

總幹事報告

Chief Executive's Report



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過去一年，善導會聚焦於策略性發展，以加強締造更健康和包容的社會。作為持續數碼轉型的一部分，我們推進了「個案及數據管理信息系統」(Mega System) 的開發—這是一個集中化的平台，旨在簡化服務管理並加強數據驅動的服務提供，預計將於二零二六年全面啟用。

Last year, SideBySide focused on strategic advancements to reinforce our mission of fostering an inclusive, safe, and supportive community. As part of our ongoing digital transformation, we progressed with developing the **Mega System** – a centralised platform intended to streamline service management and enhance data-driven service delivery, with full implementation expected in 2026.

我們重視發展以健康為本之服務，其中「預防+」策略幫助服務使用者建立抗逆能力，並養成更健康的生活方式。「H.O.M.E」服務模式整合到社會服務及過渡性房屋項目中。二零二三年十月被定為機構健康月，以促進機構內部的身心健康。

我們的人才發展舉措培育員工掌握關鍵技能，包括有關《國家安全法》的培訓及與中國內地機構的聯繫。

這些工作加強善導會致力發展適應性、包容性服務，以及建立有韌性的社區框架的使命。

1. 利用數碼技術滿足服務需求

善導會將數碼轉型作為重點，開發 Mega System 作為數據集中平台，旨在改善各種服務之管理數據管理。目前正在建設中的 Mega System 將能簡化服務工作流程、提升質量管理並加強團隊之間以及服務單位與服務使用者之間的及時溝通。該項目預計將於二零二六年全面完成。系統運作後，將實現實時數據分析和報告，促進數據驅動的服務改進，並提供更具適切性和以使用者為中心的服務體驗。

筲箕灣中途宿舍（箕寓）重建計劃的智能系統及網路學習系統的開發進展順利。智能系統將利用最新的物聯網技術和智能軟件建立動態的使用者檔案，以提高「箕寓」的管理效率、服務提供的準確性、和節能效果。線上學習系統將為「箕寓」的服務使用者提供一個線上平台，支援互動學習、課程執行和管理。來自這兩個系統的數據還可透過趨勢和機會分析，促進機構進行數據驅動的決策。

Health-centred initiatives were prioritised, with the “Prevention+” approach empowering service users to build resilience and adopt healthier lifestyles. The “H.O.M.E” model was integrated across social services and transitional housing projects. October 2023 was designated as Agency Health Month to promote wellness within our organisation.

Our talent development initiatives prepared staff with essential skills, including training on the National Security Law and engagement with organisations in mainland China.

These initiatives affirm SideBySide's commitment to developing adaptive, inclusive services and a resilient community framework.

1. Leveraging Technology to Meet Service Needs

SideBySide prioritised digital transformation with the development of the **Mega System**, a data management platform designed to enhance service and data management across multifarious services. Currently under development, the **Mega System** is structured to streamline service workflows, elevate quality management, and strengthen communication among teams and between service units and service users of SideBySide. The full project completion is expected by 2026. Once operational, the Mega System will enable real-time data analysis and reporting, facilitating data-driven service improvements and a more responsive, user-centred service experience.

The development of the **Smart System** and **Online Learning System** for the redeveloped Shau Kei Wan House (“Key House”) have progressed smoothly. The Smart System will make use of latest IoT technology and smart software to create a dynamic user profile, and enhance management efficiency, accuracy of service and energy saving of “Key House”. The Online Learning System will provide an online platform to support the development, execution and management of interactive learning opportunities for the service users of the “Key House”. The data from the two systems also facilitate data-driven decision-making within the agency by identifying trends and opportunities for optimisation.

2. 推動「預防+」以提升健康中心服務

「預防+」策略是我們發展的核心，強調有系統地支持更生人士的康復及其心理健康推廣。此策略幫助服務使用者建立對抗挑戰和困境的保護性韌力，增強其積極改變的能力，減少犯事和心理健康困擾的風險。

「H.O.M.E」服務模式（健康、機會、生活意義及與人連結）進一步整合到社會及過渡性房屋服務中，為紅磡過渡性房屋項目「善匯」的居民提供系統化的支持以促進幸福生活。

善導會亦透過舉辦如跑隊和龍舟隊等活動，推廣正向思維及社區參與，讓服務使用者受益。

內部方面，二零二三年十月被定為「**機構健康月**」，鼓勵同事身體力行，關注自己的身心健康。

3. 培育人才及擁抱包容性

善導會被勞工處選在為九龍區提供的「**種族多元就業計劃**」（RDEP）為多元族裔求職者提供就業支援服務，提高他們的就業能力和職業發展。

香港交易所慈善基金撥款資助下（撥款及監察機構：香港公益金），善導會創辦了「**CASH – 青年創意理財互動空間**」，為期兩年，為弱勢社群推廣財務管理的知識並激發他們的理財動力。

2. Developing “Prevention+” to Advance Health-Centred Services

The “**Prevention+**” approach remains central to our development, emphasising an intentional approach to support the rehabilitation of persons in desistance and promote mental wellness across our services. This approach enables our service users to build protective resilience against challenges and predicaments, enhancing their capacity for positive change and mitigating risks associated with legal issues and mental health struggles.

