

CROWLEY CARE SERVICES
ANNUAL REPORT 2015



▲ HARRY MILLS

*Singer, Crowley resident
and 100 years young*

It was discovered at a very young age Harry had a voice and could sing like an angel.

Corralled into Brisbane's St John's Cathedral Choir as a boy, Harry soon learned to love singing. He starred as the choir's lead soloist, a position he held for five years.

But it didn't stop there. Harry went on to win singing competitions culminating in a performance with the Queensland Symphony Orchestra.

Harry even had his own regular prime-time spot as a soloist on ABC Radio, giving around six recitals a year for seven years.

It was a different era before the advent of television as families gathered around the radio to hear Harry sing.

While singing was Harry's passion, and he was told he could have made a career of it, life intervened.

Marrying, raising a family and a stint in the army was followed by a successful accountancy career, culminating in the position of partner in a major accountancy firm.

But through all the years it was the "singing that meant such a lot to me," Harry said.



LOOK DEEPER AND SEE A LIFE TRULY LIVED

*Spend just a little time
with our residents and
clients, listen to their stories
and you will find passion
and lives truly lived.*

Ask them a simple question. What are the things you love doing in your life? And the answers may surprise you.

All our residents and clients are individuals with their own unique stories and experiences to tell. So take some time with them to listen and learn.

We thank those who contributed to this Annual Report and for sharing their lives with us.



▲ NORM KIDDLE

*Pilot, yachtsman and
Crowley resident*

As a young boy Norm could be seen riding his pushbike out to his local aerodrome to marvel at the planes coming and going. Learning to make himself useful Norm helped wash down the aircraft and it wasn't long before he scored his first joy flight. He was hooked.

A natural flier, Norm spent three years as a Flying Officer and Fighter Pilot in the Pacific with the Royal New Zealand Air Force. He flew Corsair's and P-40's. Losing two wingmen, shot down around him, Norm survived and his war was over when he was just 21 years of age.

He married quickly, teaching his wife to fly. "She was a very good pilot," said Norm. And when time allowed they flew away together for romantic weekends.

It was during some risky low flying that Norm had an altercation with a fencepost. He broke the propeller. What's left of it (pictured) Norm proudly displays on his wall at home.

Much of Norm's life was spent travelling the world. He worked in America and right across Europe, including behind the Iron Curtain, as an executive in an international company.

A keen sailor, Norm owned many yachts in his life and even built a couple for his son — once again he was back in the Pacific, but this time racing across its surface with his son by his side.

A man with confidence, who backed himself, Norm was never afraid to go for it in life.

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 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.

WE PROVIDE

- **Residential Care** – a safe and warm environment for our residents, providing the highest quality nursing care and support services;
- **Independent Living** – retirement living at its best. Ballina waterfront living in a supportive community with quality care on-hand;
- **Home Care** – a complete range of care services in your home with care packages tailored to individual needs and goals.

CHAIR'S REPORT

In last year's Annual Report I reinforced Crowley's commitment to respond proactively to the Federal Government's aged care reforms.

At Crowley we are committed to respond seamlessly to the changing operating and regulatory environment, in line with the information and guidelines provided to the sector.

Throughout the year I'm sure all aged care providers have been similarly reviewing their service delivery models to ensure they effectively respond to consumer and government expectations.

The Board and Crowley staff have worked with our engaged architectural and allied consultants to advance the major redevelopment project for our Cherry Street site.

The preparation of these plans was undertaken in close consultation with our residents and their families. Their enthusiastic support augurs well for the project. Everyone is looking forward to this exciting next phase of development and growth of Crowley as an integral service in the Ballina community.

In May this year, the Australian Aged Care Quality Agency undertook a comprehensive re-accreditation audit of Crowley's Residential Care service. The audit assessed our operations against the 44 expected outcomes of the national Accreditation Standards. The Board, our staff and residents should be proud that the Agency determined Crowley is fully compliant

with all nominated expected outcomes.

This unqualified finding is testament to the hard work and diligence of our entire care team.

In looking forward with enthusiasm to the structural changes emerging in the care sector, and the likelihood of the first sod being turned for our major redevelopment, our staff maintain their unwavering focus to provide the highest quality care to our residents and clients, who remain our principal focus.

In concluding, I again acknowledge the continued commitment of my Board colleagues, our exceptional Crowley Leadership Team and staff, and our highly motivated volunteers. Father Michael Nilon, our Parish Priest and the members of St Francis Xavier Parish Finance Council have continued providing enthusiastic support for Crowley's operations during the reporting period, and we thank them sincerely.



Steve Barnier
Chair
Parish Aged Care Board





▲ MURIEL MCGILVRAY

*Flower artist, Crowley resident
and 100 years of age*

Muriel McGilvray doesn't need much to feel fulfilled. Her life is a testament to simple pleasures and a love for the world's natural beauty.

Her passion — gathering and pressing flowers, before making them into beautiful pictures that sold in galleries. Her work was popular and some of her artworks travelled to Europe, with one making it all the way to Russia.

