

在職副校長領導培訓課程 (2022/23)

Group 3 小組報告

機構：香港神託會

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香港神託會創薈坊 - 沙田沙角村美雁樓
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Introduction to Stewards Hong Kong (香港神託會)

- Visited on 2 Mar 2023, 1400 - 1700
- Hosts: Dr. Kendrew Yu (Chief Executive), Dr. Sherman Leung Hon (Education Advisor), Kelly Wong
- Address: 香港神託會靈基營 - 沙田大圍沙田頭村102號

Overview of Stewards

- Founded in 1962, Stewards Hong Kong is a Christian charitable organization.
- The organization provides non-profit social welfare, education, and medical services.
- Stewards Hong Kong employs over 700 full-time staff and operates various facilities and services across Hong Kong.



Stewards 's Diverse Services and Programs

- Stewards Hong Kong operates six schools, one comprehensive medical center, seven partner churches, three social enterprises, and 17 social service units.
- The organization offers programs such as life education, adventure counseling, and retreat services to promote holistic personal development.
- Stewards Hong Kong's diverse range of services demonstrates its commitment to meeting the needs of different demographics and fostering community growth.

Visionary Leadership of Dr. Kendrew Yu

- Dr. Kendrew Yu emphasizes the importance of values-driven leadership.
- He frequently visits different subdivisions to maintain open communication and ensure alignment with the organization's mission and vision.
- Dr. Yu shares his thoughts and perspectives through blog posts, demonstrating his commitment to transparency and collaboration.



Impact and Future Directions

- Stewards Hong Kong's work has a far-reaching impact on individuals, families, and communities across the city.
- The organization's commitment to continuous improvement and collaboration drives ongoing growth and development.
- Dr. Kendrew Yu's visionary leadership and dedication to values-driven management set a strong foundation for Stewards Hong Kong's future success.

Reflection and Vision for a Learning Organization with Collaborative Problem-Solving and Middle Leader Development

- Transformative learning experience at Stewards Hong Kong
- Insights on learning organization, continuous development, and innovation
- Importance of sustainable and safe environment for multicultural school
- Embracing learning organization culture as Vice Principal
 - Continuous learning, open communication, collaboration
 - Staff engagement, shared ownership, responsibility

Self-Reflection and Vision for a Learning Organization with Collaborative Problem-Solving and Middle Leader Development

- Leading innovation in multidisciplinary organization
 - Inclusive, adaptive approach
 - Valuing diversity, cross-functional collaboration
 - Embracing diverse perspectives, creative problem-solving
- Developing middle leaders for long-term success
 - Targeted training, mentorship, growth opportunities
 - Modeling lifelong learning, embracing personal growth
- Visionary, shared leadership for school success
 - Shared vision articulating aspirations, values
 - Staff involvement, delegated responsibilities, accountability
- Inspired by Stewards Hong Kong visit
 - Focus on learning organization culture, innovation, shared leadership, middle leader development
 - Sustainable, safe environment for professional growth, problem-solving
 - Confidence in achieving goals, lasting impact on students, community
- Gratitude for the opportunity to share insights

沙角青少年中心

服務簡介

香港神託會早於**1981**年於沙角邨開設首間兒童及青年中心，展開本中心的兒童及青少年工作，並因應香港社會及環境的不斷轉變，開展綜合服務中心提供多元化的服務，幫助兒童及青少年應付及克服在成長過程中出現的各項挑戰和困難。本中心為**6-24**歲的兒童及青少年服務包括：中心為本服務、兒童工作及課餘託管服務、青少年義工網絡發展計劃以及青年生涯規劃服務等。

服務特色

香港神託會兒童及青少年服務十分著重兒童及青少年的均衡發展，在學習生活節奏急促及人際及家庭關係好的環境下，提供空間去讓兒童及青少年健康成長，家長學習如何正面培育子女，共同關心身邊及社會上有需要的社群，建立關愛文化，從社區學會正面面對人生不同的階段。

