

Care more.  
Learn more.  
Be more.

Crowley Care  
Annual Report  
2023







Care more.  
Learn more.  
Be more.

**Care more. Learn more. Be more.**

With the right pathways for learning and development, our staff and students better enhance the lives of our residents and clients. Because when our staff *Learn More* they infuse the lives of others with more meaningful moments.

By **caring that bit more**, we express a deep held value - everyone is worthy of our individual attention.

And when we **Learn More**, we commit to gaining knowledge and insight, to better support our residents and clients to live their best lives possible.

And when we want others to **Be More** - to live their life to its full potential, no matter their age - we are saying the foundation of aged care is life enhancing.







## Joint Chair Report

It is our joint pleasure to present the 2023 Crowley Care Annual Report.

A year filled with investing in the future, achievement, and a spirit typifying the best of what Crowley Care has to offer.

But first we want to acknowledge the wonderful contribution provided by Crowley staff in managing our COVID response over an extended period. The team, our residents and their families, have been phenomenal in supporting our aim to keep everyone as safe and as well as we can. Having the management of Crowley onsite, and as local members of the community, was very helpful in overseeing these acute situations.

Making Crowley a great place to live and work drives many of the noteworthy achievements across the year.

It starts with our pastoral care program which provides great comfort and support to our residents and families. Led by Father Peter and Father Anselm, and supported by wonderful volunteers, the much-appreciated service was boosted this year. It's an expression of our commitment to the spiritual needs of our residents, whilst connecting us to our Parish and Diocesan roots. Because the spiritual wellbeing of our community is part of Crowley's holistic approach to care and central to Crowley's DNA.

That special spirit also shone through when Crowley provided emergency housing for those impacted by the flood crisis. The community was extremely appreciative of the support. It was a great example of Crowley at its best.

Supporting our wonderful staff in these times was a focus this year. Crowley's proud history in valuing our staff was evidenced by the pay increase, which exceeded the industry rate, for which we received positive feedback from staff and unions.

In acknowledging the housing affordability issue, Crowley embarked on a strategy to better support staff with reasonably priced accommodation. An innovative approach to an ongoing regional issue.

Of course, staff recruitment for the aged care industry remains a constant challenge. And whilst Crowley is not immune, it's good to see a recent improvement in attracting more quality staff to join team Crowley.

It was a great tribute to Crowley winning the Ballina Chamber of Commerce, Employer of Choice Award, reaffirming the organisation's culture and as a great place to work.

Crowley's commitment to a better future was also demonstrated by the completion of our purpose-built

Memory Support Unit. Aptly named "Lighthouse" the dementia unit provides a secure and calming home for our residents deploying the latest design advances, supported by a warm and highly skilled care team.

The year also saw the ongoing refurbishment of several areas within the residential care facility. After a three-year process it was pleasing to finally receive the development approval for the redevelopment of the villas in Florence Price Place – a great example of Crowley's investment in our community.

All this work and development is ultimately about one thing – improving the quality of life of our residents, clients and community, so they can lead their best life possible. It is a credit to our Board, that even during a period of more challenging budgets, it decided to invest in the future, to ensure Crowley remains at the cutting edge of aged care in our region.

Our Board was excited with the recent appointment of Tanya Barun, who brings a specialised skill set and aged care expertise. We pay tribute to Michael King who served the Board and Crowley Care with great distinction and wisdom for many years.

We also pay tribute to the staff and leadership team who each day ensures Crowley continues to attain all the right accreditations and compliance in an increasingly regulated aged care industry. Much of this work goes on quietly behind the scenes yet is essential for the future viability of the organisation.

We are constantly looking to strengthen Crowley going forward to ensure the organisation is better placed to serve the needs of our community in the future.

A great measure of Crowley's success is evidenced by the residents and clients who are experiencing bigger and fuller lives. It was captured recently by a resident who said, "I'm so glad I didn't miss this stage of my life."

It's why we are here and committed to the "Crowley Way". It's exemplified by one of the themes of this Annual Report – at Crowley you can "Be More" – a place where you can live your life to its full potential.

We commend this Annual Report to our community.

**Carolyn Hunt**  
Chair,  
Parish Aged Care Board

**Glenn Joynson,**  
Deputy Chair,  
Parish Aged Care Board

Fun  
Crowley  
Fact

Meals delivered  
to the community

3,800



## CEO's Report

When I reflect on this recent year it's wonderful to see the Crowley community alive, back to its best and shining through.

That feeling of joy is palpable as we can all once again experience life in all its glory. Crowley is back, bigger and brighter than ever.

Some believe when we have down moments in our lives, only then do we appreciate the better times. In that sense we can thank COVID because it helped us re-appreciate all the simple pleasures and connections that make our day.

