

# Global Member Care

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Updated August 2014

*This course overviews the member care field in light of the major challenges facing humanity. It includes historical, conceptual, and theological foundations; skills, tools, and guidelines for wellbeing and effectiveness; and support for personnel, families, teams, and organizations. Permeating the 12 lessons is the emphasis on developing good practice and greater relevance through personal growth, cultural sensitivity, and crossing sectors in the context of [global integration](#) (see final page).*

## Member Care

Member care is an international, trans-cultural, interdisciplinary, and cross-sectoral field that focuses on supporting the diversity of “mis/aide” workers and sending groups (mis/aide = *mission, aid, development*). At its core is the commitment to provide and develop quality resources in contextually-relevant ways, motivated by spiritual and/or humanitarian values. Member care promotes the intrinsic and strategic worth of mission/aide workers as well as member care workers, their wellbeing and effectiveness, character and competence, personal growth and prudent sacrifice. It is concerned with all those involved in mission/aide such as home office staff, children, international and local workers, leaders/managers and senders, workers in new and non-traditional roles, and includes support before, during, and after deployment.

## Course Overview

I originally taught this course at Fuller School of Psychology in California, USA in the early 1990s. I subsequently taught the initial course in Germany and Australia and then further developed and taught many of its topics/modules over the last 25 years in 20+ countries

The course draws on the experiences of many colleagues and the extensive literature in this field, along with contributions from psychology, missiology, and anthropology plus the humanitarian, development, health, and human resource sectors. The twelve lessons (modules) can be organized into four areas: (a) historical highlights, current status, and future direction of member care; (b) the adjustment, wellbeing, and effectiveness of mis/aide personnel, families, teams, and organizations; (c) the different helping roles and skills needed to “do member care well” such as counseling, consultation, team building, crisis care, training, internet and media resources, and organizational development; and (d) the commitment to core spiritual and/or humanitarian values, ethics and human rights, personal growth and integrity, as we chart our member care involvement as global citizens.

The course is designed for all those who have or may eventually have member care responsibility, is oriented towards mental health/human resource professionals and graduate students in the health/behavioral sciences, and is particularly oriented for those who practice Christian spirituality. We want to continue to *broaden our experiential boundaries and skill sets*: to take advantage of the wealth of opportunities for *connecting and contributing* to various international sectors and to do so on behalf of the diversity of people who serve in mission/aide and on behalf of humanity itself.

## Course Practicalities

Our time together will involve lectures, group discussions, case studies, practice in using tools, brief videos, and guest speakers. It is helpful to do as many of the readings as possible in advance, emphasizing the core readings in **bold type** (three/lesson). Links for most of the readings are included below. I also encourage learners to write a summary of key member care principles based on the readings/lectures (five principles/lesson). This summary and/or an exam/paper may be required for academic/CE credit. The course will be adjusted in consideration of any requested emphases and the available time. Colleagues are also free to use/adjust this course for personal use and other training contexts. Suggested citation: “Based on the Global Member Care course developed by Dr. Kelly O'Donnell, ©2014. Used/adapted by permission”

### 1. Overview: Member Care in Mission/Aide—and Beyond

**Goals:** Define the nature, scope, and relevance of member care. Overview the history and current status of this field and give various examples of member care.

**Readings:** *MC* chapter 1 (perspectives); *DMCW* chapter 1 (model); *GMCI* chapter 1 (history)

\*Going further: Status of Global Christianity (*IBMR* Jan/2013) <http://www.internationalbulletin.org/>  
Flow of Care (*DMCW* chapter 2); Approaches to Staff Care in INGOs (*GMC2* chapter 30)

**Applications:** Review your personal MC involvement via the six-sphere model of MC  
<http://us4.campaign-archive2.com/?u=f34fc856e7776d7b69dafd3b3&id=5508b39ce2>

\*Video: UN Year in Review 2013 <https://www.youtube.com/watch?v=nntbLKgGajw>

### 2. Theological Foundations for Member Care

**Goals:** Explore examples of caring in the OT and NT within in the context of the equality and blessing for all peoples of the world. Discuss how member care is both a responsibility and a strategy, a duty and a desire, and part of the *missio Dei* and the *missio mundi*.

