



# 主席報告

在2007至2008年度，扶康會續有多項慶祝成立三十週年紀念活動。其中本會康復中心於2008年1月舉行十週年聚餐暨扶康會合作社啟業禮，慶祝中心服務殘疾人士十週年，同時亦為本會三十週年紀念誌慶。在服務拓展方面，我們繼續致力改善服務質素，為殘疾人士謀取福利。本人在此謹向董事局、各委員會成員，以及全體員工於過去一年努力不懈，為實現扶康會的理念和使命作出貢獻，致以衷心謝意。

## 服務發展新路向

### 自閉症人士發展及支援中心

本會致力提供適切的服務，滿足社區需要。本會於2006年設立全港首間自閉症人士發展及支援中心，並承蒙凱瑟克基金資助三年營運經費，專門照顧自閉症人士的特殊需要。又於本年度與香港理工大學康復治療科學系合作，進行為期半年的研究，評估中心為自閉症人士設計的日間計劃的臨床成效。結果顯示服務使用者在參與日間計劃後，其工作表現、情緒控制及社交技巧各方面均有進步。由於成效顯著，我們將持續發展此項服務，讓自閉症人士可以從中獲得適切的服務，同時舒緩社區對這方面的迫切需求。

中心於2008年3月，舉辦新加坡自閉症人士服務考察團，並計劃於6月及9月前赴中國大陸及台灣進行同類型考察活動，與當地同業交流相關服務經驗。此外，我們將於2009年4月1日舉辦三地考察發佈會，以加強社會人士對自閉症人士需要的關注。

### 扶康家庭

承蒙香港賽馬會慈善信託基金撥款資助，本會三間扶康家庭繼續獲三年資助至2011年。過去一年，我們忙於籌備開設第四間位於觀塘翠屏邨的扶康家庭，預計新家庭將於2008年下旬投入服務。

## 康融服務有限公司

過去一年，康融服務有限公司(康融)在協助殘疾人士發展就業方面成效卓越。康融除經營醫院管理局的職員合作社、香港大學三座學生宿舍的清潔服務、汽車美容服務、修理及維修服務、消毒及滅蟲服務等主要業務外，亦於本會工場開設扶康會合作社，為殘疾人士提供在職培訓，協助他們投身零售及物流行業。此外，在導演李力持先生及萬花筒慈善基金的支持下，本會成立「毅·藝」多媒體工作室，由曾接受多媒體訓練的服務使用者負責，為社會大眾提供錄影及多媒體製作服務。展望未來，我們將繼續發掘新的工作種類和就業機會，讓殘疾人士充分發揮不同的潛能。

## 財務及人力資源

本會的自願離職計劃已於2007年8月完成，參與計劃的101位定影員工已分階段陸續離職。在推行計劃期間，會方特別增聘社工人手，協助培訓前線員工及確保員工交接順利過渡，同時亦將員工離職的進度通知家長。

隨著公務員薪酬調整，本會決定合約員工的加薪幅度應與定影員工看齊，因此全體員工均獲加薪。除加薪外，會方亦檢討現行的薪酬制度，確保在人力市場的競爭力；同時提高治療師和社工職位的起薪點，配合就業

市場的薪酬趨勢。年內總幹事分別在各區召開職員會議，就會方的財務狀況，加強管理層和前線員工之間的溝通。

本會先後採取一系列措施，以解決招聘員工的困難及保留優秀人才，包括發放特別津貼予出現人手嚴重短缺的服務單位，用以招聘及挽留個別職級的員工。由2008年1月1日開始，所有於本會服務滿五年並表現良好的合約員工，均可獲轉為長約員工。為解決護士人手短缺的問題，所有新受聘的護士均獲簽長約。凡報讀社會福利署及醫院管理局合辦的登記護士(一般)課程，員工可獲發培訓津貼，但須於修畢課程後繼續在本會服務最少三年。另本會又引入全新的新入職員工推薦計劃。上列各項措施均有助減低員工的流動性及吸引人才。

本會管理層繼續對員工保持開放態度。過去一年，總幹事曾先後於各區主持六次員工分享大會，解釋會方的政策及收集員工意見。此外，總幹事亦與各區前線員工透過聚焦小組會議，討論員工關注的課題。

針對整筆撥款資助制度，本會分別向整筆撥款獨立檢討委員會及立法會福利事務委員會提交意見書，並與檢討委員會委員會面，表達會方對整筆撥款的意見。



■ 星加坡自閉症人士服務考察團

## 服務質素及服務營運

本會繼續應用表現量度及管理工具，量度會方及服務單位的表現，並以此進行規劃、推行及檢討的循環。我們成功達到大部分會方制定的年度目標。在服務滿意調查方面，本會繼續獲得很高的評分。服務使用者的滿意程度由95.9%增加至96.1%，而家人的滿意程度則由98.3%增至99.2%。此外，本會其中兩間服務單位接受社會福利署的服務質素標準評核，均獲署方正面評價及嘉許。另外，太平紳士參觀本會康復中心時，亦對中心的服務表示讚許。

