



ANNUAL REPORT 2021





Welcome home

One of the great joys of coming home is the warm welcome you receive as you step through the front door. And at Crowley coming home is no different.

Crowley's Concierge Esther warmly welcomes resident Bruce back home.



Home Sweet Home

2021 was a year where many of us were confined to base, which made our home even more significant.

Home is where we should feel most safe, most connected, most valued and free to express ourselves. And at Crowley this year we've worked hard to make home that little bit sweeter for our residents and clients, because they deserve it.

Our journey in achieving this starts by asking what do our residents want their home to look like and be?

And how do they want to feel in their home?

Because Crowley is their home, we focus on important things beyond our residents' physical needs - things that enrich their lives, make them happy so they can be themselves and express their character.



Chair's Report

It's my pleasure to endorse this year's Annual Report which reflects both the difficulties and achievements of the year.

COVID-19 once again featured during 2021 bringing more lockdowns and flow-on implications for our organisation. Despite the difficulties, the Crowley team managed everything thrown at them with care and compassion for our residents, clients, staff and families. Many learnings have come from the obstacles faced during the year with our residents, clients and their families having to deal with lockdown separations.

The Board is grateful for the many positive comments received through our surveys and Facebook page during the year, which recognised the high level of professionalism of our staff and is reflected in the many happy faces we see around Crowley.

There were many achievements this year including reaching 100% vaccination of our residential and home care staff by the required deadlines. We also have approximately 98% of all residents vaccinated. A wonderful result.

While we have seen staff shortages across our region, for a range of reasons, there has been an even greater strain on workers in the aged care sector. It was pleasing to see an innovative and productive staff recruitment campaign at Crowley resulting in an intake of new staff. We welcome all new staff and thank you to our existing staff for your tireless work in support of our residents and clients.

A further indication of our staff's innovation was the opening of the pop up Barney's Cafe in the Plaza to bring a new outlet of much loved coffees and food to be enjoyed by our residents and families who

were not able to access the cafe within the facility. These kind of initiatives are typical of the way Crowley responds to ensure our residents and community feel at home, which is the theme of this year's Annual Report.

Once again, Crowley is planning future developments to support our region's ageing population. This involves the demolition of 14 villas and construction of 26 new apartments and community space at Florence Price Place. The development application for the works has been lodged with Council and we look forward to bringing a new and fresh look to our independent retirement living community.

The Board is grateful to our Executive Team for their focus on improved reporting with, for example, the introduction of a new Board portal - a confidential and easy mechanism for sharing new information amongst the Board, and the adoption of a new benchmarking tool that has improved reports in line with the Aged Care Quality Standards.

Whilst our 2021 figures were not as strong as usual, it was still a pleasing result to finish the year in a healthy position. Increased costs drove the reduced results which were mainly from the additional support measures introduced to deal with our pandemic response. There was financial support received from the Federal Government to provide a financial incentive to our front line care staff which the Board and Executive agreed should be paid to all our amazing staff group. Accordingly, Crowley resolved to pay the bonus to all staff at an extra expense to the organisation over and above the Government support.



On behalf of the Board I would like to thank our Chief Executive Officer, Michael Penhey and our Executive Manager Operations and Finance, Kelli Potts for their tireless efforts leading Crowley to provide quality aged care services. It is strong leadership that converts into smiles, energy, care and kindness dispensed and received at Crowley that makes all the difference.

The work of all connected with Crowley would not be the same without the wonderful support of Fathers Peter and Anselm who continue to add their smiles, encouragement and love to all. We thank them for their warm contributions to our Board meetings and the pastoral care they give to all at Crowley.

I take this opportunity to thank all my Board colleagues for your continued efforts in working together cooperatively to make Crowley the best place to live, visit and work for our residents, clients, families and staff.

Carolyn Hunt
Chair
Parish Aged Care Board

CEO's Report

It's been another challenging year for us all. Because as it turns out, managing COVID-19 is more of a marathon than a sprint.

Despite this, across the year we've successfully found new ways and solutions to keep our residents and community engaged and connected. And because our residents haven't been able to experience the outside world as much as we would all have liked we innovated to fill the gaps. Our focus at Crowley has remained undiminished as we found new ways to nurture connections and relationships forged on our culture of a genuine interest and care for others. This is at the heart of everything we strive for at Crowley.

