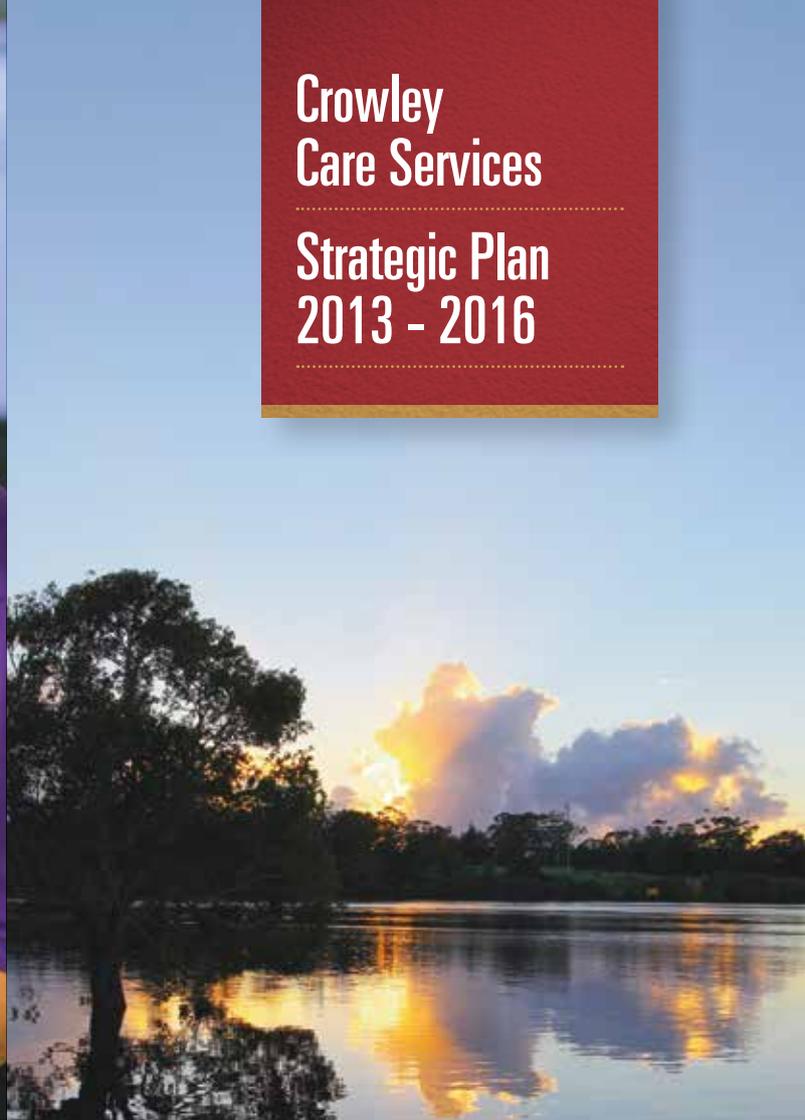


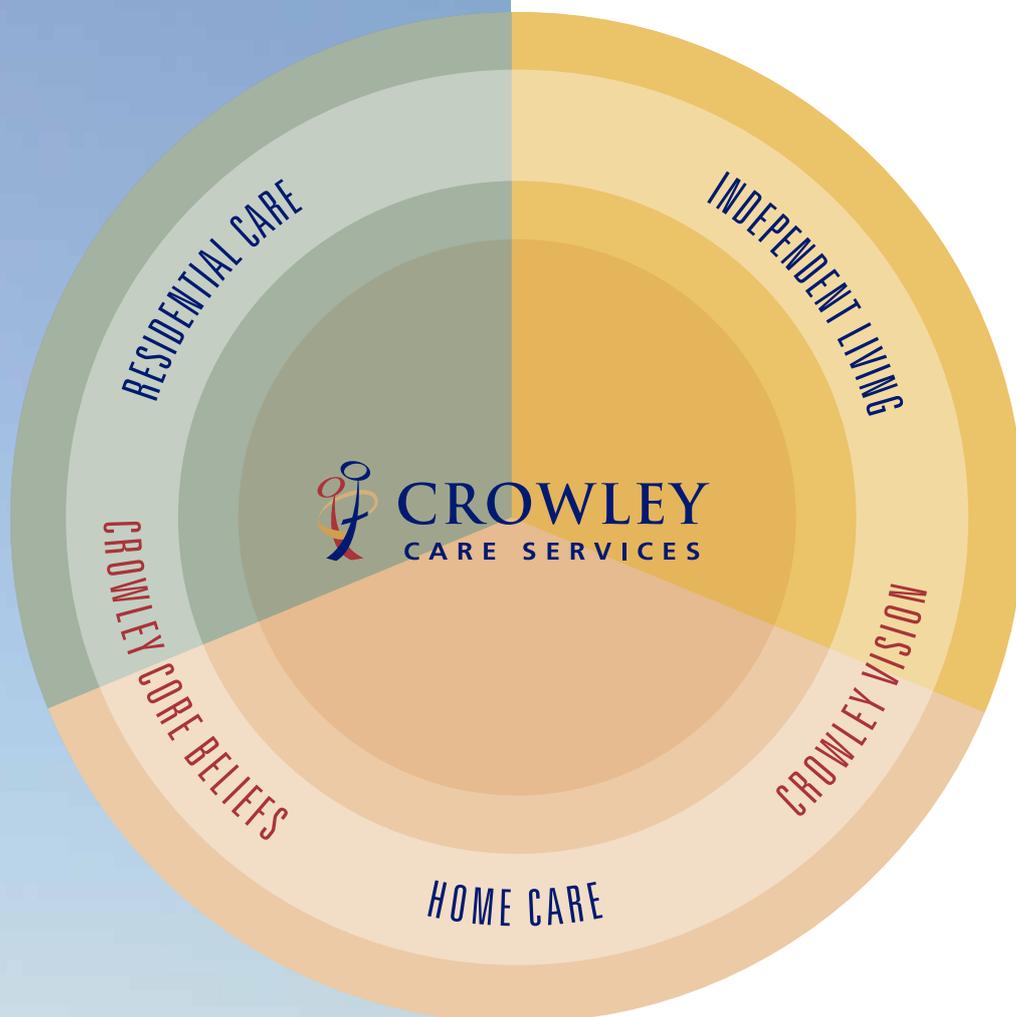
Crowley
Care Services

Strategic Plan
2013 - 2016



**Our 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



Steve Barnier



Michael Penhey

This strategic plan is our road map for the next three years. It is a vital document that sets out the overall direction of Crowley Care Services.

It conveys the St. Francis Xavier Parish Aged Care Board's direction so we can deliver the highest quality services to those we care for.

As a Parish ministry, Crowley provides diverse services to many ageing members of our regional communities. Our strategic plan sets the overall direction, keeping us on-track, promoting accountability at all levels, whilst helping us deliver a better focused organisation.

Importantly the strategic plan is designed to ensure our resources and desired outcomes are aligned and that we perform to the highest standards set against key goals for the organisation.

Our desired future includes Crowley being recognised as the number one leading provider of care services in our region.

"If you don't know where you're going, any road will get you there." – Lewis Carroll

Because the Board wants Crowley to grow in a sustainable way, our strategic plan must guide us in the delivery of a complex diversity of care services. That requires us to continue developing our workforce in a way that perfectly fits our diverse service delivery models.

I commend this three year strategic plan for Crowley Care Services so that we can grow the organisation, whilst continuing to improve the satisfaction of our clients, residents and their families.

Our aim, and our ongoing commitment, is to deliver exceptional service at all levels within Crowley at all times.

Steve Barnier

Chairman
Parish Aged Care Board

Our Far North Coast region continues to grow and Crowley needs to ensure it is well placed to meet both future service demands and our community's expectations for the highest quality care services.

For Crowley, this is a period of growth and development where planned strategies will be implemented for Residential Care, Home Care and our Independent Living services – all underpinned by strong financial performance in key service areas. It will result in a larger organisation that delivers a diversity of care services.

However any desire for growth must never overshadow the need for Crowley to deliver quality care services. Because true success for Crowley is measured not by how much we do, but by the quality of what we do if we want to continue to be seen as the region's provider of choice.

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. To achieve this we must be vigilant in our governance and leadership in maintaining the highest standards consistent with our core beliefs and guided by the Catholic ethos.

Our strategic plan for the next three years is multi-focused. It includes not only providing exceptional care for each individual, it requires us to complete the site master plan. This will include expansion of our Residential Care facility.

Other key outcomes will result in better organisational efficiencies at Crowley through the delivery of an integrated housing model for our residents and the smart deployment of modern technology across the organisation.

There is much to be achieved, with success requiring a focused commitment from both the Board and team at Crowley.

We are excited by these developments and believe their implementation is in the best interests of the organisation and all our stakeholders. Our future is bright.