本會年內服務發展的主要方向為擴闊服務使用者的生活體驗，協助他們融入社會。本會於2007年9月出版「生活經驗互動訓練資源冊」，並成為發展智障人士訓練的新方向；由智障人士、學生及社區人士組成的最佳老友團隊一起於2007年10月參與上海舉行的世界夏季特殊奧運會。開幕禮由中國國家主席胡錦濤先生擔任主禮嘉賓，老友們對於能見證此項盛事感到非常雀躍，同時亦擴闊他們的生活經驗和視野。

過去一年，本會成立專責的工作小組，研究如何培育機構文化，以提供更優質服務及鼓勵卓越實踐。本會去年推行「好人好事表揚計劃」，表揚對工作熱誠投入的員工及鼓勵服務單位互相嘉許及分享知識。是項計劃獲員工大力支持，各單位共提名39項計劃。與此同時，

工作小組繼續致力建立機構的核心價值，並就此諮詢員工及其他持份者的意見，供董事局參考。

培育機構文化方面，會方非常重視員工互相分享知識及良好的工作經驗。本年內，我們舉行更多分享會，同時鼓勵員工利用內聯網進行分享及交流。各服務單位互相交流五常法的管理模式、優良的運作措施及服務計劃。此外，每年的服務質素標準內部評核，除發揮監察服務的作用外，亦提供機會予各服務單位交流及分享。

服務營運方面，本會致力發展的網上個案管理系統進度良好，預期可於2008年第三季全面推行。會方又制定一系列有關使用資訊科技的安全指引，包括內聯網及數據儲存裝置的使用、密碼的設立程序、垃圾郵件及病毒的控制等。另外，我們亦檢討及簡化個別指引，包括服務使用者的身體約束、輪班制度、員工操守、投訴及可能引起公眾關注的事件的處理。此外，又成立工作小組，綜合各服務單位舍監的經驗，編製指引，協助新舍監掌握宿舍的工作。本會的服務質素管理經理，已成功將服務質素標準及各單位操作手冊的內容結合及簡化，以提高運作效率。

本會採取一系列措施，加強提升員工的工作安全。各服務單位均進行工作前熱身運動，並由治療師預備相關的錄影帶。我們不斷加強職業安全的培訓，而員工申請工傷假期的情況大為改善。



■ 康復中心明智減廢計劃

## 交流計劃

本會繼續與內地各省市及其他地區，例如韓國、台灣等地的社會服務機構同業交流。我們計劃派代表團參加由扶康會及北京市殘疾人聯合會自2002年起合辦的「展風采·獻愛心」活動，慶祝北京舉辦奧運，並出席殘奧會的開幕典禮。

在深圳市龍崗區殘疾人聯合會的邀請下，計劃提供顧問服務，以協助成立龍崗智障人士服務中心。此外，本會亦與其他非政府機構合作，為深圳市社工提供督導服務。本會並繼續擔任澳門扶康會的顧問，為社區內的精神康復者提供所需服務。



■ 步行籌款

## 與家長的合作

扶康家長會在促進家長與機構之間的溝通，一直扮演重要角色。本會十分支持扶康家長會的工作及發展，並給予支援，協助家長會的成長。我們與家長會分享及探討服務發展，及倡議殘疾人士權益，透過雙方的溝通，為服務增值。

## 其他活動


本會在推行環保工作方面一直不遺餘力。自2005年7月，康復中心參與由環境保護署主辦的明智減廢計劃，減少及控制廢物的排放量。中心更連續兩年獲頒卓越明智減廢標誌，是全港首間非政府機構獲此殊榮。繼康復中心的驕人成果，本會總辦事處亦計劃參與同類型計劃，在中央層面推行各項環保措施。

四川地震的災情嚴重，本會員工均踴躍解囊，捐款賑災。此外，亦有不少員工及服務使用者參與2008年5月19日全國舉行的哀悼活動。

扶康會能有今天的成就，實有賴各方面的努力。本人謹向會長王淦基太平紳士、董事局及各委員會委員、全體員工、家長及各持份者，致以衷心謝意。本人深信在各位的熱心支持下，本會的服務定能百尺竿頭、更進一步，繼續為殘疾人士謀求幸福。

  
主席 林振敏

# Chairman's Report



The series of activities to celebrate the Society's 30<sup>th</sup> anniversary continued in the year under review. Our Rehabilitation Centre held its 10<sup>th</sup> Anniversary Celebration cum Opening Ceremony of Fu Hong Society Cooperative Store in January 2008 to mark the milestone of its 10 years' service to persons with disabilities and to commemorate the Society anniversary. On service development, we have continued our commitment to striving for service excellence for the well being of persons with disabilities. I would like to take this opportunity to thank the volunteer Council and committee members as well as the staff members, who have worked with perseverance towards the vision and mission of the Society throughout the year.

