





HEIRLOOM

Bavarian Plate

A highly decorative and colourful china plate featuring a romantic scene. A 1953 wedding present to Maureen Sullivan and husband.

Crowley Care Services
Annual Report 2014

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.

OUR SERVICES:

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.

Sharing stories and valuing each generation

Sometimes objects that we own and cherish, an heirloom, helps define who we are and where we have come from.

Many of Crowley's residents and clients have heirlooms that reflect a rich, full and interesting life.

In this Annual Report aspects of their lives are beautifully illustrated through these precious objects and the personal stories these heirlooms tell.

We thank those who contributed to this Annual Report, by sharing their stories and their histories with others.



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Serviette

A serviette celebrating a community supper and a Coming of Age. From Muriel McGilvray's 21st birthday celebrations.

*“A place for
living, celebrating and
remembering”*



At Crowley we are successful when:

We treat our clients and residents individually
with respect, dignity and care

We forge positive relationships with our residents,
clients and their relatives

We provide strong governance and leadership

We have collaborative partnerships with our stakeholders

We support our staff, up-skilling them with ongoing training

We manage Crowley's assets to an optimum level

We embrace new technology that improves
outcomes for our residents and clients

We are well resourced and capable to meet the future
demands for care services from our community

HEIRLOOM

Kookaburra Milk Jug

A china Kookaburra Milk
Jug. Originally Lola Siviour's
grandmother's and passed down
through several generations.



Chair's Report

Our year at Crowley Care Services was marked by both consolidation to account for Government changes to aged care, and the development of our Cherry Street site, to secure a better future for our residents and staff.

This year considerable resources were spent adapting to the Federal Government's aged care reforms currently being implemented in three phases over a ten-year period.

The first reform phase includes new models and payment arrangements that affect our community who access residential aged care services, or who receive aged care packages whilst continuing to reside in their own home.

Whilst transitioning to these new legislative arrangements has been time-consuming, we have not been distracted from our core business of providing high quality services to our residents and clients, and support for their families.

The year was also marked by considerable progress – the planning to further develop and refurbish parts of our Cherry Street site in Ballina. We have secured architectural services for the new buildings and preliminary designs. It's an exciting project that sees a consolidation of our services and that will deliver beautiful, modern facilities for our residents and staff whilst maximising our stunning waterfront position.

The project is in its formative stages and in coming months we look forward to engaging with our residents, families and stakeholders, to ensure everyone has input into this exciting development.

Crowley's Leadership Group and all members of staff provide exceptional service to our residents and clients. They work tirelessly to maintain our organisation's strong reputation, capably supported by our motivated volunteers. Crowley is moving forward to an even stronger future.

My sincere thanks go to my Board colleagues for their commitment and enthusiasm and to Father Michael Nilon, our Parish Priest for his guidance and trust.



Steve Barnier
Chair
Parish Aged Care Board





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Wooden Jewellery Box

A beautifully lined jewellery box featuring highly figured timbers. Handmade by Beryl White's late husband Bryce whilst stationed at a World War II camp.

Parish Aged Care Board

OUR BOARD

Our Parish Aged Care Board is a highly experienced team of community leaders and professionals with a diverse range of backgrounds but with similar ideals. The Board's overall guidance and determination is instrumental in enabling Crowley to lead in the provision of care services to our community.



Steve Barnier – Chair

Appointed 1993
Group Manager,
Local Government



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Doily Holder

A unique 100-year-old leather doily holder decorated with an Australian themed Kookaburra. Lola Siviour's grandmother's and still in use today.



Paul Snellgrove

Appointed 2013
*Principal Town Planner
Private Practice*



Kylie Bennett

Appointed 2013
*Director of Clinical Services
Local Private Hospital*



Carolyn Hunt

Appointed 2010
*Solicitor
Private Practice*



Glenn Joynson

Appointed 2011
*Senior Relationship Manager,
Financial Institution*



Craig Nowlan

Appointed 2001
Building Regulator



Michael King

Appointed 2012
*Licensee in Charge
Local Real Estate Agency*



Cheryl Bourne

Appointed 2012
*Retired Certified
Practicing Accountant*



Paul Lloyd

Parish Business Manager



Father Michael Nilon

Parish Priest

CEO's Report

As Crowley continues growing we are making sure it is well placed to meet our community's expectations for the highest quality care services. It's part of our drive to be recognised as the leading care and services provider in our region.

