

Goodwill of SWPA

Quality Improvement Plan

Union Station Clubhouse Mission: To provide a safe and caring environment that offers guidance, support, and encouragement

Union Station Clubhouse quality Improvement Plan will meet the following requirements:

- **Annual review of the quality, timeliness and appropriateness of services**
 - **Outcomes for PRS**
 - **Individual Record Reviews**
 - **Individual Satisfaction**
 - **Use of exemptions to admission and continued stay requirements**
 - **Evaluation of compliance with the agency service description**
- **Identify reviewers, frequency, and the types of reviews and methodology in establishing sample size**
 - **Document that individuals served participate in QI plan development and follow-up**
- **A report prepared by the Union Station Clubhouse that documents the analysis of the findings and identifies actions to address annual review findings.**
- **The Union Station Clubhouse will make the annual QI report available to the public via internal posting and agency website.**

The development of the Quality Improvement Plan includes:

- **The manner in which the Union Station Clubhouse meets the Quality Improvement Plan criteria.**
- **The provider's quarterly performance review data and available reports**
 - **Placement reports**
 - **Monthly activity calendars**
 - **Admission/ discharge records**
 - **Satisfaction Surveys**
- **The results from provider monitoring**
- **Compliance with requirements in Chapter 5320 licensing**
- **Results from satisfaction surveys**

Goodwill of SWPA

Quality Improvement Plan

- **Identify reviewers, frequency, and the types of reviews and methodology in establishing sample size.**
 - **Record sample size determined by currently active membership and recently inactive or discharged members.**
 - **Survey Sample Size determined by a compilation of all completed surveys.**
 - **Reviewers include Clubhouse Director, Auspice Agency Representatives**
 - **Program file reviews are conducted monthly by the Director and annually by the representatives.**

- **Document that individuals served participate in QI plan development and follow-up**
 - **Participation in the QI plan development is included in the Unit Development Meeting Minutes**

- **Use of exemptions to admission and continued stay requirements**
 - **Refer to Clubhouse Admissions Policy**

- **A report prepared by the Union Station Clubhouse that documents the analysis of the findings and identifies actions to address annual review findings.**
 - **Written corrective action plan is prepared and shared with staff, members, auspice agency and the public.**

- **Evaluation of compliance with the agency service description**
 - **Determined by results of Clubhouse Accreditation and OMHSAS Licensing**

Quality Improvement:

Organization Name:		Goodwill of SWPA		Program: Union Station Clubhouse		2017-2018	
Mission:		A safe and caring environment that offers guidance, support, and encouragement.					
Program Activities:		Psychiatric rehabilitation services utilizing the Clubhouse model					
INDICATORS	MEASURES	WHO APPLIED TO	DATA SOURCE	RESPONSIBILITY FOR DATA COLLECTION	TIME OF MEASURE	TARGET* GOAL EXPECTANCY	Comments
Optimal satisfaction with PR services	Internal Satisfaction Surveys, Agency Satisfaction Surveys, CFST Surveys	Clubhouse members	Surveys administered	Clubhouse Operations Unit, Goodwill SWPA Quality Assurance Dept., Fayette County CFST	Annually	100% Compliance	CFST Survey- Over 85% approval Internal- Over 90% approval Goodwill- Average approval of 4.42 on a scale of 1 to 5
PR Outcomes	Internal employment statistics, Clubhouse International CPQ	Clubhouse members	Employment Statistics Spreadsheets, Clubhouse CPQ	Clubhouse Operations Unit, UMass	Annually	Employment- Transitional 25% Supported/ Independent- 10%	Target percentages met
Individual Record Reviews	Staff File Review, Agency Record Audit	Clubhouse Staff	Supervision Forms, Goodwill SWPA Contract Audit Form	Clubhouse Director,	Monthly, Annually	100% Compliance	Internal Audit- 100% Compliance File Reviews- 100% Compliance
Evaluation of compliance with agency service description	Outcomes of Clubhouse Accreditation and OMHSAS Licensing	Clubhouse Program	Clubhouse Accreditation Report, OMHSAS Survey Results	Clubhouse International, OMHSAS	3 Years, Annually	100% Compliance	OMHSAS- Full License Clubhouse International- 1 year accreditation (to be rebutted)

CONTRACT AUDIT SHEET

Revised 02/27/17

Cost Center Number: 136**Contract Title:** Clubhouse**Contract Amount:** Fee for Service**Contract Year/Funding Cycle:** 7/17 thru 9/17**Director:** S.Ratnavale

audit done by: Scott Bombach

Programmatic Audit Completed By: Kathy Hrala**Audit Date:** 6/11/18**Fiscal Audit Completed By:****Audit Date:****Scope of Work (list of participants, list of services, authorization for service)**

Services provided: Psych-Rehab, work/education skills, life/social skills and wellness.

Authorization is LPHA letter with approval, Psych eval., proof of age (18 and over), signed consent for services on first day of attendance.

Part. List attached.

Status with Funders (i.e., in good standing, under probation)

Good Standing

Records pulled:

A. Cochran, L. Smith, A. Leighty, C. Dewitt & R. Garbutt

Reporting Requirements

Daily notes which contain ID#, date of service, number of hours, types of intervention & signatures. Members fill out daily timesheets which are pulled and entered into spreadsheet by clerical workers. The submission sheet is sent to (Kim) for monthly billing.

Miscellaneous

Staff paid by contract:

Program Director: S. Bombach

Driver: G. Darnell & 1 open

Generalist: C. Jones, T. Frazee, C. Kuhns

Psych Rehab Worker: A. Waters

* Facility open at unusual times like holidays and nights, which is common in this model.

Recommendations

None



FAYETTE COUNTY
BEHAVIORAL HEALTH ADMINISTRATION

215 JACOB MURPHY LANE, UNIONTOWN, PA 15401

LISA A. FERRIS, CHIEF EXECUTIVE OFFICER

PHONE: (724) 430-1370

[WWW.FCBHA.ORG](http://www.FCBHA.ORG)

FAX: (724) 430-1386

August 20, 2018

Scott Bombach, Clubhouse Director
Goodwill Industries
100 Corporate Crossing Road
Uniontown, PA 15401

Dear Scott:

On behalf of the Fayette County HealthChoices Program, I would like to take this opportunity to thank you for your continued support and cooperation regarding the consumer/family satisfaction surveys. The Office of Mental Health and Substance Abuse Services (OMHSAS) require that the Consumer Family Satisfaction Team (C/FST) complete satisfaction surveys with HealthChoices consumers at all service locations.

The quality target that we utilize to measure compliance with items on the survey is 85%. There were 13 consumers surveyed in the 2nd quarter of 2018. Of the 13 consumers who were surveyed, 100% answered they were satisfied with the behavioral health services they received from Goodwill Industries of Fayette County. Overall, the results are very favorable; however, we wanted you to be aware of the responses falling below 85%:

- *There were no items falling below the 85% benchmark.*

No action plan is necessary at this time, we would ask that you continue to encourage staff to remind HealthChoices members about the 24-hour VBH-PA/Beacon Member Service line, and how to file a complaint or grievance. If a member needs additional assistance, they may contact the VBH-PA member line at 877-688-5972 for assistance.

I am enclosing a copy of the survey for your records so that you can see what questions are being asked by the team. OMHSAS may also request a copy of the survey results at your next licensing visit.

Thank you again for your continued support of the C/FST surveyors. Please let your staff know how much we appreciate their support in this endeavor. As always, should you have any questions, please feel free to contact me.

Sincerely,

Jerry Griffith
Quality/Risk Management Specialist

JG/jac

Enclosure

cc: Linda Ruhl, VBH-PA
Dayna Shallenberger, Mental Health Association
David Rider, FCBHA



LOC: All Combined

Dates: 4/1/2018 - 6/1/2018

Provider: GOODWILL INDUSTRIES OF FAYETTE CO

	#Yes	Total	%
1. Do you know you can choose where you get your treatment?	13	13	100.00%
2. Is the provider staff respectful and friendly?	13	13	100.00%
3. When you first called for an appointment, were services provided in a timely manner?	13	13	100.00%
4. Is this provider conveniently located?	13	13	100.00%
5. If you had a problem with your provider, would you feel comfortable filing a complaint?	12	13	92.31%
6. Are you asked to participate in treatment planning/goals?	11	13	84.62%
7. A Did you want your family to participate in treatment planning/goals?			
7. B If yes to 7 A, did your provider involve your family in treatment planning/goals?	5	5	100.00%
8. Has your provider made you aware of support services in your community?	12	13	92.31%
9. If you had a question about your benefits or treatment options, do you know how to contact Value Behavioral Health (VBH-PA)?	12	13	92.31%
10. Are you aware that telephone services at VBH-PA are available 24 hours a day 7 days a week?	12	13	92.31%
11A. Have you called VBH-PA within the past year?			
11B. If yes to 11A: Were you satisfied with how you were treated when you called VBH-PA?	1	1	100.00%
12. Are you aware of how to file a complaint with VBH-PA?	12	13	92.31%
13A. Have you filed a complaint with VBH-PA within the past year?			
13B. If yes to 13A: Were you satisfied with the outcome of your complaint?	0	0	0.00%
14. Are you aware of how to file a grievance with VBH-PA if your services were denied?	12	13	92.31%
15A. Have you filed a grievance with VBH-PA within the past year?			
15B. If yes to 15A: Were you satisfied with the outcome of your grievance?	0	0	0.00%
16A. Do you use medical assistance transportation?			
16B. If yes to 16A: Are you satisfied with their service?	5	6	83.33%
17. FOR CHILDREN IN BHRS, FAMILY BASED, RTF, AND PARTIAL: Were you satisfied with the ISPT process?	0	0	0.00%
18. Are you satisfied with your primary care physician?	12	13	92.31%
19. Overall, are you satisfied with the behavioral health services (your therapist, doctor and/or other staff you see) you are receiving?	13	13	100.00%
20. How hopeful are you about your (or your child's) future since receiving services?	13	13	100.00%

24 What effect has the treatment you received had on the quality of your (or your child's) life?

Number answered as "Much better" and "Little better":
 Total:
 Percent:

CST Report Percentages by Question
(STATE Questions #21 to #24)

LOC: All Combined Run Date: 8/20/2018

Dates: 4/1/2018 - 6/1/2018

Provider: GOODWILL INDUSTRIES OF FAYETTE CO

21 In the last 12 months, were you able to get the help you needed?

Yes:	Some:	Never:	Den:
13	0	0	13
100.00%	0.00%	0.00%	

22 In the last 12 months, did your child have problems getting the help he or she needed?

Yes:	Some:	Never:	Den:
0	0	11	11
0.00%	0.00%	100.00%	

23 Were you (or you and your child) given the chance to make treatment decisions?

Yes:	Some:	Never:	Den:
12	1	0	13
92.31%	7.69%	0.00%	

4 What effect has the treatment you received had on the quality of your (or your child's) life?

Much_Better:	A_Little_Better:	About_the_Same:	A_Little_Worse:	Much_Worse:	Den:
10	1	2	0	0	13
76.92%	7.69%	15.38%	0.00%	0.00%	

LOC: All Combined

Dates: 4/1/2018 - 6/1/2018

Provider: GOODWILL INDUSTRIES OF FAYETTE CO

	#Yes	Total	%
25. Staff treat me with respect regarding my cultural background (race, ethnicity, religion, language, age, sexual orientation).	13	13	100.00%
26. The doctor worked with me to get on medications that were most helpful to me.	5	5	100.00%
27. Staff encourage me to do things that are meaningful to me.	12	13	92.31%
28. Mental health services helped me get or keep employment	3	3	100.00%
29. My family gets the education or supports they need to be helpful to me.	9	10	90.00%
30. The services I am receiving are consistent with recovery based principles such as, focusing on things that I think are important and including people who are important to me.	13	13	100.00%
31. I have a place to live that feels like a comfortable home to me.	12	13	92.31%

Number of Surveys:

13

Totals:

182 192 94.79%

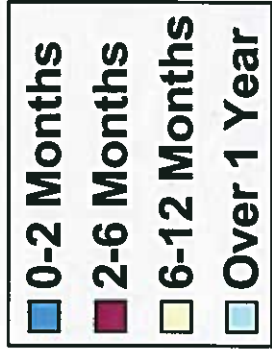
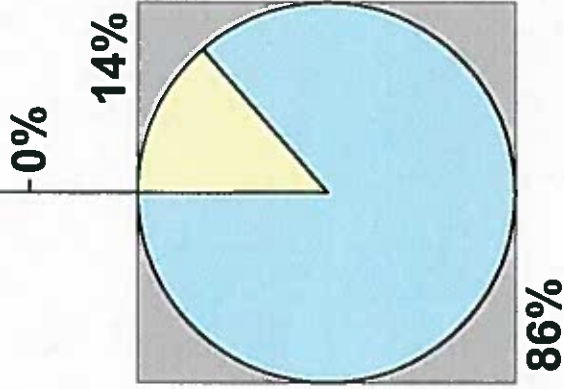
MEMBER SATISFACTION SURVEY

October 2018

RESULTS

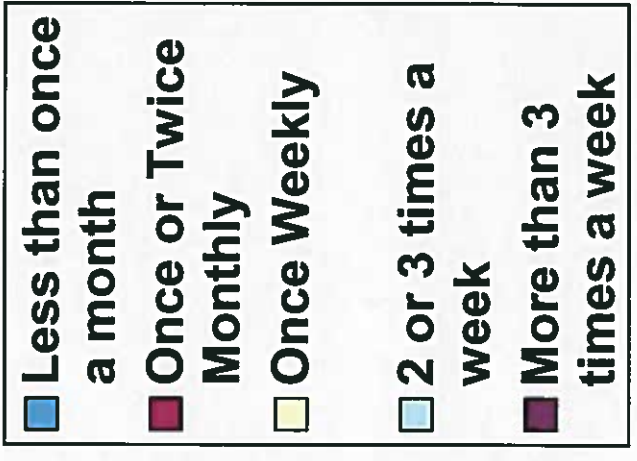
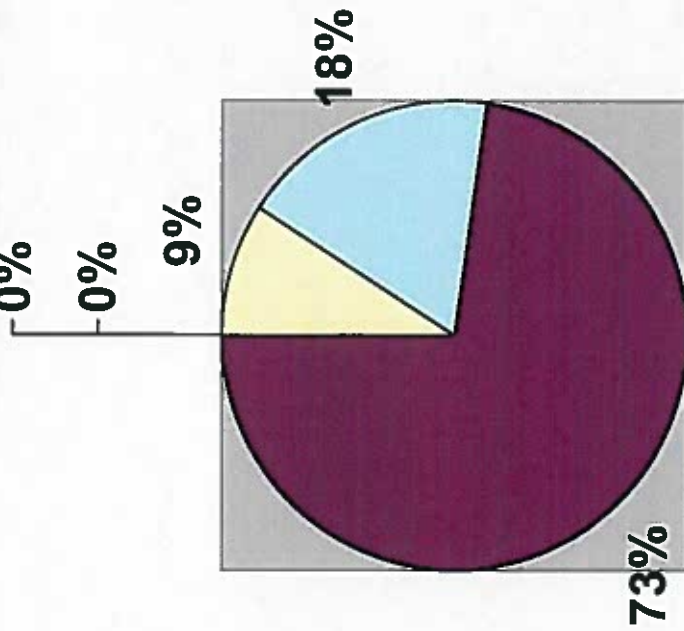
1. How long have you been a member of Union Station?

