



THE
CRAM
FOUNDATION

Supporting people with disabilities

The Cram Foundation

Annual Report

2011/2012

The Cram Foundation

Mission

To provide a range of quality flexible accommodation and support services for children who have a disability and are physically and/or medically frail.

Vision

- To provide quality individualised support that maximises client potential
- To interact with other service providers and share skills gained through knowledge and experience in order to promote a co-operative and consistent approach to service delivery for clients across their community
- To be recognised as a specialist service provider for clients who require specific health care support or guidance

Values

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



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Who we are

We provide accommodation and other *flexible supports* in a range of services to children and adults 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 ACIMSS (2008) Attendant Care Industry Management Systems Standards. We are an *Approved Service Provider* for the following programs:

ADHC:

- Accommodation support for children and adults 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

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 work hours that are 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 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 year just completed presented the board with both challenges and opportunities. Firstly, with the retirement of our CEO Ken Dixon, who had undertaken this role for the past 12 years, we had the challenge of finding his replacement. The Board's approach was to say that any appointee to the role should 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. We believe our new CEO Gareth McKeen has both the capacity and the breadth of vision to take us forward to such a future.

In previous reports I have commented on Cram's commitment to training our staff, such a commitment continues. Additionally, during this past year, we began the up skilling of directors through their attendance at seminars conducted by the NDS. Directors who attended spoke very highly of the benefits they received which they felt would assist them in the carrying out of their director roles. Further seminars are to be held in the early part of 2013.

Operating Board committees continue to be:

Remuneration Committee: Board members, Chris Townend Chairman, John Chaplin and Lynda Wright members.

Audit and Risk Management Committee: Board members, Simon Kaleski Chairman, Patrick Roberts and CEO Gareth McKeen members.

Practices Review Committee: Board representatives, Chris Townend Professor Sandra Jones. In an endeavour to strengthen our clinical governance Maria Mackay has been appointed to the committee. Maria is a registered nurse and is currently the Director of Clinical Learning at the University of Wollongong.

Cram has built up a reputation over a number of years for its skill in disability health care management. We see this as an opportunity to expand our business. This year we extended our clinical consultancy through an association with two new organisations, Nardy House, in the Bega area and Sylvanvale in the Sutherland Shire.

Feedback from clients and their families enables us to assess our day to day relationship with clients. To this end, we conduct an annual Clients and Family, survey. Importantly, we were delighted to hear (100%) that respondents told us they were happy with their day to day working relationship with staff.

The ACIMSS audit (over 2 stages) has been completed and results were very satisfactory with only minor matters recommended for improvement. This is a whole of organisation audit and as a Board we were delighted to receive the results which certainly vindicate our approach and our direction.

Cram continues to work in partnership with other agencies to improve longer term outcomes for people with disabilities, an example of this work can be seen in our input on the State Nurses Reference Group which will improve opportunities for new nursing graduates to enter the disability field. Another partnership is with Rydalmere Disability services which will help determine health outcome benchmarks for people with complex disabilities. In still another partnership Cram is contributing to Human Rights Research being undertaken by ADHC as part of a training program for staff. These are great examples of Cram giving of its expertise to the wider Disability area.

We continue to operate our service with insufficient funding in respect to the day to day running of homes. This situation 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.

To the staff of Cram; again, well done. We are reliant on you to deliver the high level of service that we feel is so important. That you do so with a real feeling for the importance of your role and on the impact that you have on the lives of our clients.

The continued support of ADHC and its regional staff is very much appreciated.

I place on record our thanks to Ken Dixon for his 12 years of service to Cram. To our Manager Disability Services Sheila Frater your guidance to staff your leadership throughout the past year and your professionalism is greatly appreciated by the Board. Finally, welcome new CEO Gareth we are excited by the ideas you are bringing forward and are confident that Cram will continue to be a leader in its area of Disability Service under your leadership.

There has been no new appointment to the Board during the current year. I have said it before and do so again; 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

Chief Executive Officers Report



Having commenced as CEO for the Cram Foundation in June 2012 my report will focus more on the future than on the past year. The other reports in this document cover the activities and achievements for the organisation during 2011-12.

Quality care for complex needs clients is what Cram is known for and this reputation has been forged through significant hard work, diligence and commitment to client care. The internal operations and the quality system are strong and this was reflected in the Attendant Care Industry Management System Standard (ACIMSS) audit and accreditation attained in late 2011. Cram can be proud not only of attaining the accreditation but in being one of the early adopters of this accreditation in the region and in the sector. A reward for taking the initiative and having confidence in our policies and procedures, and most importantly, our confidence in our ability to make a difference to people with profound and severe disabilities. Congratulations to all staff, family members and the clients themselves for contributing to this unique point of difference.

