

Crowley Care Annual Report 2024

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*Behind The Scenes.*





## *Behind the Scenes – our unsung heroes*

At Crowley Care our strength lies in the everyday heartfelt efforts of those who quietly support and sustain our community.

This year we shine a light on the individuals and teams who work behind the scenes.

From the green thumbs tending our gardens to those coordinating care, preparing meals and maintaining our spaces with compassion and skill. Without fuss or fanfare, they make Crowley special.

Their efforts, often unnoticed, are integral to the foundation of everything we do.

This years Report is a tribute to those behind the scenes, whose care, attention, and dedication shape our Crowley community. Through their work, our values come to life, creating a place where comfort, compassion, and a deep sense of community truly flourish.

As you read on, we invite you to meet some of the many hands and hearts who keep Crowley strong.

## *Behind The Scenes.*

Delivering personalised care programs to our home care clients is a carefully planned process.

Our Home Care Rostering Team meticulously coordinates individual services and schedules, so our clients maintain their independence and autonomy within the comfort of their home.

A vital spoke in the wheel of personalised care, their careful planning and attention to detail makes sure our expert team of carers, allied health staff and service providers are in the right place at the right time.



## Chair's Report

It is my pleasure to endorse this year's Annual Report which reflects the continuing growth and success of Crowley Care.

A lot happened at Crowley in 2024, where it finally seemed the COVID hangover ended and we could all get back to business as usual.

The year had many features including: adopting a new three-year Strategic Plan; progressing the redevelopment of the Florence Price Place apartments; acquiring new residential property with a view to providing more staff housing and the establishment of a Consumer and Quality Advisory committees, to name just a few.

One thing that is constant in aged care is change. 2024 has been no different with a swathe of regulatory and compliance changes. We have seen the introduction of a new Aged Care Act to parliament with a commencement date of July 2025 together with new strengthened Aged Care Quality standards. These changes will only add to the person-centred care that is already delivered at Crowley.

One of the biggest challenges of the year and indeed the past few years, has been staff shortages. It has been pleasing to witness how a multi targeted approach to attract staff came to fruition. Strategies such as local residential property acquisitions that could be offered to staff, engaging with an immigration program to offer work to overseas care workers and what we believe to be a big factor, the welcoming Crowley culture, have all contributed to our growing staffing numbers.

The efforts of every staff member are acknowledged as making a significant contribution to the delivery of wonderful care.

During the year we saw the retirement of long-time staff member Sherrie Viney and Nurse practitioner Anne Moehead, whose contributions have been invaluable. We have also had significant appointments with Belinda Coombs as our Finance Manager, Meredith Pryke as Executive Manager Care Services and Shannon Wilson as Human Resource Manager. The combined enthusiasm and skill sets of these three new staff are encouraging for the future direction of Crowley Care. We offer a warm welcome to our new managers as well as every other staff member new to Crowley.

The Board is grateful to our newest member, Graham Smith for bringing his high level skills to the Parish Aged Care Board with experience as a past managing partner of a local accounting firm and in working with the Lismore Diocese.

I personally would like to thank the Crowley Board for their support and commitment to delivering the best results possible to Crowley, together with Fathers Peter and Anselm who are constant supporters to our Board, directing our pastoral mission.

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



## CEO's Report

2024 was a significant year for Crowley Care.

A year where we could thankfully revert to "Crowley normal", delivering our full calendar of signature events - the hallmark of our culture of connection.

Events such as Show Day are a strong part of our brand, re-affirmed by the substantial positive feedback we receive from our community when we hold them. Our signature events bring us together in unique and celebratory ways, enabling us to express ourselves in the spirit of Crowley Care. They remind us that what matters most is not the buildings or facilities, but the human connections we all thrive on. In an era where corporations increasingly own multi-site aged care facilities, where decisions are made remotely from the communities they serve, I am thankful at Crowley we do things a little differently.

A key reason for our success is that Crowley benefits from being owned by our Parish and having the decision makers, the leadership team, on-site every day, interacting with residents, families and staff - a collaborative culture where open discussions are encouraged, resulting in better outcomes for all.

That sense of community and shared responsibility is exemplified through our partnership with families in the care of their loved ones. The stronger the relationship between family and staff, the better and more personalised care we can deliver for our residents and clients.

Our Board members too are local and deeply connected to our community. The Board has done a tremendous job across the year setting the strategic direction for Crowley Care. We welcomed Graham Smith to our Board. Graham brings a deep knowledge of both our Diocese and our region. He has more than 40 years' experience as a chartered accountant and his significant local connections typifies the profile of our Board members.

This year we 'turned the corner' on staff recruitment. Across Australia the care industry has suffered significant and sustained staff shortages for years. Now, thanks to a combination of pay increases delivered for our staff and our own "out of the box" recruitment campaign, Crowley Care can move forward with confidence in meeting reforms such as mandatory care minutes.