Currently we are in a period of growth and development, where considered strategies of the highest quality need to be implemented.

Redevelopment

To that end Crowley's Board and Leadership Group commenced the development of a draft conceptual master plan for our site. It will be shared with our community for their consideration and input. It is a considerable capital development that will transform much of the facility.

The Master Plan dually accounts for the anticipated growth and demand for care services in Ballina, whilst retaining the unique attributes of the site.

When finished the redevelopment will allow us to provide a greater range of care options, more communal spaces and a more efficient layout, whilst maximising the natural beauty of the site in the heart of Ballina.

The pursuit of excellence

Our pursuit for excellence at Crowley is real. It's backed by our desire to improve the quality of life for our residents and clients – not just maintain it. As an organisation we are seeking better, more effective and flexible ways to deliver care.

It is pleasing that throughout the year, a range of internal and external

surveys found Crowley regularly attains and exceeds excellence in industry standards. We perform above the industry average for Resident Satisfaction, Resident Occupancy Rates and Employee Satisfaction levels.

Our commitment to training is ongoing. For example, our Total Culture Change and Customer Service Program is resulting in transformational improvements and outcomes for residents, clients and staff. Delivered via an ongoing staff development program to our more than 180 employees, it ensures we place a strong emphasis on meeting the individual needs of Crowley residents and clients, with a focus on serving them with passion, skill and commitment.

Our staff are the embodiment of the Crowley brand in all that we do for our community. Therefore we are working hard to make sure we have the right people on-board – with an energetic, enthusiastic and positive outlook. I believe Crowley staff must be both good at their job and a great fit – willing to engage in helping Crowley move from being a good organisation to a great one. It requires our staff to take pride in everything they do, whilst taking the extra step to connect in meaningful ways with our residents and clients.

Set for a bright future

It is comforting that Crowley has been operating for some 35 years now, starting with Independent Living, including 30 years offering Residential Care and 20 years providing Home Care for our community. We are in a stable



and well-resourced position, which provides a strong foundation for us to meet the future care needs of our community.

Our vision to become the region's leading care and services provider is very much guided by our Board – which is united in that purpose. Recently strengthened, the Board includes a broad spectrum of experienced professionals with an incredible array of skills and experience.

Crowley is moving forward in multiple ways. Once again this is only possible because of our engaged and committed staff, combined with a strong Leadership Group, Board and Parish.

I thank you all for a strong year's performance as we continue our transition from a good to a great organisation.

A handwritten signature in dark ink, appearing to read 'Michael Penhey', written in a cursive style.

Michael Penhey
Chief Executive Officer

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Welsh Miners Lamp

Solid brass Welsh mining lamp. For more than 130 years these uniquely numbered miners' safety lamps by maker E Thomas & Williams were manufactured in Wales for miners. Phyllis Verhagen's father's lamp, a coalminer in South Wales whose job was to descend to the mine coalface to ensure it was safe for the miners to proceed.



Our Priorities and Progress

How is Crowley travelling against the key components of our Strategic Plan – the priorities that will define us by 2016?

PRIORITY	PROGRESS	MORE TO DO
Site Master Plan – Development of the Ballina site	A draft conceptual site Master Plan has been developed.	Community consultation will be undertaken.
Workforce Fit – a trained and committed workforce that fits our service delivery model	Crowley is employing an engaged workforce, committed to delivering superior customer service and care. Our success relies on high quality training for all our staff, regardless of their role within the organisation. A considerable training program is underway including a thorough induction program for new staff. Training is a vital and ongoing component of our success strategy.	We will continue with a strong emphasis on up-skilling staff via both internal and external training programs. We are determined to ensure Crowley is at the cutting edge of the care services industry.
Financially Sustainable – ongoing strong financial performance in all service areas	Crowley Care Services is in a sound financial position. Across the year Crowley has enjoyed robust financial performance enabling the organisation to continue its investment in care services for the Ballina community.	A continued solid financial position provides the important foundation for us to grow so we can better respond to the significant future demands for care services in Ballina and in our region.
Growth and Development – a larger organisation delivering a diversity of care services with a focus on Consumer Directed Care	Crowley is expanding 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. Our strong financial performance is enabling us to grow in a sustainable manner.	The future development of our Ballina site will provide a greater range of care and accommodation options, broadening the services co-ordinated from the site.
Integrated Systems – using contemporary technology to deliver efficiencies	Crowley is undergoing a four-stage technology transformation designed to improve outcomes for our residents, clients and staff. Our focus on new technology is enabling Crowley to deliver care in more efficient ways. Recent developments include the introduction of iCare Health into residential care. We are also increasingly using smart phones, tablets and expanding the use of TCM software for home care and for our independent living residents.	Future new and proven technology will allow Crowley to better assess and develop care plans for clients, roster staff and better plan future service delivery. For Residential Care we will soon install a new Nurse Call system incorporating wireless technology.