Length of Membership



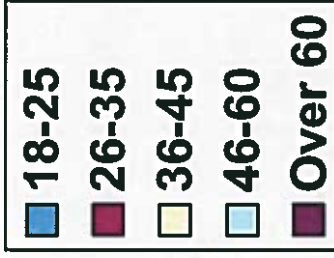
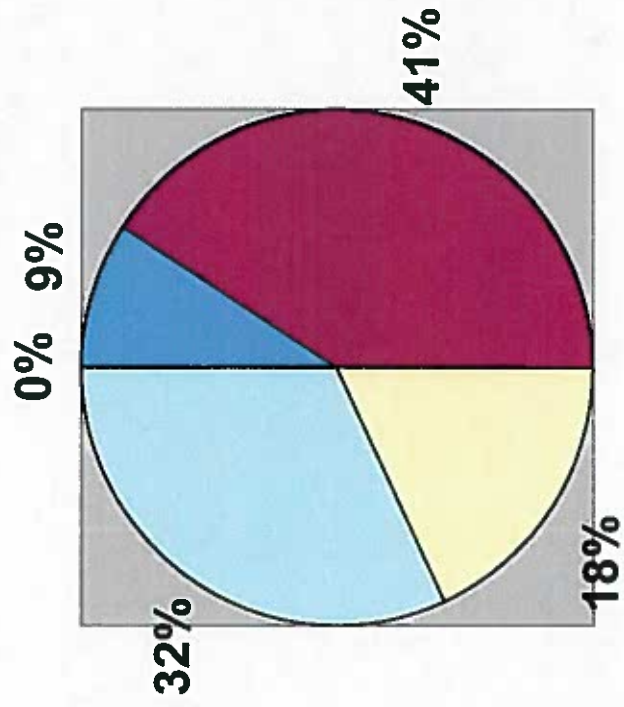
How Often do you attend Union Station:

Attendance Frequency

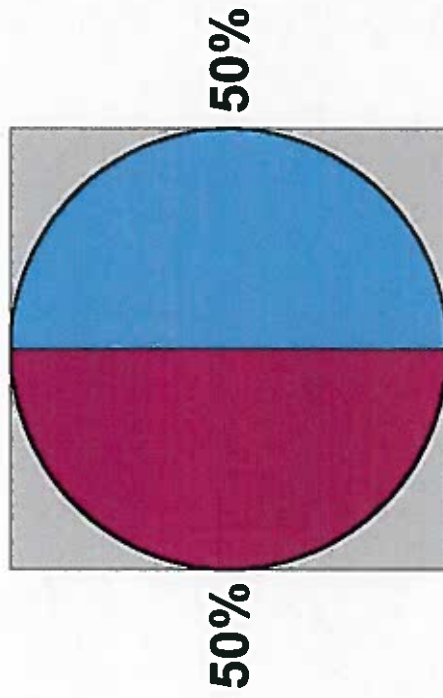


What is your age group

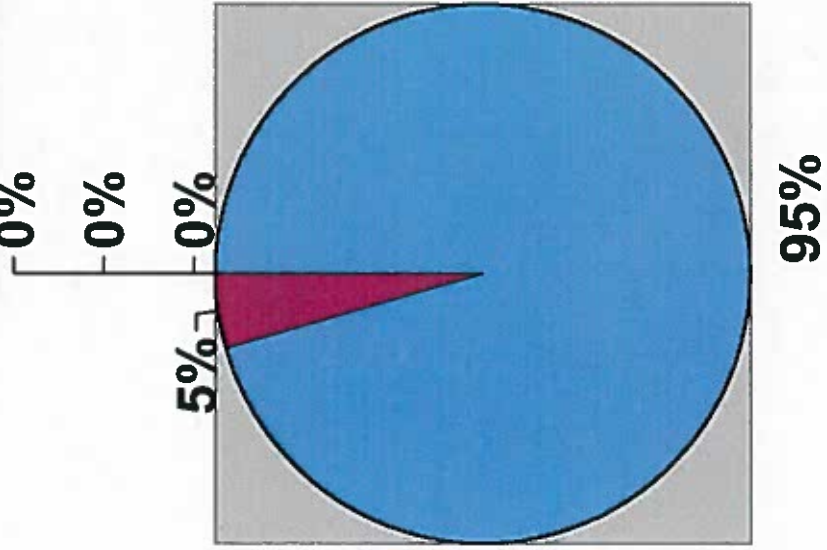
Age Group



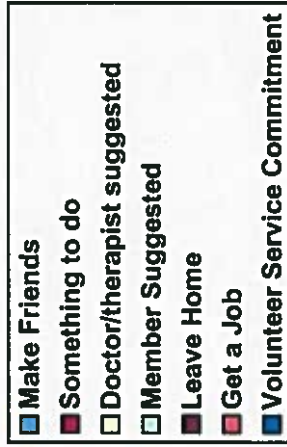
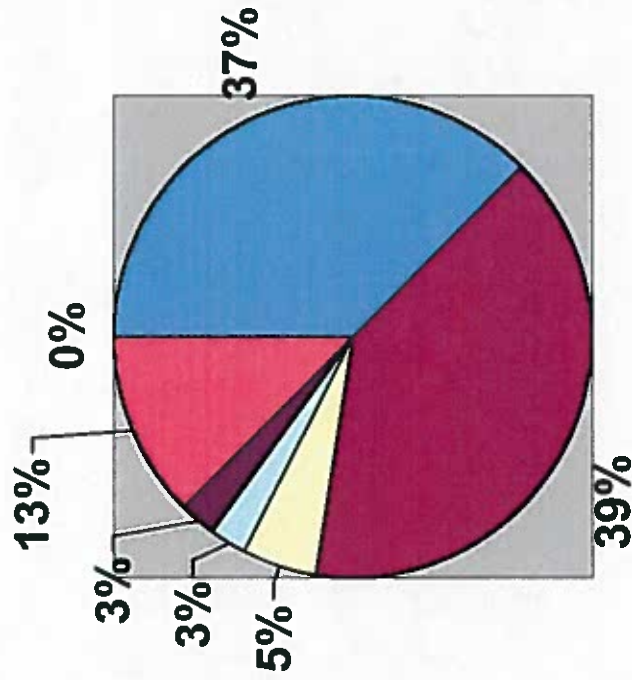
Members Gender



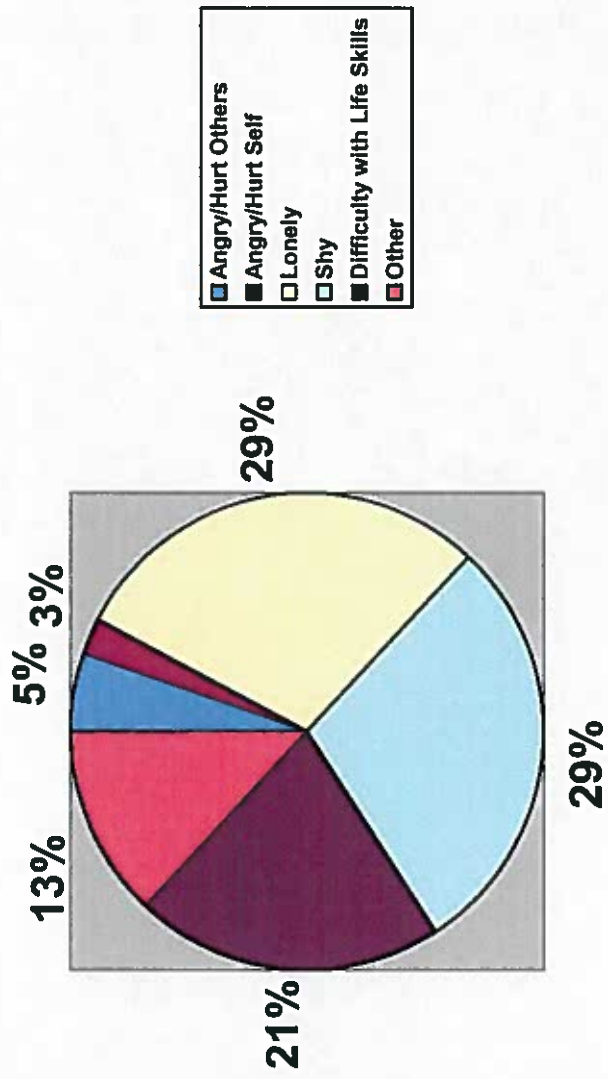
Members Race



2. Why did you begin coming to Union Station?



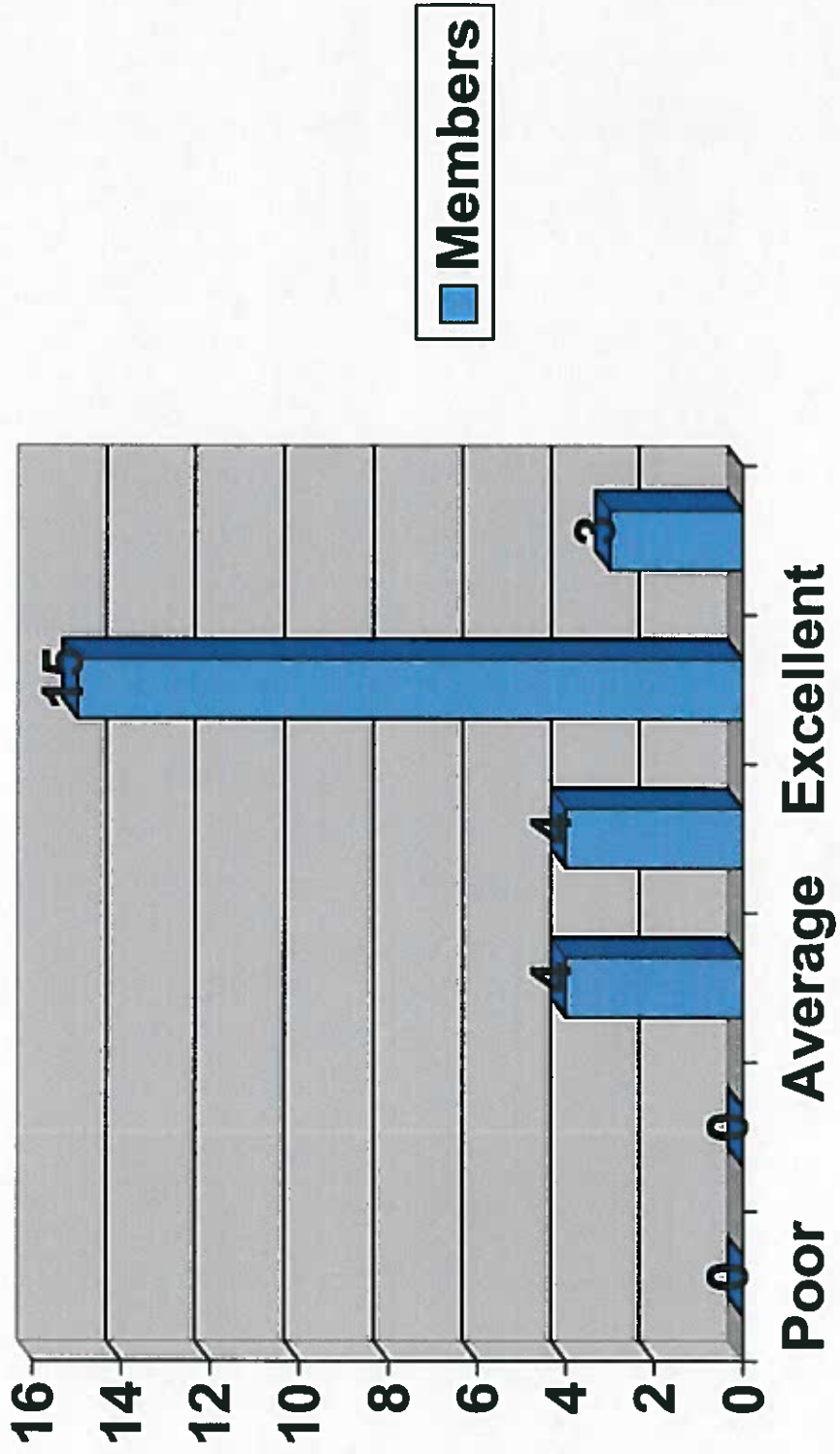
3. Problems members had before coming to Union Station



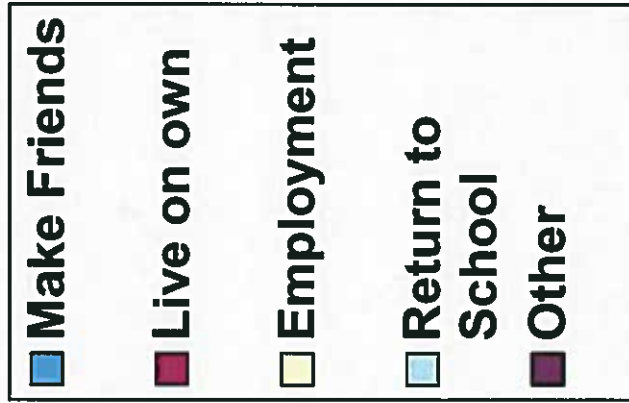
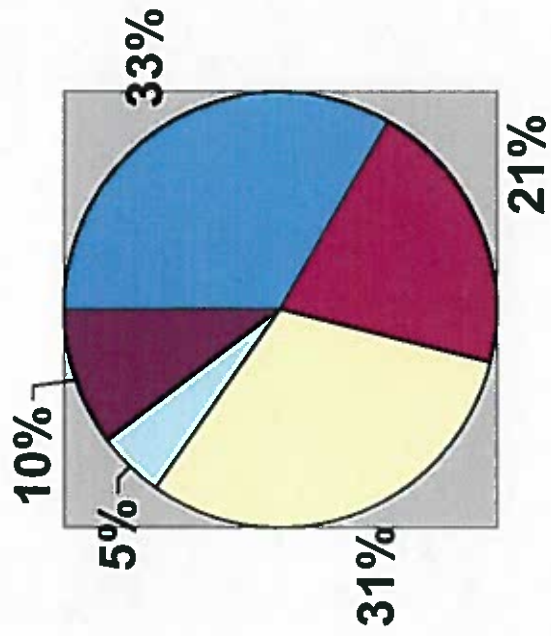
- Vocational problems
- Hard time making friends
- Socializing
- Finding a job

- **More day time activities**

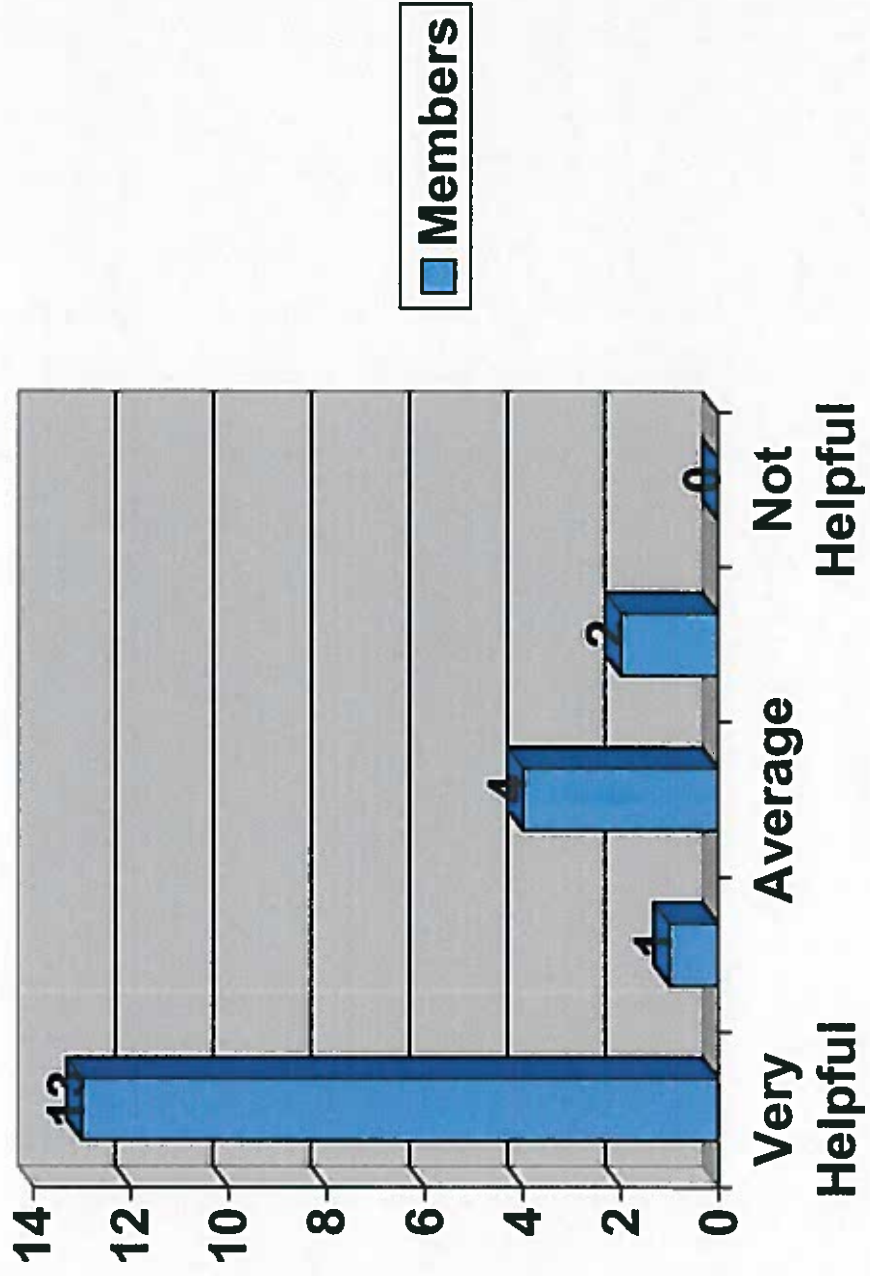
8. On a scale of 1 to 5, how has Union Station helped members deal with their problem?



