



我們的策略

OUR STRATEGY

2022-
2024



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前言

FOREWORD

By Dr Hannah Reidy,
行政總裁 CEO, Mind HK

On behalf of Mind HK, I am delighted to share Mind HK's new strategic plan for January 2022 to December 2024, which outlines our vision and aims for the next 3 years. We live in a world where mental health is stigmatised, poorly resourced, and largely overlooked. With at least 1 in 7 facing a common mental disorder at any given time in Hong Kong, pioneering ideas are needed to create the quick and effective change we hope to instil. We have formulated this strategy to steer the ambitious goals that we have set for ourselves, and make our vision of ensuring that no one in Hong Kong has to face a mental health problem alone a reality.

The landscape in Hong Kong has changed dramatically since Mind HK was formally launched in late 2017. We faced social unrest and a global pandemic, unprecedented events which caused significant stress on our population and brought the topic of mental health to the forefront. As we navigated this time and took an agile approach, we grew quickly as an organisation and did our best to support the community's needs. In this next strategic period, we will capitalise on the growing interest in mental health and implement what we see as the most effective strategies.

我謹代表 Mind HK 向大家分享 Mind HK 由 2022 年 1 月至 2024 年 12 月期間的策略計劃，其中涵蓋了我們接下三年的使命和目標。我們身處在一個精神健康被污名影響、資源不足，以及被忽視的世界。每七名香港人就有一位在一生中會經歷常見精神疾病，因此我們需要用更多有效而創新的方式來達成我們的願景。我們制定了這份策略計劃，引領我們朝向自己訂下的目標進發；同時實現我們的願景——確保香港沒有人需要獨自面對精神健康問題。

自 Mind HK 在 2017 年正式成立開始，香港經歷了重大的轉變：我們經歷了社會動盪和全球疫情，許多意料之外的事情為我們帶來巨大壓力，精神健康議題亦被放於鎂光燈下。在這段時間，我們靈活地應對各種挑戰，機構亦迅速成長，並盡最大努力支持社會需求。在下一階段，我們將把握社會對精神健康日漸上漲的關注來推行我們認為最有效的策略。

It has never been clearer that a lot more has to be done and we need to further develop and expand our programmes to achieve the change we hope to see. Our training and campaigns have shown improvements in mental health awareness for those who come into contact with them. However, our research signifies that stigmatising attitudes towards mental health are as prevalent as they were in 2018 in Hong Kong.

In this new strategic period, we will remain committed to serving the Hong Kong population. We will offer programmes for those aged 12-65 and will provide relevant mental health resources to everyone in Hong Kong across the lifespan. To serve as many people and as effectively as possible over the next 3 years, we will focus heavily on localising. We will shift from a focus on bringing international materials into Hong Kong to creating our own materials guided by evidence and expertise. We will continue to engage internationally, only if it best serves the Hong Kong community.

Our evaluation and scoping shows that our programmes and activities are still in demand and need; we will prioritise improving and augmenting these projects to best serve the local population. Some of our programmes will be rolled out in more depth, and others with more breadth. All programmes will be evaluated to ensure that they are fit for purpose. Our continuing projects will blend with new initiatives throughout our strategy, all aligning with our mission and vision. The core principles of educating individuals to raise mental health awareness through training, research, resources and campaigns, and destigmatising mental health through the voice of lived experience and our outreach work will remain salient.

我們必須作出更多來擴展機構項目，以達成我們的願景。我們的培訓課程與活動計劃亦改善了大眾對精神健康的意識。然而，我們的研究指出社會對精神健康的污名態度仍然與 2018 年一樣嚴峻。

踏入新的階段，我們會繼續服務香港人。我們將為 12 至 65 歲的人提供相應的精神健康資源和不同計劃。為更有效觸及受眾，我們在未來三年會著重於本地發展。我們的重心將由引入國際資源轉移至製作實證及專業知識為本的原創資源。我們亦會以香港社群利益為前提，繼續保持國際合作。

我們的項目評估及規劃反映了大眾對這些項目的需求：我們將會優先改善與調整這些項目，更貼近本地社群需要；我們將會深化或擴闊項目內容及詳細評估，確保其方向與目的符合預期目標；我們會在這段時間內在現有的項目中加入新的元素，並確保其符合我們的使命與願景；我們亦會堅守核心原則：透過培訓、研究、資源與活動來教育及提高大眾對精神健康的認識，並透過分享過來人精神健康經歷以及外展工作來消除大眾對精神健康的污名。

Mind HK sees this new strategic period as a chance to look forwards. To this end, our new strategy highlights both how we will digitalise our offerings and future proof the organisation and its activities through sustainability planning and reaching Hong Kong's young people. We want to ensure that as we mature as an organisation, we stay both current and tenable.

The aims shared in this document outline what will guide Mind HK's development over the next 3 years. Growing into a larger and more established organisation brings with it greater opportunities and greater responsibilities, but we are inspired and ready to bring big ideas and plans to life. By staying true to our vision to ensure no one has to face a mental health problem alone in Hong Kong, we believe that we can continue to serve the city's population with the same good intentions and grit as back in 2017. As we move into 2022, our work will be guided by our new strategic aims, values, mission, and vision. **We are here to support everyone, inform and empower, talk about mental health, help everyday and everywhere, and work together for a better future.**

Mind HK 將這個新階段視作向前發展的機會。我們新的策略計劃將注重資源數據普及、制定可持續的發展方案和接近本地青少年，來保障機構的未來。我們希望確保機構能貼近本地時勢、穩定地發展。

這份文件將會概括 Mind HK 在未來三年的發展方向。隨著機構發展日漸成熟和更具規模，我們迎來更多機會與責任，亦準備好要在未來盡力實踐我們的想法與計劃。我們將會堅守願景，確保在香港沒有人需要獨自面對精神健康問題；我們亦深信我們可以堅守 2017 年開始的初衷與意志力，繼續服務社會大眾。踏入 2022 年，我們的工作將會由新的策略目標、價值、使命與願景主導。**我們會支援每一個人、教育與賦權、談論精神健康議題，隨時隨地提供協助，一起建立更美好的未來。**

