



ONE FROM HUNDRED THOUSAND
「十萬分之一」社創研討會



ACTION PROJECTS
社創行動項目

Season

14

第十四季

「兒童之家·同行創路」
**Carving Paths Together
for Small Group Homes**

總結報告 Summary Report



主辦機構 ORGANISER



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

捐助機構 FUNDED BY



賽馬會社會創新設計院



香港賽馬會慈善信託基金
The Hong Kong Jockey Club Charities Trust

目錄

Table of Content

1	前言 Foreword	P. 4
2	項目資料 Project Particulars	P. 6
3	兒童之家背景及簡介 Background of Small Group Homes	P. 8
4	項目構想及季度工作概覽 Project Ideation and Season Overview	P. 14
5	「十萬分一」社創研討會 "One from Hundred Thousand" Social Innovation Symposium	P. 22
6	共創工作坊 Co-creation Workshop	P. 26
7	兒童之家的服務痛點 Pain Points of Small Group Homes Service	P. 28
8	後續行動項目 Subsequent Action Projects	P. 33
9	總結及政策建議 Conclusion and Policy Recommendations	P. 36
i	關於理大賽馬會社創「騷·IN·廬」 About PolyU Jockey Club "Operation Sooino"	P. 44
ii	鳴謝 Acknowledgements	P. 46

1

前言
Foreword

賽馬會社會創新設計院 (J.C.DISI) 過往舉行的季度主題包括了長者生活和跨代共融,同時也於第九季割房主題中關注兒童身心健康問題。

2020年J.C.DISI獲香港賽馬會慈善信託基金的團隊邀請探究從社會創新角度探討「兒童之家」的議題。自2021年開始「騷·In·廬」2.0計劃時, J.C.DISI於同年九月展開研究,向不同兒童住宿照顧服務單位了解機構的現況和難處,從孩子角度出發,尋求創新方法改善兒童之家環境,增強家的感覺,以及回應業界面對的難題。今季的兒童之家主題,除了重視孩子在兒童之家的心理支援和空間配合,更會就前線社工和家舍家長遇到的困難,以及兒童住宿照顧服務的體制加以探討。

兒童住宿照顧服務未必是整體社福界和廣泛社會討論熱烈的議題,然而,社會家庭問題日趨複雜,兒童之家的服務需求急增,很多幼童以至青少年無奈離開原生家庭,需要緊急而暫時的住宿照顧服務,直至適合與家庭團聚,或者能夠獨立生活。

兒童之家服務對象的年齡層(4-18歲)涵蓋大部分整體住宿照顧服務的年齡範圍(21歲以下),而其近似家庭模式的性質有助不同設計概念介入,適合成為社創項目的重心以探討整體服務需求與空隙。

現今社會發展迅速,下一代的需要變得更複雜,整體服務中孩子和青少年的心理需要和成長準備比以往需要更多長遠規劃。孩子從入住兒童之家前,直到離院獨立生活,都有不同階段的經歷,而孩子未必能直接表達自己的需要,身邊人的同理心支援和洞察力變得更為重要。在空間上,縱使空間設計條件有限,我們希望兒童之家的設計確實有家的元素,無論在空間佈局,傢俬選擇,環境氛圍等,均能仔細地回應住戶的需要。孩子為本的服務和環境將會是項目的重心, J.C.DISI希望此社創項目能增加社會對兒童之家的認識,為兒童住宿服務帶來新思維和支持。

香港理工大學

賽馬會社會創新設計院總監

實務教授 (規劃)

凌嘉勤 銀紫荊勳賢

2024年 3月

The Jockey Club Design Institute for Social Innovation (J.C.DISI) has consistently focused on addressing societal challenges, encompassing a range of seasonal themes, such as elderly livelihood and intergenerational inclusivity. In our ninth season, we directed our attention towards the pressing issue of subdivided flats and its impact on the physical and mental well-being of children.

In 2020, J.C.DISI was invited by the Hong Kong Jockey Club Charities Trust to explore the topic of "Small Group Homes" (SGHs) from a social innovation perspective. Starting in 2021 with the PolyU Jockey Club "Operation Solnno" 2.0 project, J.C.DISI commenced research in September of the same year, engaging with various Residential Child Care Service (RCCS) operators to understand the current landscape and challenges faced by these organisations. Our approach was driven by a child-centred perspective, aiming to seek innovative methods to improve the environment of SGHs, enhance the sense of home, and address sectoral challenges. This season's thematic focus on SGHs not only emphasises the psychological support and spatial considerations for Children and Youth (C&Y) in RCCS but also seeks to explore the difficulties encountered by frontline social workers and house parents, as well as the overall system governing the RCCS.

RCCS may not be a widely discussed topic within the broader social welfare sector and society at large. However, as social and family issues become increasingly complex, the demand for SGHs has seen a significant surge. Many young children, and even adolescents, find themselves reluctantly leaving their biological families and requiring urgent, temporary accommodation and care services until they can be reunited with a suitable family or achieve independent living.

The age range of the target beneficiaries of SGHs (4-18 years old) encompasses a significant portion of the overall age range for RCCS (under 21 years old). The nature of these homes, resembling a family setting, provides an opportunity for different design concepts to intervene and address the overall service needs and gaps, making it an ideal focus for social innovation projects.

In today's rapidly evolving society, the needs of the next generation have become more complex. The psychological needs and developmental preparedness of Children and Youth (C&Y) in the overall service context require long-term planning more than ever before. In terms of service, children will gain different experiences throughout the different stages of their stay in SGHs, from preparing to transition into homes to departing for independent living. However, children may not always be able to directly express their needs, it is particularly important for their caregivers to demonstrate empathy and to keenly observe them. Despite limitations in spatial design, we aim to instil elements of home in the design of SGHs, carefully addressing the residents' needs through spatial layout, furniture selection, environmental ambiance, and more. A child-centred approach to both services and the built environment will be the focal point of the project. J.C.DISI hopes that this social innovation project will increase awareness of SGHs in society and bring forth new perspectives and support for RCCS sector.

Ling Kar-kan, SBS

Director, Jockey Club Design Institute for Social Innovation
Professor of Practice (Planning)
The Hong Kong Polytechnic University

March 2024

2

項目資料 Project Particulars

項目團隊 Project Team

賽馬會社會創新設計院
Jockey Club Design Institute for Social Innovation (J.C.DISI)



凌嘉勤, 銀紫荊勳賢 Ling Kar-kan, SBS	總監 Director
李雅筠 Karen Lee	空間項目經理 I Project Manager I (Spatial)
劉妙君 Micki Lau	項目協理 Project Associate
簡思諾 Sharon Kan	項目協理 Project Associate
談綺婷 Tammy Tam	項目協理 Project Associate
李紫如 Vickie Lee	副研究員 Research Associate
李芷諾 Candy Lee	項目助理 Project Assistant
劉卓怡 Cherry Lau	項目助理 Project Assistant

引用 Citation

引用此報告的人士可註明參考如下：

Parties who wish to cite this report may insert the reference as follows:

香港理工大學賽馬會社會創新設計院：《理大賽馬會社創「騷·In·廬」—第十四季：兒童之家·同行創路總結報告》(香港：賽馬會社會創新設計院，2024年)。

Jockey Club Design Institute for Social Innovation, 2024. PolyU Jockey Club “Operation SolInno” – Season 14: Carving Paths for Small Group Homes Summary Report, Hong Kong: Jockey Club Design Institute for Social Innovation, The Hong Kong Polytechnic University.

免責聲明 Disclaimer

任何情況下，捐助機構皆不會對任何人或法律實體因此載內容而作出或沒有作出的任何行為負上任何法律責任。

In no event shall the Funder have any liability of any kind to any person or entity arising from or related to any actions taken or not taken as a result of any of the contents herein.

3

兒童之家背景及簡介

Background of Small Group Homes

兒童之家的源起 The Origin of Small Group Homes

於1960至70年代，香港的兒童住宿照顧服務主要支援戰後受影響的兒童；其後，此服務逐漸為未能得到原生家庭適當照顧的孩子，提供暫時及近似家庭模式的住宿照顧。現時兒童住宿照顧服務分為院舍及非院舍兩大類別，由社會福利署資助，並經不同社會服務機構營運，以服務對象的背景和年齡分類。

During the 1960s to 1970s, Residential Child Care Service(RCCS) in Hong Kong primarily supported children affected by the aftermath of the war. Subsequently, this service gradually expanded to provide temporary and family-like accommodation and care for children who were unable to receive appropriate care from their biological families. Currently, RCCS is divided into two main categories: institutional and non-institutional. These services are funded by the Social Welfare Department (SWD) and operated by different social service organisations, categorised based on the background and age of the service recipients.



政府資助
Government-funded



非政府機構提供服務
Service provided by non-governmental organisations



24小時免費住宿照顧服務
Free 24-hour residential care services



21歲以下的服務對象
Targeting children under 21 years of age

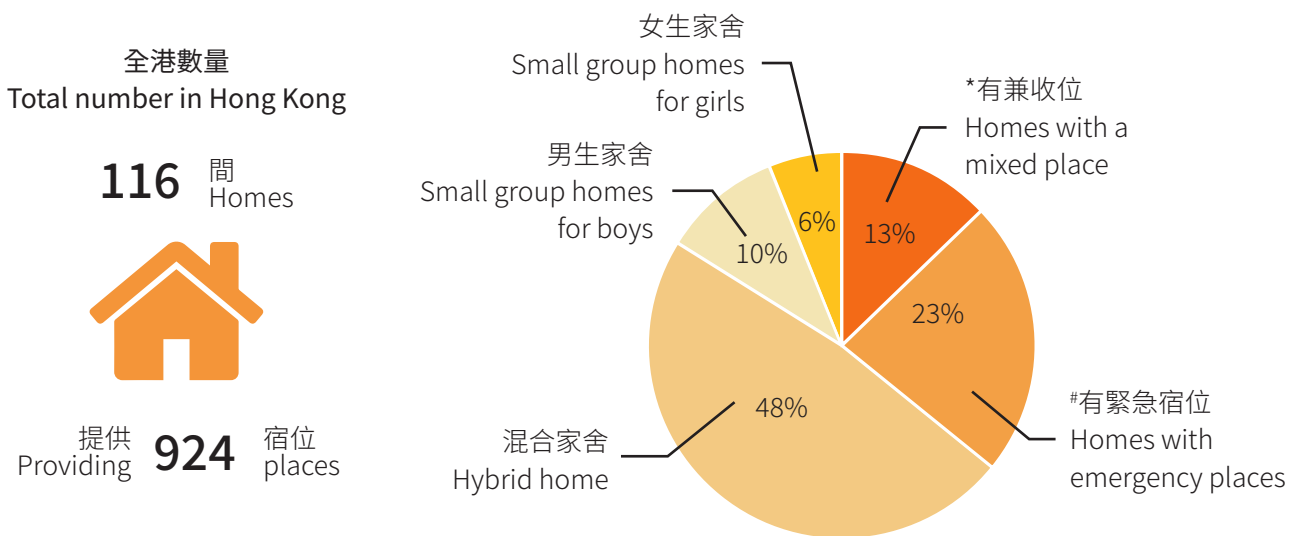
院舍 Institutional Care	留宿幼兒中心(留宿育嬰園) Residential Child Care Centres (Residential Creches)
	留宿幼兒中心(留宿幼兒園) Residential Child Care Centre (Residential Nursery)
	兒童院 Children's Homes
	兒童收容中心 Children's Reception Centre
	男／女童院 Boys' Home / Girls' Home
非院舍 Non- Institutional Care	男／女童宿舍 Boys' Hostel / Girls' Hostel
	寄養服務 Foster Care
	寄養服務(緊急照顧) Foster Care (Emergency)
	兒童之家(4-18歲) Small Group Homes (aged 4-18)
	緊急／短期兒童之家照顧服務 Emergency / Short-term Care in Small Group Homes

兒童之家屬於非院舍類別，在專業社工的督導下，每所兒童之家由一對夫婦擔任家舍家長，一般照顧八名兒童及青少年，服務對象年齡介乎4至18歲，入住時通常為全日制學生。一些兒童之家亦有提供緊急宿位，使需要照顧的人數達到九人。縱觀不同兒童之家服務機構的目標，主要以提供近似家庭環境的照顧為本，直至他們與家人團聚或接受其他長期生活安排為止。

SGHs fall under the category of non-institutional residential care. Under the supervision of professional social workers, each SGH is managed by a married couple who serve as house parents. Typically, these homes cater to 8 Children and Youth (C&Y) ranging in age from 4 to 18 years old. Some SGHs provide an extra space for urgent cases, bringing the total number of C&Y to 9 persons. Upon admission, the residents are usually full-time students. Considering the objectives of different organisations providing SGHs services, the primary focus is to offer a family-like environment and care until the children can be reunited with their families or establish alternate long-term living arrangements.

