



香港復康會
The Hong Kong Society
for Rehabilitation

HKCSS - NGO Governance

Aligning IT strategies with organization goals

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Vice-Chairperson, HKSR
30/6/2017

Overview

1. Background of HKSR (香港復康會)
2. Strategic Review for 2017-2022
3. History of ICT Department and Development
4. ICT Governance Structure
5. From back-end systems to Service Development and Operations Systems
6. Conclusion

1. Background of HKSR (香港復康會)





香港復康會
The Hong Kong Society
for Rehabilitation



世界衛生組織復康協作中心
WHO Collaborating Centre
for Rehabilitation

會員機構



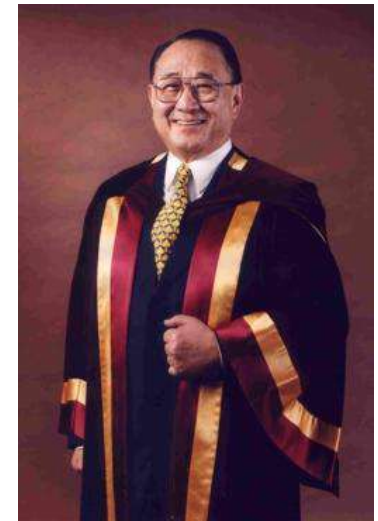
The Hong Kong Society for Rehabilitation (HKSAR)

▪ Founded by Sir Harry Fang in 1959

Vision (2010)

We aspire to be an organization of excellence in **barrier free transport, chronic and long-term care and holistic rehabilitation.**

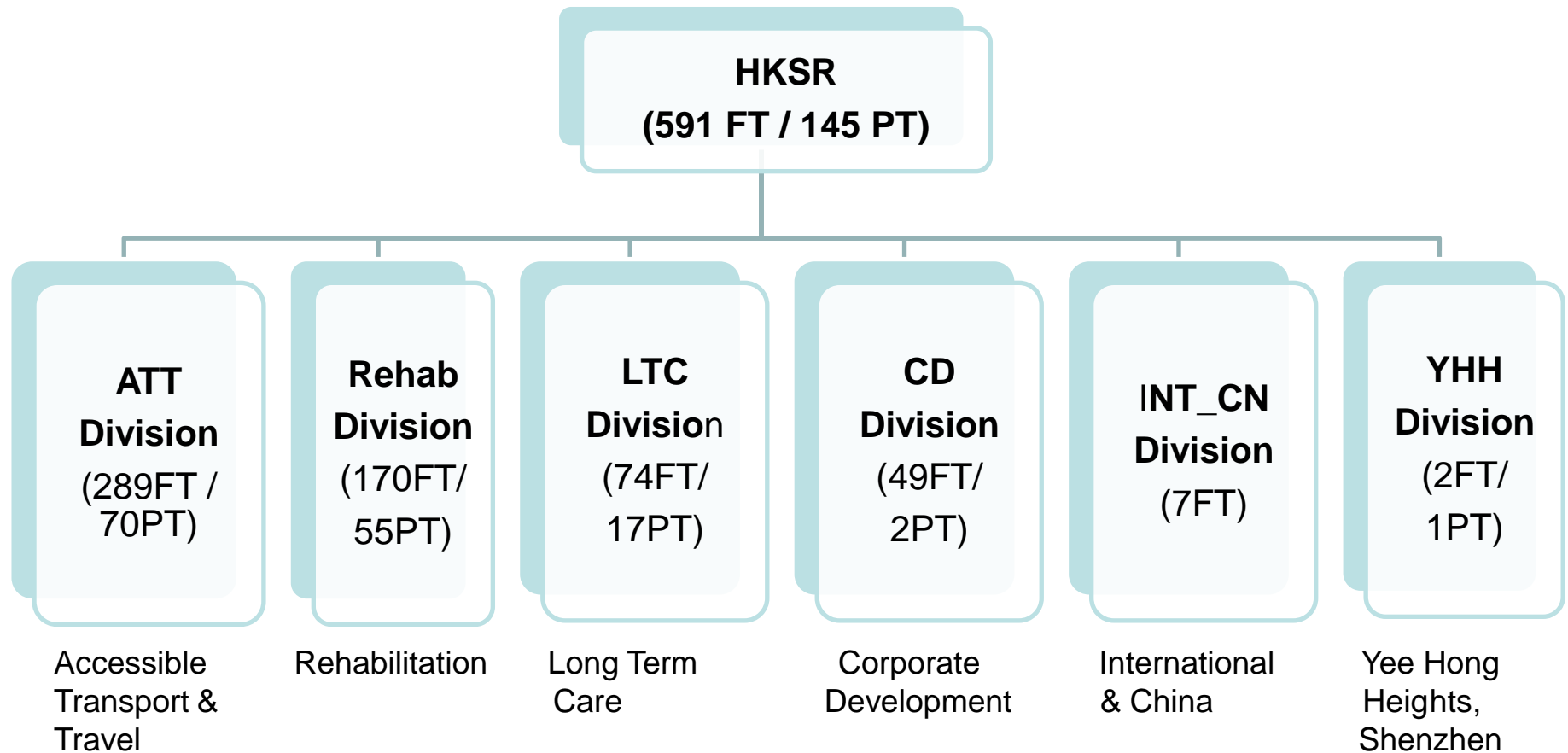
Mission (2010) Through rehabilitation services for persons with disabilities and older persons, we advocate an **inclusive society.**



