



Annual Report  
2012/2013

*Supporting people with disabilities*

# 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

We provide accommodation and other *flexible supports* in a range of services to people who are physically and/or medically frail. We work closely with our clients in developing a Person Centred Plan which forms the basis around which services are provided.

This Plan can be reviewed at any time as needs change. We have successfully completed accreditation with the Department of Ageing Disability and Home Care (ADHC), Lifetime Care and Support and achieved certification under ACIMSS (2008) Attendant Care Industry Management Systems Standards. We are an **Approved Service Provider** for the following programs:

## **ADHC:**

- Accommodation support for people who have an intellectual disability and have complex health care needs
- In-Reach Support for younger people in Residential Aged Care (YPIRAC Project)
- High level In-Home personal care under Attendant Care Program.

## **Lifetime Care and Support Authority:**

- Attendant care for children and adults who are catastrophically injured in a motor vehicle accident

## **Care for health and physical needs**

Staff are trained to provide manual handling assistance and health related care tasks. We assist clients to work closely with health professionals and provide support in specific health and disability areas.

## **Involving Family and Friends**

The involvement, inclusion and empowerment of family and friends in the planning and provision of care and support is valued. The Organisation has a Practices Review Committee, where clients and family can be involved in the ongoing development and review of the Organisation and its work.

## **Our Staff**

All staff have a First Aid Certificate and qualifications in disability, aged care or nursing. Staff rostering is determined by the assessed needs of clients and perform their duties according to *The Cram Foundation Code of Conduct*. They have direct communication with their supervisor and participate in structured supervision processes.

## Our Commitment

We have a strong commitment to our clients and to maintaining the quality of our services at the best possible standard.

We respect client privacy and each client's right to make decisions about how services are delivered and remain flexible to their needs.

We will listen and respond to complaints, aiming to resolve them quickly.

## Nursing Consultancy

- Our consultancy service, provided by Registered Nurses, is available to external clients and organisations on a fee-for-service basis:
- For Nursing Assessment and the development of Health Care Plans to direct and assist in managing health care. The Clinical Nurse Consultant can also develop detailed protocols to assist staff and family members to safely carry out health related care tasks
- For clinical audits of service delivery, provision of systems management advice and mentoring in health care management by service providers

## Our Group Homes & Transport



# Chairman's Report



The past year has been focused on preparing the Foundation for changes that will flow from the introduction of the NDIS. We are confident of our capacity to meet opportunities that the NDIS will present and believe that Cram's strength in the provision of services that meet high level disabilities and complex medical needs will be in high demand.

We began our year with the appointment of a new CEO Gareth McKeen. In my annual 2011-12 report I stated that the Board's desire was to seek a person who would be *"both capable of leading Cram into a future that may well present challenges to its long term future and, as importantly, be capable of seeking out and meeting opportunities that might result."* I am delighted to say that, in Gareth, we have found such a person. An appropriate amount of Board time has been spent in looking at and preparing for the future. New management systems have been introduced and changes have been made to staff roles and responsibilities which better places us to deal with future growth.

To successfully operate a service like Cram, where great emphasis is placed on service quality, we are required to make a major commitment to staff training. This we continue to do. Additionally we again provided Cram Directors with the opportunity to attend seminars conducted by the *NDS*. Directors who have attended spoke very highly of the benefits they received which they felt would assist them in carrying out of their director roles. We will continue to provide these opportunities to directors when opportunities occur.

The Board continues to operate with three active committees: Remuneration Committee, Audit Risk Committee and Practices Review Committee. We were again audited for ACMISS accreditation. Having undertaken ACMISS accreditation we remain well positioned to meet standards imposed under the new Disability quality framework.

We continue however to operate our service with insufficient funding for the day to day running of homes. This makes it such a challenge to maintain the high level of service for which Cram has become so well known. We will continue to strive to meet those service levels. The continued support of ADHC and its regional staff is very much appreciated.

The introduction of the NDIS will involve significant structural changes to the ways in which services to people with disabilities are funded and administered. The Board recognises the additional demands which are involved and appreciates the willingness of all staff to prepare Cram for the future.

There has been no new appointment to the Board during the current year. I would once again say we have a wonderful team; they bring a breadth of knowledge and experience to our deliberations. Importantly, it is their undoubted commitment to the important role they undertake that makes them such a great team. To all Board members, well done and thank you for your many contributions over the past 12 months.

