

# “Putting Your mission into service delivery”

Does Faith Make a difference?  
Catholic Social Service ACT/NSW and  
Centacare Canberra and Goulburn  
November 20<sup>th</sup> 2007

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- Our challenges
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- Charism strategies/multiple entry points

# MARIST YOUTH CARE

## Who are we?

**Intensive residential care  
in Western Sydney  
for trouble, disadvantaged and  
homeless young people  
aged 12 – 21 years**

**150 Staff with a wide range of ethnicity (e.g. Samoan, Fijian, Italian, Uruguayan, Phillipino etc)**

**60-70 Culturally diverse young people, this includes a number of indigenous young people, in 20 locations**

**20 Volunteers**



# OUR MISSION



**Marist Youth Care, in the spirit of Marcellin Champagnat \*, stands in solidarity with young people at risk in their struggle for wholeness of life.**

**We endeavour to nurture these young people with care, love and understanding, and where possible, attempt to reconcile them with their families.**

**In working with children and adolescents, we are prepared to go beyond recognised limits of care and tolerance.**

**Through a variety of programs we invite these young people to continue to take charge of their lives.**

***\* Marcellin Champagnat (1789-1840)  
was the founder of the Marist Brothers***



How we clearly define “Our Marist Way”?



***“the desired performance of the employee and the resulting organisational outcome must be in line with the mission of the organisation and must be well defined, well articulated and measurable.”***  
**(Preston 2005)**

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How we clearly define “Our Marist Way”?  
**(continued)**



## **The Organisational Culture Committee**

### **Purpose:**

➤ Oversee and drive the development of a distinct and deliberate Marist organisational culture around the mission and values.

### **Members of the committee:**

- Board and executive management representatives
- Marist Brothers who have links with the wider Marist networks

### **Method:**

➤ Involved cross referencing with internal agency developments with external experience and expertise of the Marist Brothers.

How we clearly define “Our Marist Way” **(continued)**



## **The Theoretical Underpinnings Committee**

The committee was charged with the task of:

- Translating the Marist Way into practical and simple statements that could easily relate to practice;
- Accurately capture what it means to be ‘Marist’ as opposed to any other Catholic organization.

This committee was to feed into and work with the Charism Committee to develop action strategies.

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How we clearly define “Our Marist Way” (**continued**)

## **The Marist Charism Committee**



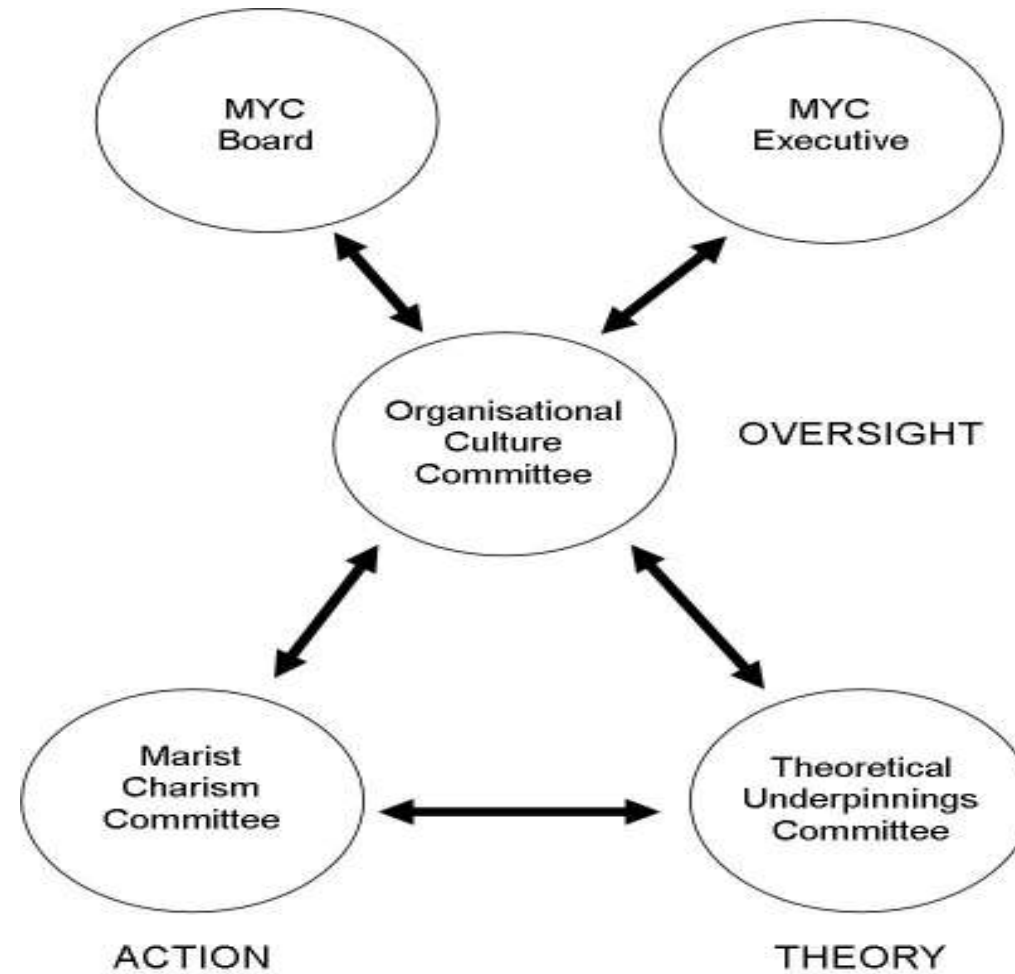
**The committee included self nominated representatives from all levels in the agency.**

