<u>ACTION TEAMS ON TARGET I (ATOT01)</u>

INTRODUCTION

Fifty years of experience in HCF work in more than 100 countries has taught us that God's Word is indeed everything it claims to be. It contains God-given principles for the advance of His Kingdom that are valid for every country on earth. We gladly share the principles God has seen fit to reveal to us thus far as part of our service to you. We want to pray and seek God's face with you on how to apply these principles in your culture and situation. Discovering together what God wants is one of the most exciting and rewarding aspects of serving Him!

CRITERIA FOR BEING ON TARGET

- 1. Vision in line with God's plan for the world.
- 2. An organization structured for the effective fulfilment of that vision.
- 3. A strategy that will enable the well-structured organization to fulfil its vision in the best way possible.
- 4. Effective management of the well-structured organization to ensure that it functions according to the strategy to fulfil the vision.
- 5. Fruitful relationships with Churches and organizations who share a similar burden for reaching the Health Field of the world.

ACTION TEAMS ON TARGET I

(ATOT01)

GOALS:

To share Biblical principles to enable local action teams to function excellently, for God's honour and glory.

Participants to understand and become further involved and committed to God's vision for the Health Field of the world.

Team members are to commit themselves to do whatever the Lord requires of them for the fulfilment of His vision for the Health Field of the world.

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STUDY 1: H.C.F. VISION

. HISTORICAL BACKGROUND

HISTORY'S GREATEST EXAMPLE: JESUS CHRIST

- His care Mt.9:35
- His compassion Mt.9:36
- His call Mt.9:31,37 Is.61:1-3
- His 3 fold ministry:

Prayer Lk.5:16 Evangelism Lk.4:43

Discipleship training Mt.28:18-20

A FATHER'S DEATHBED - the Birthplace of HCF

Spiritual needs of patients can best be met through the Health Field staff surrounding them.

PIONEERING: Our field emphasis in the first 50 years.

- more than 160 countries visited already
- all 223 countries on earth must be reached

Developing and establishing the work

Our field emphasis in the next 50 years. We want to do this in line with God's plan for the world.

. HEALTH FIELD AND MISSIONS

The first medical missionary

Jesus Christ evangelized the sick Mk.2:1-12

More people pass through the hospitals of the world than through Christian Churches.

- 60 million per year in Europe.
- a vital missiological fact!

Sick people are more receptive to the Gospel.

What we say to the sick has tremendous impact on them.

Needs of the whole person to be met.

the condition of your spirit determines your eternal dwelling-place.

Church visits contrasted with Hospitalization

* voluntary

* involuntary

* 1-2 hours

* days/weeks/months

- * may be aware of needs
- * still busy with everyday life.

- * intensely aware of needs
- * time to think about life after death and meaning

of life.

Cross-cultural evangelism and the Health Field

- everybody can become ill.
- Hospitalization removes many cultural barriers.

Church growth through visiting the sick.

- God's love demonstrated draws people to Him.

Church Planting through Mission "Hospitals".

- Hudson Taylor, etc.
- Converts referred to local Churches or start new ones when required.

Hospitals will always remain open (until the New Heaven and New Earth!)

Hospitals can be open doors in Closed situations

- Need to train vocational staff.

Time stewardship and the Health Field (8 hrs a day at work)

- build God's Kingdom at work - inescapable must for all Christians who serve in the Health Field.

Christ-likeness and the Health Field.

- maturity also means Christ-like involvement in care of the sick for all Christians.

Conclusion

REACHING THE HEALTH FIELD OF THE WORLD WITH THE GOSPEL IS A VITAL NECESSITY IN THESE LAST DAYS BEFORE THE LORD RETURNS. MAT. 24:14

HCF IS ONE OF THE INSTRUMENTS GOD WANTS TO USE TO MAKE THIS A REALITY.

H.C.F. VISION IN PRACTICE

VISION DESCRIPTION

H.C.F. is an international, interdenominational Fellowship committed to God for the rapid extension of His Kingdom in the Health Fields of the world.

We work for the salvation of Health Field staff and through them, the patients. Therefore, we seek to establish the following in each hospital:

- a) Prayer Network
- b) Effective Evangelism Strategy to win the lost
- c) Effective Discipleship Training Strategy

In doing this, we are following the example of Jesus Christ who said: "As the Father has sent me, I am sending you." The Christians in the Health Field of each country are responsible before God to build His Kingdom at home, in the church and at work. HCF wants to serve you especially with regards to the last responsibility.

IMPLEMENTING THE VISION

H.C.F. aims to serve Action Teams who work towards the following results:

- a growing number of conversions in the Health Field
- prayer, evangelism and discipleship strategies in a growing number of hospitals.
- conferences on relevant topics as part of the overall strategy (International, Regional, National, Local).
 - a literature and media bank/library geared to the needs of patients, health field staff and HCF staff.(catering mainly for large language groups)
 - development work done in and service rendered to local churches.
 - training given to interested Christians on how to build God's Kingdom in the Health Field.

