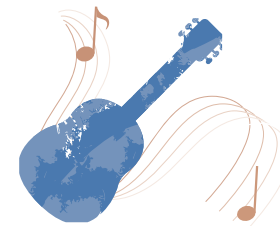


Corporate
Governance董事局主席報告
Council Chairman's
Report

施家殷先生 MH
Mr. SZE Kyrán MH



扶康會一直貫徹「以求為導」的服務精神，積極回應殘疾人士不斷轉變的需要，協助他們發揮潛能及積極融入社會。回顧 2019/20 年度，本會憑藉四十多年來累積的管理及服務經驗，迎接社會挑戰，並進一步優化機構管治，加強可持續發展的能力及提升服務質素，以堅定不移的態度服務社會。

Fu Hong Society has upheld its service spirit of 'Meet the Need, Take the Lead', always striving to meet the changing needs of persons with disabilities and enabling them to develop their abilities and fully integrate into the community. As the Society looks back on the year of 2019/20, it is clear that the experience gained in the areas of management and services over the past 40 years has helped it embrace social challenges as it continuously optimises its corporate governance, increases its capacity for sustainable development and improves the quality of its services in its unswerving service to the community.

優化管治 促進協同發展

Optimising Governance to Promote Coordinated Development

強化機構架構 因應社會福利署於專業督導及發展服務上增撥額外恆常資助，本會在董事局的支持下在 2020 年 1 月中實施新機構架構，以配合發展方向及滿足服務需求。加強跨專業協作是本會的重點發展策略之一。在新機構架構下，物理治療服務、職業治療服務、言語治療服務及臨床心理服務合併為專職醫療服務，並加設高級物理治療師一職，與高級職業治療師分別督導和發展物理治療及職業治療服務。至於兩位副總幹事所屬的服務範圍，在重新劃分後更為明確清晰及具前瞻性，有助締造更高效率的管理團隊。

Enhancement of Organisational Structure In response to the additional recurrent subvention provided by the Social Welfare Department (SWD) for professional supervision and service development, the Society, with the Council's support, has formalised its new organisational structure since mid-January 2020 for better alignment with its development direction and service needs. Strengthening trans-disciplinary collaboration is one of its key development strategies. Under the new structure, the physiotherapy services, occupational therapy services, speech therapy services and clinical psychological services have merged into the Allied Health Services. The newly added Senior Physiotherapist and the Senior Occupational Therapist supervise and develop the physiotherapy and occupational therapy services respectively. A role review of the two Deputy Chief Executive Officers streamlined their job scopes, making their roles more distinct and forward-looking, which in turn creates a more efficient Management team.



加強風險管理 為讓管理層更有效監察本會的風險管理，本會推行網上風險登記冊。登記冊的系統已進行優化及檢討，同時對各項主要風險指標重新檢視，選取及保留其中能配合本會服務策略的指標。本會亦增設一位內部審計經理，以加強風險管理能力。

進行服務檢視 本會為社會福利署的資助服務進行全面服務檢視，以制訂相應服務模式，期望日後的服務能更精準對應服務使用者的需要。有關的檢視工作已完成，並舉行分享會。新服務模式將於下年度起在各單位分階段推行。

進行人手編制檢視 本會以服務需要、市場需求及財政承擔能力作為檢視基礎，進行人手編制檢視。由於預期香港來年經濟將會受到影響，本會亦將此因素一併納入考慮。管理層已就有關的人手編制建議向員工進行諮詢及將意見整理，交董事局審議。

確立方向 實踐服務策略 Implementing Service Strategies with Clear Directions

2019 至 2022 年策略性計劃 2019 年 4 月，本會正式展開 2019 至 2022 年策略性計劃的首年工作。有關的策略性計劃訂定了本會的四大策略性方向及十一個策略性項目，而每個項目均訂有策略性目標、行動計劃及主要成效指標，確保項目能順利推行。

Strengthening Risk Management To enable Management to oversee risk management more effectively, the Society launched an online corporate risk register which was reviewed and optimised. All key risk indicators were also reviewed and only those that complemented the Society's service strategies were retained. In addition, the Society added an internal auditor to its team to further strengthen its risk management capabilities.

Service Review The Society conducted a comprehensive review of its services subsidised by the SWD to formulate corresponding service modes which we expect to enable future services to respond to needs of service users more accurately. All reviews have been completed and a sharing session has been conducted. The new service mode will be implemented in the service units in phases next year.

Staffing Provision Review The Society conducted a staffing provision review in consideration of service needs, market demand and financial affordability. The expected impact on Hong Kong's economy next year was also taken into consideration. In addition, Management conducted a staff consultation to gather comments regarding proposed staffing provision. This feedback has been consolidated and submitted to the Council for deliberation.



Strategic Plan 2019-2022 In April 2019, the Society kicked off its first year of work under Strategic Plan 2019-2022, which outlines four strategic directions and 11 strategic initiatives. To ensure smooth implementation, each strategic initiative has its own strategic objective, action plan and key performance indicators.

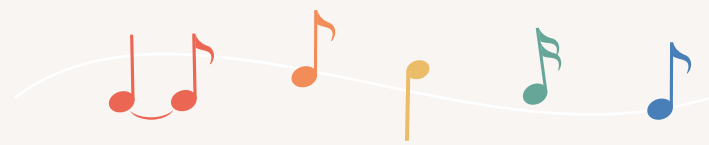
建立樂活老齡模式 為應對服務使用者老齡化並達至樂活老齡的目標，本會為相關的服務使用者推行各項身心健康管理項目，同時亦外購了營養師諮詢服務，為住宿服務單位提供營養均衡的餐單及按個別服務使用者的需要提供專業意見。此外，本會善用樂齡及康復創科應用基金的撥款，為服務單位添置多項創新科技產品，如「互動感官訓練牆」可訓練服務使用者的手眼協調及專注力。

推行「國際功能、殘疾和健康分類」系統 為期一年的「國際功能、殘疾和健康分類」系統（簡稱 ICF）試行計劃正式推行，共三十九名來自各服務單位的服務使用者成為首批個案。個案協調員安排不同專業職級員工，全面評估各年齡層的服務使用者需要，發揮跨專業合作的功效。ICF 試行計劃已進行總結，審視所遇到的挑戰與困難，因持份者反應正面及積極，管理層決定持續有系統地推行 ICF。而本會兩個新服務單位「啟悅成人訓練中心」和「啟康之家」，亦將於啟用後全面推行 ICF。

釋放殘疾人士潛能 殘疾人士的潛能可透過藝術、音樂及園藝活動釋放，並達至共融及治療的目的。為此，管理層重組藝術發展服務團隊，期望能更有效運用政府與各基金的撥款及積極開拓資源，協助服務單位為服務使用者舉辦適切的活動。而本會將繼續培訓更多義工擔任「藝術共融大使」，參與藝術工作坊與服務使用者共同創作藝術作品，促進共融。