**Readings:** *EMV* chapter 7 (theology) <http://www.chinamembercare.com/en/TOC.html>; *MC* chapter 3 (Abram and Sarah/core issues); *DMCW* chapter 4 (MT 25/humanitarianism)

\*Going further: A Messiah for All Peoples (*Eternity in their Hearts*, [Link](#)); Religious Demography and Mission Strategy (*IJFM* Jan/2012) [http://www.ijfm.org/this\\_issue.htm](http://www.ijfm.org/this_issue.htm); Faith-Based Humanitarians (*GMC2* chapter 13)

**Applications:** Outline/write a one paragraph summary for a theology of MC in mission/aide.

\*Video: Where's Matt/Trip the Light (2012) <http://www.youtube.com/watch?v=Pwe-pA6TaZk>

### 3. Adjustment and Wellbeing

**Goals:** Overview main challenges facing mission/aide workers based on research and literature, highlighting burnout, reentry stress, relationships, cultural adjustment, and assessment (e.g., CHOPS).

**Readings:** *MC* chapter 8 (stress); *DMCW* chapter 23 (challenges); *GMCI* chapter 2 (global voices)

\*Going further: Proactive Care of Mission Personnel (*HMG* chapter 41); Missionary Attrition (*TVL* chapter 6); Resilience, Risk, and Responsibility (*GMC2* chapter 31)

**Applications:** Take the "Self Care and Lifestyle Balance Inventory" (*GMCI* chapter 4.4, Headington Institute [http://headington-institute.org/Portals/32/Resources/Test\\_Self\\_care\\_inventory.pdf](http://headington-institute.org/Portals/32/Resources/Test_Self_care_inventory.pdf))

\*Video: Tear Soup (Grief Watch) <http://www.youtube.com/watch?v=USN8GGbC4Ck>

### 4. Organizational Health and Dysfunction

**Goals:** Describe the dynamics of healthy/dysfunctional mission systems (organizations, networks), the main components of human resource management, and the need to prevent/confront corruption.

**Readings:** *MC* chapter 17 (healthy mission dynamics); *GMCI* chapter 5 (unmasking dysfunction); *GMC2* chapter 26 (human resources assessment tool)

\*Going further: Supporting Good Governance and Good Management (*GMCI* chapter 7); Preventing Corruption in Humanitarian Work (*GMH2* chapter 10); *GMC 2* chapter 32 (UNHCR ethos)

**Applications:** Leadership Listening and AV2 Encounters (*GMCI* chapter 8.5)

\*Video: All God's Children film (intro) <http://www.youtube.com/watch?v=V3KMa8sVGqY>

### 5. Families and Single Workers

**Goals:** Review family strengths needed to succeed in mission/aide, the challenges families face in raising children internationally (TCK identity, education, grief/loss, and transition/reentry), the mission/aide family life cycle, resources for couples, children, family life; issues/strengths for singles.

**Readings:** *TVL* chapter 23 (MKs/attrition); *DMCW* chapter 7 (Asian MKs); *GMC2* chapter (FIGT)

\*Going Further: Mission Family Restoration (*HMG* chapter 20); Military Families (*DMCW* [chapter 40, Link](#)); Family Matters (Headington Institute)

<http://headington-institute.org/Default.aspx?tabid=2258>

**Applications:** Review the TOC of *Single Mission* and identify five chapters of interest to you

<http://www.amazon.com/Single-Mission-Debbie-Hawker-ebook/dp/B00GTV3UHO>

\*Video: TCK Story (TCK Academy)

[http://www.youtube.com/watch?v=FouOIB\\_AAw&feature=related](http://www.youtube.com/watch?v=FouOIB_AAw&feature=related)

## 6. Selection and Assessment [Note: This lesson can be further developed/updated]

**Goals:** Explore the qualities needed to work in mission/aide, the criteria and legal issues for selecting mission/aide personnel, and practical helps for identifying "good-fit" and "at-risk" people.

**Readings:** *MC* chapter 6 (current issues); *TVL* chapter 17 (agency screening); **Comprehensive Soldier Fitness** <http://www.authentic happiness.sas.upenn.edu/newsletter.aspx?id=1552>

\*Going further: Should I be a Mission Worker? (*HMG* chapter 2); Choosing a Mission Board (*EMQ* Jan/1988, [Link](#)); Employee Motivation Checklist <http://www.fastcompany.com/3002877/employee-motivation-checklist>

