



PATHWAY  
— OF —  
HOPE



# PATHWAY OF HOPE HIGHLIGHTS

**Vol. 5, Issue 4**  
Canada and Bermuda Territory

2023 NEWSLETTER



# Dear Friends


As you are aware, Pathway of Hope is an initiative by The Salvation Army that offers highly personalized case management services to individuals and families who are looking to break free from the cycle of intergenerational poverty. The framework intentionally surrounds the person—and, where appropriate, their family—with spiritual care and access to opportunities for spiritual growth and development.

In this Newsletter, you will encounter people whose lives are being transformed. They come from different age groups, backgrounds, places, life circumstances, starting points, and have different objectives. This diversity is a beautiful thing. It's not a linear "process" and life can be messy, even at the best of times. Yet I am struck by how Pathway of Hope's gentle empowerment of people to realize their goals is helping us to take Jesus at his word when He told us, "I have come that you may have life in all its fullness" (John 10:10).

As you read these stories and mull upon the data, which represents countless more lives changed for good, I pray that you will be as inspired, affirmed, and encouraged as I am. God is faithful!

Thank you to all the officers, employees, volunteers, and donors involved in the provision of Pathway of Hope. We value and appreciate your commitment, support, advocacy, time, skills, enthusiasm, and prayers.

Sincerely yours,



**Les Marshall**

*Lieut-Colonel*

TERRITORIAL SECRETARY  
FOR MISSION



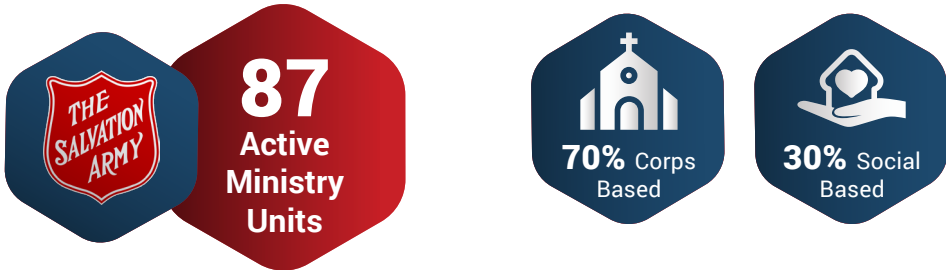
LIEUT-COLONEL  
LES MARSHALL



PATHWAY  
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# Service Delivery

Each Ministry Unit plays a pivotal role, working collectively to provide vital support, foster hope, and create a meaningful impact in the lives of individuals and families across the territory.

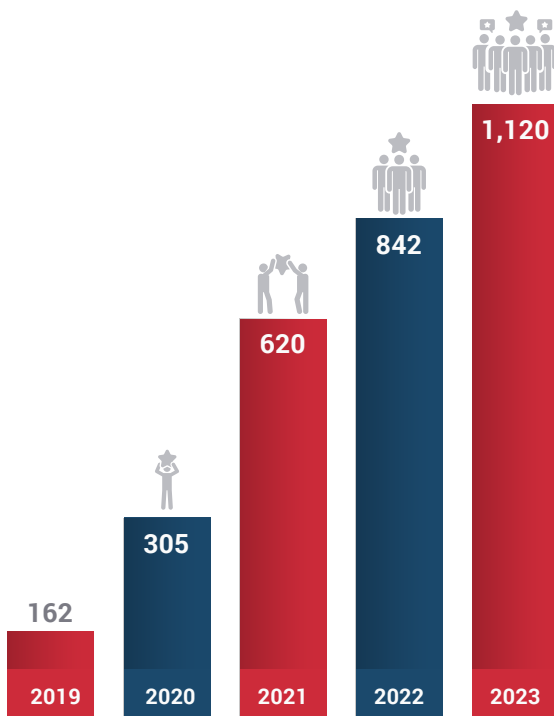


70% of the ministry units actively involved in Pathway of Hope are Corps based community service providers. Pathway of Hope can be utilized across all modalities of service provision and 30% of ministry units are implementing through shelter and/or transitional housing settings.