建立關愛家庭服務模式 為營造家居式的生活環境，讓服務使用者享有具質素的家庭生活，本會為住宿服務單位引入具質素家庭生活服務模式。此服務模式以「小家庭」的概念，除了為服務使用者提供身心支援外，更可加強院舍內服務使用者之間及其與員工的正向互動，並培養服務使用者認識社會規範及禮儀，有助融入社會。本會部分服務單位已作先導應用關愛家庭服務模式，期望日後可以全面推行。

Establishment of Active Ageing Model To cope with the ageing of service users and achieve the goals of active ageing, the Society has implemented physical and mental health management projects for service users in the target group. The Society has also procured external consultation services of nutritionists to provide nutritionally balanced meals for residential service units and professional advice according to the individual needs of service users. In addition, by making good use of grants from the Innovation and Technology Fund for Application in Elderly and Rehabilitation Care, the Society purchased various technological products for service units; the Touch Wall to train service users' eye-hand coordination and concentration is one such example.



Implementation of International Classification of Functioning, Disability and Health (ICF) A one-year trial implementation of the ICF was carried out, and a total of 39 service users from various service units formed the first batch of trial cases. To maximise the effectiveness of trans-disciplinary collaboration, case coordinators arranged for staff of various specialisations to conduct needs assessments for service users of various age groups. At the end of the trial, a review was conducted to sum up the challenges and difficulties encountered along the way. Owing to positive responses from the stakeholders, Management has decided to continue implementing the ICF systematically. Two new service units, Kai Yuet Adult Training Centre and Kai Hong Home, will fully implement the ICF after their services commence.

Unleashing Potential of Persons with Disabilities Art, music and horticultural activities can unleash the potential of persons with disabilities, foster inclusion and achieve the goals of treatment. In this connection, Management has reorganised the art development service team, in order to leverage grants from the Government and various funds more effectively, and explore more funding sources, with the hope of assisting service units to organise more activities that meet the needs of service users. To encourage inclusion, the Society will continue to train more volunteers to become Art and Inclusion Ambassadors who will create artworks together with service users at art workshops.

Development of Family Care Home Service Model The Society has introduced the quality family life service model to residential service units, with the aim of creating a home-style living environment that enables service users to enjoy quality family life. The concept of 'small family' in this model means that apart from service users being provided with physical and mental support, there is also an element of enhanced positive interactions among them, as well as between them and the staff. This model also helps service users to learn social norms and etiquette to aid their integration into society. Some of the service units have applied this model to their services as a pilot. The model is expected to be fully implemented in the near future.

把握機遇 積極迎接挑戰 Seizing Opportunities and Tackling Challenges

新服務單位投入服務

本會在觀塘啟能綜合康復服務大樓的兩個新增服務單位「啟悅成人訓練中心」和「啟康之家」，其裝修工程進度因受疫情影響而延誤，惟在各方努力下已於2020年4月底竣工。兩個服務單位的裝修選用柔和的主題顏色營造家居感覺，並利用牆身顏色及燈光來劃分區域。待取得「殘疾人士院舍牌照」後^{*}，兩個服務單位即可投入服務，預計於2020年6月中起分批收納服務使用者，合共為一百名服務使用者提供服務。

申領「殘疾人士院舍牌照」進度

2019年12月底，本會二十一個住宿服務單位已獲社會福利署發出「殘疾人士院舍牌照」，單位經進行消防及屋宇改善工程後，讓服務使用者可在達到法定標準的住宿環境下接受服務。由於「麗瑤成人訓練中心」及「麗瑤之家」涉及擴建與大規模的裝修工程以符合「殘疾人士院舍牌照」要求，故未能於2019年內獲發有關牌照。兩個服務單位的工程預計於2020年第三季展開。

New Service Units Commencing Services

The fitting out of two new service units, namely Kai Yuet Adult Training Centre and Kai Hong Home, located within the Kai Nang Integrated Rehabilitation Services Complex in Kwun Tong, was delayed due to the COVID-19 pandemic. However, thanks to the efforts of the various parties concerned, this was completed by the end of April 2020. By opting for a soft colour scheme, the two service units aim to create a homely atmosphere. The units are also divided into distinct zones through the use of different wall colours and lighting. The service units will commence services after obtaining the Licences for Residential Care Homes for Persons with Disabilities (RCHDs)^{*}, and they expect to admit 100 service users in total in phases from mid-June 2020 onwards.

Progress of Application for RCHDs Licences

A total of 21 residential service units under the Society had obtained the RCHDs Licences issued by the SWD before the end of December 2019. Service users can receive services in environments that meet statutory standards after fire safety and building-related improvement works have been carried out in these service units. Since Lai Yiu Adult Training Centre and Lai Yiu Home require extensions and large-scale fitting-out works to meet licensing requirements, both were not issued the Licences in 2019. Their fitting-out works are expected to be carried out in the third quarter of 2020.

培育人才推動發展

人才是機構的資產。本會致力拓展員工的知識領域及創新能力，有助培育人才及持續推動服務發展。兩名社工於2019年獲選為第三屆賽馬會社工創新力量的「創新社工夥伴」，不但接受為期十星期在本地及海外的退修交流學習，還獲香港賽馬會慈善信託基金資助合共五十萬港元，在2020年開展名為「共生平台」及「無憂寶·健園」兩個創新的服務計劃。

為了解世界各地有關殘疾人士的政策及工作，與擴展對外的連繫網絡，員工參與國際會議，包括於2019年6月在澳門舉行的「康復國際亞太區會議2019」及於2019年11月在台北舉行的「2019發展性社會工作國際研討會」。而在交流活動方面，本會亦於2019年7月派出交流團到南京與「江蘇省殘疾人聯合會」作服務分享、於2019年10月派出代表前往美國芝加哥參加關於智障人士服務的學習團及於2019年11月派出代表前往日本東京進行關於促進殘疾人士就業的考察交流。

Nurturing Talent for Advancement

Human capital is a valuable asset, and the Society is committed to helping its staff expand their knowledge areas and innovation capabilities, in its pursuit to nurture talent and promote service development. In 2019, two social workers were selected to join the Third Cohort of InnoPower@JC: Fellowship for Social Workers as 'Social Worker Fellows'. They were not only awarded a ten-week sabbatical with local and overseas capacity building and learning experiences, but also granted a total of HK\$500,000 by The Hong Kong Jockey Club Charities Trust to launch two innovative service projects, namely COCO-Living Platform and Kids' Kit Garden, in 2020.

