

Contrasting CHR and CEM

Themes & questions side by side

HC1 Health-checks series

*This paper explains the similarities of and the differences between the **Church Health Review** and the **Christian Effectiveness Model** and was last updated in January 2025. It is copyright © John Truscott. You may download this file and/or print up to 30 copies without charge provided no part of the heading or text is altered or omitted.*

The Church Health Review (CHR) is designed to help any Christian church assess and improve its spiritual well-being.

The Review consists of a set of 45 **questions** to be asked, divided into 15 **sections** which, between them, form five **themes**. Five **sample tests** are provided for each question. It was published on this website in October 2007, was given a major makeover in September 2014, and last updated in August 2024.

The Christian Effectiveness Model (CEM) is designed to help any Christian mission agency or church enterprise assess and improve its effectiveness in ministry.

The Model consists of a set of 48 **questions** to be asked divided into 12 **sections** which, between them, form **four** themes. There are, again, five **sample tests** for each question. It was first published on this website in August 2008, was given a major makeover in October 2015, and last updated in December 2024.

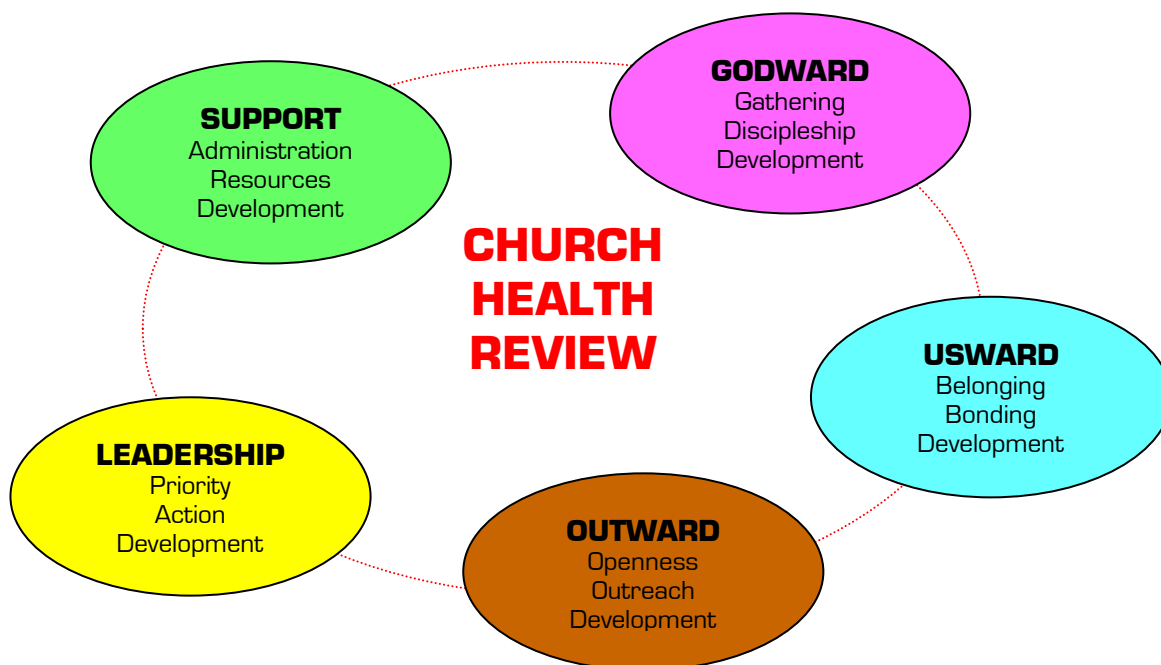
These two assessment tools have the same basic structure, and the exercise is carried out in both cases through a similar system of **rating** (for CHR) or **scoring** (for CEM). But the **themes, sections, questions** and **sample tests** are quite different from each other.

This paper seeks to outline the basics for both so that they can be compared and contrasted. Details of CHR can be found in at **HC4** on this website and the complete set of questions and sample tests at **HC5**. Details of CEM can be found at **HC6** and the complete set of questions and sample tests at **HC7**.

Working from the website, simple forms of CHR and CEM can be used by any church and mission agency without charge or further permission. For the full applications, manuals are available and the Review/Model may be used under licence.

