

Driving Change – Hong Kong Society for the Protection of Children Collaborates with CNOPE and Partners to Launch the Children’s Residential Home Reform Project

Hong Kong Society for the Protection of Children (HKSPC) is delighted that, as a result of the joint efforts of the Council of Non-profit Making Organisations for Pre-primary Education (CNOPE), and the support of Social Welfare Department (SWD) and many others, a complete, fundamental reform of the critical service it provides at the Children’s Residential Home (CRH) will be undertaken over the next nine months.

“The aim of this CRH Reform Project is to be on the front edge of best practices. We shall pilot a new service model which includes improved, additional training, expanded resources, and higher staffing ratios. A new CRH leadership team, including a new Superintendent, Loretta Cheung, who commenced work on 16 March, will assume full responsibility for reforming the management of the Home under the leadership of Acting Director Subrina Chow and the CNOPE Project Manager,” said Robin Hammond, Chairman of the volunteer Executive Committee of HKSPC.

“Today, we welcomed to CRH 30 experienced Child Care Professionals and Child Care Workers (CCWs) seconded from 14 member NGOs of CNOPE. Over the next nine months, we expect to see a revamping of manpower structure, children’s daily routine and educare programme as well as front-line workers deployment and multi-disciplinary collaboration. I stated at the end of January that we would build back better in CRH. Together with CNOPE and its members, we are doing so,” continued Robin.

The CRH Reform Project will also involve CNOPE’s partners, professional organisations and institutions including the Yew Chung College of Early Childhood Education (YCCECE), Department of Childcare, Elderly and Community Services of the Hong Kong Institute of Vocational Education (Sha Tin), (CECS of IVE), and the Pacific Early Childhood Education Research Association - Hong Kong (PECERA-HK). The ultimate goal of the Project is to rebuild the leadership, management philosophy, morale, and most importantly, the quality of educare services provided.

The seconded CNOPE team will work side-by-side with the almost completely new CRH team of frontline CCWs who have joined the Home only in the last couple of months.

“The CRH incident is a heartbreaking tragedy to both the children of the Home and the pre-primary services sector. Members of the CNOPE have reached a consensus on offering support at this critical and turbulent time. The CNOPE Project is a novel attempt galvanizing the collective expertise and passion of the sector. In coming together, we shall work to the best of our abilities to, through helping to reform CRH, establish a new service model of good practice having regard to local and international benchmarks for reference of the sectors,” remarked Cindy Pun, Chairman of CNOPE.

The CRH Reform Project will be founded on 4 pillars: Children-First, Management Reform, Professional Training, and Care from the Heart. A brief description of these 4 pillars is provided in the appendix to this statement.

The Reform Project is part of the Change to Improve initiative introduced by the HKSPC in response to the recommendations of the First Interim Report of the Independent Review Committee. Besides bringing in new leadership to strengthen management and reshape culture, HKSPC is also actively strengthening its committee structure, membership and processes to enhance governance and communication, ensuring that the children under its care always come first. (Ends)

Hong Kong Society for the Protection of Children

31 March 2022

Encl:

1) Video clip of HKSPC “Change to Improve” Staff Briefing on 15 Mar 2022: https://youtu.be/llaXKtWd_84

2) Photos



The meeting of the CRH Reform Project: (From left to right) Ms Cindy Pun, Chairman, CNOPE, Dr Sanly Kam, Consultant and Founding Chairperson, CNOPE, Ms Subrina Chow, Acting Director, HKSPC, Ms Bessie Ho, Project Manager, CRH Reform Project and Ms Karen Chiu, Assistant Project Manager, CRH Reform Project



The professional team of CNOPE and Partners commenced work at CRH: (From left to right) Ms Loretta Cheung, Children’s Residential Home Superintendent, HKSPC, Ms Bessie Ho, Project Manager, CRH Reform Project, Ms Cindy Pun, Chairman, CNOPE, Dr Sanly Kam, Consultant and Founding Chairperson, CNOPE and Ms Karen Chiu, Assistant Project Manager, CRH Reform Project

About Hong Kong Society for the Protection of Children

HKSPC has been committed to nurturing children in their early childhood development since 1926. Being one of the most established organisations in the field, HKSPC currently operates 29 service units and serves around 3,000 children aged 0 to 16 and their families on a daily basis.

About Council of Non-profit Making Organisations for Pre-primary Education

The Council of Non-Profit Making Organizations for Pre-primary Education (CNOPE) is a joint platform of more than 40 agencies representing more than 300 kindergartens, nursery schools and child care centers in Hong Kong. Established in 2003, we work for policy advocating to the well-being of our children.

CRH Reform Project Highlight

1. Children-First

We strive to reform CRH into a best practice model in residential child care service, a place where children are protected and loved, a community where they can thrive. The daily routines at CRH will be redesigned in the best interest of the children for achieving quality and responsive care and to fulfil their developmental needs.

2. Management Reform

A professional team of experienced, passionate workers, with 20 seconded CCWs drawn from member NGOs of CNOPE will work together with the new CRH team on the key tasks of introducing an effective management system, building morale and raising the quality of care for the children. Tailored training and orientation will be provided by YCCECE to the new Superintendent and the supervisory team to ensure the right leadership and management mindset and capability at CRH. YCCECE will also provide follow-up observation, guidelines for future leaders, and evaluation to the training programme.

3. Professional Training

All frontline CCWs will undergo a training programme tailor-made and conducted for them by the CECS of IVE. The programme will cover topics such as children's rights and professional beliefs, practical skills of educare, building a home-like environment, interdisciplinary collaboration and supporting children with special needs. CRH frontline staff undergoing training will have their duties shared out by the seconded CCWs and relief workers so as to ensure that service of CRH will not be affected.

4. Care from the Heart

Children under residential care are likely to be more prone to behavioural and emotional issues than those enjoying normal family life. Therefore, they may need more love and care. The CRH reform focusses on strengthening the emotional attachment between children and carers so that the former feel secure and hence find it easier to build confidence and capabilities.

On-site professional coaching will be provided by PECERA-HK using the Infant/Toddler Environment Rating Scale, an instrument developed in the United States to measure the quality of childcare settings, to give staff a guide to examine their service to meet children's needs; to set quality improvement goals; to provide a measurement and a process indicator to scrutinise and enrich the quality of care and interactions between staff and children, and the social environment. (Ends)