



董事局主席報告 Council Chairman's Report



Signature of Mr. SZE, Kyrán

施家殷先生 MH
Mr. SZE, Kyrán MH



自 1977 年發展至今，扶康會一直秉承「以需為導」的精神，竭誠服務殘疾人士，並致力凝聚各界力量，促進香港成為一個和諧共融的國際城市。本會非常欣喜我們的創辦人及神師方叔華神父，於 2018 年榮獲香港特別行政區政府頒授銅紫荊星章，以表揚他對殘疾人士服務所作的傑出貢獻。這項殊榮對本會而言亦是一大鼓勵和肯定。

回顧 2018/19 年度，本會一貫以殘疾人士福祉為依歸，力求上進，持續優化服務。有賴各持份者的積極參與和支持，本會不論在服務發展、機構能力建設及推動社會共融等方面，也取得良好進展。

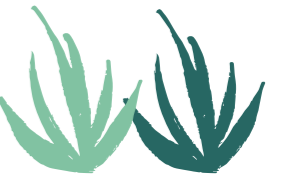
Since 1977, Fu Hong Society has adhered to the spirit of 'Meet the Need, Take the Lead' in devotedly serving persons with disabilities. We are committed to building Hong Kong as a harmonious and inclusive international city. We are very pleased that our Co-founding Member and Spiritual Adviser Fr Giosuè BONZI was awarded the Bronze Bauhinia Star by the Government of the Hong Kong Special Administrative Region in 2018 in recognition of his and the Society's outstanding contributions to services for persons with disabilities. This award was a great encouragement for the Society.

In 2018/19, the Society worked hard to continuously enhance the quality of our services and to safeguard the best interests of persons with disabilities. Thanks to the active participation and support of all stakeholders, the Society has made solid progress in areas such as service development, enhancement of organisational capacity and promotion of social integration.

攜手策劃建未來 Joining Hands to Map Out the Future Together

■ **制定 2019 至 2022 年策略性計劃：**本會邀請顧問公司於 2018 年 9 月 29 日及 10 月 13 日主持兩節董事局退修會，帶領董事局委員及高級管理團隊一同檢視本會的服務現狀及定位，以計劃未來三年的發展及策略性部署。本會亦安排顧問公司於 2018 年 6 月至 2019 年 3 月期間，為二十八位來自不同職級的管理員工提供八節「策略大使」培訓，以加強他們對制訂策略性計劃的認識和技巧。

■ **Developing the 2019-2022 Strategic Plan:** Facilitated by a consultant appointed by the Society, two Council Retreats were held on 29 September and 13 October 2018, during which Council and Senior Management reviewed the Society's services and set out strategic directions for the coming three years. Besides this, a group of 28 strategic ambassadors from different levels of management underwent 8 sessions of training from June 2018 to March 2019 to enhance their strategic planning skills and knowledge.



2019 至 2022 年策略性計劃的建議方案包括四大方向，分別是促進社會共融、提升殘疾人士的家庭生活質素、推動高齡殘疾人士實踐積極樂頤年，及提升國內康復服務從業員的知識和技巧。策略性計劃的建議方案經策劃及發展委員會詳細討論後，已呈交董事局審批並獲通過，於 2019 年 4 月開始落實執行。

■ **就制定新的《香港康復計劃方案》提交意見書：**除了重視會方的策略性計劃外，本會亦十分關注本港的康復政策及《香港康復計劃方案》(《方案》)的進展。本會先後於 2018 年 5 月及 2019 年 4 月在第一及第二階段的公眾諮詢期內，就《方案》的檢討工作及內容，向政府委託的香港理工大學顧問團隊提交意見書，當中包括尋求特區政府支持關愛家庭的服務模式。

與此同時，本會樂見「扶康家長會」在林禮勝主席的帶領下，積極參與《方案》的檢討及對不同的範疇進行討論，並合力撰寫《扶康家長會 2019 年香港康復計劃方案檢討工作小組意見書》，於 2019 年 4 月先後向勞工及福利局和社會福利署提交有關意見書。扶康家長會的成員不單是為殘疾家人發聲，更是為完善本港康復界的發展默默地作出貢獻，實在值得敬佩。



The four proposed Strategic Directions for 2019-2022 are: 'Strengthen Social Inclusion', 'Enhance the quality of family life of persons with disabilities', 'Improve active ageing', and 'Enhance knowledge and skills of rehabilitation workers in Mainland China'. After detailed discussions in the Committee on Planning and Development, the proposed strategic plan was submitted and approved by the Council and implementation began in April 2019.

■ **Submissions on 'Hong Kong Rehabilitation Programme Plan' (RPP):** Apart from formulating its own strategic plan, the Society was also concerned about the local rehabilitation policy and the progress of the Hong Kong Rehabilitation Programme Plan (RPP). A consultant team led by The Hong Kong Polytechnic University was commissioned by the Hong Kong Government to assist in the formulation of a new RPP. During the first and second stages of public consultation in May 2018 and April 2019, the Society submitted views and suggestions, including seeking the support of the Hong Kong Government for a Family Care Home practice model.

At the same time, the Society was pleased that, under the leadership of their Chairman LAM Lai-shing, Fu Hong Parents' Association actively participated in the review and discussions of the RPP. With the concerted efforts of their members, copies of the 'Fu Hong Parents' Association Working Group's Submission on 2019 RPP Review' was sent to the Labour and Welfare Bureau and the Social Welfare Department in April 2019. The members of the Fu Hong Parents' Association not only raised their voices for the families of persons with disabilities, but also quietly contributed to the future development of the rehabilitation sector in Hong Kong. This is commendable.

■ **Measuring the Governance Health of the Society:** To enhance corporate governance and sustainability of the Society, our Council and Management representative participated in the 'Hong Kong NGO Governance Health Survey', which was jointly organised by The Hong Kong Council of Social Service, the ExCEL3 of The University of Hong Kong and the Governance and Management Excellence (GAME) for Public Benefit in 2018/19. Data was collected through a self-assessment survey which looked at the merits and areas for improvement in terms of corporate governance. According to the Society's individual corporate governance health report, the Society scored higher in three areas, namely: adoption of good practices for board design and processes, board role execution, and board dynamics and behaviours, when compared with the peer group of other large NGOs. Our three priority areas for improvement were: stakeholder representation and accountability, the monitoring of programmes and organisational performance, board recruitment and development practices. Management will refer to the relevant reports, review and study areas for improvement in order to further strengthen our corporate governance and enhance the long-term competitiveness of the Society.

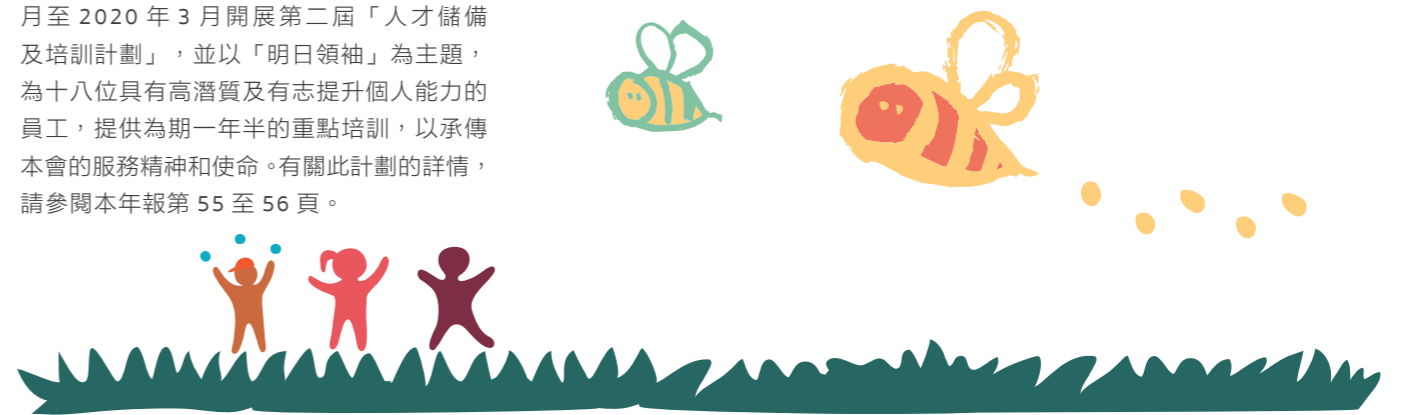
■ **Comprehensive Service Review:** To optimise our services and to continually enhance our quality of service, the Society began its service review exercise in early 2019. The first phase covered three types of services: supported hostel, day training centres cum hostels, and supported employment services. Other services/units will be reviewed later and the entire review will be completed by the end of 2019. The Society will review its existing manpower structure by referring to this service review report and consider increasing or redeploying human resources to meet the development needs of the Society.

■ **2nd Management Staff Development Programme:** The Society launched its 2nd 'Management Staff Development Programme' from October 2018 to March 2020 with the theme 'Tomorrow's Leader'. An 18-month training programme will be provided for 18 selected employees, showing high-potential and keen interest in improving their personal capacities, to pass on the service spirit and mission of the Society. More details are given on P.55 to P.56 of the annual report.

