



# ANNUAL REPORT

2017 - 2018





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# 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 value to others.

# Our Value Proposition

## ◆ Specialists in support to clients with high needs

Supporting clients with a physical disability, acquired brain injury (ABI) or intellectual disability who's support needs and health conditions are complex. We are regarded as a reputable high needs niche disability provider.

## ◆ Person Centred Approach

Our role is to assist our clients live the lives they want and we respect their choices and ambitions. Delivering quality services and client outcomes reflects our strong customer service focus, as recognised in the Illawarra Business Awards as a Customer Service category winner.

## ◆ Longevity in supporting people with disabilities

Established in 1932 and remaining true to our role in the community Cram has a proven and long track record in disability support.

## ◆ Community focus organisation utilising local staff with local knowledge

We have over 130 local staff, have strong relationships within our community and are committed to utilising local businesses and professionals in supporting our clients.

## ◆ Quality Process

Our wheelchair modified fleet of buses, driven by trained and competent disability workers, ensure our clients transport requirements are met.

## ◆ Trained and competent staff who are committed to the clients

We set high standards for employment at Cram and our internal competency training program combined with formal qualifications ensure our staff not only have the motivation to support high needs clients, but the skills and experience to do so.

## ◆ Not-for-profit charity that puts service ahead of profit

Our focus is on client outcomes, not on profits for owners or investors. We operate professionally using business principles and believe that a strong Cram will deliver strong outcomes for our clients.

# Who We Are

## What We Do:

We support people who live with profound or severe disabilities to achieve outcomes that meet their life goals by offering services ranging from supported accommodation and care, in-home care, community and lifestyle involvement, respite support, transportation, nursing care and advice.

## 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 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 NDIS, NSW Department of Ageing, Disability and Home Care; NSW iCare and we are certified as meeting the Attendant Care Industry Standard (ACIS).

# 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. The Organisation changed its name to The Illawarra Society for Crippled Children in 1964.

In 1965 a house at 362 Crown Street was bequeathed to the Society following the death of Miss Martha Cram a volunteer and member of the Ladies Auxiliary.

The property, known as Cram House, 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', 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 1999 the Society changed its name to The Cram Foundation.

Cram House became unsuitable for meeting the residents needs and during 2002 and 2003 residents moved 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 with the proceeds retained by Cram Foundation to ensure support for people with significant disabilities would continue in the future. With the closure of Cram House the head office moved to Shellharbour.

In 2010 Cram Foundation became the service provider for two more group homes, both in Albion Park. In 2011 Cram Foundation achieved external certification under the Attendant Care Industry Standards.

In-home care for people living in their own homes commenced in 2013 and later that year began providing services to a number of Cram clients for their Community Participation program. In 2014, based on feedback from family members of clients, Cram Foundation won the Illawarra Business Award for Excellence in Customer Service.

In 2016 Cram Foundation was one of five organisation to form a consortium that created a new company, called Further Together, to tender for NSW Government services and other projects.

In July 2017, The National Disability Insurance Scheme rolled out within the Illawarra and Shoalhaven region impacting significant operational change and the provision of person centred funding to all clients via personalised NDIS plans. The scheme enabled clients to set personal goals for the future.

In 2018, after extensive research and collaboration with external investors, Cram opened its first four bedroom home in the Shoalhaven region in Nowra.

Photo inlay of Cram House circa 2006

# Client Outcomes



This year has marked a significant milestone for disability providers in the region as the Illawarra moves into the new National Disability Insurance Scheme (NDIS). The Cram Foundation has had a productive year and has embraced the charge to continue ensuring our participants achieve their best possible life.

In the past year, Cram held multiple meetings in preparation of the NDIS. At these meetings we provided our families with as much information as possible to inform Cram clients and assist them in transitioning to the new scheme. For many Cram clients, there has been several positive outcomes that have occurred resulting from this industry-wide change. Cram have now fully transitioned to the NDIS and have identified that the scheme has enabled our participants to engage in many services that were once beyond their reach. A great example of this is the achievement of advanced communication tools such as an eye gaze system for one of our participants.