PRIORITY	PROGRESS	MORE TO DO
Integrated Services – an integrated housing model will be operating successfully	Crowley is committed to better organisational efficiencies through the continued development of an integrated housing model for our residents.	Crowley will continue to respond to the community's demand for an integrated housing and care model.
Strong Leadership – the Board and Leadership Group will continue their leadership development	Crowley has developed a strong leadership culture, consistent with our core beliefs and guided by the Catholic ethos. Recent Board appointments have strengthened our executive decision making power.	The Board will have the skills to be fully engaged to support Crowley through the next phase of the organisation's development.
Credible Partnerships – established regional partnerships will further enhance our reputation as the No.1 provider in the region	Crowley has developed a significant regional partnership program that strengthens our reach and regional influence. Maintaining positive relationships with our stakeholders strengthens Crowley's position in the community and is assisting us in achieving our objectives. For example our partnership with Southern Cross University is a highly innovative collaboration that focuses on Primary Health Care with numerous Allied Health disciplines. Other key partnerships are with: GP's; allied health specialists; Government agencies; Community; Peak bodies; Local councils, State and Federal Members of Parliament and Industry advisors.	Crowley will retain ongoing partnerships and alliances at regional and national levels to ensure we meet our objectives and to further enhance our reputation as the No. 1 care service provider in the region.
The Number One Provider – recognised as the leading provider of care services in our region	Crowley has developed from a traditional retirement village to a dynamic and leading aged care provider serving Ballina and beyond. The organisation recently won the Ballina Chamber of Commerce 2014 Business Excellence Award, in the Health and Aged Care Category.	Crowley will continue innovating by developing its services to ensure it remains at the forefront of the region's care and services industry.

Performance Indicators

Crowley is committed to setting clear goals and achieving progress on many measures.

That's why each year our annual surveys (both internally and externally measured) help us to achieve better outcomes for our residents, clients and their families.

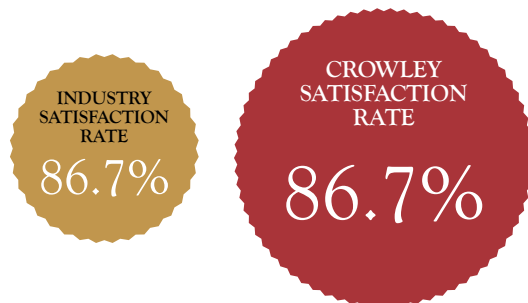
*Employee Satisfaction Survey**



*Residential Care Resident Satisfaction Survey**



*Residential Care Relative Satisfaction Survey**



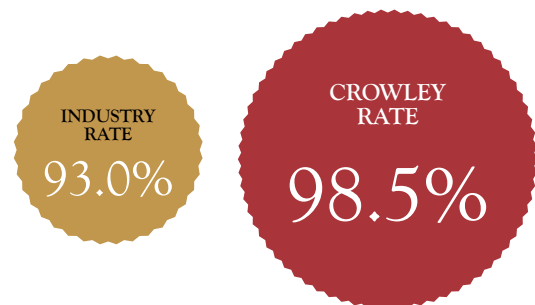
*Home Care Client Survey**



Independent Living Residents Survey



Occupancy Rate



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



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Mothers wedding veil and crown

A delicate and subtle wedding veil and crown. Muriel McGilvray's mother's and dating to 1914.

Annual Highlights

Award winning Crowley

Crowley achieves great things and this was validated when we won the 2014 Business Excellence Award's Health and Aged Care Category, hosted by the Ballina Chamber of Commerce.

To win, Crowley demonstrated service excellence, quality staff training and innovations initiated for our residents and clients. The Award is a great endorsement for the outstanding efforts made by staff and the support from our stakeholders and Crowley community. It demonstrates that Crowley is at the cutting edge of the care services industry in our region. It shows what we achieve for our stakeholders is of the highest quality. Congratulations to all.



