



Report Summary (Bronze Award)

報告摘要 (銅獎)



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

Provided by The Hong Kong Society For The Aged
此報告摘要由香港耆康老人福利會提供

The Hong Kong Society For The Aged (SAGE) was established in 1977. As a non governmental organization (NGO), SAGE is dedicated to serving the aged community. Our service spectrum mainly spreads from day service (Active aging & Centre service) to residential service (long term care & day-care). Over the past 30 years, our service is expanding in line with the growing service need arisen in the community. In 2006, SAGE is serving over 20,000 clients with 900 staff members scattered in 30 service units.

Leadership

The Board of Directors (BOD) is the top management core of SAGE which continuously provides direction, guidance and resource. Our members of board comprises professional across different sectors such as academic arena, health care sector, social service and business sector. Our BOD has long commitment to SAGE while some of the directors have been serving for 30 years since the establishment of SAGE.

SAGE has initiated Regionalization in 2002. This reform has streamlined our leadership system while service units are integrated under five regions (HK East, HK South, Kowloon East, Shatin and Tsuen Kwai Tsing). Regional director as the senior management, who oversees the regional operation, reports directly to Executive Director.

With a view to encouraging staff participation, we have expanded our management team into first tier and second tier. The first tier team comprises of 15 members including executive director, regional director, senior manager, manager and senior service coordinator. The second tier team comprises over 20 members while most of them are senior officers or service unit heads.

Strategic Planning

In 2000s, SAGE had implemented several major strategic initiatives, e.g. implementing new FM system, HR reform and Regionalization. Regionalization was a strategic exercise which not only streamlined our service management but also generated new synergy from the service integration. That synergy fueled

香港耆康老人福利會（耆康會）於一九七七年成立。作為一個非政府機構，耆康會致力服務長者社群。我們的服務範圍以日間服務（例如中心服務）及院舍服務（護理安老院及長者日間護理中心）為主。為回應社會及長者在安老服務上的需要，本會在過去三十年來不斷精益求精，擴展服務。至二零零六年，耆康會共有三十多個服務單位；九百多名員工；服務人數超越二萬人。

領導才能

董事會是耆康會的最高領導核心，為本會制定方向、提供指導及規劃資源。董事會的成員來自不同專業，包括學術界、健康護理界、社會服務界及商界。大部分董事已為耆康會服務多年，某些董事更由成立初期一直服務至今，超過三十年。

耆康會自二零零二年起實行區域化，把服務單位綜合為五個區域管理（港島東、港島南、東九龍、沙田及荃葵青），簡化了本會的管理架構。區總監屬第一管理層，負責監督區域的運作，並直接向總監匯報。

為加強員工參與，耆康會將管理團隊擴充為第一及第二管理層。第一管理層有十五名成員（包括總監、區總監、高級經理、經理及高級協調主任）；第二管理層約有二十名成員，主要是高級主任及服務單位主管。

策略性規劃

自二零零零年起，耆康會實施了幾個主要的改革，例如引進新的財務系統、人力資源改革及區域化。區域化不單簡化了服務的管理，更為我們產生了協同作用，令本會在資源持續削減的情況下，仍可繼續拓



our service expansion under continuous budget cut and enabled our leading position in the sector.

With the contribution from board of directors and senior management, our first strategic-plan (2003 to 2006) was born. This was the milestone in our quality journey. SAGE had conducted Baldrige assessment since 2003 and we were showing progressive improvement every year. The model unveiled our potential system gap before it became a real one. In short, the model acted as a roadmap for improvement. For all we had done, SAGE is the first NGO in Hong Kong who won the Asia Pacific NGO award.

Customer and Market Focus

Under the Funding and Service Agreement (FSA), the Social Welfare Department of the HKSAR government has set a clear definition of client and service content. However, SAGE aims at a higher level and commits her energy in tailoring the best service to client. We further develop a customer knowledge system which continuously enriches our understanding to existing and potential client. The system covers several components :

- Research - To explore client's need through scientific research
- Client and Client's Family Committee - To collect client's opinion on our service; To collect opinion from client's family (in residential service setting)
- Community Committee - To channel community's view so as to facilitate community collaboration
- Comments and Complaints - To receive compliment as well as complaint; Complaint will be handled strictly by the HR complaint mechanism
- International Visit - To visit and learn the best practices overseas

Measurement, Analysis, and Knowledge Management

In 2002, we have set up our Quality and Research department. The department acts as central information processing unit which receives, processes and disseminates service related statistics and information. Organization performance is closely monitored while service unit is required to submit different service output reports measuring

展服務，成為行業先驅。

在董事會及第一管理層的貢獻下，本會的第一個發展策略計劃（二零零三年至二零零六年）順利誕生，為我們的優質之旅立下一個里程碑。耆康會自二零零三年起引入「鮑德里奇優質管理模式」作為年度自我評估，而且四年來的成績不斷進步。此管理模式能提供不少改善建議，簡言之，此模式成為了本會改進的藍圖。經過一番努力，耆康會在二零零四年成為本港第一間榮獲「亞太區非政府機構獎」的機構。

