

THE **CRAM** FOUNDATION

Annual Report

2014-2015



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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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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 Standard (ACIS).

Our Person Centred 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.

- To concentrate and reinforce our person centred focus this year we have reviewed our service delivery policies that are now presented using the Disability Standards Framework. This means that everyone at Cram from clients and their families through to the Board are communicating using person centred language. The everyday use of this language will encourage clients to challenge us to do our best and help us strengthen our commitment to our Values.
- Each person centred plan is a very individual and indeed personal tool that assists the client to clearly articulate their needs, wishes and choices for achieving growth in their life, be it for their health, home, or to be part of their community. Every day staff work to help each client achieve their goals; clients are clean and well cared for through good basic hygiene and dietary practices, they live in group homes that are comfortable, homely, welcoming and that respect their individuality; they join in activities that reflect their interests and personality and recognise their value as human beings to other members of their community.
- Staff have detailed client knowledge that is built from day to day contact and informs the quality of the services delivered. They are respected in the workplace for their contribution to service delivery and fulfil meaningful and rewarding tasks in the care of others.

In this year's client survey, 95% rated Cram's approach to person centred services and culture as very good to excellent.



Chairman's Report



Our focus this past year continued to be on our preparedness for the introduction of NDIS in 2017. Our Board Planning day updated our Strategic Plan and we also spent time in determining our NDIS readiness by completing the NDIS readiness "toolkit". I continue in my strong belief that Cram remains well placed to provide services that meet high level disabilities and complex medical needs.

During the year, with the object of moving to a paperless workplace, we introduced technology based management systems; such as "cloud based" rostering and payroll system.

The annual survey with clients and families continues to indicate the high regard clients and their families have for Cram. Supporting that result was the "Excellence in Customer Service" award at the 2014 Illawarra Business Awards.

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. Our innovative recruitment process continues to provide valuable input into workforce decisions. During the year management appointed a specialist HR manager.

The Board continues to operate with three committees; Remuneration; Audit and Risk; and Practices Review Committees Over coming months the subcommittee charters will be reviewed to ensure their continued relevance.

ACIS accreditation was retained following a full 3 yearly external audit. Additionally, internal audits were carried out as part of our ongoing good governance program.

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 again visited Cram during the year.

This year we were sorry to lose Board members, Simon Kaleski and Prof. Sandra Jones, both of whom made valuable contributions to Cram. As a consequence, we have made three new appointments which meant increasing the Board positions to 7. The new board members are, Dale Cairney, Dr Melinda Williams and Professor Patrick Crookes.

Gareth McKeen has completed his 3rd year as Cram CEO. I would like to acknowledge the motivational leadership he provides to the Cram team. Through his networking, Gareth continues to enhance Cram's name in the Illawarra disability and business sector. This year Gareth was appointed to the Illawarra Community Advisory panel. I especially thank him for the quality of his presentations to the Board and the assistance he provided to our new board members upon their appointment.

On behalf of the Board I would like to thank 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 valuable contribution over the past 12 months.