- HCF bases established from which these teams work at the various levels.
- a growing number of vocational and full-time staff working together for implementing the HCF vision. (possibly 10 vocational : 1 full-time)

THE PRAYER NETWORK

We want to bring every hospital into the Kingdom of God - like catching a fish with a net. Such a net would have to be strong and firmly knotted, otherwise the fish will escape. It is the prevailing group- and personal prayers of the children of God that tie the ropes together into knots that will hold to make a catch for eternity. This network becomes a reality through creative and persevering prayer.

Each knot is a prayer meeting, each line indicates a health field worker.

Keep in mind for the Prayer Network:

Personal Prayer

Quiet Time, prayerful attitude at work and at home, habit of turning your heart to the Lord whenever you have a free moment, telegramme prayers whenever the opportunity arises.

Group Prayer Suggestions

Prayer triplets, on-the-spot prayer, telephone prayer, early morning prayer, prayer breakfast, half/full day of prayer, half or full night of prayer, weekly prayer meeting prayer weekend or conference, prayer with/for patients.

What to pray for

- Each person in the group can start praying for 3 specific people: for the development of a love relationship between them and God.
- The practical demonstration of God's love to patients (Total Patient Care).
- The development of pure and loving relationships between staff members.
- That senior health field staff would understand and implement Godly principles.

THE EVANGELISM STRATEGY

God wants us to be reconciled to Him.

He yearns for the restoration of the loving and righteous relationships which have been broken because of our rebellion. He "wants all men to be saved and to come to a knowledge of the truth." 1 Tim.2:4 also Ez.33:11 and Hos. 11:7-9

Jesus "came to seek and to save what was lost".

Lk 19:10 "But He said,'I must preach the good news of the kingdom of God to the other towns also, because that is why I was sent." Lk.4:43

STUDY 1: H.C.F. VISION

We are commissioned to continue Christ's work.

"As the Father has sent me, I am sending you." Jn 20:21 and Mark 16:15 "Go into all the world and preach the good news to all creation."

God thinks it is necessary and good to preach the gospel. He gave this command based on His understanding of the deepest needs of mankind. Therefore God's command requires wholehearted, unconditional obedience.

Jesus has redeemed the lost.

Consider the extremely high price paid on Calvary to reconcile each person back to God. 1 Pet. 1:18-19. We never need to be ashamed of such a glorious message. Rom. 1:16

Consider the reality of eternity, heaven and hell.

TIMEI

ETERNITY

Jn 14:1-3, Rev.21:1-7

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2 Thes.1:8-9, Rev.20:11-15

The love of Christ urges us 2 Cor. 5:14; Rom. 5:5

We will give account

Ez. 3:18-19; 2 Cor. 5:10 and Dan. 12:3

Purpose of Evangelism

- the restoration of loving and holy relationships between us and the Lord

The three aspects of Evangelism

- Sowing Jn 4:36-37
- Watering 1Cor.3:7
- Reaping Ps.126:5,6

The result of this would be the restoration of loving, holy relationships between God and man as well as between man and his neighbour. To do this we must provide each patient and health field worker with a valid opportunity to respond to Jesus Christ.

A Strategy

Under the guidance of God, we can work out and implement effective strategies for the salvation of the lost.

- To reach the maximum amount of people in the shortest time.
- It does not absolve us from personal responsibility to share the Gospel.
- Some people are gifted to be evangelists, but ALL Christians have been commanded to share the Gospel.

Personal Evangelism-

Practicing Total Patient Care - body, soul and spirit - includes the awesome challenge and responsibility of sharing the Good News effectively through our life and our words. What we speak about Christ must be underlined by Christlike attitudes and conduct in our daily walk. Jesus calls His disciples the salt of the earth and the light of the world. Mt.5:13-16.

STUDY 1: H.C.F. VISION

Means and Methods

- Personal and group evangelism
- Total Patient Care
- Bibles, New Testaments, Gospels
- HCF library in the hospital
- Evangelistic films, videos, slides
- Gospel tracts pro Jesus Christ and high quality
- Radio and TV programmes on Hospital stations
- HCF cassette ministry for patients and staff
- Ward services Sundays, Christmas, Easter
- Drama/song groups
- Various types of meetings

A Possible Goal:

At least 20% of all patients who pass through this hospital each month to be provided with an opportunity to receive Christ as their personal Lord and Saviour.

DISCIPLESHIP TRAINING

What is Discipleship Training?

2 Tim.2:2; Phil.4:9

God's Kingdom is a kingdom of loving and holy relationships because its King is loving and Holy. These relationships do not develop automatically because of our naturally selfish disposition. We have to learn how to have and become mature in loving and holy relationships with God, people and ourselves. What we have learned, we must teach to others (disciple them). This is what discipleship is all about - we teach other people to do the same. They in turn, must repeat the process.