To learn more about policies and work related to persons with disabilities around the world, as well as to expand their networks of contacts, our staff participated in international conferences such as the 2019 Rehabilitation International Asia & Pacific Regional Conference held in Macau in June 2019 and the International Conference on Developmental Social Work 2019 held in Taipei in November 2019. The Society also sent a delegation to Nanjing to share experiences in services with the Jiangsu Disabled Persons' Federation in July 2019, as well as representatives to Chicago, United States, in October 2019 to participate in a study tour related to services for persons with intellectual disability, and representatives to Tokyo, Japan, in November 2019 for an exchange focused on promoting employment of persons with disabilities.

同心協力 支援社區抗疫 Fighting COVID-19 Together as a Community

2019 冠狀病毒病蔓延全球。管理層了解到嚴峻的疫情會為服務的提供帶來考驗與衝擊，早於 2020 年 1 月初起已配合政府發放的資訊，制訂及檢視會內的防疫指引及措施，並在運作上作出相應調整，務求給予服務使用者及員工最佳的健康保障。為減低疫情在社區擴散的風險，截至 2020 年 3 月底，本會的日間和社區支援服務單位因應社會福利署的措施只維持有限度服務，而宿舍亦暫停家屬探訪。期間，本會透過各種途徑支援與關心服務使用者及其家庭。若有個別需要，相關的服務單位會提供緊急協助。

在防疫物資供應緊絀的情況下，本會總辦事處統籌盤點及訂購防疫物資的工作，作出資源調配以達至最大效益。有賴官商民三方協作，防疫物資短缺的問題亦得以緩解。社會福利署於 2020 年 1 月至 2 月期間分別推出三輪「一次過特別津貼」合共八十七萬港元，予本會的日間及院舍服務單位採購防疫物資。而香港賽馬會慈善信託基金的新冠肺炎緊急援助基金亦向本會的社區支援服務與職業康復及發展服務，共資助近一百萬港元，以採購防疫物資、健康食品及生活用品予居住於社區的殘疾人士，協助弱勢社群抗疫。在此，本會感謝各界友好團體、公司及人士，贊助及捐助防疫物資予本會員工、服務使用者及其家屬，發揮同舟共濟的精神面對疫情。

The impact of the COVID-19 pandemic has been felt globally. Early in January 2020, Management understood the challenges and impact the severe pandemic would bring to our services, and was quick to formulate and review preventive guidelines and measures, as well as operational adjustments, in line with the Government's announcement. These efforts aimed at providing the best health protection for service users and staff. As of the end of March 2020, to reduce the risk of COVID-19 transmission in the community, day and community support services delivered by the service units were only provided on a limited scale. Family visits to hostels were temporarily suspended in order to align with the SWD's measures. Meanwhile, the Society gave care and support to service users and their families through various means. The relevant service units were also prepared to render emergency assistance to individuals in special circumstances.

Facing a tight supply of protective items, the Head Office of the Society coordinated stock-taking and procurement to deploy resources as efficiently as possible. The shortage of protective items was also partly alleviated through tripartite collaboration among the Government, business sector and community. In January and February 2020, the SWD provided three rounds of special one-off grants to the Society, totalling HK\$870,000, to day and residential service units for the procurement of protective items. In addition, the COVID-19 Emergency Fund of The Hong Kong Jockey Club Charities Trust also provided nearly HK\$1 million to the community support services and vocational rehabilitation and development services of the Society, for the procurement of protective items, health food and daily necessities for persons with disabilities living in the community. The Society would like to express its gratitude to the valued organizations, companies and persons from all sectors for their show of solidarity in the fight against the pandemic by sponsoring and donating protective items to our staff, service users and their families.

總結 Conclusion

2019/20 年度對扶康會來說，是極具挑戰的一年。面對接連的社會事件及嚴峻「疫」境，本會仍然能堅守核心價值，不斷拓展服務領域及深化服務內容，期望能為更多殘疾人士及其家屬提供適切支援。

我很榮幸能夠與會長、副會長、神師，以及董事局、委員會及顧問小組委員一同共事，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。

此外，本年度欣逢總幹事更替。我特別代表董事局向於本年度榮休的前總幹事陸慧妍女士致衷心謝意。而總幹事徐群燕女士於 2019 年 9 月 1 日履新後，為本會注入了新動力，帶領本會繼續邁步向前。

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、捐助本會的團體及社區人士，以及所有義工。全賴各位的熱心支持及慷慨解囊，才能使到本會的服務與時並進，切合社會需要。本會將繼續堅定履行使命、實現願景，並與政府及社會各界同心協力，以殘疾人士的福祉為依歸，締造傷健共融的關愛社會。

2019/20 was a very challenging year for the Society. In the face of successive social issues and the severe pandemic, the Society continued to firmly uphold our core values, expanding service scopes and deepening service content to provide appropriate support to more persons with disabilities and their families.

I am deeply honoured to have the opportunity to work with our President, Vice Presidents, Spiritual Adviser, and members of the Council, Committees and Advisory Panels. I am grateful for their support and selfless dedication to the Society in their respective areas of expertise. At the same time, on behalf of the Council, I wish to express my appreciation to all our staff for making their utmost efforts to fulfil their duties and actualise the value of synergy and professionalism.

We had a change of Chief Executive Officer in the past year. On behalf of the Council, I would like to express my heartfelt gratitude to Ms. Becky LUK, our former Chief Executive Officer who retired during the year. Since taking office on 1 September 2019, Ms. Frankie TSUI, our new Chief Executive Officer, has injected new vitality to enable the Society to forge ahead.

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 have made it possible for the Society to ensure that the services stay highly relevant and meet the needs of the community. We will work determinedly to accomplish our mission and realise our vision. Together with the concerted efforts of the Government and public, we will continue to strive for the optimal well-being of persons with disabilities and to further build a caring and inclusive society.

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。右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 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:

扶康會 會員大會 FHS General Meeting

會長 President

副會長 Vice Presidents

董事局 Council

扶康會委員會及顧問小組 Committees and Advisory Panels 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
- 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

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
- 專職醫療服務 Allied Health 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

- #### 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 Sterilisation & Pest Control Services
 - 餐飲服務⁵ Catering Services⁵

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

備註 Notes

- 服務監察委員會監督四個區域小組委員會。 Services Monitoring Committee 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四部分（第 63 至 104 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 Part 4 (P.63 - P.104) of this Annual 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資助部分經費。 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》（由於合約期滿，香城茶室將營業至 2020 年 10 月 18 日止），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 (due to expiration of contract, City Café will be open until 18 October 2020), 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

主席 Chairman



施家殷先生 MH
Mr. SZE Kyran MH

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

副主席 Vice Chairman



林小玲女士 MH
Ms. LAM Siu Ling 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 PIME, BBS
Fr. BONZI Giosuè Giovanni PIME, BBS

