



2019-2022

Crowley Care Strategic Plan

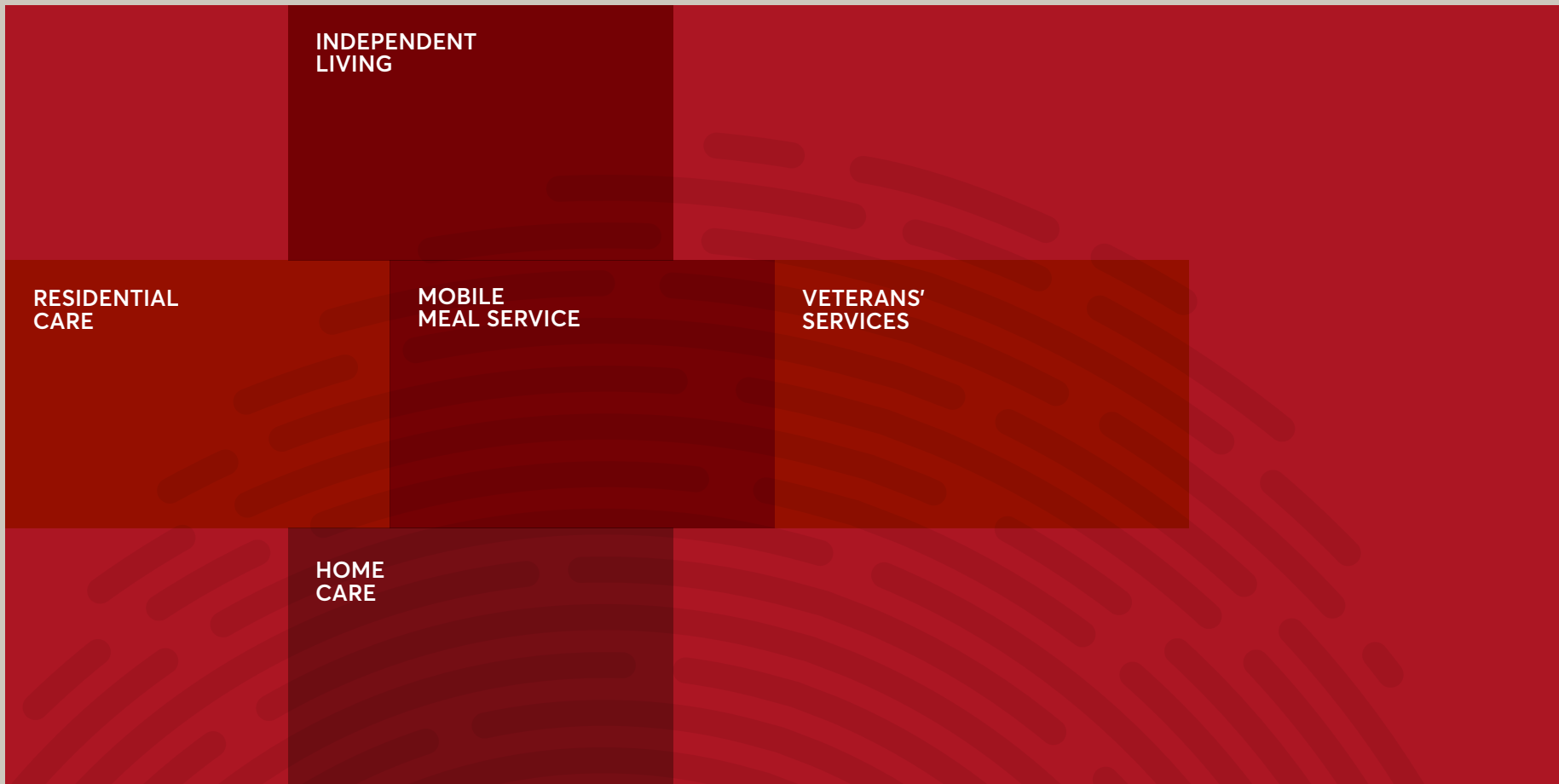


Crowley's Vision:

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

Our Core Beliefs:

- Living Catholic values
- Delivering exceptional service
- Valuing each generation
- Leading by example



The Crowley Difference a unique culture of care

For more than 40 years Crowley Care has had a proud history delivering exceptional relationship-based care for our residents and clients.

At Crowley we go the extra mile providing inspirational living experiences.

Independent Living

Live the lifestyle you want and enjoy the freedom of retirement

Home Care and Veterans' Services

Keep living at home and doing the things you love

Residential Care

A warm and secure residential care home with a difference

Mobile Meal Service

Delicious meals delivered to your home

Leadership Statements



I am pleased to present Crowley Care's 2019 three year Strategic Plan. This document outlines the future direction of Crowley Care for the next three years as developed by the St. Francis Xavier Parish Aged Care Board.

It is a reflection of Crowley's total commitment to our Vision to provide inspirational living experiences for our residents and clients, through rewarding relationships, whilst supporting every individual in our care.

The Plan highlights how Crowley is looking to the future needs of our community. It includes highly considered risk assessment and planning for the ongoing development of our site Master Plan so that we can better cater for the future growth of Crowley's services. We are indeed blessed with a beautiful waterside location that offers great scope for further appropriate development for our community.