Patrick Roberts - Chairman

# Achievements in 2012-13

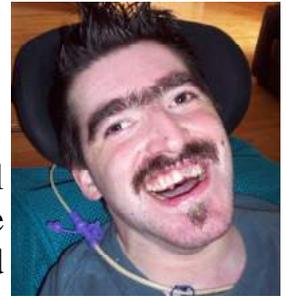
- Quality care and support provided to 33 clients in 7 group homes
- Over 112,000 hours of support and care provided; 7,000 hours from Registered Nurses
- Improved health care outcomes across the group homes
- Commenced Attendant Care services providing in-home care and support
- Cram took on Community Participation programs for three Cram clients
- Nursing and health assessment consultancy provided in Bega and Sydney
- Commitment to Cram and Caring introduced to acknowledge long serving staff
- ACIMSS certification maintained following monitoring visit
- Nursing students from University of Wollongong and Disability students from TAFE undertook work experience at Cram
- Additional bus purchased for client transportation
- A new Vision and Mission adopted as part of a new Strategic plan
- Recruitment process overhauled with innovative approach introduced
- Staff restructure created Assistant House Manager positions
- 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 creation of the Southern Nurses Interagency Peer Support (SNIPS) Group
- Cram clients and staff participated in the DisabiliTea as part of NDIS campaign
- First Cram newsletter introduced – *‘Cram News Your News’*
- Cram contributed to the *‘My Voice My Choice’* project run by the Disability Trust
- Cram staff contributed to the Lifeline Book Fair
- Cram’s youngest client turned 18, meaning Cram no longer has children under care
- Benchmarking project with Ryde Rehabilitation Centre continued
- Sheila Frater was a finalist in the Zonta Women in Business award
- Accounting student from University of Wollongong reviewed Cram Trust
- St George Sutherland Community College became Cram’s accredited training provider
- 4 staff achieved Certificate IV Disability ; 22 staff competed Complex Care Skillset

# Our Person Centred Values



# Care

## Michael's care at Cram



Michael has an intellectual and physical disability and multiple medical conditions. He lives in a Cram Group Home with three friends who have similar levels of intensive support needs. Cram Staff are trained and assessed for competence to provide health care and support services to Michael just the way he and his Dad want them done. Each year at his service planning meeting Michael's current health state is considered and his Health Care Plan updated. This year it includes strategies that assist staff to:

- Support his respiratory function through correct body positioning and applying his medical respiratory management plan
- Provide good hygiene and dental care, careful personal care routines and foot care with attention to the prevention of pressure points
- Ensure clothing addresses Michael's complex physical condition, comfort needs and also reflect his personality (and football interests!)
- Use aides and equipment such as specialised wheelchair, hospital bed, hoists and special bathroom furniture for showering and bathing, safe lifting techniques, physical and massage therapy to maintain correct positioning and ensure Michael's comfort
- Maintain Michael's nutrition via a gastrostomy tube feeding following dietician and speech therapist guidelines, with attention to good bowel care and monitoring his weight weekly
- Administer Michael's medication through his gastrostomy tube and via aerosols
- Assist and support Michael and his Dad to attend routine and special medical appointments by providing both wheelchair accessible transport and personal support to understand and apply sometimes complex medical directions for his care
- Be prepared for medical emergencies ensuring all staff have a First Aid Certificate and understand and know how to apply Michael's medical emergency response protocols
- Have processes in place for regular monitoring of his health state and progress by a Cram Registered Nurse with internal auditing of his progress each three months
- Carefully record all activities of care so that there are good records of service delivery and information for his medical team

At his Person Centred Planning meeting this year it was agreed that over the past year Michael's health has improved. There has been a consistent approach to applying his Health Care Plan to meet all health needs, and early detection of and quick response to signs of illness. This year Michael's better health state has meant he has been able to be more involved with his family, friends and be part of his community again. Michael will always have health issues controlling how he lives his life, however with Cram staff support he enjoys his life to the full – especially supporting those red and white footie players!

*Cram supports people who have complex disabilities and high support needs.*

*Michael's story is similar to many other Group Home residents. Cram staff are competent to care for those who have multiple health needs as well as to assist people with complex disabilities live the life they choose in their community.*

Sheila Frater – Manager Quality Performance

# Recreation

## Melinda's recreation at Cram

Melinda lives in Group Home at Albion Park with three other residents; Daniel, Rachel and Sharon. In the past year Melinda and her family chose to have The Cram Foundation provide not only her Accommodation Services, but also her Community Participation (CP) package. Melinda had used another provider, however all attempts to try different types of Community activities resulted in Melinda appearing not to be happy with the choices. When developing the Community Participation Package, The Cram Foundation staff and Management met with Melinda and her family and discussed activities she likes to do. A plan was developed from this consultation to ensure that Melinda was not only taken on activities she likes but also given flexibility to change activities on the day.