全港宿位概覽 Overview of Small Group Homes places in Hong Kong

數據更新至2022年 Data up to 2022



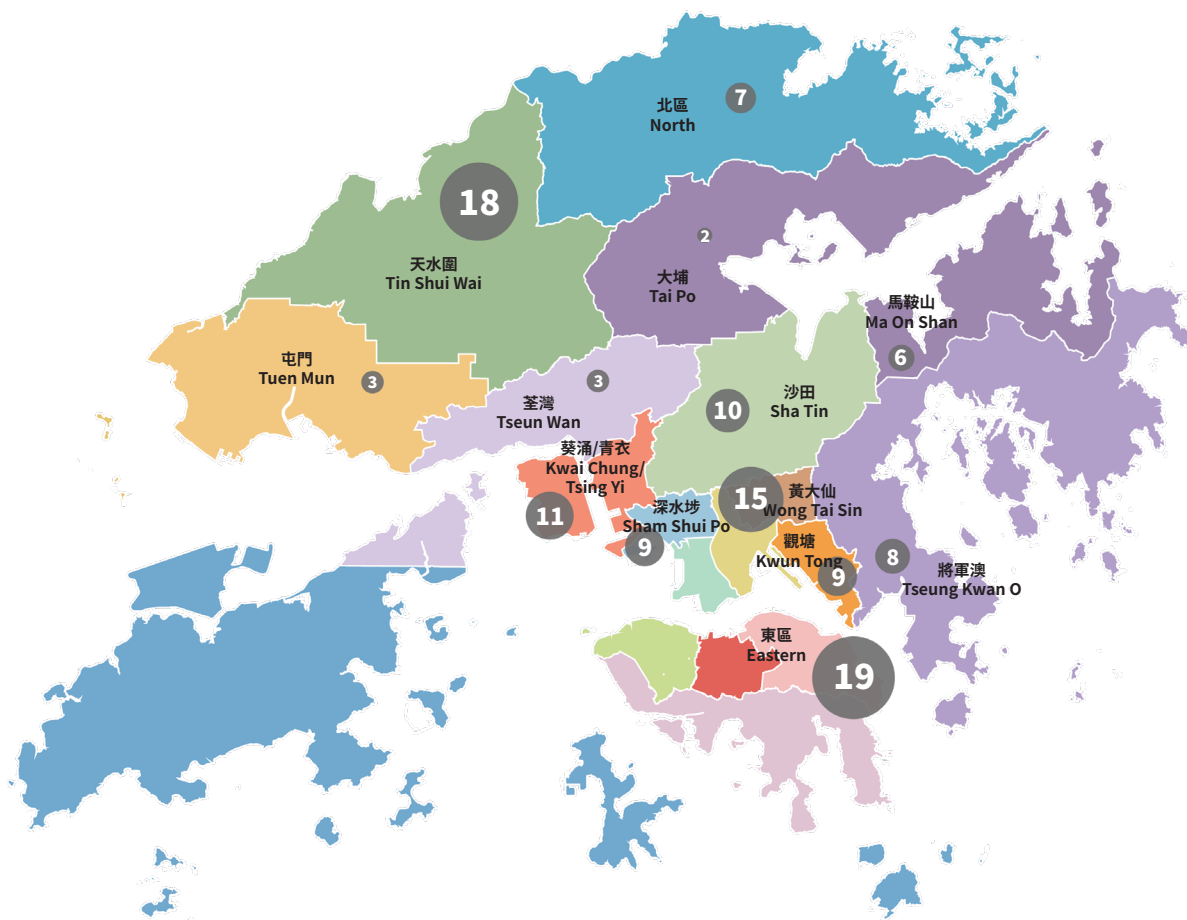
地區分佈 Distribution of Small Group Homes

兒童之家主要位於公共屋邨的單位內，故兒童之家的分佈與現時的公共房屋較集中的地區重疊，包括黃大仙等城市核心地區以及天水圍等新市鎮區域，而確實地址為保密資料，以保障住戶的私隱。

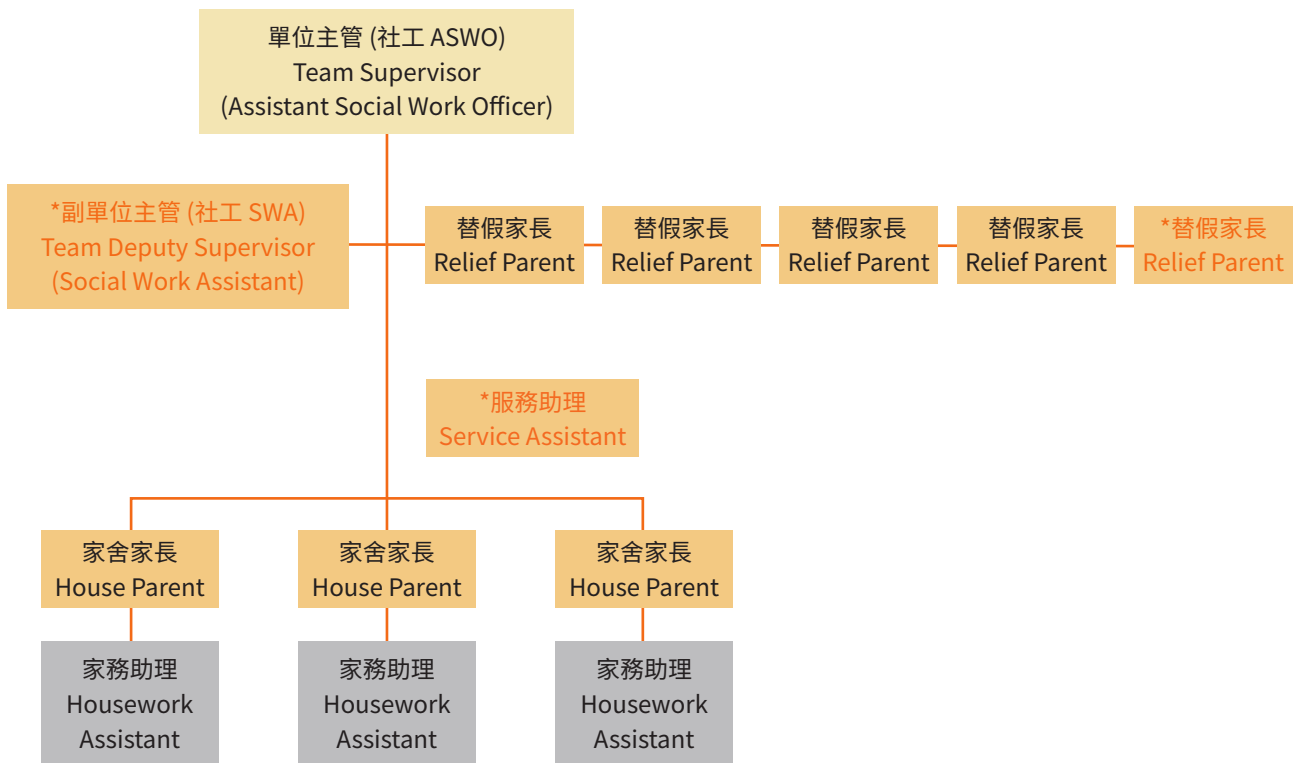
這樣的分佈安排也對社會服務資源的分配產生了重要影響。由於兒童之家需要提供全面的照顧和支持服務，例如考慮舍員上學地點等，社會服務機構和相關部門需要根據兒童之家的分佈情況，合理分配和配置社會服務資源，以確保兒童之家能夠有效運作。

SGHs can be found in various districts in Hong Kong, with the largest numbers in Eastern, Tin Shui Wai and Wong Tai Sin Districts. The exact locations of SGHs are strictly confidential to protect the privacy of the residents.

Such locational distribution has significant implications for the allocation of social service resources. As SGHs require comprehensive care and support services, such as considering the school locations of the residents, Non-Governmental Organisation(NGOs) and relevant departments need to allocate social service resources based on the location of SGHs to ensure effective operation.



家舍架構 Structure of Small Group Homes



福利工作人員職級：中學畢業，沒特定資歷要求

Qualification for welfare workers:

Secondary School diploma, no specific Qualification Framework (QF) requirement

*因應2018「加強兒童住宿服務照顧人手」新增
New additions as per the 2018 review “Increase recruitment of service team members for residential childcare services”

入住原因

- 父母情緒／精神問題
- 父母去世／離港／失蹤
- 虐兒個案
- 父母犯罪／吸毒
- 父母婚姻問題
- 父母經濟問題
- 父母健康問題
- 其他原因

Reasons of intake

- Emotional / mental problems of biological parents
- Death / Departed Hong Kong / Missing of biological parents
- Child abuse
- Criminal offence / drug abuse of biological parents
- Marital problems of biological parents
- Financial problems of biological parents
- Health problems of biological parents
- Other reasons

入住過程 Admission Process

入住前 Pre-admission	<ul style="list-style-type: none"> • 孩子未得到成人適當照顧 • 家長同意遞交申請 • 申請面試 	<ul style="list-style-type: none"> • C&Y not receiving adequate or appropriate care from adults • Parents consent to file in applications • Admission interview
入住期間 During admission	<ul style="list-style-type: none"> • 入住兒童之家 • 每六個月的個案會議 	<ul style="list-style-type: none"> • Start living in Small Group Homes • Case meetings every 6 months
入住後 Post-admission	<ul style="list-style-type: none"> • 滿十八歲或家庭重聚離開家舍 	<ul style="list-style-type: none"> • Leaving the home upon reaching the age of 18 or family reunion

舍員於不同生活範疇上的需要

社會發展迅速，不論在「住宿」和「照顧」方面，兒童及青少年的需求轉趨多元化，新一代的生活日程、學習需要和家庭背景於過去數十年間改變不少。J.C.DISI為了有效地設計每個階段的持份者參與模式，讓成年人明白家舍兒童及青少年的情況，嘗試從以下的生活角度引領主題，延伸至聚焦小組問題設計、研討會的分享內容、共創工作坊的指引框架，以及行動項目的用家參與等。

The needs of SGH residents in various aspects of life

With rapid social development, the needs of C&Y have become increasingly diverse in terms of "residence" and "care." Over the past few decades, the daily routines, learning requirements, and family backgrounds of the younger generation have undergone significant changes. J.C.DISI seeks to effectively design stakeholder engagement models for each stage to allow adults' thorough understanding of the situations faced by C&Y in residential care. The following themes stem from various aspects of the lives of C&Y, also extend to guide focus group questions design, content shared in symposium, frameworks for co-creation workshop, and user engagement in action projects.

範疇 Domains	生活角度 Livelihood concerns
學習需要 Learning needs	<ul style="list-style-type: none"> 8位兒童或青少年做功課溫習的個人空間 遇上學習難題的支援 對選科有疑惑的求助對象 特殊教育需要學生的適應 <ul style="list-style-type: none"> Personal space for all 8 C&Y in the homes to study or finish homework Academic support Assistance for those with doubts about subject selection Adaptive support for students with special educational needs (SEN)
社交相處 Social interaction	<ul style="list-style-type: none"> 安全感和依附關係 合適的傾訴對象 志同道合的朋友 師友關係和生涯規劃 <ul style="list-style-type: none"> Sense of security and dependence Suitable people to confide in Like-minded friends Mentorship and career planning
家庭關係 Family relation	<ul style="list-style-type: none"> 與原生家庭的溝通 認識、理解和接納原生家庭 配合適當的管教模式幫助家庭重聚 <ul style="list-style-type: none"> Communication with biological families Getting to know, understand and accept biological families Appropriate disciplinary models to facilitate family reunion
身心健康 Physical and mental health	<ul style="list-style-type: none"> 情緒釋放需要 睡眠質素 家舍內的私人/個人空間 增強健康和幸福感的設計 <ul style="list-style-type: none"> Need for emotional release Sleep quality Private and personal space within SGHs Design that fosters health and well-being
自主生活 Self-directed living	<ul style="list-style-type: none"> 探索學習興趣 增廣視野見識 預備離開院舍後的獨立生活或家庭重聚 不同生活經驗的嘗試 <ul style="list-style-type: none"> Exploring learning interests Broaden horizons Preparation for post-discharge independent living or family reunion Encouraging diverse life experiences

