

The HKCSS Convention 2017 cum 70th Anniversary

Innovation for Better Society

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Governance Symposium I : Stewardship for Better Future

Topic a: Governing in Partnership for
Mission Accomplishment and Social Impact

Transition from Traditional Volunteerism to Modern Board Governance

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Transition



A Chinese junk boat sailing in fair wind bearing was designed by an ex-patient member in 1959 to wish the Association every success with favorable wind ahead (一帆風順).

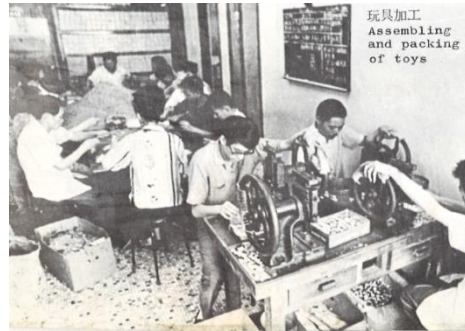
History of New Life

- 1959 New Life Mutual Aid Club formed by Dr. Stella Liu (an Assistant Medical Officer at Castle Peak Hospital) and a group of people in recovery of mental illness (formally registered in 1961)
- Committee members were elected amongst the basic members and 5 observers from the hospital



History of New Life

- Rented a private flat and a factory building unit to start our first male halfway house and sheltered workshop



- Renamed as New Life Psychiatric Rehabilitation Association in 1965 with service expansion and more professional personnel elected to the Committee
- Dr. Raymond Wu elected as the first Chairman of ExCo and served from 1966-2006



Role of Volunteers in the Development of New Life

1970-1990s

- Organizational Structure
 - President and Vice-President
 - Executive Committee
 - Officers: Chairman, Vice-Chairman, Secretary & Treasurer
 - ExCo members
- Subcommittees set up for each service unit consisting mainly of volunteer psychiatrists, nurses and social workers who participated in rendering service, advising and supervising staff in their spare time

Role of Volunteers in the Development of New Life

Subcommittees re-organized to oversee service functions

1999

- Quality Assurance Subcommittee (changed to Quality Assurance and CQI Subcommittee in 2008)
- Enhanced Productivity Programme Subcommittee
- Division I Subcommittee (for non-Tuen Mun units)
- Division II Subcommittee (for Tuen Mun units)
- Work and Employment Subcommittee

2004

- Research and Training Subcommittee (changed to Training, Research and Development Subcommittee in 2010)

Rapid Expansion

- Government White Papers on Rehabilitation in 1980s to 1990s

1964

- 1st male halfway house
- serving 15 clients
- 1 staff



2017

- > 70 service units/projects
- 21 social enterprises
- serving 15,000 PIR & their families
- reaching 43,000 general public
- > 900 subvented staff