In devising this Strategic Plan we were cognisant of the recent national aged care reforms and standards. Crowley is well placed to meet and exceed these standards because our Vision is already aligned to them. We have always had a total focus on the individual needs of each person in our care. We fully support these national reforms which are in concert with Crowley's philosophy and culture.

In fact our Strategic Plan features continual investment in our staff and the uniquely positive culture we have at Crowley Care. The Board fully supports investment in ongoing culture training and programs for all levels of staff. The quality of our staff and the caring relationships they have with our residents and clients, underpins the 'Crowley Way' that so often is positively remarked upon.

Over the coming years we will continue to invest in quality care services for our Parish and local communities with an eye on emerging trends, responsible financial management and the unique needs of our community. Our Board is constantly reviewing how best to achieve all these things, so that we securely grow and develop our services, whilst retaining our unique culture of care.

Through the implementation of this Strategic Plan, with the commitment of our Executive, our staff and the broader Crowley family, Crowley Care is well placed for a positive and sustainable future.

Carolyn Hunt
Chair
Parish Aged Care Board



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Welcome to Crowley's three year Strategic Plan.

Having a Strategic Plan to work towards has been a great advantage for all of us at Crowley. It provides everyone with clarity and direction as we set about building on the successes we have had over the last three years.

I believe everyone at Crowley is part of the journey and everyone has a stake in that journey. A positive future for Crowley relies on how much we engage with the broader Crowley family as that journey continues. We have learnt over the years when everyone is included in our planning we have much better outcomes. We have also learnt there is a direct correlation between our engagement levels with our community and our success.

Part of that success is about living and breathing our Strategic Plan every day. And whilst I feel we are more connected to our community than ever before, we must continue placing a high priority on communicating what we are doing as we implement the Plan across eight key result areas set by the Board and our Parish Priest.

Part of our approach at Crowley is making sure our teams on the ground – those staff at the front line are in concert with our Vision and direction. This requires our Leadership Team to be 'tuned in' to our staff and community on the ground. Crowley's Leadership Team works in the building and across the year the Team has thousands of seemingly 'small conversations' with our staff, our residents and our families. These daily connections are vital in re-affirming our planning is on-track, ensuring everyone has common goals, that our priorities are correct, and that we manage changing circumstances that even the best-laid-plans can't account for.

Proper planning, which includes connecting in with our Parish and all key stakeholders is a big part of how we operate at Crowley and it will continue to be. Having a Plan to work towards has been a great advantage and tool, giving the Executive the mandate to move forward with confidence.

Our focus for the three years of this Strategic Plan remains multifaceted. We continue placing great emphasis on Crowley's unique culture – something we are proud of, that sets us apart and that we refer to as the 'Crowley Way'.

At the same time we are moving forward with our Site Master Plan, which requires complex and detailed planning to account for our future needs.

In these times it is crucial our governance is strong and we continue meeting and exceeding the new Aged Care Standards, with an emphasis on supporting the individual needs of residents. This focus on the individual is part of our Vision and something Crowley has been doing well for many years.

Underpinning all our plans for the future is our continued financial strength and stability. This is essential if Crowley is to continue to support the needs of our ageing community.

At the same time we are moving forward into the digital age with our marketing and community engagement and using the best technology we can that improves the quality of life for our residents and clients.

Our entire planning process at Crowley is forged from our Vision and our Core Beliefs. When you believe in your Vision and have clarity in your direction then good outcomes, some would say, are almost predetermined. We are not leaving anything to chance and are fully focussed on bringing our Vision to reality through this Strategic Plan.

Michael Penhey
Chief Executive Officer

Crowley's Promise

Inspirational
living, rewarding
relationships,
individual focus

Crowley's Vision is to provide an inspirational living experience through rewarding relationships with a focus on the individual.

Each day at Crowley is not just about servicing the needs of our residents and clients, it is about forging meaningful connections with them.

Our unique culture of care sees us committed to learning and supporting the stories of each resident and client so they can continue participating fully in life.

We are part of a dynamic Catholic Parish, the local Ballina community and we work closely with leading training and educational establishments and regional health organisations.

Our Stakeholders

As part of a dynamic Far North Coast community, Crowley values engaging with a range of organisations and individuals. Through our stakeholders we connect meaningfully with our communities.

Our internal stakeholders include:

- Residents, clients and families
- Staff and volunteers
- Leadership Group
- Parish Priest
- Parish Aged Care Board
- Parish Finance Council
- Parish Business Manager
- St Francis Xavier Parish
- Diocese of Lismore
- Crowley Auxiliary
- Aged care consumers

Our external stakeholders include:

- GP's, allied health specialists
- Government agencies
- Community
- Peak bodies
- Hospitals
- Suppliers
- Media
- Local Council, State and Federal Members of Parliament
- Industry advisors
- Other care providers

Result areas that will define us

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

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

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'

KEY RESULT AREA 4

Residents, Clients and Families

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

KEY RESULT AREA 5

Quality and Systems

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

KEY RESULT AREA 6

Asset Management

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

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

KEY RESULT AREA 8

Governance and Leadership

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

CROWLEY DRIVE

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2019-2022

Contact us

Phone our Customer Service Team on 1300 139 099

Or drop in and see us at:

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Or email us at: info@crowley.org.au

Follow us on Facebook  CrowleyCare

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