

MEMBER CARE NETWORK BRIEFING

A Communiqué of the Global Member Care Task Force (MemCa)

July 2002 No.4

Greetings: Welcome to the *Member Care Network Briefing*. We are sending this communiqué to over 1000 people who are actively involved in member care. Included are members of regional and national task forces, people who oversee member care related ministries, member care practitioners, and several mission/church leaders. The newsletter is a service of *Global Member Care Resources* (MemCa) which is a task force of the WEA Missions Commission. We send the Briefing three times a year, and include important updates and analyses regarding member care. It helps to further link us together as a growing, international member care community. We encourage you to save this communiqué for future reference and to share it with your colleagues. Since there is so much important material that we wanted to communicate to you, we have decided to do an expanded version of the Briefing.



DEVELOPING MEMBER CARE

GUIDELINES FOR FORMING AND MAINTAINING MEMBER CARE AFFILIATIONS

In our first issue (October 2001) we looked at the crucial importance of developing working relationships and personal friendships with one another in member care ministry. We pointed out that there is a growing "flow of caregivers" who are resourcing mission personnel around the world. In the February 2002 issue, we looked briefly at the nature of 21st century networks, observing that they have a unifying purpose, independent members, voluntary connections, multiple leaders, and multiple levels. To kick off this issue of the Briefing, we list 10 core principles to help form and maintain member care affiliations. These can be for groups within your own organization, interagency groups within your country or geographic region, or within a specific member care specialty area like tropical medicine, crisis care, or human resource management. The principles are taken from chapter 48 in *Doing Member Care Well*, and are based on the work of Phil Butler with InterDev.

Guidelines For Effective Member Care Affiliations

- ❖ 1. Affiliations are built on friendship, trust, and mutual concerns. Function (tasks) usually bring people together but friendship keeps them together. Affiliations are spiritual entities as well as working groups, so both dimensions require attention. Prayer, worship, and sharing from Scripture are encouraged.
- ❖ 2. Affiliations need at least one coordinator who functions by consensus to bring the affiliation together and keep the fires burning. Coordinators are like roving ambassadors that can articulate the purposes of the affiliation, while helping to bring people and resources together. They champion the group's cause.
- ❖ 3. Affiliations exist in order to accomplish a specific vision and tasks. Partnership for partnership sake is a sure recipe for failure. Consensus is always involved in identifying tasks. Working together successfully on "demanding performance challenges" also helps to rally and hold the group together.
- ❖ 4. Affiliations have limited, achievable objectives in the beginning, and become more expansive with time. They start by identifying the most important needs and member care gaps among the people/region being served. Members endeavor to get behind not in front of the mission community in a given region (emphasizing felt needs rather than one's own agenda).
- ❖ 5. Affiliations are a process, not an event. They may be birthed via a conference/special event, but they take time to form and reach viability. Lots of behind the scenes relationship-building, exploratory meetings, and trust development occur before the groups are launched. They are even more challenging to maintain than to start. Making sure the vision stays alive, the focus clear, communications good, and outcomes relevant takes effort and long-term commitment--and not just from the coordinator!
- ❖ 6. Affiliations are made up of members with different backgrounds and skills. They have relationships with mission leaders and networks, are respected, and have access to important resources. Inclusion, interdependency, and cooperation are core values, hence other groups and individuals are invited to participate on projects.
- ❖ 7. Affiliations acknowledge, even celebrate, the differences in their members' backgrounds. They focus on a common vision and values to help fulfill the group's objectives. Members feel that they truly belong and can influence the group. People and groups participate because they want to be there and want to work together--there is a high level of ownership and participation.
- ❖ 8. Affiliations remain focused on their ultimate goals or vision and are not overly distracted by day to day operational demands. Practical jobs are needed to be done, and members often function in clerical roles. But

nonetheless, the end product is kept in mind to guide and inspire. Mutual accountability is essential to make sure that plans are carried out in a timely fashion.

- ❖ 9. Affiliations do not come free. Personal finances at first may be needed as well as funds from one's mission organization/church. Ultimately, outside funding, especially for larger projects, is needed.
- ❖ 10. Affiliations expect problems and plan ahead for them. They have an agreed-upon protocol for handling differing expectations, disappointments, and friction.