How wonderful it is for families to be able to visit again, for our residents to experience a fuller life with a calendar of events to choose from and for our staff to come to work under more normal conditions.

I want to pay tribute for the increasing support we experienced from our Priests, our Parish, the pastoral team and volunteers. They provide an expanding and important service supporting our residents, families and community on their spiritual journey. We are basking in the benefits of their contribution.

Whilst this year's financial result wasn't our strongest, we are fortunate in the last quarter to be back on track to surplus and remain in a solid position retaining strong cash reserves. We are confident this positive financial trend will continue and the results for the forthcoming year will be stronger.

A highlight of the year was the opening of our specialist memory support unit, Lighthouse – a great achievement and milestone in the history of Crowley Care. The feedback from residents, families and staff around our purpose-built unit for those living with dementia has been extraordinary.

Lighthouse combines a fresh and uplifting ambiance, with a warm homelike environment. It enables the residents to live their best lives possible and better supports our staff to provide high quality clinical care in beautiful surroundings.

Our Board continues to come to the table in so many ways with the interests of Crowley front of mind – a committed and skilled team of individuals who work seamlessly together both as a group and with the Crowley executive. A combination that benefits more stakeholders across Crowley Care. And whilst most people do not see their contribution I assure you they are driving the strategic direction of Crowley Care with great forethought and a steady hand.

I want to pay special tribute to the unwavering commitment of our staff, in their never-ending drive to enhance the quality of life of our residents and our home care clients in the community.

It is a gift and a calling to serve our older generations and our staff do so with such dedication and in that special Crowley way. Even during the height of COVID our staff turned up with smiles on their faces, ever ready to give of their best. It is that special culture that we truly treasure.

Because it's true. If you have happy staff you are much more likely to have happy residents and clients. We strive for that outcome everyday and for everyone who connects with Crowley to experience a truly vibrant care community with a unique spirit.

**Michael Penhey**  
Chief Executive Officer



## Our Board

"It is a credit to our Board, that even during a period of more challenging budgets, it decided to invest in the future, to ensure Crowley remains at the cutting edge of aged care in our region," said Board Chair Carolyn Hunt and Deputy Chair Glenn Joynson.

Across the year the Board was strengthened with the appointment of Tanya Barun, who brings a specialised skill set and aged care expertise. Tribute is paid to Michael King who served the Board and Crowley Care with great distinction and wisdom for many years.



**Carolyn Hunt**  
Chair  
Appointed 2010  
Retired Solicitor



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



**Tanya Barun**  
Appointed 2023  
General Manager Operations  
Aged Care Provider



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



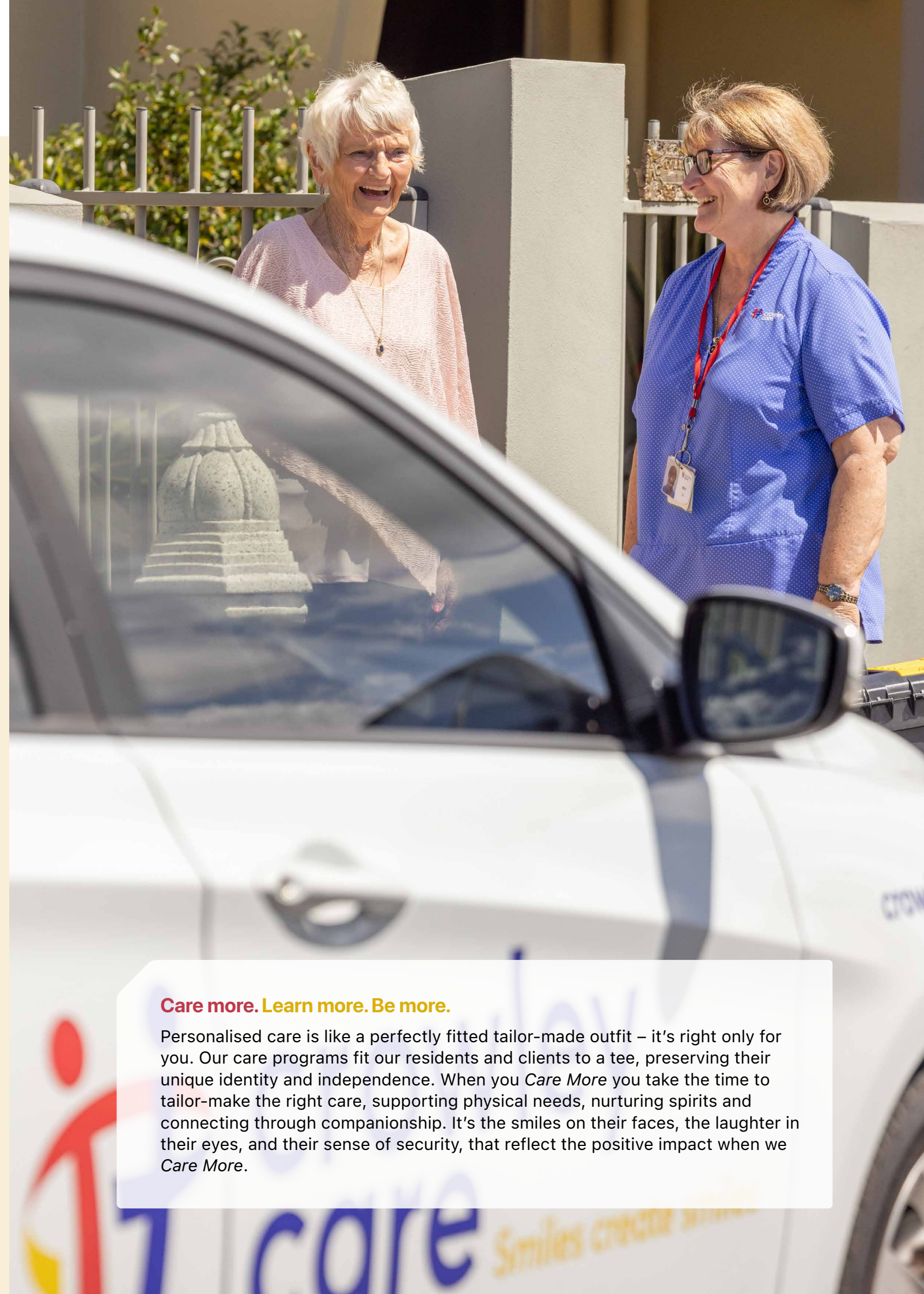
**Fr Peter Padsungay**  
Parish Administrator



