



PATHWAY OF HOPE

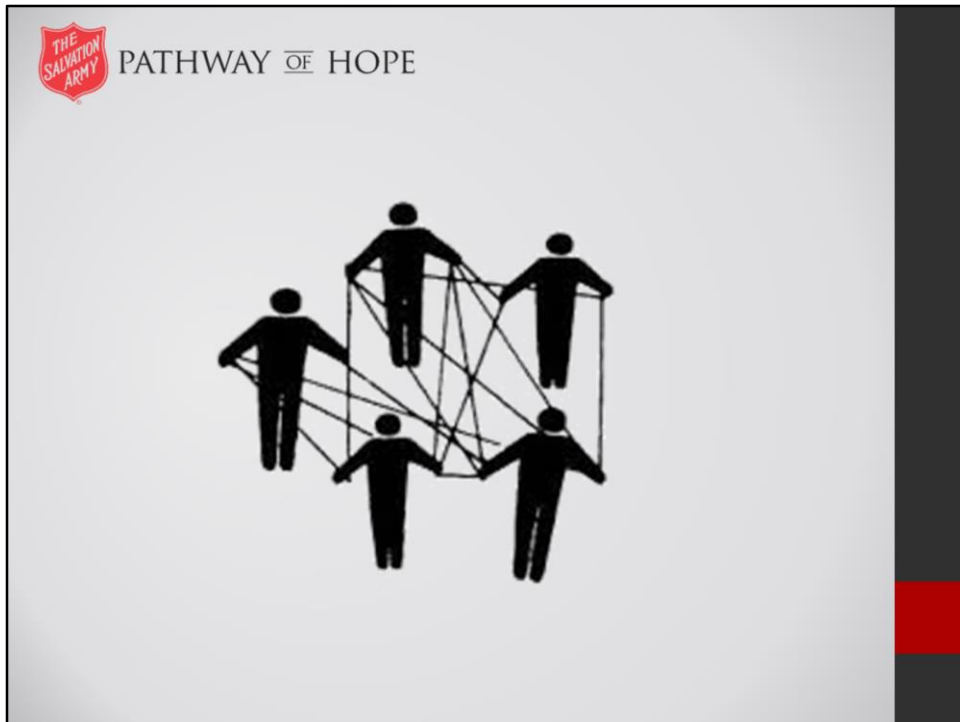
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PATHWAY OF HOPE

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Activity:

Everyone stand in a circle.

I'm going to tell you about a previous client of mine. After I tell you about her situation I will pass the ball of yarn to someone and I want that person to say how their organization can help this client based on the information given. Then pass the yarn to someone else until everyone has had a turn.

Situation: Christina is a 21 year old AA female who is currently homeless and has a 2 year old son. Her parents passed away when she was a child leaving limited family supports. She does not have a GED/H.S. Diploma but did have one consistent job for 2 years until she could no longer work due to pregnancy. She is in a relationship with her son's father who is currently incarcerated.

What kind of help could your organization offer her?