Dr Hannah Reidy
行政總裁 CEO, Mind HK

我們主要範疇

OUR KEY AREAS OF FOCUS

2022-2024 策略階段
STRATEGIC PERIOD 2022-2024

- 1. 本地發展
LOCALISING**

我們會支援每一位香港人
We are here to support everyone in Hong Kong
- 2. 教育
EDUCATING**

我們會提供資訊和賦權
We are here to inform and empower
- 3. 消除污名
DESTIGMATISING**

我們會討論精神健康
We are here to talk about mental health
- 4. 數碼普及
DIGITALISING**

我們會隨時隨地協助每一位
We are here to help, everyday and everywhere
- 5. 保障未來
FUTURE PROOFING**

我們會一同建立更美好未來
We are here to work together for a better future

我們的願景 OUR VISION

我們致力確保香港沒有人需要獨自面對精神健康問題。

We are here to ensure that **no one in Hong Kong** has to face a mental health problem alone.

我們的新使命 OUR NEW MISSION

Change: To educate around mental health and remove the associated stigma

Act: To collaborate, innovate, create and research to ensure the best mental health for all in Hong Kong

Guide: To make Hong Kong a global leader and regional model for public mental health

改變：教育大眾有關精神健康的知識及消除有關污名

行動：透過合作、創新、創作及研究，確保所有人能保持最好的精神健康

引領：讓香港成為公共精神健康界內的全球領袖及地區典範

新的口號 OUR NEW TAGLINE

「你嘅精神健康同樣重要」
"Your mental health matters"

Together with various stakeholders, we developed a new new Mind HK tagline "Your mental health matters". Our hope is for this tagline to help equip the general public with the understanding that mental health, alike to physical health, should be a priority. **Mental health is something that everyone has** and it is part of our strategic aim to further push mental health to the top of both organisations' and individuals' agendas; we felt it was necessary to introduce a tagline to reflect this. No matter who you are, or where you are on the mental health spectrum, **your mental health matters.**

我們與不同持份者一起為 Mind HK 創作了新的口號——「你嘅精神健康同樣重要」。我們希望能協助大眾理解精神健康與身體健康一樣，應該被重視。**每個人都有精神健康**，而我們其中一個策略目標是鼓勵大眾將精神健康放在個人或是機構層面的首位。因此我們認為有必要在以新的口號展現這個理念。無論你是誰，或正處於任何一種精神健康狀態，**你嘅精神健康同樣重要。**

我們的新價值 OUR NEW VALUES

Together as an organisation, we came up with a new set of values and action points, which will guide us as we look forward in this strategic period.

我們為機構制定了新的價值與方向，引導我們在這個階段中前行。

誠信 Integrity

我們的工作均以實證及過來人經歷為基礎，並會保持工作透明度。
Everything that we do will be based on evidence and informed by those with lived experience. Our processes will be transparent.

共融 Inclusivity

我們將會竭盡所能協助最多香港人。
Our approach will seek to help as many people across Hong Kong as we can.

惻隱之心 Compassion

我們會抱持友善、關懷與同理心接觸大眾。
We will act with kindness, care and empathy for all of those that we interact with.

承諾 Commitment

我們會堅持我們的信念，達到最佳的精神健康。
We will work to achieve the best mental health outcomes with drive and dedication.

我們的影響

OUR IMPACT

1,300,000+
新網頁使用者
New website users

12,000+
名參加者參與精神健康培訓
Trained in mental health literacy

9
項大型活動接觸逾百萬人
Campaigns reaching millions

11
項新的培訓課程
Training programmes developed

6
項有關香港精神健康的研究
Pieces of research on mental health in Hong Kong commissioned

2
場大型心理健康研討會，共超過 2,000 名來自本地及國際的觀眾參與
Large-scale mental health conferences held, attended by 2000+ local and international guests

50+
合作機構
Collaborated organisations

Coolminds
與啟勵扶青會共同推出的青年精神健康項目（針對 14-24 歲青少年及其身邊的人的青年精神健康資源）
Launched in partnership with KELY Support Group (youth mental health initiative targeting youth aged 14-24 and the people around them)

49
Mind HK 大使完成了精神健康故事分享培訓
Mind HK ambassadors trained to share their mental health stories

HOW WE GOT TO WHERE WE ARE

2017

When we launched Mind HK at the November 2017 HK Mental Health Conference, our first public-facing event and a platform for our initiation, we had a plan to try and destigmatise mental health and raise mental health awareness in Hong Kong. We invited our partners and discussed big ideas. We brought across mental health resources created by Mind UK, and began localising and translating them into Chinese to make them accessible to the Hong Kong public. We started to design and pilot an introductory mental health literacy training programme for the general public. We even trialled a campaign. From these beginnings, Mind HK took shape and began to grow.

我們的 旅程

2017

Mind HK 在 2017 年 11 月在香港心理健康研討會正式成立，這亦是我們首個公眾活動。當時我們已經計劃好要在香港消除有關精神健康的污名，及提高香港大眾對精神健康的意識。我們邀請了合作夥伴來討論我們的理念；我們引入了 Mind UK 的精神健康資源、將其本地化並翻譯成中文，並開放予大眾閱讀。我們亦開始設計及試行公眾心理健康基礎課程，甚至開始推出大型活動。每項項目也引領著 Mind HK 的成長。

HOW WE GOT TO WHERE WE ARE

2018-19

Our first two full years were focused on bringing international best practice to Hong Kong to educate ourselves and other key stakeholders on what might work for our city and needs. Hosting these global gold-standard charities, such as the Black Dog Institute and Orygen (Australia), Mind UK and Charlie Waller Memorial Trust (UK), helped us to ensure that our new initiatives were at a level of best practice, and gave us the support that we needed to bolster our resources.

Locally, we had a strong focus on building our networks and relationships with other local NGOs, and understanding where we could best 'plug the gaps'. Our collaborative mentality meant that we were able to work quickly and effectively within the Hong Kong mental health space where it mattered the most, including starting our work with youth in collaboration with KELY Support Group. Our website quickly began to grow, we started to offer more training, and more people began to know our name.

