



DOT EGAN
Portrait by Selena Wilson
Xavier Catholic College



VIBRANT COMMUNITIES: CONNECTING ACROSS THE GENERATIONS.



Something magical happens when the young and the old connect. Unburdened by life's pressures both are able to cherish the moment and enjoy life's simple pleasures together.

At Crowley we believe life should be experienced in a multigenerational dimension. Because vibrant care communities forge meaningful relationships across generations.

Our intergenerational programs are vital to our sense of community bringing a quality of life with abundant benefits for all.

When the young and the old connect in the present it reminds us all of the greatness that exists beyond ourselves.

In these special moments of intergenerational interaction Crowley's residents experience great joy engaging with young people. Whilst the young receive something very special too — undivided attention, wisdom and a shared knowledge that only comes from a lifetime of experience.



JOHN FRASER
Portrait by Lara Crawford
Holy Family Primary School



OUR VISION

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

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.

OUR CORE BELIEFS

1. Living Catholic values
2. Delivering exceptional service
3. Valuing each generation
4. Leading by example

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.





During this past year Crowley continued to account for and adapt to the Federal Government's measures to streamline and improve the nation's aged care system.

We have reviewed and improved our operating systems for residential care, independent living and home care services to promote efficiencies and ensure they are aligned with our legislative obligations.

The safety, wellbeing and peace of mind of our existing and prospective residents at Crowley, those for whom we care in their own homes, and their families, are paramount. These outcomes are front-of-mind as we continue to negotiate the Government's substantial reform agenda.

Coupled with this, our Board and staff, consultant representatives and our building contractor have been progressing our substantial redevelopment and refurbishment program at our Cherry Street site.

Our goal is to improve the comfort and convenience of our residents and promote a more pleasant and safe work place for our most important resource – our staff.

The transformation occurring within our facility is remarkable. The positive feedback received from residents and staff, and their enthusiasm to embrace the opportunities being presented, reinforces that Crowley really is a special place with a great spirit.

This is borne out by the excellent participation rates and positive responses received through our regular resident, family/carer and staff satisfaction surveys, and these results compare favourably when benchmarked with other aged care providers.

In terms of governance, the Board has worked diligently during this reporting period to refresh our organisational strategic plan. This exercise has enabled us to objectively reassess Crowley's operating environment and clearly articulate our priorities for the forthcoming period, invigorating all participants in the process.

During the year we completed an independent governance review of our Board. This was undertaken to ensure the Board continues operating at the highest level with the right skills mix and focus.

CHAIR'S REPORT

As an advisory group to the Parish, the Board is fully committed to improving Crowley's governance and leadership in aged care provision and to ensure the organisation has a strong and secure future.

Crowley's success and reputation as a provider of quality aged care services in this region relies on sustained commitment from each of our Board members, our highly skilled and experienced Chief Executive Officer, exceptional Leadership Team and staff, and our motivated volunteers.

I thank them sincerely for their unwavering support for the organisation.

Finally, our Parish Priest, Father Michael Nilon, members of the St Francis Xavier Parish Finance Council and our Parish Business Manager, Paul Lloyd also continue to provide the Board with strong support, and for this we are most grateful.

Steve Barnier
Chair
Parish Aged Care Board

JILL CANOVA
Portrait by Clare Lynch
Xavier Catholic College



OUR BOARD

The Parish Aged Care Board sets the direction and strategy to ensure Crowley Care Services has a sound future, providing quality aged care services that contribute positively to the needs of the community.



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



JENNIFER LENDRUM

Portrait by Sophia Spina-Crummy
Xavier Catholic College



CEO'S REPORT

As Crowley transitions from a good to a great organisation, we are growing, maturing and moving forward on many fronts – improving our services, our culture and our infrastructure.

I am conscious when making such significant changes it is the great organisations that are able to retain their heritage, whilst improving and moving with the times.

At its heart Crowley is a relationship-based organisation and as we grow it is vital this heritage is strengthened and retained.

That means each day at Crowley is not just about servicing the needs of our residents and clients, it's about forging and valuing meaningful connections with our residents and clients whilst doing the small things really well.

Overall, one of the biggest impacts on the transformation of Crowley has been a sustained program over many years to improve our culture through training and support – a culture of genuine and demonstrated interest in others, which is at the heart of a vibrant care community.

The improvements in our culture over recent times and the manner in which staff have responded are extremely rewarding to see. Newcomers to Crowley often comment on how special the atmosphere is and how welcoming our staff are. It's a great sign and we continue to build on this culture of care.