We must be doing something right because if you take the time to read comments from family and friends in our Facebook community you'll often see deep gratitude expressed for the love and genuine care provided by our staff. And when I chat to our staff it's apparent that for them caring for others is as much about "what they get back" and how rewarding their job is. This tells me we are on the right track when our staff feel rewarded through the act of giving.

With our residents again restricted to base for much of the year, their home at Crowley had a higher level of importance. This rightly focused our minds to place even more emphasis on promoting a homely environment for them to enjoy. We want Crowley to be and feel like home, with our residents having a deep sense of belonging, which is the theme of this year's annual report.

So whilst our Independent Living and Residential Care residents and many in our community have missed seeing their loved ones in person as much as they would have liked, they've been amazing in the way they have accepted and adapted to the various imposed Government restrictions that have kept us all safer. It reminds me how wise our residents and clients are with their capacity to live in the moment, rather than worrying too much about the future. If we take the time to have the conversations with our older generation we can learn so much.

The Board this year, more than ever, has provided phenomenal support for our management team in what was a difficult year for all. Our Board has a genuine interest in Crowley and is committed to doing what's best for all our stakeholders. We thank them.

I want to pay tribute to our Priests of the Parish, Father Peter and Father Anselm who have been incredibly supportive of Crowley across the year. Their wise spiritual guidance and reflections keep us connected to who we really are. And they provide great comfort and care to our community.

Whilst our financial result this year was more challenging, due largely to increased costs imposed by COVID-19, Crowley retains a strong balance sheet with significant reserves. This means we continue to be well placed to support the growing and changing needs of our region's seniors.

Across the year, despite the obvious need to focus on the COVID-19 challenge, we've continued with a raft of



innovations at Crowley. These include building for the future, implementing technology upgrades, aligning our systems to the aged care quality standards and investing in risk management software.

This Annual Report highlights the warmth of Crowley and the rich experiences our residents enjoy in living at Crowley. It's about what's dear to them and what they love about their home and life at Crowley. They express our unique culture at Crowley which strives for both a quality of life and the happiness of our residents and clients. The reason why we are here.

Michael Penhey
Chief Executive Officer

Our Board

2021 has been another challenging year for the Board as the pandemic continued. Despite this our Board worked tirelessly to make Crowley the best place to live, work and visit for our community.

Board Chair Carolyn Hunt captured the essence of life at Crowley this year when she said: “It is strong leadership that converts into smiles, energy, care and kindness, dispensed and received at Crowley that makes all the difference.”



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



A calm and peaceful home

For Marj and her friends, the beautiful chapel at Crowley is such a welcoming and comforting place to be. A quiet sanctuary for their daily prayer and reflection. Marj loves the security she feels at Crowley, the connections she has and the family atmosphere that makes Crowley feel like home.



Our priorities and progress

To ensure Crowley’s continual improvement we measure success against comprehensive criteria in eight key result areas. It enables our team to focus on meaningful results that enhance the quality of life of our residents, clients, staff and community. And it ensures Crowley constantly moves forward in all that it does.

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

- Overall financial stability strengthened by continued strong interest in services across the organisation
- Balance Sheet remains strong despite financial pressures of COVID-19
- Minimal debt levels
- Cash flow still positive
- Well positioned for future growth and development

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

- Continued significant refurbishment of the Residential Care facility
- Refurbishment of Independent Living spaces including the Gardenia Room and Activity Centre
- Independent Living refurbishments
- Created Barney’s in the Plaza - an outdoor Café - a place for family connections and our Independent Living Residents to safely socialise
- Increased our Respite services with over 55 admissions leading to 15 permanent placements in Residential Care
- Growth in Meal Service for clients
- CEO commenced role as a Board Member of Nazareth Care

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’