我們的 旅程

2018 - 19

我們的首兩年主要專注在本地於引入國際最佳實踐，讓機構及其他重要的持份者了解更多有效的方法來回應香港的需求。不同國際頂尖慈善機構，如 Black Dog Institute、Orygen (Australia)、Mind UK 及 Charlie Waller Memorial Trust (UK) 亦協助我們確保新項目能保持最佳實踐標準，並為我們提供所需支援來鞏固我們的資源。

我們亦開始與其他本地非牟利機構建立友好關係，了解我們如何能有效地彌補目前的空缺。我們的協作精神使我們能迅速有效地對香港的精神健康界別的重要議題作出行動，例如我們與啟勵扶青會共同策劃的青年精神健康項目。此外，我們的網站迅速發展擴大，並開設了更多培訓課程，開始有更多人認識我們。

HOW WE GOT TO WHERE WE ARE

2020-21

During 2020 and 2021, we formalised our aims as we developed as an organisation and saw substantial growth and development. Gaining our Section 88 charitable status in 2019 gave us the ability to form more substantive partnerships with donors, and during 2020-21 we planned and launched several new programmes. For this period, we worked with the strategic aims of: Collaborate, Mobilize, Impact, Empower and Sustain - all set with ambitious targets. We are proud to say that we were able to achieve over 90% of the KPIs that we set within this strategic period, a testament to our team's hard work and passion for the cause, as well as the obvious need for our services within Hong Kong.

我們的 旅程

2020 - 21

2020 至 2021 年期間，隨著機構的快速成長與發展，我們亦正式確立了機構目標。在 2019 年正式成為 S88 註冊慈善機構後，我們獲得更大的空間與更多贊助者合作，並於 2020 至 2021 年度籌劃及推出不同新項目。在這段時間，我們秉持著以下策略目標：合作、資訊流通、影響、賦權及可持續，每一項目標亦伴隨著不同遠大的指標。我們十分高興地分享，我們達成了超過九成在這段期間定下的關鍵績效指標（KPIs）。這些成就印證了團隊的努力和熱誠，也反映我們適切地回應了香港對精神健康服務的需求。

HOW WE GOT TO WHERE WE ARE

Organisational growth over time

From humble beginnings, with just a small team of volunteers and two part time staff in 2017, we have grown to an organisation with over 20 staff, 15 trainers, and 100+ volunteers. All stakeholders involved - our board, advisors, staff, volunteers, interns, ambassadors, partners, and sponsors - have played a role in our growth and we couldn't be more thankful.

As we look back at the last four years, we are honoured, inspired, and proud of what Mind HK has accomplished since its inception. We are beyond excited to look forward and start the new year with our next strategic period. It is our hope that Mind HK as an organisation will continue to flourish, with our team and our strategic goals holding the same passion and meaning as when we first began.

我們的旅程

我們的成長

從 2017 年初成立時，我們只有數名義工與兩名兼職員工，到現在團隊已擴展至超過 20 名員工、15 名培訓導師，以及超過 100 名義工。連同我們所有持份者，包括董事、顧問、員工、義工、實習生、大使、夥伴機構和贊助者，都在我們的成長中扮演著重要的角色，我們為此感到無比感恩。

回顧過去四年，我們對 Mind HK 一路以來的成就感到榮幸、鼓舞和自豪。我們熱切期待在新的一年展開全新的策略階段。我們衷心希望我們的團隊和策略目標亦能繼續保持初衷與熱誠，引領 Mind HK 作為機構繼續茁壯成長。



我們的重要性

WHY WE MATTER

The World Health Organisation defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

In Hong Kong and globally, mental health remains largely misunderstood and not equated (in both prevention and treatment) to physical illness.

An estimated 1 in 7 people in Hong Kong will experience a common mental disorder at any given time. Of those experiencing a mental health disorder, three-quarters will not seek professional help. Many will continue to suffer in isolation as a result of stigma, feelings of shame, lack of awareness about their condition, and a shortage of accessible professional support.

世界衛生組織（WHO）將健康定義為「健康不僅為疾病或羸弱之消除，而是體格，精神與社會之完全健康狀態。」

在香港以至全球，人們對精神健康仍有很多誤解。不論在預防及治療方面，精神健康並沒有像身體健康一樣受到重視。

在香港大概每七人就有一位在一生中會經歷常見精神健康問題，然而卻有四分之三的人不會尋找專業協助。許多人將會因為有關精神健康的污名、感到羞恥、對自己的狀況缺乏意識和缺乏專業支援而繼續獨自面對問題。

Mind HK. (2020). Mental Health in Hong Kong. <https://www.mind.org.hk/mental-health-in-hong-kong/>

我們的方針

OUR ROADMAP

Our roadmap on moving forwards outlines how the nature of our collaborations with existing and new partners, both international and local, will shift through the years in an effort to best support the Hong Kong population and generate best practice of a global standard.

我們的未來路向概述了與現有或未來的本地或國際合作夥伴的合作性質將會以支持香港社群為重心，並按照國際標準創作最佳實踐。

2017 - 2021
將國際最佳實踐引入香港
Bringing and adapting
international best
practice to Hong Kong



與國際機構合作，將其內容及專業經驗引入香港，並將內容本地化及翻譯至中文。Partnering with international organisations to bring their materials and expertise to Hong Kong, localise and contextualise, and translate into Chinese.

2022 - 2024
推動及支援本地專家與創新
Driving and supporting local
expertise and innovation



按照本地及國際的最佳指引及現有連繫，創作適合本地語境的資訊內容及在香港建立最佳實踐。Generating local information materials and best practice in Hong Kong, guided by gold-standards and the partnerships that we have established internationally and locally.

2024 onward
在國際間分享本地內容及最佳實踐
International dissemination of
local content and best practice



向其他地區分享本地成果，並繼續按照國際標準建立更多資源與最佳實踐。Sharing what works in Hong Kong to help others in the region and beyond, as well as continuing to capacity build and generate best practice at a global standard.



