

THE **CRAM** FOUNDATION

Annual Report
2013-2014





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The Cram Foundation

Vision

Each person with a disability supported by Cram experiences a life of value to themselves and to others.

Mission

To provide person-centred services through a range of high quality accommodation, community and individual support services for people who have a disability, are physically or medically frail and who have multiple or complex care support needs.

Values

We believe in recognising and responding to each person's right to a good life, to gain a sense of self, self-worth and an awareness of being of value to others.



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Cover page: Rod Thompson
Contents page: Kristen Bristow

Who we are

What We Do:

We support people who live with profound or severe disabilities by offering services that range from group home accommodation and care, in-home care, community and lifestyle involvement, respite support, nursing care and advice as well as nursing consultancy to other disability agencies

Why We Do It:

Our Vision is that each person with a disability supported by Cram experiences a life of value for themselves and to others.

How We Do It:

Our Mission is to provide person-centred services through a range of high quality accommodation, community and individual support services.

Who Do We Support:

As part of our Mission we focus on people with a disability who are physically or medically frail and who have multiple or complex care support needs.

What Do We Value:

We believe in recognising and responding to each person's right to a good life, to gain a sense of self, self-worth and awareness of being value to others.

How Old Are We:

We commenced in 1932 as the Wollongong and District Society for Crippled Children, name changed to CRAM Foundation in 1999.

Our Legal Status:

We are a not-for-profit, public company limited by guarantee

Our Tax Status:

We are a registered charity and a public benevolent institution

Approvals and Registrations:

We are an Approved provider with NSW Department of Ageing, Disability and Home Care; the Lifetime Care and Support Authority and we are certified as meeting the Attendant Care Industry Management System Standard

Our Person Centred Values

At Cram we recognise and respond to each person's right to a good life. We do this through the application of the Person Centred Plan:

- The person centred planning process reflects each person's capabilities and encourages their choice and control about how their services are delivered
- The person is at the centre of the planning process. We listen carefully to their perspective about their life, choices and decisions - the aim is to discover what their chosen lifestyle is and how we can help them achieve their goals by providing effective and timely support
- Understanding each person's communication style is critical. Family members, friends and advocates are full partners in service delivery when requested by the client and this can be very helpful when working on the details of the Plan
- Life changes happen to all of us all the time and each Plan is evaluated regularly to ensure that Cram is always meeting each person's current choices and decisions. Changes are made to the Plan and service delivery is adjusted when directed by the client
- Person-centred planning builds a shared commitment to action that recognises and advocates each person's right to live a good life
- Cram invests in employment and people management practices that motivate and support the right staff to work with each person to achieve the goals of their Person Centred Plan.
- Each person is consulted about and can select staff to perform their care. Our employment practices attract, recruit and retain skilled workers with the right attitude and values who respect and work cooperatively with each person who chooses Cram as their service provider
- Cram staff are respected in the workplace and fulfil meaningful and rewarding tasks in their everyday performance when working with each person we support

In our January 2014 survey, 93% of responses considered our person centred approach to be either very good or excellent.



Chairman's Report



During the past year we continued our focus on preparation for the NDIS. Additionally, at a Planning day, conducted with Board and senior staff, we adopted a New Strategic Plan. I continue in my belief that Cram is well placed to continue to provide services that meet high level disabilities and complex medical needs, and, that there is no reason to suggest that these services will not continue to be in high demand.

The NDIS will provide challenges and management has worked hard to prepare for those challenges. One example of change implementation is the development of a new web site, the site has been specifically designed to talk about our services in a meaningful way with potential clients.

The regular surveys Cram undertakes with clients and families continues to indicate the high regard clients and their families have for Cram.

The provision of quality service is highly dependent on the dedication and skill of staff. Training remains an important ingredient in the maintenance of staff standards. In recruitment, management has developed and implemented a new innovative recruitment process which has already been applied in two separate recruitments during the year.

The Board continues to operate with three active committees:

- Audit and Risk Committee
- Practices Review Committee
- Remuneration Committee

ACMISS accreditation was maintained following a monitoring visit during 2013.

Directors have attended Australian Institute of Director seminars at various times during the year. I would like to thank the NSW Government through Disability and Ageing and its minister the Hon John Ajaka for the wonderful support they have provided. The minister visited Cram on two occasions in the year and our Cram clients attended the Ministers morning tea at Parliament House in Sydney.

Our CEO Gareth McKeen has completed his 2nd year as Cram CEO. I would like to thank him for his inspirational leadership of the Cram team. Gareth, through his networking, has enhanced Cram's name in the Illawarra Disability sector. I especially thank him for his work with the Board.

