

**Crowley
Care Services**

**Annual Report
2013**



Our promise:

- Commitment** to each individual resident and client 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. We don't have a one-size fits all approach;
- Relationships** forged for a single purpose - to enable us to better serve our residents and clients. We are part of a dynamic Catholic Parish, the local Ballina community and work closely with leading training and educational establishments and regional health organisations.

What we offer:

- Independent Living** – Enjoy the freedom of retirement living. Your home, on the Ballina waterfront, is surrounded by a close community in a relaxing environment, with care easily accessed when needed;
- Residential Care** – Crowley Residential Care, at our beautiful Ballina facility, is a safe environment for our residents, providing the highest quality nursing care and support services;
- Home Care** – Care comes to you. Bringing a comprehensive range of care services to your home. Enjoy the sanctuary of your home for longer with care packages tailored to your needs.



Chair's Report

In last year's Annual Report I advised that Crowley was applying resources to better understand the significant aged care reforms announced at that time.

The reforms represent the commencement of a 10 year program to create a more flexible system providing older Australians with more choice, control and easier access to aged care services.

We now have a new Federal Government and Crowley needs to come to grips with any new changes that are looming.

The Aged Care Reform Implementation Council advises the Federal Government on the progress of the Living Longer Living Better aged care reforms implemented by the Department of Health and Ageing. The Government wishes to ensure any reforms are applied well and achieve their intended policy objectives. We totally support this objective.

Additionally, the Aged Care Financing Authority was recently formed to provide transparent, independent advice to Government on pricing and financial issues in aged care. The Authority is informed in its decision-making by consultation with consumers and the aged care and finance sectors, including Crowley.

Within our resources the Board and Crowley's Leadership Group continue to work with Government and stakeholders to help ensure any legislative and policy changes are implemented well.

Our aim is to transition to the new arrangements seamlessly. In doing so, we must ensure the quality and diversity of services provided to our residents, clients, and their families, are not diminished.

I wish to thank my Board colleagues, the Leadership Group, Crowley staff members and our enthusiastic volunteers for their excellent commitment to the organisation throughout the year. On behalf of the Board, I acknowledge the wonderful support offered by our Parish Priest, Father Michael Nilon, Parish Business Manager, Paul Lloyd and the Parish Finance Council.



Steve Barnier

Chair
Parish Aged Care Board



The Parish Aged Care Board is comprised of highly experienced local community leaders with a broad range of backgrounds and expertise who volunteer their time to serve the community and Parish.

The Board ensures that Crowley maintains its position as a leader in aged care services whilst meeting the needs of the community. Its commitment is ongoing in the search to find ways to improve Crowley's service quality and ensure a strong future for the organisation.

The Board is actively supported by our Parish Priest Father Michael Nilon and the St Francis Xavier Parish Finance Council.



Steve Barnier – Chair

Appointed 1993
Group Manager, Local
Government



Craig Nowlan

Appointed 2001
Building Regulator



Carolyn Hunt

Appointed 2010
Solicitor, Private Practice



Cheryl Bourne

Appointed 2012
Retired Certified
Practicing Accountant



Sue Ellis

Appointed 2001
Retired 2013
Retired Executive
Officer, Public Health



Kylie Rhodes

Appointed 2013
Nurse Unit Manager,
Local Private Hospital



Glenn Joynson

Appointed 2011
Senior Relationship
Manager, Financial
Institution



Michael King

Appointed 2012
Licensee in Charge
Local Real Estate
Agency



Father Michael Nilon

Parish Priest



Paul Lloyd

Parish Business
Manager

RESIDENTIAL CARE

CROWLEY CORE

HOME CARE

This year has been one of consolidation, growth and development at Crowley, as we continue to prepare for the future needs of our community and region.

I am pleased to report demand for Crowley services has remained strong. In particular, we have overseen the growth of our Veterans' Home Care service and increased demand for Home Care services. This was backed by continued high demand for our Residential Care and Independent Living services - a testament to all our staff that is underpinned by our robust financial performance and ongoing investment in Crowley's future.