我們將會達成 WHAT WE WILL ACHIEVE

2022-2024

1,000,000+

使用者瀏覽 Mind HK 精神健康網頁，
鼓勵他們在有需要時尋求幫助
more users accessed Mind HK's mental
health websites, empowering them to
receive the support they need

透過我們的培訓課程向超過
A total of over

20,000

人（再多 8,000 人或以上）教
育有關精神健康的知識
(additional 8,000+) trained in
mental health literacy

完成及審核 YWP 及 PWP 先導計劃
YWP and PWP pilot programmes
completed and audited

培訓超過 200 名 Mind HK 大使分享
他們的精神健康故事

A total of 200+ Mind HK ambassadors
trained to share their mental health
story

針對現有計劃進行審核及調整，以有
效地於不同精神健康狀態作出介入

Existing programmes audited and
adjusted to best intervene at points
across the mental health spectrum

策略目標 STRATEGIC AIMS

2022-2024

本地發展 LOCALISING

1

我們會支援每一位香港人
We are here to support everyone in Hong Kong

我們致力將項目及資源內容本地化，以向所有社群提供好的支援。

We will work to localise our programmes and resources more to best support all communities in Hong Kong.

教育 EDUCATING

2

我們會提供資訊和賦權
We are here to inform and empower

我們會以提高大眾對精神健康的意識為前提創作更多培訓內容、活動計劃、資源和進行研究，以提高個人和機構的意識去支援自己及身邊人的精神健康。

We will build on our training offerings, campaigns, and resources, and conduct more research. This will raise awareness to improve individuals' and organisations' capabilities to support their own and others' mental health.

消除污名 DESTIGMATISING

3

我們會談論精神健康
We are here to talk about mental health

我們將會擴展我們的公眾活動計劃，與不同媒體合作，分享現有及新招募的大使們的個人精神健康故事，以改變大眾對精神健康的態度。

We will grow our public awareness campaigns, work with the media, and share stories of existing and new ambassadors with lived experience to change attitudes towards mental health.

數碼普及 DIGITALISING

4

我們會隨時隨地協助每一位
We are here to help, everyday and everywhere

我們將會製作和豐富我們的網絡資源，確保每個人都可以隨時隨地通過智能設備獲得精神健康資訊，並觸及更多人及提升我們的影響力。

We will create and further develop our digital offerings to ensure everyone in Hong Kong has access to mental health information 24/7 from their devices and to increase our reach and effectiveness.

保障未來 FUTURE PROOFING

5

我們會一起建立更美好的未來
We are here to work together for a better future

我們將會繼續專注青少年精神健康，同時致力確保團隊員工及機構能以可持續的方式繼續發展，為香港及 Mind HK 的未來繼續努力。

We will continue to focus on youth and make our staff wellbeing and company sustainability priorities, to prepare for the future of Hong Kong and Mind HK.

本地發展 LOCALISATION

1

我們會支援每一位香港人

We are here to support everyone in Hong Kong.

We are focused on achieving the greatest good for as many people as possible. Our primary focus and expertise is early intervention for 12-65 year olds facing common mental health problems in Hong Kong.

Since our inception, we have progressed from adapting global best practice to Hong Kong's needs. In this strategic period, we will focus on local expertise to better support resilience within our community.

We will continue to listen to the stories and concerns of people in Hong Kong, who have lived experience of mental health problems, and our projects will reflect their priorities. We will structure our programmes to build capacity within local NGOs and other organisations, in order to foster their own mental health provisions and support local communities, including those most at risk. Internally, our projects will be adapted, and our staff and Board make-up will reflect this shift, to match the community's needs.

我們專注於為更多人帶來最大效益。我們的重心及專長是為 12-65 歲正面對常見精神健康問題的香港人提供早期介入。

自成立開始，我們不斷為香港的需求引入國際最佳實踐。在未來兩年，我們將會投放更多專業資源來支援社區。

我們會繼續聆聽香港人的個人故事和擔憂，尤其是曾經歷精神健康困擾的人，並在我們的項目中照顧其需要。我們會按照本地其他機構的需要擴展現有資源，促進他們的精神健康服務和支持本地社群，包括風險較高的一群。對內，我們會調整項目使其更貼近本地需要；我們的員工團隊和董事成員架構亦會作出調整，來配合社群需要。

While we will continue to draw on our international partnerships for knowledge and innovation, we will develop relationships with local institutions with expertise to foster the development of resources and services best fit for the Hong Kong community. Any work outside of Hong Kong will be separately funded and must be aligned with and strengthen our ability to provide for the local community.

除了保持國際間的合作關係以了解最新知識與創新發展之外，我們亦會與具有本地專業知識的機構建立更緊密的合作關係，以促進並製作最適合本地需要的資源和服務。任何香港以外的工作將會獨立劃分，並必須符合和加強我們服務本地社群的能力。

What you will see:

- 2 large-scale, localised and bilingual public engagement and awareness campaigns annually
- Resources, events, and training targeted towards high-risk groups
- Cantonese training available for all training programmes and ambassador training
- A minimum of 20 new clinically and internally developed resources made available, responding to HK's specific needs
- With the support of PhD research, a cultural toolkit for embedding interventions into Hong Kong
- Staff and board representative of the local population breakdown, including at leadership level

你將會看見：

- 每年兩場本地、雙語的大型公眾計劃
- 為風險較高的社群而設的資源、活動和培訓
- 所有培訓課程及大使培訓均設有廣東話課程
- 按照本地需求，製作最少 20 份經臨床專業人士認可的原創資源
- 在博士研究生（PhD）的協助下製作一份適用於香港文化的介入治療指南
- 更多本地員工及董事會代表，包括領導階層

教育 EDUCATING

2

我們會來提供資訊和賦權

We are here to inform and empower.

From 2017 to 2021, we trained over 12,000 people in Hong Kong in mental health related topics. In our next strategic period, we will grow this training offering in both breadth and depth.

