

2

機構管治 Corporate Governance



董事局主席報告

Council Chairman's Report

郭鍵勳博士 銅紫荊星章, 太平紳士
Dr. KWOK Kin-fun Joseph BBS, JP



扶康會一直秉承創會宗旨及發揮「以求為導」的精神，致力服務不同程度及類別的殘疾人士。自1977年發展至今，本會已成為香港其中一所最全面及多元化的康復機構，這和透過凝聚各界力量，促進社會和諧共融的社會資本同樣重要。2017/18年度，本會在機構能力建設、可持續發展及服務優化等方面，均取得實質的進展。

Fu Hong Society is committed to serving persons with different degrees and types of disabilities in the spirit of 'Meeting the Need, Taking the Lead'. Having upheld its mission and vision since 1977, the Society has distinguished itself as one of the most comprehensive and multi-faceted rehabilitation agencies in Hong Kong, and just as importantly, the social capital that pools the efforts of all sectors to foster social harmony and inclusion. In 2017/18, the Society made substantive progress in various aspects, such as organisational capacity building, sustainable development and service enhancement.

熱誠服務 緊貼需求

開展「石圍角工場現代化計劃」

承蒙香港賽馬會慈善信託基金捐助港幣一千一百二十九萬元，石圍角工場將於2018年8月展開現代化計劃，以回應高齡服務使用者的需要及應對職業康復服務的發展趨勢。石圍角工場亦將會進一步發揮其社會功能，如透過舉辦社區共融活動，增加傷健接觸機會，提高區內人士對殘疾人士的認識及接納程度。預計整個現代化計劃的裝修工程將於2019年中完成。

增聘第三名言語治療師

本會於2016年8月增設非政府常規資助的言語治療服務，初期聘用兩名言語治療師，為服務使用者進行吞嚥評估及口部肌肉訓練等。鑑於服務使用者對言語治療服務的需求仍然殷切，本會於2017年10月增聘多一名言語治療師，把服務對象擴展至工場服務使用者。三名言語治療師除了協助處理服務使用者的吞嚥問題外，也會提供溝通訓練，以促進他們的吞嚥及溝通能力。有關此服務的詳情，請參閱本年報第102至103頁。

Serving with Dedication and a Need-Responsive Approach

— Launch of Shek Wai Kok Workshop (SWKW) Modernisation Project

The SWKW Modernisation Project was made possible by the generous support of The Hong Kong Jockey Club (HKJC) Charities Trust through a grant of HK\$11.29 million. The project will commence in August 2018 to turn the SWKW into an up-to-date advanced workshop, in order to meet the needs of ageing service users and the trend towards vocational rehabilitation services. The modernised SWKW will also go one step further in performing its social function of increasing community awareness and acceptance of persons with disabilities through organising inclusive activities that will increase social contact between persons with and without disabilities. The renovation of SWKW is expected to be completed in mid 2019.

— Employing the Third Speech Therapist

The Society began providing non-subsented speech therapy services in August 2016. Two Speech Therapists (STs) were recruited to provide swallowing assessments and oral-motor training for service users. As internal demand for these services remains strong, the Society employed one more ST in October 2017 and extended the services to workshop users. In addition to managing swallowing problems, the 3 STs also provide training to help improve service users' ability to swallow and skills to communicate. Please refer to P.102 to P.103 of this Annual Report for details.



優化個案管理系統

為配合2018年至2020年策略計劃中就個別康復及發展計劃對評估需求的關注，本會計劃採用世界衛生組織的「國際健康功能與身心障礙分類系統」，以評估服務使用者的需要及檢討服務成效。遵循「以人為本」、「優勢導向」及「明確目標」的方向，新個案管理系統可優化現行的服務模式，更可準確地識別服務使用者的需要。此項目於2018年第四季展開，預計於2020年初完成。

制訂服務績效指標

徹底了解機構的服務表現和成效是實踐「持續改善」這核心價值的首要一步，也是監察服務質素的重要一步。在服務監察委員會的建議和支持下，本會於2017/18年度成立了一個工作小組，負責研究及協助會方制訂一套全面而實用的服務績效指標。工作小組會適時向服務監察委員會匯報進度及尋求指導，期望可於下一年度取得具體進展。

強化機構能力建設

提升管治效能

本會於2017年進行董事局附屬架構重組的工作，以提升管治效能、開拓更多渠道吸納專才成為義務委員及加強委員專才配對。在新架構下，二十一個委員會改組為八個委員會及七個顧問小組，而四個區域小組委員會則維持不變。新架構已於2017年10月實施，經重組後的董事局附屬架構更加精簡高效，職能更為清晰，亦有效提升各委員的參與度。

優化管理架構

為配合機構長遠的發展需要及提升機構能力建設，本會於2017/18年度檢視高級管理人員架構。經相關委員詳細討論及取得董事局批准後，本會於本年度增設副總幹事（能力發展）一職。詳細的組織架構請參閱本年報第156至157頁。

Optimising the Case Management System (CMS)

The Society plans to adopt the 'International Classification of Functioning, Disability, and Health' (ICF) endorsed by the World Health Organisation to assess the needs of service users and review the effectiveness of our services. This would be in line with the objectives for the assessment of individual rehabilitation and development plans, as outlined in our strategic plan of 2018-2020. Using a 'people-oriented' and 'strength-based' approach with clearly-defined objectives, the new CMS will optimise the current service model and identify the needs of service users more accurately. This project will start in late 2018 and be completed in early 2020.

Formulating Service Performance Indicators

To understand service performance and effectiveness thoroughly is the first step to achieving the core value of 'Continuous Improvement'. It is also a crucial step to monitoring service quality. With the advice and support of the Services Monitoring Committee (SMC), a dedicated working group was set up in 2017/18 to study and assist the Society in formulating a comprehensive and useful set of service performance indicators. The working group will provide timely updates to the SMC on their work progress and seek advice from the SMC when appropriate. It is expected that concrete progress will be made next year.

Enhancing Organisational Capacity

Improving Governance Effectiveness

The Society reorganised the Council's substructure in 2017 to boost governance efficiency, to open up more channels to attract professionals to serve on Committees and to strengthen the matching of expertise of Committee Members. The new substructure came into effect in October 2017. The original 21 Committees were restructured into 8 Committees and 7 Advisory Panels, while the 4 Regional Sub-Committees remained unchanged. After restructuring, the streamlined Council's substructure boasts higher efficiency and a clearer division of responsibilities, which also allows the Society to engage Council/Committee Members more effectively.

Strengthening Senior Management Structure

To tie in with long-term organisational development needs and enhance capacity building, the Society reviewed the structure of the Senior Management team in 2017/18. After in-depth deliberation by the relevant Committees and with approval from the Council, the Society created the new post of Deputy Chief Executive Officer (Capacity Development) in the year under review. Please refer to P.156 to P.157 of this Annual Report for the detailed organisational structure.

提升營運效率

本會於2017/18年度採用新的財務系統及人力資源管理系統。新的財務系統將加強採購功能及優化相關程序，已於2018年下半年落實應用。兩個新系統能提高員工的生產力，有助提升機構的整體營運效率，並為董事局、委員會及管理層提供適時、準確的管理資訊。

承傳使命 培育人才

本會於2016年9月至2018年3月期間試辦「扶康傳承：人才儲備及培訓計劃」，以便更有系統地儲備人才及培育有潛質的員工。為期十八個月的計劃共有二十一名來自不同職級的員工參加。透過多元化的培訓活動，包括內部和外間培訓課程、本地及海外會議、內部實習及跨機構交流等，成功擴闊參加者的眼界、強化個人效能和管理能力。畢業典禮於2018年5月2日舉行，香港社會服務聯會行政總裁蔡海偉先生擔任主禮嘉賓，並得到十多位康復機構代表出席支持，一起藉此平台促進業界在人才儲備和培訓方面的交流。本會將優化這個計劃的內容，讓更多有潛質的員工能夠參與其中，從而承傳本會的服務精神和使命，以實踐可持續發展。有關此計劃的詳情，請參閱本年報第41頁。

迎接挑戰 把握機遇

爭取政府及社會各界對「關愛家庭服務」的支持

本會深信殘疾人士在家庭生活方面也應享有平等的權利，而關愛家庭服務正正是協助殘疾人士實踐這權利，並切實履行《殘疾人權利公約》第二十三條有關「尊重家居和家庭」的特定條款。關愛家庭不但為缺乏家庭支援的智障成人提供家庭式照顧，而且重視家庭成員之間的溝通和支持，以及他們在社區的參與。這自負盈虧的服務得到香港賽馬會慈善信託基金（簡稱「慈善信託基金」）支持，合共撥款港幣三百七十二萬元贊助該服務部份運作經費，直至2020年3月底。

由於慈善信託基金的捐助屬有時限性質，以及高齡家庭成員的數目陸續增加，並出現人手短缺等問題，本會於2017年進行智

Increasing Operational Efficiency

The Society adopted the new Financial Management System (FMS) and Human Resources Information System (HRIS) in 2017/18. The new FMS will strengthen the procurement function and optimise the relevant procedures in the second half of 2018. The implementation of the two new systems is expected to boost staff productivity, enhance overall operational efficiency, and provide timely and precise management information for the Council, Committees and Management.

