

Strategic Plan

2023-2025

Strategic Plan

With a focus on responding to social issues, deepening the service impact and exploring development opportunities, the Agency launched a three-year Strategic Plan (2023-2025) in 2023. To integrate our strengths, the plan sets out four Organisational Development Strategies, laying out goals and detailed plans across four areas, including Human Resource Management, Talent Development, Quality Management and Technology Applications and Digitalisation. We also prioritise our Carer Support Services, Mental Health Services, Poverty Alleviation Services and Medical-Social Collaborations to actively address current social needs and keep pace with the times.



► Professional training was provided to staff members operating the "Carer Express" hotline, followed by a pilot implementation of the service.

► Carer Support Services: Navigating the Caregiving Journey Together

Our Carer Support Services places carers of the elderly and people with disabilities at the top of its agenda. With a diverse suite of services tailored to meet their needs, including information and support services, we aim to build a network of mutual support while advocating for carers' mental health and fostering a carer-friendly community.

► Our vehicles were updated with new stickers to promote the "Carer Express" hotline across the city.



Setting Up a Hotline to Offer Help When and Where It Is Needed

To ensure the delivery of more responsive and targeted support, a designated "Carer Express" hotline (2997-8233) was established to connect carers directly with professional social workers for timely consultations and assistance. We also formulated a standard procedure for case handling and follow-ups for the service, which streamlined internal referrals between service units and shortened the time and process needed for service applications.

This year, to expand our service reach and make our offerings more accessible to the carer community, we also completed a visual refresh of our fleet, replacing the stickers on 41 vehicles with a new design promoting the "Carer Express" hotline. As we operate these vehicles across different parts of the community, the distinctive branding allows community members to recognise and access our Carer Support Services more easily.

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Upskilling Our Staff Members with Professional Training

Three training workshops were conducted to enhance our professional staff's knowledge and understanding of various community support services, including Elderly Services, Rehabilitation Services, Integrated Family Services, and the Integrated Community Centre for Mental Wellness. This enabled our staff to identify resources more effectively and accurately for different service users and connect them with the right services. Altogether, three workshops were attended by more than 300 participants, achieving a 100% satisfaction rate.

Introducing the Mobile Support Van for Carers and Emergency Home Care Services

With funding support from the Yam Pak Charitable Foundation, a dedicated Mobile Support Van for Carers was introduced to actively engage with and identify the invisible needs of carers in the community, embodying the principles of early identification, assistance, and intervention. The mobile service team utilises a family-centered case management system to deliver personalised assessments and consultations for carers, enabling them to identify and follow up on crisis cases promptly. We also unveiled our Emergency Home Care Service, operated by dedicated care workers who provide close, in-home support to carers with urgent or specific needs, helping to relieve and share their burden. To date, we have offered a total of 656 hours of in-home respite care to 51 carers.

Jockey Club C · Care Programme: Promoting Risk Screening and Assessments for Carers

Cheerful Place – District Support Centre (Kwun Tong East) and Everjoy – Home Care Service for Persons with Severe Disabilities were invited to participate in the Jockey Club C · Care Programme funded by the Hong Kong Jockey Club Charities Trust. Led by the Department of Rehabilitation Sciences of the Hong Kong Polytechnic University, the three-year project aimed to develop a mobile app that would allow social welfare organisations to identify carers' service needs and connect them with the appropriate support services using a Carer Risk and Needs Assessment Tool (CRNAT). Between the two service units, we recruited a total of 30 carers to participate in the programme, who offered feedback on their user experiences as well as insightful suggestions on how to improve the functionalities of the mobile app.



▲ A team of professional care workers deliver the Emergency Home Care Service, including medical escort support, to help ease the burden of caregiving.



▲ Our project team attended the closing ceremony and sharing session of the programme alongside the service users.

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► Mental Health Services: Building a Mental Health-Friendly Society

To address the mental health challenges, we are committed to collaborating with various community stakeholders to build a mentally healthy and friendly society. To promote physical, mental, social, and spiritual well-being and raise public awareness of taking care of their mental health. We have established a set of self-help, self-learning, and self-reliance tools to assist members of society in building a positive support system, which can benefit individuals regardless of whether they are currently experiencing emotional distress.

Supporting Mental Health through Self-Compassion

We introduce the theory of "self-compassion" and intervention methods to promote the mental health of adolescents. We undertook various initiatives to raise public awareness about the importance of protecting one's own mental health, while fostering self-compassion and improving mental well-being. These included a community survey called "Children and Youth Self-compassion and Mental Health Survey 2025", a variety of self-compassion activities and support groups, as well as a suite of online self-help resources and educational posts on social media, which is based on empirical evidence and uses research and investigation to understand the effectiveness of the plan.



▲ Primary school students learned the significance of "self-compassion" and put it into practice by expressing their well-wishes with prayer cards.



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Self-compassion Practices



▲ By establishing a suite of online self-help resources and regularly posting about self-compassion on social media.



▲ Staff members from three core service teams attended a professional self-compassion training workshop organised by the Centre on Behavioral Health of the University of Hong Kong.

