Happiness & Sustainability Around the Earth
SDSN Hong Kong Session
COVID-19, Globalisation and Philanthropy

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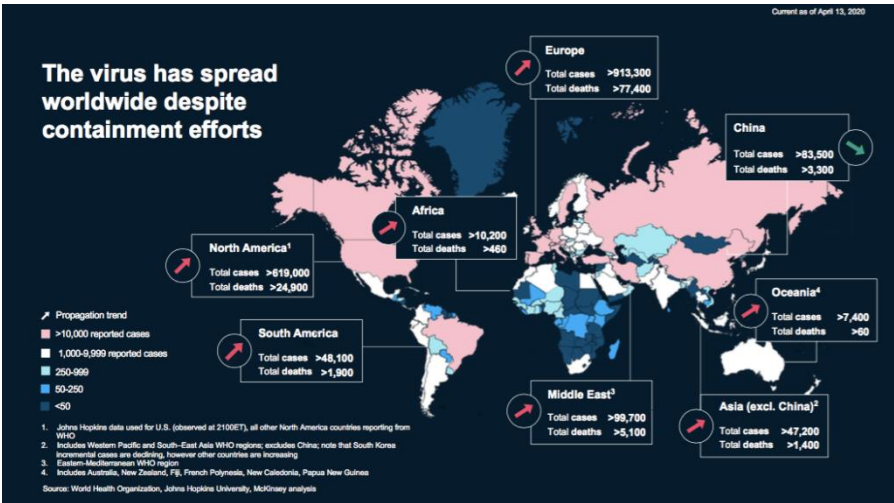**The Hong Kong Jockey Club**

Co-Chair, SDSN Hong Kong

香港賽馬會
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One Club One Team One Vision

The COVID-19 pandemic is a global humanitarian challenge with case counts in hundreds of thousands

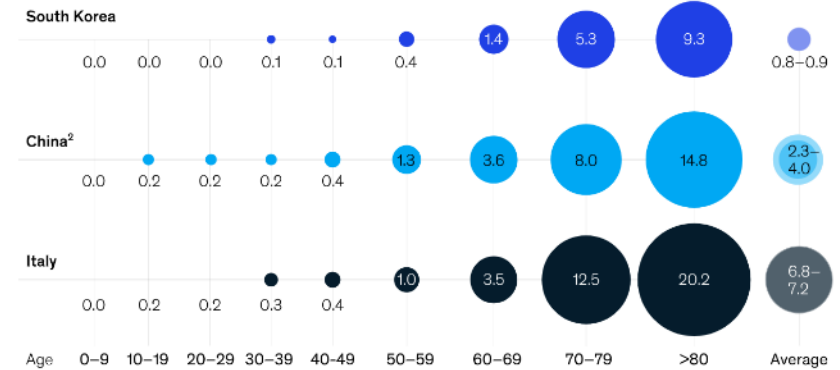**The pandemic has spread globally, with cases outside of Asia growing dramatically in recent weeks…**

Current as of April 13, 2020

The virus has spread worldwide despite containment efforts

Europe
Total cases >913,300
Total deaths >77,400

China
Total cases >83,500
Total deaths >3,300

Africa
Total cases >10,200
Total deaths >460

North America[1]
Total cases >619,000
Total deaths >24,900

Oceania[4]
Total cases >7,400
Total deaths >60

South America
Total cases >48,100
Total deaths >1,900

Middle East[3]
Total cases >99,700
Total deaths >5,100

Asia (excl. China)[2]
Total cases >47,200
Total deaths >1,400

↗ Propagation trend
■ >10,000 reported cases
■ 1,000-9,999 reported cases
■ 250-999
■ 50-250
■ <50

1. Johns Hopkins data used for U.S. (observed at 2100ET), all other North America countries reporting from WHO
2. Includes Western Pacific and South-East Asia WHO regions; excludes China; note that South Korea incremental cases are declining, however other countries are increasing
3. Eastern-Mediterranean WHO region
4. Includes Australia, New Zealand, Fiji, French Polynesia, New Caledonia, Papua New Guinea

Source: World Health Organization, Johns Hopkins University, McKinsey analysis

Source: McKinsey & Co. analysis "COVID-19: Global Health and Crisis Response"

… Among those affected, the elderly and those with chronic health conditions, are at greater risk

Data from three countries show that older populations are at greater risk.

