2 機構管治
CORPORATE GOVERNANCE
自創會以來，扶康會一直與殘疾人士患難與共，並肩而行，守護殘疾人士的心靈健康，務求讓他們活得更開揚，並成為社會真正的一份子。

在2022/23年度，由經歷近三年的疫情後，社會逐漸復蘇，汲取了以往的經驗及其處境，更加懂得我們「以愛為本，以愛先行」的理念，積極幫助殘疾人士全面發展潛能，融入社會，面對挑戰。

Since its establishment, Fung Hong Society has worked closely with persons with disabilities to enhance their physical and mental health, and empower them to lead fulfilling and socially integrated lives.

In 2022/23, more than three years into the COVID-19 pandemic, normality is gradually returning to society. What we have learnt through our service and anti-epidemic policies has reinforced our service approach epitomised by the slogan "Your Need is the Lead, Walk Together with Love". We believe, more than ever, in our work to proactively help persons with disabilities to fully realise their potential, integrate them into society, and help them overcome challenges.

2022年對扶康會來說極具紀念性，為慶祝創會四十五周年，本會舉辦了一系列活動，向社會人士展示本會多年來努力為殘疾人士提供適切服務，推動個別化的成果，包括線上步行籌款、為本會籌備籌款籌備項目，四十五周年慶祝啟動禮暨發展論壇，以及服務殘疾人士的專家知識和實務研討、藝術展覽暨典禮，呈現康樂藝術家的作品及舉行藝術體驗坊、拍攝微電影向公眾宣揚社會共融信息及展現殘疾人士的堅韌意志、出版工匠手冊《治療在手》系列、與業界分享復康服務的實踐經驗，同時為照護者提供實用的參考資源。

In commemoration of its 45th anniversary in 2022, Fung Hong Society organised a series of events that raised awareness of the Society’s work in providing relevant rehabilitation services and advancing social integration. Some of the key events held include the Virtual Walkathon which raised funds for non-subsidised services, the Symposium—cum—45th Anniversary Kick-Off Ceremony which facilitated the exchange of professional knowledge and practical wisdom in serving persons with disabilities, and the Art Exhibition—cum—Closing Ceremony which showcased the artworks of disabled artists and featured artistic workshops. A micro film was also produced to share with the public the message of social inclusion and stories of the grit and perseverance of persons with disabilities. We also published the ‘Healing In My Hands’ series to share with fellow practitioners our experiences in rehabilitation services, which would also serve as a practical reference for caregivers.

為強化機構管治，本會的服務和損害改善專案小組已發展多項方案，包括檢視內部人事的程序和指引、檢討復康工作的專業發展、探討電子機更系統及管理技術標準等，並為改善診斷資質和安全，本會麥特羅館參與了診斷程序和檢查計劃。

因應市場環境的不確定及在各種因素影響下導致人才流失等情況，本會規劃了一系列方案，包括增加人資資源採購、透過應用科技、通訊軟件及工作流程電子化等，提升服務質素，推動聯繫交流，提高工作效率和加強督導監察，進一步推動整體管理流程，以達致更理想的工作成效，建立更有效的團隊，此外，為強化機構管理人員的質量，會方已推行「人資管理及培訓計劃」，提升新晉管理人員的知識和能力，及裝備有潛質的員工更上一層樓。因此，本會亦已全方位推行各項人資資源改革措施，包括提高招聘程序、擴展招聘渠道、優化員工福利、訓練職員以應對人力需求，及透過「以愛為本」新策略計劃，招募修讀健康及護理相關專業課程學生參與相關服務工作，為孩子們提供實踐的經驗和知識，望成為機構及社會的生力軍。機構會持續審察人力資源政策，並積極探索快速發展計劃，以有效解決不斷變動環境所帶來的挑戰。

To strengthen the areas of corporate governance, the Task Force on Service and Process Reengineering carried out a number of initiatives. These include reviewing the procedures and guidelines of internal meetings, evaluating the professional development of rehabilitation workers, exploring the potential of an electronic dossier system, and revamping the management structure. To uplift the quality and safety of meals, many of the Society’s service units involved in initiatives to improve meal preparation procedures and quality checks.