**Purpose:** to develop ‘Marist Charism’ in the organisation by translating the mission and values into practical action that could be incorporated into various aspects of daily organisational function.

The members of this committee held great credibility in imparting a value based practice which for some had previously seemed puzzling.

This proved highly effective as opposed to previous methods which promoted Marist Brothers as the keepers of mission knowledge.

## How we clearly define “Our Marist Way” (continued)



# Linking Marist Values with the theoretical underpinnings of the agency



**Presence**

**Simplicity**

**Family Spirit**

**Love of work**

**In the way of Mary**

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How we clearly define “Our Marist Way” (**continued**)



## **Theory Selection Criteria and Definitions**

### **PRESENCE**

#### **1. Demonstrates a primarily relational approach**

Recognition that positive relationship is central to effective work.

#### **2. Demonstrates the influence of causal factors in practice**

We need to take into account a person's past in order to explain their present situation and needs.

A person's developmental experiences are accounted for in the therapeutic approach taken.

How we clearly define “Our Marist Way” (**continued**)



**PRESENCE** (**continued**)

**3. Provides a continuous learning approach that builds insight**

Investing time in people will help them to learn about themselves and the world around them. We learn about people through this investment in ways that are not possible by directly seeking information.

**4. Recognises power differentials**

We have greater access to influence and resources than our young people and this privilege should be acknowledged and used to their advantage.

How we clearly define “Our Marist Way” (continued)



## **SIMPLICITY**

### **5. Understood and easily implemented within a range of interactions and settings**

People can assist young people in different ways. A theoretical approach must be useable by people of varying experience and education, and practical to implement.

### **6. Invites a shared understanding of the processes**

Young people are encouraged to understand and be partners in their own growth and development.

How we clearly define “Our Marist Way” (continued)



## **SIMPLICITY** (continued)

### **7.Supports growth through challenge**

Change often requires more than people feel able to give. To face this struggle people need others who maintain a belief in their ability beyond what appears immediately possible.

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How we clearly define “Our Marist Way” (continued)



## **FAMILY SPIRIT**

### **8. Includes processes to build and reconcile relationships**

Young people find it difficult to develop and maintain relationships. Having clearly defined strategies for achieving this is necessary.

### **9. Incorporates individual, family and group approaches**

In order to connect with and assist young people we need to embrace and support the people they are connected to. Therefore, we need methods for making these connections effectively.

### **10. Responds to both constructive and destructive events**

We need to be able to respond in a meaningful way to both positive and negative events in a young person’s life.