■ **量度機構管治健康狀況：**為了提升機構的管治效能及可持續性，本會董事局委員及管理層代表於 2018/19 年度參與由香港社會服務聯會、香港大學睿智計劃及良管善治工作室合作進行的「香港非政府機構管治健康狀況調查」，透過填寫問卷的方式，檢視機構在管治工作方面值得保留的優點和有待改善的空間。根據個別管治健康檢視報告，本會對於採用良好管治做法的自我評估分數，也較大型 NGO 為高，當中的元素包括有董事局組成、董事局角色及執行職責等，而三大可以做得更好的地方分別是持份者代表性及問責、服務監管及機構績效，以及董事局招募及發展方式。管理層將會參照有關報告，進行檢討、反思及識別有待優化的範疇，從而強化機構管治及提升機構長遠的競爭力。

■ **全面檢視服務：**為了持續優化服務及提升服務質素，本會於 2019 年初開始進行服務檢視的工作，首階段先涵蓋三類服務／單位，包括輔助家舍、日間訓練中心暨宿舍及輔助就業服務，其他服務／單位將分階段進行檢視，預計整個檢視工作於 2019 年底前完成。本會將會參照服務檢視的報告，檢討現時的人手架構，按實際需要考慮增加或調配人力資源，以配合本會的服務發展。

■ **第二屆「人才儲備及培訓計劃」：**承接第一屆的成果和經驗，本會於 2018 年 10 月至 2020 年 3 月開展第二屆「人才儲備及培訓計劃」，並以「明日領袖」為主題，為十八位具有高潛質及有志提升個人能力的員工，提供為期一年半的重點培訓，以承傳本會的服務精神和使命。有關此計劃的詳情，請參閱本年報第 55 至 56 頁。



熱誠服務求突破 Striving for Breakthroughs in our Services

■ **成功競投社會福利署兩個新項目：**本會於 2019 年 1 月獲社會福利署通知，成功競投位於觀塘啟能綜合康復服務大樓內的展能中心暨宿舍及護理院舍。兩個新單位可提供一百個住宿及五十個展能中心名額，員工人數約一百人，預計每年營運經費超過三千一百萬元。董事局已通過兩個新單位分別命名為「啟悅成人訓練中心暨宿舍」及「啟康之家」，預計於 2020 年初正式投入服務。這兩所新成立的單位，不但讓本會能夠於觀塘區發揮更大的協同效應，而且見證本會積極把握機會擴展日間訓練中心及宿舍服務，以服務更多有需要的殘疾人士。

■ **申領殘疾人士院舍牌照的進度：**截至 2019 年 7 月 31 日，本會有十六所殘疾人士院舍已獲發牌照，尚有五間將會於 2019 年底或之前取得牌照；另外兩所院舍（麗瑤成人訓練中心及麗瑤之家）因需要進行大規模改善工程及擴建計劃，故此無法在社會福利署 2019 年底的期限前取得牌照。本會將繼續密切跟進內部住宿服務單位申領牌照的情況，以確保本會的住宿服務達到法定標準，並有效地保障殘疾人士的利益。

■ **家庭支援服務及特殊需要信託：**本會獲熱心人士捐贈八十萬元，於 2018 年 10 月開展「愛·共行」家庭支援先導計劃，以提升智障人士主要照顧者應對照顧壓力的技巧和知識，及促進智障人士家庭成員之間的連繫。此外，社會福利署於 2019 年 2 月約見本會管理層介紹「特殊需要信託」計劃的詳情，並邀請本會成為其中一個「機構照顧者」。本會的工作小組正研究擴展家屬支援服務的具體方案，以配合及支持政府推出非牟利「特殊需要信託」服務，積極回應部分中產家長擔憂離世後有特殊需要子女的長遠照顧問題。

■ **Two New Projects of the Social Welfare Department:** The Society was pleased to hear from the Social Welfare Department in January 2019 that we have been awarded the tender to operate a Day Activity Centre cum Hostel, and a Care and Attention Home in the Kai Nang Integrated Rehabilitation Services Complex in Kwun Tong. The two new service units can provide a total of 100 residential and 50 day training service quotas with about 100 employees. The annual operating expenses are estimated to exceed HK\$31 million. The Council has approved naming the new units 'Kai Yuet Adult Training Centre cum Hostel' and 'Kai Hong Home' respectively. It is expected that the new service units will open officially in early 2020. These two new units will enable the Society to achieve greater synergy in Kwun Tong District, and show that the Society seizes appropriate opportunities to expand its services to more persons with disabilities.

■ **Application for Licences of Residential Care Homes for Persons with Disabilities (RCHDs):** As at 31 July 2019, 16 of our RCHDs are licensed while five will be licensed before the end of 2019. The other two hostels (Lai Yiu Adult Training Centre and Lai Yiu Home) are unable to fulfil the licensing requirements of Social Welfare Department in time due to the need for large-scale upgrading works and expansion plans. The Society will follow up closely on the licencing application status of our residential service units to ensure our services fulfil statutory standards and to protect the interests of persons with disabilities effectively.

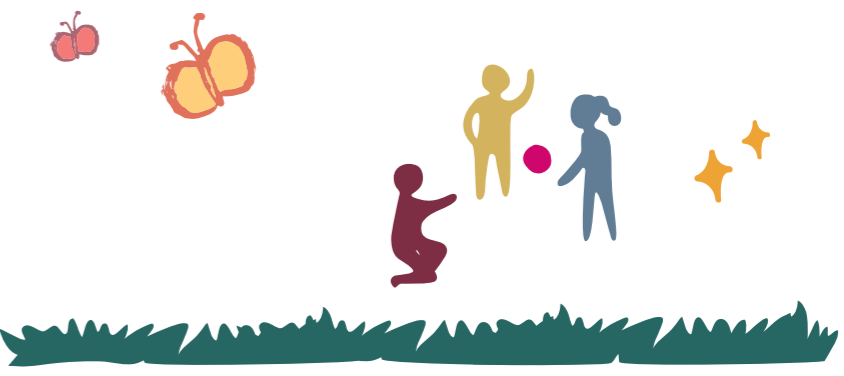
■ **Family Support Services and Special Needs Trust:** The Society gratefully received a private donation of HK\$800,000 to establish 'By Your Side - Family Support Pilot Services' in October 2018 for primary caregivers of persons with disabilities. The project aims to enhance their coping skills and knowledge in handling stress and promoting connections between family members and persons with intellectual disabilities. In February 2019, the Social Welfare Department met with our Management to introduce the details of their 'Special Needs Trust' Scheme and invited the Society to become one of the 'Institutional Carers'. A working group of the Society is now studying the proposal to extend our family support services to the Government launched non-profit making 'Special Needs Trust'. The project responds to the concerns of middle-class parents about the long-term care of their special needs children after their death.



■ **應用「國際健康功能與身心障礙分類系統」（簡稱「ICF」系統）：**ICF 系統是回應聯合國《殘疾人權利公約》的框架，尤其重視人權及對殘疾的理解，以體現「以人為本」的精神。本會期望透過應用 ICF 系統，更準確地識別服務使用者的需要，以釐定個別康復及發展計劃及檢討成效。本會於 2018 年 11 月為近百名專業 / 管理員工舉行大型培訓活動，加強他們對 ICF 的認識及應用這評估工具的信心。為期一年的首階段試行計劃已於 2019 年 4 月開始，本會將適時總結有關經驗，為日後全面應用 ICF 系統作好準備。

■ **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，本會石圍角工場於 2018 年 8 月開始進行現代化裝修工程，並已於 2019 年 6 月竣工。獲社會福利署的批准，石圍角工場已於同年 7 月 1 日重新命名為「扶康會賽馬會石圍角工場」，並逐步投入服務，以現代化的方式積極回應高齡服務使用者的需要，緊貼職業康復服務的發展趨勢，並發揮促進社區共融的功能。

此外，本會於 2018 年 5 月聯同香港耀能協會、香港明愛及香港心理衛生會約見社會福利署相關官員，就非政府機構以捐款人姓名為項目命名而須要向獎券基金作出指定捐款的規定進行討論，以尋求更合理的處理方法。經社署考慮後，本會於 2019 年 3 月欣悉，早前就石圍角工場易名而向獎券基金作出港幣九十四萬元的捐款，獲全數發還。本會將繼續妥善分配及運用財政資源，務求為殘疾人士提供更優質的服務。



■ **Implementing the 'International Classification of Functioning, Disability and Health (ICF)':** The ICF corresponds to the framework of the UN Convention on the Rights of Persons with Disabilities, with particular emphasis on human rights and the understanding of disabilities reflecting the 'people-oriented' spirit. It is expected that the application of the ICF would identify the needs of service users more accurately when formulating individual rehabilitation and development plans and reviewing the effectiveness of services. In November 2018, the Society organised large-scale training activities for nearly 100 professional / management staff to enhance their understanding of the ICF and to promote their confidence in the application of this assessment tool. The one-year pilot project for the trial implementation of ICF began in April 2019. The Society will consolidate relevant experiences and prepare for the future full implementation of ICF.

■ **Shek Wai Kok Workshop (SWKW) Modernisation Project:** The SWKW Modernisation Project was made possible by a generous grant of HK\$11.29 million from the Hong Kong Jockey Club (HKJC) Charities Trust. The project was completed in June 2019. With the approval of the Social Welfare Department, the SWKW was renamed 'Fu Hong Society Jockey Club Shek Wai Kok Workshop' on 1 July 2019 and it will gradually serve the needs of our ageing service users and catch up with the trend of vocational rehabilitation services. The modernised SWKW is one step further in promoting community integration.

In addition, the Society joined with the Spastics Association of Hong Kong, Caritas Hong Kong and the Mental Health Association of Hong Kong to meet relevant officials of the Social Welfare Department in May 2018 to discuss and find solutions for the customary practice of 'naming-after contributions' paid by NGOs for their right to have a proposed project named after a particular donor. In March 2019, the Society was pleased to learn from the SWD that the Society's naming-after contribution of HK\$0.94 million paid to the Lotteries Fund would be fully refunded. The Society will continue to allocate and use financial resources properly to provide better services to persons with disabilities.

