

# POLYU JOCKEY CLUB “OPERATION SOINNO”

## 理大賽馬會社創「騷·In·廬」

SYMPOSIUM SERIES / 研討會系列

# 10萬分1

from One Hundred Thousand

Season 5 第五季：

Re-imagine Elderly Centres 長者中心再想像

## Interim Report 中期報告



主辦機構 ORGANISER



THE HONG KONG  
POLYTECHNIC UNIVERSITY  
香港理工大學



賽馬會社會創新設計院

捐助機構 FUNDED BY



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

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第二次世界大戰後出生和成長的「嬰兒潮」世代，現在已成為新一代的長者。跟他們經歷了長期社會動盪和戰亂的父母一代相比，「嬰兒潮」世代的長者通常更健康，受過更好的教育，有更佳的財務能力，在生活中應用起科技更得心應手。更重要的是，他們更加長壽。

香港的長者服務中心在推動「積極老齡化」方面，發揮著至關重要的作用。這些中心一直積極演進，以滿足長者人口不斷變化的需求。現在，長者中心或許已來到十字路口，需透過重新想像如何自我改造，滿足新一代老年人的需求，進一步打破傳統模式的局限，使長者享受更豐富多姿的生活。

藉著是次「理大賽馬會社創『騷.In.廬』」第五季「十萬分一」的共創工作坊、社創研討會，以及後將會推行的「社創行動項目」，賽馬會社會創新設計院將與相關的持份者合作，繼續這參與式的社會創新實驗，旨在以務實可行的解決方案，應對社會上眾多未被滿足的需求。

我們期望這次共創過程及未來在社創行動項目中將開發的方案原型，不僅能使我們的策略夥伴受益，還可以成為其他長者中心應對其自身挑戰時的參考。通過集體的創新力量，我們相信長者中心將更有效地實現「積極老齡化」，惠及更多長者。

藉此，我衷心感謝我們的策略夥伴、支持機構、講者、專家和所有共創團隊成員，以及本次研討會的來賓。唯有您們熱情的參與、貢獻和創新，我們的努力方能顯出意義。

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

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“Baby boomers” born and grew up after the Second World War have now become the new generation of elderly. Compared with their parents who experienced the prolonged social turmoil and war, they are generally healthier, received better education, have better financial ability, are more comfortable with the adoption of technology, and more importantly, have much longer lifespans.

Elderly service centres in Hong Kong perform a crucial role in promoting Active Ageing. They have kept evolving proactively to serve the changing needs of our elderly population. They may be arriving at the crossroad now, having to re-imagine the way of transformation to satisfy the needs of the new generation of elderly. Through breaking the boundaries of the traditional model of elderly services, our seniors may enjoy richer lives in the future.

Through Season 5 “One form Hundred Thousand” Social Innovation Symposium under the ‘PolyU Jockey Club “Operation SOINNO”’, together with its pre-symposium co-creation workshops and post-symposium “SOINNO Action Projects,” JCDISI is continuing our journey of experiment on social innovation with participatory approach. We cooperate with related stakeholders aiming to bring implementable solutions in response to the unmet needs in the society.

We hope this co-creation process and the prototype solutions to be developed in the Action Project stage not only would benefit our Strategic Partners, but would also become useful references for other centres in resolving their own problems. Through collective efforts of innovation, we are confident that elderly centres would become more effective in benefiting the elders in achieving Active Ageing.

I would like to convey my sincerest gratitude for the presence and support of our Strategic Partners, Supporting Organisations, Speakers, Experts, Co-creation Teams and all participants of this symposium. Our efforts can be meaningful only with your passion, participation, contribution and innovation.

Ling Kar-kan, SBS  
Director, Jockey Club Design Institute for Social Innovation,  
Professor of Practice (Planning),  
Hong Kong Polytechnic University

# 為何要「長者中心再想像」？

## WHY “RE-IMAGINE ELDERLY CENTRES”?

我們相信「積極老齡化」(Active Ageing) 可以為長者帶來第二人生。透過推動這個概念，我們希望能讓更多長者無論退休前後都仍保持健康、增長知識、積極建立社交網絡，持續為社區和家庭作出貢獻。

We believe that “Active Ageing” can bring elders a second life. By keeping elders healthy, enhancing their knowledge, and building social networks, they can continue contributing to the society despite being “old.”

作為聚集長者的地方，我們認為長者中心可以扮演促進長者達到 Active Ageing 的角色。

As a space for elders to gather in the community, we believe that elderly centres can play the role in facilitating Active Ageing in elders.

然而，新一代長者的學歷和經濟能力都有上升趨勢，對長者中心服務的需求和期望都有所提高。他們之中有些已經對中心的服務失去興趣，甚至抗拒參與中心活動。

However, with the advanced educational level and financial ability of elders of the new generation, elderly centres have to enhance their services to better satisfy the greater needs and higher expectations from them. Some of these elders are already losing interests towards their services or refusing to join activities organised by them.



綜觀外國不少有趣創新長者中心的案例，我們提出以「長者中心再想像」為本季主題。我們希望破除長者中心的傳統模式，以更新穎的活動及服務吸引長者，加強長者與社區的連繫，讓他們投入社區，透過實踐「積極老齡化」享受更豐盛的生活。

在「長者中心再想像」共創工作坊和研討會的過程中，我們邀請了長者中心不同層面的持份者，讓他們與跨界別人士合作，共同發掘創新長者中心的可能性。我們期望是次共創的設計成果可供不同地區長者中心參考之餘，亦能為政府計劃未來長者中心發展方向時提出新的觀點和角度，長遠幫助香港長者中心的服務發展，讓更多長者受惠，邁向積極老齡化。

Having “Re-imagine Elderly Centres” as the theme of this season, we hope to reshape the traditional model of elderly centres, renovating them with innovative activities and services. We wish to strengthen the connections between elders and their communities, allowing them to enjoy a richer aged life.

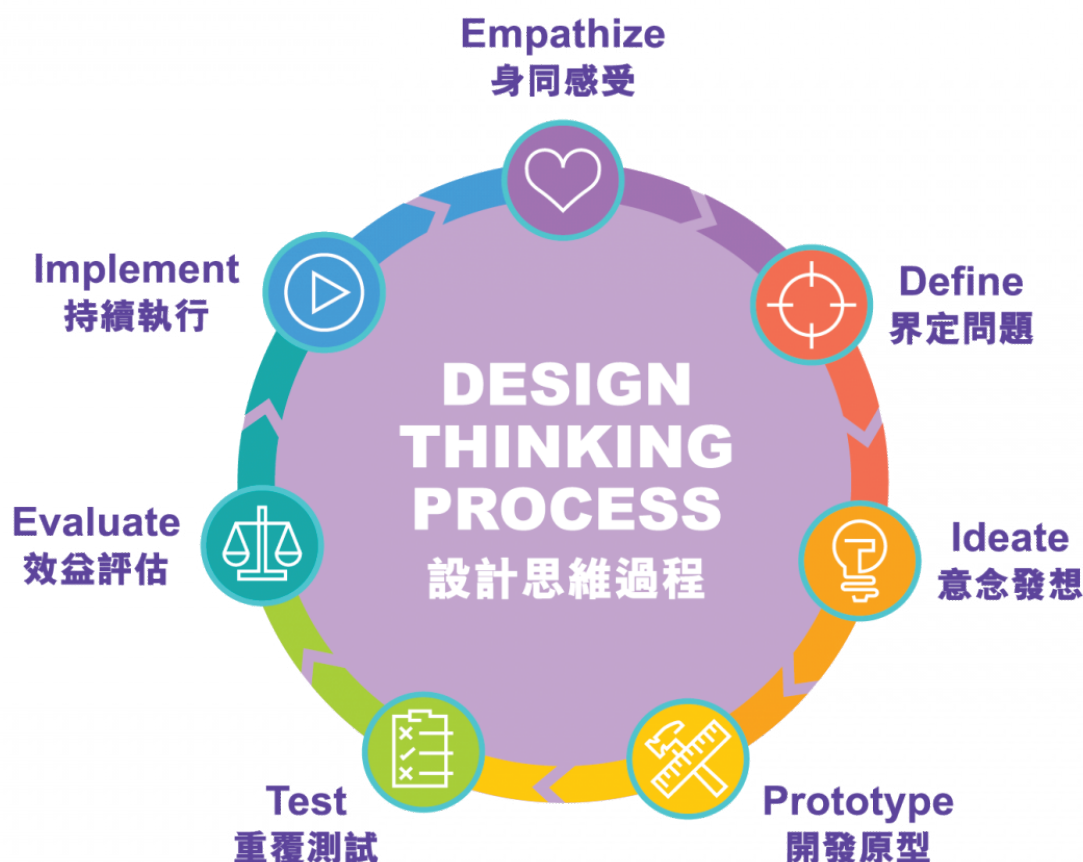
In the “Re-imagine Elderly Centres” co-creation workshops and symposium, we have invited different stakeholders of elderly centres to cooperate with people from different disciplines, exploring together the possibilities of innovating elderly centres. We hope the design results of our co-creation not only will be referenced by other centres, but will also spark new insights to the Government for future planning on the development of elderly centres. We wish to prosper the development of elderly services in Hong Kong, allowing more elders to benefit from Active Ageing.

# 以「設計思維」創新長者中心

## RE-IMAGINE ELDERLY CENTRES BY “DESIGN THINKING”

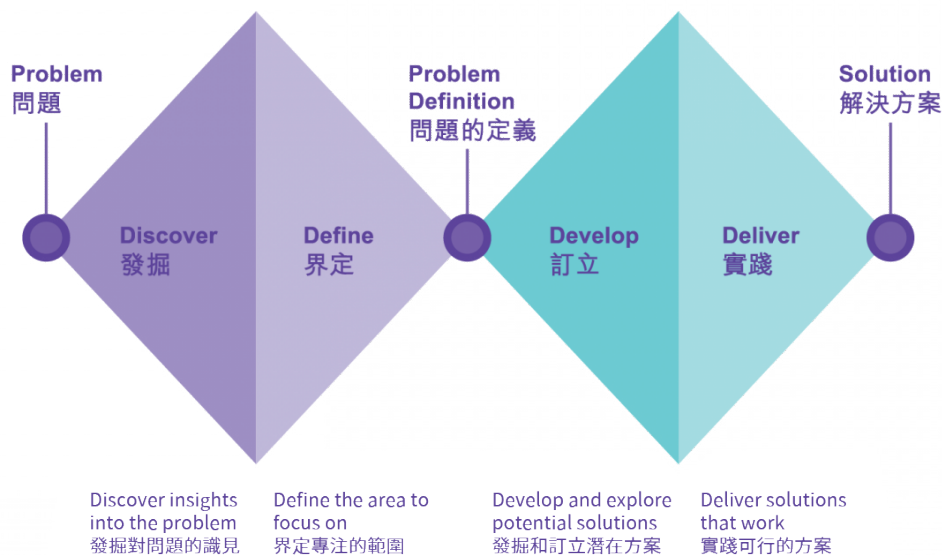
「設計思維」是一個針對現有問題提供解決方案的思考和設計方法。透過「設計思維」的進程，共創成員以「同理心」了解用家需要、重新組織問題痛點、激發意念創想、製作及測試原型，為未被清楚定義的複雜議題提出有效而能夠落實的解決方案。我們本著用家為本的精神，重新想像長者中心的可能性，希望建立能滿足不同持份者（包括長者、中心職員，及至社區裡受影響的人）的實際需要的方案。

“Design Thinking” is a design methodology that provides a solution-based approach to solving problems. It is extremely useful in tackling complex issues that are ill-defined. Throughout the process, we try to understand the users’ needs with empathy, re-frame the problem in human-centric ways, generate ideas in brainstorming sessions, and adopt a hands-on approach in prototyping and testing. We re-imagine the possibilities of elderly centres with a user-centric mindset, creating solutions that can satisfy the needs of various stakeholders, including the elderly, centre staff, as well as those involved in the community.



## 「設計思維」的雙鑽模型

### THE “DOUBLE DIAMOND” MODEL IN DESIGN THINKING



「設計思維」循順雙鑽模型的兩個菱形思考流向，首先激發思維，然後整合構想。從發掘用家和持份者的痛點（激發）到界定真正的需求（整合）；再從開放的「頭腦風暴」中產生大量可能的解決方案（再激發），到從眾多方案之中縮小範圍，並挑選出最佳方案（再整合）進行提煉和實踐。

The two diamonds represent a process of exploring an issue more widely or deeply (divergent thinking) and then taking focused action (convergent thinking). The 4 stages in Double Diamond includes Discover insight into the problem (diverging), Define the area to focus upon (converging), Develop potential solutions (diverging), and Deliver solutions that work (converging).

#### 參考資料 References

<https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process>

<https://zh.goodlab.hk/design-thinking>

<https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond>

<https://medium.com/digital-experience-design/how-to-apply-a-design-thinking-hcd-ux-or-any-creative-process-from-scratch-b8786efbf812>

#### 圖片來源 Image Source

<https://www.unleashhk.org/what-is-design-thinking/?lang=zh-hant>



# 項目簡介

## PROJECT OUTLINE

2019

SEP - OCT  
9月 - 10月

### 共創工作坊 Co-creation Workshops



- 由跨界別的參加者就議題展開討論，共同設計解決方案，並進行方案原型測試。  
Participants from cross-disciplines develop solutions through investigation, discussion, ideation, prototyping and testing.
- 目標：發想(1)創新活動/服務或(2)中心硬件設計方案。  
Goal: Develop (1) an innovative event/service proposal or (2) a hardware design scheme.

NOV  
11月

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

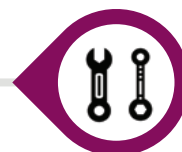


- 邀請業界嘉賓向公眾參加者作專題分享。  
Invite experts in the industry to share insights with participants.
- 共創團隊分享方案意念及原型測試成果。  
Co-creation teams present their solutions and prototype testing results.

2020

JAN -  
1月 -

### 行動項目 Action Project



- 由設計顧問就共創工作坊及研討會中得出的想法和設計方案，繼續發展及試行。  
Design consultants continue to develop and implement the initial ideas and solutions generated by the co-creation teams.
- 目標：在中心實行項目設計原型，測試其有效性。  
Goal: Implement prototypes that could be used by partnering centres and test their effectiveness.

# 季度性研討會策略夥伴

## SEASONAL SYMPOSIUM STRATEGIC PARTNERS

本季度，我們很榮幸得到三個策略夥伴「香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心」、「基督教靈實協會靈實長者地區服務」以及「東華三方肇彝長者鄰舍中心」的支持。他們不單安排中心職員代表及中心長者會員參與整個共創過程，讓所得方案更具實用性及參考價值；更開放其中心的空間和服務，讓我們共創工作坊的跨界別參加者有發揮空間，在「活力展現」、「社交網絡」及「能力發展」等三方面，發掘創新長者中心的可能性。

此外，我們亦很榮幸邀請到來自台灣的「5% Design Action 社會設計平台」成為本季的策略夥伴，一同策劃是次共創工作坊及「十萬分之一」社創研討會。「5% Design Action」在工作坊的過程中為我們帶來不少國際案例作參考，開啟共創團隊的對長者中心的想像。

We are very honoured to have HKSKH Lady MacLehose Centre Dr Lam Chik Suen District Elderly Community Centre, Haven of Hope District Elderly Community Service, and TWGH Fong Shiu Yee Neighbourhood Elderly Centre to be our Strategic Partners of this season. The commitment of the centres and their members to fully participate in the co-creation workshops had made the solutions more practical and reliable. Besides, they have opened up the possibilities for our cross-disciplinary co-creation teams to bring innovations upon their spaces and services under the aspects of “Embrace Vitality,” “Social Network,” as well as “Capacity Building”.

We are also very delighted to have “5% Design Action Social Design Platform” from Taiwan as our Strategic Partners in coordinating workshops and “One form Hundred Thousand” Social Innovation Symposium. 5% Design Action has inspired our co-creation teams with overseas cases during the design thinking process, expanding their imagination on elderly services.



共創工作坊及社創研討會在 理工大學賽馬會創新樓13樓 創新智庫 舉行。

Co-creation Workshops and Symposium were organised at Innovation Think Tank, 13/F, Jockey Club Innovation Tower, PolyU.