Strategic Plan

This year we renewed our Strategic Plan for the next three years. Providing inspirational living experiences for our residents and clients is at the heart of this plan, coupled with meeting the needs of individuals in our care. We are in a period of growth and development, where considered high-quality strategies are being implemented for Residential Care, Home Care and our Independent Living services.

The Plan includes a significant capital development - the expansion of our Residential Care facility. To that end, we secured funding for a building program that includes 12 additional Residential Care beds. When complete in 2015, it will be the first major upgrade to the Residential Care facility since 2006.

Other key outcomes of the Strategic Plan will result in better organisational efficiencies at Crowley through the delivery of a planned integrated housing model for our residents and the deployment of enhanced technology throughout the organisation.

Our success relies on our staff

Crowley can only provide great services if there is a positive culture across our organisation. This year we continued implementing a comprehensive training program, part of which focused on enriching communications between staff and our residents and clients. We are, after all, in the people business, and the ability of our staff to forge positive relationships with our residents and clients is central to our regional reputation and growth prospects.

It is through such training that Crowley's vision can be realised - "to provide inspirational living experiences through rewarding relationships with a focus on the individual."

Ensuring a bright future

We recognise that Crowley is in an increasingly competitive market and needs to retain strong relationships with our many stakeholders in our Far North Coast community. This year we commenced a highly focused communications program with our stakeholders. It included a reinvigorated campaign for our Independent Living apartments and the successful launch of our new website www.crowley.org.au

I'm pleased to report Crowley remains well placed as a leading regional care provider for the years ahead. Yet our



future is only enabled by having a strong Board, Leadership Group and with the right people, systems and strategic planning processes in place. These collectively strengthen our organisation and our ability to respond to the needs of our community.

We are excited about our developments this year and by the outlook ahead, and I wish to sincerely thank all our staff, our Board members and the Leadership Group for their continued commitment to excellence in our organisation.

A handwritten signature in dark ink, appearing to read 'Michael Penhey', written over a light blue background.

Michael Penhey
Chief Executive Officer



During the year we devised and produced the Crowley Care Services Strategic Plan for the period 2013 – 2016. This is our organisational road map for the next three years.