**Fr Anselm Okeke**  
Assistant Priest



**Paul Lloyd**  
Parish Business Manager



### Care more. Learn more. Be more.

Personalised care is like a perfectly fitted tailor-made outfit – it's right only for you. Our care programs fit our residents and clients to a tee, preserving their unique identity and independence. When you *Care More* you take the time to tailor-make the right care, supporting physical needs, nurturing spirits and connecting through companionship. It's the smiles on their faces, the laughter in their eyes, and their sense of security, that reflect the positive impact when we *Care More*.



## Our priorities & progress

Across the year Crowley has continued to achieve across a range of areas. With targets, milestones and the ability to measure success, Crowley is better placed to succeed as a unified team with clear goals.

### 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

- Successful applications for reimbursement of costs through the COVID-19 Aged Care Support Program
- Successful application for the Aged Care Registered Nurses Payment
- Ongoing strong Balance Sheet and cash reserves
- Continued strong demand for organisational services
- Engagement of Provider Assist consultancy to support staff in the transition to the new AN-ACC Residential Care funding model

### 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

- Planning of new Independent Living Florence Price Place development
- Increase in Crowley Home Care Packages in Independent Living
- Enhanced strategic alliances with universities and registered training organisations resulting

- in staff training programs and professional development
- Growth in CHSP Meal Service client numbers
- Ongoing collaboration and support of community organisations such as Dementia Inclusive Ballina Alliance Incorporated (DIBA)

### 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'

- Award winner of the Employer of Choice over 20 staff category at the Ballina Chamber of Commerce Business Excellence Awards
- Judy Robson, Employee of the Year Finalist at the Ballina Chamber of Commerce Business Excellence Awards
- Implementation and training for staff in the Serious Incident Response Scheme and the Aged Care Code of Conduct
- Staff wages increased through employer initiated increases and passing on of the full value of the government funded Work Value Case Stage 2 outcome
- Rejuvenation of student engagement programs such as the collaboration with Southern Cross University Health Promotion Project
- Engaged Dementia Australia to facilitate Enabling Edie education
- Growing our Volunteer program
- Purchase of accommodation for the provision of staff housing

### 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

- Expansion of our Pastoral services with the Pastoral volunteers
- Recommencement of regular Mass services for Residential Care and Independent Living residents in the Crowley Chapel
- Renewal of the Crowley Intergenerational Program engaging with universities, Parish and local schools
- Development of new Allied Health delivered Residential Care exercise classes
- Enhancement of onsite clinics to include audiology, dental hygienist, skin specialist
- Development of new activity and entertainment program for Residential Care
- Commencement of Independent Living Social Brainstorming meetings resulting in the resident led Independent Living Social Program
- Introduction of a monthly Veterans Morning Tea to celebrate and bring together our resident Veterans and their families

### 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

- Successful reaccreditation of Residential Care by Aged Care Quality and Safety Commission 2023 – 2026