Case-fatality rate by age segment,[1] % mortality

	0–9	10–19	20–29	30–39	40–49	50–59	60–69	70–79	>80	Average
South Korea	0.0	0.0	0.0	0.1	0.1	0.4	1.4	5.3	9.3	0.8–0.9
China[2]	0.0	0.2	0.2	0.2	0.4	1.3	3.6	8.0	14.8	2.3–4.0
Italy	0.0	0.2	0.2	0.3	0.4	1.0	3.5	12.5	20.2	6.8–7.2

[1] As of data from Feb 11, 2020, in China and as of March 16 and 15, 2020, in South Korea and Italy, respectively.
[2] Data reported from China Feb 11, 2020, reports 2.3%, however latest deaths/cases from WHO indicate this may be higher.
Source: China CDC; Korea CDC; L'Istituto Superiore di Sanità (ISS) Italy; WHO; McKinsey analysis

Source: McKinsey & Co. analysis "COVID-19: Implications for business"

Mitigation measures, including social distancing, comes with socio-economic costs

Unprecedented measures have been deployed in attempt to slow the spread of the virus so as not to overwhelm the healthcare system

- Travel restrictions and quarantines
- Prolonged school suspension
- Closure of public venues and facilities (incl. community centres, cultural and recreational venues)
- Disruption of public services
- Cancellation of recreational, sports and cultural programmes

Prolonged application of these measures has socio-economic implications

- Stress on carers for the old and disabled as social services are affected
- Challenge for parents to educate and care for home-bound children
- Difficulty in accessing medical or social services for those with special needs or chronic conditions
- Loss of employment or income stability in affected industries
- Social isolation

- **These disproportionately affect disadvantaged and vulnerable groups who have less social capital and network to support in times of shock**
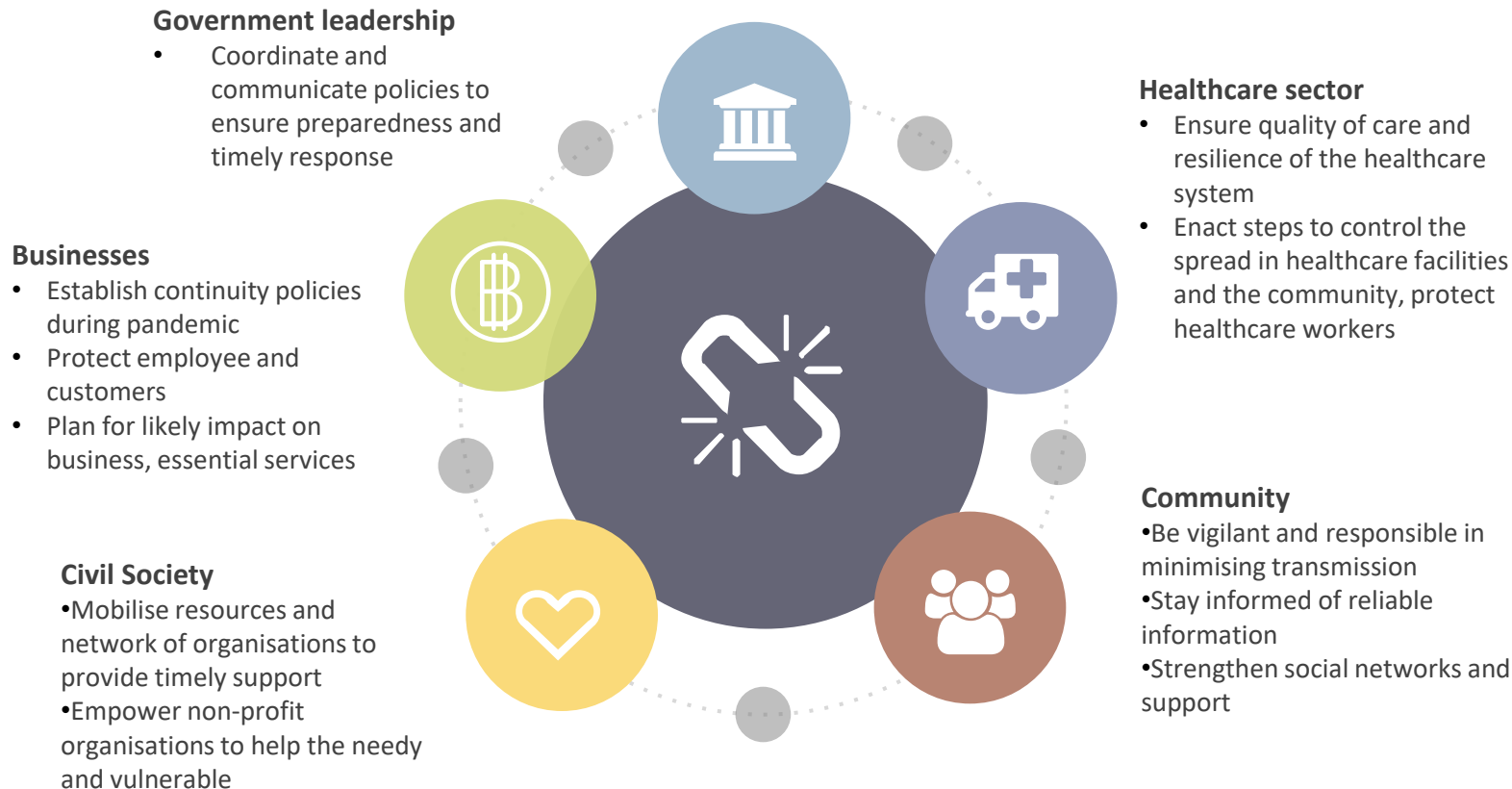- **Panic and anxiety caused by the pandemic adds to mental health risks**