Carefully selecting her subjects, Muriel would take the flower heads, place them in telephone books to press for months at a time, then delicately and meticulously arrange them into artistic creations that people loved.

Her appreciation for cleverly using what was available was perhaps forged as a young woman. When the Depression came to Muriel's hometown of Goulburn, times were tough for those around her. So Muriel's father devised an ingeniously simple scheme to raise money for the Red Cross. "We made a mile of pennies along the main street, encouraging passers-by to contribute. Everyone could afford a penny," she said.

Living for many years in a simple house by the sea, Muriel's husband, a keen fisherman, would often bring her artistic offerings from the ocean, including beautiful seaweeds, to adorn her artworks. "For a dried flower arrangement" said Muriel, "you need to have choice".

Muriel made the most of what she had, creating from the natural world around her.

OUR BOARD

Our Parish Aged Care Board comprises community leaders from diverse backgrounds and broad expertise, which combined, brings great depth to their deliberations and decisions.

The Board is tasked to make sure that Crowley maintains a leadership position providing quality aged care services, contributing positively to the care needs of our region's community.

The Board's commitment is ongoing in the search to find ways to improve Crowley's service quality, creating a sound future for the organisation.



STEVE BARNIER – CHAIR

Appointed 1993
Group Manager,
Local Government



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



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



▲ SHIRLEY RISWORTH

*Bareback rider, tomboy
and Crowley client*

Shirley Risworth could be described as a highly versatile person!

Her family farm sat on the site that is now the internationally renowned Gaia luxury Retreat, founded by Olivia Newton-John at Brooklet near Bangalow. But back in those days there wasn't much luxury to be had, not that it bothered Shirley. "We didn't have much money, there were no conveniences and our clothes were washed by hand in a boiler," Shirley said.

Despite this she has the fondest of memories of her childhood.

You see Shirley was a bit of a tomboy. She rode her horse Tommy to school bareback, wearing shorts, no shoes and a rag hat. Freedom.

Perhaps it was this and her life on the farm that gave her the confidence to try new things, explore the world and spread her wings.

Shirley's adventurous spirit took her to England, where at various times she worked as a nurse and as an assembler of radios in the famous Bush Radio Factory in Plymouth. She even worked in some London markets and with Boots, the Chemist chain – whatever it took to keep her adventure going.

"As a nurse we worked hard and it was the comradeship that mattered most," Shirley said.

Returning home she married Phil, whom she hadn't seen for 17 years. And she kept the rich tapestry of life going. A keen musician, Shirley focused hard for nine months learning to play the piano in Lismore.

Today you can still hear her tickling the ivories at the CWA in Bangalow and at Crowley.

Oh and she can also ride a quad bike, pack 100 cases of sweet potatoes in short order and she knows a thing or two about growing avocados and custard apples.

"I've had an interesting life," Shirley said



ELDA BORTOLIN

Former banana farmer, shop owner and Crowley client

At seven years of age Elda came to Australia from Italy.

Her father had migrated ahead of the family, working the mines, to raise enough for the ship's passage to bring the rest of the family to a new life and a new world.

"I didn't meet Dad until I was seven years of age" said Elda.

Although she wanted to be a nurse, the family had no car, living miles from anywhere – up in the Whian Whian hills. Besides, Elda was needed to help out on the family's banana farm.

And help out she did. She married a banana farmer and worked alongside the men, carrying extraordinarily heavy bunches of Cavendish bananas up and down the hills. The country was so steep they had to connect wires from one mountain to another with a flying fox system to get the big bunches out. "I did it like a man and often had aches and pains all over my body," Elda recalled.

Building their home near the edge of Minyon Falls they had a tough, active life, working the farm and raising children. "Our bananas were on a southerly slope that got hit three times by cyclones. After each cyclone we had to start all over again," she recalled.

When they had had enough of bananas the couple bought the bait and tackle shop in Ballina. It was a seven-day a week business, with long hours. But Elda didn't complain. "My life has been go, go, go. I think that's why I'm still here".

Elda still keeps her banana-cutting knife at home, just in case she might need it in the garden.

CEO'S REPORT

When I began working in aged care, some 15 years ago, it was regarded as a cottage industry. Project forward to 2015 and things have dramatically changed.

Today aged care is one of the most dynamic, aspirational and fastest growing sectors in healthcare in Australia. And Crowley is playing its part in these exciting times as we transition the organisation from a good to a great one.

To achieve this relies on our people – recruiting and having the right individuals working in the right jobs. We call it “*The Crowley Fit*” – staff who are passionate about their work at Crowley and the difference they make each and every day to the lives of others. I'm pleased our recruitment program is progressing well across key areas of the organisation.

In an increasingly competitive market, we must also focus our efforts on quality service. Whilst there is no doubt Crowley staff are passionate about giving the best service to our residents, clients and their families, harnessing this amazing level of energy and commitment into improved programs and initiatives is vital.

The year has been one of significant change as we continue to grow and develop across many fronts. We invested in improving our administration and technology systems, including our phone and nurse call services, whilst updating behind-the-scenes technology to enhance the information systems of the organisation.

