

SAHK

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In SAHK, our staff establishment has put allied health, social work and educational professionals in an irreplaceable role in helping our service users (thereafter ‘customer’) with a wide spectrum of life-long disabilities. To make the most from these specialists, a creative approach is needed to bring them into the system and stretch their reach to the core needs of our customers. For an organization of our size, we need a strong corporate approach. SAHK has consolidated its business logics into a model (Figure 1) that governs its service under the branding of Conductive Education¹ (CE). At the top are corporate-driven business missions and objectives that are founded on our values and beliefs with CE in the core. The adoption of CE is a way of moving towards a common, shared view of our customer needs across the entire staff team. It has become an integral part of our corporate culture. CE at the philosophical level serves as our standard bearers (the second level) and at the operational level has become our business strategies (the third level) in developing our service blueprint. The fourth level is our infrastructure and functions including people, service constructs, finance, support and servicescape. This level and the seventh level (customers) have to be closely tied in with the ever changing external environment including service demand and technology advancement, etc. Traditionally, the basic unit of NGOs is functional departments with a collection of specialists performing narrowly specialized jobs. In a CE organization, work is organized around processes with customers at the centre. Naturally, customers travel through a service unit through a series of task-oriented processes across their entire whole day. We define our business process as a collection of cross-departmental intervention strategies that creates an output that is of value to the customers. To cater for the needs of our wide spectrum of customers, SAHK’s great skill has been in procuring and integrating appropriate intervention strategies and making it compatible with the philosophy and operation of CE. Thus, implementation of CE is founded on redesigning these core business processes (the fifth level). CE combines individual departmental efforts into a coherent whole. It moves our multidisciplinary specialists out of their own workplace and to view their clients’ needs from a common perspective. It brings them together into a transdisciplinary practice by keeping our guiding philosophy and business strategies in mind while planning and delivering their services. Continuous quality improvement relies on effective service management (the sixth level). Our management system focuses on managing people and processes with quality effort as a vehicle toward achieving our business objectives. Last but not least, CE is not only a unique way of service delivery, but also as guidance for building our ‘through-train’ network of business delivery channels (the bottom level). Our service expansion policy is also centered on the business objectives. This has, in turn, reinforced our successful implementation of CE. This business model has transformed SAHK toward a competitive modern business designed to put our customers first. It is cascaded from the top down but it only works until it has permeated into every corner of the Association and not just among the professionals. Incorporating different intervention strategies

¹ Originated in Hungary and founded by Prof. András Pető.

into the CE framework is an area that SAHK will devote its resources and energy in our quest for world class rehabilitation.

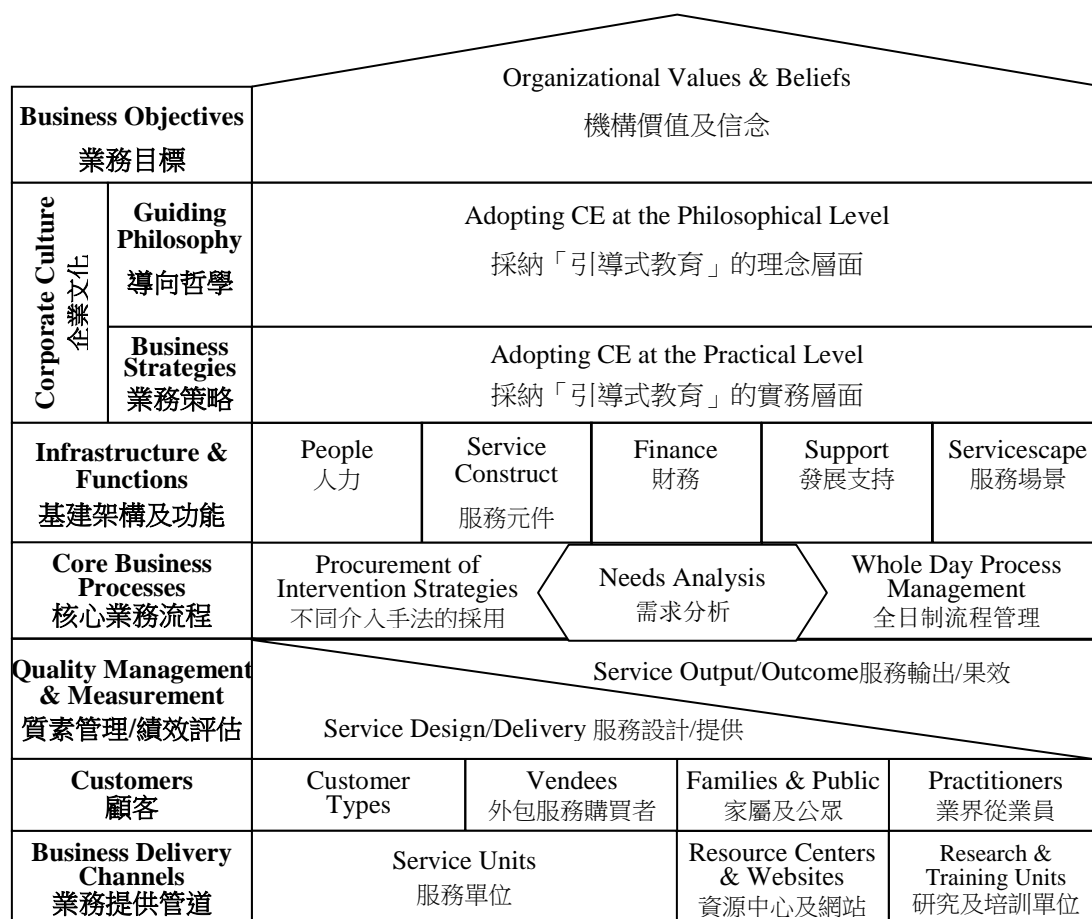


Figure 1: The Business Model of SAHK 圖一、香港耀能協會的業務模式



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