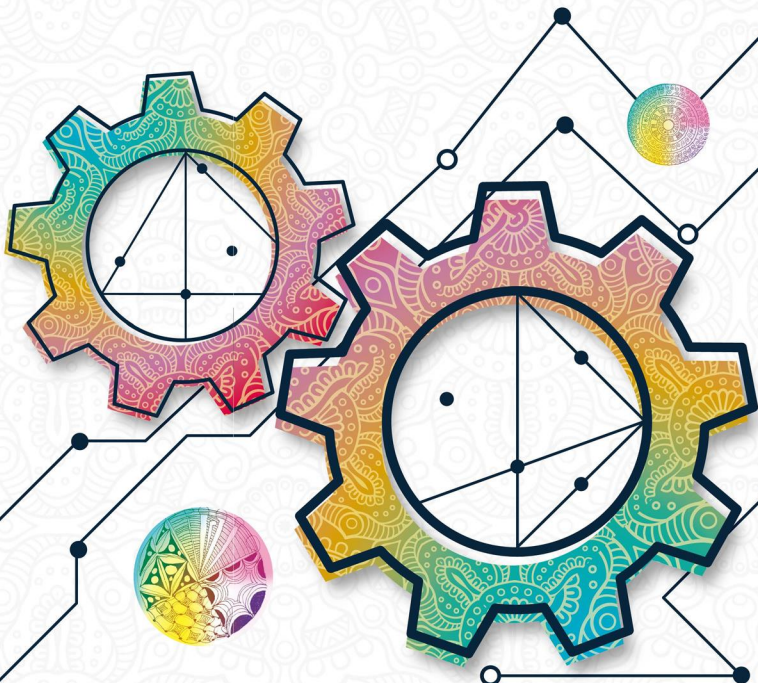


澳門扶康會經驗分享叢書

職·康復

Fuhong Society of Macau Experience Sharing Series
“Vocational • Rehabilitation”



澳門扶康會十五週年紀念特刊

FUHONG SOCIETY OF MACAU SPECIAL COMMEMORATIVE EDITION
OF 15TH ANNIVERSARY



澳門扶康會十五週年服務
介紹影片 (普通話版)



15th Anniversary Promotion Video
for Fuhong Society of Macau



澳門扶康會十五週年服務
介紹影片 (廣東話版)

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序

Preface

澳門扶康會於 2003 年由一群志願人士創立，是一間非牟利之社會服務機構。轄下現有 13 個服務單位，分別是「澳門扶康會實利中心」、「澳門扶康會康盈中心」、「澳門扶康會怡樂軒」、「澳門扶康會創藝工房」、「心悅洗衣社會企業」、「喜悅市場社會企業」、「喜悅閣職訓售賣店社會企業」、「悅畔灣@南灣·雅文湖畔」職訓售賣店、「悅畔灣@氹仔龍環葡韻」職訓售賣亭、「喜悅閣@旅遊塔站」社會企業及「欣悅展能藝術工作室」、「澳門扶康會朗程軒」及「澳門扶康會寶翠中心」，主要提供服務予智障人士、自閉症人士及精神康復者，學習更多技能及知識，使他們在身心各方面得到充分的發展。

適逢今年為本會創會 15 週年，本會特別推出經驗分享叢書《職·康復》、《愛·展能》，集結本會服務特色、各單位同工之實務經驗，以專業文章分享作介紹。

《職·康復》主要是介紹本會轄下提供職業訓練的中心及社會企業項目，以工作的元素加入社會服務中，

Fuhong Society of Macau is a nonprofit organization founded by a group of volunteers in 2003 with its dedication to social service, and it is now operating 13 service units, including "Fuhong Society of Macau Pou Lei Centre", "Fuhong Society of Macau Hong Ieng Centre", "Fuhong Society of Macau Yee Lok Centre", "Fuhong Society of Macau Creative Art House", "Happy Laundry Social Enterprise", "Happy Market Social Enterprise", "Happy Corner Vocational Training Shop Social Enterprise", "Happy Shop @ Anim'Arte Nam Van" "Vocational Training Shop, "Happy Shop @ Taipa Houses Museum" Vocational Training Shop, "Happy Corner @ Macau Tower Social Enterprise", "Happy Art Studio", "Fuhong Society of Macau Long Cheng Centre", and "Fuhong Society of Macau Pou Choi Centre". Through these units, it mainly offers services to people with intellectual disabilities, people with autism, and people with mental illness in rehabilitation, which helps them to acquire more skills and knowledge, in order to achieve the comprehensive growth physically and psychologically.

To celebrate the 15th anniversary of the organization, two special collections for experience sharing, the *Fuhong Society of Macau Experience Sharing Series "Vocational · Rehabilitation" and "Care · Talent"*, are published to introduce the special features of its services and the practical experience of colleagues from its units in specialized articles.

"*Vocational · Rehabilitation*" is a collection of articles to introduce the centres and social enterprises offering vocational training under the organization, which combines work with

讓殘疾人士能通過自身力量參與不同的工種訓練，幫助他們投入社會。書刊中介紹中心按服務使用者的個人能力及長處，讓殘疾人士參與適合自己的工作，發展所長。本會積極發展社會企業，為殘疾人士提供訓練場所及工作機會，致力通過工作讓殘疾人士活得更有尊嚴及活得精彩。

《愛·展能》主要是介紹本會轄下提供日間照顧、院舍、精神康復及展能藝術之服務，關愛殘疾人士各方面能力，提供優質多元化的服務；以跨專業團隊助精神康復人士；發掘殘疾人士的藝術天賦，讓他們在藝術空間展現出無窮的創造力，享受創作的過程，抒發自身的情感。本會一直以愛關懷殘疾人士，讓他們追求美好的生活，提升生活質素，樂活在社區。

本會轄下各個服務點會經常通力合作，將服務連成一線。本會非常感謝各職員將經驗撰寫文章，與社會各界分享，期望繼續攜手一起推動康復服務，讓本會的服務發展更廣泛，服務使用者獲得更優質的生活。

social service to help persons with disabilities to integrate into society after receiving various vocational training that based on their talents. As revealed in this collection, the service users will be assigned the most suitable job according to their strengths, in order to develop their talents. The organization is actively promoting social enterprises, in order to provide training places and job opportunities for people with disabilities, to help them to live a more respected and wonderful life through work.

"*Care · Talent*" presents the services offered by the organization, including day care, residential care, mental rehabilitation, and arts with the disabled, which reveal its care for the capabilities of persons with disabilities and provision of diverse, high-quality services. Moreover, this collection demonstrates the organization's efforts to assist people with mental illness in rehabilitation through trans-disciplinary teams, and delve into the artistic talents of people with disabilities to bring boundless creativity out of them in the art world, and make them enjoy the process of creation and express their feelings in arts. The organization has unchanged love and care for people with disabilities and helps them to pursue a wonderful life, improve the quality of life and to live happily in the community.

All of our service units under the organization will often combine their services to achieve the joint effects through great cooperation. The organization expresses much gratitude to the staff, that sharing their experience with the society in these articles, and looks forward to promoting the rehabilitation service together, to further diversify its services and bring a better life to the service users.

寶利中心

POU

LEI

CENTRE



特色合作團隊模式，營造多元化服務

Unique Collaborative Team Model for Diversified Services

賣利中心經理 余展賢
賣利中心項目主管 陳秀娥

Charlie, U Chin Ieng, Manager
Eva, Chan Sao Ngo, Project Supervisor
Fuhong Society of Macau Pou Lei Centre

特色合作團隊介紹：

賣利中心於2003年9月成立（中心於2017年7月搬遷到黑沙環現址及更改名稱為賣利中心），主要為輕至中度成年智障人士提供職前訓練及就業支援服務。職員團隊由不同專業的成員組成，包括：經理、項目主管、社工、職業治療師，隨著服務需求增加，由2017年新增了物理治療師及健康照顧員，擴大中心專業服務團隊，各職員發揮所屬專業，營造特色的團隊，讓服務使用者得到全面的服務。

為了使中心職訓工作更多元化，除了專業團隊外，還設有市場推廣及訓練主任（以下簡稱導師）、助理訓練主任（以下簡稱助教），中心在此兩項職位特意吸納不同的專業技能人才，以協助服務使用者參與不同形式的職訓工作。而現時中心已吸納有平面設計、木工設計、服裝設計、電子機械、旅遊管理、工商管理、公共關係、營

Introducing the Collaborative Team:

Pou Choi Centre, which was founded in September 2003, and relocated to Travessa da Areia Preta and renamed to Pou Lei Centre in July 2017. The Centre offers vocational training and employment support for adults with mild or moderate intellectual disabilities. The staff teams consist of different professionals, including the manager, project supervisors, social workers, and occupational therapists. Along with the increasing demand for the services, Physiotherapist and health specialist were introduced in 2017 to expand the collaborative teams of the Centre. By exerting their professions, staff members are grouped into a collaborative team to provide comprehensive services for service users.

To diversify vocational training, the Centre has also created two positions apart from collaborative teams, i.e. marketing and training officer (hereinafter referred to as tutor) and assistant training officer (hereinafter referred to as assistant). The Centre employs different types of professionals, which could assist service users to take part in different types of vocational training. At present, the Centre has employed the professionals for graphic design, carpentry design, fashion design, electronic machinery, tourism management, business administration,

養學、車縫、手工藝等專業技能人才，中心之業務例如加工貨品及自家品會經常按社會潮流不斷轉變，為了迎合時宜配合社會需要，各專業技能人才在中心可以發揮其技能，因應社會需求來製造新潮創意的貨品，並安排服務使用者以真實性的工作進行訓練。

團隊合作模式：

賣利中心現時的職員有三十多位，各職員有專業的領域或有技能的領域，在中心的不同位置發揮其才能，中心用特色合作團隊模式（Collaborative Team Model）¹把同事的專業、技能、個人特色等元素，透過團隊與團隊之間互相討論、互相帶動，建立信任和同理心，連繫著每位服務使用者。以服務使用者的成長及利益為基礎，商討更好的個人康復及發展計劃方案。

現今的職業綜合服務中心，除了給予職業培訓讓智障人士參與外，還需要關顧服務使用者發展上的全面需求，故此，中心專業職員以跨專業團隊形式運作，結合不同領域的專業，共同合作，每個專業有其專業背景及處理方式，故需要很多個別性會議，讓各專業同事互相支持及討論，並凝聚共識；各專業職員在討論時也需要面對磨合的現象，但大家有共同目標，

public relations, nutrition, sewing, and handicraft, etc. Moreover, the Centre is constantly adjusting its businesses, e.g. fabrication of commodities and self-made products, to the social trend, to satisfy social needs at the appropriate time. In the Centre, professionals can contribute their skills to make popular and creative commodities according to social needs and arrange service users to be trained in practical work.

Teamwork Model:

At present, Pou Lei Centre has a staff of 34, which are specialized in some fields or have some special skills. The Centre assigns them to suitable positions to give play to their talents. Through the collaborative team model¹, the Centre combines the professions, skills, personal characteristics, and other elements of colleagues, and fosters mutual trust and empathy through discussions and interactions between teams, to connect every service user. Based on the growth and interest of each service user, better personal rehabilitation and development plan will be developed for him through discussions.

At present, comprehensive vocational service centres should not only provide vocational training for people with intellectual disabilities but also take into account the comprehensive needs in the development of service users. For this reason, the Centre organizes the staff members into teams to realize its operation across professions, and achieve the collaboration between different fields. Each professional has his own background and his way of working, so that specific meetings have to be organized to encourage the staff members of the different professions support and discuss with

1. Marile Hughes, James Bradford Terrell (2007). "The Emotionally Intelligent Team: Understanding and Developing the Behaviors of Success", USA: Jossey-Bass

以及服務使用者為中心，故此，在跨專業共同協作下，發揮專業，共創願景。

而對前線同事來說，要管理二百名服務使用者的工作需要在團隊中與各成員緊密溝通合作，發揮團隊精神，用最有效率的方式協助服務使用者進行職訓工作。中心鼓勵團隊成員互相教授及學習其他成員的專業技能，藉此增加團隊之間的溝通。中心前線職員由不同世代成員組成，年齡由 23 歲至 60 歲，雖然各個世代的同工有不同的價值觀和溝通模式，但只要團隊目標一致，以透過多元化職訓項目，讓服務使用者能發揮其潛能、融入社會為目的工作。中心以跨世代團隊形式運作，建立團隊良好溝通及包容差異文化，並運用不同世代的特質，例如：嬰兒潮世代 (1946-1965) 對工作的認真投入，X 世代 (1966-1976) 注重提升自我價值的追求，Y 世代 (1977-1994) 的團隊合作精神及 Z 世代 (1995 後) 的創新思維³，在互相學習的氛圍下帶動多元化職業訓練。

each other, and to reach a consensus. During the discussion, the staff members of different professions also need to experience a running-in period, but they follow the common goal and focus on service users. Hence, staff members can give play to their professions through collaboration, to realize the vision jointly.

To the colleagues in the frontier, the work of dealing with 200 service users requires the close communication and cooperation among team members to give play to their team spirit, to assist service users in vocational training in the most efficient way. The Centre encourages team members to learn professional skills from each other, which can improve communication in teams. The staff members in the frontier of the Centre have a wide range of ages from 23 to 60, so these members of different generations have different values and communication channels. However, teams can follow the common goal and rely on the diversified vocational training program to help service users to give play to their potentials and integrate into society. Through this operation of cross-generation teams, the Centre realizes the favorable communication between teams and nurtures the culture of embracing differences, while giving play to the characteristics of different generations. For instance, baby boomers (born in 1946-1965) treat work with dedication; X generation (born in 1966-1976) cares about the improvement of one's value; Y generation (born in 1977-1994) has team spirit, and Z generation (born after 1995) is characterized by innovative thinking³. Under the atmosphere of mutual learning, diversified vocational training will be promoted.

協助員工訂定工作目標：

中心管理層在與員工安排工作時，如何訂定工作目標是一件重要的事，因為目標確立有助提升員工的工作績效，中心經常用 SMART 這套原則來訂定員工的工作目標。SMART 原則是管理學大師彼得·杜拉克在其著作《管理實踐》中提出的。SMART 原則認為，無論管理者設定的目標是長期的、中期的還是短期的，關鍵是設定的目標符合實際、切實可行，能有效地帶動企業組織的良好發展。SMART 原則指的是管理者設定的目標必須是具體的 (Specific)、可以衡量的 (Measurable)、可以達成的 (Attainable)、和其他目標具有相關性 (Relevant)、必須具有明確的截止期限 (Time-based)。³

中心運作多年，每年專業同事會撰寫工作回顧及年度計劃，大家可以檢討工作，以及清晰明確地瞭解來年的工作細項及安排，並按計劃來執行。優點是計劃由員工自行訂定，會比較容易掌握及感興趣，在執行力方面會事半功倍。而上司會按 SMART 來檢核各目標，是否具體的、合理的及富挑戰性的。

Assisting Staff to Set Work Objectives:

To assign the work to staff, the Centre often follows the SMART principle to set the work objectives for staff since it is very important to set the work objectives that help improve staff's work performance. The SMART principle was put forth by Peter Drucker, a great master of management science, in his work *The Practice of Management*. In the SMART principle, no matter whether managers set long-term, mid-term or short-term objectives, it is crucial to ensure the practicality and feasibility of objectives, so that they will effectively drive the favorable development of the organization. According to the SMART principle, the objectives set by managers must be specific, measurable, attainable, relevant and time-based³.

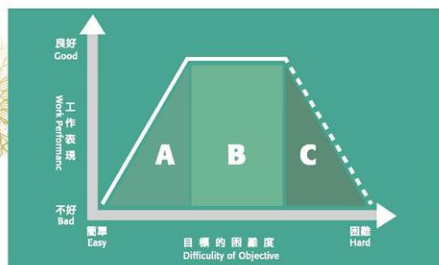
The Centre has been in operation for many years. Every year, professional colleagues compose the work review and annual plan for staff members to reflect on their own work, clearly understand the details and arrangements of work in the next year, and carry out them as planned. As the plan is developed by staff, it is very easy to understand and raise their interests, which can get twice the result with half the effort during implementation. The superiors follow the SMART principle to review whether the objectives are specific, reasonable and challenging.



