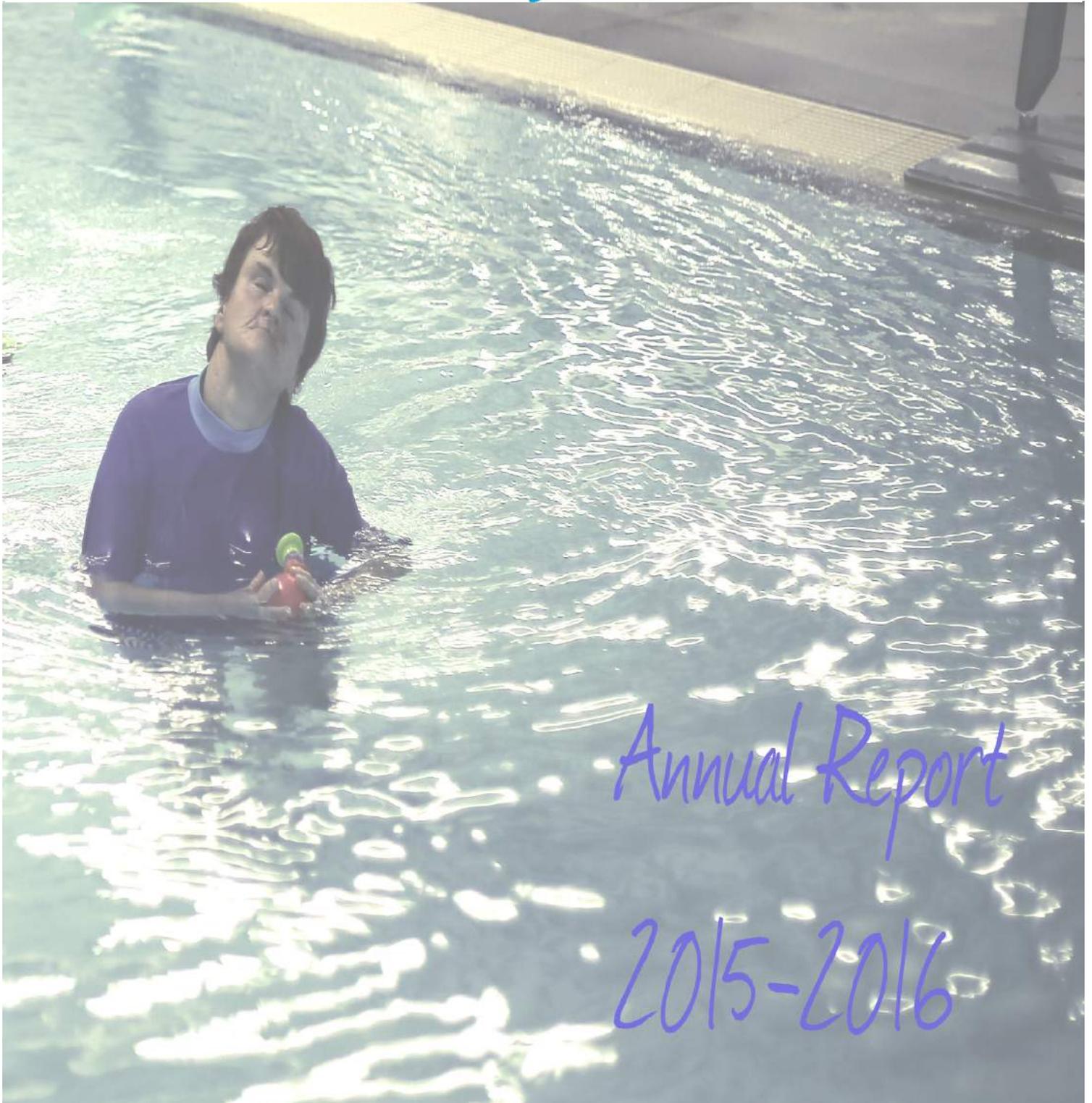




THE CRAM FOUNDATION

Supporting people with disabilities



*Annual Report
2015-2016*

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).



Many of Cram's clients have high needs and complex health issues and our goal is to support them to enjoy a full and meaningful life at home and in the community. Achievement of their life goals requires direct care to be provided including personal hygiene, mobility assistance, medication administration and support for daily living.

An example is a client in his 60's, who has not experienced a chest infection in the past year due to proactive health protocols and attentive staff monitoring. Support and expertise from Registered Nursing staff means that staff can implement a respiratory distress plan as soon as certain symptoms are noticed. Familiarisation with the client along with written protocols, such as correct sitting and sleeping positioning, has helped to alleviate chest infections from taking hold.