董事局委員 Council Members



李百灝先生 MBE, JP
Mr. LI Pak Ho MBE, JP



林振敏先生 SBS, QFSM, CPM
Mr. LAM Chun Man Anthony SBS, QFSM, CPM



許國賢神父 PIME
Fr. CAGNIN Fernando PIME



陳紹沅先生
Mr. CHAN Siu Yuen Stephen



盧萬珍博士
Dr. LO Man Chun



陳達文先生
Mr. CHAN Tat Man



冼權鋒教授
Prof. SIN Kuen Fung



李春霖先生
Mr. LEE Chun Lam



王明燦醫生
Dr. WONG Ming Cheuk Michael



范德穎醫生
Dr. FAN Tak Wing



郭鍵勳博士 BBS, JP
Dr. KWOK Kin Fun BBS, JP



胡君仲先生
Mr. WU Kwan Chung



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 JP



黃光磊先生
Mr. WONG Kwong Lui

榮譽顧問 Hon Advisers

羅友聖先生 MH
Mr. SALAROLI Joseph 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

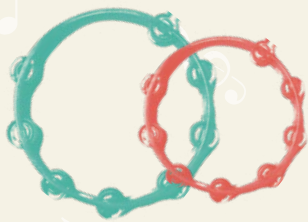
核數師 Auditor

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

委員會及顧問小組委員 Committee and Advisory Panel Members (截至 As at 30/6/2020)

	常設委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)					相關公司 Related Companies	
	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															
林小玲女士, MH Ms. LAM Siu Ling, MH															
陳雪湄女士 Ms. CHAN Suet Mei Jane															
錢國強先生 Mr. CHIEN Kwok Keung Kenny															
李百灝先生, MBE, JP Mr. LI Pak Ho, MBE, JP															
林振敏先生, SBS, QFSM, CPM Mr. LAM Chun Man Anthony, SBS, QFSM, CPM															
許國賢神父, PIME Fr. CAGNIN Fernando PIME															
陳紹沅先生 Mr. CHAN Siu Yuen Stephen															
盧萬珍博士 Dr. LO Man Chun															
陳達文先生 Mr. CHAN Tat Man															
冼權鋒教授 Prof. SIN Kuen Fung															
李春霖先生 Mr. LEE Chun Lam															
王明燦醫生 Dr. WONG Ming Cheuk Michael															
范德穎醫生 Dr. FAN Tak Wing															
郭鍵勳博士, BBS, JP Dr. KWOK Kin Fun, BBS, JP															
胡君仲先生 Mr. WU Kwan Chung															
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, JP															
黃光磊先生 Mr. WONG Kwong Lui															
方叔華神父, PIME, BBS Fr. BONZI Giosuè Giovanni, PIME, BBS															
方志剛先生 Mr. FONG Chi Kong Derry															
方啟良先生 Mr. FONG Kai Leung															
王陳芝英女士 Mrs. WONG CHEN Chi Ying															

	常設委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)				
	AC	BD&MC	CPD	F&IC	HRC	NC	SMC	TB	BBHK	CR&D	CMHS	I&CT	SOHK
石楊小玲女士 Mrs. SHEK YEUNG Siu Ling													
李世昌先生 Mr. LI Sai Cheong Barry													
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													
吳文堅先生 Mr. NG Man Kin													
吳錫汶女士 Ms. NG Shik Man													
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 (至 till 9/2019) Mr. CHAN Yuk Tong													
陳芳女女士 Ms. CHAN Fong Nui													
陳秀蘭女士 Ms. CHAN Sau Lan													
陳淑芬女士 Ms. CHAN Suk Fan Anita													
陳惠芳女士 Ms. CHAN Wai Fong Christina													
陳煒國先生 Mr. CHAN Wai Kwok Kenneth													
陳麗英女士 Ms. CHAN Lai Ying													
陸亞芳女士 Ms. LUK Ah Fong													
陸慧妍女士 Ms. LUK Wai Yin Becky													
馮布玉娟女士 Mrs. FUNG PO Yuk Kuen													
楊全盛先生 Mr. YEUNG Chuen Shing Eric													
湯戴夏萍女士 Mrs. TONG TAI Ha Ping													
劉志強博士 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													



- 董事局主席
Council Chairman
- 委員會及顧問小組主席
Committee and Advisory Panel Chairman
- 委員會及顧問小組委員
Committee and Advisory Panel Member
- 董事局代表
Council Representative
- 神師
Spiritual Adviser
- 家長
Parent
- AC

審核委員會
Audit Committee
- BD&MC

建築拓展及維修委員會
Building Development & Maintenance Committee
- CPD

策劃及發展委員會
Committee on Planning and Development
- F&IC

財務及投資委員會
Finance & Investment Committee
- HRC

人力資源委員會
Human Resources Committee
- NC

提名委員會
Nomination Committee
- SMC

服務監察委員會
Services Monitoring Committee
- TB

招標委員會 Tender Board
- BBHK

「香港最佳老友」運動顧問小組
Advisory Panel on 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 Regional Sub-Committee Members

(截至 As at 30/6/2020)

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

張李雪英女士 怡諾成人訓練中心家長代表
Mrs. CHEUNG LEE Suet Ying
Parent Representative of RCYLATC

李炯怡先生 毅誠工場家長代表
Mr. LEE Kwing Yee
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

冼錦滿先生 悅智之家服務使用者代表
Mr. SIN Kam Mun
Service User Representative of RCYCH

陳英儀女士 悅行之家服務使用者代表
Ms. CHAN Ying Yee
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

荃葵青及九龍西區 Tsuen Wan, Kwai Ching & Kowloon West

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

湯戴夏萍女士 副主席 / 長康之家家長代表
Mrs. TONG TAI Ha Ping
Vice Chairman / Parent Representative of CHH

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

鄧碩儀女士 上李屋成人訓練中心家長代表
Ms. TANG Shek Yee
Parent Representative of SLUATC

鄺坤儀女士 麗瑤成人訓練中心家長代表
Ms. KWONG Kwun Yee
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

莫徐潔靈女士 葵興職業發展中心家長代表
Mrs. MOK 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 賽馬會石圍角工場 / 輔助就業服務家長代表
Mrs. TAM WONG Lai Hing
Parent Representative of JCSWKW / SE

沙田、觀塘及港島東區 Sha Tin, Kwun Tong & Hong Kong Island East

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

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

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

區美琮女士 興華成人訓練中心家長代表
Ms. AU Mei King
Parent Representative of HWATC

石少蓮女士 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

張楚珠女士 樂華成人訓練中心家長代表
Ms. CHEUNG Chor Chu
Parent Representative of LWATC

張周惠芳女士 泰石成人訓練中心 / 禾峯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 泰石成人訓練中心 / 禾峯成人訓練中心家長代表
Mr. WONG Kwok Choi
Parent Representative of CSATC / WCATC

