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## Corporate Governance

### 機構管治

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2016/17——扶康會成立四十周年

## 董事局主席報告

2016/17——40th Anniversary of Fu Hong Society

## Council Chairman's Report



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1977年，扶康會開設首個服務單位「友愛之家」，為七名急需支援的嚴重智障女士提供臨時住宿服務；其時員工人數寥寥可數。至2017年，本會開設四十三個服務單位，合共為三千八百多名殘疾人士提供多元化服務，員工人數達一千一百人。經歷四十載，本會會務持續發展，並於本港成人康復服務發展里程中扮演重要角色。最令我們感到欣喜和自豪的是歷代「扶康人」謹記創會初心，心繫弱勢社群，竭誠地服務殘疾人士。

2016/17年度，於慶祝扶康會成立四十周年之際，我們既要傳承扶康會積極進取和熱誠服務的精神，更要持續優化機構管治和服務質素、回應殘疾人士不斷轉變的需求及推動社會共融。在各持份者的積極參與和支持下，本會於不同範疇均取得實質進展。

### 提升管治水平和成效 促進機構可持續發展

#### • 優化管治架構

為應付未來機構發展的需要，本會董事局於2016/17年度就優化董事局轄下委員會架構進行深入探索。目的是提高董事局轄下架構的效率，以及開拓更多渠道吸納各界專才成為義務委員，從而提升管治水平和成效。優化架構方案將於2018年全面推行。期望各持份者能一如以往支持董事局及其轄下委員會的工作，一起於不同的崗位上實踐本會的使命。

In 1977, Fu Hong Society set up its first service unit, 'Father Tapella Home', to cater for the imminent needs of seven women with severe intellectual disabilities. At that time, temporary residential service was provided and manned by a few staff members. In 2017, the Society has opened 43 service units to meet the varying needs of over 3,800 persons with disabilities. Multifaceted services are provided by a team of more than 1,100 staff members. Throughout the past 40 years, the Society has undergone continuous expansion and distinguished itself by playing an important role in the development of adult rehabilitation services in Hong Kong. What makes us proudest of and most pleased to see is that all generations of the Fu Hong family, remember the founding vision, and share the same mission of serving persons with disabilities wholeheartedly and dedicatedly.

Celebrating the 40th anniversary of the Society in 2016/17, the Society needs to pass on its proactive and enthusiastic attitude in serving persons with disabilities. The Society also has to continuously enhance corporate governance and service quality, in order to address the changing needs of persons with disabilities and foster social inclusion. With the support and active participation of all stakeholders, the Society has made substantive progress in various aspects in the year under review.

### Pursuing excellence in governance and fostering sustainable development

#### • Optimising governance structure

To cope with organisational needs in the future, the Council of the Society held an in-depth deliberation on how to optimise Council substructure. The aim is to strengthen corporate governance through further improving the efficiency of Council substructure, and opening up more channels to absorb professionals from different sectors to serve on Committees of the Society. The optimisation plan of Council substructure will be implemented from 2018. It is hoped that stakeholders in their various roles will, as always, support the work of the Council and Committees to jointly achieve the mission of the Society.

#### • 制定三年策略性計劃(2018至2021年)

為了更有效地評估本會面對挑戰的能力及善用有利發展的潛在機遇，管理層於本年度籌備進行機構及服務單位層面的「強弱危機綜合分析」。經整理後的分析結果將會呈交董事局及相關的專責小組作參考。除了董事局、各個委員會和員工的參與外，本會亦會邀請服務使用者家屬參與制定策略性計劃的過程，以便準確地了解他們的意見及期望。

### 推出適切服務 積極回應需求

#### • 增設言語治療服務

鑑於服務使用者對言語治療服務的需求日趨殷切，本會於2016年8月增設非政府常規資助的言語治療服務，增聘兩名言語治療師，為服務使用者提供吞嚥能力評估及介入服務。增聘言語治療師讓本會的專業團隊更為全面，而跨領域的合作亦能發揮協同效應，攜手提升服務使用者的溝通能力和生活質素。本會將因應服務使用者的需求，適時評估增聘言語治療師的需要。(詳情請參閱本年報第82至84頁。)

#### • 「石圍角工場現代化計劃」

社會福利署於1986年設立石圍角工場，1991年起由本會接管，是首個由政府委託非政府機構接管營運的工場。為了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，石圍角工場需要在訓練項目、設施及室內設計等方面進行優化工程。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，以推行現代化計劃。工場的服務將會更切合服務使用者和現今社會的需要，亦能透過舉辦社區共融活動，增加區內人士對殘疾人士的認識，促進社會和諧。

#### • 「殘疾人士入職後續支援」優化計劃

目前，只要殘疾人士於公開市場連續受聘六個月，並符合既定薪金收入標準，即符合社會福利署成功公開就業的標準，便要退出「輔助就業」或「殘疾人士在職培訓計劃」等服務。然而，根據本會的服務經驗，很多在職殘疾人士在退出服務後，仍然面對不少情緒問題及工作壓力。往往因缺乏適當支援，導致他們無法繼續順利工作，甚至離職。有見及此，本會於本年度積極研究推行「殘疾人士入職後續支援」優化計劃。有關計劃以會員制的方式為已退出原有服務的殘疾人士，提供額外最長十八個月的入職後續支援；由社工提供專業意見及輔導，以加強殘疾人士工作的穩定性及持久性，讓他們能發揮潛能，貢獻社群。有關計劃於2017年4月1日至2019年3月31日期間推行。

#### • Formulating a three-year Organisational Strategic Plan (2018 – 2021)

To effectively assess the Society's capacity to face possible challenges and exploit potential opportunities for sustainable development, preparatory work for conducting SWOT analyses at corporate and service unit levels was carried out by Senior Management in the year under review. Results of the analyses will be a guiding reference for the Council and the dedicated Task Force. In addition to the active involvement of Council, Committees and staff members, the Society will invite family members of service users to participate in the formulation process so as to have a firmer grasp of their views and expectations.

### Launching appropriate services that positively respond to the needs of service users

#### • Adding speech therapy services

In view of service users' increasing demand, non-subvented speech therapy services have been added from August 2016. Two Speech Therapists (STs) were recruited to provide swallowing assessments and intervention services. They also enhance the comprehensiveness of the Society's professional team. Multidisciplinary collaboration can further raise synergy effects, enabling different professional staff to make concerted efforts to improve service users' communication skills and quality of life. The Society will make timely evaluation of the need to recruit additional STs in response to the demand of service users. (Please refer to p. 82 – 84 for details.)

#### • 'Shek Wai Kok Workshop Modernisation Project'

The Social Welfare Department (SWD) set up Shek Wai Kok Workshop in 1986, and handed it over to the Society in 1991. It is the first of such entrustment to non-governmental organisations. In consideration of the needs of ageing service users and the obvious changes in the development trend of vocational rehabilitation services, it is necessary for the Workshop to carry out enhancement works in terms of training programmes, facilities, interior design, etc. We are grateful that The Hong Kong Jockey Club Charities Trust has donated a grant of HK\$11.29 million to implement the modernisation project. It is expected that services provided by the modernised Workshop will better serve the needs of service users and present-day society. Inclusive activities organised by the Workshop will also help enhance public understanding of persons with disabilities and promote social inclusion.

#### • Enhanced Project on 'Post-Employment Support Services for Persons with Disabilities'

At present, if persons with disabilities have been continuously employed for more than six months in the open market and able to meet the established standards for wages, they are considered by the SWD as having successful employment. They will then be discharged from services like Supported Employment Service and On-the-Job Training Programme. According to our service experience, many of them still face a number of emotional problems and suffer from work-related stress. Often, they lack appropriate support to continue with their jobs; and some would resign because of inability to handle all these problems. To cater for the needs of this particular group, the Society actively studied the launch of the captioned enhanced project on a membership basis in the year under review. The enhanced project will provide members with additional post-employment support services for up to 18 months. Social Workers will provide professional advice and counselling for persons with disabilities so as to strengthen their job stability and continuity, thereby helping them develop their potential and make contribution to society. The enhanced project commenced on 1 April 2017 and will last until 31 March 2019.

#### • 更新個案管理系統

本會於2016/17年度探討如何改善及增加個案管理系統的作業流程，以促進跨專業協作；更有效地制定、檢視和評估服務使用者的個別康復及發展計劃。新的個案管理系統亦讓本會更全面地了解服務成效，有助持續改善服務質素。新系統將於2019年逐步推行。

### 開拓不同的平台 展示潛能和創意

#### • 「緊Art你手」共融計劃

本會相信每一位殘疾人士也有與生俱來的天賦和才能，而藝術是其中一種媒介展示他們的潛能。承蒙嘉民慈善基金於2015/16年度捐助港幣八十三萬八千元，讓為期兩年的「緊ART你手」共融計劃得以推行。當中的項目包括於本會總辦事處西翼開設「樂融展藝坊」，提供一個互動平台推動展能藝術的發展，及傳遞傷健共融的信息。此外，本會於2017年4月28日至5月3日在香港文化中心舉行「藝與夢飛行」藝術展覽，展出由一百三十三位服務使用者製作的藝術作品，總參觀人數超過一千六百人次。「緊ART你手」共融計劃已於本年度順利完結，本會將努力尋求其他捐助，以持續推廣展能藝術，並於社區宣揚關愛、共融的文化。

#### • 開設第三所社企餐廳「康姨小廚」

本會轄下的社會企業「康融服務有限公司」(簡稱「康融」)透過公開競投，於2016/17年度成功取得高山劇場餐飲的經營權，為期三年，於2017年7月開業。新餐廳命名為「康姨小廚」，是本會繼「康姨咖啡室」及「香城茶室」後，第三所開設的社企餐廳。本會於本年度亦成功延續「康姨咖啡室」的經營權，為期四年。這些進展不但標誌康融業務持續發展，而且顯示本會在發展殘疾人士潛能及促進殘疾人士就業等方面的決心和努力。三所社企餐廳將會發揮更大的協同效應，為更多殘疾人士提供餐飲就業機會和工作的訓練平台；並透過增加殘疾人士與社區人士的接觸，讓大眾了解殘疾人士的工作能力。

#### • Revamping Case Management System (CMS)

In 2016/17, the Society explored how to improve and increase the workflow of CMS in order to promote inter-multidisciplinary collaboration; and formulate, review and evaluate service users' individualised rehabilitation and development plans more effectively. The revamped CMS will equip the Society with a more comprehensive understanding of its service outcomes. The new CMS will be implemented from 2019.