Understanding CHR's five themes and 15 sections

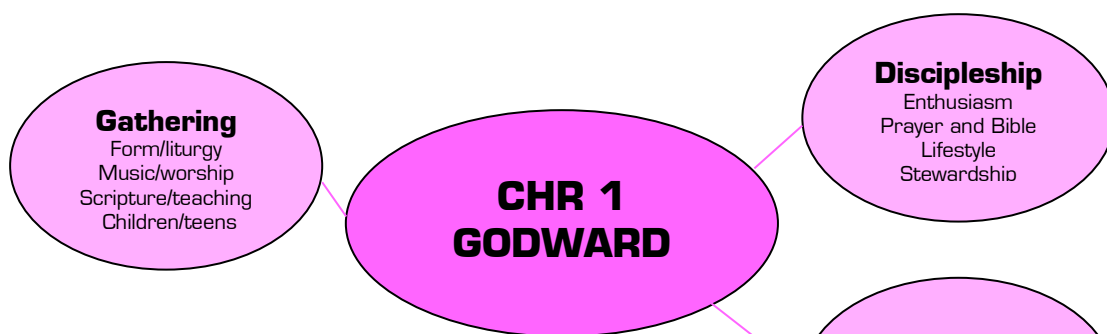
The analysis of the basic structure for the 45 questions is an essential part of the Review. Even if you do not use the Review as such, these headings can in themselves help any Christian church to think about and assess its life.



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|--|--|-------------------------|
| 1 | 9 questions on the GODWARD theme | <i>heart</i> |
| How well is this church developing its relationships with the Trinity?
Sections: 4 questions each on Gathering and Discipleship , 1 on Development | | |
| 2 | 9 questions on the USWARD theme | <i>blood pressure</i> |
| How well is this church developing its relationships within its membership?
Sections: 4 questions each on Belonging and Bonding , 1 on Development | | |
| 3 | 9 questions on the OUTWARD theme | <i>eyes and ears</i> |
| How well is this church developing its relationships with the world?
Sections: 4 questions each on Openness and Outreach , 1 on Development | | |
| 4 | 9 questions on the LEADERSHIP theme | <i>brain</i> |
| How well is this church being led towards its vision?
Sections: 4 questions each on Priority and Action , 1 on Development | | |
| 5 | 9 questions on the SUPPORT theme | <i>digestive system</i> |
| How well is this church being organised to achieve its purpose?
Sections: 4 questions each on Administration and Resources , 1 on Development | | |

As shown above, each theme is likened to a part of the body as part of a health check-up.

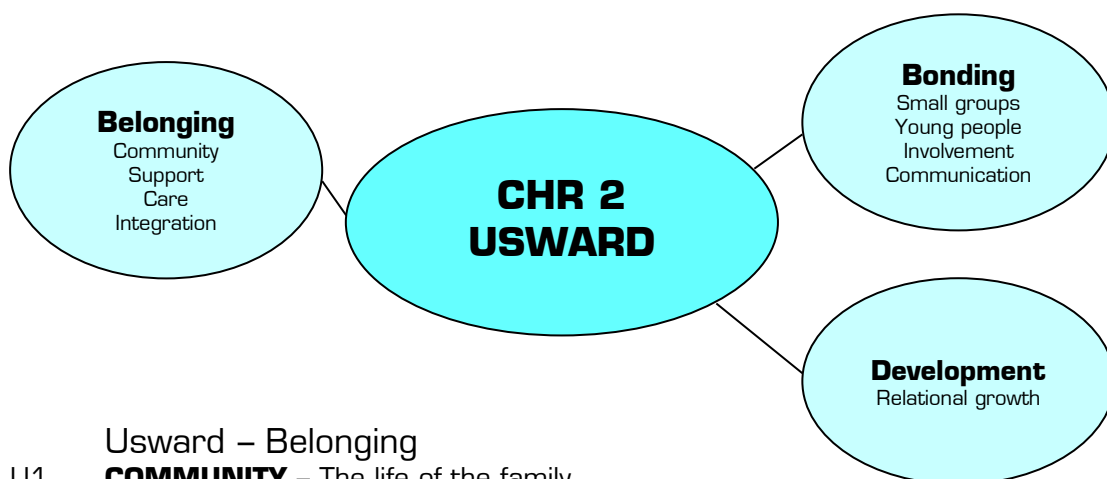
Understanding CHR's 45 questions



- Godward – Gathering
- G1 **FORM AND LITURGY** – Meeting with God
 - G2 **MUSIC AND WORSHIP** – Praising God
 - G3 **SCRIPTURE AND TEACHING** – Listening to God
 - G4 **CHILDREN AND TEENS** – Young people with God