Our existing training offering will be audited and refined before expanding its reach. We will develop and deliver new training modules catering to the more mental-health-literate population, as well as sessions tailored to specific population groups. We will continue to train Mind HK ambassadors with lived experience of mental health problems to speak out. Our training will also expand to include the training of youth and adult wellbeing practitioners (YWPs and PWP) to sit in services across Hong Kong, increasing access to low intensity psychological intervention for the Hong Kong population.

Our research efforts will continue to grow, with PhD projects and well-being trackers informing our programmes. We will prove our projects work, and how they work, through comprehensive evaluations, in order to validate best practice. We will take these learnings and share them to support mental health provision both within and outside the NGO sector, locally and internationally.

在 2017 年至 2021 年期間，我們向超過 12,000 名香港人提供有關精神健康的培訓課程。而我們在下一階段將會擴闊及深化培訓內容。

我們將會在擴闊培訓課程前重新審視及完善現有內容。我們亦會針對不同社群製作及提供全新的培訓內容，其中亦包括對精神健康相對有認識的人。我們亦會繼續培訓更多曾經歷精神健康困擾的人成為 Mind HK 大使，分享他們的個人經歷。我們的培訓亦會擴展至培訓青少年及成人情緒輔導員 (YWPs 及 PWP) 在香港各區為有需要人士提供簡短情緒支援介入治療。

我們將會在研究範疇上投放更多時間與資源，由博士研究生 (PhD) 輔助研究項目及精神健康程度調查來支持未來項目發展。我們將會透過詳細的評估確保項目成效及運作模式，以保證我們達到最佳實踐。我們亦會吸取並分享有關經驗，以支援本地及國際的非牟利機構及其他持份者。

Our websites and social media platforms' content will take priority to ensure all relevant information on mental health is available for people experiencing a mental health problem or caring for others.

我們會確保網站及社交媒體平台上的資源與內容將優先提供予正在經歷精神健康困擾的人或其照顧者使用。

What you will see:

- Full audit and upgrades of existing training programmes including interactive/digital resources
- Streamlining of training procedure and implementation of a sustainable training structure and trainer pool
- Minimum of 4 new training programmes created
- 6% of Hong Kong population impacted by our trainings (20,000+ people trained in total)

*Calculated based on the assumption each individual has a social circle of 25+ individuals

- 2 Mind HK PhD studentships in partnership with local Universities
- 2 best practice toolkits disseminated to local and regional NGOs
- 75 wellbeing practitioners trained to deliver low-intensity mental health support to adults and young people in need
- Research published in 5+ open access papers and shared in 5+ conferences

你將會看見：

- 對現有培訓課程（包括互動或網絡資源）進行完整審核及升級
- 改善培訓程序，並實施可持續的培訓架構及導師數量
- 製作至少四項新的培訓課程
- 透過我們的培訓課程影響 6% 香港人口（培訓 20,000 人以上）
*假設每個人的社交圈子為 25 人或以上而計算
- 與本地大學合作支持 2 個 Mind HK 博士研究生學位（PhD）
- 與本地及其他地區的非牟利機構分享 2 份按照最佳實踐而設的指南
- 培訓 75 名以上情緒輔導員為有需要的青少年及成年人提供簡短情緒支援
- 在至少 5 個公開文獻平台上發佈研究及在 5 場或以上研討會上分享成果

消除污名 DESTIGMATISING

3

我們會討論精神健康

We are here to talk about mental health

Removing the stigma around mental health will remain a core part of our work as we move forwards.

Our outreach programmes and Mind HK ambassador training programme will focus on removing the stigma surrounding mental health in Hong Kong by continuing to promote mental health understanding and sharing stories of lived experience of mental health problems. We will encourage workplaces to share mental health stories and prioritise mental wellbeing within their own HR and ESG strategies. We will continue to share with the media on the importance of safe and accurate mental health reporting.

We will collaborate with key partners to host a large-scale mental health conference in 2024, along with a range of open events, to aid in improving awareness of mental health interventions and support destigmatisation.

消除有關精神健康的污名將會繼續成為我們的工作重點之一。

我們的外展計劃及 Mind HK 大使培訓課程將致力透過提高大眾對精神健康的理解，及分享曾經歷精神健康困擾的人的個人心路歷程，來消除在香港的精神健康污名問題。我們鼓勵在職場間分享精神健康故事，及在人力資源與可持續發展（ESG）計劃中將精神健康納入優先考慮的因素之一。我們將會繼續與媒體分享如何透過安全及準確的方式報導有關精神健康的資訊。

我們將會與主要夥伴機構合作在 2024 年舉行大型心理健康研討會，以及一系列公開活動，協助提高大眾對精神健康介入措施的意識及消除污名。

數碼普及 DIGITALISING

4

我們會隨時隨地協助每一位

We are here to help, everyday and everywhere

Hong Kong is quickly becoming more and more reliant on technology, and many citizens access support digitally. Mind HK will galvanise this movement for good, and will improve its online offerings accordingly. We will streamline and improve our websites, and our Virtual Assistant will be further developed to signpost individuals to services and offer automatic self-help. As part of a pilot, our trained Psychological Wellbeing Practitioners (PWP) will offer innovative online services to guide individuals to better mental health. We will continue to create digital campaigns and content to raise awareness within the general population and improve understanding of mental health.

香港變得越來越依賴科技，而許多市民都會在網上獲得支援。Mind HK 將會把握這個趨勢，因應需要改善網上資源。我們將會整理及改善網站內容，以及擴展虛擬小助手的功能，使其能指引使用者至適切的資源以及自動提供自助服務。而我們的情緒輔導員（PWP）先導計劃亦會透過嶄新的網上服務協助使用者改善精神健康。我們亦會繼續推出網絡活動及內容去提高大眾對精神健康的認知與理解。

What you will see:

- Full www.mind.org.hk website upgrade complete
- www.mind.org.hk website user visits increase by 25%
- www.coolmindshk.com website user visits increase by 100%
- Help Me Virtual Assistant Version 2 developed and disseminated, with self-help elements integrated
- Help Me usage to increase to 2000 users per month
- At least 180 individuals impacted by remote low-intensity therapies by PWP

你將會看見：

- 完成 www.mind.org.hk 網站升級
- www.mind.org.hk 網站使用者瀏覽量提升 25%
- www.coolmindshk.com 網站使用者瀏覽量提升 100%
- 完成及發佈 Help Me 虛擬小助手 V2 版本，及在內包含自助支援元素
- Help Me 使用量提升至每月 2,000 名使用者
- 至少 180 名有需要人士接受情緒支援輔導員的簡短情緒支援

保障未來 FUTURE PROOFING

5

我們會一同建立更美好未來

We are here to work together for a better future

As we become a larger organisation, Mind HK has a responsibility for its impacts to remain sustainable. Internally, we will continue to make staff wellbeing, work-life balance, and valuing mental health lived experience in our workforce high priorities.