### Opening up different platforms to show the potential and creativity of service users

#### • 'Let's Art Together' Inclusion Project

The Society believes every person with disability is born with endowments and talents; and art is a medium that can demonstrate their potential. The Society is grateful to Goodman Foundation for a donation of HK\$838,000 in 2015/16 to conduct the two-year 'Let's Art Together' Inclusion Project. One of the major parts of the project was the setting up of 'Joyful Art Gallery' located at Head Office Annex of the Society. Through serving as an interactive platform, the Gallery promotes not only the development of arts with the disabled, but also the message of social inclusion. In addition, the Society held the 'Flying Dreams, Flying Colours' Art Exhibition at Hong Kong Cultural Centre from 28 April to 3 May 2017. The exhibition displayed art works of 133 service users, and the total number of visitors exceeded 1,600 attendances. The project has been smoothly completed in 2016/17. The Society will continue to seek funding to promote arts with the disabled, as well as a caring and inclusive culture in the community.

#### • Setting up the 3rd social enterprise restaurant 'Madam Hong Restaurant'

The Society's social enterprise, Hong Yung Services Limited (HYSL), succeeded in bidding the three-year permit to operate the business at the catering premises of Ko Shan Theatre through open tender. The new restaurant, named 'Madam Hong Restaurant', commenced its business in July 2017. It is the 3rd social enterprise restaurant set up by HYSL after 'Madam Hong Cafe' and 'City Cafe'. In the year under review, the Society also succeeded in renewing the operation permit of 'Madam Hong Cafe' for four years. Not only do these achievements mark the sustainable business growth of HYSL, they also fully demonstrate the Society's determination and efforts to develop the potential of persons with disabilities and promote their open employment. It is believed that the three social enterprise restaurants will achieve greater synergy and provide more catering employment and training opportunities for persons with disabilities. The public can have more interaction with disabled people and better understand their work abilities through the social enterprise restaurants.



## 促進業界交流 分享知識經驗

本會十分重視與業界的交流，亦鼓勵董事局/委員會委員、員工及服務使用者家屬踴躍參與。在2016年9月至11月期間，本會考察團到台灣了解當地的高齡智障服務及職業康復服務，亦前往日本參觀「第四十三屆國際福祉機器展」。此外，本會一行十四人的代表團於2016年10月25至27日赴英國蘇格蘭出席「第二十三屆康復國際年會及世界大會」；代表團成員包括神師、董事局委員、員工及家屬代表。本會共有八篇論文獲接納於會上發表，主題包括關愛家庭服務、朋輩支援服務、機構與家長的夥伴關係等。作為本港其中一所主要的康復機構，本會非常榮幸能與世界各地的同工分享香港的服務經驗，並通過這個寶貴的機會互相學習和交流。

在2017年4月20至22日，本會獲中國殘疾人聯合會（簡稱「中國殘聯」）邀請到北京進行首次正式拜訪。本會代表團除了獲邀出席康復國際執委會開幕儀式及參觀北大醫療康復醫院外，更獲安排與中國殘聯領導，如執行理事會副理事長賈勇先生、國際聯絡部副主任尤亮先生及港澳台事務辦公室調研員周紅女士等正式會談，讓本會與中國殘聯展開積極的合作關係。

## 凝聚社會力量 齊建共融社會

### • 企業夥伴的支持

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2016/17年度，本會成功提名117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，共有四十隊企業義工隊參與本會的活動，企業義工人次超過六百人次。（詳情請參閱本年報第107至117頁。）

### • 「香港最佳老友」運動

自2004年開始，「香港最佳老友」運動成為本會重點發展的社區教育運動之一，目前得到香港賽馬會慈善信託基金撥款資助此項運動的行政及活動開支（直至2018年9月）。此運動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。截至2017年5月，本會成功配對二十七對「家對家」老友（家庭老友）及二百零八對「一對一」老友，並有二十二個老友分社，其中兩個新的分社分別由香港賽馬會義工隊與本會毅誠工場，以及拔萃女書院與天保民學校一起成立。（詳情請參閱本年報第91至93頁。）

## Fostering exchange with the sector to facilitate knowledge and experience sharing

The Society attaches great importance to exchange with the disability sector, and encourages Council/Committee Members, staff and family members of service users to actively participate in exchange activities. From September to November 2016, the Society sent delegations to Taiwan to study services for ageing persons with intellectual disabilities and vocational rehabilitation services, and to Japan to visit the '43rd International Home Care & Rehabilitation Exhibition'. In addition, a delegation of 14 members attended the 23rd Rehabilitation International World Congress held in Scotland, UK on 25-27 October 2016. Delegates included Spiritual Adviser, Council Members, staff and a family member of service user. Eight papers were accepted and presented at the Congress, covering topics including family care home services, peer support services, partnership with parents, etc. As a major rehabilitation agency in Hong Kong, the Society was pleased to share with counterparts all over the world its service experience, and to learn and exchange views through this valuable opportunity.

Upon the invitation of China Disabled Persons' Federation (CDPF), the Society for the first time officially visited CDPF in Beijing on 20-22 April 2017. The official visit included participation in the opening ceremony of the Rehabilitation International Executive Committee Meeting, and study tour to Peking University Care Rehabilitation Hospital. The Society's delegation was received by senior officials of CDPF such as Mr JIA Yong, Vice President of Executive Board of CDPF, Mr YOU Liang, Deputy Director General of the International Affairs Department of CDPF, and Ms ZHOU Hong, Consultant of the Office of Hong Kong, Macau and Taiwan Affairs of CDPF. This formal visit paved the way for future collaboration between the CDPF and the Society.

## Fostering social cohesion to build an inclusive society

### • Support from corporate partners

The Society strives to forge a close partnership with corporations from different sectors, and to promote the development of corporate volunteer teams. This partnership relationship also facilitates corporations to fulfil their corporate social responsibility. In 2016/17, the Society successfully nominated 117 corporations and professional bodies for the 'Caring Company' / 'Caring Organisation' logo issued by The Hong Kong Council of Social Service in recognition of cross-disciplinary collaborations. 40 corporate volunteer teams involving more than 600 volunteer attendances in activities held by the Society were recorded. (Please refer to p.107 – 117 for details.)

### • 'Best Buddies Hong Kong' Movement (BBHK)

BBHK has been a major community education movement launched by the Society since 2004. The Hong Kong Jockey Club Charities Trust currently provides funding for BBHK's expenses on administration and activities (until September 2018). Through promoting one-to-one friendship between persons with and without disabilities, BBHK disseminates the message of social inclusion and fosters a culture of care and respect in society. As at May 2017, BBHK successfully formed 27 pairs of 'family-to-family' buddies (family buddies), 208 pairs of 'one-to-one' buddies and 22 chapters. Among the two newly set up chapters, one was formed by the volunteer team of The Hong Kong Jockey Club and Ngai Shing Workshop of the Society, and the other one was formed by Diocesan Girls' School and Mary Rose School. (Please refer to p.91 – 93 for details.)

## 展望未來

### • 智障人士老齡化

截至2017年3月底，本會為3,806名殘疾人士提供服務，當中有超過2,200名(58%)服務使用者已年過四十歲。本會除了要提升護理及訓練服務的質素外，還需要密切關注各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。此外，本會將積極與有關團體研究通過運用資訊科技，加強服務使用者應對老齡化的能力，讓他們擁有樂齡生活。

### • 持續發展關愛家庭服務

本會自1997年開展「扶康家庭」計劃，先後開設四所關愛家庭，以自負盈虧的方式營運，為缺乏家庭支援的智障成人提供服務。自2008年開始，本會的關愛家庭服務獲香港賽馬會慈善信託基金捐助部份經費。其中一所位於威爾斯親王醫院員工宿舍大樓內的關愛家庭「和諧軒」，因醫院大樓進行重建，已於2017年3月遷出。作為過渡安排，受影響的家庭成員已遷往另外兩所關愛家庭暫住。縱使另覓物業的過程困難重重，本會仍然會以積極及樂觀態度面對，冀望能盡快為和諧軒的家庭成員重建一個家。本會深信關愛家庭的服務理念，能真正履行《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，確保殘疾人士在家庭生活方面享有平等權利。未來，本會將把握每一個機會，向政府及社會各界進一步推廣關愛家庭服務，務求令扶康家庭計劃得到更廣泛的支持和認同。

## 總結

2017是扶康會成立四十周年，亦標誌著本會與香港特區政府、殘疾人士及社會各界持份者同心同行四十載。本會不斷成長，並邁進新的服務領域，為更多有需要的殘疾人士提供適切的服務，讓他們一樣可以擁有燦爛的人生。在穩健、可信賴的機構管治和財務管理制度下，本會有信心迎接未來的挑戰，為可持續發展作好準備。

我非常榮幸能夠與會長、副會長、神師、董事局及委員會委員一同共事，亦由衷地感謝他們對本會的無私奉獻。同時，我謹代表董事局感謝全體員工克盡己任，並於各個崗位上努力實踐本會的核心價值。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。全賴他們的傾力支持及慷慨解囊，本會才能有如此令人鼓舞的成績。本會將繼續以堅定不移的態度履行使命，以殘疾人士的福祉為依歸，並與各持份者一起推動社會共融。

## In the Years to Come

### • Ageing of persons with intellectual disabilities

Among 3,806 persons with disabilities served by the Society, over 2,200 service users (58%) were 40 years old or above as at the end of March 2017. To effectively respond to the needs of ageing service users, the Society will improve the quality of nursing and training services, and pay close attention to staffing requirement and composition of service units. Furthermore, the Society will play an active role in studying the use of information technology with relevant organisations to strengthen service users' abilities to cope with ageing and achieve positive ageing.