# 香港人口老化趨勢

## AGEING TRENDS IN HONG KONG

# 01

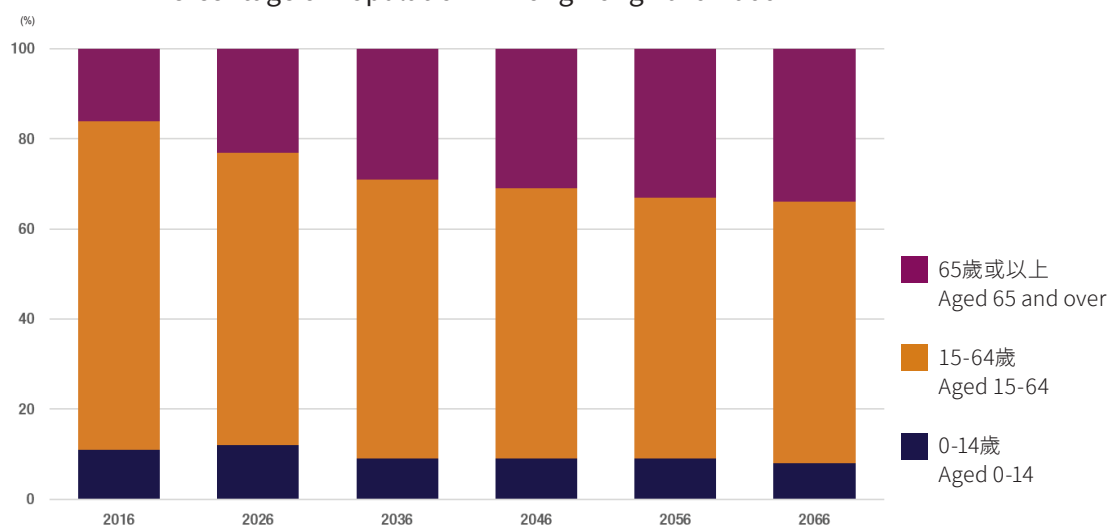
### 長者人口劇增，長者服務需求遞增

### DEMAND FOR ELDERLY SERVICE INCREASES AS THE ELDERLY POPULATION SURGES

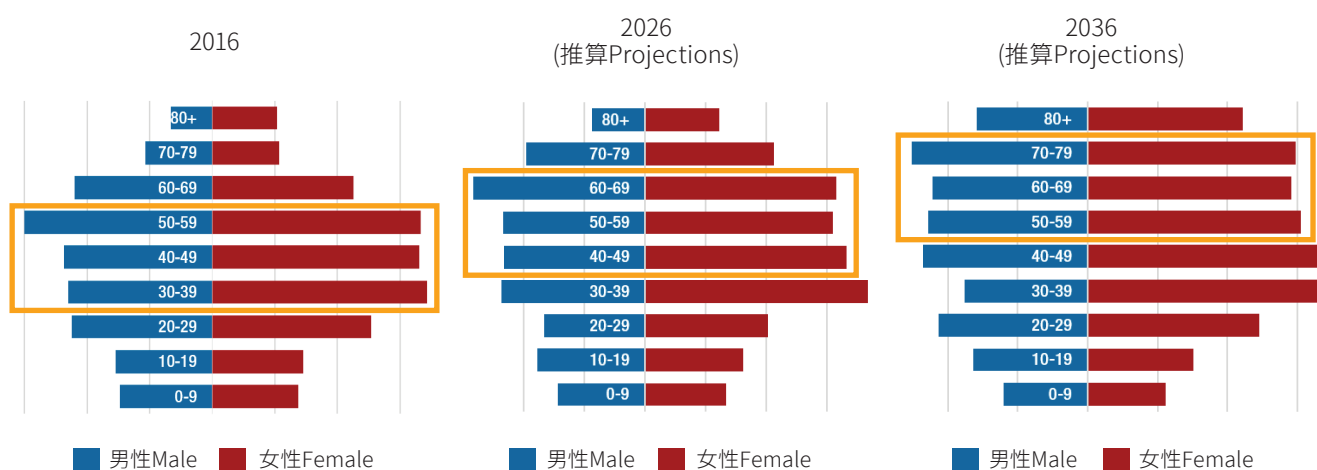
香港正面對人口迅速老化的趨勢。根據香港統計處的「香港人口推算2017-2066」統計報告<sup>[1]</sup>，2046年65歲或以上長者人口將佔總人口的34%，比2016年的統計數字增加了一倍。由此可見，長者在各項社福服務的需求將在未來數十年急速上升，社會需要及早計劃，制定應對方案。

The Hong Kong population is ageing rapidly. According to the Statistical Report “Hong Kong Population Projections 2017-2066” from the Census and Statistics Department of the HKSAR<sup>[1]</sup>, the population of aged 65 or above will rise to 34% in 2046, doubling the figures in 2016. In view of the rapidly climbing needs towards elderly social welfare and services, the society shall be prepared in advance and develop a response plan.

2016-2066年香港各年齡人口百分比  
Percentage of Population in Hong Kong 2016-2066



2016-2036 按年齡組別及性別劃分的人口  
Population by age group & sex in 2016-2036



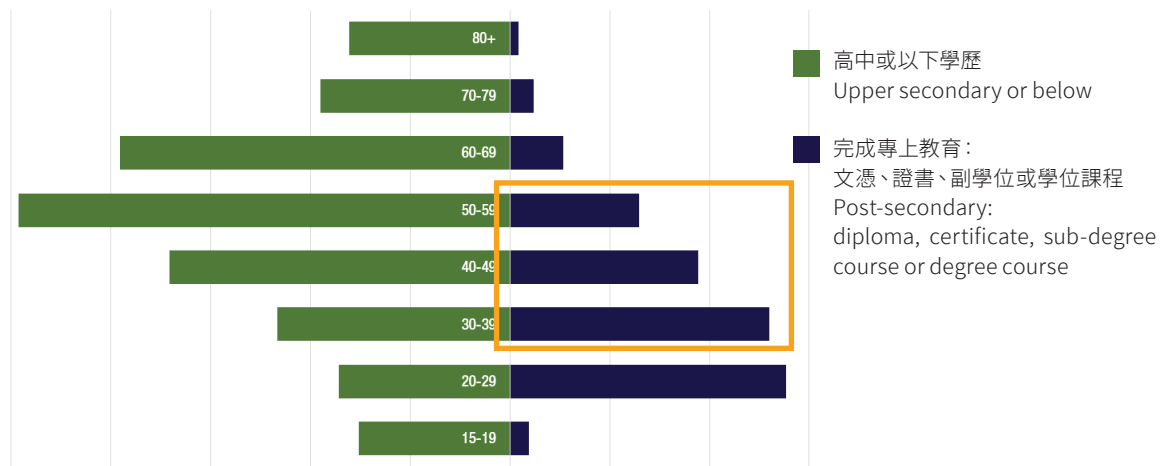
### 人口最大組別由中年變成老年，長者服務需求改變

#### NEED OF ELDERLY SERVICES CHANGES AS THE LARGEST POPULATION GROUP SHIFTS FROM MIDDLE-AGED TO OLDER POPULATION

2016中期人口統計<sup>[2]</sup>的數字亦顯示，香港最大的人口組別預計將會由2016年的50-59歲變成2026年的60-69歲，再變成2036年的70-79歲。長者服務除了需面對潛在使用者數量急升，亦需考慮到未來不同年齡及背景的使用者群組對服務需求的改變。

The 2016 Population By-census<sup>[2]</sup> also shows that the largest population group in Hong Kong is expected to change from the 50-59 year-old group in 2016 to the 60-69 year-old group in 2026 and then the 70-79 year-old group in 2036. In addition to the rapid increase in the number of potential users, elderly services also need to cater to the changes in the needs of users of different ages and backgrounds.

2016年15歲以上人口教育程度（最高完成程度）（不包括外籍家庭傭工）  
 Population aged 15 and or over by age group, sex & education attainment  
 (highest level of completion) (excluding foreign domestic helpers)



## 長者教育程度上升，自我期望及對中心的要求會相應提高 EXPECTATIONS TOWARDS SELVES AND CENTRES RISE WITH THE HIGHER EDUCATION BACKGROUND

安老事務委員會小組指出，未來長者會有較高的教育水平、對資訊科技發展有更佳掌握。<sup>[3]</sup>工作小組預計這些長者「對服務的種類和質素將會有更高的期望，並會希望在選擇服務時有更大彈性和自主」<sup>[3]</sup>。換言之，這些新一代長者可能會對長者中心目前提供的傳統活動和服務失去興趣，長者中心需要引入創新的服務和活動才能滿足新一代長者的需要。

Elderly Commission indicates that the elders of the next generation will have higher educational attainment and will be more able to catch up with the information technology development.<sup>[3]</sup> The Commission also predicts that they “will have higher expectation on the diversity and quality of elderly services and will ask for more flexibility and control in the choice of service.”<sup>[3]</sup> In other words, these elders of the new generations may lose interest in the traditional services provided currently. Elderly centres need to introduce innovative services to meet their needs.

# 04

## **長者成為長者中心會員百分比下降，中心現有活動未符合市場期望** **ACTIVITIES ORGANISED BY ELDERLY CENTRES CANNOT SATISFY** **ELDERS' WANTS WHILE PERCENTAGE OF MEMBERS IN ELDERLY** **CENTRES TO THE ELDERLY POPULATION DECREASES**

香港社會服務聯會（社聯）的「2018年社會發展指數」<sup>[4]</sup>顯示，長者成為長者中心會員的百分比由2006年的16.94%下降至2016年的13.07%，說明加入長者中心的長者人數未能追上長者人口增長的速度。另一邊廂，長者中心職員向我們提及，有不少退休長者會參與其他單位並非為長者而設的活動，特別是一些培訓課程。綜合上述發現，可見現時長者中心服務的發展仍未達到市場的期望。

According to the “Social Development Index Report 2018” from the Hong Kong Council of Social Service (HKCSS)<sup>[4]</sup>, the percentage of members in elderly centres to the elderly population decreased from 16.94% in 2006 to 13.07% in 2016. This indicates that the no. of new members in elderly centres failed to catch up with the increase in elderly population. On the other hand, staff from elderly centres revealed that some elders would attend activities that are not specifically designed for them, in particularly training courses, at other community centres. Based on the above findings, it is concluded that the current activities organised by elderly centres still cannot meet the wants of the market.



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<sup>[1]</sup> [https://www.censtatd.gov.hk/hkstat/sub/sp190\\_tc.jsp?productCode=B1120015](https://www.censtatd.gov.hk/hkstat/sub/sp190_tc.jsp?productCode=B1120015)

<sup>[2]</sup> <https://www.byccensus2016.gov.hk/en/bc-mt.html?search=B109b>

<sup>[3]</sup> [https://www.elderlycommission.gov.hk/en/download/library/ESPP\\_Final\\_Report\\_Eng.pdf](https://www.elderlycommission.gov.hk/en/download/library/ESPP_Final_Report_Eng.pdf)

<sup>[4]</sup> [http://101.78.134.197/uploadFileMgnt/0\\_2018712103947.pdf](http://101.78.134.197/uploadFileMgnt/0_2018712103947.pdf)

# 積極老齡化 ACTIVE AGEING

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人口老化是世界整體趨勢，早在1990年代，世界衛生組織 (WHO) 就採用「積極老齡化」(Active Ageing, 香港譯為「積極樂頤年」) 的概念，提倡年華老去的人生歷程，也可以是正面積極的。有別於傾向將長者視為被動地接受服務與福利的「需要導向」工作手法，積極老齡化以「權利導向」審視年長人士生活的各個層面，肯定長者即使年歲漸老，也應享有平等的權利參與社會事務。

The term “Active Ageing” was adopted by the World Health Organization (WHO) in the late 1990s. It shifts from a “needs-based” approach (which assumes that older people are passive targets) to a “rights-based” approach that recognises the rights of people to equality of opportunity and treatment in all aspects of life as they grow older, especially their right to exercise participation in the political process and other aspects of community life as they age.



我們可以從以下幾個關鍵字探索何謂積極老齡化：

We can understand the meaning of Active Ageing through the following key definitions:



**自主**  
**AUTONOMY**

長者有能力根據自己的意願去掌控、應付及就日常生活作決定。

The perceived ability to control, cope with and make personal decisions about how one lives on a day-to-day basis, according to one's own rules and preferences.



**獨立**  
**INDEPENDENCE**

長者有能力在較少或沒有別人幫助下生活。

The ability to perform functions related to daily living – i.e. the capacity of living independently in the community with no and/or little help from others.



**生活質素**  
**QUALITY OF LIFE**

個人對自身生活的看法，包括其目標、期望、標準和憂慮，以及能否過著自主而獨立的生活。

An individual's perception of his or her living, and in relation to their goals, expectations, standards and concerns. It is largely determined by their ability to maintain autonomy and independence.



**健康預期壽命**  
**HEALTHY LIFE EXPECTANCY**

長者能預期自己無殘疾地生活的年期。

The life expectancy to live without disabilities.



「賽馬會齡活城市計劃」於香港18區展開有關年齡友善社區的基線研究，透過評估香港各個地區的年齡友善程度，為各區提出相關改善建議的框架，從而建立更具包容性的社區，改善年長人士的福祉。計劃亦希望能推廣長者及年齡友善文化，加深公眾對長者及年齡友善城市的認識，讓香港成為適合不同年齡人士生活的地方。

我們參考了「賽馬會齡活城市計劃」基線研究的結果，並將以下的分析應用於是次「長者中心再想像」共創設計之中：

<b>【社會參與】</b> <b>Social Participation</b>		長者可參與多類型的社交活動 Wide variety of social activities for elders
		社區及社交活動經濟上可負擔 Affordable community and social activities
		活動場地不足 Insufficient venues and spaces for activities
		活動名額不足導致長者難以參與部分社區活動 Inaccessibility to activities (e.g. due to limited quotas)
		部分人士，如獨居長者、男性或高學歷長者參與社交活動的機會較少 Fewer opportunities for social participation for specific groups (e.g. living alone; male/elders with higher education level)
<b>【公民參與和就業】</b> <b>Civic Participation &amp; Employment</b>		讓長者參與各種義務工作 Diverse volunteering opportunities

長者中心對於推動「積極老齡化」有重要角色。在推動長者中心創新的過程中，我們透過審視長者會員生活中的這些因素，從而提出加強和改進的方法。

“Jockey Club Age-friendly City Project” conducted baseline assessment in 18 districts on the level of age-friendliness. The project aims to build momentum in 18 districts in Hong Kong to develop a more inclusive community by assessing their respective age-friendliness, recommending a framework for districts to undertake continual improvement for the well-being of senior citizens, as well as arousing public awareness and encouraging community participation in building an age-friendly city.

With reference to the assessment results, we believe that the following analysis could be applied in our “Re-imagine Elderly Centres” co-creation process:

**【尊重和社會包容】**  
**Respect**  
**& Social Inclusion**



長者有表達意見的途徑  
Different channels to express opinions



反映意見的渠道仍有不足  
Inadequate channels for feedbacks

**【信息交流】**  
**Communication**  
**& Information**



長者可透過長者中心接收訊息  
Accessible information through elderly centres



長者可透過人傳人的溝通方式，能有效地分享和交流資訊  
Effective sharing of information through person-to-person communication



資訊發放形式不友善，如：字體太小、廣播速度太快  
Unfriendly dissemination of information  
(e.g. small font size, high speed broadcasting announcements)

Elderly centres play an important role in facilitating Active Ageing in elders. In the process of co-creation, we use the above factors to assess our partnering centres and propose ways to bring improvements.

