

主席報告

會長先生、各位會員、先生及女士：

過去一年，本會在各方面均有長足的發展，分別在財務規劃和管理、人力資源、資訊科技等方面實行改革措施，又引入嶄新的服務發展計劃及服務模式，以應付外來的挑戰。雖然期間面對不少困難，但我們依然保持卓越的服務水平，並取得多項成就。本人藉此謹向全體員工表示謝意，感謝他們克盡己職，全力以赴履行扶康會的使命和目標。

財務及人力資源

為落實2004至2005年度進行的員工架構檢討，本會先後推出一系列措施，配合新架構的轉型和運作。計有為前線員工而設的保健員訓練課程，旨在協助他們轉任新架構之下的保健員職位。第二期的課程更開始接受外界申請。財務管理方面，本會成功向社會福利署申請「特別一次過撥款」，資助推行自願退休計劃。董事局同時批准動用「整筆過撥款」的儲備，支付因自願退休計劃出現的虧損，以便達至長遠節省開支的目標。另一方面，為了提高員工士氣，本會亦向薪酬脫離政府編制而又表現出色的合約員工發放獎金。我們同時向員工保證，扶康會只會透過自然流失和推行自願退休計劃，來達致建立新員工架構的目標。在有「整筆過撥款」盈餘下，員工將不會受到減薪的影響。

除此之外，本會繼續為各級職系釐訂所需的核心能力，以配合新實施的員工評核制度。另外，本會亦聘請資訊科技顧問，按本會需

要發展一套相應的系統，配合社會福利界在人力資源方面的變革。

管理改革

本會於2005至2006年度開始應用表現量度及管理工具，大部分服務單位均成功達標，符合主

要績效指標的水平。現時各單位均採用表現量度及管理工具釐訂全年工作計劃。在管理審核方面，我們已完成運作及承諾風險的審核，並獲審計委員會確認。此外，會方又特別制訂風險管理手冊，進一步加強風險鑑定、預防、減少及補救幾方面的管理工作。

為增強不同區域內的跨界別團隊工作，自2005年11月起，本會的治療師被派往不同區域協助區域經理發展服務。是項試驗計劃將於六個月後再進行檢討。

服務發展

本會拓展三項設於康復中心的嶄新服務計劃。承蒙凱瑟克基金贊助首三年的營運開支、「愛心聖誕大行動」及香港賽馬會慈善基金贊助裝修費用，由本會自資開設的自閉症人士發展及支援中心已於2006年8月投入服務。另外，由於附設於澤安成人訓練中心的感覺統合治療中心的服務廣受歡迎，本會在花旗集團及攜手扶弱基金的支持下開設第二所感覺統合治療中心。此外，本會又獲「愛心聖誕大行動」的支持，在康復中心天台設立感官花園，供服務使用者作治療之用。



■「飛躍舞台」智障人士時裝表演

繼成功取得香港大學學生宿舍的清潔合約後，本會成立的社會企業——康融服務有限公司又投得醫院管理局職員合作社的三年營運合約。合作社將為殘疾人士提供更多類型的工作和培訓機會，例如零售、送貨服務等。

2005年10月，本會推出兩項嶄新的社區支援計劃，對象為新界西區的智障人士及港島區的精神病康復者。此外，我們亦為毅誠工場的年長工友推行工作延展計劃，讓他們在退休歲月中可以參與合適的活動。上述計劃均由社會福利署資助。另外，本會將成立友愛之家協會有限公司，以進一步拓展扶康家庭服務。

研究計劃

本會一直致力推行實證為本的服務模式。在多位學者的協助下，本會完成扶康家庭成員心理健康及適應行為研究，以及屯門及元朗區輕度智障成人閒暇生活調查。其餘尚有三個研究計劃正在進行，包括生活經驗互動訓練成效評估表，推行多媒體輔助訓練模式及智障人士體重管理先導計劃。上述各





■位於康復中心的感覺統合治療中心

項研究的結果將於本會 2007 年 3 月舉行的 30 週年會議中公佈，與業界分享計劃的成果。

與內地同工交流

我們續與中國內地各省市的機構保持緊密聯繫，互相交流。在本會的支持下，澳門扶康會繼開設職業技能發展及就業服務中心，再被澳門政府委託於 2005 年 7 月為中度至嚴重智障人士開設日間訓練中心。此外，我們亦與深圳龍崗區商討，研究開設智障人士服務中心的可行性，並由本會提供顧問服務。內地的機構均表示他們在與本會各單位的交流活動中獲益不淺。

與家長建立夥伴關係

一直以來，家長在本會的服務中扮演重要的角色，我們亦致力與扶康家長會保持密切的聯繫。從中心的日常運作，以至本會的政策和發展，家長均可透過各種渠道發表他們的意見。過去一年，家長積極參與本會事務，共出席 210 次會議，而出席工作小組及委員會會議的家長則有 134 名。對於家長的信任和支持，我們致以衷心的謝意。