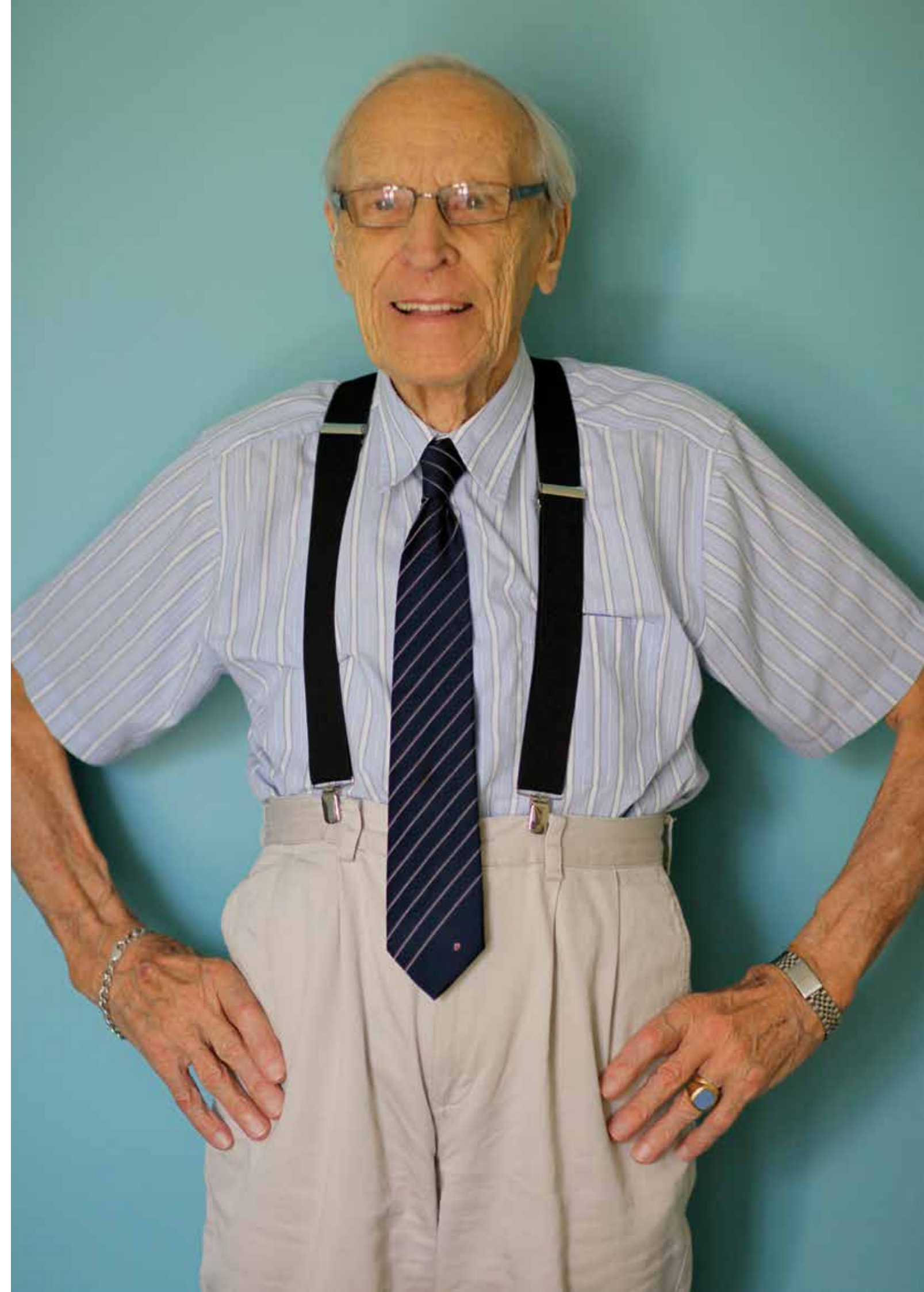
The plan sets out the future direction for Crowley Care Services. It conveys the St. Francis Xavier

Parish Aged Care Board's desire to deliver quality care across all our service areas - Residential Care, Independent Living and Home Care.

The plan sets the overall direction, promoting accountability at all levels, whilst helping us deliver a better-focused organisation.

The key characteristics and components that will define Crowley by 2016 are:

No. 1 Provider	Recognised as the leading provider of care services in our region
Site Master Plan	Continued development of our site to optimise our service integration
The Workforce 'Fit'	A well trained committed work force that 'fit' our service delivery models
Financially Sustainable	Continued strong financial performance in all service areas
Growth and Development	A larger organisation delivering a diversity of care services with a focus on Consumer Directed Care
Integrated Systems	Integrated systems using contemporary technology to deliver efficiencies
Integrated Services	The Crowley integrated housing model will be operating successfully
Strong Leadership	The Board and Leadership Group will continue their leadership development
Credible Partnerships	Established partnerships and alliances at Diocesan, regional and local levels will further enhance our reputation as the No. 1 provider in the region



Performance Indicators

To continually improve the services we provide it is important that Crowley's performance is measured against industry benchmarks.

Below are the results our annual surveys demonstrating Crowley's performance against key industry benchmarks. They include surveys conducted with our employees, clients, residents and their families.