4

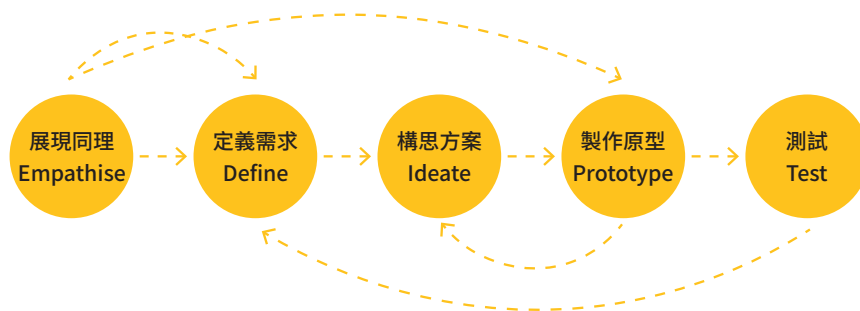
項目構想及季度工作概覽

Project Ideation and Season Overview

項目構想 Project Ideation

J.C.DISI以參與式設計向兒童住宿照顧服務的持份者了解業界現況，團隊在每個工作階段嘗試以不同手法進行質量研究，通過在這些階段之間反覆檢視用家需要，將項目的定點和規模進一步擴展，以全面了解問題所在以及改進創新方法。

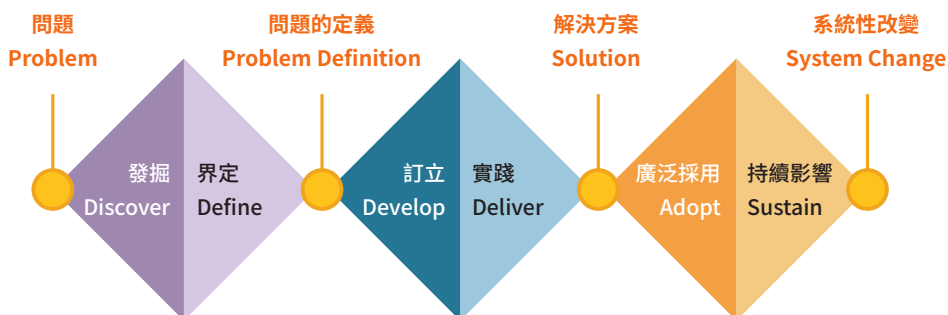
J.C.DISI employed the approach of participatory co-design to fully understand the sector's current situation from the perspective of the stakeholders involved in RCCS. We attempted to use different methods to conduct qualitative investigations, repeatedly reviewing the needs of service users during and in between every stage. We then expanded accordingly the project's focus and scale, to gain a whole picture of existing problems and innovative solutions.



疊代的设计思维模型 Iterative design thinking model

「設計思維」的三鑽模型循三個菱形的思考方向，首先激發思維，然後整合構想。從發掘用家和持份者的痛點（發掘）到界定真正的需求（界定）；再從「頭腦風暴」中產生大量可能的解決方案（訂立），到從眾多方案之中縮小範圍，並挑選出最佳方案（實踐）進行提煉和實踐。最後經測試和廣泛採用，不斷創造影響和推動系統性變革。

The triple-diamond model of "design thinking" follows three diamond-shaped thinking directions: first, it sparks inspiration and then integrates concepts. It begins with uncovering the pain points of users and stakeholders (discover), then defining the genuine needs (define). Next, it generates a multitude of potential solutions through brainstorming sessions (ideate), narrowing down the options from numerous proposals and selecting the optimal solution (prototype) for refinement and implementation. Finally, through testing and widespread adoption, it continuously creates impact and drives system change.



「設計思維」的三鑽模型 The Triple Diamond Model of Design Thinking

項目目標

1. 檢視和制定以孩子為本的方針，關注家舍住戶的體驗和滿足感：

即從兒童和青少年的角度檢視和重塑現有的服務設計，不論住戶在兒童之家逗留的時間長短，以硬件和軟件方式協助他們建立積極的生活體驗。

2. 提升兒童面對成年、建立關係、個人成長和現實世界之複雜問題的抗壓能力，讓他們離開家舍時具備應對未來的能力：

即讓家舍住戶在離開家舍時和離開家舍後已為當前和未來的挑戰做好準備，包括與父母的重聚和適應成年生活的個人發展。

3. 善用社區或社會資源補充現有的兒童之家服務：

即透過與社會服務業界和社會的廣泛協作，深入瞭解和審視現時個案轉介及申請流程，藉此優化兒童之家的體驗和服務，以迎合兒童和前線員工的需求和個案狀況。

Project Objectives

1. Develop a children centric approach to focus on resident' s experience and satisfaction:

Review and reshape existing service design with a C&Y' s perspective and establish a positive living experience, regardless of the resident's duration of stay in SGH, through both hardware and software interventions.



2. Increase the level of children resiliency into adulthood, building relationships, personal growth, and the real world, be “future ready” upon discharge:

Prepare residents for the current and upcoming challenges upon and after discharge, including the reunion with parents and personal development in adapting to adult life.

3. Leverage community / society resources complementary to the existing SGH services:

Investigate and review the referral and admission process with collaborative support from the wider social service sector and society to enhance the experience and services at SGHs, specifically catering to the need of C&Y and frontline workers and in case situations.

「兒童之家·同行創路」的季度工作概覽 Seasonal Overview of Carving Paths Together for Small Group Homes

2021年中 Mid-2021	2022年3月至4月 March to April 2022
第一個鑽石 The First Diamond	
<p data-bbox="379 741 639 819">概覽研究 Landscape study</p> 	<p data-bbox="1051 741 1410 819">焦點小組訪談 Focus group discussion</p> 
<p data-bbox="225 1373 794 1480">向不同的兒童住宿照顧服務營運機構了解服務的背景和情況，入住兒童之家的過程至離開院舍面對的困難。</p> <p data-bbox="225 1525 794 1693">J.C.DISI has been briefed on the service background and current state, as well as the entire process from SGHs admission to facing real-world challenges upon discharge by different RCCS operators.</p>	<p data-bbox="948 1373 1517 1480">邀請兩間兒童之家社工、五位家舍家長及前線職員進行聚焦小組訪談，從不同層面了解前線職員的工作和需要。</p> <p data-bbox="948 1525 1517 1659">Social workers from two SGHs, and five house parents and frontline staff of SGHs were invited to conduct focus group interviews to understand the work and needs of SGH.</p>

2022年4月8日
8 April 2022

2022年6月11 至12日
11-12 June 2022

「十萬分一」社創研討會 “One from Hundred Thousand” Social Innovation Symposium

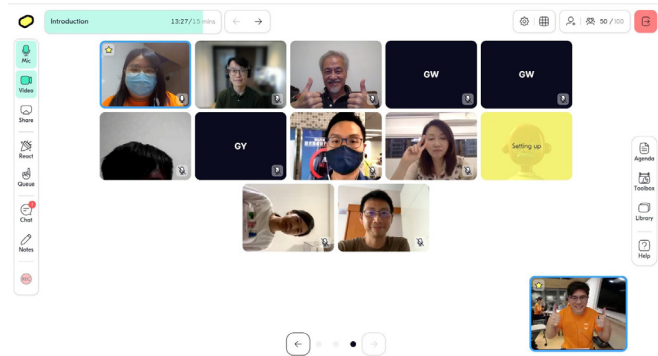


加強學術界和兒童住宿照顧服務機構間的知識傳播，藉嘉賓的討論交流，讓相關持份者探索可行的創新方案，並召集同行者支援兒童及青少年的需要。是次社創研討會有超過二百位網上參加者收看（詳情參閱第五章）。

Strengthen the knowledge exchange between the academia and RCCS operators. The discussions of the panelists allowed related stakeholders to explore viable, innovative solutions in the face of challenges, and aligned members of the public who share the same devotion to support the needs of C&Y. The Symposium had over 200 participants online.

(Please refer to Chapter 5 of this Report)

共創工作坊 Co-creation Workshop



兩場的網上共創工作坊，鼓勵兒童住宿照顧服務機構、設計師、社工與公眾共同參與，就六項身心健康主題進行深入交流，探索後續行動項目的計劃方向，以回應兒童住宿照顧服務持份者的需要（詳情參閱第六章）。

The two sessions of online co-creation workshops encouraged RCCS operators, designers, social workers and members of the public to exchange opinions on the six major topics of physical and mental health, as well as to explore the direction of subsequent action projects, in response to the needs of RCCS stakeholders.

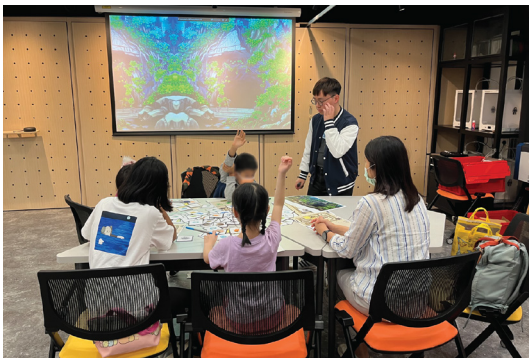
(Please refer to Chapter 6 of this Report)

「兒童之家·同行創路」的季度工作概覽 Seasonal Overview of Carving Paths Together for Small Group Homes

2022年6月底至9月底 End of June to September 2022	2022年10月至2023年10月 October 2022 to October 2023
第二個鑽石 The Second Diamond	
訂立解決方案 – 反覆檢視、測試和改進社創方案原型 Developing Solutions – Iteratively review, test and improve prototypes of social innovation solutions	
<p style="text-align: center;">用家參與活動 User Engagement Activities</p> 	<p style="text-align: center;">行動項目一「重塑未來兒童之家的設計」 Action Project 1 – Reimagining Small Group Homes for the Future</p> 
<p>邀請兒童之家的舍員到訪理大進行四場不同類型的用家參與活動，以大學參訪為基礎，讓我們有機會更好地了解目前使用者的需求，包括探索情緒與空間的關係，自由藝術創作等。J.C.DISI亦到兒童之家進行家訪，了解兒童之家的舍員如何運用家舍空間及其生活習慣。</p> <p>J.C.DISI invited SGHs residents to visit PolyU and engage in four rounds of activities to understand the needs of SGH residents. These include exploring the relationship between emotions and living space, and expressive art-making sessions. J.C.DISI has also conducted home visits to SGHs to understand how C&Y and house parents make use of the living space and what their daily habits are.</p>	<p>以一間家舍機構的真實單位環境作個案研究，與建築設計團隊C-LAB開展「重塑未來兒童之家的設計」的行動項目，以用家參與活動和研究成果做藍本、及創傷知情的設計考量重新構想兒童之家的室內空間。</p> <p>Based on a genuine SGH unit operated by a NGO operator as the basis for case research and to launch the action project, “Reimagining Small Group Homes for the Future” with the architectural design team C-LAB. The schematic design is based upon the results of user engagement and research outcomes, as well as trauma-informed care design principles.</p>

2023年4月至2024年2月
April 2023 to February 2024

**行動項目二「兒童之家遊戲化溝通工具及社工教材研發」
Action Project 2 – Gamified Communication Tool for
Small Group Homes with Curriculum Development
for Social Worker**



以遊戲化的方式與舍員進行溝通，培養他們的表達技巧，並了解他們對於室內空間的設計需求，讓建築和設計師能更有效地將舍員聲音揉合於家舍設計內。

Through gamified communication with SGH residents, cultivating their expression skills, and understanding their spatial needs; architects and designers can more effectively integrate the voices of C&Y into the actual design of SGHs.

「兒童之家·同行創路」的季度工作概覽 Seasonal Overview of Carving Paths Together for Small Group Homes

2022年12月至2023年2月 December 2022 to February 2023	2023年2月 February 2023
第三個鑽石 The Third Diamond	
探索機會 創造持續影響 Explore opportunities to create long-lasting impact	
<p style="text-align: center;">兒童之家實習生計劃 Job Shadowing Programme</p> 	<p style="text-align: center;">家舍家長焦點小組 Focus Group Discussion with House Parents</p> 
<p>邀請兩名居住於不同兒童之家的舍員成為 J.C.DISI 的見習員工以擴闊他們的職業探索方向，並與 J.C.DISI 員工一同完成指定工作和製作兒童之家模型，增強表達能力和自信，讓他們離開家舍後仍能有效地表達自己和與人溝通。</p> <p>J.C.DISI invited two SGHs residents to become trainee employees to expand their career development directions. They completed assigned tasks and created SGHs models together with J.C.DISI staff to enhance their communication skills and confidence, to increase their resilience upon discharge.</p>	<p>與理大應用社會科學系及香港賽馬會慈善信託基金的團隊了解家舍家長的服務初心和實務智慧，確立他們的正向身份及經驗，同時了解他們不同生活和工作面向的痛點需求。有助香港賽馬會慈善信託基金的團隊日後將更準確投放資源，支援家舍家長。</p> <p>Together with the teams from the Department of Applied Social Sciences of PolyU and the Hong Kong Jockey Club Charities Trust (The Trust), we understood the service intentions and practical wisdom of house parents, established their positive identities and experiences, and understood their pain points and needs in different aspects of life and work. In the future, it is expected that these resources will be allocated more accurately from The Trust to support house parents.</p>

2024年3月
March 2024

「兒童之家·同行創路」成果分享會
Sharing Session for Carving Paths Together for
Small Group Homes



透過此分享會與合作夥伴和兒童之家的營運機構一同回顧季度工作、分享我們對於項目的反思和展望下一步如何持續跨界別合作的影響。我們亦透過與兒童之家的營運機構代表對談，了解營運機構在進行環境改善工程時所面對的困難和討論如何提升兒童之家的服務。

Through this sharing session, we had the opportunity to review the seasonal work alongside our partners and SGH operators and reflect on how to sustain the impacts of cross-sector collaboration. Additionally, we engaged in conversations with NGO representatives to understand the challenges they face during EIP and explored ways to enhance the SGHs services provision.