The Cram Foundation is privileged to have been chosen as a Supports Coordinator for many of our participants. Support Coordination is an NDIS funded activity that is designed to assist participants in making the most of their NDIS funding and connect with relevant service providers to reach their goals.

Throughout the year Cram has been able to assist our clients to obtain multiple pieces of new equipment such as wheelchairs, commode chairs and specialised seating which has made life much more accessible.

We have also been able to provide and create opportunities throughout the year that are meaningful, engaging and based on participant interests and needs. During the year participants



supported by The Cram Foundation participated in many community activities such as ABLES disco which is a monthly event for people of all abilities to get together and have a safe night out. The Stanwell Park Sea Eels Winter Swimming Club who are wonderful supporters of Cram and our clients held a wonderful Karaoke Sing Along activity day for our participants, families and support workers. Cram thanks them for their continued support and kind donation towards their new equipment for our people.



Several participants enjoyed holidays to Nowra whilst some renovations took place at the group homes which required lots of coordination and planning. As always Cram is proud to support many of our participants to live their life to the fullest in attending activities such as concerts, musicals and theatre productions. It is always great to see the happy faces in the photos that are taken.

# Client Outcomes

A client from Cram who is a keen golfer had an exciting opportunity to meet Paralympic medallist Nick Taylor, who attended Kembla Grange Golf Course providing an introductory session showcasing the ParaGolfer, a modified wheelchair that enables those without full function of their legs to stand up and swing a golf club.

The delivery of service to Cram's independent community clients has also played a significant role in the past year where clients have been able to live independently through the care and support of our workers. Many of the clients learnt new skills through the introduction of new activities such as Pyrography (wood burning), instrument playing and other activities that have promoted independence and inclusion.



The Cram Foundation were also proud to support the ongoing campaign of the Unanderra Railway Access Group to fight for access to a lift at the Train Station. Cram staff and clients volunteered at the Bridge the Bridge Event with this group to raise awareness of inclusivity and highlight the importance of accessibility for all people in our community.

Cram ensured our quality of care and obtained accreditation in December 2017 to the Attendant Care Industry Standards. The Cram Foundation received outstanding results with only two minor corrective actions. This achievement can be attributed to our hardworking and dedicated employees.

Cram's expansion of supported independent living within the Nowra area brought about new opportunities for four new clients to access Cram Services in March 2018. Staff, clients and their families celebrated the launch of this service into the region and the opportunity for the empowerment and further enrichment of our clients under Cram's services and we are excited to see what the future holds for this space.



# Growth and Progress

In the past 12 months, Cram has focused on the strategic growth of the organisation to expand the delivery of our services. Following on from the extensive research undertaken in 16/17, Cram has continued to pursue sustainable expansion of our services that align to Cram's core business of Supported Independent Living whilst also adopting new service provision to align with the NDIS funding mode.



## NDIS Transition and New Services

On commencement of the NDIS in the Illawarra in July 2017 Cram began to undertake additional services of Support Coordination to assist our clients in the development of the personal NDIS plans and coordinate aspects of their plan to enable them to reach their goals. Extensive work was undertaken to prepare for the administrative change of the new NDIS environment requiring two dedicated staff to assist in the implementation of the administrative requirements of the new person centred framework.

Consultation with parents, families and clients to assist them in their preparation for their new NDIS personal plans occurred to assist them in navigating this complicated and complex change. Extensive analysis was also undertaken to ensure the financial viability of the organisation in this change to ensure adequate funding would continue to cover Cram's unique high needs service model. The results of the year have shown a positive year due to the transition of funding from the previous ADHC department and the advent of the new NDIS.

## Compass Housing

In alignment with the transition to the NDIS, State Government ADHC mandated the changeover of Disability Housing Management to an external provider. In preparation for this transition, Cram worked closely with ADHC, and their recommended Specialist Disability Accommodation provider for the Illawarra region.

Compass Housing is taking over the management of the homes and all maintenance as of 1 July 2018. Compass Housing bring a wealth of experience and knowledge across Australia in the management of Community and Specialist Disability Housing.

## Consortium—Further Together

Cram continues its participation with the consortium further together with a number of other disability and not for profit providers. Throughout the year, the consortium considered future opportunities that could be pursued together. The consortium provided important opportunities to network and collaborate with likeminded organisations in this period of significant change for the sector.