Quality Performance Systems* Employee Satisfaction Survey



Quality Performance Systems* Resident Satisfaction Survey



Quality Performance Systems* Relative Satisfaction Survey



*QPS (Quality Performance Systems) Benchmarking provides benchmarking products to the industry in Australia and New Zealand. www.qpsbenchmarking.com

*There is much truth in the adage
'If you can't measure it
you can't manage it'.*

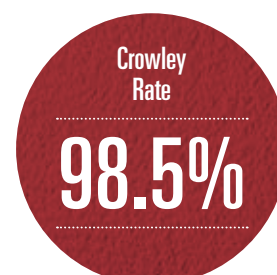
Quality Performance Systems* Home Care Client Survey



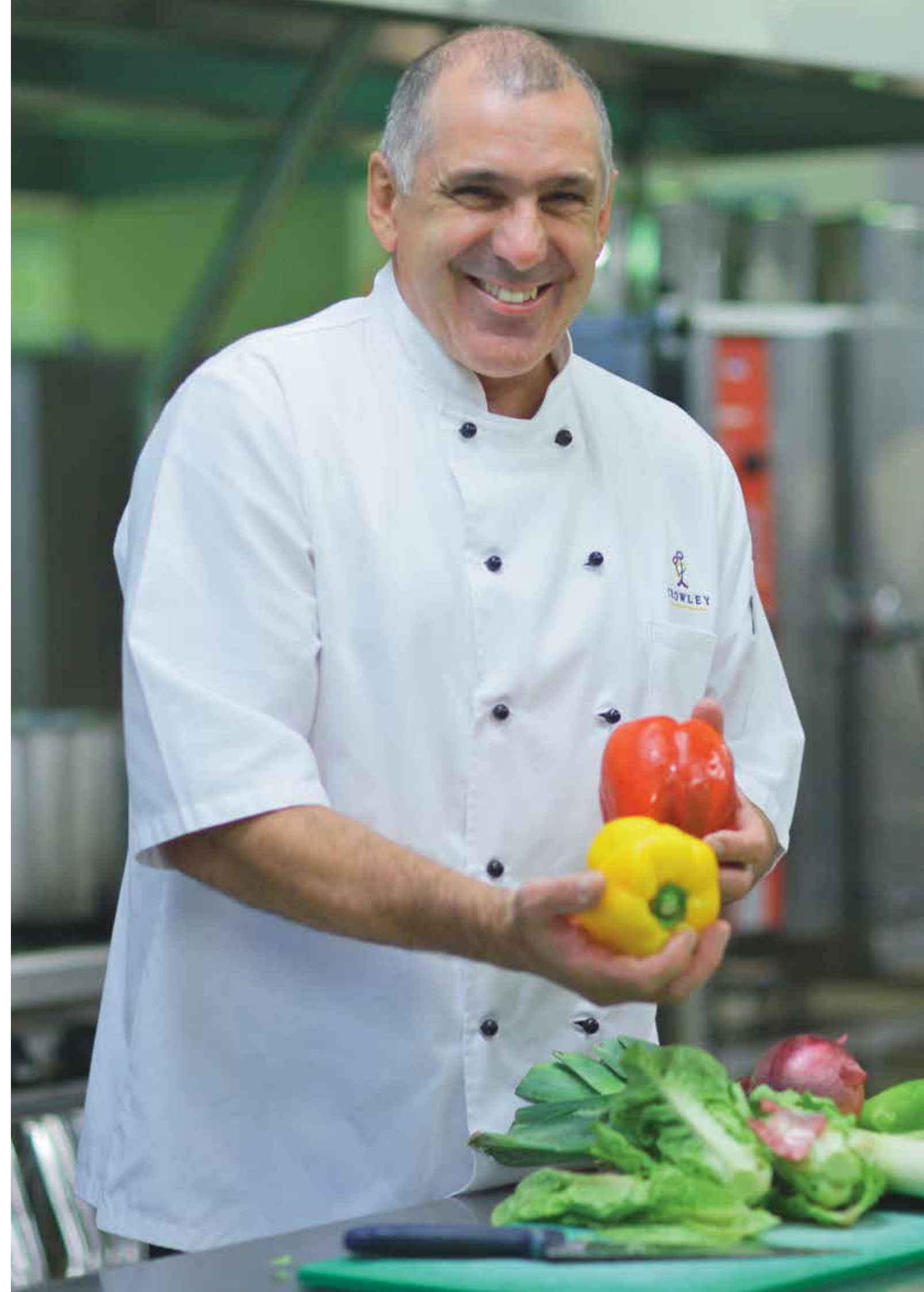
Independent Living Residents Survey



Residential Care** Occupancy Rate



** Source – DoHA Operation of the Aged Care Act 2011/12



Japanese Choral Feast

Crowley hosted an extraordinary musical treat this year, when Japanese choir 'The Cherry Ensemble' serenaded us at the Crowley Activity Centre. The choir was led by soprano singer Naoko Kakino, who is also adept at the 'Taishoo goto', or Japanese harp. Mrs Kakino's husband, Katsuyama Councillor Masaki Kakino, was also a member of the choir. Our thanks to Ballina Shire Councillor Sue Meehan for her support and Southern Cross University's Japanese Liaison Officer Taz McLaren for this partnership opportunity!



Show Day

Once again our four-legged friends were the highlight of our annual Show Day, with the pet parade putting smiles on everyone's faces. However our inaugural 'talent quest' gave the pets a run for their money, with residents and staff entertaining one and all with a fabulous variety show. We were also treated to a wonderful showcase of cooking, flowers, plants, crafts, jewellery, produce and woodwork - what wonderful creative skills we have in the Crowley community.



Auxiliary 30 Year Anniversary

Our deepest thanks to the Crowley Auxiliary, which this year celebrated 30 years of service to our facility and the Ballina community. The Auxiliary was founded on Anzac Day in 1983 with 20 members - and now boasts 28, many of whom are foundation members. At the luncheon held to celebrate the occasion, current President Margaret Moore said the Auxiliary had raised hundreds of thousands of dollars for Crowley - to which CEO Michael Penhey added: "The Auxiliary's value is far greater than money; Auxiliary members have contributed greatly to the quality of life for our residents."

Staff Recognition Day