Effective discipleship training results in spiritual reproductiveness. This involves growth through the following stages:

UNCONVERTED	FOUNDED	STEADFAST	MULTIPLYING
"DISCIPLE"	DISCIPLE	DISCIPLE	DISCIPLE
	1Cor.3:10-11	Gal.5:1	2Tim.2:2
+)), A disciple	+)), Converted	Being trained and	Training some
.))- of any- thing or	.))-	becoming consistent	who, in turn, train
any-body but Christ	+)), Full	in:	others, in:
•	.))- assurance: 1	+)), Bible	+)), Prayer
+)), No assur-	Jesus in heart	.))- study	.))-
.))-ance of salvation	2 Name in book of	+)), Prayer	+)), Evangelism
	life.	.))-	.))-
+)), Something	3 Sin forgiven	+)), Witnessing	+)), Disciple-
.))- or some-	4 Eternal life	.))-	.))- ship
body is the		+)), Walking	
foundation of his life	+)), Commitment	.))- in the	
	.))- to be a true	Spirit	
	disciple of Christ	+)), Follow-	
		.))- up of new	
	+)), Jesus	converts	
	.))- is the foundation	+)), Fellowship	
	of his/her life	.))- with other	
		Christians in prayer	
		and Bible study	

Why must we train disciples?

- The Great Commission Mt.28:18-20
- The example of Jesus Christ: 3, 12, 20, 70, 120
- The effect of multiplication: the only way in which the whole world will be reached for Christ, is if the Church also grows by multiplication
- Trained leaders are often the result of discipleship training.

Discipleship training in HCF

- General discipleship training is what all Christians need. It ranges from follow-up to the training of mature, multiplying disciples.
- Many organizations and churches have produced materials that can be used, eg Evangelism Explosion, Master-life, Navigators, Campus Crusade for Christ, Youth With a Mission, Operation Mobilization, Youth for Christ etc.
- Specialized discipleship training relates to the practical living out of Christianity in a specific area, eg the Health Field. This is the kind of discipleship training that we emphasize in HCF. We provide it in various ways, including:
 - * Bible study groups
 - * Training seminars/conferences
 - * Training courses: 3 weeks 3 months
 - * Person-to-person coaching
 - * Training workbooks, etc.

. APPLICATION

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- . H.C.F.I. STRUCTURE
- . ACTION TEAM DEFINITION
- . PURPOSE AND VALUE OF ACTION TEAMS
- . TEAM WORK
- . MEMBERSHIP OF ACTION TEAMS
- . APPLICATION

H.C.F.I. STRUCTURE

HISTORY

In October 1981 the leaders of HCFI met over a three week period in prayerful dependence upon God. All of them sensed God wanted to do something much greater in the future. They knew many improvements were called for, but were determined to wait until God revealed His way. Nothing less would satisfy them. They had been asking the Lord to show them a structure that would:

- * function in every country on earth,
- * that would have maximum flexibility,
- * be easily understood,
- * promote communication and co-operation, reduce duplication,
- * accommodate growth readily,
- * make use of people's gifts,
- * talents and interests.
- * avoid a top-heavy hierarchy,
- * encourage creativity and maturity,
- * maximize the results of evangelism in the Health Field.

In 1997 the Lord made clear that He wanted HCF to continue with its policy to decentralize, that we should focus our efforts in developing effective National Fellowships; He also wants us to actively develop networks of relationships with like-minded organizations and groups and develop a new flexibility in reaching the vision He has given. That means that a new era has dawned for HCF worldwide. The criteria for effective National Fellowships were developed by the all the international leaders and were refined at another international leadership conference in 1999.

ACTION TEAM DEFINITION

Two to nine well-communicating persons moving together towards the fulfillment of shared, God-given goals in the light of the H.C.F. vision.

Therefore, H.C.F. is a living Fellowship built up of basic subunits called Action Teams. The teams consist of people called by God to participate in them.

PURPOSE AND VALUE OF ACTION TEAMS

PURPOSE OF ACTION TEAMS:

To effectively manage and participate in the HCF work for which they are responsible. Action Team members do this in collaboration with the rest of the HCF family.

VALUE OF ACTION TEAMS:

As a member of a Local Action Team, one can collaborate with others for maximum effectiveness in serving Jesus Christ at work. Together one would stand stronger to build the Kingdom of God in the Health Field.

ACTION TEAMS IN THE BIBLE

Here are some examples of teams encountered in the Word of God:

Inspiring examples:

- Moses and the 70 leaders
- David and his men, especially the 30 mighty men 2 Sam.23:8-39
- Gideon and 300 men Judges 6-8
- Shadrach, Meshach and Abed-nego Dan.3
- Nehemiah the book of Nehemiah
- Jesus and the twelve
- Paul, Timothy and Silas

Examples to be avoided:

- Nadab and Abihu Lev.10:1-2
- Korah, Dathan and Abiram Num.16
- Builders of the tower of Babel Gen.11:6

TEAM WORK

CHARACTERISTICS OF A TEAM.

- they work together for a common goal
- they have effective communication that centres around those common goals
- they accomplish more working together than they could working alone

REQUIREMENTS FOR EFFECTIVE TEAM WORK

Shared, God-given goals

It is important that the team goals and individual expectations are compatible. Often the Lord has already begun to burden people's hearts to fulfil His plan. However it is important to talk about these ideas, so that everyone can participate in the planning. If goals are not shared, some members will work on projects alone and others will sit alone!

