

主席的話

Chairman's Foreword

基督教家庭服務中心的使命是服務有需要之人士，致力促進家庭功能。現時，本會有超過五十個服務單位，員工八百多人，為社會大眾提供多元化優質服務，包括綜合家庭支援服務、綜合長者照顧服務，綜合復康服務、和綜合醫療及健康服務。

二零零八至零九年各項服務進展情況，已詳列於本年報其他章節。總括來說，各項服務都能夠穩步發展。其中較為重要的是投得多項社會福利署服務合約，包括觀塘區的「改善家居及社區照顧服務」和在牛頭角彩盈邨開辦的長者日間護理中心，這兩項服務大大加強本會照顧體弱長者的網絡和能力。此外，「鄰里支援幼兒照顧計劃」為觀塘區需要緊急照顧幼兒的家長提供支援，這是一項十分重要的社會服務基建，切合本會支援家庭的使命。



青少年成長問題是本會十分關注的一環，過去三年，學校社會工作以「正能量」為主題，透過各種計劃讓學生重獲信心，同時與家長携手，共同為學生提供一個鼓勵成長的環境；此外，我們連續三年舉行「童四無稀」籌款計劃，籌得的善款用於支持家貧青少年參與課外活動，使他們獲得同等的參與機會；復康服務則關注青少年精神健康問題，去年得到香港公益金撥款支持，推行一項「思樂TEEN」青少年精神健康服務，透過社區教育及社區協作以預防青少年濫藥。

過去幾年本會服務單位持續增長，員工人數由零四年的六百多人增至零九年的八百多人。為了配合發展需要，本會於二零零八年進行管理職能及架構重組，設立兩個助理總幹事職位，同時增加了一位服務總監，以支援新增的服務。此外，又設立服務發展總監職位及成立服務項目發展團隊，專責發展創新性服務。重組工程於零九年三月底大致完成，新管理架構將更有利配合本會向前發展的步伐。

踏入二零零八至零九年，政府停止發放整筆撥款制度下的特別過度補助金，本會的撥款因此每年減少五百多萬元，使整筆撥款服務營運出現赤字，需要動用約三百萬的整筆撥款儲備。本會估計未來數年，整筆撥款服務赤字的情況仍會持續。有關赤字將會透過運用儲備及改善營運解決，絕不影響本會對服務社區的承擔。

五十五年前，美國長老會派遣宣教士文美莉女士到香港設立長老會福利部，為當時從中國大陸來港之北方難民提供物質、經濟援助及輔導服務，後改名為基督教家庭服務中心並遷到觀塘翠屏道三號現址。經過五十五年的發展，中心現在已是一所提供多元化服務的機構。本會今年慶祝創會五十五年，能夠有今天的成就，本會感激社會各界人士多年來的支持；而本人過去一年的工作得以順利進行，亦有賴各團體的鼎力支持，本人謹在此向下列團體衷心致謝，分別是勞工及福利局、社會福利署、香港房屋委員會、房屋署、香港公益金、香港賽馬會慈善信託基金、教育局、勞工處、余兆麒醫療基金、社區投資共享基金、市區重建局、蘋果日報慈善基金、及多位善長。此外亦感激不同團體及政府部門的協助。本人對董事會全人之支持亦銘感於心。最後，本人謹向全體員工致謝，藉各人的委身及熱誠，使本會服務得以向前邁進。

關銳煊教授（主席）

The mission of Christian Family Service Centre is to serve people in need and to strive to support and enhance family functioning. We have currently over fifty service units with over eight hundred staff members providing versatile, quality social services to the community. These service units are grouped under four major continuums namely the Integrated Family Support Services, Integrated Elderly Care Services, Integrated Rehabilitation Services and the Integrated Medical and Health Services.

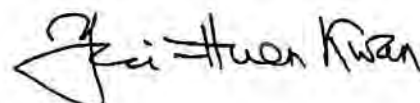
The detail report of service progress for the year 2008-09 can be found in other parts of this Annual Report. Overall speaking, the services continued to develop progressively with major advancement in elderly services through bidding important SWD service contracts, including the Enhanced Home & Community Care for the Elderly in Kwun Tong Cluster and a Day Care Centre for the Elderly in Choi Ying Estate. The two service contracts greatly enhanced our capability and network in serving the frail elders in Kwun Tong District. Furthermore, we got the SWD service contract for the Neighbourhood Support Child Care Project in Kwun Tong, which was a more flexible form of child care service to support parents who need emergency child care for their pre-school children. We believed this service was a basic support to the community pertinent to our mission in supporting families.