- Godward – Discipleship
- G5 **ENTHUSIASM** – The reality of faith
 - G6 **PRAYER AND BIBLE** – The source of faith
 - G7 **LIFESTYLE** – The outworking of faith
 - G8 **STEWARDSHIP** – The challenge of faith

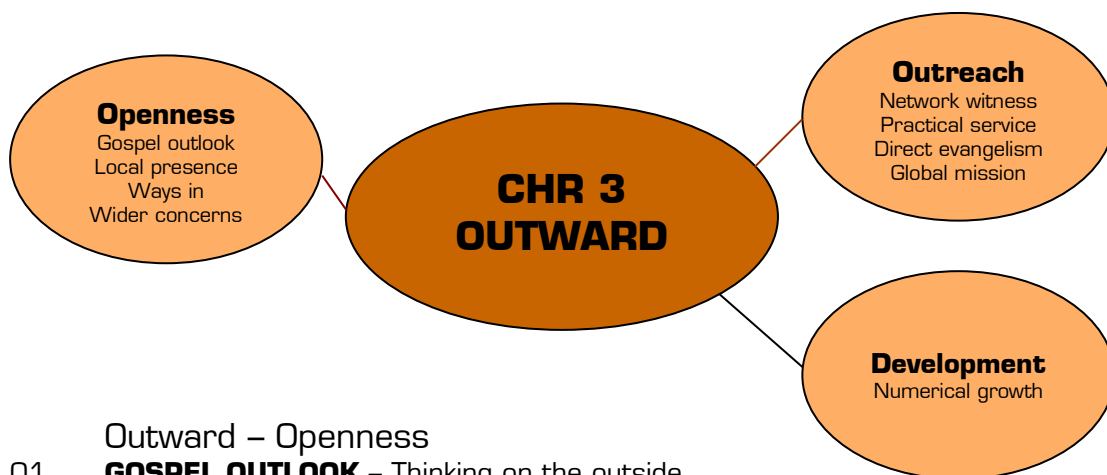
- Godward – Development
- G9 **SPIRITUAL GROWTH** – Evidence of movement



- Uward – Belonging
- U1 **COMMUNITY** – The life of the family
 - U2 **SUPPORT** – Sharing within the family
 - U3 **CARE** – Special needs within the family
 - U4 **INTEGRATION** – Welcome into the family

- Uward – Bonding
- U5 **SMALL GROUPS** – Growing together
 - U6 **YOUNG PEOPLE** – Growing up together
 - U7 **INVOLVEMENT** – Working together
 - U8 **COMMUNICATION** – Staying together

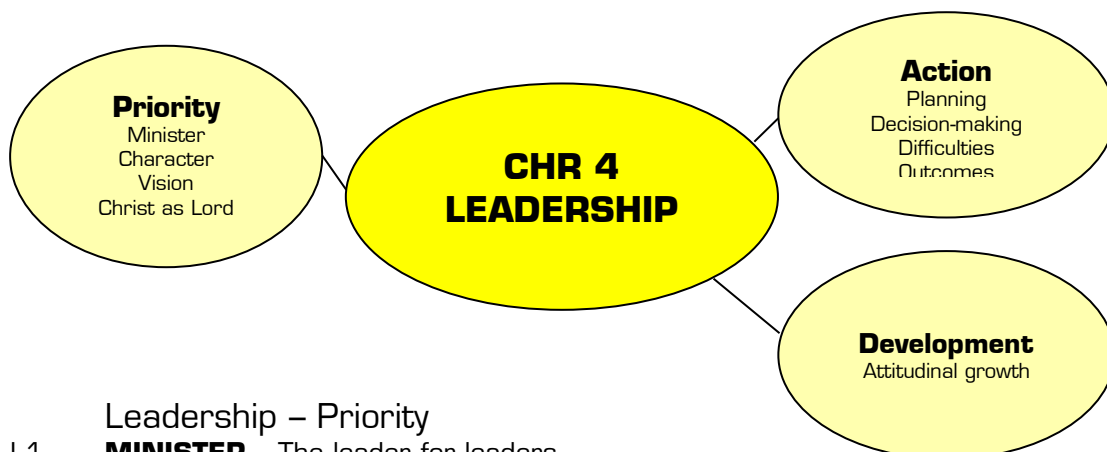
- Uward – Development
- U9 **RELATIONAL GROWTH** – Evidence of movement