Part of our vision extends to having rewarding relationships with family members. The role families play at Crowley is vital to our sense of community and essential for the wellbeing of our residents and clients.

Over recent times we have worked to develop deeper connections with family members because they rightly want to be openly included in the care of their loved ones. Families want to know that our staff truly connect with their loved ones that they know them personally and care for them from their heart.

This personal culture of care, coupled with the highest quality professional service, when combined, characterises the true Crowley spirit.

The theme of this Annual Report highlights another important type of relationship that is vital to Crowley's culture – namely intergenerational connections. Because Crowley is also a place where relationships between the young and the "not so young" are forged for the benefit of all.

Our intergenerational programs provide significant benefits for our residents and the younger generations they connect with on a regular basis.

Crowley is currently implementing some big decisions previously made by our Board that is all part of our Strategic Plan. It includes a Site Master Plan and we are all witnessing the construction of new buildings and the refurbishment of existing buildings. It is progressing well and when complete will positively transform the living and working environment for all at Crowley.

The focus on our Site Master Plan and the redevelopment are evident for all to see and the feedback and support from the entire community as we transition is heartening. It will have long-term benefits and means Crowley will be better placed to manage future demand for quality care services in our region.

Even with the large capital outlay required for this redevelopment, Crowley continues to be in a strong and stable financial position.

On a service level our focus remains on quality options for our residents as well as continuing to support an increasing number of clients through our Home Care services.

We are on an organisational pathway towards excellence on many levels. In doing so all our efforts aim to ensure our residents, clients, their families and the broader Crowley community remain confident we are providing the highest quality care services across the entire organisation.

Michael Penhey
Chief Executive Officer

ANTONIO VIEL

Portrait by Abbey Saunders
St Francis Xavier Primary School

OUR PRIORITIES AND PROGRESS

Improving the outcomes for our residents, clients, staff and community drives Crowley’s carefully planned and measured priorities. We deliver our performance against key result areas.

KEY RESULT AREA 1 FINANCIAL SUSTAINABILITY

Priority: Crowley will be a profitable, financially sustainable part of the Ballina Parish to enable it to fund organisational growth and redevelopment.

Happenings: Crowley continues as a financially sustainable entity experiencing good fiscal results with a record surplus achieved.

To come: Further development of Crowley’s financial systems and management will be undertaken to build further on the current performance and expertise.

KEY RESULT AREA 2 BUSINESS GROWTH AND SERVICE DEVELOPMENT

Priority: Expand Crowley’s footprint in all care services areas (Residential, Independent Living and Home Care) in Ballina and the surrounding regions to meet current and future service demands and community expectations. In doing so Crowley will deliver the best in care and services that our residents, clients and customers, (new and old) are seeking by choice.

Happenings: Level 3 and 4 Home Care packages successfully allocated for the first time. The building of an additional 42-bed Residential Care Building was planned and scheduled (end 2017).

To come: Recruitment of both senior and new roles to facilitate the identified growth opportunities across the organisation.

KEY RESULT AREA 3 PEOPLE AND CULTURE

Priority: Increase our attractiveness as an employer of choice providing superior customer service and care to all stakeholders.

Happenings: Crowley implemented the Leading Through Change program – a staff leadership program.

To come: Ongoing culture program to be delivered for all staff. Ongoing development of robust recruitment and staff management systems to ensure the best outcome for staff, Crowley and our stakeholders.

KEY RESULT AREA 4 RESIDENTS, CLIENTS AND FAMILIES

Priority: Crowley will continue to strive towards developing positive and rewarding relationships through our focus on the individual

Happenings: Deliver best-in-care and services through expert staff across the entire organisation – including a new Nurse Practitioner role and service area managers.

To come: Boost community connections through marketing and events. Enhance our programs and reputation for inclusiveness.

KEY RESULT AREA 5 QUALITY AND SYSTEMS

Priority: Build a range of systems across the organisation that supports the business and drives quality of service for all stakeholders.

Happenings: Dedicated ICT team and manager – building capacity for advancement in use of organisational technology.

To come: Technology acts as a support to facilitate our people-to-people culture making time for relationships.

KEY RESULT AREA 6 ASSET MANAGEMENT

Priority: Development and management of our assets. Continuing on our journey of redevelopment of the site to meet growing demand, stakeholder needs and organisational growth.

Happenings: Redevelopment Stage 1A – Completion of the highly popular Entertainment Room in the Residential Care facility. Significant refurbishment is progressing steadily and bringing ‘new life’ to the existing facility.