**參考資料 References**

<https://extranet.who.int/agefriendlyworld/wp-content/uploads/2014/06/WHO-Active-Ageing-Framework.pdf>  
<https://www.jcafc.hk/en/index.html>

# 共創設計的對象

## TARGET CENTRES OF OUR CO-CREATION

長者社區照顧及支援服務旨在協助長者盡量留在熟悉的社區環境中安享晚年，以及為護老者提供支援。概括而言，長者社區照顧及支援服務可以劃分為三個範疇：長者中心服務，長者社區照顧服務及其他支援服務。「長者中心再想像」的共創設計對象為以下兩類長者中心：

### 長者地區中心 DISTRICT ELDERLY COMMUNITY CENTRE

- 在地區層面（約17萬人的社區）為長者提供社區支援服務，幫助長者在社區過著健康、受尊重及有尊嚴的生活。  
Provides services at district level (with a population of 170,000 persons) to enable elders to remain in the community, leading a healthy, respectful and dignified life.
- 由不同的社福機構營辦，目前全港共有41間。  
Operated by different NGOs, there are currently 41 DECCs in Hong Kong.
- ★ • 透過推動積極老齡化，為區內長者提供諮詢、外展、轉介等服務，並舉辦社會和娛樂活動。  
Promotes active ageing, provides counselling, outreaching, and referral services as well as social and recreational activities.
- ★ • 聯繫地區上各服務單位，包括長者鄰舍中心，更有效地運用社區資源，共同建立一個關懷長者的社區。  
Plays a supporting role in the relevant sub-districts by coordinating with NECs and other stakeholders to provide services to elders through an integrated approach.
- ★ • 近年增聘護士、職業治療師等護理專業人士，照顧體弱長者的需求。  
Recruit additional nursery professionals such as nurses and occupational therapists in recent years to address the needs of weak olds.
- 「淨運營建築面積要求」為424平方米。  
Requires a net operational floor area (NOFA) of 424 square meters.

Elderly community support services assist elders to remain active living in the community for as long as possible. These services also give support to caregivers. In brief, there are three types of community support services for the elders in Hong Kong, namely elderly centre services, community care services and other support services. The target centres of our “Re-imagine Elderly Centres” are of the following 2 types:

## 長者鄰舍中心 NEIGHBOURHOOD ELDERLY CENTRE

- 在鄰舍層面（約1.5-2萬人的社區，包括公共和私人屋苑），為長者提供一系列適切而便捷的社區支援服務，以協助長者在社區過著健康、受尊重及有尊嚴的生活，並鼓勵長者積極參與，貢獻社會。  
Provides community support services at neighbourhood level (with a population of 15,000 to 20,000 persons, including both public and private housing) to provide a range of comprehensive services.
- 配合長者地區中心的工作，共同推動社會大眾建立一個充滿關懷的社區。  
Collaborates with DECCs to involve the public in constructing a caring community.
- 「淨運營建築面積要求」為303平方米。  
Requires a NOFA of 303 square meters.

策略夥伴中心背景研究

BACKGROUND RESEARCH ON PARTICIPATING CENTRES

# 香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心 HKSKH Lady MacLehose Centre Dr. Lam Chik Suen District Elderly Community Centre



香港聖公會麥理浩夫人中心自一九七三年十一月起，本著「非以役人，乃役於人」的基督精神，以「社區建設、社區照顧、社區健康、建立社會資本和社區融和」服務設計綱領，為不同年齡居民提供多元化社會服務，並於二零一七年四月開始由香港聖公會福利協會有限公司擁有。

中心相信老人家可以做到更多事情，不應該製造機會讓他們倚賴照顧者，或令他們認為自己有資格便應該去獲取這些服務。反之，中心希望可以盡量去幫助他們自理生活，讓他們可以獨立地過日子，而非受過度的照顧。中心服務的理念是「不應只看到長者失去了什麼能力，而看不到他們還有能力做到的事。」

HKSKH Lady MacLehose Centre is established in 1973. Aiming to promote the great love of Christ, it provides diversified social services to residents of different ages in Tsuen Wan and Kwai Tsing Districts so as to enhance their personal development, social awareness, morality, and spiritual development. Since April 2017, it is owned by the Hong Kong Sheng Kung Hui Welfare Council Limited.

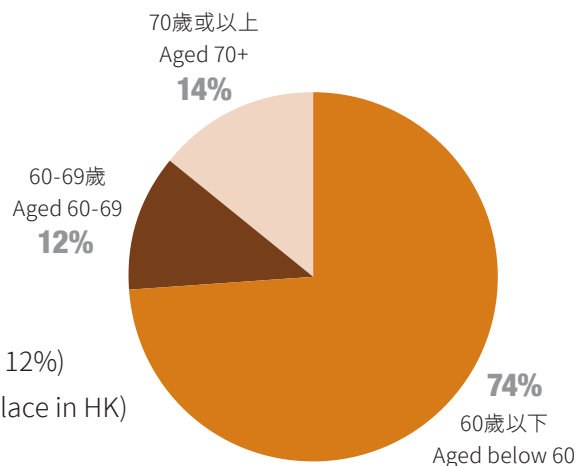
The Centre believes that elders are still very capable in various aspects. Creating services for them to rely on would only make them think that they are entitled to the services. On the contrary, the Centre hopes to assist elders in taking care of themselves, so that they can live independently instead of being over-cared. Its philosophy of service is “to see not only what the elders are incapable of, but also what they are still capable of.”

- 地址：葵涌和宜合道22號1樓101室  
Address: Room 101, 1/F, 22 Wo Yi Hop Road, Kwai Chung
- 服務時間：星期一至五 8:30-18:00；星期六 8:30-13:00（星期日及公眾假期休息）  
Opening Hours: Monday to Friday 8:30-18:00; Saturday 8:30-13:00;  
Close on Sunday and public holidays

## 葵青區長者人口

### Elderly Population of Kwai Tsing District

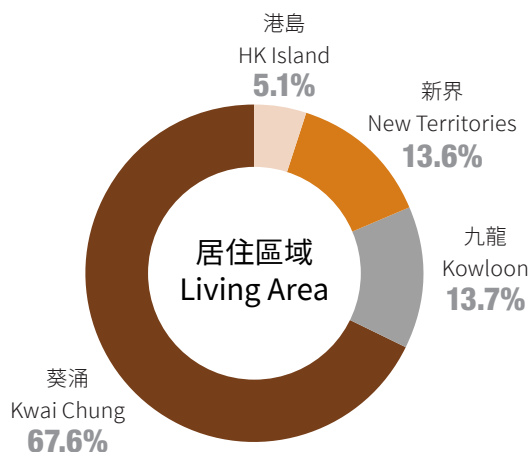
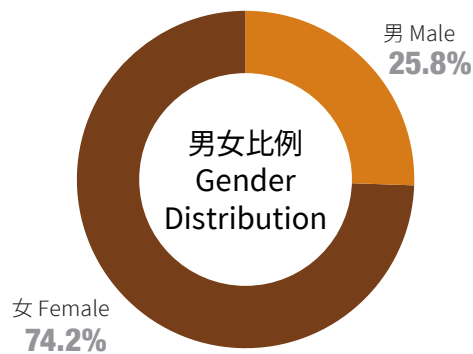
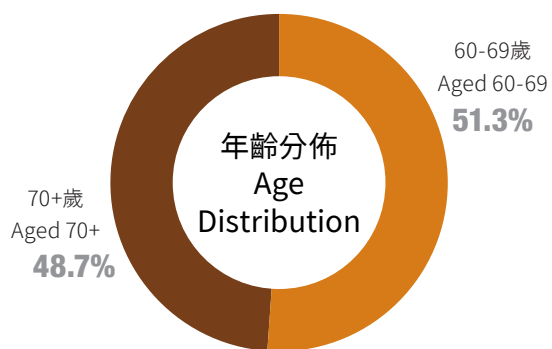
- 獨居長者 (65歲+) : 10,200人  
Solitary Elderly (65+): 10,200
- 雙老家庭 (65歲+) : 7,700個  
Double-Old Family (65+): 7,700
- 領取綜援年老個案 (60歲+) : 14,584宗 (全港第三位 : 12%)  
CSSA Elderly Recipients (60+): 14,584 (12%, 3rd place in HK)
- 65歲+人口 : 67,886人 (全港第三位 : 區內16.67%)  
65+ Population: 67,886 (3rd place in HK, 16.67% of the district)



## 中心會員資料

### Information of Members

- 會員總人數 : 1,310人  
Number of members: 1,310



## 中心限制

### Limitations of the Centre

#### 地理位置 Geographical Location

區內屋邨多位處山上，長者走斜路往返中心很吃力，所以林植宣中心很著重外展工作，與區內的互委會和法團有密切連繫，借用公屋或屋苑場地，直接在長者住所樓下提供服務及籌辦活動。

Most of the housing estates in Kwai Tsing District are located on the hills, making it very difficult for the elders to walk to and from the Centre. Therefore, the Centre emphasises on outreach work. By maintaining close connections with the owners' committees in the area, the Centre can provide services and organise events at places that are more accessible for the elders.

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#### 中心面積 Area of the Centre

香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心的實用面積為186平方米，與標準相差67.5%，是全港面積最細的中心。「智友醫社」計劃開始後，在休憩區等候接送長者的人數增加，而且泊在休憩區的輪椅數目也有增加，空間更為狹隘。

The practical building area of the Centre is 186 sqm, with 67.5% discrepancy between the standard, and is the smallest DECC in Hong Kong. Since the Dementia Community Support Scheme begins, the number of caregivers and wheelchairs at the drop-in area increases, occupying more spaces in the Centre.

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#### 額外資源投放 Extra Resources

在改善中心硬件方面，是否需要投放額外資源是中心決定實踐行動項目的主要考慮因素之一。

In terms of improving the Centre's hardware, whether additional resources are required is one of the main considerations for the Centre in making decisions for the Action Project.

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#### 參考資料 References

大人雜誌 Big Mag (2018)

香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心(2018-2019年度之數據)

Data from HKSKH Lady MacLehose Centre Dr. Lam Chik Suen District Elderly Community Centre 2018-2019



## 基督教靈實協會靈實長者地區服務

## Haven of Hope District Elderly Community Service



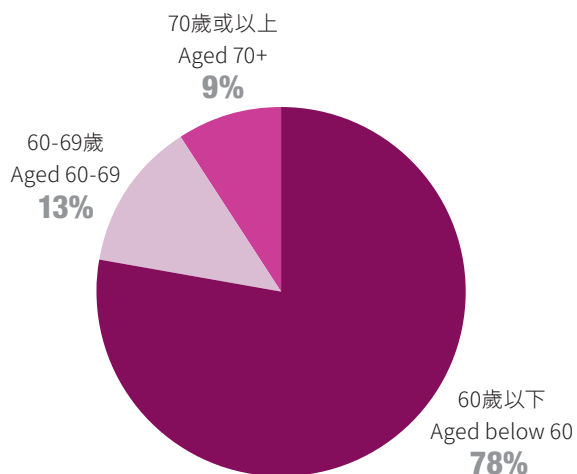
靈實長者地區服務於2003年4月1日成立，以三個服務中心的多點多站模式，建立一個更就近長者的地區服務網絡，為體健或體弱的長者提供多元化及跨專業的長者綜合社區服務。靈實近年積極為長者推廣健康知識，以幫助他們擁有健康的體魄，令長者可以於自己熟識的社區內生活和自理。中心的服務哲學以聖經故事「好撒瑪利亞人」為模楷，希望長者能保持社交生活，透過中心活動認識區內其他長者，建立好鄰舍的支援網絡，鼓勵他們於日常生活中互相照應。

Haven of Hope District Elderly Community Service is established on April 1, 2003. With multiple centre locations, it aimed to build a service network that is near to the elders, so as to provide diversified and cross-profession services to elders of both weak and healthy. In recent years, Haven of Hope is actively promoting health knowledge and health-related services and activities, enabling the elders to take care of themselves in their own community. The service philosophy of the Centre is based on the “Parable of the Good Samaritan” from the Bible, encouraging the elders to know each other through participating in the Centre’s activities, thereby to construct a supporting network in the neighbourhood.

- 地址：將軍澳厚德邨德康樓地下、尚德邨尚真樓地下C翼、及健明邨明域樓地下B及C翼  
Address: G/F, Tak Hong House, Hau Tak Estate, Tseung Kwan O, New Territories;  
Wing C, G/F, Sheung Chun House, Sheung Tak Estate, Tseung Kwan O, New Territories; and  
Wing B & C, Ming Wik House, Kin Ming Estate, Tseung Kwan O, New Territories
- 開放時間：星期一至五 8:00-12:30, 13:30-18:00; 星期六 8:00-12:00 (星期日及公眾假期休息)  
Opening Hours: Monday-Friday 8:00-12:30, 13:30-18:00; Saturday 8:00-12:00;  
Close on Sunday and Public Holidays

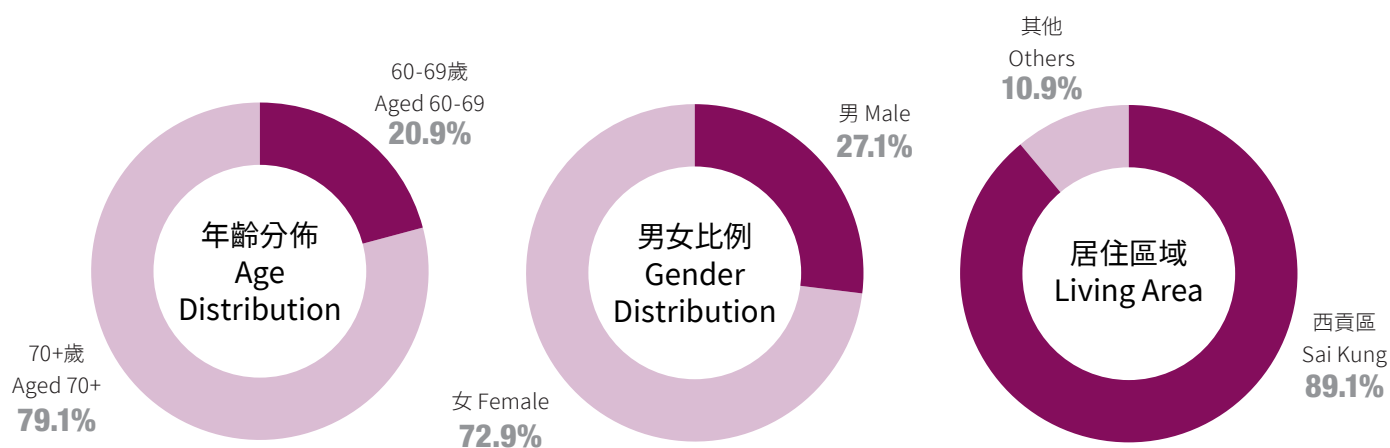
## 西貢區長者人口 Elderly Population of Sai Kung District

- 獨居長者 (65歲+) : 7,500人  
Solitary Elderly (65+) : 7,500
- 雙老家庭 (65歲+) : 7,6000個  
Double-Old Family (65+) : 7,600
- 領取綜援年老個案 (60歲+) : 4,267宗  
CSSA Elderly Recipients (60+) : 4,267



## 中心會員資料 Information of Members

- 會員總人數 : 1888人  
Number of members : 1,888



### 參考資料 References

大人雜誌 Big Mag (2018)

基督教靈實協會靈實長者地區服務(截至2019年3月31日之數據)

Data from Haven of Hope District Elderly Community Service (until March 31, 2019)

## 中心限制

### Limitations of the Centre

#### 三個中心會址 Multiple Service Stations

中心在將軍澳有三個會址，分佈在三個港鐵站，職員表示一張會員證可以參加三個中心的活動，但長者大多會選擇就近住所的。三個中心都在屋邨地下樓層，尚德和厚德中心易於到達，但面積較大的健明中心需要經過屋邨平台才能到達，區外長者未必輕易找到。

The Haven of Hope has 3 service centres located at 3 different MTR stations. One membership card provides an elder with access to facilities and services at all 3 centres. However, the staff reveals that many members only visit the centre that is the closest to where they live. Although Sheung Tak Centre and Hau Tak Centre are easy to locate, Kin Ming Centre, which is the largest among the three, may be difficult for elders to find and reach.

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#### 地理位置 Geographical Location

健明中心位於半山位置，使用輪椅的長者沒有升降機可以乘搭，要經過一條斜路才能到達中心。加上附近有數間學校，行人通道狹窄，長者會因此避免於上/下課時間外出，甚至因此不願出門。中心希望加強區內市民關懷長者的意識，讓不同持分者可以和諧地共用社區設施。

Kin Ming Centre is located in the mid-levels. There is no elevator for wheelchair users and elders need to climb several slopes to reach the Centre. Besides, there are a number of schools nearby. The narrow pedestrian paths are packed with students before and after school hour. Some elders would avoid going out during those peak hours. The Centre hopes to raise the community's awareness on elders' needs and allow different stakeholders to share facilities harmoniously in the community.