### • Sustaining the development of family care home services

Four family care homes have been set up on a self-financed basis under the 'Casa Famiglia' Project since 1997. The family care home services have been partially funded by The Hong Kong Jockey Club Charities Trust since 2008. These family care homes provide services for adults with intellectual disabilities who lack support from their own families. Concordia Family, one of the four family care homes, was originally located at the staff quarters building of Prince of Wales Hospital. Due to redevelopment of the Hospital, Concordia Family moved out from the said premises in March 2017. As an interim measure, affected family members were transferred to another two family care homes to receive services temporarily. Although it is never an easy task to find new premises for relocation, the Society will keep on adopting a proactive and positive attitude towards challenges in the hope of expediting the redevelopment of Concordia Family. The Society firmly believes that, the service concepts of these family care homes can truly implement the provisions of Article 23 'Respect for home and the family' of the Convention on the Rights of Persons with Disabilities, which ensure persons with disabilities to have equal rights with respect to family life. In the years ahead, the Society will seize every opportunity to further promote family care home services to the Government and the public in order to gain wider support and recognition of 'Casa Famiglia' Project.

## Conclusion

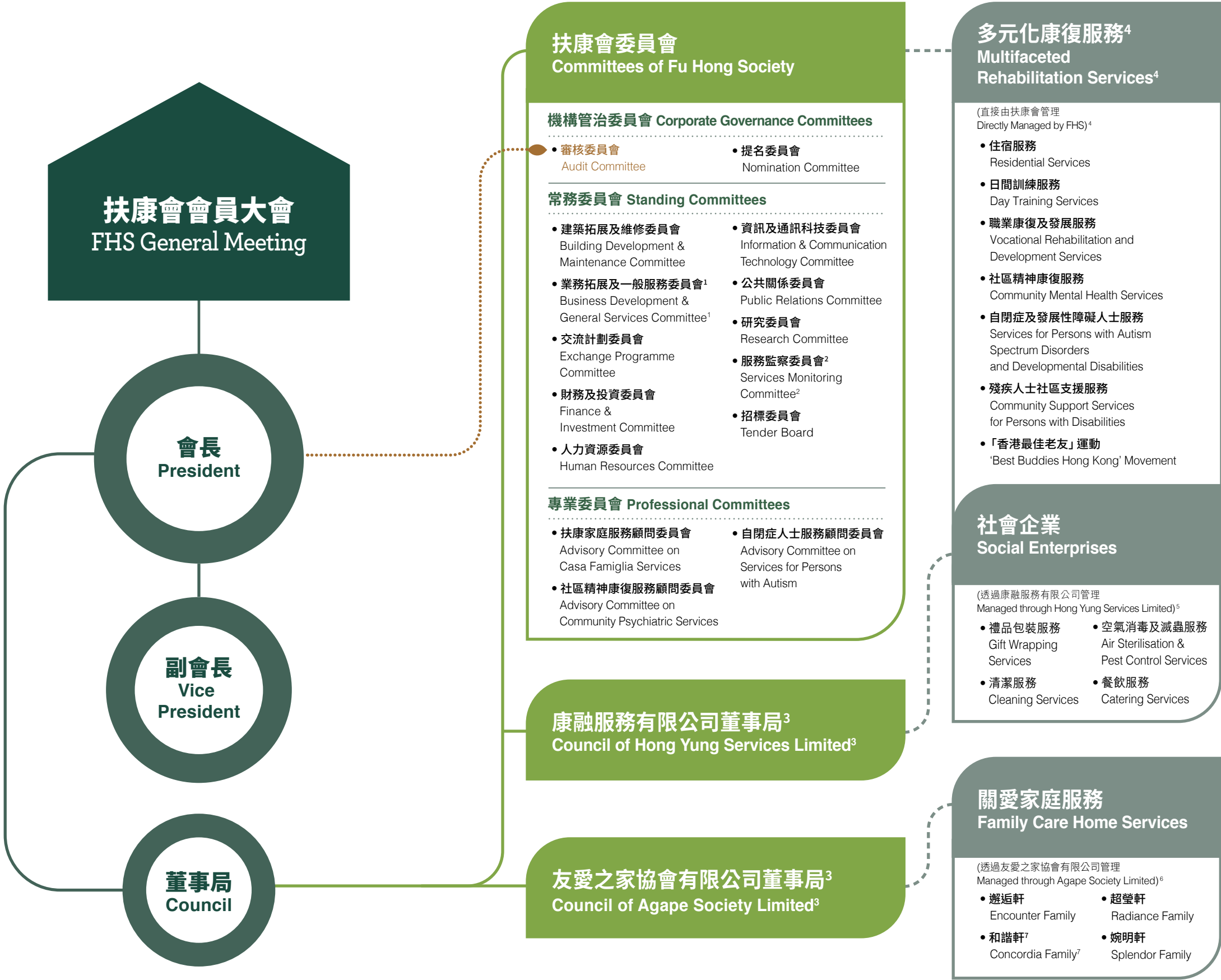
The year of 2017 marks the 40th anniversary of the Society and signifies its 40-year partnership with the HKSAR Government, persons with disabilities and other stakeholders from different sectors. The Society has continuously developed and entered new areas of services to benefit as many needy persons with disabilities as possible, and to help them live a beautiful life. Supported by stable, steady and reliable corporate governance and financial management, the Society is confident in meeting future challenges and getting well prepared for sustainable development.

I am deeply honoured to have the opportunities to work with our President, Vice President, Spiritual Advisor, Members of the Council and Committees. I would like to express my sincere gratitude to them for their selfless dedication. On behalf of the Council, I wish to express our appreciation to staff members in different positions for making the best efforts to fulfil their duties and actualising the core values of the Society. Last but not least, on behalf of the Society, I would like to extend our sincere gratitude to the HKSAR Government and all governmental departments concerned, The Lotteries Fund, The Hong Kong Jockey Club Charities Trusts, donors including individuals and organisations, and volunteers. Without their enthusiastic support and generous donations, the Society would not be able to make such encouraging achievements. The Society will continue to put its mission into practice unflinchingly, to serve the best interests of persons with disabilities, and to foster social inclusion with concerted efforts of all stakeholders.

機構管治架構  
Corporate Governance Structure

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，盡力提升管理效益。右圖概述本會的機構管治架構及主要服務的管理要點：

In compliance with the Companies Ordinance (Cap. 622), Fu Hong Society is committed to high levels of corporate transparency and high standards of corporate governance in order to enhance management efficiency through establishing a clear and comprehensive governance structure. Key features of the Society's corporate governance structure and the management of major services are outlined on the right:



備註:1.業務拓展及一般服務委員會同時監督「香港最佳老友」運動理事會。2.服務監察委員會亦監督四個區域小組委員會。3.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。4.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59至89頁。5.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。6.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。7.受威爾斯親王醫院擴建工程影響，和諧軒已於2017年第一季遷出。

Notes: 1. Business Development & General Services Committee also oversees 'Best Buddies Hong Kong' Movement Council. 2. Services Monitoring Committee also oversees four Regional Sub-Committees. 3. 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. 4. 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 pages 59 to 89 of this Report. 5. 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. 6. 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. Casa Famiglia Project is one of the Society's self-financed projects and are now partially funded by the Community Project Grant of The Hong Kong Jockey Club Charities Trust. 7. Being affected by the redevelopment of Prince of Wales Hospital, Concordia Family moved out from its current location in the first quarter of 2017.



