



# Pillar I: **Culture**



# Pillar I: Culture

**VISION STATEMENT:** Pathway of Hope is embeded in the culture of service and support to communities across our country; an evolutionary return to The Salvation Army roots. Bridging corps and social service ministries, integrating people, and transforming lives.



## Core Values



SPIRITUAL CARE  
(HEART)



LEADERSHIP CHAMPIONS  
(MIND)



TRAINING & EDUCATION  
(SKILLS)

## Strategies for Success



### Spiritual Care

- Each corps has a written pastoral care plan and a strategy for connecting corps and social services.
- Training for spiritual/pastoral care providers and increasing the number of dedicated Spiritual Care personnel.
- Implementing a framework for pastoral care calls and intentional collaboration of pastoral care teams.



### Leadership Champions

- Identify and cultivate multi-level leadership champions who are passionate, committed and will advocate and promote the success of Pathway of Hope.
- Pathway of Hope is a standing agenda item for officer's councils, CFOT, and round table events to promote engagement.
- Intentional, multi-level leadership connections between corps ministries and Pathway of Hope including youth and music.



### Training & Education

- Pathway of Hope training is incorporated in all College for Officer Trainings Schools.
- A focus on front line leadership and worker capacity building through e-learning, regular training and workshops.
- Access to case worker certifications, aimed at improving impact, quality of service delivery, promote consistency, and ensure integrity of the approach.

## RESOURCES



### **Spiritual Care**

- Emotional & Spiritual Care Training Resource Guide
- Pastoral Care Plan for Ministry Units
- Pastoral Care Evaluation



### **Leadership Champions**

- Spiritual Care Leadership Champions Cohort (TOR)
- Inter-Departmental Collaboration
- POH Communities of Practice (TOR)



### **Training & Education**

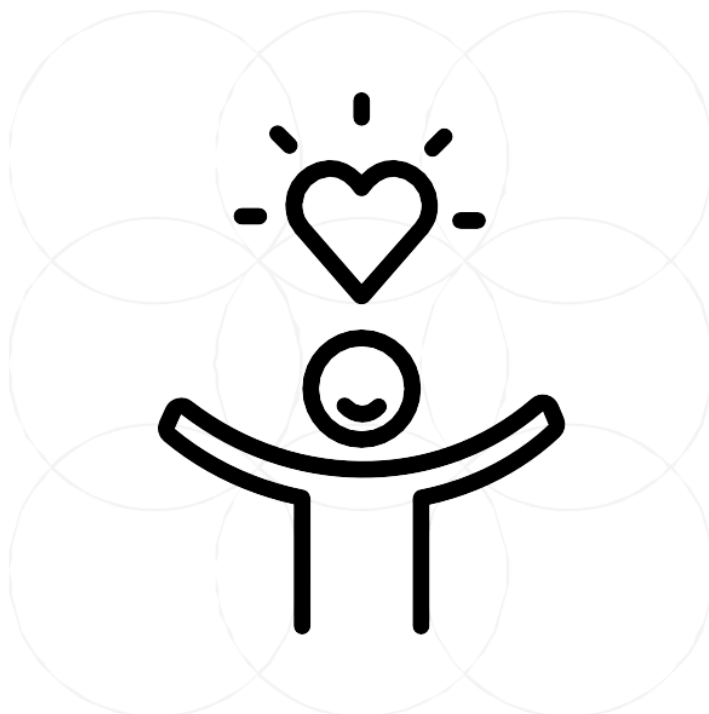
- POH National Survey Results Evaluation
- Caseworker Certification Program
- Fit4Mission Program



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# Emotional & Spiritual Care Training

Best practices for pastoral/spiritual care providers  
when treating the whole person; mind, body, & soul





## Introduction

Pathway of Hope responds to the hurt and hopelessness we see in the eyes of people who come to our Corps/Social Services units seeking help and hope. Pathway of Hope strengthens The Salvation Army's existing mission and methods to meet the basic needs of individuals and families who have few supports to accomplish this on their own. Pathway of Hope offers sustenance to families that commit themselves to the process of positive change in the trajectory of their lives.

Families are also provided an opportunity for spiritual healing, growth, and development by a pastoral care team that can bring them to a place where healing can be found, and where there can be an encounter with the love of Jesus Christ. This is the glue that holds Pathway of Hope together and sets us apart. We see families who are provided with emotional and spiritual care complete Pathway of Hope with higher incomes, increased goal completions, and overall better hope and self-sufficiency scores.



## Purpose

This document has been developed with the sole purpose of providing training resources for emotional and spiritual care in support of Pillar 1 of the National Strategic Framework. This document aims to consolidate pastoral care training requirements and information from the Central, Eastern, Southern, and Western territories, as well as, the Canada & Bermuda territory. It provides a basis for the elements needed to successfully provide appropriate and effective care to families enrolled in Pathway of Hope.

It is designed to motivate and unify our service delivery across the nation. We hope to provide you with an array of best practice examples and practical suggestions that allow you to easily connect your Pathway of Hope families to your local corps and communities.



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## “Corps” Competencies



Recognizing that clergy and other pastoral ministers have an array of opportunities to address life problems “corps” competencies should provide a general framework with application to diverse pastoral situations. The “corps” competencies should reflect the scope and limits of the typical pastoral relationship and should be in accord with the spiritual and social goals of such a relationship.

Each site should ensure that their emotional & spiritual care representative meets each one of these three competencies before engaging in pastoral care. The training college and/or hiring manager is responsible for tracking and managing the below criteria.

### 1) CLARITY

- Biblical knowledge/understanding: draw upon biblical knowledge and understanding to sustain preaching and teaching ministry.
- Salvation Army theology/doctrine/mission/ethics: demonstrate contextual understanding of Salvation Army distinctives.
- Demonstrate proficiency with learning the languages, cultures and religions of peoples served.
- Demonstrate knowledge of social work theories and concepts, including proper understanding of confidentiality, boundaries, ethics, and informed consent. Demonstrate knowledge of the theory and effects of structural disadvantage. Demonstrate knowledge of crisis intervention theories and approaches.
- Demonstrate basic understanding of case management approaches.
- Apply knowledge of human behavior theories and implement a personal planned program of pastoral care.
- Each territory should have their own data software and training platforms in place and the pastoral care representative should demonstrate proficient understanding and access to such information.



## 2) CHARACTER

- Christlikeness/holiness/holy living/practice of spiritual disciplines/growth in spiritual maturity/spiritual fruit: demonstrate deepening commitment to, and evidence of, holy living.
- Servant leadership/ministry: demonstrate authentic servant leadership as a lived experience.
- Personal and corporate accountability and transparency: review personal performance in an effort to improve and meet established competencies.
- Passion for mission: enthusiastically undertake their appointment, looks objectively at their performance and uses that knowledge to drive their development.
- Commitment to continued personal development: display self-motivation and initiative; take personal responsibility in continuing education process.
- Emotional and social intelligence: manage conflict, anger and stress effectively, demonstrates resilience in meeting challenges, encountering change, and in the face of difficulties and disappointments.
- Excellent self-care with includes morning and evening routines. Working to know oneself through assessment and other tools.

## 3) CONNECTION

- Demonstrate strong interpersonal relationship abilities, with a commitment to evangelism.
- Demonstrate the ability to work with different groups of people, providing them with an example of Christlike leadership, through discipleship and pastoral care.
- Identify the spiritual needs of families served and provide appropriate direction (e.g. teaching, preaching, counseling).
- Develop and set goals in ministry, corps programming and community development. Develop expertise in their current role to more effectively advance the Army's mission by acting as a professional resource in the context of servant leadership.
- Ensure integrated mission delivery, coordinating with other aspects of a united Salvation Army and advocating for Pathway of Hope through championship.
- Advocate and negotiate for clients' issues within the social and political environment. Foster a culture of respect for client dignity and excellence in service delivery.
- Relate in participatory ways to build networks and a sense of shared community. Communicate effectively to help others understand and become involved.