Relay for Life

Crowley's support for Relay for Life saw a great turnout at Kingsford Smith Oval. Many staff and residents bravely completed laps of the oval with the Golden Jacket remaining continuously on the field for more than 18 hours. A candle ceremony topped off the event providing a poignant opportunity to reflect on loved ones passed.

Open Day



Crowley participated in the Inaugural National Open Day of Aged Care Services for our region's citizens. Celebrating the positive experiences of older Australians, Crowley opened its doors to the Ballina community with a free fun filled Picnic in the Park. It was a great success as Crowley presented a showcase of excellence in aged care for our region. The inaugural national open day event was celebrated by more than 400 facilities across Australia, as part of a global event.

Staff Recognition Day

The Crowley Board's Staff Recognition Event is an annual occasion and a wonderful opportunity to show just how much we appreciate the selfless and often extra effort our staff makes. This year we recognised staff who clocked up between five and thirty years service



at Crowley, with no less than five staff chalking up 30 years service. These are great milestones and a wonderful testimony to the positive culture at Crowley. The event also recognised 22 staff for their educational achievements during the year. We know our success as an organisation rests upon the provision of high quality training for staff, regardless of their role.

Crowley wins Community Engagement Award



Crowley Care was awarded the Southern Cross University's Excellence in Community Engagement Awards at a university ceremony. The award recognised the success of a project that saw university students engage with Crowley's Independent Living residents who were managing their own health. The project increased students' understanding of older adults, enabling them to develop their primary health care clinical skills.

Going high tech

At Crowley we are undergoing a four-stage technology transformation designed to improve outcomes for our residents, clients and staff. We are increasing the use of new technology in a range of areas. Technological advances are allowing us to better assess and develop care plans for residents, roster staff and better plan future service delivery.

Keeping families informed – communication excellence

During the year Crowley introduced a new online newsletter Family Matters specifically designed to keep families in the loop. It has successfully enabled Crowley to engage directly with family members of our residential care residents and is a key way to keep them up-to-date.



Win turns 100

In July this year Win Fawcett turned a magnificent 100 years of age. Win, who holds the honour of being Crowley's oldest resident, has been



in residential care since 2010. As a founding member of the Crowley Auxiliary and when no longer able to stay in her own home, Win advised her family the only place she would go was Crowley Care Services. Win is always involved in the activity program at Crowley and has a smile for everyone. Happy 100th Win.

Our very own Commonwealth Games



Not to be outdone by the official Commonwealth Games in Scotland, Crowley hosted our very own Commonwealth Games morning in the Activity Centre. Resident bagpiper, Fred Clark, kick-started the festivities with the sporting events including a world-class egg and

spoon race, tunnel ball, beanbag toss, captain ball and a very entertaining hoola hoop event. Much fun was had by all and after the team events, there was a sausage sizzle with drinks and ice-creams served – so we are not sure if more calories were burned or put on! Great to see many residents and staff attend the Games and make it such an enjoyable day.

Crowley displays leadership, innovation and excellence



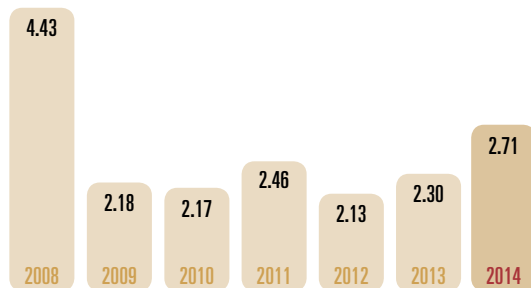
At a State Awards for Excellence ceremony held in Sydney, hosted by Aged & Community Services NSW & ACT, Crowley was a Finalist in the Organisation Award category. The Annual awards celebrate excellence across the not-for-profit aged and community care sector. They recognise the people who contribute to the quality of life of older people and people with disabilities and their carers. At the awards night Crowley's Culture Change and Customer Service Program was recognised because it resulted in significant improvements in outcomes for our residents, clients and staff. So far Crowley has implemented this ongoing staff development program to more than 180 employees, with improvements in staff engagement with residents and clients, staff development and customer service skills.