It is good to see the Government and our industry better recognise the value of staff in aged care. I pay tribute to our existing staff who have remained stoic through these challenges and who are now buoyed and energised by our recruitment success.

Our theme for this Annual Report is "Behind the Scenes", spotlighting our dedicated staff and volunteers who work tirelessly, without fanfare, supporting our residents and clients.

Their commitment, expertise, and teamwork set Crowley Care apart, embodying our culture of exceptional care. By reading their stories and seeing them illuminated in this Annual Report, I hope our community has a deeper appreciation for all our unsung heroes.

We remain hugely grateful for the spiritual guidance and contribution of our Parish Priests Father Peter and Father Anselm at a local level and for the broader guidance from our Diocese, led by Bishop Greg. Our journey in recent years is to work more closely with our Parish. And with my additional role as Parish Business Manager, we are facilitating greater Parish and Diocesan connections, ensuring we remain aligned to our mission and values.

This year our financial results returned to "Crowley normal", with a strong performance, enabling us to reinvest for a better future for Crowley Care.

The Crowley Auxiliary, staffed by wonderful volunteers, had a record-breaking year with their fundraising efforts. A renewed enthusiasm and boost to their membership saw the Auxiliary go from strength to strength. Part of the fabric of Crowley, the Auxiliary makes a wonderful contribution resulting in better outcomes for our residents and community.

Our development at Florence Price Place, due to open in 2025, made great strides this year. It will result in additional housing in the Ballina community with 26 apartments purpose-built for our region's seniors to live. This is a significant development, reflecting Crowley's ambition to support our region's seniors with quality independent living environments, that by design, create a sense of community and connectedness.

As we enter a new era in aged care in 2025, with the new Aged Care Act set to come into force from July 1, we remain hopeful our industry will be better funded, standards continue to rise and staff training enhanced.

There are many great things happening in aged care and we are determined Crowley Care remains at the forefront, and as we do so, never losing sight of the extraordinary privilege it is to serve our region's seniors.

**Michael Penhey**  
Chief Executive Officer



## Our Board

Our Board has long been the steady compass guiding our mission, and this year we pause to recognise their unwavering support.

Behind every strategic decision made by the Board lies a deep appreciation for the people on the ground. Our Board not only governs with insight and integrity, but also with heartfelt recognition of the people who bring Crowley to life each day. As they shape the long-term vision, they do so in service of the real heart of Crowley - our residents, clients, staff and families.



**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



**Graham Smith**  
Appointed 2024  
Retired Partner/Director  
Chartered Accountants



**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 Finance Manager



## *Behind The Scenes.*

Imagine planning, cooking and serving six meals a day to hundreds of people, every day of the year. That's exactly what our Hotel Services Team achieves quietly behind the scenes.

From seasonally inspired menus, every meal must be balanced, nutritious, appetising and delivered at just the right temperature.

At Crowley meals are more than meals - they are a heartfelt celebration of nourishment and community. Delivered by a dedicated team who love nothing more than crafting culinary delights that evoke memories and a sense of togetherness.

And as if that wasn't enough, the Team oversees the delights of Barney's Café and an array of special events catering.

## Our priorities & progress

Crowley Care never stands still. Behind the scenes we constantly strive to improve outcomes for our residents, clients, staff, families, and community.

Through planned priorities and performance measurements, set by our Board across nine key result areas, we monitor progress and stay accountable, focusing on meaningful results that enhance the quality of life for all.

### Key Result Area 1 People and Culture

Crowley Care will develop and implement a Workforce Strategy that continues to invest in its people, developing our leaders and workforce in an environment of support and accountability ensuring the right structures, right people, and right culture are delivering outcomes for our residents, clients and families.

- Formalised agency agreements encompassing contract, casual, and permanent recruitment pathways.
- Provided staff accommodation solutions, including permanent rentals for sponsored Registered Nurses and support for contract staff.
- Introduced a dedicated Trainee Support Coordinator to enhance student and program outcomes.
- Delivered training and education sessions through face to face and Altura Online learning, including regulatory and organisational culture modules.
- Celebrated staff recognition events including International Nurses Day, Aged Care Workers Day, Harmony Week, Crowley Staff Recognition Events.
- Continued enhancements to staff room facilities and amenities, promoting a comfortable work environment.
- Reviewed and re-issued employment contracts to staff, ensuring currency with workplace reforms and clarity for employees.
- Continued growing our volunteer numbers and recognising our volunteers through our annual Volunteer Week event, celebrating the invaluable contribution they make.
- Integrated parish volunteers into Crowley operations, with weekly attendance enhancing community engagement.