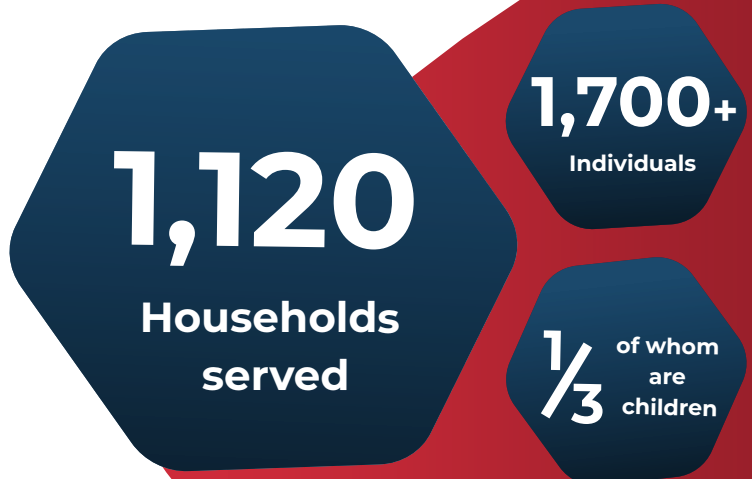
# Hope Grows

Pathway of Hope was first piloted in Canada and Bermuda in 2016 and launched in 2018. Since then, it has consistently continued to grow and achieve success across the territory.

This year, we proudly celebrate a milestone: more than 1,000 enrollments, which represents lives touched, families supported, and individuals empowered to carve a path towards a brighter, more hopeful future.



From 2022 to 2023, the number of enrolled participants increased by **33%**.

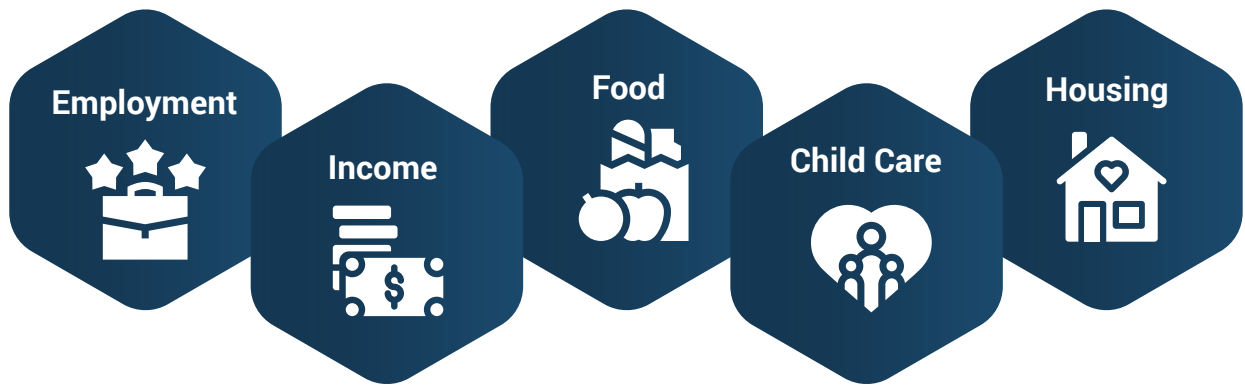


# Breaking Barriers

To break the cycle of poverty, we partner with individuals and families to develop a customized plan and take action to address root-cause issues and barriers.

As part of the intake process, participants complete the **Arizona Self-Sufficiency Matrix**. This assessment tool has been tested for both validity and reliability, and it helps the team to identify the barriers that prevent progress, as well as how different issues may be interconnected.

