service and our Board, all of whom are volunteers.

This year our Board provided great leadership and support as they continued to challenge our Executive to strive to do even better for our residents and community, all under difficult circumstances.

Despite the challenges COVID brought and the extra inevitable costs to implement new ways to keep everyone safe, Crowley's balance sheet remains strong. This has enabled us to continue with our program of improving our systems, our infrastructure and our never-ending drive for inspirational living experiences for our community. And when so much of the world was put on pause, Crowley continued with our building improvement program, to enhance the quality of life for our residents.

At critical times such as these, and at a time when the industry was under increasing scrutiny, Crowley continued investing in making sure we were compliant with all that is required of us to meet best practice. I'm pleased to report the team at Crowley responded this year by exceeding new regulatory requirements placed on us as an aged care provider. I welcome the demands on our industry to be more accountable.

Throughout these changes and a globally turbulent year, I remain in total admiration for the stoicism our residents and clients exhibited. Their generation, unlike the rest of us, has endured far more difficult times in their lifetime. And they have quietly "shone through" - a salient and great example for us all.

**Michael Penhey**  
Chief Executive Officer



# Our priorities and progress

To ensure Crowley is at the leading-edge of the aged care industry, the Board sets key priorities for Crowley to meet. Divided into eight performance areas, the Crowley team is able to measure and monitor its progress so that the organisation remains on-track and accountable.

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.

- Revenue was up and despite the additional costs incurred by COVID-19 and the on-going building improvements, Crowley was able to further solidify its financial base.

1

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

- Refurbishment of Independent Living Units complete.
- Continued significant refurbishment of Residential Care Facility.

- Continued role as Diocesan Aged and Community Care Secretariat.

2

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

- Recruitment of second Administration Trainee.
- Recruitment of Apprentice Chef.
- Growth in staff group attracting continued interest in employment at Crowley.
- Aged Care Retention Bonus extended to all staff, funded by Crowley.
- Recruitment of a new Risk Manager position.
- New Human Resource Manager appointed.
- Second Nurse Practitioner appointment.
- Free lunches for staff.

- Adapting during COVID-19 Pandemic to ensure staff feel appreciated.
- Wellness checks at the commencement of each shift.
- Management of Workers Compensation claims to achieve positive outcomes.
- Using rehabilitation providers to assist with return-to-work programs.
- Gratitude Board installed in staff room for staff to contribute.

3

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

- Engagement with residents and families through social media, email and phone.
- Over 600 residents onsite and clients in the community.
- Established the Crowley Communications Crew to support residents connect with families and friends electronically, and in person.

- Risk assessments for resident excursions completed.
- Chefmax system implementation to streamline resident meal preferences.

4

Our priorities and progress (continued)

KEY RESULT AREA 5

Quality and Systems

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

5

RESULTS

- Outbreak Management Plan (OMP) completed.
- Participation in OMP Simulations with Public Health Unit/Local Health District.

- Diligent Portal set up for Crowley Board to assist with organisational information security.

KEY RESULT AREA 6

Asset Management

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

6

RESULTS

- Ongoing significant refurbishment of Residential Care to improve resident environment.
- Continued refurbishment of Independent Living units.
- Purchase of an additional buggy for use in the Independent Living Village.

- Upgraded Crowley Meal Van to assist with delivery of meals to our community.
- Home Care software upgrade.

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

7

RESULTS

- Strengthened our presence on social media and increased followers.
- Initiated a Get to Know Team Crowley posts on Facebook.
- Built new relationships with local media providers.

- Expanded our Marketing on radio to include the wider Northern Rivers areas.
- Continued our advertising at Ballina Byron Airport.

KEY RESULT AREA 8

Governance and Leadership

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

8

RESULTS

- Governing Board remains stable and committed.
- Recruitment of Risk Manager who joined the management team.
- Ongoing Board education.

- Stable Executive Team supporting the Board.
- Weekly Management meetings.





### Shining Through

### SUPPORTING STAFF

In recognition of the unprecedented effort made by Crowley staff as they adjusted to new and unusual conditions this year, Crowley provided the team with a little extra support - free hot lunches. A thank you for their superb commitment at a time when each new day brought new challenges. More than 1,800 free staff meals were served at a cost of \$10,000.

## A Special message from our Parish Priests

It is exactly one year since we arrived in Ballina and the past year has not gone as we had expected. The year 2020 will be too hard to erase from our memories, it brought a radical change in the way we do things in the family, parish, aged care, society, and in the world at large.