In response to the uncertain outlook of the labour market and the brain drain caused by various factors, the Society has planned a series of long-term, medium-term and short-term measures to address this issue. These include reviewing and revamping the organisation’s structure, through the application of technology, communication software and the digitalisation of work processes etc. to improve service quality, facilitate communication, enhance work efficiency, strengthening supervision and to further improve the overall corporate governance performance, with the aim of attaining a more desirable and cohesive high-performance team. To nurture the growth of the middle management, the Society has launched an Advanced Training Programme to enhance their knowledge and capabilities and equip them with the necessary qualities to level up their careers. Meanwhile, the Society has also carried out all-around measures, namely streamlined recruitment procedures, expanding recruitment channels, optimising employee benefits, importing nursing staff to meet manpower needs, and participating in the new recruitment scheme for recruitment from tertiary institutions of relevant disciplines to join this profession, and helping them to gain and deepen their relevant experience and knowledge, with the aim that they would become a part of the industry’s workforce. Going forward, the Society will closely monitor the human resource policies, and proactively explore any effective ways in responding to the challenges brought about by the ever-changing environment.
力求進步 拓展新服務
Striving for Progress and Developing New Services

社會福利署建議，本會成功投得「院舍一站式日間訓練及照顧服務」先导計劃，會於今個服務安排上，不只在服務中心或庇護工場/綜合職業康復服

務中心接受長者長期日間訓練的服務使用者，可以留在原本院舍接受一站式及持續的康復訓練、社工及康復活動和照顧服務。

此外，本會獲香港賽馬會慈善信託基金資助，於去年成立「賽馬會」現任顧問計劃－扶養會家庭支援服務」，以「家庭為本」的介入模式，為有需要

的智障人士及特殊學校智障學生的家庭提供多元化服務。為迎撃現時照顧者

支援不足的服務挑戰，本會於2022年

7月開始於葵涌職業發展中心及賽馬會

石蔭石室附設「扶養家庭支援顧

問顧問計劃」，加強對策於社區內的服務

使用者的支援，減輕照護者壓力。本計劃亦會聘

用本地大學進行實證研究，及與業界分

享計款成果，期望政府多投放資源

支援居住於社區的殘疾人士。

The Society successfully bid for the Pilot Project on One-Stop Services for Ageing Service Users of Hostel for Severely Mentally Handicapped Persons (HSMH) and Hostel for Moderately Mentally Handicapped Persons (HMHP). Under the new service arrangements, service users who no longer benefit from intensive rehabilitative services at the Day Activity Centres, Shelter Workshops and Integrated Vocational Rehabilitation Services Centres can remain at their hostels to receive one-stop and continuous rehabilitative training and care, as well as participate in social and recreational activities.

Funded by The Hong Kong Jockey Club Charities Trust, the Society also launched the ‘Jockey Club C-Care Programme — Fung Hoong Society Family Support Service’ last year. By adopting a family-centric intervention approach, we provided diversified services to support persons with intellectual disabilities, special school-leavers and their family members. To fill the service gap due to the lack of support for caregivers, the Society has started to run the ‘Sheltered Workshop Extended Care Pilot Project’ at the Kwai Hing Vocational Development Centre and Jockey Club Shek Wai Kok Workshop since July 2022 to strengthen support for the disabled living in the community, lower the likelihood of accidents happening to them and alleviate pressure on the caregivers. We will engage local universities to conduct empirical research and share what we have achieved with our peers as we continue to advocate the government’s increased deployment of resources to support persons with disabilities living in the community.