How we clearly define “Our Marist Way” (**continued**)

## **LOVE OF WORK**



### **11. Recognises the need for change and development within the theory.**

There should always be room to learn from experience and adapt to that learning.

### **12. Recognises a diversity of roles in a shared enterprise**

Young people have a variety of people involved in their lives who approach their support from a particular focus.

The theoretical approach we adopt must be adaptable to these interests and methods of engagement.

How we clearly define “Our Marist Way” **(continued)**



## **IN THE WAY OF MARY**

### **13. Supports the principle of self determination**

Recognises that we have differing values and that the support we give to people must respect choices that are legitimate for them to make

### **14. Provides a fundamentally positive approach that avoids pathologising**

Reflects the belief that people have a desire to lead functional and fulfilling lives and are not fundamentally characterised by their presentation

## How we clearly define “Our Marist Way” **(continued)**



### **The short list consisted of theories that warranted further scrutiny**

Narrative Therapy

Strength Based

Solution Focused Therapy

Crisis Intervention

Task Centered

Cognitive Behavioural Therapy

Attachment Theory

Positive Behaviour Support

Circle of Courage

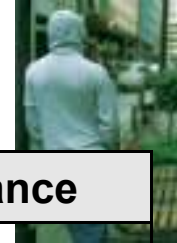
Choice Theory

Positive Peer Culture Model

Resilience

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## How we clearly define “Our Marist Way” (continued)



Critical Importance	Moderate Importance	Less Importance
Demonstrates a primarily relational approach	Demonstrates the influence of causal factors in practice	Recognises power differentials
Provides a continuous learning approach that builds insight	Invites a shared understanding of the processes	Supports growth through challenge
Understood and easily implemented within a range of interactions and settings	Responds to both constructive and destructive events	Incorporates individual, family and group approaches
Includes processes to build and reconcile relationships	Recognises the need for change and development within the theory	Recognises a diversity of roles in a shared enterprise
	Supports the principle of self determination	
	Provides a fundamentally positive approach that avoids pathologising	



# Scores from reviews

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<b>RANK</b>	<b>THEORY</b>
1	Circle of Courage
2	Narrative
3	Strengths Based
4	Solution Focused
5	Positive Behaviour Support
6	Positive Peer Culture
7	Choice
8	Resilience
9	Task Centred
10	Attachment
11	CBT
12	Crisis Intervention

# How to motivate our staff to embrace both the mission and the strategy?



**Our challenges:**

**“ one of the major challenges for an NGO is to ensure that staff are motivated and committed to both the mission and strategy” Smillie and Hailey (2001)**

**Developing a whole agency approach:**

**Charism strategies/multiple entry points:**

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## **The Reality – Our Challenges**



- **A diversity of Faiths and Cultures.  
Example of one of the workers ...**
- **Working with young people with extremely challenging behaviours – pain – based behaviour**
- **In one quarter we recruited 41 staff and 31 resigned. In one month we interviewed 11 people, 2 were suitable and 3 permanent staff members resigned**

# DEVELOPING A WHOLE AGENCY APPROACH



Mission

↓  
Values

↓  
Theoretical  
Underpinnings

↓  
Practice Principles

↓  
Training

↓  
Practice

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# CHARISM STRATEGIES

## MULTIPLE ENTRY POINTS



**Marist  
Connections**

**Survey**



**Stories**

**Staff Awards  
'Year of Well  
being'**

**Reflection  
Folder**

**Champagnat  
Day**

**Marist Artworks**



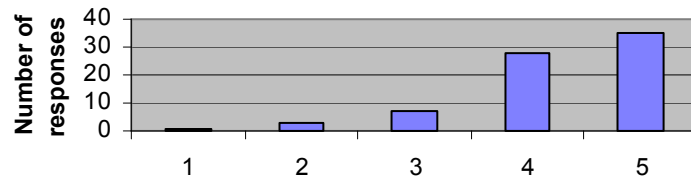
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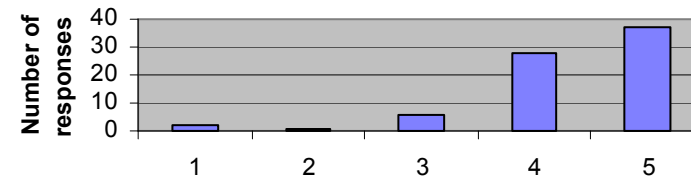
# SUMMARY OF RESPONSES TO THE MARIST CHARISM SURVEY