屯門及元朗區 Tuen Mun & Yuen Long

陳秀蘭女士 主席 / 天水圍地區支援中心家長代表
Ms. CHAN Sau Lan
Chairman / Parent Representative of TSWDSC

石楊小玲女士 副主席 / 天水圍地區支援中心家長代表
Mrs. SHEK YEUNG Siu Ling
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

伍愛玲女士 山景成人訓練中心家長代表
Ms. NG Oi Ling
Parent Representative of SKATC

陳日喜女士 良景成人訓練中心家長代表
Ms. CHAN Yat Hee
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

黃美蘭女士 潔康之家家長代表
Ms. WONG Mei Lan
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》的要求和實施社會福利署（社署）推行的《最佳執行指引》，力求達致高水平的機構管治，向各個持份者負責。此部分總結了本會於 2019/20 年度的機構管治工作概況。

The Society complies with the ‘Hong Kong Companies Ordinance’ and ‘the Best Practices Manual’ of the Social Welfare Department (SWD) to maintain high standards of corporate governance and accountability to stakeholders. Here is a summary of the corporate governance practices of the Society in 2019/20.

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 董事局匯聚二十位來自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，同時保持決策的獨立和客觀性。

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本會的願景、使命和目標。

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 has 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 Annual General Meetings of the Society, the Members delegate their authority to govern the Society to a Council which is essentially 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.

委員會 / 顧問小組 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五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，或從專業角度處理各項提案 / 議題；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 2019/20 年度（截至 2020 年 6 月 30 日），整體委員會 / 顧問小組會議的平均出席率超過八成半。

Committees/Advisory Panels In order to strengthen corporate governance, optimisation of the Council substructure were done in 2017. Under the new structure, the Society had eight committees and five advisory panels to support the work of the Council. Members of these Committees / Advisory Panels, except those of the Audit Committee, were appointed by the Council. The Committees / Advisory Panels should report to the Council. They oversee various operations and functions, and deal with different proposals and issues from their professional perspectives. To maintain independence, the Audit Committee reports to the President directly. The average overall attendance rate at the meetings of these Committees and Advisory Panels in 2019/20 was over 85% (as at 30 June 2020).

內部監控及風險管理 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，以及符合法規和條例的要求。本會因應運作及條例的轉變，持續檢視內部監控機制，並因應風險的性質及程度進行定期的評估。

有效的風險管理是會方達致策略目標的必要元素，本會於 2018 年建立了企業風險管理框架，以助會方識別、評估、應對及匯報可能影響本會實現其目標之風險。

在企業風險管理框架下，風險分類為策略、營運、合規、人力資源、傳訊、資訊科技、行政、財務及社企服務九個不同範疇，以便進一步評估及管理。已識別的風險項目均會按其風險級別進行風險監察工作，由不同職級的管理人員負責執行。

會方自設立企業風險管理制度以來，已編製機構層面及服務單位內部風險紀錄冊，分別記錄已識別的風險項目及應對方案，當中包括七十二項機構風險項目及三十多項服務單位風險項目。管理人員每半年對風險項目進行檢視、監察及更新，以便持續評估。由設立初期至 2020 年 3 月止，會方已進行四次風險評估。

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項目登記，讓服務經理、服務總監及風險持有人，可直接於網上檢視及更新相關項目的現行措施及應對改善方案。

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 the requirements of statutory rules and regulations. The entire system is constantly under review and regular evaluation according to the risk nature and levels in responding to the changes in operations and regulations.

Effective risk management is essential to the achievement of the Society's strategic objectives. The Society established an Enterprises Risk Management (ERM) framework in 2018 to identify, assess, respond to and report on risks that might affect the Society in the pursuit of its objectives.

Under a well-structured risk management framework, risk areas are categorised into strategic, operational, compliance, human resources, corporate communication, information technology, administration, financial and social enterprise services for further evaluation and management. All identified risks are prioritised by their risk levels for monitoring and implementation is responsible by assigned management staff of different ranks.

Since the inception of the ERM System, the corporate level risk register and service unit level risk register have been maintained to keep track of the handling of identified risks, including 72 items for corporate risks and more than 30 items for service unit risks. The Management reviewed and updated the risk registers every half year to monitor the risk controls and to facilitate continuously evaluation. From its inception until March 2020, the half-yearly review had been conducted for four times.

To oversee risk management more effectively, the Society launched an online risk items registration system in the third quarter of 2019, allowing service managers, services directors and risk owners to review and update directly current measures under relevant items as well as improvement plans.

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2019/20 年度，本會有 3 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。

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監督運作，以及執行董事局批准的政策和項目。一直以來的任務、責任和權限均清楚界定及讓董事局 / 委員會 / 顧問小組和管理層人員知悉。

本會以公開及具透明度的方式發放資訊、定期在官方網站更新營運表現、企業合作伙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，如有需要，會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、其他刊物，及進行問卷調查等，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。本會對內採取雙向溝通方法，透過董事局 / 委員會 / 顧問小組定期會議、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，包括服務使用者及其家屬、員工及董事局 / 委員會 / 顧問小組委員的意見，促進彼此有效溝通。

Reviews by External Parties The SWD conducts regular reviews and unannounced visits to selected service units annually. The SWD also conducts accounting inspection once every two to three years. In 2019/20, the SWD visited three service units of the Society and was very satisfied with the Society's performance. For statutory audit, Tse Lo CPA Limited was appointed external auditor of the Society and related companies at the 2019/20 Annual General Meeting.

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 vision, mission and objectives. Senior Management, on behalf of the Council, administers services and supervises operations to implement strategies and projects approved by the Council. Throughout the years, the roles, responsibilities and delegation of powers among Council, Committees, Advisory Panels and Management Staff are well defined and communicated.

The Society is open and transparent in disseminating information. The Society's operations and performance, corporate partnership and volunteer activities are regularly updated, as are our newsletters and annual reports published on our official website. Complaints are handled promptly by in-charge managerial staff or Council/Committee members as appropriate, with proper and thorough investigations. Necessary remedial actions will be taken if necessary.