- Continued development of Mandatory Training program
- Food Safety Audit with A Pass
- Development of quality processes for implementation of aged care reforms
- Clinical Manager involvement in Aged Care Quality & Safety Commission advisory committees

### Key Result Area 6 Asset Management

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

- Completion of Lighthouse Memory Support Unit refurbishment
- Ongoing investment in information and communication technology in the areas of Cybersecurity, software replacement and upgrades, CCTV and Access systems; hardware upgrades
- Development of Independent Living Asset Management Plan
- Purchase and upgrade of properties for the provision of staff accommodation
- Planning completed for Florence Price Place Independent Living redevelopment
- Upgrade of lawns and gardens by our contractors to enhance the site amenity for all stakeholders



## Our priorities and progress (continued)

### 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

- Development and implementation of new staff recruitment campaign including Refer a Friend Program, trainee incentives, website recruitment mini page and external advertising plan
- Structured Stakeholder Communications Plan throughout COVID-19 Pandemic resulting in positive feedback
- Winner of Ballina Chamber of Commerce Excellence Award
- Growth in Crowley Auxiliary volunteer membership and events calendar
- Further enhancement of Crowley newsletter – Chatterbox – 11 editions across the year

### 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

- Appointment of new Board Member Tanya Barun with clinical background and expertise
- Organisation of the Inaugural Diocesan Aged & Community Care Services Conference in Sawtell to bring together expertise from across the Diocese and the industry
- Implementation of new Aged Care Reforms
- Board and Executive attendance at the AICD National Conference focusing on contemporary governance



**Care more. Learn more. Be more.**

At Crowley you can *Be More* and live a bigger life. When we share pastimes, they act as bridges, connecting us with interests and experiences, fostering a sense of belonging, companionship and purpose – a way to *Be More* in our everyday lives.





CAFE

**Care more. Learn more. Be more.**

Because they *Care More*, and through their generosity of time and spirit, the Crowley Auxiliary elevates the lives of Crowley residents and our community.

An integral part of Crowley Care, the Auxiliary's fundraising epitomises the notion that when you care more, you do more for others.

Fun  
Crowley  
Fact

Raised by The  
Auxiliary fundraising  
and events

**\$19,000**



## From our Parish Priests

We feel a great sense of gratitude being able to provide our ministry at Crowley, as we connect with and support our seniors on their spiritual journey.

Crowley Care is a wonderful caring community, dedicated to enhancing the lives of residents and clients, whilst supporting their families.

It has been a tremendous year of achievement at Crowley as life in more recent times has been able to return to normal following the restrictions of the pandemic.

We acknowledge and thank all the staff for their dedication under those trying circumstances over such an extended period, where the entire Crowley community pulled together as one to support each other in many ways.

Our pastoral care program is a great example and has grown this year. It supports both our Catholic community and indeed everyone at Crowley with their spiritual needs, no matter what their faith, belief or denomination.

We pay tribute to our expanding group of Pastoral Care volunteers who provide a wonderful selfless service, giving their energy, time and support to the Crowley community.

We believe we can all learn much from our elders and it's a great privilege spending time with them. Just chatting with older people is very fulfilling. Listening and learning from them is a gift.

It's easy to forget many older peoples' lives were harder than today. When we engage with our seniors, it gives us perspective, helping us classify what is essential in life. The rewards are the wonderful human connections so vividly demonstrated by the beautiful smiles on both the faces of the residents and our volunteers.

Part of our ministry is to celebrate Mass at Crowley each week where everyone is welcome. You may not be aware Crowley also has a proud history supporting retired priests and nuns who now call Crowley home. We are grateful as they often help our ministry with their sage words.