Finally, our board had no changes through the year. Stability in personnel has been important, in a year when we sought to continue preparation for a future, working under NDIS, and, at the same time, ensuring we made the most of our opportunities.

On behalf of the Board I would like to thank the Cram staff for their continued efforts in ensuring our high quality service levels are maintained. To all Board members, well done and thank you for your many contributions over the past 12 months.

Patrick Roberts - Chairman

Achievements 2013-2014

- Quality care and support provided to 33 clients in 7 group homes and 2 In-home clients
- Over 117,000 hours of support and care provided plus 4,600 hours from Registered Nurses
- Improved health care outcomes across the group homes
- A new client under the Leaving Care program located in Shoalhaven
- Client survey showed that 94% of families rated Cram's service as Excellent or Very good
- Commenced services providing in-home care under the Attendant Care Program
- Cram took on Community Participation programs for a further 3 Cram clients
- Capacity growth options were identified and are being pursued with the government
- Nursing and health assessment consultancy provided in Bega and Sydney
- Commitment to Cram and Caring honour roll acknowledged 14 more long serving staff
- Illawarra Disability Alliance was formed, with Cram playing a central role
- A new website was developed
- Minister for Disability and Ageing visited Cram on two occasions in the year and a Cram client attended the Ministers morning tea at Parliament House in Sydney
- Cram providing the mentoring support for the Carestars program in partnership with two government agencies, TAFE and other disability providers
- ACIMSS certification maintained following monitoring visit
- Nursing students from University of Wollongong and Disability students from TAFE undertook workplace placement at Cram
- Nursing Enterprise Agreement was renegotiated and approved by Fair Work Commission
- Donations from Jim McIntyre Foundation, Helensburgh Sea Eels and Clubs NSW funded new equipment in the group homes
- Staff completed 1,330 paid hours of training and/or induction training during the year
- New Strategic plan adopted following planning workshop with Board and senior staff
- Cram's innovative recruitment process applied to two separate recruitments during year
- A new technology app developed by a local company was trialed at Cram
- Cram participated in the Attendant Care Industry Association cost of care project
- Cram contributed to the Disability Health Network development project Cram Nurses participated in the Southern Nurses Interagency Peer Support (SNIPS) Group
- VOOHC certification maintained following monitoring visit
- Benchmarking project with Ryde Rehabilitation Centre continued
- CEO Chat introduced



Lydia has an Acquired Brain Injury resulting in other complex medical issues. Lydia has lived in a Cram group home since 2010 with 3 other people. Her parents visit her in the group home on a weekly basis. She is supported by a team of well trained disability support staff on a 24 hour a day basis. Her health is monitored by staff on each shift and a Registered Nurse reviews Lydia's progress on a daily basis. When required, allied health workers and medical specialists contribute to Lydia's well-being either visiting the group home or at their practice.

For therapeutic as well as hygiene reasons, Lydia enjoys a hydro-bath a few times per week. Her nutrition and medication is delivered via a gastrostomy tube which Cram staff are trained to administer. Staff have been trained to provide Lydia with chest percussion, which has reduced the number of times that she has had chest infections and has made Lydia more comfortable.

At Lydia's Person centred planning session, goals were set that meet Lydia's health issues and lifestyle goals. It was decided that Cram would also provide all of Lydia's community participation with staff who have the knowledge of Lydia's critical care needs to assist her to access the community on a daily

basis when she is well enough. When Lydia is not feeling up to it, or the weather is not good, staff will provide one-on-one activities with Lydia, eg, hand massages, finger nail painting and reading articles of interest. Over the past year Lydia's health has been stable and she has accessed the community on a regular basis and at times meets up with her parents to walk along the foreshore. To assist Lydia to participate in the community her wheelchair was fitted with a battery operated drive which now makes the wheelchair easier to move and provides Lydia with more comfort.

Lydia has a keyworker who develops a monthly report on all areas of Lydia's care for the month. This report reflects her Person centre plan goals and if they were able to be followed during the month. Every 3 months the keyworker reviews Lydia's goals. The registered nurse also completes a health care audit every 3 months as a way to monitor Lydia's health and to ensure all medical appointments are scheduled.

Cram supports people who have complex disabilities and high support needs. Lydia's story is similar to many other Group Home and In Home clients.