Patrick Roberts
Chair

Achievements 2014-2015



- Cram won the 2014 Illawarra Business Award for Excellence in Customer Service, up against industries including restaurants, financial, call-centres and housing organisations.
- Client survey showed that 94% of families rated Cram's service as Excellent or Very good
- Quality care and support provided to 34 clients in 7 group homes and 3 In-home clients
- Cram provided 6 months of respite for a young person and this triggered the respite bed becoming a permanent group home placement by increasing the house from 4 to 5 clients
- Over 118,244 hours of support provided plus 6,025 hours from Registered Nurses
- Increased number of in-home clients under the Attendant Care Program
- Moving towards improved technology, Cram implemented an electronic rostering system and fully integrated new payroll software
- As part of improved technology, an online staff induction package was created
- 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 2 more long serving staff and 3 volunteers (Board Directors)
- Minister for Disability and Ageing visited Cram for a presentation to staff and volunteers
- Cram spent 8 months investigating options for entering the ACT (Canberra) marketplace, however the opportunity was not pursued
- CEO was invited to be a member of the Illawarra Community Advisory Panel reporting to the Minister for the Illawarra
- A Human Resources Manager was appointed, for the first time.
- Salary packaging services for staff expanded and outsourced to a specialist third-party
- Cram providing the mentoring support for the Carestars program in partnership with two government agencies, TAFE and other disability providers
- ACIMSS certification renewed following three yearly external verification audit
- Nursing students from University of Wollongong undertook workplace placement at Cram
- Donations from Jim McIntyre Foundation and the Helensburgh Sea Eels
- Staff completed 1,065 paid hours of training and/or induction training during the year
- Cram contributed to the Disability Health Network development project and the CNC joined the Disability Nursing Education Committee of the SESIAHS
- Cram Nurses participated in the Southern Nurses Interagency Peer Support (SNIPS) Group
- VOOHC certification maintained following monitoring visit
- Completed the NDIS Readiness Toolkit to gauge Cram's readiness for the NDIS



Recreation

Cram provides a person centred approach to our clients and supporting clients right to choose. The importance of client's choice and variety of activities being offered means that Glenn and others will have their interest heard and choices met.

Glenn lives in a Group Home at Albion Park with four other residents. Glenn enjoys company and he and his fellow house mates regularly go out together for dinner or a picnic. Glenn's family are highly involved in all aspects of his life. They visit him at home regularly and he goes out with them from time to time. Glenn attends church each weekend with his brother and particularly enjoys meeting up with his Dad.

Glenn receives funding to help him get out and about. He is involved in developing his plan, including activities he enjoys such as feeding the ducks at a local park, going to the movies, night greyhound racing and going to the club for the meat raffles - his friends love to see him come home with a meat tray that helps with the following week's budget!

This year Glenn planned a holiday with staff support. He wanted a "man trip", and selected his preferred male staff. They stayed in a

cabin near the beach and Glenn's favourite time was when they went fishing. Glenn loves music and likes to go to live concerts and shows and downloads music for everyone's pleasure and you will regularly hear Glenn singing at the Group Home, especially in the shower! At this year's Cram Party, Glenn and his friends performed a song that was great hit with everyone.

Glenn has great memories and loves to tell stories about growing up around where he lives today – one of his favourite things to do is to have a pie and a beer in the pub his Dad took him to as a young man.

While Glenn uses a wheelchair and needs two staff support, he is keen to live life to the full – he already has plans in place for next year's holiday and will be checking out Taronga Zoo and Sydney Aquarium over the holiday period.

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.



Nicholas has lived in Cram accommodation since 1984 and in 2003 moved to his new home at Albion Park. Nicholas's transition to his new home was over a period of 3 months where he and his house mates visited their new home while it was being finished. He was able to choose the colour of the wall paint for his new bedroom and helped choose the colours for the living areas. Nicholas then selected his new bedroom furniture and linen.

Four other housemates share the group home which is located in a quiet neighbourhood close to shops and activities. The house is a large single level home with plenty of space for the housemates who require wheelchairs or walking aids.

Nicholas is supported in his home by a team of trained Community Service workers and a Registered Nurse. The group home has 24 hour support which includes a sleepover staff person.

A keyworker assists Nicholas achieve his goals and every month completes a monthly report and every 3 months reviews his person centred plan.

Nicholas works at Greenacres 4 days a week where he assembles different components. Work also provides a social outlet which he

really enjoys.