顧客及市場焦點

雖然在津貼及服務協議中，社會福利署已為每種津助服務單位的服務內容和對象制定了清晰的定義，但作為服務長者的機構，耆康會更用心為使用者設計最佳、最適切的服務。我們為此發展了一套「了解市場需要機制」，讓我們對現有的服務使用者及潛在的客戶加深了解，包括以下幾項工作：

- 研究 — 以科學化的研究發掘使用者的需要
- 會員大會及院友大會 — 收集服務使用者對本會服務的意見；收集舍友 / 院友家屬的意見
- 社區諮詢會 — 諮詢社區團體 / 人士的意見，以促進社區協作
- 意見及投訴 — 接收讚賞及投訴；投訴由人力資源部根據「處理投訴機制」認真跟進
- 國際交流及考察 — 往海外探訪及學習，參考經驗

評估、分析和知識管理

本會於二零零二年成立質素及研究部。作



different areas of performance in monthly, quarterly and yearly basis. Examples of service statistics : Key Performance Indicator (KPI); Flash Report; Internal Audit Report; SIS/ SWD; SPMS/SWD audit.

In daily service, our organization is processing considerable amount of tacit knowledge. That tacit knowledge shares special nature which can hardly be acquired from documentary sharing. How to enhance our effectiveness in consolidating that intangible asset comes to a core issue for our Knowledge Management (KM). We opt to an interactive solution and set up professional sharing groups, e.g. counseling professional group. The group invites related professional to share best practice among group members. Also we have initiated coaching scheme while a junior staff will be matched up with an experienced staff. Besides, we have set up a QRIS (Quality and Research Information System) which serves as a portal acquiring external knowledge, e.g. best practice suggested in WHO and share to all SAGE staff.

Human Resource Focus

In 2000s, we have launched several new measures in HR system. First of all we initiate a revamping in our appraisal system; the new system is designed based on competence based model. The new model provides a performance standard for each rank of staff so that the appraisal is made upon objective and universal baseline.

SAGE values the innovative idea from staff therefore we have launched our staff suggestion scheme. Staff is encouraged to suggest creative idea for service improvement. The suggestions will be vet by the committee and the selected application will be awarded. The scheme has successfully mobilized our colleague; in 2006 we have 389 staff suggestions, i.e. over 42% of our staff have joined the scheme.

Process Management

SAGE upholds our mission in enhancing the well being of the aged through the service we provided. In short we can summarize our service into three categories : Day Service; Residential Service; and New Projects.

為一個處理中央資訊的部門，質素及研究部負責搜集、處理及分發與服務有關的統計數據及其他資訊。為密切地監控機構表現，服務單位需按每月、每季和每年提交不同的服務報告，以量度各單位在不同服務範疇的表現。

服務統計數據例子包括：核心表現指標；各區 / 總部部門每月報告；內核報告；向社會福利署提交的津貼資訊制度；服務表現監察制度，以及由社會福利署執行的外審。

在日常服務中，本會處理不少內隱知識。此類知識的特殊性質令它們難以作文件式的交流。本會知識管理的核心任務，就是要有效地鞏固這些無形的資產。因此，本會鼓勵員工互動，遂成立專業職級交流小組，例如輔導專業交流小組，邀請有關的專業人士向成員分享。另外，我們推行「學長計劃」，安排資深同工與新員工進行一對一的配對，讓新員工得到適切的指導。除此之外，我們開設了「質素及研究資訊系統」，作為一個連接埠，接收外界資訊，例如世界衛生組織建議的最新服務模式，然後向耆康會的同工分享。

人力資源焦點

自二零零零年起，本會推出了幾個新的人力資源制度。首先，我們將員工表現評核制度改革，新制度不但引入「才能為本」的模式，更為每個職級的員工設定同一的表現評核準則，以確保主管有一個客觀和共通的參考去為員工進行評核。

耆康會重視員工的創新意見，因此設立「創見獎」，鼓勵員工積極發揮創意，向本會提



Results

SAGE has constantly maintained an increasingly high level of service outcomes. The areas highlighted are : the number of client we are serving has reached over 20,000 since year 2004/2005. SAGE is the largest sole elderly service agency in Hong Kong; in general, over 90% of service recipients are satisfied with our service and most importantly their satisfaction shows a trend of positive increase throughout years; SAGE has maintained financial stability under the budget cut. We have expanded our self financed service so that fee income has become one of our new income sources; the staff morale is high in our SAGE family whereas objectively reflected from HKIHRM survey.

出改善服務或工作的建議。經由委員會遴選後，意見被選出的申請人便可獲獎。此計劃在二零零六年吸引三百八十九名員工參加，佔全體員工逾百分之四十二。

程序管理

耆康會一直堅守以服務改善長者生活的使命。簡單來說，我們的服務分為三個類別：日間服務、院舍服務、嶄新計劃。

業績

耆康會一直維持高水平的服務成績，包括以下幾方面：自二零零四至二零零五年度起，耆康會的服務長者總人數已超越二萬人，是全港最大的專注安老服務的機構；總括來說，超過百分之九十的服務使用者對我們的服務感到滿意。最重要的是，服務滿意度的升幅每年都有增加的趨勢；耆康會在資源被削減的情況下，仍一直維持穩健的財政狀況。我們開發了自負盈虧服務，服務收費成為了我們其中一個新的收入來源；香港人力資源管理學會的調查客觀地顯示，在耆康大家庭裡，員工的士氣十分高。