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How to bring HAPPINESS to society in this challenging time?

How to build a more SUSTAINABLE city and community learning from COVID-19 ?

- **From immediate relief to recovery, and longer term planning**
- **Resilience, physical and mental well being of the population, especially for youth and vulnerable groups**
- **Build capacity for the new normal (new ways of providing services, digital transformation for NGOs)**
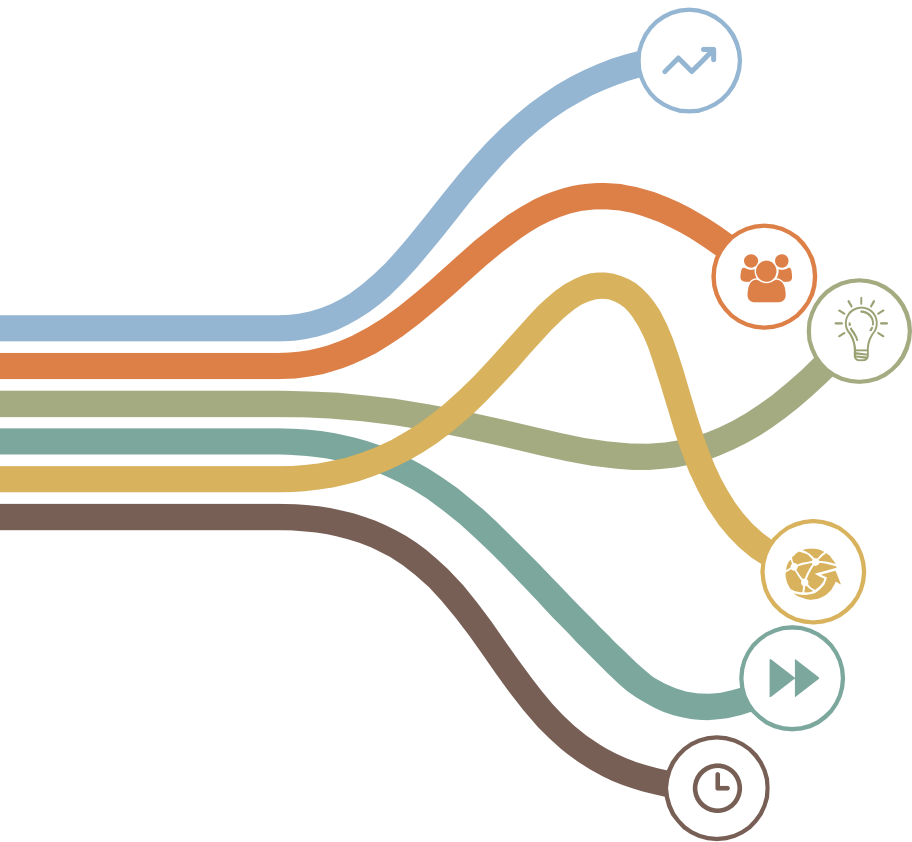- **Medical and healthcare**

