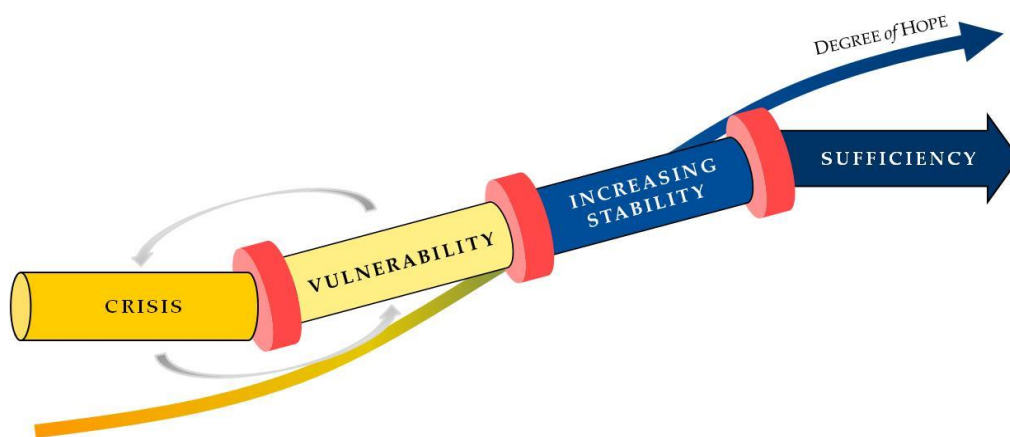


What is Pathway of Hope?

Introduction

Canadians living in poverty are increasingly vulnerable. Today, about 3.4 million Canadians, including over 622,000 children live in poverty. Many living in poverty often face a cycle of recidivism – where they move from crisis to crisis and remain vulnerable. Pathway of Hope focuses on identifying and addressing root cause issues for people living in poverty. It is a high impact strengths-based case management approach to providing targeted services to people with a desire to take action to break the cycle of crisis and vulnerability.



Through Pathway of Hope intensive individualized supports are given for participants to achieve short and long term goals. The approach has been designed for The Salvation Army and is suitable for use in several different service contexts. It is rooted in integrated mission using partnership and intentional care to build and transform community. Through dedication and focus Pathway of Hope allows The Salvation Army to increase our impact with existing resources.

Pathway of Hope Design and Development

Pathway of Hope began in The Salvation Army's USA Central Territory in 2010 with a bold goal to double the impact of emergency assistance programs using existing resources. A territorial survey revealed that only 10% of assistance offered addressed root cause issues, and there was a growing desire for change. The USA Central Territory was seeking an innovative strategic initiative that could break the cycle of poverty and have a lasting impact. Following its inception in the United States, Pathway of Hope was piloted in the Greater Toronto Area in 2016, and due to the success of the pilot, the initiative is being strategically advanced in the Canada and Bermuda Territory.



Why this Approach?

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world. Since its founding, The Salvation Army has served as a bridge within communities, providing care, hope, and belonging. Pathway of Hope supports the mission of The Salvation Army through the intentional integration of spiritual and religious care with casework services. The local team of officers, employees, volunteers, and corps members surround participants to collaboratively focus on the action plan created for each participant.

The Canada and Bermuda Territory's vision for Pathway of Hope is to create a philosophical and cultural shift in our practice of providing service and support. Pathway of Hope fulfills an organizational desire to move beyond 'serving' toward approaches that focus on 'solving' and transformational change. In addition, social sector funding is increasingly focused on results and evidence-based outcomes. The Salvation Army aims to be a high-impact organization and we must commit to evaluating the effectiveness of our work. Through the Pathway of Hope approach The Salvation Army can speak to the effectiveness of its community supports in a way that is data-supported.

Pathway of Hope's Three Core Elements

Providing targeted services to people with a desire to take action, changing life trajectories and increasing hope

- Through a committed relationship with the local Pathway of Hope team, built on trust and respect, an action plan is developed that includes personal aspirations and practical actions. The plan relies on assets and strengths recognizing participants can overcome barriers through a holistic approach that utilizes their inherent skills and abilities.

Bringing all the Army's internal resources to bear, aligning them to the needs of participants, and focused on outcomes

- Pathway of Hope drives a broader, renewed concept of the resources and relationships The Salvation Army can use to benefit participants. Reallocation of resources, greater operational efficiency, and increased organizational integration are key to ensuring participants receive the full benefit of assistance.

Catalyzing community collaboration in service of shared participants

- The Salvation Army has a role to play in coordinating with external service providers to ensure participants have access to the services they need. Service to participants is bettered through enhanced community relationships, shared perspective among stakeholders, and coordinated operations and information.



Pathway of Hope Participant Approach

There are three main theoretical underpinnings that guide the Pathway of Hope approach.