## Training Elements



### TRAINING COURSES

Trauma Informed Care	Addictions	Premarital/Marriage Counseling	Death, Grief, Loss
Cultural Humility	Boundaries & Ethics	Shepherding/Spiritual Gifts	Genograms/Family Systems
Self Harm/Suicide	Conflict Resolution	Forgiveness	Interviewing/Listening Skills

Please Note: a bible degree, certificate and/or experience working in a church is required in addition to the courses listed above.

Application to Field Work: the emotional and spiritual care representative should be able to demonstrate the ability to provide effective and safe counseling. It is necessary for the identified representative to develop their skills in effective communication, active listening, boundaries, time management, practical experience, and scriptural application. They must also have awareness of cultural humility and be able to adapt to the clients they serve. They must also be able to demonstrate healthy self care practices.

#### Additional Training Resources:

- USA Western Territory - College for Officer Training (Mission & Ministry Studies): Course MI -214: Pastoral Care
- Canada & Bermuda Territory - Fit4Mission Training Series: Spiritual & Religious Care (3 modules)

## Pastoral Care Plans



### PASTORAL CARE WITHIN PATHWAY OF HOPE

The program has a written pastoral care plan appropriate to their purpose and work. A proper training on how to write and implement these plans should be provided by each territory.

The pastoral care plan/description includes the following components:

- The mission/vision of pastoral care
- The role of pastoral care in the facility
- Outreach to the target population
- Types of emotional & spiritual care to be offered
- Proposed spiritual goals and objectives
- The document is reviewed and revised annually and/or with the change of officer appointment

Pastoral Care Representative Role & Responsibilities include:

- Communicate/liaise with the Corps Mission/Advisory Boards
- Perform the Spiritual Care Assessment with Pathway of Hope participants
- Provide the opportunity for participants to create spiritual related goals
- Provide referrals to other faith/spiritual centers or churches of preference
- Connect families with corps social activities, programs, and people where appropriate Provide spiritual care to the POH Team and specifically the case manager
- Meet monthly or more often if necessary with the Pathway of Hope participant Connect and follow up with the family after completion at the 6 or 12 month mark

The program has a written pastoral care plan appropriate to their purpose and work. A proper training on how to write and implement these plans should be provided by each territory.

Additional Pastoral Care Resources:

- USA Eastern Territory: Pastoral Care Framework
- USA Western Territory: SAMPLE Pastoral Care Plan / Pastoral Care Request Form
- National Pathway of Hope Training Manual: Spiritual Needs Assessment
- Canada & Bermuda Territory: Spiritual and Religious Care Guide

## Discipleship



The goal of discipleship is Christlike living. In order to disciple others we need to teach and equip them to pursue holiness of heart and life. A disciple is not just someone who learns about Jesus, but someone who learns to become like Jesus.

Discipleship approaches are one way to ensure we are being intentional about stewarding the lives of others. Each pastoral care plan should include some form of discipleship. Please see below for some key qualities of effective discipleship.

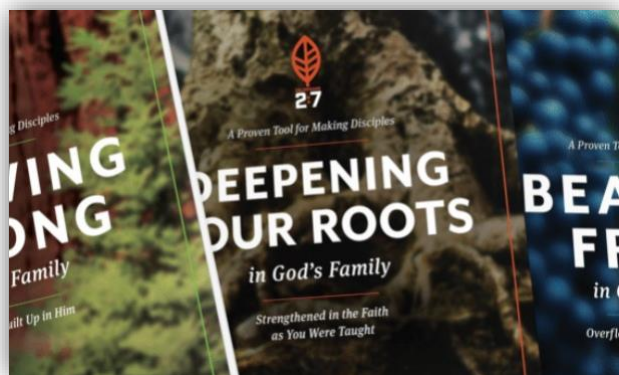
Truth	The Word of God must be central to our discipleship.
Equipping	Too often, small groups identify the things they like in the Bible but never discuss how to apply that truth into life transformation. We want to be sure that people know how the Word of God is real in their daily lives.
Accountability	Discipleship groups should encourage each other to seek the Lord both in pursuing holiness and turning from sin
Mission	Jesus frequently invited the disciples to join him on mission in both word and deed.
Supplication	Prayer is not simply an afterthought at the end of a group meeting, but woven throughout as we pray with and for each other as well as in response to what God is doing in us by his word and through his people.

## Examples of Recommended Discipleship Approaches



Disciples Path is a series of resources founded on Jesus' model of discipleship. It was intentionally created to make disciples who make disciples. Through its design and structure, every session emphasizes four key attributes of the disciple's path: progressive, relational, disciplined, and replicable.

<https://www.lifeway.com/en/shop/disciples-path>



*The 2:7 Series* is a discipleship training curriculum that develops disciples who experience long-term, life-changing results. Each of its 3 workbooks is an 11-week course led by a qualified leader/facilitator.

<https://www.navigators.org/resource/the-27-series/>



The Journey is a Gospel centered resource for discipleship that is designed to help a disciple maker develop mature and equipped followers of Christ, who will be able to do the same with others. The material is designed to be used over one year in a discipleship group setting. There are three different years of material identified as Green, Red, and Blue.

<https://thejourneycurriculum.com/#toggle-id-1>



## Examples of Recommended Discipleship Approaches



Create a culture of disciple-making based on the 7 rhythms of discipleship and experiential learning. Built on the first church from Acts 2, a discipleship ecosystem is a simple, intentional plan for the healthy spiritual growth of the people in your church.

The Rooted Network discipleship ecosystem =  
 + consistent rhythms  
 + transformational experiences  
 + multiple study options over time

<https://www.experiencerooted.com/pages/discipleship-ecosystem>



An annual discipleship strategy for children's & youth's ministries from Grow Curriculum, focusing on four key spiritual habits for holistic growth.

1. Spend time with God
2. Spend time with others
3. Use your gifts
4. Share your story

<https://growcurriculum.org/>



The discipleship curriculum called S.E.E.D.—which stands for Spiritual Elements Essential for Discipleship taken from Matthew 13:1-9, 18-23. This is a spiritual formation series seeking to enable people to mature in their Christian walks, so that their hearts, and ultimately, their lives are good soil and can help to reproduce other Christians to serve in God's kingdom. This ten-part series, with a total of eighty sessions, is available for five different age groups.

<https://www.sspnbc.com/spiritual-elements-essential-for-discipleship/>



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## Pastoral Care Plan for Ministry Units

This sample pastoral care plan has been created to help corps/programs develop a pastoral care plan for their own settings. It is based on the Pastoral Care standards as stated in the National Social Service Standards. Each program/corps should incorporate what they are doing/plan to do for their pastoral care program.

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**Division Name**  
**Corps/Program Name**  
**Location**

### Pastoral Care Plan

#### Purpose

The integration of pastoral/spiritual care in our social service programs is vital to fulfilling the Army's mission. Our programs are unique in the scope of services provided, and pastoral/spiritual care is integrated by intentional outreach and optional participation by program participants. The Pastoral Care Representative (PCR) is responsible for carrying out this responsibility with the involvement of staff and Corps members.

The PCR is trained and experienced in providing pastoral/spiritual care in our programs. Ongoing continuing education is provided to ensure they are up-to-date in providing pastoral care to those in our programs.

#### Pastoral Care for Pathway of Hope

- Participants are given information about corps programs in an informational packet.
- Flyers about corps activities are posted on the bulletin board in the public areas.
- Home visits, hospital visits, and/or pastoral counseling are provided by request.
- The PCR is present during events to show support for the staff and families and to form relationships.
- The PCR attends staff meetings with the goal of sharing information and working together to integrate the ministries of the corps and Pathway of Hope participants.

**Availability:** The PCR establishes regular office hours and communicates his/her schedule to the Pathway of Hope team. They can be contacted by email and/or by phone.



Pastoral care to Personnel

The PCR attends staff meetings and participates in staff devotions. They are available to meet with staff and volunteers as requested to provide spiritual and emotional support. Confidentiality is respected in all interactions.