### Key Result Area 2 Governance and Leadership

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

- Met mandated care minute targets, supporting quality care delivery.
- Maintained 24/7 Registered Nurse coverage in accordance with regulatory requirements.
- Supported PACB member participation in the AICD Conference for professional development.
- Provided ongoing education and conference opportunities to ensure PACB industry awareness, regulatory oversight and contemporary governance capacity building.
- Coordinated the annual DACCS Conference as Secretariat, attended by 60 personnel from across the Diocese of Lismore.
- Appointed Crowley CEO as Business Manager of Ballina Parish with responsibility for Parish entities, including Crowley Care.
- Parish Aged Care Board (PACB) developed the new Strategic Plan and implemented the Annual Operational Plan (AOP) to guide organisational operational priorities.
- Promoted leadership development facilitating staff participation in external networks across the Diocese, industry peak body, professional networking, conference presentation and attendance.

### Key Result Area 3 Catholic Mission

Crowley Care as part of the St Francis Xavier Parish will continue to ensure its Mission is at the heart of everything we do.

- Continued to facilitate weekly Masses and religious services to ensure residents access to spiritual supports with increasing attendance numbers.
- Facilitated pastoral education for staff, including leadership discussions aligned with Catholic Mission.
- Hosted the Lighthouse Blessing, reinforcing our spiritual foundations.
- Welcomed weekly attendance by pastoral volunteers from the Parish.
- Contributed regularly to the Parish Newsletter, strengthening community ties.
- Supported and hosted Diocesan and Parish events, reflecting our shared pastoral commitment.
- Crowley NP presented clinical insights at the Clergy Conference, promoting aged care awareness.
- Provided aged care advice and support to other Parishes in the Diocese.

### Key Result Area 4 Residents, Clients and Relatives

Crowley will continue to strive towards the development of positive and rewarding relationships with residents, clients and their families through our focus on meeting the needs and expectations of the individuals.

- Continued refurbishment of our Independent Living units focussing on quality, functionality and enhancing accommodation offerings.
- Established a Consumer Advisory Committee supporting collaborative and inclusive planning of care and services.
- Enhanced Residential Care Residents Meetings to include education and engagement with families.
- Increased Independent Living Residents Meetings to four annually to ensure regular dialogue.
- Engaged a specialist in Sales and Admissions to support resident sales and onboarding.
- Recommended special and monthly community events at Barney's Café for residents and families, promoting social connection.

### Key Result Area 5 Business Growth and Service Development

Crowley will continue to logically and sequentially expand its scope of care, support and services to meet the needs and expectations of our current and future stakeholders.

- Commenced construction of new Independent Living Florence Price Place Apartments, delivering on master site development strategy.
- Increased uptake of Home Care Packages to broaden community support.
- Implemented Sandwai scheduling software, enhancing Home Care operations.
- Upgraded the Home Care mobile phone fleet, supporting efficient service delivery.
- Led coordination of the DACCS Annual Conference as part of our sector leadership.
- Engaged with TAFE and Southern Cross University for student information sessions and hosted placements, supporting workforce pathways.
- Contributed to ACCPA peak body committees, advocating sector development.
- Partnered with Dementia Inclusive Ballina Alliance to advance community engagement.

### Key Result Area 6 Asset Management

Crowley will implement the next stage of the master site plan and ensure the management of assets supports the agreed strategic priorities.

- Progressed the Independent Living Florence Price Place Apartments project in line with site development milestones.
- Maintained Crowley-owned rental properties to a consistently high standard.
- Enhanced waste management practices with a focus on separation and recycling.
- Commenced a review of the Asset Register to ensure accurate asset tracking, improving financial reporting and risk management.
- Engaged specialised management consultants, RiskTech completing onsite risk assessment and review of assets.
- Formalised ICT plan and budget to maintain IT assets, operations and support cyber initiatives.
- Established and delivered Independent Living Capital Works 3 Year Forecast.
- Preventative maintenance program continued across the organisation to ensure assets and systems operate at peak functionality.

## Our priorities and progress (continued)

### Key Result Area 7 Marketing and Communications

Crowley will continue to be known as a service leader through marketing communication strategies that drive demand, increase awareness, and enhance our reputation.

- Sustained high levels of referrals through hospitals, general practitioners, and community advocacy.
- Expanded the range and frequency of consumer meetings to build engagement.
- Maintained active support of community initiatives, including the Dementia Inclusive Ballina Alliance.
- Sponsored Ballina Chamber of Commerce events, reinforcing local partnerships.
- Increased brand visibility through strategic airport advertising.
- Maintained an up-to-date suite of promotional materials to support marketing initiatives.
- Published and distributed monthly editions of *The Chatterbox* newsletter, keeping the community informed of major developments.
- Sustained a consistent Facebook profile for the community to enhance engagement and interaction.

### Key Result Area 8 Quality Systems and Compliance

Crowley will continue to develop contemporary systems and processes that ensure compliance and quality outcomes.