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



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Dr IP Yan-ming JP



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Vice President  
王淦基醫生 JP  
Dr WONG Kam-Kee, Simon JP



主席 03  
Chairman  
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Dr KWOK Kin-fun, Joseph BBS, JP



義務秘書 05  
Hon Secretary  
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Mrs WONG LAM Siu-ling, Cecilia MH



神師 07  
Spiritual Adviser  
方叔華神父  
Fr Giosuè BONZI PIME



04 副主席  
Vice Chairman  
施家殷先生 MH  
Mr SZE, Kyran MH



06 義務司庫  
Hon Treasurer  
陳雪湄女士  
Ms CHAN Suet-mei, Jane



董事局委員 08  
Council Members  
李百灝先生 MBE, JP  
Mr LI Pak-ho, Simon MBE, JP



10 陳秀嫻博士 JP  
Dr CHANG Sau-han, Joyce JP



12 陳紹沅先生  
Mr CHAN Siu-yuen, Stephen



14 陳達文先生  
Mr CHAN Tat-man, Pele



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



11 許國賢神父  
Fr Fernando CAGNIN PIME



13 許盧萬珍博士  
Dr HUI LO Man-chun, Jenny



15 冼權鋒教授  
Prof SIN Kuen-fung, Kenneth



17 王明燦醫生  
Dr WONG Ming-cheuk, Michael



19 胡君仲先生  
Mr WU Kwan-chung, Derek



21 盧鴻業先生  
Mr LO Hung-yip



16 李春霖先生  
Mr LEE Chun-lam, John



18 范德穎醫生  
Dr FAN Tak-wing, William



20 錢國強先生  
Mr CHIEN Kwok-keung, Kenny



22 梁媛雯女士  
Ms LEUNG Wun-man, Emba

榮譽顧問  
Hon Advisers

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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

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					專業委員會 Professional Committees			機構管治委員會 Corporate Governance Committees								
姓名 Name	BD & MC	BD & GSC	EPC	F & IC	HRC	I & CTC	PRC	RC	SMC	TB	ACCFS	ACCPs	ACSPA	NC	AC			
董事局委員 Council Members	郭鍵勳博士 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																	
	方叔華神父 Fr Giosuè BONZI PIME																	
	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																	
	陳秀嫻博士 JP Dr CHANG Sau-han, Joyce JP																	
	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																	
	方志剛先生 Mr FONG Chi-Kong, Derry																	
	王陳芝英女士 Mrs WONG CHEN Chi-ying																	
	王國才先生 Mr WONG Kwok-choi																	
	何坤明先生 Mr HO Kwan-ming																	
	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																	
	李萍英博士 Dr LI Ping-ying, Eria																	
	李燕瓊教授 Prof LEE Yin-king, Linda																	

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

BD&MC 建築拓展及維修委員會 Building Development & Maintenance Committee  
BD&GSC 業務拓展及一般服務委員會 Business Development and General Services Committee  
EPC 交流計劃委員會 Exchange Programme Committee  
F&IC 財務及投資委員會 Finance & Investment Committee

	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										專業委員會 Professional Committees			機構管治委員會 Corporate Governance Committees			
姓名 Name	BD& MC	BD& GSC	EPC	F& IC	HRC	I& CTC	PRC	RC	SMC	TB	ACCFS	ACCPs	ACSPA	NC	AC		
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													■				
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												■					
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劉志强博士 Dr LAU Chi-keung	■																
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蔡惠琴女士 JP Ms CHOI Wai-kam, Virginia JP					■		■							■			
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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															■		

HRC 人力資源委員會 Human Resources Committee  
I&CTC 資訊及通訊科技委員會 Information & Communication Technology Committee  
PRC 公共關係委員會 Public Relations Committee  
RC 研究委員會 Research Committee

SMC 服務監察委員會 Services Monitoring Committee  
TB 招標委員會 Tender Board  
ACCFS 扶康家庭服務顧問委員會 Advisory Committee on Casa Famiglia Services  
ACCPs 社區精神康復服務顧問委員會 Advisory Committee on Community Psychiatric Services

ACSPA 自閉症人士服務顧問委員會 Advisory Committee on Services for Persons with Autism  
NC 提名委員會 Nomination Committee  
AC 審核委員會 Audit Committee

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Mr LAI Wai-shun  
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- **林少珍女士** 悅行之家服務使用者代表  
Ms LAM Siu-chun  
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- **李漢權先生** 澤安成人訓練中心家長代表  
Mr LEE, David  
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- **林碧球女士** 長沙灣成人訓練中心及友愛之家家長代表  
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- **戚幼玲女士** 葵興職業發展中心家長代表  
Ms CHIK Yau-ling  
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- **陳麗英女士** 長康之家家長代表  
Ms CHAN Lai-ying  
Parent Representative of CHH
- **黃瑞萍女士** 長康之家家長代表  
Ms WONG Shui-ping  
Parent Representative of CHH
- **黃杏玲女士** 葵興職業發展中心家長代表  
Ms WONG Han-ling  
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- **劉鹿先生** 長沙灣成人訓練中心及友愛之家家長代表  
Mr LAU Lo  
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- **談寶釗先生** 麗瑤之家家長代表  
Mr TAM Po-chiu  
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- **鄧婉華女士** 澤安成人訓練中心家長代表  
Ms TANG Yuen-wah  
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- **韓周衛文女士** 麗瑤之家家長代表  
Mrs HON CHOW Wai-man  
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Ms KWONG Kwun-yee  
Parent Representative of LYATC
- **羅王燕玲女士** 上屋成人訓練中心家長代表  
Mrs LAW WONG Yin-ling  
Parent Representative of SLUATC
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Mrs TAM WONG Lai-hing  
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沙田、觀塘及港島東區  
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- **楊珍女士** 興華成人訓練中心家長代表  
Ms YEUNG Chun  
Parent Representative of HWATC
- **謝永雄先生** 樂華成人訓練中心家長代表  
Mr CHE Wing-hung  
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- **戴秀華女士** 健持之家家長代表  
Ms TAI Sau-wah  
Parent Representative of PH

屯門及元朗區  
Tuen Mun & Yuen Long

- **何坤明先生** 主席 / 社區義工  
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Vice Chairman / Parent Representative of TSWDSC
- **吳麗玉女士** 潔康之家家長代表  
Ms NG Lai-yuk  
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
- **石楊小玲女士** 社區義工  
Mrs SHEK YEUNG Siu-ling  
Community Volunteer
- **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
- **魏婉玲女士** 柔莊之家家長代表  
Ms NGAI Yuen-ling  
Parent Representative of YCH
- **關陳金好女士** 天耀之家家長代表  
Mrs KWAN CHAN Kam-ho  
Parent Representative of TYH
- **陳王美華女士** 天耀之家家長代表  
Mrs CHAN WONG Mei-wah  
Parent Representative of TYH
- **李鄧全妹女士** 天耀之家家長代表  
Mrs LEE TANG Chuen-mui  
Parent Representative of TYH
- **陳秀蘭女士** 天水圍地區支援中心家長代表  
Ms CHAN Sau-lan  
Parent Representative of TSWDSC
- **黎惠英女士** 友愛之家及長沙灣成人訓練中心家長代表  
Ms LAI Wai-ying  
Parent Representative of FTH / CSWATC





# 機構管治工作

## Corporate Governance Practices

本會遵照《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，向各持份者負責。此部分總結了本會於2016/17年度的機構管治工作情況。

The Society has complied with requirements of the Company Ordinances and the Best Practice Manual formulated by the Social Welfare Department (SWD), in order to achieve high standards of corporate governance and to be accountable to stakeholders. This part summarises the corporate governance practices of the Society in 2016/17.

### 機構架構

按本會的組織章程細則，本會的會長、副會長及董事局委員須由本會會員擔任，他們均義務任職，並無領取任何酬金。如本會清盤時，各會員的有限法律責任不多於港幣五十元。本會的高級管理團隊由十一位成員組成，包括總幹事、助理總幹事、六位服務總監及三位中央行政部門主管，負責執行董事局的決定及管理本會的運作、服務提供及發展。管理層於2016/17年度的酬金合共港幣一千二百一十萬元，在社署的批准下，有關酬金是參照公務員總薪級表發放，並包括強制性公積金計劃供款及其他福利。

### Corporate Structure

According to the Articles of Association, President(s), Vice President(s) and Council Members of the Society shall be members of the Society. They are all volunteers serving the Society without any forms of remuneration. In case of winding up of the Society, the maximum liability of each member of the Society is HK\$50. The Society's Senior Management team comprises 11 members including Chief Executive Officer, Assistant Chief Executive Officer, 6 Service Directors and 3 Central Administration Department Heads; they are responsible for implementing the decisions of the Council and overseeing operations, service delivery and development. The total remuneration for the Senior Management team in 2016/17 was HK\$12.1 million which was paid out by reference to the Civil Service Pay Scales, including contributions to the mandatory provident fund schemes and other fringe benefits as endorsed by SWD.

### 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

在2016/17年度，董事局匯聚十九位來自不同專業界別的委員。董事局特意安排及邀請來自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性和客觀性。

#### • 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。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。

### The Council

#### • Role

The Council has the overall and ultimate responsibility in managing the businesses of the Society in accordance with the adopted directions and authorities as stipulated in the Articles of Association.

#### • Council Members

The Council had 19 members with professions from various disciplines in 2016/17. The diversity in professions is deliberate so as to avail the Society of various types of expertise to help manage the multifarious businesses of the Society in a fair, important and balanced manner.

#### • Terms of appointment

The Society Members serve on a voluntary basis. Through General Meetings, the Society Members govern the Society, but delegate the authority to run the Society to a Council which resembles a board of directors. Members of the Council are elected by Society Members at annual general meetings. 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.

### 委員會

本會設立了十五個委員會專責處理事務。除審核委員會外，各委員均由董事局委任。委員會主要分為三類，須向董事局匯報：(i) 十個常務委員會監督不同範疇的運作及職能；(ii) 三個專業委員會從專業角度，處理特別個案；及 (iii) 兩個機構管治委員會各自發揮相關機構管治職能。當中，為了維持機構管治的獨立性，審核委員會則直接向會長匯報。在2016/17年度(截至2017年7月31日)，整體委員會會議的平均出席率接近八成。

### Committees

The Society forms 15 committees to look after specialised affairs. Except Audit Committee, Members of Committees are appointed by the Council. Committees are mainly divided into three types, closely related but with different functions: (i) overseeing various operations and functions by 10 Standing Committees; (ii) looking after special cases from the professional perspectives by 3 Professional Committees; and (iii) performing respective corporate governance duties by 2 Corporate Governance Committees. As a matter of independence for corporate governance, Audit Committee reports to the President directly. Overall average meeting attendance rate of Committees was about 80% in 2016/17 (as at 31 July 2017).

