



香港聖公會福利協會有限公司

步武基督

香港聖公會福利協會
重要理念及策略發展

1966-2021

與人同行
轉化生命



步武基督

香港聖公會福利協會
重要理念及策略發展

❧ 1966-2021 ❧



香港聖公會福利協會有限公司

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 地址：香港灣仔堅尼地道112號12樓
 電話：(852) 2521 3457
 傳真：(852) 2523 4846
 電郵：ho@skhwc.org.hk
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序言一

多年前當我在馬鞍山區侍奉時，便已讚嘆福利協會同事勇於突破固有框架，以巧思創意提供服務。到近年福利協會接連推出的創新項目中，部份更擴展至醫療、住屋、文化保育等領域，匯集各方資源，靈巧的開拓適切服務，幫助弱勢社群建立自尊，活出人的價值。

約翰福音第6章第8至13節記載了五餅二魚的故事，它其中一個教訓就是在艱難中，需要人無私付出，信靠上主。因為人在面對困難時，很容易想到的是人力限制，沒有能力處理不可能的任務；就如同五餅二魚的有限，不可能餵飽五千個人一樣。可是以世俗計算去衡量天國事工，容易因人心膽怯、視野狹窄而固步自封。門徒在經歷中體驗到只需付出所有為上主所用，上主便會施行神跡，成就人眼中的不可能。這是主耶穌訓練門徒的功課，也是福利協會今日所推動的「僕人領導」中所講的「愛、智、覺、闖」。

福利協會董事會、執行委員會成員與同工一直無私付出，努力實踐主耶穌基督教誨，透過社會服務在社群中見證基督的愛！本書出版時適值福利協會成立55周年誌慶，我在此特別祝福並感謝他們，並確信在未來的日子裏，福利協會將繼續作和平之子，為社會播種希望與光明！

陳謳明大主教

香港聖公會教省主教長

序言二

香港聖公會福利協會是香港聖公會在社服範疇內負責統籌、協調及服務的主要機構。

過去50多年，福利協會董事會、執行委員會成員與一眾同工群策群力，與教會、學校相互緊密配合，訂定多個扎根基督信仰的理念策略，以步武基督，開展一項項既專業又創新的服務事工，利民紓困，將愛與關懷帶給社群，協助教會將耶穌基督所建立的國度，透過社會服務來體現。現時服務單位分佈全港、澳門及廣州，是教會天國工程的重要部份。

而作為本港的主要社會福利機構，福利協會也適時回應社會需要，在架構、專業，以至管治方面進行多方面的工作。2013年，福利協會完成了公司化的法律程序，成為獨立註冊的慈善機構，此舉為建構更符合社會整體期望的機構管治，奠定基礎。而機構也在全面優質管理、風險與危機管理的工作上，作出了不少努力。

今年是福利協會成立55周年，總結以往，展望未來；我們特別將一直指導機構服務發展方向的重要理念和策略結集成書，與大家分享，期望能藉此與大家共勉，攜手在地上繼續作鹽作光，彰顯天國美德，使榮耀歸於天父的聖名！

李國棟醫生

香港聖公會福利協會董事會主席

前言

香港聖公會福利協會於1966年成立，以「步武基督，洞悉社會需要，力行仁愛公義，提供適切服務，使生命得以轉化，活出人的尊嚴與價值」為使命，致力建立愛與關懷的社會。得到上主的光照，多年來碩果豐盈，發展了多元化服務和事工。這些工作一方面為滿足時代的需要，另一方面也反映同工所思所想，反映其能洞悉甚至預視社會所需的思維，也有些是就當時社福界所關注的課題作積極參與。2021年為福利協會55周年誌慶，正好是回顧和整理這些思維的時候，也可將這種發展歸納為三條主軸。

首先，福利協會是以基督信仰為基礎，因此信仰為本的思維一直為服務的重要基石；此包括構建關懷機構和僕人領導的文化；其次，協會非常重視專業水平及服務質素，並以學術與實踐兼備的策略帶動發展，這是第二個重要主軸；此外，因應社會發展，著重創意創新、機構管治及資訊科技的應用等，成為重要策略也可歸納為第三個主軸。這三個主軸和其中的重要理念和策略，指導福利協會的發展方向，也成為各單位的運作方針和支柱。

李正儀博士

香港聖公會福利協會總幹事

第一章

信仰為本的機構理念

第一章 信仰為本的機構理念

聖公會堂、校、社服協作

聖公會牧民特色

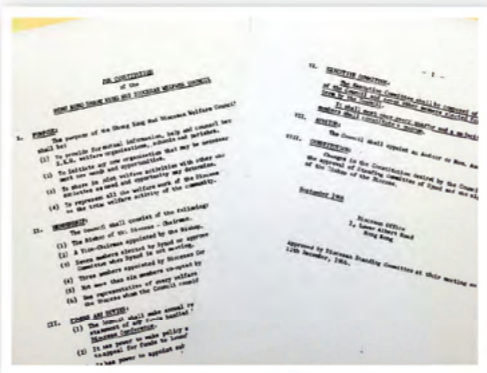
香港社會早期缺乏資源，當時的主教、牧者及平信徒在極有限資源下，開展教育及社會服務，播下信仰的種子。故此，多年來聖公會均著重以學校及社會服務發展來配合教會傳道工作。香港聖公會的組織漸漸成為三層架構：i) 教省、ii) 教區和傳道地區、iii) 牧區和傳道區。而最基層的牧區由主任牧師領導下，牧區內的學校和社會服務單位配合，一同推動牧區內的事工發展。堂、校、社福機構攜手服侍，就是聖公會的牧民特色，亦即是教會重視人的身、心、靈的整全關顧。

香港聖公會教省於1998年成立之初，已漸協調堂校社服攜手發展的策略。成立初時，教省辦事處設於香港聖公會會督府內



社會服務與教會配合

聖公會港澳教區議會常備委員會於1966年通過成立聖公會教區福利協會。按福利協會憲章，協會其中一個使命，就是為聖公會各福利單位、學校及牧區提供協調、支援及諮詢服務。



福利協會憲章

為此，社會服務配合教會的發展方向。例如1984年教會推行「新市鎮傳道及服務事工」(Mission in New Town)。自始，福利協會向社會福利署申請在新市鎮，如：屯門(1981年)、沙田(1981年)、馬鞍山(1989年)、天水圍(1996年)、東涌(1997年)等的公共屋邨內開展服務，而教會則同步發展新學校，並在部份社服單位或學校內開展傳道工作，實行宣教與社服和教育合作的新模式。如：聖提多堂於1989年在馬鞍山社區中心建立傳道區，並於此植堂一段時間，及至2000年才轉往聖公會馬鞍山主風小學運作。



基督榮光堂於1997年在東涌綜合服務內植堂，反映出服務與宣教並行的策略

90年代末以來，教會進一步推動社會服務與宣教結合的模式，並體現於共同覓地發展。其中例子是於2002年啟用的將軍澳安老服務大樓與聖公會施洗聖約翰堂形成一建築群，此聯合發展對聖公會來說是首個歷史性的突破。其後還有於2009年落成的張國亮伉儷安老服務大樓，也是為配合教會發展而興建的，其模式則與將軍澳用地分佔土地的模式不同。由於佔地面積有限，其與靈風堂的合作模式，是以跨層式建築為特色，構建了你中有我，我中有你的建築物，既有共用的空間也有各自的天地。及後，聖公會為回應政府於2013年推出鼓勵非牟利機構釋放用地作福利用途的「私人土地作福利用途特別計劃」，福利協會再肩負使命，與不同教堂和學校合作，負責協調多項重建項目，好為宣教與社服的合作開展更密切互動，共同發展。



張國亮伉儷安老服務大樓與沙田靈風堂座落於同一建築內



將軍澳安老服務大樓與聖公會施洗聖約翰堂於同一土地上共同發展，形成建築群

2008年「金融海嘯」為全球帶來經濟危機。為回應社會需要，香港聖公會教省於2009年撥款委託福利協會成立心意行動(Act of Love)計劃，為聖公會群體及其他有需要的市民和家庭提供多層次支援。心意行動一直緊貼社會的脈搏及轉變。另外，時任香港聖公會教省主教長鄭保羅大主教亦支持福利協會於教會、社服單位及學校進行慈善獎券籌款活動，以支持新服務發展，並於支援聖公會群體之同時，深化社服及學校合作。在2020年新型冠狀病毒肆虐期間，鄭保羅大主教更再次撥款港幣50萬元予心意行動，支持抗疫基金的成立，為受影響的人士即時得到支援。



時任香港聖公會教省主教長鄭保羅大主教出席「心意行動啟動禮」(2009年)



慈善獎券自2015年開始為心意行動及福利協會的其他自負盈虧的服務籌款

社會服務與教育體系協作

至於機構與教育體系的協作，最顯著例子是2002年成立香港聖公會小學輔導服務處，為聖公宗小學監理委員會屬下20多間小學提供駐校輔導服務，並協助學校建立統一輔導政策。

基於此堅固的合作基礎，福利協會在駐校工作方面再於2015年獲政府委託開展「到校學前康復服務」，於部份聖公宗幼兒教育議會轄下幼稚園提供康復訓練予有特殊學習需要的學童。2019年，在政府全面資助幼稚園駐校社工服務下，福利協會也為聖公宗幼兒教育議會轄下30多間幼稚園提供「愛・孩子」駐校社工服務，以發展社會服務與不同學校體系的協作。



與聖公會學校合作的小學輔導服務處自2002年9月開始提供輔導服務



「愛・孩子」駐校社工自2019年為30多間聖公會幼稚園提供服務

我們雖眾 原是一體

教省總議會先後通過教育(2010年)、社會服務(2013年)及教會政策(2016年)等文件。教堂、學校、社服「三頭馬車」一體與合作的訊息，正貫穿各政策文件為核心思想。其中，福利協會肩負執行及協調社會服務文件的責任。而隨著政府對學校及社會服務的資助及監管與規範不斷的提升，堂、校、社服已經在各自的法律及體系中獨自運作，這種「一家人」的概念及其互動合作便越加重要；「我們雖眾，原是一體」的聖公會精神也因此得以彰顯。2019年出版的「我們雖眾原是一體：聖公會堂、校、社服『三角關係』見證分享集」正反映了當時一些成果。



福利協會實踐《香港聖公會社會服務政策文件》，於2016年1月舉辦「社會服務機構管治團隊退修日」



《香港聖公會教省教育政策文件》、《香港聖公會教省社會服務政策文件》及《香港聖公會教省教會政策文件》



時任香港聖公會西九龍教區主教陳謳明就「我們的三角關係」(2019年)主題作分享

培養關懷文化、建構身心靈健康

建構機構關懷文化的背景

在面對2003年非典型肺炎(SARS)一役後，福利協會體恤同工面對工作和人生種種挑戰並不容易，故開展「關懷之旅」，培養機構內的關懷文化，協助同工開拓個人空間、增長自己的靈命，並學習當別人的天使和實踐終極關懷的理想。

關顧員工身心靈健康

「關懷之旅」以「信仰、健康、平常心」為信念核心，透過舉辦「平常心工作坊」及「覺醒工作坊」等心靈探索活動，關顧同工的身心靈健康，亦培養機構內部和諧、同工間互信關愛的氛圍及以平常心的生命態度面對人生中的種種機遇。協會並為員工及其家人的特殊情況，提供個別心靈輔導與關懷，陪伴他們渡過生命的重要時刻。

各服務單位積極推動並深化「身心靈整合模式」，相繼設立「平常心間」，讓同工在平日繁瑣工作之中，也可以在工作地點內，找到個人安靜及心靈滋養的地方，提升同工的身心



福利協會自2003年發展的「關懷之旅」



同工可於「平常心間」滋養心靈

靈素質，此更成為優質服務的基礎。在新冠疫情下，香港聖公會屯門精神健康綜合社區中心——樂喜聚更於2020年10至12月期間(即第四波疫情期間)為員工舉辦了「愛笑抗疫兩點半」活動，以此舒緩員工工作壓力、改善睡眠質素，從而提升他們的精神健康，正面地共渡時艱。

分享經驗 裨益他人

福利協會於2006年12月參加了第五屆社會工作國際會議，與業界分享關懷員工的工作。而隨著這股關懷文化在協會各類服務中萌芽發展，復康服務便發展一系列關顧同工及服務對象身心靈的服務，並於2014年出版《「身心靈全人健康模式」治療小組實務手冊》，將身心靈整合介入模式透過身心運動、覺知練習及藝術手法，讓服務對象察覺自己身體、思緒，重新與自己的身體連繫。



同工在「精神健康推廣活動業界分享會」上分享「愛笑抗疫兩點半」活動的初步成效及心得(2021年)



「身心靈全人健康模式」治療小組實務手冊

建立僕人領導核心價值

福利協會一直著重發展員工身心靈健康的政策，自2001年以來為不同職級員工舉行「年度退修」，並於2014年決定進一步推動「僕人領導」思維，鼓勵同工學效耶穌基督「非以役人、乃役於人」的榜樣。



福利協會前線同工參與「年度退修」活動

重要元素

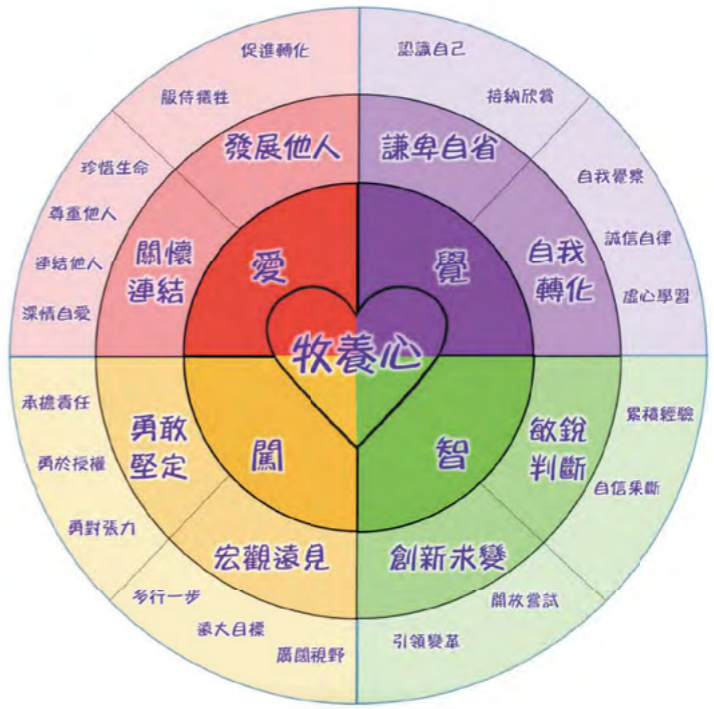
2016年執行委員會通過發展「僕人領導 — 領袖發展培育計劃」，為福利協會的未來領導、管理和專業發展作出策略和長遠性部署，使能發展及培育更多富有使命感和願意委身的領導、管理和專業人才。2018年「僕人領導」成為五年發展策略的重要元素，並發展了「僕人領導 — 領袖發展培育計劃」以五個學習元素，即神學觀、修為學、技巧課、成長坊和通識論的培訓框架，設計一系列相關的培訓活動予協會350人的管理團隊。



「僕人領導 — 領袖發展培育計劃」以培育領導、管理和專業人才為目標，啟動儀式於2016年12月2日舉行

砥礪前行

在靈修顧問關俊棠神父的支持下，福利協會終於2019年自行發展以「牧養心」為本的「僕人領導」價值框架，並以「愛」、「覺」、「智」及「闢」為核心特質，推動同工的個人成長。關神父更領導為期2年的「僕人領導 — 導修小組」，為其中45名團隊成員，定期舉辦主題研討會、小組聚會及修持練習等，以進一步鍛鍊「僕人領導」的特質與修為。機構自2021年1月始，推展為期18個月的



「僕人領導 — 領袖發展培育計劃」以「愛」、「覺」、「智」、「闢」為核心特質

「僕人領導管理層培訓課程」，以各種不同主題讓領導及管理層同工以多元形式學習，包括：課堂講授、個案研習、書本閱讀、小組討論、個人反思、戶外考察及教練分享等，擴闊同工思維、培育領袖的宏觀角度和視野、激發反思，以鞏固面對社會環境的挑戰和福利協會發展所需心志。機構更把此等特質融入為領導和管理層人才的評核、培育和發展等工作，至此，福利協會已自行發展出具虛實兼備的僕人領導培訓風格。



香港聖公會教省主教長陳譚明大主教
主講「耶穌的僕人領導」



同工參與關俊棠神父主持的「僕人領導——導修小組」



福利協會總幹事李正儀博士，JP在培訓課程中，
以「從耶路撒冷地緣政治看當今香港如何實踐僕人
領導」為題與同工討論

第二章

重要服務理念與發展策略

第二章 重要服務理念與發展策略

推動社區照顧概念

社會工作從來著重培訓社區成員之自助互助精神，讓有需要的人士能從社區內之非正規網絡獲得照顧，並感受到社區的關懷。福利協會自1990年起，即於服務中落實社區照顧的精神，與服務使用者努力共建關懷社區；當中又進行社區教育活動、研討會、研究調查等，冀望能將理論與實踐相結合。

推展階段

1990至1998年，此方針大致體現於四個階段的建設，包括探索、推廣、深化及鞏固期等。1990至1992年為摸索期，當時協會研究如何在不同服務中有效實踐社區照顧理念，並成立工作小組探討發展方向。1992至1994年為推廣期，成立支援小組，建立資料庫、製作教材、出版刊物及提供員工培訓，與及成立推廣小組，舉辦多元活動推廣「社區照顧」之意義及精神，在不同服務中落實「社區照顧」之概念。



福利協會早年出版有關「社區照顧」的書刊

1993年舉辦為期3天的「社區照顧與華人社區研討會」，共有300多位兩岸三地學者及業內同工參與並交流出版書籍經驗；與及成立監察及檢討小組，監察推進的成效。1994至1996年為深化期，彙集各個服務推行社區照顧的成功策略，於1994年出版「社區照顧工作手冊」；又舉辦「最佳社區照顧活動選舉」。最後於1996至1998年進入鞏固期，1996年與香港城市大學合作研究，探討有效的社區照顧介入手法；1997年出版「實踐社區照顧服務彙編」；又於同年舉辦海外考察團。



福利協會與香港城市大學合作研究有效的老人社區照顧介入手法



於1998年舉辦的「社區照顧——學生大使實踐計劃」

承傳和發展

「社區照顧」的介入策略深受同工認同，一直成為新服務發展的基礎思維。2018年開展的「好鄰舍」社會房屋共享計劃，與及2022年投入營運的「同心村」元朗東頭過渡性房屋項目，均以此貫穿其服務策劃。前者幫助基層市民紓緩住屋需求外，同時推動租戶互相支持及照顧，實踐「共住・共管・共生」的理念，營造守望相助的關係。而後者除了幫助基層及低收入家庭改善居住環境，同時透過所提供的社會服務，推動居民積極參與社區，「同心共建」一個關愛、互助、共融的小社區。此外，又引入康健指標(Well-Being Index)，除了於住戶遷入前、居住期間、遷出前收集和量度其健康指數，以作大數據分析外；也作為「同心村」元朗東頭過渡性房屋項目推展科技、健康、就業、理財、情緒、社交、靈性和環保服務的參考。



2021年規劃的「同心村」元朗東頭過渡性房屋項目秉承了社區照顧理念，為弱勢家庭提供居所及社會服務



2018年「好鄰舍」社會房屋共享計劃的單位實踐「共住・共管・共生」的理念，推動社區互助理念

推動綜合服務和信念

秉承「個別關懷・全面照顧」的服務格言，福利協會已於七、八十年代早於政府推動之先積極推動綜合服務。同工深信服務必須以人為本，照顧到全人需要；而透過多層次和多元化服務介入與及靈活的服務管理，才可以有效地運用服務資源，爭取更大的服務效益。1975年成立的



聖公會屯門社會服務中心於1981年成立，為區內市民提供綜合服務

聖公會樂民服務中心同時為兒童及長者提供服務，而非純長者服務；在新田圍邨也將幼兒、長者院舍及青少年服務集中一起管理；在屯門也提供綜合青少年及長者服務。

青少年綜合服務

1991年政府出版「跨越九十年代香港社會福利白皮書」，首次提出以綜合方式(integrated approach)提供服務，將各種青少年服務(中心服務、外展社工服務、學校社工服務)在一個地區內由同一個機構提供，避免固定規劃比率帶來服務過剩或不足，在服務形式上修改或創新；也可避免將服務對象的需要

切割。政府於1992年初成立「兒童及青少年中心服務檢討工作小組」，該工作小組及後發表《兒童及青少年中心服務檢討報告書》，建議成立青少年綜合服務隊，以應對當時服務分割、重覆資源及人力調配缺乏靈活性等問題。