To come: Stages 1B and 1C Redevelopment including new administration building for staff to meet the growth of the organisation. New 42 bed residential care facility to meet demand.

KEY RESULT AREA 7 MARKETING AND THE BRAND

Priority: To maintain Crowley’s quality reputation. Build on the history with a modern tale for a new brand of consumer.

Happenings: Revitalised advertising campaign. Ongoing community interaction speaking to local clubs, building relationships with education and providing a range of support to the regional community.

To come: New refreshed website reflecting Crowley’s core values. A campaign that focuses on the relational approach reflecting Crowley’s distinctive culture and values

KEY RESULT AREA 8 GOVERNANCE AND LEADERSHIP

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

Happenings: All current Board members have undertaken and driven the three-year strategic planning process and have participated in an external governance review of the Board’s activities and decision making.

To come: Further development of our ‘leadership status’ – organisational, staff, peak bodies and other organisations.

REDEVELOPMENT

An exciting year for Crowley as the major redevelopment got underway.

Capitalising on our site’s natural beauty, aspect and water views, Crowley’s major redevelopment sees new buildings and spaces created and the redevelopment of existing buildings.

The development approval followed an announcement that Crowley secured additional beds from the Federal Government with the active support of the Federal Member for Page Kevin Hogan. At the launch Mr Hogan said: “This is a wonderful re-development, which when finished, will provide a very high quality facility for seniors.”

Parish Aged Care Board Chair Steve Barnier captured the spirit of the project when he said, “This is about building a better future for Crowley. Most importantly we are building for the future needs of our residents, their families and our wonderful staff.”

“It perfectly fits with our vision at Crowley to provide inspirational living experiences for our community”, STEVE BARNIER, CHAIR, PARISH AGED CARE BOARD

THE PROJECT HAS FIVE MAIN ELEMENTS:

- A redeveloped entertainment area in the existing Residential Care Facility. This has created more space to bring the residential care community together in comfort and style.
- A new two-story education centre with library and meeting rooms. It will have conference spaces with flexible breakout areas for social activities. The library opens into a light-filled, high ceilinged reading and social space, all leading to an outdoor deck.
- A new state-of-the-art two story residential care facility with 42 rooms, each with private ensuites and a bay window to maximise natural light and to capture views.
- A new larger non-denominational chapel, a place for quiet reflection and celebration.
- And a new main entrance and administration centre with community plaza that connects to the new high-street style café.



JOAN FRASER
*Portrait by Hazel Ingram
St Anne’s Long Day Care*

PATRICIA LATTER
Portrait by Zach Sullivan
Holy Family Primary School



Interesting annual statistics

Sometimes the numbers tell a unique story. This year at Crowley:

219,326



Number of cups of
coffee served



Kilometres travelled by
the Home Care team

126,680

Number
of people
supported with
Respite Care

56



375

Number of staff
attended internal
education



Redevelopment Budget

\$20 Million



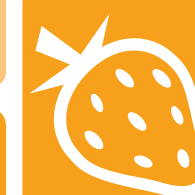
92

Number of staff attended
external education



233,783

Number of hours
worked



16,335

Number of
meals delivered



43,575

Number of Home
Care hours



30

Number of
Independent
Living
refurbishments

6,900

Number of
Chatterbox
newsletters produced



31,706

Number of page views on the
Crowley.org.au website

ANNUAL HIGHLIGHTS

NEW LOOK LEISURE AND LIFESTYLE

For 2015 Crowley revamped the Leisure and Lifestyle program giving residents a better mix of social activities, stimulus and interactions designed specifically for them. In arriving at the new look program Crowley sought family input to make sure an improved program of fun is consistently delivered.



SIMPLE PLEASURES

Imaginations ran wild when Riverview residents had a photo booth session, dressing up in and out of character. Because simple pleasures are simply the best. Too many giggles.

EVERYONE LOVES A FAIRY

More than 100 people attended Crowley Auxiliary's 'That's Entertainment' concert. The hit of the day was 'No one loves a fairy when she's 40' which brought the house down. After the concert everyone joined to enjoy wine, cheese, nibbles and catch up with friends. The event greatly assisted in raising money for the fantastic work the Crowley Auxiliary undertakes throughout the year.



CONNECTING WITH YOUNG PEOPLE

As part of Crowley's highly popular intergenerational program Dream Dance and Performance Academy from Mullumbimby surprised residents with a wonderful line up of incredibly talented children. A young girl stole everyone's hearts when she sang 'I am a promise, I am a possibility'.