Melinda likes to play a game of Ten Pin Bowling, which she does during the winter months as an indoor activity option, at the AMF in Albion Park. Swimming is conducted in the summer months at Kiama leisure centre, as it has disability aids if needed and a life guard on duty at all times.

Other recreational activities Melinda enjoys that are included in her CP plan range from individual activities such as;

- Feeding the local animals at farms and ducks on Ashburton Drive.
- Melinda has also helped a Cram Foundation Attendant Care Client by feeding their horses in Horsley.
- Walks in different parks in the Illawarra area (using Liberty Swing when available)
- Enjoying quiet time reading books at the local library.

Activities Melinda enjoys with other people include lunch at Warilla Sports Club and going to the Movies at Hoyts Warrawong.

Melinda, as with other Cram Residents, attends Community events when planned. These events include; attending St John Vianney's church disco once a month with others who also live with a Disability, going to Helensburgh Bowling Club annually to enjoy food and games with the Stanwell Park Winter Swimming Club, Musical days organised by Rachel's family (Country Singers) and the annual Christmas party hosted by The Cram Foundation. Melinda is a member of Riding for the Disabled in Jamberoo and has been riding horses for many years. This occurs every fortnight. The staff and other residents also attend to have a picnic lunch on the grounds, while Melinda rides (which they all enjoy).

Melinda's family visit the group home regularly and are very much involved in her life at the house, at Cram functions and in the community.

*All Cram clients receive support to pursue recreational interests both in the Group Home and in the community. In 2012-13 there was 3 Cram clients who requested that their Day Program plan be formally delivered by Cram.*

Brenda Devine – Manager Client Services

# Accommodation

## Elizabeth's accommodation at Cram

Elizabeth lives in a Group Home in Albion Park. She has lived with Cram all her life and today shares a home with three adult friends that have similar needs and abilities. Elizabeth is wheelchair bound and relies on Cram staff to help her with all her needs twenty four hours a day. Staff are trained to provide all personal care needs; they also cook, do the washing, keep the house clean and take Elizabeth and her friends out to the places that they enjoy such as Botanic Gardens, movies, the Disco or just shopping for groceries with a coffee stop on the way home.



Elizabeth's home looks like every other house in the street. There is a well-tended garden and staff help Elizabeth to collect the mail every day for her and her friends, sometimes chatting to neighbours as she does. There is a large wheelchair accessible back yard to relax and enjoy time with friends. Sometimes family and friends visit or Elizabeth and her Group Home family will host a barbecue. Elizabeth helps tend the garden to make it look nice and homely. At the back of the home there is a big verandah where Elizabeth can sit for afternoon tea or spend time relaxing, play games or listen to music on the sensory lounge.

When you enter the home it looks just like any other with a lovely lounge room with nice modern furniture and decoration. There is lots of space for wheelchairs to move around. There is a big wall mounted TV - Elizabeth loves the soaps! In the kitchen there is room for Elizabeth and her friends to share in the cooking with staff and do taste tests. Everyone has their own bedroom decorated to suit their own special taste – Elizabeth's is painted mint green with lots of pretty things that make her smile - and the bathroom is a huge space modified for the aids and equipment needed to support people with physical disabilities. There is a shower trolley for those who cannot stand or sit up without support. Elizabeth particularly likes relaxing in the special spa bath with lots of bubbles. Some residents require hospital beds and both the bedrooms and the bathroom have ceiling hoists so that manual handling and positioning can be done safely for client and staff alike.

Cram provides Elizabeth's home with a wheelchair accessible vehicle to help everyone get out and about. Cram staff are trained to provide the support each client needs and to use the equipment and vehicle so that care and support is provided safely at all times. There is a preventative maintenance program in place so that the home, the wheelchairs and all the equipment used by each client and the staff is well maintained.

*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.*

Christopher Bailey - Manager Client Services

# Management



Cram strives to ensure that the organisation is well managed, is financially viable and effectively governed. This section details Management features at Cram during the year.

- During the year staff numbers were between 100 and 110 with approximately 67 fulltime equivalents. Support to clients is provided by staff who have experience and formal training in disability and care related areas, especially at the complex care and high needs level. Cram 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 Community Service Worker and health care needs overseen by registered nursing staff from Crams Clinical Support Team comprising 6 registered nurses.