- Outward – Openness
- 01 **GOSPEL OUTLOOK** – Thinking on the outside
 - 02 **LOCAL PRESENCE** – Living on the outside
 - 03 **WAYS IN** – Welcoming all from outside
 - 04 **WIDER CONCERN** – Linking to the outside

- Outward – Outreach
- 05 **NETWORK WITNESS** – Being good news
 - 06 **PRACTICAL SERVICE** – Living out good news
 - 07 **DIRECT EVANGELISM** – Sharing good news
 - 08 **GLOBAL MISSION** – Supporting others in the good news

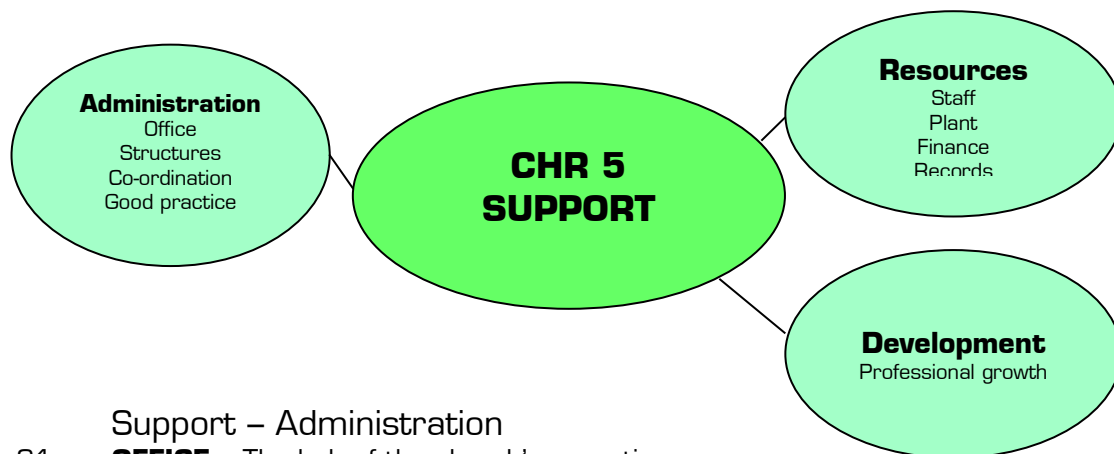
- Outward – Development
- 09 **NUMERICAL GROWTH** – Evidence of movement



- Leadership – Priority
- L1 **MINISTER** – The leader for leaders
 - L2 **CHARACTER** – Standards required for leaders
 - L3 **VISION** – The driving force for leaders
 - L4 **CHRIST AS LORD** – The spiritual foundation for leaders

- Leadership – Action
- L5 **PLANNING** – Preparing and monitoring the journey
 - L6 **DECISION-MAKING** – Choosing the route for the journey
 - L7 **DIFFICULTIES** – Managing hardships on the journey
 - L8 **OUTCOMES** – Reaching the end of the journey

- Leadership – Development
- L9 **ATTITUDINAL GROWTH** – Evidence of movement



Support – Administration

- S1 **OFFICE** – The hub of the church’s operation
- S2 **STRUCTURES** – The shape of the church’s operation
- S3 **CO-ORDINATION** – Collaboration within the church’s operation
- S4 **GOOD PRACTICE** – Professionalism within the church’s operation