Passing on the Mission and Nurturing Talent

The Society launched the first 'Succession for a Brighter Tomorrow: Management Staff Development Programme (MSDP)' between September 2016 and March 2018 to build up a pool of talents and nurture high-potential staff more systematically. This 18-month programme attracted 21 staff members of various ranks as participants. A series of diversified training activities, such as internal and external training courses, local and overseas conferences, internal placement and inter-agency staff exchange programme, were arranged to broaden participants' horizons and strengthen their abilities and management skills. The MSDP Graduation Ceremony took place on 2 May 2018, and Mr CHUA Hoi-wai, Chief Executive of The Hong Kong Council of Social Service was the officiating guest. More than 10 representatives from other rehabilitation agencies also attended the event, to express support for the programme and to jointly foster the exchange of views on how to train and retain talent in the welfare sector. The Society will improve the content of MSDP to let more high-potential staff participate in order to pass on our mission and service spirits for sustainable development. Please refer to P.41 of this Annual Report for more details.

Facing Challenges and Grasping Opportunities

Enlisting Government and Community Support for Family Care Home Services

The Society firmly believes that persons with disabilities (PwDs) have equal rights to family life. This is precisely why the family care home service is provided, as it truly implements the provisions of Article 23 'Respect for home and the family' of the Convention on the Rights of Persons with Disabilities. Not only does it provide family care to persons with intellectual disabilities who lack family support, but it also gives importance to mutual communication and support between family members and their participation in the community. A grant of HK\$3.72 million was donated by The Hong Kong Jockey Club (HKJC) Charities Trust to cover part of the operating costs of this self-financed service, until the end of March 2020.

In view of the time-limited nature of the grant from the HKJC Charities Trust, and problems such as increasing numbers of ageing family members and staff shortage, the Society conducted a comparative study on family care homes to explore the sustainable development

障人士關愛家庭比較研究，以探討關愛家庭服務的可持續性發展。研究的結果及建議編撰為《智障人士關愛家庭比較研究：對香港政策和實踐的啟示》，於2018年1月出版。隨後，本會分別向勞工及福利局、社會福利署、立法會議員及區議會議員等提交上述研究報告，並於2018年5月向《香港康復計劃方案》的專責顧問團隊呈交意見書，以尋求特區政府、議員和社會的廣泛支持，促使關愛家庭的服務模式被納入新的《方案》之中。

「柔莊之家」獲原址保留

「柔莊之家」原被納入政府住宅用地規劃，因而需要搬遷。其後，經過會方、扶康家長會及由服務使用者和家長組成的關注組共同努力爭取，以及與兩位立法會議員、三位屯門區議員和有關官員積極協商後，政府於2018年3月下旬通知本會決定將柔莊之家現址剔出未來的房屋發展範圍。柔莊之家最終能原址保留，而政府亦同意家舍可按現行的模式繼續營運。有關詳情，請參閱本年報第136頁。

申領殘疾人士院舍牌照的進度及「健持之家」搬遷

本會有九間殘疾人士院舍已獲發牌照，尚有十五間同類院舍因未符合消防及/或屋宇規例暫獲發豁免證書。這些院舍已加快有關的招標及工程項目審批程序，以回應社會福利署要求所有殘疾人士院舍須於2019年底或之前取得牌照的目標。本會的「健持之家」，基於樓宇建築設計所限，無法符合殘疾人士院舍條例的要求，預計於2019年搬遷。

本會計劃把健持之家重置於擴建後的扶康會康復中心，但由於擴建計劃需要經相關政府部門審視及進行需時，未能無縫銜接。經考慮多方面的因素後，會方計劃所有受影響的住宿學員(共十五名)由內部單位暫時收納，而日間訓練學員(共五名)則在社會福利署的安排下，於其他機構繼續接受服務。

of the family care home service. Findings and recommendations were compiled in a position paper titled 'A Comparative Study on Family Care Home for Persons with Intellectual Challenges: Implications for Policies and Practice in Hong Kong'. The paper, released in January 2018, was subsequently submitted to the Labour and Welfare Bureau, the Social Welfare Department, Legislative Councillors, District Councillors, and other bodies. In May 2018, the Society also sent a submission to the dedicated consultant team working on the formulation of a new Rehabilitation Programme Plan (RPP), with a view to putting the family care home service on the RPP agenda by gathering broad support from the Government, Councillors and community members.

— In-Situ Preservation of Yau Chong Home (YCH)

YCH originally fell within the area to be redeveloped for residential land use according to the Government's plan. Thus YCH was asked to relocate to other premises. Thanks to the collaborative efforts of the Society, Fu Hong Parents' Association and the group of service users and parents concerned about this issue, as well as the assistance rendered by 2 Legislative Councillors and 3 Tuen Mun District Councillors to actively discuss the matter with the government officials concerned, the Society learnt from the Government in late March 2018 that the current premises of YCH would be excluded from the future housing development area. The premises of YCH were to remain unchanged and as agreed with the Government, YCH could continue its current operations. Please refer to P.136 of this Annual Report for more details.

— Progress of Application for the Licences of Residential Care Homes for Persons with Disabilities (RCHDs) and Relocation of Priscilla's Home

Nine of our RCHDs are licensed while the remaining 15 RCHDs are issued with Certificates of Exemption for the time being because of unfulfilled licensing requirements in the areas of fire safety and/or building standards. These unlicensed hostels have already expedited the tendering and vetting procedures for the relevant improvement works in order to meet the Social Welfare Department's target of getting all RCHDs licensed before the end of 2019. Due to the specific design and physical constraints of its old structure, Priscilla's Home is unable to fulfil all licensing requirements and will move out of its current premises in 2019.

The Society planned to relocate Priscilla's Home to the Fu Hong Society Rehabilitation Centre (RC) after the latter's extension works are completed. As it takes time for the RC extension project to be fully vetted and approved by the relevant government departments, it is unlikely that the affected service users could be relocated to the RC seamlessly. After considering various factors, the Society proposes to re-accommodate all affected residential service users (15 persons in total) in internal units temporarily, while day training service users (5 persons in total) will continue to receive the services they need in other rehabilitation agencies under the arrangement of the Social Welfare Department.

計劃於中國大陸開展服務

2017/18年度，本會代表團先後參訪北京市殘疾人聯合會、深圳市殘疾人綜合服務中心及香港大學深圳醫院，並舉辦南京及無錫參訪團，分別與江蘇省殘疾人聯合會及南京市殘疾人聯合會舉行首次正式會議。本會非常欣喜這兩個重要單位也於會上明確地表示支持本會於江蘇省南京市提供康復服務，及歡迎本會與它們進行更多專業交流。本會現階段正就與國內機構合作及提供服務等相關法律事宜進行全面了解。

總結

回望這三屆任期，我非常榮幸能夠與會長、副會長、神師、各董事局及委員會委員一同共事，見證扶康會成立四十周年，並攜手參與推動機構管治、服務拓展等項目。我由衷地感謝他們對本人的信任，以及對本會的無私奉獻，出心出力支持本會持續優化管治及服務質素。同時，我謹代表董事局感謝全體員工克盡己任，於各個崗位上努力實踐本會的核心價值。

本會現正展開未來三年策略性計劃(2019年至2022年)的制訂工作，並於2018年10月舉行董事局退修會，以檢視服務的現狀及定位，鞏固本會的服務成效及優勢。在各持份者的積極參與和支持下，本會有信心切實推行下一個三年策略性計劃，為迎接未來的挑戰和機遇做好準備。

最後，我謹代表扶康會衷心感謝香港特區政府和各部門、香港獎券基金、香港賽馬會慈善信託基金、捐助本會的社區人士和團體，以及所有義工。全賴他們的鼎力支持及慷慨解囊，本會才能持續進步，不斷拓展切合社會所需的服務。本會將繼續以堅定不移的態度履行使命，與政府及各界朋友一起為殘疾人士的福祉努力，齊心推動社會共融。

— Plans for Launching Services in Mainland China

In 2017/18, delegations of the Society visited the Beijing Disabled Persons' Federation, Comprehensive Service Centre for Persons with Disability in Shenzhen, and the University of Hong Kong-Shenzhen Hospital. The Society also held the first official meetings with the Jiangsu Disabled Persons' Federation and Nanjing Disabled Persons' Federation respectively, and was thrilled to receive warm support from these two important organisations for the launch of rehabilitation services in Jiangsu province and further professional exchange. The Society is currently seeking legal advice on matters such as service provision and collaboration with organisations in Mainland China to gain the thorough understanding needed for the next step.

Conclusion

Looking back on my chairmanship in the past three years, I felt honoured to work with our President, Vice President, Spiritual Adviser, and members of the Council and Committees, and pleased to witness the 40th anniversary of the establishment of the Society and to be involved in various corporate matters such as the enhancement of corporate governance and expansion of services. I would like to express my sincere gratitude to them for their trust and confidence in me, and for their selfless dedication to the Society in the pursuit of continuous refinement of governance and quality of services. On behalf of the Council, I wish to express my appreciation to all staff members for their utmost efforts to fulfil their duties and actualise the core values of the Society.

The Society is now embarking on the formulation work for the next three-year strategic plan (2019-2022) and the preparation work for the Council Retreat to be held in October 2018. The Council Retreat aims to review the status quo and positioning of the Society's services, thereby consolidating our strengths and service effectiveness. Given the active participation and support of all stakeholders, the Society is confident of implementing the next three-year strategic plan to prepare itself for future challenges and opportunities.

Last but not least, on behalf of the Society, I would like to extend our heartfelt gratitude to the HKSAR Government and all government departments, The Lotteries Fund, The Hong Kong Jockey Club Charities Trust, all donors including individuals and organisations, and all volunteers. Your staunch support and generous donations make it possible for the Society to continuously improve and expand our services to best meet the needs of the community. The Society will work unceasingly to accomplish its mission with unswerving determination. Together with the concerted efforts of the Government and the public, we strive for the optimal well-being of persons with disabilities and to foster social inclusion within the community.