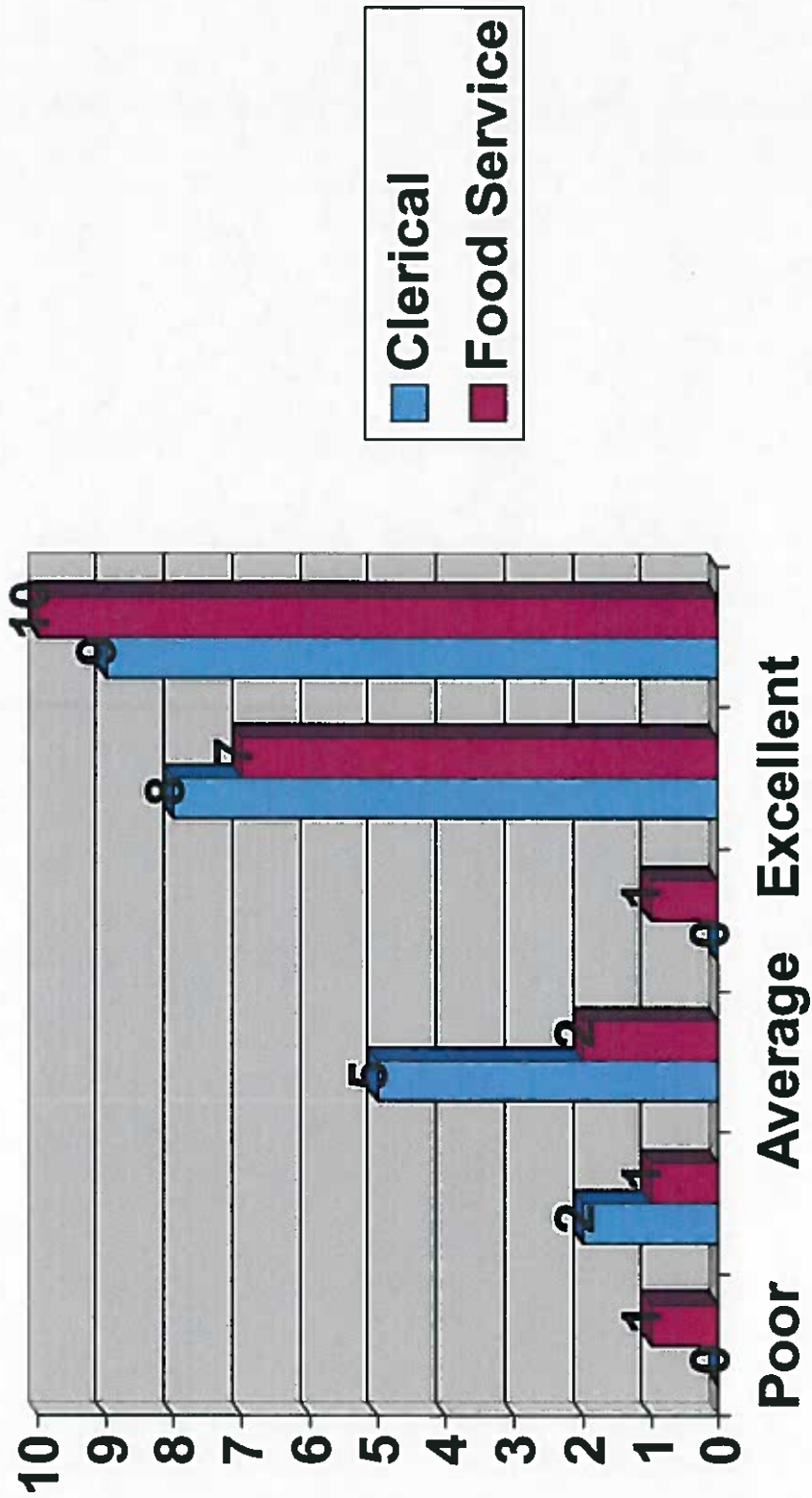
Members' Goals



On a Scale of 1 to 5, how has Union Station helped you to reaching your goal?

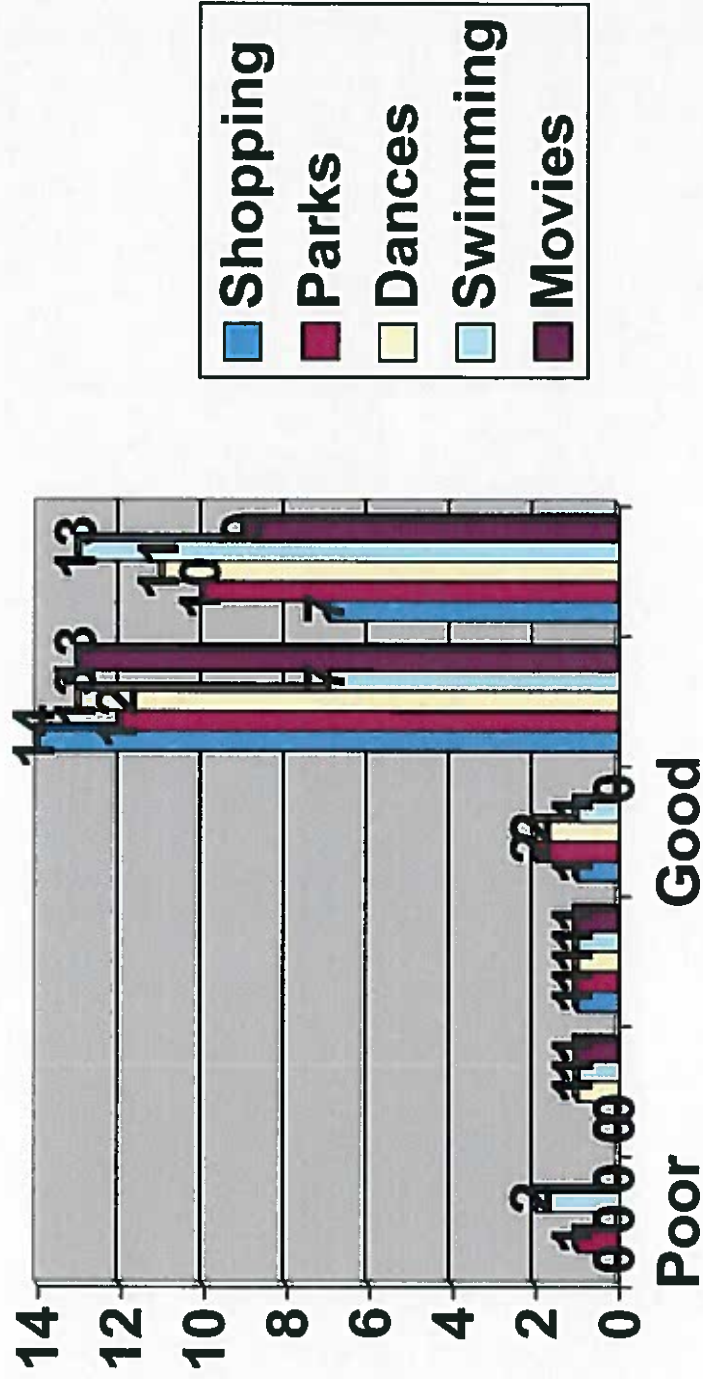


11. Rate each unit you have participated in

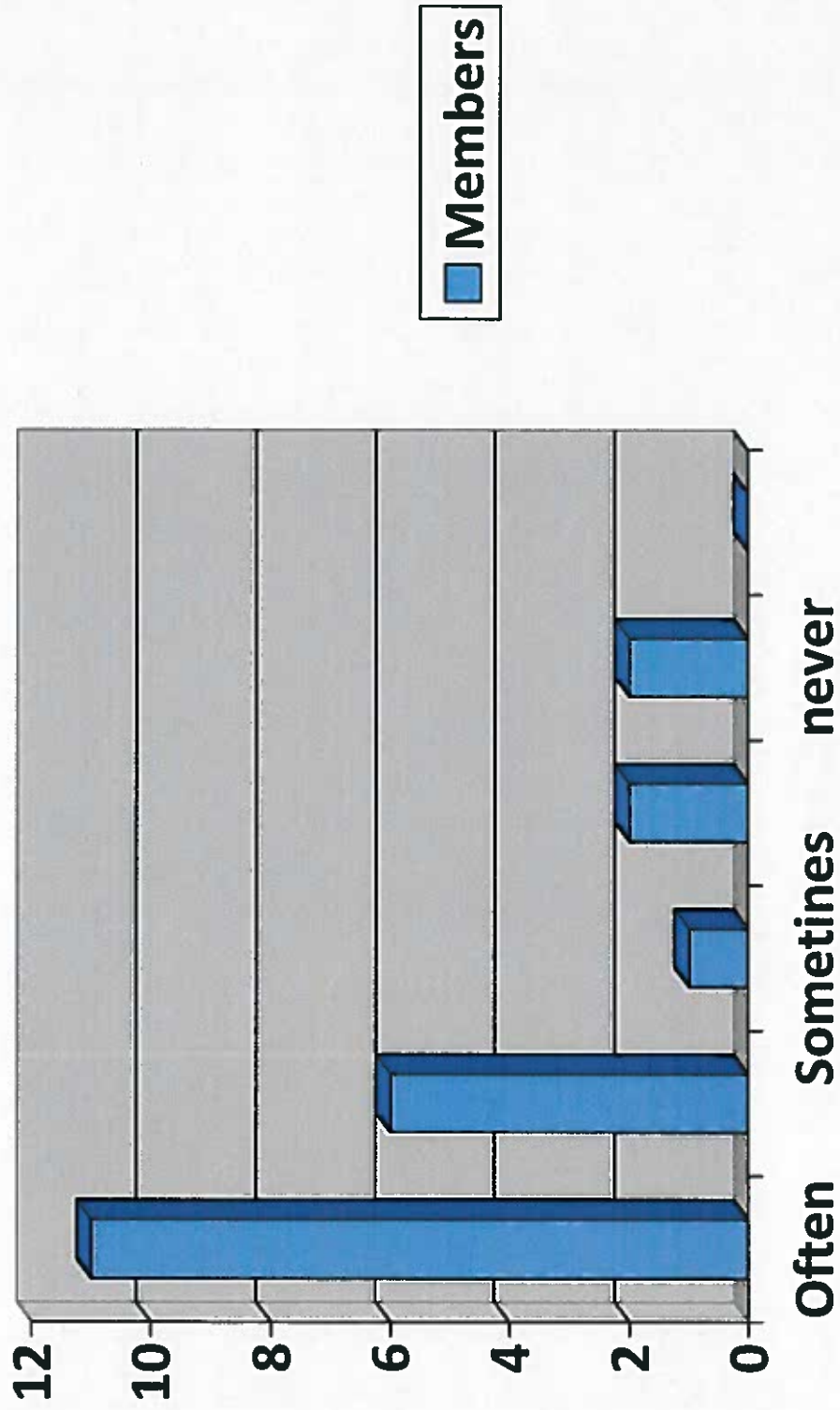


Rate each activity you participated in:

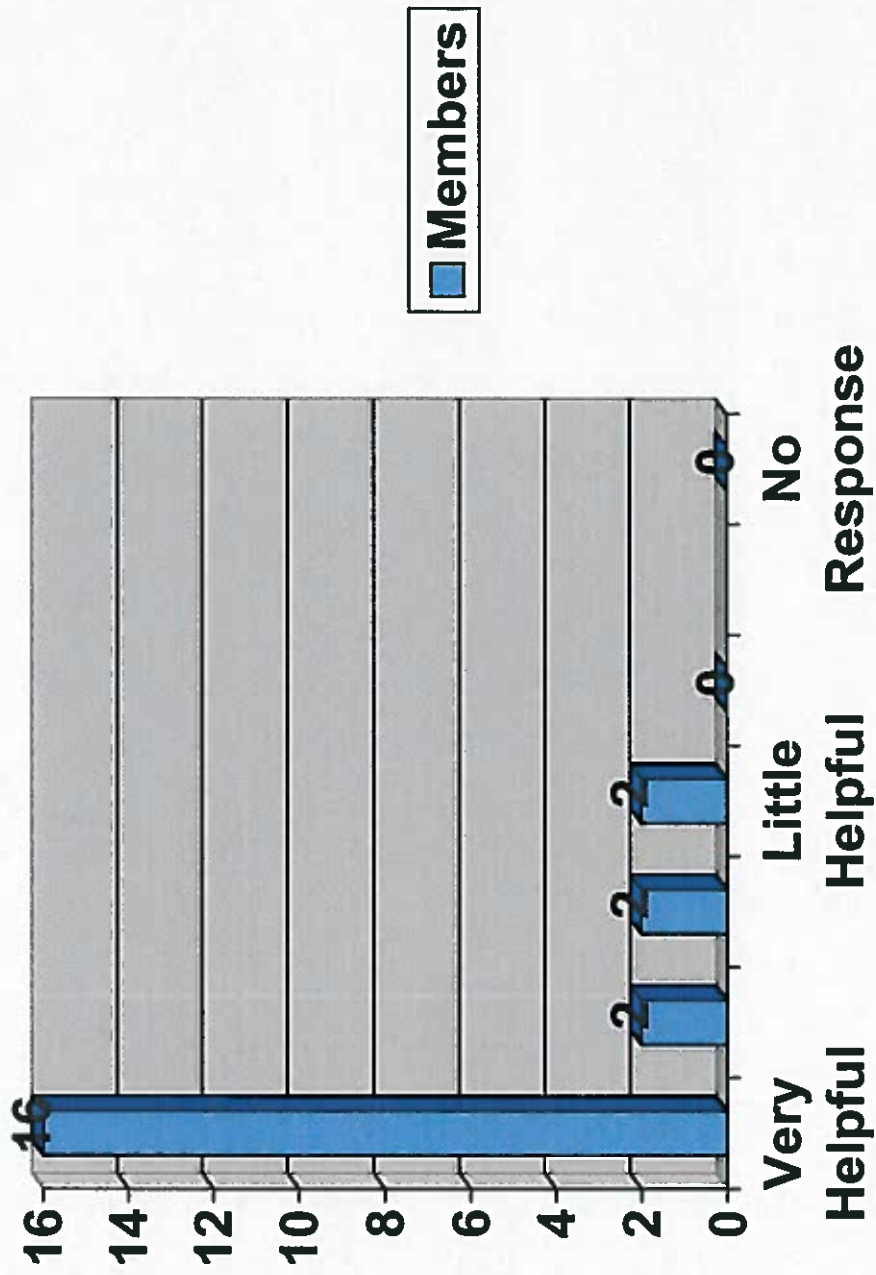
Activities Ratings



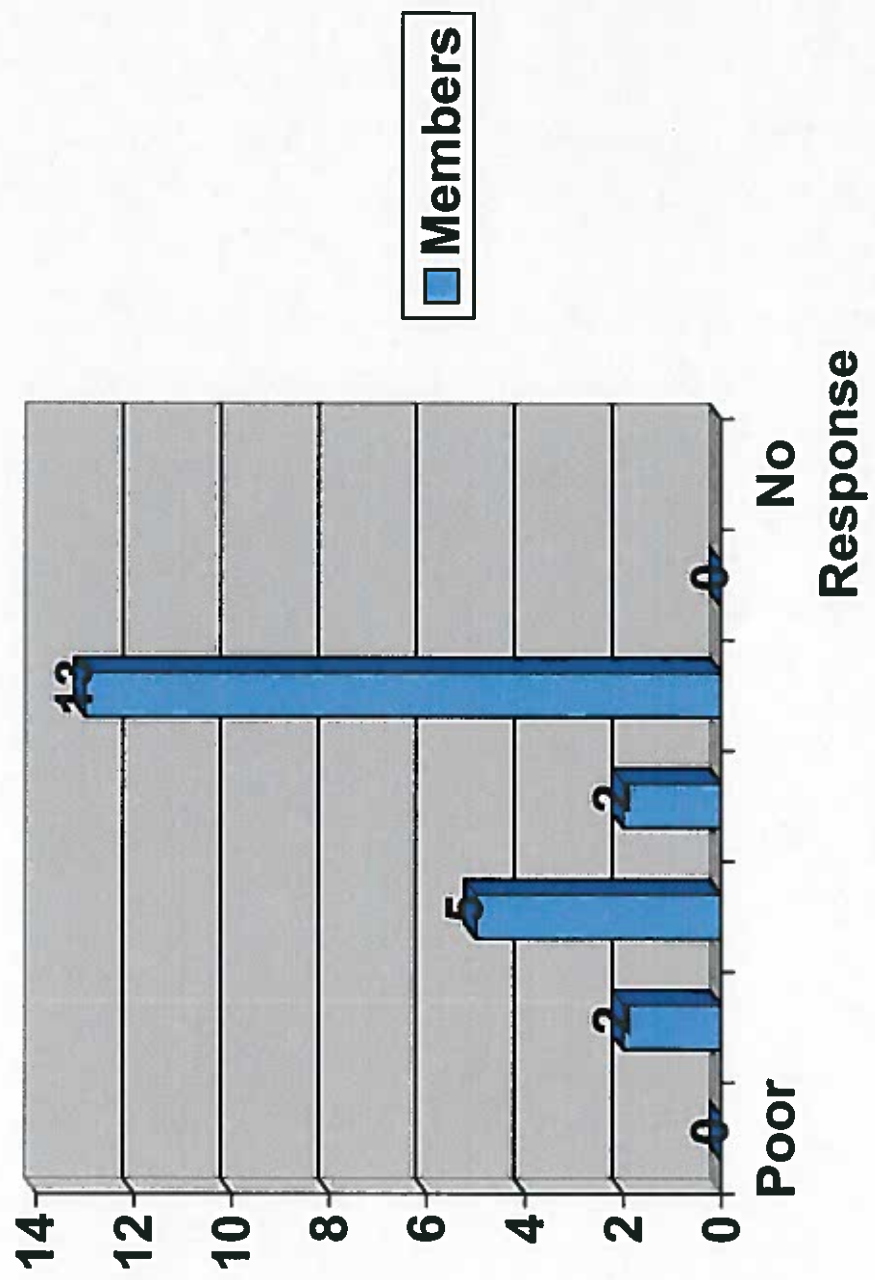
14. Rate the staff interactions on a scale from one to five



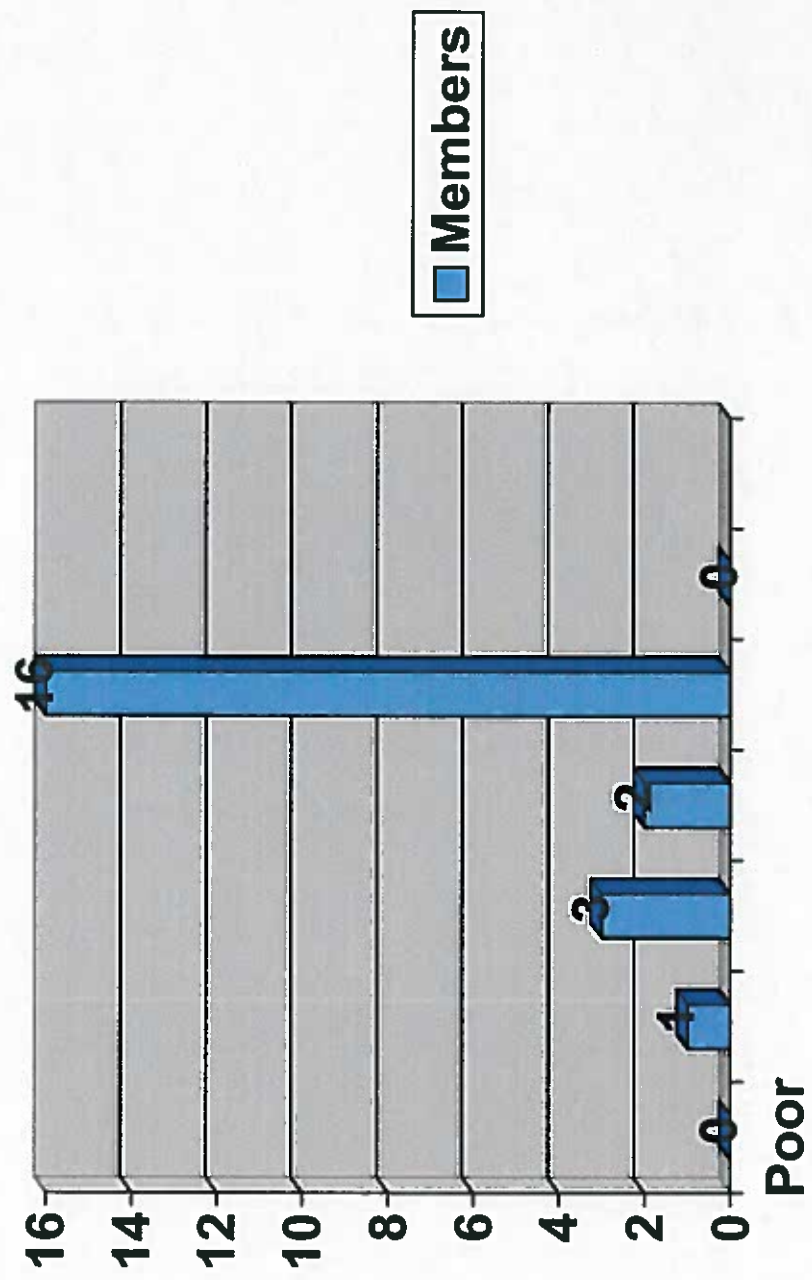
15. On a scale of 1 to 5, rate how helpful staff is with your problems and feelings?



16. Rate how able you are to solve problems either between yourselves or with the help of a staff person?



17. Rate the facility (building itself) and location of Union Station on a scale of 1 to 5.



PARTICIPANT SATISFACTION SURVEYS
1st Quarter - July - September 2018

PROGRAM: FAYETTE - UNION STATION CLUBHOUSE
NUMBER OF SURVEYS RETURNED: 19

RETURNED RESULTS:

	How satisfied are you that the available services are meeting your needs	Overall, how satisfied are you with performance of staff	How satisfied are you that our facility meets your needs	Overall, how satisfied are you that the service you received matches what you expected	Would you recommend our services to others	I am a new client with this program	I would like to further discuss programs available at Goodwill SWPA
	5	5	5	5	5	yes	
	4	4	4	4	4		yes
	5	5	5	5	5	yes	
	4	4	4	4	4		yes
	5	5	5	5	5		
	5	5	5	5	5		
	5	5	5	5	5		
	4	5	4	3	5		
	5	5	5	5	4		
	3	3	3	3	4		yes
	4	4	5	4	5		
	4	5	5	5	5		
	4	4	4	4	5		
	4	5	4	4	4		
	5	5	5	5	5		
	4	4	5	4	5		yes
	4	3	4	4	5		
	5	5	5	5	5		
	5	5	5	5	5		

Average Score: 4.42 4.53 4.58 4.42 4.74

Comments:

- 1) How satisfied are you that the available services are meeting your needs?
 I like working for Goodwill Ind. It's making a positive winner out of myself.
 The services are excellent.
- 2) Overall, how satisfied are you with the performance of the staff?
 I like the staff's services.

Very patient and very nice.

3) How satisfied are you that our facility meets your needs?

It's a good service operation.

They have met my every needs.

4) Overall, how satisfied are you that the service you received matches what you expected?

I'm grateful.

They have received more then what I had expected.

5) Would you recommend our services to others?

Yes I would. I would recommend services to others. I'm satisfied with the services.

Because this is a very good program.

Comments

Like being here with friends and staff. Helpful in every way.

Need to get our name out there so others can use this resource.

Learn how to cook.

Finding employment

A real life saver. No stigma. Great organization of the day.

Great strides for member engagement, outreach to non-active members, more TE and SE positions outside of Goodwill

Dislike that members do not participate in the WOD.

Membership is dwindling away, treated as adults-not intellectually disabled, outside transportation will make members anxious if they choose to go that route.

Activities-Improve

To be with people

Getting a job

Fine just the way it is

Shopping, parks, don't swim

More vision impaired friendly

Very Good

Good

Not at this time

Need more mobility

Hang out with friends



Clubhouse International

Creating Community: Changing the World of Mental Health

Accreditation Report

**Union Station
Uniontown, Pennsylvania
May 14-17th, 2018**

**Clubhouse International
Faculty Team:**

**Soozee McNamara, Evergreen Club, Washington
Peace Cambria, New Reflection House, Utah**

**Clubhouse International
Accreditation Report**

**Part A
REPORT SUMMARY**



**Accreditation Outcome: One year
Expiration: September 30, 2019**

Overall strengths:

- There is a commitment to the work of Union Station Clubhouse as evidenced by the longevity of the Director and the staff.
- The Clubhouse has exemplary relationships with its employers. Employers express their appreciation for Clubhouse member employees and the staff that trained them.
- Members are enthusiastic about their jobs, and many have been employed with their current employers for several years.
- Members who are working are still involved in the Clubhouse by attending before and after work.
- The Clubhouse is open to all people with a history of mental illness regardless of funding source.

The report recommends:

- We recommend that members choose the way they utilize the Clubhouse and that there are no agreements, contracts, schedules, or rules intended to enforce participation of members.
- We recommend that the responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director; and that central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.
- We recommend that the Clubhouse is impermeable to other programs, and designed to facilitate the work-ordered day and convey a sense of respect and dignity.
- We recommend that all Clubhouse space is member and staff accessible.
- We recommend the work-ordered day more fully parallel typical working hours.
- We recommend that the Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day.
- We recommend that the Food Service Unit have meaningful and engaging work to foster relationships and organize and plan the work of the day.
- We recommend that Transitional Employment placements be drawn from a wide variety of job opportunities.
- We recommend that the Clubhouse assist members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community.
- We recommend that the Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse Model at a certified training base.

*Clubhouse International
Accreditation Report*

Part B

**CLUBHOUSE INTERNATIONAL ACCREDITATION CHECKLIST
INTERNATIONAL STANDARDS FOR CLUBHOUSE PROGRAMS
2014 edition**

REPORT RECOMMENDATIONS AND SUGGESTIONS

- When "C" is checked, the Clubhouse is in consistent compliance with the Standard. Exceptional strengths are noted in Part A of this report.
- When "M" is checked, the Clubhouse is in general compliance with the Standard; however *Suggestions* will be made in Part C of this report to continue to strengthen this area of Clubhouse function.
- When "N" is checked, the Clubhouse is significantly out of compliance with all or part of the Standard and a *Recommendation and Suggestions* for improvement will appear in Part C of this report.

NOTE:

The International Standards are rich, complex and streamlined statements about Clubhouse practice and values. In some cases, several related issues are addressed within one Standard. The determination of 'C' 'M' or 'N' therefore is based on the degree to which the Clubhouse complies with the overall essential Clubhouse values identified in each Standard, according to the Faculty's understanding of Clubhouse best practice.

C=consistently

M=most of the time

N=needs improvement

MEMBERSHIP	C	M	N
1. Membership is voluntary and without time limits	x		
2. The Clubhouse has control over its acceptance of new members. Membership is open to anyone with a history of mental illness, unless that person poses a significant and current threat to the general safety of the Clubhouse community.	x		
3. Members choose the way they utilize the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.			x
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.	x		
5. Members at their choice are involved in the writing of all records reflecting their participation in the Clubhouse. All such records are signed by both member and staff.	x		
6. Members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a threat to the Clubhouse community.	x		
7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.		x	

***Notable strengths:**

The Clubhouse accepts anyone with a history of mental illness, regardless of funding.

MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #3**

Members choose the way they utilize the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.

Current situation:

There is a requirement that members keep a record and write down all of their activities for every hour they are present in the Clubhouse. These records are submitted to staff to assist in writing daily notes. In addition, we observed that members' smoke breaks were only taken during the first 15 minutes of every hour.

Rationale:

The voluntary nature of everything that happens in a Clubhouse is a fundamental component of the rehabilitative philosophy and values of a Clubhouse program.

Recommendation:

We recommend that members choose the way they utilize the Clubhouse and that there are no agreements, contracts, schedules, or rules intended to enforce participation of members.

Suggestions:

We concur with the Clubhouse's self study suggestion to participate in additional training. Members should never be required to write any notes, unless they so choose. Smoke breaks should be according to each person's individual desires, and not governed by the Clubhouse.

❖ **Standard #7**

The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.

Current situation:

The Clubhouse has made a recent effort to create a reach out binder for the entire Clubhouse, but this binder is not yet being utilized. Although birthday cards are mailed, reach out does not appear to be an integral part of the work-ordered day. We concur with the self-study that reach out is not sufficiently organized or effective.

Suggestions:

- We suggest that reach out be made an integral part of each unit meeting and added to the unit agenda.
- The reach out book/binder should be readily available and visible in each unit.
- Please see Part C of this report for Clubhouse International Resource materials that address this important issue.

RELATIONSHIPS	C	M	N
8. All Clubhouse meetings are open to both members and staff. There are no formal member only meetings or formal staff only meetings where program decisions and member issues are discussed.	X		
9. Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.		X	
10. Clubhouse staff have generalist roles. All staff share employment, housing, evening and weekend, holiday and unit responsibilities. Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.	X		

<p>11. Responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director. Central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.</p>			X
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RELATIONSHIPS RECOMMENDATIONS AND SUGGESTIONS

❖ *Standard #9*

Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.

Current situation:

The Clubhouse staff spend a great deal of time transporting members to and from the Clubhouse from 6:00 am to 8:00 am, and then again from 3:00 pm until 5:00 pm, reducing the time staff spend in the Clubhouse to only six hours/day or less. As a result, there are not enough staff in the units during much of the work day to sufficiently engage members in the work of the Clubhouse.

Suggestions:

We suggest that the Clubhouse contract with the auspice agency to provide transportation for members; and that education regarding public transportation be provided to members. We also suggest engaging members in the transportation function as drivers.

❖ *Standard #11*

Responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director. Central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.

Current situation:

The Director of Union Station Clubhouse is aware that he is often engaged in Clubhouse tasks that distract from his primary role as Director. During our visit, these included maintenance and recycling tasks that were accomplished without member involvement, as well as driving to provide member transportation as described above. Consequently, we observed that the Clubhouse seems to lack the onsite leadership to provide a clear sense of urgency, direction and vision.

Rationale:

A strong Clubhouse director should be a visionary presence. The sense of urgency and importance for the Clubhouse work must ultimately come from the Clubhouse leadership. It is the responsibility of the leadership to hold members and staff of the units accountable for producing the important work that needs to be done. The director must be very creative and ambitious, always finding ways for the Clubhouse to expand its work horizons and to offer more and better opportunities for the members. When the director holds staff accountable for accomplishing a great deal, staff will naturally turn to members and seek to engage them. It is that dynamic that creates a sense of vibrancy in the Clubhouse community.