PORTABLE MONITOR

Through the kindness of the Crowley Auxiliary, Crowley was able to purchase two Welch Allyn Observation Monitors – a lightweight and portable monitor that allows staff to accurately measure blood pressure, heart rate and oximetry (the amount of oxygen circulating in blood). Staff love the monitors, which are proving to be a vital piece of equipment.

HOME CARE BOOST

Crowley received a major boost to its Home Care services. Crowley is now an approved provider of the highest level of Home Care, winning 15 Level 3 and Level 4 packages. It followed the announcement of 32 additional funded beds for the residential facility. When combined, the joint impact means 45 additional jobs at Crowley.



AMAZING AUXILLIARY

A successful year for the Crowley Auxiliary. The Auxiliary made generous donations to Crowley to the value of \$13,650, including equipment to improve the care for our residents. A huge thankyou to the Auxiliary for such tremendous dedication, support and generosity during the year.



REDEVELOPMENT UNDERWAY

At a launch event Crowley announced it had received Council approval for the \$20 million plus redevelopment. Special guests at the event included Federal Member Kevin Hogan, Mayor of Ballina David Wright and the Mayor of Lismore Jenny Dowell.



DOUBLE 100'S

Two special residents Estelle Stirling and Rhoda Baker celebrated their 100th birthdays at Crowley in the same month. Both lovely ladies received special recognition and also featured in the Ballina Advocate.



NEW NURSECALL A HIT

Crowley rolled out the final stages of our replacement nurse call system, a big improvement on the system it replaces. New pendants are worn by residents so they can easily access assistance wherever they are in the building, even in the showers. The new improved pendants operate off the upgraded Wi-Fi system throughout the building resulting in better security for our residents all round.



EMPLOYER OF THE YEAR

At the Novaskill Apprentice and Trainee Awards, Crowley took home the Large Employer of the Year Award. Our senior staff also featured prominently as finalists and award winners. Throughout the year Crowley hosts trainees, students and volunteers seeking experience in aged care. This is in addition to a wide range of courses and traineeships for existing staff. Crowley works with registered training organisations, schools, colleges, universities and community organisations to facilitate these placements. The number of people with access to Crowley for experience and training exceeds 100 and often more in a 12 month period.

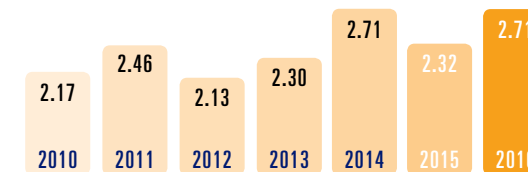


FAYE CHISHOLM
Portrait by Mimi Stewart
Xavier Catholic College

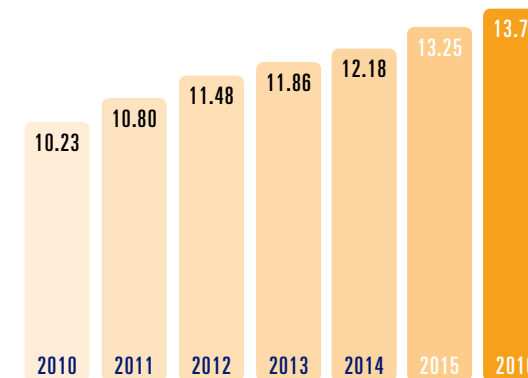
2015/2016 FINANCIAL REPORTS

Crowley maintained its strong track record in prudent financial management across the year. A solid financial performance assisted the organisation fund the next phase in its development. Crowley's sound financial position underpins the organisation, ensuring it continues as a regional leader and centre of care excellence, across all aspects of its service provision.

NON OPERATING REVENUE (A\$ MILLIONS)



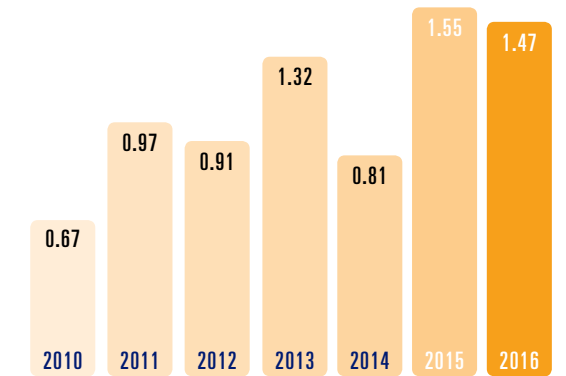
OPERATING REVENUE (A\$ MILLIONS)