STUDY 2: ACTION TEAMS - AN INTRODUCTION

- pray together, asking the Lord for guidance
- evaluate the situation (using SWOT and NEEDS evaluations)
- prayerfully "brainstorm" for ideas
- clarify, is this what we believe God wants us to do, a call or is it just a felt need?
- formulate your ideas in writing, it often helps to use a blackboard and encourage ALL members to participate.

Effective communication

How to develop good communication in the team:

- Pray together as often as possible.
- Build friendships with one another.
- Build trust in the relationship by proving yourself to be reliable, consistent and considerate. Do not wait for the others to start behaving well before you do!
- Obtain clarity about behavior you do not understand rather than making negative assumptions about the others.
 - Use an agenda and written goals as explained further in this workbook. Remember that the team is not an island - you also need to communicate information from outside the team as well as relate decisions and information to others.

Sound co-operation

- Practice I Corinthians 13 on one another: Seek and act for the highest good of one another.
- Learn effective handling of conflict together. <u>You</u> should always take the first step, see Mt.5:23 and Mt.18:15.
- Use one's skills and gifts to assist the team's effort. As the team comes to recognise each other's abilities, they will compensate for their weaknesses, use their strengths and function as a body in harmony, unity and with efficiency.Rom. 12:3-21 gives excellent quidelines for team unity.
 - Each member should be accepted as part of the team and their opinion and personality should be taken into account.
 - Various roles that need to be fulfilled for the team to work together effectively:
- a Maintenance Roles each member should learn to assume the following roles within the team when required:
 - ENCOURAGER: works at building positive morale among team members and promotes ideas and actions of others.
 - FOLLOWER: allows others to take the lead and use their abilities whenever possible.
 - NEGOTIATOR: attempts to mediate conflict and is willing to compromise on matters of opinion and personal preferences for the benefit of the team.
 - PROTECTOR: tries to shield fellow team members from outside or inside interference to achieve the team's goal.
 - SERVANT: does whatever he/she can to meet the needs of each team member as the group works on its various projects.
 - b Production Roles members generally play one of the following roles:
 - ORGANIZER: works with the group to identify, assign and schedule tasks and activities.
 - INITIATOR: offers suggestions and recommendations for the group's consideration.
 - DATA COLLECTOR: gathers facts, figures and other information needed to assist the group with its work.

- FACILITATOR: helps maintain a constant flow of communication needed in order for the team to achieve its goal.
- EVALUATOR: studies results and assists in making changes where needed.
- Each team member is responsible to build up the team together with the others.

Team leader

- needs to be willing to give more than he/she receives, serves and facilitates the team function without dominating or manipulating others.

is to draw the people together into a team, not a group of people - they will need to be reminded of this!

- directs the team towards their goals - helps prevent side tracking.

REMEMBER: IT TAKES TIME TO LEARN TO FUNCTION TOGETHER AS A TEAM.

HINDRANCES TO EFFECTIVE TEAM WORK

In effect if any of the above guidelines are disregarded by team members, disintegration of the team begins.

Deficient goals

- not specific enough
- non-existent goals
- un-expressed goals
- unrealistically high
- so low that it contains no challenge
- goals so introspective that the team becomes a clique
- goals so activity orientated and busy that members rush past one another, never having time to help or be part of one another the airport terminal syndrome. (everybody rushing to his plane, but in fact he will not leave any earlier than his plane does!)

Poor communication and lack of unity

- Making assumptions about others, without checking them out
- Not listening until we understand one another
- Behaving in ways that hinder communication: avoidance, hurriedness, talking too much, irritability,
 - Antagonistic and/or negative attitudes
 - Aggression: open/hidden
 - drawing inaccurate conclusions
 - presenting information in a prejudiced way
 - Gossip
 - Dishonesty and wearing masks
 - Inconsiderate of the thoughts and feelings of others
 - Unreliable in keeping promises
 - Cruelty/sarcasm

Poor co-operation

Team members should avoid assuming any of the following anti-team roles:

- DOMINATOR: tries to control conversation, ideas and action.
- BLOCKER: delays, sidetracks or stops progress.
- ATTENTION-SEEKERS: try to get people to focus on him continually and recognise him.
- AVOIDERS: refuse to deal with issues, facts and personal obligations.

Attitudes that need to be avoided may include:

- Disinterest in everything but own pet interests
- Envy of success of others
- Impurity
- Inconsistency in the way various team members are treated
- Unpredictable in behaviour
- Unreasonable and stubborn opinionated attitude

MEMBERSHIP OF ACTION TEAMS

APPOINTMENT OF ACTION TEAM MEMBERS

Action team members are chosen on the basis of their spiritual maturity and commitment to the vision of HCF. Initial members can be chosen by the regional promoter, staff worker or national action team. Vacancies are filled as the remaining members of the team recruit new members.