The healthy growth of youth and teenagers has been our major concern. For the past three years, our School Social Work Team adopted "Positive Energy" as a theme and objectives for various projects and activities. Through positive experience in participating in these activities, youth and teenagers learned to regain self confidence as well as a sense of direction in life. Parents were also engaged in the process so as to build a more sustainable environment for nurturing the youth. Moreover, the "Hearty Anti-poverty Project for Youngsters" was organized for the third year to raise fund to subsidize students, recommended by school principals, in joining extra-curriculum activities. We hope this subsidy can provide more development opportunities for underprivileged students. On the rehabilitation side, our Integrated Rehabilitation Services had sought support from the Community Chest for a 3-year time-limited project "Happy Mind, Happy Life—Youth Mental Health Project" starting from 2008 which aimed at identifying and providing services to youngsters with mental health symptoms or having drugs abusive behaviour.

Over the past few years, the Agency experienced steady growth in services. The number of staff has grown from around 600 in 2004 to more than 800 in 2009. To cope with the growth, the senior management structure was re-organized in 2008. Two executives were re-positioned to the position of Assistant Chief Executive to assist the Chief Executive in overseeing the service operation and central administration respectively. One Programme Director was added to the team to oversee the operation of new services. The position of Director of Development (Services) and a new Project Development Team were also established to lead the development of innovative projects. The implementation of re-organization plan was completed in March 2009 and it was believed that the new structure will be more favorable to the continuous advancement of the Agency.

Entering 2008-09, the Special One-off Grant under the Lump Sum Grant Subvention was ceased and our Lump Sum Grant subvention amount was cut by \$5.8 millions per annum. The financial performance for the Lump Sum Grant services was then a \$3 millions deficit which needed to be covered by the Lump Sum Grant reserve. We anticipated that the operation of Lump Sum Grant services would experience deficit for some more years. Nevertheless, the Agency would address the problem by continuously enhancing operational efficiency and would not hamper our commitment to the community.

Fifty five years ago, Miss Muriel Boone, a United Presbyterian missionary first established the Presbyterian Case-Work Centre at 221 Sai Yee Street to help Mandarin speaking refugees. The Centre changed its name to Christian Family Service Centre and moved to the present address in Kwun Tong in 1965. After fifty five years of development, the Agency has now developed into a full range multi-service organization. In celebrating the Agency's fifty-five anniversary, we are indebted to many people who have rendered great support to CFSC for many years. As Chairman of the Board, I would particularly like to thank all who supported the work of CFSC in the year 2008-09. We are grateful to the following funding bodies: the Labour and Welfare Bureau, the Social Welfare Department, the Housing Authority, the Housing Department, the Community Chest, the Hong Kong Jockey Club Charities Trust, the Education Bureau, the Labour Department, the S.K. Yee Medical Foundation, the Community Investment and Inclusion Fund, the Urban Renewal Authority, the Apply Daily Charities Trust, and other donors. Our thanks also go to various other organizations and government departments that have been rendering support to our work in various ways. I would also like to record my deep appreciation for the support given to me by the Board of Directors. Last but not least, I would like to thank all the staff for their untiring devotion, which has enabled Christian Family Service Centre to continue to move forward.



Professor Kwan Yui-huen (Chairman)

總幹事報告

Chief Executive's Report

基督教家庭服務中心的願景，是矢志成為一間具高度熱誠、重視機構價值的綜合服務機構，並期望在顧客服務、照顧質素、服務創意、為服務對象解難、支援家庭、及建設社區各方面達至卓越表現。在二零零八至零九年度，本會繼續獲得重要服務合約，嘗試新服務模式；同時持續鞏固優質服務文化，建立機構形象；我們亦順利執行管理架構重組工程，增加管理人員，迎接未來的挑戰。

