

機構管治及管理

Corporate Governance & Management

管治架構

本會重視機構管治，我們相信良好的管治架構加上與各持份者保持有效的溝通，讓本會更能滿足服務使用者需要、提供更優質服務，並回應公眾期望。

董事會是本會的最高決策機關，透過各委員會的工作、管理層的工作報告及政策審閱，監察本會的工作進度並釐定全會的工作方向，而職員會代表的恆常參與亦能強化董事會與員工之間的溝通。

服務方向

為配合十項核心服務的重組及未來的發展需要，我們去年不但在管理架構上作出調整，每項核心服務亦重新檢視及訂定未來三年的策略方向及計劃。過程中除聘請外間顧問提供專業諮詢，亦邀請員工及服務使用者參與，最後更須獲董事會通過，以確保我們的服務能與時並進，並配合機構整體的發展方向。

質素提升

在整體服務質素的管理及提升方面，我們設有表現管理組及質素改善委員會，負責檢閱及審核各項服務質素標準，持續改善本會的服務質素。過去一年，委員會共制訂及完善了十四項政策及臨床實務指引，了解業界的職業安全管理系統，並配合新的策略計劃而展開關鍵績效指標的修訂。

▶ 管理層透過不同形式的內部會議，促進與員工的溝通。

The management strived to promote close communication with staff through different meetings.

Governing Structure

The Agency attached great importance to corporate governance. We believe that good governance structure and effective communication with stakeholders are the two contributing factors in satisfying the needs of service users, providing high quality services and meeting public expectations.

The Board of Directors is the highest decision-making body of the Agency. Through the valuable work of various Committees and the reports from the management, the Board of Directors can monitor service progress and formulate sound policies and strategic directions of the Agency. The regular participation of a representative from Staff Association in Board Meeting also enhances communication between our staff and the Board of Directors.

Service Direction

To support the revamping and development needs of our 10 core services, we not only make adjustments in the management structure last year, but also thoroughly review and formulate the strategic direction of each core service for the next 3 years. During the review, we have consolidated advices from external consultants, service users and our staff before seeking final approval from the Board of Directors to ensure that our services can move with the times, and align with the Agency's overall direction.

Quality Enhancement

In terms of service management and quality enhancement, the Agency set up Performance Management Unit and Quality Improvement Committee (QIC) to review and monitor the overall service standards, as well as make continuous improvement of the service quality. In the past year, the Committee has formulated and enhanced 14 policies and clinical practice guidelines, explored existing occupational safety management system in the industry and revised the key performance indicators to in line with the new strategic plan.

為了集中資源，委員會在去年底更精簡為三個工作小組，包括「關鍵績效指標工作小組」、「機構政策及標準工作小組」及「危機預防工作小組」，並邀請了各核心服務委派管理人員加入委員會，擔任「質素協調員」，加強與委員會的聯繫，並帶領相關的核心服務實施有關的質素改善計劃。

In order to concentrate our resources, the QIC has streamlined its work into three working groups by the end of last year, including 'Working Group on Key Performance Indicators', 'Working Group on Corporate Policy and Standard' and 'Working Group on Risk Prevention'. The Committee also invited Core Services to delegate managerial staff serving the Committee as 'Quality Coordinator' in order to strengthen ties with the Committee and lead respective Core Service to implement related quality improvement programmes.

質素協調員 Quality Coordinator

兒童及家庭服務： Children & Family Services:	馮少芳 Fung Siu-fong	殘疾人士發展及共融： Opportunities & Inclusion for People with Disabilities:	鄺翠儀 Kwong Chui-yi
青年服務： Youth Services:	黃佩儀 Wong Pui-yi	精神健康服務： Mental Health Services:	尹明志 Wan Ming-chi
長者照顧服務： Elderly Care Services:	崔保寧、曾靜德 Chui Po-ling, Tsang Ching-tak	醫療健康服務： Medical & Health Services:	黃華純 Wong Wah-shun
50+ 悅齡服務： Active Ageing Services:	劉德基 Lau Tak-kay	社區發展服務： Community Development Services:	謝素虹 Tse So-hung
殘疾人士綜合服務： Services for People with Disabilities:	卓詠儀 Cheuk Wing-yi	環保及綠色生活： Environmental Protection & Green Living:	潘錦華 Poon Kam-wah

為進一步提升管治水平，本會亦積極配合社會福利署《整筆撥款津助制度非政府機構最佳執行指引》的要求，在財務管理、人力資源管理、機構管治及問責三個範疇制訂相關的政策指引，以供持份者討論及董事會的批核。

To further enhance our corporate governance, the Agency actively formulated corporate policies in financial management, human resources management, and corporate governance and accountability in compliance with the 'Lump Sum Grant Subvention System Best Practice Manual for NGOs' for the discussion of stakeholders and endorsement of Board of Directors.

內部溝通

若要持續提升服務質素，內部的緊密溝通實在十分重要。本會透過定期的新員工迎新、管理員工會議、專業員工會議、全體員工會議及相關政策的通告和諮詢，加上每年的員工滿意度調查和員工離職問卷等，保持及促進管理層與員工之間的溝通，以期能上情下達，強化機構管治。

Internal Communication

Close internal communication is vital in achieving continuous quality improvement. The Agency communicated with staff through a variety of means, such as new staff orientation, various levels of staff meetings, discussion and consultation on policies and practices, annual staff satisfaction survey and exit questionnaire, etc. The management strived to maintain and promote close communication with staff for mutual understanding and strengthening of corporate governance.

公眾監察

本會非常重視透明度，為向公眾問責，本會每年的年報及財務報表均上載到本會的網頁，以供公眾閱覽，加強公眾的監察，使本會的服務更臻完善。

Public Accountability

The Agency valued transparency and public accountability. To strengthen public scrutiny, our Annual Reports and Auditor's Reports have been made accessible to the public through our website. It is believed that our services would be further improved in the years ahead with increased transparency.