不分你我 共融無隔膜
Inclusion Without Barriers

扶養會自2003年成立最具影響力的社會

企業「扶養服務有限公司」，為殘疾人

士提供就業機會，促其能力得以發揮，

促進社會共融。「扶養服務有限公司」

一貫實踐香港政府推行的「康健文

創意」，一直對獲益者提供「康健文

創意」，獲社會福利署的「創意及

才能」計劃撥款。近年於香港海傍博物

館展覽，並於2022年11月重新開

業，繼續提供優質的餐飲服務。

此外，本會推行共融藝術計劃，為服務

使用者提供平等參與藝術活動的機會。

年度內本會成功申請基金撥款，舉辦多

個藝術項目，透過不同的藝術媒介搭建

平台，讓服務使用者有機會學習藝術技

能，及展示他們的藝術才華。

Since establishing ‘Hong Yung Services Limited’ (HYSL) in 2003, Fu Hong Society has provided employment opportunities for persons with disabilities through the self-financed social enterprise, where employees can develop their abilities and social inclusion is promoted. HYSL operates Madam Hong Café at the Hong Kong Museum of Coastal Defence. The operations were temporarily suspended for a few years partly due to damages caused by a typhoon and also because of major renovation works scheduled by the museum. After these years, HYSL has received funding from the ‘Employment of People with Disabilities Through Small Enterprises’ Project of the Social Welfare Department and relocated Madam Hong Café to the Upper Gallery of the Hong Kong Museum of Coastal Defence. The Café was reopened in November 2022, once again providing high-quality food and beverages to the public.

The Society has also rolled out Inclusive Arts Projects to provide service users with an equal opportunity to participate in artistic activities. It has successfully obtained funding to support various art events and has built platforms using diverse art media so that service users got to hone their creative skills and showcase their artistic talents.

精益求精 善用新科技
Driving Service Improvements Through Technology

為配合社會發展，本會與時並進，善用

新科技以增加業務效率、改善及優化服

務。本年度推行的項目包括優化內部管

理系統和相關政策，統一及優化服務管理

系統及相關政策，統一及優化服務管理

系統，協助業務效率及提升服務質量。

In view of the new developments in our services, the Society has leveraged technology to increase operational efficiency and enhance its services. Projects carried out this year include the optimisation of the Case Management System and portal which bring us up-to-date service users’ conditions, improve follow-up actions for individualised care, elevate the standards of healthcare, facilitate information sharing, enhance communication and promote interdisciplinary collaboration.
The Society is an active advocate of corporate social responsibility and environmental protection. In addition to the regular publication of the “Environmental Protection Newsletter”, an incentive programme was launched to encourage all our staff to observe our environmental protection guidelines and take relevant measures. Since September 2022, in collaboration with the Department of Physics of Hong Kong Baptist University, the Society has been cultivating a green culture by performing energy conservation assessments and electricity consumption analyses, and taking energy-saving measures at Lok Wah Adult Training Centre. A solar power generation system was then installed at FHS Rehabilitation Centre. The Society also participated in the Feed-in Tariff Scheme to promote the use of renewable energy.

At the end of 2022, Social Welfare Department appointed the Society to implement the "Day Activity Centre—curn—Hostel for Severely Mentally Handicapped Persons and Care and Attention Home for Severely Disabled Persons" project at Kwun Tong North Multi-Welfare Services Complex in Kwun Tong North New Development Area, New Territories. Preparatory work is in full swing and the service is expected to commence in the fourth quarter of 2023.

Over the past year, the Society has observed increasingly stringent compliance requirements, overcome the limitations of our resources and met new challenges arising from an ageing demographic among our service users. We will continue to tap into our existing knowledge base and experience to explore new resources, face future challenges, embrace change and chart a course together with our service users and their families.

I am deeply honoured to have the opportunity to work with our President, Vice Presidents, Spiritual Adviser, and members of the Committees and Advisory Panels. I am also grateful for their support and selfless dedication to the Society in their respective areas of expertise. On behalf of the Council, I would also like to express my appreciation to all our staff for making their utmost efforts to fulfill their duties, and demonstrating in real terms the value of synergy and professionalism.