- Invested in student employment, offering mentoring opportunities for school-based trainees in Residential Care, Hotel Services and Administration
- Enhanced Clinical Support team structure to provide support and assistance.
- Secured membership with Altura learning, a global community of learning for the care sector
- Continually increased workforce diversity
- Supported staff through welfare programs and benefits
- Graduate RN program continued to attract new talent with further recruitment and onboarding into 2022
- Two accredited immunisation nurses enabled wide-spread access to vaccinations onsite for residents and staff
- Continued to improve the culture with the assistance of business and personal coach Dugald Christie-Johnston
- Staff screening point provided a valuable tool for Managers to retain connection with new and existing staff
- Developed Crowley’s new Education Committee

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

- Continually renewed organisational and area models to improve consumer outcomes
- Continued to grow engagement with our residents, clients, families and stakeholders through social media
- Provided spaces like Barney’s in the Plaza for our residents and families to connect whilst still operating within current public health orders
- Concierge model developed to ensure implementation of safe COVID-19 measures
- Improvement to the environment to enhance memory, familiarity and a sense of belonging

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

- Successfully transitioned to the new digital medication system, streamlining medical care and workflow for the clinical team
- Implemented the Chefmax food services management solution to manage resident menus based on residents' dietary condition, allergies, preferences and nutritional requirements
- Replaced a number of paper based systems across the organisation with CAMMS Risk Management system
- Altura Learning platform allowed staff access to a range of training resources specifically designed for the care industry
- New visitor entry system assisted with COVID-19 compliance
- A new care plan pilot commenced aligning care plans to the new standards. An innovative direction for care plans completed with case conferences across the facility

Key Result Area 6 Asset Management

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

- Barney's in the Plaza, an outdoor Café created a place for residents, families and visitors to relax
- Reduced paper-based documentation for Residential Care Preventative Maintenance
- Undertook Independent Living refurbishments
- Relocated impacted IL Florence Price Place Villa residents for future development

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

- Amplified social media strategies so families could stay connected
- Built new relationships with local media providers
- Continued our advertising at Ballina Byron Airport
- Initiated a workforce recruitment promotion
- Ongoing success and widespread readership of Chatterbox
- Engaged with the Ballina Chamber of Commerce and sponsored local business events
- Crowley Executive Manager commenced role as Board Member of Ballina Chamber of Commerce

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

- Governing Board remained stable and committed
- Ongoing Board education
- Stable executive team supported the Board
- Weekly management meetings addressed operational strategies
- Altura Learning platform allowed our management, Board and staff to access industry training and the accumulation of CPD points
- Continued role as Diocesan Aged and Community Care Secretariat



Shed life

Going down the backyard to your shed is every bloke's right of passage. And at Crowley shed-life continues.

All manner of things are made within the men's shed walls – a place where beautiful objects are constructed and friendships are built. Some would say it's your home's backyard shed with friendship benefits.





A gardening connection

It all started with a shared love of gardening when Faye and Sandra became neighbours in Crowley's Independent Living community. However, they soon discovered they had much more in common than gardening. Now their friendship has blossomed in new and surprising ways. They support each other, care for each other, and for both, when they are in each other's company, it feels like home.



A Special message from our Parish Priests

We are happy once again to contribute to Crowley Care's Annual Report. Unfortunately, the majority of this year was led by ups and downs due to the ongoing pandemic. Despite the extreme difficulties and continuously changing environment brought by the pandemic, Crowley has continued to excel and respond with strength to these challenges.

We recognise Crowley has remained firm and focused in its Vision to provide great care and inspirational living experiences to its residents and clients. Crowley is strongly committed to providing high-quality care and support, which promotes and uplifts humanity. They do this by ensuring peace of mind for residents, their families, staff, and volunteers.

Throughout the year we have identified with great enthusiasm tremendous improvements which are holistic both in infrastructure and human development. Well-done Crowley! These wouldn't have been possible without the support of the Board Members who are so dedicated with their time and talents. Your wealth of experiences has brought Crowley magnificent success. We have also significantly enjoyed your full cooperation and unalloyed support.

Crowley is and has remained a vital component of our Parish. A strong relationship has always been maintained between Crowley and the Parish of St Francis Xavier, Ballina. As a Catholic community we exist to evangelize, proclaim the Good News of Jesus Christ and serve God through humanity. Our weekly Masses at Crowley Chapel have been very nourishing to our spiritual life.