### 服務年資

2016/17年度共有四十九位義務委員服務董事局(十九名委員)和十五個委員會(三十名委員)。所有董事局委員須擔任不少於一個委員會的委員，而84%的董事局委員加入多個委員會。在服務年資方面，近八成董事局委員已經於本會服務五年以上；而委員會委員約有逾五成服務超過五年或以上。這數據反映本會對新委員和現有委員的吸引力，印證了各董事局及委員會委員熱心支持本會為殘疾人士謀福利。

### Length of Service

In 2016/17, there were a total of 49 volunteers serving the Council (19 members) and 15 Committees (30 members). All Council Members were required to serve at least one Committee; 84% of them sat in more than one. In terms of the length of service, around 80% of the Council Members and over 50% of Committee Members have been serving the Society for 5 years or above. These figures reflect the appeal of the Society to new and current Council/Committee Members, and also prove their enthusiasm for supporting the Society to fight for the benefits of persons with disabilities.

備註：不包括家長代表  
Note: Excluding parent representatives



內部監控

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，其主要功能簡述如下：

Internal Control

The Society's well-established internal control system, with checks and balances, helps safeguard the assets of the Society, the interests of stakeholders, and compliance with rules and regulations, statutory and otherwise. The entire system is always under review to cope with changes in operations and regulations. Key features of the internal control system are described below:

管理利益衝突 Avoidance of conflicts of interest	<ul style="list-style-type: none"><li>董事局及委員會委員須於獲委任時就其利益作出一般披露。 Council and Committee Members are required to declare their conflicts of interest.</li><li>如在接受任命後發現有任何利益衝突，董事局/委員會委員必須於新一屆任期開始時填寫書面利益申報表，並需要立即通知董事局秘書。 If any conflicts of interest are found after being appointed, Council and Committee Members have to provide a formal written confirmation and notify the Council Secretary promptly after appointment at the beginning of each term.</li><li>審批及招標程序中亦已加載相關提示，提醒本會員工及外間公司均需要申報利益。 A note of caution in this regard is also provided in the approval process and tendering procedures, for both internal and external parties.</li></ul>
檢查 Inspections	各個部門特別是財務部，會進行常規、特殊和突擊檢查，確保運作能按照已確立的方式進行，以識別和檢測偏差及有意或無意的失誤，並及時修正。 Special and surprise inspections are conducted regularly in various departments, particularly in Finance Department, to ensure compliance with the adopted practices and to help in the discovery of deviation and mistakes, intentionally or not, for prompt remedies.
匯報 Reporting	精簡、準確而及時的報告有助準確評估各種服務/職能的表現，以便在適當階段作出監控、規劃和發展，並在有需要時採取補救措施。因此，定期及不定期向高級管理層及董事局匯報是內部監控的另一關鍵部分。 Accurate and timely reports in concise formats are prepared to help relate the performance of various services/functions to appropriate levels for control, planning, development, and taking remedial actions when circumstances are so warrant. Therefore, regular and ad-hoc reporting to the Senior Management and the Council is another crucial key to internal control.
內部評估 Internal reviews	<ul style="list-style-type: none"><li>為確保與社署設定的服務質素標準一致，每所服務單位於每三年內，須由同區其他服務單位的代表進行一次內部評估及探訪。 To ensure the delivery of services in line with the criteria set by SWD, each service unit has to undergo one internal review visit within every three years, conducted by representatives of other internal service units within the same region.</li><li>在2016/17年度，共有兩所服務單位進行上述評估，整體結果令人滿意。 In 2016/17, a total of two service units underwent the said visits and the overall results were satisfactory.</li></ul>

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2016/17年度，本會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。

風險和不明朗因素

本會與其他機構一樣，正面對著不同的風險和不明朗因素。詳情簡述如下：

• 老齡化

智障人士及其照顧者/父母/監護人雙老化的情況日漸引起社會及政府的關注。除了積極回應《2016年施政報告》提出為智障人士建立公共信託事宜，會方亦鼓勵員工及服務使用者家長參加相關講座，讓各持份者深入了解公共信託制度、相關財產管理方法及其應用，以協助智障人士日後對其財產作出適當的分配和安排。此外，本會已聘請兩位言語治療師，以協助改善服務使用者吞嚥問題及提供口部肌肉訓練，藉此提升服務使用者應對老齡化的能力。

• 關愛家庭服務

關愛家庭屬本會獨有的非政府資助服務，並獲香港賽馬會慈善信託基金資助部分營運經費。因配合威爾斯親王醫院擴建工程，和諧軒已於2017年第一季遷出，所有受影響的家庭成員已獲安排暫時入住超瑩軒及婉明軒（另外兩所關愛家庭）。本會將繼續積極尋找合適的單位重置和諧軒，持續發展關愛家庭服務。

• 風險管理

基於本會多元化的服務及龐大組織架構，在日常營運和管理中難免存在風險，包括為服務使用者提供治療、安排培訓和膳食、售賣由職業訓練生產的貨品、執行社企業務、舉辦籌款及社區共融活動、管理財務及人力資源等。除了安排經驗豐富的員工來監督服務運作及管理，採取合適及足夠的措施作監控，本會亦有購買保險保障會方可能面對的潛在責任。而且，為配合機構的策略計劃，本會將優化沿用多年的風險管理政策及指引；有關的檢視工作已按階段展開，並預計於2018年完成。

Reviews by External Parties

SWD conducts scheduled as well as surprise review visits to selected service units annually and also the accounting inspection once in two to three years. In 2016/17, two service units of the Society underwent the above review visits. SWD was highly satisfied with the Society's performance in various aspects. Tse Lo CPA Limited was appointed as our external auditor at the 2016/17 Annual General Meeting to carry out statutory audits of the accounts of the Society and its related companies.

Risks and Uncertainties

Similar to any other organisations, the Society faces a number of risks and uncertainties as enunciated below:

• Ageing

Double ageing, a situation in which persons with intellectual disabilities and their carers/parents/guardians are becoming old, is an increasingly concern of the public and the Government. Apart from actively responding to the establishment of public trust for persons with intellectual disabilities as stated in 2016 Policy Address, the Society encouraged staff members and parents of service users to participate in relevant talks. Different stakeholders could deeply understand the system of public trust, property management methods and application, assisting persons with intellectual disabilities in distributing and arranging their properties appropriately. Additionally, the Society has employed two Speech Therapists to help service users alleviate swallowing problems and provide oral motor exercise in order to enhance their ability to cope with ageing.

• Family Care Home Services

Family Care Home is a unique service of the Society, supported by The Hong Kong Jockey Club Charities Trust (the Trust), and without government subvention. Due to redevelopment of Prince of Wales Hospital, Concordia Family had already moved out in the first quarter of 2017. Members of Concordia Family have been placed in Radiance Family and Splendor Family as a temporary measure. The Society will continue to actively seek new premises to relocate Concordia Family, sustaining the development of family care home services.

• Risk management

With the Society's multifarious services and operations, it is inevitable that there are risks in all daily operations and administration, including but not limited to providing treatments/trainings and supplying meals to service users, selling products of vocational trainings, carrying out social enterprise works, holding fund raising and social inclusion events, managing finance, administering human resources, etc. Besides deploying experienced staff to oversee all the operations and administration and adopting appropriate good practices with proper and adequate controls, insurance covers are also arranged to protect the Society for potential liabilities. The Society will also improve its risk management policy and guidelines, which have been adopted for years. The process of reviewing has been started and it is expected to be finished in 2018.

## 遵從法定要求

本會一直恪守《公司條例》(第622章)，亦因應法定程序的變化而進行更新，保持警惕。根據殘疾人士院舍條例(第613章)<sup>1</sup>，本會採取必要的措施以符合由社會福利署署長管理的發牌制度。在聘用員工的過程中，本會亦遵守《性別歧視條例》、《殘疾歧視條例》、《家庭崗位歧視條例》及《種族歧視條例》。同時，本會遵照《僱傭(修訂)條例》規定，為每位員工簽訂書面僱傭合約，並準時支付薪金、提供法定假日、有薪年假、產假和待產保障、最低工資等。

## 促進溝通

本會對外透過網站及不同的途徑，包括新聞稿、按季出版《扶康通訊》、年報、小冊子及其他刊物、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。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。

## Statutory Compliance

The Society is committed to complying with Companies Ordinance (Cap. 622) strictly, and always vigilant to updates on and changes in statutory compliance. According to Residential Care Homes (Persons with Disabilities) Ordinance (Cap. 613)<sup>1</sup>, the Society carries out necessary measures to conform to the licensing system administered by the Director of Social Welfare. In addition, the Society selects and hires employees in compliance with the Sex Discrimination Ordinance, the Disability Discrimination Ordinance, the Family Status Discrimination Ordinance and the Race Discrimination Ordinance. Complying with the Employment (Amendment) Ordinance, written employment contracts are signed between the Society and each employee. The Society pays salaries on time and employees are entitled to benefits such as statutory holidays, paid annual leave, maternity and paternity protection, minimum wages, etc.

## Communication

The latest news and development of the Society are communicated to the public through the Society's website and various channels including press releases, the quarterly 'Fu Hong Newsletter', pamphlets and other publications, opinion surveys, media luncheons and so forth, to facilitate the understanding of the public and the Government towards the changing needs of persons with disabilities, service development, and achievements of the Society. Internally, the Society has adopted a two-way communication to collect views of different stakeholders including service users and their families, staff members and Council/Committee Members through regular Council/Committee meetings, different staff meetings and parent representatives from service units and/or Fu Hong Parents' Association.