2013/2014 Financial Reports

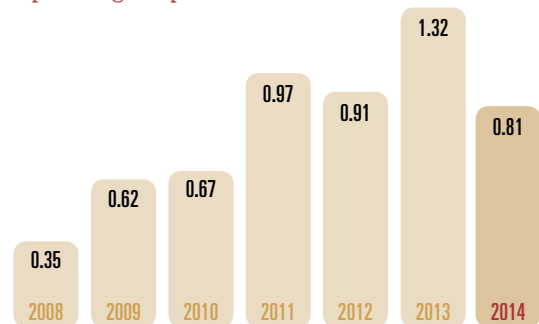
Crowley has had another solid financial performance this year.

The organisation's sound financial position provides the critical foundation that is enabling Crowley to grow, so that we can respond to the significant future demands for aged care and related services in Ballina and our region.

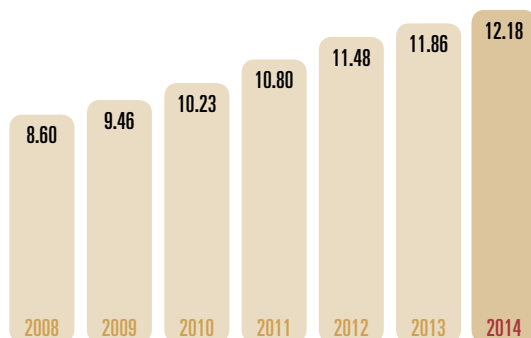
Non Operating Revenue (A\$ Millions)



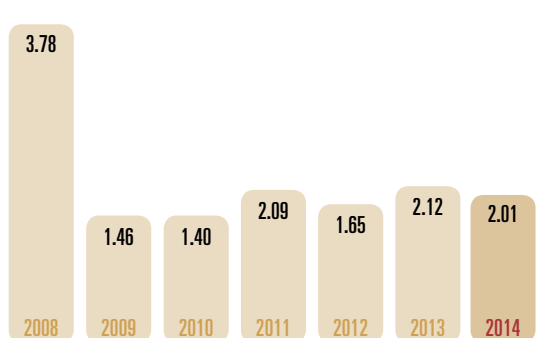
Operating Surplus (A\$ Millions)



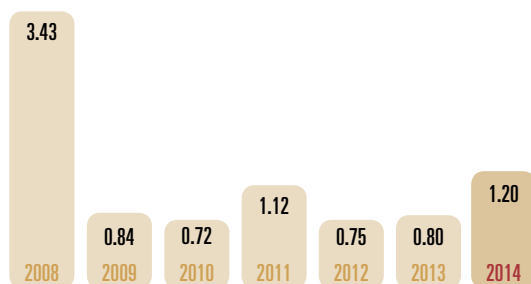
Operating Revenue (A\$ Millions)



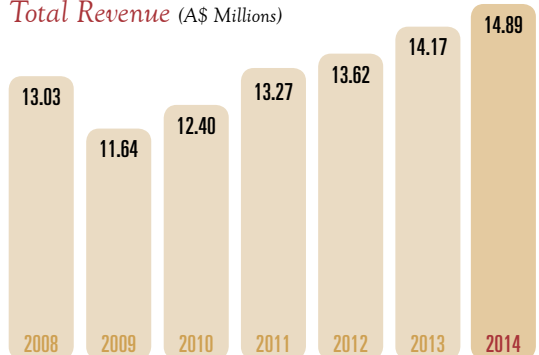
Total Surplus (A\$ Millions)



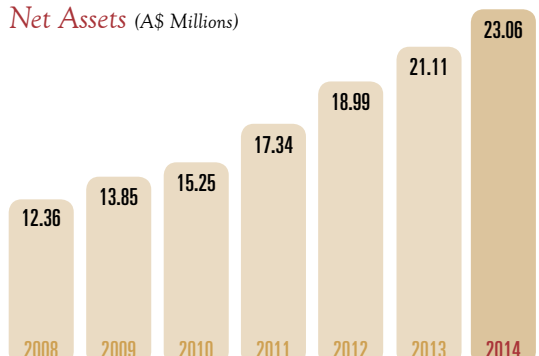
Non Operating Surplus (A\$ Millions)



Total Revenue (A\$ Millions)



Net Assets (A\$ Millions)



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Pocket Watch

A well-used pocket watch with an attached chain allowing it to be secured to a waistcoat, lapel, or belt loop, and to prevent it from being dropped. Won by Bev Smith's father in 1924 at an international rifle shooting competition in New Zealand. The competition was part of the King's Prize, a highly regarded event between Empire nations. Competitors were highly trained shooters from the military.