Response and recovery requires concerted efforts from all sectors – Philanthropy in particular has an important role to play

Government leadership
- Coordinate and communicate policies to ensure preparedness and timely response

Businesses
- Establish continuity policies during pandemic
- Protect employee and customers
- Plan for likely impact on business, essential services

Civil Society
- Mobilise resources and network of organisations to provide timely support
- Empower non-profit organisations to help the needy and vulnerable

Healthcare sector
- Ensure quality of care and resilience of the healthcare system
- Enact steps to control the spread in healthcare facilities and the community, protect healthcare workers

Community
- Be vigilant and responsible in minimising transmission
- Stay informed of reliable information
- Strengthen social networks and support

The Club has responded quickly to the COVID-19 challenge with a total commitment of HK$196M (US$25M) to support a series of initiatives since January 2020

Agility: Supported the community to alleviate panic and provide essential services

Empowerment: Supported over **190** partners to provide urgent support to community

Creativity: Convened business & charities to provide innovative support and services services

✓ Funded **$53M (US$6.8M) of care packs and anti-epidemic packs** for home-bound frail elders, persons with disabilities, disadvantaged families and individuals through a broad network of NGOs

✓ Distributed **14.4 million surgical masks** to the community, incl. Hospital Authority, vulnerable groups, frontline care professionals, residents in sub-divided flats, underprivileged people from ethnic minority communities, and patients with severe illness

✓ Committed a total of **$100M (US$13M) for the COVID-19 Emergency Fund** to provide over 210 emergency grants to local organisations:

  ✓ To support urgent access to **hygiene and protective supplies**

  ✓ To support urgent access to **safety and educational information**

  ✓ To support urgent **assistance to cope with disruptions**

✓ Provide **free mobile internet data bandwidth with $42.68M (US$5.5M)** to over 102,000 underprivileged primary and secondary school students to facilitate online learning during the school closure period via mobile SIM card

✓ Further facilitated provision of **free Zoom licenses to enable video conference online learning** for 714 schools for 4 months

Six learnings on the role of philanthropy for response and recovery

1 Speed over perfection

Speed is paramount to support the community to cope with an uncertain and fast-changing crisis. Philanthropy can leverage its agility, creativity and audacity to mobilise resources through timely decision making, application processing and fund disbursement.

2 Empower grassroot organisations to help the most vulnerable

Invited organisations which work at grassroot levels to come up with practical ideas to touch the daily lives of small but important niches across the territory.

3 Think beyond money

Address digital divide and support online learning for less privileged students, promote mental wellness and support dissemination of accurate information and emotional assistance to the needy,

4 Leverage corporate expertise and network

Leveraged global network and procurement capability to source masks and sanitisers which are in very tight supply globally for the community, and prioritise underserved segments based on data-informed needs assessment.

Think longer term – from response to recovery

Challenges

Prolonged business impact may lead to significant job losses and increased poverty rate, especially for those in lower-skilled occupation (retail, F&B, hospitality)

Non-profit organisations may have further financial distress as service income and individual / corporate donations drop

Extended period of **school closure**:
- burden on **parents** to educate children
- burden on **teachers** to help students catch up on learning progress

Interruption of social services causing increased burden on **caregivers** (especially people with higher risk of infection)

Potential initiatives

✓ **Assistance to laid off or unemployed** (e.g. retraining, short term assistance, reintegration into workforce, etc.)