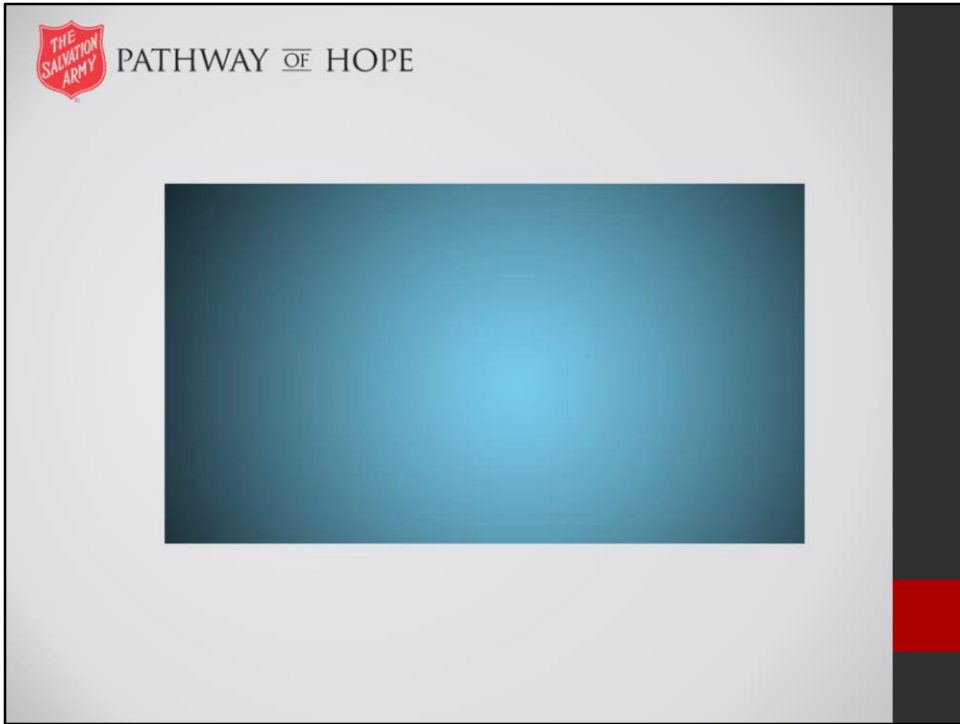
Please notice that everyone was able to help this young mother in her time of need in some way. This is a small group, but think of it as a community of resources. Even if I did not know who could help her with clothing I was able to find someone who could through another resource. Clients can be better served when a community of allies is able to serve the whole person together.



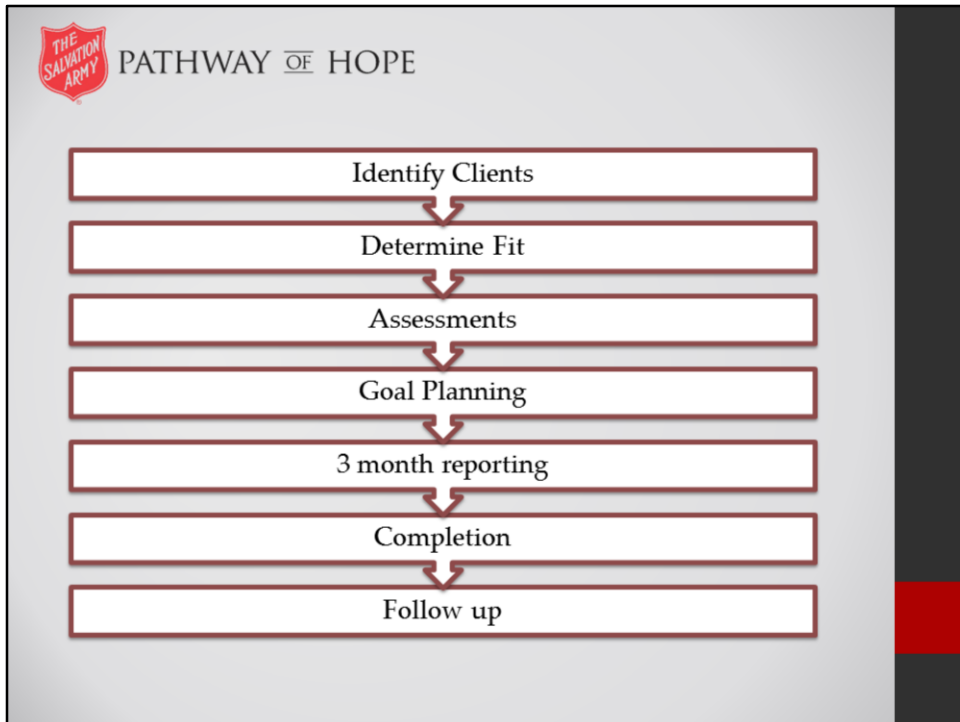
PATHWAY OF HOPE

- Moving families from crises and vulnerability to stability and eventually self-sufficiency, tracking family progress along the way
- Catalyzing community collaboration in service of shared clients
- Bringing all internal resources to bear, aligned to the goals of clients
- Focus on hope as a measured outcome, which represents the distinctly relational, spiritual outcome

These are the topics I wish to cover today using Pathway of Hope as an example. For some background, the Pathway of Hope initiative started in 2011 to meet the needs of families who want to break the cycle of crises and vulnerability. The Salvation Army is broken up into 4 territories and National Headquarters. This started in the Central Territory and has since been expanded to all four territories with presence in more than 400 communities across the country. I'd like to focus today on these middle two points because community collaboration and utilizing internal resources, including congregations is something we can all relate to.