REQUIREMENTS FOR MEMBERSHIP OF ACTION TEAMS:

- know Jesus Christ personally as Saviour
- walk in the fullness of the Holy Spirit
- subscribe to the HCFI Basis of Faith
- be committed of serve God through the fulfilment of the HCF vision
- support the work of the team financially.(Usually one day's wage per month)

. APPLICATION

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- . PURPOSE AND DEFINITION OF A LOCAL ACTION TEAM
- . EFFECTIVE LOCAL ACTION TEAMS
- . PLANNING IN A LOCAL ACTION TEAM
- . TASK DESCRIPTIONS OF THE SEVEN MINISTRIES
- . HOW TO START A LOCAL ACTION TEAM
- . APPLICATION

WHY A LOCAL HCF ACTION TEAM? Powerful, purposeful and prayerful evangelistic action is needed in the Health Field. Teams of Christians from all disciplines of the Health Field should co-operate whole-heartedly in meeting the spiritual needs of their patients and colleagues. Together, they can do this far more effectively and efficiently. Local Action Teams require involvement in time, effort, and finances. Thus we will be able to gather in the harvest for Christ Jesus effectively.

. PURPOSE AND DEFINITION OF A LOCAL ACTION TEAM

WHAT IS A LOCAL HCF ACTION TEAM? It is two to nine well-communicating Christians who work together to fulfill prayerfully-determined goals related to prayer, evangelism and discipleship among their colleagues and patients. A local action team concentrates its efforts on one area in the Health Field, e.g. a hospital, clinic, district.

. EFFECTIVE LOCAL ACTION TEAMS

WHAT MAKES A LOCAL ACTION TEAM EFFECTIVE?

- . PRAYER: Weekly meeting, including specific prayer for unconverted persons. Use of the Prayer Triplet Cards and promotion of this prayer method throughout the Fellowship.
- . EVANGELISM: Witnessing personally and regularly organizing meetings with an evangelistic purpose, e.g. meals, seminars, topical evenings. Jesus Christ is to be introduced in a personal, loving manner.
- . DISCIPLESHIP TRAINING: The Action Team makes sure that all who attend the meetings and all new converts are visited and that personal follow-up is given. Those who want to, can participate in discipleship training, with special emphasis on those matters related to serving the Lord in the Health Field.
- . PURPOSEFUL PLANNING: Prayerfully setting goals related to prayer, evangelism and discipleship each year. Plans are developed on how you believe the Lord wants you to reach these goals. The plans are written down for referral and sharing with others.
- . FAITHFUL EXECUTION OF PLANS: Action Team members get involved in fulfilling these plans through prayer, effort and finances. For the latter, one day's wage per month has proven to be practical.
- . MULTIPLICATION: The number of Christians in the Action Team's area ought to increase and grow in maturity. In addition, the Action Team should aim at multiplying itself by establishing other Action Teams in areas where there are none as yet. This is to be done in co-operation with the next-in-line Action Team.

. PLANNING IN A LOCAL ACTION TEAM

- Many Christians today do not like the idea of planning. They feel it binds them, confines God and is even un-biblical.

- However, we find many places in the Bible where the Lord speaks of His plans. Isaiah 14:24,26 "The Lord Almighty has sworn, `Surely, as I have planned, so it will be, and as I have purposed, so it will stand." and "This is the plan determined for the whole world, this is the hand stretched out over all nations." and again in Jer.29:11 and Luke 14:28-32.
- God makes His plans known to us and wants us to serve Him by fulfilling them. Is.46:10a; Is.42:9; Jer.33:3; Jn.16:13; Amos3:7.

THE OMR APPROACH FOR TEAM PLANNING

All projects of faith start with vision given by God. This vision needs to be prayerfully described in specific statements called goals or OUTCOMES. Then we need to hear from God what METHODS we should use in order to reach these outcomes. Once we know this, we can trust God to provide the required RESOURCES. This is the OMR approach in planning. After using the OMR approach in planning, we reverse the procedure and go into action according to RMO to fulfil the original vision given by God.

PLANNING: 1. Outcomes ---->> 2. Methods ---->> 3. Resources

<u>ACTION</u>: 1. Resources --->> 2. Methods ---->> 3. Outcomes OUTCOMES

An OUTCOME is a concise descriptions of what we believe God wants to bring to pass through us. These descriptions, even though brief, are broader in scope than goals, and are not measurable.

Some examples of outcomes:

- To get more Health Field Christians involved in Prayer Triplets.
- Health Field staff reached with the Gospel and through them, the patients.
- Health Field Christians to promote Biblical standards in ethical matters, boldly and wisely.
- Effective HCF Action Teams established at all levels in our country.

GOALS: Writing Down Goals

Outcomes need to be defined more clearly so that we can measure our progress towards fulfilling them. A good set of requirements for these statements is summarized in the acronym S.M.A.R.T.I.E.S.

S = specific

M = measurable

A = attainable

R = result oriented

T = time limited

I = in line with God's vision

E = exalting God

S = stimulating

Therefore: A GOAL is a brief, exact description of what we believe God wants to bring to pass through us.