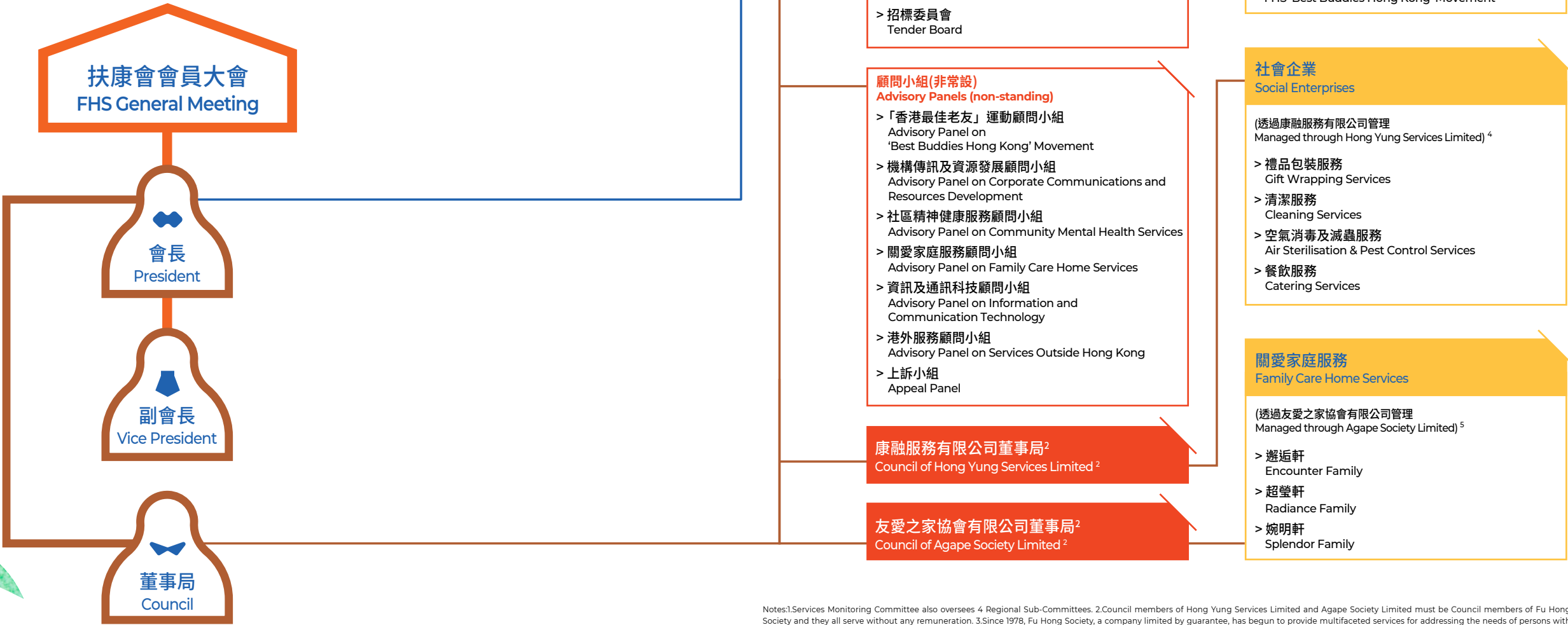


機構管治架構

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），致力加強機構的透明度，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。下圖概述本會的機構管治架構及主要服務的管理要點：

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 below:



備註:1.服務監察委員會亦監督四個區域小組委員會。2.康融服務有限公司及友愛之家協會有限公司的董事局委員必須為扶康會董事局委員，全屬非受薪董事。3.扶康會於1978年註冊成為擔保有限公司，一直致力提供多元化康復服務，積極為殘疾人士及其家人的需要而努力。現時，本會大部分的服務均由社會福利署資助。服務詳情載於本年報第51至115頁。4.扶康會於2003年成立一所相關的擔保有限公司—康融服務有限公司(簡稱「康融」)，用作營運社會企業，為殘疾人士提供各種就業機會，讓他們發揮潛能，融入社會。康融是本會的其中一項自負盈虧服務。5.扶康會於2006年成立另一所相關的擔保有限公司—友愛之家協會有限公司，主要代表本會管理關愛家庭服務。這項計劃是本會的其中一項自負盈虧服務，現時獲香港賽馬會慈善信託基金贊助部分經費。

Notes:1.Services Monitoring Committee also oversees 4 Regional Sub-Committees. 2.Council members of Hong Yung Services Limited and Agape Society Limited must be Council members of Fu Hong Society and they all serve without any remuneration. 3.Since 1978, Fu Hong Society, a company limited by guarantee, has begun to provide multifaceted services for addressing the needs of persons with disabilities and their families. The majority of services are now funded by Social Welfare Department. Service details are shown on P.51 to P.115 of this Report. 4.In 2003, Fu Hong Society established a related company, i.e., Hong Yung Services Limited (Hong Yung), also a company limited by guarantee, to look after all social enterprise works for unleashing the potential of persons with disabilities and to promote social inclusion through providing various employment opportunities. Hong Yung is one of the Society's self-financed projects. 5.In 2006, Fu Hong Society established another related company limited by guarantee, Agape Society Limited, with the main responsibility of managing Family Care Home Services on behalf of Fu Hong Society. The Family Care Home Project is one of the Society's self-financed projects and is now partially funded by the Community Project Grant of The Hong Kong Jockey Club Charities Trust.

機構管治成員
Corporate Governance Members

贊助人 Patron

香港特別行政區行政長官

林鄭月娥 女士 大紫荊勳賢 GBS

Chief Executive of HKSAR

The Honourable Mrs. Carrie LAM CHENG Yuet-ngor GBM, GBS

會長
President

葉恩明 醫生 JP
Dr. IP Yan-ming JP

副會長
Vice President

王淦基 醫生 JP
Dr. WONG Kam-kee, Simon JP

主席
Chairman

郭鍵勳 博士 BBS, JP
Dr. KWOK Kin-fun, Joseph BBS, JP

副主席
Vice Chairman

施家殷 先生 MH
Mr. SZE, Kyran MH

義務秘書
Hon Secretary

王林小玲 女士 MH
Mrs. WONG LAM Siu-ling, Cecilia MH

義務司庫
Hon Treasurer

陳雪湄 女士
Ms. CHAN Suet-mei, Jane

神師
Spiritual Adviser

方叔華 神父 BBS
Fr. Giosuè BONZI PIME BBS

董事局委員
Council Members

李百瀨 先生 MBE, JP
Mr. LI Pak-ho, Simon MBE, JP

林振敏 先生 SBS, QFSM, CPM
Mr. LAM Chun-man, Anthony SBS, QFSM, CPM

許國賢 神父
Fr. Fernando CAGNIN PIME

陳紹沅 先生
Mr. CHAN Siu-yuen, Stephen

許盧萬珍 博士
Dr. HUI LO Man-chun, Jenny

陳達文 先生
Mr. CHAN Tat-man, Pele

冼權鋒 教授
Prof. SIN Kuen-fung, Kenneth

李春霖 先生
Mr. LEE Chun-lam, John

王明燦 醫生
Dr. WONG Ming-cheuk, Michael

范德穎 醫生
Dr. FAN Tak-wing, William

胡君仲 先生
Mr. WU Kwan-chung, Derek

錢國強 先生
Mr. CHIEN Kwok-keung, Kenny

盧鴻業 先生
Mr. LO Hung-yip

梁媛雯 女士
Ms. LEUNG Wun-man, Emba

榮譽顧問
Hon Advisers

羅友聖 先生 MH
Mr. Joseph SALAROLI MH

余柏銓 先生
Mr. YU Pak-chuen, Henry

榮譽法律顧問
Hon Legal Adviser

梁肇漢律師樓
Messrs S H Leung & Co

核數師
Auditor

謝盧會計師事務所
Tse Lo CPA Ltd,
Certified Public Accountants

委員會委員 Committee Members	扶康會委員會 Committees of Fu Hong Society														康融服務有限 公司董事局 Council of Hong Yung Services Limited	友愛之家 協會有限公司 董事局 Council of Agape Society Limited
	常務委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)							
姓名 Name	AC	BD& MC	CPD	F&IC	HRC	NC	SMC	TB	BBHK	CR&D	CMHS	FCHS	I&CT	SOHK		
郭健勳 博士 BBS,JP Dr. KWOK Kin-fun, Joseph BBS,JP	*															
施家殷 先生 MH Mr. SZE, Kyran MH																
王林小玲 女士 MH Mrs. WONG LAM Siu-ling, Cecilia MH																
陳雪湄 女士 Ms. CHAN Suet-mei, Jane																
李百灝 先生 MBE,JP Mr. LI Pak-ho, Simon MBE,JP																
林振敏 先生 SBS, QFSM, CPM Mr. LAM Chun-man Anthony SBS, QFSM, CPM																
許國賢 神父 Fr. Fernando CAGNIN PIME																
陳紹沅 先生 Mr. CHAN Siu-yuen, Stephen																
許盧萬珍 博士 Dr. HUI LO Man-chun, Jenny																
陳達文 先生 Mr. CHAN Tat-man, Pele																
冼權鋒 教授 Prof. SIN Kuen-fung, Kenneth																
李春霖 先生 Mr. LEE Chun-lam, John																
王明燦 醫生 Dr. WONG Ming-cheuk, Michael																
范德穎 醫生 Dr. FAN Tak-wing, William																
胡君仲 先生 Mr. WU Kwan-chung, Derek																
錢國強 先生 Mr. CHIEN Kwok-keung, Kenny																
盧鴻業 先生 Mr. LO Hung-yip																
梁媛雯 女士 Ms. LEUNG Wun-man, Emba																
方叔華 神父 BBS Fr. Giosuè BONZI PIME BBS																
方志剛 先生 Mr. FONG Chi-Kong, Derry																
王陳芝英 女士 Mrs. WONG CHEN Chi-ying																
呂明 博士 Dr. LUI Ming, Ann																
李世昌 先生 Mr. LI Sai-cheong, Barry																
李常友 醫生 Dr. LI Seung-yau, Derek																
李燕瓊 教授 Prof. LEE Yin-king, Linda																
沈靜姿 女士 Ms. SHUM Ching-chi, Nancy																
林水祥 先生 Mr. LAM, Raymond																
林柏榮 神父 Fr. Fabio FAVATA PIME																
林國偉 先生 Mr. LAM Kwok-wai, Denny																
林碧菁 女士 Ms. LIM Pek-ching, Dayna																