Connections with Salvation Army Corps and Other Churches

- Key corps and program staff seek ways to work together through monthly management team meetings. The goal of having open communication is helpful in planning and providing ways to meet the holistic needs of those who come through our doors.
- As appropriate, the PCR’s participation in the local ministerial association enhances the ability to make appropriate referrals and collaborate on events.

Documentation

- Copies of referrals and spiritual assessments are kept in the participant’s file electronic or paper and secure and kept confidential.
- Members of the Corps Council and Advisory Board/Council are given monthly reports of the pastoral ministry, and statistics are maintained.

\_\_\_\_\_  
Pastoral Care Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Program Administrator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Review Date





### The Salvation Army Mission Statement:

The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God.

Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.







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# Pastoral/Spiritual Care Evaluation

## Pastoral Care

Standard	Indicators	Score	Max
The site has a written Pastoral/Spiritual Care Plan	<p>The pastoral care plan/description includes the following:</p> <ul style="list-style-type: none"> <li>➤ Mission and Vision of pastoral care</li> <li>➤ Role of pastoral care</li> <li>➤ Outreach to the target population</li> <li>➤ Types of spiritual ministry/service to be offered</li> <li>➤ Proposed spiritual goals and objectives</li> <li>➤ Plan is reviewed/revised annually and/or with change of officer appointment</li> </ul>		3
<b>Section Totals</b>			3

## Qualifications & Responsibilities

Standard	Indicators	Score	Max
There is a person(s) designated as the pastoral care representative (PCR)/chaplain.	<ul style="list-style-type: none"> <li>➤ There is a person(s) designated as the pastoral care representative/chaplain.</li> </ul>		3
The role and responsibilities of the pastoral care representative are clearly defined in writing.	<ul style="list-style-type: none"> <li>➤ There is a written description of pastoral duties or responsibilities.</li> <li>➤ Staff members are aware of the role and responsibilities of the PCR.</li> </ul>		3
<p>Pastoral/Spiritual care responsibilities include (but not limited to):</p> <ul style="list-style-type: none"> <li>➤ Visitation</li> <li>➤ Bible studies</li> <li>➤ Staff support</li> <li>➤ Crisis support</li> <li>➤ Referral services</li> <li>➤ Facilitating/coordinating faith group involvement in pastoral care</li> <li>➤ Making Christian literature available</li> <li>➤ Spiritual counseling and prayer</li> </ul>	<ul style="list-style-type: none"> <li>➤ There is evidence that these pastoral care responsibilities are being carried out as appropriate to the setting.</li> </ul>		3

➤ Conducting spiritual assessments			
Pastoral care is offered without coercion.	<ul style="list-style-type: none"> <li>➤ There is no evidence that program participants are required to attend religious programming in order to receive services.</li> <li>➤ Services are not being suspended or withheld based on a decision not to participate in religious programming.</li> </ul>		3
<b>Section Totals</b>			12

## Pastoral Care Services

Standard	Indicators	Score	Max
The PCR interacts with program participants within appropriate boundaries.	This is evidenced by: <ul style="list-style-type: none"> <li>➤ Coordinating/participating in outreach activities</li> <li>➤ Building trustful relationships with participants</li> </ul>		3
The PCR is in communication with the staff regarding the care of program participants.	<ul style="list-style-type: none"> <li>➤ The PCR receives referrals from staff members</li> <li>➤ The PCR and staff members meet to discuss the care of program participants.</li> <li>➤ The PCR takes part in staff meetings and clinical care meetings.</li> <li>➤ When the PCR is part of a clinical team, there is evidence that pastoral care meetings are being documented in progress notes.</li> </ul>		3
<b>Section Totals</b>			6

## Pastoral Care for Personnel

Standard	Indicators	Score	Max
The PCR has regular contact with staff and volunteers.	Relationships with staff and volunteers should be developed and nurtured through involvement in: <ul style="list-style-type: none"> <li>➤ Staff meetings</li> <li>➤ Leading and/or participating in devotions</li> <li>➤ Being available to staff in the event of an emergency</li> <li>➤ Developing an atmosphere of trust.</li> </ul>		3
<b>Section Totals</b>			3

## Connections to Other Churches

Standard	Indicators	Score	Max
The PCR is in contact with the corps staff and seeks to create a cooperative relationship.	<ul style="list-style-type: none"> <li>➤ There is a good working relationship between the PCR and local corps</li> <li>➤ Leading and/or participating in devotions</li> <li>➤ There are opportunities given for program participants to be involved in corps and related activities.</li> </ul>		3
Efforts are made to assist program participants in finding a church home that meets their spiritual needs.	<ul style="list-style-type: none"> <li>➤ The PCR and staff have developed a referral network with the local corps as well as other churches and organizations in the community.</li> <li>➤ The PCR and staff assist program participants who request help in receiving spiritual care from other denominations or in reconnecting with their church home.</li> <li>➤ The PCR seeks to coordinate service with corps and/or with other churches for individual/family sponsorship and/or mentoring as appropriate.</li> </ul>		3
<b>Section Totals</b>			6

## Documentation

Standard	Indicators	Score	Max
Pastoral/spiritual care services are documented and files are maintained in a secure location to assure confidentiality.	<ul style="list-style-type: none"> <li>➤ This is evidenced by files maintained in locked drawer/location.</li> </ul>		3
<b>Section Totals</b>			3

<b>Total</b>			<b>33</b>
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# Term of Reference

## Pathway of Hope Spiritual Care – Leadership Champions Cohort

### **1. Background:**

The Pathway of Hope Pastoral Care Champions has been established to enhance spiritual support and guidance for Pathway of Hope participants and all individuals served through Salvation Army social services programs. This group recognizes the critical role of pastoral care in addressing the holistic needs of individuals and families experiencing poverty and hardship.

### **2. Objectives:**

- To unite pastoral care representatives from across divisions in regular bi-monthly calls.
- To share best practices and advancing the quality of spiritual care within Pathway of Hope and social services programs.
- To set yearly goals based on divisional needs and feedback from the field, focusing on improving pastoral care practices and outcomes.
- To address concerns identified as critical to the success of Pathway of Hope and Salvation Army programs.
- To develop strategies aimed at bridging the gap between social services and corps, fostering seamless integration and collaboration.
- To ensure Salvation Army officers remain equipped with cutting-edge best practices for serving families and communities in need.

### **3. Membership:**

- The group consists of Pastoral Care Champions.

### **4. Meeting Frequency:**

- Meeting schedules and agendas shall be determined by the group coordinator in consultation with members.

### **5. Roles and Responsibilities:**

- Group Coordinator:
  - The group coordinator shall oversee the organization of the virtual meetings and facilitate discussions.
  - The coordinator shall ensure that meeting objectives are met and that action items are followed up on.
- Pastoral Care Champions:
  - Pastoral Care Champions shall actively participate in group meetings, sharing insights, experiences, and feedback from their respective divisions.
  - Champions shall collaborate with other members to develop and implement strategies for advancing pastoral care practices within their divisions.
  - Each Pastoral Care Champion shall participate in virtual meetings and actively contribute to the achievement of group objectives.

### **6. Reporting and Communication:**

- Meeting minutes and action items shall be documented and circulated to all group members following each call.
- The group coordinator shall communicate key updates, discussion, and action items to Pastoral Care Champions and relevant stakeholders.

### **7. Review and Evaluation:**

- The effectiveness of the group shall be periodically reviewed and evaluated to assess progress towards objectives and identify areas for improvement.
- Feedback from group members shall be solicited and considered in shaping future activities and initiatives.

### **8. Conclusion:**

The Pathway of Hope Pastoral Care Champions group serves as a vital platform for enhancing spiritual support and guidance within Salvation Army social services programs. By uniting pastoral care representatives, setting goals, and developing strategies, this group aims to bridge the gap between social services and corps, ultimately improving outcomes for individuals and families in need.