Another client who has skin integrity issues has had minimal skin breaks this year and as a result of this care and support he has been able to enjoy a number of excursions such as catching the train down the coast as well as regularly attend work at Greenacres.

Staff are trained to not only care for their health and everyday needs but also to recognise changes in well-being, which sometimes requires medical intervention.

Each client is supported by a number of staff including a keyworker who is responsible for preparing monthly reports on their clients progress and three monthly reviews of their person centred plans. Health care audits are completed every 3 months by the Registered Nurse.

Cram provides a range of supports including direct health care, personal care, lifestyle care and behavioural care. During the year Cram supported 34 people living in 7 group homes and 5 in-home care clients. Cram's speciality is support for clients 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. Where required, clients utilise specialised aids and equipment including wheelchair, hoists and personal monitoring aids.

Cram has the philosophy that staff are there to assist clients to live the life they want and focus on what clients can do and want to do as part of their person centred plans.



Having a holiday, going whale watching, eating out at restaurants, attending discos, ten-pin bowling, swimming in the local pool and visiting the beach are just some of the recreational activities that Cram clients enjoyed during the year.

This year Julian had a holiday at the Windang Holiday Park and enjoyed a relaxing time on Lake Illawarra and at the beach. He spent time bird watching, walking around the lake and eating out at local restaurants.

Another client decided he wanted to go whale watching after seeing footage of the migrating whales on the television. Cram staff found a company that offered wheelchair accessible boats and following a risk assessment, Glenn had a great time whale watching in Jervis Bay in the Shoalhaven. Whilst whale watching had not been identified in Glenn's person centred plan, it highlights the dedication Cram staff have to helping clients achieve new goals as they arise.

Swimming in the local pool is a regular activity for many of our clients and often clients will join their friends from other group homes to go swimming at the Oak Flats pool. Kate, Lisa and Melinda are keen swimmers and enjoy

being in the water whenever the weather permits. Other patrons who attend the pool have developed a friendship with our clients and converse and offer encouragement.

As well as recreational activities, some of our clients enjoy the achievement of everyday goals, such as a client who this year had a goal to use a spoon and cup to increase her independence and choices with eating and drinking. These everyday skill developments are an important aspect in the lives of our clients and Cram believes that all our clients deserve to learn new skills that will enhance their lives.

Adrian had set a goal to get a job and he achieved this goal during the year. He now has a home office set up in his bedroom and is using iPads and technology to communicate with his work manager at a supported employment organisation.

Whilst there are only a small number of Cram clients who have employment as a goal, in Adrian's case he was happy to get a job and is already looking at alternative work in addition to his current role.



Accommodation

The majority of Cram's clients live in supported accommodation (group homes) in the community with housemates who have similar interests and needs. Their group homes are located in quiet residential neighbourhoods close to shops and activities. All homes are large single level houses with plenty of space for those who require wheelchairs or walking aids.

The homes cater for the everyday needs and lifestyles that the clients seek, such as an outdoor courtyard or covered area, grassed backyards and in some case vegetable gardens. Similar to the rest of the community, clients enjoy having summer barbeques and listening to music. A walk or wheelchair push around the block is a regular activity and can often lead to positive interaction with neighbours.

Many clients help to prepare meals and where possible can assist staff with household duties to ensure their home is kept clean and tidy. Each client has their own bedroom, furnished as they wish with their own decorations, colour scheme and personal equipment. Many clients have a television and music player in their bedroom. The bathroom is outfitted with ceiling hoists and shower trolleys and the majority also

have a therapeutic spa bath. Specialised equipment such as vibration lounges provide a sensory experience for clients who require alternative personal interaction.

The group homes are all owned by the NSW State government and managed by Cram via a licensing arrangement. Currently there are 7 group homes in the Shellharbour area where our clients live and a small number of clients are also supported in their family home. In the past year a child was provided with respite support in one of the group homes for a weekend a month. During the year, Cram commenced discussions with property developers with the goal of facilitating new housing to be built in the Illawarra. This goal will continue to be pursued into 2017.

At least one wheelchair accessible bus with an electric hoist is located at each home and provides transportation in the community.

Family members and friends enjoy visiting the clients in their home and whilst the group home is a workplace for Cram staff, we are mindful that first and foremost it is somebody's home.

Chairman's Report

Our focus this past year continued to be on our preparedness for the introduction, in July 2017, of NDIS in Illawarra. We utilise the NDIS readiness "toolkit" to track our progress and remain confident in our state of preparedness. It is my strong belief that Cram remains well placed to provide services that meet the needs of people with high level disabilities in this NDIS environment.