■ **「香港最佳老友」運動**：自 2004 年開始，「香港最佳老友」運動（簡稱「最佳老友」）成為本會其中一個重點發展的社區教育項目。「最佳老友」透過讓社區人士與智障人士建立一對一友誼，於社區傳遞傷健共融的信息，以及建立關懷尊重的文化。承蒙香港賽馬會慈善信託基金的支持，於 2019 年 4 月第三度撥款捐助此項運動的行政及活動開支（直至 2022 年 3 月），捐助總額達三百八十五萬元，讓本會能進一步推展這項友誼運動至特殊學校層面。未來三年，「最佳老友」將會主力成立更多特殊學校分社，並為特殊學校畢業生提供出路支援。有關此運動的詳情，請參閱本年報第 129 至 138 頁。

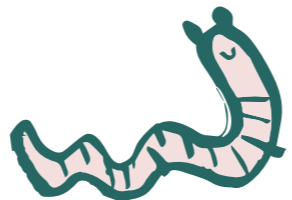
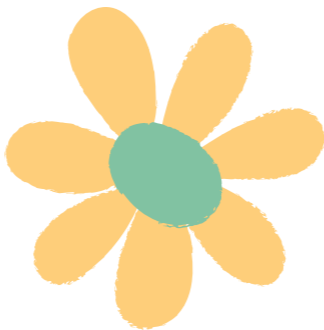
■ **促進跨界別合作**：本會致力與各行業的企業建立良好的夥伴關係，並推動成立企業義工隊，促使企業切實地履行社會責任。在 2018/19 年度，本會成功提名一百一十間企業和專業團體，獲香港社會服務聯會頒發「商界展關懷」及「同心展關懷」的標誌，藉以表揚跨界別合作的努力。同時，共有五十一隊企業義工隊參與本會的活動，企業義工超過八百二十人次，詳情請參閱本年報第 153 至 160 頁。

■ **加強宣傳機構形象**：本會於 2019 年初推出 Facebook 及 Instagram 專頁，加強宣傳本會的多元化服務、最新動向和共融活動，並進一步建立及推廣機構的活力形象。我們亦會善用網絡世界及社交媒體，以吸引更多社區人士關注殘疾人士的需要及參與義務工作，積極推廣傷健共融的精神。

■ **FHS 'BEST BUDDIES HONG KONG' Movement**: Since 2004, the FHS 'BEST BUDDIES HONG KONG' Movement ('BBHK') has become one of the key community education projects of the Society. The BBHK is dedicated to providing opportunities for one-to-one friendships between persons with intellectual disabilities and members of the general community. The aims of BBHK are to increase social inclusion and develop a culture of care and respect. With the generous support of the Hong Kong Jockey Club Charities Trust, a total of HK\$3.85 million was granted to the BBHK in April 2019 to support administrative and activity expenses until March 2022. This was the third time BBHK has received sponsorship from the HKJC Trust. The funding enabled us to further promote BBHK to special schools. In the coming three years, BBHK will focus on setting up more special school chapters and providing support to special school graduates. More information on the BBHK Movement can be found on P.129 to P.138 of the annual report.

■ **Promoting Cross-sectoral Cooperation**: The Society actively sought partnerships with corporations in different sectors and promoted the formation of corporate volunteer teams to fulfil their corporate social responsibility. In recognition of their efforts and contributions to cross-sector cooperation, the Society successfully nominated a total of 110 companies and professional bodies in 2018/19 to receive the right to use the logos 'Caring Company' and 'Caring Organisation'. There were a total of over 820 volunteers from 51 corporate volunteer teams who participated in the Society's activities this year. Please refer to P.153 to P.160 of the annual report for more details.

■ **Enhancing the Image of our Organisation**: The Society launched its Facebook fan page and Instagram page in early 2019 to introduce its diversified services, latest trends and inclusive activities to a wider audience, and to further establish and promote its active image. We will make good use of online platforms and social media to attract more community members to pay attention to the needs of persons with disabilities and to participate in voluntary work in order to promote the spirit of social inclusion.



■ **「健持之家」搬遷**：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，已於 2019 年 1 月搬遷。本會計劃把健持之家重置於擴建後的扶康會康復中心，但礙於擴建計劃審批需時，未能無縫銜接。因此，十五名受影響的住宿服務使用者已由內部單位暫時收納，而五名日間訓練服務使用者則在社會福利署的安排下，於其他機構繼續接受服務。本會冀政府能盡快批准康復中心進行擴建計劃，以加快重置健持之家的步伐，減低對服務使用者的影響。

因「健持之家」搬遷而空置的單位，屬本會的私人物業。本會正就這空置物業的運用作審慎及周全考慮，不論是把物業租售或用作發展自負盈虧服務，也會以殘疾人士的需要及福祉為依歸，確保本會的資源可充分善用。

■ **Relocation of 'Priscilla's Home' (PH)**: Due to inherent physical limitations of the existing building, Priscilla's Home was unable to fulfil the licensing requirements of the Residential Care Homes (Persons with Disabilities) Ordinance. Thus all of its residential service users moved out in January 2019. It was planned that PH be relocated to the expanded area of the FHS Rehabilitation Centre after extension works are completed. As it will take time for the extension works to be completed, it is unlikely that the affected service users can be relocated seamlessly. During the interim period, fifteen affected residential service users have been temporarily re-accommodated to internal units while five day-training service users will go to other rehabilitation agencies by arrangement of the SWD. The Society hopes that the Government will give all necessary approvals for the extension works as quickly as possible so that the Society can speed up the pace of the PH relocation to minimise the impact on service users.

After the relocation of PH, the Society will make a thorough and comprehensive consideration of the potential uses of the vacant premises which are owned by the Society. Whether to sell/ lease it or use it to develop self-financing services, the best interests of persons with disabilities is our primary consideration and we shall ensure that the resources of the Society are utilised fully.





■ **服務使用者老齡化：**本會與其他康復機構一樣，正面對服務使用者老齡化的問題。截至2019年3月底，本會為三千九百六十九名殘疾人士提供服務，當中有超過二千三百四十九名（59%）服務使用者已年過四十歲，而年屆六十歲以上的服務使用者佔五百七十六名（15%）。老齡化現象加劇，意味本會除了要提升護理服務的質素及適時檢視訓練內容外，還需要密切關注服務單位的人手需求和組合，以便有效地回應高齡服務使用者的需要。

2018年本會首次參與由《Classified Post》、cpjobs.com及《招職》舉辦之「護理精神大獎」比賽，我們非常榮幸天耀之家的護理團隊從芸芸對手脫穎而出，獲得「護士 / 護理員（團隊）精神獎」，而怡諾成人訓練中心護理員李莉女士及保健員談乃華女士均獲頒發「護理員精神優異獎」。對於本會護理專業人員的表現獲得業界及社會的肯定，我們實在感到十分鼓舞。這些獎項亦鞭策我們要繼續秉持「以人為本」的原則及專業精神，因應高齡服務使用者的不同需要而提供服務，以及通過運用資訊科技，加強服務使用者應對老齡化的能力，讓他們擁有屬於自己的積極樂頤年。



■ **Ageing of Service Users:** Similar to other rehabilitation counterparts, the Society also faces the problem of ageing service users. At the end of March 2019, the Society provided services to 3,969 persons with disabilities. More than 2,349 (59%) of these service users are aged over 40 years old, and 576 (15%) of them are aged 60 years or older. The ageing of our service users means that the Society must improve the quality of our health care services and review the content of our training courses. It is also necessary to pay close attention to staffing needs and composition in order to effectively respond to the needs of ageing service users.

The Society participated for the first time in the Healthcare Spirit Awards 2018 organised by 'Classified Post', cpjobs.com and 'Jiu Jik'. We are honoured that the nursing team of our Tin Yiu Home stood out from the competition and won the 'Spirit in Nursing/ Care Work (Team Award)', while Ms. LI Lee (Personal Care worker) and Ms. TAM Nai-wa (Health worker) of our Yi Lok Adult Training Centre received the 'Spirit in Care Work' award. We are happy and honoured at such great recognition of our nursing professionals. These awards encourage us to uphold our 'people-oriented' approach and professional spirit in the provision of different services to meet the needs of our ageing service users, and to enhance the abilities of all service users in coping with their ageing problems through the use of information technology so that they can enjoy an active and happy old age.

總結 Conclusion

本會於2018/19年度不斷求進，並逐步拓展服務領域，為更多殘疾人士及其家屬提供服務，切實回應他們的所想所需，協助他們走出困境，活出生命的彩虹。本會穩健、可信賴的機構管治和財務管理制度，亦讓我們有信心與服務使用者和家屬一起跨越未來的挑戰，實踐機構可持續發展。

我很榮幸能夠與會長、副會長、神師、董事局及委員會委員一同共事，並感謝他們在各專業領域上對本會的支持及無私奉獻。同時，我謹代表董事局感謝全體員工克盡己任，充份發揮協同效應及專業精神。

在此，我特別代表董事局向榮休總幹事陸慧妍女士（2019年9月1日起），致衷心謝意。陸女士盡心盡力服務本會超過三十五年，在任總幹事七年以來展現傑出的領導才能和努力不懈的敬業精神，為本會作出卓越的貢獻。董事局衷心祝願陸女士退休生活愉快。

最後，我謹代表扶康會衷心感謝香港特區政府和各部門、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。全賴各位的熱心支持及慷慨解囊，本會才能不斷發展切合社會需要的服務。本會將繼續以堅定不移的態度履行使命，並與政府及社會各界同心協力，為殘疾人士謀取最大福祉，進一步推動香港邁向傷健共融。



In 2018/19, the Society actively sought new opportunities to gradually expand our services to more persons with disabilities and their families, and to respond effectively to their needs, and to help them out of their predicaments so that they could live meaningful lives. Our robust and credible corporate governance and financial management systems gave us confidence to work with our service users and their families to overcome future challenges and achieve sustainable development for the Society.