28-4-2023



青年新領域

青年新領域服務採用源自澳洲早期精神病防禦及介入中心(EPPIC)的「早期介入」模式。二零零二年六月開展一個全面的青少年精神健康服務——『青年新領域』。

主要協助精神或情緒受困擾的青少年及家屬，及早得到適切的服務。本服務設於青少年中心內，目的減低負面標籤，為青少年提供具青年化服務，以配合青少年不同成長需要及發展。本服務並致力為學校及社區內不同團體舉辦公眾教育活動，加強醫、社、家、校聯繫，幫助社區人士對青少年精神健康的認識及關注，與協助青少年提升自我能力，建立人生方向。



懷疑或確診思覺失調或其他情緒病的青少年及其家屬。

年齡範圍為 11 – 29 歲。

理念

- 「一站式」「沒有標籤」的社會工作及跨專業服務。
- 秉持「及早識別、早期介入」，為懷疑或確診的青少年提供專業評估及支援。
- 盡快安排專業的評估及合適的服務，減低發展為「嚴重精神病」之機會及減少「先兆期」所帶來的危機。
- 重拾青年人的人生目標、提升生活質素、重新展現生命動力、發揮青少年的生命力，建立自己的生活。

得著

- 神託會協助不同年齡層的群眾，團隊富熱誠
- 社會上不同團體盡力協助青少年發展，照顧他們身、心靈健康
- 在疫情期間，團隊靈活變通，發揮小宇宙，盡量做到與青少年不要「斷線」
- 資源的分配

反思

- 在提供不同範疇的服務(社會企業、復康服務、青少年服務、醫療服務、教育服務等)的同時，如何讓機構的核心價值保存及承傳？
- 如何善用有限的資源，靈活變通地應對時代、環境的轉變？
- 機構的智慧，如何轉化到教育層面，甚或所服務的學校身上？

政策 → 核心價值

所有政策的推行，歸根究底，在於核心價值與信念

核心價值滲透不同的政策、計劃、人事管理...那不只是綱領，而是每件事情發生背後的明燈

Stewards Yiu Tsuen Rehabilitation Services Centre

Date	May 11 14:00-17:30
Address	新界荃灣沙咀道寶石大廈
Background	Yiu Tsuen Rehabilitation Services Centre was put into service on January 13, 1997. In 2006, it was renamed Yiu Tsuen Integrated Service Center in response to the development of institutional services. At present, the number of members receiving services in this center is about 170.



Brief introduction of the service

Service target

- To provide vocational rehabilitation training for persons with disabilities who cannot be employed in ordinary jobs, so as to enhance their working ability, social skills and develop their potential.
- In addition, the center will also assist them to switch to assisted employment services or find employment in the open market.

Training category

- Desktop work training: such as product assembly, shrink wrap, mail handling, packing and tape, etc.
- Special job training: car washing training, cleaning training, kitchen training, retail training, transportation and delivery training, clerical training, express delivery training, etc.

Inspirations from the field study

This is a really touching visit. In a completely inconspicuous corner, there is a group of social workers who are enthusiastic about the community and care for the disabled Personal services that meet their daily needs.

With the spirit of selfless dedication, social workers provide a safe and warm place for the disabled and disadvantaged, so that they can contribute to society with their limited abilities and shine in their lives.



During the visits, I realized that as a leader of the school, we must set an example and serve others with a selfless attitude, so that the school can become a place where everyone can shine.

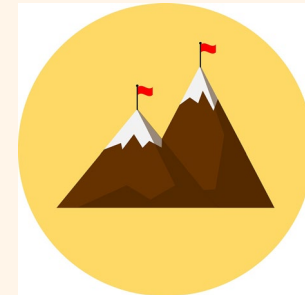
Challenge and opportunities facing school and corporate leader

Challenge

With the progress and transformation of society, the types of jobs provided by sheltered workshops for the disabled also need to match the transformation of society. The past operating model is gradually becoming obsolete.e.g. packaging disposable tableware for fast food restaurants.

Opportunities

Through the active contact of social workers and the search for large-scale enterprises to cooperate, Shelter Factory has successfully transformed into a place that produces high-quality food. In addition to assisting large-scale organizations to handle part of the production process, it has also created its own food brand.



Reflections and sharing*

During this visit, we was greatly inspired by the concept of school education.

As the leader of the school, we must understand the changes of society and the times. School leaders must not stick to the rules and adapt to the times and cooperate with the progress of society and the changes of science and technology. We have to lead the teaching team, upgrade and transform the school's educational services, and lay a solid foundation for students to meet the needs of the future world.