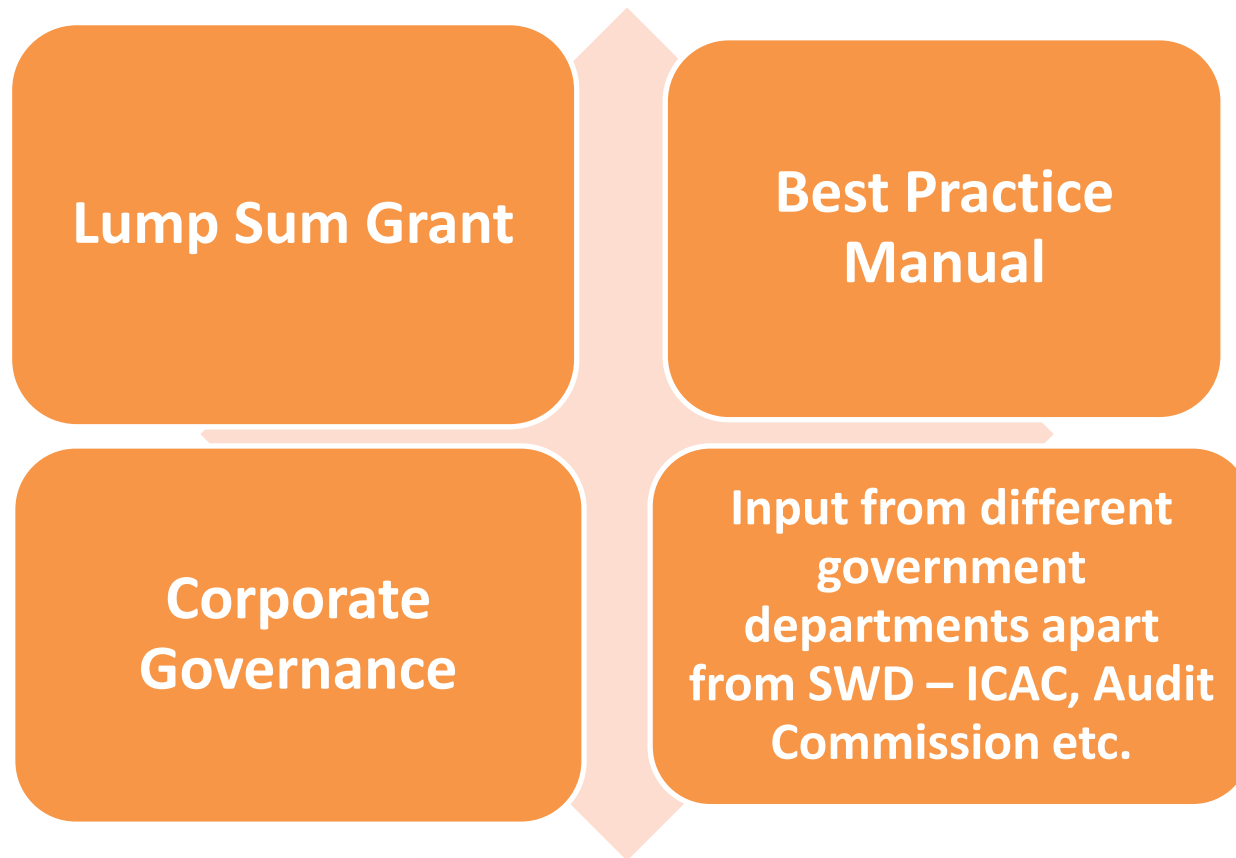
Strategic Review in 2010

ExCo & Senior Management engaged in strategic review exercise

- To understand changes in external environment and community needs
- To shape the direction for future development
- To enhance the corporate governance of the Association
- To strengthen internal teamwork, leadership structure, and corporate culture

External environment

Increasing demand for accountability and transparency of NGOs



Strategic Plan 2010-2014

SWOT Analysis on Corporate Governance - Highlights

Strengths <ul style="list-style-type: none">• Dedicated Executive Committees who uphold the Vision-Mission-Values of New Life• Experienced, competent, hardworking and devoted staff	Weakness <ul style="list-style-type: none">• Unclear roles and responsibilities among Executive Committee, Subcommittees and staff• Structure of Subcommittees not optimized
Opportunities <ul style="list-style-type: none">• Leadership change fostering new ideas and culture• Increasing service demand and changing services trend, e.g. primary prevention	Threats <ul style="list-style-type: none">• Projected overall financial deficit• High staff turn-over

Strategic Initiatives

Strategic Initiatives related to Corporate Governance

- Revisit Vision-Mission-Values
- Review organizational structure – roles of ExCo, Subcommittees and management
- Develop corporate culture in support of the core values
- Review on HR, pay and benefits policies to enhance effectiveness of staff management and development
- Review and streamline administration and management policies and guidelines to reduce bureaucracy and enhance operation efficiency
- Enhance financial and administration management

What have we done

Revisit Vision, Mission and Core Values 2011

Vision

We strive to promote mental wellness for people in recovery of mental illness and the general public with the ultimate goals towards equal opportunities, social inclusion, acceptance and full integration participation in the community

Mission

We are dedicated to pioneer people-focused and recovery-oriented community mental health services with care and respect, innovation and continuous drive for excellence and professionalism

Core values

Care for people

Excel for Quality

Strategic Plan 2015-2020

Themes

- Based on our Vision, set direction and goals for the next 5 years
- Focus on service development and strategies for achieving the strategic goals
- Organizational development to build internal strengths, and professional and management capability