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#### 空間不足 Insufficient Space

中心的空間十分有限，有時候社工接收個案作輔導工作時會遇到房間不足的問題。加上中心可以預視坐輪椅前來中心的長者數量會越來越多，中心要用來泊輪椅的空間需求也會越來越大。另外，中心亦希望在活動和儲存物資的空間運用上取得更好的平衡。中心平日會找尋其他社區資源以舒緩房間不足的問題。例如中心會與區內的青少年中心合作(如青協)，租借其地方舉辦活動。不過這種做法的缺點是必須遷就這些中心的活動時間表，例如青少年中心每年暑假期間(6-8月)便難以租借房間。

The Centre has very limited space. Social workers often cannot find a room at the Centre for providing counselling service. The Centre also wish to strike a better balance between using the space for activities and storage, especially coping with the storage issue for the increasing usage of wheelchairs of the elders. Although the Centre can rent rooms from other community centres, coping with their schedules may be difficult. For example, not many rooms are available from youth centres during the summer.

策略夥伴中心背景研究

BACKGROUND RESEARCH ON PARTICIPATING CENTRES

東華三院方肇彝長者鄰舍中心

TWGH Fong Shiu Yee Neighbourhood Elderly Centre



中心本名為「東華三院方肇彝老人中心」，於1989年11月28日啟用，為東華三院屬下第三間老人中心。為配合社會福利署於2003年進行全港長者社區支援服務重整，於2003年4月1日起提升為長者鄰舍中心，為觀塘區內長者和護老者提供更多元化的服務，協助他解決在個人、家庭及生活上的困難，鼓勵長者積極生活及善用餘暇，發揮潛能，達致「老有所為」的精神，並為需要照顧長者的人士提供社區支援。

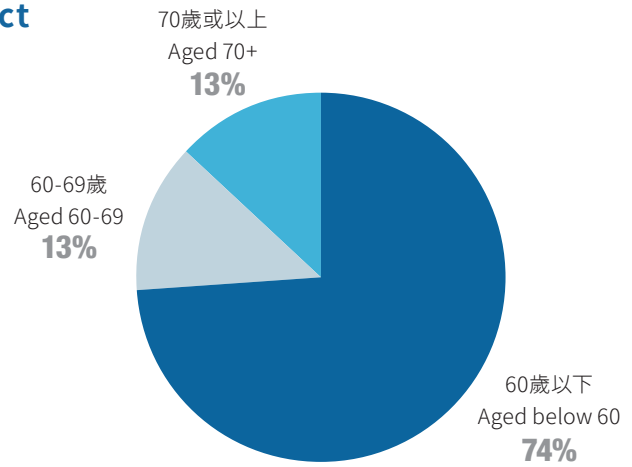
The Centre was originally named “Tung Wah Group of Hospitals Fong Shiu Yee Social Centre for the Elderly.” It was opened on November 28, 1989, and is the third elderly centre under the Tung Wah Group of Hospitals. Upon the reform of community support services of the Social Welfare Department in April 2003, the Centre was upgraded to an Elderly Neighborhood Centre since April 1, 2003. It aims to provide diversified services to elders and caregivers in Kwun Tong District, assisting them in resolving personal, family and other problems they encountered in their daily lives. The Centre also encourages elders to lead an active life so as to actualise the spirit of “productive ageing” and helps provide community support services for caregivers of elders.

- 地址：九龍觀塘秀茂坪邨秀明樓地下128-134號  
Address: Room 131-134, G/F, Sau Ming House, Sau Mau Ping (I) Estate, Kowloon
- 開放時間：星期一至六 9:00-17:00（星期日及公眾假期休息）  
Opening Hours: Monday-Saturday 9:00-17:00; Close on Sunday and Public Holidays

## 觀塘區長者人口

### Elderly Population of Kwun Tong District

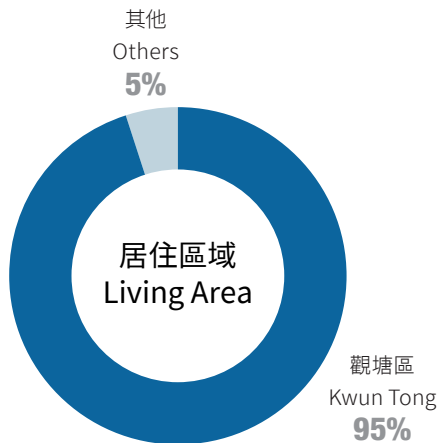
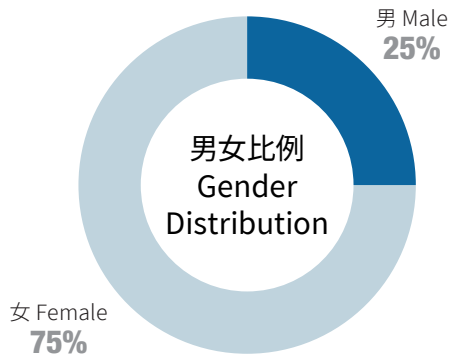
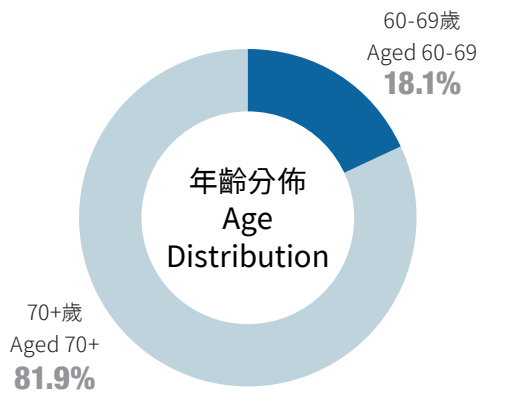
- 獨居長者 (65歲+) : 20,300人  
Solitary Elderly (65+): 20,300
- 雙老家庭 (65歲+) : 8,700個  
Double-Old Family (65+): 8,700
- 領取綜援年老個案 (60歲+) : 20,761宗  
CSSA Elderly Recipients (60+): 20,761
- 65歲+人口 : 111,259人 (全港最多)  
65+ Population: 111,259 (1st place in HK)



## 中心會員資料

### Information of Members

- 會員總人數 : 697人  
Number of members: 697



## 中心限制

### Limitations of the Centre

#### 高齡長者會員 Limited Choices of Communication Channels

長者會員年紀較高，大部分未有使用智能電話，難以用短訊或其他電子平台的形式溝通。中心主要以打電話的方式聯絡和提醒長者出席活動。

Since most of the members are highly aged, they are not accustomed to using smartphones. Therefore, it is difficult for the Centre to communicate with them via SMS or other online platforms. The Centre mainly contacts members by telephone.

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#### 空間不足 Insufficient Space

空間有限，活動物資不可以太多或太佔空間。

The space in the Centre is very limited. There is insufficient space for storing event equipment and materials.

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#### 隔音設施不足 Lack of Soundproof Facilities

由於中心非常鄰近屋邨，若舉辦聲浪較大的活動，例如唱卡拉OK、木箱鼓班等，都有機會被附近居民投訴。

Since the Centre is located at the ground floor of the housing estate, organising activities that generate loud sounds, such as singing and cajón course, may arouse complaints from the residents.

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#### 參考資料 References

大人雜誌 Big Mag (2018)

東華三院方肇彝長者鄰舍中心 (截至2019年9月5日之數據)

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# 共創過程

## CO-CREATION PROCESS

第五季「長者中心再想像」共創工作坊於2019年9月28、29日及10月19日順利進行。六個共創小組、共45名參加者在三天的工作坊中，以解決小組預定的設計挑戰為目標，重新了解現有問題所在並一起思考對策。由於每間長者中心都有不同的背景、特性、限制、挑戰和機遇，參加者要親身到相對應的長者中心了解其日常運作，並接觸中心長者和區內其他長者，一探他們的想法和習慣，找出問題真正的痛點而對症下藥。

參加者在「腦震盪」環節下得出海量創新意念，通過進一步的思考和討論，篩選出最佳方案作為發展方向。小組完成初步構思後，將構念轉化成故事板 (Storyboard)，並製作原型 (Prototype) 向負責的設計顧問匯報。設計顧問給予各小組專業的回饋，讓小組成員參考，再針對方案未夠完善的地方進行修改。經過三天的工作坊，參加者對長者中心有了不一樣的概念，同時對創新長者中心也有著嶄新的想法。

Our Season 5 “Re-imagine Elderly Centres” Co-creation Workshops were successfully held on September 28, 29 and October 19, 2019. 6 co-creation teams with 45 members in total carried the ultimate aim to solve the design challenge assigned to them. Each team reviewed the existing problems and explored possible countermeasures. Since every elderly centre has different backgrounds, characteristics, restrictions, challenges and opportunities, participants had to visit their corresponding centres to understand their daily operations, as well as the elders from both the centre and the neighbourhood. Through examining their thoughts and habits, they strived to identify and tackle the underlying problems.

Participants brought a large number of innovative ideas during the brainstorming session. They discussed and selected the best solution among the generated ideas for further development. After completing the initial conceptualisation, they presented their ideas to their corresponding design consultants with a storyboard and prototype. Design consultants then provided them professional feedback for modification. Participants have changed their perceptions towards elderly centres after the workshops, and came up with new ideas on how to innovate the elderly centres.

1

與使用者對談建立同理心  
Empathy building through meeting the users



2

實地考察及分析  
Site visit and analysis



共創意念發想  
Ideation

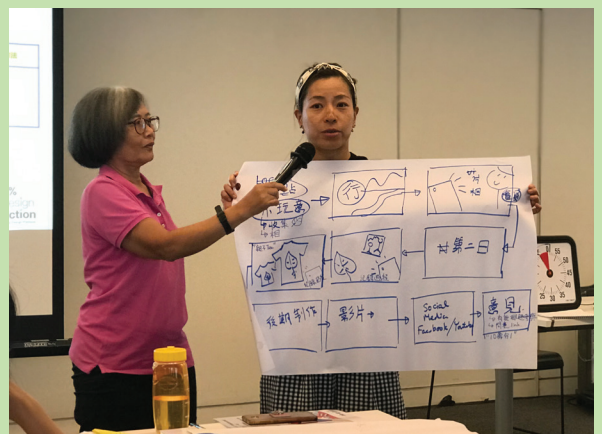


問題定義  
Problem definition

**5** 設計顧問意見  
Expert surgery session



**6** 原型設計及匯報  
Prototyping and  
Storyboard presentation



# 社創研討會 SYMPOSIUM

第五季「十萬分之一」社創研討會於2019年11月2日假香港理工大學賽馬會創新樓順利進行。我們有幸邀請到香港大學秀圃老年研究中心總監樓瑋群博士、香港理工大學應用社會科學系主任黎永亮教授、大銀Big Silver總監陳曉蕾女士及資深專題記者陳伊敏女士蒞臨演講，為我們回顧香港長者中心的歷史沿革和現況，介紹海外經驗、展望未來長者中心可探索發展的方向，擴闊我們對創新長者中心的想像。

研討會上，共創工作坊的參加者亦報告其共創成果，並由理工大學設計學院助理教授李宇軒博士、應用社會科學系導師張慧婷女士及三位長者中心代表組成專家團隊，經討論後為共創團隊分享他們對於方案的想法。他們寶貴的意見將由共創團隊及設計顧問帶到下一階段的行動項目，讓各個方案有更大的改善空間，並由設計團隊於長者中心實踐。

The “One from Hundred Thousand” Season 5 Symposium was successfully held on November 2, 2019 at the Hong Kong Polytechnic University Jockey Club Innovation Tower. We are pleased to have Dr Vivian Lou, Director of HKU Sau Po Centre on Ageing, Prof Daniel Lai, Chair Professor and Head of PolyU Department of Applied Social Sciences, Ms Leila Chan, Director of Big Silver, and Ms Yimin Chen, an award-winning journalist, to be our guest speakers. They introduced the history and current situation of Hong Kong elderly centres and brought us directions for future elderly centre development with overseas cases, expanding our imaginations on innovating elderly centres.

During the Symposium, the solutions presented by the co-creation teams were examined by a group of panellist consisting Prof Brian Lee, Assistant Professor of PolyU School of Design, Ms Rita Cheung, Instructor of PolyU Department of Applied Social Sciences, and the 3 representatives from elderly centres. Their opinions were valuable to both the co-creation teams and the design consultants to perfecting the solutions in the Action Project stage.

## 共創成果分享 | PRESENTATION BY CO-CREATION TEAMS



## 回顧服務發展，規劃未來服務



香港大學秀圃老年研究中心樓瑋群博士指出，香港的長者服務發展超過40年，最近一次服務重組在2003年推行，距離現今將近20年。香港預計將於2034年變成「極高齡社會\*」，為此我們必須再次回顧服務發展，就著長者特徵的轉變，規劃未來長者的服務。

\* \* \* \* \*

### 長者中心應在地區產生協同效應

在2017安老服務計畫方案 (Elderly Service Programme Plan, ESPP) 中，凡提到「長者地區中心 (DECC)」的地方，後面都會加上「及長者鄰舍中心 (NEC)」。即在ESPP的框架下，DECC幾乎等同NEC，兩者的分界模糊。在2018年12月修訂的服務規劃中，DECC的服務項目加入「綜合模式」一項，但未有作進一步解釋。另一方面，DECC的服務包括在區內擔當安老服務的聯繫和支援角色，協調NEC及其他持份者。隨著社區內有地區策略及統籌小組和地區康健中心等新服務出現，DECC也需要思考如何發揮統籌和協調的角色，產生最大的協同效應。

### 長者中心的功能

比較長者中心 (包括DECC和NEC) 於2000年及2015年所提供的服務，NEC的服務內容大致相同，唯全港有92間NEC的場地面積未達社署標準，以致中心未能提升服務數

量。DECC則增加了大量服務，例如「智友醫社同行」計劃、獨居及隱蔽長者外展服務、認知障礙症支援等等。當DECC同一時間配給資源到已有服務和新服務時，一些需要持續發展的服務，包括個案管理，以及聯繫和支援地區安老服務等，有機會未能獲得充分發展。在現有的服務框架下，DECC也同時要確保專業個案管理服務的質量，處理包括自殺、抑鬱、焦慮、家庭矛盾、虐待等重要個案，使服務資源更為緊張。

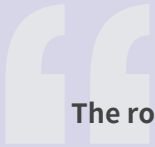
### 提高服務可得性

在現有的機制下，長者中心無法為沒有住址的劏房長者提供服務。這反映我們在策劃服務時，亦需要考慮如何提高服務的可得性，即如何讓有需要的長者得到合適的服務。其中的關鍵在於消除長者因年齡、性別、階層、族裔及經濟等差異而導致不能獲得服務的可能。與此同時，如何消除長者與科技的數碼鴻溝，也將成為長者中心未來的挑戰。

\* 極高齡社會是指65歲或以上人口超過總人口28%的社會。

## Reviewing service development for better future planning

According to Dr Vivian Lou, Director of Sau Po Centre on Ageing of The University of Hong Kong, elderly service in Hong Kong has been developed for more than 40 years. The previous service re-organisation was implemented in 2003, which is around 20 years ago. As Hong Kong will become an “ultra-aged society\*” in 2034, we need to review the service development again, and tailor the service for elders in the future.



### The role of elderly centre

In the 2017 Elderly Services Programme Plan (ESPP), every mention of “District Elderly Community Centre (DECC)” is followed by “and Neighborhood Elderly Centre (NEC).” This indicates that under the framework of ESPP, DECC is almost equivalent to NEC, blurring the boundary between the two. In the service plan revised in December 2018, “comprehensive model” was added as a service item for DECC without further explanation. Besides, DECC bears the role to coordinating elderly services within the district, including NEC and other stakeholders. With the emergence of new services such as the Planning and Coordinating Teams and District Health Centre, DECC also needs to reflect on its role as a coordinator so as to ensure different units working together effectively.

### The function of elderly centre

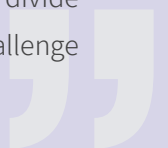
Comparing the services provided by the elderly centres (including DECC and NEC) between 2000 and 2015, the scope of work of NEC is roughly the same. Yet, since there are 92 NECs with operational floor area below the standard required by the Social Welfare Department, these NECs were not able to raise the quantity of services. On the other hand, a large number of services were added to DECC’s scope of work, such as “Dementia Community Support Scheme,” outreaching services for elderly

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singletons and hidden elderly persons, Dementia Support Service, and so on. In the long run, new services will compete for resources with the existing services, affecting the substantialness of services that require sustainable development, including case management and district elderly service coordination. Under the current service framework, while DECC also needs to maintain professional case management services, handling important cases related to suicide, depression, anxiety, family conflicts, abuse, and so on, making scarced service resources more strained.