We will work collaboratively with our funders, benefactors, and partners to structure sustainable medium/long-term projects and maintain a safe reserve of funds. Our partnerships will strategically fill the gaps to help vulnerable groups, and help Mind HK stay agile and able to explore new directions. We will help push for more sustainable funding from donors for the NGO sector, and encourage corporates to put mental health on the top of their agenda for both their fundraising and their internal workforce priorities.

75% of mental health problems are present before the age of 24, and we will expand our work with Hong Kong's youth population. This work will be driven by youth, who will be the leaders of tomorrow.

隨著我們的規模擴大，Mind HK 亦肩負著可持續地發展的責任，以繼續影響大眾。在機構內部方面，我們將會繼續優先考慮員工的身心健康、生活與工作平衡，並尊重其精神健康經歷。

我們將會繼續與贊助者、受惠者與夥伴機構合作，建立可持續的中至長期計劃及維持足夠的資金儲備。我們將會與夥伴緊密合作，填補社會上弱勢社群的需要，同時協助 Mind HK 繼續靈活地探索新方向。我們將會協助推動贊助者為非牟利機構界別提供可持續的捐款，並鼓勵企業在籌款事項及內部工作環境中將精神健康列入優先考慮的因素之一。

75% 的精神健康問題都是在 24 歲前出現，因此我們將會擴展現有的青少年項目。這些工作將會由我們的未來領袖主導。

We will put a focus on capacity building; our PWP and YWP programmes will provide a new type of mental health practitioner, creating a sustainable solution for the shortage of affordable help in Hong Kong and beyond.

我們亦會將重點放在建立資源：我們的情緒輔導員（PWP）及青少年情緒輔導員（YWP）計劃將提供嶄新的精神健康服務，培訓新一批工作者以可持續的方式解決香港以至其他地方目前面對資源短缺的問題。

What you will see:

- Shift to longer term funding across the majority (50%+ over 2 year timelines) of our projects and programmes
- Succession planning for all projects
- A focus on young people's mental health across our content and programmes
- Collaborations with a minimum of 10 local NGOs (doubling our current partnerships)
- Staff wellbeing support for staff mental health in place
- Financial reserves will cover sufficient operating expenses to offset future risks to the continuation of the charity's core activities

你將會看見：

- 為我們大部分的項目及計劃（至少一半以上）尋找長期資助（兩年以上）
- 為所有項目制定下一步計劃
- 在內容及項目中專注青少年精神健康
- 與最少 10 所本地非牟利機構合作（目前合作機構數量的一倍）
- 制定支援員工精神健康的措施
- 保留足夠的財政儲備以維持機構運作及主要項目開支



改變理論

THEORY OF CHANGE

使命

- **改變：**教育大眾有關精神健康的知識及消除有關污名
- **行動：**透過合作、創新、創作及研究，確保所有人能保持最好的精神健康
- **引領：**讓香港成為公共精神健康界內的全球領袖及地區典範

策略核心

- **本地發展：**我們會支援每一位香港人
- **教育：**我們會提供資訊和賦權
- **消除污名：**我們會談論精神健康
- **數碼普及：**我們會隨時隨地提供協助
- **保障未來：**我們會一起建立更美好的未來

主要基礎

- 經濟、政治與社會環境容許我們可持續實現這些改變
- 培訓 1 名參加者能影響其生命中其他 25 個人
- 專注改善青年精神健康是有效改善公眾健康的方式
- 情緒健康輔導員的介入治療是有效的
- 精神健康資源及活動有效提高大眾對精神健康的意識與改變態度

願景

我們希望確保在香港沒有人需要獨自面對精神健康問題。

長期改變

- **改善香港精神健康**
- 減低有關精神健康的污名
- 提高可被診斷的精神疾病的復元機會
- 讓香港成為精神健康界別內的地域領袖

結果

- 更多經歷精神健康問題的人主動尋求協助
- 增加包括青少年在內的輕至中度個案的低收費的精神健康支援
- 改善香港對精神健康需求的認知
- 分享本地最佳實踐
- 改善大眾對經歷精神健康困擾的人的態度

輸出

- 提高大眾對精神健康與尋求有關協助的認識
- 培訓新的輔導員提供簡短支援
- 增加媒體報導
- 製作更多有關精神健康及服務的資源
- 發表及分享研究
- 新增指南及數據來支援本地非牟利機構
- 提高青少年（12-24 歲）、家長及教育工作者對精神健康的意識

活動

- 推出公眾培訓，包括邊緣社群、青少年及新情緒輔導員
- 提高本地意識及發展消除污名計劃
- 舉辦恆常活動，包括香港心理健康研討會
- 分享資源
- 開展有關精神健康及其污名的研究
- 審核現有項目

輸入

- 精神健康培訓課程
- 網絡資源及精神健康資訊
- 本地及臨床工作團隊及董事
- 博士研究學位
- 本地及國際夥伴機構及合作
- 青少年（12-24 歲）精神健康培訓及資源

改變理論

THEORY OF CHANGE

MISSION

- **Change:** To raise awareness and educate around mental health and remove the associated stigma
- **Act:** To collaborate, innovate, create and research to ensure the best mental health for all in Hong Kong
- **Guide:** To support Hong Kong in becoming a global leader and regional model for public mental health