The “**H.O.M.E**” model (**H**Health, **O**pportunities, **M**eaning of Living and **E**ngaging people) was further integrated across social and transitional housing services, providing structural support to foster eudaimonic well-being, particularly to the residents at the Hung Hom Transitional Housing Project “Good Mansion”.

SideBySide also promotes positive thinking and community engagement through organising activities like running clubs and dragon boat teams for our service users.

Internally, October 2023 was designated as “**Agency Health Month**”, dedicated to encouraging colleagues to lead by example and pay attention to their physical and mental health.

3. Cultivating Talent and Embracing Inclusivity

SideBySide was selected as the service provider for the **Racial Diversity Employment Programme (RDEP)** launched by the Labour Department for Kowloon. This allows us to offer employment support services for ethnic minority job seekers, enhancing their employability and career development.

With a two-year funding grant from the HKEX Foundation, allocated and monitored by The Community Chest of Hong Kong, SideBySide launched the “**CASH – Youth Financial Smart Planning Interactive Space**” to promote financial literacy and encourage financial motivation among young people.

善導會重視員工培訓及人才發展。強調同工的成長思維和應變能力，並為員工提供有關《基本法》第二十三條及自二零二零年起適用於香港特別行政區的《國家安全法》的知識培訓。這些培訓確保培育同事為合規做好準備，培養負責任和守法的工作隊伍，以提供有影響力的服務。

4. 深化「2020+5」策略發展重點

「2020+5」策略規劃今年的四個主要領域及一個策略主題繼續是我們的機構發展重點。

發展重點 (一) – 朋輩服務

於二零二三至二零二四年度，我們透過以體驗式、由朋輩主導繼續推展的「**朋輩啟能系統**」(P.E.E.R. System)，以加強服務使用者的能力，提升他們的歸屬感及互助精神，達至轉化作貢獻的效果。朋輩服務的《實務運作指引》以及《「基礎朋輩訓練課程」培訓手冊》已經完成並於二零二三年十二月進行了「朋輩訓練重溫課程」，以肯定過來人的貢獻和能力，當日參加者完成課程及考核，轉化成 17 位朋輩大使和 8 位資深朋輩大使。

於二零二四年二月，我們培訓了 30 位同工成為「基礎朋輩訓練課程」的訓練員，認可於會內提供培訓予服務使用者轉化成朋輩大使。在未來一年，不同部門的培訓員將會提供「基礎朋輩訓練課程」予服務使用者，預計有超過 70 位服務使用者可接受培訓，成為朋輩大使。稍後，將連同各部門舉辦「朋輩基礎培訓畢業禮暨重聚日」。

SideBySide prioritises staff training and talent development to cultivate a growth mindset and adaptability to change. This includes equipping staff with knowledge on the newly enacted Article 23 of the Basic Law and the National Security Law applicable to the HKSAR since 2020. These measures ensure colleagues are well-prepared for compliance, fostering a responsible and law-abiding workforce capable of delivering impactful services.

4. Deepening the 2020+5 Strategic Development Priorities

The 2020+5 strategy planning remains fundamental to our development, focusing on four primary areas and a strategic theme.

Strategic Plan (1) – Peer Service

In 2023-2024, we enhanced our “**P.E.E.R. System**” (Pathway of **E**nlightenment & **E**nable to Thrive) to empower users through experiential, peer-led support, fostering a strong sense of belonging and mutual assistance. This initiative aims to transform the lives of our service users. We successfully completed and launched our operational guidelines and training protocols. In December 2023, we conducted grandfathering training to acknowledge the valuable experience and contributions of our service users, resulting in the recognition of 17 peer ambassadors and 8 senior peer ambassadors.

In February 2024, we held a train-the-trainer course for 30 staff members, who have since been certified as trainers for the peer foundation course, facilitating the transformation of users into ambassadors. In the upcoming year, various branches will conduct peer foundation trainings, with an expectation of over 70 participants graduating as peer ambassadors. A reunion and graduation ceremony will be held later.