		扶康會委員會 Committees of Fu Hong Society														康融服務有限公司董事局 Council of Hong Yung Services Limited	友愛之家協會有限公司董事局 Council of Agape Society Limited
		常務委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)							
姓名 Name		AC	BD&MC	CPD	F&IC	HRC	NC	SMC	TB	BBHK	CR&D	CMHS	FCHS	I&CT	SOHK		
吳錫汶 女士 Ms. NG Shik-man	◎																
容美鳳 女士 Ms. YUNG Mei-fung	◎																
徐玉卿 女士 Ms. TSUI Yuk-hing																	
徐慕菁 醫生 Dr. CHUI Mo-ching, Eileena																	
梁郭淑燕 女士 Mrs. LEUNG KWOK Sok-yin	◎																
陳玉堂 先生 Mr. CHAN Yuk-tong																	
陳玉蘭 女士 Ms. CHAN Yuk-lan																	
陳惠芳 女士 Ms. CHAN Wai-fong, Christina																	
陳煒國 先生 Mr. CHAN Wai-kwok, Kenneth																	
陳曉峰 先生 Mr. CHAN Hiu-fung, Nicholas																	
陸亞芳 女士 Ms. LUK Ah-fong	◎																
馮布玉娟 女士 Mrs. FUNG PO Yuk-kuen	◎																
黃光磊 先生 Mr. WONG Kwong-lui																	
楊全盛 先生 Mr. YEUNG Chuen-shing, Eric																	
楊綺玲 女士 Ms. YEONG Yi-ling, Eileen																	
葉慶林 先生 Mr. YIP Hing-lam, Peter																	
劉志強 博士 Dr. LAU Chi-keung																	
劉詩韻 測量師 JP Sr. LAU, Serena JP																	
歐成沛 先生 Mr. AU Sing-pui																	
蔡惠琴 女士 JP Ms. CHOI Wai-kam, Virginia JP																	
鄭建中 先生 Mr. CHENG Kin-chung																	
簡聚坤 醫生 Dr. KAN Chui-kwan																	
顧國偉 醫生 Dr. KU Kwok-wai																	
蘇漢章 先生 Mr. SO Hon-cheung, Stephen																	
石楊小玲 女士 Ms. SHEK YEUNG Siu-ling																	
朱美玲 女士 Ms. CHU Mi-ling																	
吳文堅 先生 Mr. NG Man-kin																	

備註
Remarks

★ 董事局主席 Council Chairman

▲ 委員會主席 Committee Chairman

▲ 委員會委員 Committee Member

■ 神師 Spiritual Adviser

◎ 家屬代表 Family Member Representative

AC 審核委員會 Audit Committee

BD&MC 建築拓展及維修委員會 Building Development & Maintenance Committee

CPD 策劃及發展委員會 Committee on Planning and Development

F&IC 財務及投資委員會 Finance & Investment Committee

HRC 人力資源委員會 Human Resources Committee

NC 提名委員會 Nomination Committee

SMC 服務監察委員會 Services Monitoring Committee

TB 招標委員會 Tender Board

BBHK 「香港最佳老友」運動顧問小組 Advisory Panel on 'Best Buddies Hong Kong' Movement

CR&D 機構傳訊及資源發展顧問小組 Advisory Panel on Corporate Communications and Resources Development

CMHS 社區精神健康服務顧問小組 Advisory Panel on Community Mental Health Services

FCHS 關愛家庭服務顧問小組 Advisory Panel on Family Care Home Services

I&CT 資訊及通訊科技顧問小組 Advisory Panel on Information and Communication Technology

SOHK 港外服務顧問小組 Advisory Panel on Services Outside Hong Kong

區域小組委員會委員芳名
Regional Sub-Committee Members

中區及南區

Central & Southern

梁郭淑燕 女士 主席 / 怡諾成人訓練中心家長代表
Mrs. LEUNG KWOK Sok-yin
Chairman / Parent Representative of RCYLATC

陸亞芳 女士 副主席 / 思諾成人訓練中心家長代表
Ms. LUK Ah-fong
Vice Chairman/Parent Representative of RCSLATC

謝譚佩卿 女士 社區義工
Mrs. TSE TAM Pui-hing
Community Volunteer

李雪英 女士 怡諾成人訓練中心家長代表
Ms. LEE Suet-ying
Parent Representative of RCYLATC

林麗娟 女士 思諾成人訓練中心家長代表
Ms. LAM Lai-kuen
Parent Representative of RCSLATC

李炯怡 先生 毅誠工場家長代表
Mr. LEE Kwing-yea
Parent Representative of RCNSW

蘇麗珍 女士 毅誠工場服務使用者代表
Ms. SO Lai-chun
Service User Representative of RCNSW

詹兆麟 先生 悅群之家服務使用者代表
Mr. Chim Siu-lun
Service User Representative of RCYKH

李宏標 先生 悅智之家服務使用者代表
Mr. LI Wang-biu
Service User Representative of RCYCH

林少珍 女士 悅行之家服務使用者代表 (至2018年4月)
Ms. LAM Siu-chun
Service User Representative of RCYHH (till April 2018)

陳英儀 女士 悅行之家服務使用者代表 (由2018年4月)
Ms.CHAN Ying-yea
Service User Representative of RCYHH (from April 2018)

吳國忠 先生 康晴天地會員代表
Mr. Ng Kwok-chung
Member Representative of SC

沙田、觀塘及港島東區

Sha Tin, Kwun Tong & Hong Kong Island East

馮布玉娟 女士 主席 / 順利成人訓練中心家長代表
Mrs. FUNG PO Yuk-kuen
Chairman / Parent Representative of SLATC

王陳芝英 女士 副主席 / 清蘭之家家長代表
Mrs. WONG CHEN Chi-ying
Vice Chairman / Parent Representative of CLH

阮林瓊娜 女士 靄華之家家長代表
Mrs. YUEN LAM King-na
Parent Representative of OWH

區美瓊 女士 興華成人訓練中心家長代表
Ms. AU Mei-king
Parent Representative of HWATC

石小蓮 女士 興華成人訓練中心家長代表
Ms. SHEK Siu-lin
Parent Representative of HWATC

吳鮑金枝 女士 樂華成人訓練中心家長代表
Mrs. NG PAO Kam-chee
Parent Representative of LWATC

謝永雄 先生 樂華成人訓練中心家長代表
Mr. CHE Wing-hung
Parent Representative of LWATC

張周惠芳 女士 秦石成人訓練中心及禾輦成人訓練中心家長代表
Mrs. CHEUNG CHOW Wai-fong
Parent Representative of CSATC and WCATC

王國才 先生 秦石成人訓練中心及禾輦成人訓練中心家長代表
Mr. WONG Kwok-choi
Parent Representative of CSATC and WCATC

麥佩英 女士 健持之家家長代表
Ms. MAK Pui-ying
Parent Representative of PH

戴秀華 女士 健持之家家長代表
Ms. TAI Sau-wah
Parent Representative of PH

張蔡秀珍 女士 順利成人訓練中心家長代表
Mrs. CHEUNG CHOI Sau-chun
Parent Representative of SLATC

荃葵青及九龍西區

Tsuen Wan, Kwai Ching & Kowloon West

徐玉卿 女士 主席 / 社區義工
Ms. TSUI Yuk-hing
Chairman / Community Volunteer

吳錫汶 女士 副主席 / 麗瑤成人訓練中心家長代表
Ms. NG Shik-man
Vice Chairman / Parent Representative of LYATC

羅王燕玲 女士 上李屋成人訓練中心家長代表
Mrs. LAW WONG Yin-ling
Parent Representative of SLUATC

鄺坤儀 女士 麗瑤成人訓練中心家長代表
Ms. KWONG Kwun-yea
Parent Representative of TYATC

韓周衛文 女士 麗瑤之家家長代表
Mrs. HON CHOW Wai-man
Parent Representative of LYH

何文 先生 麗瑤之家家長代表
Mr. HO Man
Parent Representative of LYH

柳林玲英 女士 祖堯成人訓練中心家長代表
Mrs. LAU LAM Ling-ying
Parent Representative of CYATC

鄧婉華 女士 澤安成人訓練中心家長代表
Ms. TANG Yuen-wah
Parent Representative of COATC

李漢權 先生 澤安成人訓練中心家長代表
Mr. LEE, David
Parent Representative of COATC

林碧球 女士 長沙灣成人訓練中心及友愛之家家長代表
Ms. LAM Pik-kau
Parent Representative of CSWATC and FTH