# Growth and Progress

## New Group Home in Nowra

Cram has been working towards its goal of developing new homes in the region to enable the support of more people with Cram in a supported living environment. During the year, Cram established a fruitful partnership with a housing developer which has resulted in Cram launching a new 4 bedroom group home in the township of Nowra. This has brought a unique opportunity for four new clients to transition into a new home environment. The house was formally launched in March 2018 creating new local jobs for support workers and management in the Shoalhaven region. Cram is proud to expand our services into the region which has an excellent selection of disability support services making this an ideal location for our clients and their families. Additionally, Cram will continue to collaborate with the builder to explore additional housing options in the region.

Further to this, Cram is working with a number of external housing developers to explore alternative housing options for the future.

## New Clients

Cram's growth in housing within the Shoalhaven region has enabled us to take on four new clients in the provision of supported independent living. Cram also does Community Participation and In Home Care for a number of clients bringing Cram's total number of clients to 43.

## Change in Leadership

During the year, after 6 successful years as the helm of Cram, CEO Gareth McKeen indicated his intention to transition away from the organisation to pursue new adventures in the disability sector and beyond, resulting in an extensive Executive Leadership search commencing in April 2018. After a thorough recruitment process Cram announced the confirmation of the new CEO Karen Burdett who would commence in July 2018. Ensuring a successful transition, Gareth and Karen had the opportunity to undertake a progressive handover throughout June prior to commencing the role.



# Organisational Strength

2017/2018 has been a critical year for Cram as we have transitioned into the National Disability Insurance Scheme (NDIS) which was rolled out across the region as of 1 July 2017. The NDIS has brought significant change for funding for Disability providers such as Cram as we have moved away from our former funding body ADHC under the new NDIS person centred funding model.

Leading up to this change the organisations strong focus on preparation and readiness for the transition has assisted us in a successful implementation phase in what has been a complex change for our staff, families and our clients.

The NDIS environment delivered a number of external challenges to the industry and Cram has focused on an adaptive model to accommodate the new landscape. From a workforce perspective—Cram needed to alter rostering structures, processes within the group homes and community, and increase our administration support. Our staff have adapted greatly to the changes the NDIS imposed. The employees of Cram have had more engagement with client families in the process of the creation, implementation and review of the clients NDIS plan and have developed a greater understanding for client choice and advocacy.

During this time Cram worked proactively with our families and clients in the lead up and transition to new NDIS individual plans in helping to identify personal goals for every client and articulate their needs.

In response to the highly competitive nature of the NDIS, Cram has continued to utilise our new website and social media channels to engage the public in communicating our stories and value proposition to the community. The use of the channels has been important in recognising the outstanding work our dedicated staff do every day and the support they provide our clients.

Cram continued to embed the new Work Health and Safety technology across our homes that will be critical tool for maintaining our compliance with the upcoming NDIS Quality Safeguards and delivering valuable data and insights regarding our client care and workforce. This WHS system saw the once paper-based process of incident and hazard reporting being transferred to an online platform. Cram has also been continuously developing the use of our rostering system to align with plans and service delivery of client's person-centred plans.

The Cram Foundation has been enduring a Policy Review for the latter part of 2017-18, the renewed policies are in alignment with the changes to legislation and standards that followed the implementation of the NDIS.



# Organisational Strength

It has been a long-term goal of Cram's to expand and Cram achieved this in April 2018 with the opening and operation of the Nowra Group Home. The Nowra location is due to expand in the future with plans of further building developments at the existing Nowra site.

The commencement of the Nowra property along with the advent of the NDIS has increased demand for client support and services and Cram's workforce has grown to accommodate this increased demand. Cram clients are now supported by approximately 130 staff, primarily disability support workers along with Team Leaders, nursing and administrative staff.

In conjunction with the significant change in funding processes upskilling our internal employees to increase their skillset and responsibility has been a focus of 2018. Cram also reorganised some key roles to accommodate a dedicated staff member for NDIS claiming and transactions as well as the commencement of a team leader dedicated to NDIS Support and Coordination. Additionally, due to some management changes, Cram seized the opportunity to recognise our existing employees and create a new role for Training and Group wide support along with the internal placement of an Acting HR Manager role from within our internal staff base. In the future, Cram aims to afford other employees the opportunities to upskill and expand their career prospects.

