

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，本會有超過四十個服務單位，為社會大眾提供多元化優質服務。服務單位依據服務對象和服務性質，整合為四項主要服務系統，包括綜合家庭支援服務、綜合長者服務，綜合復康服務、和綜合醫療及健康服務。

四個服務系統在2007-08年的工作報告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，整體上取得多項突破，包括在2007年7月成功投得社會福利署服務合約，在福塘道4號設立一所「日間社區康復中心」，為肢體障礙人士及其家人提供一站式社區康復支援服務，協助他們重投社區。在同年7月，總會大樓地下的職員餐廳不再外判予營辦商，改為以社會企業方式自行營運並作為本會職業復康服務的訓練場地。這項改變除了改善了膳食質素，亦同時為服務使用者提供多個穩定的訓練崗位。此外，本會於2008年2月，成功投得房屋署服務合約，在水天圍設立「房屋諮詢及服務隊」，與房屋署攜手合作，協助居民適應新的居住環境，同時與屋邨管理諮詢委員會合作推動社區建設活動。本會上下對於能夠為天水圍居民提供服務都感到非常雀躍。

作為一個整體，本會2007-08年的其中一項重點工作是推動服務質素的持續改善。在持續質素改善委員會的策動下，去年我們進行了多項工作，包括推行「顧客服務培訓計劃」，為超過300名員工提供顧客服務訓練；為服務管理人員提供實地培訓，以增強督導技巧；又制訂了「顧客服務標準指引」，以便員工能有所依從。為了加強員工的參與，委員會又拍攝「顧客服務培訓」短片，並制作成光碟，供內部培訓之用。此外，又舉行「顧客服務日」把顧客服務的訊息推廣至社區層面，及舉辦「最佳顧客服務」員工獎勵計劃，鼓勵表現優秀的員工。這一連串的活動及措施，旨在強化優質服務文化，使服務持續改進，實踐本會以人為本的服務精神。

展望未來，由於服務需求不斷增加，現有服務空間亦漸不敷應用。董事會決定探討在總會大樓現址增建樓層的可能性。同時，為了配合發展需要，本會於2008年進行管理職能及架構重組，主要變革是設立兩個助理總幹事職位，協助總幹事統領服務營運及行政支援工作。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。我們期望這個新管理架構能夠帶領本會向前邁步。

上述工作得以順利進行，實在有賴社會各界人士的鼎力支持，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、東區崇德社、蘋果日報慈善基金、南華早報及香港電台第三台「愛心聖誕大行動」、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。



主席  
關銳煊教授

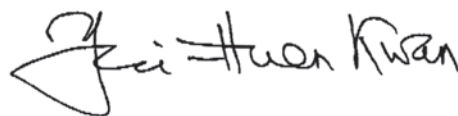
The mission of Christian Family Service Centre is to serve people in need and to strive to support and enhance family functioning. We have currently over forty service units that provide versatile, quality social services to the community. These units are grouped under four major continuums, namely the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

The detail report of the four continuums can be found in other parts of this annual report. Overall speaking, the services continued to develop progressively in the year 2007-08 with some major breakthroughs. One of the breakthroughs was that we successfully bid a SWD service contract to operate a Community Rehabilitation Day Centre located at Fuk Tong Road in July 2007. This Centre aimed to provide one stop rehabilitation services to physically handicapped persons to help them better integrated into the community after discharged from the hospitals. Also in July 2007, the staff canteen at the ground floor of the headquarters building was no longer contracted out to external operator. Instead, it became a social enterprise operated by our Supported Employment Service with a dual role to provide vocational rehabilitation opportunity for our service users. The change in operation on one hand improved the quality of food and on the other provided stable job training places for our service users. In February 2008, we achieved to successfully bid a Housing Authority experimental project, namely the Tin Shui Wai Housing Advisory and Service Team, to help the new tenants of the Tin Shui Wai Estates to better adjust to the new environment. We were also required to work hand in hand with the Housing Department and the Estate Management Advisory Committee to promote community building in the district. The whole agency was excited to have this opportunity of extending our services to serve in Tin Shui Wai.

Apart from service provision, one of the strategic foci of the Agency in 2007-08 was to continuously promote and improve service quality. With the tireless effort of the Continuous Quality Improvement Committee, a series of activities has been launched, including the "Customer Service Training Programme" provided to over 300 staff members, specific field coaching sessions provided to frontline managers to help them better acquire the skills of motivating frontline staff in advancing customer service, and a set of customer service guidelines developed for better standardizing the practice. To further enhance the staff participation in the process, a training video was produced with staff became the actors to demonstrate on how customer service can best be provided in daily operation. Furthermore, 18 April 2007 was taken as the "Customer Service Day" and activities were organized in every unit to engage and communicate our customer-first vision to our end service users. In sustaining the effort, a recognition scheme was also set up to award the good performing staff. All these activities contributed to the ultimate purpose of strengthening a culture of quality service and continuous improvement.