## New Services Development

### Development and Support Centre for Persons with Autism

The Society is committed to provide appropriate services to meet the community needs. We set up the first specialized autism centre in Hong Kong, namely, Development and Support Centre for Persons with Autism (DSCPA) in 2006 with the support of Keswick Foundation for three years to address the special needs of persons with autism. In collaboration with the Rehabilitation Science Department of The Hong Kong Polytechnic University, a research study was conducted to assess the clinical effectiveness of the day programme of DSCPA for persons with autism over a 6-month period. The findings showed that the day programme was successful in improving the work behaviours, emotional control and social skills of the service users. With the encouraging research result, we are determined to develop the sustainability of DSCPA so that persons with autism can receive suitable services which are in much demand in Hong Kong.

DSCPA organized a series of study visits on autism services to Singapore, Mainland China and Taiwan this year to exchange experience on autism services with the counterparts there. A public report-back seminar of our series of visits will be held on 1 April 2009 to arouse the community awareness of the needs of persons with autism.

### Casa Famiglia

Thanks to The Hong Kong Jockey Club Charities Trust, the three Casa Famiglia continue receiving the Trust's funding support for another three years to 2011. During the past year, we have been busy with the preparation for the commencement of the fourth Casa Famiglia to be set up at Tsui Ping Estate, Kwun Tong in late 2008.

### Hong Yung Services Ltd.

Hong Yung Services Ltd. has made outstanding achievements in supporting persons with disabilities in vocational development in the past year. Apart from their main businesses of operating the Staff Co-op Shop of the Hospital Authority, the cleaning services to the three student halls of The University of Hong Kong, car beauty services, the repair and maintenance services, sterilization and pest control services, Hong Yung Services Ltd. has opened three cooperative stores in each of our workshops to provide job training for persons with disabilities to enter the sales and logistics fields. With the support of film director Mr. Lee Lik Chee and the Kaleidoscope Charitable Foundation, Ngai-Art Studio was established to provide video-taping and multimedia production services to the public by our service users who have undergone the multimedia training. We will continue to explore new businesses and job opportunities to develop different potentials of persons with disabilities.

## Finance and Human Resources

The Society completed the Voluntary Retirement Scheme in August 2007. The 101 participating snapshot staff had left by phases. During the period, additional social workers were recruited to help train the frontline and ensure smooth transition of staff. Parents had been kept informed of the progress during its implementation.

Subsequent to the civil servant pay adjustment, the Society decided that the salary adjustment to contract staff should be comparable to that of the snapshot staff and hence, salary increase has been applied to all staff. Apart from salary increase, the Society also reviewed its New Pay Scale in order that it could be competitive in the labour market. The starting salaries of the therapists and social workers were increased to align with the salary market. A number of staff meetings were held by Executive Director during the year in different regions to enhance the communication between the management and the frontline on the financial condition of the Society.

In order to tackle the staff recruitment difficulties and to retain quality staff, a number of measures were introduced. Service units which suffered from severe shortage of manpower were given special allowance to recruit and retain certain ranks of staff. Effective from 1 January 2008, all contract staff who have completed five years of service with satisfactory performance in the Society will be converted to long term staff. To address the nursing staff shortage problem, all nurses were offered a long term contract upon employment. Training allowance was granted to staff taking Enrolled Nurse (General) Course jointly organized by the Social Welfare Department and the Hospital Authority with the condition that they have to undertake a continuous period of no less than three years' employment in the Society after completion of the training. A new staff referral bonus

scheme has also been introduced. All measures have been found effective to stabilize the staff turnover and attract applications for vacant posts.

The management has continued its open attitude to staff. Executive Director (ED) has conducted six all-staff meetings at different



■ FHS Charity Operatic Songs Concert

regions throughout the year. Society policies were explained and feedbacks were collected for management's consideration. Besides, ED has also started to meet frontline staff at different regions by means of focus group to discuss matters of staff concerns.

On Lump Sum Grant (LSG) subvention system, the Society submitted a paper to the LSG Independent Review Committee and Legislative Council Panel on Welfare Services. The Society also met the members of LSG Independent Review Committee to express our views on LSG.