Support – Resources

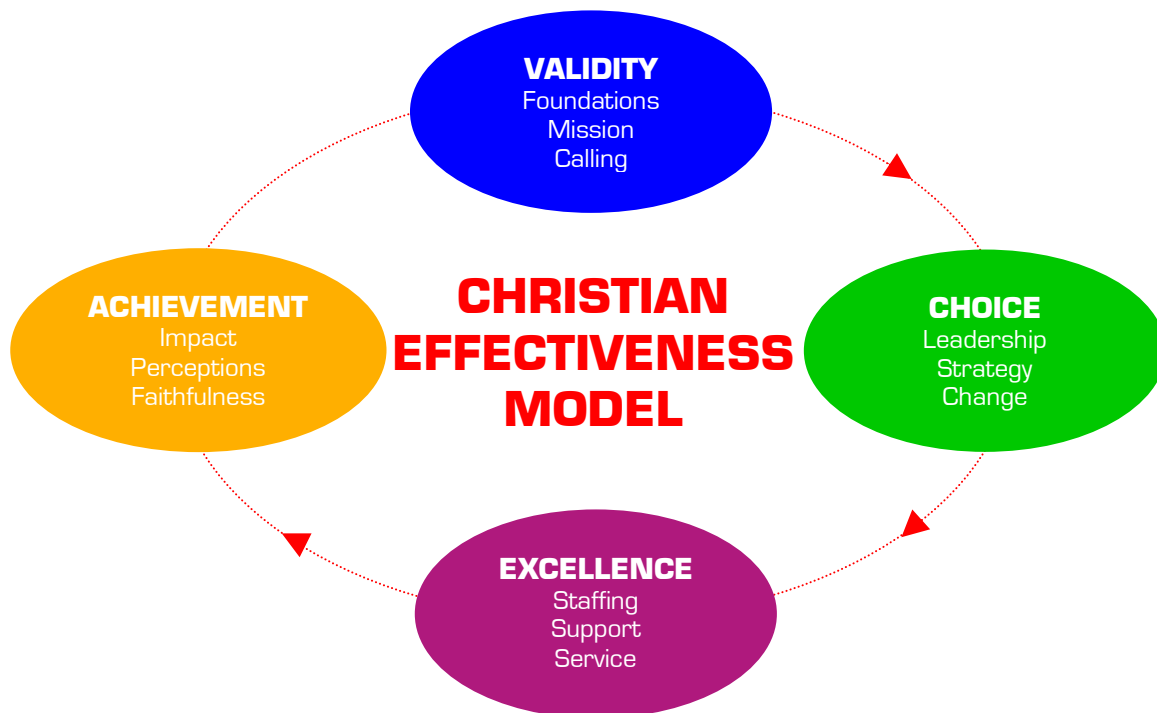
- S5 **STAFF** – People to enable ministry
- S6 **PLANT** – Buildings to enable ministry
- S7 **FINANCE** – Money to enable ministry
- S8 **RECORDS** – Information to enable ministry

Support – Development

- S9 **PROFESSIONAL GROWTH** – Evidence of movement

Understanding CEM's four themes and 12 sections

The analysis of the basic structure for the 48 questions is, as with CHR, an essential part of the Model. Even if you do not use the Model as such, these headings can in themselves help any Christian mission agency to think about and assess its work.



- 1 **12 questions on the theme of VALIDITY**
Does the organisation have a valid Christian ministry?
4 questions each in sections on **Foundations, Mission** and **Calling**
- 2 **12 questions on the theme of CHOICE**
Does the organisation make the right strategic choices?
4 questions each in sections on **Leadership, Strategy** and **Change**
- 3 **12 questions on the theme of EXCELLENCE**
Does the organisation work in an excellent way?
4 questions each in sections on **Staffing, Support** and **Service**
- 4 **12 questions on the theme of ACHIEVEMENT**
Does the organisation achieve what God requires of it?
4 questions each in sections on **Impact, Perceptions** and **Faithfulness**

Understanding CEM's 48 questions



- Validity – Foundations
- V1 **THE KINGDOM OF GOD** – Christian basis
 - V2 **THE LORDSHIP OF CHRIST** – Christian practice
 - V3 **THE POWER OF THE SPIRIT** – Christian expectation
 - V4 **THE REALITY OF THE WORLD** – Christian involvement

- Validity – Mission
- V5 **PURPOSE** – The question 'Why?'
 - V6 **SERVICES** – The questions 'What?' and 'For whom?'
 - V7 **VALUES** – The question 'How?'
 - V8 **VISIONS** – The question 'Where?'

- Validity – Calling
- V9 **PAST** – Evidence from history
 - V10 **FUTURE** – Evidence for continuation
 - V11 **CERTIFICATION** – Evidence from those to whom it is accountable
 - V12 **ENDORSEMENT** – Evidence from other external leaders



- Choice – Leadership
- C1 **PRINCIPLES** – The practice of Christian leadership
 - C2 **EXECUTIVE** – The practice of staff leadership
 - C3 **BOARD** – The practice of trustee leadership
 - C4 **TEAMWORK** – The practice of working together

- Choice – Strategy
- C5 **DEFINITION** – A mind for alternatives
 - C6 **RESEARCH** – A mind for beneficiaries
 - C7 **POLICIES** – A mind for consistency
 - C8 **PLANNING** – A mind for the future

