THE SALVATION ARMY

PATHWAY OF HOPE

THERE ARE
46.2 Million
LIVING IN POVERTY.

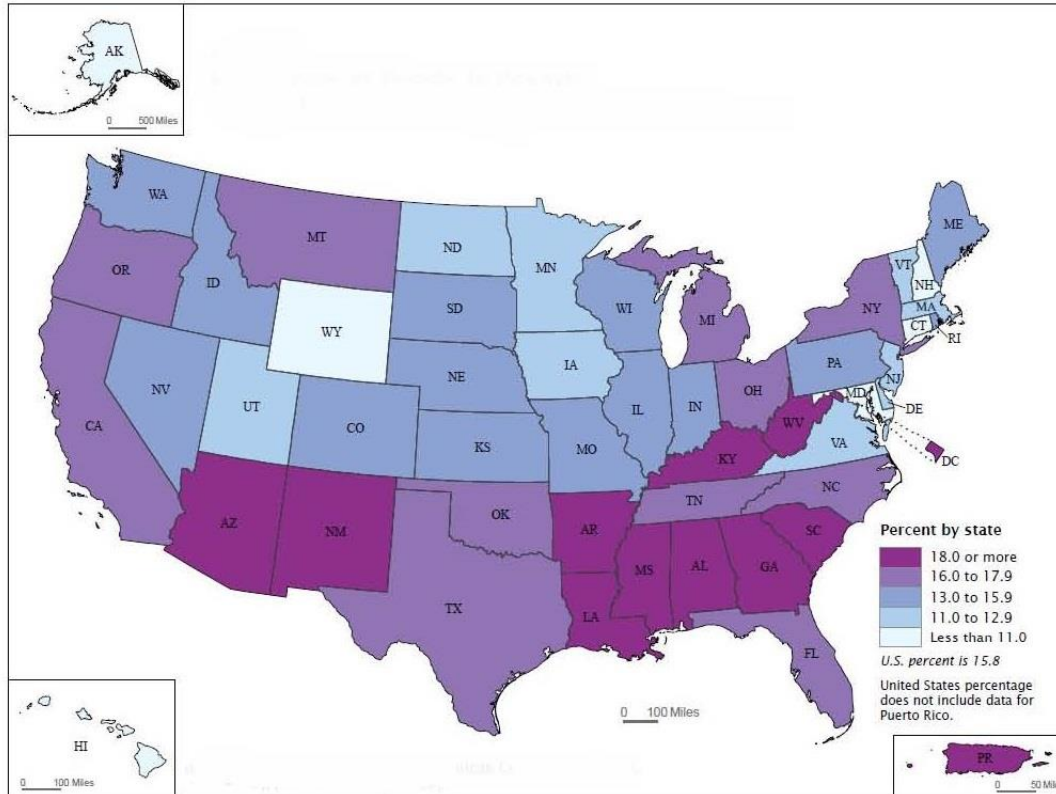POOR CHILDREN ARE LESS LIKELY TO GRADUATE FROM HIGH SCHOOL AND MORE LIKELY TO BE POOR AS ADULTS.

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Figure 5. Percentage of People in Poverty in the Past 12 Months by State and Puerto Rico: 2013

Percent by state

- 18.0 or more
- 16.0 to 17.9
- 13.0 to 15.9
- 11.0 to 12.9
- Less than 11.0

U.S. percent is 15.8

United States percentage does not include data for Puerto Rico.