戚幼玲 女士 葵興職業發展中心家長代表
Ms. CHIK Yau-ling
Parent Representative of KHVDC

徐潔靈 女士 葵興職業發展中心家長代表
Ms. CHUI Kit-ling
Parent Representative of KHVDC

林亞妹 女士 長康之家家長代表
Ms. LAM Ah-mui
Parent Representative of CHH

湯戴夏萍 女士 長康之家家長代表
Mrs. TONG Tai Ha-ping
Parent Representative of CHH

譚黃麗卿 女士 石圍角工場及輔助就業服務家長代表
Mrs. TONG Tai Ha-ping
Parent Representative of SWKW and SE

屯門及元朗區

Tuen Mun & Yuen Long

何坤明 先生 主席 / 社區義工 (至2017年8月)
Mr. HO Kwan-ming
Chairman / Community Volunteer (till Aug 2017)

石楊小玲 女士 社區義工 (由2017年8月)
Mrs. SHEK YEUNG Siu-ling
Chairman / Community Volunteer (from Aug 2017)

容美鳳 女士 副主席 / 天水圍地區支援中心家長代表
Ms. YUNG Mei-fung
Vice Chairman / Parent Representative of TSWDSC

陳王美華 女士 天耀之家家長代表
Mrs. CHAN WONG Mei-wah
Parent Representative of TYH

關陳金好 女士 天耀之家家長代表
Mrs. KWAN CHAN Kam-ho
Parent Representative of TYH

吳炳珍 女士 山景成人訓練中心家長代表
Ms. NG Ping-chun
Parent Representative of SKATC

王玉嫦 女士 良景成人訓練中心家長代表
Ms. WONG Yuk-sheung
Parent Representative of LKATC

何家明 先生 良景成人訓練中心家長代表
Mr. HO Ka-ming
Parent Representative of LKATC

張志偉 先生 潔康之家家長代表
Mr. CHANG, Kelvin
Parent Representative of KHH

黃銘德 先生 潔康之家家長代表
Mr. WONG Ming-tak
Parent Representative of KHH

魏婉玲 女士 柔莊之家家長代表
Ms. NGAI Yuen-ling
Parent Representative of YCH

本會遵照新《公司條例》要求和實施社會福利署（社署）推行的《最佳執行指引》，致力達到高水平的機構管治，向各個持份者負責。此部分總結了本會於2017/18年度的機構管治工作情況。

The Society complied with the Hong Kong Company Ordinances and the Best Practice Manual of the Social Welfare Department (SWD) to maintain high standards of corporate governance and to be accountable to stakeholders. Here is a summary of the corporate governance practices of the Society in 2017/18.

董事局

● 職責

按本會章程細則規定的方向和權力，董事局負責管理本會事務，並肩負整體及最終的責任。

● 董事局委員

董事局匯聚十八位不同專業界別的委員。董事局特意安排及邀請不同背景的專業人士處理事務，旨在以相關的知識及平衡的觀點，協助本會管理各種事務，同時保持決策過程的獨立客觀。

● 委任條款

本會會員屬義務性質，通過周年大會監察本會，並授權董事局管理本會會務。董事局委員由會員於周年大會選出。而董事局之上設有會長及副會長，同樣於周年大會選舉產生，負責支援董事局帶領高級管理層實踐由本會會員確立的願景、使命和目標。

委員會

為加強機構管治，本會於2017年進行董事局附屬架構重組的工作。在新的架構下，本會設立了八個委員會及七個顧問小組處理本會事務。當中除審核委員會外，各委員會/顧問小組委員均由董事局委任。委員會/顧問小組須向董事局匯報，分別負責監督不同範疇的運作及職能，或從專業角度處理特別個案；當中，為了維持機構管治的獨立性，審核委員會直接向會長匯報。而在2017/18年度（截至2018年9月30日），整體委員會會議的平均出席率超過七成。

The Council

● Role

The Council has overall, ultimate responsibility in managing the businesses of the Society in accordance with the Articles of Association.

● Council Members

The Council had 18 members from various professional backgrounds. The diversity is deliberate, so as to avail the Society of various kinds of expertise necessary to manage the multifarious activities of the Society in a fair, objective and balanced manner.

● Terms of Appointment

Members of the Society serve on a voluntary basis. Through General Meetings of the Society, the Members govern the Society, but delegate their authority to manage the Society to a Council which resembles a board of directors. Above the Council, there are President and Vice President(s), who are also elected at Annual General Meetings, and are tasked to support the Council in leading Senior Management to achieve the vision, mission and objectives of the Society as determined by the Society Members.

Committees

In order to strengthen corporate governance, plans for the optimisation of the Council substructure were implemented in 2017. Under the new structure, the Society established 8 committees and 7 advisory panels to support the work of the Council. Members of these Committees, except those of the Audit Committee, were appointed by the Council. The committees oversee various operations and functions, and deal with special cases from their professional perspectives. Two Corporate Governance Committees perform their respective duties. To maintain independence, the Audit Committee reports to the President directly. The average overall attendance rate in 2017/18 at meetings of these committees and panels was over 70% (as at 30 September 2018).

內部管控及風險管理

本會設有完善而具制衡作用的內部監控機制，有利於維護本會資產、持份者利益，以及符合規則和條例、法律或其他方面的要求。本會因應運作及條例的轉變，持續檢視整個內部監控機制。因完善的內部監控系統是有賴於對會方所面臨的風險的性質及程度進行全面及定期的評估，於2017/18年度，由本會高級管理層組成的核心團隊在專業顧問的協助下建立企業風險管理框架，有助會方識別、評估、應對及匯報可能影響本會實現其目標之風險。

董事局對評估及釐定本會於達成策略目標過程中所願意承擔之風險性質及程度有最終決定權，亦須確保本會設立及維持合適有效的風險管理系統。

策劃發展委員會協助董事局監督機構的風險管理，就本會的風險相關事宜向董事局提供意見，同時亦負責審批企業風險管理政策及框架，並確保本會之風險管理系統有效地執行。委員會亦會審視會方的主要風險，確保其維持在承受程度之內，並向董事會匯報須特別關注的重大及正當冒起的風險。

三道防線

本會的內部管控及風險管理架構是專為管理及減低運作風險而設，這架構採用「三道防線模式」。

作為第一道防線，各部門/服務單位主管負責管理所屬單位/職能範圍內的有關風險。身為風險責任人，他們識別及評估可能對達成其服務目標有潛在影響的風險，並於日常營運中執行監控程序以緩解並監察風險。他們定期進行風險評估，以評量其用於緩減已識別風險的現行監控措施的有效性。

作為第二道防線，風險管理職能就企業風險管理作出審視及提出具建設性的方案，以更有效地識別和減低風險。確保本會能妥善地識別所有對會方有重大影響的風險，並協助制定適當的內部控制和減緩措施。

作為第三道防線，內部審核部的角色為就風險管理及內部監控系統之足夠性及有效性進行獨立審核及評估。在風險管理方面，內部審核部會評核會方現行的風險管理系統是否已妥善識別和評估所有主要的風險，及現行監控措施是否行之有效。

Internal Controls and Risk Management

The Society's well-established internal control system of checks and balances, safeguards the assets of the Society and the interests of stakeholders, and also ensures compliance with statutory and non-statutory rules and regulations. The entire system is constantly under review to continuously improve operations and regulations. The Society established an Enterprise Risk Management framework in 2017/18 to identify, assess, respond to and report on risks that might affect the Society in the pursuit of its objectives and goals.

The Council decides on material risks that warrant attention and supervises the risk management process to effectively deals with risks to ensure the achievement of the Society's objectives.

The Committee on Planning and Development assists the Council in overseeing organisational risk management and advises the Council on risk management matters. It reviews and approves risk management-related policies and procedures, and monitors the effectiveness of the risk management system. It also reviews the significant risks of the Society and ensures that there are adequate and effective control measures to mitigate these risks. It also alerts the Council of any emerging risks and issues.

Three Lines of Defence

The Society's internal control and risk management structure is designed to manage and mitigate operational risks. The structure adopts a best practice known as the 'Three Lines of Defence Model'.

The 1st line of defence: heads of service units or corporate functions manage risks within their own units or functions. As risk owners, they identify and evaluate risks which may potentially impact the successful achievement of their service objectives, and mitigate and monitor these risks by executing control procedures in their day-to-day operations. They conduct risk assessment and control self-assessment on a regular basis to evaluate the effectiveness of controls put in place to mitigate the identified risks.

The 2nd line of defence: the Risk Management function is responsible for developing ways to identify and mitigate risks more effectively. This supports the Society's management and assessment of known and emerging risks, and assists in developing appropriate internal controls and mitigating measures.

The 3rd line of defence: the Internal Audit function conducts independent review of the Society's risk management process to ascertain its effectiveness. Its role includes assessing and reporting on the effectiveness of the identification, assessment and management of risks, and reviewing the effectiveness of the controls.