In conclusion, we would like to acknowledge and sincerely thank the wonderful and amazing staff and volunteers of Crowley. Your compassion, dedication, effort, and commitment to Crowley are highly appreciated. To Michael and Kelli, words are not enough to express our gratitude for your professionalism and support which we have enjoyed so far. Keep up the good work!

In these testing times let us continue to work together because together we can make it, and together we can build God's kingdom here on earth. May God bless the work of Crowley Care, those who undertake this work, and the people and families who receive support and care.

May God bless you all!!!

Fr Peter and Fr Anselm



Getting together - so easy

Getting together at home with friends and neighbours for an afternoon chat and tippie is easy at Crowley's Independent Living community. No need to travel far and no need for a designated driver. For Judy, Faye, Mary, Valda, regularly getting together is what it's all about. And when they do there's lots of stories, lots of laughter and lots of connection. It's all part of home life in Crowley Care's Independent Living community.

Annual Highlights

Awards galore

It's a tribute that Crowley was recognised again for our achievements in aged care across various awards. From Business NSW – in the Health, Care and Wellness Industries we were finalists. And from ACSA NSW/ACT Crowley was a finalist in various categories namely, the Aged Care Awards for Employee of the Year (Kelly Roberts) and in the Rural Regional Remote Provider of the Year and Provider of the Year. These awards follow Crowley winning the Ballina Shire Business Excellence Award this year in the Health, Care & Wellness Industries category. Amazing effort Team Crowley!

Morning Tea for residents, visitors and staff. A beautiful event with plenty of nutritious treats and lots of fun! Games, raffles and gold coin donations raised \$1,100 for research into the prevention and treatment of cancer.



New flagpole

Crowley's new flagpole is a beautiful new addition for hosting commemorative services. On Anzac Day residents from Crowley's Residential Care facility and Independent Living community, families, staff and guests, gathered for a moving service.

Under the sea

Crowley's Under the Sea dress-up-day was almost too much fun for residents and staff. The event coincided with National Fish and Chip Day and Independent Living residents tucked into free fish and chips. So good!



Coffee in the plaza

When COVID-19 restrictions interfered with our community coming together in Barney's Cafe, Crowley innovated with Barney's in the Plaza. It meant our residents and families could still enjoy our cafe service whilst connecting in a COVID-19 safe way.



Wound Specialist, Medication Co-ordinator, RN Support and and Assessment Co-ordinator. This extraordinary team is complemented by Physiotherapists and an Occupational Therapist.

Advanced technology and systems

As Crowley has grown, our technology has kept pace. COVID-19 allowed us more time to focus on implementing technological systems. This included the Chefmax food services solution that manages resident menus based on their dietary and nutritional requirements, allergies and preferences. Meanwhile Bestmed provided a cloud based medication management platform increasing the efficiency of our nursing team. Whilst CAMMS replaced paper-based systems across the organisation improving our risk and quality management system.

Gardenia Room renovation and re-opening event

Our IL residents celebrated the re-opening of our freshly refurbished Gardenia Room with a glass of bubbles. Over the years the Gardenia Room has been a place

for footy lovers to enjoy the big screen, friends to share lunches and a quiet spot for Sunday morning catch-ups or to read the paper. The room received a significant makeover and custom furniture specifically for our residents to enjoy.



Australia's Biggest Morning Tea

Crowley raised money for Cancer Council Australia hosting a successful Australia's Biggest



Boost to Clinical Team

Crowley is fortunate to have many clinicians who work collaboratively to ensure the best possible holistic care and services for our residents and clients. Across the year our Clinical Team grew to include: Nurse Practitioners, Rehab Assistants, an Admission and Pharmacy Co-ordinator,

Annual Highlights (continued)

Christmas with a twist

Whilst our Christmas celebrations this year have been a little different, due to COVID-19, they've still been memorable.

Our Independent Living street Christmas parties, all of which took place on the same day, exceeded expectations and residents loved them! It was so warming to see everyone throw themselves into these events with

abandon and good cheer. Not to be outdone, our four separate Residential Care Christmas parties were special and intimate. According to many residents, these celebrations were the best ever.