MEMBER CARE CONSULTATION: FRANCOPHONE WEST AFRICA

ROBERT LUGAR
One Another Ministries International, France

At the joint invitation of Interdev, World Vision, M.A.N.I., and the A.E.A., about 400 mission and church leaders from 26 countries (20 African countries and six from other parts of the world) gathered with the goal of mobilizing the Church in Africa to evangelize the least reached people groups in Africa and beyond. Realizing the need to adequately care for the missionaries being sent out through these national initiatives, the organizers also wanted Member Care efforts to be discussed, promoted, and encouraged. To this end a plenary and a series of breakout sessions were dedicated to Member Care.

Through the plenary, a number of key Member Care issues for the African church were raised, including: screening, security and sustenance, Sabbath, stress, situational support (networks), and the use of specialists. For each issue basic principles were reviewed and actions were considered that could be undertaken on three levels: by the individual missionaries operating in the field, by each church or mission agency on behalf of its own missionaries, and by the larger mission community through cooperative effort. The information seemed to be very well received, and many mission leaders indicated plans to follow through with ideas presented.

The breakout sessions allowed about 65 of those who were most committed to Member Care to have another three hours of networking, planning, training, and discussion. Some of those present shared updates and ideas from Member Care initiatives currently being undertaken in Africa. A number of written resource materials (including those you sent along) available to those doing Member Care in the French-speaking world were presented and discussed. Also, through small group discussions, some of the major problems and issues facing African missionaries were identified, as were possible resources for facing these issues. Some further training was presented on three of the predominant issues raised: conflict intervention, crisis management, and stress management. Finally, those present stressed the importance of continued training and cooperative efforts, development of resources, and the sharing of information. Groups focusing on Central Africa and on West Africa came together. And Daniel Mpondo (Email:maevasev@wanadoo.fr) was asked to coordinate a French language Email forum for the exchange of ideas and information.

The desire to declare God's glory throughout this region was obvious. Many mission leaders are concerned about the care of their personnel, and are asking for continued training and input from Member Care professionals. May we all ask for God's continued blessing and support of those serving the missionary community in Africa.

MEMBER CARE CONSULTATION: *CONSULTA CONJUNTA II* IN BRAZIL

MARCIA TOSTES
Pastoral Care Task Force, COMIBAM

We just had our second national Missionary Care Consultation. It was held in the state of Parana in Brazil, from the 30th of April to the 3rd of May 2002. The consultation was organized by the Brazilian Group of Missionary Care, following its purpose of challenging and equipping churches, agencies, and missionaries for missionary care. We had 30 representatives--pastors, mission leaders and professionals of mental health. We also had the pleasure of having a dear couple from Wicliffe, Dick and Larrie Gardner, who shared not only their teaching with us but also their lifestyle of love and care.

The theme of this Consultation was Dimensions on the Missionary Care, and our aim was to give tools for those who are already involved in care. The Gardners took us on a journey through the field of member care, including subjects as crisis, debriefing, missionary families, and conflict resolution. Their talks were very enriching.

For our devotional time we had a series of meditations on Jeremiah, led by Werner Haeuser, a Christian counselor who is increasingly involved in missionary care.

We also took the opportunity to have some workshops led by psychologists who are very much involved in missionary care: Joao Marcos on the Humanity of the Missionary and Vera Gaboardi on Working with Emotions. There were also two others workshops led by Tonica van der Meer on How to Set Up a Missionary Retreat and Challenges and Difficulties of Single Missionaries. Marcia Tostes gave a workshop on The Place of Reflection on the Missionary Walk.

We believe that this Consultation, took us a step further on our walk towards good care for our missionaries. Larrie Gardner said it well: "There is not an ideal church, nor an ideal missionary agency, nor an ideal missionary. The important thing is that we are walking in the right direction, growing in missionary cooperation ."

Please continue praying for Brazilian Missionary Care Group so that we will fulfill our purpose.

PROVIDING MEMBER CARE

REVISITING BURNOUT

Ken Royer

Link Care Center, California, USA

This next section is adapted from a recent Link Care monthly email letters called "To Our Friends in Personnel".

WHAT ARE CAUSES OF BURNOUT?

