LAKELAND COUNSELING AND ASSESSMENT, LLC

Psychological Evaluation and Career Consultation

Confidential: Candidacy use only by the Evangelical Lutheran Church in America (ELCA)

Note: The results are considered valid until March 29th, 2026

Name: Jamie Dugas

DOB: 04/20/1990

Date of Assessment: 3/29/2025

Psychologist: Bjorn Hanson, PhD (WI License: 3202-57)

Assessment Overview

Referral: Jamie was referred for psychological evaluation and career consultation by the Northwest Synod of Wisconsin as part of Jamie's candidacy process. Jamie is looking to become board certified for Chaplaincy through the ELCA.

Sources of information:

1) Clinical interview on 3/29/2025
2) Minnesota Multiphasic Personality Inventory-3 (MMPI-3)
3) 16PF 5th Edition Questionnaire
4) Campbell Interest and Skill Survey (CISS)
5) PHQ-9
6) GAD-7

Personality and Interest Testing Results

MMPI-3: Results were valid and indicated good effort and no evidence of over-reporting or under-reporting. Results suggested above average self-restraint, and below average antisocial traits and below average traits related to fear, anxiety, and anger. Results suggested that Jamie may be overly constrained at times. No evidence of notable mental health concerns or psychopathology.

***PHQ-9 and GAD-7*:** Neither scale was indicative of clinically significant, current concerns with anxiety or depression.

***16PF*:** Jamie's profile was valid and did not have problems with impression management, acquiescence, or unusual item endorsement patterns. Results suggest that Jamie is likely to be open and warm with others, desiring to connect at an emotional level, though able to

be restrained when the situation requires it. Jamie appears to have a slight preference to plan and do things with a group rather than on her own. Results suggest that Jamie does not naturally seek or avoid the spotlight. When making decisions, Jamie will likely be slightly more deferential and more likely to rely on empathy, though she is still able to consider practical constraints. She appears to be comfortable with change and will likely be viewed as flexible and accommodating. Jamie will likely be more inclined to "go with the flow" in a situation rather than over-prepare. She appears able to follow rules when needed, though she doesn't do so in a rigid manner. Jamie will likely be viewed as a person who is emotionally attuned and balanced, having reasonable self-confidence. Results suggest that she will adjust her view of others based on their behavior rather being overly trusting or wary. Results did not suggest any concerns with being overly anxious, likely having a full range of emotional responsiveness. Results suggest that Jamie will likely enjoy careers that allow her to be social and creative. Results suggest that Jamie has a high desire to have close relationships, and these needs will be important to self-monitor during a ministry career, making space to cultivate a strong community for herself.

CISS: Jamie's profile suggests areas of both strength and interest in writing, religious activities, counseling, and care for animals. She also reported having skill in public speaking, international activities, and culinary arts. She reported less interest and fewer skills in areas such as finances, supervision of others, mathematics, and adventuring. This profile suggests that Jamie has skills that would lend itself to preaching, chaplaincy, and academic writing. Her profile reflects a desire to have meaningful conversations with others as opposed to more superficial interactions. At a macro level, Jamie is best suited towards fields that involve helping others and being creative, which is consistent with the results from the 16PF. Overall, this profile is a good fit for her stated goal of being a chaplain. It is also noteworthy that the low supervision scores are related to a lack of opportunities to supervise rather than a lack of skills needed to supervise if given the chance.

ELCA Criteria for Candidacy

Personal Identity, Level of Awareness, and Self-Concept

Jamie has a well-developed personal identity that is grounded in being a helpful, empathetic person who enjoys supporting others through thoughtful conversations. She espouses values of friendship, community, good humor, and family. She has a positive self-concept with self-awareness that encompasses both her areas of strength and weakness. She describes being attuned to other people's non-verbal behavior, which was

also observed in our conversation. Perhaps most importantly for her role in ministry, Jamie has high self-confidence in her ability to do her job while maintaining humility and centeredness, or in other words, she is able to be connected to others while understanding that the job is not about her. Jamie's self-awareness will likely be a strength throughout her career.

Quality of Past and Present Family Relationships

Jamie was born in Philadelphia due to a heart condition that required specialist intervention, though she grew up in the state of Oregon. She lived with her mother, father, and older sister. She reported having a loving, supportive family that prioritized time together and education. Jamie noted that her family often had difficulties directly talking about their feelings, and this had its greatest impact after the unexpected death of one of her cousins. Jamie stated that her family has been supportive of her pursuing seminary and this endorsement from the ELCA.

Jamie also stated that she is engaged and has a partner who is very supportive of her career. Her fiancée also works in healthcare, so he has an appreciation for the type of work that she does. This will be her first marriage, and she does not have children, though she enjoys spending time with children who are in her extended family.