1. Strengths-based perspective

The strengths-based approach focuses on possibilities rather than problems and strives to identify and develop strengths to assist participants in reaching their goals and dreams. It is a move away from defining people by their deficits or problems, to viewing people through the eyes of their strengths (Saleebey, 2002; Brun and Rapp, 2001; and Weick et al. 1989). The strengths perspective is rooted in the value that all people have worth, and hold untapped possibility for growth (Weick et al. 1989).

2. Transtheoretical Model of Behavioural Change (Stages of Change)

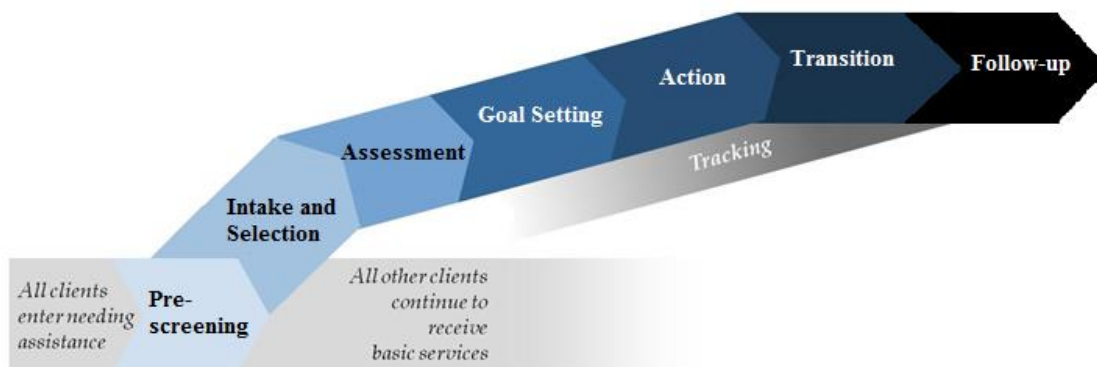
The stages of change model illustrates how behaviour change does not happen in one step, but rather that people tend to progress through a series of stages on their way to making successful change happen. Each person will move through the stages at his or her own rate, and this is impacted by both internal and external factors. The model presents how an individual must be ready and have a desire to see change for an effective change process to take place.

3. Hope and spirituality

Hope can be understood to be that element of confident expectation of a future outcome. Hope has been identified as a critical component of the therapeutic, helping relationship. Hope is at the centre of strengthening the therapeutic alliance, commitment to engaging in therapy, as well as a necessary resource for completing the change process (Frank, 1973; Menninger, 1959; and Stotland, 1969). Engendering hope may assist a participant to progress in the stages of change on their way to a better future.

Pathway of Hope Steps

The Pathway of Hope process has been broken down into seven steps each with tools designed to guide caseworkers.



Conditions for Results-Ready Implementation

Through the preparation process Ministry Units develop implementation readiness in three domains: staff and leadership, organizational resources, and external community.

Staff and Leadership	Organizational Resources	External Community
<ul style="list-style-type: none">• Be willing and excited to dedicate the time, effort, and resources to implement Pathway of Hope successfully• Believe in participants' ability to reach stability given a desire to change• Be open to learning and partnership with DHQ, THQ, and other ministry units• Be committed to providing spiritual care	<ul style="list-style-type: none">• Create sufficient staff time for Pathway of Hope• Ensure training for the effective delivery of spiritual care• Have the basic technological infrastructure and necessary computer skills• Develop the process, systems, and culture required for ongoing evaluation and continuous improvement	<ul style="list-style-type: none">• Develop relationships with a sufficient network of external service providers• Find a sufficient number of target Pathway of Hope participants in the community served by the Army• Have a plan in place to access available community resources

Activities Required for Effective Delivery



Time spent with participants – the team works with participants consistently, offering some type of contact at least weekly

Team meetings – bi-weekly team meetings are needed to keep all stakeholders in engaged in supporting participants

Supervision meetings – monthly supervision meetings with a Regional Coordinator helps maintain the integrity of the approach

Research and admin – maintaining professional records and looking into options that suit the best interests of the participants takes time and effort

Community networking – the team should be connected in the community through networks and committees, and have established contacts at other social service providers

Group Meetings – Ministry units will connect with each other regularly to engage in training, discussion, and strategizing for success

For questions or more information, please contact:

Matthew Craggs

Pathway of Hope Regional Coordinator
416-422-6211
matthew_craggs@can.salvationarmy.org

Lemoy Whilby

Pathway of Hope Regional Coordinator
416-425-2111 x. 2616
lemoy_whilby@can.salvationarmy.org

Claire Dunmore

Territorial Integrated Mission Secretary
416-425-2111 x. 2321
claire_dunmore@can.salvationarmy.org