There are many reasons why a missionary begins to question his call to ministry, such as:

the disparity between idealistic expectations and hard reality

workaholism

feeling under-trained and overwhelmed

dealing with problems and conflict on a regular basis

dealing with self-image

being too serious in life

expecting more outflow than intake

feeling underpaid and under-appreciated

Burnout has been described as "a state of physical, emotional, and mental exhaustion marked by physical depletion and chronic fatigue, feelings of helplessness and hopelessness, and by development of a negative self-concept and negative attitude toward work, life, and other people."

WHAT ARE SYMPTOMS OF BURNOUT?

The following signs may be present:

1. Decreased energy and increasing difficulty in "keeping up to speed" with all that's going on
2. Feelings of failure in vocation and questioning the call to ministry
3. Reduced sense of reward in return for giving so much to the ministry
4. A sense of helplessness and inability to see a way out of problems
5. Cynicism and negativism about self, others, work, and the world in general

SUGGESTIONS

Here are just a few suggestions on how to bring prevention and cure into the equation.

❖ Find fresh, unique spiritual disciplines.

Have you always had your quiet time the same way? Why not shake it up a bit and restructure the time you spend with the Lord. For instance, one day you might write down a verse or two and take them with you on a walk, meditating on their meaning. Perhaps another day you might play a Christian CD and worship Him in song. On yet another day, you might memorize a passage of Scripture that will minister to you throughout the day. And how about just walking and talking to the Savior? I think the Apostle Paul did plenty of that!

❖ Take regular time for yourself.

Without regular times of refreshment and renewal, you will find yourself on the fast track to burnout. Are you taking your days off throughout the weeks and months? Or do you work on those days because, after all, you feel like you have a lot of energy (and besides, people need you!). Take time away from your community and get a fresh view of life. Do you have a quarterly time to get away for a few days to study, pray, sleep, and refocus?

❖ Get plenty of sleep and exercise.

Walking is good if you don't like to run or can't because of physical limitations. Tennis, golf, racquetball, and other sports are good, too, to keep the ol' ticker a-tickin' in a healthy way! Also, eat healthy and stay away from meals or desserts late at night.

❖ Rest and relax.

Take some deep breaths. Think about something other than ministry. Believe it or not, the ministry will still be there when you refocus! Sit in silence daily. Allow your body to release the tension that has gathered because of all the "stuff" going on in your life.

❖ Be accountable.

Join other missionaries to pray and play. Who else can understand you as well as another missionary? Get away and do something fun (it's really not a sin!)

❖ Begin to think in different ways.

What are your goals? Are they reasonable? Or are you trying to be the super-man? Learn to set healthy boundaries. When you want to say "no," say "no." When you really want to say "yes," say "yes." Be flexible. Change areas in your life where you need to. Be a growing person.

❖ Do something weekly that is totally different than ministry.

Start a hobby, build something, write a novel, visit a new neighborhood. Do nothing. Today is a good time to begin implementing some of these changes in your life. You will be glad you did and so will your family and ministry flock. If you sense your outlook on life and ministry are not improving, don't be afraid to seek out a professional Christian therapist who can help you.

QUESTION: IS IT BURNOUT OR STRESS?

Dr. Archibald Hart shares the following differences between burnout and stress:

"Burnout" is a defense characterized by disengagement.

"Stress" is characterized by over-engagement.

In "burnout," the emotions become blunted.

In "stress," the emotions become over-reactive.

The exhaustion of "burnout" affects motivation and drive.

The exhaustion of "stress" affects physical energy.

"Burnout" produces demoralization.

"Stress" produces disintegration.

"Burnout" can best be understood as a loss of fuel and energy.

The depression of "stress" is produced by the body's need to protect itself and conserve energy.

"Burnout" produces a sense of helplessness and hopelessness.

"Stress" produces a sense of urgency and hyperactivity.

"Burnout" may never kill you, but your long life may not seem worth living.

"Stress" may kill you prematurely, and you won't have enough time to finish what you started.

ESSENTIAL RESOURCES

SHARING THE FRONTLINE AND THE BACK HILLS

Reviewed by Kelly O'Donnell

I would like to highly recommend a book to you which was just recently published. It is on stress/adjustment issues for humanitarian aid workers and those who work in stressful/hazardous overseas assignments.