We progressed with major improvements to our Leisure and

Lifestyle programs, enhancing the quality of life for our residents. And over the past year we continued solidifying our financial position to help ensure Crowley is best placed to fund its growth and meet the future needs of our community.

Because Crowley is about people, investing in our people is critical. We continued the year with a strong focus in both our service and culture level training programs right across the organisation – from volunteers through to Board level. And this will remain a focus.

Crowley progressed well with improved results in our annual stakeholder surveys this year. Whilst our occupancy levels are above the industry average – a sign we are doing the basics right – it is great that our satisfaction levels for employees and families continue trending upwards. I thank all our staff on these great results and for their commitment to ongoing improvement.

Part of our overall Site Master Plan is the current redevelopment of our site – *Making Crowley Buildings Great*. It gathered apace, passing significant planning and preparation milestones this year. When built it will include a number of new buildings designed for our residents, with an improved environment for our staff to work in.

In designing these new buildings we were conscious to consult widely and during the year we established a number of user-groups to ensure we meet everyone's needs as far as practicable. We are indeed fortunate with our site's great aspect, vistas and that we are perfectly positioned within the heart of Ballina.

Whilst these new buildings are exciting, even more rewarding is what I see each day at Crowley; the



intangible energy of our staff, the relationships and focus on caring for the individual.

This annual report proudly profiles some Crowley residents and clients. It's a fitting theme, reminding us we are all individuals with our own aspirations and passions.

I thank all our staff, the Board and our community who each day contribute to our ongoing success and our total focus on caring for all the individuals in our care.

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

Michael Penhey
Chief Executive Officer

OUR PRIORITIES AND PROGRESS

At Crowley we work within the framework of a Strategic Plan currently spanning from 2013 to 2016.

Our Plan focuses on key result areas that improve the outcomes for our residents, clients, staff and community.

This year the team at Crowley worked on a number of key priorities that collectively help the organisation transition from *Good to Great*, and that will define us by 2016.

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

Crowley has a continuing strong track record in prudent financial management with a consistent pattern of financial gains over recent years. This outcome ensures we are well resourced to meet the current and future demands of our community.

A record surplus for the year and a disciplined approach solidifies our stability and has enabled the organisation to plan and carefully implement the next significant phase of its development.

In an increasingly commercial and competitive industry Crowley's solid financial position is enabling it to play its part in meeting the future needs of the region's community, ensuring the organisation can continue to step forward as a regional leader in the provision of quality care.

KEY RESULT AREA 2 – BUSINESS GROWTH AND 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 demands and community expectations

Crowley Care Services is fully committed to remaining a leader in the provision of tailored aged care services of the highest quality for the Far North Coast Region of NSW.

Across the year Crowley began a process of reviewing and ascertaining the best possible models of care it can provide to account for the future demands and needs of the region's community and as Government priorities change.

We believe all models of care we provide must start with a commitment to each individual resident and client in our care. Therefore future services provided by Crowley must be flexible and completely relevant to the needs of the community, rather than an "off the shelf" product. The future of our organisation and our reputation therefore depends on our ability to provide quality tailored individualised services that the community demands.

Demand for our Residential Care and Independent Living services remains strong driving future growth and the expansion of current service levels.

KEY RESULT AREA 3 – STAFF AND VOLUNTEERS

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

50% of Crowley staff have more than five years service

As an organisation Crowley is fully committed to the ongoing professional development and up-skilling of all who work with us, from our Board members, right through all staffing levels and including our volunteers.

It is the quality of our staff, their passion, commitment and professionalism that sets us apart as we transition from a good to a great organisation.

We believe it is vital to support all who work at Crowley to enhance and develop their skills in practical ways that benefit them, our residents and clients.

We support our staff through ongoing training. Throughout the year we continued with a range of training programs for staff that included both service and culture training as part of our *Good to Great* program.

Our work in the area also focused on implementing a Human Resource Management Plan incorporating Work Health and Safety strategies to ensure a safe environment for our staff, residents and clients.

And to ensure Crowley remains flexible to the needs of our residents and clients, we continue to enhance our operational structures so that they are aligned to the needs of our community.

Supporting our great volunteers is also important. Throughout the year we further enhanced the volunteer induction and training program.

KEY RESULT AREA 4 – RESIDENTS, CLIENTS AND RELATIVES

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

Crowley resident, relative and client satisfaction rates continue at a high level

All of Crowley's residents and clients are individuals who deserve to be heard and treated with the utmost respect, dignity and care.

We believe at Crowley that relationships by definition require two-way communication, with feedback opportunities. Therefore it is vital that feedback from our residents, clients and stakeholders is heard, captured and acted upon.

This year Crowley maintained our focus on the implementation of actions resulting from a range of surveys and feedback mechanisms with our residents, clients and stakeholders, to ensure their views are accounted for in our decision-making. It is part of our overall belief that we should treat all in our care as individuals, with their own individual needs, as apposed to a one-size model of care.