✓ **Support vulnerable groups** who are disproportionately affected (i.e. those in chronic / transitional poverty, EM families, etc.)

✓ Support NGO **financial and organisational resilience** by providing flexibility in funding

✓ Online learning may need to become more mainstream, which has implications on **teacher capacity and readiness**, **student motivation**, access to **bandwidth** and **electronic devices**

✓ More innovation needed to deliver **home-based social services** (e.g., e-healthcare, online counselling)

✓ Continued provision of protective supplies for essential in-person services (e.g. elderly care, rehabilitation services, etc.)

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6 Think even longer term - start preparing for the next shock

Invest in institutions and infrastructure for future shocks (e.g., equip building / holiday camps to be more ready for quarantine or temporary shelter; build centralized warehouse with strategic stocks and distribution logistics defined?)

Strengthen media literacy of the general public to inoculate citizens against fake news and false information, and become informed reader to judge the veracity of information

Invest in big data and technology platforms for strategic research, communication, and collaboration within and across borders

Recovery and Beyond

- **Mental well-being of the population is critical especially in difficult times like COVID-19**

- **Network and platform have to be built ahead of time and be prepared for crisis**

- **Training of professionals as well as volunteers are essential for the long term sustainability in providing necessary support to the target groups**

- **Case Sharing 1: JC JoyAge (elderly mental wellness)**

- **Case Sharing 2: Open Up (youth emotional support)**

JC JoyAge: HK$366.86M (US$47M) To Provide Elderly Mental Wellness

- According a study, about 10% of the elderly population in Hong Kong have clinical depressive symptoms.
- The Project, commenced in 2016 and now in its second phase, aim to promote mental wellness of vulnerable elders and tackle elderly depression.

Phase I (3 years)

Phase II (4 years)

▼ We are here!

Training	Service Alignment	Model Implementation & Evaluation	Transition	Extend the JoyAge service to 12 districts (4 Phase I districts + 8 new)		Extend the JoyAge service to all 18 districts (12 existing + 6 new)

Training

- Protocol & curriculum development
- Training

Service Alignment

- Internal referral
- Stakeholders interviews
- Public survey

Model Implementation & Evaluation

- Public education and awareness campaign
- Case recruitment & intervention
- Impact evaluation
- Public survey
- Further rollout liaison

Transition

SW Training

Jan 2020 - Mar 2020

Stepped-care model Implementation

- Case recruitment & intervention
- Peer Supporters & Ambassadors recruitment and training
- Public education and awareness campaign
- Government & Stakeholders engagement
- Public survey
- Project evaluation