- Conducted a Diocesan ICT review of current systems and future needs.
- Appointed a Technical Services and Cyber Security Manager to lead cyber security and IT governance.
- Developed a five-year ICT Capital Plan to support strategic investment.
- Maintained an A1 Food Safety rating, ensuring compliance and excellence in service.
- Produced quarterly Quality Indicator summaries to support clinical oversight.
- Captured consumer experience data via iCare to inform continuous improvement.
- Implemented BestTrack for Schedule 8 medication management, enhancing clinical safety.

- Conducted regular WHS workplace inspections.
- Coordinated residential care vaccination clinics through the Quality team.
- Developed a centralised Compliance Register to track regulatory obligations.
- Incorporated compliance tracking into PACB reporting structures.
- Conducted an Independent Living annual Emergency Evacuation exercise and Safety Inspection to meet regulatory requirements.
- Reviewed the Emergency Management Plan, including EMP Committee and Outbreak Management Team ensuring organisational preparedness and resilience.

### Key Result Area 9 Financial Sustainability

Crowley will be a profitable, financially sustainable part of the St Francis Xavier Ballina Parish and the community, able to fund future growth and development while supporting Parish and Diocesan initiatives.

- Appointed a Finance Manager to enhance financial reporting.
- Increased resident fund balances to optimise interest income.
- Diversified income streams through revenue generated from rental properties.
- Supported parish community events through direct contributions and engagement.
- Maintained deposits with the Diocesan Investment Fund (DIF), supporting Diocesan initiatives.
- Continued review of organisational service areas to ensure alignment of financial and strategic outcomes.
- Successfully obtained grant funding in excess of \$60,000 from the Department of Health and Aged Care.



## *Behind The Scenes.*

It is said in every garden the soul of a community blossoms. When our gardens bloom it brings a sense of tranquillity and joy to our residents and community. Each meticulously tended flower bed, a reminder that beauty thrives when we nurture with love and attention. At Crowley our gardens are emblematic of the tender care our maintenance team applies to all their behind the scenes duties. Their tireless efforts often go unnoticed, working diligently behind the scenes, ensuring the smooth operation of our facility - rightfully earning the trust and gratitude of our residents and community.



# Serpentine

← Rooms 140-151  
→ Rooms 152-160

## *Behind The Scenes.*

Three times each day, 365 days of the year, a vital ritual occurs - the nurse handover. A structured debriefing where outgoing nurses and care staff provide incoming nurses with crucial information, so our residents receive the utmost continuity of care. Through thoughtful and detailed exchange, the team extends their commitment to delivering the best possible support to residents - a seamless continuum of compassionate care that feels more like family than duty - emblematic of the Crowley way.

## From our Parish Priests

Reflecting on this past year at Crowley Care, we are deeply grateful for the opportunity to serve this wonderful community.

The bond between us, the residents, staff and their families has grown tremendously through our shared experiences of faith, friendship, companionship, and care.

This Annual Report captures the essence of our ministry at Crowley Care and highlights the joys and challenges we have encountered.

Our primary mission at Crowley is to bring the presence of Christ into the lives of those entrusted to our care.

We have been privileged to celebrate weekly Masses with the residents throughout the year. These moments of communal worship have become very important in the spiritual lives of many, offering them a chance to draw closer to God and each other. The Eucharist remains the source and summit of our faith, and it is always a special grace to share this sacred meal with those we serve.

A family that prays together stays together. This past year witnessed the introduction of a Sunday Communion service led by Mick Vella for the residents and families. This has further provided greater accessibility to the Eucharist. This initiative has been warmly received and has become an important part of the residents' spiritual lives.

We have also had the opportunity to administer the Sacrament of the Anointing of the Sick to those facing illness or end-of-life. These moments, filled with prayer and the comforting presence of Christ, were deeply appreciated by residents and their families alike. The Sacrament of Reconciliation and Holy Communion have been offered regularly during communal Masses and in one-on-one settings for those unable to leave their rooms. We have found these sacraments provide peace and solace, especially to those in their final days.

The work we do at Crowley would not be possible without the support and collaboration of the staff and volunteers. Over the years, we have developed strong relationships with the staff. This relationship is so

essential for effective pastoral work. It is important to note that communication has been pivotal for this positive result, as the staff often inform us of residents needing urgent attention, enabling us to provide timely spiritual care.

This year has not been without its challenges, but we are grateful to have only an occasional reminder of the COVID-19 pandemic and how it affected our ministry, particularly in allowing other parishioners to participate in our weekly Masses at the Crowley Chapel. The reward was the well-being of the residents and being able to once again celebrate Mass and other services with the entire community.

As we look ahead to the coming year, Fr Anselm, the pastoral team, and I are filled with hope and anticipation. We plan to continue expanding our ministry to the residents, particularly in spiritual and pastoral care. Additionally, we hope to deepen our relationship with the staff, offering them even more spiritual support as they continue their important work. We remain committed to serving the Crowley Care community with love and dedication, and we trust that God will continue to bless our efforts in the coming year.