1994年政府採納報告書的建議，成立了首10所青少年綜合服務中心。福利協會屬下馬鞍山(南)青少年綜合服務中心是其中之一，其後再於同區頌安邨成立馬鞍山(北)青少年綜合服務中心。2000年9月政府推行「青少年開支範疇檢討」，重整全港青少年服務資源，推行一中學一社工，九龍城青少年綜合服務中心成為會內第三個同類中心。2002年福利協會成立了另外三個同類服務隊伍，即屯門、聖馬提亞、沙田青少年綜合服務中心。



馬鞍山(北)青少年綜合服務中心於1997年成立，提供不同類型的青少年服務

以上六個青少年綜合服務中心得以成立，彰顯教會對福利協會的支持和信賴；因為各牧區配合福利協會因應社會福利署對青少年綜合服務中心的規劃，將屬下的青少年中心服務單位，交予福利協會，將這些單位的資源重新組合，以成立新的青少年綜合服務中心。這個過程同時亦體現了協會員工與機構的彼此信賴，與及對推動綜合服務的熱誠委身。因為有150位員工受影響，但全數接受機構安排，由新的青少年綜合服務中心，與及部份長者服務單位吸納。



聖馬提亞綜合服務及屯門綜合服務於2002年成立



東涌全面綜合服務

總結多年營運綜合服務的經驗，福利協會最終於1997年在大嶼山東涌成功投得全港首個全面綜合服務，綜合管理區內各服務單位資源，以全方位接觸、全人發展、全面需要評估，為社區內各個年齡組群提供一站式服務。該服務更與教會於1997年在東涌成立的基督榮光堂一直作緊密合作。至2021年，東涌綜合服務隨著社區人口增加而發展，並成為香港聖公會港島教區發展策略重點，又成為社服與教堂合作的另一典範。



東涌綜合服務為社區內各個年齡組群提供一站式服務，中心於1998年11月舉行開幕禮



隨着迎東邨的建成，東涌綜合服務於2019年在迎東邨開展服務，並繼續與基督榮光堂緊密合作

長者綜合服務

長者綜合性服務也於同期成形及發展。政府在2000年初委託香港大學老年研究中心進行顧問研究，檢討當時的長者社區服務，為處理服務過於分割、服務分界複雜、服務短缺和重疊、以及制度僵化等問題作出建議。其中，顧問建議提升服務的護老角色和功能、整合不同的長者服務項目以組成較大的服務單位(例如開設新的長者綜合服務中心或安老院舍暨長者日間護理中心)，藉此為長者及其護老者提供一站式服務。

2002年將軍澳安老服務大樓的成立，正正包含長者社區服務單位和安老院舍於同一大樓內，為長者提供一站式照顧。大樓中的賽馬會長者綜合服務中心暨日間護理服務，更體現了政府整合長者社區服務的政策。

2003年4月社會福利署重整長者社區服務，福利協會的長者綜合服務中心、老人活動中心、家居照顧服務隊、家務助理隊，分別轉型為長者地區中心、長者鄰舍中心及綜合家居照顧服務隊。這個轉型的過程加強了服務功能，加入支援護老者、推動基層健康等服務元素。此外，福利協會

亦自行推動長者社區服務單位的綜合管理，與新成立的各項試驗計劃緊密協調，以加強效益。這些試驗計劃包括1999年



將軍澳安老服務大樓於2002年成立，為長者提供一站式照顧服務



綜合家居照顧服務隊在轉型後加強了服務功能

獲政府委託開展的膳食服務(黃大仙、九龍城及深水埗區)、2000年的家居照顧服務(九龍城及深水埗區)，與及2001年的改善家居及社區照顧服務(黃大仙、九龍城、中西區及葵青區)等。

推動生命教育及寧養服務(生死教育、臨終關懷、哀傷輔導)

「生、老、病、死」是人生必經的階段，幫助服務使用者擁抱有盡的生命，活出豐盛人生；為晚期病患者提供臨終關懷，支援臨終長者及其家人面對人生的最終階段和其中遇到的各種焦慮和困難；協助喪親者走過哀傷，不再糾纏前事自責，是所有社會服務從業員都需要面對的課題，與及需要掌握有關的介入技巧；福利協會也為此發展一系列生命教育與及寧養服務，並以社會創新思維，探討和發展新工作手法。

2005年福利協會成立「寧養服務發展工作小組」探討在各類服務的推動策略，期間安排同工在港及到海外參加有關的培訓活動和國際會議。2016年在福利協會執行委員會通過晚期照顧的政策文件，為服務目標、範疇及策略提供發

展方向。機構將增設寧養服務平台，進一步發展此策略至所有服務單位，並設立交流平台，全面鼓勵互相學習的培訓機會。

在各服務推行的生命教育

福利協會早於90年代已為各個年齡階段的服務對象以不同形式推動生命教育，認識及反思生命的意義，珍惜生命，建立正向的生命價值。機構自2005年出版《窗外有晴天》生命教育教材套，內容分為「少年及家長篇」及「長者篇」，並在不同服務推行。

屯門的復康服務大樓康恩園自2008年開始開展「祝福生命計劃」，透過藝術創作活動，讓會員、家屬及員工認識生命教育。2009年至2015年，康恩園獲基金資助，舉辦不同項目如「圓滿生命故事」、「圓滿人生・天使同行」、「我們的心跡・足印」意義人生計劃、「激活人生」生命同行計劃等，讓會員及社區人士更珍惜生命和及早規劃人生。為總結經驗，康恩園於2010年出版《不再被剝奪的悲傷：精神病康復者及智障人士寧養關懷及生命教育經驗分享集》，亦與聖公會青



《窗外有晴天》少年及家長篇、長者篇

山聖彼得堂於2011年合辦「為復康人士推行靈性工作——不同界別的協作與經驗分享」研討會。



復康會員及社區人士一同參與「圓滿人生・天使同行」計劃的活動(2010年)，學習珍惜生命和及早規劃人生



「我們的心跡・足印」意義人生計劃為復康會員製作生命集

長者地區中心及長者鄰舍中心也自2005年始，共同推展由賽馬會資助的「百靈鳥——長者生命教育計劃」，為著總結及分享多年服務經驗，分別於2014及2019年出版「連繫・生命」長者生命教育資源冊，與業界分享不同介入手法，從不同層面為受情緒困擾的長者提供及時的支援。



《長者生命故事集》、
《家・及時愛故事集》及
《生命的情書》

2010至2019年間，各長者中心根據香港大學「二人三嚮」的服務框架，發展了生命故事工作及出版相關書籍，如《生命的情書》、《長者生命故事集》、《連繫生命》、《家・及時愛故事集》。

青少年及家庭服務單位也看到推動生命教育的重要性，故此於2016至2021年間申請了「華人永遠墳場管理委員會」贊助，開展大型生命教育計劃：「愛・觸動生命」及「愛・連繫生命教育推廣計劃」，其介入方法是以入校活動、繪本及電影分享等，建立與青少年談論生命的機會與渠道。



學生參與「愛・觸動生命」計劃，學習以繪本分享對自身成長的期望



「愛・連繫生命教育推廣計劃」邀請嘉賓分享自身經歷，鼓勵年青人為夢想奮鬥

與教堂合作推動生命教育

秉承聖公會堂、校、社服緊密協作的傳統，2014年福利協會獲香港聖公會香港島教區西南聯區邀請，攜手開展「香港仔傳道服務計劃」，之後漸成為區內聖公會中、小學推行「生命學習計劃」及「陶造生命計劃」的基地。此計劃營運了逾6年，於2021年初完成使命。2016年聖公會東九龍教區也提出就生命教育的項目，與福利協會合作，結合堂、校、社服的協作，推動生命教育工程，最初於啟德新發展區開展，及後一度有7個東九龍牧區、13間學校、4個社服單位參與。



香港聖公會東九龍教區與福利協會合作，推行「生命學習計劃」和「陶造生命計劃」，於中、小學推展生命教育工作



福利協會更聯同香港聖公會東九龍教區於2020年1月5日主辦「天使燭光 祝福香港慈善音樂會」，發放正向信息與祝福，希望社會大眾對未來保持盼望，因為天使總會在黑暗中帶來點點亮光。慈善音樂會部份善款，撥作支持兒童哀傷輔導服務。



福利協會與香港聖公會東九龍教區於2020年1月合辦「天使燭光 祝福香港慈善音樂會」，籌得的部分善款撥作支持兒童哀傷輔導服務，支援喪親兒童面對哀傷

在各服務推行的寧養工作

院舍及社區服務一直致力為服務使用者及其家人提供臨終服務、生死教育，藉以幫助他們規劃圓滿人生。

機構早於2001年獲華人永遠墳場管理委員會贊助，於香港聖公會護養院設立寧養房，為患末期病患的院友及家屬提供寧養支援。及後，福利協會的安老及殘疾人士院舍將全人關懷模式融入院友的日常生活流程中，

為生命晚期或／及臨終院友提供適切及個人化的服務。同時因應照顧這些院友的需要，申請外界資源添購輔助儀器。

2007年各長者服務單位開展「『豐富人生・擁抱盡時』計劃」，幫助晚期病患長者完成未了心願、為喪親者提供哀傷輔導、舉行生死教育講座及社區推廣活動，設立資源閣，與製作資源手冊，讓

長者、其家人及提供服務之員工有所參考應用。護養院自2009年推行「蝶舞耀晚情身心靈綜合寧養照顧服務計劃」，將全人關顧模式融入院友的日常生活流程中，提供適切及個人化的服務，讓其安享晚年。同時，委託香港大學行為健康教研中心於2010至2012年進行的成效研究發現，「蝶舞耀晚情」計劃對於不同健康狀況的院友均有果效，服務能有效關顧身體、情緒和靈性需要，提升院友的生活質素。2016年起，機構多所安老院舍參與由香港老年學會營辦的賽馬會安寧頌——「安寧在院舍」計劃，以加強院舍內患有末期病患的院友的舒緩及臨終照顧服務，讓他們美滿地走完人生旅程。



福利協會的安老院舍為患有末期病患的院友提供舒緩及臨終照顧服務



「蝶舞耀晚情身心靈綜合寧養照顧服務計劃」自2009年開始推行，成效正面

2007至2009年間，福利協會的長者綜合服務中心得到當時香港大學社會工作及社會行政學系助理教授周燕雯博士的指導，進行了兩項以「長者心願」為題的研究，此前，本港並沒有類同的研究。首個「長者未了心願」研究於2007年展開，並舉行新聞發佈會，在社會及業界起倡導作用鼓勵長者積極生活，預早規劃豐盛和有意義的晚年。2009年福利協會再根據首個研究結果，製成的「華人重要圓滿心願量表」，進行效度檢測研究。研究結果於「2010聯合世大會：社會工作及社會發展之願景與藍圖」上發表，獲頒發「適應本土及不同文化的實務工作 (Indigenous & Cultural Sensitive Practice)」組最佳報告撮要獎 (Best Abstract Award)；有關研究結果最終於2010年在國際學術期刊International Psychogeriatrics上刊登。



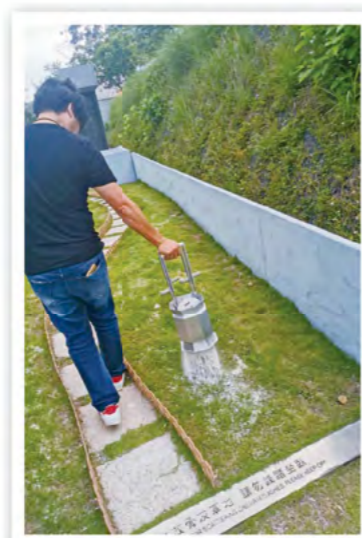
「長者未了心願」研究在社會及業界起倡導作用

以創新思維發展寧養服務

聖匠堂長者地區中心安寧服務部，於2004年起開展「護慰天使」服務，協助病者安然面對死亡，紓緩家屬面對失去親人時的哀傷，多年來已服務超過7,100個喪親家庭或喪親人士。2016年開展賽馬會安寧頌「安寧在家」居家照顧支援服務，讓臨終病人可留在自己家中獲得適切照顧。2019年開展賽馬會「友晴同路」社區兒童紓緩照顧服務，為患上危重病的18歲以下兒童和青少年，及其家人提供家居紓緩照顧。翌年開展「永續愛」失胎父母支援服務，為經歷流產的父母提供哀傷輔導及同路人互助小組服務；又舉辦公眾教育活動，讓更多人認識失胎父母的需要。2017至2020年期間，每年舉辦生死教育舞台劇；於2020年12月再與7個機構合作舉行一場創新、並由賽馬會資助的「死都要講——生死教育地區論壇2020」。



「永續愛」失胎父母支援服務的服務使用者製作黏土手工，表達他們內心的情感



「護慰天使」為逝者家屬提供支援

專業服務的提升和投入

福利協會一直重視並投放資源於實證研究，藉以確保和提升專業工作的質素及成效。自90年代始，福利協會已主動與不同大專學院合作進行研究，也鼓勵員工於國際研討會發表論文，分享工作成效。多年來出版的研究報告及書籍超過200份，並在不同場合與業界分享。



福利協會獲頒「第8屆世界華人地區長期照護會議暨亞洲老年學發展會議傑出論文報告獎」(2011年)

建構本地化的「體弱長者綜合家居照顧服務」

回歸後香港政府和社會服務界的其中一個重要議題，就是如何改革當時的安老服務以應付人口老化挑戰。福利協會便曾就津貼長者服務的優化，向政府提出眾多建議，其中包括如何優化家務助理服務以照顧在社區中居住的體弱長者。在1999年至2010年的十年間，福利協會也積極響應政府政策，成功申辦多個家居及社區照顧服務項目；並同步整理實踐經驗，建構一個在香港切實可行的體弱長者家居照顧模式。

2000年福利協會成功申辦4隊「改善社區及家居照顧服務試驗計劃」服務隊，於2001年在港島中西區、黃大仙、九龍城與葵青區為輪候護理安老院的社區長者，提供一站式社區及家居照顧。之後，於2011年在黃大仙及西貢區推

展「體弱長者家居照顧服務試驗計劃」，為那些輪候護養院的體弱長者提供全面家居照顧。2013年福利協會又參與沙田區及黃大仙區之「長者社區照顧服務券試驗計劃」(第一階段)，採用「錢跟人走」的斬新資助模式。至2016年及2020年社會福利署再推出該試驗計劃的第二階段和第三階段，福利協會的服務除了覆蓋沙田區及黃大仙區外，亦擴展至中西區、九龍城區及葵青區，進一步豐富福利協會的家居照顧營運經驗。2016年麥理浩夫人中心參與醫院管理局的「離院長者綜合支援計劃」，夥拍仁濟醫院，擔任該計劃的「家居支援隊伍」。這些服務運作經驗讓同工驗證所設計服務模式的成效和效率，以利進一步將服務優化。

憑藉推展4隊改善社區及家居照顧服務隊所累積的經驗，福利協會於2002年11月29日舉行「體弱長者綜合家居照顧服務——中風患者復健工作經驗分享會」、2003年12月19日成功舉行「綜合家居照顧服務~照顧計劃工作坊」；



「體弱長者家居照顧服務試驗計劃」為參加長者提供全面家居照顧服務



照顧管理——
中風患者綜合家居照顧手冊

同年10月14日在「第四屆華裔老年人國際學術研討會」發表「改善家居及社區照顧服務照護體弱長者的成效及對發展香港長者家居照顧工作的啟示」報告，2004年出版「照顧管理——中風患者綜合家居照顧手冊」，將協會改善家居及社區照顧服務同工的努力成果和實踐經驗，具體化為文字。

循證實踐——應用InterRAI評估工具

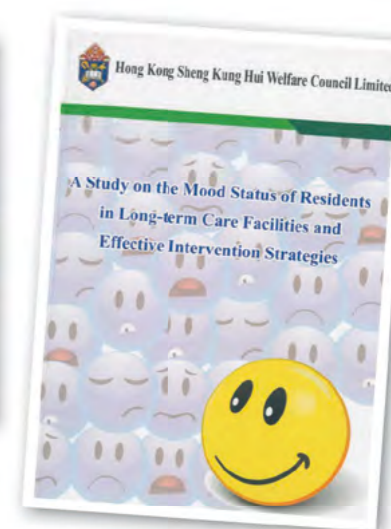
InterRAI是一套針對弱老和殘疾人士照護需要而設計的國際知名評估工具，不同照護場所(如安老院舍、綜合家居照顧服務)各有專屬使用的子工具，以瞭解服務使用者的照護需要和健康情況，並整合相關資料，建立多面向的基本資料庫，制定有「循證實踐」依據的照護評估和介入標準，而InterRAI的服務質素指標及院友分類等多項功能，更建構了「照顧管理」及「服務管理」的重要基礎。



RAI 2.0是福利協會屬下院舍的統一評估工具，同工運用此評估工具評估院友的服務需要，從而為他們制定個人照顧計劃



福利協會進行「院舍長者情緒狀態及有效干預措施研究」，參考院友的inter-RAI評估數據，建立活動介入模式，以改善院友情緒及提升服務質素



2003年福利協會派出一行9名員工參與在加拿大舉行的InterRAI會議，回港後同工組成工作小組，深入研究福利協會屬下安老院舍服務全面應用InterRAI評估工具的可能。協會於2004年決定採用RAI 2.0（專用於安老院舍的InterRAI評估工具）作為屬下7所院舍的統一評估工具，並得到interRAI香港成員及香港大學秀圃老年研究中心（下稱秀圃中心）創會總監齊鉅教授答允，由秀圃中心與福利協會合作，在2004年初至2005年底共同發展有關評估工具之全面應用。福利協會遂成為本港首個全面應用interRAI評估工具的社會服務機構。福利協會資訊科技部同步設計一個網上操作電腦系統，以自動化RAI 2.0的操作。

2005年福利協會與秀圃中心合作進行“Research on Applying Resource Utilization Groups (RUG III) in Hong Kong Elderly Homes”。研究目的是驗證RUG III院友分類法在香港長者長期護理院舍中對院友資源投放情況的解釋度。2006年9月舉辦「一切由綜合評估開始——優質院舍照顧研討會」，讓本港



福利協會舉辦「優質院舍照顧研討會」，分享屬下安老院舍應用interRAI的經驗

業界可以認識interRAI評估工具及瞭解福利協會安老院舍全面應用InterRAI的經驗。



福利協會與秀圃中心合作進行研究

福利協會於2011年獲香港政府委託營辦黃大仙和西貢區的「體弱長者家居照顧服務試驗計劃」時，即應用最新版本的interRAI-HC（專用於社區居住長者的評估工具）以加強該服務的照顧管理質素；與及應用interRAI-HC收集所得的評估數據，運算得出服務使用者的成效量表得分，與及服務質素指標。2013年，麥理浩夫人中心的體弱長者家居照顧服務也採納了interRAI-HC評估工具。及至2014年，福利協會復康人士院舍也加入並採用interRAI-MH（精神病復康服務專用）評估工具，以統一執行精神復康人士的「照顧管理」。

目前福利協會是全港唯一於安老院舍、體弱長者家居照顧服務和復康人士院舍中應用interRAI評估工具的機構，十多年來克服萬難、砥礪前行，正彰顯了機構和同工對「循證實踐」實務工作的委身和專業能力。

引入多元化的個人及家庭治療模式

福利協會對專業的重視也體現於引入專業培訓，以加強同工在處理個人及家庭治療的成效，例如：沙維雅成長模式、表達藝術治療、情緒導向治療、3P培訓正面管教課程、育兒課程及靜觀課程等培訓，好讓專業社工在處理個人成長及情緒壓力處理、管教育兒、婚姻輔導及調解等個案，應用有效介入手法。2013年起，福利協會新念坊更於社區戒毒治療模式中引入孩子友善元素，以吸毒者及其配偶為對象推展「無毒有偶」戒毒輔導計劃，為吸毒者子女



福利協會為員工提供不同的專業培訓，以提升他們的專業效能

新念坊社工為來自吸毒家庭的孩子舉辦情緒社交小組

及配偶開展「童行・不毒行」戒毒支援計劃、為吸毒孕婦及新手媽媽推行「媽媽・足孕」戒毒支援計劃；與及為吸毒父母及其子女開展賽馬會「無毒・愛家」支援計劃。

跨專業特殊教育需要學童的服務模式

有見於特殊教育需要日增，福利協會遂於2017年申請香港賽馬會慈善信託基金並獲撥款，成立一所專為特殊教育需要(SEN)學童及其家長而設的「愛・家庭」賽馬會成長中心，針對SEN學童需要的特性，由治療師及社工的