Two Client Service Managers ensure that staff continue to provide clients with the best and most appropriate support. Centralised office staff include administrative and finance staff along with senior managers and the CEO.

- In 2013 Staff with over 20 years employment at Cram were recognised as the inaugural inductees into the Commitment to Cram and Caring honour roll. During the year an innovative approach to recruitment of staff was adopted following collaboration with a recruitment psychologist. The process involves an emphasis on behavioural and personality traits with the first intake of staff under this new approach in mid 2013.
- 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.
- Board : The six person 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 a 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 are audited annually by a registered external auditor (KPMG).

*Risk Management* : Cram boasts a very thorough and robust approach to risk management. Starting from client related risk analysis and action through to broader organisational risk.

- During the year Cram adopted a new Vision and Mission and a number of specific goals were set for 2013. Cram has a Vision that "*Each person with a disability supported by Cram experiences a life of value to themselves and to others*" and our Management is aligned towards pursuit of this Vision.

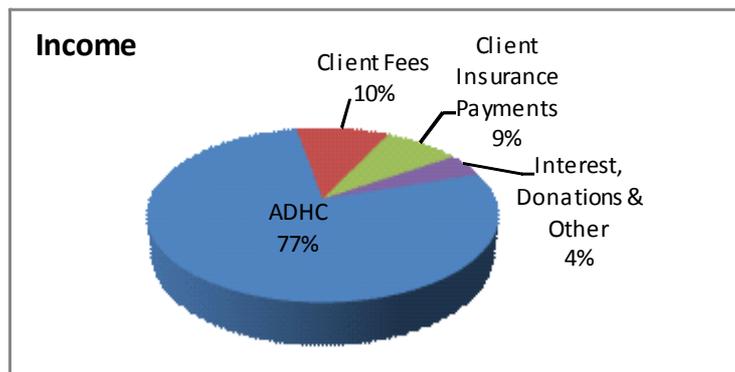
*As CEO, I would like to commend and thank all staff on their commitment to our clients and to Cram. There have been many changes in the past year and I wish to acknowledge staff input and support for this change along with the support and encouragement of the Board.*

Gareth McKeen - Chief Executive Officer

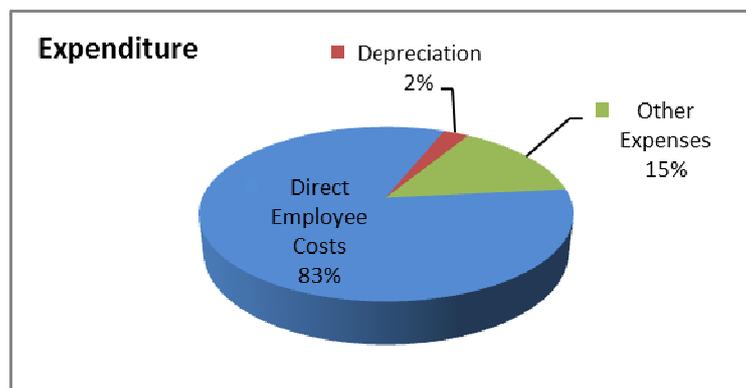
# Financial Report

The financial year end 2013 produced an operating surplus of \$293,882, compared to the deficit of \$87,100 in 2012. This equates to 4.5% of income. Contributing to the surplus is a lump sum client insurance payment which related to prior years.

Total Income was \$6,478,475 of which 77% (\$4,995,887) is from government funding, with 10% (\$660,408) being from Client fees , 4% (281,147) from interest earned and donations and 9% (\$541,033) from Client Insurance Payments.



Total Expenditure was \$6,184,593, with 83% (\$5,117,162) comprising of employee expenses for direct care staff, 15% (\$905,203) being other expenses consisting of operating expenses, clinical support and centralized staffing costs.



Total assets are \$5,315,658 of which 74% (\$3,934,163) is current assets, comprised primarily of cash reserves; with 26% (\$1,381,495) being non-current assets comprising of buildings, motor vehicles and furniture/equipment. Total liabilities are \$684,586. The working capital ratio (current assets to current liabilities) is 6.9 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*



Gareth McKeen Company Secretary/ CEO Appointed: June 2012

# 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 week-end telethon on WIN TV, and 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 five 'Group Homes' in the Shellharbour area. Cram House was subsequently sold in December 2006 and the administration staff moved to the Shellharbour City Centre.

In 2010 Cram received two more group homes, both in Albion Park.

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

Attendant care support for clients in their own homes was introduced in early 2013.



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