Training – a total commitment

Ongoing staff development

Crowley truly lives-out an ongoing commitment to staff training and development so that we can build an even better organisation.

We have a strong emphasis on up-skilling our staff. We do this because we recognise our staff are our life-blood, and to succeed they need to be highly skilled, capable and backed up with the right resources and support.

*“Crowley’s
commitment to
training excellence
is evidenced in a
number of ways.”*

Our in-house training

Crowley prides itself on its delivery of in-house training programs that incorporate both an Orientation Program and Mandatory Training segments. This includes a daylong session presented to each staff member over six program sessions throughout the year. It includes special sessions on WHS and Employee Wellness.

It is compulsory for Crowley staff to undertake Fire Safety Training annually.

Crowley has staff who hold Certificates in Training &

Assessment so that our training is formally recognised and to a high standard.

In-house Clinical Nurse Specialist

Our Clinical Nurse Specialist is supported by Crowley to undertake her Masters of Nursing – Nurse Practitioner (NP). This is a new and innovative concept in aged care with NP’s traditionally based in hospitals where training support is easily managed. The Nurse Practitioner in the future aged system will work in collaboration with doctors to provide an enhanced service for residents that reduces the need for transfer to hospital.

Culture Change and Customer Service Training – developing staff to build a better organisation

Throughout the year our Culture Change and Customer Service program training continued to be transformative for the organisation in ensuring our collective skill base is at the cutting edge of our nation’s care industry.

This training was conducted at all levels including our Leadership Group.

This comprehensive training program partly focused on enriching

*“to provide
inspirational living
experiences through
rewarding relationships
with a focus on the
individual”.*

communications between staff and our residents and clients. As Crowley is in the people business, the ability of our staff to forge positive relationships with our residents, clients and their families is central to our regional reputation and growth prospects.

It is through such training that Crowley’s vision can be realised.

As a result of this training Crowley staff report they are now the drivers of the organisation’s culture and service improvements.

Our commitment to trainees

Crowley works with a range of local registered training organisations (RTO’s) to maximise funding and staff opportunities.

This year in partnership with ACE (Aged & Community Services NSW/ACT – our peak body) and as part of the Federal Government’s ACWVET funding, 11 Crowley employees

completed Certificate IV and 2 staff completed Certificate III training.

We have averaged more than 20 trainees per year over the last three years in a variety of traineeships.

Staff across the organisation have also completed training in: Case Management Principles, Medication iCare Training, Heat Management, iCare Training, Physiological Changes in the Elderly, Room Awareness Cleaning, Compression Stocking Management, Clinical Care, Managing Skin Tears – assessment and prevention, Easing the Way – Palliative Care, Huntingtons Disease, Wound Care–physiology, types, cause, assessment & management, PBSE, Medication in Elderly, Managing VHC Medication Plans and Mental Health in the Elderly.

Special training partnership

Crowley works in partnership with Southern Cross University on a Health Workforce Australia Project – a collaboration that uses a simulated learning curriculum. It focuses on Primary Health Care and includes numerous Allied Health disciplines. This program is highly innovative.

The partnership with Southern Cross University develops aged care training courses and collaboration on a range of initiatives. These include enhanced training for existing staff via the MSL, or Mobile Simulation Laboratory.



The Leadership Group

Our Leadership Group is instrumental in driving forward the key actions that determine the success of Crowley in all service areas.

Michael Penhey
*Chief Executive
Officer*

Whenua Oner
*Residential Care Services
Manager (DON)*

Christine Lawton
*Residential Care Services
Assistant Manager (DDON)*



Kelli Potts
*Executive Manager
Operations & Finance*



Albie Viel
*Assets and Maintenance
Services Manager*

Debbie Wilson
Home Care Services
Coordinator

Tony Baldwin
Hotel Services
Manager

Gail Norton
Stakeholder Liaison
Coordinator



Sherrie Viney
Community Nursing
Coordinator

Jenny Kliese
Independent Living
Services Coordinator

Alyse Richardson
Independent Living
Sales Coordinator

Michelle Golding
Quality
Coordinator

HEIRLOOM

WW1 Medals

Treasured and cherished -
Beryl White's father's three
WW1 medals. To be handed
down through the generations -
Lest we forget.



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:

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W: www.crowley.org.au