Last but not least, on behalf of the Society, I would like to extend our heartfelt gratitude to the Government of Hong Kong Special Administrative Region, the Lotteries Fund, The Hong Kong Jockey Club Charities Trust, Community Investment and Inclusion Fund, all donors, individuals and organisations, and all volunteers for their unwavering support and generous donations. We will work determinedly to accomplish our mission and realise our vision. Together with the concerted efforts of the Government and the public, we will continue to strive for the optimal well-being of persons with disabilities and build a truly caring and inclusive society.
扶康會會員大會
FHS General Meeting

扶康會委員會
Committees of Fu Hong Society

常設委員會
Standing Committees

· 審核委員會
Audit Committee
- 策劃及發展委員會
Planning and Development Committee
- 財務及投資委員會
Finance and Investment Committee
- 人力資源委員會
Human Resources Committee
- 提名委員會
Nomination Committee
- 服務標審委員會
Services Monitoring Committee
- 建築及裝修委員會
Building Development and Maintenance Committee
- 招標委員會
Tender Committee

顧問小組（非常設）
Advisory Panels (non-standing)
- 「香港最佳查獲」運動顧問小組
Advisory Panel on ‘BEST BUDDIES HONG KONG’ Movement
- 報道及資源發展顧問小組
Advisory Panel on Corporate Communications and Resources Development
- 社區精神健康服務顧問小組
Advisory Panel on Community Mental Health Services
- 資訊及通訊科技顧問小組
Advisory Panel on Information and Communication Technology
- 港外服務顧問小組
Advisory Panel on Services Outside Hong Kong

相關公司董事局
Councils of Related Companies

多元化康復服務
Multifaceted Rehabilitation Services

· 住宿服務
Residential Services
- 約鮑保羅長者
Family Care Home Services
- 日間訓練服務
Day Training Services
- 職業康復及發展服務
Vocational Rehabilitation and Development Services
- 社企
Social Enterprises
- 社區精神健康服務
Community Mental Health Services
- 接納人士社區支援服務
Community Support Services for Persons with Disabilities
- 自閉症及發展障礙支援服務
Autism Spectrum Disorders and Developmental Disabilities Support Services
- 家庭支援服務
Family Support Services
- 扶康會聖賢居
FHS ‘BEST BUDDIES HONG KONG’ Movement • Tsuen Tin Inclusive Network
- 精神健康
Inclusive Arts Project
- 護理及專職醫療服務
Nursing and Allied Health Services

機構管治架構
Corporate Governance Structure

良好的機構管治是提供優質服務的重要基石。扶康會
遵從《公司條例》（第622章），致力加強機構的治理
，以達到高水平的機構管治，並建立清晰及全面的管治架
構，致力提升管理效益，公開概述本會的機
構管治架構及主
要業務的管理要點。

Good corporate governance is the foundation for the
provision of quality service. In compliance with
Companies Ordinance (Cap. 622), Fu Hong Society is
committed to high levels of corporate transparency and
high standards of corporate governance in order
to enhance management efficiency through establishing
a clear and comprehensive governance structure.
Key features of the Society’s corporate governance
structure and the management of major services are
outlined on the right:
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Party</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Mrs. LEEUNG Kwok Sok Yin</td>
<td>Chairperson of RCLATC</td>
<td>Parent Representative of COATC</td>
<td>Parent Representative of COATC</td>
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<tr>
<td>Mrs. MOK Ali Fong</td>
<td>Member</td>
<td>Parent Representative of RCNIS</td>
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<tr>
<td>Mrs. CHEUNG LEE Suet Ying</td>
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<td>Mrs. LAM Lai Kuen</td>
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<tr>
<td>Mr. LAW Chak Yuen</td>
<td>Member</td>
<td>Parent Representative of RCLATC</td>
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<tr>
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<tr>
<td>Mrs. CHAN Ting Yee</td>
<td>Member</td>
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<td>Ms. NG Yuan Ping</td>
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<td>Mr. SUI Ka Lai</td>
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<td>Mrs. YUEN LAM King Na</td>
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<td>Mr. FUNG PO Yuk Kuen</td>
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<td>Mrs. WONG Tik Yu</td>
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<td>Mr. NG Kani Yuan</td>
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<tr>
<td>Ms. WONG Wai Wan</td>
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The Council has 18 members from various professional backgrounds. This diversity is deliberate, so as to avail the Society of various kinds of expertise necessary to govern the multiple activities of the Society in a fair, objective and balanced manner.