來年，《實務運作指引》以及《「基礎朋輩訓練課程」培訓手冊》將翻譯成為英語及其他語言，讓多元族裔的服務使用者也有機會訓練成為朋輩大使。同時亦會發展「進階朋輩訓練課程」，以擴闊不同服務使用者參與的機會和進一步提升相關技巧和知識。

發展重點（二）－ 建立社會服務智能服務模式

創傷知情照顧及抗逆力模型已全面應用於我們的服務中，提供支持性及以優勢為本的環境，以迎接受創傷影響人士的需求。通過將創傷知情原則融入服務，我們建立了富同理心之框架以支持服務使用者的長期康復及協助他們建立韌性。

「**社會智能實驗室**」正在建立中，作為一個多專業的倡議，包括臨床督導主任、社工、臨床心理學家等。該實驗室旨在培育「社會智能者」－能夠應對複雜社會動態並回應不同服務需求的專業人士。社會智能實驗室將是促進持續學習和適應文化的重要工具，使員工能夠在迅速變化的社會環境中作出有效回應。

Additionally, we are translating our operational guidelines and training protocols into English and other languages, offering service users from diverse ethnic backgrounds the opportunity to be trained as peer ambassadors. Meanwhile, an advanced peer course will be developed to broaden user participation in peer ambassador training and enhance skills development.

Strategic Plan (2) – Development of social intelligence with a database of “up-to-date solutions

The **Trauma-Informed Care and Resilience Model** has been fully adopted and applied across our service delivery. It offers a supportive, strengths-based environment that addresses the needs of individuals impacted by trauma. By embedding trauma-informed principles in service provision, we have established a compassionate framework emphasising empathy and supporting long-term recovery and resilience.

The **Social Intelligence LAB** is currently being established as a multidisciplinary initiative that includes clinical supervisors, social workers, clinical psychologists, and others. This lab is designed to cultivate “social intelligencers” – professionals adept at navigating complex social dynamics and responding to diverse service needs. The Social Intelligence LAB will be instrumental in fostering a culture of continuous learning and adaptability, equipping our staff to respond effectively within a rapidly changing social landscape.

發展重點 (三) – 建立善導會指標

香港詐騙案件數量屢創新高，警方報告顯示，二零二三年每 13 分鐘便有一名新受害者。為應對日益增長的網絡犯罪影響，我們正與學術夥伴合作，研究網絡犯罪受害者指數及數據庫，以「網絡罪行受害」為研究主題。我們透過審閱學術文獻，識別了 22 個與成為網絡罪行受害者相關的風險因素，並通過訪談分析受害者的經歷。

期望本研究能夠識別不同類型網絡犯罪受害者的風險因素，提升公眾對網絡罪行潛在風險的認識，並提出有效的自我保護建議。

發展重點 (四) – 裝備同工臨床及管理能力

我們著重裝備員工具備臨床及管理專業知識，透過動機式訪談法、正向行為支持及師友計劃等培訓計劃，確保團隊能夠提供高質素的服務，並彰顯善導會堅定不移地支持及協助服務使用者的使命。同時，我們透過邀請專業同工、委員及顧問提供內部培訓，以加強及鞏固機構文化。

此外，我們將持續努力培養具備管理能力和成長思維的未來領袖，透過針對新需求的管理培訓，期望新的管理團隊能夠有效應對當前充滿挑戰和經濟轉型的社會環境。

來年，因應員工的流動，我們將優化新員工的入職培訓，繼續加強建立機構文化的培育，以及各部門之間的協作，並根據個別員工的職業發展旅程提供相應的培訓。

Strategic Plan (3) – Development of SideBySide's index

The number of fraud cases in Hong Kong has reached an all-time high, with police reports indicating that in 2023, a new victim is targeted every 13 minutes. In response to the growing impact of cybercrime, we are collaborating with academic partners to develop a Cybercrime Victim Index and database, focusing our research on "Cybercrime Victimization". We have conducted a thorough review of academic literature to identify 22 risk factors associated with becoming a victim of cybercrime. Additionally, we have analyzed the experiences of victims through interviews.

This study aims to identify the risk factors for different types of cybercrime victims, enhance public awareness of the potential risks associated with cybercrime, and provide effective self-protection recommendations.

Strategic Plan (4) – Equip colleagues with both clinical and management competencies

We prioritise equipping our colleagues with clinical and managerial expertise through training in motivational interviewing, positive behaviour support, and mentorship initiatives. This ensures our team is fully prepared to deliver quality care and manifest SideBySide's commitment to providing understanding and unwavering support to our service users. We also implement internal training facilitated by professionals, committee members, and consultants to strengthen and consolidate organisational culture.

In addition, we are dedicated to nurturing future leaders with strong management skills and a growth mindset. Management training tailored to emerging needs empowers our new management team to effectively navigate the challenges and economic transformations of today's dynamic social environment.