In a future whereby the delivery of disability services and funding will be radically altered under a National Disability Insurance Scheme (NDIS), Cram needs to position itself to embrace the changes that will follow so that we continue to deliver quality and targeted services. The excitement of having an NDIS is tempered to an extent by the unknowns and uncertainties as to how it will operate. What is not tempered however is the philosophy on which the NDIS is borne from, that of person-centred choice and funding packages that meet the needs of a person with a disability, not just to address their health care needs but to allow them to live the life to which they aspire. Cram looks forward to being part of this future.

Speaking of change, the retirement in August 2012 of the previous CEO Ken Dixon marked another milestone in Cram's history. The timing of Ken's retirement allows Cram to prepare for the NDIS and make the necessary changes that will be required for the future. Having come to Cram from outside of the disability industry I have the luxury of being able to ask many questions, make changes where they are needed or simply fine tune aspects that do not need change. As the incoming CEO I wish Ken a contented retirement.

Bringing a sporting background with me to the role means that the value of a team approach is foremost in my management style. Whilst this Annual report only covers my first one month in the role, my immediate impression is that we have a strong team of staff, a willingness to embrace change and importantly, a focus on what is best for the clients under our care. I relish the opportunities that await the Cram Foundation.

Gareth McKeen

Client Services Report



This year the staff team has worked well towards meeting the Mission and Vision of the Foundation. New clients to Cram this year have provided us with the opportunity to further extend our services to people with an acquired brain injury and there have been new recurrent contracts in our Disability Nursing Consultancy. Networking with day program providers has resulted in improvement of those service options for Cram clients whose needs have changed.

The Practices Review Committee has continued its work to advise the Board about Policy and evaluation of services through analysis of management and quality reports. I wish to acknowledge the family members and the University of Wollongong Department of Nursing whose contributions to this Committee are invaluable. The annual external monitoring visit for the Attendant Care Industry Management System Standards reinforced that our systems and coordination of health care and other services to clients are of a high standard.

Our client and family survey provided feedback that families are very satisfied with the services they receive and our efforts to provide a person centred service to each client was both acknowledged and appreciated.

Staff continue to be involved in committees and working parties at a State level, including for example, Accommodation, Work Health and Safety and Disability Nursing. These and our continuing work with other organisations to develop disability health benchmarks has strengthened our specialist role amongst service providers and ensure we are informed about and contribute to our Best Practice objectives in the provision of services.

Our aim to be recognised as specialist provider for clients who have complex needs has taken firm footing this year. Staff eagerly participate in our education programs and their involvement in our continuous improvement strategy maximises our ability to provide optimum services to our client group. I am pleased to report that I consistently hear feedback from our service partners that Cram has a strong and positive reputation and is viewed as a leader in complex care. This is validated by the Ageing and Disability Department's referral to us of other organisations that need support in complex care service.

The staff are a cohesive and proactive team that recognise and respond to each person's right to have a good life. They promote "the Cram way" of providing care and support and contribute to the improvement of services for individuals

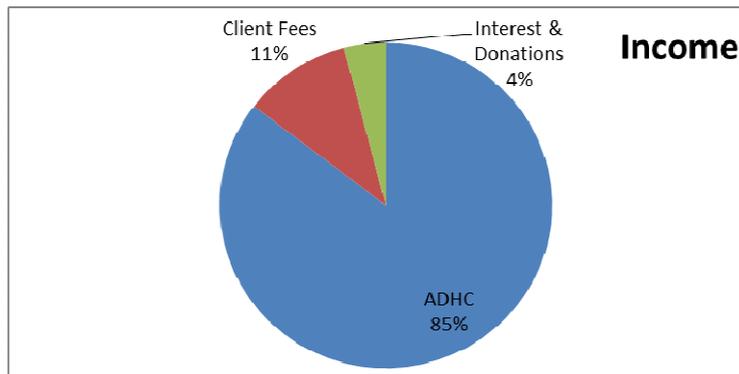
I take this opportunity to acknowledge the leadership and support of the Board and Chief Executive Officer and each and every Cram staff member who, by their commitment to the Organisation's Values are significant to our success a provider of services to people who have complex needs for the whole of their life.