Nadine lives in a group home at Albion Park with four other residents; Hamish, Andre, Kerry and Stephen. Nadine also enjoys visiting another group home nearby and the open spaces it provides. Nadine was attending a local service provider for her Community Participation (CP) however Cram was asked to take over the CP for Nadine. She is now one of 8 Cram clients who have both Community Participation and Accommodation services provided to them by Cram. The staff working across both group homes assist in providing these activities.

Nadine loves to go to shopping centres and have a coffee. This is her most requested activity of choice. Nadine plans on joining a number of other Cram clients at the Strike Zone Ten Pin bowling alley in Albion Park Rail once a week for a game.

Cram is aiming to have the CP clients join a mainstream league in the future.

In addition to her CP activities, Nadine has been involved in many community activities with other Cram residents over the past year. Some events are attended by all Cram residents such as; St John Vianny's Church disco in Fairy Meadow, the annual get together with the Stanwell Park winter swimming club and the Cram Christmas party. Nadine and many other Cram clients

have had the opportunity to attend a variety of events during the past year. These include going to the WIN entertainment centre for shows such as: the Celtic Women, Mrs Browns boys and The Hollies, as well as visiting various Illawarra clubs for lunches and entertainment. Other excursions include observing the hang gliding at Stanwell Tops, Minnamurra rainforest, Wollongong science centre, Dapto Dogs, Nan Tien Temple, Zumba and line dancing, beauty therapy the list goes on!

Clients supported by Cram will experience recreational opportunities and social events as part of their everyday life and in accordance with their person centred plan. The importance of client choice and variety of activities being offered means that Nadine and others will have their interests heard and choices met.

All Cram clients receive support to pursue recreational interests both in the Group Home and in the community. Clients who have Community Participation packages have this provided by Cram as a separate service.



Rachel resides in a Group Home in Albion Park along with 3 adult friends with similar needs and abilities that require 24hr support. She moved into the Group Home in 2012. Prior to moving into the group home Rachel lived with her family, who are still highly involved in her life, they visit her at home and she will often sleep over at her father's house. Rachel is a very happy bubbly person with an infectious smile which lights up a room.

One of her person centred goals is to maintain independence. She achieves this by assisting in house duties such as packing the dishwasher, she also enjoys activities such as disco's, concerts, picnics, dinner outings and watching TV with her friends.

The group home has a vegetable patch that Rachel enjoys maintaining and along with her friends they are growing cherry tomatoes. The large veranda out back has a seat swing that Rachel and her friends enjoy sitting on and listening to music. There is a vibro-acoustic sound bed that everyone in the house enjoys for relaxing.

Each person has their own individual bedrooms. Rachel's bedroom is light and bright just light her personality. Family photo's hang on the wall, her favourite photo is a

large canvas of her and her father on a quad bike on his property.

There is a large bathroom area with a spa bath that Rachel particularly likes relaxing in, there is also a shower trolley for the other residents who cannot stand or sit without support.

The bedrooms and bathrooms have ceiling hoists so that manual handling and positioning can be performed safely for all.

The group home is wheelchair friendly with ramps at the front and back of the house. Cram provides a vehicle that has been specifically modified for wheelchair access and staff are trained in the correct use of the hoist and safe transportation of Rachel and her housemates in accordance with each person's needs.

Cram staff are all trained to provide personal care, manual handling, and medication as part of their accommodation support at Cram.

Cram currently provides support in 7 group homes in Albion Park, located in Shellharbour NSW. The homes are all owned by the NSW Government and are managed by Cram 24 hours a day year round.

Management



Supporting people



Our Workforce

During the year Cram employed 110 staff. Support to clients is provided by staff who are trained in disability and care related areas, especially complex care. Staff have a range of competencies that are specific to client needs and staff are assessed and updated regularly on these competencies. The primary support is provided by a team of over 90 Disability Support Workers and health care needs overseen by Nursing staff. Client Service Managers ensure that staff are providing clients with appropriate support to meet client needs along with actively pursuing their goals and aspirations. Centralised staff include administrative and finance staff along with senior managers and CEO. The Commitment to Cram and Caring program recognises staff and volunteers with over 10 years involvement at Cram. With a total of 22 people inducted to date.

Our Quality: A strong and relevant quality system underpins all aspects of care and support services offered by Cram. Accreditation with the Attendant Care Industry Management System Standard (ACIMSS) reflects that CRAM achieves quality outcomes for service users.

Our Governance: Board: The Board of Management have the task of ensuring Cram pursues its Mission by adhering to recognised

governance, risk and financial management principles that underpin strategic growth objectives.