跨專業協作研發不同的治療性小組，如結合感覺統合、藝術創作、靜觀元素及健腦操等，使有效提升SEN學童服務的效能。「愛・家庭」賽馬會成長中心更於2020年7月應香港教育大學特殊教育與輔導學系之邀請於“Systemic & Multidisciplinary perspectives and intervention in supporting SEN children”網上研討會分享跨專業服務協作的成果及實踐經驗。此外，團隊善用跨專業協作，研發書寫訓練工具及「SEN童・FUN享」手機應用程式，讓SEN學童參與訓練後，仍可於家中使用相關工具，將治療成效延伸日常生活中。

福利協會自2015年開始獲社會福利署資助推行「香港聖公會愛童行計劃」，至今為全港53間幼稚園及幼稚園暨幼兒中心有特殊需要的學童、其家長及教師提供到校學前康復服務。該計劃透過兒童綜合發展評估和治療師的專項評估，瞭解學童整體發展進度；跨專業團隊(包括：職業治療師、言語治療師、物理治療師、臨床心理學家、註冊社工及特殊幼兒工作員)則按學童不同範疇的能力，制定度身訂造的訓練計劃；為學童提供到校／地區中心的個別訓練及治療小組；並定期進行會議檢討訓練計劃的成效。該計劃並支援教師與家長，提供諮詢及專業培訓。



「愛・家庭」賽馬會成長中心專為有特殊教育需要學童及其家長提供服務



「愛・家庭」賽馬會成長中心於2017年成立

福利協會又於2018年獲香港賽馬會慈善信託基金的邀請，成為「喜伴同行」計劃其中一個服務提供者，為全港40間中、小學提供自閉症學童社交訓練小組。計劃由香港大學進行研究，從實證角度已引證是項結構性服務模式成效相當顯著，包括：為自閉症學童提供到校治療性小組訓練、朋輩共融活動、為老師提供專業諮詢與工作坊，以及家長諮詢服務，多方面支援自閉症學生及相關人士，協助提升學生的社交認知、溝通、情緒管理和學習等技巧，並減輕家長的親職壓力。由於計劃取得豐盛的成果，為支援自閉症學生的發展工作奠定了良好的基石，教育局已於2021學年起將計劃常規化，福利協會亦繼續參與，於2021至2024學年為62間中、小學的自閉症譜系學生、其家長及老師提供全面的支援。



「香港聖公會愛童行計劃」在深水埗南昌邨設新服務點，為有特殊需要的幼稚園學童及其家長、教師提供到校學前康復服務



「喜伴同行」計劃社工為老師舉辦工作坊，分享支援自閉症學童的技巧

設立內部平台

福利協會自2002年成立了聖公會小學輔導服務處便開始了內部平台的概念，以強化相類服務之相互溝通、培訓和專業發展的機會。此平台最初用以強化會內駐校社工的督導、培訓以及交流；並曾進行多個問卷調查以探討兒童發展的需要，這些調查包括：「學童放學後學習狀況的調查」、「學童關心的事情及家長支援情況」等。此外，又申請不同基金舉辦活動，以喚起社會對課題的關注，建立對社會現況具敏銳度的專業團隊。自此，福利協會慢慢發展和建立了內部平台的理念。2015年以後，此內部平台概念得以深化，並藉擴展平台的思維，「香港聖公會愛童行計劃」及於2019年開展的「愛・孩子——在學前單位提供社工服務先導計劃」，也增設了同類型幼兒服務內部平台。

2020年隨著服務多元化發展，機構再藉深化護理系統平台，增設高級護士長（護理部高級經理）一職作統籌，為機構內不同單位的護士提供專業指導、交流和培訓。同時，也增設高級物理治療師和高級職業治療師等職位，成立並統籌治療師的專業平台，以強化不同服務下物理治療和職業治療的專業水平，也藉此探討服務新思維。

福利協會更自2002年成立中央危機隊，由已接受相關培訓的社工組成。值得一提的是為駐校工作提供中央危機處理的服務。至2021年，福利協會為超過100間港澳的大專、中、小、幼學校提供駐校服務，曾經歷多宗死亡相關的重大事故，危機隊均連同駐校社工即時到校為受困擾的師生提供心理支援服務。預防的工作亦十分重要，因此福利協會積極培養專才，現時會內已有7名具認可資格的導師，為會內同工及教師進行培訓，強化團隊的危機應變能力。

創新與設計思維的理念和策略

隨著社會問題愈見複雜，福利協會自2012年始推動共建共創思維，以建立跨界別跨專業合作，使團隊勇於突破傳統社會服務的框架，並慢慢將服務由傳統的社會福利範疇，擴展至其他領域，包括醫療、社企餐館、住屋、文化保育，並先後推出「康健天地(中環)」(前稱「香港聖公會長者康健綜合服務中心」)、「好・廚房」、「好鄰舍」社會房屋共享計劃、「躍變・龍城——九龍城主題步行徑」、「同心村」元朗東頭過渡性房屋項目等不同試驗項目，集結不同的專業人員及跨界別持份者，更有效地回應服務對象的需要。

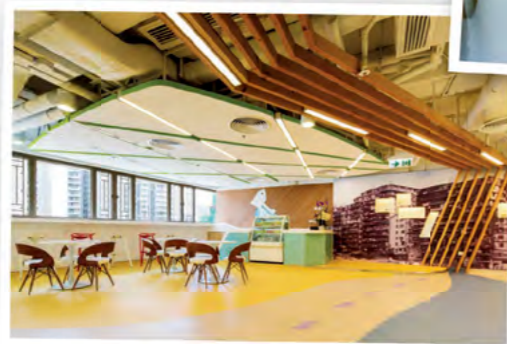


好・廚房



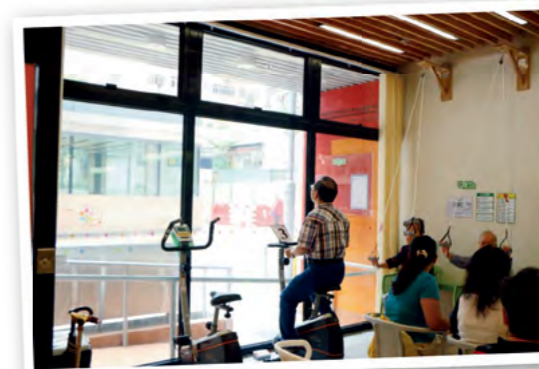
東涌綜合服務中心為特殊學習需要的兒童設計的訓練空間，打造了一個獅子模樣的閣樓，寓意孩子勇敢面對挑戰

康健天地(觀塘)走廊牆身內置感應燈，中風復康病人在治療師陪同下，每完成一個進度便會亮燈，增加成功感



九龍城青少年綜合服務中心以昔日的九龍城面貌點綴大堂空間

設計思維與服務之配合經歷一個過程，首先，機構藉社會福利署自2012年始資助的長者中心翻新工程推動「設計思維」，強化設計團隊和服務團隊的溝通和合作。當中，設計師藉「參與式設計」，以新穎手法帶出以人為本的設計理念，並邀請服務使用者提供意見。在回應政府於2013年提出的「私人土地作福利用途特別計劃」以來，設計團隊和服務團隊也從此合作無間。



西環長者服務中心拆除原有的混凝土牆，正門改裝落地玻璃，增加採光度



同心村曾舉辦「服務使用者聚焦小組及模擬居所體驗日」為單位硬件配置提供建議，當中包括大門的開門方向、門口預留鞋櫃位等，獲得建築團隊採用



設計團隊邀請長者就翻新設計提出不同意見



設計團隊根據將軍澳安老服務大樓同工及會員的意見，將走廊翻新成認知障礙治療小區



《築動耆迹》結集了福利協會養老服務項目融合服務於建築設計的經驗

協會認為設計思維能推動內部跨專業、跨服務互動合作，故不時在硬件裝修(包括單位及大樓裝修和重建的事宜)上強化服務元素於設計之中。建基於豐富的建築設計及軟件服務經驗，福利協會亦為國內長者院舍設計及營運提供顧問服務。於2015年，福利協會更總結其長者服務如何與建築設計融合而出版了《築動耆迹》，把多年在安老服務項目的建築設計經驗編輯成書，向香港及國內的長者服務營運者推廣長者友善設計。

2017年福利協會為全面推動此概念，便藉香港特區成立20周年的機遇，自行推動一個「共建共創」項目，名為「Together We Build大型公共傢俬展暨遊樂會」。最終，此項目用了8,000塊大型卡板砌成總長度為1,020.47米的英文字母HK，它不但締造了健力士世界紀錄，也標誌性地代表了機構全面推動服務單位參與設計，共同合作籌劃大型項目之同時，也使設計思維理念內化於同工之中。



「Together We Build大型公共傢俬展暨遊樂會」的參加者將8,000塊卡板搭建成交面積達5,000平方米的「HK」字樣迷宮

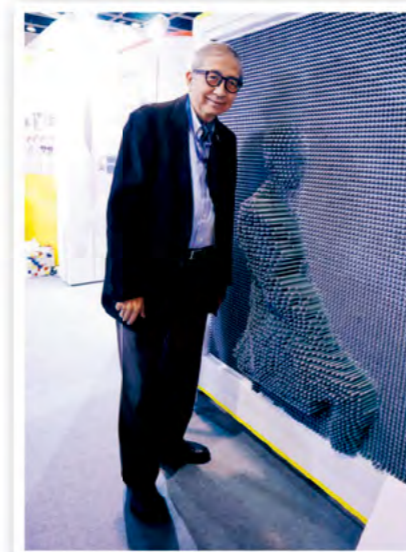


「Together We Build大型公共傢俬展暨遊樂會」締造了健力士世界紀錄(2017年)

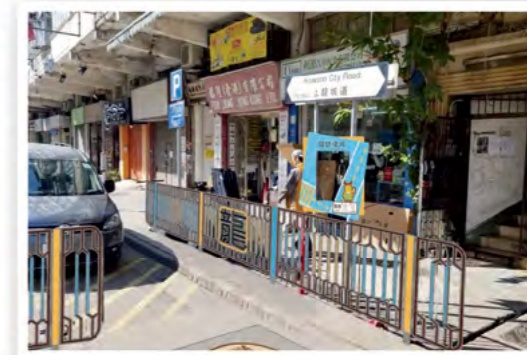


「Together We Build大型公共傢俬展暨遊樂會」展出了20件以「健康生活」為主題的大型公共傢俬

及後福利協會有機會首次參與保育相關項目，於2018年獲市區更新基金資助，營運「躍變・龍城——九龍城主題步行徑」。設計師再次透過不同硬件設施的配置、與服務元素結合舉辦文化活動、出版刊物和設立訪客中心等連結區內居民，推廣九龍城區的文化歷史。設計團隊亦在翻新工程期間，邀請當區居民參與設計，更藉此收集他們寶貴的回憶作為該地區的歷史記錄。



九龍城主題步行徑訪客中心設有長者友善設施——躍動Hub，圖為福利協會董事會副主席賴錦璋先生，BBS，MH，JP親身體驗以測試個人坐姿



團隊會邀請當區居民參與步行徑路段的硬件設施配置的設計，實踐福利協會參與式設計思維的理念

2020年福利協會獲新鴻基地產以象徵式租金租出元朗東頭一塊23萬平方呎的土地，營運「同心村」元朗東頭過渡性房屋項目，該項目設計師與服務團隊不只把參與式設計作為建築、內部裝修及1,800個單位的設計模式，邀請潛在用家提出建議，也將康健指數的思維融入服務，使建築設計及服務元素融為一體，獲各方好評。



「同心村」元朗東頭過渡性房屋項目團隊舉辦「服務使用者聚焦小組及模擬居所體驗日」，邀請潛在用家為單位硬件配置提供建議



合資格服務使用者獲邀進入「同心村」元朗東頭過渡性房屋項目1:1的模擬單位內，為單位的硬件配置提供建議

2021年復康服務就著過往在所屬服務單位的裝修和新開辦項目「迎康園」，與協會發展部共同合作，加入設計思維的元素，採用「參與式設計」，將經驗結集出版《從設計概念到全面關懷》一書，分享在籌備裝修和新項目的過程中，服務團隊如何促使設計師和工程人員體會智障人士生活和訓練需要；智障人士又如何參與其中，做到



《從設計概念到全面關懷》把設計思維融入復康服務單位的裝修之中

勇於表達自我，與人互動。整個過程服務團隊和發展部發揮創意，最終成功為智障人士提供更貼心的服務。至此，福利協會已藉跨專業及跨單位合作而內化了設計思維成為機構文化的重要部分。

醫社結合的理念和策略

福利協會各個服務(安老院舍、社區支援、精神健康及智障人士等)的服務使用者均需要定期接受醫療服務，福利協會雖一直與醫管局聯網各醫院有多方面合作，並參與衛生署不同計劃，但仍看到服務使用者有未被滿足的需要(例如健康檢查、藥物諮詢、基層醫療教育等)，遂主動作出回應，期望達至「以人為本」，與醫療界除各司其職提供服務外，更可以達至最佳的配合。而在社區上，社會服務單位更能運用和服務使用者的緊密關係推動他們投入，在預防或疾病管理中，起清除障礙、提高動機、提升健康維護意識及病況改進的可持續性，與醫療界以「全人健康」模式服務病者。

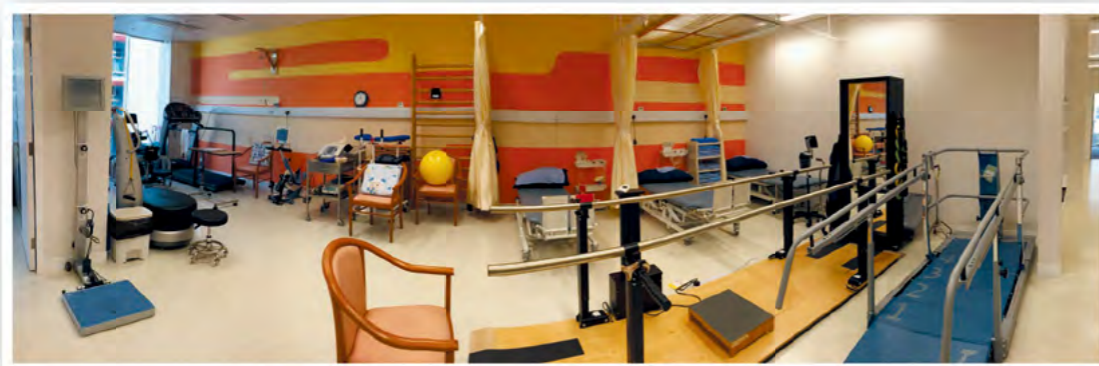


福利協會的服務單位在地區推展預防及疾病管理教育及服務

自2000年代起，福利協會便先後申請各種不同基金資助，展開大大小小的計劃；在現有服務中亦推動醫社結合的思維。2001年機構成立的四隊改善家居及社區照顧服務和地區醫院老人科或老齡精神科團隊展開了緊密合作；同年福利協會成立康健天地(中環)(前稱「香港聖公會長者康健綜合服務中心」)，推展基層醫療，提供職業治療、物理治療、營養指導、身體檢查、疫苗注射等。2015年再於九龍區開辦康健天地(觀塘)，該中心於2020年遷往黃大仙，並易名為康健天地。



康健天地(中環)(前稱「香港聖公會長者康健綜合服務中心」)於2001年成立，實踐醫社結合的理念



康健天地(觀塘)的物理治療室

2008年福利協會成立新念坊，乃是全港其中一間濫用精神藥物者輔導中心，鑑於吸食危害精神毒品影響吸毒者的精神狀態，中心於團隊中增聘精神科護士，為有需要人士提供實地醫療支援服務，以及早識別吸毒者並鼓勵他們儘早尋求治療和康復服務。及後更糅合中醫於戒毒輔導服務中，實踐醫社合一的服務策略。



新念坊搬到水泉澳邨，中心增設活動空間，不時會舉辦親子活動。



2009至2011年機構成功獲賽馬會「流金頌」社區計劃支持，在用者自付原則下為中風患者提供住院後中轉支援，透過跨專業團隊，提供針對性和密集的復康計劃，使患者在「黃金復康期」得到及時的服務介入，讓患者最終可以返家居住和過獨立生活為目標。此項目現已於沙田張國亮伉儷安老服務大樓成為旗艦自資項目。同期，麥理浩夫人中心於2011年成立社區慈惠藥房，提供專業配藥、藥物諮詢輔導服務和積極推行社區藥物教育，幫助社區人士正確使用藥物，藥物得以用得其所。

自2016年始，福利協會正式以醫社結合的主題，先後舉辦多個項目，如「賽馬會E健樂電子健康管理計劃」、「智友醫社」、「無痛E世代 — 膝關節痛症管理試驗計劃」、「中銀 — 浸大中醫社區中風預防及康復計劃」等項目，以長者健康自我管理(Self-health management)的賦權方式(Empowerment)，成功鼓勵居住於社區的長者定時量度血壓及血糖等檢測以穩定健康狀態，並對健康生

活更為重視。而在香港賽馬會慈善信託基金支持下，2021年1月麥理浩夫人中心成立賽馬會葵華健樂中心，以世界衛生組織綜合性長者照護方案為藍本，推廣健康老齡化的「健樂平台」，提供地區健康推廣教育、健康評估、醫療及復康護理、保健運動方案及課程、健體訓練、和聯繫健康服務義工、護老者及長者社區服務工作員培訓。

以醫社結合為本的中風復康服務模式



以人為本的全人、全面及持續關顧
福利協會採用以醫社結合的中風復康服務模式



麥理浩夫人中心營運之慈惠社區藥房

「賽馬會E健樂電子健康管理計劃」(2016年至2020年)
的保健員為長者量度血糖



麥理浩夫人中心賽馬會葵華健樂中心
於2021年開始試業，為長者提供綜合
健康照顧服務

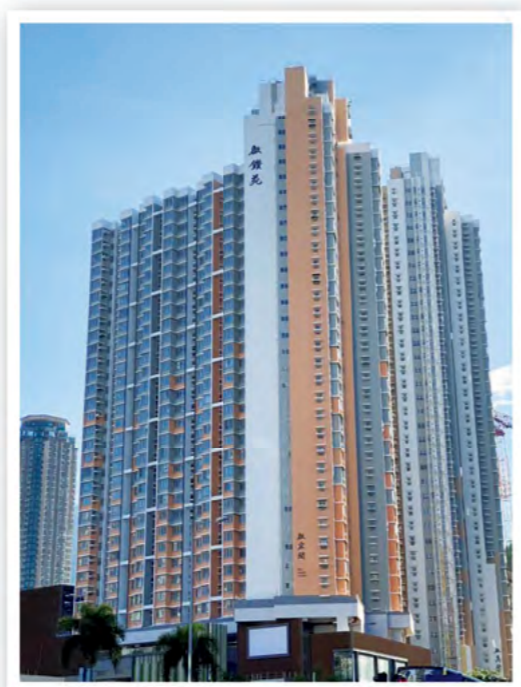


「無痛E世代 — 膝關節痛症管理試驗計劃」
(2019年)團隊研發了「雙膝掌門人」遊戲應用
程式，讓長者可在家進行護膝運動



「中銀 — 浸大中醫社區中風預防及康復計劃」
(2020年)為合資格的低收入中風長者提供
免費的中醫康復治療

福利協會的經驗為非政府機構實踐醫社結合打好基礎，憑著對醫社結合的堅持、已有的經驗和完善的服務網絡，福利協會於2020年成功申辦黃大仙地區康健中心，與衛生署共同合作推動基層醫療的新政策，此新政策料使福利協會團隊能更有系統地倡議健康管理的公眾教育，並正式與公私營醫療系統作進一步合作。黃大仙地區康健中心將為區內居民提供基層醫療健康服務，包括：健康推廣、為目標組群進行健康檢查、個案管理、護理協調和社區康復服務，以提高公眾對於個人健康管理的意識，加強疾病預防，並強化社區醫療及復康服務。



黃大仙地區康健中心位於鑽石山第一期公共屋邨發展項目（預計於2022年中投入服務）

第三章

應用資訊科技的策略

第三章 應用資訊科技的策略



HeCAN Portal是福利協會重要的資訊發放平台

2002年，福利協會為訂定機構應用資訊科技的長遠策略成立資訊科技部，並推行資訊系統的管理，逐步建立內聯網平台——「Human Enterprise Care Network (HeCAN)」，同時於此平台上架設全面的行政、財務、人力資源及服務資訊科技系統，以提高行政效率，優化工作流程，使員工有更多時間投放在自身的專業核心工作上。

至2020年福利協會已自主研發建立超過40套軟件、應用16個主系統及54個副系統，涵蓋家居照顧、長者中心、安老院舍、日間護理、復康服務、家庭及青少年服務、藥物管理、義工管理、人力資源、活動及收據管理、付款管理、庫存管理等眾多範疇。

福利協會資訊科技部與服務發展無縫配合，加促新服務或計劃發展的效率。其中一個例子為促進interRAI的應用，資訊科技部為每一個interRAI系統，發展一套專屬的網上操作電腦系統——「綜合照顧計劃及電腦系統」(Integrated Care Planning and Management System (ICPMS))，將整個interRAI操作過程自動化，其中又根據院舍專業團隊，包括：社工、護士和復康治療師對interRAI