3. 吳佩如譯文，羅任人整理原稿《SMART 原則》。線上發表日期：2018 年 8 月 20 日。參考網址：<https://www.managertoday.com.tw/glossary/view/193>

3. Wrote by: Chan Lei ling (陳明鈴), Management Dictionary of Manager (SMART Principle) • Date of online search: 20 August 2018
Website: <https://www.managertoday.com.tw/glossary/view/193>

2. Ron Zemke, Claire Raines, Bob Filipczak (1999, *Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexers in Your Workplace*. USA: AMACOM)



留意員工工作績效：

有了工作目標，如何了解員工的工作績效？中心安排工作任務時，也會按「目標任務與工作表現曲線」來了解員工接受工作指派的能力，該曲線區的縱軸為員工表現、橫軸為工作難易度，並分做A、B、C的3個區塊。

- A區：代表主管交辦的任務太過簡單，以致於員工上班時意興闌珊。
- B區：此區的任務難度適中，可以激勵員工開發自己的潛能，提升自信心與成就感。
- C區：此區的任務過於艱難，導致員工備感壓力，嚴重甚至會引發疾病、萌生辭意。⁴

就如上述所表示，實利中心管理層會留意員工的工作績效及觀察員工

Paying Attention to Work Performance of Staff:

How can staff's work performance be determined after setting work objectives? While the Centre assigns the tasks, it also learns about the capabilities of staff members receiving the assignments using the "target task and work performance curve". In this curve, the vertical axis represents staff performance, and the horizontal axis indicates the difficulty of work. Moreover, it consists of three areas, i.e. A, B and C.

- Area A indicates that the task assigned by the management is too simple, so the staff may not be motivated at work.
- Area B represents the moderate difficulty of the task, which can motivate the staff to explore one's potentials and enhance one's confidence and sense of achievement.
- Area C means that the task is too hard, so it brings heavy pressure onto the staff and may even cause sickness or resignation in serious cases.⁴

As mentioned above, The management of Pou Lei Centre pays attention to the working performance and the happiness

的快樂指數，有責任地安排適量的工作給員工，讓員工在固有的工作時間內發揮最大的效能，達至上圖所表示的B區。這樣，員工可以在自己熟悉及能力範圍內發展所長，發揮創造力，勝任所擔任的職務。

index of the staff, therefore, by assigning suitable tasks for the staff would maximize their working effectiveness, in order to achieve the status in Area B. In this way, the staff can develop their talents and give play to their creativity within the scope of work that they are familiar with, so that they will be competent for their positions.



職員在實利中心新址復舊樓進行大合照
A group photo of staff after the relocation ceremony of Pou Lei Centre

營造工作環境及給予培訓機會：

澳門扶康會管理層一向重視員工的發展，經常會留意員工的心理狀態及工作表現。實利中心也一樣，除了重視員工的心理素質外，也為員工營造一個快樂的工作環境，設有員工休息室，加強員工與員工休息時可以增進溝通、相聚的機會。中心管理層認為認同和肯定員工的工作能力是非常重要的，會多聆聽和重視員工的意見，讓大家消除隔膜，團結地一起工作。另外，中心亦會不定時舉辦文娛康樂活動，透過活動模式增加團隊之間的溝通以及凝聚力。

Creating a Work Environment and Providing Training Opportunities:

The management of Fuhong Society of Macau has always attached importance to staff development and often paid attention to the psychological status and working performance of the staff. Pou Lei Centre also cares about the psychological quality of the staff and creates a happy working environment for the staff. Moreover, there is also a lounge for staff to improve their mutual communication and get together while taking breaks. The management of the Centre believes that it is very important to recognize and affirm the staff's working capabilities, so it often hears and attaches importance to staff's opinions to help eliminate the gap between the staff members and enable them to work together closely. Additionally, the Centre also organizes cultural and recreational activities irregularly to improve the communication and cohesion among teams.

4. 李智屏 (2013), 《一幅完整的管理全圖解》, 臺北市: 遠流出版公司, 頁 93。

4. Lee Chi Ping (李智屏) (2013), pages 93 of 《A complete picture of management that you can understand at a glance》

員工是中心重要的資產，本會及中心每年會為員工舉辦相關的培訓，例如：認識身心障礙者講座、社工輔導培訓工作坊、物理治療專題講座—肩頸痠痛，一方面讓員工增長新的知識，增強內部的凝聚力，啟發員工的思維。若員工對外界的課程感興趣，也可向中心申請培訓津貼，中心鼓勵員工增值自己，知識是一點一點累積出來，才能具備技能和經驗。

總結：

社會服務是一個互動的行業，若然員工工作開心，也帶給服務使用者歡欣。我們期望員工的工作目標及表現是成正比，不要存在差異性，這樣員工就可以安穩在機構內提供服務。每位員工是一個個體，擁有屬於自己的知識力量，而中心將員工之間連繫起來，就成為一個龐大知識庫，將各員工的專業知識及技能一起發揮，為我們的服務使用者創出更優質及更多元的服務。



實利中心舉行職員康樂活動「開心樂園」
Pou Lei Centre organized the recreational activity "Tour of Happy Team work"

Employees are the most important asset of the Centre. Every year, the organization and the Centre organize the relevant training for the staff, e.g. lecture on understanding people with disabilities, social work tutoring workshop, and a special lecture on physiotherapy for neck-shoulder acid and pain. In this way, it can help the staff to acquire new knowledge, enhance internal cohesion and enlighten staff in terms of thinking. If any staff is interested in external courses, they can also apply to the Centre for training allowance, as the Centre encourages staff's self-improvement. Knowledge must be accumulated little by little so that skills and experience can be attained.

Conclusion:

Social service requires interaction. If staff members work happily, they will bring happiness to the service users. We expect that the working objectives are positively correlated with the staff's performance, so they will stay with the organization stably to offer services. Every staff member is an individual and has his own knowledge. After their knowledge is combined by the Centre, a gigantic knowledge base will be formed to give play to their professional knowledge and skills together, to provide great quality and more diversified services for our service users.

職業治療師於實利中心的角色

The Roles of Occupational Therapists in Pou Lei Centre

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澳門扶康會實利中心自2003年起，致力為輕至中度成年智障人士提供職業技能發展訓練及就業支援服務。中心的宗旨是以人為本，唯才是用。積極配合學員在工作年齡的角色發展，讓學員從工作中，充分體現自我實現所帶來的成就感和愉悅感。期望以就業評估和工序分析，讓不同能力的學員都能發揮作用，務求集點成線、聚線成面，以自身能力合力完成各項工作或任務，亦因此讓學員參與不同類型的工作培訓，其中包括：節日產品包裝、手工藝製作、辦公室清潔及洗衣等，更重要的是培養學員的工作習慣及工作態度。

學員經社工局轉介到中心時，會先由職業治療師進行評估，從而了解學員的基礎能力，安排合適的工作訓練。中心初期按學員的能力細分為工場、準輔助就業及輔助就業三部份，

Starting from 2003, Fuhong Society of Macau Pou Lei Centre has dedicated itself to providing the vocational skill improvement training and employment supporting service for people with mild or moderate intellectual disabilities. The Centre follows the tenet of talent-oriented operation to actively assist the development of service users through the work that is suitable for their ages, and help them embrace the sense of achievement and pleasure from self-actualization during work. It is expected that the service users with different capabilities can give play to their roles through specialized evaluation and process analysis, to combine their capabilities in the completion of work or tasks. Moreover, the service users are allowed to receive different types of training, including packaging festival gifts, making handicrafts, cleaning offices and doing laundries, etc. and the most important thing is to help them to nurture their work habit and attitude towards work.

When a service user is introduced by the Social Welfare Bureau to the Centre, he/she will be first evaluated by occupational therapists to learn about the basic capabilities of the service user, in order to arrange suitable vocational training for him/her. In the beginning, the Centre classified

後期因中心出現「滯留效應」¹，指具備一定工作能力的學員因一些情緒或行為問題，以致他們無法在公開市場獨立工作，而這些學員或許未能獨立完成工作，但經過工作分析及工作流程的再設計，以及工作人員的督導及重組下，讓未能獨立外出的智障人士有更多的工作機會，因而衍生出新的工作模式「流動工作隊」；除流動工作隊外，為讓已準備好就業的學員能逐步適應競爭性工作環境，「社會企業」就業模式因應而生，為有就業意願並具有一定工作能力，但尚未適應或暫時無法進入競爭性就業環境的學員，彈性安排上班時間，依其工作能力，提供個別化就業安置、訓練及支援，並進行職務再設計（Job Accommodation），改善或調整工作中的障礙，重新分配工作任務、調整工作方法，讓他們可以獨立地執行單一或重複性的工作，而不會因為自身的障礙而局限能力的發揮，增進其工作效能，並讓學員能從一般工場工作（Vocational Workshop），逐漸過渡至支持性工作環境下工作（Supported Employment），甚至到競爭性工作環境（Competitive Employment）中工作，即公開就業（圖表1）。每個階段的訓練目標及工作種類皆不相同，而相對職業治療師於每個階段的角色與功能亦不盡相同。

the service user into three categories in terms of capabilities, i.e. vocational workshop, preliminary supported employment, and supported employment. After that, the Centre experienced the “lagging effect”¹. In other words, some service users are capable of work but failed to work independently in the public markets due to some emotional or behavioral issues. Through the work analysis, the work process is redesigning and the guidance and rearrangement by staff, more job opportunities can be created for the service users who are unable to complete the work independently. In this case, a new work model “Mobile Working Team” was developed. Apart from the mobile working team, “Social Enterprise” employment model appeared to help the service users to be ready for employment to adjust themselves to the competitive working environment gradually. In this model, flexible working hours were arranged for the service users that had not adjusted themselves to or were unable to enter the competitive working environment yet, while individualized job arrangement, training and support were provided according to the work capabilities of the service users. Moreover, job accommodation was conducted to improve or adjust the barriers in work, reallocate the tasks and adjust the working methods, so that they could independently perform the simple or repeated work, and able to demonstrate their capabilities due to their disabilities. In this way, the working performance of service users would be improved, so that they could gradually transit from work in the vocational workshop to work under the supported employment environment, and even work under a competitive employment environment, that is, open employment (Table 1). Each stage has different training objectives and types of work, so occupational therapists played different roles and assumed different functions at different stages.

圖表1 中心就業模式及職業治療師角色

Table 1 The employment model of the Centre and roles of the occupational therapists



工場

中心為智障學員提供庇護性的工作環境，當中職業治療師會先針對工作進行分析（Job Analysis），如工作順序、成品要求、工作所需要的能力等，並以「流水式作業」（Production Line）模式運作，將工作分成數個小工序，一位學員只負責1-3個步驟的工序，從開始到成品的工序中按學員的能力，安排到生產線上，最後組裝製成產品。讓其能夠於工作訓練中學習一般的工作技能、養成工作習慣；中心以食物包裝、餐具包裝、彩虹花、絲綢花、郵件處理等桌面工作，為學員提供特別的工作環境。

Workshop

The Centre provides a sheltered work environment for service users with intellectual disabilities. First of all, the occupational therapists carry out job analysis covering the sequence of work, requirements for finished products, and capabilities needed for the job, etc. After that, work operates under the production line model and is subdivided into several processes. A service user is only responsible for the process consisting of 1-3 steps. In the process from the beginning to finished products, the service users are assigned to the production line on the basis of their capabilities, as well as the assembly of products. The service users can learn basic working skills and develop their working habits through vocational training. The Centre provides a special working environment for them using deskwork such as food packaging, tableware packaging, rainbow flower, silk flower, and mail handling, etc.

1. 羅國權（2010），〈從既有形狀，變出無限可能〉，載於《澳門扶康會七週年年刊》，頁43-46

1. Ip Kok Kit (2010), "From the existing shape, infinite change possibilities", published on pages 43-46 (Annual Report of 7th Anniversary of Fuhong Society of Macau)

以絲網花為例，絲網花主要分為五個工序（圖表 2），包括：

1. 準備及裁剪材料；
2. 以套筒製作各種大小花瓣；
3. 用絲網包裹鐵圈做成花瓣；
4. 組合花瓣固定於花托上；
5. 裝飾及包裝絲網花。

學員在生產線上，較多工作會以雙手協調（Bilateral Coordination）及精細操作（Fine Motor）為主，中心期望學員能獨立完成各步驟，治療師會透過改裝工具或設計和製作小輔具來協助學員能完成該步驟。

例如圖表 2：絲網花工序分析，在工序 2 以套筒製作各種大小花瓣中，分析因塑膠套筒表面平滑，大多數學員製作線圈時，鐵線會滑出套筒，導致線圈容易受到擠壓而變形。治療師使用魔術貼圍繞套筒一圈，以增加套筒表面的摩擦力，以減少鐵線變形或滑出套筒的狀況（工具改裝）；在工序 3 中，學員常因雙手協調能力較弱，而施力不均勻，導致絲網包裹時分佈不均。治療師則將工序重組並加上輔助用具：1. 減少雙手同時操作，以夾子代替手作固定；2. 先以夾子作固定絲網，再把夾子往根部下方拉，這樣亦能讓學員更容易把棉線纏緊，以完成花瓣。

For example, it mainly involves five processes (Table 2) to make silk flowers as follows:

1. Prepare and cut materials;
2. Use sleeves to make petals of all sizes;
3. Wrap wire rings with silk mesh to finish petals;
4. Attach petals onto the holder;
5. Decorate and package silk flower.

In the production line, the service users are required to practice bilateral coordination and fine motor during work. The Centre expects that they can complete each step independently, and the therapists will assist them to achieve this purpose by retrofitting tools or designing and making small assistive tools.

For instance, Table 2 presents an analysis of the processes of making silk flower. In the second process "use sleeves to make petals of all sizes", the analysis reveals that the plastic sleeve is *slippery on the surface*, so iron wire often slips off the sleeve while making wire rings, which happens to most of the service users. In this case, wire rings are easily deformed under squeezing. Therapist wraps the sleeve with hook & loop to increase the *friction on the surface of the sleeve*, to reduce the deformation of iron wires or prevent them from slipping off the sleeve (tool retrofitting). In the second process, the service users may not apply the force evenly due to their *weak coordination of hands*, causing the uneven distribution of silk mesh while wrapping. The therapists reorganize the process and add some assistive tools: 1. *not fix by hand but with a clamp* to reduce the simultaneous use of both hands; 2. fix silk mesh with clamp and then pull it downwards to the end. In this way, it is easier for them to tie the line tightly, to complete the petals.

圖表 2：絲網花工序分析

Table 2 : Analysis of the processes of making silk flowers



圖片描述：

1. 將不同顏色的絲網和鐵線分開擺放，按固定長度裁剪，如：對摺、三等分剪等。
能力需求：剪刀使用能力、對摺概念
2. 把裁剪好的鐵線以套筒製作成不同大小的線圈。
能力需求：慣用手抓握力量
工具改裝：改裝套筒。

Photo Description:

1. Place the silk mesh and wire of different colors separately, and cut them to the fixed lengths, e.g. double back, and trisection cutting.
Required capabilities: the capability of using scissors, and knowledge about doubling back
2. Use sleeves to make wires into rings of all sizes
Required capabilities: use hands to grasp frequently
Assistive Tool: retrofit the sleeve

3. 把各種大小已塑形的線圈套上絲網，先用夾子固定，把夾子往下拉至根部。（原本是用雙手把網往下拉，以拉出網紋）再用棉線纏緊，最後把多餘的絲網剪去。

能力需求：雙手協調能力

輔具使用：以夾子代替非慣用手作固定。

4. 把數塊花瓣組合並以棉線纏繞固定，根部預留約三至四公分的鐵線，再用鐵鉗把多餘的鐵線剪掉，用黏帶將其固定於花托上，塑形成花瓣。

能力需求：雙手協調能力、工具使用能力、空間操作能力。

5. 使用不同材料由內到外包裝絲網花，包括絲帶、花紙、玻璃紙等，先以羽毛帶修飾花托位置，再以不同顏色的花紙包裝絲網花，最後以玻璃紙包裝外圍，再以絲帶固定即完成。

能力需求：雙手協調能力、空間操作能力、打結技巧。

準輔助就業及輔助就業

除桌面工作外，中心亦會提供其他工作培訓，包括清潔、洗車、洗衣、派傳單、銷售員等。按學員個人能力（如身體耐力、社區認知等）及工作潛質，安排合適的訓練。

3. Mount silk mesh onto shaped rings of all sizes, fix it with clamp, and pull the clamp downwards to the end. (The mesh must be originally pulled downwards with both hands, and then pulled out.) Tie it with line tightly, and then cut off the extra silk mesh.

Required capabilities: the capability of hands coordination

Use of assistive tools: fix with a clamp instead of using the hands.