Recommendation:

We recommend that the responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director; and that central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.

Suggestions:

We suggest that the Director delegate many of his current tasks to Clubhouse staff, and to hold them accountable to have bottom line responsibility for these functions. This in turn will encourage staff to take a more active role in engaging members in these jobs.

As suggested above, the Clubhouse should advocate with the auspice agency to provide transportation for Clubhouse members that does not draw so heavily on staff and director time.

SPACE	C	M	N
12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.	x		
13. The Clubhouse is located in its own physical space. It is separate from any mental health center or institutional settings, and is impermeable to other programs. The Clubhouse is designed to facilitate the work-ordered day and at the same time be attractive, adequate in size, and convey a sense of respect and dignity.			x
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.			x

SPACE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard # 13**

The Clubhouse is located in its own personal space. It is separate from any mental health center or institutional setting and is impermeable to other programs. The Clubhouse is designed to facilitate the work-ordered day and at the same time to be attractive, adequate in size and convey a sense of respect and dignity.

Current situation:

Although it is in its own physical space, and is separate from any mental health or institutional settings, there are ways in which the Clubhouse has an institutional quality. The Clubhouse currently has monitors at the front desk and the Director's office that monitors outside the Clubhouse and every room inside the Clubhouse. The monitor located at the front desk is often watched by members working at the front desk. Many of the members working at the front desk note that 'surveillance' is the task that they have done for the day.

In addition, the Clubhouse allows clinical professionals to conduct mental health appointments in the conference room. The members are required to sign out, and then back into the Clubhouse, so as not to double bill. The stated reason for this practice is that if members can't see their clinician at the Clubhouse, they will not come in to the Clubhouse that day.

Rationale:

This extensive surveillance system can convey a message of mistrust and low expectation. In addition, having members engaged in monitoring the behavior of other members through this system of cameras interferes with the creation of a trusting, collegial culture and community. Creating a safe and trusting community should be accomplished through conveying a sense of high expectation about members' behavior. When a Clubhouse community creates a culture of safety and respect, this generally permeates the entire milieu. Having rules posted on the walls, codes of conduct, or surveillance systems, sends a negative message that the Clubhouse does not expect people to behave in ways that are consistent with an adult, respectful community.

At the Clubhouse, people are 'members' and not 'clients' or 'patients.' Having the auspice agency clinical staff meet with members at the Clubhouse interferes with the Clubhouse's ability to provide the non-clinical environment that is essential to successful Clubhouse rehabilitation.

Recommendation:

We recommend that the Clubhouse is impermeable to other programs, and designed to facilitate the work-ordered day and convey a sense of respect and dignity.

Suggestions:

Eliminate the surveillance system.

- We suggest that members make their appointments with clinical professionals outside the Clubhouse.

❖ **Standard # 14**

All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.

Current situation:

There are eight centrally located computers located in the Operations Unit. However, members have access only when given the password/permission by staff. We noted on several occasions that there were members sitting at every work station, but as they were not able to access the computers they were left sitting and looking at the startup screen of the computer.

Rationale:

Computers are part of the Clubhouse space and should be accessible to members.

Recommendation:

We recommend that all Clubhouse space is member and staff accessible.

Suggestions:

Passwords should be posted on every computer. The computers could have a mechanism to switch between a staff portal and general user portal. Until this is accomplished, there must be a process by which members can immediately get assistance with signing on.

Unit task boards should include many tasks that require that members can access and utilize the computers for important Clubhouse work.

WORK-ORDERED DAY	C	M	N
15. The work-ordered day engages members and staff together, side-by-side, in the running of the Clubhouse. The Clubhouse focuses on strengths, talents and abilities; therefore, the work-ordered day must not include medication clinics, day treatment or therapy programs within the Clubhouse.			X
16. The work done in the Clubhouse is exclusively the work generated by the Clubhouse in the operation and enhancement of the Clubhouse community. No work for outside individuals or agencies, whether for pay or not, is acceptable work in the Clubhouse. Members are not paid for any Clubhouse work, nor are there any artificial reward systems.	X		
17. The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.			X
18. The Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day. Unit meetings are held to foster relationships as well as to organize and plan the work of the day.			X
Use this line for unit 1 (name: clerical/maintenance - operations)		X	
Use this line for unit 2 (name: food service)		X	

19. All work in the Clubhouse is designed to help members regain self-worth, purpose and confidence; it is not intended to be job specific training.	x		
20. Members have the opportunity to participate in all the work of the Clubhouse, including administration, research, enrollment and orientation, reach out, hiring, training and evaluation of staff, public relations, advocacy and evaluation of Clubhouse effectiveness.	x		

WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior Accreditation report again recommended that the work-ordered day parallel typical working hours.*

This continues to be an issue for this Clubhouse. See recommendation, below.

❖ **Standard # 15**

The work-ordered day engages members and staff together, side by side, in the running of the Clubhouse. The Clubhouse focuses on strengths, talents and abilities; therefore, the work-ordered day must not include medication clinics, day treatment or therapy programs within the Clubhouse.

Current situation:

We observed that there was little staff engagement of members in side-by-side work in the units. As noted earlier, staff spend a great deal of time transporting members. They are also required to spend much of their time during the day in note writing.

Rationale:

'Side-by-side' work is a core aspect of a Clubhouse community. The recovery that members experience in a Clubhouse is largely due to the opportunity to engage in meaningful work, as a colleague and co-worker with the staff and members of the community. The Clubhouse provides an environment in which the member is no longer the client or patient or student, who is the 'recipient' of the expertise of a teacher, supervisor or therapist; but is a valued, contributing member of the community. The rehabilitative power of a Clubhouse is that it is a non-clinical milieu in which members can simply be colleagues and valued co-workers, rather than clients, patients, and recipients of 'care.' For this reason, clinical appointments should not take place at the Clubhouse.

Recommendation:

We recommend that the work ordered day engages members and staff together, side by side, in the running of the Clubhouse.

Suggestions:

- Please see Part C of this report for Clubhouse International resource materials that provide suggestions in regard to more effectively integrating paperwork into the Clubhouse day.

❖ **Standard #17**

The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.

Current situation:

Although the members arrive at 8:00 am and unit meeting is at 8:30, we observed that most members are generally only engaged during unit meeting and immediately after for a brief flurry of activity. Once the initial tasks are completed, most of which are short, activity and involvement significantly decreases. There is little activity in the units after lunch is served and cleaned, and then the transportation to take members home at the end of the day is at 3:00.

Rationale:

The Clubhouse work-ordered day provides an opportunity for members to increase their stamina by experiencing a full work day. Often, it is this experience that gives members the confidence and the desire to attempt paid work in the larger community. If the Clubhouse work day essentially ends in the early afternoon, members are denied the opportunity to develop the confidence gained from participating in a full, active work day. In addition, having the Clubhouse day end so early conveys a message of low expectation of members' abilities to sustain a full work day.

Staff must take 'bottom line' responsibility for providing opportunity and urgency; members then respond by partnering with them to get the needed work done. The most essential ingredient to creating a vibrant and engaging Clubhouse afternoon is having staff whom are invested, enthusiastic, creative, and who genuinely need the help of members in order to accomplish the important time-sensitive work for which he/she has bottom-line responsibility.

Recommendation:

We recommend the work-ordered day more fully parallel typical working hours.

Suggestions:

We suggest that breakfast and coffee be made and served between 8:00 and 8:30. This might be followed by a Clubhouse community meeting at 8:30, and then unit meetings at 8:45. This would create a stronger sense of urgency and importance about the work of the day.

See suggestions below for increasing work and urgency in the units throughout the day.

❖ Standard # 18

The Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day. Unit meetings are held to foster relationships as well as to organize and plan the work of the day.

Current situation:

During our visit we observed that the units lacked sufficient organization and sense of urgency. On several occasions we observed members sleeping in the dining room, sitting alone on the edges of the room and not engaged in activity or conversation. We did not see active reach out to try to engage these members in the work of the day.

Unit tasks boards were hard to read. The white board tasks looked hastily written and in some cases illegible. Work areas were disorganized and items needed to complete tasks were not readily available or visible. Members and staff did not seem equipped to assist others to find items needed to complete tasks.

Rationale:

It is common in Clubhouses everywhere that members, at first, are not interested in working – often because they do not have the confidence that they are able to work. However, high urgency and vibrant work units, in which staff *must* engage members in order to do their jobs, often begin to change this situation. Members find themselves drawn into important and meaningful work, and find themselves working longer and harder than they ever believed they could. This, then, often becomes the foundation for a newly discovered desire to move out into the real world of paid employment.

In some Clubhouses there is a sense of low energy and low expectations throughout the Clubhouse. Sometime members may come into the Clubhouse and volunteer for a short task, but then are not engaged in work for the rest of the day. There is very little urgent and meaningful work to be accomplished in the units, and this then has negative impact on the development of work-mediated relationships - which are the backbone of the Clubhouse approach to rehabilitation. Although it is clear that members and staff care for each other a great deal, the lack of important and compelling work significantly decreases the rehabilitative potential of the relationships.

The sense of urgency and importance for the Clubhouse work must, ultimately, come from the Clubhouse leadership. It is the responsibility of the leadership to hold the members and staff of the units accountable for producing the important work that needs to be done. The director must be very creative and ambitious, always finding ways for the Clubhouse to expand its work horizons and to offer more and better opportunities for the members.

In order for members to begin to believe in themselves and their capacity to be productive contributors to their community, they must first have the experience that their individual abilities are genuinely appreciated and needed by their colleagues. The rehabilitative strength of the Clubhouse work-ordered day comes from the reality that each member comes to experience him/herself as needed, important, and able to make a valuable contribution. It is this dynamic that should draw members to the Clubhouse, rather than any 'artificial' requirements of participation. Again, raising the overall sense of expectation about members' capabilities will have a positive effect on members' desire to come to the Clubhouse in the morning.

Sometimes staff believe that they must 'respect' that members are too ill or tired to engage in a full, productive work day. In a Clubhouse, though, this is not the nature of the 'respect' described in the Standards. The 'respect and dignity' described in the Clubhouse Standards means that the Clubhouse community looks at each member with a vision of his or her full potential to become a contributing, productive member of the community – rather than as a person who is incapable of growth and change. Clubhouse respect should involve a continual expectation that each member is able to steadily progress toward reaching their full human potential.

Recommendation:

We recommend that the Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day.

Suggestions:

- Have unit development/planning meetings in each of the units to focus on effective organization of the units.
- Visit other Accredited Clubhouses to specifically seek ideas regarding the organization and planning of their work.
- The Clubhouse leadership must hold the members and staff of the units accountable for producing the important work that needs to be done. The director has to be very creative and ambitious, always finding ways for the Clubhouse to expand its work horizons and to offer more and better opportunities for the members.

Operations Unit (formerly the clerical/maintenance unit)

Current situation:

We observed that in spite of the eight computers in the unit, there was only one member working on data. There was some light surface cleaning occurring, but this work engaged members for only a short amount of time.

Suggestions:

We suggest that the Clubhouse have tasks that engage members for a more significant length of time. These could include: making and sending reach out cards, providing outreach, updating the job board, researching recipes on the computers and other computer related activities. Additional ongoing, creative and engaging work could include making brochures, flyers, advocacy, etc.

Clubhouse training and visits to other Clubhouses will help this unit organize its work structure.

Food Service Unit

Current situation:

Many members come to the Clubhouse with bagged lunches from their residential programs.

As with the Operations Unit, there is little organization in the Food Service Unit.

Although there are scheduled meal times, members and staff were seen eating both breakfast and lunch throughout the morning and afternoon and members and staff did not eat together. Meals are not prepared in an orderly, scheduled fashion. If fewer than five people sign up for lunch, the food service unit does not cook the scheduled lunch and short-ordered sandwiches are served instead. Cloth napkins and tablecloths are only used for those who order the main meal, while everyone else eats on a wood table with no napkins.

Rationale:

Planning, making, serving, eating and cleaning up from lunch every day is the heart of a Clubhouse day. Not knowing if they will be able to have the lunch they were expecting for that day can cause anxiety, and we observed that members repeatedly looked at the sign-up list to see if five people had signed up. This interferes with the community feeling of Clubhouse, leaving many members and staff to eat in isolation.

Recommendation:

We recommend that the Food Service Unit have meaningful and engaging work to foster relationships and organize and plan the work of the day.

Suggestions:

- Cook lunch together every day. The menu item of the day should be served regardless of how many sign up for lunch, and table settings be used at all tables. Leftovers can be sold as snacks, take-home meals, or alternative options on the following day.
- Educate the residential programs that lunch is served and eaten at the Clubhouse and they should not provide bagged lunches for members.
- Have a scheduled breakfast and lunch time, so that members and staff can all eat together.
- Have waiter service, tablecloths, and a full meal every day.

EMPLOYMENT <i>In order to provide sufficient employment opportunities for members, Clubhouse International Clubhouses should maintain a minimum of 50% of their average daily work-ordered day attendance (ADA-WOD) working on Standards-consistent jobs. At least 20% of the ADA-WOD should be working on Transitional Employment jobs.</i> <i>(Clubhouse International Employment Guidelines, 2012)</i>	C	M	N
21. The Clubhouse enables its members to return to paid work through Transitional Employment, Supported Employment and Independent Employment; therefore, the Clubhouse does not provide employment to members through in-house businesses, segregated Clubhouse enterprises or sheltered workshops.	x		

<p>Transitional Employment</p> <ul style="list-style-type: none"> At least half of the Clubhouse's TE jobs should be 12-20 hours per week.* The remainder of the jobs should have hours that are as vocationally significant as possible, as consistent with earned income restrictions in each country/region. *Clubhouses in countries/regions in which working 12-20 per week would lead to major economic loss for members, should submit relevant documentation as part of their Clubhouse International Self-Study protocol. Active job development efforts made by the Clubhouse are considered in determining the Clubhouses adherence to benchmarks. Job development efforts are demonstrated through an assessment of detailed logs. The range of diversity of placements, the quality of placements and work sites, the level of pay, and all other issues that impact on the member's overall experience of the placement will be taken into consideration (as outlined in the International Standards for Clubhouse Programs, Standard 22). <p>(Clubhouse International Employment Guidelines, 2012)</p>			
<p>22. The Clubhouse offers its own Transitional Employment program, which provides as a right of membership opportunities for members to work on job placements in the labor market. As a defining characteristic of a Clubhouse Transitional Employment program, the Clubhouse guarantees coverage on all placements during member absences. In addition the Transitional Employment program meets the following basic criteria.</p>	x		
<p>a. The desire to work is the single most important factor determining placement opportunity.</p>	x		
<p>b. Placement opportunities will continue to be available regardless of the level of success in previous placements.</p>	x		
<p>c. Members work at the employer's place of business.</p>	x		
<p>d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.</p>	x		
<p>e. Transitional Employment placements are drawn from a wide variety of job opportunities.</p>			x
<p>f. Transitional Employment placements are part-time and time-limited, generally 15 to 20 hours per week and from six to nine months in duration.</p>	x		
<p>g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.</p>	x		
<p>h. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.</p>	x		
<p>i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.</p>	x		
<p>j. There are no TE placements within the Clubhouse. Transitional Employment placements at an auspice agency must be off site from the Clubhouse and meet all of the above criteria.</p>	x		

***Notable strengths:**

The Clubhouse is working toward gaining employment with employers other than the auspice agency, by attending Chamber of Commerce meetings.

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #22**

The Clubhouse offers its own Transitional Employment program, which provides as a right of membership opportunities for members to work on job placements in the labor market. As a defining characteristic of a Clubhouse Transitional Employment program, the Clubhouse guarantees coverage on all placements during member absences.

❖ **Standard #22-e**

Transitional Employment placements are drawn from a wide variety of job opportunities.

Current situation:

Although TE jobs are varied they are all with the Goodwill Industries, the auspice agency.