The impact of COVID-19 in some aged care facilities across the country was so devastating. Thankfully, Crowley was magnanimously alert to the dangers of this deadly virus. As the nation moved into a total lockdown, different regulations were introduced into our aged care facility according to the government rules to ensure the safety of the residents.

It was tough on families who couldn't have physical access to their loved ones. It was hard! However, the safety and total wellbeing of the residents remain our priority at Crowley.

Our loved parishioners in aged care facilities have experienced restrictions on visitors, including Masses, and were unable to receive the Sacraments, except in case of emergency.

Amid these challenges, the parish kept regular contact with them. The Parish Sunday Bulletin and prayers and reflections were sent weekly to the residents, to reassure them that they have a special place in our hearts. Sr Kathryn Sweeney has been most helpful here.

Finally, we express our deep gratitude to all our parishioners for their prayers in this most challenging time. A special and unalloyed thanks to the Crowley Board members for helping us to come to terms with the governance of Crowley Care. It is not just a Board, it is a family. Michael and Kelli have been very supportive. The smile on the faces of the residents and the care of the wonderful staff members have shown us truly that Crowley is committed to excellence.

God bless.

Fr Peter and Fr Anselm







## Shining Through

### SPIRITUAL SUPPORT

When COVID-19 placed restrictions on our residents' ability to worship together in our chapel, we had to devise new ways to connect spiritually. Thanks to our Diocese, led by Bishop Greg Homeming, our residents were able to attend weekly Mass via a broadcast from the Carmelite Monastery in Lismore. It proved hugely popular across our region. A great innovation of the Diocese that we are proud to be part of.



# Annual Highlights

## Peace of mind

It's incredible how the right technology can improve peace of mind for our residents and their families. Our new INS Lifeguard system, now connects our Independent Living Residents with a qualified nurse within seconds, should they need help. It significantly enhances our emergency response system. Our Customer Service Team, Independent Living Team, and Information Technology Team, supported by suppliers, worked seamlessly together to improve the safety, security and confidence of our residents.

## Seniors Festival

The 2020 Seniors Festival was a spectacular affair at Crowley for residents, clients and our community. Crowley regular entertainers Steve Passfield and Kathryn Jones kicked off the event and were wonderful MCs throughout the morning.



St Anne's Long Day Care and St Francis Xavier Primary School joined the party. The kids brought so much joy to everyone around as they danced and sang the morning away.

## Shiny new meal van

Crowley's nutritious and delicious home delivery meal service received a boost this year with a shiny new meal van. Weighing in at a whopping 3,510kgs our new Master Renault Meal Van is out and about serving our community with yummy meals.

## Welcome to the fleet

Welcome to the fleet. Our brand-new Independent Living Buggy is proving a hit across the Village and is a much-loved addition to the team. A big thank you to the Crowley Auxiliary for contributing to its purchase and naming the Buggy "Wilson" after Pat Wilson who served as the Auxiliary President for 25 years.



## Dress up days bring smiles

COVID restrictions did not dampen Crowley's famous enthusiasm for dress-up days. Loved by our residents, staff and families, we went all-out and dressed to impress for Australia Day, Valentine's Day, St Patricks Day



and Daffodil Day in support of cancer research. The daffodil is recognised internationally as the symbol of hope for all people affected by cancer. We acknowledged the day by dressing in yellow, enjoying delicious yellow treats and fundraising for the Cancer Council - good effort Team Crowley.



## Lighter moments

No matter what your age we all love to play. So it's little surprise our residents and staff are loving our new interactive light projection system. It entices our residents to get moving and brings our community together to create magical moments of happiness. The interactive games stimulate both physical and cognitive activity and encourages social interaction.

## Mini kids

Something special happens when the young and the old get together. Crowley Mini Kids is our new intergenerational program for our residents and young children up to four years of age. Crowley Mini Kids is all about unstructured play and spontaneity where the children and residents interact naturally. The result is pure magic!

## Bushfire Appeal

There was an incredible turn-out of residents, friends and families at our Bushfire Appeal. Everyone was eager and willing to raise funds for those impacted by the devastating bushfires. We were joined by representatives from Wardell Rural Fire Service, Ballina SES, Red Cross, WIRES, Ballina NSW Fire and Rescue, and Air T&G who shared their courageous stories and experiences of the bushfires.