機構管治

本會的服務和運作均受公帑資助，所以我們非常重視機構管治的質素。過去一年，會方檢討及修訂供董事局成員參考的實務及道德守則，而董事局亦進行週年檢討，評估董事局及其成員的工作成效，檢討結果已送呈審計委員會討論。會方亦按照委員會的建議，聘請服務質素管理經理，提高機構管治的水平。

為確保本會推行完善的問責制度和維持高透明度，我們邀請外界如廉政公署對本會的運作提供建議。會方並針對廉政公署於 2005 年 5 月完成有關本會採購貨品及服務的研究，在財務管理及內部控制手冊中落實改善建議。廉政公署亦已為本會展開有關工場康復訓練的行政工作的研究。

社會福利署派員於 2005 年 6 月到靄華之家及悅群之家視察，我們不僅通過評核，同時還獲得署方不少的讚賞。

我們的服務單位植根社區，深受區內人士的讚賞和好評。多位太平紳士曾到訪本會的康復中心，對我們員工的熱誠和卓越的服務水

平，留下深刻的印象。此外，麗瑤之家更擠身七間獲優良服務獎的住宿服務單位之一。

籌款活動

在面對資源緊絀的情況下，我們竭力尋找創新的捐款模式，並推出名為「扶康關愛行動」的互聯網募捐運動。捐款者可以將個人的圖像和網頁超連結載於本會特設的網頁。我們期望能吸引更多熱心人士參與這項嶄新的捐款計劃。

30 週年慶祝活動

2007 年為本會成立 30 週年的大日子，我們已準備一連串的慶祝活動，其中包括舉辦一個以「社區融合新路向」為題的會議，並邀請康復界知名學者 Professor Robert L. Schalock 為主講嘉賓。

踏入 30 週年前夕，本人謹向我們的會長王淦基太平紳士、董事局和各委員會成員、所有盡心盡力的員工、家長及有關人士，致以懇切的謝意。全賴你們不斷的支持，讓扶康會可以繼續為有需要的人士提供優質的服務。

Alan Leung

主席 林余佩馨



■「屯門及元朗區輕度智障成人閒暇生活調查」發佈會



Chairman's Report

Mr. President, Fellow Members,
Ladies and Gentlemen,

During the year under review, the Society has continued to make changes in various aspects in response to the external challenges. New initiatives have been introduced in financial planning and management, human resources, information technology, new service development and new service approaches. Despite all challenges, we have attained a high level of service standard and made a number of achievements. I would like to take this opportunity to thank all the staff members who have committed to carry out the mission of the Society.

Finance and Human Resources

Following the staff structure review in 2004-05, we have introduced a few measures to enhance the attainment of the new staff structure. The Health Worker Training Course has been organized to provide opportunity for frontline staff to equip themselves to fill up the health worker's posts under the new structure. The second Health Worker Training Course also started to accept external applicants. On financial resources, we have successfully applied funding from the Special One-off Grant (SOG) offered by the Social Welfare Department to implement our Voluntary Retirement (VR) Scheme. In order to bring about long term savings to the Society, the Council

has approved the use of Lump Sum Grant (LSG) reserve to cover the deficit in order that the VR Scheme can be smoothly implemented. On the other hand, to maintain stability of the staff force after the VR Scheme, we

have made use of the provision under the SOG to introduce discretionary bonus to contract staff whose salary has delinked from the government pay scales and with good performance. Staff members have been assured that the new staff structure will only be achieved by natural wastage and the implementation of the VR Scheme. No salary cut will be introduced if there is LSG reserve.

On other human resources initiatives, during the year under review, we have continued the development of core competencies for different ranks under the proposed new appraisal system. We have also engaged an IT consultant to develop a tailor-made system to meet the human resources changes in the social service field.

Management Reengineering

We have started to use the Performance Measurement and Management Tool (PMMT) in 2005-06 and most of the service units have



■ "Cyber Care Project" Launching Ceremony

reached the level set under the key performance indicators. All service units are following PMMT to formulate their annual plans. On management audit, we have completed the audit on operational risk and compliance, and have sought endorsement of the Audit Committee. A Risk Management Manual has been in place to enhance the risk management system on risk identification, prevention, reduction and remedy.

On enhancement of interdisciplinary teamwork in different regions, the agency-based therapists have been deployed to respective regions under the management of Regional Managers effective from November 2005 to strengthen the service development in the regions. The pilot scheme has yet to be reviewed in six months' time.