I felt honoured to work with our President, Vice Presidents, Spiritual Adviser, and members of the Council and Committees. I thank you for your support and selfless dedication to the Society in your different professional areas. At the same time, on behalf of the Council, I wish to express my appreciation to all our staff for doing their utmost efforts to fulfil their duties and actualise the values of synergy and professionalism.

In addition, on behalf of the Council, I would like to express my heartfelt gratitude to Ms Becky LUK, our Chief Executive Officer retiring on 1 September 2019. Ms LUK has rendered over 35 years of loyal and dedicated service to the Society. During her seven years' tenure as Chief Executive Officer, she showed outstanding leadership and dedicated commitment and has contributed invaluable to the Society. The Council sincerely wishes her a happy retirement.

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 - individuals and organisations, and all volunteers. Your staunch support and generous donations made 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 further promote social inclusion.

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:



扶康會會員大會
FHS General Meeting

會長
President

副會長
Vice Presidents

董事局
Council

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 Committee on Planning and Development
- 財務及投資委員會 Finance & Investment Committee
- 人力資源委員會 Human Resources Committee
- 提名委員會 Nomination Committee
- 服務監察委員會¹ Services Monitoring Committee¹
- 建築拓展及維修委員會 Building Development & Maintenance Committee
- 招標委員會 Tender Board

顧問小組（非常設）Advisory Panels (non-standing)

- 「香港最佳老友」運動顧問小組 Advisory Panel on FHS 'BEST BUDDIES HONG KONG' Movement
- 機構傳訊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 Development
- 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
- 上訴小組 Appeal Panel

多元化康復服務³ Multifaceted Rehabilitation Services³

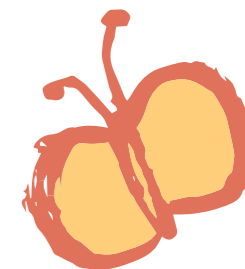
- 住宿服務 Residential Services
- 日間訓練服務 Day Training Services
- 職業康復及發展服務 Vocational Rehabilitation and Development Services
- 社區精神健康服務 Community Mental Health Services
- 殘疾人士社區支援服務 Community Support Services for Persons with Disabilities
- 機構輔助醫療服務 Agency-Based Paramedical Services
- 關愛家庭服務⁴ Family Care Home Services⁴
- 自閉症及發展障礙人士服務 Services for Persons with Autism Spectrum Disorders and Developmental Disabilities

康融服務有限公司
董事局²
Council of Hong Yung Services Limited²

友愛之家協會有限公司董事局²
Council of Agape Society Limited²

社會企業 Social Enterprises

- 禮品包裝服務 Gift Wrapping Services
- 清潔服務 Cleaning Services
- 空氣消毒及滅蟲服務 Air Sterilization & Pest Control Services
- 餐飲服務⁵ Catering Services⁵



備註 Notes

- 服務監察委員會亦監督四個區域小組委員會。
Services Monitoring Committee also oversees four Regional Sub-Committees.
- 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。
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.

- 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 57 至 106 頁。
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.57 to P.106 of this Report.

- 關愛家庭服務是本會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。
The Family Care Home Services 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.

- 由扶康會社會企業營運的餐飲服務，包括位於尖沙咀歷史博物館的《香城茶室》，位於香港海防博物館的《康姨咖啡室》及位於高山劇場《康姨小廚》。
The catering services operated by the Social Enterprises of Fu Hong Society include City Café at the Hong Kong Museum of History, Madam Hong Café at the Hong Kong Museum of Coastal Defence and Madam Hong Restaurant at Ko Shan Theatre.

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

副會長 Vice President



許宗盛先生 SBS, MH, JP
Mr. HUI Chung-shing,
Herman SBS, MH, JP

副會長 Vice President



林余佩馨女士
Mrs. LAM YUE Pui-hing,
Eleanor

副會長 Vice President



蕭偉強先生 GBS, JP
Mr. SUI Wai-keung,
Stephen GBS, JP

主席 Chairman



施家殷先生 MH
Mr. SZE, Kyran MH

副主席 Vice Chairman



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

義務秘書 Hon Secretary



陳雪湄女士
Ms. CHAN Suet-mei, Jane

義務司庫 Hon Treasurer



錢國強先生
Mr. CHIEN Kwok-keung, Kenny

神師 Spiritual Adviser



方叔華神父 BBS
Fr. Giosuè BONZI PIME BBS



董事局委員 Council Members



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



王明樂醫生
Dr. WONG Ming-cheuk,
Michael



范德穎醫生
Dr. FAN Tak-wing, William



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



胡君仲先生
Mr. WU Kwan-chung, Derek



盧鴻業先生
Mr. LO Hung-yip



陳曉峰先生 MH
Mr. CHAN Hiu-fung, Nicholas MH



蔡惠琴女士 JP
Ms. CHOI Wai-kam,
Virginia JP



黃光磊先生
Mr. WONG Kwong-lui

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

謝盧會計師事務所有限公司
Tse Lo CPA Ltd., Certified Public Accountants

委員會委員 Committee Members

董事局委員
Council Members

扶康會委員會 Committees of Fu Hong Society

常設委員會 Standing Committees

顧問小組（非常設） Advisory Panels (non-standing)

相關公司 Related Companies

姓名	Name	AC	BD&MC	CPD	F&IC	HRC	*NC	SMC	TB	BBHK	CR&D	CMHS	I&CT	SOHK	HYS	Agape
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															
錢國強先生	Mr. CHIEN Kwok-keung, Kenny															
郭鍵勳博士 BBS, JP	Dr. KWOK Kin-fun, Joseph BBS, JP															
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															
盧鴻業先生	Mr. LO Hung-gip															
陳曉峰先生 MH	Mr. CHAN Hiu-fung, Nicholas MH															
蔡惠琴女士 JP	Ms. CHOI Wai-kam, Virginia JP															
黃光磊先生	Mr. WONG Kwong-lui															
方叔華神父 BBS	Fr. Giosuè BONZI PIME BBS															
方志剛先生	Mr. FONG Chi-Kong, Derry															

備註
Notes

- 董事局主席 Council Chairman
- 委員會主席 Committee Chairman
- 委員會委員 Committee Members
- 神師 Spiritual Adviser
- 家長代表 Parent Representatives

- 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 (2018年7月至9月 / July to September 2018)
- SMC: 服務監察委員會 Services Monitoring Committee
- TB: 招標委員會 Tender Board

扶康會委員會 Committees of Fu Hong Society

常設委員會 Standing Committees

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相關公司 Related Companies

姓名	Name	AC	BD&MC	CPD	F&IC	HRC	*NC	SMC	TB	BBHK	CR&D	CMHS	I&CT	SOHK	HYS	Agape
王陳芝英女士	Mrs. WONG CHEN Chi-ying															
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															
林國偉先生	Mr. LAM Kwok-wai, Denny															
吳錫汶女士	Ms. NG Shik-man															
容美鳳女士	Ms. YUNG Mei-fung															
徐慕菁醫生	Dr. CHUI Mo-ching, Eileen															
梁郭淑燕女士	Mrs. LEUNG KWOK Sok-yin															
陳玉堂先生	Mr. CHAN Yuk-tong															
陳惠芳女士	Ms. CHAN Wai-fong, Christina															
陳煒國先生	Mr. CHAN Wai-kyok, Kenneth															
陸亞芳女士	Ms. LUK Ah-fong															
馮布玉娟女士	Mrs. FUNG PO Yuk-kuen															
楊全盛先生	Mr. YEUNG Chuen-shing, Eric															
楊綺玲女士	Ms. YEONG Yi-ling, Eileen															
劉志强博士	Dr. LAU Chi-keung															
劉詩韻測量師 JP	Sr. LAU, Serena JP															
鄭建中先生	Mr. CHENG Kin-chung															
簡聚坤醫生	Dr. KAN Chui-kwan															
石楊小玲女士	Mrs. SHEK YEUNG Siu-ling															
吳文堅先生	Mr. NG Man-kin															
方啟良先生	Mr. FONG Kai-leung															
湯戴夏萍女士	Mrs. TONG TAI Ha-ping															

- BBHK: 「香港最佳老友」運動顧問小組 Advisory Panel on FHS '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
- 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

- HYS 康融服務有限公司董事局 Council of Hong Yung Services Limited
- Agape 友愛之家協會有限公司董事局 Council of Agape Society Limited

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 / 家屬義工
Ms. LUK Ah-fong
Vice Chairman/Family Member 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

李炯怡先生 毅誠工場家長代表
Mr. LEE Kwing-ye
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

梁國賢先生 悅群之家服務使用者代表
Mr. LEUNG Kwok-yin
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

陳英儀女士 悅行之家服務使用者代表
Ms. CHAN Ying-ye
Service User Representative of RCYHH

郭寶蓮女士 康晴天地會員代表
Ms. KWOK Po-lin
Member Representative of SC

吳婉冰女士 康晴天地會員代表
Ms. NG Yuen-ping
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 靚華之家家長代表
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