In the coming year, in response to staff turnover, we will enhance our new staff orientation, placing greater emphasis on the organisation's culture, values, and departmental introductions. Thus, we will tailor training programmes to align with the individual career journey of each employee.

策略主題一 發展健康相關服務

「預防+」策略今年有著顯著推進，特別在推動健康生活管理模式的進度理想，包括推行與失眠相關的小組，以提高服務使用者對睡眠健康的認識，並與各大學洽談研究合作計劃。我們亦推出了健康檢查先導計劃及首屆員工步行比賽，積極推動健康文化。

我們已發佈《基層社群健康狀況調查》的結果，並提倡以「社中有醫」的方式，更全面地和系統性地為基層社群提供以健康生活管理模式作為藍本的服務項目。

展望二零二四至二零二五年度，我們將深化以睡眠和運動為主題的介入工作，包括培訓職員成為認證的睡眠教練及高強度間歇訓練導師。此外，我們將與香港中文大學和香港理工大學開展研究計劃，分別評估睡眠及運動相關的介入成效。

5. 積極擴大夥伴關係及合作

善導會積極尋求與潛在夥伴的合作機會。今年，我們在精神健康綜合社區中心舉辦了開放日並作出服務展示。善導會將與懲教署及其他康復服務提供者保持密切聯繫，並建立一個溝通平台，展望推動更生康復服務不同持份者相互認識和合作。

Strategic Theme – Development of health-related services

The “**Prevention+**” approach advanced significantly this year. We have made significant strides in advancing health initiatives to support our service users in managing their lifestyles. Notable initiatives include the launch of insomnia-related programmes designed to enhance awareness of sleep health, as well as the exploration of research partnerships with academic institutions. We introduced a pilot health check-up scheme for our users and initiated a staff step challenge programme to foster a proactive health culture.

The findings from the “Underprivileged Populations Health Survey” (基層社群健康狀況調查) were released to promote the integration of “healthcare within the community” (社中有醫) approach to provide more comprehensive and systematic services for grassroots communities, using a healthy lifestyle management model as the blueprint.

Looking ahead to 2024-2025, we plan to enhance our sleep further and sports-themed quality work cum social work interventions. Ongoing training will be provided for colleagues to become certified Sleep Coaches and High-Intensity Interval Training (HIIT) specialists. Additionally, we are establishing health-related research collaborations with The Chinese University of Hong Kong and The Hong Kong Polytechnic University to evaluate the impact of our health initiatives.

5. Actively Expanding Partnerships and Collaboration

SideBySide eagerly pursues collaborative opportunities with potential partners. This year, we hosted an open-day service showcase at our Integrated Community Centre for Mental Wellness. SideBySide will connect strongly with the Correctional Services Department (CSD) and other rehabilitation service providers. A communication platform will be established to promote deeper understanding and collaboration among various stakeholders in the rehabilitation services sector.

善導會派出代表多次訪問中國內地，加深對國家發展和中華文化的認識。我們致力於拓展視野，擴大不僅在本地，還包括大灣區等地的發展。

6. 深化醫社協作

善導會一直致力於推動精神健康服務，透過醫社協作的模式，為精神復元人士提供全面的支援。本會的「導航計劃－精神復元人士過渡支援服務試驗計劃」，展示了我們與醫院管理局精神科住院服務及社會福利署醫務社會工作部門的深入合作。我們在精神科病房為精神復元人士提供早期支援，並與各機構的中途宿舍及社區精神健康服務協作，為正在等待中途宿舍及即將離開中途宿舍的人士及其家屬／照顧者提供無縫的支援。

我們將繼續加強醫社協作，支援社會上有精神健康需要人士，包括兒童及青少年、長者、照顧者及多元族裔人士。

SideBySide representatives visited mainland China several times to deepen our understanding of national development and Chinese culture. We are committed to broadening our horizons and expanding our perspective, not only locally but also across the Greater Bay Area and beyond.

6. Deepen Medical-Social Collaboration

SideBySide has been committed to promoting mental health services and providing comprehensive support to persons in mental recovery (PIRs) through medical-social collaboration. Our Lighthouse Project – “Pilot Project on Transitional Support Service for Persons in Mental Recovery”, demonstrates our in-depth collaboration with psychiatric inpatient services of the Hospital Authority and Medical Social Services Units of the Social Welfare Department. We provide early support for PIRs in psychiatric wards and work with Halfway Houses (HWHs) and community mental health services operated by other non-government organisations to provide seamless support to PIRs who are the potential users of HWHs or HWHs service users, as well as their families/carers.

We will continue to strengthen medical-social collaboration to support people with mental health needs in the community, including children and adolescents, elders, caregivers and ethnically diverse groups