### Increase service accessibility

Under the existing mechanism, elderly centre cannot provide services to elders without a proper address, meaning that elders who live in subdivided flats are not qualified to receiving services. This reflects that methods for increasing service accessibility should be incorporated in the planning of elderly services so that elders in need can receive suitable services. Besides, we also need to eliminate the possibility of not able to receiving services due to differences in age, gender, class, ethnicity or economic condition between elders. At the same time, how to bridge the digital divide among elders will also become a great challenge for elderly centres in the future.



\* Ultra-aged society refers to society where more than 28% of their total population is aged 65 years and older.



## 分析各區長者需要，思考長者服務可能

大銀Big Silver總監陳曉蕾女士指出香港各區的長者人口都有不同特色，其需要亦大有不同，建議長者中心因地制宜設計服務項目。



\* \* \* \* \*

### 現有的劃一服務指標未能配合各區長者特色

香港現時的長者地區中心最常遇到的挑戰是「地方細，工作多」。地區中心的工作範疇多元，要應付的指標很多，使很多社工都吃不消。然而，社署以統一的服務指標(KPI)量度全港18區長者中心的表現，當KPI與地區長者需要不吻合時，長者中心就必須投放額外的心力和資源。

《大人》雜誌2018年的報導發現，各區長者有不同的特色和需要。綜觀全港，港島區資源豐沛得多，例如中西區的長者較為富裕，長者中心需要聘請專業的導師教授班組，以滿足他們對導師的要求。九龍區貧富懸殊的問題嚴重，例如深水埗區有很多居住在劏房的隱蔽長者，中心要思考如何讓這批長者也接觸到服務。新界區的地域較廣，例如西貢區兩間DECC都位於將軍澳，中心需要考慮如何讓住在海濱或鄉郊區域的長者得到更平衡的服務。

### 現行制度並不鼓勵健康長者參與長者地區中心的活動

現時，長者地區中心有越來越多照顧體弱長者的服務，例如認知障礙症的個案越來越多，長者中心需要協助是可以理解的。不過長者中心原有的社區發展服務功能就因而被削弱。雖然有個別社工仍然十分積極地促進長者「長權」，但現時的制度並不鼓勵健康的長者到中心聯誼交往。因為地方不夠，中心的空間往往會優先提供服務給體弱的長者。這種做法間接將健康的長者推出去其他自負盈虧的服務，長者從「服務使用者」變成「消費者」。長遠而言，這些中產、有能力的長者不會再對中心或社區產生歸屬感、討論社區的事，因為他們只是按自己的興趣消費。現時，即使有基金會願意捐助資金試辦不同活動，很多中心都因受空間和人手的限制而無力參與。

## Analyse needs of elders from different districts and open possibilities for elderly services

Ms Leila Chan, Director of Big Silver, believes that elders from different districts in Hong Kong have different characteristics and needs. She suggested that elderly centres should adapt their services to the needs of the elders in their areas.

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### Fail to fulfil different elders' needs with one standard KPI

The most common challenge encountered by elderly centres in Hong Kong nowadays is “large workload vs small space.” DECCs are required to cover a diverse scope of services and fulfil numerous key performance indicators (KPIs), placing great pressure on the social workers. However, the Social Welfare Department is using a uniform KPI in measuring the performance of all elderly centres in Hong Kong. When the KPI does not match the needs of the elders in the area, the elderly centre would have to invest extra effort and resources into catering those elders' needs.

According to the report published in “Big Mag” magazine in 2018, elders from different districts have different characteristics and needs. Hong Kong Island generally has more abundant resources. For example, elders living in Central and Western District are more affluent. Elderly centres need to hire relatively professional tutors to meet the high expectations from elders. At the Kowloon side, the problem of wealth disparity is highly severe. For instance, many hidden elders are living in subdivided flats in Sham Shui Po District. Elderly centres need to help them in reaching the services. Whereas, the New Territories are rather extensive and remote, with the two DECCs in Sai Kung District both located at Tseung Kwan O. Elderly centres need to think of ways to deliver services also to elders living in coastal or rural areas.

### Current system discourages healthy elders in participating DECC activities

There are increasing DECC services focusing on taking care of weak olds. In view of the surging number of dementia cases, it is understandable for DECC to provide more assistance. However, this trend adversely affects the original DECC community development services. Although some social workers are still pursuing towards “empowering” elderly within the pressing workload, the existing system does not encourage healthy elders to socialising in the center. Due to the limited service area in DECCs, priority is often reserved for serving the weak olds. This practice indirectly pushed healthy elderly towards other self-financing activities, making them “consumers” instead of “service users.” In the long run, these middle-class and capable elders will no longer be interested in engaging in the community-related programmes because their objective of joining programmes were to consume, but not to build senses of belonging or connection to the center or community. At present, even if foundations are willing to donate funds for developing innovative services, many DECCs were unable to participate due to space and manpower constraints.

## 為香港人口老化問題設計所需的服務模式



香港理工大學應用社會科學系主任黎永亮教授藉著前期調查，了解現今新一代低齡長者的期望，預視未來長者服務的發展趨勢。他強調服務健康長者的必要，以延緩長者跌入衰老退化的循環。

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### 低齡長者對長者中心看法負面

香港理工大學活齡學院在2019年訪問了一群50歲以上的長者，瞭解他們對於長者中心的使用意願和期望。受訪者大多認為長者中心的活動內容創新性低，服務質量不符合期望，而且未能照顧到低齡長者的需求，對中心抱有「年老」和「消極」等負面印象。

### 外國50+概念 從「源頭減弱」

南韓(首爾)、英國、美國及加拿大等地的長者服務，經過多年的改革和重組，突破了時間及空間的規限，發展成為新的「50+概念」。這些國家推出「50+計劃」、「50+中心」等服務，善用社區現有資源，鼓勵中年人士預早準備退休策略，讓他們在社區、醫療、文化、心靈等各方面都有更好的準備，可以減低他們未來成為「弱老」的機率，從而達至「源頭減弱」的效果。

### 不可忽略中層人士康樂服務的需要

福利服務是長者服務中不可或缺的部分，近年的長者服務亦有傾向福利化發展的趨勢，以照顧有此需要的長者。另一方面，有見未來長者各方面的條件都會越來越好，「弱老」的人數亦會相應減少。經濟能力好的長者可以選擇不同自資活動，但夾在中層的長者的需要就可能被忽略。如果長期缺乏社交活動及社區關注，有可能會加快長者的退化速度，故長者中心亦應多加關注有非緊急服務需要的長者，避免他們進入衰老退化的惡性循環。

### 利用公共空間 解決中心空間不足的問題

參考溫哥華的例子，不同團體可以與商業機構合作，在店舖營業前利用商場空地舉辦活動，例如平日的長者跳舞班和週末的孕婦瑜珈班。這樣便可以在有規管的情況下更充分利用公共空間，解決社區空間不足的問題。

## Designing service model to tackle ageing population in Hong Kong

Prof Daniel Lai, Chair Professor and Head of Department of Applied Social Sciences of The Hong Kong Polytechnic University (PolyU), illustrated the expectations of young-olds of the time with preliminary research results, and predicted the trend of future elderly service development. He emphasised the necessity of providing services for healthy elders so as to delay them falling into the vicious cycle of ageing and deteriorating.



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### **Young-olds hold negative perception towards elderly centres**

In 2019, Institute of Active Ageing of PolyU had interviewed a group of elders aged 50 or above aiming to explore their willingness to participate in activities organised by elderly centres as well as their expectations towards elderly centres. Most of the interviewees expressed that the activities organised by elderly centres are not innovative enough, and the service quality did not meet their expectations. They also have negative perception towards elderly centres, thinking that these centres are “old” and “passive.”

### **The concept of “50+” developed in foreign countries aiming to reduce weak elders**

Referencing the development from South Korea (Seoul), the United Kingdom, the United States and Canada, elderly services are no longer bridled by time and physical space. Instead, people only perceived “elderly services” as a concept after years of reform and restructure. These countries have launched services such as “50+ Initiative” and “Centre 50+.” By utilising existing resources in the community, they encourage the middle-aged to prepare for retirement at earlier stage. As a result, they can eventually be better prepared socially, medically, culturally, and mentally. The chances for young-olds to become weak elders in the future can hence also be reduced.

### **Necessity to manage the recreational needs of the middle class elders**

Welfare service is an indispensable part of elderly services. In recent years, the weighting of welfare service in elderly services has kept increasing. On the other hand, elders are expected to have better conditions in many aspects, and the number of weak elders is expected to decrease accordingly. Elders with higher financial ability can choose to participate in different self-funded activities. However, the needs of the middle class elders may be overlooked. Lacking social participation and attention from the community for an extended period may speed up their deterioration. Therefore, elderly centres should pay more attention to elders who need non-urgent services to prevent them from falling into the vicious cycle of ageing and deterioration.

### **Using public spaces to alleviate the problem of insufficient centre space**

With reference to real case in Vancouver, different organisations can use the open space in the shopping mall during non-operating hours for programmes. For instance, dancing classes for elders in weekdays’ morning and yoga classes for pregnant women at weekends’. In this way, spaces can be better utilised in a coordinated manner while alleviating the problem of insufficient service area in elderly centres.



## 從德國案例激發長者服務創新可能

資深專題記者陳伊敏女士曾考察德國長者服務，藉著不同的案例，揭示創新長者服務的可能性。



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### 讓「長者中心」成為長者的「俱樂部」

Körber基金會的「公園之屋」位於德國漢堡，是當地長者的文化和教育中心、物理治療室、咖啡廳、劇院、聚會點等一切的總和，興趣班和活動選擇多達300種。長者可以嘗試各種新鮮的事物，例如戲劇和拼布工藝，發掘潛能和熱忱。隨著「公園之屋」將搬遷至市中心地段，基金會更打算在新的中心設立影院及補習社等設施，吸引年輕人前往。由此可見，這種「俱樂部」的模式在服務內容上能有更大的自由度，營運組織可以按照使用者的需求改變空間的功能。

在北威州的阿恩斯貝格裡有一間叫「Brutzelküche」的銀青廚房，是一間多代中心。年輕人毋須預約便可以前來跟長者學習烹煮「古老」食譜。同一地點，平日是為長者專設的「永恆咖啡館」，讓長者和年輕人茶敘。聯邦政府和地區政府在全德國資助了550多間類似的多代中心，由營運組織根據社區特色來營造各自的風格和主題，成為對所有人開放的聚會場所，鼓勵多代共融。

### 讓長者共同打造理想的居住社區

在德國東部一個名為里薩的小城裡，7名「50+」女子在拍賣會買下一座廢棄多年的宮殿，以合作社的模式把廢墟變成理想的共居空間，後來更讓年輕人進駐。合作社成員著手修繕舊建築、復耕農地、輪流煮飯、清潔、帶孩子等。在這個小社區裡，長者都能夠獨當一面，相互照應，甚至是其他年輕成員的好幫手。

從以上例子可見，藉由政府及不同組織彼此協調，為長者提供自由的空間和基本的支援，長者也可以過自主的理想生活，不同世代共融的概念也可扎根社區之中。

## Innovative elderly services inspired by cases from Germany

Ms Yimin Chen, an award-winning journalist, has received scholarships for studying elderly services in Germany. By sharing various cases from her study, possibilities of innovating elderly services are revealed.

\* \* \* \* \*

### Turning “elderly centres” into “social clubs”

The “Haus im Park (House in Park)” of Körber Foundation is located in Hamburg, Germany. It is a combination of cultural and educational centres, physiotherapy rooms, cafés, theatres, and meeting points for local elders. There are over 300 hobby classes and activities for elderly to participate in. Elders can try out new hobbies, such as drama and patchwork, to discover their potential and passion. As “Haus im Park” will be moving to the downtown area, Körber Foundation planned to build facilities like cinema and tutorial school around the new location so as to attract the participation of the younger generation. Operating under the concept of “social club” offers higher flexibility in service provision. Also, the operating unit can change the function of the space according to the needs of users.

There is an intergeneration kitchen named “Brutzelküche” in Arnsberg, Nordrhein-Westfalen which serves as a “multi-generation centre.” Young people can visit the centre anytime to learn the “old” recipe from the elderly at “Brutzelküche.” The same location serves as a café for the elderly during weekdays, allowing elders and young people to enjoy tea together. The federal government and regional governments have sponsored more than 550 similar multi-generation centres in Germany. Based on the features of the nearby community, the operating units can decide their own themes and styles for the centres. These centres become the meeting points for all people, encouraging multi-generation integration.

### Allowing elders to co-create an ideal living community

In a small town called Riesa in eastern Germany, seven “50+” women bought a long-abandoned palace at the auction. They turned the ruins into an ideal co-living space in the form of a cooperative and allow young people to settle in at a later stage. Members of the cooperative repaired the old buildings and re-cultivated the agricultural land. They also take turns to cook, launder, and look after children. Elders in this community are highly independent and able to take care of each other. They even become good helpers of other young members.

\* \* \* \* \*

The above cases illustrate that with the provision of a flexible space and minimal support from the government and different organisations, elders can live an independent ideal life. The idea of inter-generational communion can also be rooted in the community.

## 專家意見 | PANELLIST COMMENT SESSION



## 互動環節 | INTERACTIVE SESSION



嘉賓與參與者交流意見。  
Guest speakers exchanging ideas with participants.



共創團隊向參加者介紹共創方案。  
Co-creation teams explaining their solutions to participants.

### 專家團隊 (左起)

香港理工大學應用社會科學系導師 張慧婷女士

東華三院服務發展主任 (安老服務II) 溫俊祈女士

基督教靈實協會靈實長者地區服務營運經理 劉苑芬女士

香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心部門主任 陳詩敏女士

香港理工大學設計學院助理教授 李宇軒博士

賽馬會創新設計院社會項目經理 鄭依依女士 (主持)

### Panellist (from left to right)

Ms Rita Cheung, Instructor of PolyU Department of Applied Social Sciences

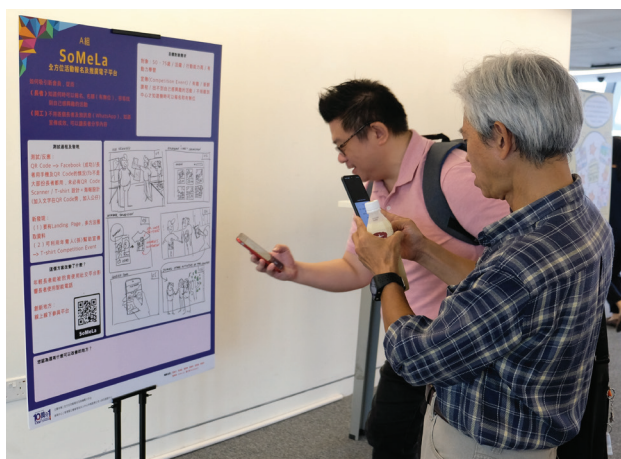
Ms Angela Wun, Community Services Officer (Elderly services II) of Tung Wah Group of Hospitals

Ms Alice Lau, Operations Manager of Haven of Hope District Elderly Community Service

Ms Janice Chan, Unit-in-charge of Dr. Lam Chik Suen District Elderly Community Centre

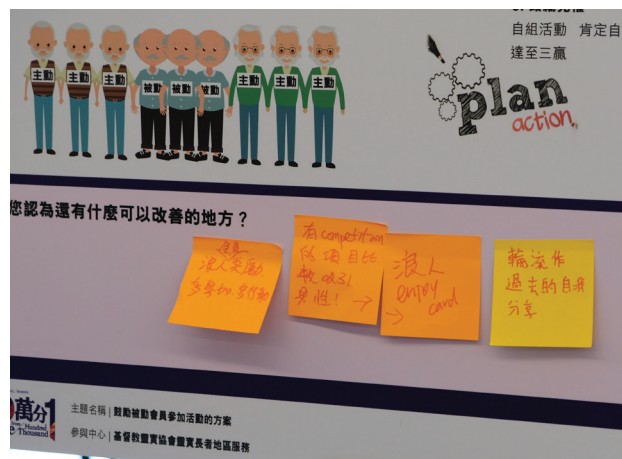
Prof Brian Lee, Assistant Professor of PolyU School of Design

Ms Debby Cheng, Project Manager of Jockey Club Design Institute for Social Innovation (Moderator)



參加者一同實驗共創原型設計。

Participants testing the prototype created by teams.