二零零八至零九年，對本會長者服務來說是豐收的一年。我們投得兩項社會福利署長者服務新合約，其中一項是在觀塘區提供「改善家居及社區照顧服務」，這服務項目已於零八年十月全面展開；另一項目是在牛頭角彩盈邨開辦一間長者日間護理中心，亦依計劃順利在零九年三月正式啟用，為社區提供四十五個日間護老名額。照顧體弱長者是本會的重要工作，截至零九年三月底接受本會院舍、日間照顧和家居照顧服務的長者達二千九百多人。

在服務體健長者方面，長者地區中心響應安老事務委員會的策略，分別在油塘邨推行「左鄰右里積極樂頤年」計劃及在順安推行「左鄰右里社區關愛長者」計劃，以祈聯合地區組織及鄰舍的力量，加強對長者的支援。此外，長者地區中心亦配合政府資助，推行為期五年的「長者家居環境改善計劃」，協助長者進行小型家居維修及添置電器用具，以改善家居生活。

青少年的精神健康及濫藥問題是社會的共同關注。本會復康服務去年得到香港公益金撥款支持，以將軍澳區為基地，推行一項為期三年的「思樂TEEN」青少年精神健康服務，與學校及社區團體協作，提供培訓及加強支援網絡，協助青少年抗拒毒品的誘惑。此外，殘疾人士家居訓練及社區支援服務由零九年一月開始，得到社會福利署的支持，整合為一站式的地區支援中心，取名「欣悅坊」，為九龍東區殘疾人士提供一站式連貫綜合服務。

在支援家庭方面，本會投得社會福利署合約，於零九年十月開始為觀塘區提供「鄰里支援幼兒照顧計劃」，服務又稱為社區保姆計劃，為需要緊急照顧幼兒的家長提供支援，並推動鄰舍互助精神。此外，活力家庭坊綜合家庭服務中心亦加強與其他社區伙伴協作，包括積極參與「兒童身心全面發展服務」，社工定期派駐母嬰健康院，為幼兒家長提供支援。

除了各項綜合服務的發展，本會各服務單位也作出新嘗試，其中「盈力僱員服務顧問」於零八年四月間進行了一項上司下屬關係的調查，提出改善工作間關係的建議，獲傳媒廣泛報導；「勵志中心」得到微軟公司無限潛能計劃資助，設立社區資訊科技學習中心，推動社區善用資訊科技；同時在上環試辦「匯營坊」商舖，以社企型式協助單親人士經營零售及美容業務。

在發展新服務的同時，本會不忘鞏固以人為本的優質服務文化。「優點」委員會持續推動各項提升顧客服務的措施，包括舉行「顧客服務日」、獎勵優秀顧客服務員工、推行「師友計劃」等，並在零九年開展「流程改善計劃」，為主管人員提供培訓，增進改善服務的知識。此外，本會支持員工到海外考察，其中復康服務員工一行四人於零八年九月遠赴澳洲考察當地社區精神健康服務，回港後把所得經驗在服務單位中實踐。在會內，前線管理人員也參與「情境領導」及「如何面對大眾傳媒」的訓練，以應付日趨複雜的工作要求。「工作生活委員會」著力研究彈性工作時間的可行性，以配合服務需要及改善員工工作生活；「職員會」則舉辦及鼓勵同事參與員工活動如龍舟競渡及馬拉松長跑等等。各種各項的活動和計劃，都為機構注入了活力，成為機構的資產，為服務持續發展作出了投資。

二零零八至零九年，本會服務持續穩定發展。我們很感謝董事會過去一年的支持和指導。此外，我慶幸我有一班盡責投身的同工，在資源緊絀的情況下，他們每一個人都在個別的崗位上獻出最大的努力。展望未來，我們將會加倍努力，實踐承諾，為服務使用者提供優質服務，為員工提供支援，為社會發展增值。



郭烈東

郭烈東先生（總幹事）

Christian Family Service Centre has a vision of 'becoming a value-driven, passionate, integrated organization which will be recognized for its excellent performance in customer service, quality care, innovation, solutions to customers' problems, strengthening families, making positive changes and building community capacity'. Guided by the vision, we had secured some important service contracts in the year 2008-09 and strived to try innovative practices. We continued our quality improvement effort and worked towards strengthening our corporate image. We smoothly implemented the re-organization exercise to meet future challenges.