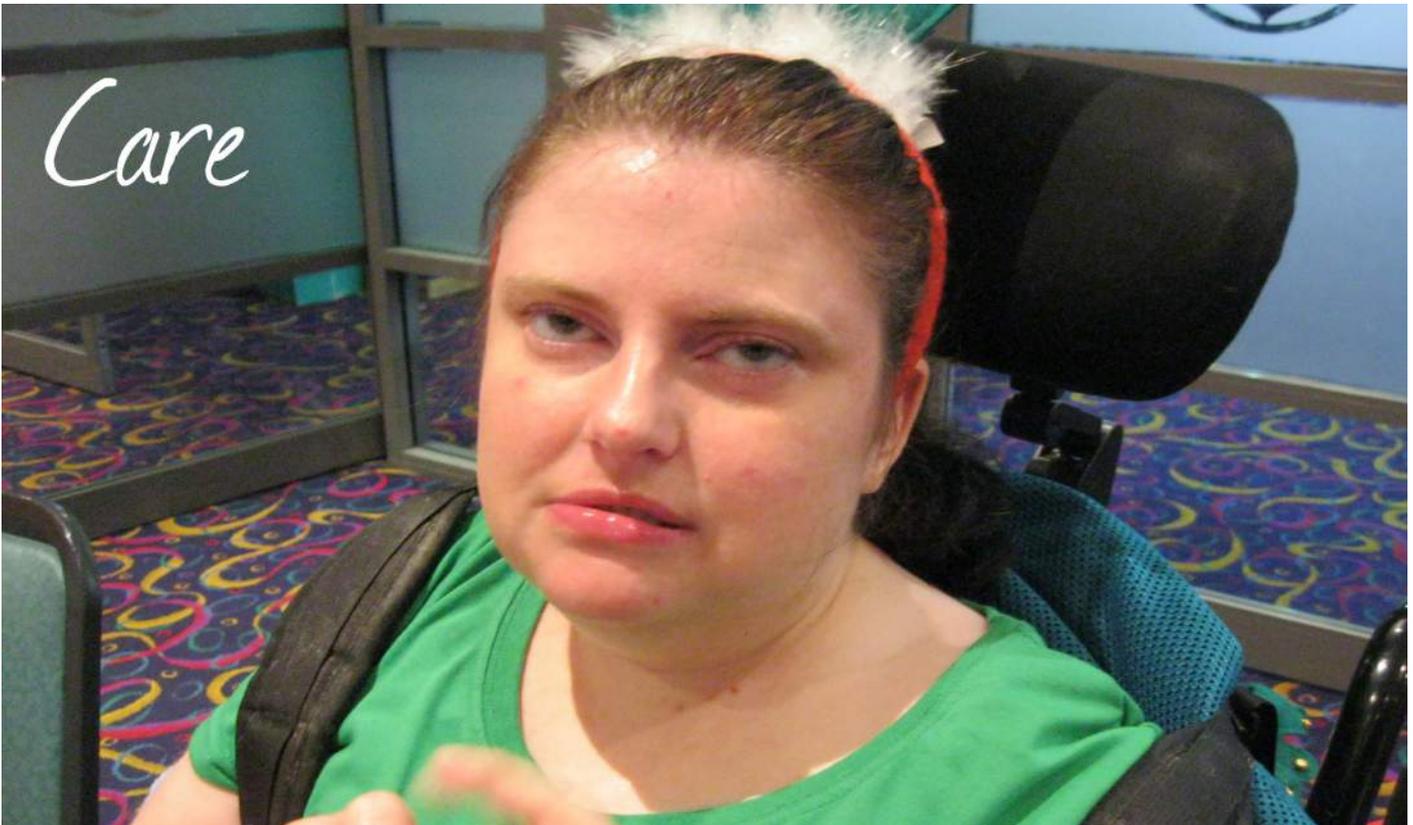
Nicholas likes to participate in community access activities which include movies, shopping, picnics, swimming and recently went on a weekend trip to Sydney to watch his football team play (Sydney Roosters) and he stayed overnight at a Sydney hotel.

In November Nicholas went on a motor bike ride with a professional rider and supported by a staff person. Part of the trip included a visit to Symbio wild life park and then a return to the group home in the bike. He got a bit wet on the return but had a great day.

Nicholas helps prepare meals and has jobs around his home that he attends to. These events are goals that are in Nicholas's person centred plan.

Nicholas is supported by his parents who visit him on a regular basis and take him out for lunch; Nicholas also speaks to them on the phone every week.

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.



