

Chief Executive's Report

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Christian Family Service Centre is committed to providing high-quality social services that respond to community needs through diverse and innovative service models. Our recently concluded three-year Strategic Plan (2023-2025) focused on four strategic development directions to further deepen our services.

Building on our previous achievements, we will continue to review our performance while integrating environmental, social, and governance (ESG) principles into our strategic approaches and exploring new development models. By promoting the flexible utilisation of resources and cross-disciplinary and cross-functional collaborations, we will facilitate knowledge exchanges and sharing to drive sustainable service development, while maximising our social impact.

Our Strategic Plan was anchored on four key pillars: Carer Support Services, Mental Health Services, Poverty Alleviation Services, and Medical-Social Collaborations. In response to widespread concerns about inadequate support for carers, we are committed to alleviating the physical and mental burdens experienced by carers, and providing timely support to carers of the elderly and those with disabilities. This year we have established a brand-new carer hotline "Carer Express" that is operated personally by professional social workers, with a simplified intake and follow-up procedure in place to enhance service efficiency. We also introduced a community outreach programme through a dedicated mobile van service to share care-related information, support working carers and identify "hidden carers" and high-risk cases for early follow-up and intervention.

In response to the mental health issues, our services are grounded in the notion of "self-compassion" in positive psychology. We conducted a community survey on self-compassion and mental health among children and adolescents, organised events and group activities and used online platforms to educate the public on the importance of self-compassion, stress management and the prevention of mental health issues. To enhance the effectiveness of our efforts, we collaborated with the Centre on Behavioral Health of the University of Hong Kong to provide professional evidence-based training in self-compassion to staff members in various service units, thereby fostering a broader and more professional support network.



Our Strategic Plan attached equal importance to tackling poverty by empowering disadvantaged individuals, women, and people with disabilities to enter the workforce. A cross-functional team, comprising our Services for People with Disabilities, Family and Community Services, and Environmental Protection and Green Living Services, was formed to provide skills training and open up job opportunities for those in need. Phase 1 of our "Employment Support Scheme for Low-Income Individuals" focused on offering internal job trials to match female candidates from low-income households who had completed the training with suitable vacancies across our service units. The next step is to extend the scheme to reach external employers and people with disabilities, thereby integrating more low-income individuals into the workforce.

To address the issue of population ageing and its burden on the healthcare system, concepts such as "medical-social collaboration" and "social prescribing" have gained widespread traction as solutions for strengthening primary healthcare services and effectively utilising community resources. In 2023, the Agency incorporated "Medical-Social Collaborations" as a key area of development in our Strategic Plan. To enhance the professional expertise of our staff, we partnered with the WHO Collaborating Centre for Community Health Services of the Hong Kong Polytechnic University to organise a training workshop on the Integrated Care for Older People (ICOPE) framework. The workshop encouraged staff members to learn how to identify potential health risks and develop personalised care plans, tackling the gaps and weaknesses in the existing family support network and providing comprehensive support at all stages, from diagnosis to rehabilitation, for patients and their carers.

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To align with our sustainable development priorities, we are committed to furthering our efforts in talent development and human resource management, as well as technology applications and digitalisation. Last year, the Information Technology Unit was overhauled and restructured to become the Digital Innovation and Information Technology Unit, introducing AI tools to solve repetitive workflows. A new e-learning platform called "Project Donut" was also rolled out to encourage continuous learning in the workplace and leverage data and technology to improve our service planning and management.

In addition, the newly established Learning and Talent Development Unit inaugurated the "Growth Mind Power Programme" and the "Harrison Assessment Executive Coaching Programme", aiming to ensure organisational agility and forward-looking leadership in the face of future challenges by enhancing the leadership and collaboration capabilities of the management team. To align with the efforts to promote a diverse talent pipeline outlined in the Strategic Plan, our Human Resources Department actively recruited talent while fostering a family-friendly work environment to support employee well-being. Cross-functional engagement initiatives were arranged for recruits. One such initiative was the Mentoring Programme, where management and professional staff from diverse service backgrounds shared their valuable experience to support and guide the next generation of talent.