Michael Penhey

Chief Executive Officer

Our Desired Future

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

Key Internal and
External Stakeholders

Maintaining positive relationships with our internal and external stakeholders strengthens Crowley's position in the community and will assist in achieving our objectives

Key internal stakeholders include:

- 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

Key external stakeholders include:

- Residents, clients and families
- GP's, allied health specialists
- Government agencies
- Community
- Peak bodies
- Suppliers and contractors
- Media
- Local council, State and Federal Members of Parliament
- Industry advisors
- Competitors





Key Result Areas

1

Key Result Area 1
Financial Sustainability

Crowley will be a profitable, financially sustainable part of the Ballina Parish and be able to fund its next substantial building and development projects

2

Key Result Area 2
Business Growth & Service Development

Crowley will have expanded 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

3

Key Result Area 3
Staff & Volunteers

Crowley will employ an engaged workforce, committed to delivery of superior customer service and care to all stakeholders

4

Key Result Area 4
Residents, Clients & Relatives

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

5

Key Result Area 5
Process, Quality & Systems

Crowley will continue to develop contemporary integrated systems that deliver timely and accurate data, information and knowledge

6

Key Result Area 6
Asset Management

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

7

Key Result Area 7
Marketing & The Brand

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

8

Key Result Area 8
Governance & Leadership

Crowley will continue to develop a strong leadership culture, consistent with our core beliefs and guided by the Catholic ethos

About Crowley

Crowley Care Services is a leading aged care provider in Ballina on the Far North Coast of New South Wales.

We provide a range of services including supported residential accommodation, independent living apartments and villas, and home care services.

Crowley Care Services is an active ministry of St Francis Xavier Parish, Ballina, on behalf of the Trustees of the Roman Catholic Church for the Diocese of Lismore. We welcome residents and clients of all denominations.

Established in 1979, Crowley has developed from a traditional retirement village to a dynamic aged care provider.

Crowley has three main services areas:

- Residential aged care facility consisting of High Care, Low Care, permanent and respite beds;
- Luxury Independent Living apartments and modern Independent Living villas offering a variety of options;
- A wide range of Home Care services where care comes to you in your home.



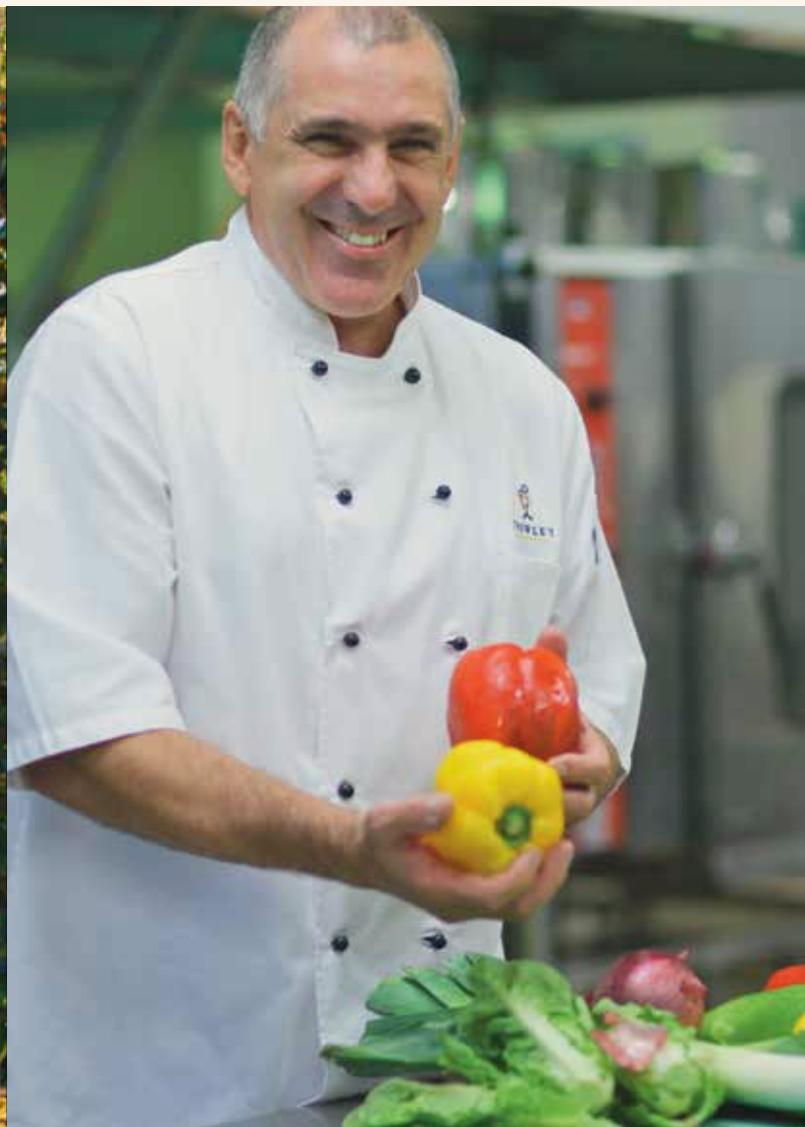
Our Promise

Inspirational Living. Rewarding Relationships. Individual Focus.

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;

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.





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
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www.crowley.org.au