Some examples of goals:

- At least 10% of the Christians in our hospital consistently involved in prayer triplets by the end of this year; 20% by June next year and 50% by December of next year.
- At least four evangelistic outreaches to staff before the end of this year, combined with adequate follow-up.
- At least 20% of the patients who pass through our clinic each month to have a valid opportunity to accept Christ as their personal Saviour.
- At least two persons trained in leading discipleship-oriented Bible Study groups by the end of this year.

SUPERVISION OF PROGRESS MADE

The chairman is responsible to oversee the progress made by the Action Team towards reaching the stated goals. This is done through effective Action Team Meetings (study 4), as well as through personal encouragement.

. TASK DESCRIPTIONS OF TEAM MEMBERS

PRAYER

HCF recognizes that prayer is the dynamic force linking the needs of men with God's abundant provision for the fulfilment of His purposes. The Prayer Officer seeks to:

- establish and maintain prayer networks
- encourage intercession by distributing prayer information e.g. as a bulletin or even by telephone chain
- organize prayer meetings, whole days or nights of prayer
- visit churches/prayer groups, personally to stimulate prayer for HCF and the Health Field
- keep in touch with the International Prayer ministry

FIELD/EVANGELISM

The responsibility of the Field Officer is to:

- establish and maintain an effective evangelism strategy
- maintain a vital interest in existing HCF groups, encouraging leaders in their faith, stimulating their spiritual lives.
- further explain the HCF vision and Basis of Faith
- keeps up-to-date on current changes in the health field.

TRAINING/DISCIPLESHIP

The purpose of training is to produce men and women who bear the image of Jesus Christ and equip them to effectively fulfil the vision of God for their lives. The task of the Training Officer is:

- to establish and maintain effective training programmes and discipleship strategies in collaboration with Training Officers on other levels.
- stimulate more mature Christians to begin "giving what they have."

- gather training resources by finding our who and what is available in your area eg doctor or pastor Specialist.
- since Training serves Field, it is necessary for the officers to confer frequently regarding trends in the Health Field and how HCF can help their members to face the challenges which follow.

LITERATURE AND MEDIA

The media is one of the most effective tools for propagating the Gospel. This officer should:

- make a thorough research of existing needs and what materials are available and suitable for use in the hospitals.
- Determine the best avenues of distributing literature to in the Health Field a) to the Christians as a tool for growth or for evangelism. b) to non-believers to give them the message.
- start a hospital/local library with books on subjects pertinent to health field Christians.
- edit and publish a local or district newsletter, where deemed necessary. Send items regularly for inclusion in the national newsletter.

FINANCES

The HCF is a faith movement dependent upon God for the supply of all its needs, through free-will offerings, legacies or in whichever way He chooses to provide. The needs of HCF are made known by a statement of the work in hand and new projects envisaged and the opportunity provided for people to respond. Funds are used as designated. The Finance Officer should seek to:

- work out the financial needs of your local action team
- liaise with the Development Officer for the raising of funds
- keep a set of books and send a report to the national office every 4-6 months
- 10% of the income should be sent to the national action team
- donations towards the support of full-time HCF staff should be channelled correctly.

DEVELOPMENT

This officer should seek to mobilize resources for the extension of God's Kingdom in the Health Field. He would: - present the HCF vision in such a way to the general public and Health Field personnel that they will be motivated to become involved in the work.

- propagate the vision through the use of articles and news releases, slide-tape presentations, meetings, seminars, personal interviews, radio TV or other avenue available to him.
- raise prayer support for the ministry of HCF.
- raise finances in ways that will meet HCF standards.

OUTREACH MEETINGS / CONFERENCES

Conferences and outreach meetings play a vital role in the development and consolidation of the work of HCF, and are to the benefit of the Church of Christ in general. The responsibilities of the Conference Officer are:

- liaise with other conference officers and encourage and arrange for a representative group from your hospital to attend conferences of other areas regularly.
- plan and organize outreaches, camps, seminars or conferences in your own area as is needed.
- send a report of the conference to the National Action Team.

. HOW TO START A LOCAL ACTION TEAM

HOW CAN YOU START A LOCAL HCF ACTION TEAM? From the National HCF office, you can obtain the assistance, materials and information you need. Experience has taught that the following guidelines are helpful:

Prayer Prayerfully look for other Christians in your vicinity who have a similar desire to introduce people to Jesus Christ and train them to be His disciples

Introduction meeting Organize an informal meeting with the aid of some-one from HCF. Here the vision and strategy of the HCF is explained. We recommend that one person also gives a brief personal testimony about how the Lord has been able to use HCF to bless them. This is followed by a general invitation for involvement in the weekly prayer meeting and the evangelistic outreach.

Weekly prayer/fellowship meeting In prayer the foundation is laid for a fruitful evangelistic ministry. Prayer for unconverted persons by name, as well as Bible study and fellowship on a weekly basis.

Evangelistic outreach With the aid of some-one from HCF, an evangelistic outreach is arranged, using some proven ways.

Formation of Action Team A special evening is arranged, where the Action Team is then officially appointed by a representative of the National HCF.