This two-way communication approach was further enhanced across the year with the implementation of a new Complaint Management System. In this way we aim to ensure the range and quality of our service offering responds to and meets the needs of all our stakeholders.

Across the year we also implemented as part of our Marketing and Communications Plan, a communication and engagement strategy for residents, clients and relatives.

KEY RESULT AREA 5 – PROCESSES, QUALITY AND SYSTEMS

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

Crowley invested strongly in proven technology to improve care outcomes

Crowley is committed to investing in modern, proven technology and systems that improve efficiency and quality care outcomes for our residents and clients.

Across the year we introduced an improved phone call system, a new nurse call system and major upgrades of our behind-the-scenes technology to increase the stability of our information systems.

We continue implementing the Quality Plan in line with Crowley's overall strategic objectives. This has resulted in an investment in infrastructure to support future systems.

KEY RESULT AREA 6 – ASSET MANAGEMENT

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

Managing Crowley's assets to an optimum level is key to our approach and to the success of the organisation. Across the year we continued with the development and implementation of the Cherry Street Site Master Plan.

A significant milestone saw the approved project plan for our Residential Care/Administration Redevelopment – the biggest redevelopment in Crowley's history. When complete it will include new purpose built buildings and spaces with special design features tailored to our residents' lifestyle. The development provides more living and social spaces for our residents and a better working environment for our staff.

As part of the development process, consultation with key user groups and stakeholders was undertaken to ensure the new buildings meet the needs of all users.

In addition to this major redevelopment, options were researched and we continued working on developing a business case for the Independent Living Redevelopment Project as part of the Cherry Street Site Master Plan.

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 and enhance our reputation

Crowley continues to maintain a strong regional presence within the community resulting in sound demand for its key services. The marketing strategies are designed to achieve and maintain full occupancy for Independent Living, coupled with strong demand for residential and home care services. The campaign incorporates advertising, community engagement strategies, brand profile, stakeholder programs and media relations. The campaign solidifies Crowley Care Services as a vibrant organisation that contributes positively to the Far North Coast Community.

KEY RESULT AREA 8 – GOVERNANCE AND LEADERSHIP

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

Crowley is undertaking the development and implementation of the Parish Aged Care Board Annual Governance Improvement Plan. It includes a formation program for our Board members and Leadership Group to ensure the highest level of Governance. Throughout the year Board members continued with a training schedule to enhance their aged care industry knowledge and understanding. Our Leadership Group also continued with the High Performance Team Program.

Crowley continued acting as the Secretariat for the Diocesan aged and community care services in our region. Stretching from Port Macquarie in the South to Tweed Heads in the North, collectively these Catholic aged care services have an annual turnover exceeding \$60 million. As Secretariat, since 2006, Crowley has been entrusted with important coordinating duties on behalf of the Diocese of Lismore as the Approved Provider, making sure all the Diocesan aged care facilities and services comply with key legislative requirements and reporting.

▲ ERIC WATSON

Champion swimmer, lifelong fisherman and Crowley client

Eric learnt his automotive upholsterers' trade, also known as motor trimming, from his father who worked on the Queen's Coaches.

But it was Eric's love of the sea, and fishing in particular, that saw him propelled to establish Lismore's iconic boat business, Watson and Sons.

A champion swimmer Eric won medals competing at Ballina's Main Beach in 1936. A keen rock fisherman, Eric's favourite fish was Jewfish, which required him to use a safety rope and gaff to haul in his catch.

To this day Eric's devoted son still takes him fishing. They've got it down pat. They back the car up to the jetty and fish out of a couple of comfortable chairs. And as for Eric, he is still landing quality, edible bream.





▲ PHYLIS VERHAGEN

*Animal lover, romantic
and Crowley resident*

Phylis was born in the UK in South Wales. Her father worked the Welsh mines until they left after the 1926 miners strike – an unsuccessful attempt to force the British government to act to prevent wage cuts and worsening conditions for the 1.2 million coal miners.

The family sought a better life in London only to come up against the Great Depression a few years later. Once again the family were forced to up-sticks, moving to Devon when Phylis was just eight years of age.

Married at 19 to David, then a struggling structural steel draughtsman, the couple decided to emigrate to Johannesburg. They had one daughter and stayed for 28 years as David built a successful business, before coming to Australia.

At the age of 42 Phylis wanted to contribute more. She did a nursing course after their daughter had left home. “I’ve always wanted to help people,” she said. This devotion to others is also reflected in her other life-long passion – to prevent cruelty to animals and help animals that have been badly treated. To this day Phylis supports the RSPCA.

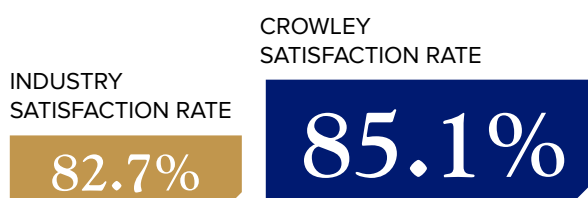
More recently Phylis has developed a passion for music, playing her old 33’s, cassettes and CD’s.