**Fr Peter Padsungay,**  
Parish Administrator



## *Behind The Scenes.*

Bringing faith and fellowship into the lives of our community, extending the mission of our Parish, volunteers Mick and Rita Vella offer spiritual support and weekly communion to our residents.

Their selfless ministry extends beyond the Chapel, visiting residents in the comfort of their own rooms providing prayer, counsel and comfort to all - where every shared blessing and personal greeting uplifts the soul.

Embodiments of the Catholic spirit of giving, creating a sanctuary of hope and unity here at Crowley.

## Annual Highlights – A Look Back at 2024

A year of remarkable achievements, growth, and transformation at Crowley Care. From community engagement and wellbeing initiatives, to workforce development and clinical innovation, our commitment to exceptional care has never been stronger.

Some memorable highlights:

### Community Engagement and Events

Our community and connections grew across the year, bringing together residents, families, staff, and friends through our hallmark events. They fostered inclusivity and joy, enhancing the uniqueness of Crowley Care:

- **Show Day:** Crowley's beloved Show Day captured a spirit of community inspired by traditional country shows. Live music, performances, market stalls, and a baby animal farm, created a festive and unifying atmosphere. A perfect reminder Crowley is more than just an aged care provider - it's a thriving, intergenerational community.



- **Christmas in July:** Crowley's mid-year festive celebration was a hit, offering traditional roast dinners, entertainment from The Decibels, and a raffle that raised funds for local initiatives. It showcased Crowley's warmth and community spirit, with feedback from participants overwhelmingly positive.
- **Mother's Day Luncheon:** A beautifully styled luncheon, complete with live entertainment and a carefully curated menu, was hosted in celebration of mothers. The Crowley Auxiliary raised funds for initiatives and essential equipment such as blood pressure machines. Their presence at Crowley and fundraising greatly contributed

to the success of many community-driven initiatives.

Crowley also held fun activities such as the Mini-Olympics, encouraging friendly competition and camaraderie among participants.

### Pastoral Care

Our pastoral care reflects Crowley's enduring belief that aged care extends beyond the physical, embracing the emotional and spiritual dimensions of wellbeing.

Our focus on spiritual and emotional support is exemplified through our pastoral care program. Featuring meaningful opportunities for reflection, connection and shared values, enhancing the lives of residents, staff and Parish community.



Events of faith, educational contributions and Diocesan collaboration saw our pastoral care efforts enrich the compassionate culture that defines Crowley.

- **menALIVE Dinner:** Crowley hosted its inaugural menALIVE dinner, connecting men from the Parish and community with an evening of shared faith and conversation. Supporting the spiritual and personal growth of men, it created strong interest in an annual event on the Crowley calendar.



- **Nurse Practitioner contributions:** Kelly Roberts, our Nurse Practitioner, attended the Annual Clergy Conference for the second consecutive year, where she discussed brain health and strategies to reduce age-related risks.

### Wellbeing and Happiness Initiatives

Crowley is dedicated to supporting the physical, emotional, and social wellbeing of our residents and clients. Across the year we participated in initiatives that focused on enhancing the quality of life for those in our care.

- **National Stroke Week:** A campaign raising awareness of stroke symptoms and the F.A.S.T. method for recognising them. It supported a better understanding of stroke and the importance of timely intervention.
- **Pop-Up Dining at Barney's Café:** Themed culinary nights for residents and families, including Italian and Indian cuisine, offered delightful and enriching dining experience.
- **Pet Therapy:** Animal interactions were offered as a wellbeing initiative, promoting

emotional and social wellbeing among residents with the positive impact of these sessions well-documented in research.

- **R U OK? Day:** Crowley observed this important day encouraging open conversations about mental health, reinforcing our culture of kindness and support.
- **Scenic Bus Drives for Residents:** Resumed our popular afternoon scenic bus drives, offering residents relaxing tours of the local area, with overwhelmingly positive feedback.
- **New Defibrillator Installed:** A new AED was installed in the Activity Centre, providing an additional layer of safety and security for our community.

- **Allied Health Students at Crowley:** Southern Cross University Allied Health students were welcomed for their second consecutive year of six-week placements, where they engaged with our Independent Living community to promote cognitive and physical wellbeing through activities including brain stimulation and aqua aerobics.



### Supporting Our Workforce Through Fair Pay

In 2024 Crowley Care reinforced its commitment to valuing our workforce by ensuring staff were appropriately recognised for their contributions. Crowley undertook a range of initiatives strengthening

## Annual Highlights (continued)

staff remuneration in line with national wage reforms and sector benchmarks.

- **Enterprise Bargaining Agreement (EBA):** Crowley successfully negotiated a new Enterprise Bargaining Agreement that delivered improved salary outcomes for staff. The new EBA ensured better alignment with the aged care industry's modern award, reflecting Crowley's commitment as a fair and attractive employer in a competitive labour market.
- **Work Value Case Increases:** Crowley passed on the full value of the government's Work Value Case (WVC) funding - introduced to lift wages across the aged care sector. These increases were designed to better reflect the skill, responsibility, and dedication required in aged care roles.