5

「十萬分之一」社創研討會

“One from Hundred Thousand” Social Innovation Symposium



2022年4月8日的「十萬分之一」社創研討會，J.C.DISI藉著通過加強學術界和社區之間的知識傳播，探討兒童住宿照顧的服務模式、新冠疫情期間的挑戰和突發需求、社區資源、系統性改革機會等，以下為社創研討會的演講和分享總結：

The "One from Hundred Thousand" Social Innovation Symposium, held on April 8, 2022, served as a platform for J.C.DISI to strengthen knowledge transfer between the academia and the local community. The symposium aimed to explore service models for residential care of children, challenges and the emergent needs during the COVID-19 pandemic, community resources, and opportunities for system change. The following are the key points and insights from the symposium's presentations and discussions:



崔永康教授 Prof. Eric Chui

香港理工大學講座教授及應用社會科學系系主任
Chair Professor & Head of the Department of Applied Social Sciences, PolyU

Growing up in Small Group Homes: Risks, Needs, Interventions and Outcomes

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. 兒童之家的「家」是孩子寶貴的成長環境，因為每個兒童由4至18歲平均會有81,760個小時與「家庭」接觸 2. 每個年齡階段的孩子對「家庭」的需要和風險各有不同 3. 兒童之家面臨提供不同年齡階段的孩子所需資源和發展的挑戰 4. 期望《兒童之家·同行創路》的季度中，不同領域合作，善用有限資源，滿足孩子不同階段的照顧和發展需要 5. 理工大學的社會創新設計院可以研究如何運用空間設計技巧和科技，使兒童之家的環境更兒童友善和現代化 | <ol style="list-style-type: none"> 1. The nurturing environment of SGHs is crucial for children's growth as each child has on average 81,760 contact hours with family from the age of 4 to 18 2. Different age ranges of children have varying familial needs and susceptibility to risks 3. Providing suitable resources and room for development for children of all ages is a major challenge for SGHs 4. Looking forward to the cross-disciplinary collaboration in the "Carving Paths Together for Small Group Homes" season which aims to support the needs of C&Y through various developmental stages with wise use of limited resources 5. J.C.DISI will research on the utilisation of spatial design strategies and technologies, to transform SGHs into a more child-friendly and modernised environments |
|--|---|



植翠珊女士 Ms. Ramy Chak

救世軍 社會服務部總經理(青年、家庭及社區服務)
Chief Manager (Youth, Family and Community Services), The Salvation Army

“From Fear to Love” The arising challenges providing a child-centric service in the current SGHs setting

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. 「家」的概念不僅僅是四面牆，與整個社區的管理和運作密切相關 2. 救世軍創立兒童之家的目的是培育兒童和青少年在多個層面上的成長，包括理性思考、身心健康和良好的價值觀 3. 近年來移民潮和社工退休人數增加，導致經驗豐富的社工離職 4. 兒童之家面臨著兒童需求不斷增加的壓力，例如特殊教育需求學童的比例上升以及疫情引起的各種問題 5. 兒童之家需要應對不同方面的壓力，以確保提供適切的支持和服務 | <ol style="list-style-type: none"> 1. A "home" extends beyond physical walls and is closely connected to the community in terms of management and operation 2. The Salvation Army's objective in operating SGHs is to foster the holistic growth of C&Y, including rational thinking, physical and mental health, and positive values 3. The recent emigration wave and retirement of experienced social workers have resulted in a significant loss of skilled professionals 4. SGHs face increasing burdens due to rising demands from C&Y, such as a growing number with special education needs, as well as post-pandemic issues 5. SGHs need to address various pressures to ensure the provision of appropriate support and services |
|--|---|



黃素萍女士 Ms. Kiann Wong

聖公會聖基道兒童院 助理總幹事
Assistant Chief Executive, S.K.H. St. Christopher's Home

Bridging the gap: Pilot programmes responding to the changing needs

1. 香港兒童之家的發展隨著社會環境的變化而正經歷急劇轉變
 2. 兒童之家面臨著一系列問題，包括個案錯配、人手不足、離院青年難以獨立生活以及服務設計未能滿足青少年的需求
 3. 聖公會聖基道兒童院近年來從多個角度入手改善兒童之家服務，包括原生家庭支援、擴闊兒童及青少年的視野和生活經驗，以及離院青年的支援
 4. 通過積極聆聽服務使用者的聲音，希望改善兒童之家服務的質量
1. The development of SGHs in Hong Kong is undergoing rapid transformations in response to societal changes
 2. Daunting issues faced by SGHs include case mismatch, staff shortage, difficulties for post-discharge young adults transitioning to independent living, and inadequate service designs for addressing youth needs.
 3. S.K.H. St. Christopher's Home has committed to enhancing its SGH services through a multifaceted approach, such as supporting biological families, expanding the horizons and life experiences of C&Y, and providing support for post-discharge young adults
 4. By actively listening to the voices of service users, it is aimed to enhance the quality of SGHs services



馮寶如女士 Ms. Kitty Fung

東華三院(兒童住宿照顧服務) 督導主任
Supervisor (Residential Child Care Services), Tung Wah Group of Hospitals

Nurturing exposure for SGHs youth and supporting post 18 graduates' future-readiness – Sharing practical experience

1. 越來越多人關心青少年的需要，期望東華三院的兒童之家能夠代替家庭，幫助小朋友健康的成長
 2. 兒童之家已運行了三十年，提供類似傳統家庭的協助和服務
 3. 社會對年輕人的期望和需要不斷變化，希望引入新模式、人力和企業，提供生涯規劃活動，培養青少年的品德、同理心和生活技能
1. There is a growing concern for the needs of youths, and it is expected that the SGHs of Tung Wah Group of Hospitals can serve as a familial substitute, providing a nurturing environment for children in need
 2. The current quasi-family mode of SGHs in Hong Kong, which has been in operation for around 30 years provides assistance and services similar to those of traditional families
 3. The expectations and needs of young people in society are constantly changing, and there is a desire to introduce new models, manpower, and partnerships to provide career planning activities and cultivate the moral values, empathy, and life skills of youths



黃慧冰女士 Ms. Lea Wong

母親的抉擇 兒童個案管理副總監
Assistant Director, Children's Services, Mother's Choice

How to use CANS (CHILD ADOLESCENT NEEDS and STRENGTHS) for effective case management and permanency planning

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. 母親的抉擇希望每個孩子都能在快樂的家庭中成長 2. 機構在兒童服務個案管理中的三大支柱是持續性發展、需求確定和及早介入 3. 機構使用兒童及青少年需要與資源 (CANS) 來評估服務使用者的情況和了解他們的需求，對於處理帶有複雜歷史和家庭背景的案件特別有效 4. (CANS)也方便機構評估介入後的成果和進步，以確定是否達到為青少年定立的改變目標 | <ol style="list-style-type: none"> 1. Mother's Choice aims for every child to grow and thrive in a happy home 2. The three pillars of childcare case management are stability in child development, needs confirmation, and early intervention 3. Many cases managed by the Organisation involve children from complex familial backgrounds or origins, the CANS (Child and Adolescent Needs and Strengths) assessment tool is particularly useful for gathering data on service users and understanding their situations, enabling staff to better comprehend children's needs for more suitable interventions 4. CANS also serves as a valuable tool for evaluating the effectiveness of interventions and determining if children's development aligns with the organisation's set targets |
|---|---|

6

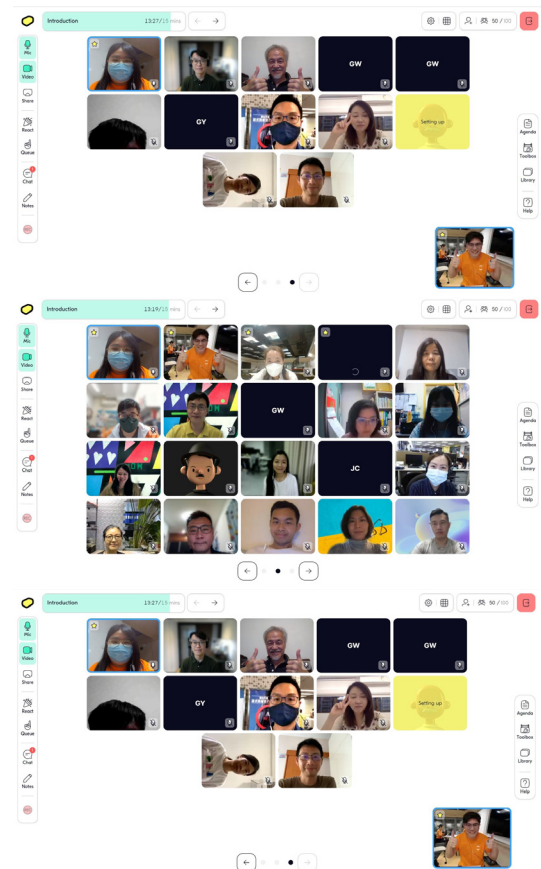
共創工作坊 Co-creation Workshop

J.C.DISI 於2022年6月11 (六) 至12日 (日) 和我們的共創工作坊夥伴 Good Lab 好單位舉行了兩場網上共創工作坊，希望從舍員的不同身心需要出發，先探討他們的情緒、生理、社交、和知識層面的需求，並循序漸進地梳理社會創新方案的面向。

共創工作坊中不同背景的參加者分為九組共創團隊，以設計思維手法為不同的家舍主題思考社創方案：

(1)照顧特別情緒需要的家舍、(2)照顧不同年齡及活動需求的靈活家舍、(3)促進原生家庭關係及參與的家舍、(4)拓展興趣、視野及生活經驗的家舍；及(5)培訓獨立生活能力的家舍。

J.C.DISI collaborated with our co-creation workshop partner, Good Lab, in holding two online co-creation workshops from June 11th (Saturday) to 12th (Sunday) in 2022. The aim was to explore the emotional, physiological, social, and knowledge-based needs of the SGH residents, starting from their diverse mental and physical requirements. The workshops progressively directed social innovation solutions in a systematic manner. Participants from diverse backgrounds formed nine co-creation teams, utilising design thinking methodologies to brainstorm social innovation solutions for different themes related to SGH: (1) Homes catering to special emotional needs, (2) Flexible homes accommodating different age groups and activity requirements, (3) Homes promoting biological family relationships and involvement, (4) Homes broadening interests, perspectives, and life experiences, and (5) Homes providing training for independent living.



共創工作坊的參加者包括：

Participants of the co-creation workshop includes:



兒童住宿營運者/ 社工
RCCS Operators/
Social Workers



輔導員/治療師
Counselors/
Therapists



老師/研究員
Teachers/
Researchers



學生
Students



建築師/規劃師/
設計師/工程師
Architects/Planners/
Designers/Engineers



社會大眾
General Public

共創工作坊中的參加者以室內建築、日常生活、相處文化等三方面，以「我們如何...?」("How Might We...?") 訂立不同的短中期社創方案，這些方案將會經過深化並成為下一個階段行動項目的雛型。

Participants of the co-creation workshops adopted the "How Might We...?" approach to develop short- and medium-term social innovation solutions along three aspects: indoor architectural design, daily life, and interaction culture. These solutions will be further refined and serve as prototypes for the action projects in the subsequent phases.

1

我們如何為家舍引進社區資源，以豐富兒童的生活經驗？

How might we introduce community resources to enrich C&Y's life experiences in the SGHs?

短期：在兒童之家安裝一個全方位投影幕，讓8個孩子能夠同時進行網上學習/對話，解決現時兒童之家電腦短缺的問題

Short-term: Install a projection screen in SGHs to facilitate online learning/dialogue for 8 C&Y simultaneously to address the current shortage of computers.