Subcommittees: To ensure an effective connection between operational matters and governance responsibilities Cram operates three subcommittees; Practice Review Committee; Risk and Audit Committee and Remuneration Committee.

Financial Governance: Cram's financial management is in accordance with recognised financial governance principles and accounting standards.

Risk Management: Cram boasts a very thorough approach to risk management. Starting from client related risk analysis and action through to broader organisational risk, Cram has a risk management culture embedded in the organisation.

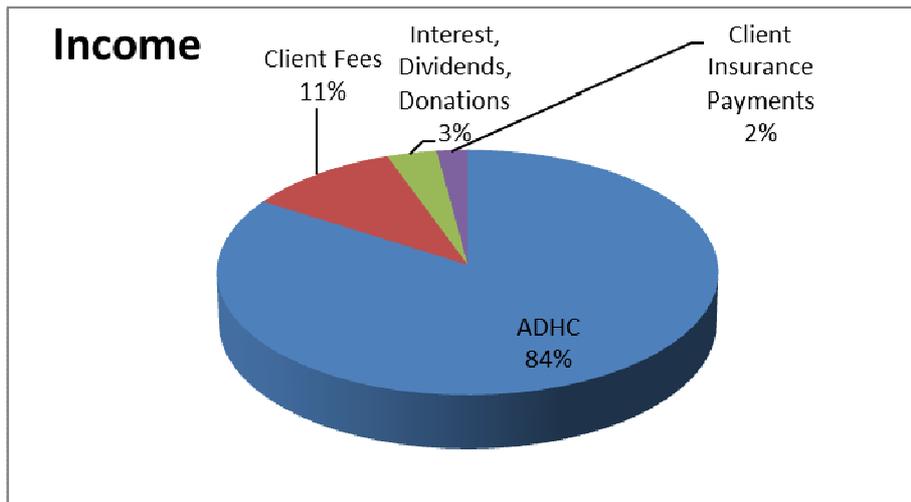
Our Plans: During the year Cram reviewed and adopted a new Strategic Plan that reflects the changing face of the disability services landscape with the evolution of the NDIS.

As CEO, I would like to commend all staff on their commitment to our clients and to Cram. There have been many changes in the past year and I wish to acknowledge staff input and support for this change.

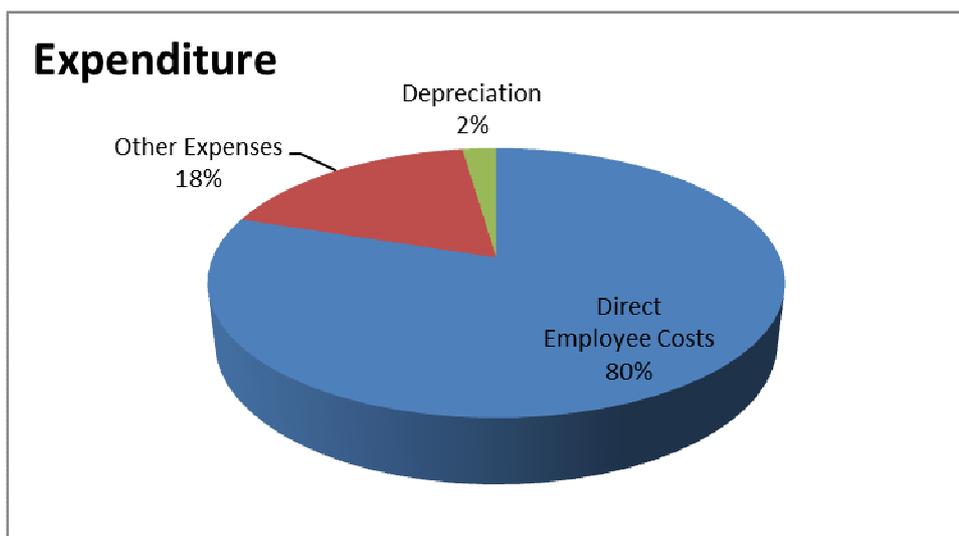
Financial Report

The financial year end 2014 produced an operating deficit of \$135,360 with the majority of this due to an unexpected \$102,000 increase in adjusted workers compensation premium.

Total Income was \$6,609,816 of which 84% (\$5,551,391) is from government funding, with 11% (\$692,625) being from Client fees, 3% (\$211,682) from interest earned, dividends and donations and 2% (\$139,568) from Client Insurance Payments.



Total Expenditure was \$6,745,176, with 80% (\$5,396,547) comprising of employee expenses for direct care staff, 18% (1,195,659) being other expenses consisting of operating expenses, clinical support and centralised staffing costs. Depreciation expense was 2% (\$152,970).