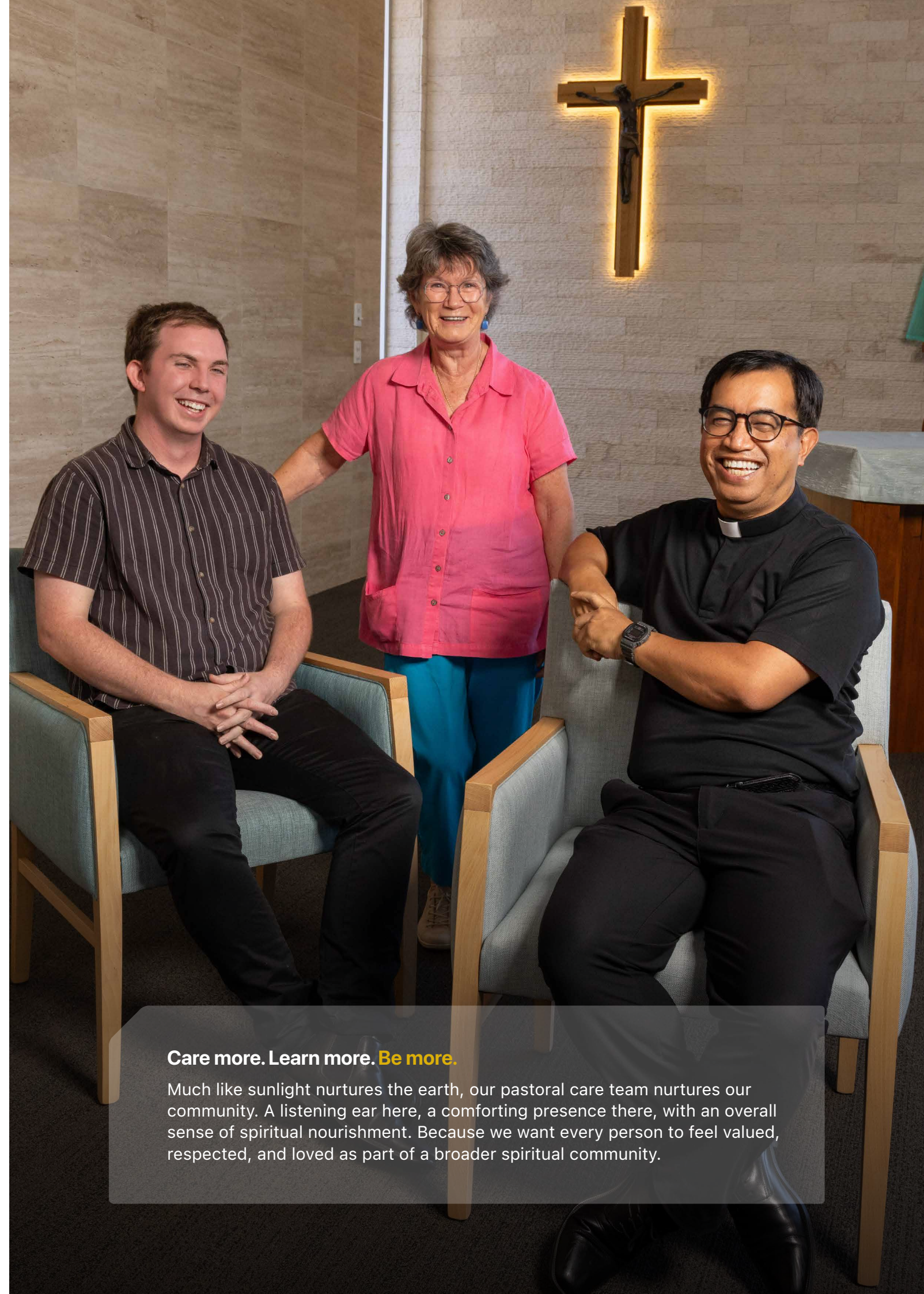
As Parish Priests we are also privileged to contribute to the governance of Crowley Care, guiding the mission of the Diocese and Parish whilst upholding Crowley's Vision.

We feel a deep sense of responsibility for the future direction of Crowley and its role in caring for our region's seniors. We thank the Parish Aged Care Board for their dedication and expertise.

God bless you all.

**Fr Peter Padsungay,**  
Parish Administrator

**Fr Anselm Okeke,**  
Assistant Priest



**Care more. Learn more. Be more.**

Much like sunlight nurtures the earth, our pastoral care team nurtures our community. A listening ear here, a comforting presence there, with an overall sense of spiritual nourishment. Because we want every person to feel valued, respected, and loved as part of a broader spiritual community.



# Annual Highlights

## Awards

What a fabulous achievement! Crowley won the 'Employer of Choice - Over 20 Employees' award at the Ballina Shire Business Excellence Awards. And our very own Clinical Manager (Nurse Practitioner), Kelly Roberts, was awarded with the 'Beverly McGavin Excellence in Clinical Leadership' award at the Australian College of Nurse Practitioners (ACNP) National Conference. Well done Team Crowley!

Judy Robson, an integral part of our catering and functions team for over 37 years, received recognition as a finalist in the Ballina Business Excellence Awards 2023 for Employee of the Year.

## Accreditation

This year we received an unannounced reaccreditation visit from the Aged Care Quality and Safety Commission. We were assessed on our compliance against eight quality standards

across 42 outcomes, each focussing on an aspect of care that contributes to our residents' safety, health and well-being. Crowley Care passed all standards with flying colors and continues to meet the required government standards of care to a high level.

## Show Day



Yeehaw! 2023 Show Day was a huge success with loads of fun activities for all ages. Show Day represents Crowley at its best. It brings us together as a connected community in the form of a traditional country show showcasing live entertainment and shows, baby animals, popular

bake and craft stalls and delicious food. In the end it is the excitement and smiles on the faces of our residents and their families that matters most.