NON OPERATING SURPLUS (A\$ MILLIONS)



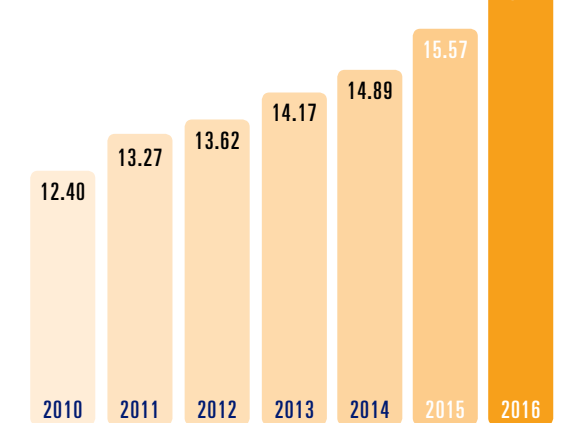
OPERATING SURPLUS (A\$ MILLIONS)



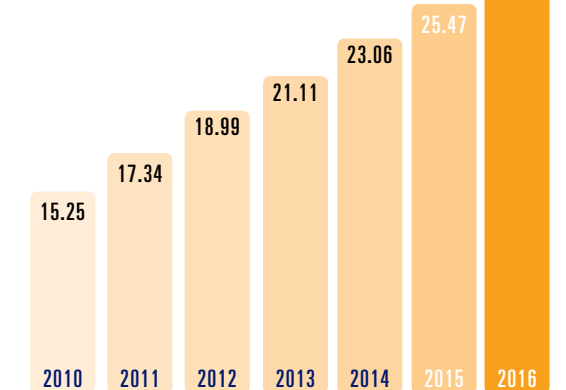
TOTAL SURPLUS (A\$ MILLIONS)



TOTAL REVENUE (A\$ MILLIONS)



NET ASSETS (A\$ MILLIONS)



DOROTHY DOSTINE

Portrait by Eli White
St Anne's Long Day Care

2016 QUALITY PERFORMANCE INDICATORS

Benchmarking Crowley's performance against industry standards and through our own measures provides vital feedback enabling the organisation to monitor and measure its successes and the areas for development and improvement. The 2016 results are below.