Total assets are \$5,360,063 of which 75% (\$4,028,560) is current assets, comprised primarily of cash reserves; with 25% (\$1,331,503) being non-current assets comprising of buildings, motor vehicles and furniture/equipment. Total liabilities are \$851,538. The working capital ratio (current assets to current liabilities) is 5.5 to 1.

Directors

Patrick Roberts - Chair
Appointed Director: 23/05/2000
Risk & Audit Committee



Chris Townend - Deputy Chair
Appointed: 26/09/2000
Remuneration Committee Chair
Practice Review Committee



John Chaplin
Appointed: 24/09/2002
Remuneration Committee



Linda Wright
Appointed: 09/03/2009
Remuneration Committee



Sandra Jones
Appointed: 24/09/2009
Practice Review Committee



Simon Kaleski
Appointed: 17/12/2009
Risk & Audit Committee



CEO /Company Secretary
Gareth McKeen
Appointed: June 2012

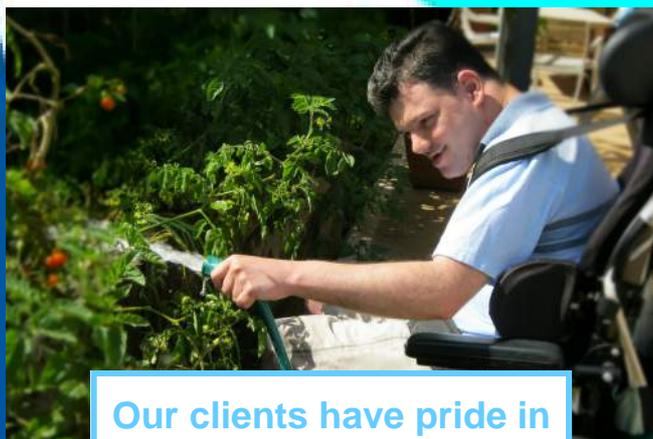


Our Group Homes & Transport



One of our Group Homes

Our wheelchair accessible buses



Our clients have pride in their home.



We assist our clients live their lives.

History

The Organisation was formed in May 1932 as the Wollongong and District Society for Crippled Children. At the time there were limited facilities within the Illawarra for children with physical disabilities, and the Society was able to provide services, that were not otherwise available to families.

The Organisation changed its Constitution and name to The Illawarra Society for Crippled Children in January 1964.

In 1965 a house at 362 Crown Street was bequeathed to the Society following the death of Miss Martha Cram, and was used as a Children's Hospital and a Memorial to the Cram family.

The property was modified in 1971, jointly from funds raised as result of the Lord Mayor's Appeal and Commonwealth Government funds, and was opened as 'The Illawarra Children's Hospital' (Cram House), caring for post-operative and orthopaedic patients.

In January 1972 an adjoining cottage was purchased by the Society and renovated by West Wollongong Rotary Club, and became a Special School for children with disabilities. The following year part of Cram House was used as a Day Care Centre. Both these services were later transferred to other community programs.

In 1974 Cram House closed, and in 1975 re-opened as a 'Special Purpose Nursing Home' and quickly filled to capacity to accommodate 26 children with severe disabilities.

In April 1984 extensions to Cram House were built on adjoining land leased from the Education Department in 1978 and later purchased by the Society. Funds for the extensions came from the community, mainly through a telethon on WIN TV and funds from the Commonwealth Government.

In 1981 the Society established a community-based group home at Bellambi. It provided accommodation for four children with disabilities and was staffed with Houseparents.

In 1999 the Society changed its name to The Cram Foundation.

The Cram House building became unsuitable for meeting the residents' individual needs, privacy, and in accessing and participating in community activities. During 2002 and 2003 residents moved from Cram House to 'Group Homes' in the Shellharbour area. These homes are located in the community, and each accommodates small groups of residents staffed on a 24 hour basis. Cram House was subsequently sold in December 2006 and the administration staff have moved to Shellharbour City Centre.

In 2010 Cram became the service provider for two more group homes, both in Albion Park and close to the other group homes.

In 2011 Cram achieved external certification under the Attendant Care Industry Standards (ACIMSS) 2008.

In-home care for people living in their own homes commenced in 2013 and later that year Cram began providing services to a number of Cram clients for their Community Participation program. Cram also took on a client funded under the government's Leaving Care program.



Caring for your needs



Respect for your choices



Achieving your goals



Meeting your expectations