李祖銘先生 興華成人訓練中心家長代表
Mr. LEE Cho-ming
Parent Representative of HWATC

馮美玉女士 樂華成人訓練中心家長代表
Ms. FUNG Mei-yuk
Parent Representative of LWATC

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

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

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

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

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 (至 2018 年 10 月)
Ms. TSUI Yuk-hing
Chairman / Community Volunteer (till Oct 2018)

吳錫汶女士 主席 / 麗瑤成人訓練中心家長代表
(由 2018 年 11 月) ; 副主席 (至 2018 年 10 月)
Ms. NG Shik-man
Chairman / Parent Representative of LYATC
(from Nov 2018); Vice Chairman (till Oct 2018)

湯戴夏萍女士 副主席 / 長康之家家長代表
(由 2018 年 11 月)
Mrs. TONG Tai Ha-ping
Vice Chairman / Parent Representative of CHH
(from Nov 2018)

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

鄧頌儀女士 上李屋成人訓練中心家長代表
Ms. TANG Shek-ye
Parent Representative of SLUATC

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

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 / 友愛之家家長代表
Ms. LAM Pik-kau
Parent Representative of CSWATC / 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

譚黃麗卿女士 石圍角工場 / 輔助就業服務家長代表
Mrs. TAM WONG Lai-hing
Parent Representative of SWKW / SE

屯門及元朗區
Tuen Mun & Yuen Long

石楊小玲女士 社區義工
Mrs. SHEK YEUNG Siu-ling
Chairman / Community Volunteer

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

機構管治工作

Corporate Governance Practices

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 2018/19 年度的機構管治工作情況。

The Society complied with the Hong Kong Company Ordinances and the Best Practices 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 2018/19.

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
董事局匯聚二十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，通過周年大會授權董事局監察本會會務。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，本會經過 2017 年的董事局附屬架構重組後，現設有八個委員會及六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 2018/19 年度（截至 2019 年 7 月 31 日），整體委員會會議的平均出席率接近八成。

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 20 members from various professional backgrounds. This diversity is deliberate, so as to avail the Society of various kinds of expertise necessary to manage the multiple activities of the Society in a fair, objective and balanced manner.

Terms of Appointment
Members of the Society's Council serve on a voluntary basis. Through General Meetings of the Society, the Members delegate their authority to govern the Society to a Council which resembles 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 vision, mission and objectives of the Society as determined by the Society's Members in general meeting.

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 6 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. To maintain independence, the Audit Committee reports to the President directly. The average overall attendance rate in 2018/19 at meetings of these Committees and Panels was 80% (as at 31 July 2019).

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 2018/19 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。相關委員會 / 顧問小組將檢視各服務單位的風險管理項目，及呈交策劃及發展委員會審閱，確保其維持在承受程度之內，並向董事局匯報須特別關注的重大及剛冒起的風險。為更有效監察本會的風險管理，會方於 2019 年第三季推行網上風險登記，讓服務經理、服務總監及風險持有人，可以直接檢視及更新相關風險項目。

外部評估

社署對選定的服務單位進行定期評估探訪，及進行兩至三年一次的財務審計。在 2018/19 年度，本會有九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。

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 pursuit of its objectives and goals.

The Council decides on material risks that warrant attention and supervises the risk management process to effectively deal with them so as 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 policy 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. To monitor the risk management of the Society more effectively, the Society launched an online risk registration system in the third quarter of 2019, allowing service managers, service directors and risk owners to directly review and update relevant risk items.



Reviews by External Parties

The SWD conducts regular reviews to selected service units and also conducts accounting inspection once every 2 to 3 years. In 2018/19, SWD visited 9 service units of the Society and was very satisfied with the Society's performance. Tse Lo CPA Limited was appointed external auditor of the Society and related companies at the 2018/19 Annual General Meeting.

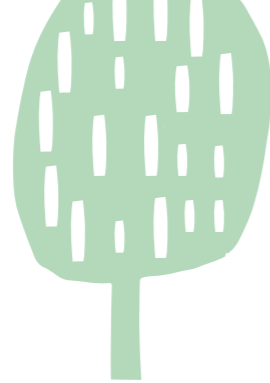
問責性及透明度

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，透過官方網站經常並定期更新營運表現、企業合作夥伴和義工活動的資訊、並印製通訊及年報。至於投訴方面，會按程序交由負責的管理人員及 / 董事局 / 委員會委員作適時回應及徹底調查，及採取必要的改善措施及跟進工作。

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，及舉辦傳媒午宴等，向大眾發放本會最新的消息和發展，以加深大眾及政府了解殘疾人士不斷變化的需求、以及本會的服務發展和成果。而本會對內採取雙向溝通方法，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等，收集不同持份者，包括服務使用者及家屬、員工及董事局 / 委員會委員的意見，促進他們保持有效溝通。此外，本會於去年 10 月開展了「愛·共行」家庭支援先導計劃，以多元方式為照顧者及家屬提供支援，於年度內有近二百人次的家長參與。



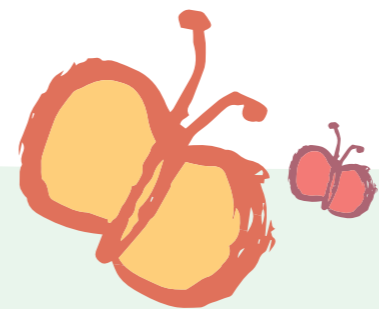
Accountability and Transparency

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 set 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 are 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.

Communication

Latest news and developments of the Society are made public through the Society's website, the Fu Hong Newsletter, our 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 achievements 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 the views of different stakeholders, including service users and their families, staff members and Council/Committee members. We hold regular Council and Committee meetings, staff meetings and meetings with parent representatives from service units and the Fu Hong Parents' Association and maintain effective communication with them. In addition, in October last year, the Society launched the 'By Your Side - Family Support Pilot Services' to provide support to caregivers and their families in a variety of ways. Nearly 200 parents participated this year.



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。部份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。本年度，本會董事出席的企業管治活動共有十個，其中包括：「機構管治與公眾信任」、「建立穩健財務以達機構使命」、「豁免繳稅資格之慈善團體的合規責任」及「人才發展」等議題。



營運效率

為了提升個案管理系统（CMS）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（ICF）」的「以人為本」框架應用於個案管理系统，以提高服務規劃、實施、監察和評估的效率和成效，並讓跨專業人員共享平台和加強協作，提供適時的介入治療。此外，優化後的內聯網於應用上更為簡便，員工能更好地進行溝通、傳遞資訊和分享知識，促進團隊合作及提高工作效率。預期該兩套系統將於兩至三年內完成。值得一提的，本會透過申請相關基金——「樂齡及康復創科應用基金」，將續步購置及應用科技產品於服務上以改善服務質素。

Corporate Governance Exchange

The Society encourages its Council Members to participate in a wide range of professional development seminars relating to corporate governance practices so that they may continuously update their relevant knowledge and skills. Certain Council Members attended seminars and conferences organised by government authorities, professional bodies and industrial organisations. The topics covered include: corporate governance, changes in relevant laws, rules and regulations, accounting practices and standards, financial management and other professional skills, exchanging and sharing experiences of corporate governance with professionals from different fields. In this year, our Council Members have attended 10 professional seminars which include 'NGO Governance and Public Trust', 'Building Financial Resilience for Mission Accomplishment', 'Compliance Requirements for Charities with Recognition of Tax Exemption Status under the Inland Revenue Ordinance' and 'People Development and Succession', among others.



Operational Efficiency

In order to enhance the Case Management System (CMS) and the Intranet, the Society obtained a third payment from the Social Welfare Development Fund to apply a 'People-oriented' framework of the 'International Classification of Functioning, Disability and Health (ICF)' to our Case Management System, to improve the efficiency and effectiveness of service planning, implementation, monitoring and evaluation and to enable the collaborative work of inter-disciplinary professionals for providing timely interventional therapies. Moreover, the optimised intranet is easier in application. Staff can better communicate, transfer information and share knowledge, promote teamwork and increase work efficiency. The two systems are expected to be completed in two to three years. It is worth mentioning that through the application of a related fund – 'Innovation and Technology Fund for Application in Elderly and Rehabilitation Care', the Society will purchase and apply technology products in stages in order to improve the quality of services.

策略性計劃

本會制訂了三年的策略性計劃（2019 年 — 2021 年），包括四個策略性方向，即 i) 強化社會共融、ii) 提升殘疾人士的家庭生活質素、iii) 提升樂活老齡、iv) 提升國內康復服務從業員的知識和技巧，在四個方向下有十一個策略性項目，而每個項目訂有策略性目標、行動計劃及主要成效指標等。與此同時，本會進行了全面服務檢視，重新檢視各類型服務的服務目標，並採用邏輯模式 (Logic Model)，系統地分析及聚焦服務使用者的需要，以能提供更到位的服務予殘疾人士。

主要表現指標

本會為管治及服務範疇的重要事務制訂了各項主要表現指標，根據 2018/19 年度報告顯示，在「增加服務使用者的生活質素及滿意程度」一項，服務使用者滿意服務的比率在「日間及住宿」和「社區支援」方面，分別為 96.9% 和 99.5%；在「增加照顧者的滿意程度」一項，照顧者滿意服務的比率為 99.5%；而在「遵照社會福利署的服務要求」一項中，在「滿足服務質素標準的要求」及「滿足服務及津助協議的要求」方面，亦分別達 100% 及 96%，反映本會致力為殘疾人士提供適切的服務，成效和質素得到相關持份者的認同。



Strategic Plan

The Society has formulated a three-year strategic plan (2019 -2022), which includes four strategic directions, namely:

- i) strengthening social inclusion,
- ii) improving the quality of family life of persons with disabilities,
- iii) encouraging active ageing, and
- iv) enhancing the knowledge and skills of our rehabilitation service practitioners from mainland China.