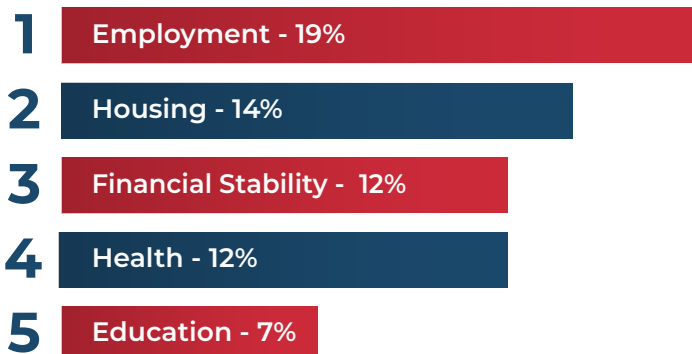
In 2023, the most significant obstacles for Pathway of Hope participants at enrollment were:



# Impactful Achievements

Pathway of Hope encourages participants to establish measurable and attainable (SMART) goals to bring positive changes in their lives.

Individuals and families have a unique opportunity to focus on the key areas in their lives that they want to develop further. Here are the top five goal domains that reflect the current priorities of active goals:



Through  
Pathway of Hope:

**2,245** goals have been set

**1,080** goals have been achieved

# Participant Snapshot

Pathway of Hope teams diligently serve a broad spectrum of communities and individuals, reflecting the richness and diversity prevalent across Canada and Bermuda.

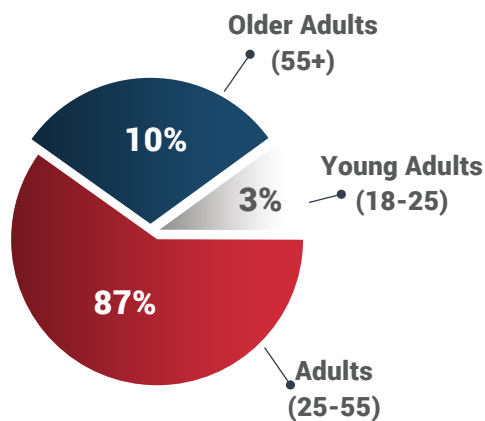
This diversity encompasses various socio-economic statuses, each group presenting a distinct set of challenges, needs, and aspirations. From urban centers to rural areas, the individuals supported bring a range of experiences and circumstances, requiring tailored approaches to address their unique situations.



More than 60% of the participants identify as female, whereas only 38% identify as male.



Around 80% of the participants live in urban areas rather than rural communities.



The Adult (25-55) category comprises almost 90% of the participants.

## Community Integration

Fostering collaborative networks and partnerships is a crucial aspect of Pathway of Hope. More than **6,634** referrals have been made to other service providers and community partners.



- 1 Housing – 860
- 2 Employment – 709
- 3 Substance Abuse – 660
- 4 Mental Health – 495
- 5 Financial – 287

# Measuring Transformation

The Herth Hope Index, developed by Dr. Kaye Herth in 1992, is a reliable and valid tool to measure hope that has been used in various settings, including clinical practice, research, and education. Pathway of Hope utilizes the Herth Hope and the Self-Sufficiency Matrix every 3 months to measure the progress of each participant.

67%

of successfully completed participants identified they experienced increased **HOPE**

76%

of successfully completed participants identified they experienced increased **STABILITY**

Pathway of Hope is designed to fulfill the mission of The Salvation Army. Ministry Unit teams provide holistic support, making space to explore one's connections, meaning and purpose. The result is increased spiritual strength on the journey from crisis to stability. Utilizing the Spiritual Growth Assessment tool the team can track the spiritual progress of each Pathway of Hope participant.

64%

of participants agree or strongly agree that their faith has increased while participating in Pathway of Hope.

54%

of participants agree or strongly agree that they have made a connection to a faith or spiritual community.

75%

of participants agree or strongly agree that their faith or spiritual beliefs help them during difficult times.

## Nurturing Faith Connections

While faith and spirituality are considered important to the people, often they are not well connected to a faith or spiritual community/group.

82%

of Pathway of Hope participants have a faith or spiritual belief that is of importance to them.

Only  
17%

of individuals participate in religious groups or activities beyond a weekly church service.

Pathway of Hope presents the opportunity for intentional conversation and relationship building that can lead to corps (church) and community integration.