Here is a link to this video <https://www.youtube.com/watch?v=qn5BdNAtLco>



This is the process a client who comes into Pathway of Hope goes through. Clients are identified through the services we already provide and community referrals from other partners.

To determine fit we sit with clients and talk about their current situation and where they would like to be. We also use an assessments called the “University of Rhode Island Change Assessment” which measures a person’s current desire to change. Next we do basic intake including income and family makeup.

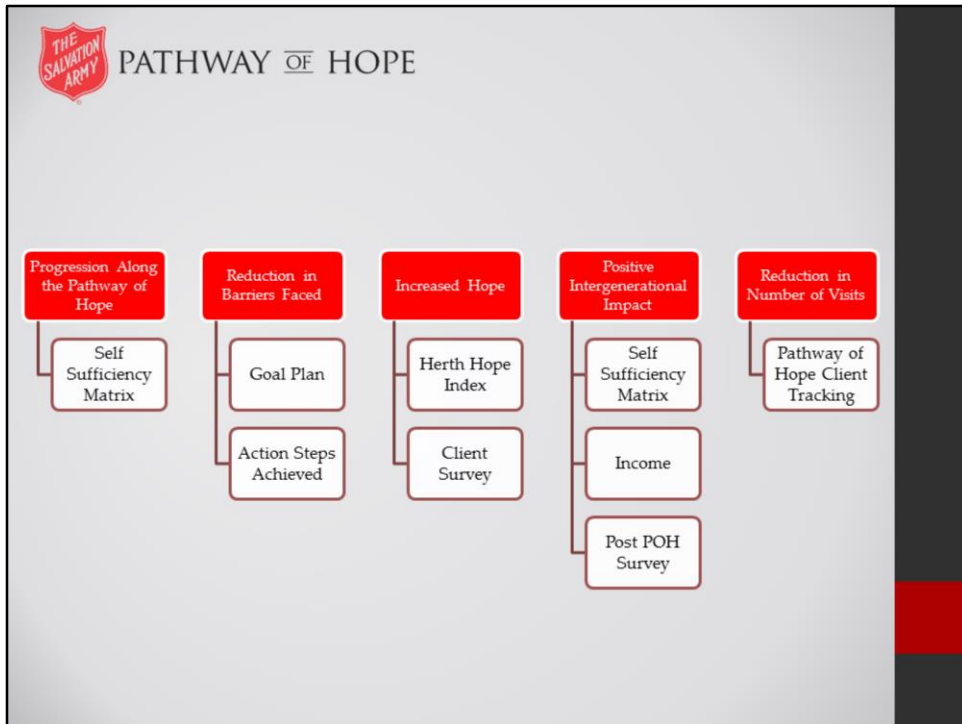
Then we perform assessments including a variant of the Arizona Self Sufficiency Matrix, the Herth Hope Index, and a Strengths Assessment.

Using that information, clients decide on goals and case managers help with action steps.