外部評估

每年社署對選定的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2017/18年度，本會有兩所服務單位曾進行上述評估探訪，署方非常滿意本會各方面的表現。另外，本會於周年會員大會委任謝盧會計師事務所有限公司為回顧年度內的外聘核數師，為本會及相關公司進行法定賬目審計。

促進溝通

本會對外透過網站及不同的途徑，包括出版《扶康通訊》、年報及其他刊物、進行問卷調查、舉辦傳媒午宴等，向大眾發放本會最新消息和發展，以加深大眾及政府了解殘疾人士不斷變化的需求、本會服務發展及成果。而本會對內採取雙向溝通，透過董事局/委員會定期會議、各個員工會議、服務單位家長代表和扶康家長會代表，收集不同持份者包括服務使用者及其家人、員工及董事局/委員會委員的意見，與他們保持有效溝通。

問責性及透明度

本會設有明確的審批權限，有利於機構事務及營運。董事局監督本會的整體表現、策略方向及發展，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。經過多年的經驗，各方在履行應盡義務及責任時，均對董事局/委員會和高級管理層的職責和權限分工表現充分理解及明白。

本會以公開及具透明度的方式發放相關資訊、財務狀況及其他資料。本會官方網站經常並定期更新有關營運及表現、企業合作夥伴和義工活動的資訊、本會通訊及年報。投訴會交由負責的管理人員及/或董事局/委員會委員作適時回應及徹查，並採取必要的補救措施及跟進工作。

Reviews by External Parties

The SWD conducts regular reviews and unannounced visits to selected service units annually. The SWD also conducts accounting inspection once every 2 to 3 years. In 2017/18, SWD visited 2 service units of the Society and was very satisfied with the Society's performance. Tse Lo CPA Limited was appointed as our external auditor of the Society and its related companies at our 2017/18 Annual General Meeting.

Communication

Latest news and developments of the Society are made public through the Society's website, the Fu Hong Newsletter, Annual Report and other publications, as well as surveys, media luncheons and so on. This is to help the public and the Hong Kong Government to know the Society's achievement and to better understand the changing needs of persons with disabilities, and consequently the needs of service development. Within the Society, we use two-way communication to collect different views of stakeholders, including service users and their families, staff members and Council/Committee members. We hold regular Council/Committee meetings, staff meetings and meetings with parent representatives from service units and the Fu Hong Parents' Association.

Accountability and Transparency

The Society has 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 the agreed vision, mission and objectives. Senior Management, on behalf of the Council, administers services and supports operations to implement strategies and projects approved by the Council. Through years of experience, the division of power and responsibilities among the Council, Committees and Senior Management is clearly understood and appreciated by the respective parties in the discharge of their obligations and duties.

The Society adopts an open and transparent approach to disclosing relevant information, financial and otherwise. Information relating to the Society's operations and performance, corporate partnership and volunteer activities is regularly updated, as are our newsletters and annual reports as published on our official website. Complaints are handled promptly by responsible managerial staff or Council/Committee members as appropriate, with proper and thorough investigations, and the necessary remedial action.

企業管治交流

本會董事參與多項與企業管治常規有關的專業發展研討會，以持續更新並提升有關知識及技能。部分董事出席由政府機構、專業團體及業界組織籌辦與企業管治、法律、規則及規定、會計、財務、管理或其他專業技能有關的研討會及會議，與各界專業人士交流及分享企業管治的經驗及心得。本會義務司庫陳雪湄女士更於香港社會服務聯會非政府機構董事會網絡計劃主辦的「持份者溝通與年報資料披露」研討會及「非政府機構顧問服務」簡介會上擔任主講嘉賓。其他本會董事出席的企業管治活動包括「機構管治人對談系列三－評估機構的成效表現」、「良管善治透視－整筆撥款下的管治責任和風險管理」研討會、「總裁對談午餐會系列」等。

營運效率

在工作流程上，更換全新的財務管理及人力資源管理系統的第二階段工作已於2017年底試行。新的財務管理系統新增固定資產管理及採購功能，加強管理。為了簡化日常工作及既定程序，人力資源管理系統亦增加了員工自助服務的功能，職員可自行經內聯網，獲取個人資料和糧單、申請假期及報讀內部的培訓課程，以提高工作效率。

本會毅誠工場與香港物流及供應鏈管理應用技術研發中心合作，建立倉存管理系統以作培訓服務使用者之用。該系統由創新及科技基金資助，應用射頻識別技術讓服務使用者進行倉存管理，系統已於2018年4月在毅誠工場開始啟用。

為了改進個案管理系統和內聯網，本會已取得社會福利發展基金第三階段的資助，把「國際健康功能及身心障礙分類系統」的框架應用於個案管理系統。通過採用「以人為本」的方法，提高服務的規劃、實施、監察和評估的效率和成效，不但服務使用者受惠，並讓跨專業人員協同工作，提供適時的介入治療。此外，新的內聯網於應用上將更為簡便，員工能更好地進行溝通，傳遞資訊和分享知識，從而提高工作協作及效率。預期該兩套系統將於兩至三年內完成。

Corporate Governance Exchange

The Society encourages its Directors to participate in a wide range of professional development seminars relating to the Hong Kong law and corporate governance practices so that they may continuously keep up-to-date their relevant knowledge and skills. Directors attended seminars and conferences organised by government authorities, professional bodies and industrial organisations in relation to corporate governance, changes in laws, rules and regulations, and accounting, financial, management or other professional skills. Ms. Jane Chan, Hon Treasurer of the Society, was invited to be the guest speaker for the Seminar 'Effective Stakeholder Communications through Annual Report Disclosure' and the Briefing Session on 'Advisory Service Programme' organised by the NGOs Governance Platform Project of The Hong Kong Council of Social Service. Professional seminars attended by our Directors include the 'Dialogue Series on NGO Board Governance – Dialogue Three: Organisation Performance Assessment', 'Seminar on Governance Responsibilities & Risk Management under the Lump Sum Subvention System', 'CEOs Meet CEOs Luncheon', among others.

Operational Efficiency

In terms of work procedures, the second phase of the implementation of the new Financial Management System (FMS) and Human Resources Information System (HRIS) kicked in at the end of 2017. The new FMS includes a new way of managing fixed assets and procurements that will strengthen our control mechanism. Furthermore, Employee Self-Service, added as a new HRIS function, allows employees to access their personal records and payroll information, apply for leave and holidays, as well as training courses. This simplifies routines and procedures and increases work efficiency.

To facilitate the vocational training of persons with disabilities in Asset Management, the Society cooperated with the Hong Kong R & D Centre for Logistics and Supply Chain Management Enabling Technologies Ltd. to develop the use of Radio Frequency Identification in the Asset Management System for our Ngai Shing Workshop (NSW) with donations from the Innovation and Technology Fund. The new system was implemented in NSW in April 2018.

To revamp the Case Management System (CMS) and Intranet Portal, the Society secured funding support from Phase 3 of the Social Welfare Development Fund. Both systems are expected to be completed in 2 to 3 years. The new CMS will adopt the International Classification of Functioning, Disability and Health (ICF) framework in case management. This enhances the effectiveness and efficiency of service planning, implementation, monitoring and evaluation for the benefit of service users by adopting a people-oriented approach as well as allowing multi-disciplinary professionals to work collaboratively and to make timely interventions. In addition, the new Intranet Portal will be more user-friendly and will enable better communication, as well as information and knowledge sharing, so as to enhance networking and efficiency.



僱員關係及發展

「關懷尊重」一直是本會人力資源政策堅守的理念，本會能夠為服務使用者提供專業及優質的服務，全賴員工專業的服務精神和高水平的工作效能，故此員工是機構寶貴的資本同時，本會亦支持共融就業，透過提供就業機會予殘疾人士，讓他們發揮所長，促進殘疾人士平等就業。

年度工作重點

更新人力資源管理系統

員工自助服務已於2018年6月全面實行，員工可透過新系統自行查閱個人檔案、申請假期、報讀培訓課程及申請培訓津貼；此外，新系統亦為管理層提供更精確的管理資料和數據作分析之用，並可更有效地處理工傷個案。

檢討管理架構

為配合服務發展及提升管治質素，由2017年10月1日起，港島東區服務總監關志生先生調任為輔助醫療服務的服務總監，負責督導輔助醫療專業團隊，及發展輔助醫療服務及項目。本會亦同時增加一個服務總監職位，連同其餘五位服務總監，共同負責不同區域及專業的服務，為殘疾人士的福祉而努力。

此外，董事局亦決議設副總幹事(能力發展)一職。經過既定的公開招聘及遴選程序後，落實由服務總監麥潤芸女士出任，連同副總幹事(服務營運)徐群燕女士，共同協力帶領本會全體員工，竭誠為殘疾人士提供專業優質的服務。

Staff Relations and Development

‘Care and respect’ are the key values underpinning the Society’s human resources policies. The Society recognises that employees are its most valuable resource, and that delivery of professional and quality services is only possible when staffed by a highly professional and efficient team. FHS as a staunch supporter of inclusive employment and equal opportunities, also employs persons with disabilities and provides opportunities for them to realise their full potential.

Key Tasks for the Year

Updating of Human Resources Management System

In June 2018, the Society’s self-service system for employees became fully operational. All staff may now access and check their own personal records, apply for leave, training courses and training sponsorship via the system. In addition, management can access management information and data for analysis with greater precision, and handle incidents such as workplace injuries more effectively.

Review of Management Structure

To meet the new demands of service development and to enhance management quality, Mr. KWAN Chi-sang Aldous, Service Director (Hong Kong East), took up his new role as Service Director (Paramedical Services) on 1 October 2017, a position in which he would oversee and develop the paramedical services team and paramedical programmes. At the same time, a new Service Director was recruited to join the original 5 Service Directors in leading professional services in their respective districts for the welfare of persons with disabilities.

In addition, the Council approved the creation of a new position – Deputy Chief Executive Officer (Capacity Development). After going through the requisite open recruitment and selection process, Service Director Ms. MAK Yun-wan Silvia was appointed to the role. She works with Ms. TSUI Kwan-yin Frankie, Deputy Chief Executive Officer (Service Operation), to lead in delivering professional and quality services to persons with disabilities.

