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Social Welfare Department



**Briefing Session on
Review on the Implementation of
the Integrated Family Service Centre
Service Mode**

Social Welfare Department

17 December 2008



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Background

Review of family services

- A consultancy study was conducted in August 2000 and completed in March 2001
- New service delivery mode of Integrated Family Service Centre (IFSC) was recommended



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Background (cont'd)

Pilot projects on the formation of IFSCs

- **A bottom-up and gradual approach to verify the effectiveness and implementation arrangements**
- **An evaluative study from April 2002 and to March 2004**
- **IFSC was found to be an effective mode of service delivery**



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Background (cont'd)

Formation of IFSCs

- The re-engineering was completed in March 2005
- A total of 61 IFSCs were formed
 - : 40 run by SWD and 21 operated by 9 NGOs



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Background (cont'd)

Resources

- **Additional recurrent resources for IFSCs in 2005-06, 2006-07, 2007-08 and 2008-09 have been allocated**
- **To strengthen the manpower and clinical / supervisory support as well as to cover other expenses**



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IFSC Service Mode

Service mode

- A continuum of preventive, supportive and remedial services to meet the changing family needs in a holistic manner

Major components

- Family Resource Unit, Family Support Unit and Family Counselling Unit



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IFSC Service Mode (cont'd)

Guiding principles

- Accessibility, early identification, integration and partnership

Service direction

- Child-centred, family focused and community-based



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IFSC Service Mode (cont'd)

Challenges

- Need for change in work approach, acquisition of relevant knowledge and skills, ability to network and collaborate with local partners, extended hours service, etc



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IFSC Service Mode (cont'd)

Concerns

- **Heavy workload**
- **Increasing complexity of cases**
- **Staff turnover**
- **Insufficient manpower**
- **Inadequate supervisory support**
- **Unavailability of suitable premises**



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IFSC Service Mode (cont'd)

Concerns

- **Need to provide extended hours service**
- **Collaboration and interfacing with other government departments and services in the community**
- **Rising expectation on the role and functions of IFSCs**
- **Need to prioritize services provided by IFSCs**



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Review

Need for review

- As the re-engineering has been completed for more than three years, both SWD and the sector consider it an appropriate time to review the service mode of IFSCs



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Review (cont'd)

Selection of contractor

- **SWD invited interested parties to submit tenders through open tendering in June 2008**
- **Upon the recommendation of an Assessment Panel and approval by the Government Logistics Department Tender Board, the Consultant Team of the University of Hong Kong (HKU) was commissioned to conduct the review in October 2008**



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Review (cont'd)

Scope

- All 61 IFSCs operated by SWD and NGOs are covered in the review

Objectives

- To find out how effective IFSCs are in implementing the four guiding principles (accessibility, early identification, integration and partnership) under the direction of “child-centred, family-focused and community-based” in strengthening families and meeting the changing needs of the community



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Review (cont'd)

Objectives

- **To examine the effectiveness of IFSC services in serving specific targets such as single parents, new arrivals, ethnic minorities, etc. and reaching out to the hard-to-reach at-risk families**
- **To identify factors facilitating / hindering the effective delivery of IFSC services, illustrations of practice wisdom on the implementation of the IFSC service mode, ways to develop service specialisation within an integrated service mode and enhance strategic partnership, collaboration and interfacing with other services**



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Review (cont'd)

Objectives

- **To examine the performance standards, including output and outcome indicators and level of attainment, as set out in the Funding and Service Agreement**
- **To make suggestions for continuous service improvement**



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Review (cont'd)

Schedule

- Review to be completed in October 2009
- Final review report to be submitted in December 2009



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Review (cont'd)

Steering Committee

- To advise on the direction and scope of the review, to monitor and receive reports on the progress of work and to examine and accept the report of the review
- Membership comprising representatives from NGOs, HKCSS, LWB and SWD as well as an independent person



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Review (cont'd)

Working Group

- To work closely with the Consultant Team on operational level to facilitate the review
- Membership comprising representatives from NGOs, HKCSS and SWD



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The End