. APPLICATION

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- . THE IMPORTANCE OF EFFECTIVE ACTION TEAM MEETINGS
- . VARIOUS ASPECTS OF EFFECTIVENESS
- . PREPARATION FOR EFFECTIVE ACTION TEAM MEETINGS
- . THE MEETING ITSELF
- . AFTER THE MEETING
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THE IMPORTANCE OF EFFECTIVE ACTION TEAM MEETINGS

- Effective meetings mean good stewardship of the time, resources and people entrusted to us by the Lord.
- Effective meetings promote good communication, give clarity about responsibilities and motivate people for constructive team action.
- Unnecessary meetings can destroy our objectives and frustrate everybody involved.
- Many people think that holding or attending a continuous string of meetings is a sign of their power and importance the exact opposite is true. If meetings are merely routine or unnecessary, they are a sure sign of bad management.

VARIOUS ASPECTS OF EFFECTIVENESS

SPIRITUAL EFFECTIVENESS

Meetings are spiritually effective if they help an Action Team to discover God's will and act on it.

MANAGEMENT EFFECTIVENESS

Action Team meetings are effective from a management perspective if they help that team:

- to set God-given goals
- to develop feasible plans
- to assign clear responsibilities for the parties involved
- to communicate well with one another.

RELATIONSHIP EFFECTIVENESS

Action Team meetings are effective as far as relationships are concerned when the team members are helped to:

- learn how to express the agape-love of God toward one another
- share one another's burdens so that they really function as a team, as part of the body of Christ.

PREPARATION FOR EFFECTIVE ACTION TEAM MEETINGS

Careful preparation is the best way to keep any meeting on target and on time. It will cut the meeting time in half.

CLARIFY THE OBJECTIVES

- The chairman and/or the secretary should note the specific objectives of each meeting and put them on the agenda. Keep the following in mind as the objectives are written:

Why are we holding this meeting?

What do we want to achieve at the meeting?

What do I want to achieve after the meeting is over?

Is this "everyday business" - activities and communications or are we making new long term goals; thinking and praying through a new strategy? It is best not to mix the two.

- In deciding when to call a meeting it is useful to note that the closer one gets to a big event, usually the more often one needs to meet.
- Is the meeting to include a time of fellowship? Often it is better not to mix business matters and fellowship. Why not have the fellowship afterwards when there is no time limit or pressure. Then those who need to leave, are free to do so. Good times of fellowship will ensure maximum involvement.
- Meetings will drag on interminably and be totally wasteful because of a lack of shared objectives.

DRAW UP AN AGENDA

- The chairman and/or the secretary should use an agenda as both a plan for discussion, a guide during the meeting and for checking that plans are followed through.
- A good agenda should state the objective of the meeting, the issues to be discussed, the time the meeting will begin AND end, the place, the participants involved and what is expected of them in the way of preparation before the meeting.
 - It should be a maximum of one page.
 - Try to avoid "hidden" agenda points. Mention all points that will be handled.

DISTRIBUTE THE AGENDA IN GOOD TIME

Task of the secretary. Participants need at least two weeks time for thorough preparation for the meeting.

PREPARE FOR EFFECTIVE PARTICIPATION

- Each participant should pray about each point and decide what their contribution will be. Jot it down on, e.g. on the reverse side of the agenda.
- Regarding the points for which you are responsible: prepare a brief introduction to the subject matter, indicate whether the point is for information, discussion and/or decision. If a decision is to be made, formulate the decision(s) to be made before the meeting. Develop at least two alternatives for discussion at the meeting.

THE MEETING ITSELF

PARTICIPANTS' ROLE

- It is important that everyone at the meeting knows that the meeting HAS to end by a certain time and that all need to be brief. Stick to your time limit!
- All participants should arrive at the meeting ready to share their ideas on the previously distributed agenda.
- Each point needs to be properly presented by the person responsible for it: present ideas clearly, concisely and in an interesting manner within the prescribed length of time.
- Compromise on matters of principle is not possible for Christians. However, it is quite acceptable in matters of opinion. Be prepared to be flexible in such situations.
 - It may be helpful to ask participants, on presenting their ideas to state whether this is a matter for discussion, for decision or to give the team some information.

CHAIRMAN'S ROLE

- The chairman needs to control the meeting and each person's participation. Priorities are set, and a firm but polite attitude prevails.
 - Is the meeting dull? shorten it!
 - Keep on track. Discuss one thing at a time. Be clear as to what the point is.
- If participants side track, gently remind them of the point being discussed and help them to see the decision or action that has to be taken, e.g. to do this OR that.

- If it is a matter of opinion, shorten the decision-making process by taking a vote. Chairman to summarize the discussion and state what the basic decision is before the voting. This can be necessary in the following types of situations: a. A lot of discussion about a matter without making any progress. b. If one or more of the participants are showing signs of stubbornness.
- End the meeting as soon as the objectives have been met. People can stay on afterwards if they want to continue sharing.
 - Set a date and basic idea of the agenda for the next meeting before you close.