參加者為共創方案提出改善建議。

Participants left comments on solution panels.



# 全方位活動報名及推廣電子平台

## AN ONLINE PLATFORM THAT FACILITATES EVENT REGISTRATION AND PROMOTION

### 參與中心 Participating Centre

香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心

H.K.S.K.H. Lady MacLehose Centre Dr. Lam Chik Suen District Elderly Community Centre

此長者中心經常發展創新活動，除了區內長者，亦希望招募其他地區的長者參與。不過，由於中心現有的宣傳手法未能有效接觸到他們的目標年輕長者，很多適合的長者都無法獲取這些創新活動資訊，或對這些他們未接觸過的活動作進一步查詢。共創團隊的預定設計方向是發展一個更配合現今長者行動習慣的宣傳和溝通平台，吸引他們留意中心創新活動的資訊。

This Elderly Centre often develops innovative activities. In addition to the elders in the district, it also targets elders from other regions in their recruitment. However, the current promotion method is not effective for the Centre to reach its target young-olds. Many elders who may be interested in the innovative activities are not exposed to the information. Therefore, the direction for Group A is to develop a platform for the Centre to advertise their programmes and communicate with potential users, encouraging them to join the innovative activities.

**設計觀點：**長者中心需要有效宣傳、推廣和讓會員查詢活動的方案，因為：

1. 長者中心向現有會員發放資訊的手法不夠全面
2. 現時中心接觸不到需要創新活動的長者
3. 部分長者未有發現自己對創新活動的期望和需要

**Design Point of View:**

The elderly centre needs an effective platform for promoting their activities because

1. current approach of distributing information to members is incomprehensive,
2. the Centre cannot reach elders who want innovative activities, and
3. some elders fail to discover their expectations and needs for innovative activities.



團隊引導師 Facilitator

Terry Yim

團隊成員 Members

Albert Au

Amos Lai

Cathy Man

Clarence Cheung

Jeff So

梁敬文

張偉根

潘潤華



A組

# SoMeLa

## 全方位活動報名及推廣電子平台

如何吸引新會員，從而：

- (長者) 知道何時可以報名、名額(有無位)、容易找到自己感興趣的活動
- (同工) 不用逐個長者及放訊息(WhatsApp)、知道宣傳成效、可以讓長者分享内容

### 目標對象需求

對象：50 - 75歲 / 活躍 / 行動能力高 / 有動力學習

宣傳(Competition Event) / 有趣 / 新鮮課程 / 找不到自己感興趣的活動 / 不用親到中心才知道幾時可以報名和有無位

### 測試過程及發現

測試/反應：

QR Code -> Facebook (成功)/長者用手機及QR Code的情況(fb不是大部份長者都用，未必有QR Code Scanner / T-shirt 設計+海報設計(加入文字在QR Code旁，加入公仔)

新發現：

- (1) 要有Landing Page，多方法獲取資料
- (2) 可利用年青人(孫)幫助宣傳 -> T-shirt Competition Event

### 這個方案改變了什麼？

年輕長者能被教育使用社交平台影響長者使用智能電話

創新地方：  
線上線下參與平台



您認為還有什麼可以改善的地方？



主題名稱 | 全方位活動報名及推廣電子平台  
參與中心 | 香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心

團隊成員 | 梁敬文 張偉根 潘潤華 蘇毅明 區恩庭 萬雪芬  
張智強 Amos Lai 嚴之將(Facilitator)

## 共創方案 SOLUTION SUMMARY

方案名稱 Name	SoMeLa
目標對象 Target	50-75歲，活躍，行動能力高，有使用智能手機的長者 Elders aged 50-75, active, highly mobile, accustomed to using smartphones
現有痛點 Current Pain Points	<ul style="list-style-type: none"><li>長者在中心找不到自己感興趣的活動。 Elders are not interested in the Centre's activities.</li><li>長者希望不用親身到中心才能知道活動報名狀態。 Elders cannot know the event registration status without going to the Centre in person.</li></ul>

### 方案內容 Content

#### (1) 有登陸頁面 (Landing Page) 的網上活動資訊平台

##### An online information platform with landing page

由於長者使用智能手機的習慣不一，傾向使用的網上社交平台眾多，登陸頁面可以讓長者連接到自己習慣使用的社交應用程式，將自己感興趣活動資訊直接分享給親友。

Elders have different habits in using smartphones and the social media platforms they use varies. Hence, a landing page can connect them to the social media app of their preference, or allow them to share the event information to their friends directly.

#### (2) T-shirt設計比賽

##### A T-shirt design competition

配合中心服務宗旨，以「長幼共融」為主題，在學校推行T-shirt設計比賽，鼓勵學生設計「爺孫裝」T-shirt。T-shirt設計中會加入網上活動資訊平台登陸頁面的 QR code，讓其他人看到的時候可以掃描，以達至宣傳的效果。

With the theme “promoting harmony between elders and the young,” a T-shirt design competition can be held in schools, encouraging students to design sets of T-shirts for grandparents and grandchildren. The QR code of the (1) online platform can be required in the T-shirt design for promotional use.

### 預期成果 Expected Results

- 長者可以容易找到自己感興趣的活動，並隨時知道活動報名狀態。  
Elders can find the activities of their interests easily and can instantly know the registration status.
- 長者中心同事不用向逐個長者發放活動訊息。  
Centre staff does not need to contact participants one by one.
- 活動宣傳的工作可以靠長者分享開去，達到口耳相傳的宣傳效果。  
The activities can be shared through “word of mouth” by elders themselves.
- 線上線下皆有渠道吸引長者加入成為新會員。  
Both online and offline channels are available for attracting elders to become members of the Centre.

# 展現積極老齡化的創新活動

## AN INNOVATIVE ACTIVITY THAT DEMONSTRATES ACTIVE AGEING

### 參與中心 Participating Centre

香港聖公會麥理浩夫人中心林植宣博士老人綜合服務中心

H.K.S.K.H. Lady MacLehose Centre Dr. Lam Chik Suen District Elderly Community Centre

長者中心現有班組大多數是以單向傳授的模式教授長者新技能，如跳舞班、書法班等，長者多處於被動的角色。然而，年輕長者身體依然壯健，身體能力較高之餘，也期望參與難度較高的活動。共創團隊的設計目標為開發更具挑戰性及創造性的活動，吸引更多樂意挑戰自己能力的年輕長者，更有效地啟發長者躍動耆年。

Most of the existing classes in this Elderly Centre, such as dancing class and calligraphy class, teach elders with new skills using a one-way teaching mode. Elders are often in a passive role. Yet, young-olds are usually physically fit and capable. They sometimes expect to participate in activities of greater difficulty. Therefore, the direction for Group B is to establish events that are more challenging and creative, allowing young-olds who are willing to challenge their abilities to live a prosperous life.

### 設計觀點：

長者中心需要開發創新活動的方案，因為：

1. 現有的活動未必符合現今退休長者的特徵
2. 中心職員對於長者真正的需要並不一定了解

### Design Point of View:

The elderly centre needs a solution for organising innovative activities because

1. Existing activities may not suit the tastes of today's retired elders, and
2. Centre staff do not necessarily understand the real needs of the elders.



**團隊引導師 Facilitator**

Loretta Ho

**團隊成員 Members**

Candy Chan

Kit-ying Cheung

Shirley Tsoi

Hung-kwan Cheng

霍健明

趙瑞珠

鄒凌月

周佩文

# B組

## “融”易做

透過一班資深會員帶領新會員進行動靜皆宜的活動，融合新舊會員的互動，再進一步延伸進階課程讓有興趣的會員參與，以達致持續發展的效果，從中提高自我價值、與同齡人士互相學習。

**目標對象**  
適合任何50+活動人士參與

**滿足什麼需求**  
· 能互相分享、一起學習  
· 擴闊社交圈子  
· 舉辦形式的活動

**設計原則**  
· 包含動靜及靜態活動  
(可選其一，視乎參加者意願及興趣)  
· 生活上可以實踐，學以致用  
· 活動能夠持續地進行  
1. 減輕中心人手安排  
2. 參加者可以持續學習

**測試過程及發現**

· 以問卷進行測試，共收到68份問卷

· 問卷結果正面，有70%以上的人士表示對活動十分感興趣

· 新發現：  
參加者認為活動可加強增進、需要同齡分層的溝通和學習

· 已修改的地方：  
加入持續性的活動，進一步與人分享學習和有更多實踐的機會

**這個方案的價值**

· 提高自主意識，認同自己的能力  
· 增加學習機會  
· 為機構提供一個創意構思設計活動

· 期望達至  
1. 提高青少年參與中心活動  
2. 難以堅持一類社會參與  
3. 期望合 增加不同類型、另類的 人士參與活動，不同於由會一類活動

· 設計動靜  
1. 包含動靜及靜態活動  
(可選其一，視乎參加者意願及興趣)  
2. 生活上可以實踐，學以致用  
3. 活動能夠持續地進行  
a. 減輕中心人手安排  
b. 參加者可以持續學習



最後方案

您認為還有什麼可以改善的地方？



主題名稱 | 展現積極高齡化的新創活動  
參與中心 | 香港聖公會麥理浩夫人中心林植宜博士老人綜合服務中心

團隊成員 | 湯慧欣、周柳文、蔡泮輝、鄧曉月、曾健明、胡瑞珠、何嘉妍 (Facilitator)

## 共創方案 SOLUTION SUMMARY

方案名稱 Name	「融」易做 (Easy and with Harmony)
目標對象 Target	任何50+活齡人士 Active people aged 50+
現有痛點 Current Pain Points	<ul style="list-style-type: none"><li>參與中心活動人數下降。 The number of participants in the Centre's events decreases.</li><li>難以聚集一群新會員參與活動。 It is difficult to encourage new members to participate in the activities.</li><li>現有活動側重同一類型，未能吸引不同類型、背景的老友記參與。 Current events are of similar category, which are not attractive to elders who are interested in other types of activities.</li></ul>

### 方案內容 Content

透過一班資深會員帶領新會員進行動靜皆宜的活動，融合新會員的互動，再進一步延伸進階課程讓有興趣的會員參與，以達至「以舊帶新」、持續發展的效果，從中提高老友記的自我價值、與同齡人士互相學習。

Let senior members lead new members in carrying out both dynamic and static activities, aiming to integrate the new members. Advanced course can be organised for members who have keen interest in the subject matter. The goal of the program is to enhance sustainability of the hobby classes, while raising the self-value of the elders through learning from and with each other.

#### (1) 簡介會：了解活動內容

Briefing session: to understand the content of the event

#### (2) 動態活動：如郊遊活動

Dynamic activities: such as hiking

#### (3) 靜態活動：如以樹葉和顏料製作手提袋

Static activities: such as decorating tote bags with leaves and paint

#### (4) 培訓：邀請導師教授如關於郊遊注意事項或不同類型樹葉的課堂

Training: such as having lectures on precautions while hiking or understanding trees in Hong Kong

預期成果 Expected Results	<ul style="list-style-type: none"><li>提升長者的自我肯定和認同 The sense of self-affirmation in elders can be enhanced.</li><li>活動能夠持續地運行，使中心可以減輕人手安排之餘，參加者可以持續學習 The program can operate sustainably so that elders can keep learning while the Centre can reduce manpower in organising new activities.</li></ul>
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# 便利會員自發組織活動的機制

## A MECHANISM THAT ASSISTS MEMBERS IN SELF-ORGANISING ACTIVITIES

### 參與中心 Participating Centre

基督教靈實協會靈實長者地區服務

Haven of Hope District Elderly Community Service

一般而言，長者中心是由職員主導運作，為會員提供服務及活動。但隨著長者的知識水平、能力逐漸提升，長者不再只是被動接受服務，還會就服務提出意見，甚至參與討論及策劃中心事務。以中心的健步行小組為例，隨著小組成員技巧逐漸成熟，組員會自發組織活動，例如遠足、深港自由行等。這些活動雖然不會歸入中心的指標 (KPI) 中，卻可促進會員之間助人自助，建立良好社區網絡。中心樂見長者自行組織活動之餘，亦期望可以藉此機會進一步推動會員參與組織和舉辦中心活動等事務。然而，因為種種原因，如：長者顧慮長者中心立場、不清楚中心行政程序、會員意見不一等原因，對在中心框架下組織活動有所猶豫及卻步。共創團隊的預定設計目標為提出一個方便會員參與組織活動的機制，讓長者發揮所長，貢獻社區。

Elders of today expect higher autonomy in the activities they join. They would raise advises for the Centre staff and discuss with them about the planning of services in the Centre. Members in the Walking Group have organised hiking trips by themselves after they have finished the course. Although these trips will not be counted in the KPI of the Centre, they allow members to learn how to take care of each other and help construct a close network between members. The Centre welcomes more self-initiated activities to be held and looks forward to taking this opportunity to promote members' participation in the Centre further. However, elders are often hesitant and discouraged to organise activities under the framework of the Centre as they may concern about the position of the Centre or maybe unclear about its administrative procedures. Therefore, the direction for Group C is to propose a mechanism to facilitate members in organising activities in the Centre, enabling elders to utilise their potentials and make contributions to the community.

### 設計觀點：

長者中心需要促進長者參與組織中心活動的方案，因為中心能夠透過長者的自發組織活動，建立良好社區連繫網絡，舉辦更貼切長者需要的服務。

### Design Point of View:

The Elderly Centre needs a solution that can facilitate members to organise activities for their own. This can help building social connection among the elders in the community, and enable the centre to provide elders activities that suits their needs better.



### 團隊引導師 Facilitator

Michelle Leung

### 團隊成員 Members

Sonia Fu

Fung Lam

Nora Ng

Niki Ng

劉杰光

陳崇正

盧文生

林錫籌

# C組 活動高手試煉場

隨著新一代「三高（學歷高、能力高、標準高）」人士退休，他們對於長者中心活動多樣性有更高的要求，自發組織活動的是一個可以回應他們需要，讓他們繼續參與社會事務，發揮所長的機會。活動高手試煉場這個構想是希望讓會員和中心在一個開心、放心、安心的過程中一同探索，找出一個便利會員自發組織活動的機制。

## 測試過程及發現

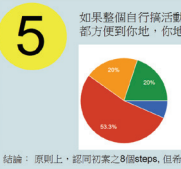


- 1) 將初案機制 (idea) 製作2條短片
  - 到中心向15位會員 (委代) 分享短片
  - 以小組形式 (focus group) 訪談收集對idea的意見



4 如果你們有機會自行舉辦活動，你們覺得怎樣才方便你們搞活動？

Group 1: HKI	Group 2: Nora	Group 3: KK
<p>建議「自發」活動：由會員自發</p> <ul style="list-style-type: none"> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> </ul>	<p>建議「自發」活動：由會員自發</p> <ul style="list-style-type: none"> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> </ul>	<p>建議「自發」活動：由會員自發</p> <ul style="list-style-type: none"> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> <li>• 建議「自發」活動：由會員自發</li> </ul>



- 2) 原則上，認同初案之8個steps, 但希望中心有多些支援 (如職員的協助)
- 3) 需加強中心與委代之溝通
  - 需明確中心的定位及方向
  - 增加會員的能力和信心
- 4) 增加了雙核心的溝通 (feedback loop)
  - 中心同事共同商討和確定服務定位及共同願景
  - 中心職員和為委代 (會員) 定期進行會議和共同策劃活動

### 這個方案改變了什麼？

- 1) 長者/會員自發活動
  - Giver 施予者：
    - 不單是服務使用者，還可以有貢獻
    - 建立相向開放性溝通氣氛
    - 幫助會員和中心有更好溝通
    - 使會員直接關係更融洽
    - 亦使中心職員能共同討論願景及精神
    - 建立理想中心，讓中心有「家」的感覺
  - “雙核心溝通模式” (Feedback Loop)：
    - 整個過程不斷溝通，反思，改良的方案

### 目標對象需求

對象：

- 中心
- 有心服務和組織活動的長者

長者的需求：

- 未來的長者教育水平提升、能力改善，所以要求更高、口味多元化，從長者的角度去滿足長者更為有效
- 長者能找到定位，發揮所長，繼續為社會作出貢獻

中心需求：

- 長者數目增加，口味更多元性，更需要由長者自發適合自己需要的活動
- 希望鼓勵長者由被動接受服務的角色變為主動策劃籌辦活動
- 透過中心能令長者發揮所長，積極老年化

挑戰：

- 現時來中心的長者習慣參加活動而並非組織活動
- 無論對中心職員或長者會員，自發組織活動的方法和機制不清晰
- 長者自發組織活動的能力和信心不足

### 最後方案和實行計劃的步驟(時間表)

1. SHARED VISION CO-DEFINE (共同願景)
2. DEPLOYMENT (委任)
3. PROMOTION (中心宣傳)
4. PLANNING (策劃)
5. 8 STEPS (健明8步曲)
6. FEEDBACK LOOP (雙核心溝通)

時間表：

- 共同建構願景 Shared Vision (1月)
- 委任 Deployment (3月)
- 策劃 Planning (4-5月)
- 健明8步曲 8Steps (第一期6-10月，第二期11-下年3月)
- 雙核心溝通 Feedback loops (第一期6-10月，第二期11-下年3月)

您認為還有什麼可以改善的地方？

## 共創方案 SOLUTION SUMMARY

方案名稱 Name	活動搞手試煉場 (The Forge for Event Organisers)
目標對象 Target	有心服務和組織活動的長者 Elders who are willing to organise activities and serve the others
現有痛點 Current Pain Points	<ul style="list-style-type: none"><li>現時來中心的長者習慣參加活動而非組織活動。 Members are accustomed to join activities instead of organising one.</li><li>無論對中心職員或長者會員，自發組織活動的方法和機制不清晰。 The mechanism for members to self-organise activities on their own is unclear to both members and Centre staff.</li><li>長者自發組織活動的能力和信心不足。 Elders have inadequate confidence and capacity to organise activities.</li></ul>

### 方案內容 Content

隨著新一代「三高（學歷高、能力高、標準高）」人士退休，他們對於長者中心活動多樣性有更高的要求，自發組織活動的是一個可以回應他們需要，讓他們繼續參與社會事務，發揮所長的機會。

The new generation of seniors are retiring with high educational level, high competence, and high standards. They have higher expectations on the diversity of activities provided by elderly centres. Organising events by themselves is a way to respond to their needs, as well as allowing them to participate in social affair and enabling them to develop their strengths.