中期：開發一個自主網上學習手機應用程式，配對義工教師和舍員用戶，將節省家舍家長接送舍員所需的人力和時間，亦可鼓勵舍員的學習動機

Medium-term: Develop a self-executable online learning mobile application that matches volunteer tutors with SGH residents, to save manpower and time for ferrying in and out while encouraging residents' learning motivation.

2

我們如何促進原生家庭與家舍家長的合作，令兒童過渡創傷，更能自愛和感到被愛？

How might we promote collaboration between biological families and SGH house parents, to help C&Y transition from their traumatic past and develop self-love and a sense of being loved?

短期：安排原生家庭一同參與烹飪活動，促進親子的溝通和互動

Short-term: Arrange cooking classes with biological families to enhance parent-child communication and interaction.

中期：提供家庭輔導室，並透過專業輔導員的協助，重修孩子和原生家庭的關係

Medium-term: Provide a family counselling room and engage professional counsellors to aid family reconciliation

3

我們如何為處於不同成長階段的用家，塑造一個能夠平衡私人和群體生活的空間？

How might we create spaces that balance individual and communal living for SGH residents in different stages of growth?

中期：靈活運用未被充分使用的空間，例如使用地台下方用於存放不經常使用的物品，並於地台上方作為活動的空間。亦可提供帳幕，讓家舍職員輕鬆接近孩子，同時創造孩子們的個人基地，以更有效地分隔私人和公共空間。

Medium-term: Optimise underutilised spaces, such as using the space beneath platforms for storing infrequently used items and utilising the space above platforms for activities. Additionally, consider providing tents to facilitate staff-child interaction while creating personal spaces for C&Y, which effectively separates private and public areas.

4

我們如何營造一個鼓勵兒童主動照顧及改善生活的環境，以培養他們的同理心及自立能力？

How might we foster an environment that encourages C&Y to actively care for and improve their livelihood, to nurture empathy and independence?

短期：設置留言板讓孩子學習正確表達自己的感受，同時促進舍員之間交流。

Short-term: Set up message boards for C&Y to learn to express their feelings properly and promote communication among SGH residents.

中期：「小小領導者計劃」讓舍員可以輪流負責設計和執行每週活動，鼓勵他們發展社交技能，增強對家舍的歸屬感和成就感。

Medium-term: Implement the "Little Leaders Programme," allowing residents to take turns designing and executing weekly activities, encouraging the development of social skills and enhancing a sense of belonging and achievement within the home.

7

兒童之家的服務痛點

Pain Points of Small Group Homes Service

透過不同形式的用家參與活動、社創研討會和共創工作坊，J.C.DISI總結兒童之家提供的住宿照顧服務的痛點，從中探索社會創新的切入點，並構想下一步的社創行動項目。

Through various forms of user engagement activities, symposium, and co-creation workshops, J.C.DISI has identified pain points in the RCCS provided by SGHs. These insights have helped us explore potential angles for social innovation and envision the next steps for the subsequent action projects.

兒童及青少年的家庭背景轉趨複雜 C&Y coming from complex families

兒童住宿照顧服務中的兒童及青少年面對的家庭問題比過往情況更為複雜，不少個案面對多重家庭困難和離異的原因。由於長時間彼此分離，父母未有足夠準備與子女同住或已再婚另有家庭，導致家庭成員之間越趨疏離，使得家庭團聚變得困難，令相關個案持續依賴兒童之家住宿照顧服務。雖然兒童之家的營運機構指出兒童在家舍的平均停留時間為2-3年，但越來越多的兒童和青年會在家舍生活到18歲成年時才離開。加上兒童之家的供應有限，家舍職員在照顧有童年逆境經驗 (ACEs) 的舍員時面臨著巨大壓力。

C&Y under the care of RCCS are facing issues in their biological families that are more complex than ever, with many cases dealing with multiple family difficulties and reasons for separation. Due to prolonged separation, biological parents may not be adequately prepared to live with their children or have formed new families through remarriage. The complexity of familial problems also makes family reunion plans harder to implement, which means these service users have to rely on RCCS continually. Although the SGH operators state that the average length of stay for children in residential care is 2-3 years, an increasing number of C&Y remain in SGHs until they reach adulthood at 18 years old. Additionally, due to the limited capacity of SGHs, staff members face significant pressure in caring for residents with Adverse Childhood Experiences (ACEs).

兒童及青少年的身心需要不易於轉介過程中被察覺 C&Y's emotional and behavioural issues cannot be easily identified during the referral process

目前有需要人士可經社會福利署或非政府機構屬下的社工向社會福利署中央轉介系統申請入住兒童之家，轉介社工於安排兒童入住時需填寫指定表格。然而，兒童及青少年於整體轉介過程中一般處於被動角色，其身心需要不易於被察覺，一些未必適合入住兒童之家的個案，也許較適合男／女童院或男／女童宿舍，當中有機會出現錯配，以致服務失衡。同時，業界也十分重視轉介過程的資訊溝通方式如何讓不同持份者了解個案需要，從而提供最恰當的服務以支援和關懷孩子。

Currently, young people in need can be referred to the centralised application system of SWD for SGHs, by social workers from either SWD or NGOs. The social worker responsible for the referral has to complete an application form when arranging for SGH admissions. However, children and adolescents generally play a passive role in the overall referral process, and their physical and mental needs may not be easily discerned. Some cases that are arranged for SGHs admissions may actually be more suitable for Boys' / Girls' Homes or Boys' / Girls' Hostels. The mismatch of cases can lead to service imbalance. At the same time, the sector is concerned with how information and communication during the referral process can enable different stakeholders to understand the needs of the cases, thereby providing the most appropriate services to support and care for C&Y.

家舍中八位不同年齡和背景的住戶有不同照顧需要

8 residents of different ages and backgrounds in a small group home require different types of care

兒童之家服務對象的年齡層為4-18歲，年齡差距大的住戶較難適應與彼此同住相處，也不便家舍職員同時兼顧兒童及青少年的身心需要。兩位正家舍家長及其他替假職員需要同時照顧8或9位兒童及青少年，在照料、溝通和跟進個案情況方面也是日不暇給。職員對服務對象的人數比例不足，加上服務對象的身心需要亦隨年齡時間轉變，也讓兒童和青少年於居住期間難以建立依附感和安全感。舍員缺乏足夠的資訊和能力發展興趣，往往需要依賴社工或家長的幫助。此外，他們亦缺乏與原生家庭共同的生活經驗和成長過程，不利與其他舍員建立互相連結的關係，甚至傾向孤立自己。同時，由於家舍人手不足，導致未能按年齡的成長特徵和其身心需要回應舍員的需求。

Targeted service users of SGHs are aged between 4 to 18. It is more difficult for residents with larger age gaps to get used to living and interacting with each other, and also for staff to cater to the developmental needs of all residents simultaneously. Two full-time house parents and other relief workers are responsible for caring for 8 or 9 children and adolescents, leaving little time for attending to their needs, communication, and case follow-up. The imbalance of staff-to-user ratio, coupled with the changing needs of service users with age, hinders the development of attachment and security for young people during their stay. SGH residents lack sufficient information and skills to develop their interests and often rely on social workers or house parents for assistance. Additionally, they lack shared life experiences together with their biological families, which hinders the establishment of connections with other SGH residents and can lead to self-isolation. Moreover, due to a shortage of staff in the homes, residents' age-specific developmental characteristics and their physical and mental needs may not be adequately addressed.

具特殊教育需要的兒童及青少年比率日趨偏高

C&Y with SEN are on the rise

在兒童之家整體服務對象中，具特殊教育需要和情緒健康問題的兒童及青少年比率較以往大幅上升，業界對改善身心健康的專門服務需求急增。機構亦有表示特殊教育需要者佔整體家舍宿位多達60%，而且有不同程度及種類的特殊教育需要。當中不少舍員更同時有多種特殊教育需要，大大增加家舍家長的照顧壓力，家舍家長本身照顧8位或9位住戶已是困難的事，當未有適當技能和資源時，更加難應付不同兒童及青少年的需要。

Among all service users of SGHs, there is a large increase in the number of young people with SEN and emotional issues. Now more than ever, the sector has to rely on professional support for C&Y's with physical and mental health issues. Some NGO operators indicated that SGH residents with SENs make up as much as 60% of the total residential capacity, with varying spectrum of SENs. Many SGHs residents present multiple SEN types which significantly increases the caregiving pressure on frontline staff. It is already challenging for house parents to look after 8 or 9 residents, and without appropriate skills and resources, it becomes even more difficult to meet the diverse needs of C&Y.

家舍整體人手資源十分短缺 Acute shortage of staff

根據現時本港兒童之家家舍的招聘要求，要成為兒童之家的家舍家長，必須為已婚人士，其配偶亦須留宿並須於工餘時間按時返回家舍一起協助照顧兒童。由於工作繁重，休息時間亦短，令不少有意投身者卻步，造成行業招聘困難。加上近年的移民潮及退休人數上升，導致不少家舍職員離職，使家舍整體人手資源持續短缺。

According to the current recruitment needs of SGHs units in Hong Kong, prospective house parents must be married and living with their spouses, and both individuals must be willing to go back to the home units during their off-work hours to help take care of the children. The demanding workload and short rest periods discourage many potential candidates, resulting in recruitment difficulties within the industry. On top of this, the recent wave of emigration and experienced staff reaching retirement age have led to the departure of many staff members, exacerbating the overall shortage of human resources in SGHs.

家舍住屋環境設計限制 Inflexible spatial setup constraints SGHs operation

大部分兒童之家由三個公屋單位打通，當中的主力牆不能被清拆，而且兒童之家的設計需要符合社會福利署就設施明細表及其他指定要求。間隔上未盡人性化，比如「房中房」不設可關上的門，以及走廊成為「雙重走火通道」等，這類間隔不便設計容納多位住戶的公共空間，不便於使用和欠缺靈活性用途。

不少位於公屋低層單位的兒童之家面對大廈老化問題，加上由三個公屋單位組合而成的間隔用途與三樓以上的單位不同，上層洗手間位置的設施老化導致下層同一位置的公共空間出現天花板漏水、牆身滲水等惡劣情況。更嚴重的是，低層單位受到室內污水渠頻頻淤塞影響，以致污水倒流入屋，影響居住環境和家舍運作，甚至出現漏電危機，有機會對兒童和家舍家長的身心健康構成影響。此外，戶外蚊蟲入屋所導致的家居衛生問題進一步加重了家舍職員的工作負擔；一旦遇上颱風暴雨惡劣天氣，單位的窗框防漏維修同樣值得關注，以保障整體住戶安全。

The majority of SGHs are formed from 3 public rental housing units, which consist of load-bearing walls that cannot be demolished. Moreover, the spatial setup of SGHs has to comply with the Schedule of Accommodation and other requirements drawn by SWD. This results in a non-user centric spatial design. For instance, the “room within a room” usually has no closable doors, and the corridors have to double as fire escape corridors. Such design reduces the usability of shared spaces in SGH and lacks flexibility in accommodating multiple residents' needs.

Many SGHs situated on the lower floors of public housing experience issues that are typical of aged buildings. Furthermore, the functional aspects of a unit formed by merging three flats differ from those of a typical unit located on the third floor or higher. When the bathroom facilities in an upper unit deteriorate, it often results in issues such as water leakage in the ceiling or walls of the corresponding area in the lower unit. Moreover, the lower units frequently experience problems caused by blockages in the sewage pipes and subsequent indoor sewage overflow. In more severe cases, electric shock may occur, posing significant risks to the living environment, service operations, and the physical and mental well-being of residents. Additionally, the presence of pests

當時疫情期間多人在客廳進行網課時，舍員之間會互相干擾，減低他們的學習成果和進度。此外，對於有特殊學習需要的孩子來說，他們的個人空間可能比較雜亂，需要為他們提供簡單、容易管理的工具或櫃子。然而，由於家舍空間有限，家舍家長為了容易管理、監察孩子並避免意外，孩子只有在特殊情況下才能在房間自由活動。

and the resulting hygiene concerns further add to the workload for SGH staff. It is also crucial to address window repairs during typhoon or storm seasons to ensure the safety and well-being of all residents.

During the COVID-19 pandemic, multiple individuals were conducting online classes in the living room causing interference and disturbance to each other, thereby impacting their learning outcomes and progress. Additionally, C&Y with SEN traits tend to be more disorganised, requiring simple and easily manageable tools or cabinets. However, due to limited space within the SGHs, frontline staff would usually restrict children from freely moving around, except under special circumstances, to facilitate easy supervision and prevent accidents.