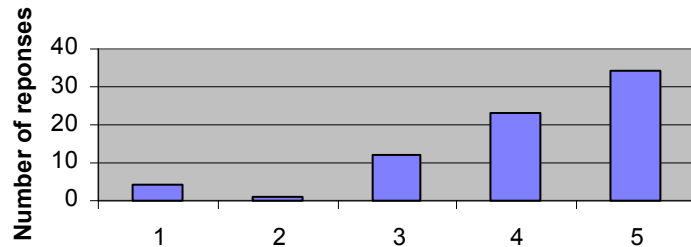
**Q1 Working for a Marist Agency has some importance to me**



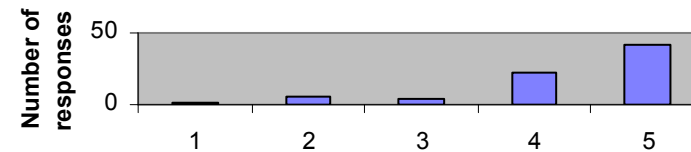
**Q2 I know who St Marcellin Champagnat was.**



**Q3 I know Marcellin Champagnat's story**



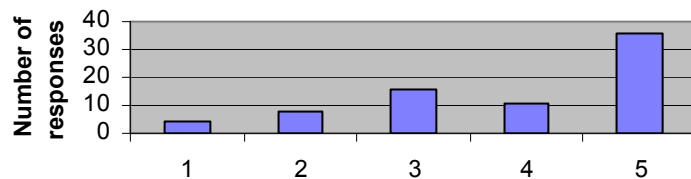
**Q4 I understand what it means to have a "Marist Way" of interacting with young people.**



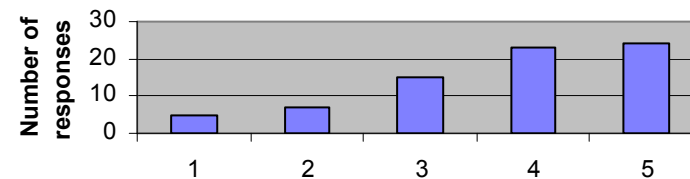
# SUMMARY OF RESPONSES TO THE MARIST CHARISM SURVEY



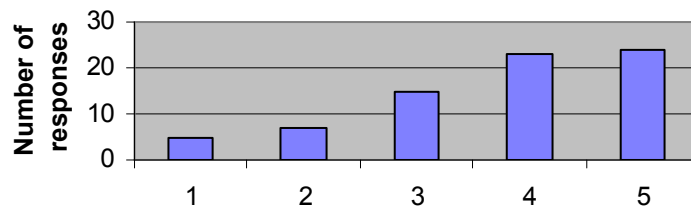
**Q5 I know and understand the five Marist qualities.**



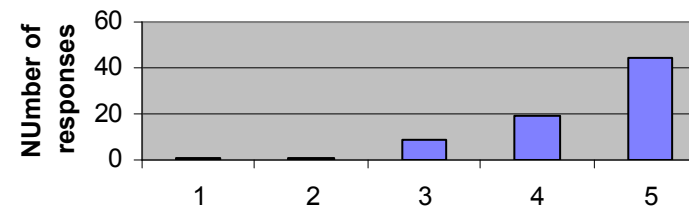
**Q6 I make attempts to implement these qualities in my work.**



**Q7 I value having reflections at the beginning of meetings.**



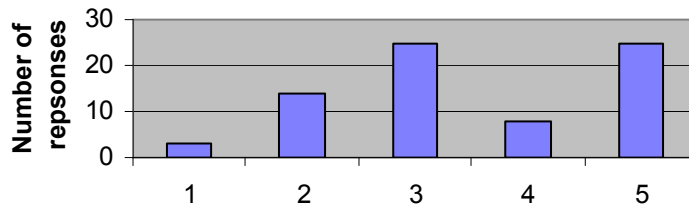
**Q8 I have an understanding of the work of the Marist Brothers.**