活動搞手試煉場機制初案——促進「中心職員」及「會員」的雙核心溝通模式「健明8步曲」：

Initial mechanism of The Forge -- The Dual-core communication model for Centre staff and members “8 Steps in Kin Ming”:

- (1) 具體理念誕生 Produce a concrete idea
- (2) 向中心職員表達意見 Deliver the initial idea to Centre staff
- (3) 與中心一同商討活動細節（如時、地、人、安全措施等）  
Discuss the activity details with Centre staff  
(e.g. time, venue, target participants, safety measures, etc.)
- (4) 落手準備及場地視察 Preparation and site inspection
- (5) 宣傳及報名 Promotion and registration
- (6) 活動舉行 Organise activity
- (7) 檢討及討論下一步 Review and discuss future plans
- (8) 達至理想狀態：會員滿意及職員開心

Reach the ideal state: both members and staff are satisfied

預期成果 Expected Results	<ul style="list-style-type: none"><li>在中心內建立開放性溝通氣氛，促進會員和中心之間的溝通，使會員之間的關係更融洽。 Create a welcoming atmosphere for members to organise activities themselves and facilitate the communication between members and staff.</li><li>讓中心職員能與會員共同討論願景及精神，建立理想中心，讓中心有「家」的感覺。 Enable staff and members to discuss the Centre's vision and spirit and therefore construct their ideal Centre, making the Centre feel like home.</li><li>以「雙核心溝通模式」讓長者和中心在整個過程中不斷溝通、反思及改良活動。 Allow members and staff communicate constantly via the Dual-core communication model, thereby review and improve the quality of activities being organised.</li></ul>
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# 鼓勵被動會員參加活動的方案

## A PROGRAM THAT ENCOURAGES THE PARTICIPATION OF MEMBERS WITH LOW MOTIVATION

### 參與中心 Participating Centre

基督教靈實協會靈實長者地區服務

Haven of Hope District Elderly Community Service

長者中心的活動通常都設有人數限制，基於公平原則，大部分報名機制均以「抽籤」和「先到先得」兩種形式。從訪問調查得知，女性會員一般對於報名參與活動比較積極，而且反應迅速。相反，男性會員一般比較內斂和被動，往往要自己清楚知道活動內容，並感興趣的活動才報名，其他活動則需要中心職員和朋友多番遊說才會報名。即使有少部分男性會員會踴躍報名感興趣的活動，亦會因為未能即時報名、或班組裡沒有同伴而對再次參與相關活動失去興趣。共創團隊的預定設計方向為發展一個提高男性會員參加中心活動動機的方案，提高男會員的參與率。

The activities held in elderly centres usually have limited quotas and the most common registration mechanisms are “drawing lots” or “first-come-first-served.” Female members are generally more enthusiastic about signing up and participating in activities. In contrast, male members are usually more restrained and passive. Many of them will only register after understanding the details of the events or after persuaded by the staff several times. Even though there is a small number of male members who will actively register for activities, they may lose their interest after joining once, especially when they find no other male companions in the same class. Therefore, the direction for Group D is to design a solution to encourage more male members to participate in the Centre’s activities.

### 設計觀點：

長者中心需要提升被動會員（尤其大部分男性會員）參與活動的動機，因為現有的中心模式及活動報告機制會令他們對活動失去興趣。

### Design Point of View:

The elderly centre needs to raise the motivation of passive members, especially male members, to participate in activities because the existing registration system is discouraging them from registration.



### 團隊引導師 Facilitator

Martin Kwan

### 團隊成員 Members

Wendy Li

Ban Chung

Decem Yuen

Jannel Chan

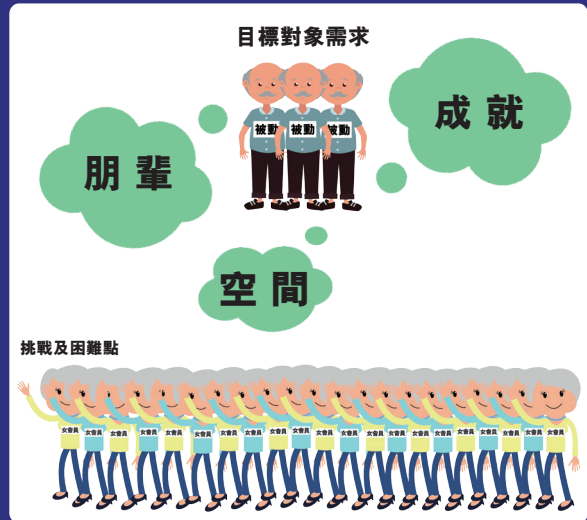
梁琪瑜

文榜安

鄧兆忠

# D 組 Finding Wolf<sup>+</sup> 浪人行動

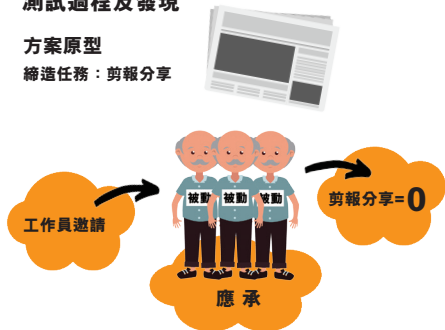
方案本為要鼓勵被動男會員參加活動，經原型測試後策略調整，先鼓勵主動男會員更主動，共同組成【浪人俱樂部】。由主動男會員主導，務實地自組他們熱衷的活動，以朋輩關係去帶動被動男會員參與。方案既鼓勵到被動男會員參加活動，亦給予主動男會員有發揮所長的滿足感。



## 測試過程及發現

### 方案原型

締造任務：剪報分享



### 方案跟進、修訂

約談 >> 佈置、開關展示區域 >> 訂立主題  
>> 張貼剪報起示範作用 >> 剪報分享=0

### 發現

- 簡單任務不簡單
- 對的方法要用對人

### 方案再跟進、修訂

#### 改變策略

- 攪動可動的，少動不動的
- 需容讓較長時間蘊釀
- 男士服務男士說
- 「角色」及「成就感」仍重要
- 男士需有獨立聚會空間



## 最後方案

### 【浪人俱樂部】

- 一個更多會員主導的男士空間
- 一個只屬於男人的男士空間
- 一個講求實務性的男士空間
- 一個讓「浪人」也駐足的男士空間
- 一個讓組員發揮發展的男士空間

## 實行步驟



您認為還有什麼可以改善的地方？



主題名稱 | 鼓勵被動會員參加活動的方案  
參與中心 | 基督教靈實協會靈實長者地區服務

團隊成員 | 安哥 兆忠 Steve Wendy Jannel  
Decem Ban Martin (Facilitator)

## 共創方案 SOLUTION SUMMARY

方案名稱  
Name 浪人行動 (Rovers in Action)  
Finding Wolf

目標對象  
Target 被動男性會員  
Passive male members

現有痛點  
Current Pain Points

- 中心的女性會員數目遠超男性會員。  
There are far more female members than male members in the Centre currently.
- 女性會員十分積極報名參加活動，男會員在活動參與率上顯得較為被動。  
Female members are very active in signing up for activities, while male members appeared to be relatively passive.

### 方案內容 Content

設立「浪人俱樂部」作為一個屬於被動男性會員的空間，讓他們可以自由發揮的同時，吸引其他「浪人」會員駐足。初案嘗試締造簡單任務，如剪報，邀請被動男會員參與，期望開闢展示區域供他們展示自己的作品，讓他們逐漸建立在中心的角色及成就感。

由於被動男會員參與度過低，小組後改變策略，嘗試由較容易推動的男會員入手，讓他們主導自組他們熱衷的活動，再以朋輩關係去帶動被動男會員參與。

Establish a “Rovers Club” as a space for passive male members, so that they can play freely and attract other “rovers” to join. Assign them with simple tasks, such as making newspaper clippings. A display area is set up for them to showcase their work, so as to help them build a sense of accomplishment and belonging in the Centre.

Since the participation rate of passive male members is too low, strategy was changed to focus on encouraging active male members, allowing them to lead the activities they are passionate about, and persuade other passive male members to join through peer relationship.

預期成果  
Expected Results

- 主動男會員能發揮所長，獲得滿足感。  
Active male members can develop their strengths and get satisfaction.
- 被動會員開始對中心活動感興趣。  
Passive members become interested in the Centre’s activities.
- 活動定期舉行，維繫會員之間的網絡，建立中心獨有文化。  
Events are held regularly to maintain network between members, creating a unique culture in the Centre.



# 促進中心與會員溝通的方案

## A STRATEGY THAT PROMOTES THE COMMUNICATION OF MEMBERS AND STAFF

### 參與中心 Participating Centre

東華三院方肇彝長者鄰舍中心

TWGHs Fong Shiu Yee Neighbourhood Elderly Centre

長者中心會負責把不同政府部門和社福機構的最新服務資訊或相關資源，發放給會員和所屬地區的長者。不過，這些服務資訊或資源的發放並不定時，很多時未能配合中心的月會或通訊發佈日程，而且只有很短的時間讓中心宣傳。加上中心大部份年老會員仍未有使用智能手機的習慣，中心難於透過網上平台讓他們掌握最新資訊。共創團隊的預定設計目標為創造簡單而有效的資訊發放方案，針對宣傳時間較短的事務，避免這批年老長者錯過合適活動和服務的機會。

The Elderly Centre is responsible for disseminating latest information about activities and related resources from the Government and other NGOs to members and elders living in their areas. However, this kind of information usually releases irregularly. It cannot be released together with the monthly magazine of the Centre, leaving very limited time for advertising work. In addition, since most of the members in the Centre are not used to smartphones, building an online platform can hardly assist them in receiving the latest news. Therefore, the direction for Group E is to design a solution that is simple and effective for releasing both regular and urgent information to elders, so that they will not miss the activities and services that are suitable for them.

設計觀點：

長者中心需要更有效發布資訊的渠道，因為會員未必經常到長者中心閱讀最新服務海報。

Design Point of View:

The elderly centre needs an effective channel for distributing information because members may not visit the Centre and read the latest posters frequently.



團隊引導師 Facilitator  
Amy Chan

團隊成員 Members

Edmun Cheng  
Hoi-kiu Chan  
Meiping Lam  
Cherry Wong  
Tszling Lee  
蕭澤盈  
梁慧霞  
郭桂蓮




# E組 宣傳易

“宣傳易”善用現有宣傳渠道，非常“易做”，重新將資訊展示分類及改進海報設計，令人“易睇·易明”！我們活用生活上的觀察，首創錄音公仔傳播資訊，大大提升活動資訊傳播的吸引力！由此可見，宣傳易“行出一小步”，將現有事物重新整合，便能大大提升宣傳效力，達到“宣傳一大步”！

### 目標對象需求


**目標對象**

- 中心會員
- 識字及不識字
- 活躍及非活躍
- 中心職員



**目標對象需求**

- 會員及中心職員: 1) 清晰集中的活動資訊展示方式  
2) 簡單有效的宣傳位置
- 不識字的會員: 非文字的活動資訊的發放方式
- 中心職員: 善用現有中心資源



**現在的困難和挑戰**

- 發放消息的主要渠道有限: 欠缺位置擺放所有活動資訊
- 政府部門和其他中心的活動宣傳期很短，展示期較緊急，難以安排合適空間展示
- 中心大部分年老會員未有使用智能手機習慣

### 測試過程及發現

**如何測試**

- 兩款海報設計配置
- 中心內的不同位置: 牆、櫃面、電視機、電視重用

**測試結果**

- 大海報較吸引長者閱讀
- 圖畫顯示活動資訊
- 日期置於左上角有助閱讀
- 活動名稱及性質為主要資訊
- 一張海報顯示一個活動資訊最為簡潔



**需要/已修改的地方**

宣傳海報設計:

- 白底，顏色具鮮明對比
- 增加文字行距
- 活動展示方式及位置
- 張貼高度應為胸口以上
- 茶水間位置張貼活動資訊
- 放置月會通訊於接待處，以留空位置放置海報
- 緊急活動資訊張貼於通道位置

**東仔:**

- 作非文字，多感官，互動宣傳方式
- 重新編排電視機版面，吸引會員注目


新宣傳海報原型



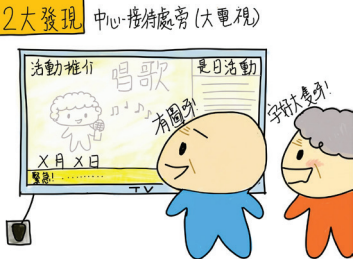
東仔原型

### 最後設計

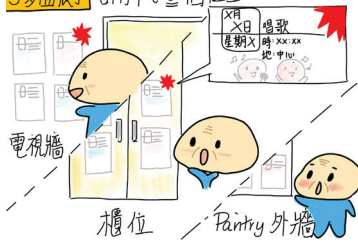
**1 得得見** 中心一接待處




**2 大發現** 中心接待處旁(大電視)




**3 多面展示** 善用中心3個位置



**4 聽聽唔解** 中心一蓋印位



**5 常滿!** 中心一接待處



**設計特點**

**海報設計**

- 多圖少字，一目了然

**海報展示位置**

- 集中，分類，張貼在注目位置

**善用電視**

- 利用其動態畫面及顏色，突顯重要活動

**東仔**

- 互動公仔，提升注意力，多感官接觸，令不識字的長者能接收活動資訊，減省人手

### 這個方案改變了什麼？

**(A) 職員行為**

清晰的分類去展示海報，以突顯活動的緩急節省溝通時間，減低工作量

**(B) 老友記行為**

- 清晰知道活動資訊所在: 易睇，易搵，易問活動資訊
- 感到有趣，從而增加詢問的自發性
- 問東仔

**創新點**

- 宣傳渠道: 多元化，多感官
- 運用吉祥物，容易令用家(長者)喜愛
- 鼓勵長者自發查詢

您認為還有什麼可以改善的地方？



主題名稱 | 促進中心與會員溝通的方案  
參與中心 | 東華三院方肇彝長者鄰舍中心

團隊成員 | Edmund Tszling Hoi-kiu Chan Meiping Cherry Amy (Facilitator)  
蕭澤盈 梁基露 郭桂蓮

## 共創方案 SOLUTION SUMMARY

方案名稱

宣傳易

Name

(Advertising made Easy)

目標對象

Target

- 中心識字及不識字的會員、活躍及非活躍的會員  
Members of both literate and illiterate, active and inactive
- 中心職員  
Centre staff

現有痛點

Current Pain Points

- 發放消息的主要渠道有限，欠缺位置擺放所有活動資訊。  
The Centre has limited channels to distribute information to members. Space for displaying activity posters in the Centre is also inadequate.
- 政府部門和其他中心宣傳期較短的活動，展示期較緊急，難以安排合適空間展示。  
The promotion period for activities and events held by the Government or other NGOs are relatively short. It is difficult for the Centre to arrange a suitable space for displaying posters in the Centre.
- 中心大部分年老會員未有使用智能手機的習慣。  
Most of the members are not used to using smartphones.