Rationale:

Although positions in the auspice agency or other mental health programs can be excellent TE placements, having most of the Clubhouse TEs within the mental health field is counter to the intent of Transitional Employment. One of the primary functions of TE is to give members the opportunity to work in the mainstream work force, apart from the world of mental health programming.

TE jobs at the auspice agency limit the opportunities for members to expand their vocational growth and opportunities. Working at the auspice agency, where members are likely to already know many of the staff personnel from clinical interactions, inhibits opportunities to work with new people and form new relationships in a more integrated community-based vocational experience. Although the current positions vary in duties, having them under the auspice agency does not provide the fullest experience of working in the business community.

Recommendation:

We recommend that Transitional Employment placements be drawn from a wide variety of job opportunities.

Suggestions:

- We suggest that the Clubhouse prioritize the development of TE jobs outside the auspice agency.
- Please see Part C of this report for Clubhouse International Resource materials with TE development strategies.

<p>Supported and Independent Employment</p> <ul style="list-style-type: none"> • <i>The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.</i> • <i>At least 50% of the Clubhouse's SE/IE jobs should be 15 hours/week or more.</i> • <i>A minimum of 12.5% of ADA-WOD should have started SE/IE jobs in the prior 12 months (including jobs that the member no longer has), with at least half of these being 15 hours a week or more.</i> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>			
<p>23. The Clubhouse offers its own Supported and Independent Employment programs to assist members to secure, sustain, and better their employment. As a defining characteristic of Clubhouse Supported Employment, the Clubhouse maintains a relationship with the working member and the employer. Members and staff in partnership determine the type, frequency and location of desired supports.</p>	x		

24. Members who are working independently continue to have available all Clubhouse supports and opportunities including advocacy for entitlements, and assistance with housing, clinical, legal, financial and personal issues, as well as participation in evening and weekend programs.	X		
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***Notable strengths:**

The Clubhouse has exemplary relationships with its employers, as evidenced in the way that employers express their appreciation for Clubhouse member workers and the staff that trained them.

Members are enthusiastic about the work they do in TE/IE/SE. Many members have been employed with their current employers for several years.

Members who are working are still involved in the Clubhouse, attending the Clubhouse before and after work.

SUPPORTED/INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

<p>Actions taken on prior Accreditation recommendations:</p> <ul style="list-style-type: none"> <i>The prior Accreditation report recommended that the Clubhouse provide a more organized, systematic approach to assisting members to secure and sustain Supported and Independent Employment.</i> <p><i>Since the accreditation visit, Union Station Clubhouse members and staff have made a concerted effort to assist members with finding, obtaining and maintaining supported and independent employment opportunities.</i></p>

EDUCATION	C	M	N
25. The Clubhouse assists members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community. When the Clubhouse also provides an in-house educational program, it significantly utilizes the teaching and tutoring skills of members.			X

EDUCATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A
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❖ **Standard #25**

The Clubhouse assists members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community. When the Clubhouse also provides an in-house educational program, it significantly utilizes the teaching and tutoring skills of members.

Current situation:

Although the Director is attempting to establish a grant that will allow for educational opportunities in the Clubhouse, there currently is no emphasis on education. During our visit we did not observe education being discussed during unit meetings, or education resource information posted in public areas.

Recommendation:

We recommend that the Clubhouse assist members to reach their vocational and educational goals by helping them take advantage of educational opportunities in the community.

Suggestions:

- We suggest that the Clubhouse develop a survey to gauge interest in education.
- Members in educational pursuits can be celebrated in a combined employment/education dinner.

- Community educational resources can be posted in public areas.
- We also suggest education be combined with employment dinner to encourage interest.
- Please see Part C of this report for Clubhouse International Resource materials that address this issue.

FUNCTIONS OF THE HOUSE	C	M	N
26. The Clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.		X	
27. Community support services are provided by members and staff of the Clubhouse. Community support activities are centered in the work unit structure of the Clubhouse. They include helping with entitlements, housing and advocacy, promoting healthy lifestyles, as well as assistance in accessing quality medical, psychological, pharmacological and substance abuse services in the community.	X		
28. The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.			X
29. The Clubhouse is committed to securing a range of choices of safe, decent and affordable housing including independent living opportunities for all members. The Clubhouse has access to opportunities that meet these criteria, or if unavailable, the Clubhouse develops its own housing program. Clubhouse housing programs meet the following basic criteria.		X	
a. Members and staff manage the program together.			
b. Members who live there do so by choice.			
c. Members choose the location of their housing and their roommates.			
d. Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.			
e. The level of support increases or decreases in response to the changing needs of the member.			
f. Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.			
30. The Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation.	X		
31. The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse Model at a certified training base.			X
32. The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.		X	

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #26**

The Clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.

Current situation:

Members are very dependent on transportation to and from the Clubhouse, provided by the Clubhouse staff and director. However, there is a public bus that runs every hour with a drop off only 1 block from the Clubhouse.

Suggestions:

- Encourage independence by supporting and assisting members to utilize public transportation.
- Advocate with the auspice agency to allow members to function as drivers as well as staff.

❖ **Standard #28**

The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.

Current situation:

Although there is a weight loss challenge, during our visit we were not aware of other mention of wellness throughout the day. The Clubhouse meals did not provide a balanced diet and/or portion control. There appeared to be no healthy options for lunch.

Recommendation:

We recommend that the Clubhouse more effectively provide assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.

Suggestions:

Although the self-study notes that the Clubhouse has instituted portion control, healthy options, well-rounded meals and daily salads, at the time of our visit these strategies had not yet been implemented.

❖ **Standard #29**

The Clubhouse is committed to securing a range of choices of safe, decent and affordable housing including independent living opportunities for all members. The Clubhouse has access to opportunities that meet these criteria, or if unavailable, the Clubhouse develops its own housing program.

Current situation:

The self-study notes that half of the Clubhouse members live in group homes. We did not observe that the Clubhouse was proactively encouraging and supporting members to move into more independent living situations.

Suggestions:

Please see Part C of this report for Clubhouse International Resource materials that address this important issue.

❖ **Standard #31**

The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse Model at a certified training base.

Current situation:

The most recent training that Union Station participated in was in 2011.

Rationale:

It is important that Clubhouses establish a regular budget line to ensure that they are able to participate in Clubhouse trainings, meetings, conferences, and seminars on a regular basis.

Clubhouse training is important for many reasons. It provides the Clubhouse with a thorough Action Plan that can become a strategic plan for the Clubhouse's future growth and direction. It immerses the trainees in Clubhouse culture, and they are able to learn and observe the most up to date Clubhouse best practice in many areas. When the training team returns to the Clubhouse, it often infuses the whole Clubhouse community with a new sense of dedication and

direction. Bringing an administrator in for the third week of training ensures that there will be support for the plans the team makes for growth and improvement.

The unique nature of Clubhouse member/staff relationships is best understood through immersion in a strong Clubhouse culture. Clubhouse training provides this experience to teams in training.

Regular participation in Clubhouse conferences, etc., will help the Clubhouse to stay abreast of Clubhouse best practice, and will continually infuse the Clubhouse with new ideas and inspiration.

Recommendation:

We recommend that the Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse Model at a certified training base.

Suggestions:

We were pleased to learn that the Clubhouse has budgeted for Comprehensive Clubhouse training in the 2018-2019 year. The plan is to send one staff and one member, and the new supervisor from auspice agency for the administrative week. We suggest the Director also participate in this training, as it will be important to have the Clubhouse leadership fully involved in the creation and implementation of this action plan.

FUNDING, GOVERNANCE AND ADMINISTRATION		C	M	N
33.	The Clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide financial, legal, legislative, employment development, consumer and community support and advocacy for the Clubhouse.	x		
34.	The Clubhouse develops and maintains its own budget, approved by the board or advisory board which provides input and recommendations prior to the beginning of the fiscal year and monitored routinely during the fiscal year.	x		
35.	Staff salaries are competitive with comparable positions in the mental health field.	x		
36.	The Clubhouse has the support of appropriate mental health authorities and all necessary licenses and accreditations. The Clubhouse collaborates with people and organizations that can increase its effectiveness in the broader community.	x		
37.	The Clubhouse holds open forums and has procedures which enable members and staff to actively participate in decision making, generally by consensus, regarding governance, policy making, and the future direction and development of the Clubhouse.	x		

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

Ideas for further growth and development:

The self-study notes that the Advisory Board only meets quarterly. Most Clubhouse Advisory Boards meet monthly, or at least every other month, in order to be effective in their mission of supporting the Clubhouse growth and development.

Clubhouse International Accreditation Report

Part C

Clubhouse International Resource Materials

The information in this section is drawn from the Clubhouse International Faculty Resource Manual. This document is a compilation of papers and articles, Clubhouse International positions, Clubhouse International Download&Discuss articles, and current thinking about Clubhouse practice and philosophy. Much of the language has been drawn from accreditation reports that have relevance for the worldwide Clubhouse community.

This manual is continually evolving, with new entries being added and outdated ones being removed as necessary. A new edition of this manual is available on an annual basis.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Download&Discuss - Clubhouse Reach Out

We know of the many ways that participation at a Clubhouse enriches the lives of members. Many of these benefits depend, however, on members coming to the Clubhouse. Thus, reach out to members who are not coming is a crucial link in enabling people to access the benefits of Clubhouse life. Yet reach out can easily be neglected or become haphazard, as people at the Clubhouse are not met face to face with the needs, abilities, and aspirations of those who are absent. Amid the hustle and bustle of Clubhouse life those who are absent can sometimes be forgotten. To be effective, reach out needs to be encouraging, welcoming, and also systematic.

Clubhouse International requested and received information from several Clubhouses with thorough reach out programs, including Imatran Klubitalo in Finland, Stepping Stone Clubhouse in Australia, and Waipahu Aloha Clubhouse in Hawaii. Following is a summary of basic principles and procedures as reported by these Clubhouses.

- Reach out is conducted in a manner congruent with the voluntary nature of Clubhouse participation. The purpose of reach out is explained to new members and to the Clubhouse as a whole on an ongoing basis. Then members are asked if and how they would like to be contacted when for some reason they do not come to the Clubhouse. A record is kept of these preferences.
- Reach out is done by phone calls, mail, E-mail, Facebook, text messaging, and home and hospital visits, according to need and the expressed preferences of members receiving the reach out contacts.
- Reach out is conducted primarily by units and is part of the daily work of each unit, with members and staff of the unit responsible for reach out to members of that unit.
- Visual displays and regular review of needs for reach out enable efforts to be comprehensive, with no one falling through the cracks and forgotten. At Imatran Klubitalo, for example, each unit keeps a white board with the names of all active members of that unit. Each afternoon, the members and staff present in the unit review the names and make reach out contact with those not present and not accounted for.
- As much as possible, reach out visits, mailings, and phone calls are made to members in hospitals to maintain contact and to encourage a return to the Clubhouse upon discharge.
- For members who are working or going to school and can't regularly come into the Clubhouse, reach out via calls or visiting them in the community becomes an extension of the Clubhouse for these members.
- Records are kept of all reach out efforts in such a way that successive contacts and outcomes for each member can be reviewed.
- Clubhouse wide forums are held to raise awareness and understanding of reach out, such as a weekly "happy hour" at Stepping Stone and a monthly reach out meeting at Imatran comprised of representatives from each unit.

- Reach out is bolstered by mailings, phone calls and celebrations in recognition of birthdays, holidays, and special Clubhouse events.
- Many Clubhouses have reach out binders in each unit, with a page for each member of the unit. Each page includes a picture of the member so that whoever is making the reach out call can envision the person he/she is calling and attach a face to the name. Each page has space for recording the outcome of reach out efforts each time a call or visit is made.

A goal for a Clubhouse reach out program is expressed by Imatran: "By implementing our reach out system no member has 'disappeared' from us." Indeed, a strong reach out program deepens and strengthens Clubhouse relationships, which are a pillar of any Clubhouse.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Clubhouse staff: believing in members' full potential

It is common in Clubhouses everywhere that members, at first, are not interested in working – often because they do not have the confidence that they are able to work. However, high urgency and vibrant work units, in which staff *must* engage members in order to do their jobs, often begin to change this situation. Members find themselves drawn into important and meaningful work, and find themselves working longer and harder than they ever believed they could. This, then, often becomes the foundation for a newly discovered desire to move out into the real world of paid employment.

In some Clubhouses there is a sense of low energy and low expectations throughout the Clubhouse. Sometime members may come into the Clubhouse and volunteer for a short task, but then are not engaged in work for the rest of the day. There is very little urgent and meaningful work to be accomplished in the units, and this then has negative impact on the development of work-mediated relationships - which are the backbone of the Clubhouse approach to rehabilitation. Although it is clear that members and staff care for each other a great deal, the lack of important and compelling work significantly decreases the rehabilitative potential of the relationships.

The sense of urgency and importance for the Clubhouse work must, ultimately, come from the Clubhouse leadership. It is the responsibility of the leadership to hold the members and staff of the units accountable for producing the important work that needs to be done. The director must be very creative and ambitious, always finding ways for the Clubhouse to expand its work horizons and to offer more and better opportunities for the members.

In order for members to begin to believe in themselves and their capacity to be productive contributors to their community, they must first have the experience that their individual abilities are genuinely appreciated and needed by their colleagues. The rehabilitative strength of the Clubhouse work-ordered day comes from the reality that each member comes to experience him/herself as needed, important, and able to make a valuable contribution. It is this dynamic that should draw members to the Clubhouse, rather than any 'artificial' requirements of participation. Again, raising the overall sense of expectation about members' capabilities will have a positive effect on members' desire to come to the Clubhouse in the morning.

Sometimes staff believe that they must 'respect' that members are too ill or tired to engage in a full, productive work day. In a Clubhouse, though, this is not the nature of the 'respect' described in the Standards. The 'respect and dignity' described in the Clubhouse Standards means that the Clubhouse community looks at each member with a vision of his or her full potential to become a contributing, productive member of the community – rather than as a person who is incapable of growth and change. Clubhouse respect should involve a continual expectation that each member is able to steadily progress toward reaching their full human potential.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Importance of Voluntary Nature of Clubhouse

We understand that having a clear schedule and expectations about attendance may seem to be helpful to strengthen member participation in the Clubhouse. However, the voluntary nature of Clubhouse participation is the foundation of Clubhouse values and practice. For many members, their Clubhouse community is the first time they may have belonged to a community in which there are no rules and schedules to enforce their participation. The contributions that members make in a Clubhouse are entirely of their own choosing. While this may sometimes mean members may not come in as often, or may not actively participate when they are at the Clubhouse, the reality is that when they do come to the Clubhouse - and when they do become actively engaged - they are able to take full ownership for that. The increase in self-confidence and self-esteem that comes from having made a personal choice to be involved in one's Clubhouse community - rather than being required to do so - is enormous.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Staff and Members eating lunch together

The core dynamic of the rehabilitation that occurs in Clubhouses is the collegial relationships that are created between members and staff. Members regain their sense of self-esteem and personal value as they fully share in all of the operations of the Clubhouse, side-by-side with staff. Having members and staff sharing in the preparation and the enjoyment of meals, together, is essential to creating a strong, rehabilitative Clubhouse culture. Clubhouses all around the world share the common belief that sitting down to a daily meal together is essential to creating an atmosphere of mutual dignity, respect, and appreciation.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Record keeping: suggestions for making it more consistent with Clubhouse culture

- We recognize that it is difficult for Clubhouses to find ways to integrate the need to write extensive notes into a vibrant workday. However, most Clubhouses that have successfully done this have ensured that staff remain visible within their units as they do the notes. This has many benefits, including demystifying the note writing and making it appear less clinical and removed. In addition, having the staff sitting with members and other staff in the unit makes it much more likely that members will be interested in sitting with them to complete the notes. Going back to a private, staff-centered space can feel intimidating and have a medical model feel for members.
- A 'parallel' goal planning structure can be set up, to support and complement funding-required (and often more clinical) record keeping. The Clubhouse might create a system of quarterly (or whatever time frame works best) goal planning meetings between each member and the staff who is responsible for that his/her progress notes. This would be a time for the member and staff to simply meet and talk about where the member is in relation to his or her goals, and ways that the Clubhouse could assist in achieving these goals. These could simply be conversations, or could develop into written goal planning notes. Although they would not be able to take the place of the required weekly notes, this regular 'check in' would help the staff responsible for the funding-required notes to incorporate the member's own goals and plans into those notes. This would address the intent of the Standard, which is that members should have the right and the responsibility of setting and reviewing their own goals, rather than having all of this done by staff. Even though staff would have to continue to write the more clinical, required notes, these notes might then more genuinely reflect the real goals and plans that matter to the member. It also ensures that every member has the opportunity to sit down and assess how things are going; what could be going better; and how the Clubhouse can better assist the member to achieve these goals.