The year 2008-09 was a harvest year for Integrated Elderly Care Services. We achieved great advancement in obtaining two important service contracts from the SWD. One was to provide Enhanced Home and Community Care Services for the Elderly in Kwun Tong Cluster starting from October 2008 while another contract was to operate a Day Care Centre for the Elderly in Choi Ying Estate. The Day Care Centre has a capacity of 45 day places and has commenced operation from March 2009. Taking care of frail elders is one of our major roles. Up to March 2009, a total of around 2900 frail elders were under our care through our residential care facilities, day care centres and in-home care services in 2008-09.

Regarding services for the healthy elders, the District Elderly Community Centres (DECCs) have actively participated in the Pilot Neighbourhood Active Ageing Project led by the Elderly Commission. Two service projects were established in Yau Tong area and in Shun On area respectively. It was hoped that through cross-sector collaboration and neighbourhood network, the support to elders could be enhanced in the neighbourhood. The two DECCs also supported the Government's 5-year initiative to execute the Home Environment Improvement Scheme for the Elderly so as to improve the home environment of the singleton elders.

The mental health and drugs abuse problem among young people has been a common concern in the community. Our Integrated Rehabilitation Services had obtained funding support from the Community Chest to implement a three-year time-limited project "Happy Mind, Happy Life - Youth Mental Health Project" starting from August 2008. The Project aimed at identifying and providing services to youngsters with mental health symptoms or having drugs abusive behaviour, through the collaboration with schools and other organizations. Furthermore, starting from January 2009, with the support from SWD, our Home-based Training and Support Service for persons with disabilities was enhanced to become a one-stop district-based District Support Centre for persons with disabilities. The serving district was Kowloon East District and the new facility was given a new name "Cheerful Place".

For the Integrated Family Support Service, we successfully bid the SWD contract for the "Neighbourhood Support Child Care Project" in Kwun Tong. The service is a more flexible form of child care to support parents who need emergency child care for their pre-school children and at the same time promoting a mutual support network in the community. Apart from new service, our Family Energizer (IFSC) also extended our collaboration in the cross-disciplinary Comprehensive Child Development Service. Our social worker began to station regularly in the Maternal and Child Health Centre to identify at-risk pregnant women, mothers, children and families with needs and to render appropriate support.

Apart from the development in respective service continuums, there were new attempts in service innovation and public education. The Vital Employee Service Consultancy had completed a research on superior-subordinate relationship with a press conference held in April 08 which attracted good media coverage. With the support from the Microsoft Hong Kong Limited through its Unlimited Potential Community Technology Skills Programme, a Community Technology Learning Centre was set up in Lai Chi Centre to support the deprived community in learning computer knowledge. In addition, with the support from the Urban Renewal Authority, a retail shop in Western District was established and operated by a group of single-parents as a social enterprise.

In developing new services, we have not forgotten the importance of strengthening our quality culture at the same time. The Continuous Quality Improvement Committee continued to organize agency-wide customer service initiatives including Customers Service Day, awarding high performance staff and launching a mentorship programme. Starting from January 2009, the Committee moved its focus to provide training to managers the knowledge and skills of process improvement. In enhancing staff competency, a group of four staff from Integrated Rehabilitation Services self-organized an overseas trip to study the community mental health service in Melbourne Australia in September 08. Within the Agency, courses on "Situational Leadership" and "Working with Mass Media" were provided for managers to enhance their capability in handling complex operation issues. The Worklife Committee spent much of its energy in formulating a flexi-hours policy. The Staff Association organized staff to participate in activities including the dragon boat race and the Standard Chartered Marathon. All these initiatives were investment to make CFSC more energetic and have become assets to the organization.

The year of 2008-09 was another fruitful year for CFSC. This could not be achieved without the collaborative effort of all CFSC people. I would like to particularly express my gratitude towards the Board of Directors for their support and guidance. I am also thankful to my colleagues who give total dedication to their work amid the limitation of financial constraints. We will continue to endeavor and to fulfill our promises by delivering quality services to service users, providing support to staff, and bringing values to the community of Hong Kong.



Kwok Lit-tung (Chief Executive)