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To help staff members better understand and maintain consistency in the intervention methods of “self-compassion”, and to answer the ever-changing and increasingly complex needs of society with more effective services, CFSC also worked with the Centre on Behavioral Health of the University of Hong Kong to provide professional evidence-based self-compassion training to staff members, benefitting a total of 12,951 participants over the past year.



▲ Staff members who completed the training promoted self-compassion in primary and secondary schools and the wider community to improve the collective mental well-being of our society.



▲ Staff members learned to process their negative emotions through mindfulness training.

Easing Carers' Pressure with Love, One Home at a Time

Over the past year, our Mental Health Services have been guided by the core principles of “strengthening family relationships” and “recognising carers’ contributions”, in order to address carers’ needs for physical and mental support and social recognition. A highlight was “LOVE+ Family Moments”, an event that featured various activities tailored for different family members, including mobile photography workshops for men, makeup and skincare workshops for women, and social activities for children. This allowed the participants to take a break from their caregiving responsibilities and reconnect with their families. We also launched several carer support initiatives through various channels, including online seminars and the distribution of the “Christmas Carer Self-Care Package”, thereby providing greater care and support to carers and their families.



▲ The participants gathered at the Kwun Tong Promenade and took photos in front of the boats and the city skyline to capture precious moments in their caregiving journey as a family.

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► Medical-Social Collaborations: Identifying Potential Health Risks

To promote more comprehensive social and healthcare services for the elderly, the Agency is committed to enhancing collaboration and communication across our internal service units. With support from PolyU's School of Nursing, we have also strengthened our staff members' knowledge and proficiency in using health screening tools.



▲ Staff members visited Diamond Hill Family Pharmacy to learn more about our primary health care services.

Organising Tours to Deepen Our Understanding of Primary Health Care

To fully leverage its diversified service advantages, the Agency arranged two “Medical-Social Collaboration” tours to our Chinese Medical Clinic and Family Pharmacy between November and December 2024. During these tours, 43 staff members gained an in-depth understanding of primary health care and created more opportunities for internal collaboration by making effective use of resources. During the same period, we also organised the “Service Market Place” to showcase the services offered by our nine Medical-Social Collaboration units, including rehabilitation for patients with Chronic Obstructive Pulmonary Disease (COPD), dementia screenings and community health screenings. The programme, attended by around 70 staff members, facilitated cross-functional understanding and sparked interest in collaborations.

▼ A training workshop on the ICOPE framework was held with the support of PolyU's WHO Collaborating Centre for Community Health Services.



▲ “Service Market Place” was organised to promote cross-functional collaborations.

To further improve our staff members' expertise, we partnered with PolyU's WHO Collaborating Centre for Community Health Services to deliver a training workshop on the Integrated Care for Older People Approach (ICOPE) framework in March 2025. After the course, 20 staff members were awarded a certificate and completed a practicum by offering health screenings to at least eight elderly residents. The training equipped these staff members with the skills to identify early health risks and develop personalised care plans, laying a solid foundation for the future promotion of integrated care in the community.

Breathing Resilience COPD Home Based Rehabilitation Project

Medical-Social Collaborations has developed a new support model, offering comprehensive support from diagnosis to recovery, tailored to each patient's individual condition. In Hong Kong, nine out of 100 elderly residents aged over 70 years old suffering from COPD, but patients with COPD, emphysema and chronic bronchitis often have limited access to community support. To address this service gap, our Elderly Care Services and the United Christian Hospital implemented the "Breathing Resilience – COPD Home Based Rehabilitation Project" on 1st June 2024, offering doctor referrals for home-based rehabilitation training services to patients in Kwun Tong and Wong Tai Sin Districts. The elderly participating in this programme can receive three months of services or more. The service team consists of social workers, physical therapists and nurses, who offer professional assessments and interventions to reduce the risk of hospitalisation due to flare-ups, improve the patients' mobility and elevate their overall quality of life.

Since its inception, the project recorded a total of 947 service attendances over the past year, with over 90% of service users reporting improved self-management abilities. Additionally, 100% agreed that exercising regularly helped to reduce the risk of hospitalisation due to breathlessness. A service user who had been living with COPD for over five years was hospitalised five times last year due to breathlessness. After joining the project in November and receiving weekly guidance on physical exercise and breathing training from a therapy assistant, he learned to manage his flare-ups by adjusting his breathing and administering rescue medication, and has not been hospitalised since then.

Expanding the Network of Medical-Social Collaborations

One of the important goals of Medical-Social Collaboration is to raise public awareness of disease prevention through community education and health promotion. In October 2024, our Community Rehabilitation Day Centre was invited by the Hospital Authority's Kowloon Central Cluster (KCC) to participate in the "World Stroke Day" event held at Queen Elizabeth Hospital in collaboration with three other KCC member hospitals. During the event, we set up an interactive information booth to introduce our Community Support Services for Persons with Disabilities to hospital staff, patients and their carers, benefitting over 800 participants.



▲ An interactive booth was set up to introduce our services to hospital patients and their families.