香港復康會
The Hong Kong Society
for Rehabilitation

Empowering people with disability to live a fulfilling life

Organization Chart



As at May 2017

FT – Full time
PT – Part time

香港復康會總收入與總支出

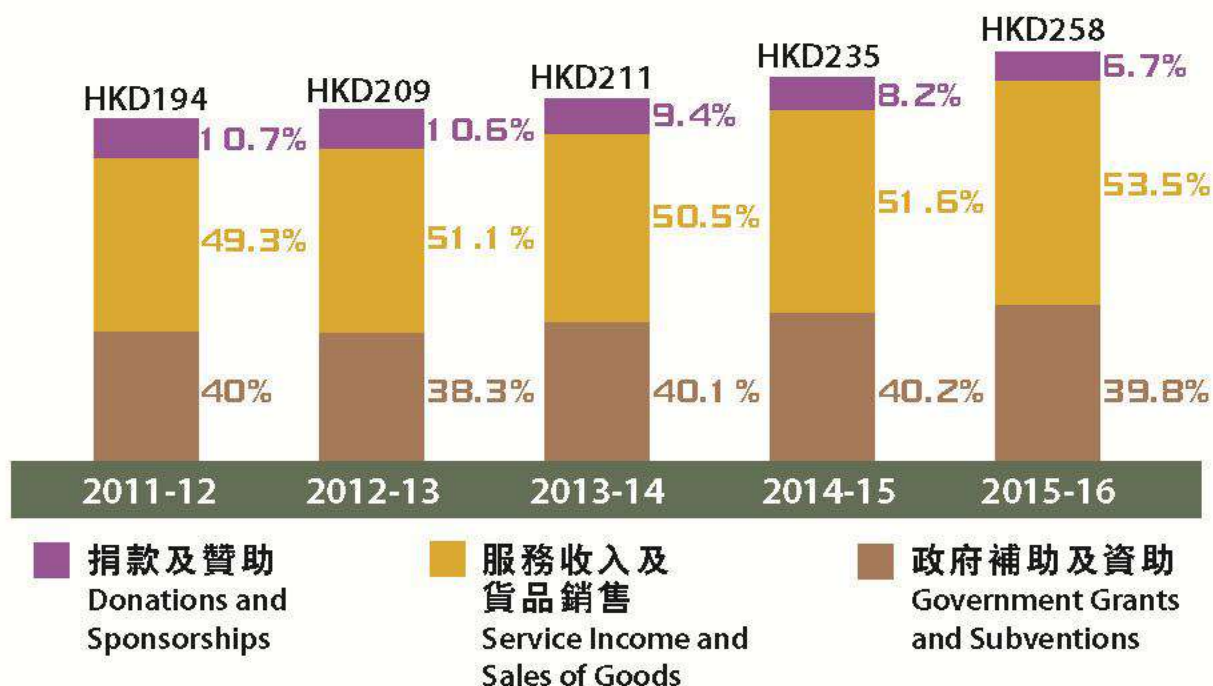
The Hong Kong Society for Rehabilitation Total Income & Total Expenditure



Basic Information

- 880 staff (110 in Mainland)
- 30 service centres
- Annual income in 2015-16 - **\$2.6 billion**
- Annual unit of services - **1.5 million**
- Average growth rate pa – **6-7%**