The provision of quality service is highly dependent on the dedication and skill of staff. Training remains an important ingredient in the maintenance of staff standards. In recruitment, management's previously developed recruitment process continues to provide valuable input into recruitment decisions. During the year an external review of the management structure was carried out which has led to changes which have both improved and streamlined some practices.

Cram continues to move closer to a paperless workplace and took steps to prepare for more technology based management systems; such as for Work Health and Safety online reporting. The transition is part of an ongoing process.

The Board continues to operate with three active committees:

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

A review of each committee's charter was carried out to ensure their continued relevance and usefulness to Board governance. The Board approved the changes recommended by the review.

We have confidence in our ability to expand our existing service capacity; and, in this regard, we are participating in the service devolution process being proposed by the Government in the second half of 2016.

ACIS accreditation has been maintained. Additionally, the Board authorised a program of Internal audits on specific aspects of our business 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.

The Board operates in a very cohesive manner always cognisant of its duty to its clients and staff and of its governance responsibilities. CEO Gareth McKeen has completed his 4th year as Cram CEO. I would like to acknowledge the motivational leadership he provides to the Cram team and this has been ever most important during this NDIS preparatory period. Through his networking, Gareth continues to enhance Cram's name in the Illawarra Disability sector and the wider community

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

Patrick Roberts
Chair

Directors



Top row left to right :

Chris Townend - Deputy Chair, Appointed 26/09/2000: *HR & Remuneration Committee Chair*

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

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

John Chaplin - Appointed 24/09/2002: *HR & Remuneration Committee*

Bottom row left to right:

Linda Wright - Appointed 09/03/2009: *Practice Review Committee*

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

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

** Subcommittee roles as of June 2016*



CEO/Company Secretary

Gareth McKeen

Appointed: June 2012

Management



Supporting people



Our Workforce

Cram's core business is people supporting people. Staff numbers were between 100 and 110 with 66 fulltime equivalents. The primary support is provided by over 90 Disability Support Workers and health care needs are overseen by Registered Nurses. Our longest serving care worker, Sue Jovanovski retired after 30 years caring for our clients, a wonderful commitment.

In early 2016 a review of management and administration saw a condensing of roles to further streamline centralised overheads and to prepare for NDIS. We strengthened the role of Team Leaders, who provide the link between care staff and management, and welcomed new staff into these roles. We farewelled two long serving management staff, Sheila Frater and Jon Parry who each had contributed 17 years to Cram.

We are in the process of negotiating an Enterprise Agreement for care staff as well as renewing the nurses agreement.

Our Quality

Accreditation with the Attendant Care Industry Standard (ACIS) was maintained and reflects that Cram achieves quality outcomes for service users.

Our Governance

The Board ensures that Cram pursues its Mission by adhering to recognised governance, risk and financial management principles that underpin strategic growth objectives. The Board met on 8 occasions including a strategic planning weekend.

Cram's financial management is in accordance with financial governance principles and accounting standards. The accounts were audited by KPMG. We also completed an internal financial audit process during the year.

Cram boasts a very thorough approach to risk management from client related risk analysis and action through to broader organisational risk. Our risk culture is embedded in the organisation.

Our Plans

Cram remains focussed on our core client base and remaining true to our strengths. We look to increase our client base and were involved in tendering for the NSW Government group homes (ongoing as at June 2016) and we are also striving to facilitate new group home housing to be built in Illawarra from non-government sources.

As CEO, I would like to thank all staff on their commitment to our clients and to Cram.

Our Value Proposition

During 2015-16 Cram began preparations for the introduction of the NDIS. As part of this process we identified Cram's value proposition to clients in selecting and accessing our support.

✓ **Specialists in support to clients with high needs**

Supporting clients with a physical disability, acquired brain injury (ABI) or intellectual disability whose support needs and health conditions are complex is our speciality. We are regarded as a high needs niche disability provider.

✓ **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.

✓ **Respect for our clients and their decisions**

Our role is to assist our clients live the lives they want and we respect their choices and ambitions.

✓ **Customer service focus**

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

✓ **Illawarra based organisation utilising local staff with local knowledge**

We employ local staff, we engage with our local community and we utilise local businesses and professionals in supporting our clients.

✓ **Quality processes that meet disability standards**

As one of the first disability organisations in NSW to achieve certification against the disability standards, we embrace the importance of quality systems and independent verification.

✓ **Transportation fleet that is appropriate and reliable**

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.

✓ **Focus on a specific client group**

We focus on what we are good at, supporting people with high needs, and do not intend to dilute our services by being all things to all people with a disability – we know our core business and we know it well.