福利協會資訊科技部研發的「綜合照顧計劃及電腦系統」
有助促進服務效率

評估表、成效量表、服務質素指標等內容的解讀，並加入福利協會處理各項臨床評估紀錄的本土專案，最後與資訊科技部的系統設計工程師，將之構建成為該系統的眾多功能。

建立智慧院舍策略

2019年福利協會獲香港賽馬會慈善信託基金捐助，為屬下安老院舍和復康院舍，發展「院舍智貼心管理系統(Smart Management System for Residential Care Homes)」，結合軟件、硬件設備和院友照顧資訊管理系統的一站式科技方案，通過無線射頻識別(RFID)和移動裝置技術，優化院友的照顧管理。

系統內容包括：(1)職員實時記錄及同步院友日常照顧資料，讓整個護理團隊有效率掌握院友24小時／7天情況；(2)與福利協會現有「綜合照顧計劃及管理系統(ICPMS)」連結，在原有照顧需要評估、制定照顧計劃與及成效評估的流程中，加入實際照顧和院友健康數據，進一步完善RAI的照顧管理效能；(3)利用RFID技術監測有認知障礙症院友異常遊走情況，透過行動設備即時提醒當值職員，及早處理；(4)利用大數據及早識別和分析院友的異常遊走，以協助院舍製作針對性措施和及早跟進。



同工會為有遊走風險的院友穿上印有RFID條碼的防遊走特製背心



福利協會屬下的安老院舍和長者日間中心按服務性質、需要及環境實況裝設RFID接收器，以減低長者走失風險

在復康治療及訓練中應用科技理念：引入機械人及機械寵物的服務策略

福利協會多年來都在審視科技的應用，2015年安老院舍團隊從日本引入「南瓜仔」(Kabo-Chan)，為患有認知障礙症的院友提供「一對一」的陪伴治療。「南瓜仔」是來自日本的陪伴機械人，它的身體裝設了可以感應光度、聲音、重力等的感應裝置。透過這些感應裝置，「南瓜仔」接收使用者的動作與及環境的訊息，從而作出如點頭、唱歌、說話或發出笑聲等反應，「南瓜仔」的編程設計讓它能與使用者——特別是與體弱長者簡單互動，發展友好關係。為了更客觀地了解「南瓜仔」的效果，福利協會的安老院舍委託了香港大學秀圃老年研究中心進行研究，研究結果顯示「南瓜仔」的陪伴有良好干預效果。2018年福利協會



福利協會安老院舍於2016年初開始應用陪伴機械人「南瓜仔」，藉此提升照顧水平



福利協會總幹事李正儀博士，JP(右)，了解本土化陪伴機械人的特色

安老院舍得到香港理工大學工程學院——生物醫學工程領域學部科學主任張忠偉博士幫助，研究和製作本土化陪伴機械人，此成果更於2018年的樂齡科技博覽中展示。



由福利協會安老院舍團隊和張忠偉博士(左一)研究和製作的本土化陪伴機械人



2016年初福利協會的安老服務引入另一個機械人NAO，福利協會除了使用NAO原有配置的功能，其資訊科技部更編寫電腦應用程式，為NAO添加新功能內容，以配合相關復康和訓練服務的需要。NAO是一款由法國公司研發的多個感測器、多台電機及眾多控制軟體構成的小型機械人，它能夠進行個性化設置，並且具有眾多功能，使之能夠自然地與人互動，並且學習新技能。



NAO設有多種功能，可植入程式使之與長者互動



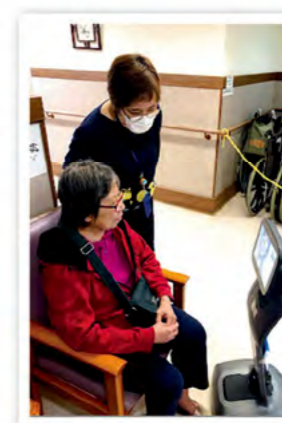
南瓜仔(左)和NAO(右)

同期，福利協會也於安老院舍為認知缺損的體弱長者引入PARO等人工智能機械寵物，透過與它們的相處與互動，改善長者的情緒、認知能力及社交溝通。



PARO對聲音、光線及觸感均能作出回應

2019年安老院舍開始引入由以色列公司設計及推出的智能機械人TEMI，透過它的導航、用家檢測及追蹤、自動語音文字轉換等功能，讓TEMI日常在院舍巡遊，播放歌曲和視頻，為長者解悶。院友也可以用TEMI的電話功能，在房間甚至床



安老院舍院友透過視像機械人TEMI與家人保持聯繫



邊與親友通電。2020年初新型冠狀病毒肆虐，院舍暫停探訪，TEMI的電話功能讓院友可以遙距與家人保持聯絡，而TEMI日常巡邏院舍時更運載消毒搓手液和廣播保持衛生的訊息，鼓勵院友經常消毒手部。

此外，福利協會於2015年起獲社署資助成立香港聖公會愛童行計劃，團隊注重科研與服務配合以增強效益。團隊其後參與中文大學教育心理學系「溝通及社交能力的機械人教學計劃」(Robot for Autism Behavioral Intervention, 簡稱RABI)，於個別及小組訓練中運用NEC社交機械人，以話劇形式，讓機械人與學童進行角色扮演，包括：醫生與護士、導遊與旅客等，提升其溝通動機及社交能力。計劃研究結果進一步確立機械人訓練是有效的早期介入方法，因自閉症學童不愛與人有眼神交流，抗拒正視人的臉部表情，所以利用社交機械人進行訓練，令自閉症學童更易集中及接受，成效更佳。至2020年「愛童行」團隊更自行研製兩個機械人程式，「情緒面譜」及「生活自理小達人」，以提升SEN學童的情緒辨識能力及自理解難能力。



「愛童行」同工透過社交機械人教導學童認識及表達情緒

第四章

機構管治理念

第四章 機構管治理念

優質管理

早於1996年福利協會推行全面優質管理，並啟動「優質之旅」，以全面優質管理的四大元素，包括：顧客導向、持續改善、卓越領導及上下一心，製作全面優質管理基礎教材套，透過培訓建立協會同工的優質管理文化；是當時香港少數於社會服務管理中應用商業概念的機構。



福利協會於1996年開始推行全面優質管理，於1997年獲頒「傑出機構管理計劃獎」冠軍

1997年機構獲得由香港社會服務聯會主辦的「傑出機構管理計劃獎」冠軍，同年與香港理工大學合作研究服務質素架構及指標。

1998年香港聖公會李嘉誠護理安老院更推行ISO9000質量管理認證，建立品質系統文件。因此，福利協會是早於社會福利署在2009年推行「服務表現監察制度」前，已發展了4層品質系統文件架構，包括：



政策、程序、指引和表格。1999年，福利協會舉辦21世紀社會服務新里程——「優質管理研討會」，創業界先河。與此同時，機構為員工提供培訓，把優質管理轉化為機構文化及團隊建立的焦點。

1998年香港聖公會李嘉誠護理安老院成功取得國際標準ISO9000質量體系中有關ISO9001的證書

在建立優質管理文化及實踐經驗後，機構決定成立「優質管理部」(2004年)，執行各項提升服務及管理質素的措施，包括：為服務和行政單位進行周期性、預約和



夏瑞芸幼兒學校獲頒「衛生監控體系」認證(2005年)

突發事件審核工作，編寫審核報告及「優質之旅」報告，從多角度檢討服務質素，在提出需要改善或不足之同時，檢視同工及服務使用者的滿意度、讚賞或批評、職業安全和感染控制等向度，確保同工對工作流程和服務質素有一致的理解、執行的標準和適當的彈性。

各服務單位於2005年開始積極參與各種評審，先後得到「衛生監控體系」認證、國際安全學校、安健院舍、安健學校等。這些評審有助進一步提昇各單位的安全管理系統，在健康及壓力管理、傳染病控制、環境安全及衛生、食物安全、藥物管理、照顧對象等各方面，邁向持續改善的目標，以保障員工、服務對象及訪客的安全健康。



恩慈長者之家獲職業安全局確認為「卓越安健院舍」(2010年)



福利協會獲香港董事學會頒發「2015年傑出董事獎」



「優質之旅」漸成為內部審計隊的基礎，並按社會福利署津助服務的審計標準，為內部定期進行審計。在2013年機構公司化之後，審計小組委員會正式成立，自此，順理成章將審計報告向該小組直接提交和報告。小組委員會則直屬董事會，向其報告，以體現內審的重要性。多年來以內部自我優化為基礎的優質之旅報告成為了審計小組委員會報告之重要內容。

福利協會更於2015年被提名參與由香港董事學會主辦的「傑出董事獎」，並榮獲獎項。

風險與危機管理

機構管治所涵蓋的範疇中以風險和危機管理尤其重要，在機構管治的框架下，風險管理必須得以及早識別，防範於未然；以預防危機或嚴重事故的發生，並透過有效的機制及跨專業團隊的協作，使能迅速回應和有效應對。

機構一直以一套清晰的內部指引回應突發危機。及後，因應2019年以來社會事件及新型冠狀病毒病疫情的突然來襲，福利協會馬上整合各項現存的風險及危機管理系統及措施，包括：(1)各類策略、營運、遵從風險的識別及監控措施；(2)利益申報機制；(3)危機事件評估及介入措施；(4)審計、品質監控和風險管理系統，並於2020年制定成「風險與危機管理概略」，成為福利協會應對各項風險及危機的藍本。機構各單位更於2021年完成了第一次風險登記的評估工作。現今，整個風險與危機管理系統內置了監控、問責和風險管理的機制，在優質管理和審核以外，強化各單位的危機意識和評估能力。

結 語

雖然經歷多年的演變，以上的理念和策略對現時福利協會各方面的發展仍有非常深遠的影響。近期協會的五年發展策略(2018–2023年)正建基於這些背景而訂定。四個策略剛好來自四條主線：策略一《共建共創・多元介入》，用意是鼓勵跨界別和跨專業團隊協作，產生創新創意思維；策略二《研用科技・智慧機構》屬科技應用策略；策略三《領導發展・承先啟後》屬信仰為本的機構策略；策略四《質優工簡・提升效能》屬機構營運效率和質素策略。

這些策略能得以落實、甚至發揚光大，都要感謝上帝的恩典、董事局及執行委員會的信任及領導、同工的上下一心及忠誠委身。福利協會步武基督，如此信，如此行，過去如此，現今如此，將來也如此。

附錄

附錄1 香港聖公會福利協會 重要服務里程碑

由1966年福利協會正式成立之年份作為界線，對福利協會具重大標誌、開創性和特定意義的重大事件，現羅列如下：

年份	事件
1966	於12月12日教區議會通過成立聖公會教區福利協會(即今日的香港聖公會福利協會)，對內協調教區的社會福利工作，對外代表香港聖公會參與社會福利事務。
1977	香港聖公會聖多馬幼兒中心的中心主任何玉冰姑娘，持有全港第一張政府頒發的幼兒工作員證書編號一。
1991	於香港聖公會黃大仙長者綜合服務中心，成立全世界第一支樂齡女童軍(長者女童軍)，開創先河。
1994	香港聖公會湖景綜合復康服務 — 展能中心及宿舍成立，為福利協會首個為弱智人士服務的直屬服務單位。 香港聖公會馬鞍山(南)青少年服務轉營為綜合青少年服務，為全港首5隊綜合青少年服務之一。
1995	香港聖公會李嘉誠護理安老院及香港聖公會李嘉誠長者日間護理中心成立，為福利協會屬下首間獨立建築安老院舍。
1996	推行全面優質管理：並啟動「優質之旅」，是香港少數社服機構將商業概念應用於社會服務之中。
1997	獲得由香港社會服務聯會主辦「傑出機構管理計劃獎」冠軍。 香港聖公會東涌綜合服務成立，是全港首個以全面綜合模式的社區服務單位，香港聖公會基督榮光堂同時遷入單位內。 教區常備委員會議決成立聖公會澳門社會服務處，統籌澳門的社會福利工作，於2000年邀請福利協會管理。

年份	事件
1998	香港聖公會教省成立，聖公會教區福利協會易名為香港聖公會福利協會。
	香港聖公會李嘉誠護理安老院獲得香港品質保證局頒發國際標準ISO9000質量體系中有關ISO9001的證書，為香港第一間同時以社會福利服務和護理安老院性質取得ISO9001的機構。
	香港聖公會護養院成立，是香港6間津助護養院中，首間於市區投入服務的獨立式建築護養院。
	香港聖公會福利協會培訓學院成立，為香港首間社會服務機構專門同時為內部同工及外間提供培訓的學院組織。
	耆英進修學院成立，推動長者教育，並於2016年易名為「彩齡學院」。
2001	康健天地(中環)成立(前稱香港聖公會長者康健綜合服務中心)，為福利協會首間醫療服務中心。2015年再於九龍區開辦康健天地(觀塘)，該中心於2020年遷往黃大仙，並易名為康健天地。
2002	香港聖公會將軍澳安老服務大樓與香港聖公會施洗聖約翰堂竣工啟用，為首次社會服務及教堂同時向政府覓地進行發展，開創牧區與社服共同發展模式。服務大樓為全港首間提供院舍和長者綜合服務的「一站式」中心，全面關顧長者身、心、社、靈的健康。
	香港聖公會小學輔導服務處成立，為聖公宗(香港)小學監理委員會屬下小學提供駐校輔導服務，並協助學校建立統一輔導政策。
2003	為全香港第一間社會服務機構設有正式註冊的職業安全主任職位，制定職安健政策、指引和手冊，並進行職安健風險評估。
2004	設立法律事務部，由律師出任部門主管，以提升機構管治。
	增設感染控制主任職位，由護士長職級出任，負責制定相關感染控制政策和措施，並支援單位預防及處理有關高度傳染性的疾病。因應服務需要，於2020年提升職級至由高級護士長出任。

年份	事件
2006	位於屯門之綜合復康服務大樓 — 康恩園成立，為首間為約1,000位精神病康復者、中及嚴重程度的智障人士提供住宿照顧和職業復康的服務大樓。
	與中國青年政治學院社會工作學院合辦「北斗之旅」計劃，培訓國內社會工作人才。
2007	由院舍及綜合家居照顧服務單位成立「豐富人生・擁抱盡時」工作小組，推動臨終關顧、哀傷輔導及生死教育事工。
2009	香港聖公會福利協會的恩澤膳 — 短期食物援助服務計劃展開，為首批政府資助食物援助服務計劃的營運機構之一。
	香港聖公會張國亮伉儷安老服務大樓與香港聖公會靈風堂共同發展落成，為福利協會自行籌募經費、策劃興建和自負盈虧的安老服務大樓。
2010	香港聖公會麥理浩夫人中心提供香港翻譯通服務，為首個提供少數族裔語言專門傳譯及翻譯服務的社會企業，同時提供手語翻譯服務。
2013	教省總議會通過首份社會服務政策文件，由福利協會與香港聖公會教省社服專責委員會負責執行。
	福利協會正式公司化。
2015	福利協會獲香港董事學會頒發「傑出董事獎」以表揚機構的有效管治。
	政府開展到校學前康復服務，福利協會成為首批營運機構之一。

年份	事件
2016	福利協會成立50周年，製作及舉辦一連串以「慶典」、「專業」、「感恩、承傳」和「團隊」為主題的誌慶項目，與同工和持份者分享喜悅，並向公眾展現機構一直持守同心同行的精神。
	「僕人領導——領袖發展培育計劃」於福利協會年會啟動。
	香港聖公會獲新鴻基地產捐贈土地，在元朗一幅約10,000平方呎的地皮策劃及籌建一幢跨代共融綜合服務大樓，由福利協會營運，藉此推動愛與共融。
2017	刷新1,020.47米「最長卡板連線」健力士世界紀錄，以慶祝香港特別行政區成立20周年及宣揚社區「同心」的精神。
2018	聖公會澳門社會服務處獲澳門特別行政區政府頒發「社會服務獎章」，表揚其在社會工作方面的積極貢獻。
	福利協會首次參與營辦「『好鄰舍』社會房屋共享計劃」，以過渡性房屋單位幫助基層市民紓緩住屋需求，同時推廣睦鄰友好的互助文化。（項目年期：2018至2021年）
	躍變·龍城——九龍城主題步行徑由市區更新基金資助，由福利協會設計及營運步行徑，為福利協會首個結合歷史、文化、保育、社區參與，軟硬件兼重的混合式項目。（項目年期：2018至2023年）
2019	政府全面資助幼稚園駐校社工服務，福利協會成為首批營運機構之一，為聖公會轄下30多間幼稚園提供駐校社工服務。
	社會福利署推行為期4年的「安老院舍外展專業服務」試驗計劃，福利協會成為首批營運機構之一。
2020	社會福利署首個資助的少數族裔外展隊服務，福利協會為首批營運機構之一。
	成功投得黃大仙地區康健中心，為首個地區基層醫療服務，透過公私營合作模式提升市民預防疾病的意識和自我管理健康的能力，及支援長期病患者。
	福利協會與新鴻基地產合作發佈「同心村」元朗東頭過渡性房屋項目。（於2022年入伙）



附錄2

香港聖公會福利協會

社會服務單位開展年份表



中心名稱	開展年份
聖公會聖匠堂社會服務	1954
香港聖公會聖多馬幼兒中心	1960
香港聖公會聖尼哥拉幼兒學校	1965
聖公會聖巴拿巴堂社會服務中心 (於1998年完結)	1967
聖公會聖匠堂社區中心	1967
香港聖公會基愛長者鄰舍中心	1968
香港聖公會主誕堂長者鄰舍中心	1968
聖公會聖約瑟堂暨社會服務中心	1969
香港聖公會麥理浩夫人中心	1973
香港聖公會聖馬太長者鄰舍中心	1973
香港聖公會樂民郭鳳軒綜合服務中心	1975
香港聖公會聖路加福群會長者鄰舍中心	1979
香港聖公會聖西門大興幼兒學校	1980
聖公會聖匠堂長者地區中心	1980
香港聖公會麥理浩夫人中心——工商業社會服務部 (前稱工業社會服務計劃)	1980

中心名稱	開展年份
香港聖公會麥理浩夫人中心 — 趣智成長樂園(前稱育嬰園)	1980
香港聖公會麥理浩夫人中心 — 幼稚園幼兒園(前稱託兒園)	1980
香港聖公會屯門綜合服務	1981
香港聖公會沙田青少年綜合服務中心	1981
香港聖公會麥理浩夫人中心 — 社區綜合服務中心 — 團體及社區工作部(前稱小組工作部及社區工作部)	1981
香港聖公會黃大仙家務助理隊	1982
聖公會沙田幼兒園	1983
香港聖公會麥理浩夫人中心 — 鄰舍層面社區發展部	1983
香港聖公會保羅長者之家	1984
香港聖公會基愛幼兒學校	1985
香港聖公會輔導服務處	1985
香港聖公會牧愛長者之家	1987
聖西門山景幼兒中心(於2005年完結)	1987
香港聖公會麥理浩夫人中心 — 社區綜合服務中心 — 全人發展服務部(前稱中心服務部)	1987
香港聖公會黃大仙長者綜合服務中心	1988
香港聖公會救主堂社會服務中心	1988
香港聖公會家庭生活教育組(黃大仙／西貢)	1988
香港聖公會聖西門良景幼兒學校	1988

中心名稱	開展年份
香港聖公會馬鞍山(南)青少年綜合服務中心	1989
香港聖公會太和長者鄰舍中心	1989
香港聖公會慈光堂長者鄰舍中心	1989
香港聖公會九龍城青少年綜合服務中心(於2014年重置於晴朗商場)	1989
聖公會上水社會服務中心(於2000年完結)	1989
香港聖公會樂華長者日間護理中心	1990
香港聖公會麥理浩夫人中心 — 學童課餘託管服務部	1990
香港聖公會恩慈長者之家	1991
聖西門良景幼稚園(於2008年完結)	1991
香港聖公會竹園馬田法政牧師長者綜合服務中心	1994
香港聖公會湖景綜合復康服務 — 展能中心及宿舍	1994
香港聖公會聖西門西貢幼兒學校	1994
香港聖公會李嘉誠護理安老院	1995
香港聖公會李嘉誠長者日間護理中心	1995
香港聖公會林護長者之家	1995
香港聖公會主誕堂明華活動中心	1995
香港聖公會麥理浩夫人中心 — 林植宣博士老人綜合服務中心(前稱老人康樂中心)	1995
香港聖公會麥理浩夫人中心 — 家庭活動及資源中心	1995