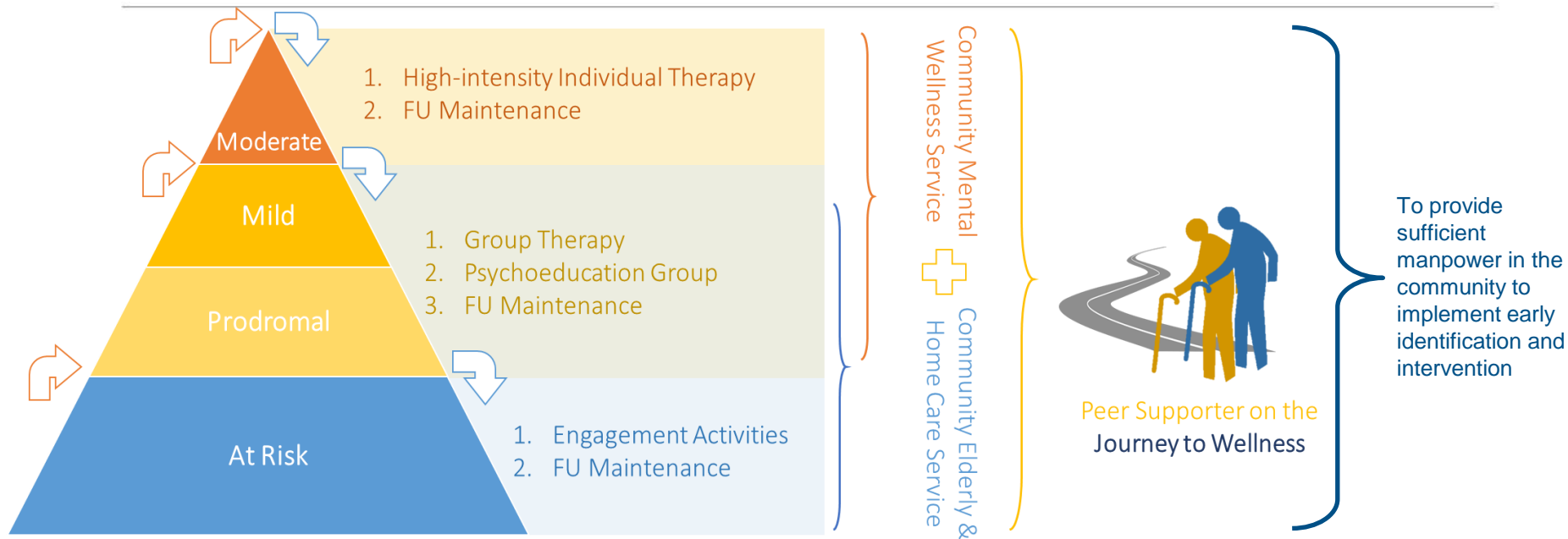Oct 2016 – Mar 2017

Apr 2017 – Sep 2017

Oct 2017 – Sep 2019

Oct 2019 – Dec 2019

Jan 2020 – Dec 2021

Jan 2022 – Dec 2023

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JC JoyAge: Collaborative Community Stepped-Care Service Model

Moderate
1. High-intensity Individual Therapy
2. FU Maintenance

Mild

Prodromal
1. Group Therapy
2. Psychoeducation Group
3. FU Maintenance

At Risk
1. Engagement Activities
2. FU Maintenance

Community Mental Wellness Service

Community Elderly & Home Care Service

Peer Supporter on the Journey to Wellness

To provide sufficient manpower in the community to implement early identification and intervention

The service model fostered collaboration between **Integrated Care Centre for Mental Wellness ("ICCMW")** and **District Elderly Community Centre ("DECC")** in handling at-risk and depressed elderly according to their **level of risks**, **symptom severity** and **intervention response**. The University of Hong Kong and NGO partners have co-created a **standardised service protocol** and **training curriculum** on elderly mental health. Professional needs and risks assessments have also been provided for triage and programme selection according to the clinical protocol.

JC JoyAge: Phase I Significant Clinical Outcomes & SROI

242 young-olds are trained (100-hour) as Peer Supporters. They have conducted more than **101,037 outreach and engagement sessions**

Direct support services has been provided for **> 4,300 at-risk and depressed elderly**. Among the depressed elderly people, **82%* showed reduction on symptoms of depression** at discharge

Over **2,000 social workers** received training, and **21 Project Social Workers** completed an intensive **256-hour training** on elderly mental health

 # as of Oct 2019. The discharge evaluation is still ongoing.

JC JoyAge cases had better improvement than control in all key clinical outcomes

Preliminary SROI findings of the Project suggested every $1 input creates a social return of $1.43

Effectiveness of Community-based Service and Productive Ageing
Key Clinical Outcomes of JoyAge vs Control cases

Legend: JoyAge Baseline | JoyAge 12-month Follow-up | Control Baseline | Control 12-month Follow-up

PHQ-9 **Depression**: 6.7, 3, 6.5, 4.8
GAD-7 **Anxiety**: 4.5, 2.3, 4.2, 3.4
UCLA-3 **Loneliness**: 4.1, 2.1, 3.5, 3