4. Combine several petals and fix them by wrapping with the cotton thread. Have around 3-4cm wire reserved at the end, and then cut it off with pliers. Use adhesive tape to fix them onto the holder, and shape the petals.

Required capabilities: the capability of hands coordination, the capability of using tools, and capability of spatial operation.

5. Use different materials to package silk flower from inside to outside, including satin ribbon, colored paper, and glass paper, etc. Use feather ribbon to decorate the holder first, package the silk flowers with different colors of colored paper, wrap them with glass paper, and fix them with satin ribbon in the end.

Required capabilities: the capability of hands coordination, the capability of spatial operation, and knotting skill.

Preliminary Supported Employment and Supported Employment

Apart from deskwork, the Centre also offers training for other jobs, including cleaning, car washing, laundry service, leaflets distribution, and sales. On the basis of their personal capabilities (e.g. physical endurance and community perception, etc.), the service users are arranged to receive suitable training.



學員參與銷售小組訓練
The service users participated in the sales training session

當學員需要較多支援而未能獨立完成整項工作時，將會分派到準輔助就業。在導師帶領下進行各項工作訓練，固定訓練的學員經評估後，亦會以流動工作隊的形式帶學員隊伍到社區不同地方工作，中心目前以清潔流動隊為主，主要到澳門國際機場及澳門扶康會康盈中心進行清潔工作。而當學員能獨立完成大部份工作及有足夠的社區認知時，則會進入輔助就業行列，經練習及評估後，會有獨立外出工作機會，如送件、派發傳單、辦公室清潔、洗車等，亦可以擔任一些大型工作的核心成員，於工作隊工作時職員可投放更多時間訓練新成員，而核心成員則可在分配工作後獨立工作或以「以舊帶新」形式與新成員一同工作，讓新成員較快熟悉工作內容及融入團隊中。



學員參與快遞小組訓練
The service users participated in the delivery training session

When any service user fails to complete the whole task independently with many supports, he will be assigned to preliminary supported employment and guided by the training officer to receive work training. After being trained and evaluated, they are arranged to work at different places in the form of the mobile working team. At present, the Centre mainly organizes mobile teams for cleaning, particularly at the International Airport of Macau and Fuhong Society of Macau Hong Leng Centre. When a service user can complete most of the tasks independently and has sufficiently perceived the concept of community, he will be assigned to supported employment. After practicing and evaluation, the service user will have the chance to go out and work alone, e.g. delivery, leaflets distribution, office cleaning and car washing, etc., and even become a key member of the team for larger assignment. While working with a working team, the staff can spend more time in training new service user, while key members can work independently after receiving assignments or work together with new members to "guide" them. In this way, new members can get familiar with the work and blend into the team faster.

治療師在這個部份仍會分析工作的能力和技巧需求，並以視覺提示教學及模擬操作來訓練學員以獲得工作技巧，如掃地的方式及技巧、銷售技巧、社區認識等。外出工作時需要更多的配合度及團體合作，這些工作性質亦是治療師評估及訓練的一環。外出工作及新工作項目，都會先由治療師到現場評估實際的工作環境、了解工作所需求的能力是否適合學員、學員的能力在此工作環境中會有甚麼挑戰，如：有沒有電梯，光線是否充足，環境是否有潛在危險等。當在社區工作時，便需要更多的溝通、人際關係技巧及問題解決能力；因此，治療師會制定應對問題的策略，讓學員學習應對處理較常見的問題；另一方面，首次到新工作地點時，治療師亦會陪同學員一同前往，於實際環境中教導學員如何前往工作地點，認識工作區域所在的社區環境；並會擔任學員的橋樑，帶領學員認識工作環境及了解工作內容；並且設計相關工作記錄表，以便讓學員登記出席記錄及記錄每次工作項目。

社會企業及公開就業

澳門扶康會設有社會企業，對於學員的了解和支援度較大，同時亦能讓學員逐步學習在公開環境工作所需要應對的問題。此外，中心亦積極與各商企及勞工局建立互信關係，當有

At this stage of training, the therapists should still analyze the required work capabilities and skills, and provide visual instructions and simulative operation to help the service users to acquire working skills, e.g. the way and skills of sweeping floor, sales skills, and community recognition, etc. More cooperation and teamwork is required when the service users go out to work, so it is also crucial that the therapist take everything into account when providing evaluation and training. For outside work and new job, therapists will go to the venue to evaluate the actual working environment, and learn about whether the service users have the capabilities required in the work, and whether they may face some challenges in this working environment in terms of capabilities, e.g. elevator, sufficient lighting, and potential hazards in the environment. When they work in a community, they must master more communication and interpersonal skills, and have the problem-solving capability. Hence, therapists will develop the strategies to cope with these issues, and help the service users to learn how to deal with common problems. On the other hand, when they start working at a new place, they will be accompanied by therapists, who can practically teach them how to go to the workplace, and recognize the environment of the community to which the workplace belongs; serve as a bridge to guide their identifying work environment and learning about work contents; and design the relevant work records for them to record attendance and each task.

Social Enterprise and Open Employment

Fuhong Society of Macau establishes social enterprises to enhance the understanding of the service users and provide the relative support to them, which help them gradually learn the issues they have to cope with while working in an open environment. Additionally, the Centre also actively nurtures

職位空缺時，中心會為在輔助就業組別中表現理想的學員提供就業配對，並向僱主提交求職申請；當被聘請後，中心的治療師及社工亦會於首個工作月與僱主相約面談，以了解學員工作狀況及是否需要在工作支援，從中亦可了解公司的工作要求及期望，亦可應聘請公司需要安排講座，以提升其他員工對智障人士的認識及溝通方法。支援服務從成功受聘開始就不會終止，治療師會作協調員的角色，一方面處理學員個人或家庭問題，另一方面則與僱主制定問題處理的方法及策略。

職業治療在中心工作中的角色

上述中心發展的工作內容中，可以看出職業治療師是擔當協調的角色，如何將工作調整後讓學員能成為生產線上一員、如何在不同環境下，讓學員能發揮已學會的技能、如何讓僱主明白學員的能力和溝通的方法。

我們綜合運用多方面的專業知識於活動分析中（Occupation-Based Activity Analysis）²，表格分析個案從事活動的：種類、對個案的價值、個案需要多少時間從事這個活動、肌肉動作活動能力、肌肉力量和耐力、身體平衡等姿勢（坐、站、走路、蹲）、認知需求（物件概念、記憶、注意力）、

the mutual trust with other enterprises and the Labour Affairs Bureau. When there is any vacant position, the Centre will provide employment matching for the service users who have good performance in the supported employment group, and then submit an application to the employer. If any service user gets the offer, the therapists and social workers of the Centre will arrange a meeting with the employer in the first month, to learn about the working condition of the service user and whether any vocational support is needed. Moreover, this can help to learn about the company's job requirements and expectations for the service users. The company may also be asked to arrange a lecture as needed to improve their employees' knowledge and how to communicate with people with intellectual disabilities. The supporting service will never stop after a service user is successfully employed. In this process, the therapist will play the role of the coordinator to deal with the personal or family issues of service users on the one hand and develop the methods and strategies for problem-solving with the employer on the other hand.

The roles of Occupational Therapy in the Centre

As revealed in the above work contents of the Centre, occupational therapists play the role of coordinator to help determine how to support the service users to participate in the production after work adjustment, how to encourage them to give play to their learned skills, and how to help employer to learn about the capabilities of the service users and the way of communication with them.

By comprehensively applying the professional knowledge of all kinds in the occupation-based activity² analysis, to

2. Thomas, H. (2015). Occupation-based activity analysis 2nd Edition. Slack Incorporated.

感覺的需求（視覺、聽覺、觸覺、本體感覺、前庭覺）等的資訊。因為這些活動資訊會告訴我們：工作適合甚麼能力的學員？學員將會面對甚麼樣的挑戰？工作步驟需要怎樣細分？是否需要改變制作方式？工具又如何改裝？工作環境是否合適？根據這些資訊，便能制定訓練方案，給予有潛能但能力不足的學員做訓練。這樣便能讓學員聚合每點力量，成為產品生產線的重要成員，不同的產品及工作能展現學員能力的面向，讓我們能更立體地認識他們。

analyze the information such as the type of activity in which a service user participates, the value of the service user, the duration for the service user to complete the activity, as well as the muscle action capability, strength and endurance, physical balance and other postures (sitting, standing, walking and squatting), cognitive requirements (concept of object, memory, and concentration), and sensory requirements (vision, hearing, sense of touch, proprioception and vestibular sense). From the information of these activities, the Centre can find out what capabilities are needed to make the service users suitable for the job; what challenges the service users will face; how the work is subdivided into steps; whether the way of making should be changed; how the tools are retrofitted; whether the working environment is suitable. On this basis, the training scheme can be formulated to provide the training for service users with potentials but insufficient capabilities. Hence, they will combine all their strengths to become important employees in the production line. Moreover, different products and jobs can reveal the potential capabilities of them, so that we can understand them better and more comprehensively.

不忘初心 · 結伴同行

Never Forget where we started and Keep Company with Service Users

社工 黃潔瑩 周敏兒

Queenie, Wong Kit Ieng, Social Worker

Mini, Chao Man I, Social Worker

Fuhong Society of Macau Pou Lei Centre

澳門扶康會實利中心在過去十五年，過程中的風風雨雨都有賴團隊各人的支持及支援，由跨專業團隊協作為學員適應環境、提供職業訓練、注重其身心靈健康的服務、體適能訓練等，各個專業的人員都各司其職，為學員提供全面性的優質服務。

社工 (Social Worker) 為跨專業團隊的其中一員；社工是一個助人自助的專業。在一個生態系統中，擔當著一個協調者及連結者的角色，協助每一位服務使用者增強及恢復其社會功能 (Social Functioning)，因此只要有社會需要及有問題存在的地方，就會有社工的存在。本中心的社工主要工作是協助學員適應環境及關注其身心靈健康的部分，為學員提供情緒支援、個別輔導及資源網絡，並舉辦各類型小組、節日活動及親子活動；社工作為中心、學員及家長之間的溝通橋樑，以學員作為核心，緊緊連繫著家長及

Fuhong Society of Macau Pou Lei Centre has overcome the setbacks in the past 15 years and thanks to the support of all team members. Through the teamwork of the trans-disciplinary professionals at their posts, the Centre has offered the comprehensive and high-quality services to service users by creating the adaptive environment, providing vocational training, and attaching importance to the services for their physical and mental health, as well as the training for their physical fitness.

Social worker plays a role in the trans-disciplinary team and helps people learn how to support themselves. In an ecological system, social worker acts as a coordinator and assistant to help every service user enhance and restore their social functioning, so social worker must be needed where there are social needs or issues. The social workers in the Centre are mainly responsible for assisting service users to adapt to the environment and take care of own physical and mental health. Moreover, they also provide emotional support, private tutoring and resource network for service users, and organize all kinds of team, holiday and family activities. As a bridge linking the Centre, service users and parents, social workers help solidify the connection between the parents and

中心；而學員、家長及中心連結起來，連成一線並以網狀的形式向外擴散，讓學員多接觸外界，建立社交，拉近人與人之間的距離，融入社會，並找到一條屬於自己的路向。當中家長的角色尤其重要，因為學員的支柱就是家庭，家長對於學員來說，可謂是他們的依靠；而就家長來說，學員就是他們支持的力量，互相支持、互相牽引。社工與家長之間是一個互補的角色，當學員在家中或中心出現任何的問題時，雙方透過緊密的溝通，共同去解決學員的問題，以達致雙贏的局面，促進學員、家長及中心之間聯繫，增強學員個人以及其家庭整體的社會功能。



每年一度親子聯歡大會 Group photo of the Annual Family Trip

過去十五年在中心的點點滴滴都深深地烙印在學員、家長及社工的心中，並刻畫出一段段感人的故事。社工作為橋樑的角色，故此，本中心邀請了幾位服務使用者的家長進行訪談，呈現學員、家長及社工的心靈小故事。

the Centre through service users. The service users, parents and the Centre are connected into a line, which expands outward into a network so that they can get more contact with the outside world, socialize with and get closer to others, to find a suitable way for themselves to integrate into the society. In this process, parents play a very significant role since the family is the fundamental support for service users and parents are the only people they can lean on. Also, they give parents the drive to providing support, so that they can support and guide each other. Social workers and parents complement each other. When facing any problem that happens to them at home or in the Centre, social workers and parents can jointly resolve this problem through close communication, to achieve the win-win situation. Therefore, social workers can help facilitate the connections of service users, parents and the Centre, and enhance the overall social functioning of them and their families.

In the past 15 years, the Centre has witnessed what service users, parents and social workers experienced, and been through so many touching stories about them. As the social workers play the role of a bridge in these stories, the Centre, therefore, interviews the parents of several service users and presents several touching stories about the service users, their parents and social workers.

故事一：

阿洲，一名唐氏綜合症的學員，會為自己裝扮，會主動與職員互動。洲媽清楚記得阿洲是在本中心成立後，翌年到本中心接受服務，與中心同行了一4年。

阿洲本是工場的學員，主要的工作是處理剪貼工藝及食物包裝。自去年2017年7月起轉至本中心職能延展服務，延展的訓練主要是有效地預防以及減低身體機能退化的速度，維持學員認知水平。阿洲現時在延展課室進行手眼協調（如：串珠）及認知功能（如：配對）的訓練。

阿洲在本中心經歷了14年，與本中心共同成長。洲媽表示阿洲在家中會主動協助處理部份家務，讓洲媽輕鬆一點；洲媽更指本中心對於阿洲而言，是一個精神上的寄託及學習的地方，並看到阿洲會主動與職員互動，分享食物，深感欣慰；透過社工的緊

The First Story:

Ah Chau, a service user with Down's syndrome, who can dress himself, and actively interact with the staff. Chau's mother remembered that Ah Chau came to the Centre a year later after the Centre was founded, and had stayed with the Centre for 14 years.

Ah Chau was a service user in the vocational workshop, and mainly responsible for cutting & pasting process and food packaging. After being transferred to the occupational rehabilitation extended training service of the Centre in July 2017, he had been trained to effectively prevent and reduce the deterioration speed of physical functioning and maintain his cognitive level. At present, Ah Chau is receiving the training for coordination of hands and eyes (e.g. beading) and cognitive functioning (e.g. pairing) in the extended training classroom.

Ah Chau has stayed and grown with the Centre for 14 years. According to Chau's mother, Ah Chau actively assists her to do some chores at home, which makes her life a little easier. She also claimed that the Centre was not only a place for Ah Chau to learn, but also a home in his heart, and she also felt much relieved when she saw Ah Chau actively interacting with



社工帶領「強健體魄醫生送贈我」小組情況
Social worker led the "Stay Healthy and keep doctors away" group session



社工帶領「對齊技巧」小組情況
Social worker led the "Answering Skills" group session

密的聯繫及支援，讓洲媽得悉阿洲在本中心的狀況，更讓社工們得悉阿洲在家中的狀況，兩者間相互配合及教育，讓阿洲得以持續地成長及發展。

故事二：

阿輝，一名患自閉症的學員，在中心接受職業訓練已有 11 年。阿輝平日在本中心的工場接受職業訓練，主要的工作內容包括搬運、製作絲網花、各類型剪紙工藝及包裝食物包，工作表現乖巧、態度良好，是職員們的好幫手。

燦燦是一直陪伴阿燦成長的掌親。
燦燦表示在阿燦 15 歲前，她一直過著擔憂害怕的日子：一會兒屋子裡的地板被阿燦傾倒食油、一會兒又爬到窗邊，甚至曾出現走失的狀況；燦燦晚間工作，早上接送及照顧阿燦，夫婦二人日夜輪替，身心疲憊。阿燦 15 歲後狀況有所改善，其後在校畢業後，轉至本中心接受職業訓練服務。

輝媽指，阿輝來本中心接受服務後，行為問題有所減少，比過往更遵守規矩。雖然仍要透過多次反覆提醒，但阿輝可遵循指示完成，對於輝媽而言已是一個大躍進。輝媽更與工作員分享了一件對她而言非常感動的事情，

staff and sharing foods. Through the close connection with and support from social workers, Chau's mother could learn about Ah Chau's condition in the Centre, while social workers had also known about An Chau's condition at home. Thanks to their mutual cooperation and education, Ah Chau has achieved continual progress and development.

The Second Story:

Ah Fai, a service user with Autism, has received the vocational training for 11 years. Normally, Ah Fai receives the vocational training in the vocational workshop of the Centre, and is mainly responsible for such work as moving items, making silk flowers, paper cutting, and packaging snack packs. He behaves well and shows the good attitude towards work, so he becomes a good assistant to staff.