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## POH Inter-Departmental Collaboration

### Objective:

The POH Inter-Departmental Collaboration serves as a platform to foster collaboration, communication, and shared learning among various departments within our organization. By bringing together key representatives from different sectors, we aim to promote unity, streamline efforts, and enhance the effectiveness of our Pathway of Hope (POH) approach.

The Inter-Departmental Collaboration aims to break down silos, enhance the effectiveness of the POH initiative, and create a more coordinated and holistic approach to alleviating poverty and transforming lives within communities.

### Participants:

The following list are departments at THQ and DHQ that the Pathway of Hope Representatives should ensure collaboration occurs (but not limited to):

1. Youth
2. Social Justice/Anti-Human Trafficking (AHT)
3. Corps Officers
4. Program
5. Social Services
6. Community Relations and Development
7. ARC
8. CFOT (training college)
9. Corps Ministries
10. Other key representatives as deemed necessary

### Purpose:

1. Promote the Concept of "Better Together": The collaboration aims to emphasize the value of unity and collective action in advancing the Salvation Army's mission. By working together, we can maximize our impact and effectiveness in addressing poverty and supporting individuals and families on their Pathway of Hope journey.

2. Facilitate Information Sharing: One of the collaboration's primary goals is to ensure that all participants have access to the most up-to-date information regarding the POH approach, strategies, and best practices. By disseminating timely information, we empower each department to fulfill its role effectively within the broader POH framework.

3. Clarify Roles and Responsibilities: Clear communication and an understanding of roles are essential for the collaboration effort's success. Regular meetings should provide an opportunity for participants to clarify their roles, discuss challenges, and align their efforts toward common goals.

4. Foster Learning and Collaboration: The collaboration serves as a forum for departments to learn from one another, share insights, and collaborate on innovative solutions to address complex social challenges. By leveraging the diverse expertise and perspectives of all participants, we can continuously improve and adapt our approaches to better serve our community.





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# Pathway of Hope Communities of Practice

## Term of Reference

### 1. **Background:**

These terms of reference shall guide the understand and operation of the Pathway of Hope Communities of Practice. The concept of Pathway of Hope Communities of Practice is to support ministry leads, case manager/case worker and spiritual care providers who are implementing Pathway of Hope by meeting together to share resources, ideas, concerns and encourage, motivate and help create a culture where Pathway of Hope is embedded in the culture of The Salvation Army.

### 2. **Objectives:**

- Focused: The group is united by a shared interest in particular, Pathway of Hope ministry. They should exist in response to current need and be initiated with a fixed term. They may be temporary.
- Voluntary groups: Members attend voluntarily. Communities of Practice are open to all officers, employees and can be extended to include volunteers.
- Strengthen mission delivery: Members apply what they learn from the Community of Practice to enhance their practice: this is a context where iron sharpens iron. Communities of Practice should provide a forum for sharing best practice, ensure DHQ and THQ understands the needs and experiences of frontline staff, help support ongoing professional development, break down silos and encourage teamwork to continuously improve and develop ministries, build relationships, and learn from each other. They engage in activities and discussions and share information.
- In a common ministry: These are groups that unite people who are actively working in a common ministry interest, where there is a perceived need and benefit to forming the Community.
- Across the whole territory: Communities of Practice span the whole territory and are for workers from all divisions to come together.

### 3. **Membership:**

The Pathway of Hope Community of Practice is open to anyone within the territory (officers, employees, and some volunteers). Pathway of Hope providers.

The requirements of membership are:

- Attitude - Members should want to try new approaches, come up with solutions and seek mutual improvement.
- Commitment – Members should come to meetings ready to engage through dialogue and questions. This will ensure they can engage in the subject matter and make good use of each other's time. Community of Practice members may engage with each other between meetings to share useful and relevant resources with the community.

Expected membership time commitment: 2-3 hours every two months, in line with the group's requirements

## 4. Meeting Frequency:

Meeting schedules and agendas shall be determined by the group coordinator in consultation with members.

## 5. Roles and Responsibilities:

- Group Coordinator: - The group coordinator shall oversee the organization of the virtual meetings and facilitate discussions.
- The coordinator shall ensure that meeting objectives are met and that action items are followed up on.
- Participants shall actively participate in group meetings, sharing insights, experiences, and feedback from their respective ministry units and divisions.
- Participants shall collaborate with other members to develop and implement strategies for advancing Pathway of Hope

## 6. Reporting and Communication

Pathway of Hope Communities of Practice should be light-touch organizationally. They will be virtual communities by default. Within that environment members will largely self-administrate as discussions will be via a public chat board; meetings can be recorded and transcribed and automatically become available to all members. Simple facilitation will make the community more effective.

Communities of Practices are not intended to be time consuming. Discussion boards are available continuously, to be used as required. Meeting frequency should match the group's requirements be of the right size to create a sense of shared responsibility and co-dependence.

Communities of Practice are non-structural. They are voluntary groups and have no reporting structure or authority. They are supported and enabled by the Mission Department and should provide meaningful aid to frontline workers in developing new materials or training. They should work in tandem with other individuals supporting best practice across the territory.

## 7. Review and Evaluations

The effectiveness of the group shall be periodically reviewed and evaluated to assess progress towards objectives and identify areas for improvement. - Feedback from group members shall be solicited and considered in shaping future activities and initiatives.

## 8. Conclusion

The Pathway of Hope Communities of Practice serves as a vital platform for enhancing spiritual support and guidance within Salvation Army social services programs. By uniting pastoral care representatives, setting goals, and developing strategies, this group aims to bridge the gap between social services and corps, ultimately improving outcomes for individuals and families in need.



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# National Survey Results

A survey was circulated across all four territories plus Canada & Bermuda to ascertain the effectiveness of the current training model for onboarding new Pathway of Hope providers. The survey also sought to discover where gaps still exist for continued professional development which providers believe would help them to support clients more meaningfully. We received ??? survey responses, the full results are included in this tool for further understanding.

The highlights are taken from question two and three of the survey:

**Question 2:** Case Management Techniques: Listed below are possible training topics. Place in the order of importance to your case management service delivery.

## Case Management Training



It is recommended that additional, localized training be provide one to three months post onboarding training in the following three areas:

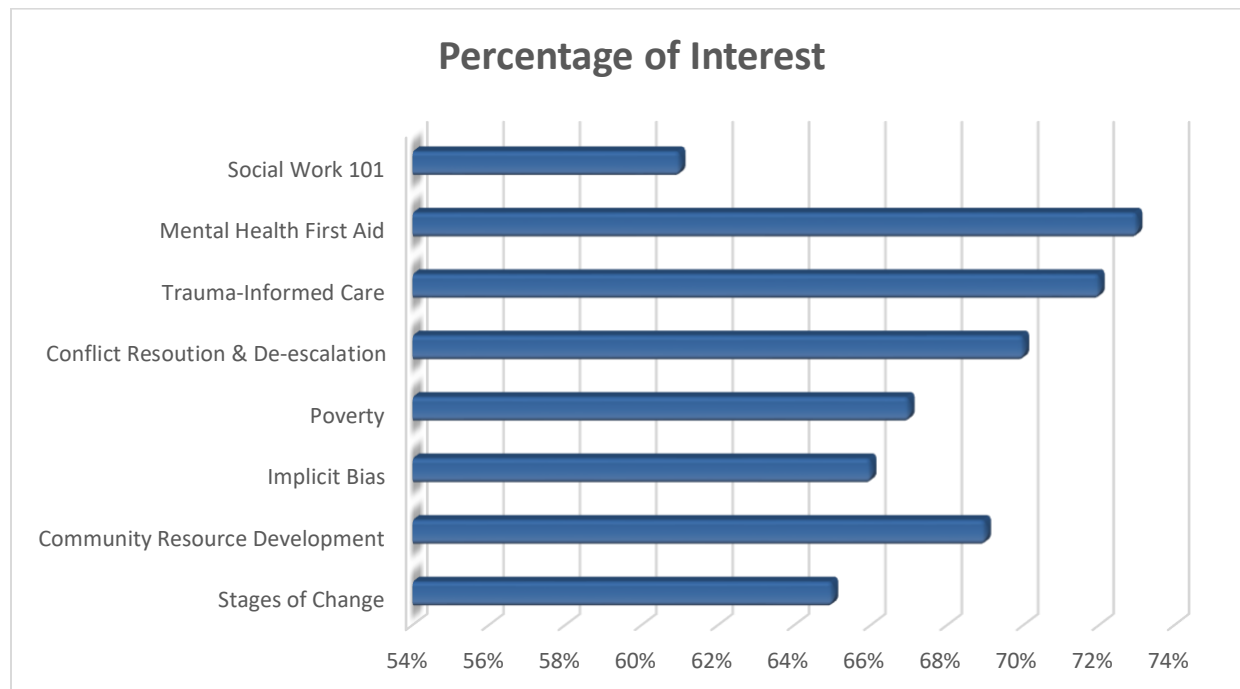
1. Recruitment Techniques
2. Intake Process and Procedure
3. Motivational Interviewing