Under four strategic directions, there are 11 strategic items, each with strategic objectives, plans and key performance indicators.

At the same time, the Society conducted a comprehensive service review, re-examined the service objectives of each of our services, and adopted a Logic Model to systemically analyse and focus on the needs of service users and to provide more in-place services for persons with disabilities.

Key Performance Indicators

The Society set out key performance indicators (KPI) for important areas of our governance and services. According to the 2018/19 annual report on KPI, the satisfaction level of our service users regarding 'increasing the quality of life and satisfaction of service users' at our 'day training and residential services' and 'district support services' was 96.9% and 99.5% respectively; and regarding 'increasing the satisfaction of caregivers', their level of satisfaction was 99.5%; while 'meeting the requirements of Service Quality Standards' and 'meeting the requirements of Funding and Service Agreements' 'in compliance with the service requirements of the Social Welfare Department', reached 100% and 96% respectively. These results show that the Society is committed to providing appropriate services to persons with disabilities, and our effectiveness and quality are recognised by the relevant stakeholders.

人力資源 Human Resources

僱員關係及發展

扶康會的人力資源政策一直堅守「關懷尊重」員工的理念。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，故此員工是機構珍貴的資本。

年內工作重點

服務檢視及基本人手編制檢討

為應對服務使用者老齡化的情況，本會於本年度按不同服務類別成立「服務檢視工作小組」，以服務類別來確定，會更能反映服務目的和需要，在這運作模式之上，進行基本人手編制檢討。本會相信經過服務檢視及基本人手編制檢討後，將會提高單位管理能力，優化服務和更全面應付未來發展的挑戰。

關顧員工需要

作為關愛僱主，本會一直重視及關顧員工的需要，並持續檢討及推出切合員工以至家庭需要的福利措施。

延長有薪產假

為讓女性員工有更多時間陪伴和照顧初生嬰兒，由 2019 年 2 月 1 日起，員工於本會連續工作滿四十星期，可享有之有薪產假由十星期延長至十四星期。

Staff Relations and Development

The human resources policies of the Society include care and respect of staff. The provision of professional and quality services to our service users depends on the professionalism and work efficiency of our staff. Staff members are valuable assets of the Society.

Key Tasks for the Year

Service Review and Review of Staffing Levels of all service units

Faced with ageing issues, the Society formed a core group to review service development and operations in different service sectors. While coping with changes of our service modes in different settings, we continue our standard staffing provision reviews. The Society believes that the new staffing plan to be implemented in early 2020 will raise management abilities, enhance quality of services and meet our future development challenges.

Caring for the Needs of our Staff

Caring for our staff is one of the core values of the Society, thus staff benefits and employment terms are reviewed and upgraded periodically.

Extension of Maternity Leave

From 1 February 2019, staff on continuous contract for 40 weeks or more, are entitled to fully paid maternity leave, extended to 14 weeks (from 10 weeks). Our female staff will have more time to care for their new born.



策劃退休生活

為讓員工更妥善計劃未來退休後的生活，及加強對各項投資項目過去一年之回報表現的了解，本會舉辦了兩場強積金講座，在員工積極報名下，出席人數超過一百人。



Retirement Planning

To let staff better plan for their retirement and understand the investment performance of their provident fund, the Society organised two sessions on the Mandatory Provident Fund. Feedback on the sessions was good and more than 100 staff attended.

員工參與強積金講座，預早計劃退休後的生活
Staff participated in the MPF Talk to plan for their retirement life



員工溝通

建立雙向溝通

為加強員工的凝聚力及團隊精神，本會設立多種渠道，包括新入職員工導向工作坊、員工分享大會、「扶康講場」及職員事務諮詢及發展會等，透過與管理層雙向的溝通，除收集員工的意見外，亦讓員工了解機構理念、使命及服務方向。

Staff Communication

Developing Two-Way Communication

Communication among staff and management is valued and effective communication is formed through diversified channels including new staff orientation workshops, all staff meetings, Focus Group meetings, staff consultative and development meetings and so on. Through two-way communication, the views of staff reach management whilst staff members can better understand the Society's vision, mission and policy.



員工積極參與「員工分享大會」表達意見
Staff actively participated in the 'All Staff Meeting' to express their views

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 2018/19 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九次「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 maintains good communication channels with staff of all levels. In 2018/19, four All Staff meetings, three Staff Consultative and Development Meetings and nine 'Fu Hong Focus Group' 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.

不同職級員工出席「扶康講場」，與總幹事直接交流
Staff members of various job levels attended the 'Fu Hong Forum' and exchanged with the Chief Executive Officer directly



關懷與獎勵

長期服務獎及聯誼活動

在 2018/19 年度，本會共有一百一十九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四位，其中包括兩位為已服務三十五年的員工。本會於本年度亦舉辦多項活動，包括秋冬滋補蛇宴及周年員工聚餐等，期望員工於工作與生活之間獲得平衡。

Care and Reward

Long Service Awards and Recreational Activities

A total of 119 employees received Long Service Awards in 2018/19. Among them, four had served the Society for more than 30 years and two staff in particular for 35 years. To encourage work-life balance, the Society organised a number of activities, including a snake feast and the Annual Staff Dinner.



於康娛小廚舉行秋冬滋補蛇宴，齊齊歡度一個暖洋洋的晚上
Held snake feast at Madam Hong Restaurant, we all spent a warm and pleasant evening together



蛇宴抽獎環節的幸運兒與大家分享喜悅
Sharing the happiness with prize winners during Lucky Draw at snake feast

陸慧妍女士
Ms. LUK Wai-yin, Becky

扶康會總幹事
Chief Executive Officer



1983 年 12 月，一位年輕的女社工，充滿好奇、興奮，懷著憧憬和盼望來到順利成人訓練中心報到上班。那個女孩子便是當年的我，從那天起我和扶康會已經共同走過了三十五年。驀然回首，就像昨天的事。

多年以來，我從擔任順利成人訓練中心主任導師開始，當過友愛之家主任，麗瑤成人訓練中心和麗瑤之家經理、以及助理區域經理、區域經理，直至 2012 年開始擔任總幹事。我非常感恩在每一個階段都有很好的工作伙伴，從來沒有感到半點孤單。一直以來，我經歷過很多工作上的高低起落、克服了各式各樣的困難和挑戰，讓我有機會培養出堅韌的意志和動力。每一天我都會想著怎樣可以把事情做得更好，為此，我經常問我身邊的人，包括同級同事 / 上司和下屬對我的工作有什麼評價，在那些方面我應該做得更好？以及怎樣做得更好？在這過程中，我獲得極大的人生學習和充實感。

我要衷心感謝扶康會內不同崗位的同事——特別是管理層 / 家長以及業界伙伴和好友——一直以來對我的支持 / 合作和鼓勵。我更要感謝各董事局成員給予我的機會和指導，尤其是對我的信任和尊重，讓我可以發揮力量，帶領扶康會創造了一些正面的機構改變和令人欣喜的服務成果。從各方面得到的回饋中，我卑微的付出得到了肯定，從而得到欣慰和滿足。我知道自己並不優秀，每個人都有一些值得讓我學習的地方，慶幸您們每一位給我的指導、提點和機會，讓我不斷反思、不斷學習、不斷成長。



In December 1983, a young female social worker, full of curiosity and excitement, came to work at FHS Shun Lee Adult Training Centre with longing and hope. That girl was me. Since that day, I have been walking together with Fu Hong Society for over thirty-five years. When looking back, just like what happened yesterday.

Throughout the years, I have taken up different posts, from Head Teacher of Shun Lee Adult Training Centre, Manager of Lai Yiu Adult Training Centre and Lai Yiu Home, Assistant Regional Manager, to Regional Manager, and serving as Chief Executive Officer since 2012. I am very grateful to have good working partners at every stage and never feel lonely. I have experienced many ups and downs in my work and overcome all kinds of difficulties and challenges. All these allowed me to cultivate a strong will and to motivate myself to think about how to do things better every day. To this end, I often ask people around me, including colleagues, supervisors and subordinates, about my work performance, areas for further improvement and ways to do better. In this process, I have learnt a lot from them and gained fulfilment in life.