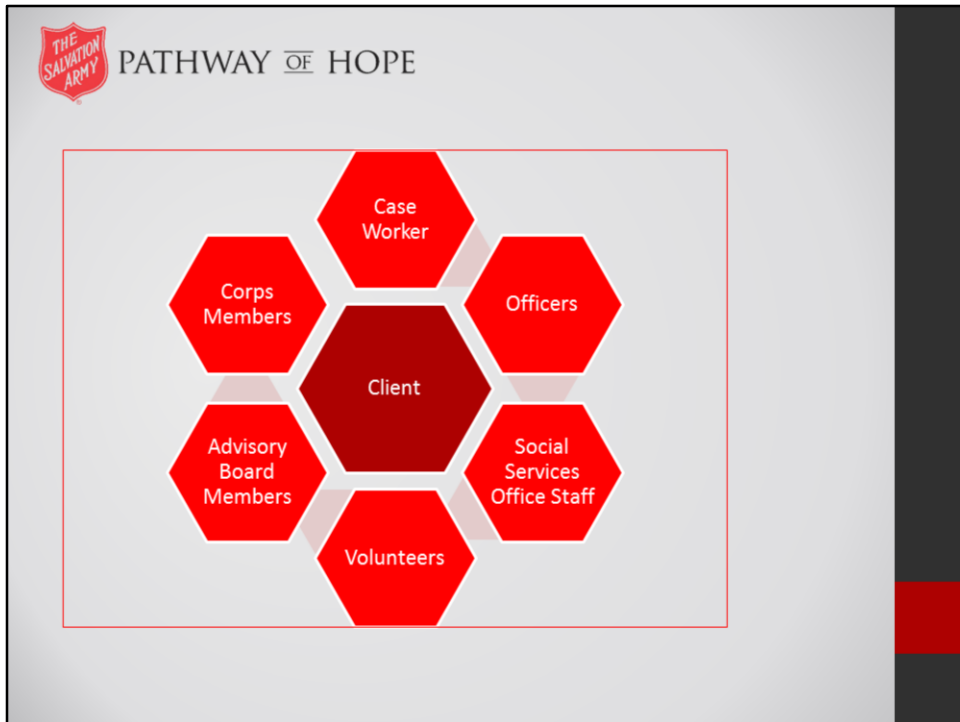
Every three months we repeat the assessments and review family make up and income.

When clients have achieved at least one goal and are making progress on another goal, feel confident and capable to start working on their own, they complete their Pathway of Hope journey.

Follow up is done every 3 months for a year, though this is challenging as many of you know.



The thing that makes Pathway different from other Salvation Army endeavors is that we are really looking at outcomes instead of outputs. Here, you can see that we are using assessments as markers to determine client progress.



POH is a team effort. Most new locations do not have additional funding for this, so we have to involve everyone that we can in order to do this correctly.

As you can see the client is in the center of all that we do.

Case worker support is obvious, but we are making an effort to not let the case worker be the only person supporting our clients. This also means that if a case worker leaves for whatever reason the client doesn't feel like their connection is gone too.

Officers, Salvation Army ordained ministers, can provide a spiritual assessment, spiritual counseling, do referrals to other houses of worship, pray with clients, or invite them to services or church activities.

Social services staff are also called on to welcome clients, care for them, and also take on other duties to free up case worker time.

We're going to talk more in depth about volunteers, advisory board members, and corps members (members of Salvation Army churches) later on.



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Shift staff responsibilities, especially front office and Officers

Use skilled Advisory Board members for support and consultation

Recruit volunteers from the congregation to assist with needs such as transportation or donated goods

Utilize interns in Social Work or related degree programs

We are all being asked to do more with less. That is why resource reallocation is vital to the success of Pathway of Hope and can be helpful in your own organizations.

By shifting responsibilities, you may free up time to do more in depth case management. For example, if the case manager is doing food baskets, ask a volunteer to do it instead to free up some hours. Maybe your front desk person can write vouchers if you are only requiring an ID from folks. Can you use technology (a new phone system perhaps) to improve the work flow of someone?

Advisory Board members are not always used to their fullest potential. They are experts in their field or emerging leaders. Ask for their help in ways that are beneficial to clients. Can they consult with your staff on issue of time management? Can they teach a one month financial literacy class. We have an Advisory Board member who has their clinical license and agreed to hold supervision with the staff person who was implementing POH to help him deal with issues he was not equipped for.

Recruit volunteers! There are so many vibrant and healthy retired seniors who are willing to give their time and expertise to help out. Ask for transportation help or donated goods that are not typically things you assist with. How many of you have things in storage that are perfectly good but you cannot find a use for?

Social Work inters are a fantastic resource. They can do intake for you and even run

case management sessions. If you are not interested in having them help with sessions can they run a skills class or a group? Maybe they can take over that resource manual you have always wanted to create but never have the time for. They can also be used to do the vouchers/food baskets/rental assistance while the case worker does the intensive work.