方案內容 Content

(1) 改善海報設計

Improve poster design

以清晰的分類去展示海報，突顯活動的緩急，節省溝通時間，減低職員工作量。新海報字圖多，一目了然，並集中張貼於醒目位置。會員清楚知道活動資訊所在，容易找到自己感興趣的活動，從而增加詢問的自發性。

Display posters in categories and highlight the urgency of activities so that members can understand clearly. The new poster design will have more pictures but fewer words, so that members can understand the information more easily. By centralising the display areas, members can easily locate the activity posters.

(2) 以錄音公仔傳播資訊

Disseminate information by audio recording dolls

新增多元化、多感官的宣傳渠道，設置受長者喜愛的吉祥物「東仔」在中心內，讓會員可以透過發聲公仔得悉最新活動資訊。

Place the mascot “Dong Jai (東仔)” in the Centre, which is a new multi-sensory promotion channel. Members can learn the latest event information by listening to the recordings.

預期成果

Expected Results

- 會員更主動查詢活動資訊。  
Members proactively inquire about activities.
- 會員喜歡與「東仔」互動，繼而建立他們對中心的歸屬感。  
Members like to interact with “Dong Jai” and build their sense of belonging to the Centre.

# 發展義工參與中心事務的方案

## A SCHEME THAT FOSTERS THE DEVELOPMENT OF THE VOLUNTEER PROGRAM

### 參與中心 Participating Centre

東華三院方肇彝長者鄰舍中心

TWGHs Fong Shiu Yee Neighbourhood Elderly Centre

義工服務可以讓長者實現自我，並加強他們與社區的聯繫。長者中心的義工長者日漸年老，也提出退役的想法；而年輕長者行動力高、喜愛挑戰性的活動，願意參與、甚至組織更有趣和多元的義工服務。共創團隊的預定設計目標為發展一個能提高年輕長者參與中心義工服務動機、吸納活躍的年輕長者成為新血義工的方案，讓他們透過義工服務發揮自我，建立更穩固並互相支援的社區關係。

Volunteering services allow elders to actualise themselves and strengthen their bonding within the community. As the volunteers in the Centre grow older, they started to quit the volunteer team. While other young-olds who have higher physical ability would prefer volunteer services that are more interesting and challenging. Therefore, the direction for Group F is to design a solution that can motivate young-olds to participate in volunteer services organised by the Centre, attracting more active elders to become volunteers and make contributions to the community.



設計觀點：

長者中心需要提高年輕長者持續於中心做義工的動機，因為中心義工團隊出現青黃不接的問題。

Design Point of View:

The elderly centre needs to motivate young-olds to join the volunteer team because the number of volunteer in the team has dropped in recent years.



團隊引導師 Facilitator

Jennifer Chan

團隊成員 Members

Siu-ha Fung

Ken Ng

Yannok So

Simon Wun

黎杰欣

陳守森

陳碧雲

# 金齡義導啟航計劃 F組

以「學習、參與、應用」及「權利導向」模式為基礎；中心設計三個義工訓練活動供義工根據自己的興趣選擇參與。活動完成後以嘉許禮回應義工的無私精神。

方案設計強調過程的重要性。過程著重跟義工建立關係及投入感；釋出義工強項及鼓勵參與活動設計。最後讓完成訓練的義工參與社區活動；接觸社區不同群體（如新居民、智障人士等）從而增加義工的滿足感及長期服務社區的動力。

## 目標對象需求

目標對象：



50-69歲人士

目標：



吸引及招攬中心義工

特徵：



部分需要日間工作



僅用電腦溝通工具



喜歡學以致用，雙向學習模式

需求：



多元溝通平台



學習新技能



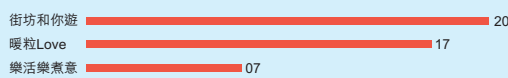
「學習、參與、應用」，「權利導向模式」的活動

## 測試過程及發現

測試方式：工作小組設計及宣傳三項迎合「少老」興趣的義工服務，以義工培訓作招徠，測試目標對象對培訓課程的反應

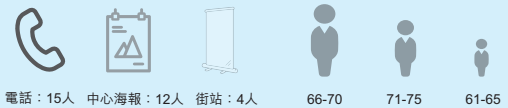


測試結果：



宣傳途徑

「街坊和你遊」報名者年齡分佈



## 最後方案

1.初接觸：中心張貼海報，印製單張，進行街站



2.報名：每季提供3-4個培訓主題讓義工選擇，作下一季度優先培訓之內容。



3.服務前：按季度性推行培訓



4.服務中：透過體驗及培訓後，進行服務



## 這個方案改變了什麼？

義工服務設計流程：以義工興趣為導向而非配合中心事務



招募義工之宣傳品：從純資料進化生成動的文字介紹配以引人注目的圖像



義工角色：更像中心的合作夥伴，擔任服務提供者進一步體現「老有所為」精神



5.服務後：為義工舉辦分享會，展述服務內容及感受



6.分享、獎勵、持續：張貼義工時數排行榜；訂立義工服務獎勵計劃



你認為還有甚麼改善的地方？



主題名稱 | 發展義工參與中心事務的方案  
參與中心 | 東華三院方耀彝長者鄰舍中心

團隊成員 | Bikwan Edith Sam Ken Candice Yan Simon Jennifer (Facilitator)

## 共創方案 SOLUTION SUMMARY

方案名稱 Name	金齡義啟航計劃 (Setting Sail in the Golden Age)
目標對象 Target	50-59歲人士 People aged between 50-59
現有痛點 Current Pain Points	現時中心義工服務的內涵及宣傳未能吸引較年輕的長者。 The Volunteer services in the Centre are not attractive to the young-olds.

### 方案內容 Content

每季提供3-4個培訓主題讓義工選擇，使義工服務以義工的興趣為導向，而非配合中心事務。義工先進行體驗及培訓，再進行服務。進行服務後，中心為義工舉辦分享會，讓義工長者向其他中心會員闡述服務內容及感受。為了鼓勵長者持續參與義工服務，於中心張貼義工時數排行榜，並訂立義工服務獎勵計劃。

宣傳方面，改以生動的文字配會引人目的圖像製作宣傳品，使海報及單張更吸引。

Provide 3-4 training programs every quarter for the volunteers to choose, so that volunteer services are oriented towards the interests of young-olds, rather than towards Centre's priority. Volunteers undergo training before providing services, and sharing sessions will be held afterwards, allowing them to share their work and express their feelings with other members. To encourage volunteers' continuous participation, a Volunteer Leaderboard will be posted in the Centre, and rewards will be given to the volunteer of the month.

In terms of publicity, posters and leaflets will be changed to lively texts and images, making the advertisement more attractive.

預期成果 Expected Results	<ul style="list-style-type: none"><li>義工可以主導服務的內涵，同時增值自己。 Volunteers can decide what kind of service they want to provide, and at the same time learning new things.</li><li>更多義工願意持續參與服務，而非一次性出席。 More volunteers are willing to contribute continuously.</li><li>義工的角色更像中心的合作夥伴，擔任服務提供者，進一步體現「老有所為」的精神。 Volunteers act as partners of the Centre, taking the role as service providers, and therefore promote a sense of worthiness among the elders.</li></ul>
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# 初步總結及建議

## INITIAL SUMMARY AND RECOMMENDATIONS

綜合了共創工作坊上的討論與「十萬分之一」研討會的專家分享，我們對香港長者中心未來服務和經營的發展有以下建議：

Summarising the discussions in the Co-creation Workshops and the “One from Hundred Thousand” Symposium, we have the following recommendations for the future development of Elderly Centres in Hong Kong.

### 1. 因應未來人口發展趨勢及長者需要，重置服務重心

#### Reposition service focus in response to the population trend

到2030年，香港的長者人口將佔超過30%，使香港成為「極高齡社會」。現時長者地區中心提供的服務範疇多元，長者服務求過於供的同時，未來的需求亦只會不斷遞增。建議政府為長者地區中心重新定位，評估不同服務類別的資源及指標要求等分佈，平衡專業個案管理和發展新活動的資源，為有需要的長者精準地規劃服務。

By 2030, Hong Kong’s elderly population will account for over 30%, making Hong Kong an “ultra-aged society.” Currently, District Elderly Community Centres (DECCs) in Hong Kong provide a wide range of services. Yet, not only is the service still undersupply, but the demand for elderly service would continue to surge. The Government needs to reposition the role of DECCs, assess the distribution of resources and KPIs, and establish accurate service plan for the elders in need.



六組共45名參加者參與了為期三天的共創工作坊。

6 teams with 45 members in total participated in the 3-day Co-creation Workshop.



共118名參加者參與了社創研討會。  
118 participants joined the Symposium.

## 2. 配合地區新增醫療服務、分工創造協同效應

### Create synergy by cooperating with new district medical institution

食物及環境衛生局在2019年9月於葵青區設立香港首間地區康健中心，未來亦打算把地區康健服務推展至全港18區，加強地區基層醫療服務。<sup>[1]</sup>建議長者地區中心著眼與地區康健中心之間的協調，創造協同效應，建立長者友善的社區環境。

Hong Kong's first District Health Centre (DHC) was established in Kwai Tsing District by the Food and Environmental Hygiene Bureau in September 2019.<sup>[1]</sup> The DHC service will be extended to all 18 districts in Hong Kong in the near future, so as to strengthen the regional medical service for grassroots. DECCs should cooperate with DHCs, creating elderly-friendly communities in all districts together.

## 3. 照顧各區長者特色，制定相應服務成效指標

### Formulate KPI according to characteristics of elders regionally

因應政府要求，現時全港18區的長者地區中心採用統一的服務成效指標（KPI），實際上未能對應各區長者不同的特色和需要。建議長者地區中心服務的KPI應按區內長者人口特徵而制定，使中心能因應區內長者需要，尋找相關資源或合作夥伴，滿足長者的需求。

In response to the request from the Government, all DECCs in Hong Kong are adopting a unified service performance indicator (KPI). However, elders in each district, in fact, have their own characteristics. The KPI of DECCs should be formulated according to the features of elders in the corresponding districts, so that DECCs can better allocate resources to satisfy the needs of elders in the area.

<sup>[1]</sup> <https://www.info.gov.hk/gia/general/201909/24/P2019092400712.htm>

## 4. 檢視及提升服務可得性

### Review and improve the accessibility of service

建議相關部門及長者中心檢視及提升長者地區中心服務的可得性，消除區內長者因各種外在條件帶來的不利因素，使他們能最大限度地接觸到相關資訊和使用服務。此舉可以更有效運用長者地區中心服務的資源，讓有需要的長者都能獲得所需服務。

Related Departments and NGOs should review and improve the accessibility of services provided by DECCs. Obstacles due to different external factors should be eliminated so as to allow elders having access to service information to the greatest extent. This can help utilise resources of DECCs and make services more accessible to elders in need.

## 5. 滿足社福服務以外的需求

### Satisfy the demands in addition to social welfare needs

建議發展以活齡人士為主導的非社會福利服務，滿足年輕長者，甚至中年人士在貢獻、健康及知識等方面的需求。這些服務需要擺脫長者中心年老和消極的負面形象，用創新和專業的面向吸引活齡人士參與，並使他們能從中發揮自己。透過讓年輕長者保持積極老齡化的健康生活，減低成為「弱老」的機率，長遠減輕社區提供長期照顧服務的壓力。

Non-social welfare services targeting active elders should be developed so as to satisfy their needs on contribution, health, and knowledge of young-olds, and even the middle-aged. These services should replace the negative images of current elderly centres, such as “old” and “passive,” with innovativeness and professionalism. Through joining in these services, active elders would be able to unleash their potentials. This can help them maintain an active and healthy lifestyle, hence reduce their chances in becoming weak. In the long run, pressure on long-term care services in the community can also be alleviated.

## 6. 從營運到資金的模式改變，開創未來長者服務新一頁

### Innovate elderly centres by changing the operation and funding model

為了應對未來長者人口的需要，長者服務需要跳出現有的框架，從時間、空間到營運模式都可以有新的突破。活動不必局限於特定的機構或中心場所，轉而利用其他私人及公共空間，甚至虛擬平台，讓長者參與平台融入社區。中心也可以考慮以社企的模式推行新的活動或服務，回應經濟能較佳的長者的需要。

In response to the needs of the future elders, elderly service should breakthrough current frameworks in time, space, and operation model. Instead of restricting in centres' area, events can be organised at other private or public space, or even on virtual platforms, and allow elderly participating platforms to permeate in communities. In addition, centres may also implement new activities or services with a social enterprise model, so as to repond to the needs of the more affluent elders.

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## 7. 活用科技解決現時人手或地域的限制

### Use technology to overcome human resources and geographical constraints

坊間普遍印象認為長者抗拒使用科技，但透過與長者互動，我們發現年輕長者對使用電子器材持開放態度，亦逐漸應用科技於日常生活之中。長者中心面對現有的限制，例如人力資源緊絀、服務面積不足及所在地區偏遠等的挑戰，可以嘗試以相關的科技，如網上平台、智慧機械人等，協助中心提供服務，將科技融入長者的生活當中，方便他們參與中心活動，甚至發展虛擬化的服務，以科技提升長者中心的服務質素。

There is a general impression that the elders resist the use of technology. However, through interacting with them, we discovered that young elders are actually open to the use of electronic devices and are gradually applying technology in daily life. Faced with the existing constraints, such as the shortage of manpower, insufficient service space and remote locations, elderly centres can try to implement services with the use of technology. This may foster the integration of technology into the daily lives of elders and facilitate their participation in activities organised by elderly centres. They can even explore the possibility of services virtualisation to supplement the quality of elderly service.

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## 8. 調整中心空間佈置及規劃，活用室內空間

### Adjust the use of centre space for higher effectiveness in service delivery

除了加強長者活動與社區的連繫，更頻繁使用社區的空間，長者中心還需要考慮如何更有效利用中心的空間。過半長者中心位於公共房屋低層，空間使用及室內設計有許多限制。然而，長者中心仍可以考慮將不同功能的空間組合，增加空間使用的彈性；或拆除不必要的牆壁，增加中心的空間感。中心可按長者的使用習慣和服務需求，思考如何調整長者中心的室內佈置和空間運用，設計最便利長者活動的服務空間。

In addition to strengthening the connection between the programme and the community, and using spaces in the community more frequently, elderly centres also need to consider how to better utilise the centre space. Over 50% of the elderly centres are stationed on lower levels of public housing estates. They have many restrictions on changing spatial layout and interior design. However, elderly centres can still consider combining spaces of different functions to increase the flexibility of space use; or removing unnecessary walls to increase the sense of space in the centre. According to the user habits and service needs, centres can adjust their interior decorations and space use, hence design a service space that is convenient for elders.

# 關於理大賽馬會社創「騷·IN·廬」

## ABOUT POLYU JOCKEY CLUB “OPERATION SOINNO”



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 (JCDISI) at The Hong Kong Polytechnic University (PolyU) and funded by The Hong Kong Jockey Club Charities Trust, the 3-year social innovation project commenced in 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. JCDISI puts its strategic focus on tackling the combined impact of “Double Ageing” (ageing of people and building) 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

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

「十萬分之一」社創研討會 - JCDISI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” — 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. JCDISI 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 a specific problem.



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。

“SolInno Action Projects” — to collaborate with non-government organisations, professional bodies and academia for developing innovative ideas generated at “One from Hundred Thousand” 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。

“SolInno 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 multi-media 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），記錄是項計畫的各環節，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。

“SolInno 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



季度性研討會策略夥伴

SEASONAL SYMPOSIUM STRATEGIC PARTNERS\*



尊重生命 • 改變生命



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SEASONAL SYMPOSIUM SUPPORTING ORGANISATIONS\*



\* 按英文字母順序排列 In alphabetical order







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