STRATEGIC PILLARS

- **Localising:** We are here to support everyone in Hong Kong
- **Educating:** We are here to inform and empower
- **Destigmatising:** We are here to talk about mental health
- **Digitalising:** We are here to help, everyday and everywhere
- **Future Proofing:** We are here to work together for a better future

KEY ASSUMPTIONS

- The economic, political, and social climate allows for sustainable growth to achieve these changes
- Training one person can impact as many as 25 others in their life
- Focusing on youth mental health is an effective public health method
- The psychological wellbeing practitioner interventions are effective
- Resources and campaigns improve mental health awareness and change attitudes towards mental health

VISION

We are here to ensure that no one in Hong Kong has to face a mental health problem alone

LONG TERM CHANGES

- **Improved mental health in Hong Kong**
- Lower level of stigma around mental health
- Increase in recovery from diagnosable mental health problems
- Hong Kong seen as a regional leader in mental health

OUTCOMES

- Increased rate of help-seeking behaviour for those facing mental health problems
- Increased availability of low-cost mental health support for mild/moderate cases, including youth
- Improved understanding of mental health needs in Hong Kong
- Local best practice shared
- Improved attitudes towards people with mental health conditions

OUTPUTS

- Improved understanding of mental health and where to seek help
- New practitioners providing low-intensity support
- Coverage in the media
- More accessible resources on mental health and services
- Research published and shared
- Increased toolkits and data available to support local NGOs
- Improved awareness of mental health among young people (12 - 24), parents, and educators

ACTIVITIES

- Training rolled out to communities, including marginalised groups and youth and new practitioners
- Localised awareness and antistigma campaigns
- Regular events, including the Hong Kong Mental Health Conference
- Content dissemination
- Research on mental health and mental health stigma
- Programme audits

INPUTS

- Mental health training
- Digital resources and mental health information
- Local and clinical representation (staff and board)
- PhD Studentships
- Local and international partnerships and collaborations
- Youth (12-24) mental health training and resources

我們如何制定此策略計劃

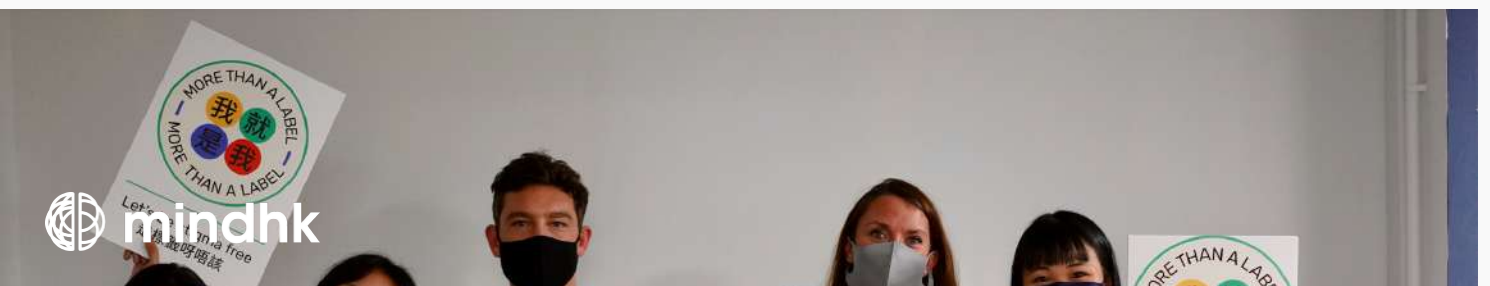
HOW THIS STRATEGY WAS DEVELOPED

This strategy has been driven by the voices of many. In the course of its development, we have heard from over 200 stakeholders - including our staff, Board, volunteers, beneficiaries, partners, donors, and ambassadors, via surveys, discussions, and focus groups. We have used these opinions to generate draft content and regularly reviewed this with stakeholders to ensure that we are staying on course. We have also sought advice from experts in the field, and grounded our strategy structure in best practice. Our ambassadors with lived experience of mental health have been central to this process, with a group forming a steering committee to iteratively review the strategy as we developed it to ensure that it is in line with the outlook they see for Mind HK.

We would like to sincerely thank everyone that contributed to the creation of this document and the ideas within it, and moreover, to all of the Mind HK community that has supported us so far. To our staff, volunteers, Board, ambassadors, funders, partners and peers, past and present, we are so grateful and excited to move forwards with you to this next stage.

我們在制定策略計劃的期間透過問卷、討論及焦點小組收集了超過 200 名持份者的意見，聆聽來自機構員工、董事會、義工、受患者、夥伴、贊助以及大使們的聲音。我們透過這些意見製作內容，並定期與持份者檢討內容，去確保我們按照計劃發展；我們聆聽精神健康專家們的建議，確保策略架構仍能保持最佳實踐；我們曾經歷精神健康困擾的大使亦是整段過程的核心持份者之一。他們組成了指導委員會，並在整段策略制定期間反覆檢閱草案，確保計劃與他們理想中的 Mind HK 保持一致。

我們在此衷心感謝所有曾就策略制定過程中給予意見的人，以及支持 Mind HK 的每一位。致我們的同事、義工、董事、大使、贊助商、合作夥伴與同行，無論過去或現在，我們都十分感恩能有你同行，並期待與你一起走向下一段路程。



詞彙

GLOSSARY

Coolminds

A joint youth mental health initiative by Mind HK and KELY Support Group targeting youth aged 14-24 and the people around them. The programme offers bilingual mental health training workshops, in a holistic whole-school package for students, parents, and educators, along with events, in an effort to raise awareness within school communities.

Coolminds' bilingual website

(www.coolmindshk.com) contains resources crafted by our clinician team and international NGO partners, and a blog section featuring articles written by youth for youth.

Diagnosable Mental Health Condition

A psychiatric diagnosis given to an individual, by a physician (psychiatrist or general practitioner) or a clinical psychologist, when an individual presents with symptoms that have lasted for a while and are impacting multiple aspects of life.