總收入 Total Income
港幣百萬元計 in HKD Million



Service Achievements 20 15 - 16



無障礙運輸及旅遊服務
Accessible Transport & Travel
Services

1,122,000+

人次 Attendances



復康服務
Rehabilitation Services

174,000+

人次 Attendances

持續照顧服務
Long Term Care
Services

118,000+

入住人日
Occupancy Man-days



國際及中國項目
International and China
programmes

5,000+

受訓人數
persons trained

動員義工
Mobilization of Volunteers

8,000+

人次 Attendances

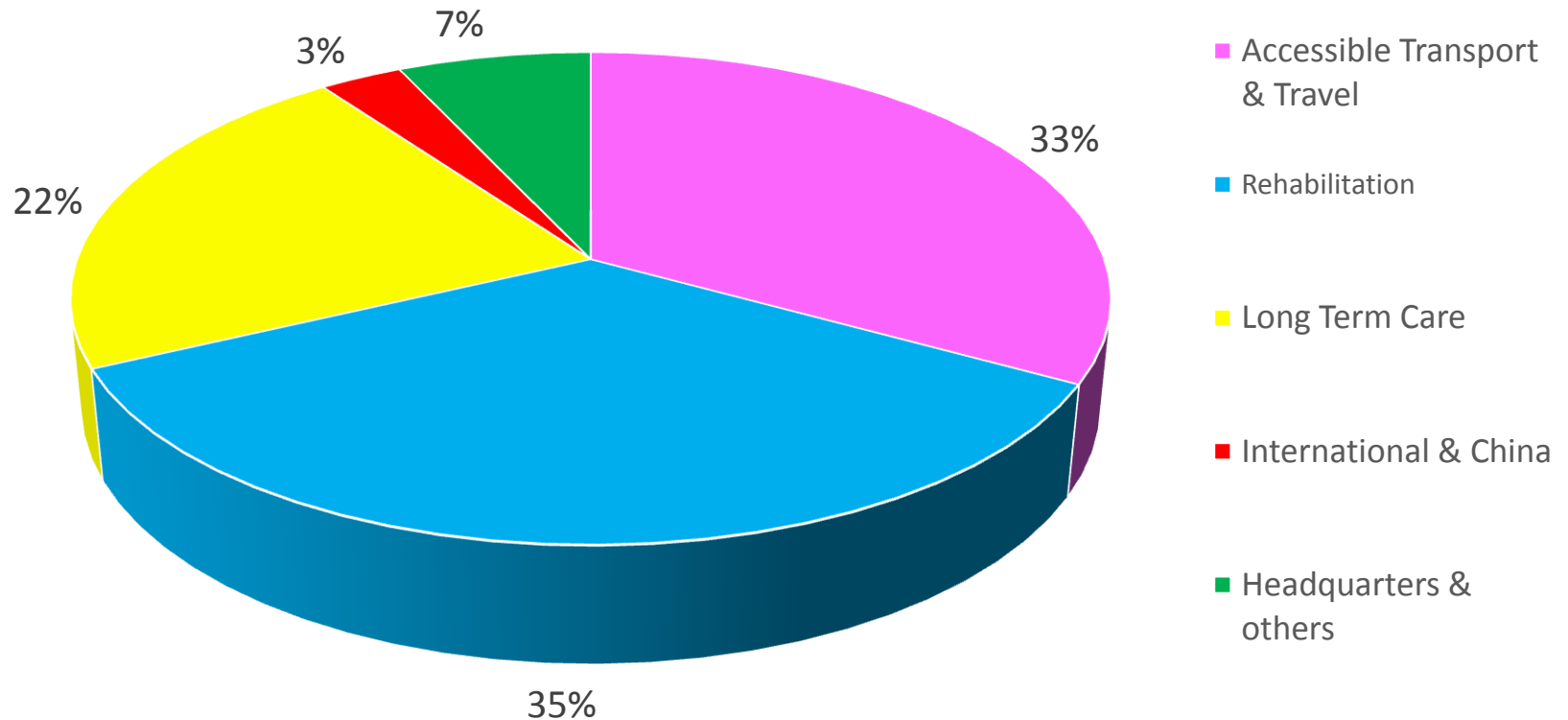
42,000+

服務時數 Hours served



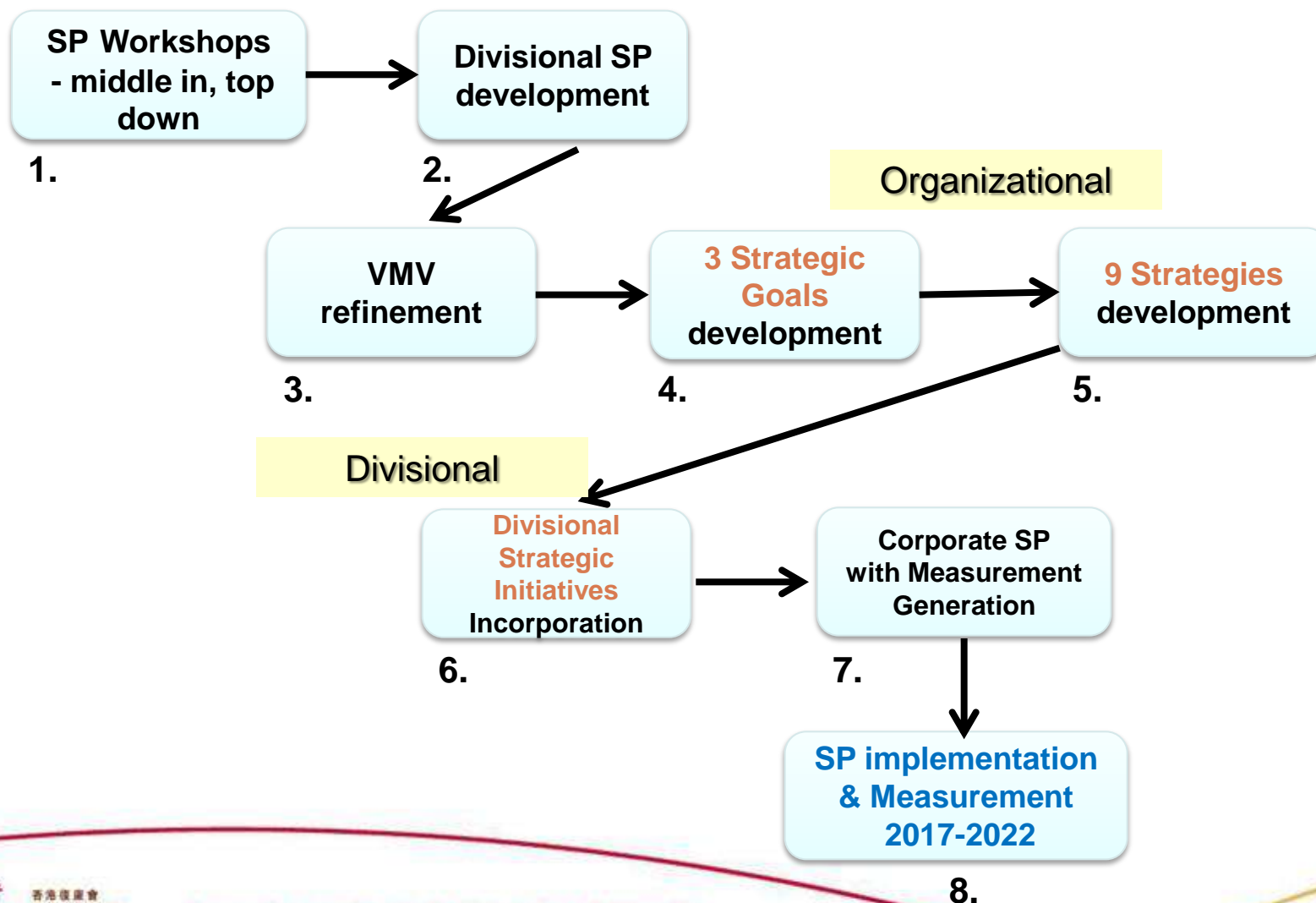
INCOME DISTRIBUTION

By Divisions in 2016/17



2. Strategic Review for 2017-2022

HKSR's Strategic Planning Process – 3rd time in 2016/2017





Vision 2017-2022:

- We aspire to be an effective, impactful and caring organization in holistic care and rehabilitation

我們致力成為一所具效能、影響力以及關懷的全人照顧及復康機構

Mission 2017-2022:

- Through innovation in rehabilitation and empowering people with disabilities or health challenges, we advocate holistic wellbeing, social participation, and an inclusive and enabling environment

透過創新復康服務及賦權殘疾或面對健康挑戰的人士，倡議全人健康、社會參與以及共融有利環境

HKSR Strategic Plan (2017-2022)

3 Strategic Goals 策劃發展目標

- 1. Strengthen research and advocacy to foster an inclusive and enabling environment**
強化研究及倡議 締造共融有利環境
- 2. Provide personalized, integrative and technology assisted services through engagement and users participation**
鼓勵互動及參與 整合個人及科技輔助服務
- 3. Organization renewal and resources development for future growth**
優化機構及開拓資源 成就未來發展

香港復康會 – 9大發展策略 (2017 –2022)

<強化研究及倡議締造共融有利環境>

透過實證為本研究及持份者參與 倡議改變社會環境及社會政策

<鼓勵互動及參與 整合個人及科技輔助服務>

整合服務及發展人本照顧及用者賦權的新服務模式

運用資訊科技策劃、發展及檢討服務

在整個服務週期中加強用者參與

<優化機構及開拓資源成就未來發展>

加強機構管治、優化架構及系統

吸引、發展及挽留人才

更新機構形象及品牌

加強籌募能力以支持機構使命服務及計劃

推動參工參與，促進機構及服務發展



HKSR 9 Strategies (2017-2022)

- (1) Advocate policy and environmental change with evidence-based research and multi-stakeholders' participation
- (2) Integrate services and develop new service models for person-centred care and users' empowerment
- (3) Harness information and technology as an enabler for service planning, development, management and review**
- (4) Enhance users' participation throughout service life cycle
- (5) Enhance corporate governance and streamline internal structures and systems

HKSR 9 Strategies (2017-2022)

- (6) Attract, develop and retain talents
- (7) Revive organization image and brand
- (8) Enhance fundraising capacities to support mission critical services and projects
- (9) Mobilize and engage volunteers in service and organization development

Example – ATT Division **12** Strategic Initiatives

ATT SI	策略目標	HKSR 策畧	負責人 Owner	成功指標 Target	時間表及備註 (項目)
策畧		策畧	Owner	Target	
SP 1	(RB) 提升復康巴士的營運效率，把服務提供給最乎符合需要的客戶包括：RSI 中 10 項非電腦化之服務改善建議	R2	Kenrick	完成執行10項建議 執行SDAR後，電召服務不成功率較FY16/17年度下降50% 客戶滿意度在週年「客戶滿意度調查」中達到下述策略SP12之水平	Project: RSI-non-IT (9/16 - 6/18) Project: SDAR (10/16 - 6/18)
SP2	(RB) 落實復康巴士研究報告 (RSI) 有關資訊科技系統的建議	R5	Kenrick	於2020年，透過RAE Bid或其他資助，完成 RSI建議之資訊科技系統	Project RSI-IT (2017–2022)
SP 3	(ETS/EAT/AHC) 為 ETS、EAT 及 AHC 的服務整合，重整工作流程，投資新的資訊科技系統	R5	Stephen	於2018年10月底，完成及執行NATS 系統及新工作流程	Project: NATS (9/2016 - 10/2018)

3. History of ICT Department and Development



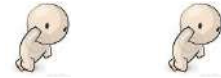
ICT progression from 2009 to 2017

Organization Development

1. Formative Stage

2009
– 2011

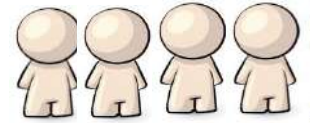
- Reliance on Consultants, HKPC, SubCom ICT members



2. Formalization Stage

2011
– 2012

- ICT Department formed
- Replaced obsolete systems
- Implemented IT infrastructure projects



3. Penetration Stage

2013
– 2014

- Implemented packaged and developed outsourced solutions



4. Interface/Integration Stage

2015
– 2017

- SCICT → CoICT
- Developing PM and BA capabilities
- Interface and integration among systems
- Adding values to HKSR