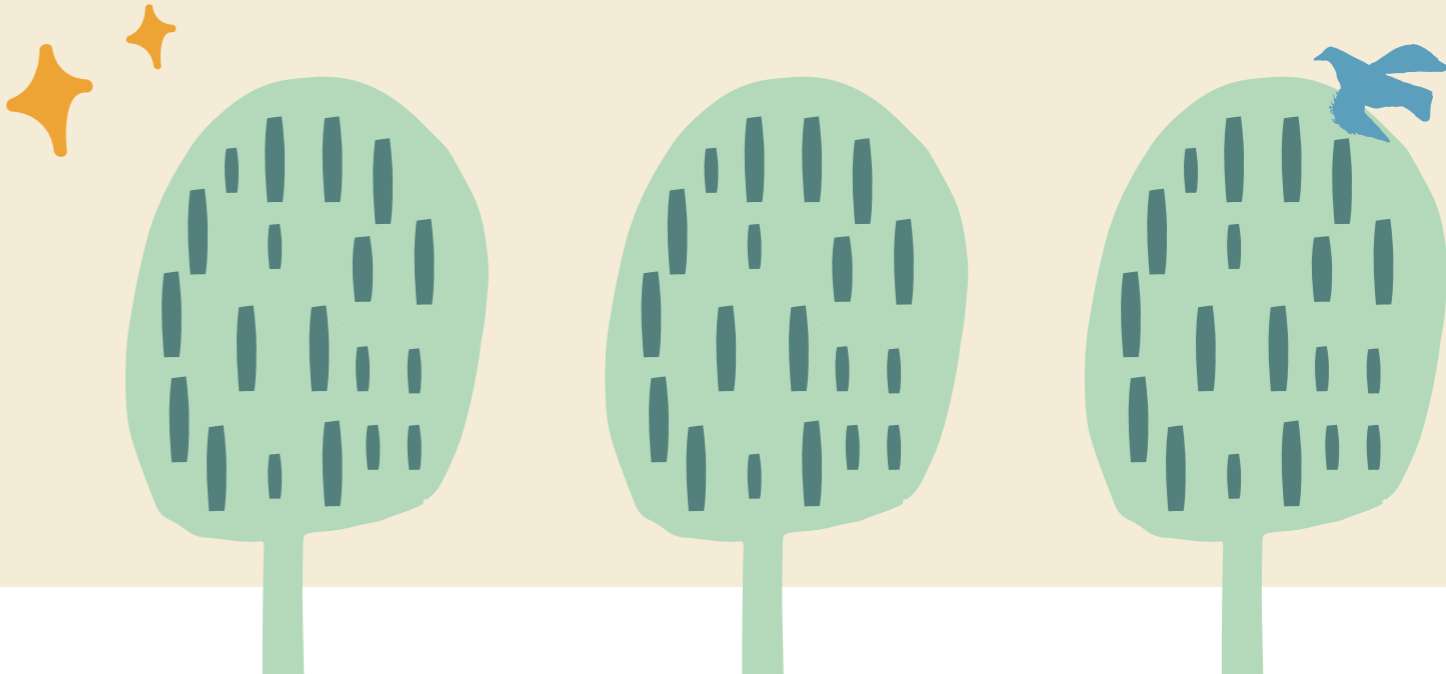
I would like to sincerely thank my Fuhong colleagues in different positions, especially the management/parents, NGO partners and friends, for their support/cooperation and encouragement. I must also thank the Council Members for their guidance and opportunities given to me. Their trust and respect enabled me to exert my strength to lead Fu Hong Society to make positive changes and achieve gratifying service results. All the feedback received recognised my humble efforts, and this makes me feel gratified and satisfied. I know I am not excellent, and everyone has something worth learning. Thank you for giving me guidance, suggestions and opportunities, so that I can continue to reflect myself, to keep learning and to grow with every one of you.

今天的扶康會已經發展得很成熟，包括：

- 機構管治優秀卓越，董事局人材濟濟；
- 管理層 / 行政同事 / 專業團隊 / 前線員工等經驗豐富，積極進取；
- 員工人事架構不斷改善及強化，加強效能和執行力；
- 機構財政健康穩健；
- 我們有最強大、最有組織性的家屬力量；
- 我們機構服務不斷擴張、創新和優化；
- 機構形象迅速提昇，社會認受性愈來愈高；
- 有完善的人材培訓和傳承計劃，裝備他們隨時準備擔當更高層次的工作和任務。

儘管如此，以上的優勢仍有很大的進步空間，我們仍要追求卓越 - From Good to Great! 我的總幹事任期將於 2019 年 8 月底屆滿，說實話是有點臨別依依，但我深信扶康會在董事局的指導和新任總幹事的帶領下，一定會以新的思維和新的動力去策勵全體員工朝向更高境界前進，讓扶康會成為首屈一指的康復機構，繼續以積極而謙遜的心志持續為社會服務。

而我，仍會終身秉承著「扶康人」的精神，並且在不同的領域及以任何的形式，和我志同道合的伴侶，繼續把愛與關懷傳送給有需要的人。



The current development of Fu Hong Society has reached a very mature stage, including:

- Excellent corporate governance and Council Members with abundant talent;
- Experienced and proactive management team/ administrative staff/ professional team/frontline staff;
- Continuous improvement and enhancement of the staffing structure to increase effectiveness and execution capabilities;
- A healthy and sound organisation's finance;
- The strongest and most organised family power;
- Continuous expansion, innovation and optimization of services;
- Rapidly enhanced corporate image and increasingly higher social acceptance; and
- A comprehensive talent training and succession programme to equip staff to be readily prepared to take on higher levels of work and duties.

Nevertheless, there is still much room for improvement in the above advantages, and we still need to pursue excellence - from Good to Great!

My term of office as the CEO will expire at the end of August 2019. Frankly, it is quite hard to bear that my retirement is just around the corner. However, I am convinced that under the guidance of Council and the leadership of the new CEO, the staff of Fu Hong Society will move towards a higher level with innovative thinking and new motivation, enabling the Society to become a leading rehabilitation agency to humbly serve the community with proactiveness.

I will continue to uphold the spirit of 'Fuhongian' all my life, and together with my like-minded partner, to love and care for the needy persons in different fields and any forms.

關志生先生
Mr. KWAN Chi-sang, Aldous

總辦事處 — 服務總監（輔助醫療服務）
Service Director (Paramedical Services) – Head Office

每當別人知曉我畢業後在唯一機構 — 扶康會工作了三十五年，反應都很驚訝。我當中的經歷和感受真難以用三言兩語去表達，我只知道能享受與服務使用者、家長和同事之間的相處是一種緣份和福氣。能見證扶康會由三數間服務單位擴展成現在的數十間單位，實感榮幸，當中不少的「扶康人」盡心盡力、竭盡所能，為扶康會寫下美好的一頁，亦令本人深深敬佩和欣賞。在這三十五年的路途上，能成為「扶康人」其中一份子參與發展的里程，就如一個足球員能代表自己的國家去踢好每一場賽事，為國爭光，那份自豪和光榮感難以用筆墨形容，過程中經歷歡笑、淚水、汗水、失望、憤怒、無奈，但背後總有學習，就正是這樣的學習和經歷，才明白甚麼是「以人為本」的服務。感謝扶康會在這段人生道路上給我的啟迪，給我的所有得與失。

People are amazed whenever they hear that for thirty-five years since graduation, I have worked for a single organisation, Fu Hong Society. It is difficult to express my feelings in a few words. One thing I know, it is truly a blessing to be able to enjoy warm relationships with service users, their parents, and my colleagues. It is an honour to have witnessed the growth of Fu Hong Society from a few service units to its current size of several dozens. I admire the unwavering devotion and effort of all who participated in the beautiful history of Fu Hong Society. During these thirty-five years, being one of the many participants to build the milestones along the way was like a soccer player representing his national team and after a good game, earning applause for his country. The pride I feel is beyond description. Behind all the laughter, tears, sweat, disappointment, anger and helplessness, there was always a lesson to learn. It is exactly through this process that I now understand the meaning of 'people-oriented service'. Thank you, Fu Hong Society, for being the inspiration on this road of my life, and thank you for the lessons.



彭江雲先生
Mr. PANG Kong-wan, Henry

思諾成人訓練中心 — 福利工作員
Welfare Worker of Si Lok Adult Training Centre

時日如逝水，轉眼已三十載。其間予學員訓練，冀彼能共融於社會。一事為吾以為傲之，學員曾出席一宴會，其間座上賓客稱讚學員能安坐，無喧嘩。吾聽而悅之，其舉止為他人所認同。然世事無常，而今各奔前程，願彼能既來之則安之。

張玉娟女士
Ms. CHEUNG Yuk-kuen

靄華之家 — 福利工作員
Welfare Worker of Oi Wah Home

第一日，接觸他們，沒有驚慌、沒有亂。第一日「開組」，各同事的支援教導。第一日「ON CALL」，斷斷續續的睡，門口前竟有人坐著守夜。有多少個第一日……

待在健持之家十八年，突通知被調遷，「心痛」「驚惶」……

靄華之家，不一樣的宿舍，再「第一日」、「第一日」……

有一本書中的前題：「歲月不只偷走了什麼，它還給了我們更多」

他們的一聲「張姑娘，你返工啦！」、「你放完假啦！」，拉著你的手，熱情的抱抱……，甜在心。他們的執著、堅持、搗蛋……，「WHY??？」

離離別別，珍惜當下。



Time flies. Thirty years went by in a blink. During this period, we provided training for our members, hoping that they would integrate well into society. There was one occasion which gave me great pride. Our members attended a banquet and the other guests praised the good manners of our members who had sat quietly and poised throughout. I was delighted to hear the acknowledgement. However, life does not stand still. Now these members all take different paths. I wish them well and that they have a peaceful life journey.



The first day I met them, I was unruffled, no panic. The first day when group work began, I received instructions and support from colleagues. The first day 'on call', I slept intermittently. I was surprised to find someone sitting at the door to keep watch during the night. Then, countless 'first days' followed ...

Having worked at Priscilla's Home for eighteen years, suddenly, I got a transfer notice. I felt heartache and fear ...

Oi Wah Home, a different hostel, but again 'the first day', and 'the first day', and ...many more first days followed.

The prologue of a book reads: 'Time not just steals something from us, it gives us back a lot more.'