And her favourite? “I have one record, Lilac Time, which I never liked when David was alive. He used to play it incessantly. But now ironically, I can’t stop playing it. You see I now understand the music and it takes me right back to when David was alive. Who would have thought that by listening to this romantic album, I’ve learnt something about my husband that I didn’t know before. Deep down, he really was a sentimental bloke.”

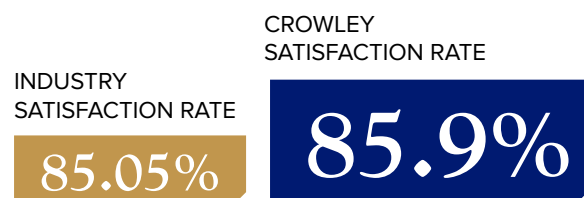
2015 QUALITY PERFORMANCE INDICATORS

Each year Crowley's performance is measured using a combination of benchmark industry surveys and our own internal satisfaction surveys. Here are the results:

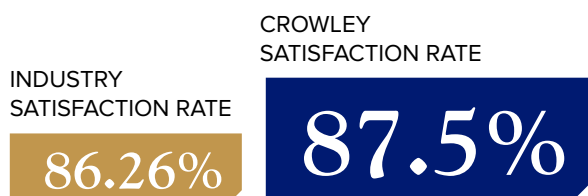
EMPLOYEE SATISFACTION SURVEY*



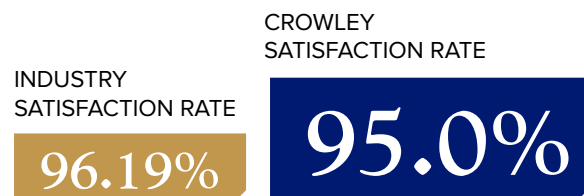
RESIDENTIAL CARE RESIDENT SATISFACTION SURVEY*



RESIDENTIAL CARE RELATIVE SATISFACTION SURVEY*



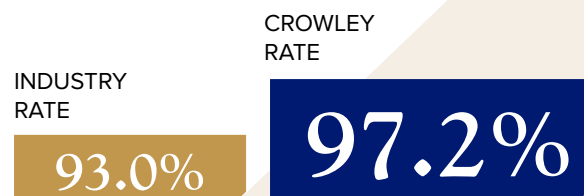
HOME CARE CONSUMER EXPERIENCE*



INDEPENDENT LIVING RESIDENTS SURVEY



OCCUPANCY RATE RESIDENTIAL CARE



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

ANNUAL HIGHLIGHTS

BIG TICK FOR CROWLEY

The Quality Agency assessing our three-year accreditation confirmed Crowley met all 44 of their measured outcomes for our Residential Care service. A great result and a testament to the care Crowley staff provide each and every day. In reaching their conclusions the Agency got a rounded picture as they chatted not just with staff, but with residents and family members too. The feedback was overwhelmingly positive. One particular assessor's comment captures the Crowley spirit: *"Your residents feel very cared for here, you should be congratulated on the care provided."*

CROWLEY WINS AWARD

Crowley won the 2014 Business Excellence Award, Health and Aged Care Category, hosted by the Ballina Chamber of Commerce. To win Crowley had to demonstrate excellence not just in our services but also the quality of our staff training and the innovations we initiated for our residents and clients. The award demonstrates Crowley is at the cutting edge of the care services industry.



CARING FOR OUR STAFF

The Southern Cross University mobile health facility was onsite at Crowley and this time for our staff. We had great feedback from staff who received a pampering and free health checks by supervised Southern Cross University Allied Health Students. This joint project with Crowley and Southern Cross University has helped us guide and educate our staff to better understand how they can manage and monitor their own health. A brilliant initiative that has us considering what more we can do to help our staff stay happy and healthy into the future.



A MOVING TRIBUTE

Leisure and Lifestyle made an astonishing 258 poppies for the 2015 Anzac Day Centenary. Poppy patterns were given out to residents who contributed their skills to this memorable day. Crowley's hand made poppies made an incredible journey – all the way to be laid at Gallipoli and to the Western front, including to Vimy Ridge, Fromelles, Ploegsteert Wood and Messines. Some were also laid at Ypres in Belgium and Flanders. 150 of our poppies were also sent to Victoria for display in Federation Square in Melbourne. Resident Bev Devine kindly knitted small poppies so our residents could wear them on Anzac Day.



CELEBRATING OUR SENIORS

The Crowley Carnival – *Celebrating our Seniors* was held at Missingham Bridge Amphitheatre and Park in March. Seniors Week inspired us to try new things, to get out and engage with the community and express ourselves. Open to seniors from across Ballina Shire, this fun-filled day provided a host of entertainment and activities. Crowley Care Services secured NSW Government funding for this event and more than matched this funding to ensure the day was a success.