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

企業管治交流 本會董事局委員參與多項與企業管治及實務常規相關的專業發展研討會，以持續更新並提升有關知識及技能。當中包括由政府機構、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相關的研討會及會議，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十一個，其中包括：「機構董事導向工作坊」、「籌款知識茶座」及「非政府機構董事午餐會」等。

營運效率 本會在第三期社會福利發展基金的資助下，進一步優化個案管理系統和內聯網，以「國際功能、殘疾和健康分類」的框架，及「以人為本」的原則應用於新個案管理系統，以提高服務規劃、實施、監察和評估的效率和成效，透過跨專業人員共享平台以加強協作，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，員工能更有效地進行溝通、傳遞資訊和分享知識，促進團隊合作及提升工作效率。預期優化後的個案管理系統將於 2021 年第四季完成，而優化後的內聯網亦將於 2021 年第一季推行。

策略計劃 本會制訂了三年的策略計劃（2019 年 - 2022 年），包括四個策略性方向

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，及十一個策略性項目，各項目亦訂有策略性目標、行動計劃及主要成效指標。

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，系統地分析服務使用者的需要及制定清晰目標和評估，以能提供更到位的服務予殘疾人士及其家庭。

Corporate Governance Exchange Council Members participated in a wide range of professional development seminars on corporate governance practices for updating. These included seminars and conferences organised by government authorities, professional bodies and industry organisations. The topics covered corporate governance, relevant laws, rules and regulations, accounting practices, financial management and other professional skills, exchanging and sharing experiences of corporate governance with professionals from different fields. This year, Council Members attended 11 professional seminars which included 'Induction Workshops for NGO Directors', 'Fundraising Knowledge Café' and 'NGO Directors' Luncheon', among others.

Operational Efficiency The Society further optimises the Case Management System (CMS) and the Intranet with a grant obtained from the Social Welfare Development Fund, to put the framework of 'International Classification of Functioning, Disability and Health' (ICF) together with the application of the 'People-oriented' principle 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 in providing timely interventional therapies. Moreover, the optimised Intranet is easier to use, helping staff to communicate, transfer information and share knowledge more effectively, promoting teamwork and increasing work efficiency. The CMS is expected to be completed in the fourth quarter of 2021, while the Intranet will be launched in the first quarter of 2021 after optimisation.

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, together with 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 analyse systemically the needs of service users, set clear targets and evaluations and provide more in-place services for persons with disabilities and their families.

三 人力資源 Human Resources

員工是本會的資本，為服務使用者提供專業和優質的服務；本會致力羅致和培育人才，激勵員工。於 2020 年 3 月 31 日，本會共有員工一千一百零二名。

The Society's staff members are its prized assets, providing professional and quality services to our service users. The Society is committed to recruiting, developing and motivating our people. As at 31 March 2020, the Society has 1,102 members of staff.

工作重點 Focus of Our Work

🔑 檢視管理和專業人手編制

因應社會福利署增加恆常性撥款，本會在康晴天地、天水圍地區支援中心及輔助醫療服務作出人手編制檢視，並按需要增加人手，以配合服務新需要和發展。於本年 1 月，本會增設一名服務總監以監督及專責天水圍地區支援中心的發展，及積極推行社區支援服務。此外，亦檢視機構輔助醫療服務，設立「專職醫療服務」，當中包括四個專業：臨牀心理、言語治療、職業治療和物理治療。除現有高級職業治療師外，另增設高級物理治療師職位以加強專業發展，期望透過「專職醫療服務」這個跨專業平台，提升醫療團隊運作上的融合和效益，以提供更優質的專職醫療服務。

🔑 招聘 為了配合目前及未來的人手需求，本會採用多方面的渠道招攬人才，包括各樣社交媒體及「新入職員工推薦計劃」等。此外，隨著啟悅成人訓練中心及啟康之家兩所新服務單位於 2020 年中旬正式運作，本會將增聘近一百個新職位。為增加招徠人才的機會及宣傳新服務，會方於 2020 年 1 月參加了沙田區招聘日。



🔑 Review of Staffing Provision for Management and Professionals

With the increase in regular subventions provided by the Social Welfare Department, the staffing provision for Sunrise Centre, Tin Shui Wai District Support Centre, and Paramedical Services was reviewed and additional staffing was provided to meet future service needs. As a result, a new position of Service Director was created in Tin Shui Wai District Support Centre for service development. In addition, the 'Allied Health Services' were established. They include services in the areas of Clinical Psychology, Speech Therapy, Occupational Therapy and Physiotherapy. Other than the existing Senior Occupational Therapist position, a new position of Senior Physiotherapist was created to lead physiotherapy services. The Allied Health Services enhance collaborations across different professions and their effectiveness to ensure quality healthcare services delivery.

🔑 Recruitment To cope with current and future manpower needs, the Society employed various recruitment strategies in search of high calibre candidates, including the use of different social media channels and the New Staff Referral Scheme. Two new service units - Kai Yuet Adult Training Centre and Kai Hong Home - commenced service in mid-2020 and the Society would recruit around 100 new positions. In view of this demand for additional manpower, a Recruitment Day was held in January 2020 in Shatin.

🔑 員工福祉 本著「關懷尊重」精神，本會一直重視員工的需要，定期檢討員工薪酬及福利，提供合理的報酬，保持機構的市場競爭力。在過去一年，本會增設特別津貼以挽留及吸引員工；與此同時，亦於 2020 年 3 月，為員工提供強積金僱主一次性注資，共有八百六十七名員工受惠；亦為員工增加購買團體個人意外保險，加強對員工人身安全的保障。

🔑 關顧與聯繫員工 2020 年初，本港面對新型冠狀病毒的威脅，本會管理層與員工持續保持緊密的溝通，總幹事先後發出多份致員工的通告，通知員工須關注事項及相關措施；本會為員工提供抗疫用品如口罩、搓手液及護手用品，以提供足夠裝備及支持予員工；同時，亦調整員工的工作及會議模式如在家工作及視像會議等，以減少社交接觸機會。抗疫期間，總幹事親身到訪各院舍，為員工打氣，瞭解員工所需。此外，本會於 2020 年 3 月底向員工發放社會福利署給津助院舍員工之特別津貼，以感謝他們抗疫期間緊守崗位，盡心盡力為服務使用者提供服務。



本會一向重視與員工坦誠溝通，設有職員諮詢及發展會議，管理層與各階層員工代表交換意見，共同討論關注的事項。此外，於 2019 年內共舉辦了四場「員工分享大會」及一場「扶康講場」，總幹事、副總幹事及服務總監分享本會服務的最新發展，與此同時，員工就切身工作及福利提出意見，鼓勵雙向的交流。

🔑 Staff Welfare To actualise the core value of 'Care and Respect', the Society always pays attention to the needs of staff and is committed to reviewing the staff remuneration package. During the past year, various staff initiatives were introduced, including the provision of special allowances to service units with recruitment difficulties, and the one-off Injection of the MPF Employer Voluntary Contribution, benefiting 867 staff. The Society also provides an additional Group Personal Accident Insurance to assure the staff's personal safety.