Leading Crowley for 20 years

Michael Penhey has held the position of CEO at Crowley

for more than 20 years. Under Michael's leadership Crowley has changed significantly, growing to a dynamic, full service aged care provider that is highly regarded across our region and beyond. His progressive approach has seen Crowley become one of the region's largest employers with more than 230 staff. Thank you Michael for your vision and commitment to Crowley and our community.



Your library - your home

One of the great pleasures of home is having a well-stocked bookshelf full of your favourite books. And at Crowley you can deep-dive into more books of your choice. Crowley resident Marion has always loved books. And her homely passion continues at Crowley where she organises the library and co-ordinates the popular Crowley Care Book Club. Feels like home.



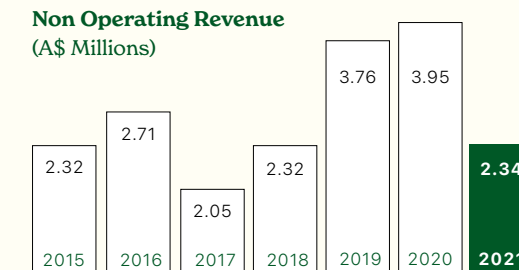
Homely morning rituals

When you're at home it's nice to have a favourite spot to sit and take in the world, in your own time. Every morning George and Moyna love to start their day sitting in their favourite chairs together in Crowley's Cafe Lounge, reading the papers, chatting and watching the world go by. Feels like home.

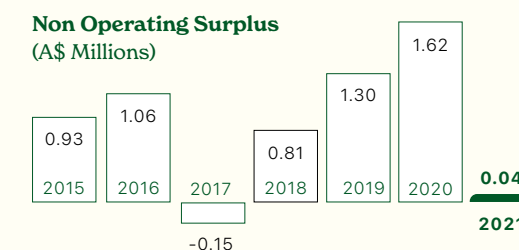
2020/2021 Financial Reports

Whilst the year's financial result was more challenging, due largely to increased costs imposed by COVID-19, Crowley retains a strong balance sheet with significant reserves. This means Crowley Care continues to be well placed to support the growing and changing needs of our region's seniors.

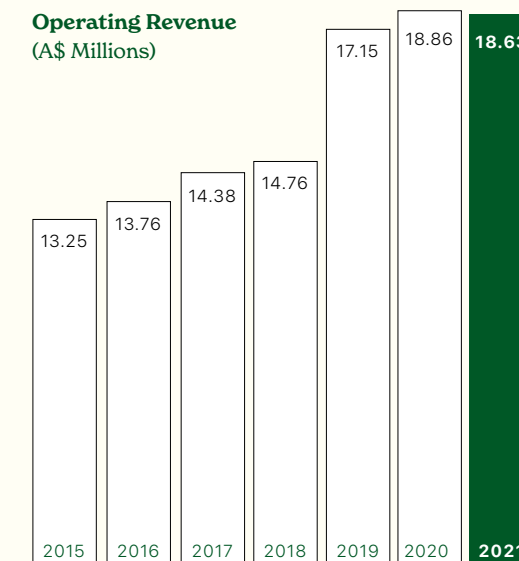
Non Operating Revenue (A\$ Millions)



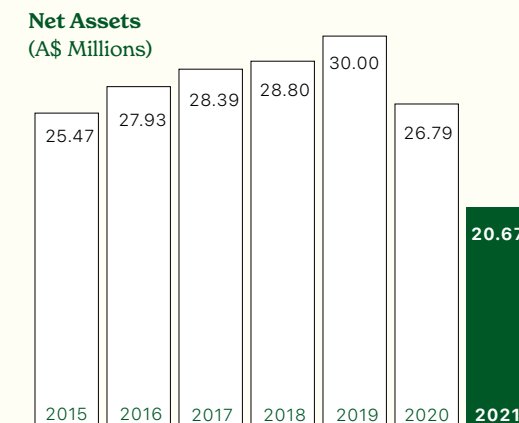
Non Operating Surplus (A\$ Millions)