Source: U.S. Census Bureau, 2012 American Community Survey, 2013 Puerto Rico Community Survey. Alemayehu Bishaw, *Poverty: 2012 and 2013*, U.S. Census Bureau, American Community Survey Briefs, ACSBR/13-0101, Washington, DC, September 2014, p. 4, http://census.gov/content/dam/Census/library/publications/2014/acs/acsbr13-01.pdf.
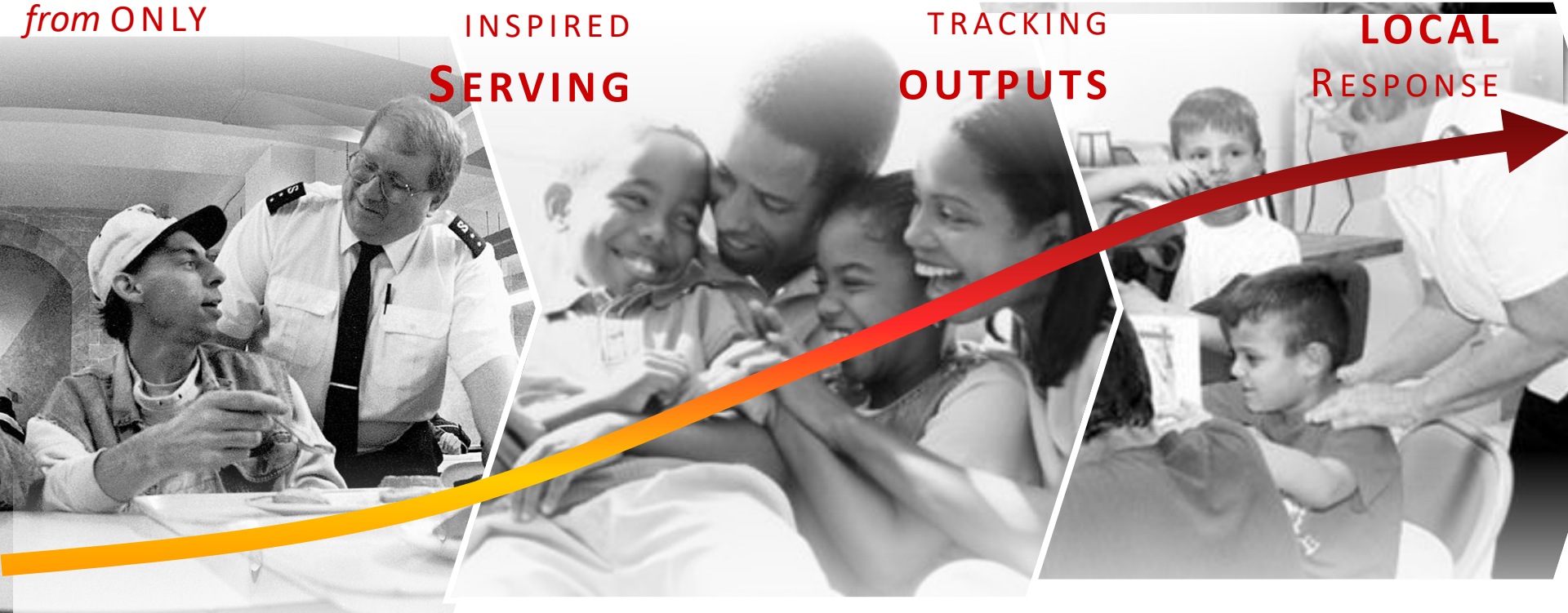
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Through the Pathway of Hope, The Salvation Army is on the move...

from ONLY

INSPIRED **SERVING**

TRACKING **OUTPUTS**

LOCAL RESPONSE

to ALSO

INTENTIONAL **SOLVING**

PRODUCING **OUTCOMES**

SHARED **VISION**

Degree of Hope

1. Crisis

2. Vulnerability

3. Increasing stability

4. Sufficiency

Impact Goal:

Help clients break the cycle of repeating crises, putting them on path to increased stability

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Empowering vulnerable families to take action to overcome their barriers

Optimizing the Army's resources to address root cause barriers

Catalyzing community collaboration in service of clients' goals

Pathway *of* Hope Approach

Why this Approach?

Two key insights from internal Army interviews:

•Army officers & staff agreed on a shift from "serving clients" to longer term interventions that help "solve" root cause barriers.

•Recognition that Army has great existing resources but many of these resources have not been fully integrated to serve clients.

Utilizes strengths-based case management

•focuses on possibilities rather than problems

•a process that includes the use of a team approach in order to strengthen desired outcomes.

Through the Pathway of Hope,
The Salvation Army
will make a lasting difference in
reducing intergenerational
poverty across the United States,
transforming the lives of
100,000 families by 2030 by
increasing *HOPE* and STABILITY

Summary of Pathway of Hope Approach

- ## Approach is designed to reach families:
  - ### Substantial responsibility for at least one child under
    the age of 18
  - ### Desire to take action
  - ### Overarching goal - break the cycle of intergenerational poverty

- ## Approach is based upon two social work theories:
  - ### Strengths-Based Perspective of Case Management
  - ### Stages of Change Model

- *Unique tools* are utilized at every phase of the process
  - initial screening tool (URICA)
  - working together agreement
  - strengths-based assessments
  - spiritual assessment
  - action plan
  - client surveys
- Clients asked to commit to *weekly* contact, which will assist them toward goal achievement
- *Team approach* emphasized throughout the training & teams are encouraged to meet regularly to address individual family needs and goals.

Successful Implementation = Outcomes for Families

Progression along the pathway
- *Are clients making progress towards stability and sufficiency?*

Decrease number of barriers faced
- *What barriers have clients overcome?*

Increase Hope
- *Has progress led to increased confidence in positive outcomes?*

Increase Intergenerational impact
- *Has clients' progress created conditions for improvements in families' welfare?*

Decrease number of repeat clients
- *Has progress reduced their dependency on basic Emergency Assistance?*

Successful Implementation = Outcomes for Families

Solve root causes

- *Are we optimizing the use of internal resources aligned to the needs of clients?*

Optimize use of resources

- *Are we leveraging all of the community's resources on behalf of clients?*

Greater integration of Social Services & congregation

- *Are we engaging Corps soldiers, volunteers and advisory organizations?*

Increase positive perception of the corps and impact

- *What is the view of the Army from our stakeholders?*

Scale efforts based on lessons learned

- *What progress are we making toward implementation throughout the territory within five years?*

Success — What people think it looks like

Success — What it really looks like

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