Sense of Vision or Imaginative Ability

Jamie described always being an imaginative and creative person. Regarding her current chaplaincy role, Jamie describes the various aspects of her job as well as how she thinks about what is needed in each of these roles. Jamie's description of her current chaplaincy role illustrates her nuanced understanding of what is needed from her patients and how to go about providing what is needed. When asked about her ideal role, she quickly named how she would like to become a CPE educator and be a mentor to newer chaplains. Her vision of the chaplaincy role appeared was centered around bringing spiritual practices into the hospital space.

Intellectual Capacity

There are no concerns with Jamie's intellectual capacity. She is a college graduate who has always been strong in reading, writing, and verbal communication. In childhood she was diagnosed with a mathematics related learning disorder, and she received an individualized educational plan to support her. Jamie stated that in her current career as a chaplain, this difficulty with mathematics does not interfere with her ability to do her job.

Integrity

Jamie is a person of excellent integrity. Jamie described instances in which she acted in a moral way, putting the needs of others above her discomfort or arbitrary restrictions. Jamie shared examples of having personal, direct conversations with others if there were disagreements or misunderstandings between her and others, even though she prefers to avoid conflict. She also discussed ways in which she lives out her values, such as displaying symbols of inclusion (e.g., in support of LGBTQ individuals) in an effort to signal that she is a safe person to talk to.

Emotional Maturity, Durability, Coping Ability

Jamie is known as a person who is calm during crisis. She has the capacity to be a person that teaches others how to be emotionally grounded during times of crisis. She has considerable experience working in high stress, trauma-laden environments, as well as in the most acute moments of grief. Jamie demonstrated emotional intelligence during our interview, which was most obvious when she would describe her role as a chaplain. Jamie is aware that she needs considerable self-care for this role. She stated that she finds benefits in meditative practices, reading scripture, praying, going for hikes or outings with friends and co-workers, and accepting support from her fiancée. Jamie stated that she had gone to counseling in the past and was contemplating its role in supporting her in the chaplaincy role. It will be important for Jamie to continue to find outlets where she can process her emotions given the high emotional impact that crisis, trauma, and grief work can take, however, it is notable that Jamie appears to be coping well thus far in her career.

Motivation for Religious Service

Jamie came to this certification by the ELCA in an indirect, though intentional, manner. Jamie described attending a non-denominational, evangelical church in her childhood, which she recalls with fondness for the community and experiences, however, there was some disappointment with the lack of female representation on leadership. Soon after college, Jamie worked in a retirement community where a chaplain noticed her demeanor with residents and encouraged her to consider a role as a chaplain. Jamie attended Portland Seminary, which attracted students from a variety of faith traditions and that offered a focus on chaplaincy. As Jamie has gained experience as a chaplain, she learned more about different denominations and found that the ELCA's theology resonated most with her, especially related to inclusion. She also stated that she wants to learn more about the intersection of spiritual practices in an emergency department setting.

Empathy and Affective Expression

Empathy is one of Jamie's greatest strengths. In the interview her affective expression was appropriate and appeared genuine. She was able to express herself clearly and articulately, as well as demonstrating the warmth that she self-reported on her personality testing. When the interview touched on more upsetting topics, Jamie showed appropriate emotion, and while she appeared somewhat apologetic for her reaction, the manner of showing this emotion was appropriate and speaks to her ability to be connected to her feelings; this type of emotional connection is also what will allow her to be an attuned chaplain.

Interpersonal and Relationship Skills

Jamie described a history of making close friends and staying in touch with these people throughout her life. She discussed feeling different than others in childhood due to a heart condition that limited her in some areas of life, though she blossomed in college and reported good relationships throughout her adult life. She describes herself as someone who is a good communicator, which matches the experience of talking with her in the interview. Jamie discussed working on becoming more assertive, especially in work settings when she needed to address a concern. The most challenging situation to navigate is one in which she feels angry, though she is improving on addressing these situations head-on instead of avoiding them. Jamie describes being able to accept feedback, as well as distinguish between feedback from a client in distress and feedback from a colleague. Importantly, Jamie can form quick, close bonds with patients that she works with, and she describes having healthy boundaries with these patients, which is made all the easier by having a network of friends, family, and a partner who she can lean on for her own emotional wellbeing.

History of Misconduct Related to Employment

Jamie denied any incidents of being fired, reprimanded, or investigated at work. No known behavioral problems from work history.

History of Deviant and Pathological Maladaptation

There are no personality characteristics suggestive of antisocial or narcissistic tendencies. Personality testing (i.e. MMPI-3) suggested some traits related to being inhibited at times, though her self-description suggests that she is rather extraverted at work, while preferring

to be quieter and more introspective in her off hours. No concerning personality features were noted across personality measures or on interview.

History of Medical and Psychiatry Illness

Jamie reported lifelong management of a congenital heart condition, though this has not impaired her ability to pursue her desired career. She denied any history of significant mood or anxiety syndromes, and did not report symptoms related to post-trauma syndromes, thought disorders, or other mental health concerns. She reported seeking counseling support while in seminary and found this to be beneficial. No history of psychiatric medication.

History of Substance Abuse or Addictions

Jamie reported no history of alcohol or substance use problems.