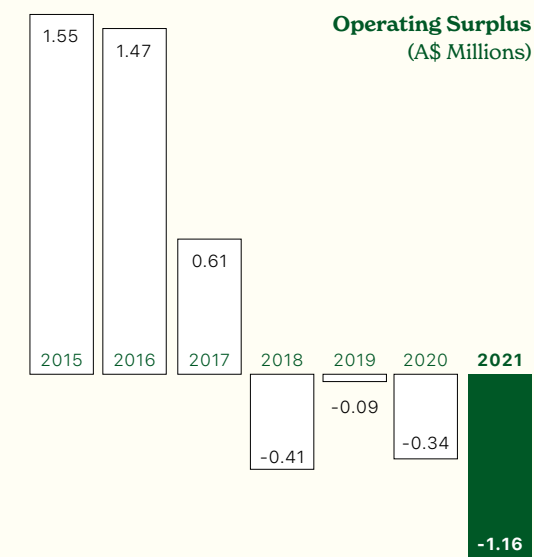
Operating Revenue (A\$ Millions)



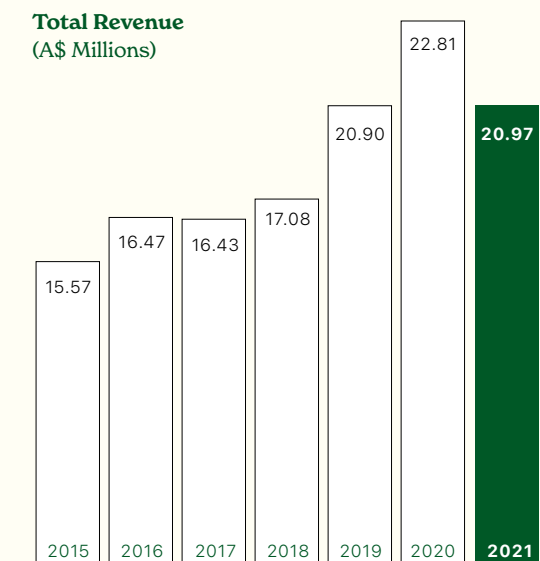
Net Assets (A\$ Millions)



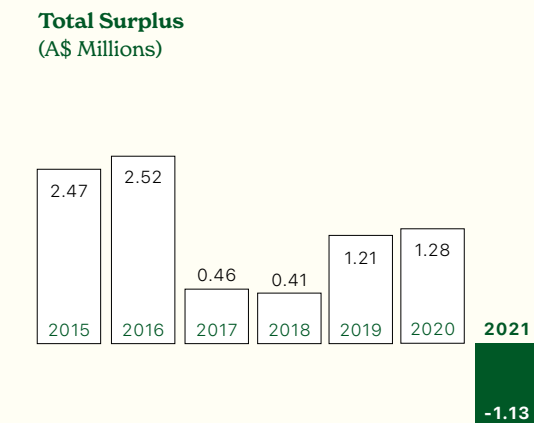
Operating Surplus (A\$ Millions)



Total Revenue (A\$ Millions)



Total Surplus (A\$ Millions)



The Leadership Team

Crowley’s Leadership Team 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 Team are driven by Crowley’s Core Beliefs to deliver exceptional service, valuing each generation and leading by example.



Michael Penhey
Chief Executive
Officer

Kelli Potts
Executive Manager
Operations & Finance



Michelle Golding
Quality Manager



Tony Baldwin
Hotel Services Manager



Kelly Roberts
Clinical Manager
Nurse Practitioner



Albie Viel
Maintenance Manager



Rene Lange
Risk Manager



David Crosby
Customer Service Manager



Sherrie Viney
Home Care Manager



Ben Hansen
IT Manager



Kate Noble
Human Resources Manager

Our Vision

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

Our Promise

Inspirational Living. Rewarding Relationships. Individual Focus

- **Commitment** to all residents and clients in our care so they can participate fully in life through our services, facilities and accommodation
- **Inspiration** through leading accommodation and lifestyle options tailored to the needs of each resident and client.
- The forging of **authentic relationships** that strengthens our commitment to each other and our community.

Our Core Beliefs

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

Our Services

- **Residential Care** – a safe, warm and stimulating home for our residents, providing the highest quality care and support services.
- **Independent Living** – retirement living in a supportive, dynamic community, right in the heart of Ballina.
- **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 directly to your home.

Crowley Care
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Ballina NSW 2478

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www.crowley.org.au

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