Sheila Frater

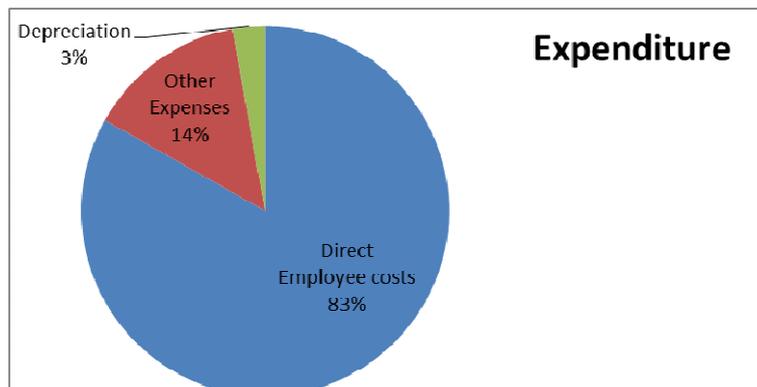
Financial Report

The financial year end 2012 saw an operating deficit of \$87,100, which equates to 1.5% against income. A key factor in the deficit was the fact that a total of 17 months of empty beds occurred during the year resulting in reduced income.

Total Income was \$5,674,673 of which the government funding was \$4,847,326. This equates to 83% of income with Client fees contributing 11% (\$597,242). The remaining income comprised interest earned and donations (\$230,105).



Total Expenditure was \$5,761,773 with employee expenses for direct care staff making up 83% (\$4,791,544). Other expenses comprised \$805,466 (14%) and included operating expenses, clinical support and centralised staffing costs.



Total assets are \$5,008,905 of which 72% is Current Assets, comprised primarily of cash reserves. The non-current assets of \$1,440,398 (33%) comprise buildings, motor vehicle and furniture. Liabilities to Current Asset ratio is low at 1 to 5.4.

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 opened by Stewart West MP, Member for Cunningham and Minister for Immigration. The extensions 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.

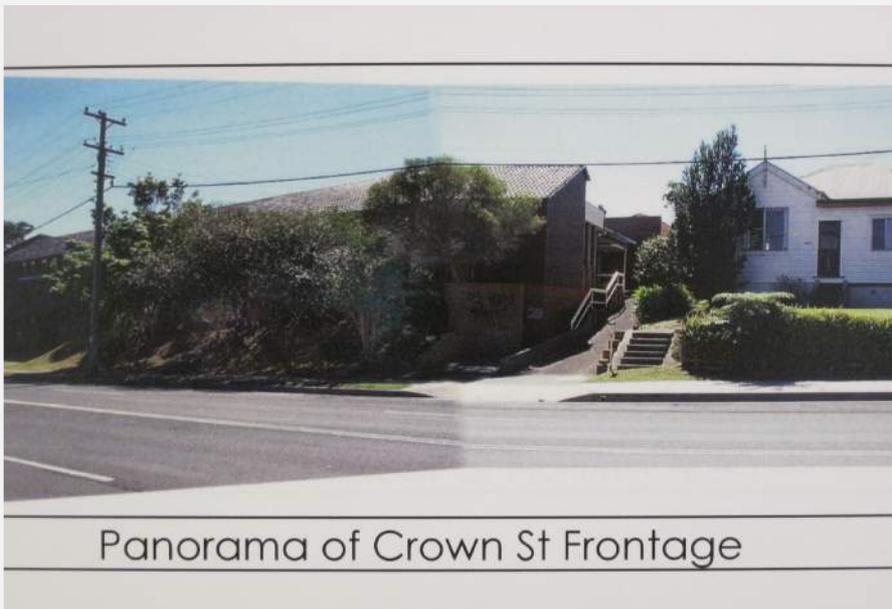
In 1981 the Society established a community-based group home at Bellambi. It provided accommodation for four children with disabilities and was staffed with Houseparents.

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 'Group Homes' in the Shellharbour area. These homes are located throughout the community, and each accommodates small groups of residents and are staffed on a 24 hour basis. Cram House was subsequently sold in December 2006 and the administration staff have moved to the Cygnet Centre at Shellharbour City Centre.



Easterly view from Crown St Frontage



Panorama of Crown St Frontage

Cram House
Crown Street, Wollongong
Circa 2006

Directors

Name and Qualifications	Responsibilities
Pat ROBERTS Retired Appointed Director: 23/05/2000 Appointed President: 26/09/2000	Chair
Chris TOWNEND Manager Appointed: 26/09/2000 Appointed Vice-President: 26/09/2000	Deputy Chair
John CHAPLIN Retired Appointed: 24/09/2002	Director
Linda WRIGHT Solicitor Appointed: 09/03/2009	Director
Sandra JONES Professor Appointed: 24/09/2009	Director
Simon KALESKI Finance Manager Appointed: 17/12/2009	Director
Ken Dixon CEO	Company Secretary

Cram Foundation Board Members/Executive



Back Row: Ken Dixon (CEO) John Chaplin, Pat Roberts
(Chair) Simon Kaleski, Chris Townend
Front Row: Linda Wright, Sandra Jones, Sheila Frater (MDS)

Note: Gareth McKeen appointed CEO in June 2012



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