Cram has been proud to recognise several staff who have reached some great milestones in tenure with the organisation in the 2017-18 financial year including, Lynette Lawson, Ashley Angus, Jaime-Lee Clark and Simone Scoble who reached 5 years tenure, Linda Solitro, Jodie Adam, Antonia Vasquez and Anita Murkin who reached 10 years tenure and Belinda White who reached the longest running milestone in Cram of 30 years tenure.



# Chairperson's Report



2017-18 can best be characterised as a year of change for The Cram Foundation. The NDIS commenced in the Illawarra and Shoalhaven on 1 July 2017 with all the expected challenges of a new operating environment. I'm pleased to report the Board and CEO's focus to NDIS transition over previous years has paid off. After a full year of operation under NDIS the transition was a success and our systems have coped with the changes required. More importantly those changes have not come at the expense of our clients' care and comfort. The Board continues to monitor ongoing changes required to operate under NDIS, particularly in the regulatory environment which is still being bedded down.

During the year Cram contracted with a developer establishing a new group home in the Shoalhaven which is now in operation. A one-bedroom self-contained villa has also been constructed and will shortly be available for occupancy. This project is in alignment with the Board's aims to expand our services in the supply of housing available to people with high needs in the Illawarra and Shoalhaven. It has also given valuable insight into other options which may be available to meet those needs and the Board and CEO are currently in consultation with other potential suppliers of such housing.

Cram again passed all required audits and the Board was pleased to note the positive comments made by the auditors regarding changes made by Cram to the implementation of policies to better reflect the person centred care for which the organisation strives.

The Board conducted a successful Strategic Planning Day in June and continues to be served by three active sub-committees. The HR and Remuneration Committee, the Audit and Risk Committee and the Practices Review Committee meet regularly and report to the Board. A big thank you to the members of each of those committees which play an important role in the governance of the organisation. In particular I'd like to recognise Dale Cairney, Chairperson of the Audit and Risk Committee who oversaw the accounting changes required as a result of the commencement of NDIS.

During the year CEO Gareth McKeen who was in his 6<sup>th</sup> year in the role advised the Board he intended to step down once a suitable replacement had been appointed. Gareth had provided invaluable leadership during his time as CEO particularly getting Cram ready for NDIS and we were sorry to accept his resignation. With the assistance of an external recruiting agency we began the search for a replacement. A sub-committee consisting of the Chairperson, Bill Dowson and Richard Walsh conducted interviews April/May. Thank you to Bill and Richard for their effort on the recruitment process which resulted in the appointment of Karen Burdett as Cram CEO.

Karen commenced Cram in July 2018 and at the time of the publication of this report is well under way in her role. I would like to acknowledge the tremendous contribution made by Gareth and the Board wishes him well in his new endeavours.

During the year long standing director John Chaplin who stood down from his position in December 2017 due to ill health. John sadly passed away a short time later. John's health was such that we were unfortunately unable to honour him with any form of official function. The CEO & Directors represented Cram at John's funeral. We miss his intellect, insightful questions, deep knowledge and most of all his sense of humour. A further change to the Board occurred at the 2017 AGM when long serving chairperson Patrick Roberts OAM stood down from that role. Patrick continues to serve as a Director and to supply the Board with his accumulated wisdom and corporate knowledge. Linda Wright was elected Chairperson and Melinda Williams Deputy Chairperson.

Thank you to all Board Members for their valuable contribution to the governance of The Cram Foundation. Thank you also to Cram staff whose efforts have ensured our high quality service levels have been maintained throughout this year of change.

