



QUALITY KEY TO ENDURING SUCCESS



香港耆康老人福利會
The Hong Kong Society For The Aged

As one of the non-profit-making elderly service providers, The Hong Kong Society For The Aged (SAGE) is committed to enhancing the well-being of the aged by providing tailor-made services. Since 2003, SAGE has conducted the Malcolm Baldrige Assessment in its journey to quality excellence.

Leadership

Facing the major changes of less government subvention, aging population and the increasing demand for more sophisticated elderly services, SAGE's senior leaders and management team redefined the organization's vision, mission and values in 2002. They have started to promote a new corporate culture of innovation, teamwork, fairness and being vocal to energize the employees to take on the challenges.

Strategic Planning

With detailed researches and analyses, SAGE adopts the market-oriented strategy of becoming the most distinctive and pioneer elderly service organization through the key success factors of innovative and class-leading services, an efficient team, a profit-generating business and a premium brand. Clear objectives, effective communication channels and aligned plans have been set to achieve the goals. The implementation of regionalization has also facilitated staff empowerment, resource allocation, team work and service enhancement in this organizational transformation process.

Customer and Market Focus

SAGE determines to serve both government subsidized users and self-funded users well. It collaborates with users, their family members and external parties, such as universities, government departments, community bodies and other service associations, to understand the market needs. SAGE views user satisfaction a key performance gauge and tracks it through users after-service survey and annual user satisfaction survey.

Measurement, Analysis, and Knowledge Management

The Board designed the performance measures and clinic operation

作為一家非牟利長者服務機構，香港耆康老人福利會（耆康會）致力為長者提供合適完善的服務，從而提升他們的生活質素。該會於二零零三年引入「鮑德里奇優質管理模式」，展開優質之旅。

領導才能

面對資源持續削減、人口老化及社會對長者服務要求提升等挑戰，耆康會的高級領導層與管理團隊在二零零二年為機構的理念、使命及價值重新定位，藉着宣揚著重創新、合作、公平與敢言的新組織文化，激勵員工迎戰各類難題。

策略性規劃

經過周詳的研究與分析，耆康會決定採用市場為本的方針策略，以晉身本港最優越和最具領導地位的長者服務機構為目標，努力實踐各項導致成功的關鍵因素，包括：創新與頂級的服務；卓越高效的團隊；能夠創造盈利的業務，以及優質出眾的品牌。為實現抱負，耆康會訂立了清晰的目標、有效的溝通渠道和完善的規劃。另外，區域化發展的推行，亦促進了組織內部的權力下放、改善資源分配，以及提升團隊合作與服務水平。

顧客及市場焦點

耆康會矢志為接受政府資助與自力更生人士提供最佳服務。除了服務對象及其家人，該會亦與大學、政府機構、社區團體和其他服務機構緊密合作，務求充份理解市場需要。耆康會視用家的滿意指數為量度表現的標準，會利用事後服務調查及年度用家滿意程度調查作出監察。

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indicators. They are being closely monitored to ensure organization and service performance. Quantitative and qualitative analyses from regional offices on their latest actions and outcomes are analyzed in regular meetings along with performance measures. Cross-functional work groups reporting to the Board are established to work on improvement initiatives. SAGE encourages the collection and share of knowledge with customers, suppliers and partners through face-to-face, newsletters and e-channels.

Human Resource Focus

To drive organizational performance, corporate objectives are being translated into individual objectives. A competency-based model and an alignment mechanism are built into SAGE's employee performance review and incentive system. Besides internal training, employees are encouraged to learn and grow through work exposure programmes and continuous studies. In the latter case, tuition subsidies and study leave are available. For new joiners, a mentorship programme is there to help. To measure employee satisfaction in an impartial manner, SAGE has engaged an external party to conduct the employee survey.

Process Management

SAGE has clearly identified the key value creation and business support processes to set the performance targets and put in place a monitoring mechanism. Apart from observing the government requirements on subsidized services, it also sees to customer and market expectations to design and improve self-funded services. With a corporate belief in continuous improvement, SAGE has kept a stream of improvement projects flowing.

Results

SAGE's transformation has led to impressive results. Besides meeting all the service performance targets of Funding and Service Agreement and its service quality standards, it also serves the highest number of users amongst non-government organization (NGO) elderly service providers. It won the Asia Pacific NGO Award 2004 along with many other awards. New service varieties are

評估、分析和知識管理

為確保運作及服務水平，耆康會嚴密地追蹤並執行由董事會設計的表現評核及營運指標。除了在例會中以上述表現評核準則，就各區域辦事處所提交的行動匯報作出質量分析外，該會亦成立了多個由董事會直接問責的跨功能工作小組，負責各項改善計劃。耆康會鼓勵員工以面談、組織通訊和電子渠道等多種途徑向服務對象、供應商及合作夥伴收集及分享寶貴的知識經驗。

人力資源焦點

為提升表現，耆康會將企業遠景拆分成不同的個別目標，並將「才能為本的模式」與整合機制，加入員工表現評核與獎勵制度內。該會為員工提供內部培訓，亦鼓勵他們參與各種工作體驗計劃與持續進修課程。有意進修的員工，可以申請學費津貼及學習休期；新入職之成員，則能從特設的啓導計劃中獲得支持。為公正地量度員工滿意度，耆康會委任了第三者機構進行有關調查。

程序管理

憑藉對主要價值創造和運作支援流程的清楚洞悉，耆康會確立了合適的表現目標與監管機制，既遵從政府對資助團體的規限，亦達成了用戶和市場對自資服務推陳出新的訴求。秉持着對持續進步的堅持，耆康會不斷進行各種服務改良計劃。

業績

耆康會的轉型帶來豐碩成果。該會除了

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introduced and customer satisfaction rises. Higher income, more donations and effective financial management have brought about a healthy financial reserve for the organization. SAGE is not only partnering with its employees who have higher satisfaction than before, but it also teams up with more clinics, churches and schools to continue with its quality journey.

能完成政府的「津貼及服務協議」，及其自訂服務水平準則內的所有服務表現目標外，更是全港擁有最多用戶的非政府安老服務機構，因而勇奪包括「二零零四年亞太區非政府機構獎」，以及其他多項殊榮。透過引入更多元化的服務，用戶的滿意程度亦節節攀升。上漲的收入；增加的捐款，以及更為有效的財務管理系統，令組織的財政儲備更為穩健。目前，耆康會除了擁有一羣對工作更為滿意的員工外，還不停有更多的診所、教會與學校加入，延續其優質服務之旅。