扶康傳承—人才儲備及培訓計劃

為了更有系統地培訓優秀的管理員工，以傳承機構的理念、使命和有效地實施管治，讓本會健康地持續發展，本會於2016年9月首辦了一個為期十八個月的「扶康傳承：人才儲備及培訓計劃」。這項計劃選取表現優秀、有強大發展潛質及自我提升動機的专业員工參與，透過多元化的密集培訓，以擴闊他們的思維和眼界、強化個人能力、提升管理知識和技巧，並激勵他們為承擔更高層次及重要的職務作好準備。

「人才儲備及培訓計劃」共吸納了二十一位來自不同職級的专业員工參加，他們都是經所屬主管提名或自薦申請，經審核後，全部均獲會方接納。計劃內容包括專業培訓課程、於會內不同性質的服務單位實習，及於四所外間機構(香港復康會、香港盲人輔導會、新生精神康復會及香港耀能協會)進行短期學習交流等，同時亦安排了資深管理人員為每位參加者作領航教練，定期分享工作經驗、心得和提供指導。

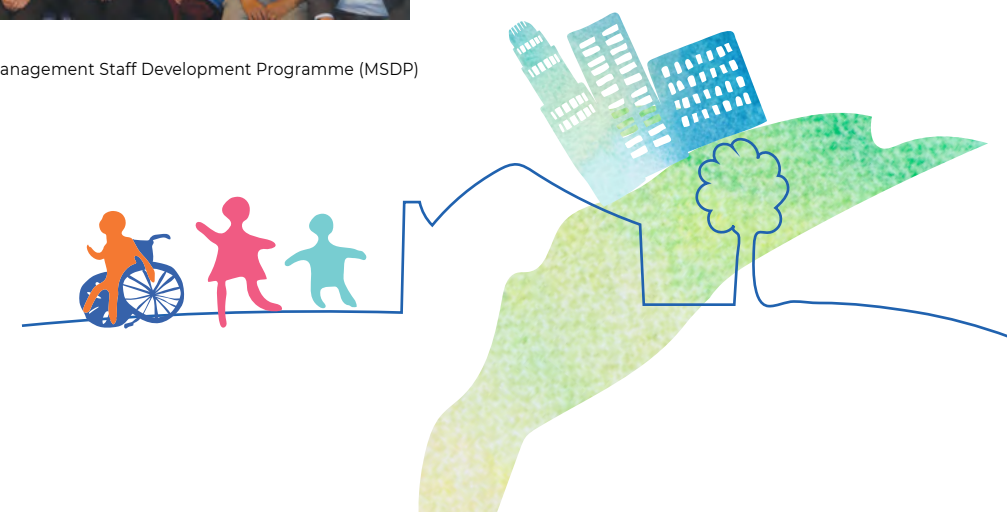
Launch of the ‘Succession for a Brighter Tomorrow: Management Staff Development Programme’

To nurture outstanding management staff in a more systematic manner, and to realise the vision and mission of the Society, while exercising effective corporate governance, for its healthy and continued development, the first 18-month staff training programme ‘Succession for a Brighter Tomorrow: Management Staff Development Programme’ was launched in September 2016. Staff showing high-potential with a strong track record and keen interest in improving themselves were shortlisted for the programme. Those selected underwent diversified and intense training to give them more exposure and new perspectives, to strengthen their abilities, and enhance their management knowledge and techniques, thus preparing them for higher level roles.

Twenty-one employees of various levels participated in the ‘Management Staff Development Programme’. The candidates were either nominated by their supervisors or self-nominated, and all applications were duly evaluated by the organisers. The programme was varied, including professional training courses, internal placement at service units offering different services, and an inter-agency exchange programme involving 4 external organisations, namely The Hong Kong Society for Rehabilitation, The Hong Kong Society for the Blind, SAHK and New Life Psychiatric Rehabilitation Association. A member of senior management was assigned to each participant as mentor to guide them and share work experiences and valuable views.



扶康傳承：人才儲備及培訓計劃
Succession for a Brighter Tomorrow — Management Staff Development Programme (MSDP)



關顧員工需要

本會在關愛員工的大前提下，不時檢視及提升員工的福利及聘用條款。

由2017年8月1日起，本會的合約全職及兼職員工，在工作表現達標的情況下，可由過往需要服務滿五年方能轉為長約員工的安排，縮減至服務滿三年即可。

為配合員工在策劃未來的退休儲備時能按個人需要作出適切的選擇，本會於2018年2月1日起，在原有的強積金計劃-滙豐強積金智選計劃，增設多一個強積金計劃-宏利環球精選（強積金）計劃。為此，本會安排了共十二場簡介會，並在不同服務單位設置諮詢站供員工查詢強積金資料。

員工溝通

建立雙向溝通

為加強員工的凝聚力及團隊精神，本會設立多元化的溝通渠道，包括新入職員工導向、員工分享大會、「扶康講場」及職員事務諮詢及發展會議等；透過與管理層雙向的溝通，收集員工的意見，及讓員工更了解機構理念、使命及政策。

— Caring for Staff Members' Needs

Caring for employees is a core value of the Society, thus staff benefits and employment terms are reviewed and upgraded periodically.

From 1 August 2017, all full-time and part-time contract staff who performed well will be offered permanent employment terms upon completion of 3 years of service (previously 5 years).

To support employees' planning for their retirement needs, the Society offered the new Manulife Global Select (MPF) Scheme with effect from 1 February 2018. The scheme is in addition to the original MPF scheme – the HSBC Mandatory Provident Fund (SuperTrust Plus). To help the staff better understand MPF, the Society organised a total of 12 briefing sessions and set up consulting counters at various service units for staff's further enquiries.

Staff Communication

— Developing Two-Way Communication

To strengthen cohesion and team spirit, the Society established diverse communication channels with staff, including: Orientation Day for new staff, All Staff Meetings, Fu Hong Focus Groups, Staff Consultative and Development Committee, etc. Through two-way communication, staff views were gathered, well reaching the management whilst staff members get a better understanding of the Society's vision, mission and policy.

不同職級的員工參與「扶康講場」，積極發表意見
Staff members of various job levels attended the 'Fu Hong Focus Group' and expressed their views actively



與總幹事對話 — 充份重視員工的聲音
Listening to the voices of staff members through direct dialogue with the Chief Executive Officer



與總幹事對話

為更了解員工的需要，總幹事陸慧妍女士以開放、持平的態度聆聽員工意見，與各階層員工建立和保持良好的溝通。在2017/18年度，總幹事先後舉辦四次全體員工分享大會、三次職員事務諮詢及發展會議及十一次「扶康講場」，讓不同職級的員工可以與總幹事直接對話，就改善服務質素、員工福利及工作發展提出意見。

— Dialogue with Chief Executive Officer

To better understand the needs of staff, Ms. LUK Wai-yin Becky, the Chief Executive Officer, created opportunities for staff to share their opinions in an open and fair forum. She also established and maintains good communication channels with staff of all levels. In 2017/18, 4 All Staff Meetings, 3 Staff Consultative and Development Committee meetings and 11 Fu Hong Focus Groups were held, providing all members of staff with opportunities to engage the Chief Executive Officer directly on topics of interest, such as service quality, employee benefits and staff development.

關懷與獎勵

在2017/18年度，本會共有一百五十位員工獲頒長期服務獎，當中為本會服務三十年或以上的資深員工共有五位，其中包括一位為已服務三十五年的員工。本會於本年度舉辦多項活動，包括玻璃盆景製作班、手作皮革製作班及週年員工聚餐等，期望員工於工作與生活之間獲得平衡。

Care and Reward

A total of 150 employees received Long Service Awards in 2017/18. Among them, 5 have been serving the Society for more than 30 years; 1 in particular for 35. To encourage work-life balance, the Society organised a number of activities, including glass bonsai classes, hand-made leather wallet classes and the Annual Staff Dinner.



工餘暢聚，輕鬆學習有趣又實用的皮革手工藝
Making our own DIY leather wallets together during our leisure time



發揮創意完成了精緻的盆景製作，分享成果
Sharing of joy after finishing the exquisite glass bonsais



35年
服務獎得獎員工
35-Year Long
Service
Award

姚偉文 先生 Mr. YEW Wai-man, Raymond
思諾成人訓練中心 — 高級服務經理
Senior Service Manager of Si Lok Adult Training Centre

回顧過去在服務嚴重智障/自閉症人士的歲月中，有一句說話已成為自己工作上的座右銘：「若把訓練欠成效歸咎學員的問題是最容易的事情，因為他們不會提出任何申辯。但與此同時，我們有否檢討所用的方法呢？」願以此互勉。

In all my years serving persons with severe intellectual disabilities and autism spectrum disorders, I always kept these words close to my heart: "It's easy to attribute ineffective training to the problems of our service users, since they will not try to defend themselves. But firstly can we say that we have truly reflected on our approach?" I hope these words help you as much as they helped me.



30年
服務獎得獎員工
30-Year Long
Service
Award

陳紹池 先生 Mr. CHAN Siu-chee, Eddie
興華成人訓練中心 — 福利工作員
Welfare Worker of Hing Wah Adult Training Centre

多謝扶康會給予我這機會為智障人士服務三十年，本人很高興能與服務單位、同事和服務使用者一同經歷、學習和成長。

I would like to thank the Society for providing me the opportunity to serve persons with intellectual disabilities these 30 years. I am so happy to have this experience and to learn and grow together with the service unit, my colleagues and our service users.