中心名稱	開展年份
香港聖公會麥理浩夫人中心 — 社區健康促進服務部 (前稱社區健康促進中心)	1995
香港聖公會麥理浩夫人中心 — 佳音服務部	1995
香港聖公會麥理浩夫人中心 — 綜合家居照顧服務部 (前稱家務助理服務)	1996
香港聖公會麥理浩夫人中心 — 綜合家居照顧服務部 石安辦事處(前稱家務助理服務)	1996
香港聖公會樂民綜合家居照顧服務隊	1996
香港聖公會夏瑞芸幼兒學校	1996
香港聖公會聖馬提亞綜合服務	1996
香港聖公會聖路加福群會綜合家居照顧服務隊	1996
聖公會新移民綜合服務中心(於2001年完結)	1996
香港聖公會馬鞍山(北)青少年綜合服務中心	1997
香港聖公會西環長者綜合服務中心	1997
香港聖公會東涌綜合服務	1997
香港聖公會東涌幼兒學校	1997
香港聖公會東涌綜合家居照顧服務隊(前稱家務助理隊， 於2020年升格轉型)	1997
香港聖公會鶴園綜合家居照顧服務隊	1997
香港聖公會護養院	1998
香港聖公會福利協會 — 培訓學院	1998

中心名稱	開展年份
香港聖公會福利協會 — 彩齡學院(前稱耆英進修學院， 於2016年易名)	1998
香港聖公會青年就業綜合服務中心	1999
香港聖公會林護長者之家 — 痴呆症護理單位試驗計劃 (已於2002年完結)	1999
香港聖公會深水埗綜合家居照顧服務隊	1999
香港聖公會慈雲山長者日間護理中心	2000
康健天地(中環)(前稱香港聖公會長者康健綜合服務中心， 於2016年完結)	2001
香港聖公會麥理浩夫人中心 — (石蔭)幼稚園幼兒園	2001
香港聖公會麥理浩夫人中心 — 青衣邨社區會堂	2001
香港聖公會將軍澳安老服務大樓	2002
香港聖公會小學輔導服務處	2002
香港聖公會中西區長者日間護理中心	2002
香港聖公會麥理浩夫人中心 — 餐飲業培訓中心	2002
香港聖公會麥理浩夫人中心 — 青衣綜合服務中心	2002
彩頤居「長者安居樂住屋計劃」(單位於2014年合作完結後交回 房協)	2004
香港聖公會麥理浩夫人中心 — 寵愛軒 — 培訓及實踐中心	2004
香港聖公會麥理浩夫人中心 — 聖公會荊冕堂傑德牙科醫務所	2005
香港聖公會麥理浩夫人中心 — 普健綜合服務中心	2005

中心名稱	開展年份
康恩園	2006
香港聖公會麥理浩夫人中心 — 融藝坊	2006
香港聖公會麥理浩夫人中心 — 綜合家居照顧服務部葵青辦事處	2007
香港聖公會麥理浩夫人中心 — 「愛・服・飾」南亞創藝	2007
香港聖公會麥理浩夫人中心 — 健樂坊	2007
香港聖公會麥理浩夫人中心 — 建業坊	2007
香港聖公會屯門地區支援中心 — 樂屯聚	2008
新念坊	2008
香港聖公會麥理浩夫人中心 — 融藝工房	2008
恩澤膳 — 短期食物援助服務計劃(屯門)(於2021年常規化)	2009
香港聖公會張國亮伉儷安老服務大樓	2009
香港聖公會麥理浩夫人中心 — 梨木樹綜合服務中心	2009
香港聖公會麥理浩夫人中心 — 聖公會荊冕堂牧民中心	2009
香港聖公會屯門精神健康綜合社區中心 — 樂喜聚	2010
家居安 — 香港聖公會體弱長者家居照顧服務(黃大仙／西貢)(於2014年完結)	2011
香港聖公會麥理浩夫人中心 — 賽馬會老圍中藥園	2011
香港聖公會麥理浩夫人中心 — 慈惠社區藥房	2011

中心名稱	開展年份
「太陽館」及「太陽館・度假營」(於2020年合作完結後交回新鴻基地產)	2012
香港聖公會麥理浩夫人中心 — 離院長者綜合支援計劃	2012
香港聖公會麥理浩夫人中心 — 施彭年家庭互助中心	2012
好・廚房(於2020年完結)	2013
香港聖公會麥理浩夫人中心 — 「HamRo」少數族裔人士服務計劃	2013
香港聖公會麥理浩夫人中心 — 賽馬會TREE少數族裔青少年發展中心	2013
「愛・家庭」賽馬會成長中心(前身「愛・學習」成長中心)	2014
香港聖公會愛童行計劃	2015
康健天地(於2020年由觀塘搬遷往黃大仙)	2015
「愛・藝術」青年學院	2017
恩澤膳 — 短期食物援助服務計劃(九龍城及油尖旺)(於2021年常規化)	2018
「好鄰舍」社會房屋共享計劃(已於2021年完結)	2018
躍變・龍城 — 九龍城主題步行徑(將於2023年完結)	2018
香港聖公會東涌綜合服務 — 迎東分址	2019
i-Life — 香港聖公會東涌綜合服務	2019
「愛・孩子」 — 在學前單位提供社工服務先導計劃	2019

中心名稱	開展年份
香港聖公會安老院舍外展專業服務試驗計劃 (九龍東及九龍中)	2019
香港聖公會多元文化外展服務隊	2020
香港聖公會迎康園 — 展能中心及宿舍	2020
香港聖公會麥理浩夫人中心賽馬會葵華健樂中心	2020
香港聖公會恩駿長者日間護理中心	2021
恩澤膳 — 短期食物援助服務隊 (荃灣、葵青及屯門區) 及 (九龍城及油尖旺區)	2021
「同心村」元朗東頭過渡性房屋項目	2022
黃大仙地區康健中心	2022



HONG KONG SHENG KUNG HUI WELFARE COUNCIL LIMITED

FOLLOWING IN THE FOOTSTEPS OF CHRIST

**KEY CONCEPTS AND
STRATEGIC DEVELOPMENTS OF
HONG KONG SHENG KUNG HUI
WELFARE COUNCIL**

1966-2021

*Walking Humbly with Christ
Transforming Lives*





Preface One



When I was serving in the Ma On Shan District many years ago, I already admired the courage of the Welfare Council's colleagues to think outside the box and provide services with ingenuity and creativity. In recent years, some of the Council's innovative projects have expanded into the areas of health care, housing and cultural conservation, pooling resources from all sectors to develop flexible and pertinent services to help the disadvantaged gain self-esteem and live out their human values.

One of the lessons of the story of the five loaves and two fishes, recorded in John 6:8–13, is that one needs to give selflessly and trust in the Lord amid hardship. When faced with difficulties, it is easy to think of human limitations and the inability to handle impossible tasks, just as it is impossible to feed five thousand people with the limited number of five loaves and two fishes. But to measure the Kingdom's ministry in terms of worldly standards, we are prone to stagnate by the heart's timidity and the narrowness of vision. The disciples experienced that by giving all they had to the Lord, He would perform miracles that were impossible in the eyes of men. This is the lesson that Jesus taught his disciples, and it is also the "Love, Ingenuity, Self-awareness and Heroism" that the Welfare Council is promoting in its "Servanthood Leadership" today.

The Welfare Council's Board of Directors, Executive Committee members, and staff have always been selfless in their efforts to live out Jesus Christ's teachings and witness to the love of Christ in the community through social service. As this book is being published to coincide with the 55th anniversary of the Council, I would like to express my special blessings and gratitude to them, and I am confident that in the years to come, the Council will continue to be a channel of peace, sowing hope and light for the community!

The Most Revd Andrew Chan

Archbishop and Primate
Hong Kong Sheng Kung Hui



Preface Two



The Hong Kong Sheng Kung Hui Welfare Council is the main body responsible for the overall planning, coordination and service delivery of the H.K.S.K.H. in social services.

Over the past 50 years, the Welfare Council's Board of Directors, Executive Committee members and staff have worked closely with churches and schools to develop a number of strategies rooted in the Christian faith, following in the footsteps of Christ, to carry out professional and innovative services to benefit the people and bring love and care to the community, and to assist the Church to realise the Kingdom of Jesus Christ through social services. It is an integral part of the Church's Kingdom project, with service units in Hong Kong, Macau and Guangzhou.

As the leading social welfare organisation in Hong Kong, the Welfare Council has timely responded to the community's needs in its structure, professionalism and governance. In 2013, the Council completed the legal process of incorporation and became an independent registered charitable organisation, laying the foundation for a more responsive corporate governance that meets the community's expectations at large. The Council has also made considerable efforts in overall quality management, risk and crisis management.

This year marks the 55th anniversary of the Welfare Council; as we recount the past and look to the future, we would like to share with everyone the key concepts and strategies guiding the organisation's services development. Together, we continue to be salt and light on the earth, manifesting the virtues of the Kingdom and bringing glory to the Father's name!

Dr Donald Li

Chairman, Board of Directors,
Hong Kong Sheng Kung Hui Welfare Council

Foreword

The Hong Kong Sheng Kung Hui Welfare Council was established in 1966 with the mission of “following in the footsteps of Christ, understanding the needs of society, practising love and justice, providing pertinent services, transforming lives and living out the dignity and values of human beings” to build a loving and caring community. We have achieved fruitful results and developed a range of initiatives and services with God’s enlightenment over the years. On the one hand, these tasks met the needs of the times. On the other hand, they reflected the ability of our staff to understand and even envisage the needs of the community and participate actively in the issues of concern to the welfare sector at the time. The year 2021 marks the 55th anniversary of the Council, and we take the opportunity to review and collate these developments into 3 main axes.

Firstly, the core values of the Welfare Council are built upon the Christian faith. Therefore, a faith-based mindset has always been a fundamental cornerstone of our services; this includes creating a caring organisation and a servanthood leadership culture. Secondly, the Council attaches great importance to professionalism and service quality and uses theoretical and practical strategies to drive development, which become the second important axis. The third axis is the emphasis on innovation and design thinking approaches, corporate governance and the use of information technology in response to modern practice. These 3 axes and the key concepts and strategies contained therein have guided the Council’s service development direction and formed the operational guidelines and pillars of service units.

Dr Jane Lee

Director,
Hong Kong Sheng Kung Hui Welfare Council

Chapter One Faith-based Organisational Philosophy

Collaboration among S.K.H. Churches, Schools and Social Service Units

Pastoral characteristics of the Sheng Kung Hui

In the early days of Hong Kong, when resources were scarce, the bishops, pastors and the laity sowed the seeds of faith through education and social services with minimal resources. Therefore, for many years, the Church focused on developing schools and social services to complement the Church’s missionary work. The organisation of the H.K.S.K.H. has gradually become a 3-tier structure: i) the province, ii) the diocese and the missionary area, and iii) the parishes and the parish area. The primary tier, the parish, is led by the vicar, who coordinates the schools and social service units within the parish, to promote the development of the ministry in the area. This collaboration is a pastoral character of the S.K.H., which means the Church’s advocacy on the holistic care of a person’s body, mind, and spirit.

Social services acting in concert with churches

In 1966, the Standing Committee of the Hong Kong and Macao Diocesan Synod Committee of the H.K.S.K.H. approved the establishment of the Hong Kong Sheng Kung Hui Welfare Council (the Welfare Council). According to the Constitution of the Welfare Council, one of the missions of the Council is to provide coordination, support and consultation services to the various S.K.H. social service units, schools and parishes.

In this way, the social services were aligned with the direction of the church. For example, in 1984, the church launched the Mission in New Town (MNT). Since then, the Welfare Council has applied for subventions from Social Welfare Department (SWD) to render social services in public housing estates in new towns such as Tuen Mun (1981), Sha Tin (1981), Ma On Shan (1989), Tin Shui Wai (1996) and Tung Chung (1997), while the church has developed new schools and started evangelistic work in some service units and schools. Thereby, a new model of collaboration among mission, social services and education was introduced. For example, St. Titus' Church established a missionary area in the Ma On Shan Community Centre in 1989 and lodged a church there for a period of time before moving to the S.K.H. Ma On Shan Holy Spirit Primary School in 2000.

Since the late 1990s, the Church has further promoted the integration of social service and mission, which was reflected in the concerted efforts to identify suitable premises for joint development. In 2002, the establishment of Tseung Kwan O Aged Care Complex and the St John the Baptist Church represented a historical breakthrough of a joint development between S.K.H. social services and churches within the same complex. This was followed by the completion of the Cyril and Amy Cheung Aged Care Complex in 2009, which was also built to support the development of the Church, but differently to the shared land use of the Tseung Kwan O site. Due to the limited area of the site, the co-location with the Holy Spirit Church was characterised by a multi-storey building, sharing a common area, yet each occupies different floors with their own space. Later, in response to the Government's "Special Scheme on Privately Owned Sites for Welfare Uses" launched in 2013 to encourage NGOs to release land for welfare purposes, the Welfare Council was tasked to work with different churches and schools to take up the coordination role of a number of redevelopment projects, to foster closer interaction and joint development between mission and social services.

The 2008 financial tsunami brought about a global economic crisis. In response to the community's needs, the H.K.S.K.H. Province had allocated funds and commissioned the Welfare Council to set up the "Act of Love" project in 2009 to provide multi-level support to the S.K.H. community and other needy individuals and families. "Act of Love" has always been in tune with the pulse of the community and its changes. In addition, the Most Revd Paul Kwong, then Archbishop and Primate of H.K.S.K.H., has supported the Council's raffle ticket fund-raising activities in churches, social service units and schools to support the development of new services and to deepen social services and school cooperation in support of the S.K.H. Communion. In 2020, Archbishop Paul Kwong again supported the establishment of the Anti-Epidemic Fund with a grant of \$500,000 to "Act of Love" during the coronavirus outbreak to provide immediate support to those affected by the epidemic.

Collaboration between social services and the education system

The most notable example of the collaboration between the Welfare Council and the education arm is the establishment of the H.K.S.K.H. Primary School Counselling Service in 2002, which provides on-site counselling services to over 20 Sheng Kung Hui schools under the Anglican (Hong Kong) Primary Schools Supervisory Committee and helps schools to establish an unified counselling policy.

With this strong foundation of cooperation, the Government commissioned the Welfare Council to launch the "On-site Pre-school Rehabilitation Services" in 2015 to provide rehabilitation training to children with special education needs in some Sheng Kung Hui kindergartens under similar platforms. With subventions provided by Social Welfare Department, "Kids in Love" was also launched in 2019 to offer on-site social work services for over 30 Sheng Kung Hui kindergartens with the same approach to develop collaboration between social services and different school systems.

Though we are many, we are one body

The General Synod of the Province has endorsed the H.K.S.K.H. Education Policy Paper (2013), the Social Services Policy Paper (2016) and the Church Policy Paper (2019). The message of unity and partnership among churches, schools and social service units is at the heart of the policy documents. The Welfare Council is responsible for the implementation and coordination of the social services papers. The continued increase in government funding for schools and social services has called for higher monitoring and regulatory standards. S.K.H. churches, schools, and social service institutions have gradually operated under their legal frameworks and systems. While they have operated under the name of H.K.S.K.H, they acted more like separate entities. Thus, interactions and cooperation within the concept of “One Family” is essential. Clergies, the laity, education workers and social workers in a parish could actively develop various collaborative projects with the mindset of One Family, actualise the spirit of Christ’s “loving thy neighbour as thyself”, and spread the teaching of the Gospel to embody the H.K.S.K.H spirit of “Though We Are Many, We Are One Body”. In 2019, the Welfare Council released the booklet; *Though We are Many, We are One Body — Tripartite Collaboration of the Parishes, Schools and Social Service Units of the Sheng Kung Hui*, with a collection of testimonies that reflected some of the achievements at that time.

Cultivating a Caring Culture and Developing Body, Mind and Spiritual well-being

Background of building a caring culture in the organisation

In the wake of the SARS outbreak in 2003, the Welfare Council recognised that it was not easy for staff to face the challenges of work and life. Hence the Council has embarked on a “Caring Journey” to foster a caring culture within the organisation, helping staff develop their personal space, grow their spirituality, learn to be angels to others and actualise the ideal of ultimate care.

Caring for the physical and spiritual well-being of staff

The core values of “Caring Journey” are “Faith, Health and an Ordinary Mind”. Through a series of soul-searching activities such as “Ordinary Mind” workshops and “Spiritual Awakening” workshops, the Journey was designed to look after the body-mind-spirit well-being of our staff, nurture a harmonic environment within the organisation, create an atmosphere of mutual care among colleagues and a calm demeanour towards life’s encounters. The Welfare Council also rendered individual spiritual and counselling services for our staff and their families with special circumstances and accompanied them through critical moments in their lives.

All service units have been actively promoting and strengthening the “Body-Mind-Spirit Therapeutic Model” and have set up “Ordinary Mind Corner” to enable staff to find a place of personal peace and spiritual nourishment in their workplaces, even amid their busy schedule, to enhance their physical, mental and spiritual quality, which is the foundation for providing quality services. Under the epidemic, the H.K.S.K.H. Tuen Mun Integrated Community Centre for Mental Wellness — The Club has organised a programme, “Laughter Yoga Class Against Epidemic @2:30pm”, for staff from October to December 2020 (during the fourth wave of the epidemic) to relieve their work pressure and improve their sleep quality, thereby enhancing their mental well-being and tiding over the difficult times positively.

Sharing experiences for the benefit of others

The Welfare Council participated in the 5th Social Work International Conference in December 2006 to share its work on caring for staff with the sector. As the caring culture began to germinate in various services, rehabilitation services has developed an array of activities that supported the physical, psychological and spiritual health of the staff and service users, and in 2014, published the “Manual on the Body-Mind-Spirit Therapeutic Model” for therapeutic groups, integrating the body-mind-spirit intervention approach through body-mind movements, awareness exercises and artistic practices that enabled service users to become aware of their minds and thoughts, and reconnect with their bodies.

Establishing Core Values of Servant Leadership

The Welfare Council has been implementing policies that emphasise the body, mind and spiritual well-being of its staff. Since 2001, it has been holding annual retreats for staff of different ranks. In 2014, it decided to promote further the concepts of “Servanthood Leadership”, encouraging staff to follow the example of Jesus Christ, “to serve and not be served”.

Key elements

In 2016, the Executive Committee approved the “Servanthood Leadership — Development and Nurturing Scheme” for the strategic and long-term development of future leaders, management and professional talents of the Welfare Council who are mission-driven and committed to serving. 2018 saw the development of Servanthood Leadership as a key element of the 5-year Strategy Plan (2018–2023), the “Servanthood Leadership — Development and Nurturing Scheme” was developed to provide a series of relevant training activities for the 350-member management team of the Council, using 5 learning modules, namely, Theology, Virtue Cultivation, Managerial Skills, Personal Growth and Liberal Studies, as the training framework.

Moving forward

With the support of our spiritual advisor, Fr Thomas Kwan Tsun-tong, the Welfare Council developed its own “Servanthood Leadership” value-based behavioural framework in 2019, based on a “Shepherd’s Heart”, with “Love”, “Self-awareness”, “Ingenuity” and “Heroism” as the 4 core values to promote the personal growth of our staff. Fr Kwan also led a 2-year “Servanthood Leadership — Small Group” programme, which comprised theme-based workshops, group discussions and meditations for its 45 team members to nurture the qualities and virtue of Servanthood Leadership. The organisation will launch an 18-month “Servanthood Leadership Management Training Programme” in January 2021. The programme is conducted via various means, including classroom lectures, case studies, book reading, group discussions, personal reflections, outdoor learning and coach sharing. The programme provides senior leadership and management staff with a wide range of contents that groom the macro-perspective and vision of leaders, stimulate reflections and strengthen their commitments in the face of the challenges of the social environment and the development needs of the Council. Through incorporating the servanthood leadership qualities into the assessment, nurturing and development of leadership and management talents, the Welfare Council has developed its unique style of Servanthood Leadership training that is both broad yet down-to-earth.

Chapter Two

Key Service Concepts and Development Strategies

Promoting Community Care Concepts

Social work has always focused on training community members to support each other so that individuals in need can receive care from informal networks within the community and feel cared for. Since 1990, the Welfare Council has been implementing the spirit of community care in its services and working with service users to build a caring community; it has also conducted community education activities, seminars and research studies in the hope of integrating theory and practice.

Phases of development

From 1990 to 1998, the direction of “Community Care” was broadly reflected in 4 phases of development, including exploration, promotion, intensification and consolidation. 1990 to 1992 was the exploration phase when the Welfare Council studied how to implement community care in different services effectively and set up a working group to explore development direction. In 1993, a 3-day seminar on “Community Care and the Chinese Community” was organised, with over 300 scholars and practitioners from China, Hong Kong, Macau and Taiwan participating. An experience sharing booklet of the seminar was published, and a monitoring and review group was set up to monitor the effectiveness of the promotion. The year 1994–1996 was a period of intensification of the successful strategies of various services in implementing community care, resulting in the publication of the “Community Care Work Handbook” in 1994 and the organisation of “Best Community Care Activities Election”. 1996–1998 is the final period of consolidation. In 1996, the Council collaborated with the City University of Hong Kong to conduct a study on effective community care interventions, released a compendium “Community Care Services in Practice” in 1997, and organised overseas visiting tours in the same year.