Their greetings, 'Ms. Cheung, you're back,' 'Holidays over, back to work la!' They took my hand; they gave me a passionate hug ... How heart-warming! Their tenacity, perseverance, mischief, and WHY???

We are parting again. Cherish every moment.

職員培訓及發展 Staff Training and Development

提倡樂活老齡的理念與實踐

過去數年，本會為應對高齡智障人士帶來的挑戰作出準備，包括：提升員工的相關知識、技巧和態度，提倡樂活老齡的理念及服務實踐。在2018年，本會舉辦了十次培訓，以進一步落實推行樂活老齡的理念及方案。此外，本年度亦舉辦了一系列高齡智障人士的照顧和健康相關的活動，包括八次課程及一次交流活動，如日常照顧及疾病護理、防止摔倒、營養與健康及輪椅檢查等講座。為了促進員工認識及應用科技產品，本會還特意邀請復康器材公司，為洗牙器及健康儀器的操作提供了示範，在科技產品的輔助下，減低老化為服務使用者在日常生活上帶來的困難。



護理職級員工參加心肺復甦法課程，更新員工知識及技巧
Nursing staff attended training sessions to refresh their skills and knowledge of cardiopulmonary resuscitation



員工細心學習自動洗牙機的操作，以提升服務使用者的口腔衛生
In order to enhance the oral hygiene of service users, staff members learnt the operation of dental equipment intently

Promotion and Implementation of Active Ageing

In order to prepare as early as possible for the needs of ageing service users, the Society organised staff training programmes to enhance staff skills, knowledge and attitude in responding to the challenges. In 2018, 10 training sessions were organised to develop an active ageing implementation plan to prepare service users with intellectual disabilities to better face the challenges in life during ageing. The training programmes included 8 training courses and one exchange activity on topics like potential health issues faced by elderly persons with intellectual disabilities and methods of caring for them, such as fall prevention, nutrition and wheelchair repairing tips. Medical health care companies were invited to demonstrate new technology in dental and health equipment respectively, which could be used daily to meet the specific needs of ageing service users, to our staff members.



員工在「策略性計劃」課堂，一起制訂活樂老齡模式及執行策略
Staff members developing the active ageing model and implementation plan in the Strategic Planning Training Workshop



員工藉營養及健康講座增加相關知識，為服務使用者提供合適的膳餐服務
For enriching the knowledge of nutrient and health and offering suitable meals to service users, staff members attended a Nutrition Training Workshop

與此同時，為了讓服務使用者享有積極而充實的樂頤年生活，本會提供了五個培訓課程，包括「圓滿人生計劃之樂活老齡」、「夢想中的菠蘿油」、「園藝治療體驗」、「藝術工作坊」及「認識地壺球」。此外，本會亦向不同職級的員工提供「生死教育」及「善別輔導課程」，為服務使用者面對死亡作出準備及妥善處理各種情緒反應。同時又安排了社會福利署推行的「特殊需要信託」介紹講座，讓員工及家屬了解如何利用有關財產，妥善地應用於殘疾子女的長遠生活安排上。



員工認識地壺球的玩法，為服務使用者安排積極而充實的樂頤年生活
Staff members learnt how to play floor curling with the aim of introducing the activity to service users for leisure and fun



員工參與園藝治療體驗工作坊，感受園藝治療帶來的效果和益處
Staff members attended the horticulture workshop to experience the advantages of the Horticultural Therapy

In the meantime, in order to let our staff members understand the concept of active ageing and design activities to enable our service users to enjoy a good quality of life in old age, five training programmes were organised. These were 'Active Ageing', 'Dream Come True of Pineapple Bun', 'Art Workshop', 'Horticulture Workshop' and 'Floor Curling Workshop'. In addition, our staff members also attended life and death education and bereavement counselling training workshops to implement life and death education for those in their care. Another workshop on the 'Special Needs Trust' was arranged to equip staff with knowledge about management of assets and long-term living arrangements for service users whose parents have passed away.



透過參與「夢想中的菠蘿油」活動，理解樂活老齡的心態與情緒健康的重要
Staff members participated in the activity of 'Dream Come True of Pineapple Bun' to understand the importance of physical and emotion in ageing of service users





「國際健康功能與身心障礙分類系統」(簡稱 ICF) 培訓，學習為服務使用者規劃適切的服務

Staff members learnt to formulate appropriate rehabilitation programmes for service users in the ICF Training Workshop



推行「國際健康功能與身心障礙分類系統」

現時本會積極推行「國際健康功能與身心障礙分類系統 (ICF)」，並安排了兩次培訓工作，期望職員能夠全面了解服務使用者生活上的功能與障礙，透過排序需要、規劃合適個人狀況的介入工作計劃及成效檢討，從而提升服務使用者的生活質素。由於智障人士的機能相對一般人較早退化，為達致樂活老齡，我們需要盡早為他們準備，紓緩老化將會帶來的挑戰。ICF 的應用有助跨專業協作，共同識別服務使用者的全面需要，從而制訂適切的訓練及支援，以緩減機能退化、促進身心健康及積極參與社交活動。

The ‘International Classification of Functioning, Disability and Health (ICF)’

The Society has actively taken steps to implement the ‘International Classification of Functioning, Disability and Health’ (ICF) and two training sessions were arranged. It is expected that through these holistic reviews, we can understand the individual needs of our service users more comprehensively. Through prioritization of needs, intervention plans can be tailor-made and then our routine Service Evaluation assists us to review the intervention method chosen and seek improvements. Our service users’ quality of life is thereby enhanced. Normally, the health condition of Persons with Intellectual Disability declines much earlier and faster than ordinary persons. In order to mitigate the ageing challenges faced by our service users, we must take preparatory actions as early as possible. The application of ICF facilitates transdisciplinary collaboration and through teamwork, to identify the needs of service users’ more comprehensively. Hence person-centered intervention and support can more effectively slow down functional deterioration, promote physical and mental health and allow ageing service users to actively participate in social activities for longer.



學習「以人為本」的照顧理念

本會為了讓員工加深應對服務使用者老化相關措施的認識，於 2018 年 12 月，組織了一隊包括社工、護士、職業治療師和前線員工等十五位同事的參訪團前往日本，實地了解當地應對高齡智障人士的策略及配套服務，探訪當地復康機構，學習更具前瞻性的工作模式和手法，交流經驗和心得。更寶貴的是，學習日本「以人為本」的基本照顧理念。與此同時，本會安排前線員工觀賞日本電影「照護人」，鼓勵員工對現時的職務作出正面的反思。此外，為體現「以人為本」的照顧，本會為員工舉辦了「零約束策略」講座，推動院舍在可行情況下減少約束措施，達致「零約束」的目標。

‘People-Oriented’ Care

To facilitate our staff learning the new service model and strategies in responding to the needs of our service users, a study tour to Japan was organised in December 2018. Fifteen staff members, including front-line and professional staff from the Society, visited Japanese organisations and shared working strategies and experiences with their Japanese counterparts. The most valuable and inspirational insight from the trip was a ‘peopled-oriented’ working attitude. Frontline staff also went to see a Japanese movie which inspired them to reflect positively on their service role. A training workshop ‘Restraint-Free’ was organised to share the restraint-free experience and strategies implemented in an elderly home. It is expected that our staff members would put into practice such strategies in our service units.



日本高齡智障服務參訪團參觀日本機構，了解當地應對高齡智障人士的策略及交流意見

Delegation of Japan study tour visited organisations there to know more about the ageing models and exchanged views with them



增進員工對施行「零約束策略」的了解，鼓勵服務使用者自立生活

To deepen staff’s understanding of ‘free-restraint strategies’ for encouraging self-reliance of service users



推行第二屆「扶康傳承：人才儲備及培訓計劃」——明日領袖

扶康傳承計劃以有系統的管理和領導能力培訓，培育優秀的員工成為機構未來的管理人才，以傳承機構的理念、使命、價值和策略的發展。秉承第一屆傳承計劃的成功，本會於 2018 年 10 月，推行為期十八個月的第二屆「扶康傳承：人才儲備及培訓計劃」——明日領袖計劃。本屆計劃共吸納了十九位來自不同職級的專業及行政管理員工參與，他們都是經由自我推薦並得到所屬上司的支持下申請參與計劃，經審核後，全部均獲會方接納。參加者需要參與多元化的密集培訓，以擴闊他們的思維和視野、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。計劃內容包括專業管理培訓課程、本地及海外交流活動、於會內及會外不同性質的服務單位實習，由資深管理級員工擔任師友分享工作經驗和心得，以及由專業領航教練提供個人指導等。



第二屆人才儲備及培訓計劃——「明日領袖」參加者學習成為高效管理人
Participants of 'Tomorrow's Leader' (the 2nd Management Staff Development Programme) learnt how to become high performance executives in a leadership training workshop

The 2nd Management Staff Development Programme - Tomorrow's Leader

The Management Staff Development Programme (MSDP) provides systematic training to our high performing staff. The aim is to develop their skills and nurture them for future organisational roles, so as to ensure the continuation of the vision, mission, values and strategic development of the Society. After positive feedback of the 1st MSDP, the 2nd MSDP - Tomorrow's Leader was launched in October 2018.

Nineteen participants from various organisational levels of the Society enrolled, all self-nominated or nominated by their supervisors. Participants underwent 18-months of diversified intensive training to enhance their creative thinking, widen their perspectives, strengthen their capacities and enhance their management knowledge and techniques, in preparation for higher level roles. The programme included professional management training courses, local and overseas exchange activities, internal and inter-agency placement, mentorship (with an experienced manager) and professional coaching to enhance personal strengths and capacities.