## Seniors Festival



The 2023 Seniors Festival was enjoyed by residents, families and visitors with a relaxing 'Picnic in the Plaza'. The day was celebrated with fantastic weather, delicious food, uplifting entertainment and great company.

## Biggest Morning Tea

Supporting the Cancer Council, Crowley's Biggest Morning Tea was a beautiful event with yummy treats and lots of fun! Doll and Teddy Bear picnic was the theme with staff and residents dressing up to raise money for research into Cancer prevention and treatment. Just another lovely Crowley community event with meaning.



## National Volunteers Week

Volunteers have the power to change the lives of both themselves and those they help. This year Crowley reintroduced volunteers after a long break. A special morning tea was held to celebrate our appreciation and to say thanks.



and 17 years participated in these special Crowley visits. The students are a delight to host with residents cherishing an array of meaningful moments.

## National Fish and Chip Day

Fish and chips were in abundance on National Fish & Chip Day! Residents, staff and visitors were treated to delicious FREE fish and chips. A lovely perk when you live and work at Crowley.

for Residential Care resident families and a Staff Wellness survey for admin staff. Each area of Crowley benefitted greatly from the program.

## University Students

This year Crowley hosted 12 allied health students from Southern Cross University. Students undertook study with a six week Health Promotion Project. They designed and conducted a Paint & Sip group for Independent Living residents, a Carers Support survey

## Intergenerational Program

One of Crowley's core beliefs is valuing each generation. Our extensive Intergenerational Program creates memories and makes beautiful connections between Crowley residents and local students. This year five local schools took part in the program: Xavier Catholic College, St Francis Xavier Primary School, Holy Family Primary School, Ballina Coast High School and Richmond Christian College. Students aged between 6

## Casual Fridays

Dress as you like. Casual attire Fridays was introduced as a staff nominated idea to enhance our culture of inclusion and recognise we are all individuals.

## Activities Galore

The Crowley buzz is back! This year we were able again to provide our residents with a jam-packed entertainment and social activity program. Independent Living residents enjoyed activities such as art and craft mornings, BBQ lunches, pilates, dance, bingo and much more. Whilst Residential Care residents enjoyed music entertainment, themed happy hours, pet therapy, to name but a few.







## Annual Highlights (continued)

### Auxiliary

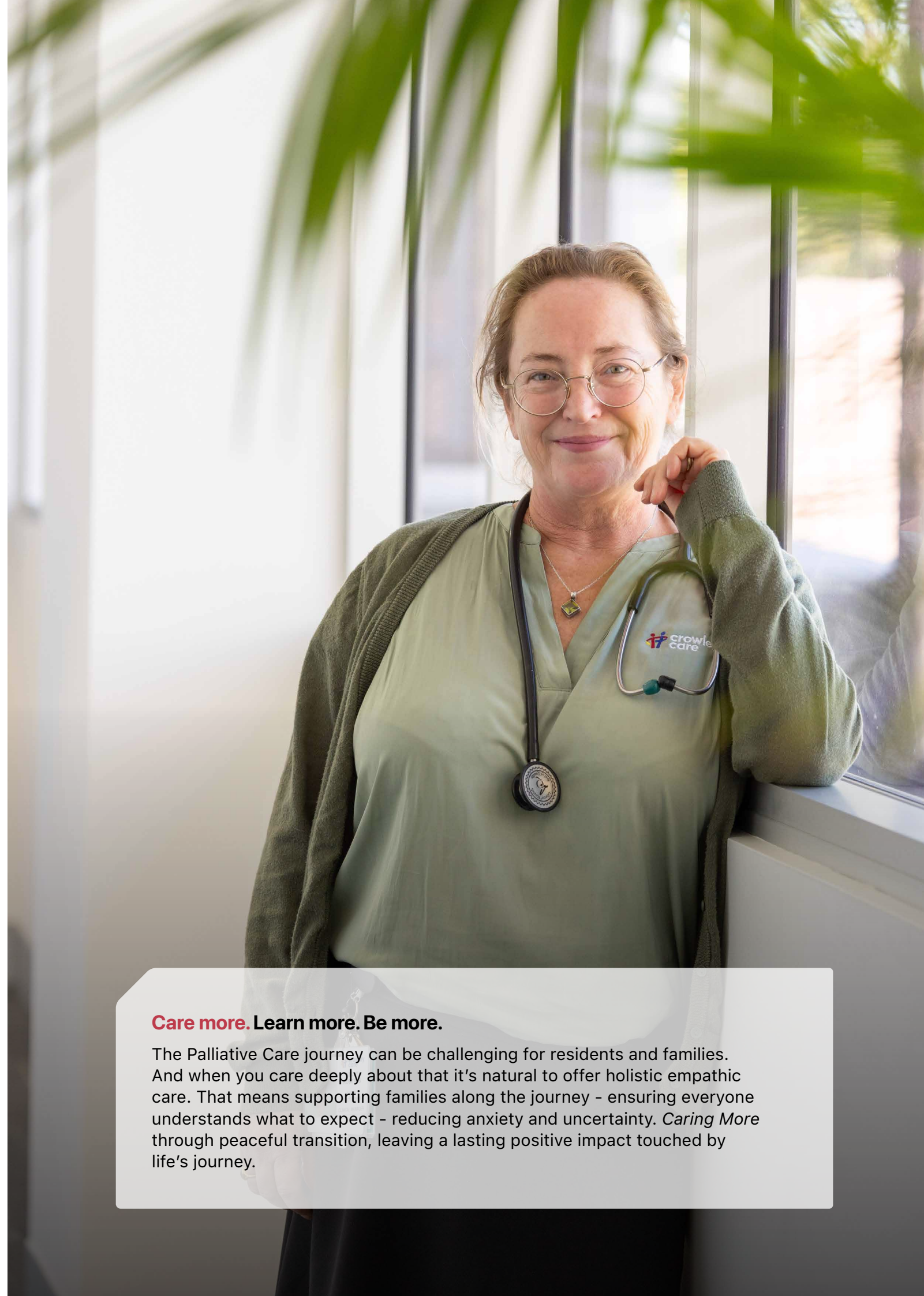
The Crowley Care Auxiliary is an amazing group of volunteers who do so much throughout the year raising funds for the organisation. This year the Auxiliary donated a coffee machine for Barney's in the Plaza and a bladder scanner for Residential Care. They started hosting magnificent social events again including a successful Bunnings cake stall and organised a wide range of raffles. Thank you to the Auxiliary for your never-ending support.