Cost-effectiveness of Community-based Service and Productive Ageing
Preliminary SROI findings (as of Oct 2019)
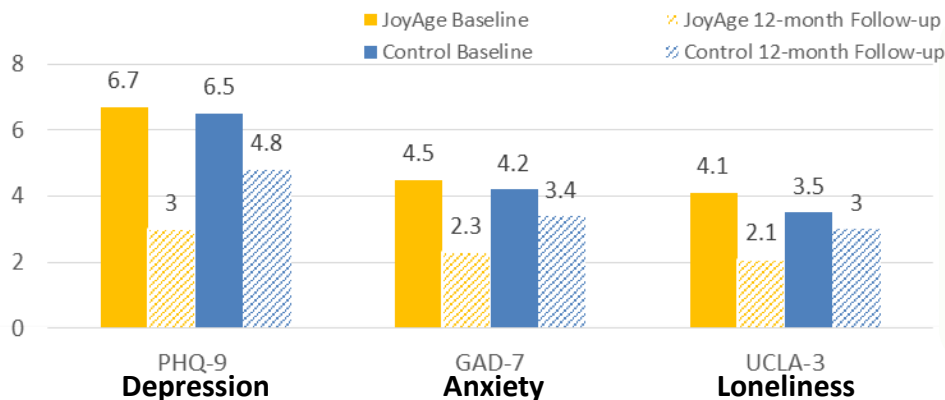
Total input (HKD)	Total impact (HKD)	SROI Ratio
56.9 million	81.2 million	1.43^

^Note: The SROI ratio excluded the benefits of other stakeholders like Peer Supporters and trained Social Workers. Therefore, it may have underestimated the social return on investment ratio. The evaluation is ongoing and such benefits will be included in the final report.

Jockey Club Online Youth Emotional Support – "Open Up"

- **With funding of HK$59.21M (US$7.59M) from the Trust, "Open Up" is established in 2018 as an online crisis support text line targeted for young people.**

- **The service aims to get millennials to open up about mental health and preventing uprising suicidal trends among the youth, unlocking new channels to engage the digital generation.**

- **The platform is accessible through web, Facebook messenger, SMS (free sponsorship from all telco operators), WeChat and Whatsapp**
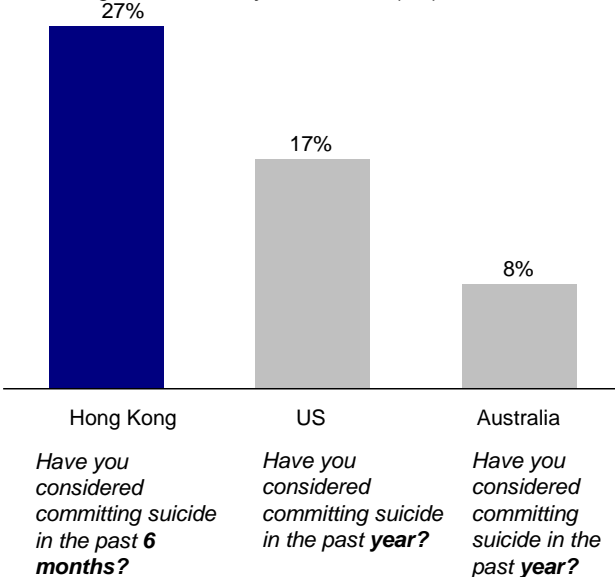
1 in 4 children surveyed have considered suicide, while more than half of all adolescents in Hong Kong have shown some signs of depression

More than 1 in 4 children surveyed have considered suicide

% of adolescents (11-17) who considered committing suicide*
Percentage of total surveyed; n= 1,685 (HK)

Hong Kong	US	Australia
27%	17%	8%

| Have you considered committing suicide in the past **6 months?**	Have you considered committing suicide in the past **year?**	Have you considered committing suicide in the past **year?**

* Survey by the Paediatric Society and Paediatric Foundation, Mar–Apr 2016

51 % of HK secondary school students have shown some signs of depression

% of secondary school kids with signs of depression*
Severity as a % of total, n = 10,140; 2014-15

Mild signs (32%)

Moderate signs (13%)