Members of the Society serve on a voluntary basis. Through the Annual General Meetings of the Society, the Members delegate their authority to govern the Society to a Council which is essentially a board of directors. The Council answers to the President and Vice President(s), who are also elected at the Society's Annual General Meetings, and are tasked to support the Council in leading Senior Management to achieve the Society's vision, mission and objectives.

The Society continued to deliver high standards of conduct and best practices at all levels. In addition to complying with the relevant legal obligations including the "Companies Ordinance", "Best Practice Manual" and "Lump Sum Grant Manual" of the SWD, the Council, management and staff diligently adhered to the various policies and guidelines spelt out in the protocol, rules and procedures covering the code of practice, conflict of interest and safeguards for confidentiality. This year, the Society has developed the "Guidelines on Code of Conduct for Council, Committees and Advisory Panels Members" to ensure that these members always uphold the highest level of integrity and ethical standards. These policies and guidelines, as well as the related protocols, rules and procedures are also constantly reviewed in view of changing circumstances.

To strengthen corporate governance, the Society has eight committees and five advisory panels supporting the work of the Council. Members of these Committees and Advisory Panels, except those of the Audit Committee, are appointed by the Council. The Committees and Advisory Panels report to the Council regularly, and oversee various operations and functions, dealing with different proposals and issues from their professional perspectives. To maintain independence, the Audit Committee reports to the President directly. The Society reviewed and updated the Corporate Governance Manual this year. The overall average attendance rate at the Committee and Advisory Panel meetings in 2022/23 was over 80% (as at 30 June 2023).
內部監控

Internal Controls

本會的內部監控檢查工作由獨立的內部審計機構擔任。負責就本會內部監控系統之效能進行年度審查，並直接向審核
委員會報告。過去一年，內部審計部按照已核准的審計計劃，分別為屬下服務
有限公司及服務活動進行內部審核。在
作出改善建議時，有關的審核結果確
保本會已實行有效的監控規格，以及各
個範疇均已符合現行的規格和程序。

The Internal Auditor is responsible for the independent review of
internal controls and reports to the Audit Committee directly. In
2022/23, internal audits were conducted to review Hong Yung
Services Limited and our fundraising activities respectively in
accordance with the approved audit plan. Apart from making
recommendations, these reviews ensured that the controls in
place are appropriate, and that regulations and procedures are
complied with in all aspects.

風險管理

Risk Management

有效的風險管理是會員進一步發展目標
的必要元素。本會於五年前建立了企業
風險管理框架，以協助會員及義工
的評估，應對及控制可能影響本會的風險。
為期一段時間運作，各級管理人員及服
務單位的風險管理意識均有提高。

隨著近年新型病毒以及社會各界對預
防傳染病的關注度大幅提高，本會把
相關風險項目按風險優先次序評估，以實
行風險監測。為防範可能對風險本會
的風險管理，服務單位可自行回應其服
務的特性及環境增設風險管理項目，並
透過加強及改善現有監控機制，制定應變
計劃，分享最佳實務。盡力在風險降至
最低。另外，網上風險管理系統亦正
進行優化，以進一步提升風險管理的
效能。

Effective risk management is essential to the achievement of
the Society’s strategic objectives. The Society has established an
Enterprise Risk Management (ERM) framework five years ago to
identify, assess, respond to and report on risks that may affect
the Society in the pursuit of its objectives. The risk awareness of
management at all levels and service units has increased since
then.