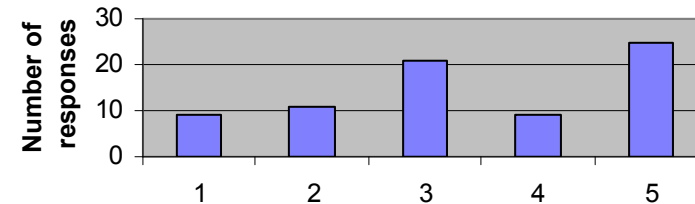
# SUMMARY OF RESPONSES TO THE MARIST CHARISM SURVEY



**Q9 I have an understanding of the  
Marist Ministries around the world.**



**Q10 I understand the term "Marist  
Charism".**



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## OUR MARIST STORIES



*"Everyday I come back to work and start afresh with a clean slate and smile even though the day before was not such a good one. Everyone deserves a second chance, or a third, fourth or fifth".*  
(Youth worker)

*"A young person that I worked with some years ago contacted me from Jail after receiving a card from Aftercare worker at St. Vincent's. I visited this young man a number of times in Silverwater Jail and went to court and gave a report of his family situation. He was found guilty, but the judge was very interested that an organisation that had cared for him when he was younger was still committed to providing him with support".* (Manager)

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# REFLECTION FOLDER

## Making prayer/reflection part of our culture



***The driftwood is washed down the river and smashed into obstacles that are strewn in it's path. It is hammered by strong currents and constantly pulled and pushed every which way, constantly submerging into murky waters before brief periods on top of calmer waters.***

***After as long as many years of this maelstrom existence, the driftwood no longer resembles it's original form....bits have been torn off, chipped, worn and stripped off to reduce it to a twisted unprepossessing and indeterminate shape.***

***When I think of driftwood now, I liken it to our 'individual and uniquely beautiful' young people. They have been battered and broken on their journey along life's river, the lucky ones that we get to work with are 'picked up' and are gently 'shaped' over time and are given a chance to reveal their true potential.***

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# AGENCY CHAMPAGNAT DAY

- Participation
- Creativity
- Fun



# THE MARIST WAY



# MARIST CONNECTIONS CAMBODIA



Thank you letter to MYC young person  
from La Valla School Cambodia

Dear Amanda,

A long time ago now you sent to us two sets of beautiful colours and books.

We are slow to say thanks to you.

We were very surprised to receive your gift. You are very kind.

Thank you very much Amanda.



# **STAFF AWARDS**

## **- LINKED TO QUALITIES**



**Kim has displayed all the Marist values in her work. A great example is her work with a young person who came to us with very little warning, straight out of detention with no idea where he was going.**

**Kim became an anchor for him in his life, without delay she began with the “family spirit” immediately linking him up with family. Taking him to a remote little country town so he could see his family. She set up a regular contact for him.**

**She demonstrates her love of work with a consistent positive attitude – with great zeal and enthusiasm which lifts the spirits of all who work with her.**

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# MARIST ART WORKS



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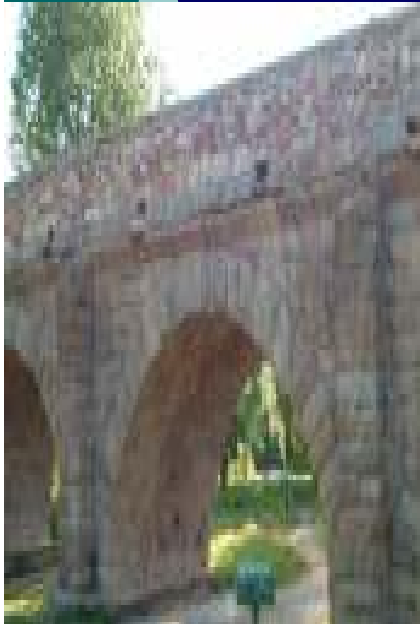


## **'OUR MARIST WAY'**

- **Feeling part of a bigger story**
- **Feeling connected to each other**
- **A job Vs a vocation**

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*Same journey  
Different bridges*