SHOW DAY

September Show Day featured some gorgeous displays including cakes, jams, pickles, craft and floral creations – some made by our very own residents. Old Macdonald's Farm was on hand with baby goats, sheep and a pig. Toko the mini poodle, Tommy the standard poodle, and Charlie the Labrador paid a magical visit to our residents. Luke Vassella entertained with his vocal talent and residents and staff sang and danced along. Show Day food was supplied by our



wonderful Hotel Services team and after lunch we were treated by bush poet Paddy O'Brien.

ANZAC DAY



Our Crowley ANZAC Day Service was held on Thursday 23 April at 11 am in the Activity Centre and was well attended by both Independent Living and Residential Care residents. Some Crowley residents also attended the ANZAC Centenary March held in Ballina on Saturday 25 April.

REDEVELOPMENT

The redevelopment of our Administration and Residential Care facility (including Library and Education Centre, Entertainment Room, Chapel and Café) began in earnest as we progressed plans for construction to begin in 2016. When complete it will feature beautiful



purpose built buildings that better maximise our waterfront site tailored to the lifestyle needs of our residents. The upgrade will see 32 new residential care beds, more living and social spaces for our residents and a better working environment for staff. It incorporates community areas to relax in, spaces and landscaping for everyone to enjoy.

STAFF RECOGNITION

Our Board hosted the Crowley 2014 Staff Recognition Event – an important calendar event to show how much we appreciate the selfless effort our staff make each and every day. This year we recognised staff who clocked-up



between five and thirty years service at Crowley. No less than five staff have chalked up 30 years service. A great tribute.

HARRY HITS 100



Congratulations to Harry Mills who turned 100 years of age this year, celebrated with a gathering of family and friends at Crowley. A huge cricket fan, Harry was presented with a cricket bat by his son Stephen and daughter Christine. It was signed by his extended family and friends and read '100 NOT OUT'. Harry contributes his longevity to active interests including the stock market, music, (he was a great singer who appeared regularly on ABC radio) sport (particularly cricket and tennis) and a keen interest in his family's activities. Harry has three children, 13 grandchildren and four great-grandchildren spread between Alstonville, Sydney, Austria and Canada. An inspiring and positive life force in our residential community, Harry attributes his longevity to perennial optimism. Harry's charm and sense of humour is loved by all.

NATIONAL VOLUNTEER'S WEEK

National Volunteer's Week this year was themed *Give Happy, Live Happy*. Across the year our wonderful volunteers freely give their time and energy assisting our residents in many varied ways. Crowley's volunteers greatly contribute to the happiness of our residents, and by extension their families and staff. We officially thanked our volunteers for their contribution to Crowley this past year with an afternoon tea in May during Volunteers Week.



FACELIFT FOR BANJOS

Banjos, our in-house café, had a facelift this year because we all know what a difference a lick of paint can make. The new bright wall colours complement the café's chairs and the colour scheme continues through to Banjo's crockery and décor. Our goal – to serve affordable and good quality food for staff, residents and visitors, whilst making it a relaxing place to meet.



CONNECTING WITH THE NEXT GENERATION

Crowley has wonderful programs in place with local schools, linking residents and students, enriching the lives of both and building a better understanding between generations.

It includes connecting with many schools including:

- **Holy Family School** – students visited us across the year and our residents reciprocated. These much loved connections range from poetry recitals, singing, playing musical instruments, (including a session on African drums), reading stories to residents to presenting residents with handmade gifts. But the most treasured moments are had when students and residents simply chat and get to know each other.



- **St Francis Xavier Primary School** – students visited Crowley during Book Week wearing amazing costumes and entertaining the residents. This year we introduced a program for residents to teach students how to knit or crochet at the school.



- **Xavier Catholic College** – College students interviewed our residents about their life experiences over morning tea. A process of matching interests and hobbies and pairing students and residents together. Sharing and comparing life experiences, these generational interactions are loved by all.

RADIO FROM THE HEART

Our new radio campaign broadcast on Paradise FM stars some of our very own residents and clients. The campaign highlights why people love living at Crowley and what makes the place so special. What our residents think and feel is most important, so the campaign has residents speaking from the heart and in their own words.



CROWLEY'S COMMONWEALTH GAMES

Not to be outdone by the official Commonwealth Games, Crowley hosted our very own Games in the Activity Centre. Our resident bagpiper, Fred Clark, kick-started festivities to get everyone in the mood. Sporting events included a world-class egg and spoon race, tunnel ball, beanbag toss, captain ball and a very entertaining hoola hoop session. MC, Gail Norton did her best to control the proceedings when plenty of participants tried to break the rules. After the team events, sustenance consisted of sausage sandwiches, drinks and ice-creams – so we are not sure if more calories were burned or put on!



HIGH TEA

Crowley Auxiliary's reputation for hosting splendid events saw a line of early birds waiting for the doors of the Activity Centre to open at the annual High Tea event. And what a beautiful, sunny July afternoon it was. More than 100 ladies and some gentlemen joined with friends to partake in the treats prepared and served by Crowley Hotel Services. A most successful function held in a spirit of friendliness.

COMMUNITY SUPPORT

Crowley Care Services is an integral part of our region's community.

We are proud to support local organisations and groups doing great work for our region's community and citizens. Many of the groups Crowley continues to support are voluntary in nature.