### Refurbishments aplenty

Refurbishments of lovely new spaces, including our new Memory Support Unit Lighthouse were completed. Lighthouse is a 10-bed dementia wing, specifically designed for residents who require a secure home. We employed an experienced dementia design team to create a warm, homely environment for our residents. Whilst our Banksia Apartments were refreshed with five double rooms specifically for couples coming into care.

### IT Improvements

ICT rolled out Cyber Awareness training highlighting the importance of Cyber Security at work and home. The refurbishment of Lighthouse was supported with new technology and a temporary nurse call system. CCTV cameras for Residential Care and the Administration buildings were upgraded.



### Care more. Learn more. Be more.

The Palliative Care journey can be challenging for residents and families. And when you care deeply about that it's natural to offer holistic empathic care. That means supporting families along the journey - ensuring everyone understands what to expect - reducing anxiety and uncertainty. *Caring More* through peaceful transition, leaving a lasting positive impact touched by life's journey.





**Care more. Learn more. Be more.**

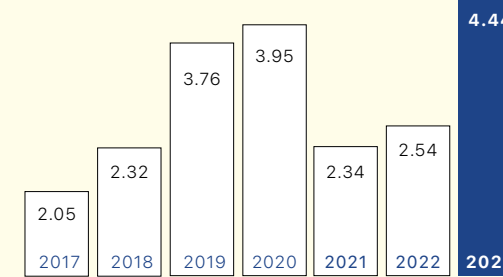
Our team is the glue that ensures our residents are able to *Be More*.

At Crowley we actively support and create pathways for our staff to develop themselves personally and professionally. We know that enabling our team to be the best that they can be, also ensures that we're delivering the level of exceptional care Crowley has come to be known for.

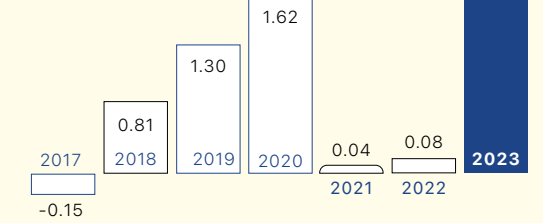
When our team *Learn More*, they're motivated and equipped to deliver high quality, individualised care supporting our residents to live a more fulfilling life at Crowley.