SEATING ARRANGEMENTS OF YOUR MEETING

- the chairman should sit at the "head" of the table or a central position in the "circle" in order to have a clear view of all participants. It can also serve as a subtle reminder of his/her authority.
- the comfort of the chair is inversely proportional to both one's energy level and the speed at which one accomplishes objectives!
- If possible, be seated around a table so that the meeting is held in a more "business-like" style. Participants have gathered to <u>work together</u> for the glory of God.

AFTER THE MEETING

- The chairman should do an evaluation of the meeting, asking:

Did we achieve our objectives as stated in the agenda?

If not, why not?

How can we improve the next meeting?

What three things should we not do at the next meeting?

- The secretary should then write the minutes. This can be done by following the agenda and filling in the discussion on each point. It is good to make a Things To Do List at the end of the agenda, stating who has to do what before the next meeting. This serves as a reminder as well as an agenda point for the next meeting.
- Remember to send out the agenda of the next meeting with enough time for the participants to prepare properly.

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- . CHAIRMAN/TEAM LEADER
- . PRAYER OFFICER
- . FIELD/EVANGELISM OFFICER
- . TRAINING/DISCIPLESHIP OFFICER
- . MEDIA OFFICER
- . DEVELOPMENT OFFICER
- . CONFERENCE OFFICER
- . FINANCE OFFICER
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If full-time staff workers have been invited to a certain hospital or city, the local HCF must be made aware of the forthcoming visit. Their help in preparation for the visit will prove invaluable. The goal of the visit must be clear to the staff and local team.

CHAIRMAN/TEAM LEADER

- Call a meeting of the action team to plan with them.
- Clearly state the goals of the visit, dates, and responsibilities of each team member.
- Plan for the staff worker to meet the action team members as soon as possible after arrival to discuss details of programme.
- Plan for worker to spend time with action team members individually to get to know them, personally.

PRAYER OFFICER

- Definite prayer for the project is of paramount importance. This can be organized through prayer meetings, prayer cells, triplets or 24 hour cycles etc. Prayer should be made for the Holy Spirit's empowering for the workers and receptiveness in the hearts of the listeners.
- Arrange for continued prayer participation during the visit.
- Obtain the names and addresses during visit of those wanting to receive prayer letters.

FIELD OFFICER

- Organize programme according to guidelines established with the staff worker
- Arrange venue of meetings
- Arrange for accommodation where applicable and in collaboration with the staff worker
- Advertise the activities through posters, invitations, T.V., by word of mouth or whatever is best in your situation
- liaise with staff worker about progress or arrangements:
- draw up a rough plan
- communicate with others involved in the programme, confirming details regarding dates, times, accommodation etc.
- the preliminary itinerary/programme is then drawn up and sent to the staff worker(s)
- final itinerary/programme is given them on arrival
- the staff workers should confirm their date, time and place of arrival
- arrange for someone to be at the arrival place to welcome the staff

TRAINING OFFICER

- assess the training needs of the different groups of people in the hospital
- in collaboration with the Field Officer and the staff worker arrange for meetings or a conference to meet these needs
- reproduce work books or any other training materials as needed

MEDIA OFFICER

- arrange for adequate supplies of HCF literature to available for all meetings, seminars etc.
- write articles, make posters, print handbills or whatever advertising materials are to be used through all the possible channels. eg church magazine, newspaper, radio hospital notice board etc.
- Obtain books for sale at meetings, preferably on "sale or return" basis from a Christian bookstore. Be responsible for the sale, handling of book finances and return of unsold books afterwards.

DEVELOPMENT OFFICER

- in collaboration with the Field Officer arrange for workers to address different groups of people who may not have previously been acquainted with HCF. e.g. high school or university students, or at a church service, prayer meeting or the medicals of a church immediately after the service.
- arrange for staff to meet with "important" or key people e.g. a pastor, medical superintendent or head of nursing/education.

CONFERENCE OFFICER

- be responsible for arrangements of camps, conferences or seminars during the visit of the staff worker. A weekend conference can be most effective at the conclusion of a tour to stabilize and confirm all that has been done.

FINANCE OFFICER

- be responsible to see that all expenses of the visit are covered. Normally travelling expenses of the staff worker should be reimbursed and accommodation, meals and local travelling expenses provided. If the local group members have been trained to give regularly this should not create problems.

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SAMPLE: AGENDA FOR AN HCF ACTION TEAM MEETING

- 1. WELCOME BY CHAIRMAN (SETTING OF TIME LIMITS, REMINDER OF MEETING OBJECTIVES)
- 2. OPENING DEVOTIONAL AND PRAYER TIME
- 3. MINUTES OF THE PREVIOUS MEETING AND THINGS TO DO LIST
- 4. INCOMING MAIL
- 5. PRAYER
- 6. EVANGELISM/FIELD
- 7. DISCIPLESHIP/TRAINING
- 8. FINANCES/DEVELOPMENT
- 9. CONFERENCES
- 10. LITERATURE/MEDIA
- 11. NEXT MEETING DATE, AGENDA POINTS
- 12. CLOSING PRAYER