▲ A physiotherapist demonstrated several breathing exercises for managing COPD to a group of elderly participants.



▲ Our team visited the homes of elderly residents to assess their living environments and household needs.

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▲ Trainees from our Service for People with Disabilities assisted in cleaning the laundry facilities.



▲ In celebration of the Chinese New Year, a group of female service users learned to make festive candies, which were then sold at C+MALL.



▲ Trainees helped with cleaning the storefront and counting the inventory.

Poverty Alleviation Services: Creating Opportunities to Empower Self-Sufficiency

According to the Census and Statistics Department, Hong Kong's unemployment rate stood at 3.7% in the second quarter of 2025. While this figure was consistent with those of previous periods, the Hong Kong Poverty Report* revealed an overall poverty rate of 20.2%, with more than 1.39 million residents living in poverty across the city. A low unemployment rate coupled with a high poverty rate underscores two critical issues: first, a significant portion of those who are not economically active, including homemakers, people with disabilities and the elderly, are affected by poverty; and second, there is a high level of working poverty. In response, CFSC launched various poverty alleviation initiatives aimed at creating opportunities to help community members in need achieve independence and get out of poverty.

Supporting Employment for Women and People with Disabilities with Joint Services

The Agency brings together our Services for People with Disabilities, Family and Community Services, and Environmental Protection and Green Living Services, with the goal of fostering internal collaborations and providing skills training and job opportunities to women from low-income households and people with disabilities.

To promote the economic empowerment of women, we have launched the Employment Support Scheme for Low-Income Individuals. Phase 1 focuses on filling internal vacancies across our service units. We offer job trials or internship opportunities to trained female candidates from low-income households, thereby fostering an internal culture that supports employment for underprivileged individuals. The scheme is set to expand to include external employers and people with disabilities, helping more low-income individuals and improving their livelihood.

Under our "Smart Laundry" Service, laundry facilities have been operational in two of our transitional housing projects – Yap Ting Terraced Home and Po Ting Terraced Home – with trainees from our Services for People with Disabilities providing routine support. The operation is assisted by eight trainees, who are responsible for cleaning, purchasing laundry detergent, providing laundry and delivery services, and other related tasks.

With a full rent concession offered by Sunlight REIT, we opened "C+MALL" at Metro City Phase Plaza 1 in Tseung Kwan O. The "+" in the name symbolises the creation of more opportunities, reflecting the store's efforts to showcase the talents and abilities of women and people with disabilities by selling their handmade products and offering them training in areas such as sales and store management. A total of 60 trainees and women from low-income households have taken part in this initiative.

*Oxfam's "Hong Kong Poverty Report 2024"

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► The Secretary for Labour and Welfare, Mr. Chris Sun Yuk-han, JP, visited C+MALL to learn more about our operations.

JC Project LIFT: Helping Low-Income Families “Level-Up” from Poverty

Yin Ting Terraced Home, as part of our “CRISSCROSS” social housing project, has been a supporter of JC Project LIFT since 2023. The initiative aims to help underprivileged families “level up” from poverty to a life of self-sufficiency, independence and long-term sustained improvement in their livelihood. Through interventions including childcare services, high-interest savings accounts, and regular consultations with a Family Capability Building Planner, it enables families to make plans for the future and effectively utilise the capacity-building funds to achieve their life goals. As of now, the project has enhanced the financial capacities of 126 households, enabling participants to gain confidence, develop a strong support network, and engage more actively in the community.



► Participants in the JC Project LIFT attended a workshop to discuss their future plans.

► We offer various training courses to encourage colleagues to pursue further education.



CFSC is committed to long-term development through four strategic focus areas: Human Resources Management, Talent Development, Quality Management, and Technology Applications and Digitalisation. These efforts are supported by cross-sector resources to drive sustainable growth.

Human Resources Management

To strengthen talent acquisition, CFSC established strategic partnerships with universities and tertiary institutions, offering internship opportunities that foster students' understanding of social services and our mission. In addition, CFSC actively participated in major recruitment events and produced promotional videos to enhance its visibility among aspiring professionals, thereby expanding its reach and recruitment capacity.

Quality Management

CFSC reviewed the effectiveness and feasibility of its existing crisis management mechanisms to ensure readiness and resilience. Efforts were made to strengthen staff capabilities in handling crises and responding to community incidents through enhanced training and development. Continuous improvements were implemented to optimise management practices and uphold service quality.

Talent Development

CFSC implemented a structured talent development plan and facilitated professional exchange opportunities to strengthen leadership training. Through the creation of innovative learning platforms and the promotion of forward-thinking mindsets, the Agency fostered a culture of continuous learning, innovation, and collaboration. These efforts support the establishment of a robust talent pool and succession planning, enhancing service stability and organisational competitiveness.

Technology Applications and Digitalisation

To foster a culture of digital innovation, CFSC launched the Project Donuts online learning platform, encouraging continuous learning among staff. The Agency also introduced and enhanced digital systems and tools, promoted cybersecurity awareness, and improved service strategies and management practices through technology-driven solutions.