While translating our Strategic Plan into action, CFSC continued to actively promote cross-functional collaboration, embodying the spirit of "One Family · One for Many". Shared goals were established to leverage the expertise of each unit, enhance synergy and deepen our service impact. This year marked the launch of the "Declutter Project for the Elder Persons in Old Buildings", a collaboration between Family Energizer (Integrated Family Services), Community Development Services and Environmental Protection and Green Living Services aimed at helping elderly residents living in older buildings with hoarding tendencies re-organise their homes. The innovative initiative, which combined social work services with concepts of green living, achieved encouraging outcomes in fostering mutual support and integration between the younger and older generations.

To support our long-term development and better respond to the diverse needs of the service users in our community, CFSC strengthened its collaborations among five District Support Centres last year; namely, Family Energizer (Integrated Family Service), Jockey Club Youth Leap, True Light Villa and Shun On District Elderly Community Centres, Cheerful Place – District Support Centre (Kwun Tong East) and Wellness Zone – Integrated Community Centre for Mental Wellness. This enabled us to combine our diverse range of expertise, exchange service information and utilise resources efficiently to advance innovative and collaborative service programmes.

Throughout the years, corporate social responsibility has always been an integral aspect of our work. Next year, we plan to integrate ESG principles into our development strategies to align with global sustainability trends. To support the Environment and Ecology Bureau's policies on energy conservation and carbon reduction, we have taken steps to enhance transparency in our energy data, ensure the traceability and measurability of our environmental performance and contribute to a greener, low-carbon living environment. In addition to nurturing a corporate culture that values volunteering and encourages colleagues to give

back to the community, we also actively work with various stakeholders to fulfil our shared social responsibilities. For instance, Vital Employee Service Consultancy collaborates with various business partners to promote the physical and mental well-being of employees, providing solutions to enhance employee well-being for statutory bodies and professional companies, thereby advancing ESG practices.

Our services have developed steadily, thanks to the concerted efforts and integrated resources of individuals from all walks of life, who are brought together through "Co-CREATE for Good", a strategic partnership initiative that generates mutually beneficial synergies between corporations and social enterprises. This year, we unveiled an innovative partnership with Sunlight REIT to operate two sponsored venues, "We Care" and "C+Mall", at Metro City Plaza Phase 1 in Tseung Kwan O. The stores host workshops featuring products handmade by service users to support our elderly and carer services, while promoting employment opportunities for people with disabilities and low-income individuals. We also collaborated with various businesses to deliver diverse and tailored services for people from all backgrounds, co-creating social value on our shared journey towards achieving a sustainable community.

Over the past year, our team's creativity and hard work have paved the way for several service initiatives rooted in innovative thinking. We are humbled to see our staff members' enthusiasm being recognised and acknowledged by the wider community, earning us numerous accolades including the "Excellence in Capacity Building Award – Platinum" at the "Champions for Good Awards" organised by the Hong Kong Council of Social Service, the "Hong Kong School Social Worker Excellence in Collaboration Scheme – Annual Outstanding School Social Worker Award" jointly organised by the Hong Kong Federation of Education Workers and Connecting Hearts, as well as the "Outstanding Employee (Professional Work) Award" at the "7th Outstanding Employees in Elderly Care Service Awards" co-organised by The Elderly Services Association of Hong Kong and Hong Kong Employment Development Service. These achievements are truly encouraging.

The Agency's steady growth is the result of the shared commitment and collective efforts of our colleagues and stakeholders. I would like to express my sincere gratitude to the Board of Directors and various government departments, organisations and stakeholders for supporting our work and exemplifying the power of unity. As we enter 2025 and embark on a new three-year Strategic Plan, we have outlined our future strategic directions to seize opportunities, leverage our resources, and contribute to a more caring and harmonious society.



Ivy Leung Siu-ling
Chief Executive