Linking Agency Mission with Performance Management System

Agency mission

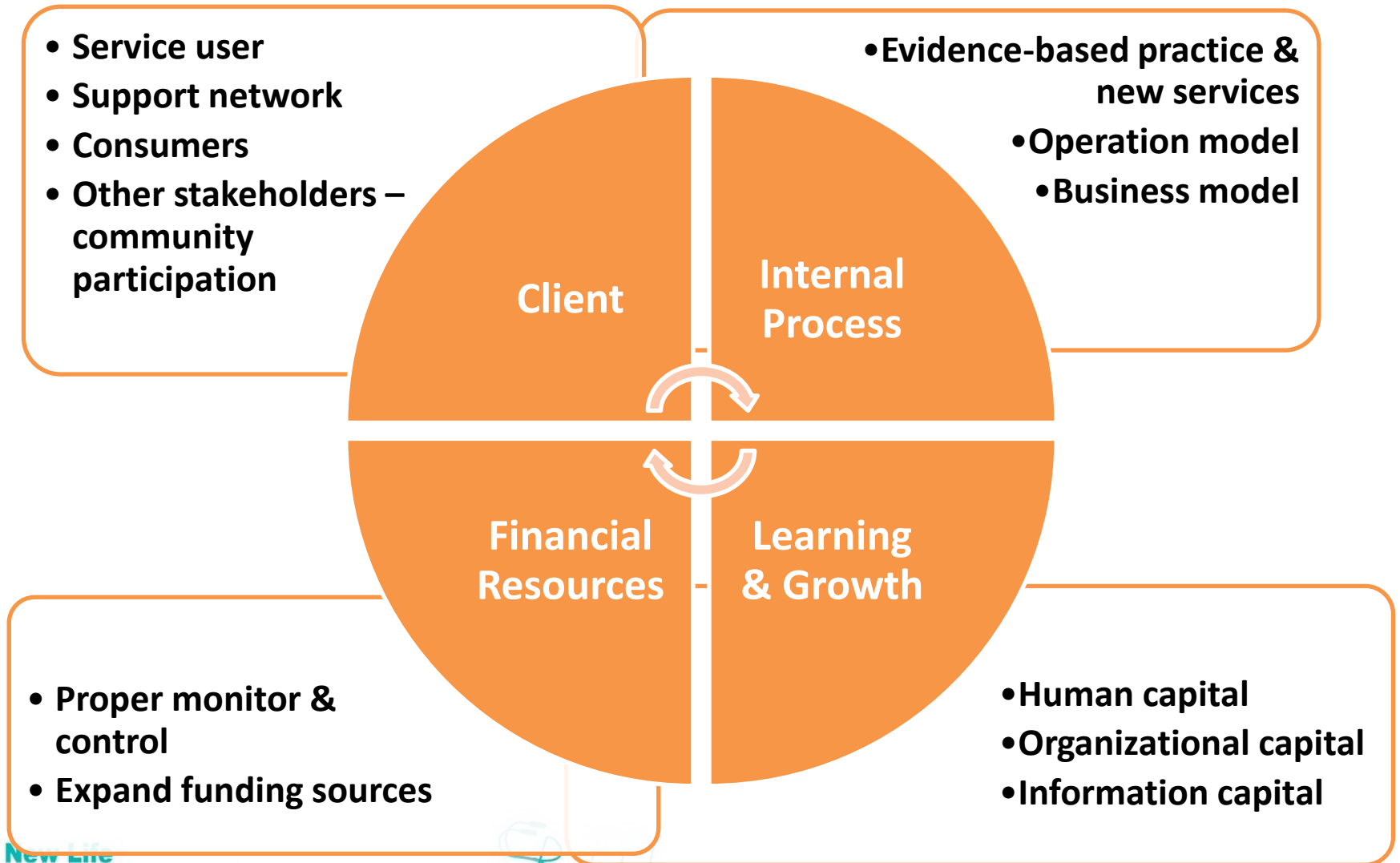
Client

Internal process

Learning and growth

Financial resources

Strategic Objectives



What We Have Done

Corporate Governance

- Articulate the roles and responsibilities of the ExCo: “Executive Committee to set direction and strategies, make major policy decisions and oversee financial status”
- Review the terms of office of ExCo members and office bearers
- Formulate skill matrix and diversity
- Review roles and functions of Subcommittees
- Amend the Association’s Memorandum & Articles

What We Have Done

Corporate Governance

- Prepare a Corporate Governance Manual
- Implement two-tier reporting system on declaration of interest of Executive Committee members
- Introduce strategic management – establish KPI to goals of strategic initiatives
- Financial and risk management – expand the function and scope of internal audit

Thank you

- In the last 7 years, ExCo and senior management joined hands to support New Life in its modernization and growth process
- We need continuous learning to keep up with the times
- After over 50 years, we are still learning

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