Severe signs (6%)
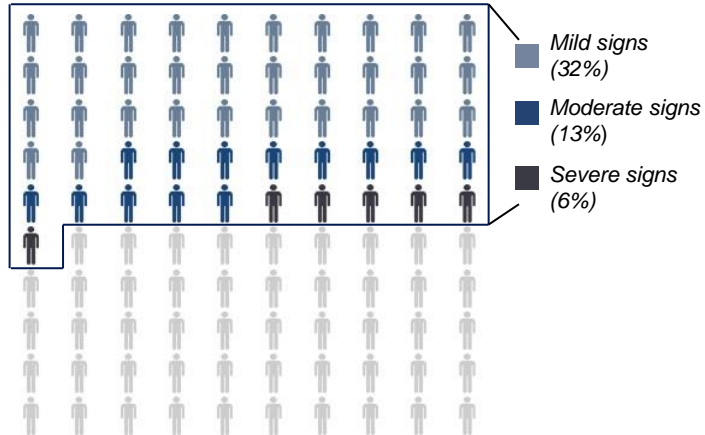
- 11.4% of 12- 17 year olds in the US had at least one major depressive episode in the past year
- 7.7% of 11-17 year olds In Australia claimed they were depressed

* Survey by the Baptist Oi Kwan Social Service and the Institute of Education

Sources: South China Morning Post (27/04/2016), Suicide facts, 2015, Youth self harm alarming, Second report of Child Fatality Review Panel, Prison inmates get more outdoor time, Are Hong Kong students under too much pressure?, Baptist Oi Kwan Social Service and the Institute of Education survey, Depression among adolescents: NIMH, The mental health of children and adolescents, Hong Kong Children Happiness Index

Project design features: From benchmarking international organisations, we identified four key success factors for helplines

1

Investment and innovation in **outreach**

2

Efficient case and staff management **operations**

3

Effective **intervention protocol**

4

Robust **data analytics**

Accessibility: 24/7, integrated with major instant messenger channels

Target both at-risk youth and "gatekeepers"

Integrated service operations: 3 agencies operating 1 unified service (with shared intervention protocol and training)

Technology-enabled efficiency: remote access with real-time supervision and coaching

Knowledge and model building: in online emotional counselling for youth (contribution to social work training)

Scale up and sustainability: platform intended to be open for use by other NGOs (with training)
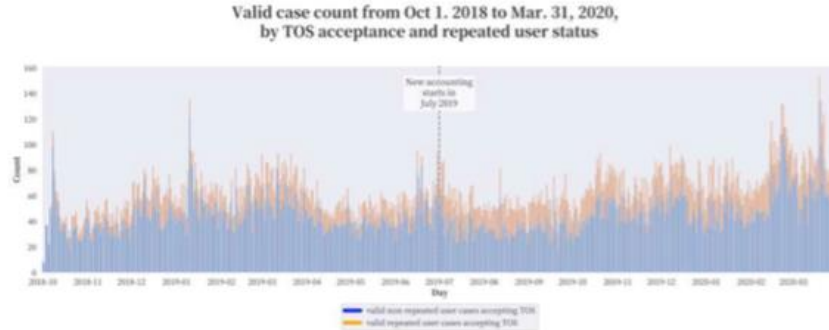
Support real-time service monitoring (case load trends and staffing needs, wait-time and drop offs, etc.)

Optimise operations (Prioritise high risk cases, handle repeat users)

Continuous improvement on intervention effectiveness (risk assessment, engagement, resolution and follow up)

Response and Latest Trends (Oct 2018 – Mar 2020)

- **Served over 34,700 cases, including over 1900 classified as high risk and crisis**

- **Record high month with valid cases in March 2020**

- **178,200+ online counseling session**

- **Average chat time ~50 min**

- **91% of help-seekers found the service to be helpful, 86% are more willing to seek help in the future**

Valid case count from Oct 1. 2018 to Mar. 31, 2020, by TOS acceptance and repeated user status

Case count in March 2020, by pingpong group and TOS acceptance status (N=5786)

Stay Safe, Stay Healthy, and Stay Happy