Special thanks to staff members Lyn Mitchell and Ann Emery, who this year chalked up 20 years of service to Crowley. Lyn and Ann were honoured at the annual Parish Aged Care Board barbecue, as were Julie Frost and Russell Turner, who have each given 15 years of service. Those honoured for 10 years' service were Tony Baldwin, Sharon Colledge, Dean Lawrence, Andy Minehan and Kelly Roberts. Special recognition awards were given to The Laundry Team (Lyn Mitchell, Peter Howard, Robert Watson and Tom Johnson), Tracey Brennan, Katrina Phillips and Michelle Golding. Thanks to all our staff for another great year of support for residents, families and the Crowley team.

Relic of St Francis Xavier

The St Francis Xavier Catholic Parish of Ballina was very privileged to be one of the parishes on the pilgrimage of this holy relic that is usually reserved in the Jesuit Church in Rome. The relic - St Francis Xavier's right arm, with which he baptised and blessed thousands of people - visited our Parish for two days in November 2012. Crowley was fortunate to have the Relic on site for our Wednesday morning mass which gave residents the opportunity to view and venerate the relic. This was a once in a lifetime experience for all who spent time in the presence of the relic and was a time of special blessing for the Parish as a whole.

The Future of Aged Care Training and Education

Crowley's commitment to aged care training and education has amped up, following our partnership with Southern Cross University to develop aged care training courses and collaborate on a range of other initiatives. These initiatives include enhanced training for existing staff via the MSL, or Mobile Simulation Laboratory, which first visited Crowley in April 2013. It also includes initiatives that enable older people to stay in their homes as long as possible, such as assessing health risks earlier and preventing avoidable hospital admissions. The Primary Health Care for Older People project is funded by a \$945,800 grant from Health Workforce Australia, and residents and staff are actively involved in the project.



Thanks, Colin Cuskelly

An extra pair of hands is always welcome in a busy workplace and Crowley would like to broadcast special thanks to our hostel resident Colin Cuskelly. Colin has been helping to set the tables in the dining room before all meals. Hotel Services staff report that Colin's assistance has been invaluable, easing the pressure during the busiest times of their day.