OPENING OUR FACILITIES

This year Crowley provided use of our facilities, free of charge, to community organisations to the value of \$56,000.

Some organisations benefitting from this support included:

- MS Group
- CHEGS
- BDCSA
- Bible Study
- Allied Health Group
- Parkinsons Support Group
- Cancer Council Fundraisers

CATERING SUPPORT

Crowley provided in excess of \$16,000 worth of catering this year to support regional organisations.

Some organisations benefitting from this support included:

- Ballina Junior Chamber of Commerce
- CHEGS (exercise programs for seniors attended by community members several days per week)
- Bible Study Group
- Parkinsons Support Group
- Crowley Carers Support Group
- Cancer Council Fundraisers

HYDROTHERAPY POOL OPEN TO THE PUBLIC

Crowley's Hydrotherapy pool is open to public users for six hours, five days per week. Public users of the pool are charged a nominal session fee which is kept deliberately low so the pool remains affordable and accessible.



▲ JIM COOPER

*Free spirit, nature lover
and Crowley resident*

Jim Cooper is one of the few people in the world with the dubious honour of being expelled from Kindergarten – not for anything terrible, it was just that: “I had more control over the kids than the teacher, persuading them to do other things,” Jim explained. “And the teacher didn’t like it.”

Ironically it was a time of extreme hardship for most Australians, the Great Depression of 1930, which forged Jim’s love for the great outdoors. Thrown onto the street with nothing, by a Bank that foreclosed on them, Jim and his family went bush to live in a tent and fossick for gold.

A free spirit, Jim spent much of his childhood roaming the countryside, on some occasions covering great distances.

The War came and Jim fought in Papua New Guinea with the RAAF. He later made up for lost academic time by gaining a degree in Mechanical/Electrical Engineering from the University of Sydney.

Jim went on to have a successful career with the State Electricity Commission, being involved in building power stations.

But the itch to explore was deep within him. And whenever Jim could he would pack up the car and take his family into the great outdoors to explore. “We’d pick a spot on the map, throw in the hammocks and waterproof sheets and head bush,” Jim recalled. “It was wonderful.”

“You see I wanted to pass onto my children a part of life so often neglected these days – the notion and beauty of getting out there and exploring”.

▲ FATHER ANTHONY CASEY

*Admired Parish Priest, expert beekeeper
and Crowley resident*

Father Casey provided wonderful service to the Diocese and his parishioners, achieving much in his lifetime. His contribution to Catholic education, where he drove the development and building of new schools, including John Paul College in Coffs Harbour, at times against all odds, is a tribute to his tenacity, spirit and vision.

A humble man of many talents he also has an unusual passion – a love of bees. Father Casey came to be regarded as an authority on bee behaviour.

His life as an apiarist started while on holidays at the Springwood Seminary in the Blue Mountains. “We didn’t have any money, so we chopped bees out of trees and put them into frames and hives which we made,” he recalled.

Later, while at the Seminary at Manly, on Sydney’s North Shore, Father Casey’s bee keeping skills flourished and at times he was able to produce enough honey for the entire College.

No ordinary beekeeper, Father’s knowledge developed to such an extent that a South American company wanted him to research their stingless bee. Several times he was offered posts to conduct bee research, but he declined them in order to continue with his duties. His work on bees was published by the Department of Agriculture.

As if building schools, being an authority on bees and working as a Parish Priest wasn’t enough, Father has other talents he is reluctant to mention.

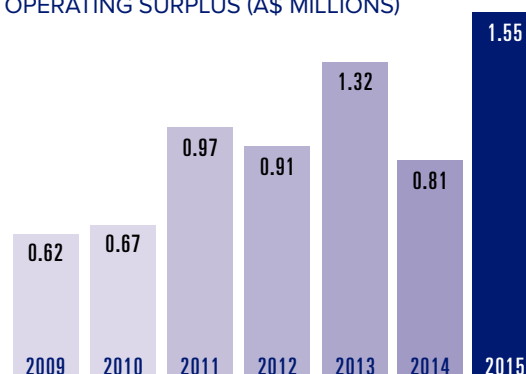
With just one day off a month he managed to squeeze in winning golf competitions using an ancient set of wooden clubs, with which he won the longest drive at Murwillumbah Golf Course.

A good fisherman as well, Father landed some big fish in his time. And as a younger man he enjoyed a bit of boxing, although, “the other fella landed more punches on me, than I on him,” he said.