PATHWAY OF HOPE

Non-profit Service Organizations

Faith based organizations and places of worship

Local businesses

Public agencies

Educational institutions

Where we can turn in the community.

We can obviously partner with other service organizations but who else can we identify?

Places of worship are an untapped resource!

Local businesses can help in unexpected ways. Ask the pizza place if they would donate a few pizzas for skills class each week. Lawyers can offer free legal advice as part of pro-bono requirements. Taxi company that can bill you directly instead of the client.

Public agencies- Make friends with someone at the local benefits office or housing department. Having just one person's direct extension can mean getting your client signed up for SNAP in one month compared to three or four.

Educational institutions- Find a contact at your local community college and a GED program. The McKinney Vento Act requires that a dedicated staff member at public schools be in charge of managing resources for children experiencing homelessness. Get to know that person so that you know what they have to offer but also because they can refer clients to you. You also can help kids stay in their own school while experiencing a homeless episode.



PATHWAY OF HOPE

BRAINSTORM THINK OUTSIDE THE BOX

What needs are you struggling to fulfill?

What would help free up time?

What resources can you tap into in your community?

How can congregants help?



Examples of community collaboration

Sheetz- There was a need for transportation assistance for clients to get to and from meetings in order to keep them engaged. The case manager went to the local Sheetz to see if they could purchase gift cards in bulk at a discount. After understanding what POH is about, the manager donated 100 \$10 gift cards and said the case manager can go back when they run out. Those gift cards are going to clients after they show up and do work in their case management session.

GED- Case manager reached out to the local community college for a client that wanted their GED. That community college liked POH so much that they are now giving scholarships for GED prep class, books, and testing fees to POH clients.

Employment- A local small business owner hires qualified individuals with non-violent criminal backgrounds. POH case managers created a relationship that allowed them to refer POH parents for jobs. These individuals were hired at a pay rate that made it possible to support their family.

Mentoring- Local women's auxiliary members worked in a 2:1 mentoring situation with POH parents.

Daycare- Got together with many area churches who agreed to each sponsor a child to pay for daycare for one year.



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Prayer

Make them feel included/knowledgeable (monthly updates)

Basic needs out of your normal funding stream

Transportation

Consultants

Job coaches

Babysitting

Enroll clients and their kids in church activities

Build supportive community

Spiritual guidance

How to better use people in our congregations

Prayer- It feels good to know that someone is praying for you. It's also nice to be prayed over or with. This is very powerful.

Basic needs out of your normal funding stream- Does your client need something out of the ordinary? I bet a congregation member has the ability to help.

Mentoring- Studies have shown that interacting with individuals from outside of your socio-economic status is good for both parties. Having the support of another individual (or two) can mean getting through the next crises.

Transportation- Help with appointments, job interviews, medical needs

Use church members to help with things that staff needs help with

Use them as consultants- Do you have a congregation member who has a certification or license that can help with an unmet business or client need?

Job coaches

Babysitting for case management sessions (or skills classes)- Make sure you have followed protocol for child safety

Enroll clients and their kids in church activities

Build supportive community

Spiritual guidance



PATHWAY OF HOPE

YOUR PLAN

1. Pick one new resource you will tap into
2. Map how you will approach that resource
3. What happens next?



Pathway of Hope video <https://www.youtube.com/watch?v=wTlzxAvUAuU>



PATHWAY OF HOPE

Resources

[Herth Hope Index](#)

[Arizona Self Sufficiency Matrix](#)

[URICA](#)

[Client Strengths Assessment](#)

Herth Hope Index <http://www.allcare.org/CancerPain-and-SymptomManagement/wellbe/wbm4/Herth%20Hope%20Index.pdf>

Arizona Self Sufficiency Matrix

<file:///P:/PATHWAY%20OF%20HOPE/Arizona%20Self%20Sufficiency%20Matrix.pdf>

URICA

http://www.fadaa.org/archive/Annual_Conference/2010/Handouts/Wednesday/Glebe_handout4-UnivRI_Change_AssessScale.pdf

Client Strengths Assessment