In response to the new potential threats arising from the spread
of COVID-19 and growing concerns about child abuse cases, the
Society has added pertinent risk items to the Corporate Risk
Register (CRR) for risk monitoring. In order to cater for the
needs of individual service units and service districts, risk items
were localised to give service units more flexibility in designing
their own register. This will empower them to minimise risks as
they strengthen and improve existing monitoring measures,
formulate contingency plans and share best practices. In addition,
the online risk management system was also optimised to
further enhance its effectiveness in managing risks.

外部評估

Reviews by External Parties

每年社署對轄下服務單位進行定期評
估探訪及突擊檢查，以及進行兩至三年
一次的財務審計。在2022/23年度，
本會約半年度成員訓練中心會進行上述
評估探訪，審計非常滿意本會各方面的
表現。另外，本會於周年大會會長謝匯
念會計事務所有有限公司為外聘會計師。
為本會及相關公司進行法定賬目審計。

The SWD conducts regular reviews and unannounced visits on
selected service units annually. It also conducts an accounting
inspection once every two to three years. In 2022/23, the SWD
visited our Sheung Li Uk Adult Training Centre and was very
tsatisfied with the Society’s performance. For statutory audit,
Tse Lo CPA Limited was appointed as the external auditor of the
Society and its related companies in this fiscal year at the Annual
General Meeting.

費賬性及透明度

Accountability and Transparency

本會設有明確的審批機制，有利於機構
事務的運作。董事局監察委員會的整體表
現，策略及發展，以實踐願景，使命
和目標。高級管理層代表董事局負責
管理服務和支援運作，以及執行董事局
批准的政策和項目。過去多年的經驗，
各委員在過去義務及責任均，對董事
局/委員會/顧問小組和高級管理層的
職責和義務充分理解及明白。

The Society has a clear delegation of authority which facilitates
the conduct of its business and operations. The Council oversees
the Society’s overall performance, strategic directions and
developments in pursuit of its vision, mission and objectives.
Senior Management, on behalf of the Council, administers
services and supervises operations to implement strategies
and projects approved by the Council. Throughout the years, the
roles, responsibilities and delegation of powers among the
Council, Committees, Advisory Panels and Senior Management
have been well-defined and communicated.

The Society is open and transparent in disseminating information.
The Society’s operations and performance, corporate partnership
and volunteer activities are regularly updated on our official
website, and in newsletters and annual reports. Complaints are
handled promptly by the relevant managerial staff, as well as
Council and Committee members, with proper and thorough
investigations conducted. Remedial actions are taken whenever
necessary.
促進溝通

Communication

本會對外的溝通會透過網站及不同的途徑，包括出版《傅穎時報》。年報及其他刊物及進行相關講座，向大眾傳
遞本會的最新情報，以加深大眾及政府
了解殘疾人士不斷變化的需要，以及本
會的服務發展成果。本會網站採用無
障礙網頁設計，促使無障礙溝通，致力
建立和諧共融的社會。

本會對内の溝通採用雙向溝通模式，通
過董事局/委員會/顧問組定期建議會、
各區職工商會、服務單位長長代表和
家長代表出席，收集不同持份者，包
括服務使用者及其家長、員工及董事會
/委員會/顧問組委員的意見，促進彼
此有效溝通。

過去兩年，由於疫情關係，本會安排
以混合模式進行會議，透過視像會議方
式（Teams/Zoom）保障與會者的安全。
隨著疫情減緩，實體會議已經復復，但
本會仍會繼續善用網路平台以促進
與持份者的溝通。在戰疫管理方面，本
會亦透過應用數據統計系統（statistics
dashboard）以統計及跟進役員和服務使
用者的確診、康復及接種疫苗數字等，
以提高數據的透明度，促進管理人員在
防疫工作上的條件與溝通。

The latest news and developments of the Society are shared
through the Society’s website, the Fu Hong Newsletter, our
Annual Report and other publications, as well as surveys and so
on. This is to help the public and the Hong Kong Government
understand the Society’s service development and achievements
as well as the changing needs of persons with disabilities. The
Society’s website is also designed for web accessibility
to promote accessible communication and build an inclusive society.