The name of the book is *Sharing the Front Line and the Back Hills*, edited by Dr. Yael Danieli, and published by Baywood in New York (2002). The subtitle is *Peacekeepers, Humanitarian Aid Workers, and the Media in the Midst of Crisis*. There is nothing quite like this book and I found it very timely, very refreshing, and very relevant for my work in member care/human resource development. I believe you will too. Here are some of the features.

One of the most helpful aspects of the book is the “Voices” sections that are interlaced throughout the chapters. These are short accounts of personnel describing their pains and joys as they live and work in crisis settings. These “voices” validate what so many of us and our colleagues have experienced in such settings. I can see sharing some of these accounts with our personnel as a way to encourage them to know that others are experiencing similar things, and that they are not alone. There is some attention given to the challenges of national/local staff, a topic which needs much additional emphasis within the mission/aid community.

The book starts off with a helpful Foreword by Kofi Annan, the General-Secretary of the United Nations. This is followed by 36 chapters on stress factors for peacekeepers, aid workers, and media personnel. There are some excellent research studies and reviews on stress among the military as well as among aid workers. And there are also some chapters on organizational approaches to stress reduction, human resource development, and in general, what life is really like for those who cross cultural boundaries to serve fellow human beings in need.

Another feature of the book that I like is that there is no “religious” talk in it. By that I mean there is no spiritualization of problems and no overuse of lots of spiritual terms that can sometimes interfere with getting at what is really going on for people. On the other hand, this helpful aspect of the book is a limitation as well. There is a dearth of material on the spiritual struggles and interventions that are core parts of the lives of both service receivers and services providers. This absence strikes me as being incongruent with the majority of the world's populations whose existential and spiritual cries for help also need to be sensitively addressed.

In many ways I see this book as a complement to the book I just edited (and vice versa), *Doing Member Care Well: Perspectives and Practices from Around the World* (2002). My book goes into the issues of the “faith based community” as they work in mission and aid contexts. Danieli's book focuses more on the “non-faith based community” and provides an excellent overview. I highly commend Danieli's book. I already refer to it often as I teach and write.

The only other drawback to point out is the cost. I believe that authors/editors and publishers deserve the financial fruit of their labor. The tricky part comes when the people we are trying to feed via our books cannot enjoy the fruits of our labor too. At \$59 a copy, the pricing is prohibitive to many of the people who really need the book—namely those aid workers/organizations from the developing world. I sincerely hope that a special arrangement is being made to help this growing group of people access this invaluable resource. To order copies, contact the publisher at: <baywood@baywood.com>

MEMBER CARE RESOURCE CD

Dear Member Care colleagues, we are writing you about an important project that could be of much help to the member care and mission community. A few of us from The Well in Chiang Mai (Member Care Center in Thailand) along with the Global Member Care Task Force (MemCa--part of the World Evangelical Alliance Missions Commission) are putting together a resource CD filled with helpful member care resources. The CD will include a compilation of member care-related articles and worksheets, listed by subjects in several areas such as medical care, pastoral support, counseling, crisis/contingency management, team development, family and MK life, etc.)

We want to provide this resource as either a free gift or at production cost so that many all over the world can benefit from it.

We would need your help in two ways:

1. Have you written a good member care article, workbook, book, powerpoint, or videoed a seminar, etc or do you know someone who has? - in any language? If so, could you please send it to us or let us know about it?
2. In case this article has been published in a magazine, could you please check with the publisher about us putting it on a MC resource CD.

Thank you for your help.

On behalf of The Well and MemCa, Harry Hoffmann

Email: The-Well@gmx.net

UPDATE ON DOING MEMBER CARE WELL

Word continues to travel far and wide about the new edited book: *Doing Member Care Well: Perspectives and Practices from Around the World*. Over 10,000 copies have now been printed—in the USA, Nigeria, and The Philippines. There is also discussion underway about translating all of most of its 50 chapters into a few different languages. It is our sincere hope that as the book is read and discussed, sending groups and member care workers alike (from NSCs and OSCs) will be better equipped to support their mission personnel.