Formation of ICT Department in 2011

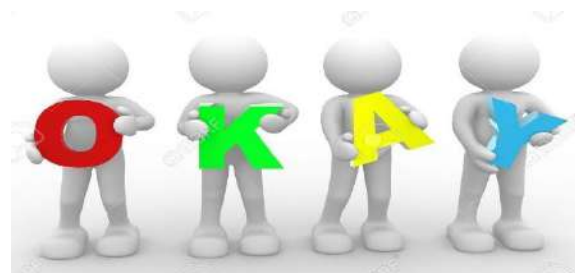
- ▶ ICT Manager
July 2011



- ▶ 2 ICT personnel transferred to ICT in
Sept 2011



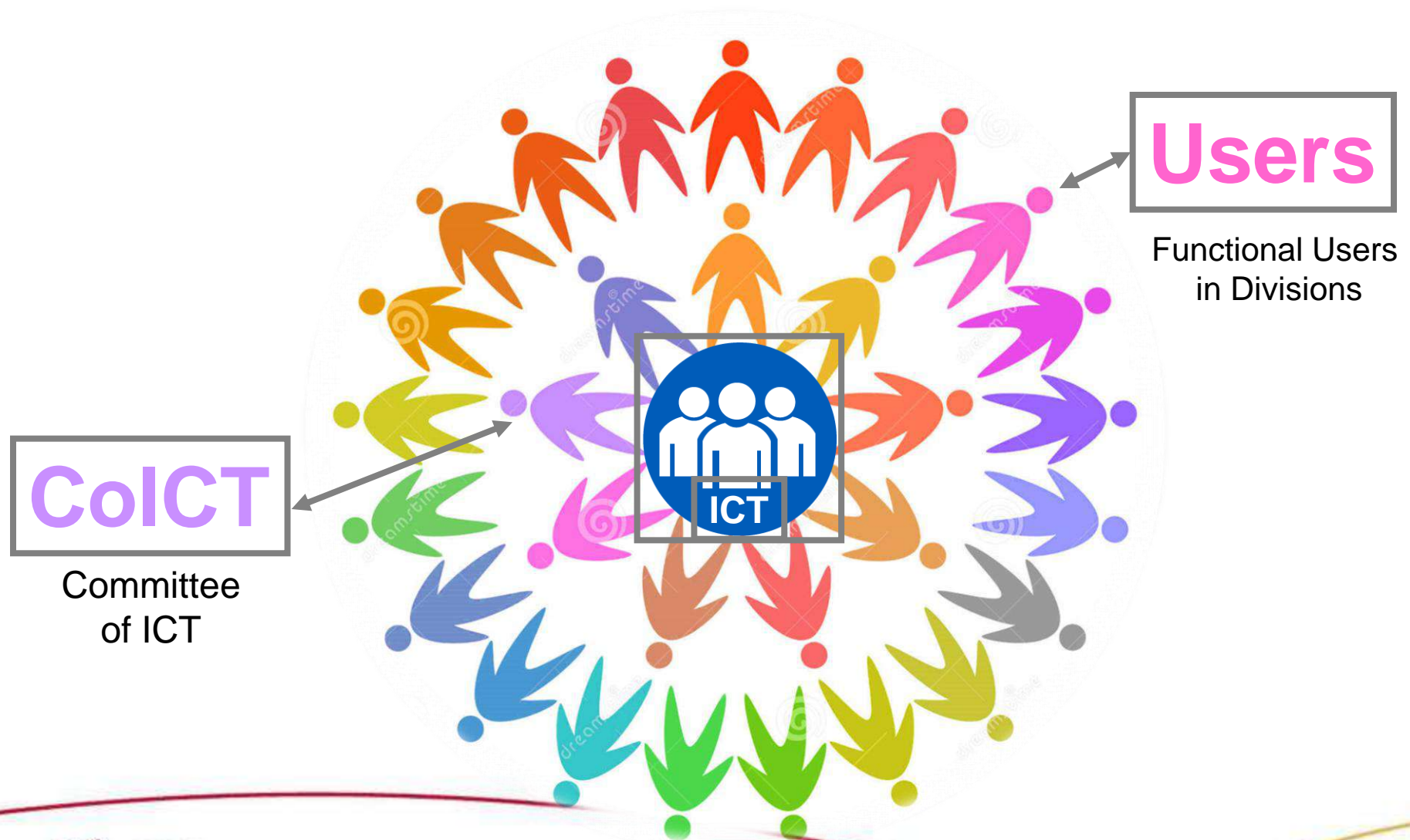
- ▶ 1 Project Officer employed
full strength in Dec 2011



- ▶ 1 more application support
in 3rd Quarter 2017



Virtual Structure of ICT Department in 2012

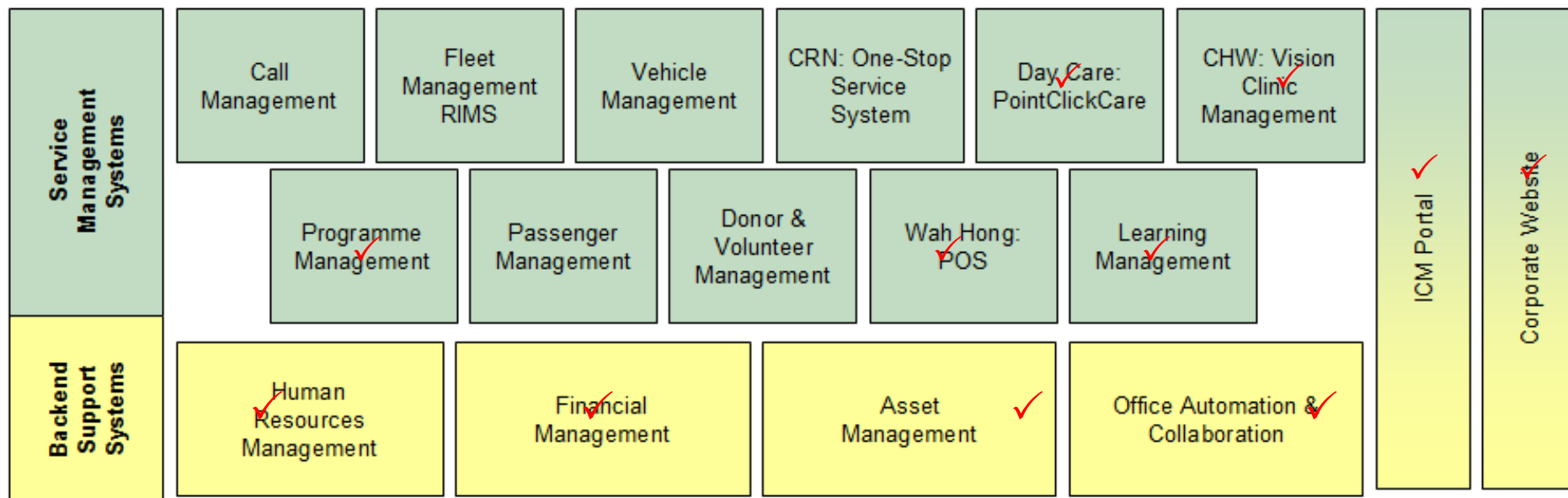


2009 – 2017 Project Categorization

Project Categorization	No.
Projects by Outsourcing Development	18
Projects by Packaged Solutions with customization	10
Projects by HKPC	8
HKSR internal <ul style="list-style-type: none"> •Strategic Planning and Execution •Organization Development (Users and ICT) •Infrastructural Projects •Interface to Financial System 	12
Total	48