Fai's mother has been staying with Ah Fai all the time. She said that she was always worried about him before Ah Fai turned 15 years old, since he might spray the edible oil on the floor all over the house, or climb onto the window sill, and once got lost. Fai's mother had to work night shifts, so she could pick up and take care of Ah Fai in the day. Fai's father and mother had to take turns to take care of him, which made them exhausted physically and spiritually. After turning 15 years old, Ah Fai's condition was improved. Later on, he graduated from the school and was transferred to the Centre for vocational training.

Fai's mother pointed out that Ah Fai's behavioral issues were reduced after becoming a service user of the Centre, and behaved better than before. He could complete the work as instructed even though he must be reminded for many times, but it has been a great success to Fai's mother. Fai's mother

輝媽指當當看到中心所製作出來的成品，不禁自嘆沒想到學員們可以那麼厲害，更沒想到其中一個會是自己的兒子阿輝，衷心感到安慰。訪談期間，輝媽多次表示非常感恩，感謝本中心一直以來提供的協助及付出，同時認同社工在過程中與他們有緊密聯繫，提供支援及配合，讓他們得以安心，更讓阿輝充實地度過每一天。

故事三：

碧華，一名智力中度的學員，於中心接受服務時間約一年，剛開始時，碧華較安靜寡言，工作配合度高但不明白指示，但經過一年的時間，漸漸地碧華開始適應中心的環境，認識到很多的朋友，建立起自己的社交圈子，在工作上漸漸配合職員的指示。

碧華媽媽表示發現碧華在接受中心服務後，比以前更主動的參與家務，亦經常向父母分享自己在中心發生的所有事情，除了心情變得開朗外，亦比以前更大膽，勇於表達自己的感受，最令碧華媽媽印象深刻的一件事情，就是有一次媽媽在做家務時，聽著碧華大聲的唱著電視正在播放的音樂，讓媽媽由心的感動，碧華的改變亦令家中的氣氛更融洽和歡樂。碧華媽媽很感謝中心教會她的女兒很多事情，也感到自從參與中心的活動後，有助於

also shared with staff an incident so touching to her, that is, she always felt that the service users of the Centre were so great every time when she saw the works from the Centre, and she was much surprised when she learned that one of them was made by her son Ah Fai. During the interview, Fai's mother expressed her gratitude many times and thanked the Centre for its long-term assistance and dedication. Moreover, she affirmed that social workers kept a close connection with them in the process, and provided the support and assistance, so they felt assured that Ah Fai lived every day to the fullest.

The Third Story:

Pek Wa, a service user with moderate intellectual disabilities, has received services in the Centre for around one year. At the beginning of her admission to the Centre, Pek Wa was quiet and wordless, and cooperated very well in work but could not understand the instructions. After one-year training, Pek Wa has gradually adjusted herself to the environment of the Centre, made many friends, and formed her social circle. Moreover, she has gradually followed the instructions of staff in work.

According to Pek Wa's mother, after receiving the training in the Centre, Pek Wa helped her with chores more actively and often shared with her parents about what happened in the Centre. Moreover, she became braver and could express her own feelings. One incident impressed Pek Wa's mother most was that she heard Pek Wa singing with the music played on the TV while she was doing the chores. Pek Wa's mother was much touched. With these changes, Pek Wa brought back the harmony and happiness to her family. Pek Wa's mother felt so grateful to the Centre for all the things Pek Wa learned from the Centre and also believed that the participation in

中心和家長間的溝通，在未來能配合中心一同為碧華創造更多的可能。

最後，中心仍存在更多段動人的故事，透過瞭解學員、家長、中心三個不同的點，由社工將三點連成一線，線配合多種的方式而形成多種多樣的面（如：圖一），體積上各個面包括：工作、社交、情緒、健康、潛能，有了重要的核心點與架構，剩下的就是豐富畫面的愛與方法。中心職員與家長攜手合作，協助學員在各方面有更好的發展，促進他們在身心靈得以滿足，積極地度過充實的人生。

the activities of the Centre could facilitate the communication between the Centre and parents. In the future, she will cooperate with the Centre to create more possibilities for Pek Wa.

At last, the Centre has witnessed a lot of touching stories. By understanding the service users, parents and the Centre as three different points, social workers can link them into lines and create a variety of facets by combining these lines in different ways (as shown in Fig. 1). With the key points and important framework, love and techniques are needed to turn them into colorful pictures. The Centre's staff will hold hands and cooperate with parents to assist the service users for better development in every respect, facilitate their physical and psychological satisfaction, and make them live a positive and full life.

持之以恆，織線成畫 Perseverance in Drawing

寶利中心經理 余展熒
Charlie, U Chin Ieng, Manager
Fuhong Society of Macau Pou Lei Centre

擅長運用 0.38mm 的鋼珠筆作畫，繪畫時專心一致，對身旁發生的事物不為所動。英偉透過一支平凡的 0.38 鋼珠筆，一筆一筆刻畫出各地風情、名勝古蹟，成為一幅幅「零點參捌」的作品。

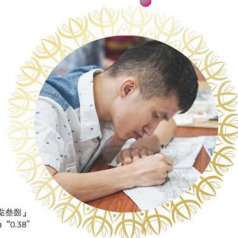
有關「零點參捌」的故事，相信已有不少人聽過。像童話故事中的灰姑娘，職員透過在工場裡一張張紙碎中發現了英偉的天賦，在不知道是誰繪畫的情況下只能在一百個學員中，一個一個的問，試著還原那被撕碎的畫。突然有一天，碰見了畫畫中的英偉，才得以揭曉牛先生的另一面。

五年來，他曾舉辦七次個人畫展及三次聯合畫展，出產超過四十項文創產品，更獲邀與多個政府部門及商業單位合作，成為澳門小有名氣的藝術家。他用生命影響生命，用他自己的故事感染他身邊每一個人。他的故事印證了「天生我才必有用」，讓家長看到希望，同時也激勵了身邊的工

Using a 0.38 gel ink pen, Ieng Wai draws with concentration and is never distracted by what is happening around him. Through an ordinary 0.38 gel ink pen, he presents the sceneries and scenic spots in various places through a collection of "0.38" works.

The story of "0.38" must have been known to many people. Like Cinderella in the fairy tale, the staff discovered Ieng Wai's talent through torn pieces of paper in the workshop. After asking one hundred service users one by one as they did not know who drew it, and intended to turn these torn pieces back into the original drawing. One day, they caught Ieng Wai drawing a picture and realized the other side of Mr. Snail.

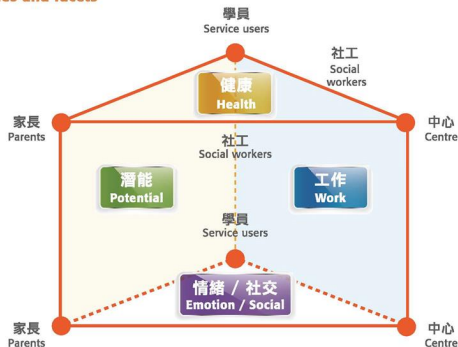
In the past five years, Ieng Wai has held seven personal exhibitions and three joint exhibitions and designed more than 40 cultural and creative products. He was also asked to work with many governmental departments and commercial institutions. Now, he has become a slightly famous artist in Macau. Ieng Wai has affected other lives through own life and impressed everyone around him with his own story. His story is a great proof for the saying, "everyone is born with a



梁英偉，又名「零點參捌」
Leong Ieng Wai, aka "0.38"

圖一：學員、家長與中心-點線面之間的關係

Fig. 1: Relationship between the service users, parents and Centre- points, lines and facets



*學員、家長、中心之間，由社工連成一體。

Service users, parents and the centre is connected by social workers as a whole

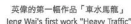
參考文獻：許諾高、莫華華等編（2016）。《社會個案工作理論與實務》。台灣：五南圖書出版公司。

References: Prepared by 許諾高、莫華華（2016）。《Theory and practice of social case work》。Taiwan: Wu Nan Book Inc.

32 • 澳門扶康會經驗分享叢書《職·康復》\ Fuhong Society of Macau Experience Sharing Series "Vocational · Rehabilitation



澳門中西文化地圖毛巾
Sino-Western Cultural Map Towel



英偉絕對可以稱得上是「天才級」的藝術家。一開始從他畫的「車水馬龍」中得知他會畫畫，便讓他嘗試繪畫不同的主題，例如人物、風景、建築物、植物等，當中發現建築物是他最能完整呈現的主題，便開始從建築物開始畫起。在剛開始畫建築物時，英偉能用簡單線條繪出輪廓，雖然能把建築物的繪畫出來，但對比和細節還未能完整掌握。由於他從未接受過繪畫訓練，他對繪畫相關術語及技巧沒有概念，對言語上的指導無法理解。後來工作人員找了幾個與他繪畫風格相似的畫作讓他模仿，發現透過模仿，他會學習其他畫家在畫中的技巧，並會應用下一張畫作中。

leng Wai could be regarded as a "talented" artist. After finding out his talent in drawing from his work "Heavy Traffic", he was encouraged to try different themes in his drawing, e.g. characters, sceneries, buildings, and plants, etc. It was then found that he did best in drawing buildings, so he was asked to draw some buildings first. At first, leng Wai could only outline the buildings with simple lines. He could draw the shapes of buildings, but failed to use a good scale and present enough details, since he never received any training for drawing, and knew nothing about the terms and skills of drawing. Hence, he could not understand any verbal guidance. Later on, the staff found several drawings of the style similar to his and asked him to imitate. Through imitation, he learned the skills used by other painters, and also applied them in his own drawings.

34 • 澳門扶康會經驗分享叢書《職·康悅》 / Fuhong Society of Macau Experience Sharing Series "Vocational · Rehabilitation



英偉於 2017 年繪畫的「澳門主教山」
"Our Lady of Penha Chapel, Macau" drew by Ieng Wai in 2017

35. 澳門扶康會經驗分享叢書《職・康復》\ Fuhong Society of Macau Experience Sharing Series "Vocational・Rehabilitation

蝸牛先生階段		零點登梯階段
語言溝通	<ul style="list-style-type: none"> —與人溝通時不會給予回應 —經常以「噁」作為回答 —很少主動說話 	<ul style="list-style-type: none"> —能與人進行日常溝通 —以詞彙代替「噁」 —與熟悉的他人主動以句子說話
社交	<ul style="list-style-type: none"> —在別人想與他握手時不會伸手回應 —別人說話時不會與對方有眼神交流 —在活動中途便想要離開 	<ul style="list-style-type: none"> —在別人想與他握手時會伸手回應 —別人說話時會與對方有眼神接觸 —等待活動結束後才離開
認知	<ul style="list-style-type: none"> —不理解別人的情緒 —衣著與場合無關 —不太在乎身邊發生的事 	<ul style="list-style-type: none"> —開始理解熟悉的人的情緒，並會主動安慰別人 —在活動前會要求換衣服 —在乎某些活動並記得活動日期
個人衛生	<ul style="list-style-type: none"> —不注意個人衛生 —同一件衣服會穿2-3天 —因口腔肌肉問題導致嚴重流口水 	<ul style="list-style-type: none"> —會留意個人衛生 —每一天更換衣服 —流口水的情況大有改善
工作動機	<ul style="list-style-type: none"> —從不主動要求工作 —對繪畫的圖案內容不在意 —工作持續性低 	<ul style="list-style-type: none"> —會主動要求工作 —在意繪畫內容，有時候會提出要求期望可以畫的主題 —工作時專心一致且持續性高

	蝸牛先生階段	零點徘徊階段
自我肯定	一說話時帶着不確定，有時會用氣音說話，不敢大聲說出來 一走路時總彎背著，低著頭 一眼神閃躲，不敢正視別人	一說話是用正常聲線說話，給人的感覺是有自信的 一走路時姿勢正確，頭往前看 一眼神不再閃躲，會正視別人

	"Mr. Snail" Stage	"0.38 Artist" Stage
Verbal communication	<ul style="list-style-type: none"> - Give no response to others - Reply "Hm" in most cases - Rarely start a conversation 	<ul style="list-style-type: none"> - Be able to communicate with others - Use different words instead of "Hm" in reply - Start a conversation with an acquaintance
Socializing	<ul style="list-style-type: none"> - Do not reach out when others intend to shake his hand - Have no eye contact with others during a conversation - Leave in the middle of the event 	<ul style="list-style-type: none"> - Reach out when others intend to shake his hand - Have eye contact with others during a conversation - Leave after an event ends
Cognition	<ul style="list-style-type: none"> - Do not understand others' feelings - Dress randomly without considering the situation - Pay little attention to what is happening around 	<ul style="list-style-type: none"> - Start understanding the feelings of acquaintance, and actively comfort others - Demand to change clothes for an event before it starts - Care about some events and remember their dates
Personal hygiene	<ul style="list-style-type: none"> - Care little about personal hygiene - Wear the same clothes for 2-3 days - Slobber severely due to the lack of control over muscles in his mouth 	<ul style="list-style-type: none"> - Care about personal hygiene - Change clothes every day - Make much progress with regard to slobbering
Motivation for work	<ul style="list-style-type: none"> - Never ask for work - Care little about what he draws - Lack of continuity in work 	<ul style="list-style-type: none"> - Ask for work actively - Care about what he draws, and sometimes suggest what he wants to draw - Keep focused and continuous in work
Self-affirmation	<ul style="list-style-type: none"> - Talk hesitantly, or speak in a whisper voice, and dare not speak out - Always bend forward and keep his head down - Avoid eye contact and dare not look into people's eyes 	<ul style="list-style-type: none"> - Speak in a normal voice, and give people a sense of confidence - Walk in the correct posture, and look ahead - Not avoid eye contact, and look into people's eyes

不一樣的手語

The Unique Talk with Hands

高級市場推廣及訓練主任 黃子惠

市場推廣及訓練主任 黃韻琪

Hanner, Wong Chi Wai, Senior Marketing and Training Officer

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Fuhong Society of Macau Pou Lei Centre

阿南是一位中度智障人士，外表成熟、身形高大，喜歡穿著格子襯衫，但擁有一抹孩子般純真的笑容及一雙溫柔的大手，口中經常念念有詞，用特有的韻律訴說自己生活中的點滴。

Ah Nam is a person with moderate intellectual disabilities. He is tall and looks mature, but always wears a naïve smile like a child and has two big and gentle hands. He likes wearing a plaid shirt, and often murmurs to himself, talking about his everyday life in a uniquely rhythmic manner.

Ah Nam learned about polymer clay for the first time when the Centre was asked by a company to make some gifts with polymer clay. While making soft clay, some basic skills are needed, e.g. rubbing, kneading, pressing and cutting, which are simple but can be used to help service users practice their hand muscles, improve the flexibility of fingers and the coordination of hands and eyes, and enhance concentration and endurance, etc. For this reason, some service users capable of delicate work were selected to learn how to make polymer clay handiwork. Ah Nam was one of them. After this experience, it was found that Ah Nam had a unique skill of replication so that he could make a perfect polymer clay replica out of the pattern in the photo given by the training officer. Clearly, he had great potential for this handicraft. After that, polymer clay opened a new window for Ah Nam's life.

阿南第一次接觸軟陶，原於中心接獲某公司要求用軟陶製作禮品。而軟陶製作過程當中有搓、揉、壓、切等基本技巧動作，透過這幾種簡單動作中可以訓練學員手部肌肉，手指靈活度，手眼協調以及培養注意力和耐力等功能，所以導師就選了一些能掌握精細工作的學員開始嘗試教導以及訓練學員製作軟陶手工藝品，而阿南就是其中一個。經過這次嘗試後，發現阿南有與眾不同的複製能力，導師會給他一張照片作參考，阿南就可以完全地複製照片中的圖案，可見他有巨大的潛力繼續發展。從此，軟陶使阿南的生活開創了新一頁。



阿南溫柔的雙手製作出精緻的作品
Ah Nam's gentle hands making delicate handiwork



「康頤」圍繞阿南的生活
Hong's Town about the life of Ah Hong

從一次中心親子遊去海洋公園之旅起，阿南就開始用軟陶記錄下自己生活中的點點滴滴。阿南一直對海洋公園裏面的動物有著濃厚的興趣。回中心後，他用熟悉的軟陶，製作出不同種類且姿態各異的動物，例如：熊貓、大象、猴子、烏龜等等。在導師教導下，阿南製作的動物會襯托不同的場景，並加入更多的裝飾如花、竹、椰子樹等，令產品如藝術品般生動有趣。

除此之外，阿南還會記錄一些較生活化的事物。他在一次機緣巧合下創作出「康仔」這號人物，「康仔」更是阿南的化身。細心觀察「康仔」的頭髮，做功十分仔細，可說非常人所能，阿南會用他溫柔的大手搓成大概2毫米的長度，搓成小小的圓錐體，再放在「康仔」的頭頂上。阿南還讓

After a family trip organized by the Centre to Ocean Park, Ah Nam started recording his life with polymer clay works. Ah Nam always likes the animals in Ocean Park. After returning to the Centre, he used polymer clay to make different types and shapes of animals, e.g. panda, elephant, monkey, and tortoise, etc. With the guidance of the training officer, Ah Nam made soft clay animals with different scenes, and added more decorations like a flower, bamboo and palm, etc., making them artistically vivid and attractive.

Moreover, Ah Nam also recorded some objects in everyday life. He created a character called "Ah Hong" by coincidence, which was more like a figurine of himself. Having a close look at the hair of "Ah Hong", we could see Ah Nam's extraordinary skills in making these details. With his big but gentle hands, Ah Nam kneaded polymer clay into around 2mm small conical pieces and then placed them on the head of "Ah Hong". Ah Nam also made "Ah Hong" in various postures vividly, e.g. singing, dancing, playing football, watering flowers and eating Ah Nam's favorite Jack'n Jill potato chips. During different holidays, Ah Nam often murmured to himself about

「康仔」做出各種活潑生動的動作，有唱歌跳舞、踢足球、淋花及阿南最愛吃的珍珍薯片。每當到不同節日時，阿南就會喃喃自語，一邊說著中秋節玩燈籠、端午節龍舟，一邊經過導師教導下，將他口中的說詞形象化地表達出來，慢慢地形成了「康鎮」。除了「康鎮」，阿南還有更多作品如匙扣，便條夾，熊貓與澳門古蹟等。阿南的作品得到很多外界人士認可並接獲來自社會各界的訂單，配套其他學員進行包裝工作，成為獨特的生產線。藝術源於生活，是一種無聲語言。阿南雖然無法用言語或書寫去表達自己心中所想，但他可以透過軟陶去表達自己各種情感，建立自信，並讓他可以將工作於娛樂，令他更熱愛到中心工作。阿南製造的每一件作品，都承載著他心中的小故事，只要細心觀察阿南的軟陶作品，就會發現無論是表情、衣著和環境都獨一無二的。阿南透過工作找到自己的天賦，建立自信心，成為一位與眾不同的藝術家。正所謂「天生我才必有用」，中心堅信每位智障人士都有獨一無二的特色，只要將每位學員的特色良好地運用，就能讓每位智障人士活出精彩人生。



阿南受到海洋公園的啟發創造出「南鎮」
"Nam's Town" created by Ah Nam after being enlightened by Ocean Park.

playing with a lantern on the Mid-Autumn Festival and climbing on a dragon boat on the Dragon Boat Festival. Following the instructions of the training officer, Ah Nam turned his words into figurines, which slowly expanded into "Hong's Town". Apart from "Hong's Town", Ah Nam has also created other works including keychain, paper holder, panda and Macau's historical heritage, etc. Ah Nam's works have been appreciated by many people and led to the orders from all walks of life, and have now grown into a unique product line with the packaging service provided by other service users.

Art comes from life and becomes a voiceless way to communicate. Ah Nam is unable to express his thoughts by words or in writing, but he could show his feelings and gain confidence using polymer clay. Moreover, he finds pleasure in this work, so he likes coming to the Centre for work more often. Every piece of work made by Ah Nam tells his story. After carefully observing his soft clay works, we can find that every piece of work has its unique facial expression, dressing and scene. Through this work, Ah Nam has found his talent and confidence, and become a unique artist. It is often said, "everyone is born with a gift". The Centre firmly believes that every person with intellectual disabilities has his unique talent, so every service user must be able to live a wonderful life by simply giving play to their unique talent.

數顆美鑽聚集，細數阿昌的點點滴滴

The Story of Ah Cheong: Wonderful Diamond paintings

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「在遙遠星球的你，用你最獨特的頻率，告訴我世界美麗又乾淨」—周迅《世界唯一的你》

"From a faraway planet, you let me know with your unique frequency, your world is beautiful and innocent." From Zhou Xun's song "Only You in the World"

在澳門扶康會第14屆會慶，自閉症人士阿昌從頒獎人手接下「澳門扶康會實利中心飛躍進步大獎」的獎狀，中心職員相當引以為傲。因為阿昌的轉變之大，能克服意志進而展現天賦，為自己展開生命新中的扉頁。

阿昌從2007年開始接受中心的服務，初來乍到，其實工作能力還不錯，但由於專注力不足對工作無法產生興趣，進而工作動機低落。後來因為家人身體健康欠佳，無法專心照顧阿昌，所以只能暫住院舍。由於家庭和環境的轉變讓他適應不過來，故會藉由發脾氣來宣洩自己的情緒。中心為了減輕阿昌焦躁的情緒，採取治療的方式是讓他使用電腦看喜歡的影片，戴上耳機聽音樂，專注在螢幕上，得以阻斷外界嘈雜的聲音，有效舒緩情緒。一開始阿昌觀看關於巴士駕駛路線的

At the 14th anniversary celebration dinner of Fuhong Society of Macau, Ah Cheong, a person with Autism, received the certificate of "The Greatest Progress Award of Pou Lei Centre of Fuhong Society of Macau". The staff of the Centre were very proud of Ah Cheong since he had made great progress, and demonstrated his talent after overcoming mental obstacles, to open a new page in his life.

Ah Cheong has received services from the Centre since 2007. He did quite well in work in the beginning but found little interest in work due to lack of concentration, so he was less motivated for work. Later on, Ah Cheong had to live in the residential centre since his parents could not focus on taking care of him due to their poor physical health. He could not adjust to such abrupt change of family and environment, so he often lost his temper. To alleviate the anxiety Ah Cheong experienced, the Centre arranged Ah Cheong to watch his favorite video clips from the internet. Through listening to the music with a headset, Ah Cheong's attention was attracted by the screen, so that he was blocked from the noise in the outer world. In the beginning, Ah Cheong watched the

影片，不管是澳門的、香港的還是中國大陸的，他都愛看。後來由於教學短片在網路上流行起來，中心職員有見他漸漸會關注工藝及食物製作的短片，便期望可藉此提升他的工作動機。

直至2017年7月，實利中心搬遷新址，也為阿昌帶來了新的契機，藉由環境的轉換順勢改變阿昌依賴電腦舒緩情緒的模式。其中更增設職能康復拓展服務，希望透過小組活動規劃模式，讓服務使用者在實際工作中進行多感官訓練。多感官訓練包括視覺、觸覺、嗅覺和聽覺訓練，鑽石畫則是涵蓋在視覺訓練的範疇之中。做鑽石畫的方式是使用黏貼鑽石的工具，將絢麗多彩的鑽石一顆一顆的黏貼在相對應符號的畫布上。中心使用結構化教學模式¹設計了「表現作息表」²，建立個人工作系統³，藉由拆散時間和獎勵的方式來建立阿昌有開始工作、繼續做下一項工作、完成工作的概念，讓他能夠循序漸進地將使用電腦的動機轉移到鑽石畫上。起初做鑽石畫時

videos about bus routes, including those in Macau, Hong Kong, and mainland China, and he liked all of them. Later on, instructional videos became popular on the internet, and the staff of the Centre observed him watching the videos about handicrafts and cooking, so they intended to improve their motive for work in this way.

By July 2017, Pou Lei Centre was relocated to a new address, which brought a new opportunity for Ah Cheong. Utilizing this environmental change, the Centre helped Ah Cheong to change his reliance on the computer for relaxation. Moreover, the Centre expanded to include a new service, the occupational rehabilitation extended training and intended to help service users receive multisensory training in practical work through the team spatial planning model. Multisensory training covers such senses as vision, touch, smell and hearing, while diamond painting belongs to visual training. Diamond painting is made by using a tool for pasting diamond to attach colorful diamonds onto a canvas preprinted with the pattern as numbered. The Centre employed structured teaching¹, designed "Performance Timetable"², and established personal work system³ to help Ah Cheong to understand the concept of starting work, moving on to the next task, and completing work through breaking down time and granting rewards, so that he gradually moved his motive for work from computer to diamond painting. In the beginning, Ah Cheong found it

阿昌2017年__月__日()

Ah Cheong 2017/__/__()

表現作息表

時間	作息	獎勵	✓
10:00			
11:00	休息		
12:00	食飯		
13:00	睡午覺		
14:00			
15:00			
16:00	休息		
17:00			
17:45	返屋企		

Personal Performance Timetable

Time	Routine	Reward	✓
10:00			
11:00	Rest		
12:00	Lunch		
13:00	Take a Nap		
14:00			
15:00			
16:00	Rest		
17:00			
17:45	Home		

阿昌個人表現作息表 Personal Performance Timetable of Ah Cheong

阿昌覺得很有趣，在導師的帶領之下很快就上手，開始自己獨立作畫，甚至運用本身良好的記憶力，將40種不同顏色的鑽石和相對應符號背起來，作畫時行雲流水，完成一幅畫的速度比起一般人快很多且準確率高。每每完成作品，中心會給予阿昌正向支持，提高他的自信心和延續對鑽石畫的熱情。此外，阿昌透過製作鑽石畫，最大的收穫是改善自身的情緒問題及強化手部的精細動作機能。

very interesting to make diamond paintings, so he learned it very quickly under the guidance of a training officer, and started making them by himself. For his good memory, he even memorized the corresponding numbers for diamonds of 40 different colors, so he could make a painting smoothly and complete it much faster and more accurately than ordinary people. Everytime when Ah Cheong completes a piece of work, the Center gave the positive praise to him, to build up his confidence and maintain his enthusiasm for diamond paintings. Moreover, the biggest harvest to Ah Cheong from diamond painting was to improve his emotional issues and strengthen his fine motor skills over hands.

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2. Eric Schopler (2003). 《自閉症者家長實戰手冊》。楊淑仁、張寶麟、江家儀譯。北京：北京師範大學出版社。

3. 廣智軒貝爾康學校 (2013)。如何推行「結構化教學」。共融資料館。參考網址：https://www.hkcitynet.net/sen/and/remedial/page_515961942557194b5d4240000

1. Mesibov, G. B. (1994). A comprehensive program for serving people with autism and their families: The TEACCH model. In J. L. Matson (Ed.), *Autism in children and adults: Etiology, assessment and intervention* (pp. 85-97). Belmont, CA: Brooks/Cole.

2. Eric Schopler (2003). 《Parent Survival Manual: A Guide to Crisis Resolution in Autism and Related Developmental Disorders》. Translated by 楊淑仁、張寶麟、江家儀. New Taipei City, Published by: 心理出版社股份有限公司

3. Hong Chi Morninglight School - Yuen Lun (2013). "How to carry out "structured teaching", Inclusion Pavilion Website: https://www.hkcitynet.net/sen/and/remedial/page_515961942557194b5d4240000

一、製作鑽石畫可以將負面消極轉變 正向積極，間接改善情緒問題

由於自閉症人士有著「同一性執著」4 的性質，「同一性執著」指的是自閉症人士傾向以完全相同的方式進行活動、一成不變，或是他們依戀著舊有或熟悉的物體。當日常作息或活動有任何改變時，他們會感到焦慮和煩躁。既然他有這樣的特性，加上鑽石畫的製作過程是在固定模式進行、重複性較高，於是阿昌很快的對作畫產生極大的興趣，非常細緻、一絲不苟完成許多鑽石畫作。在作畫的過程中，也充分的利用他自身的特性，將負面消極的刻板動作轉為正向積極的作畫能力，同時也間接改善性格，從原本無法控制自身情緒進而發脾氣的行為，到接觸鑽石畫之後，學會情緒上來找個安靜的環境給自己冷靜，且發脾氣的情況也減少很多。

二、製作鑽石畫可以訓練手眼協調， 發展精細動作

在製作鑽石畫的過程中，對於訓練手眼協調、圖形、顏色、數字的認知能力都有極大的幫助，更能有效的提高手部的精細動作和準確性。阿昌

I. Diamond painting helps to convert passivity into activity and indirectly alleviate emotional issues

People with Autism have the nature of "Insistence on Sameness"⁴, which means that they have the tendency to do things in the same way and without any change, or they are reluctant to be parted from the existing or familiar objects. When any change happens to daily schedule or regular activity, they will feel anxious or restless. For this nature, Ah Cheong enjoys and find much pleasure in making diamond paintings as it follows the fixed pattern and required repetitive work to develop his interest in diamond paintings. He completes a lot of diamond paintings with care and accuracy. His personal characteristics were also considered to convert his passive actions into positive skills during the process of making the diamond paintings. Moreover, his personality had been indirectly modified. He used to be unable to control his emotions and often lost temper before, but he found the process of making diamond paintings helps him to calm down. Now when he is upset, he will find himself a quite place to calm down. Hence, he rarely loses temper now.

II. Making diamond paintings help to improve hands and eyes coordination for fine motor development

Making diamond paintings can be very helpful in improving hands and eyes coordination as well as the cognitive ability regarding graphics, colors and figures, to enhance the fine motor skills and accuracy of hands more effectively.

透過手部來來回回黏貼鑽石的過程中可以訓練手眼協調；配對鑽石可以增強圖形、顏色和數字的認知能力，有時長時間作畫累了，也會起身走路休息，讓自己的眼睛和身體放鬆。

阿昌在經過一年的訓練之下，已經完成了 9 幅作品，其中一幅「流水生財」乃長 161 公分寬 52 公分、高達 133,952 顆鑽石的巨幅滿版畫作，歷時 6 個月完成，相當的不容易。原本在中心不事生產的人物，到現在完成許多美麗畫作的鑽石畫家，轉變之大令人刮目相看。阿昌運用與生俱來的天賦和心無旁騖的意志，為自己開拓了一條康莊大道，期待未來有更多的自閉症人士可以在協助之下找到天賦，活出自己的精彩。

Through pasting the diamonds, Ah Cheong moves his hands back and forth, which can improve the coordination of hands and eyes. Matching diamonds can also enhance his cognitive ability regarding graphics, colors and figures. If he feels tired after making a painting for a while, he could stand up and walk around for resting his eyes and relax his body.

After being trained for one year, Ah Cheong has completed 9 pieces of work. Among them, a huge painting titled "Fortune Flows in like Stream" is 161cm long and 52cm wide, and has up to 133,952 pieces of diamond. It took him 6 months to complete the painting. It is an excellent achievement for him. A person who did not participate in any production, and now has turned into a diamond painter with many beautiful works. What a surprising change! With his inherent talent and great concentration, Ah Cheong has found a great path to his bright future. It is expected that more people with Autism can be assisted to find their talents, and live a wonderful life.



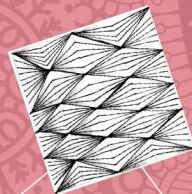
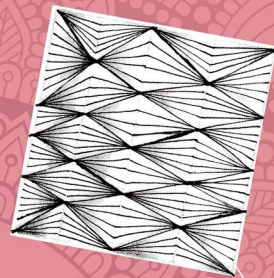
阿昌用心點鑽作品「流水生財」
Ah Cheong concentrated in making the diamond painting titled "Fortune Flows in like Stream"

4. Eric Schopler (2003) 。《自閉症家長實戰手冊》。繆宗仁、張雯婷、江家榮譯。新北市：心理出版社股份有限公司

4. Eric Schopler (2003) 。《Parent Survival Manual: A Guide to Crisis Resolution in Autism and Related Developmental Disorders》。Translated by 繆宗仁、張雯婷、江家榮。
New Taipei City. Published by: 心理出版社股份有限公司

寶翠中心

POU
CHOI
CENTRE



技術型工種職業訓練，與優勢觀點的應用

Vocational training of technical jobs and the application of Strength Perspective

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工作是生活的核心，然而工作的目的不僅是謀生餬口，它更是個人自我實現的舞台。自從生涯的觀點被推廣以後，這個觀點亦深深地融入於我們的工作上，工作員不單單以職業配對作為工作的最終目標，在職業輔導和訓練過程中更強調服務使用者個人的自我接納、自我認知及自我發展；於工作過程中，我們讓服務使用者了解到個人不再被動接受「命運」的安排（林幸台，2013），邁向「復元」才是服務使用者的出路，其意義超越了疾病的限制，他們能夠開展個人的生活，焦點不在於疾病的治癒與否，而是面對疾病的態度和行動，如何更積極地在人生舞台中扮演主角角色，營造自己的一片天地。

很多媒體指出了精神病患的發病率有日益年輕化的趨勢，社會上針對精神康復服務的需求亦漸趨增加，包

Work is the core of life. However, it not only aims to win one's bread, but also a stage for personal self-realization. Since the view of career has been promoted, it has been deeply integrated into our work. In addition to view career matching as the ultimate goal of the work, the worker also put much attention to the self-acceptance, self-cognition and self-development of the service users during the career coaching and training process. During the work process, we help the service users to understand that instead of being arranged by "destiny" passively, (Lin Hsin-Tai, 2013), striving for "recovery" is the only way for them to break through the dilemma, the significance of which goes beyond the limitations of the disease. They can carry out their personal life with the focus on the attitude towards the disease and the actions they adopt, and how to play a leading role actively in the life stage to create their own world, instead of whether the disease can be cured or not.

Many media pointed out that the prevalence of mental illness tends to be younger, and the demand for mental rehabilitation services in the society has gradually increased, including psychological counseling, residential care, community

括了心理諮詢、住宿照顧、社區支援、家屬支援和職業訓練等等；澳門扶康會實翠中心就是針對精神康復者（以下簡稱康復者）的綜合職業訓練服務需要而成立，務求讓康復者在重回社會的道路上，獲得支持和協助，減輕生涯道路當中的顛沛困頓，並協助他們發展個人的優勢，克服重重難關，達至「復元」，綻放出個人璀璨的生命花朵。

以優勢觀點的介入模式去協助康復者，根據其個別狀況及興趣提供相應之訓練服務，其意義著重於強調人是有復原（Recovery）能力的，每個人都有其獨有的潛能及優勢，讓康復者避免只從缺陷（Deficit）的視角去看問題，而是從他們的優勢（Strength）入手。透過優勢評估工具並配合個別輔導探討其理想和個人計劃，並發掘如何執行的方法，定期檢視及引導他們脫離自身的思想陷阱（宋麗玉、施教裕、徐淑婷，2015）。

一、個人自我功能重建

在服務的設計上，實翠中心加入了許多種類的訓練，讓康復者能夠從中發掘自身的優勢，包括洗衣、洗車、包裝加工、手工藝品製作、餐飲訓練及專業印刷等，這些工種需要具備的個人條件各有不同，如體力需求較大的、精細操作類型的、技術含量較多

support, family support and vocational training. Fuhong Society of Macau Pou Choi Centre was established on the basis of the demand of the comprehensive vocational training services for mental illness persons in rehabilitation, so that the rehabilitees can receive support and assistance on the road back to the society, reduce the difficulties in their career paths and assist them to develop individual advantages, overcome many obstacles, achieve "recovery", and bloom a resplendent flower of personal life.

Assist the People with mental illness in rehabilitation by means of the intervention mode of Strength Perspective, which provides corresponding training services according to their individual conditions and interests, with the significance to emphasize that the person is capable of recovery, and everyone has its own unique potential and advantages, to avoid the rehabilitee viewing the problems only from the perspective of deficit, but to start with their strengths. Explore their aspirations and personal plans through advantage assessment tools combined with individual coaching, and explore ways about how to implement them. Regularly review and guide them out of their own mind traps (Song Li Yuk, Shi Jiaoyu, Xu Shuting, 2015).

1. Reconstruction of personal ego function

In terms of the service design, there are various kinds of training in Pou Choi Centre which enable the rehabilitee to explore their own strengths, including laundry, car-washing, packaging processing, handicraft production, catering training and professional printing. This kind of work may demand different personal conditions, some of which may be physical power demanding, fine operation type, high technique required, or with artistic talents. People with mental illness

的或是具備藝術天分的，康復者可以根據個人意願選取接受訓練的工種，或者經由社工、職業治療師推薦參加其他工種；篩選或選取個人的優點，其類型包括了：1 個人特質；2 技巧 / 才能；3 環境優點；4 興趣 / 抱負（宋麗玉、施教裕，2009）。

1. 個人特質

是一個人或他人對自己的看法與評價，這些個人的特質可以增強其自信與自我肯定，重要的是要指出對康復者而言「有意義」的特質，亦即他們所重視的，如一個擔心父母日漸老孝順的孩子，期望藉著工作來減輕父母的生活壓力，如果專業人員能夠觀察到這些特質，向他們予以讚賞和認同，則相當具激勵作用。這樣亦是一個主要誘因，讓他們能夠更投入中心的訓練。若具有耐心但體力較差的康復者，重覆性較多的工場桌面加工工作，可能就符合他的訓練，工作人員加強訓練的重覆練習，具有耐心的特質亦讓他們在工作上更得心應手。

2. 技巧 / 才能

每個人都擁有某些技巧 / 才能，儘管技能在一般工作的範疇中未必顯得優異，如剪紙、廚藝、園藝等，但仍能在其他方面發揮，如剪紙技能可在手工藝加工的範疇表現出眾、種植花草的園藝技巧能夠從事相應的生產，

in rehabilitation may choose any type of work available for training according to their own wishes, or other works suggested by the social workers and occupation therapist. Their personal strengths will be screened and selected including the types such as: 1. Personal Characteristics, 2. Skills/Talent, 3. Environmental Advantages, 4. Interests/Ambitions (Song Liyu, Shi Jiaoyu, 2009) .



中心服務使用者於工場進行訓練
The rehabilitee is being trained in the workshop

1. Personal Characteristic

It is the opinion and evaluation from the individual himself or others, which can strengthen their self-confidence and self-affirmation. It is important to figure out the "significant" characteristics of the rehabilitees, that is, what they value, for example, it will be very encouraging for a filial kid who is worried about the old age parents with the hope of relieving their parents' stress by means of work, if the professionals can observe this characteristic and appreciate him. This is a major incentive for them to be more engaged in the training of the Centre. For those who have patience but poor physical strength, the repetitive desktop processing work in the workshop may be in line with his training, so the patience and repetition drill reinforced by the work staff enable them much better at work.

只要能夠協助康復者配對出相應的工種，就更輕易讓他們開啟「復元」之門。

3. 環境優點

環境優點指個人外在擁有的環境特質，擁有正式與非正式的支持網路等，因這些外在的優勢對個人有助益或是能夠支持個人的生存；如家庭成員接納康復者，讓他們感到情緒受支援與陪伴；宗教可提供靈性糧食與心靈上的支持等。在我們的職業訓練項目中，部份殘疾人士擔心他們接受訓練，獲得的津貼將會影響他們所得的經濟援助金，但在通過多次協商和討論，肯定了所得的津貼不會影響經濟援助金的收益，對康復者亦是一個重大的環境優點支持他們接受職業訓練。

4. 興趣 / 抱負

一般人較少想到興趣 / 抱負是屬於個人的優點，然而這卻是最重要的優點，個人的興趣 / 抱負顯示了康復者價值觀與熱情的投注所在；優勢觀點強調應依案主的興趣與其一同努力，當處遇目標或達成目標的途徑能與興趣結合，將事半功倍，而案主亦積極主動執行任務，工作動力也會持續及有所提昇，過程中更容易感到滿足。

2. Skills / Talent

Everyone has certain skills/talent, although the skills may not be excellent in the general work, such as paper-cutting, cooking, gardening, etc., but it will be easier for the rehabilitee to open the door of recovery, as long as being able to help them match the corresponding work, and enable them to find out that the mismatched personal skills can live up to the relevant types of work, for example, the paper-cutting skills can be outstanding in the field of handicraft processing, the gardening techniques of planting flowers can be engaged in the corresponding production.

3.Environmental Advantages

Environmental advantages refer to the external things that individual owned. The environmental traits include the formal and informal support network, etc., because these external advantages are helpful to individuals or can support their survival; for example, acceptance of the family members enhances the feeling of emotional support and companionship, religion can provide spiritual food and mental support. In our vocational training programs, some of the people with disabilities are worried about that their financial assistance will be affected by the subsidy gained from the training they received. However, after many consultations and discussions, they have got a confirmation that there is no influence on the financial assistance by the subsidy they gained, which is great support for their vocational training from a major environmental advantage.

4. Interests/Ambitions

Most people rarely consider interest/ambition as an individual's strength, but this is the most important strength, which shows the values and passion of the rehabilitee. The

復元目標導向的宗旨，不僅是個
人自我功能重建，也是社區網路支持
功能的重建，以及個人在社會環境中
順適功能的重建。所以兼顧自我功能
的重建外，還需要社區支持功能和社
會調適功能的重建，也就是恢復、涵
養和重建自己生命的自立版圖和主體
性（宋麗玉、施教裕，2009）。

strength prospective emphasizes that they should work hard
together according to the interests of the individual, which
means the efficacy will be doubled with less effort when the
goal or the means of achieving can be combined with one's
interests, then the individual rehabilitee will work actively with
continuing motivation, and gain satisfaction much easier.

The goal of recovery orientation, which is not only aimed
at the reconstruction of the individual's self-function but also
the community network support function and the individual's
adaptive function in the social environment. The reconstruction
of self-function, community support function and social
adjustment function is to restore, cover and reconstruct the
self-reliance layout and subjectivity of their own life (Song
Liyu, Shi Jiaoyu, 2009) .

Types of Strengths

Personal Characteristics /traits	Skills / talent	Environmental advantages	Interests/Ambitions
Honest	Good at cooking	Have a safe and favorite place to live	I want to open my own shop.
Considerate	Be able to drive		Want to travel with children
Hopeful	Gardening	His dog is his best friend	Want to be a rock star
Hard working	Good at calculating	Government subsidy every month	Like fishing
Charitable	Be able to use a computer	Participated in community religious fellowship two years ago	Like watching old movies
Patient			Like going to the cafe
Sensitive	Know a lot of classical music	A good relationship with neighbors	I like spending more time with a family member.
Talkative	Great memory		I hope I can have my own car one day.
Friendly	Have a license	Neighbors can provide support	
Helpful		Parks and sports facilities near the home	
With a chivalrous spirit			

Data source: Song Liyu, Shi Xinyu (2009) . p.429.

優點類型

個人特質/特性	技巧/才能	環境優點	興趣/抱負
誠實的	廚藝很好	有一個安全且喜歡的住所	想開一家自己的店
關心他人的	會開車	他的狗是他最好的朋友	想要和孩子去旅遊
懷抱希望的	園藝	每月有政府補助	想要成為搖滾樂明星
努力工作	計算能力強	兩年前參與社區宗教團契	喜歡釣魚
慈善的	會使用電腦	與鄰居關係良好	喜歡看老電影
有耐心	知道很多古典音樂	鄰居可以提供支持	喜歡去咖啡店
敏感的	很棒的記憶力	住家附近有公園和運動設施	喜歡多花時間與某位家人在一起
健談的	有畫照		希望有一天能擁有自己的車子
友善的			
樂於助人的			
具有俠義精神			

資料來源：宋麗玉、施教裕（2009）. p.429 .

二、社區支持功能

優勢觀點學者 Rapp 和 Goscha (2006) 認為個人的歸屬感、成就和自我價值，只有在與其他人的互動過程中展現；個人在生態中的定位（niche）視乎其個人特質與環境中資源、機會和社會關係之相互配合。亦即無論復元過程或是復元結果，環境資源和社會互動關係有其絕對的重要性（宋麗玉、施教裕，2009）。

讓康復者成功在社區生活，需要充分運用所在社區的資源，跳脫社區烙印和不安善。不只是整頓個人和社區，而是擴大個人在環境中的優勢。

2. Community Support Function

Strength Prospective scholars Rapp and Goscha (2006) believe that personal belonging, achievement and self-worth are only manifested in the interaction with other people; the niche of an individual in the ecosystem depends on the interaction of his or her characteristics with the resources, opportunities and social relationships in the environment. That is to say, regardless of the recovery process or the recovery result, environmental resources and social interaction relationship play an absolutely important role in it. (Song Liyu, Shi Jiaoyu, 2009) .

It is necessary to take advantage of the resources of the community and get rid of community prejudice and hostility to enable the rehabilitee to live in the community successfully.

其內容包括：1 資源：包括正式和非正式資源；2 社會關係：包括親密伴侶、社會網絡、經濟性支持等社會支持網絡。

優勢觀點再三強調社區是資源的綠洲，社區同時也是提供照顧和支持的來源，因為社區擁有豐富的機會、資源和人們的互動，因此優勢模式主張推翻隔離案主與社區的圍牆，以融合取代隔離（宋麗玉、施教裕，2009）。

1. 增加個人優勢的資源

資源屬於福利和物質取向的，可區分為正式和非正式兩個種類，正式資源是指政府部門和民間福利社團所提供的服務，他們有明確的資格規定和服務範疇，前線工作人員和專業人員（社工、職業治療師、護士等）的角色規範亦較清晰，每個範疇的專業人員在其工作崗位都能展現其獨特性，在服務和協助的關係上較為穩定。康復者接受的服務和資源是可預期和受規範管理的。

非正式資源是指康復者存在於個別生態的可用資源，這些資源存在於案主的個別生態中，具有其地方性、獨特性和可近性，如康復者熟悉的家庭成員，能夠理解其喜好，另外，使

It is not just to reorganize individuals and communities, but to expand the strengths of individuals in the environment, with the contents as follow: 1. resources, including formal and informal resources; 2. social relationship, including intimate partners, social networks, and other social support networks such as economic support.

With the abundant opportunities, resources and people's interaction, the community was repeatedly emphasized as an oasis of the resources by the strength prospective, as well as the source of offering care and support, therefore the strength mode proposes that the wall between the rehabilitee and the community should be overturned and the isolation should be replaced by integration. (Song Liyu, Shi Jiaoyu, 2009) .

1. Increase the resources of individual advantages

Resources which are welfare and material-oriented and can be divided into formal and informal categories. Formal resources generally refer to services provided by government departments and civil welfare organizations, which have specific qualifications and service scope, as well as a relatively stable relationship between service and assistance, and professionals in each category can demonstrate their uniqueness in their jobs, with the relatively explicit position stipulation of the frontline workers and professionals (social workers, occupational therapists, nurses, etc.) . The services and resources that the rehabilitee received are predictable and regulated.

Informal resources refer to the available resources in the individual ecology where the rehabilitees exist. Being in the rehabilitee ecology, these resources are local, unique and approachable, for example, the closed family members of the

用自己周邊的社區網絡合乎正常化的趨勢，避免社會烙印。家庭成員之間自然資源的提供和運用，自可增進家庭凝聚力和互助；若是促進社區鄰里之資源運用，則可增進社區凝聚力和互助，長年累月下可讓個人和集體的社會資本累積。

2. 增加個人優勢的社會關係

工作是人生的重要部份，不僅是因為工作使人們在社會中找到自己的定位，而且工作讓社會與人產生互動和互惠的關係，其正面部分，可視為工作場域的同工與僱主、工作機會和工作能力認可；工作是個人投入外在世界的媒介，同事可以拓展個人生活領域，透過工作中僱主和同事的肯定，可以提升個人的價值，這樣逐漸提升的社會關係，亦影響復元的過程和可能的結果。

寶翠中心的客戶接待、來電轉接都交由康復者負責，洗車服務隊亦經常在社區內流動，務求讓大眾優先認知到康復者正在社區為他們服務，增加他們的正面形象；而訓練上，康復者除了技術提升外，社交技巧亦從中得以提升。

我們有幸得到澳門扶康會在各個傳播渠道上的大力支持和推廣，經常

rehabilitee can understand their preferences, and furthermore, the rehabilitee can get rid of the social prejudice by adopting the normalizing trend of surrounding community network. The family cohesion and mutual assistance can be enhanced by means of offering and using the natural resources among family members, while community cohesion and mutual assistance can be enhanced by means of promoting sharing neighborhood resources. As a result, the capital of the individual and society can be accumulated over many years.

2. Increase the social relationship of the individual's strengths

Work is an important part of life, not only because it enables people to find their own position in society, but also the interaction between society and people. The positive part can be regarded as the recognition of the co-workers, employers in the workplace, the work opportunity and workability; work is the medium for individuals to engage in the outside world, where colleagues can expand their personal life, and enhance their personal values through the affirmation of employers and colleagues at work. As a result, the social relationship can be promoted in this way, and influence the recovery process and possible outcomes.

As many customers of the Pou Choi Centre understand, the reception and call transfer of the Centre are handled by the rehabilitees. Also, the car-washing service team also often patrols through the community, so that the public can realize that the rehabilitees are serving them in the community to strengthen their positive image. During the training, the rehabilitees can improve their interpersonal skills as well as the advancement of techniques.

協助尋找及轉介客戶，讓更多人士了解中心的服務。康復者除了感受到被社區所需要和依賴之外，亦能夠從正式和非正式資源中被認同和支持。

三、個人在社會環境中調適功能的重建

康復者，無論何種病患及何時發病，康復後伴隨的生理和心理的限制，都會侷限了他們發展的可能，在康復者的生涯路上，往往佈滿著荆棘與挑戰，常常都走在崎嶇不平的道路上與命運搏鬥。一般人提起精神病的康復治療，通常會聯想到住院、看醫生和打針吃藥，康復者因受著其本身精神症狀的影響，功能狀態與其他障別有所不同，確實一般的職業配對已不盡然適用於他們。

為了讓康復者能夠重建在社會環境中的調適功能，寶翠中心在訓練服務的設計上，加入了許多貼近市面的環境和設備，務求中心各個項目的職訓，能夠貼近市面的狀況，避免康復者投入工作後，出現過多的不適應及不協調，亦可讓未來僱主能夠更放心僱用康復者。

然而，寶翠中心期望，以實際的工作場所，對康復者進行相應的訓練，這樣的工作場所才能訓練出正確的工

We are fortunate to get the great support and promotion from the Fuhong Society of Macau in various channels of communication; they often help us to find and refer customers. As a result, more people understand the services of the Centre. The rehabilitees can gain recognition and support from formal and informal resources, in addition, to feel to be needed and depended by the community.

3. The Reconstruction Of The Individual's Adaptive Function In The Social Environment

Accompanied by the physical and psychological limitations after recovery, the development opportunities for people with mental illness in rehabilitation is limited. No matter what kind of illness it is and when it occurred, the career path of people with mental illness in rehabilitation is often full of thorns and challenges, and they often go on the bumpy road to fight with their fate. Most of the people usually associate rehabilitation of mental illness with hospitalization, seeing a doctor, and injections. Due to the influence of his/her own mental symptoms, the functional status of the persons with mental illness in rehabilitation is different from other obstacles, so indeed, the average career matching is not necessarily fit for them.

In order to enable the rehabilitees to reconstruct the adaptive functions in the social environment, in terms of training service design, Pou Choi Centre has adopted a number of market-appropriated environments and equipment aimed to enable the occupational training service of the Centre to satisfy the market status, so as to avoid the discomfort and discordance after the rehabilitees are set back to work, and strengthen the confidence of the future employers to hire the rehabilitee.

作技巧，亦更符合工作對相應技能的需要，康復者以真實客戶作為對象，並在相關專業人士的支持和保障下，安心投入訓練的工作，以下介紹寶翠中心的部份工程，及其投入的訓練概念：

1. 餐飲訓練：中心以實際的社區餐廳作為訓練場所，期望能培訓出廚師、水吧服務員、侍應生、咖啡師等人員，並購入市面經營使用的輔助系統和工具（包括專業的餐飲系統），使他們適應這些訓練，讓服務更自動化和便利，原有及適訓康復者亦要經常接受系統的使用訓練，務求符合行業所需。

而廚房亦參考現實餐廳作出設計，將生產動線及倉儲動線的概念都加入於訓練環境的設計中，當然，專業的廚師和廚務導師亦會經常舉辦課程、小組去配合康復者和市面所需。

Pou Choi Centre expects to carry out corresponding training for rehabilitees at a practical workplace where the right skills can be trained and are much more in line with the needs of the corresponding skills. Considering the real customers as service objects, the rehabilitees devoted to the training work under the support and security of relative professionals. Part of the occupations in Pou Choi Centre and its training concept is described below:

1. Catering training, with the expectation to train out the staff such as scullions, drink bar attendants, waiters and baristas, the Centre takes the actual community restaurant as the training place, and purchased a lot of auxiliary systems such as professional catering system which often appear in the market to help them adapt the training and make the service more automatic and convenient. Rehabilitees who are suitable for this training should receive the use training of the system regularly to meet the industry requirement.

With reference to the practical restaurant, our kitchen adopts a design, which integrates the concepts of production line and storage line in the training environment, of course, courses and training sessions are often be held by the



冷藏儲物區	Refrigerated Storage Area	熟食	Cooked Food
砧板	Chopping Board	堆碼區	Stacking Area
水台區	Platform Area	員工洗手區	Employee Hand Washing Area
乾貨儲物區	Dried Goods Storage Area	洗碗區	Dish-washing Area
生食	Raw Food	出菜路線圖路線	Dish Out Route Map
熟食	Cooked Food	生鮮及乾貨食材入貨路線	Fresh and Dry Ingredients Arrival Route

2. 銷售訓練：中心購入了專業銷售系統和相關展示器材，務求讓中心禮品店的這個小角落打造成一個產品銷售點，專業導師會定期教授系統操作和客戶服務的技巧，讓康復者能夠以零售服務員的身份接受訓練。澳門扶康會的數個銷售點都支持以真實環境作為訓練場所的模式，現時已採用數名康復者作為實習銷售員，協助他們在相關工種的訓練。



寶翠中心禮品店
The gift shop of Pou Choi Centre



寶翠中心廚房
The Kitchen of Pou Choi Centre

professional chef and the cooking tutors in order to meet with the needs of the rehabilitee and the market.

2. Sales training, the Centre purchased a professional sales system and related display equipment, in order to make this small corner of the central gift shop become a product sales point, professional instructors will regularly teach system operation and customer service skills, so that the rehabilitees can be trained as retail attendants. Several sales outlets of Fuhong Society of Macau support to introduce practical environment as a training venue, at present Fuhong Society of Macau has employed several rehabilitees as sales trainee to assist them in the training of related work.

3. 洗衣服務：為寶翠中心座落於社區的一項招牌服務，我們使用了洗衣工場級別的洗濯器材，讓社區人士享用專業級的洗衣服務，解決了社區矇矓衣襪困難的苦況，亦讓康復者在行業中的技能持續提升。澳門扶康會的心悅洗衣亦已採用了數名康復者作為實習洗衣操作員，協助他們在相關工種的訓練。

就像上述提及，寶翠中心以實際的工作場所對康復者進行訓練，就是期望他們在投入相應的工作後，減少出現過多的不適應及不協調，亦可讓未來雇主能夠更放心雇用康復者。當然，中心服務亦為雇主的支持作出最大的保障，專業人員會定期前往工作場所對康復者對出輔助，康復者工作和溝通的技能不足時，可以適時作出



寶翠中心洗衣房
The Laundry of Pou Choi Centre

3. The laundry service is a signature service of Pou Choi Centre in the community, during which we use laundry workshop-level washing equipment to enable the community to enjoy professional-grade laundry services and to solve the difficulties of drying clothes and socks in the community, also promote the skills of the rehabilitees in the industry continuously. Fuhong Society of Macau Happy Laundry has employed several rehabilitees as laundry trainee to assist in the training of related work.



中心職員正進行銷售示範
Sales demonstration is being conducted by Centre staff



寶翠中心洗衣房
The Laundry of Pou Choi Centre

協調及跟進；甚至我們亦會教導雇主使用何種溝通方式，拉近他們與康復者之間的關係，鞏固兩者的僱傭和支持關係。

宋麗玉和施教裕 (2009) 指出 “recovery is the re-discover of one's self and the world”¹。復元在我們的概念中，是最適合康復者回歸社會的路，因為我們相信，就算一般人的生涯路也不會如想像中的順遂平坦，何況康復者，他們可能需要多一些的協助，雖然生涯的道路可能顛沛因煩，但仍方法克服重重難關，開展出個人璀璨的生命花朵。

As mentioned above, the reason why Pou Choi Centre trains the rehabilitee in the practical workplace is to reduce discomfort and inconsistency after the rehabilitees are back to work, and strengthen the confidence of the future employers to hire the rehabilitees. Of course, Professionals will go to the workplace to assist the rehabilitees regularly so that the services of the Centre can provide the greatest guarantee for the support of employers. Coordination and follow-up can be carried out in time if the communication and work skills of the rehabilitee are insufficient. Even we will teach the employers to adopt proper communication method to bring them closer to the rehabilitees and to strengthen their employment and support relationships.

Song Liyu and Shi Jiaoyu (2009) pointed out that “recovery is the re-discover of one's self and the world”. In our opinion, recovery is the best way for the rehabilitees to return to society, because we believe that even most people's career path will not be as smooth as imagined, not to mention the rehabilitees who may need more assistance. In spite of destitution and hardships on the road of a career, there are still ways to overcome the difficulties and bloom a resplendent flower of personal life.

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社會企業

SOCIAL

ENTERPRISES



從「點線面體」定位發展社會企業的非牟利機構

Non-profitable Organization of Developing Social Enterprises Based on Positioning From "Point, Line, Surface and Volume"

總會辦事處項目經理 梁家華

Roy, Leong Ka Wa, Project Manager Fuhong Society of Macau

澳門扶康會自二零零三年成立，是一所服務智障人士、自閉症人士、精神康復者及有特殊需要人士的非牟利社會服務機構，機構至今已服務社會十五年，提供服務亦包括智障人士日間服務、智障人士院舍服務、精神康復服務、跨殘疾障礙藝術培訓服務、社會企業等，為殘疾人士及有需要人士提供適切的服務，從而讓他們能在社區中尋找自身價值，獲得尊嚴和尊重地在社區中康復，從而樂活在社區。



心悅洗衣社會企業雇用殘疾人士提供洗衣服務
Happy Laundry Social Enterprise employs persons with disabilities to offer the laundry service.

Established in 2003, Fuhong Society of Macau is a non-profit social service organization serving persons with intellectual disabilities, persons with autism, persons with mental illness in rehabilitation and people with special needs. The organization has served the society for 15 years so far and has been offering services, including day care services, residential service for the persons with intellectual disabilities, mental rehabilitation services, cross-disability art training and social enterprises, etc., to provide appropriate services for persons with intellectual disabilities and people in need, so that they can find their own values and recover in the community with respect, and have a happy life accordingly.



喜悅閣社會企業銷售一手及二手物品
Happy Corner Social Enterprise sells the first-hand and second-hand items.

本會自二零零八年成立社會企業工作小組，多年來研究社會企業在非牟利社會服務機構執行的可行性，而澳門特別行政區政府於《二零零九年財政年度施政報告》中提出推行具有本地特色的「社會企業」計劃，澳門特別行政區政府社會工作局以先導計劃的方式先後於二零一零年推出「殘疾人士就業發展資助計劃」和於二零一四年推出第二期「殘疾人士就業發展資助計劃」，支持成功申請的非營利性社會服務機構，為殘疾人士開辦和營以商業模式營運的社會企業，進一步創設支持殘疾人士公開就業的有利條件。

本會亦透過有關計劃成功申請社會企業項目，兼顧社會效益和經營獲利的雙重目標。於二零一二年至二零一八年間，先後開設了專為殘疾人士提供就業發展機會的心悅洗衣社會企業，以企業營運模式運作，達至穩定營收使其能永續發展；及後在創造殘疾人士職位的基礎上，期望更進一步透過商業的力量改善環保公益問題，故開辦了喜悅市場及喜悅閣社會企業，以回收有用一手及二手物資再轉售，將物資重新投入在零售市場上流通，延長回收物資的使用週期，帶動二手消費氛圍，從而改變傳統的消費模式。

Since the establishment of the working group of social enterprise in 2008, Fuhong Society of Macau has been studying the feasibility of implementing social enterprises in the non-profit social service organization for many years, and the Government of the Macao Special Administrative Region proposed to carry out "Social enterprise" plan featuring local specialties in Policy Address for the Fiscal Year 2009. The Social Welfare Bureau of Macao Special Administrative Region Government successively launched The 1st stage Financial Aid Program for Employment Development of People with Disabilities in 2010 and launched The 2nd stage Financial Aid Program for Employment Development of People with Disabilities again in 2014 as a pilot program, to support the non-profit social service organizations that applied successfully and start to operate the social enterprises in business mode for the people with disabilities, thereby further creating the favorable conditions of supporting the open employment of the people with disabilities.

Fuhong Society of Macau has successfully applied for the social enterprise project through relevant plans and taking into account the dual goals of social benefits and profitability. From 2012 to 2018, Fuhong Society of Macau has successively set up the Happy Laundry Social Enterprise dedicated to providing the persons with disabilities with employment and development opportunities; and the Enterprise is operated in business mode to ensure stable revenue and accordingly make it sustainable. Moreover, in order to further improve the problems of environment protection and public welfare through the power of business based on creation of jobs for the people with disabilities, Happy Market Social Enterprise and Happy Corner Social Enterprise were established subsequently to recycle the useful first-hand and second-hand items for sales



賀頌輝 @ 友誼會社社會企業專為殘疾人士製作產品展售區
Happy Corner @ Macau Tower Social Enterprise employs persons with disabilities to sell the cultural & creative products of the charity brand.



與文化局合作於悅畔樓 @ 南灣藝文酒廊
Cooperate with Cultural Affairs Bureau to set up Happy Shop @ Anim' Arte Nam Van.

同時亦分別於二零一六年與澳門特別行政區政府文化局合作，以免租及優惠租金的形式提供場地，在南灣雅文湖畔和龍環葡韻開設悅畔灣殘疾人士職訓售賣店，而於二零一七更首次以商業機構與非牟利機構合作模式，由商業機構提供場地予本會在澳門旅遊塔會展娛樂中心 58 樓運作喜悅閣 @ 旅遊塔社社會企業，這種合作模式，一方面幫助社會企業免除場地及租金的憂慮及負擔，加快進入業務的穩定周期，另一方面讓殘疾人士的手工藝文創產品能面向大眾，開拓紀念品市場出路。

而為了進一步推動展能藝術發展，亦於二零一八年以社會企業運作模式，透過公開招標的租賃模式，在南灣雅

while putting the items into the retail market for circulation, thereby prolonging usage period of the recycled items and boosting the atmosphere of the second-hand consumption, and accordingly changing the traditional consumption mode.

At the same time, Fuhong Society of Macau cooperated with Cultural Affairs Bureau of Macao Special Administrative Region in 2016, which offered the space in the form of free rent and preferential rent to set up the Happy Shop vocational training sales store of the people with disabilities at Anim' Arte Nam Van and Taipa Houses Museum. In 2017, Fuhong Society of Macau operated Happy Corner @ Macau Tower Social Enterprise on 58/F of Macau Tower Convention & Entertainment Centre as the first cooperation of commercial organization and non-profit organization in the presence of the place offered by the commercial organization. This mode of cooperation, on the one hand, helps the social enterprise exempt from worries and burdens of space and rent and accelerate to enter into the stable period of business, and, on

文湖畔開設「悅展能藝術工作室」，除了服務不同障別的殘疾人士外，更著重於為社區、親子及特殊需要兒童，提供社區照顧及支援的服務，彌補特殊需要兒童在早療服務方面的額外需求，期望運用藝術治療方式，讓特殊需要人士都透過藝術表達自我，以藝術作為媒介抒發內在情感，達到自我療癒的效果。



悅展能藝術工作室提供兒童音樂體驗課程
The Happy Art Studio provides the children with the experience music course.

本會在發展社會企業上採取多元發展路向，服務涵蓋洗衣服務、環保公益、銷售服務、文創產品、展能藝術等領域，並在各領域注入殘疾人士的特色元素，從而在市場中脫穎而出，創造獨特的定位和價值，讓非牟利社會服務機構以社會企業的形態，突破固有的資源和服務限制，走出安舒區，爭取更多的社會資源和網絡，發展創新服務。

the other hand, allow the cultural & creative handicraft works of the persons with disabilities available on the market and open up the way of souvenir market.

To further promote the development of art with the disabled, Fuhong Society of Macau operates the Happy Art Studio in 2018 at Anim' Arte Nam Van as a social enterprise through the leasing mode of opening bidding. Besides serving the people with disabilities of different sectors, the Happy Art Studio provides community care and support services for the community, parent-child and the children with special needs, in order to make up the extra demand on the early intervention of the children with special needs, which expects the people with special needs to express themselves by making use of art therapy and express their inner feelings by the means of art, and accordingly achieving the self-healing effect.

Fuhong Society of Macau adopts a diversified direction on the development of social enterprise, and the services cover the laundry service, environmental protection, retail services, cultural & creative products, arts with the disabled and other fields. Fuhong Society of Macau also adds the featured elements of people with disabilities to various areas, and accordingly stand out from the market and create the unique positioning and value. Therefore, the non-profit social service organization, in the form of social enterprise, break through the limitation of inherent resources and services while walking away from the comfort zone, striving for more social resources and network and developing the innovative services.

In order to cope with the rapid development of the present generation, the non-profit social service organization takes "Point, Line, Surface and Volume" as its own core

配合現今時代的急速發展，非牟利社會服務機構透過「點線面體」作為自身的核心分析框架，建立自身發展定位方向。「點線面體」是建造空間四個層次的概念，由點開始組織成線，結線成面、再由平面建造成立體。



澳門扶康會慈善品牌彩虹花
"Rainbow Flower", the charity brand of FuHong Society of Macau

點：「點」是指發展出每項服務的特點和獨特性、優勢或發展機會。如從康復服務的內部層面上，本會具有智障人士日間服務、智障人士院舍服務、精神康復服務、跨殘疾障別藝術培訓服務；而從社會企業的外部層面上則有洗衣服務、環保公益、銷售服務、文創產品、展能藝術等，讓殘疾人士和各項服務的特點和獨特性串連起來。

線：「線」是指自身服務的核心價值，是品牌和服務競爭力的體現。澳門扶康會從2003年開創「彩虹花」

analysis frame to establish own development and positioning direction. The "Point, Line, Surface and Volume" is a concept of four layers of building space; and points form the lines, lines form the surface, and surfaces form the volume step by step.

圖：「點線面體」分析框架

Picture: Analysis framework of "Point, Line, Surface and Volume"



Point: "Point" is defined as characteristics, uniqueness, advantages or opportunities of developing each service. From the internal side of rehabilitation service, FuHong Society of Macau offers day care services, residential services of persons with intellectual disabilities, mental rehabilitation services, cross-disability art training; and from the external side of social enterprise, FuHong Society of Macau offers laundry services, environmental protection, sales services, cultural and creative products, arts with the disabled and so on. In this way, it connects the people with disabilities up with the characteristics and uniqueness of various services.

Line: "Line" is defined as core value of these services and reflects the competitiveness of the brand and services. FuHong Society of Macau created the charity brand "Rainbow Flower"

慈善品牌，向社會宣揚「關心殘疾人士 活出美麗人生」的正面訊息。「彩虹花」產品的出現，引起社會對殘疾人士的關注，打破一般人對自闭症及智障人士的成見，令更多人透過產品重新了解他們，向市民傳遞愛與關懷的訊息。澳門扶康會和「彩虹花」慈善品牌的建立，幫助澳門扶康會把殘疾人士元素帶到各個領域上（如復康服務、文創藝術、社會企業），將社會服務與社區市民的生活連繫，其殘疾人士元素帶來獨特的競爭優勢，成為社會大眾更能直接接觸及了解的渠道。同時，「線」亦體現在服務之間的契合，如日間中心發展殘疾人士職業技能、殘疾人士的展能藝術創作成品或產品生產，可以有社會企業作為服務及產品輸出口；展能藝術培訓亦可以提供服務於日間中心及院舍等作為服務的輸出，形成「線」的上遊及下遊的聯繫關係。

面：「面」是指平台和領域的建立、市場和網絡的形成。將各項服務及競爭優勢串連，形成更具優勢的「面」或平台，以社會企業作為平台的連接入口，把政府、企業、學校及社會大眾可以透過社會企業，將更多不同領域上的「線」緊密串連起來，如本會喜悅市場社會企業的「一人一愛心計劃」，企業或捐贈者透過捐助善款、物品或食物，由喜悅市場社會企業作

in 2003, propagating the positive message - "Taking care of the people with disabilities and living a beautiful life" to the society. The appearance of "Rainbow Flower" product attracts a lot of attention from the society to the people with disabilities while breaking the prejudice of ordinary people to the people with Autism and people with intellectual disabilities and passing the message of love and care to the public. Since the establishment of the charity brand "Rainbow Flower" of FuHong Society of Macau, it has brought elements of the people with disabilities into various areas (such as rehabilitation services, cultural & creative art and social enterprises) while linking the social services with lives of citizens in the community. The elements of the people with disabilities bring the unique competitive advantage, and accordingly, the social services have become the channel for the public to understand better and direct contact. At the same time, the "Line" also represents integration between the existing services; for example, Social Enterprises can be the service and product output port for the development of vocational training of the people with disabilities and product creation or production of art with the disabled of the people with disabilities; training of art with the disabled can provide in the day care center and residential care. In this way, a joint relation between the upstream and the downstream of "Line" is formed.

Surface: "Surface" is defined as the establishment of the platform and area, and formation of a market and network. Various services and competitive advantages are connected serially, thus forming a more favorable "Surface" or platform. Taking the social enterprise as the connecting access to the platform, the government, enterprises, academy and the public in more "Line" of different fields are connected through the social enterprises. For example, in the "Happy caring plan" of

為中介角色把所收集的物資整理，在社交平台向經濟困難家庭發放訊息，讓他們可以以無償方式在喜悅市場社會企業獲得或購買日常用品等物資。非牟利機構透過結合外部的社會資源，在平台上形成共同利益關係，使平台上所有的「線」都能在彼此間發揮影響力，獲取實質或無形效益，創造一加一大於二的效益。

體：「體」是指透過眾多的「面」而形成的生態體系。在推動社會企業的角色上，由「政、商、民、學」四個「面」推動，如政府部門之間制定健全法規、政策及認證制度；企業發動營商智慧啟動商界合作和基金信貸；非牟利組織善於運用群眾力量，並以創新手法解決社會問題；學界則培育多元化的創業模範，不單是商業及社會服務人才，更為社會創新提供最重要的養分。四者彼此之間發揮協同效應，為社會企業創造友善的經營環境，提供更多倡議及宣導的渠道，讓社會企業從小眾走向主流，營造有利的生態環境。

本會從「點、線、面、體」的定位中見證社會資本一點一滴的凝聚，從開展社會企業計劃開始，不論在殘疾人士的生產力、工作就業和展能藝術對殘疾人士的正面效益、跨界合作的網絡和成果、市民認知和包容、良

the Happy Market Social Enterprise, act as an agent to organize the collected materials including money, materials or foods donated by the enterprises or donors, and distribute to the families with financial difficulties through the social platform. In this way, they can acquire or buy the materials, such as daily necessities in the Happy Market Social Enterprise for free. The non-profitable organization forms the mutual interest relation on the platform in combination with the outer social resources; thus, all "Lines" on the platform can exercise the influence on each other and acquire the substantial or intangible benefits, thus producing the benefit of "multiplier effect".

Volume: "Volume" is defined as an ecological system formed by multiple "Surfaces". On the role of promoting the social enterprises, the "Volume" is promoted by four "Surfaces", i.e. Government, Enterprise, Citizen and Academy. For example, the government works out the perfect laws, regulations, policies and certification system; the enterprises initiate the business intelligence to start business cooperation and fund credit; the non-profitable organizations are good at using the strength of the masses to solve social problems with the innovative approaches; and the academic community is cultivating a diverse range of entrepreneurial pillars which are not only for business talents and social service talents but also for providing the most important nutrients for social innovation. The four sides play a synergistic effect to create a friendly business environment for the social enterprises while offering more channels of proposals, making the social enterprises develop toward the mainstream from the minority and creating the favorable ecological environment.

Starting from the social enterprise plan, Fuhong Society of Macau has witnessed the agglomeration of social capital



澳門扶鴻社會企業與海內外四地社會企業創新論壇
Fuhong Society of Macau hosts the Four Places of Cross-Straits Social Enterprise Summit to promote innovative thinking of the society.



喜悅市場社會企業為入專院校提供社會企業實踐社會企業
Happy Market Social Enterprise provides the universities and colleges with community education to recognize the social enterprises.

心消費文化、環保公益的重視和傷殘共融的氣氛等。不單只表現殘疾人士就業的效果，而是在各個方面都體現出社會資本發展和累積的成效，社會企業成為非牟利機構最大的推動力，為創造健康的社會建立良好基石。



參考文獻：

《智能預見時代構思點線面體戰略系統》 作者：何東生 廖國聖 阮長生 王深望 張先

Reference:

Mr. Zeng Ning, Chairman of Academic Council of Alibaba Group; Requirement of "Point, Line, Surface and Volume" Strategic Thinking in Intelligent Business Era

step by step in productivity of people with disabilities, positive benefits of job & employment and art with the disabled to the people with disabilities, network and achievements of cross-border cooperation, cognition and inclusion of the citizens, ethical consumption culture, emphasis on environmental protection and public benefit, atmosphere of living together with the people with disabilities, etc. from positioning of "Point, Line, Surface and Volume". Fuhong Society of Macau not only shows the employment effect of the people with disabilities but reflects the development and accumulation effect of social capital in all aspects. The social enterprises shall become the biggest driver of the non-profitable organizations and build a good foundation for the creation of a healthy society.

澳門扶康會社會企業項目總覽

Overview on Social Enterprises of Fuhong Society of Macau

澳門扶康一人有限公司-心悅洗衣社會企業

Macao FHS Company Limited Happy Laundry Social Enterprise



為殘疾人士提供就業機會和職業發展的洗衣社會企業。

Provide employment opportunities and career development for people with disabilities.

澳門和樂坊一街61號至71號宏泰工業大廈(第二期)8樓C座
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☎: 2822 2060 ☎: 2822 2060

✉: fuhonghl@gmail.com ⌚: 09:00 – 18:00, MON – SAT

澳門扶康喜悅一人有限公司-喜悅市場社會企業

Happy FHS Macao Company Limited

Happy Market Social Enterprise

為殘疾人士提供就業發展外，亦推出自家創意產品、回收及銷售一手及二手物品，並推出一人一愛心慈善計劃，讓有需要人士獲得所需物資。

Provide employment for people with disabilities, selling self-branding creative products, upcycling products and selling first and second hand items, in addition, we have a “Happy Giving” charity program for those people in need.



澳門黑沙環巷8號發利工業大廈GAA座
Travessa da Areia Preta 8, Edif. Industrial Fat Lei, 6/F AA, Macau

☎: 2852 0322 ☎: 2852 0322

✉: happymarket@macau.ctm.net ⌚: 10:00 – 19:00



澳門扶康喜悅一人有限公司 喜悅閣社會企業

Happy FHS Macao Company Limited
Happy Corner Social Enterprise

為殘疾人士提供就業發展外，亦推出自家創意產品、回收及銷售一手及二手物品，並推出一人一愛心慈善計劃，讓有需要人士獲得所需物資。

Provide employment for people with disabilities, selling self-branding creative products, upcycling products and selling first and second hand items, in addition, we have a “Happy Giving” charity program for those people in need.

澳門荷蘭園大馬路107-F號信福中心C舖

Em Macau, Avenida Do Conselheiro Ferreira De Almeida No 107-F, Son Fok Rés-Do-Chão C

☎: 2855 0321 ☎: 2852 0322

✉: happymarket@macau.ctm.net ⌚: 10:00 – 19:00, SUN – FRI

澳門扶康會 - 悅畔灣 @ 南灣·雅文湖畔

Happy Shop @ Anim' Arte Nam Van of Fuhong Society of Macau

悅畔灣位於南灣雅文湖畔，銷售由澳門扶康會轄下各中心服務使用者製作及包裝的文創產品，期望能用愛心將社會連繫，支持殘疾人士融入社區。

Located in the brand new landmark Anim' Arte Nam Van, sells Macau-featured handicraft made by our service users. Love can make the community closer and let's support the social inclusion for the people with disabilities.



澳門南灣雅文湖畔S4店微笑工房

Avenida Panorâmica do Lago Nam Van, Praça do Lago Nam Van, Anim' Arte NAM VAN, Oficina de Sorriso

☎: 6300 3377 ☎: 2822 2770

✉: fuhong.happysshop@gmail.com ⌚: 單數月Odd months 12:00-21:00 雙數月Even months 11:00-20:00

澳門扶康會-悅畔灣@氹仔龍環葡韻

Happy Shop @ Taipa House Museum
of Fuhong Society of Macau



透過文化局引介，本會開始了位於氹仔龍環葡韻售賣亭的服務，以實體店訓練殘疾人士的溝通技巧，協助他們融入社區

Instituto Cultural let us start the service in the kiosk located outside Taipa House Museum from where the communication and retail skill of our people with disabilities can be trained, and help them to be integrated into the community.

◎：氹仔海邊馬路，龍環葡韻悅畔灣售賣亭
Avenida da Praia, O Sorriso, Taipa

☎：6202 4488 ☎：2822 2770

✉：fuhong.office@gmail.com ⌚：10:00 – 19:00

欣悅藝術一人有限公司-欣悅展能藝術工作室

Happy Arts Company Limited Happy Art Studio



提供展能藝術課程予不同障別人士及銷售殘疾人士文創產品。

Provide art training for people with disabilities and selling creative products.

◎：澳門南灣雅文湖畔S9舖
Avenida Panorâmica do Lago Nam Van, Praça do Lago Nam Van, Anim' Arte
NAM VAN, Estúdio de Arte com Alegria

☎：6281 1099 / 2856 8686 ☎：2822 2770

✉：hartstudio.fh@gmail.com ⌚：10:00 – 22:00

澳門扶康喜悅一人有限公司-喜悅閣@旅遊塔站

Happy FHS Macao Company Limited

Happy Corner @Macau Tower

喜悅閣@旅遊塔站是首個由本澳商業機構與社會服務機構合作的項目，由澳門旅遊塔會展娛樂中心無償提供澳門旅遊塔58樓的場地，出售由殘疾人士親手製作或包裝的澳門特色手工藝品。

Happy Corner @Macau Tower located in the Macau Tower 58/F, it is the first joint project of corporate and social enterprise run by NGO from which Macau Tower provides a free venue sells Macau-featured handicraft made by people with disabilities



◎：澳門旅遊塔58樓觀光層
Largo da Torre de Macau, n.º 42 a 66, "Torre Panorâmica de Macau", 58º andar (T58)

☎：6326 6800 ☎：2852 0322

✉：happymarket@macau.ctm.net ⌚：10:00 – 19:00



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澳門黑沙環馬場北大馬路寶利閣 175-181 號地下 A

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電郵 (Email) : fhpoulei@gmail.com

澳門扶康會寶翠中心

Pou Choi Centre of Fuhong Society of Macau

澳門沙梨頭南街及飛蘭士街 363, 381 及 403 號寶翠花園利星閣地下

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Macao FHS Company Limited - Happy Laundry Social Enterprise

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澳門扶康會 - 悅群灣 @ 南灣 雅文湖畔

Happy Shop @Anim' Arte Nam Van of Fuhong Society of Macau

澳門南灣雅文湖畔 S4 店微笑工房

Avenida Panorâmica do Lago Nam Van, Praça do Lago Nam Van,

Anim' Arte NAM VAN, Oficina de Sorriso

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電郵 (Email) : fuhong.happyshop@gmail.com

澳門扶康會 - 悅群灣 @ 氹仔環運碼頭

Happy Shop @Taipa Houses Museum of Fuhong Society of Macau

氹仔海邊馬路, 龍環葡韻悅群灣售賣亭

Avenida da Praia, O Sorriso, Taipa

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Happy Arts Company Limited - Happy Art Studio

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書名：澳門扶康會經驗分享叢書《職·康復》

出版：澳門扶康會

舊印：飛迪華

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設計及印刷：盤漫廣告策劃

英文翻譯：Office 88 Limited

版次：第一版

印次：初次印刷

發行量：2000 本

地址：澳門和樂坊一街 61 號至 71 號

宏泰工業大廈 8 樓 D 座（第二期）

出版日期：2018 年 11 月 30 日

Title: Fuhong Society of Macau Experience Sharing Series

"Vocational · Rehabilitation"

Publication: Fuhong Society of Macau

Supervisory In-Charge: Maria de Fátima Salvador dos

Santos Ferreira

Editor: Chan Choi Fat Wong Hou

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Pancy, Pang Si Wai Colly, Chong Ka Man

Graphic Design and Printing: Case Station Advertising & Marketing

English Translation: Office 88 Limited

Edition: First Edition

Publication: First Published 2018

Volume of Circulation: 2000 copies

Address: Em Macau, Rua Um Bairro Da Condição N'S 61-71,

Industrial Wan Tai 8' Andar D

Date of Publication: 30th November, 2018

行政公益法人證明書編號：08108/UPA/SAFP/2008

ISBN 978-99965-916-8-6

Certification Number of Administrative Legal Person, registered institution

with legal rights and responsibilities: 08108/UPA/SAFP/2008

ISBN 978-99965-916-8-6



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ISBN 978-99965-916-8-6



9 789996 591686

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