Help Me

Mind HK's bilingual virtual assistant, available 24/7, which uses the natural learning process (NLP) to provide information on range of mental health topics, seeking help in Hong Kong, and locally available mental health services. Learn more: www.mind.org.hk/help-me/

Coolminds

Mind HK 與啟勵扶青會（啟勵）共同策劃的項目，旨在幫助 14-24 歲青少年和他們身邊的人。此計劃提供全面的雙語精神健康工作坊予學生、家長及教育工作者，並透過舉辦活動及資源來提高全校對精神健康的認識。我們的雙語網站

(www.coolmindshk.com) 提供由專業臨床團隊及國際合作機構夥伴撰寫的資源，及由青年撰寫的文章和故事。

可被診斷的精神疾病

一個由醫生（精神科醫生或一般醫生）或臨床心理學家給予的臨床診斷。當一個人持續出現精神健康困擾症狀，以致日常生活不同層面上亦受影響時，就可能被診斷患有精神疾病。

Help Me

Mind HK 的雙語虛擬小助手，透過自然語言處理（NLP）隨時隨地向使用者提供一系列精神健康主題、在香港尋找協助及本地現有精神健康服務的資訊。了解更多：

www.mind.org.hk/help-me

Mental Health

A term used to describe how we feel, how well we're coping with daily life or what feels possible at the moment. Mental health is on a spectrum and it is normal for our mental health to fluctuate from time to time.

Mental Health A-Z

Contains 50+ resources on a range of mental health information, available in both English and Traditional Chinese. The resources are comprehensive in nature and cover topics from general mental wellbeing to bipolar disorder; they are relevant to people experiencing a mental health problem, caring for others, or simply looking to learn more. View resources: www.mind.org.hk/mental-health-a-to-z/

Mental Health First Aid (MHFA)

The course is one of Mind HK's many training offerings; it is an internationally recognised and accredited certification that teaches practical ways to manage mental health symptoms and crises. Participants gain a sound knowledge of a wide range of mental health diagnoses, ways to assess and directly help those experiencing a mental health problem, and how to effectively refer them to further support.

Mental Health Problems

"Mental health problems range from the worries we all experience as part of everyday life to serious long-term conditions. The majority of people who experience mental health problems can get over them or learn to live with them, especially if they get help early on." (Definition from Mental Health Foundation)

精神健康

通常用作描述我們的感受、應對日常生活的能力或當刻出現的感覺。精神健康是在一個光譜上，而我們的精神健康也會隨著不同時間有所變動。

精神健康 A-Z

含有超過 50 個有關精神健康的資訊，設有英文及繁體中文版本，主題涵蓋一般精神健康至不同精神健康狀況等詳細內容。任何正經歷精神健康問題、照顧者及對精神健康有興趣的人士皆適合瀏覽這些資訊。瀏覽資源：www.mind.org.hk/mental-health-a-to-z/

精神健康急救課程

此課程是 Mind HK 所提供的眾多培訓課程之一；此課程為國際認可課程，課程將教授關於管理精神健康徵狀及危機處理知識。參加者將能獲得有關不同精神健康診斷的知識、如何評估和介入協助正經歷精神健康問題的人，以及如何有效地協助他們尋找適切支援。

精神健康問題

「精神健康問題包括我們在日常生活中經歷的擔憂，至嚴重的長期狀況。如果及早獲得幫助，大部分經歷精神健康問題的人都能克服或學習與這些困擾共處。」（定義來自英國 Mental Health Foundation）

More Than a Label

“More Than a Label” is Mind HK's antistigma campaign, in partnership with MINDSET Hong Kong. Funded by Jardines Matheson, this campaign encourages the public to look beyond the typical, stigmatising, labels associated with mental health diagnoses. Through personal stories of mental health journeys, we want to showcase realistic portrayals of people who have faced mental health problems and recovered. To learn more, visit: www.morethanalabelhk.com

Psychological Wellbeing Practitioner (PWP)

A PWP is a practitioner who is trained through Mind HK's PWP programme in delivering Acceptance and Commitment Therapy-based low-intensity intervention to adults; it is the adult-focused version of the YWP programme. The training programme covers mental health basics, counselling skills, risk management etc. Alike to YWPs, PWPs will undergo training along with placement at NGOs and clinics, delivering service to adults who need support for mild to moderate mental health problems.

Youth Wellbeing Practitioner (YWP)

A YWP is a practitioner who is trained through Mind HK's YWP programme in delivering Acceptance and Commitment Therapy-based low-intensity intervention to youth aged 12-24 facing mild to moderate mental health problems. The YWP training programme covers mental health basics, how to work with youth, counselling skills, safeguarding, risk management etc. In addition to training, practitioners undergo placement at schools and NGOs to deliver services to youth who need mental health support.

我就是我

「我就是我」是 Mind HK 與香港思健合作策劃的消除污名計劃。此計劃由怡和集團贊助，希望透過邀請來自不同背景的人分享他們的精神健康故事，來讓曾經歷精神健康困擾並以復元的人描繪和展示最真實的自己，藉此鼓勵大眾擺脫對精神疾病的固有觀念、污名及標籤。瀏覽網站了解更多：www.morethanalabelhk.com

情緒輔導員（待定）（PWP）

情緒輔導員透過接受 Mind HK 的情緒輔導員（PWP）計劃培訓，向成年人提供以接受與承諾治療（ACT）為本的簡短介入治療。此計劃類似於 YWP 計劃，並以成年人為目標服務對象。此培訓計劃將會覆蓋精神健康基礎知識、輔導技巧及風險管理等。與 YWP 計劃一樣，PWP 將會在非牟利機構及診所等地方進行實習，為正經歷輕至中度精神健康問題的成年人提供支援。

青少年情緒輔導員（YWP）

青少年情緒輔導員透過接受 Mind HK 青少年情緒輔導員計劃培訓，為 12-24 歲正經歷輕至中度精神健康問題的青少年提供以接受與承諾治療（ACT）為本的簡短介入治療。YWP 培訓計劃涵蓋精神健康基礎知識、如何與青少年互動、輔導技巧、保護、風險管理等。除此之外，輔導員亦會在學校及非牟利機構等地方進行實習，為需要精神健康支援的青少年提供服務。

Your
mental
health
matters.

你嘅精神健康
同樣重要。



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