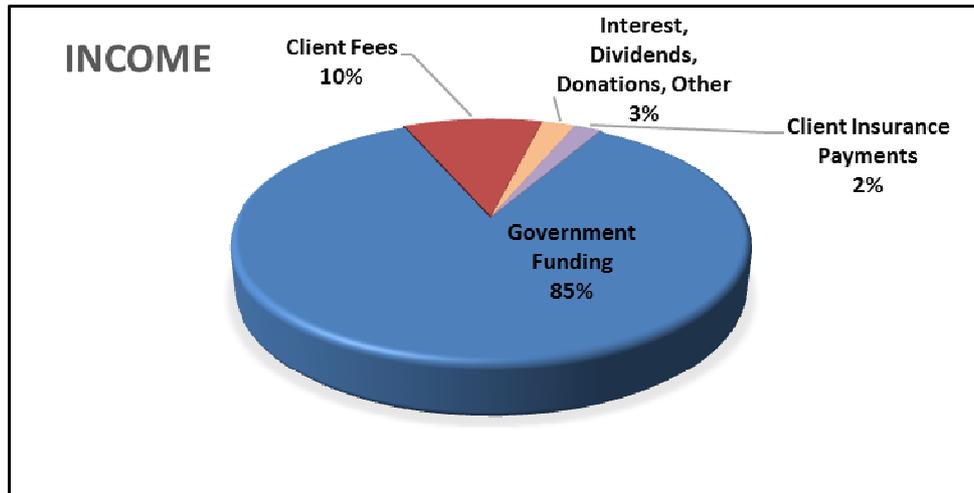
✓ **Not-for-profit charity that puts service ahead of profit**

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.

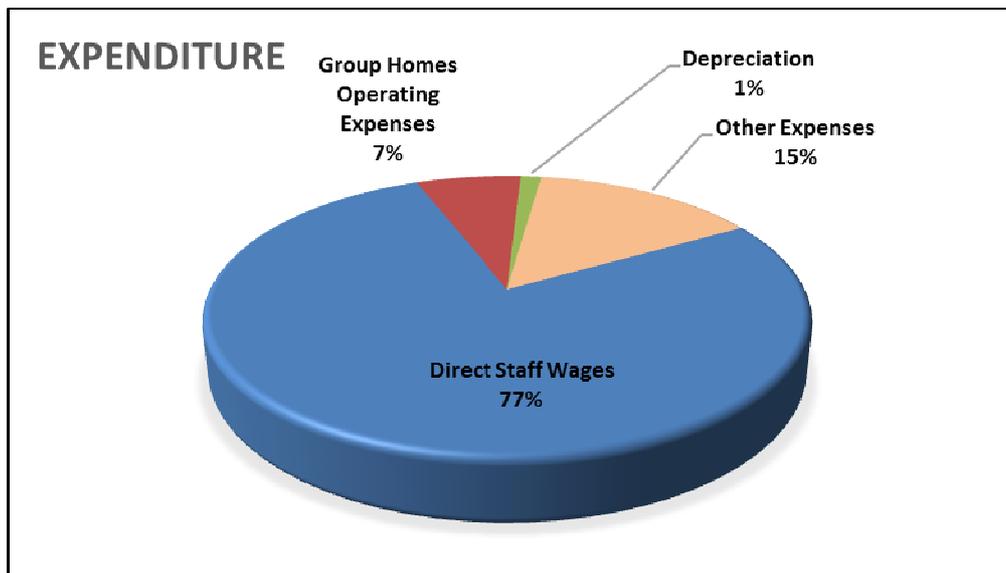
Financial Report

The financial year end 2016 produced an operating deficit of \$307,051 the contributing factor being rectifying of annual leave accrual from prior years.

Total Income was \$7,302,382 of which 85% (\$6,218,141) is from government funding, with 10% (\$757,415) being from Client fees, 3% (\$179,930) from interest earned, dividends, donations, other and 2% (\$146,896) from Client Insurance Payments.



Total Expenditure was \$7,609,433, with 77% (\$5,892,971) comprising of employee expenses for direct care staff, 7% (\$516,961) for Group Homes operating expenses, and 15% being other expenses consisting of centralised staffing costs and administration expenses. Depreciation expense was 1% (\$100,099).



Total assets are \$5,051,735 of which 76% (\$3,843,074) is current assets, comprised primarily of cash reserves; with 24% (\$1,208,661) being non-current assets comprising of buildings, motor vehicles and furniture/equipment. Total liabilities are \$1,136,752. The working capital ratio (current assets to current liabilities) is 3.8 to 1.

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.

Cram was one in six organisations as a part of consortium that created a new company called Further Together in 2016 to tender for NSW government services and other projects.

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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