時光飛逝，一轉眼在扶康會工作已三十年了，回想當初在樂華成人訓練中心當本會第一位導師，面對學員時顯得一籌莫展，後得上司悉心指導，使我對智障人士的需要掌握得更為透徹，至今於處理學員不同的情況上也能得心應手。其後我轉往石圍角工場工作，工作模式與樂華中心有所不同。在石圍角工場，我接觸到不同的訓練範疇，包括清潔、包裝、餐飲、洗車、皮革及木工工藝等等，我現時負責工場的環保工作室，專職訓練工友的木工工藝。今年石圍角工場獲香港賽馬會撥款進行翻新工程，期待到時的一番新景象，同時也衷心祝願扶康會會務發展順利。

Time flies, and it has been 30 years since I started working at Fu Hong Society. I recall that when I became the first instructor at Lok Wah Adult Training Centre, I had no clue at all what to do with the service users. With guidance from my supervisor, I gradually understood the needs of persons with intellectual disabilities. Now, I am able to handle service users in various situations with ease. I was later transferred to work at Shek Wai Kok Workshop. The mode of work here is different from Lok Wah Adult Training Centre. It was here that I began to work in different training areas such as cleaning, packaging, catering, car washing, leather crafting and carpentry, etc., I am currently responsible for the workshop's environmental protection studio and in particular, I teach carpentry. This year, with funding received from the Hong Kong Jockey Club, renovation works began at Shek Wai Kok Workshop. I look forward to its new look and send my sincere wishes for the continued success of the Society!



30年
服務獎得獎員工
30-Year Long
Service
Award

陳國鴻 先生 Mr. CHAN Kwok-hung
石圍角工場 — 訓練及生產導師
Training & Production Instructor of Shek Wai Kok Workshop

「給予殘障成人一個家，支持他們融入社會、成為社會真正的一份子」，一直是扶康會的使命，扶康會的會徽正揭示著這個使命。我加入扶康會的首份工作是成人訓練中心暨宿舍服務經理，為嚴重智障成人提供訓練和住宿照顧服務，過去三十年，見證津貼制度和社會環境的持續改變，扶康會的服務使用者人數亦由幾百人增加至幾千人。然而，很欣慰見到扶康會各同工和持份者始終無忘初衷，堅持使命，為殘障人士建立家庭式的生活，並支持他們積極融入社會。很榮幸在扶康會創辦人之一的副會長王淦基醫生手上接過三十年長期服務獎，成為扶康會使命的共同履行者。

It is always the mission of Fu Hong Society to provide a home for persons with disabilities, support their integration into the community and help them become true members of society. This mission is well represented in the emblem of the Society. My first position when I joined the Society was Service Manager of an Adult Training Centre cum Hostel for adults with severe intellectual disabilities. During these past 30 years, I witnessed changes to the subsidy system and the evolution of social conditions in Hong Kong. The number of FHS service users increased from a few hundred to several thousands. I am encouraged by how staff and stakeholders of the Society have stayed true and upheld its mission by establishing family-style living environment for persons with disabilities and supporting their integration into the community. I am honoured to be part of this mission and to receive the Long Service Award from Dr. WONG Kam-kee Simon J.P., Vice President and also one of the founders of the Society.



30年
服務獎得獎員工
30-Year Long
Service
Award

王健安 先生 Mr. WONG Kin-on, Leo
總辦事處 — 服務總監 (中區及南區)
Service Director (Central & Southern) - Head Office

不知不覺在樂華成人訓練中心服務已三十載。正所謂人生有幾多個十年？可以在同一個地方逗留三十年，是基於那份情、那份歸屬感。由導師轉職舍監後，做了很多實務工作，令我感到喜悅的，是在中心運作及環境上作出了不少改善，而令我感到自豪的，是協助了樂華中心完成了大裝修，取得「殘疾人士院舍牌照」。接着的日子裡，雖然未肯定會否續取三十五年服務獎，但肯定會繼續盡心盡力服務樂華中心，為服務使用者謀福祉。

I have been working at Lok Wah Adult Training Centre for 30 years now. Thirty years is a sizeable part of a person's life. What has kept me here for so long – although it may not feel like it – I would say it is a certain bond and sense of belonging. I have been doing a lot of 'practical work' since becoming a warden after converting from an instructor's role. I am very happy to see the improvements I have contributed to the Centre's operations and environment, and I am proud to have helped the Centre complete a major round of renovations which enabled it to obtain the 'Licence of Residential Care Home for Persons with Disabilities'. Although I am not yet sure if I will be here to receive the 35-year Long Service Award, I will definitely continue to do my best for the well-being of the service users.



30年
服務獎得獎員工
30-Year Long
Service
Award

李玉翠 女士 Ms. LI Yuk-chui
樂華成人訓練中心 — 舍監
Warden of Lok Wah Adult Training Centre

職員培訓及發展

Staff Training and Development

服務使用者老齡化與健康問題

針對服務使用者老齡化的問題，本會特意加強員工對照顧老齡服務使用者方面的培訓。本年度分別舉辦了八個與老齡智障人士的照顧和健康相關的課程，包括生死概念教育及營養與糊餐製作等，以加強本會員工於照顧老齡服務使用者方面的知識和技巧。在2017年6月，本會更舉辦了扶康會四十周年誌慶研討會「老齡與共融——文明社會的挑戰」，與四百多名來自世界各地的專家和學者，交流經驗和心得。



營養與糊餐製作班
Nutrition Puree Meals Course



參觀樂齡科技博覽暨高峰會
Visit to Gerontech and Innovation Expo cum Summit

Ageing and Health Issues of Service Users

Various training programmes were organised to enhance the skills and knowledge of our staff in responding to issues faced by service users as their health deteriorates with age. These training programmes included: health issues faced by our ageing members with intellectual disabilities, the ways of caring for them, the concepts of life and death, nutrition and puree-making. In June 2017, Fu Hong Society (FHS) also organised a symposium titled '40th Anniversary Symposium: Growing Old and Included – Challenges to Civilised Societies' at the Hong Kong Baptist University, which attracted more than 400 local and international scholars and experts who shared their experiences in serving and caring for persons with intellectual disabilities.



扶康會40周年誌慶研討會「老齡與共融——文明社會的挑戰」
Fu Hong Society "40th Anniversary Symposium: Growing Old and Included — Challenges to Civilised Societies"

密集互動策略基礎課程
Intensive Interaction Training Programme



「工序分析」工作坊
Workshop on Task Analysis

圖片交換溝通系統課程
Seminar on Picture Exchange Communication System

回應服務使用者的訓練需要

除老齡化外，近年不少本會的服務使用者同樣是自閉症人士，需要以針對性的方法才能夠有效地與他們溝通或進行訓練。有見及此，本會為員工提供了相應的培訓，包括「密集互動」策略基礎課程、「圖片交換溝通系統」訓練技巧工作坊，和「工序分析」工作坊等，讓員工掌握更多訓練的技巧，以配合服務使用者的需要。

Training Needs of Service Users

In recent years, there has been a rise in the number of service users with comorbidity in intellectual disabilities and autism. Staff members were trained to equip with specific techniques such as Intensive Interaction, Picture Exchange Communication System and Task Analysis, so as to communicate effectively with service users and help them achieve their training outcomes.





活動策劃工作坊
Programme Planning Workshop



服務評估工作坊
Programme Evaluation Workshop

以實証為本提升服務成效

為進一步提升本會的質素，本會分別舉辦了九節「活動策劃工作坊」、「小組訓練工作坊」，和「服務評估工作坊(基礎/進階)」，除了介紹策劃活動和小組的各種技巧外，亦培訓專業員工利用有系統的方法以設計、執行和評估工作的成效，邁向「實証為本」的服務。

Enhancement of Service Outcomes Through Evidence-Based Practice

Quality and service outcomes have always been important to FHS. Training programmes such as the 'Programme Planning Workshop', 'Group Training Workshop', and 'Programme Evaluation (General/Advanced)' were organised for our staff to design, implement and evaluate their practice using the approach of 'Evidence-Based Practice'.



藝術活動員工培訓計劃
Art Worker Training Programme

藝術與共融

本會近年積極提倡以藝術作為社會共融的媒介，鼓勵員工協助服務使用者發揮藝術潛能。本年，本會再次舉辦「藝術活動員工培訓計劃」，提升員工對藝術活動的觸覺與技巧，從而在服務單位內推動各樣的藝術項目。

提升管理能力，培育管理人才

在未來的數年內，本會將有多名管理級員工步入退休之齡。為承傳扶康會優良的管理團隊，會方分別舉辦了不同的專業管理講座，退修日營等，加強管理團隊的知識和技巧。同時，本會首辦了一個培訓年青一代的員工成為扶康會日後「接班人」的計劃，內容包括工作坊、小組形式的項目研究、個人指導、在不同單位實習，和跨機構深度交流學習等。



高級管理層退修日營
Retreat Day Camp of Senior Management



Art and Inclusion

Our Society believes every person regardless of disability is born with gifts and talents, and that art is a medium that can nurture and demonstrate their potential. Staff members who enrolled in our 'Art Worker Training Programme' had the opportunity to learn new skills in art creation and to develop their artistic sensitivity. Staff members who completed the training could better promote the use of art in social inclusion exercises at the various service units of the Society.

Strengthening Skills and Nurturing Talent for Management Team

In the next few years, there will be a number of management-level staff entering retirement age. In order to inherit the high quality of management, the Society held different professional management seminars and retreat day camps, etc. to enhance the knowledge and skills of the management team. At the same time, the Society launched the first programme to train the younger generation of staff to become the 'successors' of management in future. The programme included workshops, group learning and research, mentoring, placement in different units and in-depth exchanges among organisations.