By implementing both the EBA increases and the WVC funding outcomes, Crowley ensured our staff received meaningful, timely recognition for their vital work. These combined wage improvements have played a key

role in enhancing staff satisfaction, retention, and recruitment, supporting a strong and sustainable workforce.

### Workforce Development & Recognition

In 2024 we made significant progress strengthening our workforce, enhancing recruitment efforts, and celebrating our team's achievements.

- **RN Sponsorships:** Our workforce strategy focuses on recruiting Registered Nurses in response to the national nursing shortage. Crowley has sponsored two international Registered Nurses (RNs) and their families from India and the Philippines. Their diverse backgrounds have enriched our care teams, bringing new perspectives and expertise to our services.
- **New Model of Care:** A new Model of Care was introduced in Residential Care in response to the introduction of Mandatory Care Minutes. Led by our Registered Nurses, it provided increased clinical support for

Care Workers during peak periods, helping us improve outcomes for our residents whilst meeting our Care Minutes target.

- **Recruitment and Volunteering:** Crowley HR processed more than 2,800 job applications from across the world, leading to 78 new staff appointments. Additionally, 25 new volunteers joined Crowley Care, providing invaluable support to our residents.
- **Retirements:** Crowley bid farewell to several long-serving staff members, including Sherrie Viney, who retired after 25 years of dedicated service, including 14 years in Home Care. Sherrie's legacy of care, kindness, and dedication to our clients is fondly remembered.

### Awards and Recognition

2024 was a year of recognition as Crowley was honoured with two prestigious Novaskill Awards:

- **RTO Trainee of the Year:** Hollie, a trainee who successfully completed her program, was named RTO Trainee of the



Year. Hollie has since joined Crowley full-time, contributing to our commitment to workforce development.

- **Large Employer of the Year:** Crowley received the Large Employer of the Year award, a testament to our strong workplace culture and commitment to developing future aged care professionals.

### Clinical Care & Innovation

Crowley continued to lead the way in clinical care and innovation, prioritising the health and well-being of our residents through advancements in care practices and services.

- **Specialist Care Team:** We welcomed Dr. Hughes, a Palliative Care Physician, and Dr. Lisle, a Geriatrician, who returned to Crowley after several years in Western Australia. Their expertise has enriched our clinical offerings, ensuring residents receive the highest quality care.
- **ACQSC Participation:** Crowley contributed to national aged care initiatives by participating in the Aged Care Quality

Standards working group and the Infection Prevention and Control (IPC) group, helping to shape the future of the sector.

- **Behaviour Support Plan Research:** Crowley's Clinical Team participated in important research related to Behaviour Support Plans, contributing to valuable academic work that will enhance aged care practices across the country.

### Continuing Education

Education remains a cornerstone of Crowley's commitment to professional development and innovation in aged care.

- **Experiencing Ageing Through Design:** In February, Executive Manager, Operations and Finance Kelli Potts attended the Caroma Live Well - Age Lab Workshop, gaining valuable insights into how design can better support ageing individuals. It deepened our empathy for the challenges faced by older people and reinforced the importance of accessible, thoughtful design in aged care. In line with evolving aged care design Kelli

also completed the Dementia Training Australia - Design Masterclass.

- **DACCS Conference 2024:** Crowley organised the Diocesan Aged Community Care Services (DACCS) Conference, where more than 50 attendees from across the Lismore Diocese shared insights on industry trends and best practices. Industry guest speakers included Jason Kara CEO of Catholic Health Australia and Grant Corderoy Senior Partner at StuartBrown - member of the Aged Care Taskforce, established to provide expert advice to Government on funding arrangements for aged care.
- **International Dementia Conference:** Kelli Potts presented at the International Dementia Conference in Sydney, showcasing how Crowley's Memory Support Unit, Lighthouse, applies the National Aged Care Design Guidelines to enhance dementia care environments.

## Annual Highlights (continued)

### • Nurse Practitioner

**Conference:** Crowley hosted the Annual Nurse Practitioners Conference for Northern NSW, bringing together professionals from across the region to share knowledge and advance best practices in clinical care.

### ICT Governance & Systems

2024 saw continued investment in Crowley's ICT infrastructure, ensuring we are equipped with the tools to provide the best care possible and operate efficiently.

• **System Upgrades:** Crowley completed significant upgrades to systems, including the Nurse Call System (Alexys Aptus), Home Care Client Management System (Sandwai), and the Chefmax Meal Management system. Microsoft 365 was also rolled out across the organisation, enhancing productivity and collaboration.

### • Cybersecurity & Risk

**Management:** A comprehensive cybersecurity strategy was implemented, including the deployment of CrowdStrike EDR, the appointment of a Cyber Security Manager, and the introduction of Multi-Factor Authentication (MFA) to safeguard Crowley's digital assets.