Service Development

Three new projects have been commenced in our Rehabilitation Centre. Thanks to the support of the Keswick Foundation for the first three





■ Opening Ceremony of HA Staff Co-op Shop

years' recurrent cost, and the "Operation Santa Claus" and The Hong Kong Jockey Club Charities Trust for the fitting-out cost, our self-financed Development and Support Centre for Persons with Autism commenced operation in August 2006. With the positive response from the community and the support from Citigroup and Partnership Fund for the Disadvantaged, a sensory integration therapy centre is being established in addition to the one attached to Chak On Adult Training Centre. On the rooftop of the Rehabilitation Centre, we have received support from the "Operation Santa Claus" for the installation of a sensory garden.

Following the successful bidding of the contract of the cleansing work for the student halls of The University of Hong Kong, Hong Yung Services Limited, a social enterprise established by the Society, secured the contract on the three-year operation of the staff co-op shop of the Hospital Authority. The operation will provide more varieties of job opportunities and job training for our service users, such as retail training, goods delivery service, etc.

In October 2005, we commenced two new community support projects for people with mental handicap in New Territories West and people with psychiatric disabilities in Hong Kong Island. We have also implemented the Work Extension Programme for the elderly service users in Ngai

Shing Workshop to enable them to enjoy suitable activities in their retiring age. These projects are under the subvention of the Social Welfare Department. Besides, we will establish Agape Society Limited to further develop Casa Famiglia service.

Research Projects

We have been promoting evidence-based practice in the Society. With the support of the academics, we have completed the Study on Psychosocial Wellbeing and Adaptive Behaviour of Residents of Casa Famiglia as well as the Survey on Leisure Life of People with Mild Mental Handicap in Tuen Mun and Yuen Long. Three other research projects are in progress, which are the development of the Life Experience Interactive Measurement Scale, the implementation of Multimedia-assisted Training Approach and the Pilot Study on Weight Management for people with mental handicap. All the research findings will be shared with the field in the Society's 30th anniversary conference in March 2007.

Exchange programmes with Counterparts in China

We have continued the exchange programmes with organizations in different provinces and cities in China. With the Society's support, the Macau Government entrusted the Fu Hong Society of Macau to open a day training centre for people with severe to moderate mental handicap in July 2005, apart from its current vocational development centre. We have liaised with Long Gang, Shenzhen to explore the possibility of opening a centre for people with mental handicap with the Society providing the consultancy service. On exchange visits, the social service organizations in the Mainland have expressed that they have benefited from their visits and exchanges with our service units.

Partnership with Parents

Parents are our significant partners in the service delivery. We have continued to work closely with Fu Hong Parents' Association. Parents are provided channels to give their views on matters ranging from centre daily operation to Society policies and development. During the year under review, we have 210 meetings with parent participation and 134 parents attended our task groups and committees meetings. We thank the parents for their trust and cooperation in the past years.





■ 3rd FHS Charity Walkathon

Corporate governance

The Society understands the importance of good corporate governance since it uses the public fund. During the year under review, the practice and procedure as well as the code of ethics for Council members were updated. The Council also conducted its annual self-evaluation to assess whether it and its members were functioning effectively. The evaluation result was discussed by the Audit Committee. To strengthen good corporate governance, a Service Audit Manager was recruited in accordance with the advice of the Audit Committee.

To keep high standard on the Society's accountability and transparency, we have invited outsiders such as Independence Commission Against Corruption (ICAC) to advise on our operations. Upon completion of ICAC's study on our procurement of goods and services in May 2005, we have incorporated its recommendations into our Financial Management and Internal Control Manual. ICAC has

started their second study on the administration of rehabilitation training in our workshops.

Regarding compliance of the service requirement, the Social Welfare Department conducted review visits to Oi Wah Home and Yuet Kwan Home in June 2005. We did not only pass the assessment, but also gained many positive comments on our operation.

Our service units have gained much appreciation by members of the community. A number of Justices of the Peace have visited our Rehabilitation Centre and were impressed by our devoted staff members and high standard operation. Our Lai Yiu Home also became one of the seven hostels selecting for Quality Service Prize.

Fund Raising

With the pressure on stringent resources, we have explored a brand new donation mode to raise fund. An internet fundraising campaign named "Web Action Care Campaign" has been launched. The donor can have his/her own picture and website hyperlink at our special designed web page. We hope that more donors will participate in this new mode of donation in Hong Kong.

Thirtieth anniversary in 2007

The Society will have its 30th birthday in 2007. We have started to prepare a series of programmes for celebration including a conference with the theme on "New Initiatives on Community Integration". We are honoured to have Professor Robert L. Schalock, a renowned scholar in rehabilitation field, as the keynote speaker.

Towards the 30th anniversary, I would like to thank our President, Dr. Simon K.K. Wong, JP, dedicated members of the Council and committees, committed staff members, parents and stakeholders. Your continuous support has enabled the Society to provide quality services to those who are in need.

A handwritten signature in cursive script, appearing to read 'Eleanor P.H. Lam'.

Eleanor P.H. Lam
Chairman