## Service Quality and Service Operation

The Society has continued to use the Performance Measurement and Management Tool (PMMT) to measure the Society and service units' performance. A PMMT planning, implementation and evaluation cycle has been developed. Most targets set for the year have been achieved. On the service satisfaction survey, we continue to achieve high service satisfaction rate. The rate of satisfaction of service users increased from 95.9% to 96.1% while that of service users' family members reached a high level of 99.2% from 98.3%. Two of our service units have received external review on Service Quality Standards by the Social Welfare Department and received positive comments and recognition. Justices of the Peace also showed appreciation to our service when they visited our Rehabilitation Centre.

Enhancing life experience and social inclusion opportunity of service users have been the main themes of the service direction throughout the year. Our Society published "Life Experience Interactive Training Resource Kit" as the new direction of developing training modules for persons with mental handicap. Another major event was the participation of the Best Buddies with and without mental handicap in the Special Olympics held at Shanghai in October 2007. The buddies were excited to witness the international event with Mr. Hu Jintao, President of the People's Republic of China, to officiate at the opening ceremony. It has broadened their life experience and horizons.

During the year under review, the Society has studied its culture leading to good service quality and practices. A working group was formed and has launched the "Good Staff Good Event Recognition Scheme" to recognize dedicated staff members and enhance appreciation and sharing of good practices among

service units. The award was greatly supported by staff with 39 nominations from different service units. The working group is continuing its effort to develop the core values of the Society. We have conducted staff consultation on the proposed values and views of other stakeholders will be collected for Council's consideration. The Society has emphasized the culture of sharing of knowledge and good practices among fellow colleagues during the past year. Sharing sessions have been held more frequently and the use of intranet for sharing purpose has been greatly encouraged. The implementation of 5S Management Model in different units, good operation practices and service programmes have been widely shared among service units. The annual internal review on Service Quality Standards (SQS) has become a good opportunity for sharing among service units in addition to the service monitoring purpose.

On service operation, the web-based case management system has been in progress and will be fully launched in the third quarter of 2008. A number of guidelines related to information technology security have been developed including guidelines on the use of intranet and data storage device, password setup, spam mail and virus control. Operation guidelines have also been reviewed and streamlined including those on physical restraint for service users, duty roster, staff conduct, the handling of complaint and incidents possibly arousing public concern. Besides, a working group was set up to consolidate the experience of wardens of different service units. A guide book will be prepared to help new wardens to discharge their duties. Our Service Audit Manager has also completed the combination of the SQS and operation manual of the service unit to streamline the documents for efficient operation.

On work safety of staff, the Society has launched a number of measures including the implementation of the pre-work warm-up exercise for staff in service units. Relevant videos have been prepared by therapists to facilitate the pre-work warm-up exercise. On-going training on work safety has been strengthened. As a result, the number of workman compensation leaves taken by staff members has been greatly reduced.

## Exchange Programme

The Society has continued the exchange programmes with social service counterparts in various

provinces and cities in the Mainland China and other parts of the world such as Korea, and Taiwan. We will organize a delegation to participate in the joint programme "Showing Spirits, Giving Love" which has been held by Fu Hong Society and Beijing Disabled Persons Federation since 2002 to celebrate the Beijing 2008 Olympic Games. We will also attend the opening of the Paralympics Games.

Upon invitation of Shenzhen Long Gang Disabled Persons Federation, the Society plans to provide consultancy service to help the setting up of a Long Gang service centre for persons with disabilities. In addition, the Society has collaborated with other non-governmental organizations and launched a project to provide social work supervision to social workers in Shenzhen.

The Society has continued to provide consultancy service to Fu Hong Society of Macau to establish services for persons with psychiatric disabilities in the community.

## Partnership with Parents

The Fu Hong Parents' Association plays an important role in enhancing good communication between parents and the Society. Our Society has been very supportive to the work and growth of the Association. Through communications, we share and discuss our service development, advocate social welfare issues to enhance our service quality.

## Other Issues

The Society has continued its effort in environmental protection. Since July 2005, our Rehabilitation Centre has joined the Wastewi\$e Scheme organized by the Environmental Protection Department that encourages enterprises to reduce and control the wastes they produce. The centre has been awarded the Gold Wastewi\$e Logo for two consecutive years. It is the first non-governmental organization in Hong Kong receiving such award. Following the successful result of the Rehabilitation Centre, our Head Office also plans to join the similar scheme to implement various environmental-friendly measures at the central level.

In view of the unfortunate event of earthquake in Sichuan Province, the Society's staff members actively participated in the donation for the needy in Sichuan. In addition, many staff members and service users joined the mourning as advocated by the Mainland China on 19 May 2008.

To conclude, the Society would not have made such achievements without the hard work of all parties. I would therefore like to thank our President, Dr. Simon K. K. Wong, J.P., dedicated members of the Council and committees, committed staff members, parents and stakeholders. I trust that with their continuous support, the Society will further advance its work for the well being of persons with disabilities.

Anthony Lam  
Chairman



Exchange Tour to Long Gang Shenzhen