Flexibility

Flexibility is another area of strength for Jamie, as shown in her ability to quickly shift between tasks and roles in her current chaplain position. For instance, she shifts between being a counselor, case manager, consultant, and educator, as well as having responsibilities such as carrying an On Call pager. Jamie's life experiences, including teaching English abroad and being asked to take part in a mental health clinic abroad, provide her with invaluable experiences of walking alongside entering other cultures. Her personality results suggest that she is slightly more geared towards an openness to change, which is helpful in the ever-changing environment of a hospital.

Leadership Style

Jamie has not had many chances to be in a supervisory position thus far in her career, though she was able to articulate a model of how she would like to act as a supervisor. She emphasized having open communication with subordinates, along with extending trust to them. Jamie naturally takes a servant leader role, being inclined to empower others to use their gifts to lead. She also is aware of needing to hold boundaries and "not let others walk all over me". This is an area worthy of further exploration for Jamie.

Overall Summary and Recommendations

Jamie appears to be an exceptional fit for being a hospital chaplain. Jamie is a warm, empathic, caring, and centered person who has shown her ability to be present and flexible within the unpredictable, high stress environment of an emergency department. She appears to be a good fit for the ELCA, as her values resonate with the theology that is common in ELCA traditions.

Based on this assessment, here are a few recommendations for the Candidacy committee to allow Jamie to be most successful:

1) Support Jamie in developing leadership and supervision skills, as she has the temperament to be an excellent mentor. Suggested reading includes: "Strengthening the Soul of Your Leadership" by Ruth Haley Barton.
2) While Jamie has experience engaging in self-care, she should continue to be supported in building in time for her own rejuvenation, rest, and emotional processing. The nature of a chaplaincy job requires being present in emotionally distressing times for others, so this type of self-care is essential to remain effective and healthy. Suggested reading includes "Flourishing in Ministry" by Matt Bloom.
3) Jamie expressed an interest in further studying and sharing spiritual practices within the emergency department setting. The Candidacy committee should support her in this pursuit as it ties into the recommendations set forth in (1) and (2) and has the potential to improve Jamie's work and contribute to the field.
4) Continue supporting Jamie in learning more about the intersection of faith, trauma, and grief. Suggested readings include "Trauma + Grace" by Serene Jones, and "Bearing the Unbearable" by Debroah van Deusen Hunsinger.

It was my pleasure getting to know Jamie and I wish her the best in pursuing her chaplaincy duties.

Bjorn Hanson, PhD
Clinical Psychologist
WI License: 3202-57

Date

Initial Interview Report Feb. 4, 2025

Jamie Dugas
Jamiedugas31@gmail.com
503-929-1881

General Observations:
Sincere, passionate about her work as a chaplain, articulate, motivated by her faith. Bright and capable.

Work and Volunteer Services
Currently serving as a chaplain at Luther Hospital with the Mayo Health System. She has been in this position for 3 years. Previously worked in a Retirement Home in Oregon, where she became interested in chaplaincy work. She has also taught English as a Second Language in Hong Kong.

Education
Undergraduate degree in English. Attended Portland Seminary and received a Master's of Divinity. She did CPE at a VA hospital in Portland. She is currently seeking board certification to become a board-certified Chaplain. This requires a letter of support (endorsement) by a church body.

Family
Jamie is one of two children. Her parents grew up in Wisconsin, moved to Oregon, and Jamie was raised in Oregon for most of her childhood. Frequent visits were made to Wisconsin to relatives. Jamie moved to Wisconsin 3 years ago, and her parents have also moved back to the area. (Eau Claire) Jamie's sister lives and teaches in Seattle. Jamie is currently living in Eau Claire and is engaged. . She had a heart condition as a child that has been influential in her move to be involved in providing spiritual support to those in need.

Current situation:
Jamie is living in an apartment in Eau Claire, and is working as a chaplain at Luther Hospital. She is engaged.

Faith Formation:
Jamie grew up in a non-denominational church in Oregon. She also briefly attended a Methodist church as a young adult. Neither really fit into her expression of faith. She has

been worshipping at Immanuel Lutheran in Eau Claire and will become a member there soon. She finds the ELCA and Immanuel to be welcoming; she feels aligned with the emphasis on social justice and inclusion of all

Self-Awareness

Brings experience in caring for others and offering spiritual support in medical settings. She has done her research regarding the ELCA and finds it to be a good fit for her. She understands protocols and requirements that various church bodies have in terms of providing her with an endorsement for chaplaincy certification. She is hopeful that the ELCA and our Synod in particular will find her education and MDiv degree useful, when put together with her experience. She is willing and expects to meet various academic requirements, however she is not interested in being ordained for Word and Sacrament and working in a congregational setting. She sees her calling to be in chaplaincy.

Recommendations

Our recommendation is to provide her with the candidacy application packet. Randy will discuss this Ramie to get a sense of any of the requirements to meet Jamie's needs and hopes. We both would advocate that she be welcomed into the ELCA and a thorough evaluation of her experiences and education be considered.