🔑 Care and Connection Since the outbreak of COVID-19, Management has maintained close communication with the staff members, in order to overcome the unprecedented challenges and maintain our services. The Chief Executive Officer has issued multiple memoranda to all staff to address their concerns and inform them of the mitigation measures the Society has taken. Various initiatives were introduced, including the provision of face masks, anti-bacteria hand sanitisers and hand creams to staff, arrangement for them to work from home, and the adoption of new formats of meetings to keep social distancing. Furthermore, the Society disbursed allowances from a special provision by the Social Welfare Department to staff at subvented hostels in March 2020, in appreciation of their unwavering commitment to service users during the pandemic.

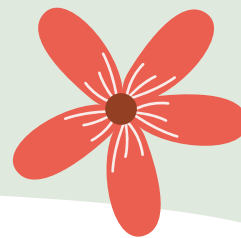
To uphold the spirit of open communication, the Society has put in place the 'Staff Consultative and Development Meeting'. The representatives of Management and staff exchange their views in the meeting. In 2019, four sessions of all staff meeting and one session of the 'Fu Hong Focus Group' were held. The Chief Executive Officer, Deputy Chief Executive Officers and Service Directors shared the latest developments of the Society, while the staff expressed their concerns in these meetings.





過百位員工參加大旅行
增進彼此的友誼

Over 100 staff participated in the staff picnic which helped our staff forge friendship



關注員工身心健康 過去一年，本會推出多項活動，推廣員工身心健康，包括「休閒一天遊」、員工聚餐包括蛇宴和海鮮宴，及「輕鬆伸展班」等，受到員工的歡迎。

Staff Wellness To promote staff wellness, the Society organised a variety of staff activities last year. These included a one-day picnic, a snake feast, a seafood feast and a stretching class, which were welcomed by the staff.



「伸展班」輕輕鬆鬆一齊做運動
Stretching Class – Enjoyed the relaxing moments of exercise



聚首一堂，品嘗佳餚，談天說地
Come together, Eat together, Share together

長期服務獎 於 2019/20 年度，本會共有六十四名員工獲頒長期服務獎，以表揚他們對本會多年的努力和貢獻，當中獲得十年至二十五年服務獎的共有五十八名，而服務三十年或以上的六名員工的名單如下：

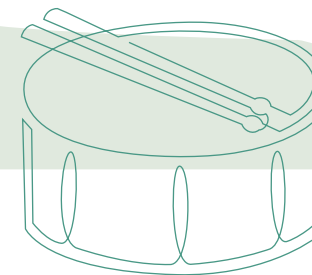
三十五年服務獎：張健民
三十年服務獎：陳燕華、葉蘭英、曾志堅、謝兆基、李小翠

在此恭賀以上服務多年的員工，然而，原定於本年 3 月舉行的員工周年聚餐，由於疫情關係而取消，故相關的長期服務獎將於稍後在各區頒發。

Long Service Award A total of 64 employees received the Long Service Awards in 2019/20. 58 of them have 10 to 25 years of service and 6 have served the Society for 30 years or more. They were:

35 Years Service Award : CHEUNG Keen Man
30 Years Service Award : CHAN Yin Wah, IP Lan Ying, TSANG Chi Kin, TSE Siu Kay, LEE Siu Chui

Congratulations to the above awardees who have served the Society all these years! Owing to the outbreak of COVID-19, the Society decided to cancel the annual staff dinner scheduled in March 2020. The long service award presentation will be held at regional activities at a later date.



展望 面對社會前所未有的挑戰，人力市場與薪酬水平均受到影響。本會除了密切留意市場變動，亦同時與員工保持充分溝通，關注員工所要面對的問題與需要。未來，本會將繼續以員工為本，積極建立及維持一支充滿熱誠及能幹的工作團隊，發展更高質素的康復服務。

Looking Ahead In the midst of uncertainty and chaos, the economy and labour market face numerous challenges. Communication through various means will be enhanced so as to understand our staff's concerns and keep them updated on the challenges for the Society. The Society will work on building and sustaining a passionate and high-calibre team, and join forces with staff members to provide quality rehabilitation service.

員工培訓及發展 Staff Training and Development

培訓部因應會方的策略計劃，每年舉辦超過一萬小時的多元化的培訓課程予本會超過一千多名員工，以提升員工的能力，持續改善服務。

Every year, the Training Department organises more than 10,000 hours of diversified training programmes in line with the strategic development of the Society. More than 1,000 colleagues gain new knowledge and enhance their skills through the training programmes which contribute to the continuous service development of the Society.

配合服務發展策略・多元化培訓課程

因應智障服務使用者老齡化的趨勢，本會舉辦一系列與高齡智障人士的照顧和健康相關的培訓，提升員工的知識和工作技巧，當中包括日常照顧及疾病護理、營養學、吞嚥及餵食和輪椅檢查等講座。

Diversified Training Programmes Aligned with Strategic Development

In response to the ageing of our service users with intellectual disabilities, our colleagues acquired knowledge and skills to meet the emerging needs of our ageing service users via training programmes such as Caring for Elderly Persons with Intellectual Disabilities, Nutrition, Swallow and Feeding, and Wheelchair Safety.



為保障服務使用者的安全，本會定時安排司機參與駕駛講座、檢視司機駕駛技術和知識、學習良好的駕駛態度
To ensure road safety, our drivers attended regular driving training and underwent technique assessment, so as to sharpen their awareness of the importance of the correct driving attitude



員工學習小組帶領技巧，協助服務使用者
透過小組學習提升技能
Staff members acquired group facilitation skills to enhance the learning of our service users in group settings



新入職員工參與員工導向工作坊，了解扶康會的服務理念，提升工作的投入感
New Staff Orientation: Staff members learnt about the core values of Fu Hong Society, an important part of staff engagement



「智障人士情緒和行為工作坊」讓員工從不同角度理解服務使用者的需要
The 'Workshop on Emotion and Behaviour of Persons with Intellectual Disabilities' provided staff members with different perspectives in understanding the needs of service users

此外，「被照顧者體驗工作坊」讓員工親身體驗活動能力受障礙時的感覺，讓他們切身了解服務使用者的需要和感受，從而不斷改善服務，體現「以人為本」的照顧理念。本會現正積極地推行「國際功能、殘疾和健康分類」系統，並提供相關訓練予專業及前線員工，期望他們能夠全面了解服務使用者的需要，透過排列不同服務需要的優次、規劃切合個人需要的介入計劃，並透過實証為本的成效檢討，提升服務使用者的生活質素。

In the 'Experiential Learning' workshop, colleagues experienced for themselves what it felt like having limited mobility, and better understanding the feeling and needs of service users. They were also inspired to further improve their service with a 'people-oriented' approach. To support the implementation of the 'International Classification of Functioning, Disabilities and Health' (ICF) in our services, various workshops were held to equip our colleagues with the skills to conduct holistic assessment. The Society strives to enhance the quality of life of service users through the prioritisation of service needs, people-oriented intervention plans and evidence-based service evaluation.