Linda Wright  
Chairperson

# Directors



**Richard Walsh**—Appointed 12/12/2017..... *HR & Remuneration Committee Chair*

**Linda Wright**—Chair (Dec 16), Appointed 09/03/2009: *Practice Review Committee Chair*

**Patrick Roberts OAM**- Chair: Appointed 23/05/2000: *Risk & Audit Committee, HR & Remuneration*

**Bill Dowson OAM**- Appointed 02/02/2017: *Risk & Audit Committee*

**Dr Melinda Williams** - Appointed 15/08/2014: *Practice Review Committee*

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

**Gareth McKeen**—Appointed June 2012 to June 2018 outgoing CEO & Company Secretary

**Karen Burdett**—Incoming CEO July 2018

Former CEO



**Gareth McKeen**

June 2012 to June 2018

**Karen Burdett**

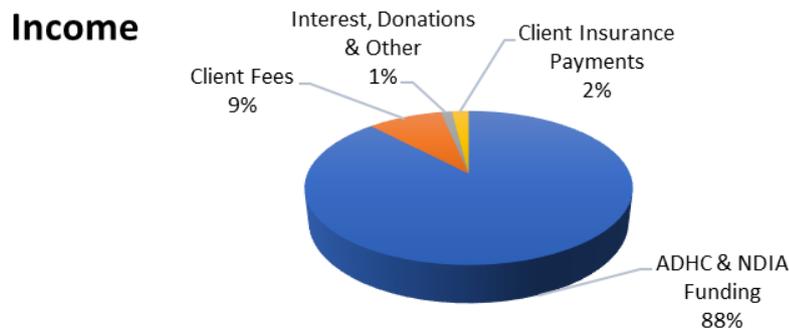
July 2018



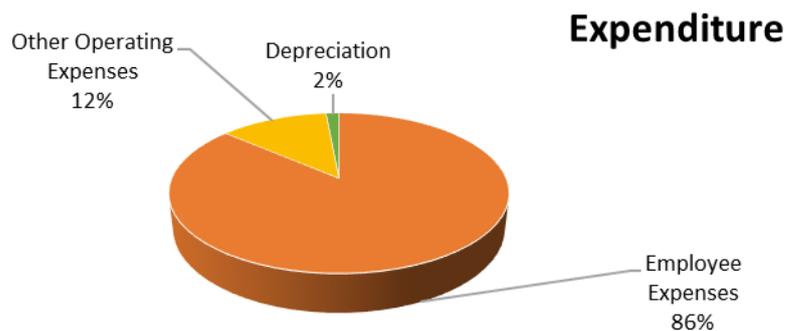
# Financial Report

The financial year end 2018 produced an operating surplus of \$115,175 compared with a deficit of \$125,636 for 2017.

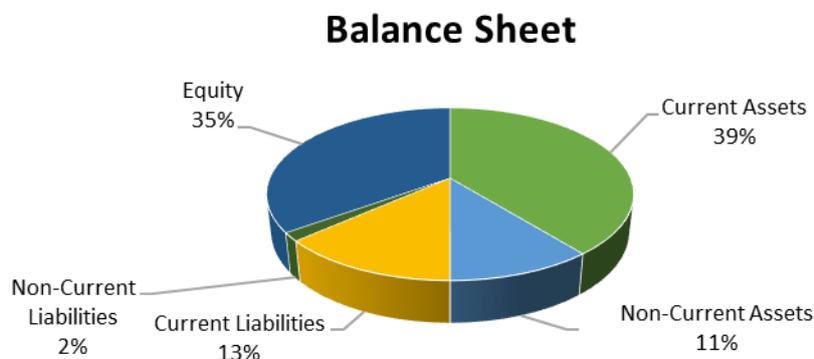
Total Income was \$8,487,134 of which 88% (\$7,462,023) was from ADHC & NDIS funding, with 9% (\$745,799) being from Client Fees, 1% (\$111,568) from interest earned, dividends, and other and 2% (\$167,744) from Client insurance payments.



Total Expenditure was \$8,371,959 with 86% (\$7,221,551) comprising of employee expenses, 12% (\$1,028,154) being other operating expenses. Depreciation expenses was 2% (\$122,254).



Total assets were \$5,643,875 of which 78% (\$4,421,768) were current assets, comprised primarily of cash reserves; with 22% (\$1,222,107) being non-current assets comprising of buildings, motor vehicles and furniture/equipment. Total liabilities were \$1,698,479. The working capital ratio (current assets to current liabilities) is 2.9





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