Within the Society, we collect the views of various stakeholders
including service users and their families, staff members,
and Council, Committee and Advisory Panel meetings,
staff meetings, and meetings with parent representatives
from service units and the Fu Hong Parents’ Association to maintain effective communication.

In the past two years, owing to the pandemic, the Society held
meetings in a hybrid format through video conferencing using
Microsoft Teams and Zoom. As the numbers of cases stabilize,
face-to-face meetings have started to resume. However,
web-based platforms will still be utilised to facilitate our
communication with stakeholders. To improve epidemic
prevention and control management, the Society uses statistical
dashboards to analyse and report key figures on the diagnosis,
recovery and vaccination rates of its staff and service users.
This helps to increase the readabilty of data and facilitates
anti-epidemic cooperation among management.

運營效率

Operational Efficiency

為進一步發展及優化管理系統和數據庫，本會於2020年
實施了“數據庫及人員管理系統”及“服務連接系統”，以
提升服務質量。該系統的優化包括：(1) 建立蜊路
數據庫，為服務使用者及服務提供者提供
更佳資料；(2) 提高服務連接系統的效能。

The Society has implemented the “International Classification of Functioning, Disability and Health” (ICF) framework and
the “People-Oriented” principle to its Case Management System
to improve the efficiency and effectiveness of service planning,
implementation, monitoring and evaluation, and to enable the
cooperative work of inter-disciplinary professionals in providing
timely interventions in therapy. The first phase of optimising the
Case Management System was launched in the first quarter of
2023 and the optimised version of the portal was also formally
launched at the end of last year. Digital workflows significantly
improve administrative efficiency, as they are easier to use,
helping staff communicate, transfer information and share
knowledge more effectively, as well as promoting teamwork and
increasing productivity.

在近年， MICROSOFT Office 365 digital workspaces have been
implemented in phases to drive digital transformation in the
organization through cloud technology. Apart from promoting
collaboration among staff, Office 365 also improves efficiency
in daily operations, project management and information security.

企業管治交流

Corporate Governance Exchange

本會董事局委員參與多項企業管治及
業務常規相關的專業發展及討論，以持
續更新並提升有關知識及技能，並與各
界專業人士交流及分享企業管治的經驗
和心得。本年度，本會董事出席了企業
管治活動有六個包括：(1)“董事
會設計及運作程序”，(2)“董事會的動力
和行為”及“董事會角色角色及
工作坊。

Council members attended a wide range of professional
development seminars on corporate governance practices
to keep abreast of the latest developments and to exchange
corporate governance experiences with professionals from
different fields. This year, our Council members attended six
corporate governance events, including online seminars such as
“Board Design and Processes”, “Board Dynamics and Behaviour”
and “Role Execution”, among others.

策略計劃

Strategic Plan

董事會通過機構為期三年的（2022–2025）
的策略計劃，並採納所載四項策略方
向，包括：“深化社會共融”、“提升身心
靈健康”、“推廣具有包容性的家庭生活”，
及“發展功能康復服務和於中國地
方服務發展的支援”，以達致機構的願
景、使命及核心價值。根據上述的策略
方向，管理會制定了十四個策略項目和
十三個績效指標，以反應服務需求及
補償現有服務的缺口。

The Council has approved a new three-year strategic plan for
2022–2025, which outlines four strategic directions for
the Society, namely “Advance social inclusion”, “Enhance mind-
body wellness”, “Materialise quality family life” and “Advocate
appropriate rehabilitation service and support on service
development in any part of China”. Based on these strategic
directions, the Management has defined 10 strategic items and
13 key performance indicators in response to service
needs and gaps.