Elizabeth moved to Cram in 1992 shares her home with 4 other people. Elizabeth has complex health issues which are monitored around the clock by her care staff and a Registered Nurse and when required, by local medical professionals.

Even with Elizabeth's complex health care needs she still enjoys and full and meaningful life in the community. Staff have been trained to not only care for Elizabeth's health and nutrition needs but also to recognise changes in her health which sometimes require her to go to hospital. Elizabeth's health can change very quickly so staff monitoring is important.

Elizabeth does not have family involvement however she interacts with a group of friends and staff. Elizabeth is non-verbal but has a great ability to let staff know what she wants. She also likes to listen to music and watching the soap opera shows on her television. Her social life is carefully managed around her health care needs and mobility needs.

Elizabeth's keyworker prepares a monthly report on her progress and 3 monthly reviews of her person centred plan. Health care audits are completed every 3 months by the Registered Nurse.

Elizabeth utilises specialised aids and

equipment including wheelchair, hoists and personal monitoring aids as well as sensory equipment and experiences.

Cram provides a range of care including direct health care, personal care, lifestyle care and behavioural care. During the year Cram supported 38 people, like Elizabeth, with complex care needs who are medically frail and face multiple health challenges as a result of their physical or intellectual disability or acquired brain injury.

All Cram clients receive personal care and day to day living support to ensure that personal hygiene, eating and drinking either orally or via gastrostomy tube, grooming and mobility needs are supported.

As is the case with Elizabeth, Cram has the philosophy that staff assist her to live the life she wants and focus on what she can do and wants to do as part of her person centred plan, taking into account her care needs.

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

Management



Supporting people



Our Workforce

During the year staff numbers were between 100 and 110 with approximately 68 fulltime equivalents. The primary support is provided by a team of over 90 Disability Support Workers and health care needs overseen by Registered Nursing staff from the Clinical Support Team.

Client Service Managers ensure that staff are providing clients with the best and most appropriate support to meet client needs along with actively pursuing their goals and aspirations. Centralised office staff include administrative and finance staff along with senior managers and the CEO.

The Commitment to Cram and Caring program recognises staff and volunteers with over 10 years involvement at Cram. As of June 2015 there were a total of 27 people inducted on to the honour roll, including three volunteers (Board Directors).

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.

The number of Directors increased from 6 to 7 during the year.

Cram operates three subcommittees; Practice Review Committee; Risk and Audit Committee and Remuneration Committee.

Financial Governance: Crams financial management is in accordance with recognised financial governance principles and accounting standards. The accounts were audited by KPMG.

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

Our Plans: During the year Cram reviewed the Strategic Plan and also completed the NDIS Readiness Toolkit to gauge readiness for the NDIS.

As CEO, I would like to commend and thank all staff on their commitment to our clients and to Cram. Workforce change announced this year aims to address the many challenges ahead.

Our Quality

Quality:

Cram has continued to work towards quality outcomes in service delivery and operational performance through at least quarterly evaluation of progress using internal data collections and an internal auditing process.

This year we renewed our Quality Certification against the Attendant Care Industry Standards and achieved Certification in the Disability Standards.

Clinical Support:

Cram supports people who have multiple and complex needs and who require support to manage their health throughout their life. They are best supported by nurses who understand how their disability and health needs interrelate.

Cram's team of registered nurses have both disability and clinical knowledge and are able to work with clients and their families to help them understand their condition, identify health care goals and build networks and alliances in the community that support optimal health.

The registered nurses role in Cram's Group Homes ensures care staff receive the training and support necessary to deliver good health care and perform tasks at best practice standards. Cram's Clinical Consultancy Service assists clients in the community and other accommodation services towards good health care and provides staff training and guidance in health care management to other organisations. The Consultancy Service also conducts health audits to assist organisations to manage their quality objectives.

In this year's client survey, 90% of clients were very satisfied with the quality of health care provided.