**Applications:** 12 Tools for Mission Life (*DMCW* chapter 30, critique the two selection tools)

\*Video: TBA or Why Can't Grace Go to School? EXPOSED Campaign

<https://www.youtube.com/watch?v=autlpiy2kE8>

## 7. Counseling, Consultation, Coaching

**Goals:** Discuss different approaches to providing services to sending agencies and their personnel: member care teams, assessment tools, brief counseling principles, field consultation logistics, coaching, internet/mobile applications, indigenous health issues, helping with depression, conflict, etc

**Readings:** *IJFM* Oct/1995 (Stephanas/NT MC prototype <http://ijfm.org/archives.htm#Volume12>); *EMV* chapter 24 (CEOs and MHPs); *DMCW* chapter 46 (field counseling)

\*Going further: Guidelines for Field Consultation (*MC* chapter 15); Culturally-Competent Care in Mental Health (*GMC2* chapter 25); MC tools (CORE Member Care weblog)

<http://coremembercare.blogspot.com/search/label/MC%20tools>

**Applications:** Review the COACH model from Creative Results Management

<http://keithwebb.com/coach-model/>

\*Video: I Had a Black Dog <http://www.youtube.com/watch?v=XiCrniLOGYc>

## 8. Ethics in Member Care

**Goals:** Outline basic ethical issues that occur in member care and identify good practice codes plus ethical and human rights principles to guide member care services in mission/aide.

**Readings:** *GMCI* chapter 9(overview); *GMCI* chapter 10(transcultural); *GMCI* chapter 11(rights)

\*Going further: *People in Aide Code of Good Practice*

<http://www.peopleinaide.org/pool/files/code/code-en.pdf>);

*Guidelines for Good Practice in Member Care* (Global Connections UK),

<http://www.globalconnections.co.uk/resources/codesandstandards/membercareguidelines>;

*Universal Declaration of Human Rights* (*GMC2* chapter 5)

**Applications:** Review *Universal Declaration of Ethical Principles for Psychologists* (IUPsyS, IAAP)

<http://www.am.org/iupsys/resources/ethics/univdecl2008.html>

\*Video: Universal Declaration of Human Rights (Veritas Forum)

[http://www.youtube.com/watch?v=hTlrSYbCbHE&list=PLBA370C50B916BBDD&index=1&feature=plpp\\_video](http://www.youtube.com/watch?v=hTlrSYbCbHE&list=PLBA370C50B916BBDD&index=1&feature=plpp_video)

## 9. Team Development (also see Team Resiliency module at [www.Nixty.com](http://www.Nixty.com))

**Goals:** Review what makes a team cohesive and effective, including understanding team characteristics, relationships, roles, team stages, multinational teams, the use of team building tools and with a special emphasis on conflict resolution.

**Readings:** *DMCW* chapter 38 (CACTUS Kit); *DMCW* chapter 39 (multicultural teams); *MC* chapter 12 (coaching teams)

\*Going further: *The Wisdom of Teams* (overview/excerpts,

<http://web2.uqat.ca/marsanm/Readings/ch2%20The%20wisdom%20of%20teams.pdf>);

Five

Dysfunctions of a Team (overview/excerpts, <http://www.georgeambler.com/book-review-the-five-dysfunctions-of-a-team/>); Upgrading Relational Resiliency (*GMCI* chapter 6)

**Applications:** 12-item survey in *First Break all the Rules*

<http://www.davidmays.org/BookNotes04/BucFirs.html>

\*Video: TBA or The Surprising Truth About What Motivates Us (RSA Animate)

<http://www.youtube.com/watch?v=u6XAPnuFjJc>

## 10. Crisis and Contingency Management

**Goals:** Overview how to prepare for, handle, and provide care for several types of extreme stressors and resulting traumas and crises affecting mission/aide personnel and those that they are helping.

**Readings:** *MC* chapter 10 (crisis intervention); *DMCW* chapter 43 (logistics in hostile places); *GMC2* chapter 9 (operational security management)

\*Going further: A Call for Christian Risk (*GMCI* chapter 12.1; <http://www.desiringgod.org/resource-library/taste-see-articles/a-call-for-christian-risk>); *DMCW* chapter 44 (debriefing, [Link](#)); Mental Health and Psychosocial Support in Emergencies (*GMC2* chapter 23)

**Applications:** Review *Psychological First Aid: Guide for Field Workers* (WHO et al., 2011)

[http://www.who.int/mental\\_health/publications/guide\\_field\\_workers/en/](http://www.who.int/mental_health/publications/guide_field_workers/en/)

\*Video: The Price of Anything (Humanitarian Policy) <http://www.humanitarianpolicy.org/>

## 11. Future Directions for Member Care in Mission/Aide—and Beyond

**Goals:** Explore the key strategies for member care in light of the grand challenges facing humanity, the broad domain of global integration, and the commitment to “ethne to ethne” member care (E<sup>2</sup>MC).