# Personnel Development

The Salvation Army's dedication to learning and development is evident through Pathway of Hope, empowering ministry units with a strong training framework. This fosters meaningful connections among personnel, promoting peer networking and collaborative learning for a positive community impact.

Throughout 2023, Pathway of Hope providers were committed to attend ongoing professional development sessions.



Skills-based Learning

The Pathway of Hope providers spent dedicated hours enhancing specific skill sets and acquiring new knowledge. Topics included **advocacy in case management, fostering spiritual growth, supporting mental health well-being, understanding hoarding behaviors, building community resiliency, and fostering intra-agency collaboration.**



Ongoing Development

Recognizing the importance of collaboration and specialized skills, Pathway of Hope providers engaged in role-specific training for **Team Lead, Caseworker, and Spiritual Care Provider roles.** This tailored training aimed to strengthen foundational knowledge and individual skills.



Coaching

In partnership with the Leadership Department and Harvard University, the first Pathway of Hope cohort successfully completed the **Foundational Leadership Certification.** Emphasizing vital leadership and coaching skills, students set personal learning goals, engaged in open dialogue with peers, and established future objectives for ongoing growth.

## In 2023:



**24**  
Learning Sessions



**111**  
Trained Locations



**577**  
Enthusiastic Attendees



**1,578**  
Hours of Learning





\*Name Changed



British  
Columbia

## Next Steps to Success

### Abbotsford Centre of Hope

Patrick\* had been struggling with addiction for years, bouncing in and out of rehab centers without success. But things started to change when he finally found the strength to commit to a year-long treatment program. Patrick completed the program and a frontline worker training at the treatment center. However, his biggest challenge was yet to come – returning to his old life in what he called "a war zone".

In the midst of this struggle, he met Rich at the Salvation Army in Abbotsford, who introduced him to Pathway of Hope. To be able to start a new life in Abbotsford, Patrick set three main goals: complete his rehabilitation program, find a job and a place to live, and start a new life in Abbotsford.

Patrick overcame the difficulties he faced during his journey and successfully accomplished all his goals. To begin, he moved into a sober living house and served as a volunteer in the Salvation Army's kitchen for five months, ultimately resulting in him being offered employment. Following this, Patrick completed the required steps and was relocated to a home group. Finally, he obtained the skills and self-assurance necessary to remain focused and dedicated to achieving his objectives.

**"To anyone in a similar position, I recommend fully immersing yourself in Pathway of Hope. Take all the suggestions, give yourself a break, and trust the process" he expressed.**

Having a safe place to continue his recovery and being goal-oriented were stepping stones for Patrick's journey. Rick and the other staff's guidance, love, and support were crucial, including the kitchen staff while Patrick volunteered. .

Now Patrick has a new outlook on life. He has a promising future because of his job and the referral for housing in Vancouver. He plans to return to school to upgrade his skills before taking a social work diploma.







## Prairies and Northern Territories



### *Nurturing Hope and Leadership*

**Bobbi Oyerinde, Lloydminster**

As a caseworker in Lloydminster, embarking on Pathway of Hope (POH) was a significant moment in my life. It ignited a passion within me to make a lasting impact on the lives of individuals. I witnessed positive transformations that fueled my commitment to the community. I learned that building strong relationships is crucial to creating meaningful change.

The decision to become a Cadet at the College for Officer Training (CFOT) was inspired by my lifelong calling to lead others to Christ. I was raised in a Christian family, and this calling to help and guide others towards Christ has been embedded in me since childhood. As an officer, I realized that I could effectively bridge the gap between sharing the love of Jesus Christ, meeting human needs, and transforming communities.

My experience as a POH provider has uniquely prepared me for the challenges of CFOT. The skills I honed in goal-setting and the art of listening have become invaluable assets in my officer training journey. The support I received was a cornerstone that provided the foundation I needed to thrive in my new role.

As I envision my future career within The Salvation Army, I recognize the pivotal role Pathway of Hope can play. Its implementation aligns seamlessly with our mission, vision, and values, acting as a catalyst for profound change beyond the surface. Pathway of Hope not only meets immediate needs but equips individuals with skills to transform their lives sustainably.