Anzac Spirit

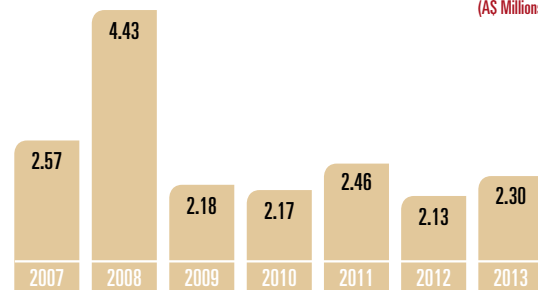
Crowley resident Allan Rice, a World War II veteran who turned 90 this year, once again organised our Anzac ceremony - as he has done for more than 15 years. This year, we held our ceremony two days early, so that residents could march in the Anzac Parade. The service was attended by Ballina High School captains, one of whom, Chloe Fenton, delivered a moving tribute to Australian service men and women, past and present. Parish Aged Care Board Chair Steve Barnier laid a wreath on behalf of Crowley.

Accordians and Tiramisu

The undisputed culinary highlight of the year was Italian Day. Residents spent days preparing for the celebration of Italian culture - planning costumes, making decorations and cooking biscotti for a delicious tiramisu. On the big day, the wonderful Val provided accompaniment on piano and accordion for a feast of lasagne, garlic breads, homemade fettucine, pizza and, of course, tiramisu for dessert. The meal was followed by a selection of cheeses, wines and traditional Italian nibbles. The day was rounded off with a game of Bocce in the garden.



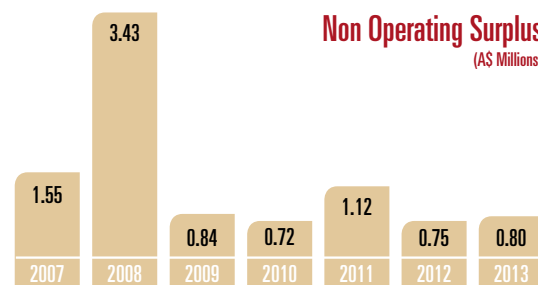
Non Operating Revenue (A\$ Millions)



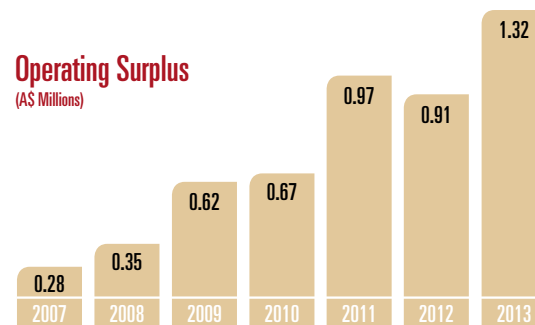
Operating Revenue (A\$ Millions)



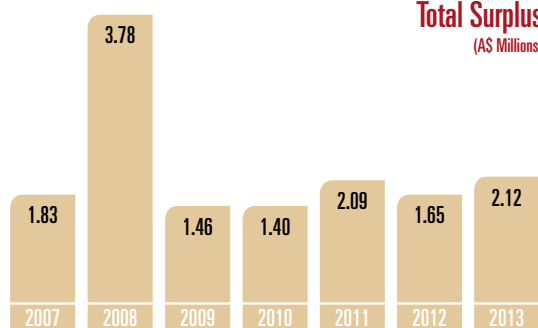
Non Operating Surplus (A\$ Millions)



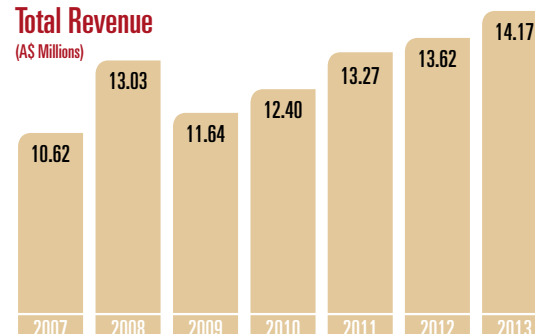
Operating Surplus (A\$ Millions)