Overall System Scope (Vision) – 2011

ICT System Blueprint



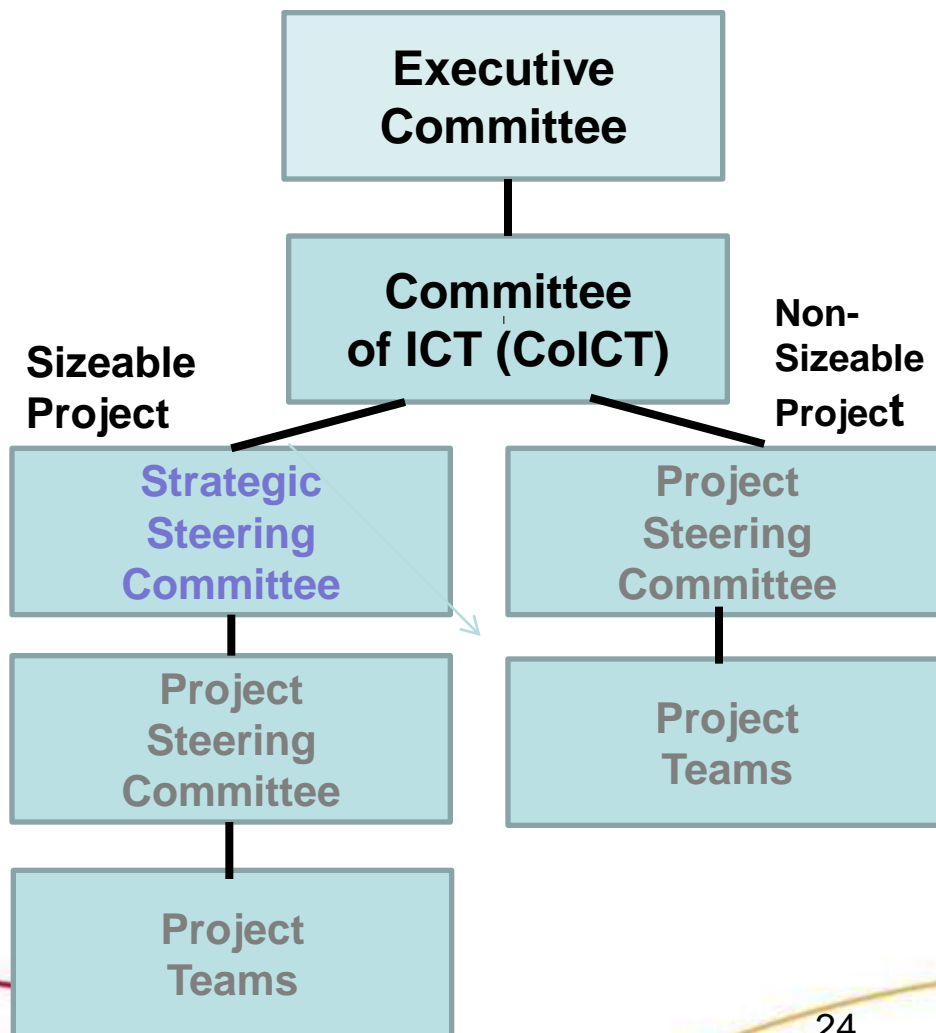
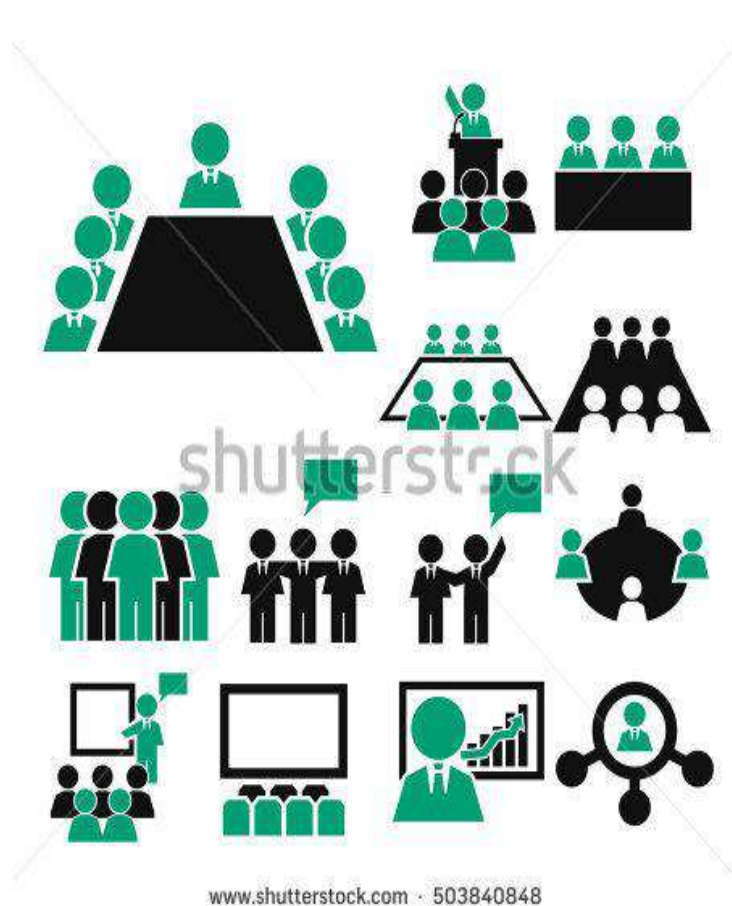
- Plus:
- ✓ (1) RIMS – Phase II
 - ✓ (2) Access Guide 2.0 Map Version, 3.0 WAG → 4.0 video
 - ✓ (3) Network Upgrade and Data Centre Relocation
 - ✓ (4) eMail System Replacement
 - ✓ (5) Social Enterprise – Point of Sales & Website for e-commerce
 - ✓ ✓ (5) e2Care, eCCMS, NATS, RSI