疫情爆發防不勝防 Communicable disease management

除了人手不足外，家舍於早前疫情下另一大挑戰就是需要照顧染疫兒童。由於家舍空間及資源有限，亦缺乏隔離設施。家舍職員需要照顧確診病童，同時避免自己受感染造成家舍內爆發。當有住戶患上傳染性疾病，如新冠病毒、流感及手足口病，固定的隔離位置十分重要，建議有簡潔的位置騰出隔離房間，提供休息的角落，減低舍員交叉感染的機會。

Apart from staff shortage, another significant challenge for SGH during the COVID-19 pandemic was the need to care for children who have contracted infectious diseases. Due to limited space and resources, these homes often lack proper isolation facilities. The staff members are required to care for children who are tested positive while also preventing themselves from getting infected and causing an outbreak within the home. When a resident contracts a contagious disease, such as COVID, the flu or Foot and Mouth Disease, having designated isolation areas is crucial. It is recommended to allocate a clean space as an isolation room and provide a resting corner to reduce the chances of cross-infection among SGHs residents.

十八歲以上「離院生」的支援不足 Lack of support for graduates 18 or above

青少年離開兒童之家後，未必與家庭重聚，有機會需要獨立生活，除了基本自理生活，現今社會需要的獨立生活技能較多，包括理財、租屋、自我情緒管理、工作計劃和兩性相處等。青少年長期處於住宿照顧服務體制中，社會經驗不足，即使家舍社工在青少年離開家舍前逐步協助他們規劃未來生活，但當他們真正離開院舍踏入社會，青少年普遍感到迷惘，現時的社會服務對十八歲以上「離院生」的支援卻是非常缺乏，包括往後的住宿安排、心理輔導支援和職業規劃等。這引致了家舍家長和社工需要對個別情況額外跟進，變相體制內的職員需要額外跟進結束的個案。另一方面，現時暫且並未有統計數據得知個案離院後的生活狀態，使其餘社會青年或成人服務組織也無法掌握應投放的資源比例，以致有需要的「離院生」更加求助無門。

SGHs graduates may choose to live independently instead of reuniting with their families. Apart from catering to one's basic needs, modern society demands a variety of independent living skills, such as finance management, renting properties, managing one's emotions, career planning, and interacting with the opposite sex. Young people who are in RCCS for an extended period of time may not have sufficient social experiences. Even though social workers in the homes gradually assist them in planning their future before leaving, youths reported that they feel lost without continuous guidance and support once they age out from the service. Currently, the support provided to "graduates" aged 18 or above is inadequate. This includes accommodation arrangements, psychological counselling and support and career planning. Staff members working in RCCS have to spend extra effort in dealing with aged-out cases. Moreover, there is a lack of research that accurately represents the quality of life of the aged-out graduates, making it challenging for other youth and adult service organisations to determine the level of resources that need to be provided. Consequently, this situation further exacerbates the vulnerability of "graduates" who require assistance.

強制舉報虐待兒童個案 Mandatory Reporting of Child Abuse

基於強制舉報虐待兒童的法案，需要暫時從原生家庭中撤離的兒童或青少年勢必增加，整個兒童住宿照顧服務界都無可避免地面臨巨大壓力。除了增加緊急安置服務和招募寄養家庭之外，現有的案件管理系統必須優化流程以解決瓶頸。這有助確保兒童或青少年被安置於最適當的服務中，減少與原生家庭分離時造成的創傷，提高他們的安全感。

The sector is under immense pressure to prepare for a potential increase of children that would need to be temporarily removed from their biological family through the mandatory reporting mechanism for child abuse. In addition to increasing the emergency placement service for abused children and recruiting foster families, there is an urgent need to streamline and enhance the existing case management system to tackle the system bottleneck. This will help to ascertain that the children are placed in the most appropriate service to reduce the trauma caused by separating from their biological families and introduce a stabilising factor in their life to boost their sense of security.

8

後續行動項目

Subsequent Action Projects

上章節提及的痛點均可轉化為社會創新的契機，J.C.DISI將會從重新設計兒童之家室內空間及增強舍員自信心的角度，開展兩個後續行動項目，期望建立一個以孩子為本的家居和成長環境，給予兒童之家營運機構作參考、應用於未來翻新工程，或用作日後與個別舍員培訓之用，以考慮孩子需要、生活日程及知情創傷設計概念。

The pain points mentioned in the previous sections can all be transformed into opportunities for social innovation. J.C.DISI will embark on launching two subsequent action projects from the perspectives of redesigning the interior spaces of SGHs and enhancing the residents' self-confidence. The aim is to establish a children-centred home and growth environment, providing reference for the operating NGOs of SGHs for future renovation projects, or for training individual residents; with considerations on the needs of C&Y, their daily routines, and trauma-informed care design concepts.



行動項目一 Action Project 1

「重塑未來兒童之家的設計」
“Reimagine Small Group Homes for the Future”

經過連串的持分者溝通和網絡建立，J.C.DISI非常感激能夠獲得一間家舍機構提供真實的單位環境作個案研究的基礎屋址，與建築設計團隊C-lab開展第十四季首個行動項目：「重塑兒童之家室內空間」。

Following comprehensive stakeholder communication and networking, J.C.DISI is honoured to gain access to home units operated by a SGH operator as the basis for our case research and to launch the first Action Project of Season 14, “Reimagining Small Group Homes for the Future” with the architectural design team of C-lab.



空間設計改造以外的實驗

J.C.DISI明白不少兒童住宿照顧服務機構在進行環境改善工程之時，曾嘗試多種新式設計，並參考創傷知情概念設計提供理想的住宿環境予家舍成員。

是次行動項目不止於制定設計考慮及空間設計概念的計劃，更希望從用家角度重新反思環境改善工程 (EIP) 的可塑性，讓社工明白如何摒除技術性障礙，在有限資源及環境條件下，實現持分者對家舍的期望。行動項目亦將融入創傷知情的設計考量和WELL健康建築標準™，減少兒童之家的負面刺激，創造以強項為本的室內空間，支援舍員的健康成長和個人發展。同時，團隊也嘗試探討打破現有人數分配及探索跨樓層使用空間的可行性和成效，為未來的家舍和其他兒童住宿服務單位提供參考。

行動項目報告將於J.C.DISI平台另外作公佈，供社會各界人士參閱。團隊雖以其中一間真實兒童之家屋址為藍本，過程亦將整體兒童住宿照顧服務的需要考慮在內，希望研究內容能廣泛涵蓋不同機構的實際需要。

Experimental work beyond spatial renovation

J.C.DISI understands that besides undergoing environmental renovation projects, many RCCS operators have attempted to adopt various modern designs, and made reference to trauma-informed care design principles in constructing ideal living environments for the residents.

Our action project focused not only on implementing design and spatial renovation schemes, but also on re-evaluating the potential of Environment Improvement Programmes (EIPs) from a users' perspective. We hope to help social workers understand the technicalities of an EIP and meet stakeholders' expectations despite limited resources and environmental conditions. The action project will also incorporate trauma-informed care design considerations and the WELL Building Standard™ to minimise negative stimuli in SGHs and create a strength-based interior space to support the healthy growth and personal development of the residents. Moreover, we attempted to investigate the feasibility and effectiveness of overcoming existing manpower constraints as well as cross-floor spatial usage.

The report for the action project will be released through J.C.DISI platforms in due course for the perusal of the general public. While the team used one specific SGHs as a blueprint, the process has also taken into consideration the overall needs of RCCS. The aim is to ensure that the research covers a wide range of practical needs across different institutions.





行動項目二 Action Project 2

「兒童之家遊戲化溝通工具及社工教材研發」 "Gamified Communication Tool for Small Group Homes with Curriculum Development for Social Workers"

承接上述所提的用戶參與活動，J.C.DISI 原創製作一套遊戲溝通互動工具，讓建築師、社工、家舍家長和不同年齡的舍員，能就家舍室內環境輕鬆地表達意見和感受。這用戶參與過程促使我們更進一步反思兒童及青少年參與的溝通模式。

言語文字有時表達的程度很有限，結合遊戲及創作後似乎更容易與不同背景的人建立互信關係，並將大家的思考以各種非話語模式呈現。至於如何消化並轉化成設計實際成果，則是原有行動項目：「重塑未來兒童之家的設計」的重要過程。

這亦是一個契機，讓空間改造的行動項目延伸至另一範疇的項目發展：遊戲化互信溝通工具。

當我們討論如何將不同概念促成原型建議，時間、資源和效益，雖是重要考慮因素，但以孩子為本的方案更需加入孩子的意見。我們亦發現卡牌遊戲和自由藝術創作等非直接對話的溝通模式更能引導孩子表達自主學習、興趣為本、情緒、個人及共享空間的需要。

有見及此，J.C.DISI 夥拍一間遊戲教育顧問公司 Press Start Hong Kong 研發一套供兒童之家舍員討論個人情緒及空間需要的桌上遊戲；同時，J.C.DISI 邀請了兒童繪本畫家及插畫家貓珊為這套遊戲提供美術設計以增添童趣，讓各兒童之家的營運者日後進行環境改善工程前，都可先透徹了解舍員的需要，並以孩子的意見作為設計藍本。該桌上遊戲亦具個人成長的指導性，協助青少年探索自身發展的方向。

J.C.DISI 樂意透過日後的行動項目報告與社區人士分享成果。

As a continuation of the aforementioned user-participated events, J.C.DISI designed a set of original gamified communication tools, to allow architects, social workers, house parents, and residents of all ages to freely express their opinions and feelings about SGHs environments. The extensive user engagement process facilitated our further review of communication modes that prioritise the voices of C&Y.

Words can only express a limited scope of meaning. After combining games and creativity, it could become easier for people from different backgrounds to build a trusting relationship, and for all opinions to be represented beyond language. As for how to assimilate these opinions and transform them into tangible results, this is an important process for the original action project "Reimagining the Interior Design of Small Group Homes".

This is also an opportunity to extend the spatial redesign project into another domain of development: gamified communication tools.

When discussing how to conceptualise all ideas into the prototype, we acknowledged the importance of time, resources and effectiveness, but we also believe in coming up with children-oriented solutions, which call for the inclusion of children's voices. We also discovered that non-direct-conversation communication patterns like card games and free artmaking sessions are more effective in encouraging residents to express their needs in self-directed learning, interest-based exploration, emotion management and use of personal and shared space.

To that end, J.C.DISI partnered with a game education consultant "Press Start Hong Kong" to develop a set of board games that allow residents of SGH to discuss personal emotions and spatial needs. Moreover, J.C.DISI has enlisted the talents of children's picture book illustrator Maoshan Connie for the artistic design of the board game to add an element of child-like fun. The game can allow SGH staff to fully understand residents' needs and place children's voices as the focus of design before undergoing any EIPs. The game can also help with personal growth coaching to help C&Y explore possible pathways to develop themselves.

J.C.DISI is delighted to share the project outcomes with the community through future action project report.

9

總結及政策建議

Conclusion and Policy Recommendations

自兒童之家的研究項目開展以來，J.C.DISI嘗試以不同方法介入兒童之家的困難之處，希望以現有的社會資源從多角度支援孩子為本的住宿照顧服務，過程中不乏熱心的社會人士參與，然而社會創新的目標除了希望集眾人之力為社會挑戰尋求機遇，更希望整體過程的啟發和反思能為本身的服務政策帶來正面推動作用。

團隊總結了數項未來思考方向，期望未來不同相關政府部門，包括社會福利署、房屋署、民政及青年事務局、創新科技署等，以及不同社會慈善團體、社會服務組織、學術界及各行專業人士能作跨界別合作，全面支援兒童住宿照顧服務的整體發展。

Since the inception of the research project on SGHs, J.C.DISI has attempted to intervene in various difficulties faced by SGHs, in the hope of utilising existing societal resources to support children-centred residential care services from various aspects. We are pleased to have met many like-minded individuals along the journey. However, the goal of social innovation goes beyond seeking opportunities to address societal challenges with the collective efforts of individuals. It also aims to bring about positive transformative effects on its own service policies through the inspiration and reflection generated throughout the entire process.

We summarised several areas of focus for future development. It is our wish to see different governmental departments (such as Social Welfare Department, Housing Department, Home and Youth Affairs Bureau, and Innovation and Technology Commission), social charities, social service organisations, academia and sectoral professionals to engage in multidisciplinary collaborations, in order to fully support the overall development of RCCS.