EMPLOYEE SATISFACTION SURVEY*

INDUSTRY
SATISFACTION
RATE

81.2%

CROWLEY SATISFACTION RATE

84.7%

RESIDENTIAL CARE RESIDENT SATISFACTION SURVEY*

INDUSTRY
SATISFACTION
RATE

84.2%

CROWLEY SATISFACTION RATE

87.0%

RESIDENTIAL CARE RELATIVE SATISFACTION SURVEY*

INDUSTRY
SATISFACTION
RATE

85.8%

CROWLEY SATISFACTION RATE

85.6%

HOME CARE CONSUMER EXPERIENCE SURVEY*

INDUSTRY
SATISFACTION
RATE

85.0%

CROWLEY SATISFACTION RATE

81.8%

INDEPENDENT LIVING RESIDENTS SURVEY

CROWLEY SATISFACTION RATE

94.8%

OCCUPANCY RATE RESIDENTIAL CARE

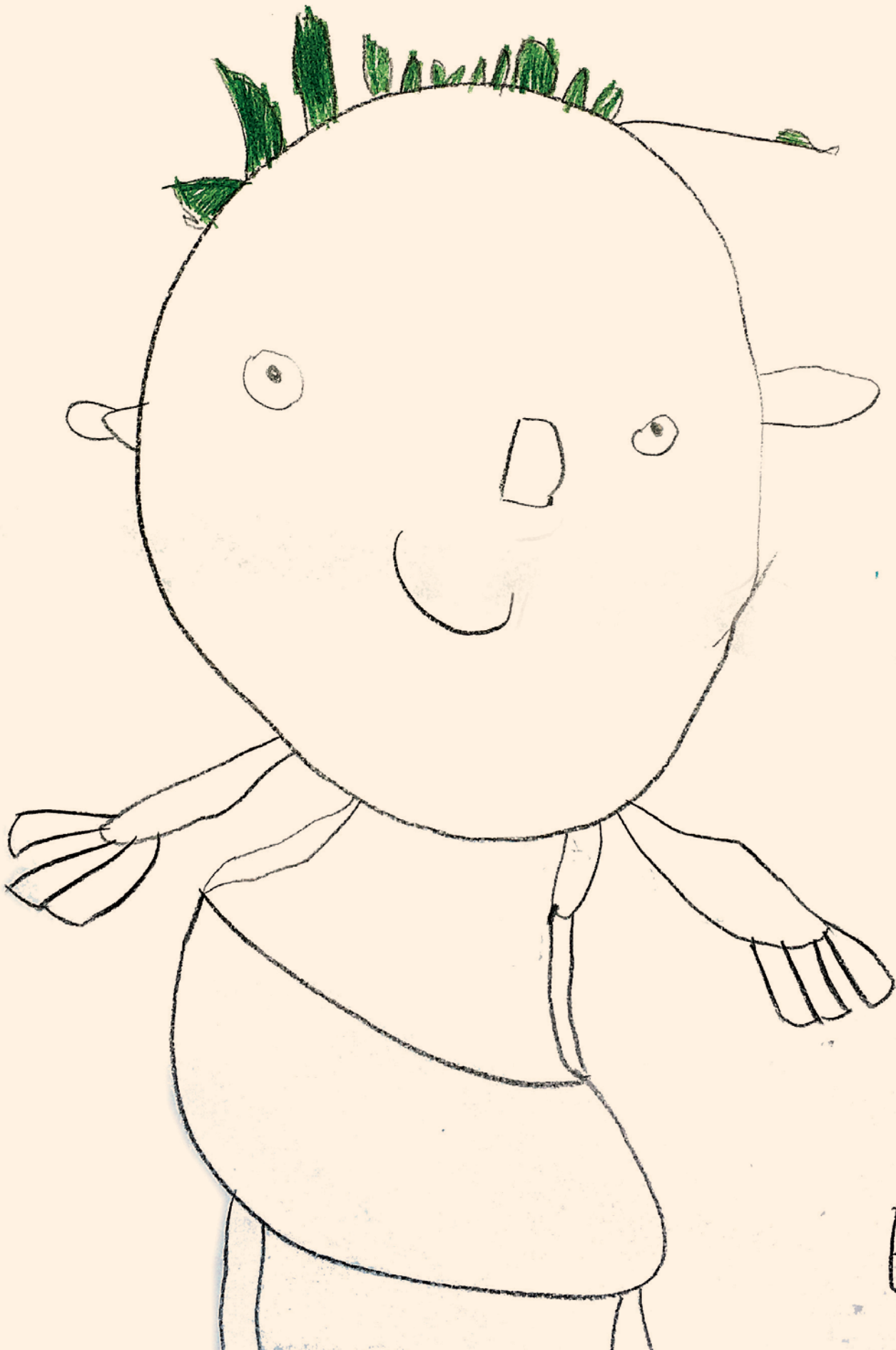
INDUSTRY RATE

94.7%

CROWLEY RATE

96.4%

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



Eli

OUR LEADERSHIP GROUP

Crowley’s Leadership Group is tasked with ensuring the organisation attains the highest standards and great outcomes for all Crowley’s residents, clients and stakeholders.

The Leadership Group is instrumental in guiding staff, improving service provision and the culture as Crowley continues on its journey from a good to a great organisation.

Michael Penhey
Chief Executive
Officer



Kelli Potts
Executive Manager
Operations & Finance



Glynis Laffy
Residential Care
Manager (DON)



Albie Viel
Maintenance Manager



Jenny Kliese
Independent Living
Services Coordinator



Tony Baldwin
Hotel Services
Manager



Alyse Richardson
Independent Living Sales
Coordinator



Gail Norton
Relationship Manager

Kelli Roberts
Nurse Practitioner
Clinical Manager



Sherrie Viney
Community Nursing
Coordinator



Debbie Wilson
Community Services
Coordinator



Michelle Golding
Administration
Manager



Wayne Smith
Home Care Manager



Chistine Lawton
Assistant Residential
Care Manager (DDON)



**IN THE MAKING:
WHERE GENERATIONS CONNECT.**

Crowley is a place where the generations connect in meaningful ways.

In creating this Annual Report aspiring young artists from St Anne's Long Day Care Centre, Xavier Catholic College, St Francis Xavier Primary School and Holy Family Primary School sat with and painted some Crowley residents.

We thank them for their wonderfully personal portrayals.

Just one of the ways Crowley's intergenerational program is brought to life.





TAKE THE NEXT STEP:

For Independent Living, Residential Care and Home Care enquiries phone 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



ON THE COVER

JEFF MUIR

*Portrait by Olivia Clarke
Xavier Catholic College*