25 SUGGESTIONS FOR A CORE MEMBER CARE LIBRARY

Here is a listing of some of the core member care books, categorized into eight specialty domains (i.e. sphere four of the best practice model referred to in chapters one and 50 of *Doing Member Care Well*.

| | | | |
|----------------------|--------------------|--------------------|-----------------------------|
| Physical/medical | Pastoral/spiritual | Training/career | Team building/interpersonal |
| Financial/logistical | Family/MKs | Crisis/contingency | Counseling/psychological |

PASTORAL

1. Too Soon to Quit—Lindquist

PHYSICAL/MEDICAL

2. Travelers Guide to Good Health—Lankester
3. Reentry--Jordan

TRAINING/CAREER

4. Naturally Gifted—Jones and Jones

TEAMBUILDING/INTERPERSONAL

5. Teamwork—Jones and Jones
6. Peacemaking—Love
7. Multicultural Teams—Roembke

FINANCIAL/LOGISTICAL

8. Friend Raising—Barnett
9. Serving as Senders—Pirolo
10. Stop, Check, Go—Townsend

FAMILY/MK

11. Raising Resilient MKs—Bowers
12. TCK Experience—Pollock and Van Reken
13. Fitted Pieces—Brooks and Blomberg
14. Kids Without Borders—Chan
15. And Bees make Honey—Dyer and Dyer
16. Families on the Move—Knell

CRISIS/CONTINGENCY—TO BE DEVELOPED

COUNSELING/PSYCHOLOGICAL—AND GENERAL MEMBER CARE

17. Honourably Wounded (2001 rev.)—Foyle
18. Ad-Mission: Debriefing—Fawcett
19. International Journal of Frontier Missions special member care issue Oct 1995

20. People in Aid Code of Best Practice (full text and discussion)
21. Christian Counseling—Collins
22. Doing Member Care Well—O'Donnell
23. Missionary Care—O'Donnell
24. Helping Missionaries Grow—O'Donnell
25. Too Valuable to Lose--Taylor

FUTURE DIRECTIONS

Where are you heading in member care? And where is the member care field heading? There are so many ways to contribute, to get involved, and to find a good fit between ones call/gifts and the many needs/opportunities. Here are a few brief examples of the topics and projects that several member care practitioners are discussing—both inside and outside of MemCa.

- ❖ Develop an on-line member care course along with an on-line faculty to read papers and interact with participants. The goal would be to make an “essentials of member care” course much more widely available internationally.
- ❖ 2. Put together a CD library of core member care-related books and articles, and distribute these
- ❖ 3. Put together a best practice manual for the selection of missionaries and the use of psychological testing with mission personnel.
- ❖ 4. Develop additional member care hubs and centers; form a task force to discuss and plan for such hubs/centers.

UPCOMING MEMBER CARE EVENTS

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| GERMANY,Cross Cultural Counseling July 01. to 05 2002,Dr. Rhonda Pruitt (CIU, USA) | INDIA,Marriage Seminar,July.18-19 2002. | UK ,MK R-KONNECT , 29 July to 2 August. |
| INDIA, India Membercare Consultation and Traning , September. 19-20 2002 | PHILIPPINES,Member Care Course , October 6- November 1, 2002 | THAILAND, COUNSELING SEMINAR , October 28 - November 9, 2002 |
| MALAYSIA ,MCOS 2002 ,November 27-30, 2002 | USA: Mental Health and Missions Conference - November 2002 | USA: Pastors to Missionaries Conference - December 2002 |
| PHILIPPINES,MCOS Boarding Personnel Conference,December 28 – January 1, 2003 | NEW ZEALAND—Heartstreams Member Care Course, later in 2002 | |

This Briefing was prepared and sent by Dave Pollock and Kelly O'Donnell
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Special thanks to Harry Hoffmann for his editorial and formatting help.

MemCa is an affiliation of 30 international colleagues committed to help develop member care resources within missions. The Task Force (now called *Global Member Care Resources*) is comprised of member care specialists who come from different mission organizations/sending churches. It is one of the seven task forces of the WEA Missions Commission. Task Force members work together and with other colleagues on projects which benefit the global mission community along with specific regions. A special emphasis is on supporting mission personnel from Asia, Africa, and Latin America, and on those working among unreached people groups. Members are also committed to provide personal/professional support for each other as needed. Our friendship and Christian fellowship provide the foundation for our joint work.

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