Looking forward, with the expansion of services, our development would be constrained by limited service space. The Board of Directors has taken a step forward to explore the possibility of extending some more floors upward in the existing headquarters building. And to meet the development needs, our senior management will be re-organized in 2008 to re-position two executive staff to the positions of Assistant Directors, to assist the Director in providing leadership for service operation and central administration respectively. Furthermore, a Director of Development (Services) position will be established to lead the development of innovative projects. It was believed that the new structure will be able to lead the organization to a new era.

Finally, I like to thank all who support the work of CFSC. We are indebted 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 Zonta Club Hong Kong East, the Apply Daily Charities Trust, and other donors. Our thanks also go to various other organizations and government departments that have been able to support 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 the Christian Family Service Centre to continue to move forward.



Chairman  
Professor Kwan Yui-huen

本會於零六年初確立了願景，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2007-08期間，本會獲得多項服務合約，並且積極尋求服務創新；同時本會推動全面提升顧客服務水平，並探討建立機構形象的方案；我們亦改組管理架構，設立助理總幹事職位，以配合未來發展的需要。

我要感謝本會員工，在資源緊絀的情況下，仍努力不懈，探索新服務方法和拓展新服務計劃。在零七至零八年間，得到不同基金的支持，綜合家庭支援服務團隊著力加強反家庭暴力的社區教育活動，其中勵志中心連續第三年推行「零暴力--快樂小天使」計劃，透過教育兒童，在社區宣揚「社區零暴力」的訊息；恬寧居則推行「生命園丁」計劃，協助被虐婦女發展自我，同時出版「恬寧居我心」一書，讓社會人士更了解家暴的背後；活力家庭坊則在公共屋村及學校多次舉辦反家暴流動木偶劇場。此外，家庭支援服務亦積極推動社區家庭的團結互助，包括在寶達村推行「共建和諧寶達家」計劃和在黃大仙區推行「家傳戶曉」計劃。

在長者照顧服務方面，年度的工作重點是加強長者社區支援網絡。從零八年一月開始，長者地區中心獲政府增撥資源加強外展工作，以協助隱蔽及有支援需要的長者；安老事務委員會亦支持本會在油塘村推行為期兩年的「左鄰右里積極樂齡年」試驗計劃；此外綜合家居照顧服務獲社署撥款把部份7座位小巴更換為14座位，以改善服務的效率。

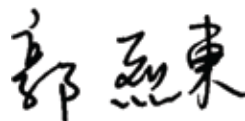
在復康服務方面，本會在服務上取得突破，首先是成功投得服務合約，營辦一所「日間社區康復中心」。這是本會首項為肢體障礙人士提供的社區復康服務；又嘗試以社會企業方式經營本會的職員餐廳，增加職業培訓機會，獲得不少好評。此外，香港公益金又資助本會添置一輛復康小巴，大大改善對弱能人士社區服務的支援；趣樂幼稚園亦增設一組融合教育小組，加強對特殊幼兒的支援。

在綜合醫療及健康服務方面，本會著力鞏固基層醫療服務。去年參與了醫院管理局的電子病歷共享試驗計劃，以便病人可以獲得整全的護理；同時開展自費臨床心理服務，幫助有需要人士面對及處理各種心理困擾。牙科診所則加設了植牙服務，為市民提供更多選擇。

除了各項綜合服務，其他服務項目也有長足進展。「僱員服務計劃」於08年1月易名為「盈力僱員服務顧問」，以更專業的服務支援商界的僱員；「跳躍青年坊教育中心」於07年11月正式改名為「匯青書院」，以正規學校的模式培育青少年的全人發展；「鯉賞空間--伙伴倡自強社區協作計劃」則增設了「鯉魚門文化工作室」，以多媒體展示鯉魚門社區的歷史演變；此外，又成功投得房屋委員會的服務合約，在水圍設立「房屋諮詢及服務隊」，協助居民盡早融入社區及適應新居住環境。

在積極推展服務的同時，各個策略工作小組亦努力推動其他配套發展。「優點」持續質素改善委員會推動的顧客服務運動遍及機構每一個單位；「建立機構形象」委員會為本會的會車、名片及機構外觀加添活力色彩；「會訊編輯委員會」革新會訊，推出「翠屏道3號」；「改善績效管理制度」小組檢討及更新了績效管理系統；「領導力培訓協作計劃」持續地為員工提供培訓課程；「職員會」舉辦及鼓勵同事參與各種員工活動等等。各種各項的措施和活動，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。

二零零七至零八年，是本會服務繽紛發展的一年。在服務發展的背後，我們很感謝董事會過去一年的支持和指導。此外，我感恩我有一班盡責投身的同工，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。



總幹事  
郭烈東



Starting from early 2006, Christian Family Service Centre has articulated 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, in the year 2007-08, we secured some important service contracts and strived to improve existing practices. We continued our quality improvement effort, deepened our staff members' awareness on customer-centre service and sought to strengthen corporate image. We took steps to further re-organize management structure and established two Assistant Directorate positions to meet future challenges.