1

需求研究
Research on needs

6

住宿環境
Living environment

2

準備入住
Preparation for admission

7

疾病管理／醫療支援
Disease management/
medical support

3

孩子溝通
Communication
with children

8

離院去向
Direction after discharge

4

科技介入
Technological
intervention

9

跨界別及跨部門合作的重要
The importance of cross-sector and cross-departmental collaboration

5

人手資源分配及彈性運作
Staff allocation and flexible operation

需求研究 Research on needs

在研究過程中，團隊得到許多不同角度的質量資料，同時發現現時社會未有充份掌握有關兒童住宿照顧服務的需求數據，以至出現資源錯配或服務縫隙。

團隊認為0至21歲的身心需要有明顯差異，在判斷不同成長階段需要的資源分佈前，一項集合兒童住宿照顧服務對象的身心需求和癒合創傷成效研究是社會如何集結資源的基礎，資源如何有效地被運用取決於受眾的得著和正面影響。有了宏觀的實況需求，社會不同持分者才能更有信心地掌握孩子需要對症下藥。團隊建議政府帶領展開研究，從兒童及青少年的角度理解其需要和服務縫隙，為現時兒童住宿照顧及相關服務檢討委員進行的制度檢視提供更多角度的意見。J.C.DISI尤其建議提供後續支援服務，了解離院生，特別是即將要獨立生活的舍員在過渡期間所需的服務和支持，避免「旋轉門綜合症」，即服務使用者重覆進出住宿照顧服務和對應跨代貧窮問題。

During our research process, we came across much qualitative data from various angles. We also discovered a current gap in statistics that reflects the whole picture of the needs of RCCS, which results in resource mismatch or service gap.

We believe that there is a wide spectrum of physical and psychological needs from the ages of 0 to 21. Before giving a definite view of resource matching to different developmental needs, research combining the needs of service users and the effectiveness of trauma-informed care is crucial for resource allocation discourses to be based upon. How resources are effectively utilised depends on the recipients' gains and positive influence. Through gaining a macro view of actual and unmet needs, different stakeholders can provide directed and suitable services for children more confidently. We recommend that the Government lead the research in children- and youth-based needs assessment and identifying service gaps, to provide a multidimensional perspective for the review of the institutional framework by the relevant committees. J.C.DISI particularly recommends that a follow-up service be provided to explore what sort of services graduates would require to support their transition, especially for those who would be living independently to curtail the 'revolving door syndrome', i.e. C&Y repeatedly exiting and re-entering the service, and intergenerational poverty.

準備入住 Preparation for admission

一些有特殊教育需要的兒童或青少年進入兒童之家前，往往缺乏具系統性的特殊教育需要識別和評估，導致入住家舍後才發現舍員的特殊狀況，讓家舍職員措手不及，亦為本身工作量繁重的職員增添更大的照顧壓力。

因此，我們建議社會福利署在兒童或青少年入住家舍前進行適當的特殊教育需要篩選和評估，以確保孩子分配到能提供適切支援和照顧的家舍，或配對到其他兒童住宿照顧服務中。這不僅有助於確保孩子們得到他們所需的支持，也有助於減輕家舍職員工作人員的負擔和壓力。

Some C&Y with SEN often lack systematic identification and assessment of their needs before SGHs admissions. This leads to the discovery of their special conditions shortly after admission, catching the staff off guard and adding greater caregiving pressure to an already heavy workload.

Therefore, we recommend that SWD conducts appropriate screening and assessment of SEN before C&Y are admitted to the homes. This ensures that the C&Y are allocated to homes that can provide appropriate support and care or matched with other RCCS. This not only helps ensure that C&Y receive the support they need but also alleviates the burden and pressure on the SGHs staff.

孩子溝通 Communication with children

各社會持分者不同的觀察和意見角度有助全面檢視體制，而兒童住宿照顧服務的兒童及青少年是主要持分者之一，改善有關服務需要收集和尊重孩子的意見。從 J.C.DISI 舉辦的青少年參與活動中，團隊觀察到單向性的意見收集未必能連接新一代的思想，相反一些互動性的溝通表達工具設計則有助與他們溝通，而呈現方式不限於桌上遊戲設計、藝術創作、科技玩樂，更能鼓勵他們發揮創意，表達感受。

但重要的是，這些溝通工具僅是一種媒介和表達途徑，背後協作及聆聽者擔當重要角色，而如何善用及闡述收集回來的持分者意見亦需要更多分析時間和實踐機會。現時不少社區活動和興趣班以能力培訓為主，但這些活動的原意是希望增進人與人之間的交流，我們期望社會就不同兒童及青少年主題舉辦更多互動工作坊，在日後的服務供應和整體家舍室內設計中反映舍員的聲音。

另外，社會不能夠過份依賴兒童住宿照顧服務的社工或家舍職員作為促進家庭溝通的角色，因為各家庭成員的關係唇齒相依，應組織更完善的綜合家庭服務中心，特別設立團體全面地跟進有兒童住宿照顧服務需要的家庭。

The observations and opinions held by different stakeholders are helpful in holistic system reviews. Since C&Y under the care of RCCS are key stakeholders, it is imperative to collect and respect their voices when improving the services. From the user engagement activities organised by J.C.DISI, we concluded that a unilateral opinion collection method does not connect with the way of thinking of the new generation. Instead, interactive communication tools help to close the distance between adults and C&Y. Such tools range from board game design, art creation and technology-based play, which encourage children to express their creativity and feelings.

But more importantly, such tools are merely pathways or means for expression, collaborators and listeners still play an indispensable role. Moreover, the opinions contributed by stakeholders require careful analysis and application. Many existing community-based events and interest classes are based on skill development, but the ultimate goal is actually to enhance interpersonal interaction. We hope to witness a resurgence in interactive workshops to reflect the voices of C&Y, particularly in shaping future service delivery and overall interior design of SGHs.

Apart from that, it is not advised to over-rely on RCCS social workers or house parents to act as facilitators in the communication within the home. To acknowledge the close bond among all residents, integrated family service centres of a more comprehensive nature should be established, and organisations specially serving families with residential childcare needs are also a necessity.



科技介入 Technological intervention

香港理工大學應用社會科學院及電子計算學系就促進沉浸式學習推出了與藝術治療融入的擴增／虛擬實境配套技術，為有需要的兒童和青少年提供遙距藝術治療工作坊，助孩子表達情緒。長遠來說，遙距的輔導治療和群體學習的應用，除了可減省家舍職員接送時間，亦有助提升兒童及青少年對這種專業治療的積極參與度。

然而，現時社會福利署對兒童住宿照顧服務的設施明細表及其他指定要求未能滿足現代趨向的學習需求，不便於各服務院舍中提供沉浸式學習環境和具治療作用的室內活動，需要有更多資源輔助他們對未來生活的預備，包括遙距學習模式、家庭重聚和獨立生活。

人手資源分配及彈性運作 Staff allocation and flexible operation

目前兒童住宿照顧服務面臨嚴重人手不足的情況，在考慮聘請更多人手時，需要安排合適的職員與家舍兒童和青少年建立良好的溝通，並提供心理支援工作，以善用不同角色處理家舍日常事務。而家舍的行政及日常運作需要職員全面跟進，讓社工及家舍家長有更多時間與住戶建立信任關係，並與家庭綜合服務中心的轉介社工共同合作，為整體家庭作全面跟進。職員本身的工作壓力也會影響家舍的居住氛圍和關係建立，如何安排第三方角色促進家舍前線職員的培訓、處理危機技巧及情緒管理等也是值得關注。

兒童住宿照顧服務有不少行政工作仍沿用傳統紙本方式紀錄，如個案記錄和出行申請等，以跟進不同住戶的情況。這不但影響家舍職員的工作效率，也會為兒童及青少年的日常帶來不便。雖然坊間不乏科技系統有助處理部分記錄，但亦需注意如何與兒童、青少年及原生家庭建立互信關係，按實際情況彈性處理，以保障住戶的安全同時提高責任感。

To promote immersive learning, the Department of Applied Social Sciences and Department of Computing of PolyU developed augmented/virtual reality technologies that fuse art therapy elements. C&Y in need can participate in remote expressive art therapy workshops to vent their emotions. In the long run, the development of remote therapy and collective learning signifies a reduction of time to ferry in and out children by workers, as well as an increasing C&Y's acceptance of professional therapy.

However, the current Schedule of Accommodation and other requirements specified by SWD are yet to satisfy the modern demands of learning, hindering all institutions' ability to provide an environment conducive to immersive learning or therapeutic indoor activities. More resources are required to assist children in preparing for life in the future, including distance learning, reuniting with their families and independent living.

The RCCS sector is facing a serious shortage of manpower. When considering human resources and hiring, it is necessary to allocate staff roles wisely to tackle daily affairs, such as arranging for suitable workers to develop a communicative relationship with C&Y residents, as well as providing psychological support. On the other hand, there should be workers responsible for handling administrative and daily operation issues, to free up time for social workers and house parents to develop mutual trust with residents. These workers should also work in tandem with the referral case workers of integrated family services centres to provide overall support for SGHs. Since the work stress level of workers affects the living atmosphere and relationship building in the home units, it is important to consider how to arrange third-party roles to facilitate the training of frontline staff, particularly on crisis management skills and emotional management.

A significant portion of the administrative work of RCCS is still done on pen and paper, for instance, case records and excursion applications. Not only does this decrease the working efficiency of workers, but also brings inconvenience to the daily lives of C&Y. Despite the abundance of technological solutions for record-keeping, service providers should place an emphasis on building trust with C&Y and biological families and handle records on a case-by-case basis, in order to safeguard residents' privacy and increase their own sense of responsibility.

住宿環境 Living environment

J.C.DISI於2022年7月至2023年8月推行有關兒童之家中的環境改善工程的行動項目，主要以孩子為本的設計概念，透過用家參與的溝通過程，根據實體兒童之家住宿環境設計可行方案，再就目前社會福利署對兒童住宿照顧服務的環境工程規條加以分析。就本文的兒童之家的服務痛點部分的「家舍住屋環境設計受限制」，此項目希望不同兒童住宿照顧服務的單位在進行環境改善工程時，可不限於翻新裝潢層面，能在設計上回應孩子的需求。而不同政府部門，例如社會福利署、房屋署和屋宇署在環境改善工程上應有更理想的協調和配合，促進兒童住宿照顧服務在公屋設定的環境下，能發揮最佳的服務影響力。

J.C.DISI conducted an action project on improving the living environment of SGHs in July 2022 to August 2023. Based on children-centred design principles and the results of the user engagement process, the project team cross-referenced the specifications set by SWD and proposed feasible solutions to support social workers in commissioning the EIP works. With reference to the section “inflexible spatial setup constraints small group home operation” under the Pain Points of Small Group Homes Service chapter in this report, this action project aims not only to help RCCS operators navigate the technical difficulties of an EIP, it also demonstrates how to bring out the children’s voice and address children’s needs through spatial design. In addition, different government departments, such as SWD, the Housing Department, and Buildings Department should enhance their coordination and collaboration to provide a supportive environment conducive to the SGH service to maximise its impact for the users within the public house setting.



疾病管理／醫療支援 Disease management / medical support

研究進行的時期正值本港疫情爆發。針對兒童住宿照顧服務前線同事要求，J.C.DISI 結集由理大學術夥伴提供的健康資訊，藉網上平台方便前線同事參考，包括感染控制、應對康復後遺症、心理健康支援、言語治療及緊急抗疫基金方面的主題。J.C.DISI 亦認為家舍家長和兒童自身的健康素養仍有改善空間。

在疾病管理和醫療方面，很多舍員都需要長期服藥控制病情，但家舍職員並非醫療服務的專業人士，對於舍員用藥管理存有很大顧慮。團隊建議政府除了向兒童住宿照顧服務機構提供醫療和用藥管理科技，例如使用遠程醫療科技減少接送舍員覆診的需要，增加資源支援外展醫生到訪兒童之家，及建立普通科醫生網絡，供家舍職員在有需要時尋求醫療指示。此外，亦需要提供經全面整合及易於實踐的兒童及青少年健康資訊，藉此提升舍員的整體健康素養，例如性教育以減少青少年懷孕的機率。吸取本港新冠肺炎疫情肆虐期間的家舍狀況，社會福利署應在設施明細表及日後的環境改善工程中，規劃足夠的資源和支援予兒童之家營辦機構，使他們能夠有效地在家舍環境中應對傳染病管理，包括容許兒童之家營辦機構以提升軟硬件配置，加強防禦傳染病。

The duration of this research coincided with the period of the local COVID-19 outbreak. In light of service needs, J.C.DISI compiled health-related information provided by the academic partners of PolyU and made the information available online for the reference of frontline workers of RCCS, with topics ranging from disease control, dealing with post-disease effects, psychological health support, speech therapy and the Jockey Club COVID-19 Emergency Fund. J.C.DISI noted that there is a big gap to meet to improve the health literacy of house parents, and that of the children themselves, to boost their health management ability.