## Accountability and Transparency

The Society has clear delegation of authority which facilitates the conduct of businesses and operations. The Council oversees the Society's overall performance, strategic directions and developments in pursuit of the adopted vision, mission and objectives. Senior Management, on behalf of the Council, administers services and supporting operations to implement strategies and projects approved by the Council. Through years of experience, the segregation of duties and authorities between Council/Committees and Senior Management is clearly understood and appreciated by respective parties in conducting their obligations and duties.

The Society adopts an open and transparent approach in disclosing relevant information, financial status and otherwise. Information relating to the Society's operation and performance, corporate partnership, volunteer activities, newsletters and annual reports on its official website is frequently and regularly updated. Prompt responses to complaints will be handled by responsible managerial staff and/or Council/Committee members as appropriate, with proper, thorough investigation and necessary remedial actions for follow-up actions.

## 營運效率

在職業安全方面，在2016/17年度中，安全管理小組共進行了兩次內部評估探訪，並與單位員工交流意見，以加強職業安全的意識。在回顧年度內，本會的工傷數字較去年度持續下降，有接近兩成的跌幅。本會將繼續檢視工傷意外情況，適時就短、中、長期及恆常的措施提出優化建議，以達至零意外的最終目標。

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一階段工作已於2016年7月順利完成。第二階段的工作亦正在進行中，並於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，允許職員透過內聯網，查閱個人資料、下載糧單、申請假期及報讀內部的培訓課程，以提高工作效率。

為了更新個案管理系統及內聯網，本會已向社署申請資助，以進行有關計劃。更新的個案管理系統會以人為依歸，有效地管理服務使用者的個案資料，並為不同的專業員工提供交流平台，以改善溝通及服務使用者資料的透明度，讓服務質素有所提升。此外，全新的內聯網將提供更清晰的用戶介面和指示，令操作加倍容易，讓管理層能獲得及時的資料。

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，進行名為「無線單晶片RFID識別讀卡機與適用於產品包裝的RFID標籤之應用」的研究計劃。此計劃已獲創新科技署資助，並向毅誠工場提供RFID識別讀卡機、RFID標籤及資產管理系統，以進行研究和數據分析。計劃已於2017年3月開始試驗，預計於2018年1月正式推行有關系統。

## Operational Efficiency

In term of occupational safety, a Working Group on Workplace Safety Management conducted two internal safety visits in 2016/17 in order to arouse staff members' awareness of preventing occupational accidents and maintaining workplace safety. Meanwhile, the number of staff accidents reduced steadily and dropped nearly 20% comparing to the previous year. The Society will continue to keep a close eye on staff accidents and make suggestions on refining short-term, medium-term and long-term measures to achieve the goal of zero accidents.

In term of work procedures, phase one implementation of the new Financial Management System (FMS) and Human Resources Information System (HRIS) have been completed successfully in July 2016. Phase two implementation of both systems have been carried out and will be scheduled to roll out by the end of 2017. The new FMS includes new function of managing fixed assets and procurements that will strengthen the control mechanism. Furthermore, Employee Self-Service (ESS) is one of the new HRIS functions, allowing employees to access their personal records and payroll information, apply for leave and holidays, as well as enroll training courses via the intranet by themselves. This can simplify some routines and procedures to increase the work efficiency.

To revamp Case Management System (CMS) and Internet Portal, the Society has applied for funding support from SWD. The new CMS will adopt people-oriented approach to manage the case of each service user effectively as well as provide a collaboration platform for multi-disciplinary professionals to enhance the services by improving the communication and the transparency of service users' information. In addition, the new Intranet Portal will be more user-friendly by providing a clearer user interface and direction to generate timely management information for the Management.

The Society's Ngai Sing Workshop (NSW) has conducted a collaborative project with Hong Kong R&D Centre for Logistics and Supply Chain Management Enabling Technologies, named 'Application of Wireless Hybrid UHF RFID Reader and Package Specific RFID Tag in Asset Tracking System', which was funded by the Innovation and Technology Commission. The project provided Wireless RFID Hybrid Readers, RFID Tags and Asset Management System to NSW for carrying out studies and data analysis. It has started experimenting since March 2017 and the said system will be formally launched in January 2018.

<sup>1</sup>按社署頒發之豁免證書規定，此條例生效前已存在但未能完全符合法例規定的殘疾人士院舍營辦人，可申請豁免證書，預留時間為原有的院舍進行改進，以滿足牌照的要求。

As stipulated in the Certificate of Exemption (CoE) issued by the Social Welfare Department, residential care homes for persons with disabilities (RCHDs) which exist before commencement of the Ordinance and yet are unable to fully comply with the legislative requirements, the operators may apply for a CoE in order to allow time for the existing RCHDs to make improvements for meeting the licensing requirements.



人力資源  
Human Resources

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，故此員工是機構珍貴的資本。本會亦支持共融就業，希望透過提供就業機會予殘疾人士，讓他們能發揮所長，藉以促進殘疾人士平等就業。

Staff Relations and Development

‘Care and respect’ is the vision of human resources policies that the Society commits to. The provision of professional and quality services cannot be achieved without the professionalism and high work efficiency of our staff members. Therefore, they are always an invaluable asset to the Society. The Society also supports equal employment opportunity by offering job opportunities to persons with disabilities and developing their potential, so as to promote equal employment for them.



賀年食品製作班深受員工歡迎  
Cooking classes for Chinese New Year food are popular among staff members



扶康會籃球隊由不同職級的員工組成，積極參加業界舉辦的比賽  
The Society's Basketball Team consists of staff members from different ranks, and joins competitions held by the sector actively

年內工作重點

• 更新人力資源管理系統工程

第一期更新系統工程已於2016年7月完成，而第二期有關員工自助服務則於2017年5月開展。員工可透過新系統自行查閱其個人檔案、申請假期、報讀培訓課程及申請培訓津貼；同時，新系統亦為管理人員提供更精確的管理資料和數據，以作分析及更有效地處理工傷個案資料。

• 推行「扶康傳承：人才儲備及培訓計劃」

為了更有系統地培訓未來的管理層，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2016/17年度首次推行「扶康傳承：人才儲備及培訓計劃」。此計劃提升專業管理人員所需要的管理知識、技巧、經驗及能力，並提升對職務的應變及承擔能力。計劃內容包括專業培訓課程、交流活動及由高級管理人員作為領航教練；本期共有二十一位員工參加此計劃。

• 關顧員工需要

在2016年9月，本會推出「員工心理服務先導計劃」，協助員工處理與工作壓力有關的情緒及心理問題。員工可透過電話及面談形式，向本會的臨床心理學家尋求支援。此外，為體恤懷孕員工的體能負擔，本會豁免懷孕踏入三十二週後之員工輪值夜更及留宿候命更，讓員工於個人健康、家庭及工作上取得平衡。同時，本會於2017年4月1日起優化員工團體醫療福利，為員工提供更全面的住院、門診及牙科保障。

• 實施「五天工作」

本會於2017年4月1日開始按服務安排逐步推行「五天工作」，讓員工於工作與生活上取得平衡，令生活過得更充實。

Focuses of Our Work in the Year

• Updating Human Resources Information System (HRIS)

The first phase of the system update was completed in July 2016 and the second phase about employee self-service has commenced in May 2017. Through the new HRIS, staff members are able to access their personal information, and apply for leave and holidays, training courses, and training subsidies. The Management can also acquire management information and data more accurately for conducting analysis and handling work-injury cases more effectively.

• Implementing Management Staff Development Programme

To train future managerial staff systematically for passing on the Society's vision and mission and having more effective management and sustainable development, the Society organised the Programme for the first time in 2016/17. It aimed to enhance the managerial knowledge, skills and competencies of professional managerial staff, enrich their experience and strengthen their response capability and the ability to perform their duties well. The Programme included professional training courses, exchange activities, and mentoring by Senior Management. In this term, 21 staff members joined the Programme.

• Caring about the needs of staff members

The Society launched 'Pilot Programme of Psychological Services for Staff Members' in September 2016, to help them handle mental and psychological problems caused by work pressure. In addition, understanding the physical burden of pregnant staff, the Society exempted thirty-two weeks pregnant staff from night shifts and on-call duty to balance their health, families and work. Starting from 1 April 2017, the Society improved group medical benefits for staff members to provide a more comprehensive coverage including hospitalisation, outpatient and dental services.

• Executing Five-day Work Week

Starting from 1 April 2017, the Society executed five-day week progressively according to service arrangement. It is expected that this measure can help staff members live a balanced and more fulfilling life.



會長葉明醫生、方叔華神父及董事局委員在春茗上高歌助慶  
Dr IP Yan-ming, Fr Giosuè BONZI and Council Members are singing at the Annual Staff Dinner



員工溝通

• 建立雙向溝通

為加強員工的凝聚力及團隊精神，本會設立多元化的渠道，包括新入職員工導向工作坊、員工分享大會、「扶康講場」、職員事務諮詢及發展委員會等；透過與管理層雙向的溝通，收集員工的意見，讓員工了解機構理念及使命。

• 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2016/2017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委員會會議及十次「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。

Staff Communication

• Developing two-way communication

To strengthen the cohesion of staff members and team spirit, the Society has set up diversified channels, including Orientation Day for new staff, Fu Hong Focus Group, Staff Consultative and Development Committee, etc. Through two-way communication between staff members and the Management, views of staff members can be collected while enabling them to better understand the Society's vision and mission.

• Having dialogues with the Chief Executive Officer

Chief Executive Officer, Ms LUK Wai-yin, Becky, adopts an attitude of open-mindedness and impartiality to listen to staff members and maintains effective communication with staff members in different positions. In 2016/17, four All Staff Meetings, three Staff Consultative and Development Meetings and ten 'Fu Hong Focus Groups' were held. Staff members of different ranks were able to have dialogues with the Chief Executive Officer on topics such as service quality, staff benefits and staff development.



不同職級的員工積極地參與扶康講場，並發表意見。  
Staff members from different ranks join Fu Hong Focus Group and express their opinions actively

關懷與獎勵

在2016/17年度，本會共有一百零三位員工獲頒長期服務獎，當中為本會服務二十年或以上的資深員工共有三十三位，其中一位更為本會服務了三十五年。本會於本年度亦舉辦多項活動，包括天然肥皂製作班、園藝種植班、賀年食品製作班及員工春茗等，期望員工於工作與生活之間取得平衡。

Care and Reward

In 2016/17, 103 staff members received the Long Service Awards, 33 of whom with seniority over twenty years, and amongst them, one has served for thirty-five years. To help staff members strike a balance between work and life, the Society organised various activities in 2016/17, including natural soap making classes, gardening classes, festival food producing classes and annual staff dinner, etc.

三十五年長期服務獎得獎員工感想  
Sharing of the Awardee of 35-Year Long Service Award

朱美玲  
Ms CHU Mei-ling  
順利成人訓練中心服務經理  
Service Manager of Shun Lee Adult Training Centre

在扶康會走過了三十五年的工作歲月，感謝會方對我的包容，並予以機會讓我學習。從服務中我得到很多，尤其是在服務護理家舍期間，我領會到只有愛才能維繫及燃起員工之間的工作動力。「尚愛、相助融洽、潔心、互育關懷」是我工作至今的座右銘。愛是不可測量，在愛內，我們學習到互相接納和關懷。只要謙虛地放下自我，在愛內，我們學習到互相欣賞，人與人之間的關係便會拉得更近、更親切。

'Working at Fu Hong Society for thirty-five years, I am grateful to have the acceptance and learning chances from the Society. I have learnt a lot when providing services, especially when I was working at Care and Attention Home. I realised that only love can motivate staff and link them up to work together. "Upholding love, helping one another with harmony, keeping a pure heart, and caring" is always my motto until now. Love is unconditional. We can learn how to accept and care for one another through love. Being humble and putting down the self, we can learn how to appreciate others inside love. The distance among people will then be shortened and the relationship will be closer.'

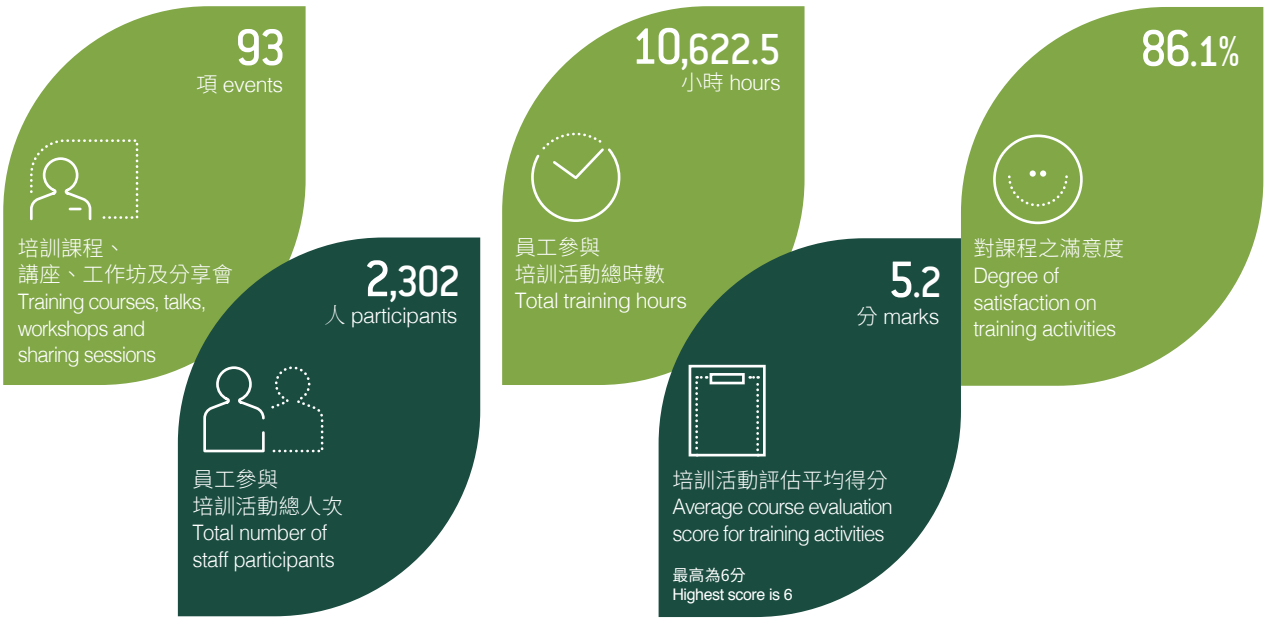




職員培訓及發展  
Staff Training and Development

多元化內部培訓活動

在2016/17年度，培訓部舉行不同主題的培訓活動或課程合共九十三項，出席培訓員工達二千三百零二人次。員工對培訓活動有正面評價，滿意度達86.1% (詳見表一)。



表一 Table 1  
培訓部舉辦之內部培訓活動概況綜合表  
Summary of internal training activities organised by Training Department

• 恆常培訓

本年度本會共舉辦二十三項恆常培訓，共四百六十六人次參與。培訓內容包括認識智障的基本知識及相關課題、訓練模式及技巧、挑戰性行為的處理、智障人士老化的常見疾病及照顧等處理、自閉症、展能藝術協作員基礎訓練、急救及職安健知識等培訓，確保和裝備員工具備服務所需的知識、技巧及灌輸正確的工作態度，加強員工處理日常工作及突發事件的能力。另外，亦舉辦了三次新入職員工導向工作坊，為一百零五名新入職員工提供入職培訓。

Diversified Staff Training

In 2016/17, the Training Department organised 93 training activities or courses of different topics and there were a total of 2,302 staff participants. They all showed positive feedback on the activities or courses and 86.1% of them considered that the training was satisfactory (See Table 1 in detail).

• Regular training

23 regular training courses were organised this year and a total of 466 staff members joined. The courses were related to the basic knowledge of rehabilitation services of intellectual disabilities, training models and techniques, handling of challenging behaviour, handling and caring for ageing persons with intellectual disabilities suffered from common diseases, the knowledge of autism spectrum disorders, arts with the disabled, first-aid and the knowledge of safety in working environment. These courses aimed to ensure and equip staff members with necessary knowledge, skills and proper attitude to carry out their work, and to strengthen their abilities to cope with daily work and contingencies. In addition, three Orientation and Introduction Training Sessions were arranged for 105 new staff members.

服務發展和專業培訓撮要  
Summary of Staff Training Related to  
Services and Professional Development

1. 服務發展 Service Development

• 海外交流活動 Overseas exchange activities

台灣高齡智障服務考察團 (2016年5月15至20日)  
Study Tour on Services for Ageing with Persons with  
Intellectual Disabilities in Taiwan (15-20 May 2016)

為紓緩智障人士老齡化的問題，本會共有十九名不同職級的員工及服務使用者家長，前往台灣參觀及學習當地為高齡智障人士提供的相關服務，擴闊參加者於復康服務的視野和知識，尤其有關高齡智障人士方面的服務模式和工作手法。

To alleviate the ageing problems of persons with intellectual disabilities, 19 delegates, including staff from different ranks and service users' family members, went to Taiwan to visit and learn local rehabilitation services. The study tour broadened their horizons and helped them gain knowledge, particularly on service models and methods about ageing persons with intellectual disabilities.



台灣高齡智障服務考察團參觀國立臺北護理健康大學的「悲傷療愈花園」，了解悲傷輔導與生命教育的重要性  
Delegation of Taiwan Study Tour on Ageing Services visits 'Grief Recovering Garden' of National Taipei University of Nursing and Health Sciences to understand the importance of bereavement counselling and life and death education

第四十三屆國際福祉機器展 (2016年10月12至14日)  
43rd International Home Care & Rehabilitation Exhibition (12-14 October 2016)

本會共有七名員工前往日本東京出席上述展覽，深入了解當地復康服務及最新的復康科技，期望日後有機會將合適的科技引入服務中，以改善服務質素。

7 staff members attended the captioned exhibition in Tokyo to further understand local rehabilitation services and the latest technology. It is expected that appropriate technology can be applied in our services in the future to improve service quality.



在國際福祉機器展中，代表團進一步了解科技如何幫助復康服務及其發展趨勢  
At International Home Care & Rehabilitation Exhibition, the delegates further understand how the technology help develop rehabilitation services and its development trend



代表團成員參觀日本當地三所公營和非牟利機構，認識當地如何善用科技優化服務，並與當地的同業作交流  
The delegates visit three governmental and non-profit organisations in Japan to know how they make optimal use of technology to improve their services, and to exchange views with them

第二十三屆康復國際年會及世界大會 (2016年10月25至27日)  
The 23rd Rehabilitation International (RI) World Congress (25-27 October 2016)

為擴闊員工的國際視野，本會鼓勵他們參與海外會議，進行交流及向其他國家學習。在2016/17年度，本會代表團前往英國蘇格蘭出席第二十三屆康復國際年會及世界大會，並在會上發表演說。

To broaden staff members' horizons, the Society encourages them to participate in overseas conferences to exchange views with and learn from other countries. In 2016/17, a delegation attended the 23rd RI World Congress and delivered presentations.



代表團成員包括神師、四位董事局委員、一位服務使用者家屬及十位職員  
Delegation members include Spiritual Adviser, four Council Members, a family member of service user and ten staff members



方叔華神父於演說中介紹本會的關愛家庭服務  
Fr Giosuè BONZI introduces family care home services in his presentation



代表團於第二十三屆康復國際年會及世界大會期間與籌委會主席  
Dr Stephen DUCKWORTH (左五) 會面  
The delegates meet Dr Stephen DUCKWORTH (fifth from the left), Chair of the 2016 RI World Congress Programme Board

台灣職業康復服務考察團 (2016年11月14至18日)  
Study Tour on Vocational Rehabilitation Services in Taiwan  
(14-18 November 2016)

本會共有十六名不同職級的員工前往台灣，了解當地職業康復服務的最新發展，並汲取相關的服務經驗，以發展本會職業康復服務的服務模式。

16 staff members participated in the Study Tour to learn about the latest development of vocational rehabilitation and development services, and absorb relevant experience to develop the Society's service model in this regard.



考察團參觀當地的機構，加深認識台灣的職業康復服務發展和特色  
The delegation visits local organisations to know more the development and characteristics of vocational rehabilitation services in Taiwan

協助推行資訊科技系統 Assisting in the implementation of new information technology systems

財務管理系統使用者培訓 User training for Financial Management System (FMS)	為培訓員工操作新財務管理系統，本年度共舉行了十節培訓，出席人次達三百人。  To train staff members operate the new FMS, ten training sessions were organised and 300 staff members attended.
人力資源資訊科技系統使用者培訓 User training for Human Resources Information System (HRIS)	為配合推行人力資源資訊科技系統，共舉辦了四節培訓，出席人次達五十三人。  To help promote the use of HRIS, four training sessions were held and 53 staff members attended.

2. 專業培訓 Professional Training

臨床督導： 精神康復服務及臨床心理服務 Clinical Supervision: psychiatric services and clinical psychological services	為精神康復服務及臨床心理服務各舉辦四節臨床督導，內容主要針對個案分析，以提升專業員工對個案分析、介入等技巧。  Four sessions of clinical supervision were provided to psychiatric services and clinical psychological services respectively. These sessions focused on the analysis of cases to enhance the analytical and intervention skills of professional staff.
醫護紀錄 Medical record	舉辦了三節醫護紀錄的培訓，以加強護理專業職級員工對醫護紀錄重要性的意識及認識紀錄與安全質素的關係。  Holding three sessions of training about medical record allowed professional nursing staff to further recognise the importance of medical record and its relationship with safety.
園藝治療工作坊 Workshop of horticultural therapy	舉辦一天園藝治療工作坊，讓員工通過種植植物，親身體驗其療癒力量，並讓他們一同探討怎樣將活動應用於服務使用者上。  A one-day workshop of horticultural therapy allowed staff members to experience the healing effects through planting, as well as discuss how to apply the activities to service users.
服務成效評估 Programme Evaluation	為配合會方持續推動「實證為本」工作，舉辦了一天「服務成效評估工作坊」及提供三節服務成效評估的諮詢服務，讓員工學習有關知識及實踐服務評估。  To promote evidence-based practice continuously, the Society organised a one-day workshop and three sessions of consulting services for staff members to learn related knowledge and apply programme evaluation.
生死教育 Life and Death Education	針對智障人士老齡化，本會近年大力推動生死教育，亦舉辦了兩天的員工培訓，以讓員工認識臨終服務、哀傷關懷、殯葬流程及遺體捐贈。  Focusing on the ageing problem of persons with intellectual disabilities, the Society strongly promoted Life and Death Education and held a two-day training for staff members to know about hospice services, bereavement care, funeral process and body donation.



3. 其他 Others

策略計劃 Strategic Planning	舉辦了一天的策略計劃培訓，以加強員工對制定策略計劃的認識及有關制定計劃的工具運用。  A one-day training course was held to strengthen staff members' knowledge of strategic planning and application of tools for setting related plans.
實用英語傳意 Effective Communication in English	舉辦了一節以英文作為有效溝通的培訓，以提升專業職級員工的英文書寫的技巧。  A session of training of effective communication in English was held to improve the writing skill of professional staff.
英文演說技巧 Presentation Skills in English	會方舉辦了一節英文演說的培訓，以加強員工演說的基本技巧，有助於海外會議上進行演講。  A session of English presentation skill was held to improve their basic presentation skill for overseas conferences.



在園藝治療工作坊中，導師講解園藝治療如何幫助紓緩情緒  
At the horticultural therapy workshop, the tutor explains how plants help calm down emotion



在策略計劃課程中，員工需要互相討論，並一起完成習作，以學習如何制定計劃  
In the course of strategic planning, staff members need to discuss and finish tasks together to learn how to formulate a plan

鼓勵員工出席外間培訓

除內部培訓，本會鼓勵和資助員工參加外間課程、講座、研討會、工作坊、交流探訪及分享會等。本年度，共有三百九十八名員工出席相關之外間培訓活動，參與不同的外間培訓活動高達二百三十一項（詳見表二）。為配合智障人士老齡化的趨勢，本會委派十一名員工修讀有關哀傷輔導及生死教育等講座及課程；另外，委派六位員工修讀園藝治療課程，探究更有效平靜服務使用者情緒的方法。

Encouraging Staff Participation in External Training

Apart from internal training, the Society encourages and subsidises staff members to attend external training courses, talks, seminars, workshops, exchange programmes, visits and sharing sessions, etc. 398 staff members attended 231 relevant training activities held by external parties (See Table 2 in detail) this year. For further studying about the ageing issue of persons with intellectual disabilities, 11 staff members were appointed to attend seminars and courses about bereavement counselling and Life and Death Education. Additionally, 6 staff members were appointed to study the courses of horticultural therapy to find more effective ways to soothe service users' emotion.



表二 Table 2  
員工參加外間培訓活動概況  
Summary of external training activities joined by staff members

環境保護  
Environmental Protection

為實現香港社會可持續發展的願景，本會積極履行保護環境的責任，與各員工共同實踐綠色生活。本會於2016/17年度的環境保護工作歸納如下：

To realise the vision of promoting sustainability in Hong Kong, the Society is committed to fulfilling its corporate responsibility of protecting the environment, engaging its staff members to practise green living together. The Society's efforts of environmental protection in 2016/17 are summarised below:

環境保護政策及策略性計劃

本會為全面地推行環保工作，各服務單位均需要落實環境保護措施，內容包括七大範疇：節約能源、節約用紙、節約用水、提升空氣質素、減廢及廢物循環再用、環保採購及環保教育活動。本會於策略性計劃中加入環保項目，當中包括鼓勵殘疾人士參與製作環保產品，藉此展示他們的工作能力及提升他們對環保活動的參與。

Environmental Protection Policy and Strategic Plan

To carry out environmental protection comprehensively, all service units are required to implement the Society's environmental protection measures in seven aspects: energy conservation, paper conservation, water conservation, air quality enhancement, waste reduction and recycling, environmental procurement and environmental education. The Society incorporated green elements into its strategic plan, including but not limited to the production of green products as a strategy to enhance the work abilities of persons with disabilities as well as their participation in environmental protection.

環境保護活動

本會舉行多項環保活動，以提升員工及持份者的環保意識，當中包括：

Environmental Protection Activities

The Society has organised various environmental protection activities to increase the environmental awareness of staff members and stakeholders, including:

「Go Green! 綠色手製作品比賽」  
‘Go Green! Green Product Making Competition’

共有超過八十份環保作品參賽，以展現服務使用者的才能，推動機構的綠色文化。而本會將得獎作品的相片及資料製成本會2017年的月曆，並向服務單位及社會大眾派發。

Over 80 green products were submitted to the competition to show the talents of service users and promote the green culture in the organisation. The photos and information of the awarded products were adopted for the Society's 2017 calendars, which were distributed to service units and the public.



社區農圃計劃  
Community Gardening

本會康復中心於天台的空间進一步開展「鄰友農友在扶康」的耕種計劃，讓義工與服務使用者一同體會種植蔬菜的樂趣，並以此作為促進共融的平台，鼓勵社區人士與殘疾人士透過耕種增進彼此認識。此計劃於本年度的義工參與共有超過九十人次。

Rehabilitation Centre further optimises the rooftop areas to launch community gardening for service users and volunteers to experience the fun of farming together. This can also serve as an inclusive platform to enhance mutual understanding between community members and persons with disabilities. In 2016/17, over 90 participants joined this programme.



獎項  
Awards

獲頒中電「環保節能機構」嘉許計劃優異證書  
Recipient of Certificate of Merit  
in the CLP GREEN PLUS Recognition Award

本會獲中華電力有限公司頒發「環保節能機構」嘉許計劃2016優異證書，以表揚本會於過去一年在節能上的努力和成果。

The Society received the Certificate of Merit in the 2016 CLP GREEN PLUS Recognition Award, which recognised our efforts in energy saving over the past year.



榮獲惜食傳承金獎  
Recipient of  
FoodEver WasteNever Award

「傳承惜食」大獎——惜食傳承獎由香港女工商及專業人員聯會主辦，並由香港生產力促進局推行。在此活動中，扶康會康復中心獲頒「惜食傳承金獎」，表揚中心在減少廚餘方面的努力。

FoodEver WasteNever Award was organised by Hong Kong Women Professionals & Entrepreneurs Association and implemented by Hong Kong Productivity Council. In this activity, our Rehabilitation Centre received the Gold Award in recognition of its efforts in reducing food waste.