The training content can be created internally, specific to Pathway of Hope context and/or sought out externally through existing sources.



**Question 3: Professional Development:** The following topics may inform your interaction with clients. How interested are you in these topics and implementing them as part of your case management strategy?

Professional Development:



From the results above, it is recommended that priority for case managers personal development be in the following topics:

1. Mental Health First Aid
2. Trauma-Informed Care
3. Conflict Resolution & De-escalation
4. Community Resource Development
5. Poverty

Several of these topics are part of current curriculum offered through the Central Territories Case Worker Certification Program and/or the Canada & Bermuda Territories “Fit4Mission” learning. These two training certification programs have been created, e-learning and therefore students can go at their own pace to complete.

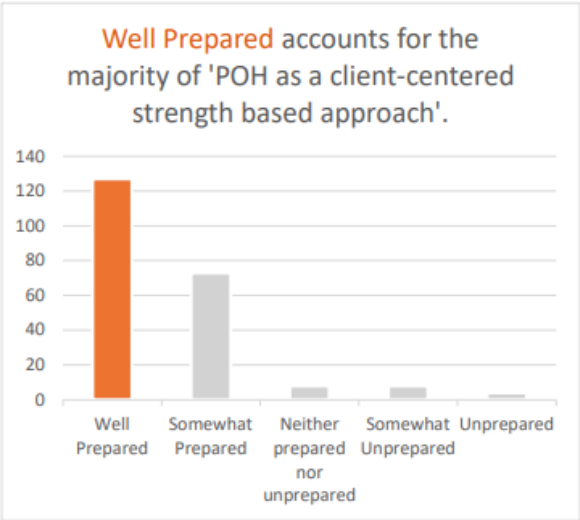
For external training, please connect with local universities or online courses or visit the Advocacy Academy, where you can find online trainings and courses. Please note there are costs involved.

<https://www.advocacyacademy.org/>

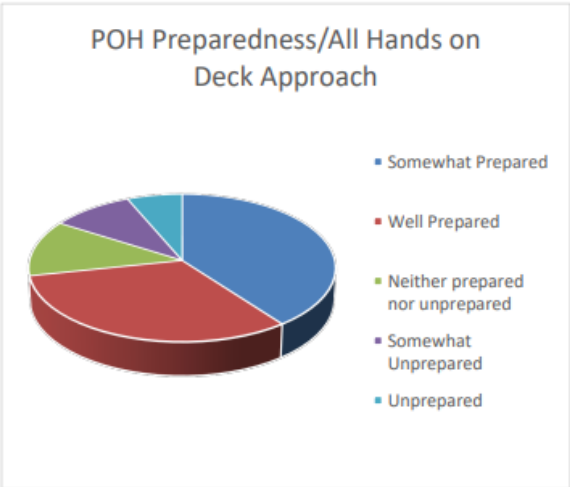


Full Survey Results:

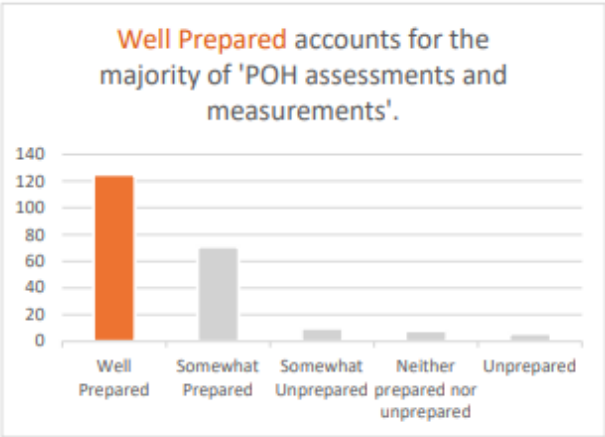
Question 1: Pathway of Hope Training: Following your initial POH content and POH database training, how prepared were you to implement Pathway of Hope at your Corps based on your understanding of the following areas:



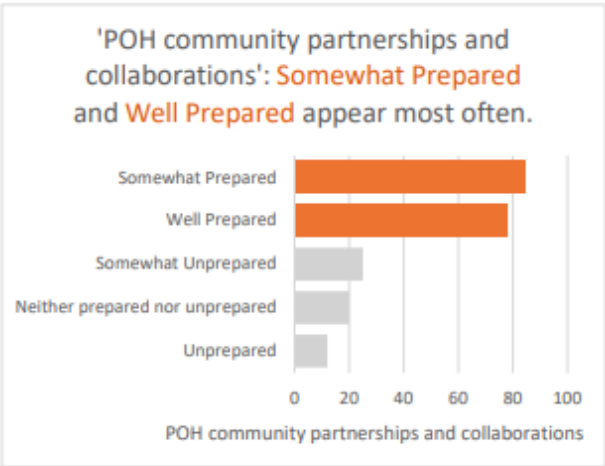
POH as a client-centered strength based approach	
Well Prepared	57.73%
Somewhat Prepared	33.18%
Neither prepared nor unprepared	3.64%
Somewhat Unprepared	3.64%
Unprepared	1.82%
<b>Grand Total</b>	<b>100.00%</b>



POH Preparedness	
Somewhat Prepared	39.73%
Well Prepared	31.96%
Neither prepared nor unprepared	12.33%
Somewhat Unprepared	9.59%
Unprepared	6.39%
<b>Grand Total</b>	<b>100.00%</b>

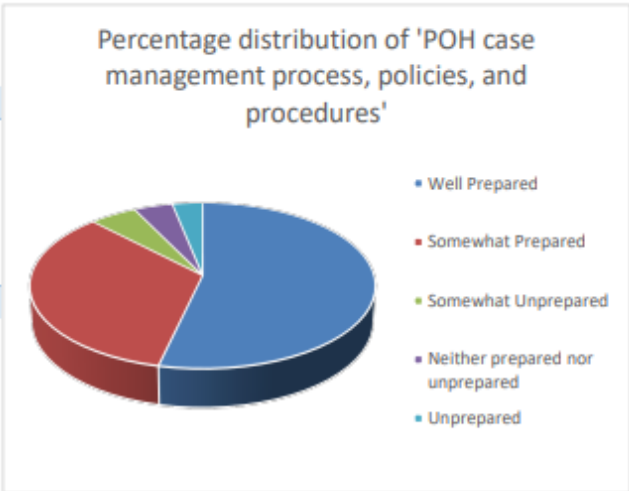


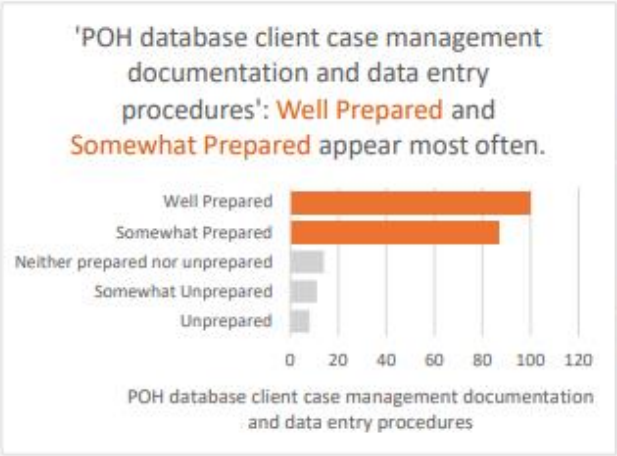
POH assessments and measurements	
Well Prepared	56.82%
Somewhat Prepared	32.27%
Somewhat Unprepared	4.55%
Neither prepared nor unprepared	3.64%
Unprepared	2.73%
<b>Grand Total</b>	<b>100.00%</b>