Vale. Rod T:

In 2010, after many years in a nursing home, Rod came to live at Cram in a Group Home. Rod was the first person at Cram to have a visual person centred plan which took pride of place on his bedroom wall. Family and staff alike were constantly drawn to the plan by Rod who kept everyone on their toes helping him to achieve his many and varied goals, the most important of which was to be part of a family holiday. While no mean feat to achieve due his complex needs and medical condition, this was indeed - as spoken by Rod himself – one of the most precious times of his life. This year we said farewell to a man with and a great sense of humour, a man with great love for his family and a wide network of friends.



A man with remarkable determination to live his life to the full.

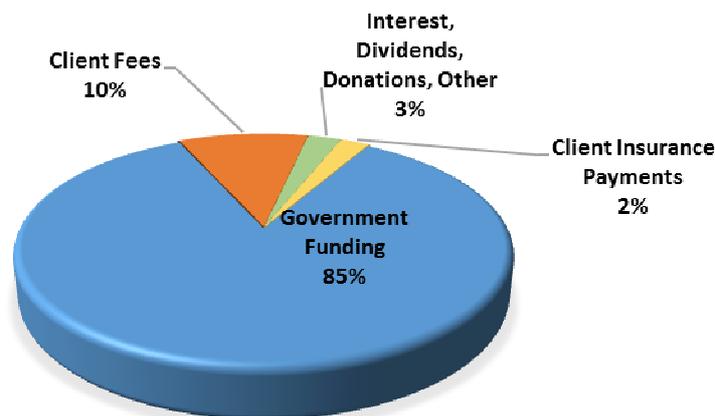
Thank you Rod, for sharing your life with us.

Financial Report

The financial year end 2015 produced an operating deficit of \$335,308 the contributing factor being superannuation payments of \$189,455 identified this year that relate to prior years.

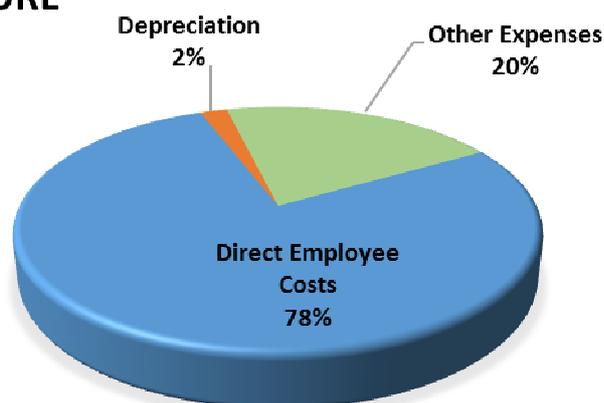
Total Income was \$6,973,751 of which 85% (\$5,925,042) is from government funding, with 10% (\$708,529) being from Client fees, 3% (\$181,380) from interest earned, dividends, donations, other and 2% (\$158,800) from Client Insurance Payments.

INCOME



Total Expenditure was \$7,309,060, with 77% (\$5,659,745) comprising of employee expenses for direct care staff, 21% (\$1,503,963) being other expenses consisting of operating expenses, clinical support and centralised staffing costs. Depreciation expense was 2% (\$145,352).

EXPENDITURE



Total assets are \$4,981,917 of which 75% (\$3,758,922) is current assets, comprised primarily of cash reserves; with 25% (\$1,222,995) being non-current assets comprising of buildings, motor vehicles and furniture/equipment. Total liabilities are \$808,700. The working capital ratio (current assets to current liabilities) is 5.7 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



Dr Melinda Williams
Appointed: 15/08/2014
Risk & Audit Committee



Prof. Patrick Crookes
Appointed: 10/10/2014
Practice Review Committee



Dale Cairney
Appointed: 20/02/2015
Risk & Audit Committee



CEO/Company Secretary
Gareth McKeen
Appointed: June 2012

Retired Directors

- Prof Sandra Jones (10/10/2014)
- Simon Kaleski (20/02/2015)

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.

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 became 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 became '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 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 sold in December 2006 and the head office moved to Shellharbour.

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

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.

In 2014 Cram won the Illawarra Business Award for Excellence in Customer Service.



Caring for your needs



Respect for your choices



Achieving your goals



Meeting your expectations