- Perhaps each unit could have a role for a “paperwork manager” whose job would be to keep track of what paperwork is being kept in the unit and which members are due for a goal planning review, organize the records and paperwork involved, remind staff of upcoming goal plan reviews, etc.
- Clubhouses facing this challenge can contact High Hopes Clubhouse in Maine for assistance with this issue. At High Hopes, agency-required treatment plans are done quarterly with the member and staff working together to establish goals or to document progress on goals. High Hopes Clubhouse has worked with the auspice agency to include a signature space for members on all group notes. Members are involved in many levels of the record keeping such as, tracking attendance, billing statistics, and working with the employment unit on all Vocational Rehabilitation reports.

High Hopes members are made aware during treatment plan development or updates that they may review or assist in writing their own notes. There is a computer system that allows not only for members to review their own notes but to work on the Clubhouse’s data base system to track member attendance and other statistical data. All treatment plans and progress notes are written with member input.

To maximize member input, at the reception desk, next to the sign-in sheets, there are member ‘notes’ available for interested members to fill out at the end of the day. The notes have the following information:

Name _____ Date _____

How was today?:
 What did you accomplish today?:
 What do you want to work on next time you are at the Clubhouse?:
 What have you done today that moves you closer to achieving one of your personal goals?

Signature: _____

Members can choose to do this or not; most of them do. The completed notes are returned to the reception desk. Each morning, one member gets a copy of the list of which staff write notes about which members, and then delivers these progress notes to the appropriate staff person. The member’s input is then put in quotations as the staff worker writes up that member’s note. Although staff have to use clinical ‘Medicaid language,’ adding in the member note adds personal depth to the note and assures the members that their input is being heard. During recent Medicaid licensing, the Medicaid team noted that High Hopes’ notes were “much more meaningful with the members’ input.”

Members are also able to sit at the computer with staff and do their own treatment plans, etc. There is a member sign off on the original paper plan and a place to document that members have reviewed and signed on the computer. Members can also see a staff and review anything they want in their own chart on the computer.

Notes on the computer are done throughout the day, as staff have available time. Computers are in work areas, and staff work on the notes as part of unit work. Staff do not leave their units to work on the notes, as we believe that this creates a secretive feeling that is contrary to the spirit of Clubhouse relationships. Each staff has a sign on password for the web based program; any member can use any computer with the High Hopes sign on password. The staff password allows access to the more clinical Medicaid notes, whereas the general High Hopes password doesn’t. Staff simply log off after they are done with notes, and the computer can be used by anyone.

Although this system isn’t ideal, High Hopes finds that it allows them to integrate the required record keeping into the Clubhouse day in a way that doesn’t seem to cause great harm to the Clubhouse culture.

- As the Clubhouse is not a 'treatment' program in which staff are responsible to 'provide' services to 'recipient' clients, having staff work alone to complete 'service' notes about members' goals and progress is inconsistent with Clubhouse fundamental values. While some funding sources have clear restrictions in this regard, this would not preclude having members sit with staff while they work together to compose a note that truly reflects the members' participation in their own goal planning and review. Although the notes would still technically be written and signed by staff, members would know that these notes were not something written 'about' them by staff, but rather were notes that respected the members' own views about their rehabilitation progress. This would allow the spirit and intent of this Standard to be met.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

TE Development

Clubhouses need to develop and implement a strong T.E. development plan utilizing a wide variety of available resources. These include:

- Recruit current and potential employers for the Clubhouse (Advisory) Board.
- Utilize the (Advisory) Board for any contacts and information that can be helpful for TE development.
- Send staff and members to a Accredited Training Base for the T.E. track would be helpful in the development of this plan.
- Put together a presentation on Transitional Employment for Civic Clubs, church groups, and other community gatherings.
- Work with the local Chamber of Commerce to make contact with local employers.
- Prepare a brief presentation to the auspice agency Board of Directors and seek assistance from the auspice agency itself in terms of employment opportunities.
- Develop an 'employer packet,' and utilize a focused 'employment' Clubhouse newsletter to increase the Clubhouse's exposure to potential T.E. employers.
- Develop a 'marketing strategy' to sell the Clubhouse and its Transitional Employment Program.
- Utilize 'contact-based' development at the highest possible level in target organizations.
- In TE development, focus on the fact that TE is a good business relationship for the employer, as well as an important contribution to society.
- Most Clubhouses have found that 'cold call' TE telephone solicitation as a development method has proven largely ineffective.
- A priority for the (Advisory) Board should be recruiting people with influential business contacts.
- Utilize the Massachusetts Clubhouse Coalition list of Employers to build a potential contact list.
- Get more members involved with TE development efforts. Train them to help with presentations, and include member testimonials in the TE information packets. This will help the employers to 'put a face on' the people they will be working with.
- Show that the Clubhouse TE program is global and effective. Add a Clubhouse International Directory to the current TE information packet. This portrays the Clubhouse movement an international effort; show examples of TE placements from a variety of Clubhouses around the world.
- Try and schedule ample time for TE presentations. A quality presentation can take over an hour. It can be a struggle to get an employer to listen for that long, but it is important to try to schedule the time needed to 'sell' the program and give details of the benefits of TE placements.
- Stress the benefits to the employer, such as constant coverage for the jobs; employer's managers will not have to train employees for the placements; tax breaks; savings on not paying benefits for two part time employees sharing a full time job; etc.
- Look for group placements. They are generally fewer hours per week, but can still be beneficial for employers and members alike.
- Build relationships with potential employers. Stay in contact even if they say no to TE placements the first few times. Invite them to the Clubhouse for tours and lunch occasionally. Hold an Employer Reception, not only to thank current employers, but also to invite potential employers to see what kind of recognition they can get.

- Write up some member stories focused on their employment and send them to the local newspaper. This kind of publicity can be inspiring to potential employers.
- We have learned that employers are most likely to agree to provide Transitional Employment jobs after they have had the opportunity to visit the Clubhouse. For that reason, we highly suggest that the Clubhouse develop an annual Employer's Reception, which would include both existing employers and prospective employers, as well as members, staff and (Advisory) Board members.
- Create promotional material, such as a small newsletter which includes members' employment stories, along with photos.
- Network with other Clubhouses with strong TE programs, for strategies and ideas. Invite groups from these Clubhouses to visit and provide a TE Forum, or send a group to visit them.
- Create opportunities for current and prospective employers to visit the Clubhouse. Some suggestions:
 - Invite prospective employers to a late afternoon reception, with refreshments, a tour, and meeting members to hear about employment.
 - Invite both prospective and current employers to regularly scheduled Employment Dinners, where they can hear members' stories about work, and see first hand how they can be part of members' success in employment and recovery.
- Provide a challenge to the (Advisory) Board members – to each invite at least one guest to an Employment Dinner during the year.
- Create excitement and energy within the Clubhouse with a visual reminder of the T.E. development goal, where each new T.E. moves the Clubhouse closer to its goal.
- Create an Employment Council, including existing (Advisory) Board members as well as others, perhaps including existing Clubhouse employers.

The Employment Council can create an agenda including:

- review job leads and needs
 - review and improve job development packets
 - research companies and target the top 10 for potential employment development
 - network to identify the highest point of contact within the targeted companies
 - plan an open house/informational evening for potential employers, as well former employers; canvas past employers to give written testimonials to include in information packet.
- We suggest the Clubhouse hold a weekly employment development meeting, much like the newsletter meeting. Develop a variety of job development strategies which could include mailing packets with reference letters obtained from current employers, mailing packets of information to a variety of businesses within a specific industry, and searching the internet for possible job leads and following up with a phone call to request a development meeting. Each unit can have a role in the process and interested members and staff can become more involved as it is decided in each meeting who is going to follow up with each lead or company. Maximize the connections and doors the (Advisory) Board can open by asking each member to provide one or two leads.
 - Begin a research project as a Clubhouse to identify the emerging trends in entry level jobs. The skill sets required to obtain entry level jobs are changing rapidly. In order to keep up with these changes, the Clubhouse needs to have an understanding of what those changes are and then assess how the Clubhouse can be a resource for members to develop necessary skills to meet the new demands.
 - Explore how employment and education within the Clubhouse can better complement each other. Education programs within the Clubhouse can be guided by the demands of the employment market as identified in the above research project. For example, data entry work is now in demand and may require experience with software programs such as Excel and Word. To keep up with this skill set need, perhaps the Clubhouse could increase the number of in-house computer class opportunities available to members,

and find more ways to connect members with computer class opportunities offered by local educational institutions. Incorporating work that requires these skills into the daily work of the Clubhouse will encourage members to use the skills in real work settings.

- Expand employment development efforts to encourage all units to participate. It may be helpful to set a bar that each unit will make a certain number of employment development contacts per month. When clear goals are expected to be reached there is a greater chance that the goals will be met.
 - While it is a very valuable experience for Clubhouses to have positions with large companies, there are great untapped opportunities in the smaller business communities, such as local shops, hotels, diners, hardware stores, etc.
 - Host monthly luncheons to introduce the general public to the Clubhouse. The luncheons can include testimonials from members, a tour of the Clubhouse, and a guest speaker from an outside organization. Both guest lists and guest speaker lists can be generated by identifying potential employers and business owners in the community.
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- Continue the effort to educate the community by reaching outside the healthcare system to educate the larger community through the speaker's bureau. The speaker's bureau can be a mechanism for battling stigma. When members share their stories, they can include comments about the impact of Headway on their recovery. In addition, their message can include the need for employment opportunities in achieving their goals. Business persons and employers in the audience can be invited to be part of the recovery process by identifying job opportunities, joining the Advisory Board or helping with a fundraiser. Increase community presentations to include both staff and members; recruit and encourage members to join the speaker's bureau
 - A thank you note following any interview. For job fairs, include a second resume.
 - A photo in the corner of resumes, particularly for job fairs
 - Invite prospective TE employers to an existing TE site as a second step in development
 - Bring International Clubhouse Directories to an initial development meeting as evidence of the world Clubhouse movement
 - Job development when possible in male/female teams
 - Ask permission to fax a letter "describing what we would like to discuss" when first contacting employers
 - Include photos of members working in any TE presentation meeting
 - Have a plan for how you would like any meeting to progress
 - In development meetings, concede the obvious, predict success

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Unit-Based Education Functions

- Include a contact from a local college on the (Advisory) Board
- Have staff and members 'attached' to individual educational institutions in the area, and be responsible for supporting any members that attend those schools e.g.: help with registration, orientation, note taking etc.
- Schedule discussion meetings and invite Disability Officers from various educational institutions to speak at the Clubhouse.
- Survey members to find out who has completed High School, GED certificate, continuing education programs, degree programs, etc. Ask these members if they are willing to support other members in similar study. Keep a list of these people visibly posted on a wall so members can easily refer to it. Highlight other areas that members can offer support to people studying.

- Hold an annual Education lunch or dinner at the Clubhouse with member speakers who are studying or have completed education, as well as disability officers from educational institutions.
- Hold monthly meetings to focus on education.
- Create a well-designed wall for displaying all information regarding Clubhouse education.
- Have a member travel to the school with another member and sit in class with them, maybe even help take notes.
- Develop an "on campus" presence where members are attending college/university. (Genesis Club in Worcester, Massachusetts is a good resource for this work.)
- Produce and update an Employment and Education Manual.
- Hold an annual Education "Expo" to provide information to members interested in learning more about education and furthering their educational pursuits. This could include having representatives and disabilities counselors from a literacy center, community schools and colleges as well as having members in school speak about their experiences
- Visit schools and community adult education opportunities to learn about the financial aid and enrollment process for each school.
- Meet the staff that would be the Clubhouse advocates and special needs contacts.
- Get acquainted with the physical facility/campus.
- Gather information such as schedules and pamphlets.
- Put together information packets about Clubhouse educational opportunities.
- Offer an evening when members can study, take classes, or tutor.
- Develop relationships with schools, to become involved in teaching classes that deal with mental health and community programs.
- Develop a relationship with the local literacy council.
- Research grant opportunities to expand the education component of the Clubhouse.
- Research ways for members to receive financial aid to go back to school or attend community classes.
- Develop a schedule of member tutoring sessions.
- Offer a tutoring program with information of how to be a tutor and how to get a tutor.
- Have a separate space for tutoring.
- "Wall of Fame" with photographs of tutors and students.
- Meet with orientees (as part of orientation) about what educational programs are available both in the Clubhouse and in the community and how the Clubhouse helps members access them.
- Create a weekly Education-Employment publication - maybe called '*Learning and Earning*'.
- Have education issues (as well as Standard 25) discussions in house meetings.
- Create an Education Information Corner with written information from all of the local area schools.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Clubhouse should not be 'permeable' to clinical aspects of auspice agency's mission (and signage)

The success of a Clubhouse community relies heavily on its ability to establish an environment that is distinctly different and separate from other mental health service providers.

Clubhouse rehabilitation is based on the belief that people with mental illness need more than treatment. It is also essential for them to have a place where they are not patients or clients, but respected, contributing members of a productive community. For this reason, the Standards are insistent that the Clubhouse be a place that clearly has its own identity, separate from any clinically-focused auspice agency and its other programs.

The Clubhouse's identity as a separate, distinct community, should be preserved to the greatest extent possible. A Clubhouse sign can simply say "xyz Clubhouse," without establishing it as a program of a mental health center.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Auspice agency staff should not meet with their 'clients' in the Clubhouse.

At the Clubhouse, people are 'members' and not 'clients' or 'patients.' Having the auspice agency clinical staff meet with members at the Clubhouse interferes with the Clubhouse's ability to provide the non-clinical environment that is essential to successful Clubhouse rehabilitation.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Download&Discuss - Clubhouse Housing Supports

"If you look at life and the way other people view you, where you live is always front and center. The first two questions on any application are your name and then your address. So, in essence, your address is a big part of your identity." (Ruas, Dee, "Having an Address: the Importance of Clubhouse Housing")

"The Clubhouse is committed to securing a range of choices of safe, decent, and affordable housing for all members." (Standard 28)

This statement is reminiscent of references in the Declaration of Independence to "life, liberty, and pursuit of happiness." These are fundamental aspects of human existence that all people recognize and desire. Similarly, all people want a home, a place of their own, reflective of their identity, about which they have choice, privacy, and autonomy. Psychiatric hospitals are the opposite, and when their illness is acute people with mental illness sometimes do find themselves having to live with little privacy, choice, or autonomy. But when people leave hospitals, they want to go to a real home and not just a less restrictive version of the hospital.

The challenge for Clubhouses is that much of the housing that is affordable for people with mental illness is not safe, or if safe, not decent – in other words, not a home. How Clubhouses assist members to find housing that they can truly call "home" is different for different Clubhouse communities. Some Clubhouses operate their own housing program, while other Clubhouses assist members in utilizing available housing in the local community. There are, however, values, benchmarks, policies, practices, and goals that, according to this Standard, should apply to all approaches.

Fundamental to any approach, as in other aspects of Clubhouse life, are relationships. Many members can benefit from assistance in developing and maintaining satisfactory living conditions, but this assistance must flow from genuine side-by-side Clubhouse relationships. When these relationships exist, the person needing assistance sees the members and staff who are offering assistance not as intruders, but as allies in helping build a better life. When strong Clubhouse relationships are in place, the key is not enforcement of rules and regulations but mutual trust.