### Planning for the Future

Looking ahead, Crowley Care is committed to ongoing growth, transformation and collaboration. Key developments include:

- **CEO Dual Role:** Michael Penhey, Crowley's CEO, was appointed Business Manager of Ballina Parish. This new role complements his work at Crowley, reinforcing the deep connection between the parish and our organisation.
- **Diocesan Aged & Community Care Services (DACCS):** Through Crowley's ongoing

• role as DACCS Secretariat we continued supporting strategic planning and coordination across Diocesan aged care services, fostering stronger partnerships and shared outcomes.

• **Florence Price Place Redevelopment:** The redevelopment of the Florence Price Place site began marking a significant milestone in Crowley's Master Plan. The project signals an exciting future for Crowley's Independent Living Village.

### Sector News

Several key developments in Australia's aged care sector in 2024 will influence the future of the industry:

- **Aged Care Bill:** Introduced to Parliament in September, the new Aged Care Bill lays the foundation for the Aged Care Act, set to commence in July 2025.
- **Strengthened Aged Care Quality Standards:** Set to replace current standards in July 2025, these new guidelines focus on person-centred, accessible care.
- **Support at Home Program:** Announced in July 2024, the Support at Home program will replace the existing Home Care Packages and Short-Term Restorative Care programs by July 2025, offering improved services for older Australians.

These changes highlight the ongoing efforts to improve aged care services, and Crowley Care is dedicated to staying ahead of these developments to continue delivering the highest quality of care to our residents and clients.



## Behind The Scenes.

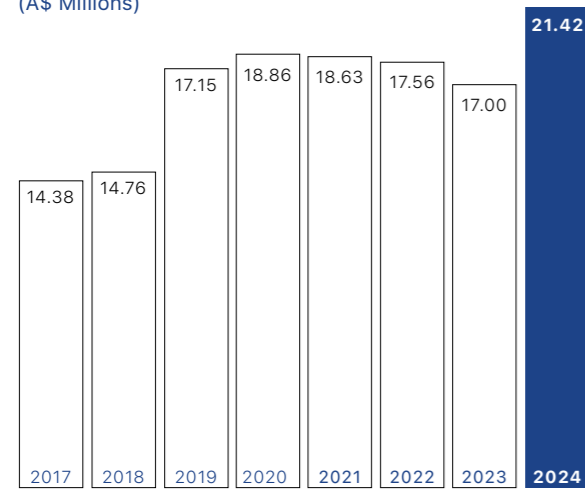
Demystifying access to the highest quality aged-care services, our Crowley financial services team, supports residents and their families to connect with the services they need most.

Seamless administration delivered with clarity and precision builds trust and understanding - where every detail is important and communication is handled sensitively with care and empathy.

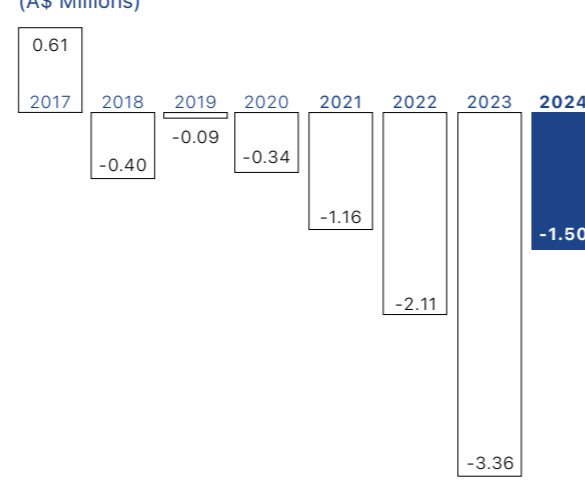
Much more than managing accounts, the team is fully integrated into the Crowley mission to provide quality individualised care for our residents, clients and their families.

## 2023-2024 Financial

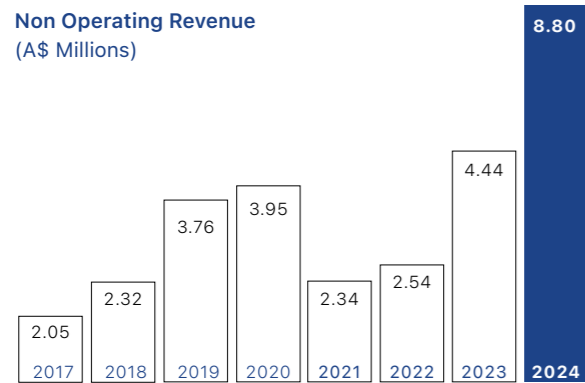
**Operating Revenue**  
(A\$ Millions)