4. ICT Governance Structure



ICT Governance Structure



Committee of ICT (CoICT)

- **Chairperson**
- 3 Vice Chairpersons
- DCEO
- ICT Experts of different domains
- Division Management

Role and Responsibilities

- Strategic Review in accordance with HKSR strategic goals and strategies
- Project portfolio Management

Strategic / Project Steering Committee

- **Project Owner / Sponsor**
- **Project Manager**
- Business Prime
- Technical Prime
- Functional management
- ICT management
- **Business Analyst**
- System Development Team Leader (service provider)

Project Teams

- **Project Manager (starting 2012)**
- Functional user representatives
- ICT representatives
- **Business Analyst (starting 2016)**
- System development teams (service provider)

5. From back-end systems to Service Development and Operations Systems (front-end)



The 4 Strategic Systems

1. e2Care (Rehab) 2013-2017

Learning System



2. eCCMS (LTC) – Clinical Management System 2015-2018

*Elderly Home Management
System*



3. NATS Non-subvented Accessible Transport System (ATT) 2016-2018

*Fleet &
Passenger
Management
System*



4. ICOMS (Rehabus): Integrated Customer and Operations Management System 2018-2022



(1) A glance of e2Care.hk



你好, 简体中文 | English | **AA** 輸入查詢字串

e2C 康程式 自我管理·身心力行

外出曬太陽, 精神百倍! 小心做好防曬措施

康程推介

自健工具

自健食聊

e2C電台

營養師食譜

降壓

關節·我自理課程

關節·我自理課程

與狼共舞工作坊

風濕醫·患互動區

入門自我護理課程

最新活動

康健自學

康程式懶人包

我的康程式

健康資訊

e2CTV

慢病資料庫

e2C論壇

e2Care – What is available? (1)



Patient Management System

1. Member management module
- 2. Program management module**
- 3. Volunteer management module**
4. Assessment module
5. E-receipt module



e2Care-What is available? (2)



Learning Management System

- 9 Online Health Education Course Ware
(**Web** base and **Mobile** version)

- 1.Diabetes
- 2.Hypertension
- 3.Weight Management
- 4.Stroke Rehabilitation
- 5.Speech Rehabilitation



e2Care-What is available? (3)



Learning Management System

- 10 Self Management Application (Web Base and Mobile Version)
 1. One stop health record application
 2. Monitoring glucose application
 3. DASH diet application
 4. Brainstorming everywhere application
 5. Self-help booster game



e2Care-What is available? (4)



Cantonese Application cum System of Speech Rehabilitation (Adult)

Speech Rehabilitation Member Management System

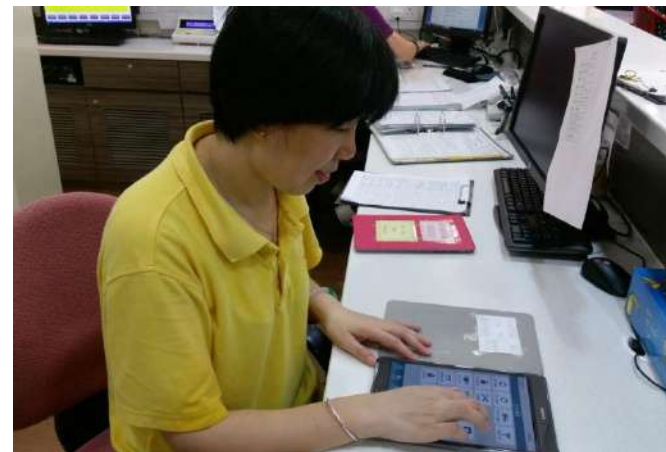
1. Clinical assessment
2. Exercise prescription
3. Performance record



(2) Electronic Clinical Care Management System (eCCMS) Project

Project objectives:

1. To develop a technically reliable, clinically applicable and financially affordable clinical management system to enhance the **efficiency and accuracy** of TST Elderly Home's daily operation
2. To provide a clinical system **platform on residential care service** for future use in Long Term Care Division **Service development** (LT HQ re-development)