Succession and development

The “Community Care” intervention strategy is well recognised by our colleagues and has been the basis for the development of new services, with the “Good Homes” community housing movement set up in 2018 and the “United Court” Transitional Housing Project at Tung Tau, Yuen Long coming into operation in 2022. The former helps to alleviate the housing needs of the grassroots, and at the same time promotes mutual support and care among tenants, realising the concept of “co-housing, co-management and co-living” and creating a relationship of mutual support. The latter not only helps the grassroots and low-income families improve their living environment but also encourages residents to actively participate in the community through the social services provided to “co-develop” a small community of care, mutual help, and inclusion. In addition, the Well-Being Index was introduced to collect and measure the health indices of residents before they move in, during their stay and before they move out for big data analysis, as well as to serve as a reference for the development of technological, health, employment, financial, emotional, social, spiritual and environmental services in the “United Court” Transitional Housing Project at Tung Tau, Yuen Long.

Promoting Integrated Services and its Beliefs

In line with the motto of “Personalised Service, Holistic Care”, the Welfare Council has been actively promoting integrated services since the 1970s and 1980s, long before the Government promoted it. Staff believe that services must be people-oriented and attend to the needs of the whole person. Through multi-level and diversified service interventions and flexible service management, the service resources can be utilised more effectively and for more significant service benefits. For example, the S.K.H. Lok Man Service Centre was set up in 1975 to provide services for both children and the elderly, rather than purely elderly services; in San Tin Wai, Child Care Services, Elderly Care Homes and Youth Services have been integrated, while Integrated Children and Youth Services, and Elderly Services were established in Tuen Mun.

Integrated services for children & youth

In 1991, the Government published the “White Paper on Social Welfare into the 1990s and Beyond”, which proposed for the first time an integrated approach to service delivery, whereby various youth services (centre-based services, outreaching services, school-based social work services) would be provided by the same organisation in a single district, thus avoiding the over- or under-provision of services due to fixed planning ratios. Thus allowing the institution to assign manpower more flexibly according to local needs, innovate or modify service delivery, and avoid service fragmentation to users’ needs. The Government set up the Working Group on Review of Children and Youth Centre Services in early 1992. The Working Group subsequently published the “Review Report on Children & Youth Centre Services”, which recommended the establishment of integrated children & youth services teams to address the problems of fragmentation of services, duplication of resources and lack of flexibility in manpower deployment.

In 1994, the Government adopted the recommendations of the Report and set up the first 10 Children & Youth Integrated Services Centres. One of these centres is the Ma On Shan (South) Children & Youth Integrated Services Centre of the Welfare Council, followed by the Ma On Shan (North) Children & Youth Integrated Services Centre in Chung On Estate in the same district. In September 2000, the Government launched the “Fundamental Expenditure Review on Youth”, which reorganised the resources for children & youth services in Hong Kong and introduced the “One Social Worker for Every Secondary School”, making the Kowloon City Children & Youth Integrated Services Centre the third centre of its kind. 3 other similar service teams were set up, namely Tuen Mun, St. Matthias’ and Shatin Children & Youth Integrated Services Centres.

The establishment of the above 6 Children & Youth Integrated Services Centres is a manifestation of the Church’s support for and trust in the Welfare Council, as each pastoral district cooperated with the Council, in response to the Social Welfare Department in the planning of children & youth integrated services centres, and handed over its youth centre service units to the Council to regroup the resources in these units to form new Children & Youth Integrated Services Centres. This process also demonstrated the mutual trust between the staff and the organisation and the commitment to promoting integrated services. As a result, 150 staff members were affected, but all were absorbed by the new Children and Youth Integrated Services Centres and some elderly service units.

Comprehensive integrated services in Tung Chung

With years of experience in running integrated services, the Welfare Council finally launched the first fully integrated service in Hong Kong in Tung Chung, Lantau Island, in 1997, which incorporated the resources of various service units in the district and provided one-stop services to all age groups in the community through holistic approach, whole-person development and comprehensive needs assessment. The service has been working closely with the Church of The Ascension, established in Tung Chung in 1997. By 2021, the Tung Chung Integrated Services have grown with the community’s population and become a key focus of the H.K.S.K.H. Diocesan Development Strategy for the Hong Kong Island and another classic example of social services and churches collaboration.

Integrated services for the elderly

The development of integrated services for the elderly also took shape during the same period. In early 2000, the Government commissioned the Centre on Ageing of the University of Hong Kong to conduct a consultancy study to review the then existing community services for the elderly and to make recommendations to address the problems of service fragmentation, the complexity of service boundaries, service shortages and overlaps and institutional rigidity. Among other things, the consultant recommended enhancing the caring role and functions of services, integrating different elderly services to form larger service units (e.g. setting up new integrated elderly services centres or residential care homes cum day care centres for the elderly) to provide one-stop services for the elderly and their caregivers.

In 2002, the Tseung Kwan O Aged Care complex was established to provide one-stop care for the elderly by incorporating community services for the elderly and residential care units in the same building. The Jockey Club District Elderly community Centre cum Day Care Unit in the building manifests the Government's policy to integrate community services for the elderly.

In April 2003, the Social Welfare Department reorganised its community services for the elderly. The Integrated Service Centres, Social Centres for the Elderly, Home Care Service Teams and Home Help Teams of the Welfare Council were transformed into District Elderly Community Centres, Neighbourhood Elderly Centres and Integrated Home Care Services Teams, respectively. The transformation process has enhanced the service functions by the addition of supporting caregivers and promoting primary health care. In addition, the Council has taken it upon itself to promote integrated management of the elderly community service units in close coordination with the newly established pilot projects to enhance their effectiveness. These pilot projects include the meal service commissioned by the Government in 1999 (Wong Tai Sin, Kowloon City and Sham Shui Po districts), the home care service in 2000 (Kowloon City and Sham Shui Po districts) and the enhanced home and community care service in 2001 (Wong Tai Sin, Kowloon City, Central and Western and Kwai Tsing districts).

Promoting life Education and Hospice Services (Life and Death Education, Palliative Care, Grief Counselling)

“Life, old age, illness and death” are all stages of life. Helping service users to embrace life to the fullest and live in abundance; providing end-of-life care to the terminally ill; supporting the terminally ill and their families to face the final stage of life and the various anxieties and difficulties they encounter; helping the bereaved to move past their grief and to stop dwelling on their past is an issue that all social service workers need to face. To this end, the Welfare Council has developed a range of life education and hospice services and has been exploring and developing new ways of working with socially innovative ideas.

In 2005, the Welfare Council set up a “Working Group on Hospice Services Development” to explore strategies for promoting various services and arranged for staff to attend the related training activities and international conferences in Hong Kong and overseas. In 2016, the Executive Committee of the Council endorsed a policy document on end-of-life care, which provided direction for developing service objectives, scope and strategies. A hospice services platform was set up to further develop the strategy across all service units, and an exchange platform was built to encourage mutual learning and training opportunities.

Promoting life education in various services

Since the 1990s, the Welfare Council has been promoting life education in different forms for service users of all ages to understand and reflect on the meaning of life, cherish life and establish positive life values. A life education teaching kit, “A Beautiful Day Outside the Window”, comprising “Youth and Parents series” and “Elderly series”, was published in 2005 to promote various services.

The “Blessing of Life Project” was launched in 2008 at the Providence Garden for Rehab (PGR), a rehabilitation service in Tuen Mun, to educate members, family members and staff about life education through art creation activities. During 2009 and 2015, PGR was funded to organise various projects such as “Beautiful Life Stories”, “Beautiful Lives — Walking with Angels”, “Our Hearts · Our Footprints”, “Stimulating Lives — A Life Companion Project” to help members and the community to appreciate life and plan for it early. To consolidate the experience, PGR published “The Sorrow of not being Exploited Again: Experience Sharing on Hospice Care and Life and Death Education for Ex-mentally-ill Persons and Mentally Handicapped Persons” in 2010 and co-organised with S.K.H. St. Peter’s Church, Castle Peak, a seminar on “Spiritual Development for Ex-mentally-ill Persons — Cross-sectoral Collaboration and Experience Sharing” in 2011.

Since 2005, the District Elderly Community Centres and the Neighbourhood Elderly Centres have jointly launched the “The Lark— Elderly Life Education Program” funded by the Hong Kong Jockey Club Charities Trust. “Connecting Lives” Elderly Life Education booklets were published in 2014 and 2019 to conclude and share our years of experience with the social welfare sector by demonstrating how to use various intervention approaches at different levels to provide timely support for the elderly suffering from emotional distress. The Elderly Service Centres have adopted the service framework of the University of Hong Kong’s conceptual model of “2L, 3W” and developed different life story work and books entitled “Love Letters of Lives”, “Compilation of The Elderly Life Stories”, “Connecting Lives” and “Stories from Precious Moments in Family with Love” during 2010 and 2019.

Recognising the importance of promoting life education, the children & youth and family service units have applied for the funds of the Board of Management of the Chinese Permanent Cemeteries (BMCP) from 2016 to 2021 to launch large-scale life education programmes: “Touching Lives with Love” and “Connecting Life with Love— Life Education Promotion Programme”, by creating opportunities and channels to talk to young people about life through on-campus activities, picture books and film sharing.

Collaborating with churches to promote life education

In 2014, the Welfare Council was invited by the H.K.S.K.H. Deanery of Southern and Western Districts, Diocese of Hong Kong Island to jointly launch the “Missionary Services in Aberdeen Project”, which has since become the base for the implementation of the “Life Learning Programme” and the “Formation of Life Programme” in S.K.H. primary and secondary schools in the region. The project has been running for 6–7 years and completed its mission in early 2021. In 2016, H.K.S.K.H. Diocese of Eastern Kowloon also proposed to collaborate with the Council to promote the Life Education Project, initially in the Kai Tak New Development Area, with the participation of 7 East Kowloon parishes, 13 schools and 4 social service units. The Council, together with the H.K.S.K.H. Diocese of East Kowloon, organised the “Angels’ Candlelight Bless Hong Kong” Charity Concert on 5 January 2020 to deliver positive messages and blessings to the community, hoping that the public can keep hope for the future, as angels always bring light in the darkness. Part of the proceeds from the Charity Concert was donated to support bereavement counselling services for children.

Promoting hospice work in various services

The residential care and community services are committed to providing end-of-life services, life and death education to our service users and their families to help them plan their lives to the fullest.

With a donation from the Board of Management of the Chinese Permanent Cemeteries in 2001, a hospice room was set up in the S.K.H. Nursing Home to provide hospice support to residents and their families suffering from a terminal illness. Subsequently, the Welfare Council’s residential care homes for the elderly and the disabled incorporated the holistic care model into the daily life of the residents, providing pertinent and personalised services to the residents at the late stage of their lives or/and at the end of their lives. At the same time, external resources were sought to purchase assistive devices to cater to these residents’ needs.

In 2007, the elderly services units launched the “Enriching Life, Befriending Death” project to help the terminally ill elderly to realise their unfulfilled wishes, to provide grief counselling to the bereaved, to conduct life and death education talks and community outreach activities, to set up a resource corner and to produce a resource handbook for reference by the elderly, their families and the staff providing services. The “Integrated Body-Mind-Spirit Hospice Care for the Elderly” Project was launched by S.K.H. Nursing Home in 2009 to incorporate the holistic care approach into the daily life of the residents in a timely and personalised manner to help them enjoy their twilight years. The Home has commissioned the Centre on Behavioral Health of the University of Hong Kong to conduct an evaluation study on the “Integrative Body-Mind-Spirit Hospice Care for Older Adults” between 2010 and 2012. The study’s findings have indicated that the integrated care approach effectively addressed the physical, emotional and spiritual needs of residents with different health conditions and enhanced the quality of life of the residents. The project aimed to improve the palliative and end-of-life care services for the terminally ill residents in the homes so that their end-of-life journey is met with dignity and compassion.

During 2007 and 2009, the elderly community centres of the Welfare Council, under the guidance of Dr Chow Yin Man, then Assistant Professor of Social Work and Social Administration of the University of Hong Kong, conducted 2 studies on the theme of “Wishes of the Elderly”, which had not been similarly studied in Hong Kong. The first study on “Study on Seniors’ Unfulfilled Wishes” was launched in 2007. A press conference was held to encourage the community and the industry to encourage the elderly to live actively and plan ahead for a rich and meaningful old age. In 2009 the Council conducted a validity study on the “Chinese Important Satisfaction Wish Scale” based on the first study’s findings. The results of this study were presented at the 2010 UN World Congress: Visions and Blueprints for Social Work and Social Development and were awarded the Best Abstract Award in the Indigenous & Cultural Sensitive Practice category. The findings were finally published in the international academic journal *International Psychogeriatrics* in 2010.

Innovative thinking in developing hospice services

Since 2004, the S.K.H. Holy Carpenter Church District Elderly Community Centre has provided the “Comfort Angels” service to help patients face death peacefully and ease the grief of bereaved families and bereaved persons. In 2016, the Jockey Club End-of-Life Community Care Project (JCECC) — “Hospice in Family” Home Care Support Services enabled hospice patients to stay in their own homes and receive appropriate care. The Jockey Club “Community Paediatric Palliative Care Program” was launched in 2019 to provide home palliative care for children and adolescents under 18 with critical illnesses and their family members. In the following year, the “Wings of Love” support service for parents of lost babies was launched to provide grief counselling and mutual support groups for parents who have experienced miscarriage, still-birth and newborn death, and public education activities were organised to raise awareness of the needs of these parents. From 2017 to 2020, an annual stage play on life and death education was organised. In December 2020, an innovative regional forum on “Life & Death Education Forum 2020— DEATH TALK”, sponsored by Jockey Club, was held with the collaboration of 7 organisations.

Enhancement and Investment in Professional Services

The Welfare Council has always valued and invested resources in empirical research to ensure and enhance the quality and effectiveness of professional work. Since the 1990s, the Council has taken the initiative to collaborate with various tertiary institutions to conduct research and encourage staff to present papers at international conferences to share their work. Over the years, over 200 research reports and books have been published and shared with the practitioners on various occasions.

Building a localised ‘Integrated Home Care Services for the Frail Elderly’

One of the critical issues for the Hong Kong Government and the social service sector after Hong Kong’s return was reforming the elderly services to meet the challenges of an ageing population. The Welfare Council has made many suggestions to the Government on improving subvented elderly services, including enhancing home help services for frail elders living in the community. From 1999 to 2010, the Council also actively responded to the Government’s policy by successfully bidding for several home and community care service projects and building practical experience to develop a practicable home care model for frail elderly in Hong Kong.

In 2000, the Welfare Council successfully bid for 4 teams of the Pilot Project on Enhancing Community and Home Care Services. In 2001, the project was launched in Central and Western District on Hong Kong Island, Wong Tai Sin, Kowloon City and Kwai Tsing to provide one-stop community and home care services for elderly people waiting for placement in care homes. Subsequently, the “Pilot Scheme on Home Care Services for Frail Elders” was launched in Wong Tai Sin and Sai Kung in 2011 to provide comprehensive home care for frail elders waiting for nursing homes. In 2013, the Welfare Council joined the Pilot Scheme on Community Care Service Voucher for the Elderly Phase I (CCSV) in Sha Tin and Wong Tai Sin districts, adopting a new funding model of “money-following-the-user”. In 2016 and 2020, the Social Welfare Department launched the second and third phases of the pilot scheme, with the Council expanding to the Central and Western, Kowloon City and Kwai Tsing districts, in addition to the Sha Tin and Wong Tai Sin districts, to further enrich the Council’s experience in home care operation. In 2016, the Lady MacLehose Centre participated in the Hospital Authority’s “Discharged Patients Integrated Support Programme” for elderly patients, partnering with Yan Chai Hospital to serve as the “Home Support Team”. These operational experiences have enabled the staff to validate the effectiveness and efficiency of the designed service model for further service enhancement.

With the experience gained from the implementation of the 4 pilot teams of the Enhanced Community and Home Care Services, the Welfare Council organised the “Integrated Home Care Services for Frail Elderly — Experience Sharing on Rehabilitation Work for Stroke Patients” on 29 November 2002 and the “Integrated Home Care Services — Care Planning Workshop” on 19 December 2003. On 14 October 2003, a report on “The Effectiveness of Enhanced Home and Community Care Services for Frail Elderly and Insights into the Development of Home Care Work for the Elderly in Hong Kong” was presented at the “4th International Symposium on Chinese Elderly People”. In 2004, a “Care Management — Integrated Home Care for Stroke Patients Manual” was released, documenting our colleagues’ efforts and practical experiences in improving Enhanced Home and Community Care Services.

Evidence-based practice — Applying the InterRAI assessment tool

InterRAI is an internationally renowned assessment tool designed to address the care needs of the frail elderly and persons with disabilities, with specific sub-tools for different care settings (e.g. residential care homes, home care services) to understand the care needs and health conditions of service users, integrate relevant information, build a multi-faceted database, and develop “evidence-based” care assessment and intervention standards. “InterRAI’s service quality indicators and categorisation of residents form the basis of care management and service management.

In 2003, a team of 9 staff members from the Welfare Council attended the InterRAI Conference in Canada. Upon their return to Hong Kong, a working group was formed to study the possibility of applying the InterRAI assessment tool to the residential care services of the Council. In 2004, the Council decided to adopt RAI 2.0 (the InterRAI assessment tool for residential care homes for the elderly) as the standardised assessment tool for its 7 homes and obtained the agreement of Professor Iris Chi, a member of InterRAI Hong Kong and the Founding Director of the Sau Po Centre on Ageing of the University of Hong Kong, for the Centre to work with the Council to develop the full application of the assessment tool from early 2004 to late 2005. The Council became the first social service organisation to fully implement the InterRAI assessment tool in Hong Kong. A web-based computer system was designed in parallel by the Information Technology Department of the Council to automate the operation of RAI 2.0.

In 2005, the Welfare Council collaborated with the Sau Po Centre to conduct a “Research on Applying Resource Utilization Groups (RUG III) in Hong Kong Elderly Homes” to use the RUG III classification system for understanding the resource intensity of long-term care homes for the elderly in Hong Kong. In September 2006, a seminar on “Quality Residential Care Homes — It All Starts with an Integrated Assessment” was held to introduce the local sector to the interRAI assessment tool and share the experience of the full-scale application of InterRAI in the Council’s residential care homes.

The latest version of interRAI-HC (an assessment tool for community-dwelling elders) was applied to enhance the quality of care management of the service when the Hong Kong Government commissioned the Welfare Council to run the “Pilot Scheme on Home Care Services for Frail Elderly” in Wong Tai Sin and Sai Kung districts in 2011. In 2013, the interRAI-HC assessment tool was also adopted for the frail elderly home care service at the Lady MacLehose Centre. In 2014, the interRAI-MH (for psychiatric rehabilitation services) assessment tool was adopted by the Council’s residential care homes for the rehabilitated to standardise the implementation of ‘care management for persons with mental illness.

At present, the Welfare Council is the only organisation in Hong Kong using the interRAI assessment tool in residential care homes for the elderly, home care services for frail elders and residential care homes for the rehabilitated, which is a testament to the commitment and professionalism of the organisation and its staff in evidence-based practice.

Introduction of diversified models of individual and family therapy

The Welfare Council’s emphasis on professionalism is also seen in the introduction of professional training to enhance the effectiveness of staff in personal and family therapy, such as the Satir Growth Model, Expressive Arts Therapy, Emotionally Oriented Therapy, Triple P Positive Parenting Programme, Child Care Course and Mindfulness Class, etc., so that professional social workers can apply effective interventions in handling cases of personal growth and emotional stress management, parenting, marriage counselling and mediation. Since 2013, the Council has introduced child-friendly elements into the community drug treatment model by promoting the “Drug- Free Couples” drug counselling programme for drug abusers and their spouses, the “Children’s Walk with Drugs-Free” drug treatment support programme for children and spouses of drug abusers, “Full-term Pregnancy Mothers” programme for expectant mothers and new mothers who are drug abusers and the Jockey Club’s “Drug-Free, with Love” support programme for drug-addicted parents and their children.