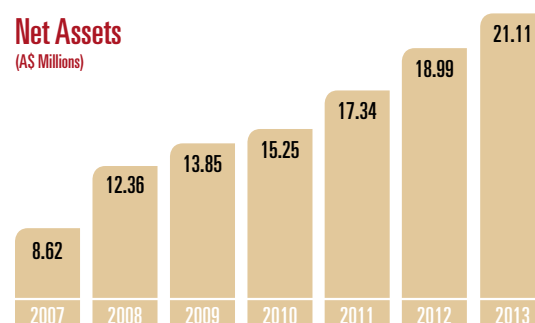
Total Surplus (A\$ Millions)



Total Revenue (A\$ Millions)



Net Assets (A\$ Millions)



Our Ongoing Commitment to Training

Crowley's ongoing success is dependent upon the provision of high quality training for staff, regardless of their role in the organisation.

This year was marked by a wide-ranging training program implemented at all levels of our organisation.

Our training program ensures our collective skill base and knowledge is at the cutting edge of industry standards. We're pleased to report the enhanced training opportunities have impacted positively on the entire organisation - staff, residents and clients.

Some highlights of our training program include:

Organisational Culture Training

More than 200 Crowley staff have now participated in a program of organisational culture training. This training was designed to ensure Crowley remains firmly focused on forging positive relationships with our residents and clients to better serving their needs.

Training themes included a holistic approach to customer service, world-class communications skills, leadership by example, developing individual signature strengths, resilience and relationships - and the importance of laughter in the workplace.

As well, Crowley was successful in securing Board Chair, Steve Barnier, a highly sought after place in a course run by the Australian Institute of Company Directors, 'The Role of the Not-For-Profit Chairman'.

Following his attendance at this course, during which participants discussed the unique challenges facing Not-for-Profit Boards, Mr Barnier reported that Crowley's governance processes were consistent with established 'best practice'.

Crowley's Leadership Group is set to embark upon High Performance Team Training in the near future.

Commitment to quality

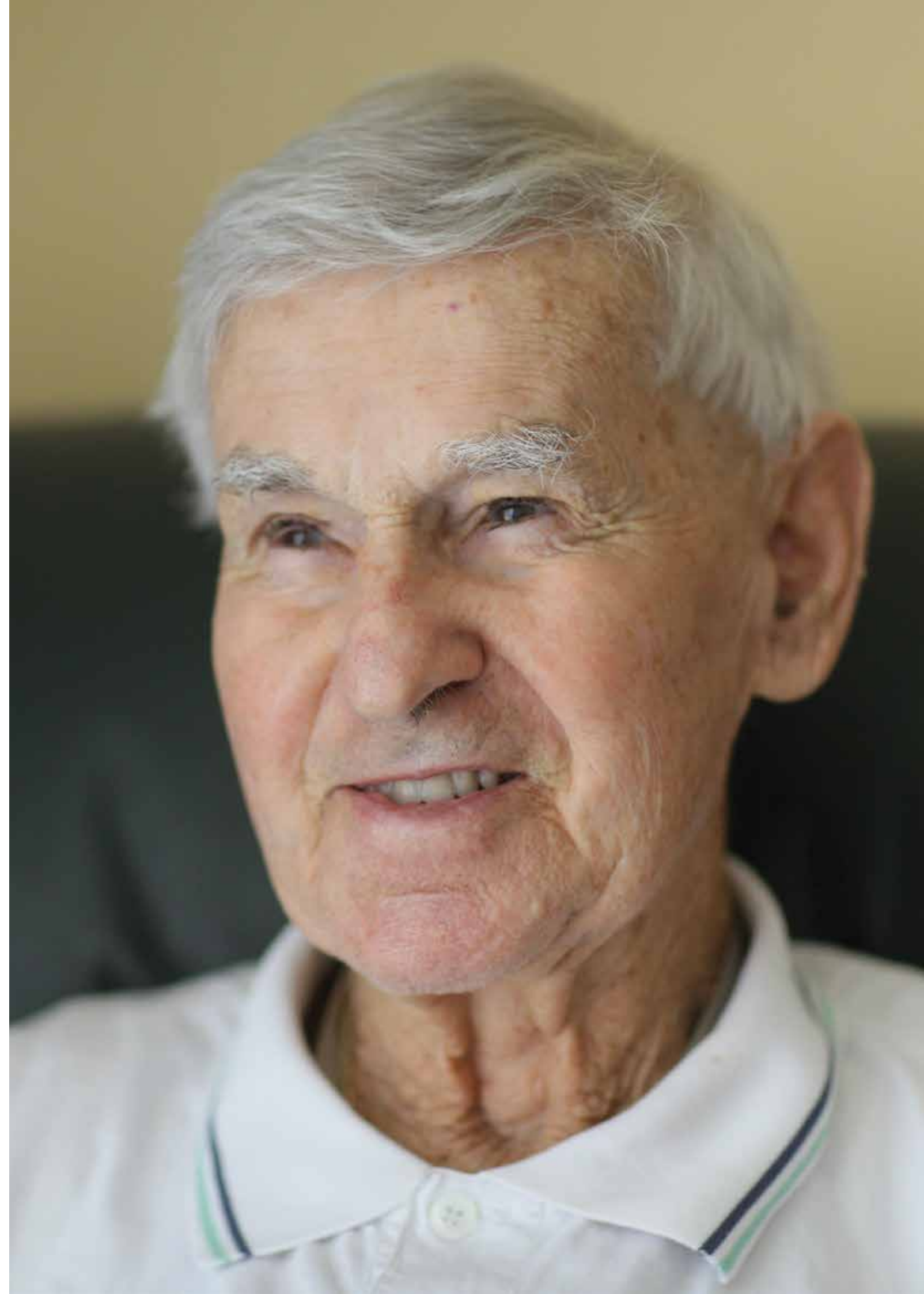
Internal and external training courses undertaken throughout the year included nationally recognised certificates in Leisure & Health, Hospitality and Community Services Co-ordination.