**Readings:** *MC* chapter 21; *GMCI* chapter 3 (future directions); *CORE MC* weblog entries 2011 (global integration) <http://coremembercare.blogspot.com/search/label/global%20integration>

\*Going further: Developing Member Care Affiliations (*DMCW* chapter 48); Humanitarian Charter (*GMC2* chapter 6); Sustainable Development Goals (Open Working Group, July 2014) <http://sustainabledevelopment.un.org/owg.html>

**Applications:** Write a one paragraph Global Integration statement for yourself

\*Video: International Organization for Migration (IOM), “Providing Humane Responses to the Challenges of the 21st Century.” <http://www.youtube.com/watch?v=WFgphr23938&feature=relmfu>

## 12. Charting Your Course in GMC

**Goals:** Identify the training, life experience, and commitments to work effectively in member care, with an emphasis on mental health *as* mission. Review the course and give feedback on improving it.

**Readings:** *DMCW* chapter 5 (suffering); *GMC2* chapter 2 (cross-sectors); *GMC2* chapter 21 (gmh)

\*Going further: *CORE MC* weblog entries 2012 (mental health *as* mission), <http://coremembercare.blogspot.com/search/label/mhM>; mhGAP newsletter (WHO, June 2014) [http://www.who.int/mental\\_health/mhgap/Newsletter\\_June\\_2014.pdf?ua=1](http://www.who.int/mental_health/mhgap/Newsletter_June_2014.pdf?ua=1); Serving Well (*GMH2* chapter 35)

**Applications:** Identify three take-aways from the lesson and three strategies for charting your course

\*Video: World Health Organization mhGAP programme

[http://www.who.int/mental\\_health/mhgap/mh\\_care\\_low\\_resource\\_settings/en/index.html](http://www.who.int/mental_health/mhgap/mh_care_low_resource_settings/en/index.html)

## Additional Lessons TBA—Examples

13. Regional Issues and Insights for Member Care (see 15 chapters in Part Two of *DMCW*)

14. Developing Partnerships and Member Care Affiliations

15 Global Integration with an emphasis on Mental Health *as* Mission

## Texts [Note that *GMCI* and *GMC2* are the two main texts for the course]

*GMCI*: O’Donnell, K. (2011). *Global member care: The pearls and perils of good practice* (volume one). Pasadena, CA USA: William Carey Library.

Link: Hard copy only.

*GMC2*: O’Donnell, K., & Lewis O’Donnell, M. (Eds.). (2013). *Global member care: Crossing sectors for serving humanity* (volume two). Pasadena, CA USA: William Carey Library.

\*Link: e-book available on Amazon: <http://www.amazon.com/dp/B00HX6WZLQ>

*MC*: O’Donnell, K. (1992). (Ed.). *Missionary care: Counting the cost for world evangelization*. Pasadena, CA USA: William Carey Library. (all 25 chapters are online, free)



\*Link: <https://sites.google.com/site/membercaravan/test/mc-counting-the-cost-book-DMCW>: O'Donnell, K. (Ed.). (2002). *Doing member care well: Perspectives and practices from around the world*. Pasadena, CA USA: William Carey Library.

\*Link for chapters 1-5: <http://www.worldevangelicals.org/resources/view.htm?id=61>

\*Link for chapters 23 (Arabic MC site) <https://sites.google.com/site/arabicmembercare/>

\*Note: Most of the book can be previewed on Google Books:

[http://books.google.com/books?id=OOiEUjSzdVoC&printsec=frontcover&source=gbs\\_v2\\_summary\\_r&cad=0#v=onepage&q&f=false](http://books.google.com/books?id=OOiEUjSzdVoC&printsec=frontcover&source=gbs_v2_summary_r&cad=0#v=onepage&q&f=false)

### Other Texts

**HMG**: O'Donnell, K., & Lewis O'Donnell, M. (Eds.). (1988). *Helping missionaries grow: Readings in mental health and missions*. Pasadena, CA USA: William Carey Library

\*Link: <https://sites.google.com/site/membercaravan/test/helping-ms-grow-book>

**TVL**: Taylor, W. (1997) (Ed). *Too valuable to lose: Exploring the causes and cures of missionary attrition*. Pasadena, CA USA: William Carey Library.