- Choice – Change
- C9 **STRUCTURE** – Ready for changes
 - C10 **DECISIONS** – Making changes
 - C11 **COMMUNICATION** – Explaining changes
 - C12 **REVIEW** – Assessing changes



- Excellence – Staffing
- E1 **EMPLOYER** – Caring through good practice
 - E2 **WORKPLACE** – Caring through resources
 - E3 **MANAGEMENT** – Caring through staff support
 - E4 **DEVELOPMENT** – Caring through challenge

- Excellence – Support
- E5 **SUPPORTERS** – People resources: internal
 - E6 **PARTNERSHIPS** – People resources: external
 - E7 **FINANCES** – Physical resources: financial
 - E8 **RESOURCES** – Physical resources: non-financial

- Excellence – Service
- E9 **ADMINISTRATION** – Systems that serve the ministry
 - E10 **FUND-RAISING** – Systems that finance the ministry
 - E11 **PROMOTION** – Systems that tell of the ministry
 - E12 **DELIVERY** – Systems that provide the ministry



- Achievement – Impact
- A1 **PERSPECTIVE** – Success in the long-term
 - A2 **OUTCOMES** – Success in achieving plans
 - A3 **RESULTS** – Success for each service
 - A4 **VIABILITY** – Success in resourcing

- Achievement – Perceptions
- A5 **IMAGE** – How beneficiaries view the organisation
 - A6 **ASSESSMENT** – How beneficiaries view each service
 - A7 **CHURCH** – How Christians view the organisation
 - A8 **SOCIETY** – How the world views the organisation

- Achievement – Faithfulness
- A9 **FAILURE** – When things go wrong
 - A10 **CHANGES** – When things are different
 - A11 **DIFFICULTIES** – When things get tough
 - A12 **FOUNDATIONS** – When things move on

Understanding how sample tests support questions

In both CHR and CEM, each of the questions is supported by five ‘sample tests’. These are only indications of how to assess each question, and may need to be adapted to fit the church or organisation. This is explained in more detail in the papers for the Review/Model. Here are examples of sample tests for one question in the Review and another in the Model.

CHR U5-8: THE USWARD THEME – Questions of Bonding

These test the means for such love for each other.

U5 **SMALL GROUPS** – Growing together

How effective is the small group structure within our church and how widely does it cover all the congregation, enabling people to relate closely to each other, to support each other by prayer and in practical service, and to apply the gospel to daily living?

Sample tests *(cf. U2)*

- 1 the existence of a set of small/cell groups (including specialist groups such as a seniors’ group) that involves a significant majority of the congregation;
- 2 group meetings include a mix of activity such as worship and concern/prayer for each other, as well as study of the Scriptures and/or application of main service teaching;
- 3 where appropriate, the existence of a cluster or mission community system, perhaps with these as the basic unit of church grouping and small groups formed from these; *(cf. S2.2)*
- 4 all groups open and expecting to welcome newcomers, subdividing as appropriate, with new leaders trained, supported and available to take on new groups;
- 5 outside group meetings, members seeking to support and build each other up in the faith by praying for each other, visiting each other and applying teaching in practical ways.

CEM E5-8: THE EXCELLENCE THEME – Questions of Support

These test how the organisation manages its other human and physical resources.

E5 **SUPPORTERS** – People resources: internal

How highly regarded are the organisation’s supporters (volunteers, donors, pray-ers) evidenced by regular and appropriate information for the part they play, in suitable formats, and personal contact?

Sample tests

- 1 any readership surveys that show that the organisation’s newsletters/magazines are communicating well and appreciated by those who receive them;
- 2 evidence that the way that prayer and other information is made available in various media is helpful for and used by supporters;
- 3 donors impressed at the speed and courtesy in which their gifts are handled and acknowledged;
- 4 the provision and the regular updating of the database so that waste is reduced and accurate records are kept;
- 5 an enthusiastic supporter base, with low levels of turnover and appropriate age and gender profiles.

This paper is available at <https://www.john-truscott.co.uk/Resources/Health-checks-index> then HC1. The Church Health Review is given in two parts: an introduction at HC4 on the same site, and all the questions and sample tests at HC5. The Christian Effectiveness Model is given in the same way at HC6 and HC7. For indexes of all the items available on the site, visit the [Resources page](#).

Contact John if you would like to enquire about using with the Review or the Model.

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