海外交流經驗

本會透過海外交流活動擴闊員工的國際視野，除鼓勵員工於國際會議上分享本會的服務經驗外，亦透過在世界各地的參訪和學習，提升員工的知識。於2019年3月，本會派出服務總監在美國芝加哥社會工作管理會議上，分享本會的人材培訓計劃。同年6月，本會派出接近一百人的代表團，包括董事局成員、高級管理團隊、各專業同工、家長及服務使用者，參與澳門康復國際亞太區會議，發表共十六篇文章，分享服務成效和工作經驗。



員工參加澳門康復國際亞太區會議，分享服務心得及發表演說
Staff members presented papers and shared their experience at the Rehabilitation International Asia and Pacific Regional Conference, Macau



員工學習保養輪椅的知識和技巧
Staff were equipped with skills in the maintenance of wheelchairs



營養及健康講座讓員工掌握服務使用者老齡化的餐膳需要
Staff learnt more about the special dietary needs of ageing service users at the Nutrition Training Workshop

Overseas Exchanges Experience

The Society broaden staff's horizons through overseas exchanges. To that end, colleagues shared their service experiences in international conferences. In March 2019, our service director participated in the Annual Management Conference of Network for Social Work Management, Chicago and presented the Management Staff Development Programme of the Society to the participants from different countries. In June, our Society arranged about 100 delegates, including the Council members, senior management, colleagues from various professional areas, parents as well as service users to participate in the Rehabilitation International Asia and Pacific Regional Conference, Macau. We presented a total of 16 papers in the conference sharing our service outcomes and work experience.



美國芝加哥的員工向我們講解他們為自閉症人士提供的服務
A colleague in Chicago introduced services for persons with autism to our delegates on a study tour

同年 10 月，本會十位員工組成參訪團前往美國芝加哥，了解當地自閉症人士的服務和應對高齡智障人士的工作策略，交流經驗和心得。在 11 月，有職業康復服務的十三位員工到訪日本，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。另外，本會精神健康綜合社區中心社工亦參與了香港社會服務聯會的代表團，前往 7 月在英國約克舉行的國際健康與精神健康社會工作會議。



日本參訪團拜訪當地的服務團體，了解職業康復服務模式的最新發展
Delegates on a study tour to Japan visited local organisations and learnt about their latest developments in vocational rehabilitation services

In October, 10 staff members learnt about the latest developments in autism services and care strategies for elderly persons with intellectual disabilities on their study tour to Chicago. Our staff from vocational services similarly participated in a study tour to Japan in November with a special interest in the development of the vocational service model. In July, a social worker from our community mental health services was selected by the Hong Kong Council of Social Service as the Hong Kong delegate to participate in the International Conference on Social Work in Health and Mental Health cum Study Visits, York, UK.

設計思維與正念領導能力提升

在 9 月份，本會舉辦「設計思維工作坊」，以設計思維的技巧檢視服務使用者的需要並構思有效的服務。此外，本會更在 12 月份於海外邀請「Search Inside Yourself」導師 Bernie Schreck 來港為員工提供正念領導能力工作坊，透過自我認識、學習正念思維、和提高協作關係等，以提升員工的領導能力。



員工在正念領導力課程中增強對自我的認識，提升領導能力、抗逆力和人際溝通能力，從而改善工作表現

The Search Inside Yourself (SIY) workshop enhanced the participants' self-awareness, leadership, resilience and collaboration, leading to the improvement of work performance

Design Thinking and Leadership Enhancement

Through the 'Design Thinking Workshop' held in September, our colleagues acquired basic design thinking skills in assessing service needs and designing effective intervention to respond to those needs. In December, Mr. Bernie Schreck, a certified 'Search Inside Yourself' (SIY) instructor was invited from abroad to deliver SIY training to our colleagues. The leadership skills of our colleagues were enhanced in the aspects of self-understanding, positive thinking and enhancement of collaboration.



員工參與靜觀課程，提升專注能力及減輕精神壓力
Mindfulness helped staff members to concentrate and relieve stress

透過設計思維工作坊，員工理解學習有效的工作策略，以回應服務使用者的需要

Staff members learnt to develop effective intervention strategies responding to the needs of service users in the 'Design Thinking Workshop'

賽馬會創新社工力量

本會兩名員工於去年獲選為賽馬會創新社工力量的社工夥伴，他們與本會四位夥伴同行者一同參與此計劃安排的一系列的本地及海外培訓，透過創新思維，策劃出兩個創新的試驗服務計劃，並在香港賽馬會慈善信託基金的資助下，於 2020 年展開相關的服務計劃。



社工夥伴及同行者參與賽馬會創新社工力量畢業禮
Social work fellows and Buddies attended the graduation ceremony of INNO Power@HKJC

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。於 2018 年 10 月，本會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，十七位來自不同職級的員工參加 — 系列培訓課程，內容包括專業管理培訓工作坊、在會內不同性質的服務單位實習、專業領航教練提供個人指導、海外的交流學習，及師友分享工作經驗和心得等。

「明日領袖計劃」退修日，讓參加者分享夢想與經驗
Participants of the 2nd MSDP shared their dreams and working experience at the retreat



展望未來，克服挑戰

在 2020 年初，在新型冠狀病毒疫情影響下，不少員工訓練項目需要暫停或取消。為克服新挑戰，培訓部已開始舉辦網上課程，期望提供更具彈性的訓練，提升培訓的效率和成效。

INNO Power@JC Fellowship for Social Workers

Two colleagues were selected as social work fellows of the INNO Power@JC Programme. They went through a series of local and overseas training together with four Buddies. With the support of the Hong Kong Jockey Club Charities Trust, two pilot service projects applying innovative ideas will be implemented in 2020.



我們走訪倫敦市內的殘疾人士資源中心，了解當地的服務發展

We visited the Southwark Resource Centre in London and learnt about services for persons with disabilities

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

To nurture outstanding management staff in a systematic manner and to realise the vision and mission of the Society while exercising effective corporate governance for its healthy and continuous development, an 18-month staff training programme - 'Tomorrow's Leader' - was launched in October 2018. 17 staff of various levels participated in the programme which included a professional management training course, internal placement at service units, an inter-agency exchange programme, professional coaching and overseas training. One member of Senior Management was assigned to each participant as mentor for sharing work experience and guidance.



「明日領袖計劃」體驗活動，學會了解自己，提升團隊精神
The Adventure-based workshop facilitated team building and self-reflection for the 2nd MSDP participants

Foresee the Future, Overcome the Challenge

In early 2020, training activities were suspended or cancelled due to the COVID-19. To enhance the efficiency and effectiveness of staff training programmes, the Training Department launches online training courses to let colleagues benefit from this new, flexible training mode.