Link: <http://www.worldevangelicals.org/resources/view.htm?id=168>

**EMV**: Powell, J., & Bowers, J. (2002). (Eds.). *Enhancing missionary vitality: Mental health professions serving global missions*. Palmer Lake, CO, USA: Mission Training International.

Link: chapter 24 <https://sites.google.com/site/membercaravan/training-for-mc>

**SFL**: Danieli, Y. (Ed.). (2002). *Sharing the front line and the back hills. Peacekeepers, humanitarian aide workers, and the media in the midst of crisis*. Amityville, NY: Baywood.

\*Link: None

**WK**: (Hay, R., et al (Eds.). 2007). *Worth keeping: Global perspectives on best practice in missionary retention*. Pasadena, CA USA; William Carey Library.

\*Link: <http://www.worldevangelicals.org/resources/topics/index.htm?page=1&id=2>

**Note**: See [100+ Books for a Member Care Library](http://membercareassociates.org/?page_id=606) (2014) for additional materials to consider in this course ([http://membercareassociates.org/?page\\_id=606](http://membercareassociates.org/?page_id=606)). Examples include [Global Servants: Cross-Cultural Humanitarian Heroes](#) (Dodds and Gardner, three volumes, 2011), [Single Mission: Thriving as a Single Person in Cross-Cultural Ministry](#) (Hawker and Herbert, 2013), [Thriving in Difficult Places: Member Care for Yourself and Others](#) (Bosch, three volumes, 2014), as well as the materials from [Member Care Media](#), [Cross-Cultural Workers](#), [People In Aid](#), and the Resources and Updates sections for volume two on the [Global Member Care book series website](#).

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**Dr. Kelly O'Donnell** is a psychologist based in Europe and the CEO of Member Care Associates, Inc. (MCA). Kelly studied psychology and theology at Rosemead School of Psychology, Biola University, in the United States. In addition to his doctorate, he holds a masters degree in clinical/community psychology. Special emphases include personnel development, member care affiliations, team building, ethics, anti-corruption efforts, and global mental health. He has published 60+ articles in the member care/mental health fields, and together with his wife Michèle, also a psychologist, co-edited *Helping Missionaries Grow: Readings in Mental Health and Missions* (1988) and *Global Member Care: Crossing Sectors for Serving Humanity* (2013). His other books include *Global Member Care: The Pearls and Perils of Good Practice* (2011) and two edited volumes, *Missionary Care* (1992) and *Doing Member Care Well* (2002). He also enjoys producing a steady stream of resources via the various MCA websites. Michèle and Kelly have two adult daughters, Erin and Ashling; have lived in five countries as a family; and are American-British citizens.

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## Global Integration (GI) Some Perspectives

*Actively integrating our lives (connecting and contributing) with global realities (the major issues facing humanity such as sustainable development, peace, justice, and health) in light of our core values (e.g., ethical imperatives, humanitarian commitments, God's glory).*

**1. Global Integration—Mental Health (GI-MH).** GI-MH is an emerging domain which draws upon the disciplines of mental health and theology. It involves people with character, competence, and compassion who actively connect and contribute as “forces for good” in order to skillfully address serious challenges facing humanity. They cross cultures and countries, disciplines and sectors, time zones and comfort zones in order to stretch their thinking, practice, and impact on the world. Mental health as mission (mhM) and global mental health (GMH) are core overlapping parts of GI-MH ([Global Integration](#), *CORE Member Care* weblog, 2011)

**2. Global Member Care (GMC).** GMC is an interdisciplinary, international, trans-cultural, and multi-sectoral field that focuses on supporting the diversity of mission/aid personnel and sending groups. It involves the provision and development of quality resources to promote wellbeing, resiliency, and effectiveness. Pre-field training, field orientation, field coaching, personnel departments, pastoral counselors, and reentry preparation are some of the many ingredients needed to promote health, resiliency, and effectiveness.

**3. Global Mental Health (GMH).** “GMH is an international, interdisciplinary, and multi-sectoral domain which promotes human well-being, the right to health, and equity in health for all. It encourages healthy behaviours and lifestyles; is committed to preventing and treating mental, neurological, and substance use conditions; and seeks to improve policies and programs, professional practices and research, advocacy and awareness, and social and environmental factors that affect health and well-being.” ([GMH--Finding Your Niches and Networks](#), *Psychology International*, March 2012)