It is a tribute to CFSC peoples that, amid the limitation of financial resources, our services performed increasingly well. In the year 2007-08, with the support from various funding sources, the Integrated Family Support Service put much emphasis on combating the problem of family violence. Among these, the Lai Chi Centre launched its meaningful project "Zero Violence—Little Happy Angel" for the third year through which the message of zero tolerance to domestic violence were communicated to the children and the community. The Serene Court Woman Refuge Centre organized a project "Life Gardener Self-development Programme" to empower woman victims to live a courageous life ahead. Accompanying the empowerment training, a casebook "Serenity in Heart" was published to enhance public understanding of the violence victims and the services provided in the community. The Family Energizer Integrated Family Service Centre on the other hand launched a number of anti-family violence puppet road-shows in the public housing estates and schools. Apart from anti-violence campaigns, we also build family networks to strengthen community mutual support. These include the "Harmonious Families in Po Tat Estate" project supported by the Hong Kong Jockey Club Charities Trust, and a "Neighbourhood Family Networks" project at Wing Tai Sin supported by the Community Investment and Inclusion Fund.

The Integrated Elderly Care Services focused its work on strengthening the community support for elders in 2007-08. The District Elderly Community Centres were granted additional resources in January 2008 to strengthen outreaching services which helped to identify hidden elders and provide stronger support networks. With the support from Elderly Commission and Labour and Welfare Bureau, we participated in the two-year pilot Neighbourhood Active Ageing Project in Yau Tong Estate. Moreover, the Integrated Home Care Service obtained SWD support to gradually replace some of the existing 7-seater vans to 14-seater vans so as to improve service efficiency.

For the Integrated Rehabilitation Service, we achieve major breakthrough in obtaining a service contract from SWD to operate a Community Rehabilitation Day Centre. This is our first service targeted mainly for physically handicapped persons. We also took a bold step to change the staff canteen into a social enterprise operated by our Supported Employment Service to provide stable job training places for our service users. The transformation has turned out to be a successful one. Furthermore, with the support from the Community Chest, we have purchased a mini-rehab bus to support our centre-based programme with which the support for service users can be highly enhanced. In addition, our Cheerland Kindergarten has added one integrated child care programme to further our support to handicapped pre-school kids.

For the Integrated Medical and Health Services, we focused our energy on strengthening the primary health care including cooperation with different service partners. Namely, we participated in the Hospital Authority's pilot project of sharing Electronic Health Record to achieve seamless care for patients; we developed a self-financing Clinical Psychological Service for those who afford to pay more for the service; we also introduced a more advanced Implant Service in our Dental Clinic to provide more choices and options for our dental patients.

Apart from the development in service continuums, there was also significant growth for various service projects. From January 2008, the Employee Service Programme has changed its service heading to Vital Employee Service Consultancy so as to better position its services to the business sector clients. The Youth Leap Education Centre changed to become the Wui Ching College in November 2007 so that the school name can be better identified as a formal school. The Lei Yue Mun social enterprise project "Dreamland" has added a cultural workshop showroom to display the cultural characteristics of the serving area. And we have extended our services to Tin Shui Wai district with the launching of the Housing Advisory and Service Team supported by the Housing Authority.

To support the operation and development of services, we cannot forget the contribution of various strategic task groups behind the scene. The Continuous Quality Improvement Committee successfully and thoroughly extended the customer service initiatives to every corner of the organization; the Image Building Committee added colour to the packaging of the services, name cards and service vehicles; the Agency Newsletter Task Group revamped the newsletter to become the existing attractive "No. 3 Tsui Ping Road"; the Staff Performance Management Review Task Group did a challenging task of revamping the staff appraisal system; the Leadership Development Collaborative organized high standard leadership training programme in-house; and the Staff Association organized activities to improve work life in CFSC. All these initiatives are investment to make CFSC more energetic and have become assets to the organization.

The year of 2007-08 was a fruitful year for service development. These cannot be achieved without the collaborative effort of all CFSC peoples. I would like to particularly express my gratitude towards the Board of Directors for their support and guidance. I am also thankful to have a group of dutiful staff who give total dedication to their work. We will continue to endeavor and to fulfill our promises by delivering quality services to services users, providing assistance to staff, and bringing values to the development of Hong Kong.



Director  
Kwok Lit-tung