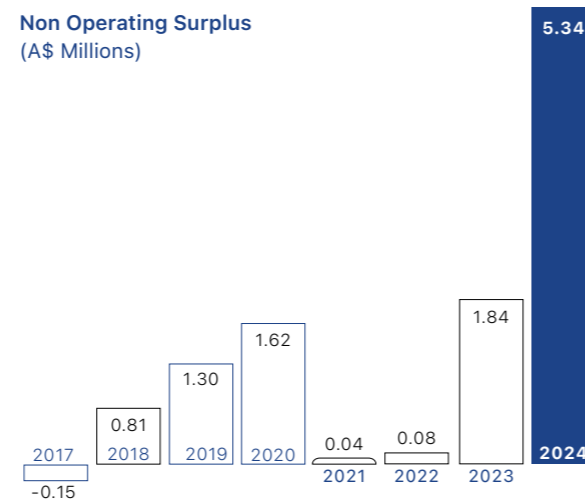
**Operating Surplus**  
(A\$ Millions)



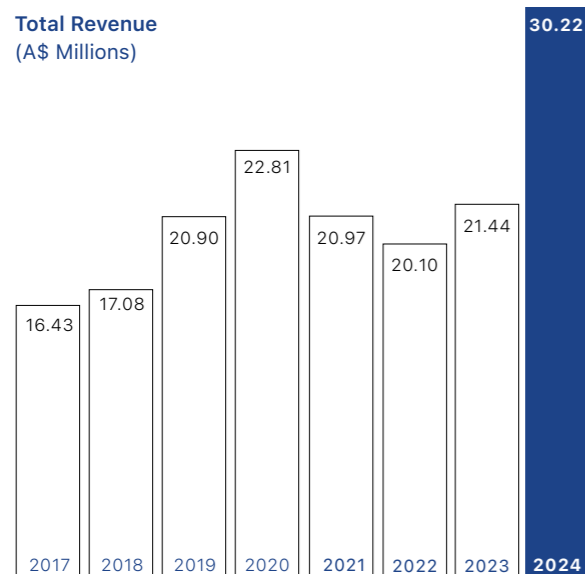
**Non Operating Revenue**  
(A\$ Millions)



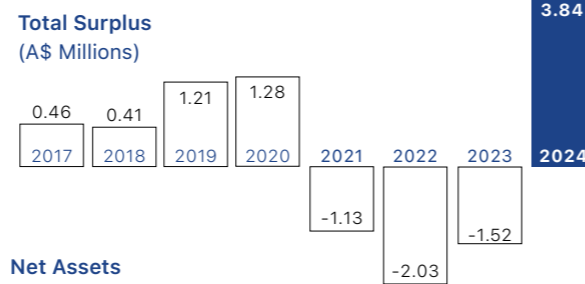
**Non Operating Surplus**  
(A\$ Millions)



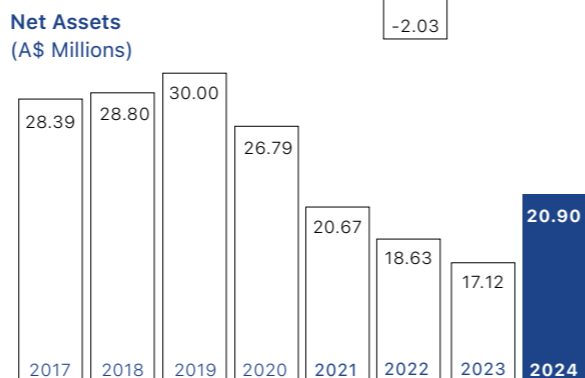
**Total Revenue**  
(A\$ Millions)



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



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



## The Leadership Team

Leadership at Crowley is not about titles - it's about people.

Our Leadership Team embraced a renewed focus, recognising and elevating the contributions of those who work quietly in the background across the organisation.

Through shared leadership, the spirit of Crowley continues to thrive - where every team member, whether front-facing or behind the scenes, is seen, valued, and celebrated.



**Michael Penhey**  
Chief Executive Officer



**Kelli Potts**  
Executive Manager  
Operations & Finance



**Michelle Golding**  
Quality Manager



**Tony Baldwin**  
Hotel Services  
Manager



**Meredith Pryke**  
Executive Manager  
Care Services



**Albie Viel**  
Maintenance  
Manager



**René Lange**  
Risk Manager



**Ben Hansen**  
IT Manager



**Belinda Coombs**  
Finance Manager



**Shannon Wilsons**  
Human Resources  
Manager



**Kelly Roberts**  
Nurse Practitioner

## 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 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 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.

## On the cover

### *Behind The Scenes*

Behind the scenes is Albie J, one of our steadfast guardians of preventive maintenance, ensuring every essential item - from wheelchairs, to beds, lifters and alarms, run flawlessly across the facility.

You can go for days without noticing our maintenance team, but they're there, quietly in the background, problem solving and maintaining every aspect of our facility.

And as they do so, earning the trust and gratitude of a community that counts on them.

Unsung heroes enabling our residents to live comfortably, securely and peacefully.



#### 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