In terms of disease management and healthcare, many SGH residents are on long-term medication. However, SGH staff are not healthcare professionals and have significant concerns regarding medication administration and management for the residents. We recommend that the Government provides medical management technologies to SGHs operators. For example, employing remote healthcare technologies to reduce the need for ferrying in and out of residents for follow-up visits, increasing resource support for outreach doctors to visit SGHs and establishing a network of general practitioners for SGH staff to seek medical guidance or instructions when needed. Additionally, comprehensive and easily implementable health information for C&Y should be provided to enhance residents' overall health literacy. For instance, sex education to reduce the likelihood of teenage pregnancies. Drawing lessons from the conditions in SGHs during the COVID-19 pandemic, SWD should plan sufficient resources and support for RCCS in the Schedule of Accommodation and future EIPs. This will enable them to effectively manage infectious diseases in the home environment, such as allowing the SGHs operators to enhance hardware and software configurations to strengthen defence against future infectious disease.

離院去向 Direction after discharge

兒童之家的青少年滿18歲便需要離開家舍，機構一般於個案離院後結束服務跟進，舍員一夜之間失去多年的家舍聯繫和支持，往往感到徬徨無助。儘管舍員離院前會被安排接受基本生活技能的培訓，例如買餸和煮食等，但這並不代表青少年已有足夠能力面對家庭問題或獨立生活。成年舍員離開兒童之家前的需求包括財務支援，尤其是專上教育的資助貸款申請，職業發展支援和住所安排等。然而，單單為他們提供硬件支援並不能解決成年舍員在身分和環境劇變期間可能遇到的心理、精神和個人狀況。因此，全方位的支援和及早幫助他們培養獨立生活所需的技能至為重要。

在這過程中J.C.DISI扮演重要角色，促成「置地公司家基金」和「要有光」為兒童之家的「離院生」提供「青年光房」宿位，以填補服務縫隙，提供支持性的生活環境幫助「離院生」過渡到獨立生活。「要有光」亦反饋此服務有龐大需求，由推出服務至今獲社工不斷轉介「離院生」，幫助他們過渡，建立自信，邁向自立生活。我們亦建議邀請「離院生」回到家舍擔任導師計劃的「大哥哥大姐姐」，以過來人身分為兒童之家的孩子提供長期支援，以自身經驗協助他們順利過渡至成年階段，減輕他們進入成年期的轉變壓力。

Children reaching the age of 18 are required to leave their SGH units. Service providers usually terminate case intervention after discharge, often leaving graduates feeling lost and helpless. Although residents receive basic life skills training before discharge, such as grocery shopping and cooking, this does not mean that young people are equipped to handle family issues or independent living. The needs of young adults before leaving SGHs include financial support, especially for higher education loan applications, vocational development support, and housing arrangements. However, providing them with hardware support alone cannot address the psychological, emotional, and personal challenges they may face during this identity and environmental transition. Therefore, comprehensive support and early assistance in developing the necessary skills for independent living are crucial.

In this process, J.C.DISI plays an important role by facilitating organisations such as Hongkong Land HOME FUND and Light Be 's collaboration to provide "Youth Light Home" as a form of shared housing option for graduates. This initiative fills the service gap and provides supportive living environment to help their transition to lead a self-sufficient life. The "Youth Light Home" service has received significant demand since its launch, with social workers consistently referring graduates, assisting them in transitioning and building confidence for independence. We also recommend inviting graduates to return to their homes as mentors to provide long-term support to the children of SGHs based on their own experiences. This will help them transition smoothly into adulthood and alleviate the stress of entering this new phase of life.

跨界別及跨部門合作的重要

The importance of cross-disciplinary and cross-departmental cooperation

很多時候，兒童住宿照顧服務雖然位於房屋署公屋的最低層單位，但其所面對的空間環境問題和限制，如單位漏水、渠道淤塞，甚至石屎剝落的情況，社工和家舍負責人均未知如何找到相應的聯絡部門，以致住戶反映無門，只能目睹情況日趨惡化。社工和家舍職員亦缺乏裝修項目管理的經驗和知識，在成本估算、工程可行性和日後維修保養的靈活性等方面遇到巨大挑戰。

政府在兒童住宿照顧服務的角色除了社會福利保障外，同時擔當物業的管理者。在已實行的環境改善工程及未來的連串翻身新工作中，促進政策部門間與兒童住宿照顧服務機構的溝通是提升空間設計效益的關鍵，J.C.DISI 期盼不同角色分工和溝通管道能進一步開展兒童住宿照顧服務日後的改革。

因此，我們建議在環境改善工程開始之前，建立一個供社會福利署、房屋署和兒童住宿照顧服務的營運機構進行磋商的平台，透過各方對話及家舍實地考察，了解兒童住宿照顧服務的需要和環境條件限制，並為構建一個揉合孩子聲音的家舍盡最大努力。社會福利署應盡可能簡化供應商材料採購和招標處理的行政程序，減省家舍職員的行政壓力。作為業主，房屋署應提供必要的結構保養和升級，改善兒童的居住環境質素，並加強家舍結構安全和耐用性。而兒童住宿照顧服務的營運機構可就裝修項目的執行向相關部門尋求解說。

J.C.DISI 期望本報告的內容有助相關部門從兒童及青少年的需要出發，於現正進行的服務體制檢視，提供貼近實況並能裝備孩子未來技能的住宿照顧服務，在保護兒童議題及增添人手的範疇以外，協助有需要的下一代癒合創傷。

RCCS units are situated on the lowest floors of public rental housing buildings, and are usually subject to environmental issues and constraints, such as water leakage, pipe blockage, and spalling. Engagement with stakeholders reveal that social workers and SGHs supervisors struggle to find the corresponding department to address the arising issues, resulting in SGHs residents feeling helpless and only able to witness the deteriorating situation. Social workers and SGHs staff also lack experience and knowledge in project managing renovations, facing significant challenges in cost estimation, understanding engineering feasibility, and maintaining flexibility of future maintenance and upkeep.

In the field of RCCS, the Government plays the dual role of being a social welfare provider and property manager. The key to enhancing the effectiveness of spatial design is to strengthen the communication between policy-making departments and service providers in existing EIPs and the chain of renovation work in the future. J.C.DISI wishes that streamlining staff role allocation and communication channels can further promote the transformation of RCCS.

Therefore, we recommend establishing a platform for consultation among SWD, the Housing Department, and RCCS operators before commencing the EIPs. Through dialogue and on-site visits, all parties can understand the needs and environmental constraints of RCCS and make the utmost effort to incorporate the voices of C&Y in the design. SWD should simplify administrative procedures for supplier material procurement and tendering processes as much as possible, reducing administrative pressure on the staff members. As the owner, the Housing Department should oversee and carry out necessary structural maintenance and upgrades to improve the quality of the living environment for residents and enhance the structural integrity and durability of SGHs. The operating NGOs of RCCS can then seek feedback from relevant departments regarding the execution of renovation projects.

J.C.DISI wishes that the content of this report can help relevant government departments think from the perspectives of C&Y in approaching current system reviews, in order to provide a more child-centric RCCS that closely aligns with the current needs and equips children with the necessary future skills; and that beyond addressing child protection issues and increasing manpower, also aims to assist the next generation in need to healing from traumas.

i. 關於理大賽馬會社創「騷·IN·廬」 1. About PolyU Jockey Club "Operation Solnno"

由香港理工大學(理大)賽馬會社會創新設計院主辦及香港賽馬會慈善信託基金捐助,於2018年8月1日正式開展,計劃為期三年,以期匯集社會各方,以創新理念和務實可行的社會創新方案,應對多項社會挑戰,共同改善香港的生活。以應對香港「雙老化」(即人口老化及住屋老化)的複合效應為工作的策略焦點,聯合學術界、非政府組織、專業團體、熱心的社會人士、企業和政府,攜手構建創新方案,並按此制訂建議的實際行動。

Organised by the Jockey Club Design Institute for Social Innovation (J.C.DISI) at The Hong Kong Polytechnic University (PolyU) and funded by The Hong Kong Jockey Club Charities Trust, the 3-year social innovation project commenced on 1 August 2018 aims to innovate solutions, in collaboration with a wide spectrum of stakeholders, to respond to social challenges with a view to improving life in Hong Kong. J.C.DISI puts its strategic focus on tackling the combined impact of "Double Ageing" (ageing of people and buildings) in Hong Kong, the programme would engage the trans-disciplinary forces of academia, non-governmental organisations, professional bodies, members of the public, corporations and the Government to generate innovative ideas and practical actions.

項目四大範疇 The Four Pillars Of The Project



ONE FROM HUNDRED THOUSAND
「十萬分之一」社創研討會

「十萬分之一」社創研討會 - J.C.DISI相信,假若每十萬人之中有一人,即香港七百多萬人口當中的七十多名市民,能貢獻時間、熱誠、知識與創意,攜手合作,定能為特定的社會議題帶來創新的解決方案。透過一系列的參與式研討會及工作坊,收集市民對社會議題的意見、促進討論,並共同設計務實和創新的方案。

“One from Hundred Thousand” Social Innovation Symposium — to organise a series of participatory symposia and workshops open to the public to collect views on social issues, facilitate discussion and co-create solutions. J.C.DISI names the platform based on the belief that if one person from every 100,000 people (i.e. 70+ persons from the 7 million+ population of Hong Kong) can sit together and contribute their time, passion, knowledge and creativity, they can innovate solutions for specific problems.



ACTION PROJECTS
社創行動項目

社創行動項目 - 聯合非政府組織、專業團體和學術界,把「十萬分之一」社創研討會上衍生出來的創新理念,轉化成可以執行的設計及專案原型。

“SoInno Action Projects” — to collaborate with non-governmental organisations, professional bodies and academia for developing innovative ideas generated at “One from Hundred Thousand” Social Innovation Symposium into designs or prototypes.



DESIGN EDUCATION
啟迪創新習作

啟迪創新習作 - 將社會創新和設計思維引入中學課程,培育青年成為社會創新推動者,內容包括為中學師生開設社會創新工作坊、製作多媒體互動教材等等。

“SoInno Design Education” — to introduce social innovation and design thinking into the curriculum of secondary school education to nurture students as social innovators. Social innovation workshops will be organised for students and teachers and multimedia interactive teaching kits will be developed in this regard.



KNOWLEDGE PLATFORM
社創知識平台

社創知識平台 - 以不同形式(如學術論文、短片、設計與指引、個案報告、工作坊、地區及國際會議、展覽等),記錄是項計劃的各環節,包括社會創新過程、創造的方案與知識等等,並公開予公眾參考應用。

“SoInno Knowledge Platform” — to document and disseminate for public use the social innovation experience and knowledge generated from the programme through various formats, including academic papers, videos, design and practice guidelines, case study reports, workshops, regional and international conferences and exhibitions.

鳴謝 Acknowledgements

策略夥伴 Strategic Partners*

救世軍 Salvation Army
 聖公會聖基道兒童院 S.K.H. St. Christopher's Home
 東華三院 Tung Wah Group of Hospitals

行動項目夥伴 Action Project Partners*

C-lab
 Maoshan Connie 貓珊
 Press Start Studios

理大學術夥伴 PolyU Academic Partners*

應用社會科學系 Department of Applied Social Sciences
 電子計算學系 Department of Computing
 康復治療科學系 Department of Rehabilitation Sciences
 專業實踐及評估中心 Professional Practice and Assessment Centre
 設計學院 School of Design
 護理學院 School of Nursing

支持機構 Supporting Organisation*

香港社會服務聯會 Hong Kong Council of Social Service
 母親的抉擇 Mother's Choice

工作坊夥伴 Workshop Partner

好單位 The Good Lab

*按英文字母順序排列 In alphabetical order

出版資料 Publication Details

理大賽馬會社創「騷·In·廬」

PolyU Jockey Club Operation SolInno

第十四季：「兒童之家·同行創路」總結報告

Season 14: Carving Paths Together for Small Group Homes – Summary Report

香港理工大學賽馬會社會創新設計院

Jockey Club Design Institute for Social Innovation,

The Hong Kong Polytechnic University

電話：(852) 3400 3433

Tel:

電郵：disi.enquiry@polyu.edu.hk

Email:

網址：www.polyujcsoinno.hk

Website:

出版：香港理工大學

Publisher: The Hong Kong Polytechnic University

編輯：李雅筠、簡思諾、劉妙君

Editor: Karen Lee, Sharon Kan, Micki Lau

出版日期：2024 年3月

Publishing Date: March 2024

國際書碼：978-962-367-884-1

ISBN:

