

逆轉「限制」： 讓長者重掌自立人生

EMPOWER THE ELDERLY TO REGAIN CONTROL OF LIVES

從思維轉變——帶動以人為本的服務改變

FROM MINDSET CHANGE TO PEOPLE-CENTRED SERVICE TRANSFORMATION

總幹事的分享

Message from the Executive Director

各位合作夥伴、持份者、企業及社區友好：
Dear Partners, Stakeholders, Corporate Partners
and Friends of NAAC,

上一期《鄰舍共創》提出本會未來三年的發展方向，並確立「以人為本」為服務核心。本期展示我們如何於安老服務中實踐「自立支援」。

The previous issue of "NAAC Quarterly" outlined our 3-year direction and reaffirmed "People First" as one of the key priorities of our services. This issue highlights how clear direction, professional support and ongoing review help bring "Self-supporting Care Module" in our Elderly Service.

「自立支援」不只是一套照顧方法，更是「以人為本」的承諾：在適切支援下，讓長者繼續享有自主選擇權、參與能力與機會，掌握自己的生活，活出有尊嚴的人生。

More than a care approach, "Self-supporting Care Module" is a people-centred commitment to empower elders to retain choice, participation and control through tailored support.

出於關心和安全考慮，太多的照顧模式傾向凡事為長者「代勞」。然而，過早或過多的

「代勞」，或會限制了長者仍有的能力和選擇。因此，鄰舍輔導會的團隊嘗試逆轉「限制」——先去了解長者期望的生活，再與家屬及不同專業的同工商討照顧計劃，從而在長者安全與自主之間取得平衡。

Doing things for elders often stems from concern for their well-beings and safety. Yet, excessive assistance may obscure their abilities and opportunities to make choices. Inspired by this, our teams begin by understanding how each elder wishes to live, then work with families and professionals to formulate care plans that balance safety and independence.



推動轉變，關鍵不只在方法，更在於願意聆聽、反思、嘗試和調整。只要方向一致、支援切合需求，團隊便能從實踐中學習，逐步累積改變。

Meaningful change depends not only on methods, but on a willingness to listen, reflect, try and adapt. With a shared direction and the right support, we learn through practice and gradually build lasting impact.

鄰舍輔導會總幹事

彭 桓 基
Antony Pang

Executive Director

The Neighbourhood Advice-Action Council



故事 & 數據 一 看得見的改變

Stories & Data Behind the Changes



長者的改變

● 從較多保護，到重新參與生活 FROM BEING PROTECTED TO RECONNECTING WITH LIFE

一位院舍長者跌倒後，自我照顧能力下降。團隊與家人共同訂立目標，把步行、肌力、飲水、飲食和社交訓練融入日常生活。

After a fall affected an elder resident's self-care ability, our team worked along side with her family to set shared goals, weaving walking, strength-building, hydration, dietary and social trainings into daily life.

其後，長者能以拐杖活動、穩定飲食、重投社交，更會主動幫助他人。最重要的轉變，不只是她可以靠自己走路，而是重新擁有參與生活和與人建立關係的機會。

Over time, she walked with the support of a walking stick, established healthy eating habits, reengaged with her community and even began reaching out to support others. The real change is not simply regaining mobility, but reconnecting with life & rebuilding meaningful relationships with others.



● 「我仍然想做。」

“I STILL WANT TO DO THE THINGS THAT MATTER TO ME.”

另有一位90多歲的長者希望重拾十字繡。我們團隊遂調整工具，把手部練習融入她喜歡的活動，藉此令她更主動參與訓練。

Another elder in her nineties wished to resume cross-stitching. By adapting tools and integrating hand exercises into an activity she loved, our team helped turn rehabilitation into something inspiring, motivating her to take a more active role.

“

自立支援的起點是認真且用心去聆聽長者心聲。

“Self-supporting Care Module” begins by truly listening to the elderly's heartfelt wishes.

”



同工的改變

● 從凡事「代勞」，到協助長者重拾自主 FROM DOING FOR TO ENABLING

我們的護理員分享，自推行「自立支援」後，一些院友經評估可以嘗試減少使用約束用品，其後可見他們的活動能力以及與人之互動亦有所增加。

Our care worker shared that, since adopting "Self-supporting Care Module", some elders have been assessed as suitable to reduced physical restraints and they became more active and socially engaged.

同工更重視環境安全、持續觀察、溝通和專業判斷，不只是照顧方式改變了，更關鍵的是照顧思維。

Our staff place greater emphasis on safety, observation, communication and professional judgement. More than a change in practice, it is a shift in mindset.

由 FROM...

盡快替院友完成

Do it for the elder quickly.

主要關注程序

Focus mainly on procedures.

擔心改變增加困難

Fear that changes may create challenges.

依循慣常做法

Follow established routines.



轉為 TO...

先看見院友仍能做到甚麼

See what elders can still do.

同時重視選擇、參與及尊嚴

Value choice, participation and dignity.

在團隊支持下小步嘗試

Take small steps with team support.

共同觀察、檢視和調整

Observe, review and adjust together

“

當看到院友笑容多了、情況較穩定，我們也感到欣慰，工作的滿足感有所提升。

When we see elders smiling more and their conditions becoming more stable, we feel encouraged and gain greater satisfaction from our work.

”





初步數據

● 自己控制，重拾自信 REGAINING CONFIDENCE, MOVING WITH INDEPENDENCE

接受輪椅操作訓練後：
Following wheelchair skills
training:



6位院友之中已有2位能自行
控制輪椅。

2 of 6 elders can now operate
their wheelchairs
independently.

● 泌尿道感染住院個案減少 FEWER HOSPITALISATIONS FOR URINARY TRACT INFECTIONS

「飲水計劃」於2025年
10月開始推行：
The "hydration programme"
began in October 2025:



住院個案由2025年6至12月
的38宗，減至2026年1月至
統計時點的16宗。

Hospitalisations fell from
38 (June - December 2025) to
16 (January 2026 to date).

● 約束率降低，零跌倒記錄 REDUCED RESTRAINT USE, ZERO RECORDED FALLS

由2026年3月至統計時點：
From March 2026 to the
reporting date:



約束用品的使用減少了
16人次。

Restraint use reduced by
16 instances.



約束衣減少27.59%。

Garments restraint decreased
by 27.59%



約束手帶減少20%。

Wrist restraint decreased by
20%.

期間並沒有發生跌倒意外。
同工將持續監察成效和
風險。

No falls were recorded during
the period. We will continue to
monitor outcomes and ensure
elder residents safety.



由初步轉變 走向持續影響

FROM EARLY CHANGE TO LASTING IMPACT

建立「以人為本」服務文化

BRINGING PEOPLE-FIRST CULTURE TO SERVICES

「以人為本」的文化為本會推行「自立支援」奠定了基礎。我們先「看見」的是「人」，而非僅僅其照顧需要，安老服務部的團隊正以此嶄新的思維和方式支援長者。

By nurturing the "People First" culture, NAAC has laid the foundation for "Self-supporting Care Module". Seeing the person before the care needs, our teams are embracing new ways of thinking and supporting the elderly.



由理念走向轉變 計劃推行歷程

FROM PRINCIPLE TO CHANGE: The IMPLEMENTATION JOURNEY

面對轉變的四種心態 4 MINDSETS FOR CHANGE

● 建立共同理念及心態

BUILD SHARED PRINCIPLES & MINDSETS

釐清目的與共同語言，建立願意聆聽、反思、嘗試及調整的心態。
Clarifying the purpose and shared language, and fostering a willingness to listen, reflect, try and adapt.

● 境外交流及專業學習

OVERSEAS EXCHANGE & PROFESSIONAL LEARNING

透過台灣交流團、實地參觀、應用分享及跨單位研習，了解不同場景的實踐。

Gaining insights into how the module is implemented in different settings through Taiwan Exchange, agency visits, application sharing and cross-unit workshops.

聆聽 LISTEN

● 培育種子同工

DEVELOP STAFF CHAMPIONS

由參與單位培育種子同工，示範實踐、支援同事、分享經驗及協助成果記錄。

Developing staff champions in participating units to lead by example, support peers, share experiences and help document outcomes.

反思 REFLECT

● 由小規模試行開始

START WITH SMALL-SCALE PILOTS

在院舍及日間服務中心甄選合適個案逐步試行，並在過程中檢視困難、評估風險及調整支援流程。

Initiating incremental trials with elders in residential and day care units; reviewing difficulties, risks and adapting support processes.

● 跨專業及家屬協作
COLLABORATE ACROSS PROFESSIONS &
WITH FAMILIES

由社工、護士、治療人員、前線照顧同工和家屬共同訂立目標。

Collaborating across social workers, nurses, therapists, frontline care staff and families to set shared goals.

● 以故事和數據檢視
INSIGHTS THROUGH STORIES & DATA

收集長者的轉變故事、家屬及同工回饋，並整理數據，以持續調整支援計劃。

Gathering elders' stories of change, feedback from families and staff, and data to guide continuous improvement.

嘗試
TRY

● 建立學習圈及督導機制
ESTABLISH LEARNING CIRCLES &
SUPERVISION

營造坦誠開放的空間，讓同工發問、交流困難、從嘗試中學習，從而建立面對轉變的信心。

Fostering an open space where staff can raise questions, share challenges, learn from trials and build confidence in embracing change.

● 逐步推展及納入服務常規
SCALE UP AND EMBED IN SYSTEMS

把有效做法推展至不同服務，建立實務框架、培訓、檢討機制及服務標準。

Scaling up effective practices across services and establishing practice frameworks, training, review mechanisms and service standards.

調整
ADAPT

下一階段
提升團隊面對轉變的能力

NEXT STEPS

STRENGTHENING THE TEAM'S CAPACITY FOR CHANGE



人才 | PEOPLE

持續培育種子同工，促進跨單位交流、增加前線支援。

Continuing to develop staff champions and strengthening cross-unit learning, frontline support.



實證 | EVIDENCE

完善評估工具，數據收集標準、成果記錄及成效研究，以實證基礎提升服務質素。

Refining assessment tools, statistical definitions, data analysis, outcome records and impact studies to enhance service quality through an evidence-based approach.



夥伴 | PARTNERS

連結院校、企業、專業團體、社區夥伴及義工，攜手推動研究、環境改善、科技及服務創新。

Connecting with professional bodies, community partners, academic institutions, corporates and volunteers to support research, environmental improvements, technology and service innovation.



夥伴可以如何同行 HOW PARTNERS CAN TAKE PART

匯聚跨界專業 成就社區蛻變

CO-CREATING VALUE: PARTNER EXPERTISE, LASTING IMPACT

本期主要介紹長者服務，但「以人為本」的理念貫穿鄰舍輔導會各類服務。未來，期待與你們攜手，讓不同年齡、背景及生活處境的會員享有更多的選擇權、參與機會、更好的生活質素以及有尊嚴的生活。

While this issue highlights elderly services, "People First" guides all NAAC services.

We look forward to partnering with you to empower individuals of all ages, backgrounds, and life circumstances—enabling them to embrace greater choice, active participation, enhanced quality of life, and true dignity.

歡迎大家一同推動跨界合作的力量，
將你們的專業轉化為服務成效，例如：

Let us work together towards this through:



研究驗證有效方法

Research validates
effective approaches



數據與評估支持改善和 精準投放

Data and evaluation that
guide improvement and
targeted investment



環境設計減少生活障礙

Inclusive design that
removes everyday barriers



科技支援監察

Technology that
strengthens monitoring



個人化活動和服務協調

Personalised activities
and coordinated services



成為義工以陪伴和 跨代交流擴闊社交連繫

Volunteering that builds
connections through
companionship and
intergenerational exchange



與我們保持聯繫

STAY CONNECTED

誠邀你與我們並肩同行，將專業與資源轉化為實質、可量化且深遠的改變，助不同背景的會員改善生活，攜手構建共融且有人情味的社區。

We warmly invite you to join us in turning expertise and resources into tangible, measurable, and lasting impacts—empowering individuals from all walks of life and co-creating an inclusive, connected community

Thank you for reading!



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