Multi-disciplinary service model for students with special educational needs (SEN)

Given the increasing needs of SEN students, the Welfare Council applied for funding from the Hong Kong Jockey Club Charities Trust in 2017 to set up “WE LOVE: Jockey Club Centre for Family Enhancement” for SEN students and their parents. The Centre has developed various therapeutic groups, such as sensory integration, art creation, mindfulness elements and Brain Gym exercises, to enhance the effectiveness of the services for SEN students. In July 2020, the Centre was invited by the Department of Special Education and Counselling of the Hong Kong University of Education to present a webinar on “Systemic & Multi-disciplinary perspectives and intervention in supporting SEN children” to share the results and practical experience of multi-disciplinary collaboration. In addition, the team made good use of the multi-disciplinary collaboration to develop the “Training on Writing” tool and the “SEN Kids • Fun Share” mobile application so that SEN students can still use the tools at home after the training, extending the treatment effect to their daily lives.

Since 2015, the Welfare Council has been implementing the “H.K.S.K.H. Walk with Love Project” with funding support from the Social Welfare Department. Since then, the project has provided on-site pre-school rehabilitation services to students with SEN, their parents and teachers in 53 participating kindergartens and kindergarten-cum-child care centres in Hong Kong. A multi-disciplinary team (including occupational therapists, speech therapists, physiotherapists, clinical psychologists, registered social workers and special child care workers) develops tailor-made training programmes for students according to their abilities. Regular meetings are held to review the effectiveness of the training programme. The programme also supports teachers and parents by providing consultation and professional training.

In 2018, the Welfare Council was invited by the Hong Kong Jockey Club Charities Trust to be one of the service providers of the project “JC A-Connect: Jockey Club Autism Support Network”, which offers social training for small groups for students with Autism Spectrum Disorder (ASD) in 40 primary and secondary mainstream schools across the territory. The University of Hong Kong conducted research on the project. This structured service model was proven highly effective, including therapeutic group training for ASD students, peer inclusion activities, professional consultation and workshops for teachers, and parent consultation services. The programme helped enhance students’ social awareness, communication, emotional management, and learning skills and reduce parental stress. Given the fruitful results of the programme, which has laid a good foundation for supporting the development of ASD students, the EDB has regularised the programme from the 2021 school year. The Council continues to provide comprehensive support to 62 primary and secondary schools’ ASD students, their parents and teachers from the 2021 to 2024 school years.

Establishment of an internal platform

Since the establishment of the S.K.H. Primary School Guidance Service in 2002, the Welfare Council has embarked on the concept of an internal platform to enhance communication, training and professional development opportunities for similar services. Initially, the platform was used to strengthen the supervision, training and communication of the on-site school social workers in the Council. A number of questionnaire surveys were conducted to explore the developmental needs of children, such as the “Survey on After-school Learning Status of Students” and “Student’s Concerns and Parental Support”. Various funds were applied to organise activities to arouse the community’s interest in the subject and build up a professional team cognisance of society’s current situation. Subsequently, the Council has been developing and establishing the concept of an internal platform, which has been deepened since 2015, with the expansion of the platform concept through the “H.K.S.K.H. Walk with Love Project”. The “Kids in Love-Pilot Scheme on Social Work Service for Pre-primary Institutions”, launched in 2019, has also added an internal platform of similar child care service.

In 2020, with the development of diversified services, the Welfare Council expanded the platform of the nursing system by creating the post of Senior Nursing Officer (Senior Manager of Nursing Section) to provide professional guidance, exchange and training to nurses of different units in the Council. At the same time, the posts of Senior Physiotherapist and Senior Occupational Therapist were created to establish and coordinate professional platforms for therapists to strengthen the professional standards of physiotherapy and occupational therapy in different services and explore new ideas in service delivery.

It is worth mentioning the provision of central crisis management services for on-site school work. By 2021 the Welfare Council provides on-site school services to over 100 tertiary, secondary, primary and kindergarten schools in Hong Kong and Macau. A Central Crisis Support Team was set up since 2002, comprised of trained social workers. In a number of fatal incidents, the Crisis Team, together with the on-site social workers, has provided immediate psychological support to teachers and students in distress. The Council has trained 7 qualified trainers to strengthen the crisis response capability of the staff and teachers.

Innovation and Design Thinking

With the increasing complexity of social issues, the Welfare Council has been promoting the co-creation mindset to build cross-sectoral and multi-disciplinary collaboration since 2012, enabling the team to break through the social service framework and gradually expand its services from the social welfare area to other sectors, including healthcare, social enterprise restaurants, housing and cultural conservation. The Council has also launched various pilot projects such as “Centre of Wellness (Central)” (formerly known as H.K.S.K.H. Centre for Proactive Ageing), “Good Kitchen”, “Good Homes”, “Kowloon City Themed Walking Trail”, and “United Court” Transitional Housing Project at Tung Tau, Yuen Long to bring together different professionals and cross-sectoral stakeholders to respond more effectively to the needs of service users.

Firstly, the organisation promoted “Design Thinking” through the renovation of elderly centres funded by the Social Welfare Department since 2012, strengthening the communication and collaboration between the design and service teams. Through “Participatory Design”, the designers adopted the people-oriented design concept and invited service users to give their input. The design and service teams have also been working together seamlessly since the Government’s “Special Scheme on Privately Owned Sites for Welfare Uses” was launched in 2013.

Based on its rich experience in building design and software services, the Welfare Council also provides consultancy services for designing and operating elderly homes in China Mainland. The Council believes that design thinking can promote cross-disciplinary and cross-service interaction and collaboration within the organisation, and therefore has from time to time integrated service elements in the design of hardware renovation (including renovation and redevelopment of flats and buildings). In 2015, the Council further summarised its years of design experiences in elderly services and projects and published “Construct Miracles for Seniors”, to promote elderly-friendly architectural design among elderly service operators in Hong Kong and the Mainland.

To expand the concept in its entirety, the Welfare Council took the opportunity of the 20th anniversary of the HKSAR to develop the “Together We Build” project in 2017. The project culminated in a Guinness World Record using 8,000 large cardboard panels to create a 1,020-metre long alphabet (H.K.). The Guinness World Record is an iconic symbol of the Council’s efforts to promote the involvement of service providers in design, to collaborate on large-scale projects and to internalise the concept of design for staff.

Subsequently, the Welfare Council had the privilege to be involved in conservation-related services for the first time, and in 2018 received funding from the Urban Renewal Fund to operate the “Kowloon City in Transformation — The Kowloon City Themed Walking Trail”. Once again, the designers have been able to promote the heritage and culture of the Kowloon City district through a combination of different hardware and service elements, cultural activities, publications and a visitor centre to connect the residents of the district. The design team also invited local residents to participate in the design during the refurbishment project, thereby collecting their precious memories to record the district’s history.

In 2020, the Welfare Council was granted a 230,000-square-foot site in Tung Tau, Yuen Long by Sun Hung Kai Properties, at a nominal rent, to run the “United Court” Transitional Housing Project at Tung Tau, Yuen Long. The project designers and service team have not only adopted the participatory design as the design model for the building, interior decoration of the 1,800 units, inviting suggestions from potential users but have also applied health index concepts into the service, making the building design and service elements an integral part of the project, which very were well-received by all parties.

In 2021, the Rehabilitation Service Unit, in collaboration with the Development Department of the Welfare Council, has adopted a “Participatory Design” approach again in the maintenance of its service units and the new project “Grace Garden for Rehabilitation” and has published a booklet entitled “From Design Concept to Holistic Care” to share how the designers were able to understand the living and learning needs of the mentally disabled persons and how the participatory approach enabled the mentally disabled persons to engage and interact with others and bravely expressed themselves. Throughout the whole process, the service team and the design team were able to bring out their creativity to provide more attentive services to persons with intellectual disabilities.

Medical-Social Integration

Users of various services of the Welfare Council (like residential care homes, community support, mental health and intellectual disability, etc.) must receive regular medical services. Although the Council has been collaborating with hospitals in the HA Cluster and participating in various programmes of the Department of Health, it still saw unmet needs of service users (e.g. health check-ups, drug consultation, primary health care education, etc.) and has taken the initiative to respond to them. The aim is to achieve a “people-oriented” approach and reach better collaboration with the medical sector in addition to their respective roles in service delivery. Social service units can use their close relationships with service users in the community to motivate them to engage in prevention and disease management. They can help service users remove barriers, increase motivation, raise awareness of health maintenance, improve health conditions in a sustainable manner, and partner with the medical profession to serve patients in a “whole person health” model.

Since the 2000s, the Welfare Council has applied for various funds to launch projects of various scales and has been promoting the idea of integration between the medical and social provisions in its existing services. 2001 saw the establishment of 4 teams to improve home and community care services and close collaboration with the Geriatric or Psychogeriatric teams in the district hospitals. In the same year, the Council has established the Centre of Wellness (Central) (formerly known as H.K.S.K.H. Centre for Proactive Ageing) to promote primary health care, providing occupational therapy, physiotherapy, nutritional guidance, medical check-ups, vaccinations, etc. In 2015, the Centre of Wellness (Kwun Tong) was opened in Kowloon; and in 2020, the Centre was relocated to Wong Tai Sin and renamed Centre of Wellness.

In 2008, the Welfare Council set up Neo-Horizon, one of the counselling centres for psychotropic substance abusers in Hong Kong. Given the mental state of drug abusers, psychiatric nurses were added to the team to provide on-site medical support to those in need and to identify drug abusers early and encourage them to seek treatment and rehabilitation services as soon as possible. Later on, the team also incorporated Chinese medicine into its drug treatment and counselling services to achieve an integrated medical and social service strategy.

From 2009 to 2011, the Welfare Council was successfully funded by the Jockey Club's CADENZA: Transitional Care for Stroke Patients Community project to provide post-discharge transitional care for stroke patients under the "User-pays" principle. Through a multi-disciplinary team, the project provided targeted and intensive rehabilitation programmes to enable patients to receive timely intervention during the "Golden Rehabilitation Period", with the ultimate goal of enabling them to return home and live independently. This project is now the flagship self-financing project at the Cyril and Amy Cheung Aged Care Complex in Shatin. Concurrently, the Lady MacLehose Centre set up a community pharmacy in 2011 to provide professional dispensing, counselling and education on the proper use of medication in the community.

Since 2016, the Welfare Council has organised a number of projects under the theme of integration between the medical and social sectors, such as the "Hong Kong Jockey Club Community e-Healthcare Project", "Dementia Community Support Scheme", "e-Generation — Pilot Scheme on Chronic Knee Pain Management", "Bank of China — Hong Kong Baptist University Chinese Medicine Community Stroke Prevention and Rehabilitation Scheme", etc., using the empowerment approach of self-health management for the elderly. The approach successfully encouraged elderly people living in the community to take regular blood pressure and blood glucose tests for maintaining their health and raising their awareness of a healthy lifestyle. With the support of the Hong Kong Jockey Club Charities Trust, the Lady MacLehose Centre set up the Jockey

Club Kwai Wah Health and Wellbeing Centre in January 2021. The Centre was based on the World Health Organisation's integrated model for older people (ICOPE) to promote "Healthy Ageing" providing district health promotion education, health assessment, medical and rehabilitation care, health and exercise programmes and classes, fitness training, health service volunteers connection, caregivers and community service worker for the elderly training.

The experience of the Welfare Council has laid a solid foundation for NGOs to practise medical-social integration. With its commitment, experience and well-established social network, the Council has successfully bid the Wong Tai Sin District Health Centre (DHC) in 2020 and work with the Department of Health to promote a new policy on primary health care. This new policy capacitates the Council's advocacy on public education in health management more systematically and formalise further collaboration with the public and private healthcare systems. The Wong Tai Sin DHC will provide primary health care services to the local community, including health promotion, health screening for target groups, case management, care coordination and community rehabilitation services, to raise public awareness on personal health management, enhance disease prevention and strengthen community medical and rehabilitation services.

Chapter Three

Information Technology Strategy

In 2002, the Welfare Council devised long-term strategies for applying information technology and set up an IT Department. Subsequently, an intranet platform, “Human Enterprise Care Network (HeCAN)”, was set up. A comprehensive IT system with administrative, financial, human resources and service functions was also built into the platform to improve administrative efficiency and optimise workflow, allowing staff to devote more time to their core professional duties.

By 2020, the Welfare Council has developed and implemented over 40 software systems, 16 main systems and 54 ancillary application systems, covering services for home care, elderly centres, residential care homes for the elderly, day care centres, rehabilitation services, family and youth services, drug management, volunteer management, human resources, event and receipt management, payment management, inventory management, etc.

The IT Department matched seamlessly with the service development to facilitate the efficiency in new service/programme development. One example is to facilitate the use of interRAI; the IT Department has developed a dedicated web-based computer system for each interRAI system, the “Integrated Care Planning and Management System” (ICPMS), which automated the entire interRAI process. Based on the interpretation of the interRAI assessment forms, outcome scales and service quality indicators by a team of professionals (social workers, nurses and rehabilitation therapists) and the local cases of the Welfare Council’s clinical assessment records, the IT department’s system design engineers developed the ICPMS into a multi-functional system.

Building Smart Homes Strategy

In 2019, the Welfare Council received a donation from the Hong Kong Jockey Club Charities Trust to develop a “Smart Management System for Residential Care Homes”, which is a one-stop technology solution combining software, hardware and resident care information for its residential care homes for the elderly and residential rehabilitation homes through Radio Frequency Identification (RFID) System and mobile devices to enhancing care management of residents.

The system includes: (1) Real-time recording and synchronisation of the daily care information of the residents to enable the whole care team to keep track of the 24-hour/7-day situation of the residents efficiently; (2) Linking with the existing ICPMS of the Welfare Council, real care and residents’ health data were added to the existing process of care need assessment, care planning and outcome evaluation to further improve the effectiveness of RAI’s care management; (3) The use of RFID technology to monitor the abnormal wandering of residents with cognitive impairment and alert the staff on duty through mobile devices for early handling; and (4) To make use of the big data to identify and analyse the abnormal wandering of the residents to assist the homes to formulate targeted measures and take early follow-up actions.

Application of Technology in Rehabilitation Treatment and Training: A Service Strategy of Introducing Robots and Robotic Pets

The Welfare Council has been examining the use of technology for many years. In 2015, the residential care homes for the elderly team introduced the robot “Kabo-Chan” from Japan to provide “one-to-one” companion therapy to residents with cognitive impairment. “Kabo-Chan” is a companion robot from Japan equipped with sensors for light, sound, and gravity. Through these sensors, “Kabo-Chan” receives information about the user’s movements and the environment and responds by nodding, singing, talking or laughing. It is programmed to develop a friendly relationship with its users through simple interaction, especially the frail elderly. To gain a more objective understanding of the effectiveness of “Kabo-Chan”, the Council’s residential care homes for the elderly commissioned the Sau Po Centre on Ageing Research, the University of Hong Kong to conduct a study, which showed that “Kabo-Chan”’s companionship had a good intervention effect. In 2018, the Council’s residential care homes for the elderly were assisted by Dr Zhang Zhong-wei, the Scientific Director of the Faculty of Engineering-Biomedical Engineering, the Hong Kong Polytechnic University, to study and produce a localised companion robot. The result of which was showcased at the Gerontech and Innovation Expo 2018.

In early 2016, the Welfare Council introduced another robot, NAO, to the elderly care services. In addition to using NAO’s original configuration, the IT department compiled computer applications to add new functionalities to NAO to meet the needs of the rehabilitation and training services. NAO is a small robot with multiple sensors, motors and control software developed by a French company. It can be personalised and has many functions to interact naturally with people and learn new skills. At the same time, the Council also introduced artificial intelligence robotic pets such as PARO to the cognitively impaired frail elderly in residential care homes to improve their emotion, cognitive and social communication through getting along and interacting with them.

In 2019, the residential care homes for the elderly started to introduce TEMI, an intelligent robot designed and launched by an Israeli company. Through its functions such as navigation, user sensing and tracking, and automatic voice to text conversion, TEMI made daily patrols in the homes and played songs and videos to relieve the boredom of the elderly. The phone function of the TEMI allowed residents to keep in touch with their family members remotely during the suspension of visits in early 2020, when the epidemic was rampant. TEMI also carried hand sanitisers and broadcasted hygiene messages during daily patrols to encourage residents to disinfect their hands regularly.

In addition, the Welfare Council has received funding support from the Social Welfare Department to set up the “H.K.S.K.H. Walk with Love Project” since 2015. The team focused on research and service synergies to enhance effectiveness, then participated in the Robot for Autism Behavioral Intervention (RABI) project of the Department of Educational Psychology of the Chinese University of Hong Kong, using NEC social robots in individual and group training. The robots role-played with school children in a drama; roles included doctors and nurses, tour guides and tourists, etc., to enhance the school children’s communication and social skills. The project’s findings further confirmed that robotic training is an effective early intervention method, as autistic children are reluctant to make eye contact and resist looking at people in the face. Therefore, using social robots for training is more effective as they make it easier for autistic children to pay attention and to accept. By 2020, the “H.K.S.K.H. Walk with Love Project” team had developed 2 robotic programmes, “Emotion Faces” and “Self-care Little Master”, to enhance SEN students’ emotional and self-care skills.

Chapter Four Corporate Governance Philosophy

Quality Management

In 1996, the Welfare Council introduced quality management and embarked on the “Quality Journey”. The 4 key elements of quality management, namely customer orientation, continuous improvement, excellent leadership and unity, were adopted. The Council was one of the few organisations in Hong Kong to apply the business concept to social service management.

In 1997, the Welfare Council was awarded the “Outstanding Corporate Management Project Award” by the Hong Kong Council of Social Service. The Council collaborated with the Hong Kong Polytechnic University to study service quality framework and indicators in the same year. In 1998, H.K.S.K.H. Li Ka Shing Care and Attention Home for the Elderly implemented ISO9000 Quality Management Certification and established Quality System documents. The Council had already adopted the 4-tier quality system document structure, which includes policy, procedure, guideline and form, before the Social Welfare Department implemented the “Service Performance Monitoring System” in 2009, structure including policy, procedure, guideline and form. In 1999, the Council organised the “Quality Management Seminar”, a pioneering event in the social services sector in the 21st century. At the same time, the Council provided training to its staff, turning quality management into a focus of the organisation’s culture and team building.

Upon establishing a quality management culture and cumulated practical experience, the Quality Management Department (2004) was established to implement various service and management quality improvement initiatives, including periodic, announced and spot audits for service and administrative units. Audit reports and “Quality Journey” reports are prepared to review service quality from multiple perspectives, examining

indicators such as the satisfaction, appreciation or complaints, occupational safety and infection control of staff and service users while identifying areas for improvement or deficiencies to ensure there is a consistent understanding on the workflow and service quality, standards of implementation and the reasonable flexibility for all staff.

Since 2005, the service units have been steadfastly participating in various assessments. The Welfare Council have successively obtained the accreditations of “Hygiene Control System”, “International Safe Schools”, “Hong Kong Safe & Healthy Residential Care Home”, “Hong Kong Safe & Healthy Schools”, etc. These accreditations have helped the service units to enhance their safety management systems, especially in health and stress management, infection control, environmental safety and sanitation, food safety, drug management, and service target, towards the goal of continuous improvement to ensure the safety and health of the employees, service users and visitors.

The “Quality Journey” has become the basis for establishing an internal audit team, which conducts regular internal audits under the auditing standards of the Social Welfare Department’s subvented services. Following the incorporation of the Welfare Council in 2013, an Audit Sub-Committee was formed, and the audit reports were presented and reported directly to the Committee. Since then, the sub-committee has been reporting directly to the Board of Directors, reflecting the importance of internal audits. Over the years, the “Quality Journey” reports, based on internal self-improvement, have become an essential part of the Audit Sub-committee’s report.

The Welfare Council was nominated and awarded the “Directors of the Year Awards 2015” by the Hong Kong Institute of Directors.

Risk and Crisis Management

Risk management and crisis management are important aspects of corporate governance. Risk management requires early identification and prevention within the corporate governance framework to curb crises or severe incidents and enable rapid response and effective reaction through effective mechanisms and cross-disciplinary teamwork.

The Welfare Council has been responding to unforeseen crises with a clear set of internal guidelines. In response to the sudden onslaught of social events and novel coronavirus since 2019, the Council immediately consolidated its existing risk and crisis management systems and initiatives, including (1) identification, monitoring and control of various strategic, operational and compliance risks; (2) interest declaration mechanism; (3) crisis event assessment and intervention; (4) audit, quality control and risk management systems, and “An Overview of Risk and Crisis Management Systems” has been developed in 2020, which served as a blueprint for the Council in coping with various risks and crises. The first assessment of the risk register was completed in 2021 by all units of the Council. Today, the entire risk and crisis management system has built-in control, accountability, and risk management mechanisms to strengthen each unit’s crisis awareness and assessment capacity in addition to quality management and audit.

Conclusion

Although the above concepts and strategies have evolved over the years, they have a very profound impact on all aspects of the development of the Welfare Council today. The recent Five-Year Strategy Plan (2018–2023) was developed against this background. The 4 strategies are drawn from 4 main aspects: Strategy 1, “Co-creation with Multi-Dimensional Intervention”, a strategy to encourage cross-sectoral and cross-disciplinary teamwork to generate innovation and creativity; Strategy 2, “Technology Application”, a strategy on information technology application; Strategy 3, “Leadership Development”, a strategy of a faith-based organisation; and Strategy 4, “Work Simplicity”, a strategy that drives organisational efficiency and operational quality.