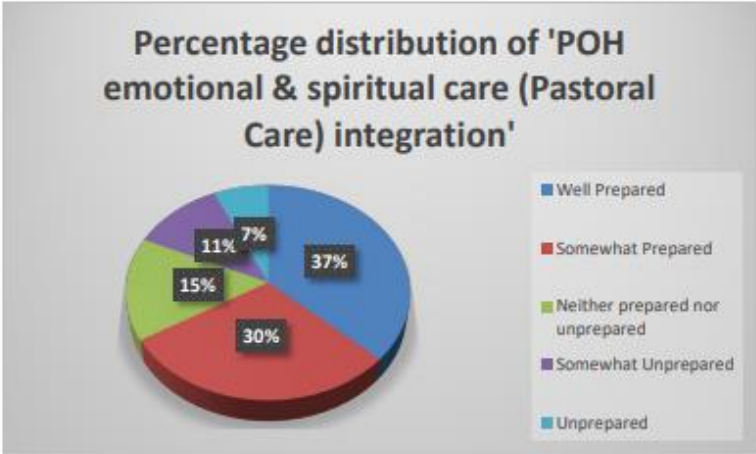
POH community partnerships and collaborations	
Somewhat Prepared	
Well Prepared	
Somewhat Unprepared	
Neither prepared nor unprepared	
Unprepared	
<b>Grand Total</b>	<b>100.00%</b>

POH case management process, policies, and procedures	
Well Prepared	53.64%
Somewhat Prepared	34.09%
Somewhat Unprepared	5.00%
Neither prepared nor unprepared	4.09%
Unprepared	3.18%
<b>Grand Total</b>	<b>100.00%</b>





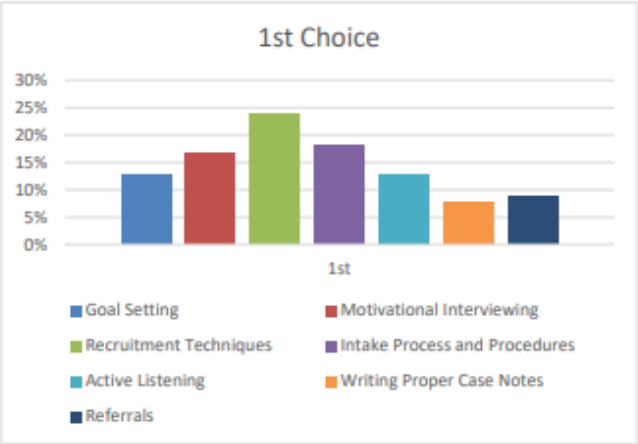
POH database client case management documentation and data entry procedures	
Well Prepared	45.45%
Somewhat Prepared	39.55%
Neither prepared nor unprepared	6.36%
Somewhat Unprepared	5.00%
Unprepared	3.64%
Grand Total	100.00%



POH emotional & spiritual care (Pastoral Care) integration	
Well Prepared	36.82%
Somewhat Prepared	29.55%
Neither prepared nor unprepared	15.45%
Somewhat Unprepared	11.36%
Unprepared	6.82%
Grand Total	100.00%



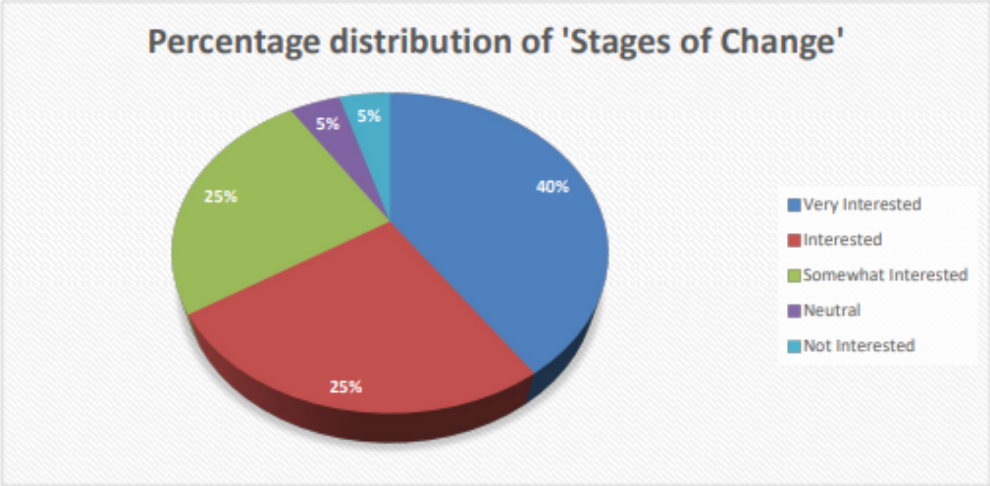
**Question 2: Case Management Techniques:** Listed below are possible training topics. Placed in the order of importance to your case management service delivery.



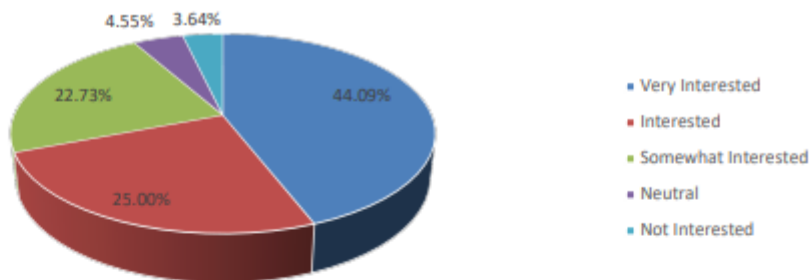
Recruitment Techniques	24%
Intake Process and Procedures	18%
Motivational Interviewing	17%
Active Listening	13%
Goal Setting	13%
Referrals	9%
Writing Proper Case Notes	8%

Intake Process and Procedures	18%
Goal Setting	18%
Recruitment Techniques	17%
*Top average 1-3 choices	

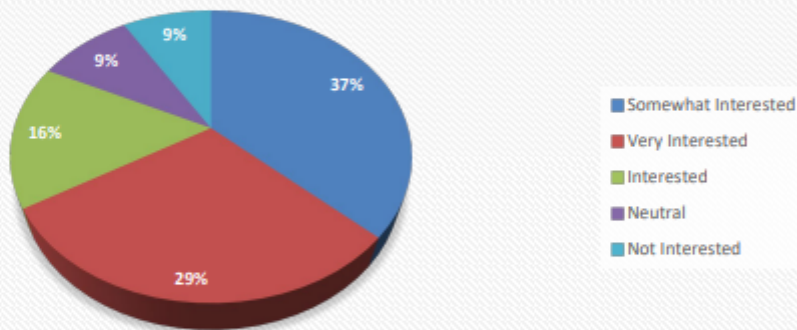
**Question 3: Professional Development:** The following topics may inform your interaction with clients. How interested are you in these topics and implementing them as part of your case management strategy?