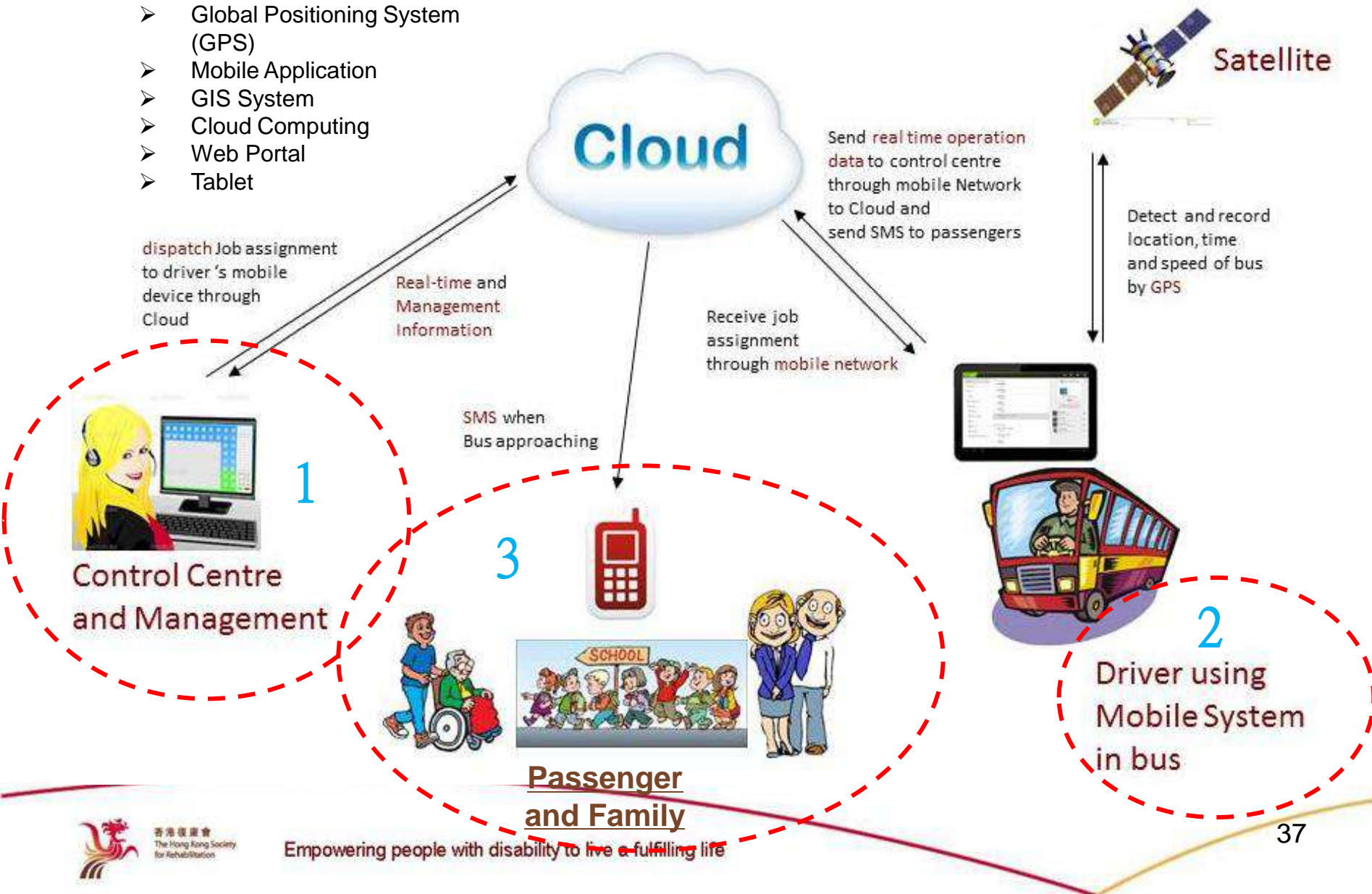
(2) eCCMS Interface



(3) Service Workflow in NATS

Using Integrated ICT Technologies

- Global Positioning System (GPS)
- Mobile Application
- GIS System
- Cloud Computing
- Web Portal
- Tablet



Functionality of **NATS**

Functionality	Client Group
Online Member Registration	Customer, CS
Customer Profiling	Customer, CS
Online Order Management	Customer, CS
Quotation Generation & Email to Customer	Customer, CS
Payment Advice & E-receipt	Customer, CS
Service Feedback & Survey	Customer, CS
Vehicle & Service Quota Management	Operation
Order Scheduling & Assignment	Operation
Order Dispatch	Operation
GPS and Navigation System	Driver & Attendant
Job Execution	Driver & Attendant
Order Completion	Driver & Attendant
Leave Application	Driver & Attendant
Integration with Financial System	Manager
Management Report	Manager

6. Conclusion



Conclusion

- 2015 Breakthrough – **Project Management and Business Analysis** as one of the core competence in HKSR
- 2017 Good Project **Award**
 - 20 applications
 - 7 teams won the 5 awards
 - 4 ICT projects won (e2care, NATS, ecCMS, Corporate Website)
- Next few years will be a bigger **challenge**
 - Rehabus Customer and Operations Management System (**ICOMS**) (>HK\$10M)
 - Personalized Holistic Integrated (**PHI**) Project (~HK\$150 M)
 - Lam Tin **Redevelopment** Project (>HK\$2,000 M)
- Capacity building will be crucial
- We have come a long way ...

Critical Success Factors For Projects

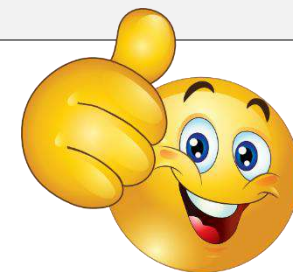
- Executive sponsorship
- Effective project manager
- Cross functional team
- Use of Project Steering Committee to direct
- Team work
- Vendor selection



Good Project Award

5 Award Categories

- ◆ Happy Faces Award
- ◆ Good Project Planning Award
- ◆ Light Bulb Award
- ◆ Good Practice Award
- ◆ Big Turn-around Award





A Big
THANK
you!