Short courses designed to improve skills, service and care included 'Practicing Compassion in the Workplace', 'A Tablet (iPad) is Better than a Pill' and 'Montessori-based Activities'.

Crowley has a long-established alliance with Southern Cross University (SCU) that involves hosting nursing students on clinical placements. As a result of a grant from Health Workforce Australia, Crowley and SCU have collaborated on a robust project to develop simulated learning experiences for students and staff.

Certificate III in Aged Care

A Certificate III in Aged Care is now the standard requirement for all new employees entering the aged care industry. Recent government changes allow the course to be delivered in two stages, the first stage being a 'taster' for work in the industry. Crowley is pleased to announce during the year we engaged four new employees who truly shone during their 'taster' with us.



The Leadership Group

The Leadership Group is comprised of executive level and senior staff across all service areas of the organisation. The group provides leadership and support to the organisation in achieving quality and excellence in the care and services Crowley delivers.



Michael Penhey
Chief Executive Officer



Kelli Potts
Executive Manager
Operations & Finance



Clare Busch
Executive Assistant



Whenua Oner
Manager Residential
Care Services (DON)



Tony Baldwin
Manager Hotel
Services



Albie Viel
Manager Assets and
Maintenance Services



Christine Lawton
Assistant Manager
Residential Care
Services (DDON)



Linda Beaumont
Coordinator
Independent Living
Sales & Social Support



Jenny Kliese
Coordinator
Independent Living
Resident Services



Michelle Golding
Coordinator Policies,
Processes & Systems



Gail Norton
Coordinator
Stakeholder Liaison



Debbie Wilson
Coordinator
Home Care Services



Sherrie Viney
Coordinator
Community Nursing





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
-



Take the Next Step:

For Independent Living enquiries P: 02 6686 5090

For Residential Care enquiries P: 02 6686 5090

For Home Care enquiries P: 02 6686 2287

For General Enquiries:

Crowley Care Services

154 Cherry St, Ballina NSW 2478

P: 02 6686 5090

E: info@crowley.org.au

W: www.crowley.org.au

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