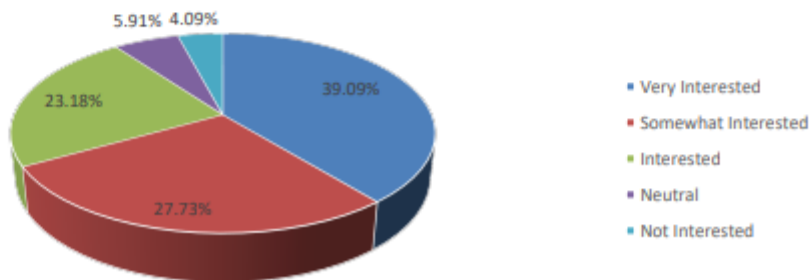
Percentage distribution of 'Community Resources Development'



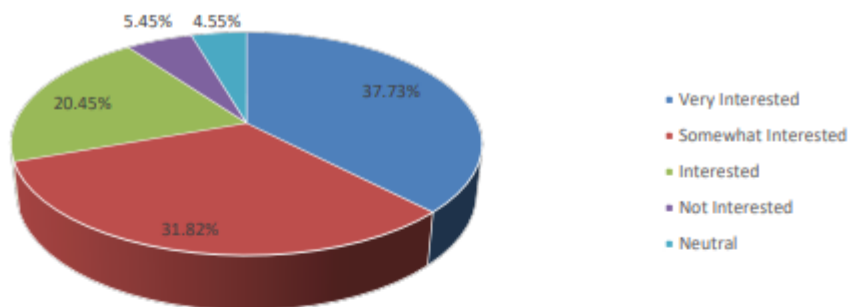
Percentage distribution of 'Implicit Bias'



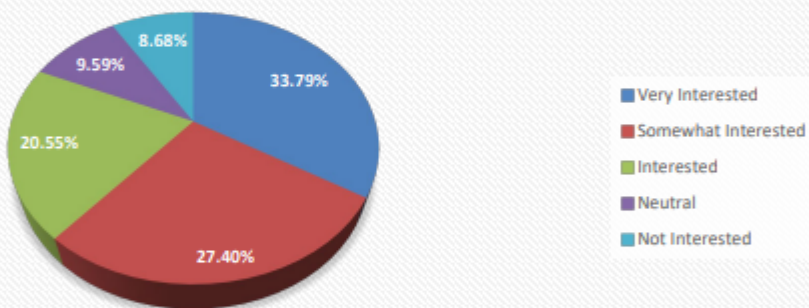
Percentage distribution of 'Poverty'



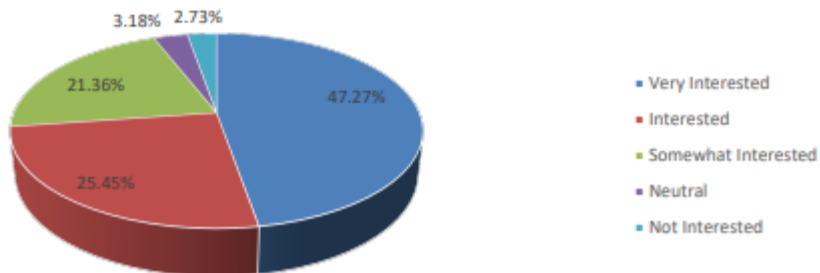
Percentage distribution of 'Conflict Resolution & De-escalation'



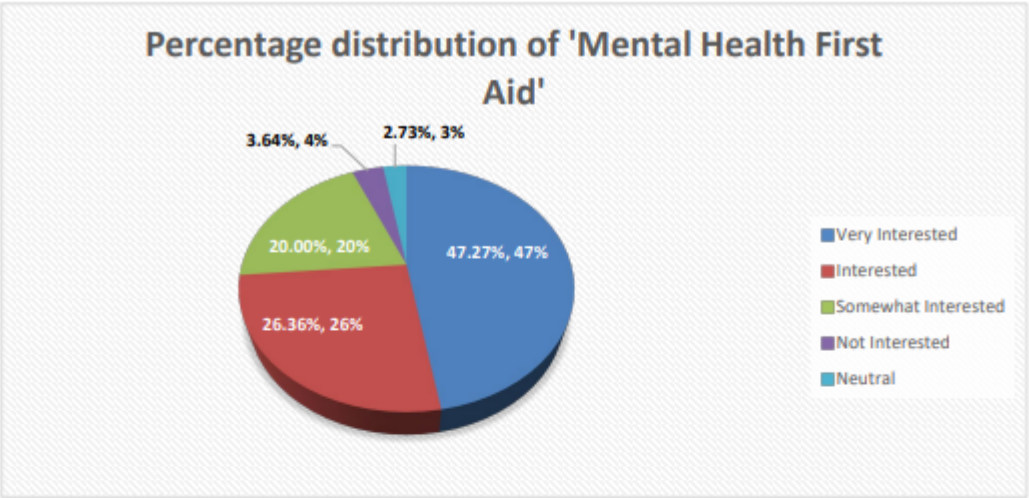
Percentage distribution of 'Social Work 101'



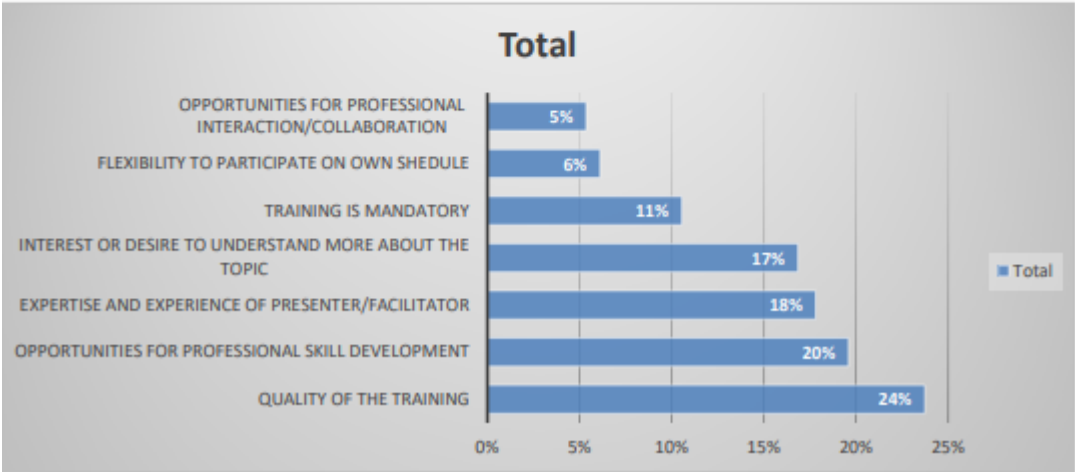
Percentage distribution of 'Trauma-Informed Care'







**Question 4. Training Motivation:** List by order of importance to you the most important aspects of training that influence your decision to participate.



- I think this is a wonderful program, but I would love to cater to those that are single or young, not just target those that have children, we have the government that is able to take care of families through MFIP and other programs, we have a greater need with those who do struggle that are not eligible for those types of programs. I think this should be open to everyone and if it is. I would like to see the POH brochures indicate that everyone is eligible as well not just families with children. We could target the youth especially those who are graduating High School and have no direction in life, or those getting out of Prison/Jail, or those that are getting out of treatment, or other situations that don't necessarily have children to qualify but need the help and opportunity... The Brochures do not indicate that it is open to all... not to mention the funding/budget for the program. Just an honest opinion.
- I would like a 3-6-month refresher course, then at 1 year. I feel I am missing things, and I would like new and fresh ideas to flow from going through materials and training again. This in no way is a bad review on the initial training. My trainer was and is a wonderful and knowledgeable person and a great leader who wants to see my personal growth in my position of Pathway of Hope Case Manager.
- I feel that Pathway of Hope training is severely lacking. Most of the training consisted of how to use SIMS, which is important, but not as important as learning how to build client relationships and case management techniques. I did not feel prepared at all after the POH training. The program lacks structure. There is no guidance on how to implement the program, what client meetings should look like, how to recruit families, etc. Learning how to use SIMS is only part of the puzzle, and arguably it's the least important aspect when it comes to truly helping people.
- I am very excited about more professional development opportunities. Poverty, implicit bias, social work 101 +, trauma informed care, mental health first aid, CPR, and human trafficking or domestic violence support would all be very helpful for our clients as we see a lot of those types of issues in urban areas. I also would like to have a deep conversation around how to talk with clients about making changes in their lives using "value-based" decisions. I have had a lot of success with that, and I think it would be fun to share that in a professional development 'best practices day'.
- "How to get the rest of your Corps to support/participate with POH, when everyone's plate is full and you don't have officers and/or staff who really believe in the efficacy of the program.
- Also, Dr. Donna M. Beegle; Communication Across Barriers... amazing woman with an inspiring message and educational training. Her lessons are more for the politicians, community leaders, board members, etc. who have not necessarily experienced poverty themselves, but seek a better understanding of how to serve this demographic. I was fortunate to attend a training of hers (via zoom; she's on the west coast) and it was terrific. Not sure we could afford her, even doing a Zoom training, but worth looking into."
- My supervisor was more or less absent during my onboarding. Learning solely by online instruction rather than with hands on help to apply what the training is teaching to my actual clients made my first several months to a year less than ideal. Some checks and balances to prevent that in the future would be helpful.

- We do not currently have POH in our Corp. We cannot get the people to participate when they realize we are not paying all their bills for them and giving them special treatment.
- I am enjoying POH and all the clients. Thank you for this opportunity.
- QPR was helpful for suicide prevention
- I feel like all the paperwork slows me down.
- Most difficult aspect for me has been finding the individuals that want to fully engage for the entire duration of the program. Biggest frustration is setting up appointments and experiencing multiple no shows by individuals who have stated intention to do the necessary work.
- "Landlord and tenant rights
- \*Uniform services that are consistent at every location.
- \*Good communication skills
- Maybe there's a training to help caseworkers implement the program in their offices and not let other duties fall by the wayside? I am the Caseworker for Emergency Assistance; I run the food pantry; I run the commodities; I help answer phones in the office; I do all of the updating of files and filing. The Pathway of Hope has fallen by the wayside, because I have not had time to follow up multiple times with the people that I have reached out to about the program.

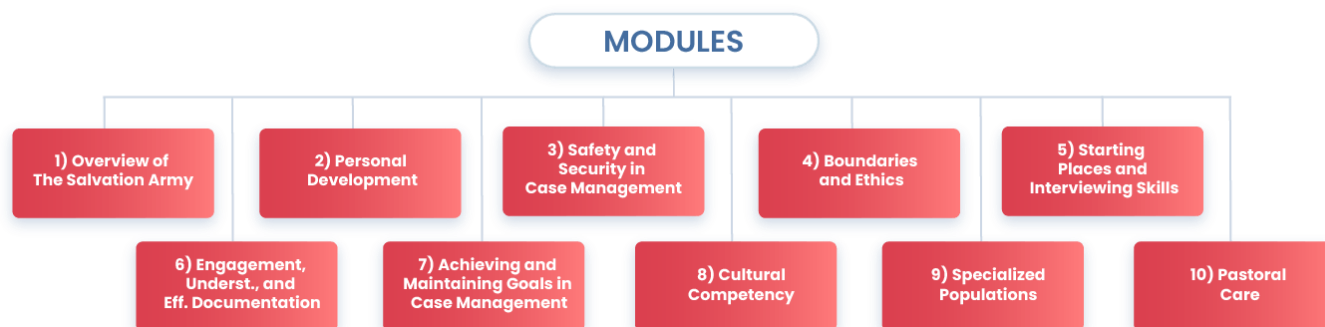


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# Caseworker Certification Program



## CASEWORKER CERTIFICATE



The program encompasses ten training modules. These modules contain videos, readings, and quizzes that move the caseworker through a body of knowledge essential to sound case management. In addition, the curriculum supports several initiatives, such as Pathway of Hope and the revised *Faith in Action* textbook distributed in 2017, which you will need to use for the coursework. A brief description of the ten modules are as follows:

1. **Overview of The Salvation Army:** This module sets forth the historical events and theological commitments that account for the advancement of The Salvation Army into social ministries.
2. **Personal Development:** A Guide to Improving One's Mindset, Performance, and Well-Being: This course introduces participants to the critical ways of thinking, being, and doing that can help improve one's mindset, performance, and overall well-being.

3. **Safety and Security in Case Management:** Tips to keep yourself safe and aid in decelerating escalating behaviors will be identified.
4. **Boundaries and Ethics:** This module introduces ethical social services practices and the importance of adhering to the Salvation Army Social Services Code of Ethics.
5. **Starting Places and Interviewing Skills:** Participants will gain a level of understanding of the necessary communication skills for case management.
6. **Engagement, Understanding, and Effective Documentation:** This module introduces engagement and empathy. It also provides information and tools for understanding a client's situation in context and guidelines for writing accurate and effective case notes.
7. **Achieving and Maintaining Goals in Case Management:** The use of action steps, strategies to overcome barriers/challenges, and approaches for maintaining client gains/stability will be covered, along with the integration of pastoral care and community collaboration/advocacy.
8. **Cultural Competency:** Being self-aware and mindful of one's social identity will be explored, along with a discussion of a cultural model of care and an understanding of biases.
9. **Specialized Populations:** This module introduces participants to four areas where additional knowledge and skills are needed to practice compassionately and effectively.
10. **Pastoral Care: A Holistic Approach to Mission-Driven Service:** This module introduces learners to foundational pastoral care concepts and the National Social Services Standards for Pastoral Care.

For more information, please contact your divisional Pathway of Hope representative.





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# Fit4Mission Program



Fit4Mission is a modular e-learning curriculum designed to support the ethical, missional, and professional delivery of The Salvation Army's community work and social services. It provides foundational learning of The Salvation Army's mission, vision, and values for those engaging in direct service and supports to the community. The learning content supports the values of service and stewardship, both by increasing personnel capacity with enhanced training resources and through developing our awareness of day-to-day operations and risk prevention approaches as we provide hope and dignity to those we support.

Fit4Mission is an orientation tool for employees, Officers, and volunteers. It is recommended that new personnel complete The Salvation Army Mission & Vision course in their first 90 days with The Salvation Army. All existing personnel are encouraged to complete this course.

The Fit4Mission Suite contains seven courses, each with three modules. Once a student has completed the compulsory course (The Salvation Army Mission & Vision) access would be provided to the additional five courses.

1. **The Salvation Army Mission & Vision:** This course provides a comprehensive understanding of The Salvation Army's mission and vision through three interconnected modules. It aims to equip participants with knowledge of the organization's foundations, insights into poverty and its impacts, and effective strategies for working with people.
2. **Trauma-Informed Care:** This course focuses on skills and knowledge necessary for effective trauma-informed care. It covers understanding trauma, the principles of trauma-informed care, and practical strategies for managing trauma in the workplace to create a resilient and empathetic environment.
3. **Care Management:** This course provides essential skills for effective care management, including intake and case management, goal setting, and motivational interviewing to advocate for clients' needs.
4. **Equity, Diversity & Inclusion:** This course develops skills for working with diverse populations. It emphasizes the importance of equity, recognizing and addressing bias, and effectively engaging with individuals from diverse backgrounds.
5. **Mindfulness & Self Care:** This course focuses on developing mindfulness and self-care practices. It addresses the benefits of mindfulness, effective self-care strategies, and ways to prevent and address compassion fatigue.
6. **Spiritual & Religious Care:** This course provides guidance on offering spiritual and religious care. It differentiates between spiritual and religious care, building connections with clients, and using "coffee time" to foster relationships.
7. **Conflict Resolution:** This course develops skills for effective conflict resolution. It explores conflict theory, workplace conflict management, and biblical reflections on conflict, promoting humility and vulnerability in resolution strategies.

For more information about Fit4Mission, please visit the [Fit4Mission Website](#).





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