These strategies have been implemented and even flourished with God’s grace, the trust and leadership of the Board of Directors and the Executive Committee, and the unity and commitment of our staff. We follow in the footsteps of Christ and act our faith as we have done in the past, as we are now, and as we will do so in the future.



Appendix 1

Hong Kong Sheng Kung Hui Welfare Council's Key Services Milestones



Starting from the year of the official establishment of the Welfare Council in 1966, significant events that were iconic, groundbreaking and of specific significance to the Council are listed as below:

Year	Events
1966	On 12 th December, the Diocesan Synod approved establishing S.K.H. Diocesan Welfare Council (i.e. today's H.K.S.K.H. Welfare Council), internally coordinating the social welfare work of the Diocese and externally representing the H.K.S.K.H. in social welfare matters.
1977	Ms Ho Yuk-ping, Centre-in-Charge of the H.K.S.K.H. St. Thomas' Child Care Centre, held the first government-issued Child Care Worker Certificate no. 1 in Hong Kong.
1991	The World's first Golden Guide (Elderly Girl Guide) was established at the H.K.S.K.H. Wong Tai Sin District Elderly Community Centre.
1994	The H.K.S.K.H. Wu King Integrated Rehabilitation Services – Day Activity Centre and Hostel was established as the first direct service unit of the Welfare Council to serve the mentally disabled.
	H.K.S.K.H. Ma On Shan (South) Children & Youth Service was transformed into an integrated youth service, one of the first 5 integrated youth service teams in Hong Kong.

Year	Events
1995	The H.K.S.K.H. Li Ka Shing Care and Attention Home for the Elderly and the H.K.S.K.H. Li Ka Shing Day Care Centre for the Elderly were established as the first independent residential care homes for the elderly under the Welfare Council.
1996	The implementation of comprehensive quality management and the launch of the “Quality Journey”, among the few social service organisations that have applied business concepts to social services in Hong Kong.
1997	Winner of the “Outstanding Corporate Management Project Award” organised by the Hong Kong Council of Social Service.
	The H.K.S.K.H. Tung Chung Integrated Services was established as the first fully integrated community service unit in Hong Kong, with H.K.S.K.H. Church of the Ascension moving into the unit at the same time.
	The Standing Committee of The General Synod resolved to set up the S.K.H. Macau Social Services Coordination Office to coordinate social welfare work in Macau and invited the Welfare Council to manage it in 2000.

Year	Events
1998	The Province of the H.K.S.K.H. was established, and the S.K.H. Diocesan Welfare Council changed its name to the Hong Kong Sheng Kung Hui Welfare Council.
	The H.K.S.K.H. Li Ka Shing Care and Attention Home for the Elderly was awarded the ISO9001 certificate by the Hong Kong Quality Assurance Agency under the international standard ISO9000 quality system, making it the first organisation in Hong Kong to achieve ISO9001 for both social welfare services and care and attention homes for the elderly.
	The H.K.S.K.H. Nursing Home was established as the first independent nursing home in the urban area out of 6 subvented nursing homes in Hong Kong.
	The H.K.S.K.H. Welfare Council Training Institute was established as the first social service organisation's training centre providing internal staff and external participants training.
	The Institute of Continuing Education for the Senior Citizens was established to promote elderly education. In 2016, the institute's name was changed to "the Vitalita Academy For Life Long Learning".
2001	The Centre of Wellness (Central) of H.K.S.K.H. (formerly named as H.K.S.K.H. Centre for Proactive Ageing) was established as the first medical service centre of the Welfare Council. In 2015, the Centre of Wellness (Kwun Tong) was opened in Kowloon; and in 2020, the Centre was relocated to Wong Tai Sin and renamed Centre of Wellness.

Year	Events
2002	The H.K.S.K.H. Tseung Kwan O Aged Care Complex and the Church of St. John the Baptist were open. For the first time, both social services and the church have sought land from the Government for development, creating a joint development model between pastoral and social services. The Complex was the first "one-stop" centre in Hong Kong to provide integrated residential and elderly services, taking care of the body, mind, social and spiritual well-being of the elderly.
	The H.K.S.K.H. Primary School Counselling Service was established to provide on-site counselling services to primary schools under the Anglican (Hong Kong) Primary Schools Council and assist schools in establishing an unified counselling policy.
2003	The first social service organisation in Hong Kong to have a formally registered Occupational Safety Officer post to develop policies, guidelines and manuals on occupational safety and health and conduct occupational safety and health risk assessments.
2004	The establishment of the Corporate Legal Services, headed by a solicitor to enhance corporate governance.
	A new post for Infection Control Officer at the rank of Nursing Officer was established to develop relevant infection control policies and practices and support the unit in preventing and managing highly infectious diseases. The post was upgraded to Senior Nursing Officer in 2020 to meet the service demand.

Year	Events
2006	The Providence Garden for Rehab, a comprehensive rehabilitation services complex, was established in Tuen Mun. It was the first residential care and vocational rehabilitation service for about 1,000 ex-mentally ill persons and persons with moderate and severe intellectual disabilities.
	“BeiDou Journey” was organised with the China Youth University for Political Sciences to train social work talents in China.
2007	A working group on “Enriching Life, Befriending Death” project was set up by the residential care home and integrated home care services to promote end-of-life care, grief counselling and life and death education.
2009	Short-term Food Assistance Service—“Blessed Food” was launched under the Welfare Council as one of the first batches of government-funded food assistance service operators.
	The H.K.S.K.H. Cyril and Amy Cheung Aged Care Complex was jointly developed with the H.K.S.K.H. Holy Spirit Church and was a self-funded, built and self-financed building for the elderly under the Welfare Council.
2010	The H.K.S.K.H. Lady MacLehose Centre provided the Hong Kong Translingual Services, the first social enterprise to offer specialised interpretation and translation services for ethnic minority languages and sign language interpretation services.

Year	Events
2013	The first H.K.S.K.H. Social Service Policy was passed at the General Synod and was executed in partnership with the Standing Committee on Social Service and the Welfare Council.
	The Welfare Council was officially incorporated.
2015	The Welfare Council received the Directors of the Years Awards by the Hong Kong Institute of Directors to commend the effective governance of the organisation.
	The Government launched the On-site Pre-school Rehabilitation Services, and the Welfare Council was one of the first organisations to operate it.
2016	The 50 th anniversary of the Welfare Council. The Council put together a series of celebratory events and productions featuring themes of “Celebration”, “Professionalism”, “Thanksgiving and Legacy”, and “Team Spirit” to share the joy with staff and stakeholders and to showcase the Council’s spirit of one to the public.
	The launch of the “Servanthood Leadership Development Scheme” was kicked off in the Annual Meeting of the Welfare Council.
	Sun Hung Kai Properties donated a plot of land about 10,000 square feet in Yuen Long to the H.K.S.K.H. to construct an inter-generational integrated service building. The Welfare Council was designated for the operation to promote love and inclusion.

Year	Events
2017	The Guinness World Record for the “Longest Line of Pallet” of 1,020.47m was set to celebrate the 20 th anniversary of the Hong Kong Special Administrative Region’s establishment and promote the spirit of “United as One” in the community.
2018	The S.K.H. Macau Social Services Coordination Office was awarded Medal for Community Service by the Macao Special Administrative Region Government to recognise its active contribution to social welfare.
	The Welfare Council participated for the first time in the operation of the “Good Homes: Community Housing Movement” to help alleviate the housing needs of the grassroots through transitional housing units and promote a culture of neighbourliness and mutual help. (Project period: 2018 to 2021)
	Kowloon City in Transformation: The Kowloon City Themed Walking Trail was supported by the Urban Renewal Fund; the design, installation and operation of the walking trail was the first hybrid project of the Welfare Council that combined history, culture, conservation, community engagement and both hard and soft facilities management services. (Project period: 2018 to 2023)

Year	Events
2019	The Government fully subsidised the school social work service for kindergartens. The Welfare Council was one of the first operators to provide school social work service to over 30 kindergartens under the Sheng Kung Hui.
	The Social Welfare Department launched a 4-year “Pilot Scheme on Multi-disciplinary Outreaching Support Teams for the Elderly”, and the Welfare Council was one of the first operators.
2020	The Social Welfare Department introduced the first subvented service for ethnic minorities; the Welfare Council was one of the first organisations designated for the operation.
	The Wong Tai Sin District Health Centre was successfully tendered as the first district primary health care service to promote public awareness of disease prevention and self-management of health and support the chronically ill through a public-private partnership.
	The Welfare Council and Sun Hung Kai Properties jointly released on the co-development of “United Court” Transitional Housing Project at Tung Tau, Yuen Long (Occupation by 2022).

 **Appendix 2** 
**Hong Kong Sheng Kung Hui Welfare
Council's Schedule of the Social Services Unit
Commencement Years**

Name of the Centre	Year of Commencement
S.K.H. Holy Carpenter Church Social Services	1954
H.K.S.K.H. St. Thomas' Child Care Centre	1960
H.K.S.K.H. St. Nicholas Nursery School	1965
S.K.H. St. Barnabas' Church Social Service Centre (ended in 1998)	1967
S.K.H. Holy Carpenter Church Community Centre	1967
H.K.S.K.H. Kei Oi Neighbourhood Elderly Centre	1968
H.K.S.K.H. Holy Nativity Church Neighbourhood Elderly Centre	1968
S.K.H. St. Joseph's Church & Social Centre	1969
H.K.S.K.H. Lady MacLehose Centre	1973
H.K.S.K.H. St. Matthew's Neighbourhood Elderly Centre	1973
H.K.S.K.H. Lok Man Alice Kwok Integrated Service Centre	1975

Name of the Centre	Year of Commencement
H.K.S.K.H. St. Luke's Settlement Neighbourhood Elderly Centre	1979
H.K.S.K.H. St. Simon's Tai Hing Nursery School	1980
S.K.H. Holy Carpenter Church District Elderly Community Centre	1980
H.K.S.K.H. Lady MacLehose Centre — Industrial and Commercial Social Service Unit (formerly named as Industrial Social Service)	1980
H.K.S.K.H. Lady MacLehose Centre — Joyful Children World (formerly named as Creche)	1980
H.K.S.K.H. Lady MacLehose Centre — Kindergarten Day Nursery (formerly named as Nursery)	1980
H.K.S.K.H. Tuen Mun Integrated Services	1981
H.K.S.K.H. Shatin Children and Youth Integrated Service Centre	1981
H.K.S.K.H. Lady MacLehose Centre — Integrated Community Service Centre – Group and Community Work Unit (formerly named as Group Work Unit and Community Work Unit)	1981
H.K.S.K.H. Wong Tai Sin Home Help Service	1982
S.K.H. Shatin Day Nursery	1983

Name of the Centre	Year of Commencement
H.K.S.K.H. Lady MacLehose Centre — Neighbourhood Level Community Development Project	1983
H.K.S.K.H. St. Paul's Home for the Elderly	1984
H.K.S.K.H. Kei Oi Nursery School	1985
H.K.S.K.H. Counselling Service	1985
H.K.S.K.H. Good Shepherd Home for the Elderly	1987
St. Simon's Shan King Child Care Centre (ended in 2005)	1987
H.K.S.K.H. Lady MacLehose Centre — Integrated Community Service Centre — Comprehensive Development (formerly named as Centre Service Unit)	1987
H.K.S.K.H. Wong Tai Sin District Elderly Community Centre	1988
H.K.S.K.H. The Church of Our Saviour Social Service Centre	1988
H.K.S.K.H. Family Life Education Unit (Wong Tai Sin/Sai Kung)	1988
H.K.S.K.H. St. Simon's Leung King Nursery School	1988
H.K.S.K.H. Ma On Shan (South) Children & Youth Integrated Service Centre	1989
H.K.S.K.H. Tai Wo Neighbourhood Elderly Centre	1989

Name of the Centre	Year of Commencement
H.K.S.K.H. Kindly Light Church Neighbourhood Elderly Centre	1989
H.K.S.K.H. Kowloon City Children and Youth Integrated Service Centre (Relocated in Ching Long Shopping Centre in 2014)	1989
S.K.H. Sheung Shui Social Service Centre (ended in 2000)	1989
H.K.S.K.H. Lok Wah Day Care Centre for the Elderly	1990
H.K.S.K.H. Lady MacLehose Centre — After School Care Project	1990
H.K.S.K.H. Home of Loving Care for the Elderly	1991
St. Simon Leung King Kindergarten (ended in 2008)	1991
H.K.S.K.H. Chuk Yuen Canon Martin District Elderly Community Centre	1994
H.K.S.K.H. Wu King Integrated Rehabilitation Services — Day Activity Centre & Hostel	1994
H.K.S.K.H. St. Simon's Sai Kung Nursery School	1994
H.K.S.K.H. Li Ka Shing Care & Attention Home for the Elderly	1995
H.K.S.K.H. Li Ka Shing Day Care Centre for the Elderly	1995
H.K.S.K.H. Lam Woo Home for the Elderly	1995

Name of the Centre	Year of Commencement
H.K.S.K.H. Holy Nativity Church Ming Wah Centre	1995
H.K.S.K.H. Lady MacLehose Centre — Dr Lam Chik-suen District Elderly Community Centre	1995
H.K.S.K.H. Lady MacLehose Centre — Family Activity & Resource Centre	1995
H.K.S.K.H. Lady MacLehose Centre — Community Health Promotion Unit (formerly named as Community Health Promotion Centre)	1995
H.K.S.K.H. Lady MacLehose Centre — Gospel Service Unit	1995
H.K.S.K.H. Lady MacLehose Centre — Integrated Home Care Services Team (formerly named as Home Help Service)	1996
H.K.S.K.H. Lady MacLehose Centre — Integrated Home Care Services Team (Shek On Office) (formerly named as Home Help Service)	1996
H.K.S.K.H. Lok Man Integrated Home Care Services Team	1996
H.K.S.K.H. Ha Sui Wan Nursery School	1996
H.K.S.K.H. St. Matthias' Integrated Services	1996
H.K.S.K.H. St. Luke's Settlement Integrated Home Care Services Team	1996

Name of the Centre	Year of Commencement
S.K.H. New Immigrant Integrated Service Centre (ended in 2001)	1996
H.K.S.K.H. Ma On Shan (North) Children & Youth Integrated Service Centre	1997
H.K.S.K.H. Western District Elderly Community Centre	1997
H.K.S.K.H. Tung Chung Integrated Services	1997
H.K.S.K.H. Tung Chung Nursery School	1997
H.K.S.K.H. Tung Chung Integrated Home Care Services Team (Previously known as Home Help Service Team, which was upgraded in 2020)	1997
H.K.S.K.H. Hok Yuen Integrated Home Care Services Team	1997
H.K.S.K.H. Nursing Home	1998
H.K.S.K.H. Welfare Council — Training Institute	1998
H.K.S.K.H. Welfare Council — Vitalita Academy For Life Long Learning (Previously known as the Institute of Continuing Education for Senior Citizens, which was renamed in 2016)	1998
H.K.S.K.H. Youth Employment Integrated Service Centre	1999
H.K.S.K.H. Lam Woo Home for the Elderly — Day Care Centre for Demented Elders (ended in 2002)	1999

Name of the Centre	Year of Commencement
H.K.S.K.H. Shamshuipo Integrated Home Care Services Team	1999
H.K.S.K.H. Tsz Wan Shan Day Care Centre for the Elderly	2000
Centre of Wellness (Central) (formerly named as H.K.S.K.H. Centre for Proactive Ageing and ended in 2016)	2001
H.K.S.K.H. Lady MacLehose Centre — (Shek Yam) Kindergarten Day Nursery	2001
H.K.S.K.H. Lady MacLehose Centre — Tsing Yi Estate Community Hall	2001
H.K.S.K.H. Tseung Kwan O Aged Care Complex	2002
H.K.S.K.H. Primary School Counselling Service	2002
H.K.S.K.H. Central and Western District Day Care Centre for the Elderly	2002
H.K.S.K.H. Lady MacLehose Centre — Catering Training Centre	2002
H.K.S.K.H. Lady MacLehose Centre — Tsing Yi Integrated Service Centre	2002
Senior Citizen Residences Scheme — Cheerful Court (handed back to the Hong Kong Housing Society at the end of the partnership in 2014)	2004

Name of the Centre	Year of Commencement
H.K.S.K.H. Lady MacLehose Centre — Pet Zone — Training and Practice Centre	2004
H.K.S.K.H. Lady MacLehose Centre — S.K.H. Crown of Thorns Church Kit Tak Dental Clinic	2005
H.K.S.K.H. Lady MacLehose Centre — Community Health Integrated Service Centre	2005
The Providence Garden for Rehab	2006
H.K.S.K.H. Lady MacLehose Centre — In Art House	2006
H.K.S.K.H. Lady MacLehose Centre — Integrated Home Care Services (Kwai Tsing Office)	2007
H.K.S.K.H. Lady MacLehose Centre — Love Multi Culture	2007
H.K.S.K.H. Lady MacLehose Centre — Health Online	2007
H.K.S.K.H. Lady MacLehose Centre — Careers Station	2007
H.K.S.K.H. Tuen Mun District Support Centre — The Gathering	2008
NEO-Horizon	2008
H.K.S.K.H. Lady MacLehose Centre — In•Art WorkStation	2008
Blessed Food — Short-term Food Assistance Service Project (Tuen Mun) (regularized in 2021)	2009

Name of the Centre	Year of Commencement
H.K.S.K.H. Cyril and Amy Cheung Aged Care Complex	2009
H.K.S.K.H. Lady MacLehose Centre — Lei Muk Shue Integrated Service Centre	2009
H.K.S.K.H. Lady MacLehose Centre — Pastoral Centre of The Crown of Thorns Church	2009
H.K.S.K.H. Tuen Mun Integrated Community Centre for Mental Wellness — The Club	2010
H.K.S.K.H. Home Care Services for Frail Elders (Wong Tai Sin/ Sai Kung) (ended in 2014)	2011
H.K.S.K.H. Lady MacLehose Centre — Jockey Club Lo Wai Chinese Herb Garden	2011
H.K.S.K.H. Lady MacLehose Centre — H.K.S.K.H. Lady MacLehose Community Pharmacy	2011
Solar Tower and Solar Tower • Camp (handed back to Sun Hung Kai Properties at the end of the partnership in 2020)	2012
H.K.S.K.H. Lady MacLehose Centre — Integrated Discharge Support Program for Elderly Patients	2012
H.K.S.K.H. Lady MacLehose Centre — Sze Pang Nien Family Mutual Support Centre	2012
Good Kitchen (ended in 2020)	2013

Name of the Centre	Year of Commencement
H.K.S.K.H. Lady MacLehose Centre — “HamRo” Service Project for Ethnic Minorities	2013
H.K.S.K.H. Lady MacLehose Centre — Jockey Club TREE Youth Development Centre for Ethnic Minorities (abbreviation as TREE Centre)	2013
WE LOVE — Jockey Club Centre for Family Enhancement (Previously known as Love to Learn Enhancement Centre)	2014
Hong Kong Sheng Kung Hui Walk with Love Project	2015
Centre of Wellness (relocated from Kwun Tong to Wong Tai Sin in 2020)	2015
Loving Arts Youth Academy	2017
Blessed Food — Short-term Food Assistance Service Project (Kowloon City and Yau Tsim Mong) (regularized in 2021)	2018
“Good Homes” Community Housing Movement (ended in 2021)	2018
Kowloon City in Transformation: The Kowloon City Themed Walking Trail (to end in 2023)	2018
H.K.S.K.H. Tung Chung Integrated Services (Ying Tung Sub-base)	2019
i-Life — H.K.S.K.H. Tung Chung Integrated Services	2019

Name of the Centre	Year of Commencement
“Kids in Love” — Pilot Scheme on Social Work Service for Pre-primary Institutions	2019
Pilot Scheme on Multi-disciplinary Outreaching Support Teams for the Elderly (Kowloon East and Kowloon Central)	2019
H.K.S.K.H. Outreaching Team for Multi-Cultural Community (OTMC)	2020
H.K.S.K.H. Grace Garden for Rehabilitation — Day Activity Centre & Hostel	2020
H.K.S.K.H. Lady MacLehose Centre Jockey Club Kwai Wah Health and Wellbeing Centre	2020
H.K.S.K.H. Yan Chun Day Care Centre for the Elderly	2021
Blessed Food — Short-term Food Assistance Service Team (Tsuen Wan, Kwai Tsing and Tuen Mun) and (Kowloon City and Yau Tsim Mong)	2021
“United Court” Transitional Housing Project at Tung Tau, Yuen Long	2022
Wong Tai Sin District Health Centre	2022