For those considering a similar transition, if God is calling you, follow Him without looking back. Seek His guidance daily, and you'll find fulfillment in serving others on His path. The Salvation Army and Pathway of Hope, stand as beacons of hope, transforming lives and communities one relationship at a time.



## Pathway of Hope Graduate



\*Name Changed



# Ontario

## *Trusting in God's Pathways*

### **Etobicoke Temple Community Church**

Madison's\* journey to Canada was a series of trials. Arriving on the last day of the year, she faced a harsh winter storm with no friends or family to rely on. As a single mother, her primary concern was providing for her children, but she was lost, unaware of where to seek the support she needed. Fortunately, Etobicoke Temple Community Church came to her aid, providing much-needed help and introducing her to Pathway of Hope.

From the onset of her involvement in Pathway of Hope, Madison had her sights set on clear goals. She was determined to secure a stable home for herself and her children and enhance her skills for better job prospects. With the team's unwavering support, she swiftly found alternative housing. Once the initial milestone was reached, she focused on self-improvement and employment prospects, enrolling in an adult education program offering both theoretical knowledge and practical work experience. Today, equipped with new skills, she aspires to excel in her desired field.

**"Developing the ability to rely on God, acknowledging His control and purpose for my future, has become my driving force to fulfill His will"** she expressed. Her faith blossomed through Pathway of Hope. Delving into the Bible, prayer, and deeper spiritual understanding, Madison embraced the essence of being a disciple of Christ.

Venturing into her community, Madison became more involved by volunteering for Etobicoke Community Services and deepening her engagement with the Etobicoke Temple. Additionally, she took on teaching Sunday School to enrich her spiritual growth. Through Pathway of Hope, she found a sense of purpose and belonging in her community.

Madison achieved her goals and forged a better life for herself and her children. Eager to share her success story, she encourages others to seize the initiatives provided by The Salvation Army for transformative change.





*Atlantic*



## *Transformative Impact*

### Sydney Community Church

Sydney Community Church has been one of the recipients of the **2023 Pathway of Hope Best Practice Ministry Unit (BPMU) Award** for its exceptional dedication and transformative impact on both the local community and the individuals it serves. They have proved how Pathway of Hope can act as a vital bridge, building relationships with guests, extending practical support, and fostering deeper connections within their community.

Despite challenges like COVID-19 and leadership transitions, the team successfully implemented Pathway of Hope in 2021. Two participants graduated in the fall, motivating the team to continue. Four more have graduated and remain engaged by volunteering, joining the church, and becoming part of the Community Services team.

Pathway of Hope has helped the team build deeper relationships and gain insights into how their roles work together to spread Jesus' love. Sydney Community Church's culture of welcome and hospitality is evident through the team's celebration and connection with program participants over meals and coffee, meeting their transportation needs and enhancing the sense of inclusion.

A pivotal figure in this journey has been The Territorial Pathway of Hope Specialists (National Office), whose guidance and support have been instrumental. The encouragement to consider the BPMU award in 2023 further reinforced the team's belief in the significance of their work.

Receiving the Pathway of Hope BPMU award recognizes the team's exemplary practice and further supports their commitment to hospitality and community outreach. The award acknowledges their dedication to building transformative relationships and fostering a sense of belonging within the community.





# PATHWAY OF HOPE



## *Our Vision*

Pathway of Hope isn't just about helping individuals and families finding a way out of poverty. It is designed to strengthen whole communities and to provide support regardless of challenging circumstances. It begins with a genuine welcome and the offer of a listening ear to anyone who needs it.

Pathway of Hope is aligned with The Salvation's Army vision statement. Wherever there is hardship, our team is mobilized to share hope. By creating a philosophical and cultural shift in our practice, Pathway of Hope can provide caring service and support to our neighbours in need.

By collaborating closely with community partners and maintaining an optimistic outlook for change and hope, we can create a brighter future.

FOR MORE  
INFORMATION



[PathwayOfHope.ca](https://PathwayOfHope.ca)