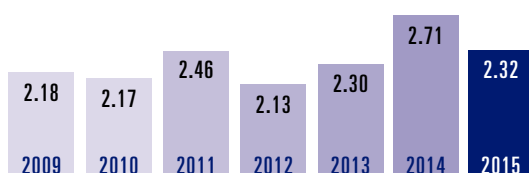


2014/2015 FINANCIALS

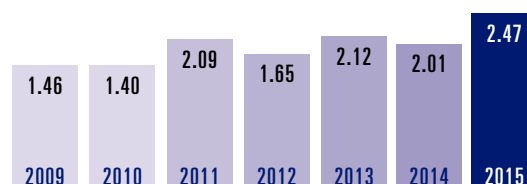
OPERATING SURPLUS (A\$ MILLIONS)



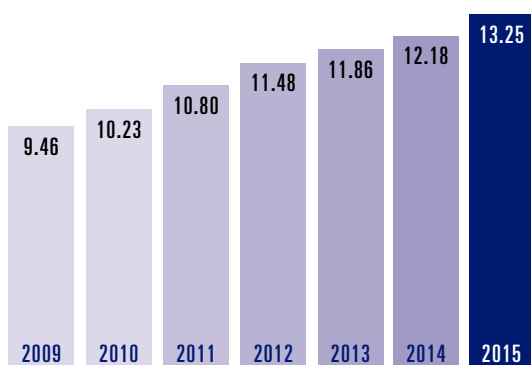
NON OPERATING REVENUE (A\$ MILLIONS)



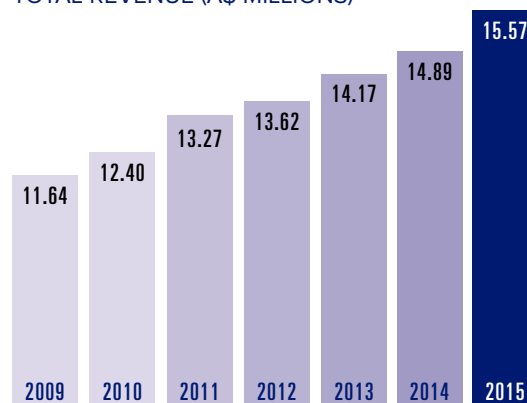
TOTAL SURPLUS (A\$ MILLIONS)



OPERATING REVENUE (A\$ MILLIONS)



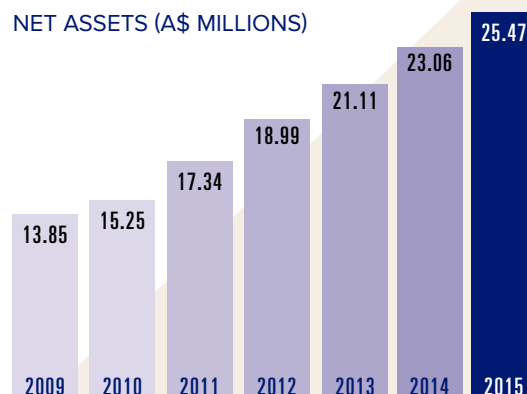
TOTAL REVENUE (A\$ MILLIONS)



NON OPERATING SURPLUS (A\$ MILLIONS)



NET ASSETS (A\$ MILLIONS)



OUR LEADERSHIP GROUP

Crowley's Leadership Group ensures the organisation operates at the most effective level, implementing the Strategic Plan, so that we attain the best possible outcomes for our residents and clients.

As Crowley continues its journey, going from *Good to Great*, the Leadership Group is instrumental in advancing service provision across the entire organisation.

▲ **Michael Penhey**
Chief Executive
Officer

▲ **Kelli Potts**
Executive Manager
Operations & Finance

▲ **Whenua Oner**
Residential Care
Services Manager
(DON)

▲ **Albie Viel**
Assets and
Maintenance
Services Manager

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



Sherrie Viney
Community
Nursing
Coordinator

Debbie Wilson
Home Care
Services
Coordinator

Jenny Kliese
Independent
Living Services
Coordinator

Tony Baldwin
Hotel Services
Manager

Alyse Richardson
Independent
Living Sales
Coordinator

Gail Norton
Stakeholder
Liaison
Coordinator

Michelle Golding
Quality
Coordinator



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: 1300 139 099

For Residential Care enquiries

P: 1300 139 099

For Home Care enquiries

P: 1300 139 099

FOR GENERAL ENQUIRIES:

Crowley Care Services

154 Cherry St, Ballina NSW 2478

P: 1300 139 099

E: info@crowley.org.au

W: www.crowley.org.au

COVER IMAGE

SHEILA AND RAY HARVEY

*Committed doctors and
Crowley residents*

Sheila and Ray came to Australia from the UK. "He's a southerner, from south of the border", Sheila said, referring to Ray's English origins, "and I'm from Scotland".

Both doctors, they met over an operating table at a Gloucester hospital. In 1966 Sheila and Ray came to Australia as 'Ten Pound Poms'.

Some good friends lured them to "the land down under" with beautiful photos of fruit trees and descriptions of an idyllic Australian life.

When they arrived they walked into a medical practice in Grafton and never looked back.

Living by the river in Grafton their boys joined the sailing club and life was good. At one point Sheila had a practice at the village of Ulmarra. They moved to Lismore and Ray worked with the Health Commission in Child Health for a period of 10 years.

It was only then that Ray could finally find some time to play his beloved tennis. "Once I got through the serve I was OK." Ray said.

Sheila on the other hand loved playing golf, "although I have to admit, I was not a great golfer," she said.

Still together as a team and devoted to each other after all these years.