## 2022/2023 Financial Reports

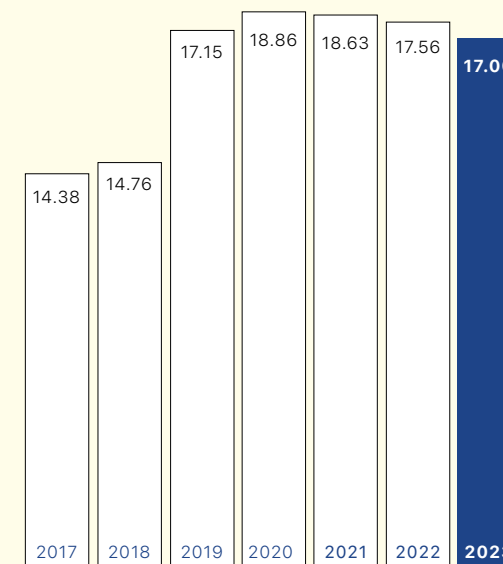
**Non Operating Revenue**  
(A\$ Millions)



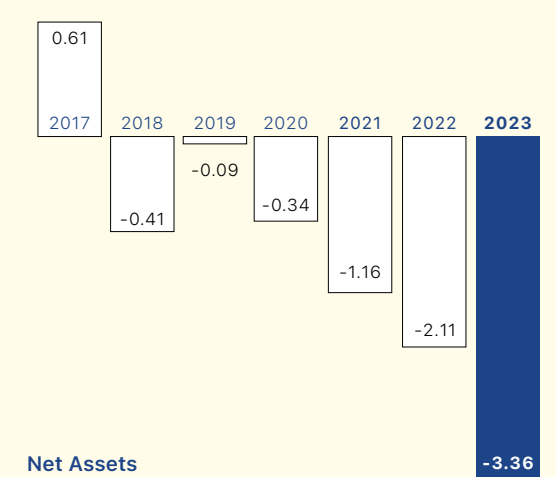
**Non Operating Surplus**  
(A\$ Millions)



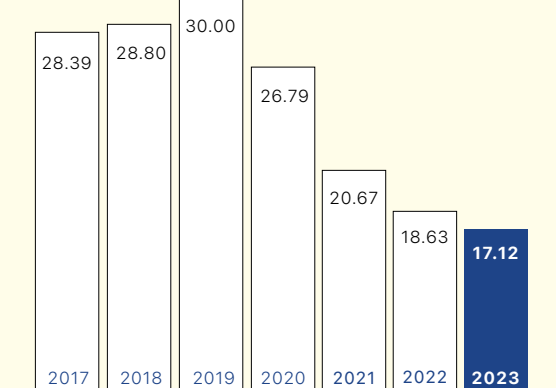
**Operating Revenue**  
(A\$ Millions)



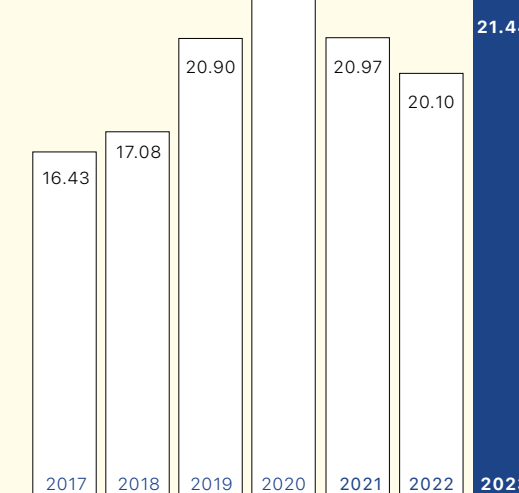
**Operating Surplus**  
(A\$ Millions)



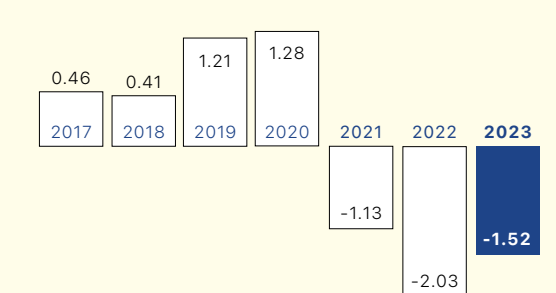
**Net Assets**  
(A\$ Millions)



**Total Revenue**  
(A\$ Millions)



**Total Surplus**  
(A\$ Millions)





## The Leadership Team

Crowley's Leadership Team supervises all key organisational and 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 is 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



**Ben Hansen**  
IT Manager



**Albie Viel**  
Maintenance Manager



**René Lange**  
Risk Manager



**Sherrie Viney**  
Home Care Manager



## ON THE COVER

### Care more. Learn more. Be more.

No two journeys through life are the same. And so our ambition to *Care More* resulted in the creation of a specialised Memory Support Unit – Lighthouse. Warm, uplifting and homelike, residents live in beautiful surroundings. Now our staff can engage our residents in a purpose-built secure environment. When we care more about the details, we allow our residents to *Be More*.

#### 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 strengthen 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  
154 Cherry Street  
Ballina NSW 2478

[info@crowley.org.au](mailto:info@crowley.org.au)  
[www.crowley.org.au](http://www.crowley.org.au)

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