Annual Highlights (continued)

Anne Moehead joins Team Crowley

Anne Moehead joined Team Crowley as a Clinical Support Nurse Practitioner. Anne has significant experience supporting those living with Dementia and is highly regarded both within Crowley and nationally for her innovation, commitment and passion for nurse education. A well credentialed and accomplished clinician, Anne is also a recipient of the Order of Australia, OAM, for her contribution to healthcare.

Staff Grants

Valuing our staff equally is who we are at Crowley. That’s why our Board extended the Workforce Retention Bonus Grant to all Crowley staff. This was much appreciated by many staff who

were surprised to receive the bonus. It was Crowley’s way of showing gratitude for their personal efforts during the pandemic period.

Better living spaces

During the year we completed our refurbishment of some lovely new spaces, including the Riverview lounge, dining room and garden. The lounge has a beautiful outlook to the river and is an ideal spot for residents to have some quiet time. Plus the lovely outdoor garden area and gazebo are being enjoyed every day by our community. Crowley is also steaming ahead with improvements to the Rosebank wing. When finished it’s going to be a more engaging living environment for our residents.



Cutting-edge kitchen

Following our major \$1.4 million kitchen renovation Crowley now has a cutting-edge facility. It gives us extra meal capacity and improved technological advances such as hotel sized ovens, special warming trays and temperature-controlled meal delivery capacity across the facility.



Shining Through

CONNECTING FAMILIES

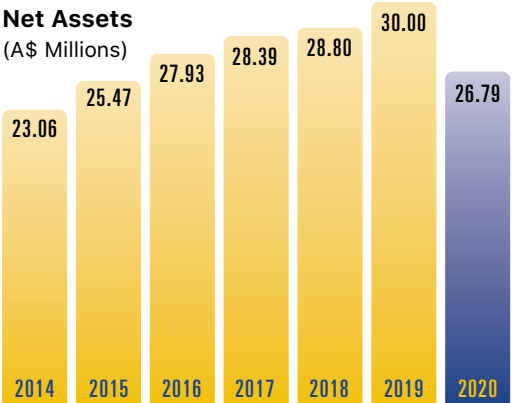
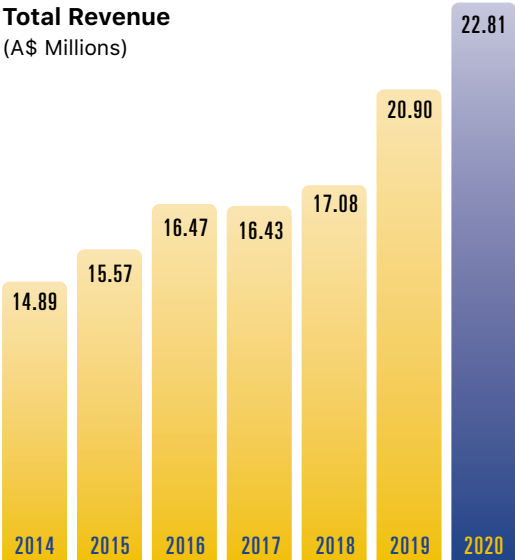
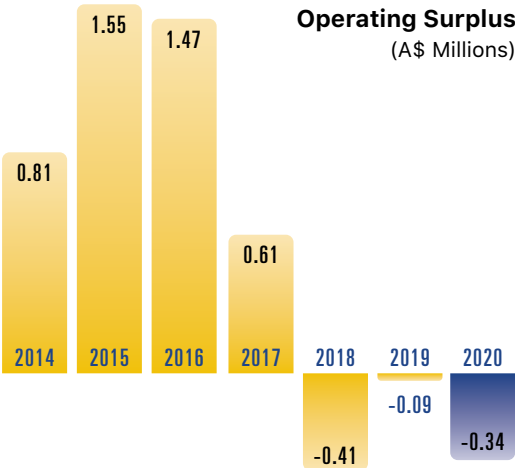
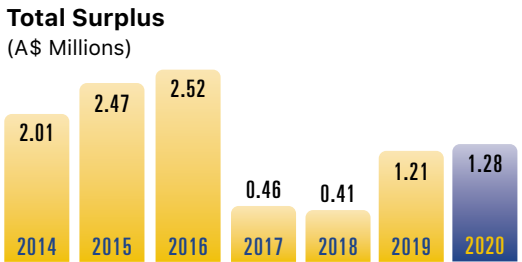
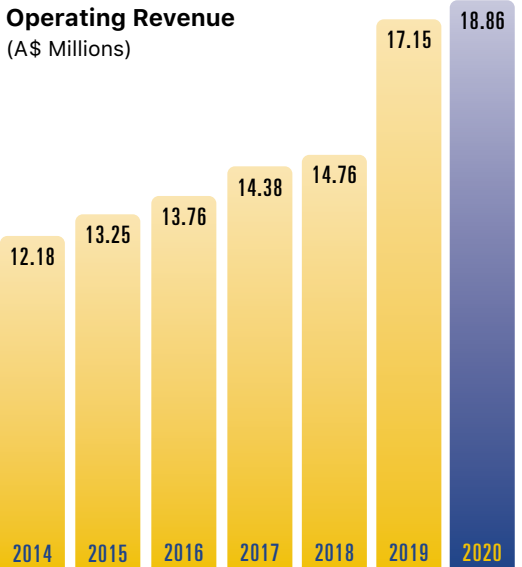
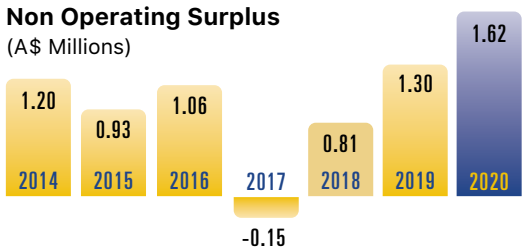
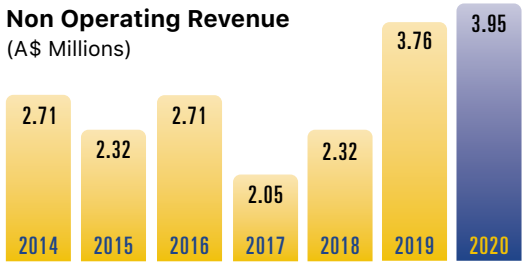
When visitor restrictions were imposed this year, Crowley had to think laterally. The question – how to keep our residents, family and community connected in these unusual times? Step forward – The Crowley Communications Crew – a dedicated team totally devoted to helping our residents stay in-touch with family and friends.

Using technology platforms such as Skype and Facetime, residents were fully supported to have precious time with their loved ones at a time when they couldn’t meet in person. The Communications Crew facilitated more than 4,000 family connections. A beautiful legacy of this experience sees many families continuing to use technology in between visits to stay in touch more regularly with their loved ones.



## 2019/2020 Financial Reports

This year Crowley continued with a sound financial performance. Revenue was up and despite the additional costs incurred by COVID-19 and the on-going building improvements, Crowley was able to further solidify its sound financial base.



### Shining Through

#### ENTERTAINMENT

Unusual times call for unusual measures. And just because our usual entertainers couldn't visit Crowley this year, it was never going to stop the fun. Step forward – Crowley staff with hidden talents. Pictured, great trumpet player and Crowley team member Dean Doyle, wowing our residents. Crowley staff have shone so much this year, in so many ways, going above and beyond.



The Leadership Group

Crowley's Leadership Group supervises all key service areas. Its strength lies in the ability of the team to work together as one for the benefit of our residents and clients.

The Group are driven by Crowley's Core Beliefs to deliver exceptional service, valuing each generation and leading by example.



Kelli Potts  
Executive Manager  
Operations & Finance

Michael Penhey  
Chief Executive Officer



Albie Viel  
Maintenance Manager



Kelly Roberts  
Clinical Manager  
Nurse Practitioner



Rene' Lange  
Risk Manager

Bridget Challis  
Human Resources  
Manager



Jenny Kliese  
Independent Living  
Services Coordinator



Tony Baldwin  
Hotel Services Manager

Michelle Golding  
Quality Manager

David Crosby  
Customer Service Manager



Christine Lawton  
Residential Care  
Facility Manager

Sherrie Viney  
Home Care  
Manager



# 2020 Random Facts

This year our communication numbers tell a special story of how, despite the challenges, we kept everyone connected with their Crowley family.  
A year of communication innovation and new initiatives.





## 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 every resident and client 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 strengthens our commitment to each other and our community.

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.

## Our Services

- **Residential Care** – a safe, warm and stimulating home for our residents, providing the highest quality nursing care and support services.
- **Independent Living** – retirement living in a supportive community, right in the heart of Ballina.
- **Home Care** – 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 Service** – nutritious and delicious meals delivered to homes in our 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