First, to optimally assist all members with finding and keeping good housing, the Clubhouse community must be a place where housing is an obvious and visible concern, just as are employment and education. Making housing a vital and ongoing topic might include:

- Encouraging the sharing of information by members about their housing through discussions and presentations at Clubhouse meetings and informal conversation.
- Incorporating housing into record keeping on member goals.
- Written Clubhouse surveys for members to complete, showing the nature of their housing as well as satisfaction and problems.
- Photographs and other visual displays of members' housing at the Clubhouse.
- Encouraging Clubhouse visits to places where members live while maintaining privacy rights.
- Have housing as an item on WOD task lists so that it becomes a regularly discussed topic, much like reach out, employment, or other daily unit tasks.

- **Maintain statistics on the types of housing that members have.**

Secondly, Clubhouses must facilitate access to safe, decent, and affordable housing opportunities either through housing resources in the local community or by operating a housing program. This includes:

- **Acquiring information about housing opportunities by visiting private landlords, real estate agents, and government housing officials and seeing the housing offered.**
- **Arranging visits and presentations by housing providers at the Clubhouse.**
- **Lobbying and advocating with government officials for subsidies and funding arrangements enabling members to obtain housing that offers privacy and independence along with the availability of Clubhouse supports.**
- **Researching availability of land and related information in order to assess building apartments.**
- **Through relationships with housing providers or the management of Clubhouse housing establishing conditions that maximize both the autonomy of members in their homes and also the availability of Clubhouse supports.**
- **Assess whether or not there are truly housing opportunities available through other community agencies that give members the level of autonomy and dignity that are articulated in our Standards. If there are not, it is incumbent upon the Clubhouse to establish its own housing program.**

Thirdly, Clubhouses must provide supports that assist members in managing and utilizing their housing for personal fulfillment. This involves:

- **Incorporating housing services into a Clubhouse unit so that members and staff work together to provide these services and members are involved in helping each other.**
- **Providing services relevant to housing such as completing housing applications, budgeting assistance, transportation to grocery stores, and help with moving.**
- **Providing assistance in the furnishing and upkeep of apartments, including advocating with landlords and housing providers for help with the maintenance of appliances.**
- **Familiarizing members with resources in the nearby community, such as stores, laundry facilities, and recreational facilities.**
- **Providing cooperative assistance within members' homes, as needed, on matters such as cleaning and food preparation.**

The fact that an individual's personal identity is reflective of where a person lives indicates much about stigma. People who are homeless with no place to live can be passed by as virtual non-persons. Adults with mental illness who are placed in group housing situations tend to be seen merely as one of a group, and the group is defined by the illness.

By contrast, enabling Clubhouse members to have what everybody recognizes as a home can invite their individuality to shine.

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

REPORT OF THE COMMITTEE ON THE
PROGRESS OF THE DEPARTMENT OF CHEMISTRY
FOR THE YEAR 1955-1956

CHICAGO, ILLINOIS
1956

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
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REPORT OF THE COMMITTEE ON THE
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PROGRESS OF THE DEPARTMENT OF CHEMISTRY
FOR THE YEAR 1955-1956



International Center for Clubhouse Development

Clubhouse Profile/Survey

Clubhouse: Union Station Clubhouse - Uniontown, Pennsylvania

Survey Entered by Scott Bombach and Dustin Murray on 8/30/2018 8:33:31 AM

Clubhouse Information

Date Opened:	1/2/2002
Date joined ICCD:	
Parent Agency Name:	Goodwill Southwestern Pennsylvani
Clubhouse Address1:	100 Corporate Crossing Road
Clubhouse Address2:	
Country:	USAo
Phone:	(724) 439-9311
FAX:	(724) 439-9334
E-mail Address:	uschwest@gmail.com
Web Page Address:	www.unionstationclubhouse.com
Director Name:	Scott Bombach
Directors Home Phone:	(412) 812-9183
Other Contact Name:	
Contact Phone:	

Certification Team Information

Prior Certification Visit Date:	3/15/2012
Prior Certification Team:	Sally Bissada and
Site Visit Date:	5/14/2018
Team Name:	Sooze McNarama
Clubhouse:	Evergreen Club, Spokane, WA,
Team Name:	Peace Cambria
Clubhouse:	New Reflections, Toole, UT, USA

Training Information

Training Dates From:	8/1/2011	To:	8/18/2011
Clubhouse:	Gateway House		
Colleagues Names:	Crystal Fowler-Kuhns		
	Alice Haney		
Third Week Visitor:	Carol Warman		

Clubhouse Organization and Characteristics

How did your Clubhouse start? New program started as a clubhouse	Other Specify:
Location: Separate building	What is the population of the area served by the clubhouse? 100,000 to 250,000
What is the current unemployment rate (%) in the region you serve?	6.80

Clubhouse Budget

What is the clubhouse total annual operating budget NOT including member housing?	\$	531000.00
What is the clubhouse total annual operating budget including member housing and/or training?	\$	531000.00
	Direct Costs:	\$ 525300.00
	Indirect Costs:	\$ 5700.00

What are the funding sources for the total annual operating budget (specify %)?

Funding from Governmental sources	
State or Provincial Mental Health:	90 %
Social Services:	%
Vocational Rehab Agency:	%
Labor Department:	%
County/Borough Government:	10 %
Local/Municipal Government:	%
National Grants:	%

Funding from Private sources	
Private Insurance:	%
Foundation/Grants:	%
Donations and other Private Sources:	%
Income Generating activity:	%
Other Specify:	%

Public Insurance Programs: %
 Other Specify: %

Managed Care

Is your clubhouse part of a Managed Care System? YES NO

Type of Managed Care System:
 If other, please specify:

Does your clubhouse receive Medicaid funding? YES NO

What activities or services are Medicaid-funded?

Current Membership

Total membership:
 Total active members – month:
 Total active members 90 days:
 Average daily attendance:
 Average work ordered day program attendance:
 Outreach:
 Number of members participating in any evening or weekend program during the most recent 3-month period. No person should be counted more than once:

Intake/New Member Orientation Process

What are the eligibility requirements for membership?

 What percentage of people who participate in orientation become members?

Referral/New Members

Who refers members to your clubhouse (specify %)?

State/County psychiatric hospital:	<input type="text"/> %	City psychiatric hospital:	<input type="text"/> %
Community mental health center:	<input type="text" value="70"/> %	Other mental health facilities:	<input type="text" value="20"/> %
General hospital:	<input type="text"/> %	Private psychiatrist/therapist:	<input type="text" value="5"/> %
Family member/relative:	<input type="text"/> %	Self Referral:	<input type="text" value="5"/> %
Other members:	<input type="text"/> %	Other Specify: <input type="text"/>	<input type="text"/> %

Number of individuals referred to the clubhouse during the most recent fiscal year including self-referrals:
 New Members: Number of referrals in the most recent fiscal year that have become members:

Are people with other diagnoses in addition to a psychiatric diagnosis eligible for membership? YES NO

Developmentally disabled:	<input type="text" value="10"/> %	Traumatic brain injury:	<input type="text"/> %
Substance abuse:	<input type="text" value="10"/> %	Other Diagnosis: <input type="text"/>	<input type="text"/> %

Members Characteristics

Please estimate the number of active members in each RACIAL category.

	Men	Women
White/Caucasian:	<input type="text" value="17"/>	<input type="text" value="20"/>
Hispanic:	<input type="text" value="1"/>	<input type="text"/>
Black/African-American:	<input type="text" value="2"/>	<input type="text" value="1"/>

American Indian/Alaska Native
 Asian:
 Native Hawaiian/Other Pacific:
 Other/Unknown:
 Totals:

Total Members: 0
 Total 90-days: 0
 See "Membership" pg

Please estimate the number of active members in each AGE category.

Less than 20 years: 31 to 40 years: 61 to 70 years:
 20 to 25 years: 41 to 50 years: Over 70 years:
 26 to 30 years: 51 to 60 years: Age Unknown:
 Total Members: 0
 Total 90-days: 0
 See "Membership" pg

Do you record diagnoses of your members? YES NO

Please estimate the number of active members in each DIAGNOSTIC category.

	# of Active Members	
Schizophrenia, schizoaffective disorders:	<input type="text"/>	Total Members: 0 Total 90-days: 0 See "Membership" pg
Bipolar Disorder:	<input type="text"/>	
Major Depression:	<input type="text"/>	
Unknown:	<input type="text"/>	
Other Diagnoses:	<input type="text"/>	
Other Diagnoses:	<input type="text"/>	

Please estimate the number of active members (90 days) that are:

Substance Dependent: Nicotine Dependent:

Staff Characteristics

Please tell us about the composition of the clubhouse staff

Total Number of full-time staff:
 Total Number of part-time staff:
 Total number of full-time and part-time staff that are unit based:
 Total number of volunteers and/or students:

Proportion (%) of current staff identifying themselves as current or former consumers of mental health services:

Educational credentials of full-time staff:

Credentials	Administrators	Resource Staff	Generalist Program Staff
Primary school (less than high school)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Secondary school (GED or High school diploma)	<input type="text"/>	<input type="text"/>	<input type="text" value="1"/>
Some college or university	<input type="text"/>	<input type="text"/>	<input type="text" value="2"/>
Undergraduate degree in Human Services (B.A./B.S)	<input type="text" value="1"/>	<input type="text"/>	<input type="text"/>
Undergraduate Non-Human Services degree (B.A./B.S.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Some graduate coursework	<input type="text"/>	<input type="text"/>	<input type="text"/>
Master level (M.A./M.S./M.S.W.) Human Services degree	<input type="text"/>	<input type="text"/>	<input type="text" value="1"/>
Master level (M.A./M.S./M.Ed) Non-Human Services degree	<input type="text"/>	<input type="text"/>	<input type="text"/>
Advanced graduate degree (Ph.D/M.D./D.S.W/etc)	<input type="text"/>	<input type="text"/>	<input type="text"/>

Full Staff Characteristics

How long have your FULL-TIME staff been employed at your clubhouse?

Please indicate the number of FULL-TIME staff (currently employed) in each category.

Length of Employment Administrators Resource Staff Generalist Staff

Less than 1 year:			1
1 to 2 years:			
3 to 4 years:			
5 to 9 years:			1
10 to 14 years:			3
15 to 20 years:			
20+ years:			
Positions currently open/unfilled:			

Total Employees: 0
 Total FTE's: 0
 See "Staff Characteristics" pg

Please list the number of FULL-TIME staff employed in each salary category?

Each staff should be counted once. The total MUST equal to number of "Total Number of full-time staff:" from Staff Characteristics page.

Salary range	Administrators	Resource Staff	Generalist Staff
Up to 15,000:			
15,001 to 20,000:			
20,001 to 25,000:			
25,001 to 30,000:			
30,001 to 35,000:			3
35,001 to 40,000:			1
40,001 to 45,000:			
45,001 to 50,000:	1		
50,001 to 60,000:			
60,001 to 75,000:			
75,001 to 100,000:			
Over 100,000:			

Total Staff #: 0
 Total FTE's: 0
 See "Staff Characteristics" pg

Meeting Frequency

Please indicate how frequently the following meetings occur in your clubhouse

Meeting Type	Frequency
Informational Community/House	At least Weekly
Policy/Decision Making	At least Weekly
Employment	At least Monthly
Educational	At least Monthly
Substance Abuse/Prevention	Not at All
Parenting Supports	Not at All
Wellness/Health Promotion	At least Weekly
Medication-Education	Not at All
Social	At least Weekly
Board of Directors	At least Monthly
Advisory Board	Less than Monthly
Other Meeting	
Other Meeting	
Other Meeting	

Space

How much interior space (square feet/meters) does your clubhouse occupy? 5840 square feet

All space accessible to members? YES NO

Describe areas that are inaccessible: Locked File Room

How much of the space in your clubhouse is physically accessible to persons with mobility impairments? All

Work-Ordered day

What are the daily hours of your Work-Ordered Day? 8:00 To: 15:00

How many distinct work units do you have?

What types of clubhouse work do members carry out in any of these units?

- | | | | |
|---|--|--|---|
| Outreach <input checked="" type="checkbox"/> | Supported Education <input type="checkbox"/> | Research <input checked="" type="checkbox"/> | Telephone Switchboard <input checked="" type="checkbox"/> |
| Employment <input checked="" type="checkbox"/> | Maintenance/Cleaning <input checked="" type="checkbox"/> | Accounting <input checked="" type="checkbox"/> | Thrift Store <input type="checkbox"/> |
| Administration <input checked="" type="checkbox"/> | Attendance Records <input checked="" type="checkbox"/> | Other Specify: <input type="text"/> | |
| Clerical/Offic <input checked="" type="checkbox"/> | Enrollment/Orientation <input checked="" type="checkbox"/> | Other Specify: <input type="text"/> | |
| Food Prep/Serving <input checked="" type="checkbox"/> | Supported Housing <input type="checkbox"/> | | |

Describe each unit in clubhouse:

Unit Name	Avg Daily Hours	Avg Daily Attendance	Active Membership In unit	# of Staff in unit	# of Unit Meetings per week	Unit Tasks
Food Service	7	15	20	2	10	Food Prep/Serv, Maint./Cleaning,
Operatons	7	7	21	3	10	Outreach, Employment, Admin, Clerical/Off

Employment

Please check the types of employment programs your clubhouse sponsors:

- | | | | |
|---|---|--|--|
| Regular TE Positions <input checked="" type="checkbox"/>
(individual, time-limited jobs, owned by the clubhouse) | Group Placement <input type="checkbox"/>
(consistent hours, on-site staff, based on group not individual productivity) | One-day Jobs <input type="checkbox"/> | Independent Employment <input checked="" type="checkbox"/> |
| Other Employment Describe: <input type="text"/> | | Supported Employment <input checked="" type="checkbox"/> | |

Who pays the member directly?

	TE	GP	DY	SE	IE	Other
Employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubhouse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parent Agency	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your clubhouse's usual vocational philosophy:

- | | |
|---|--|
| Strong efforts for immediate job placement <input type="checkbox"/> | Temporary work, then permanent work <input type="checkbox"/> |
| Readiness assessments, then job placement <input type="checkbox"/> | Job skill training, then job placement <input checked="" type="checkbox"/> |
| Time in WOD, then job placement <input checked="" type="checkbox"/> | No policy, member decides when to work <input type="checkbox"/> |

*Primary Vocational Philosophy

Please describe any cultural or local influences that affect your clubhouse as you seek to provide a Standards-based employment program:

Vocational Support

Types of vocational supports provided by the clubhouse:

	TE	GP	DY	SE	IE	Other
Vocational Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work Rediness Assessments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Skill Assessments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life Skill Training/Hygiene	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help with Job Hunting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transportation to Interviews	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transportation to Work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program-Sponsored Jobs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-Site Job Training	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off-Site Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy with Employer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coverage of Employee Absences	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal Performance Assessments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support Meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Transitional Employment (TE)

Is the clubhouse Transitional Employment program housed and staffed totally in the clubhouse? YES NO

Are members encouraged to return to the clubhouse for the balance of the day? YES NO
 Estimate the percentage that actually do

Does the clubhouse guarantee coverage for TE positions, either by other members or by staff? YES NO
 Estimate the percentage of the TE absence that are actually covered

Are there any staff whose exclusive responsibilities are supporting and developing the TE program? YES NO
 How many?

How often are visits made to TE job sites after the initial training period?

How many clubhouse staff share TE placement management responsibilities?

What is the average duration of a TE placement? (# of months)

Members Employed

Please use unduplicated counts of members in each job category (3-Months period)

	TE	GP	DY	SE	IE	OTHER
Number of members who worked for any length of time during the chosen 3 month period	<input type="text" value="3"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="2"/>	<input type="text" value="2"/>	<input type="text"/>
Number of members who worked a single job for at least 2 weeks during the chosen 3 month period	<input type="text" value="3"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="2"/>	<input type="text" value="2"/>	<input type="text"/>
Number of members who worked for any length of time during the most recent fiscal year	<input type="text" value="11"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="7"/>	<input type="text" value="2"/>	<input type="text"/>
Number of members who worked for more than 6 months during the most recent fiscal year	<input type="text" value="6"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="3"/>	<input type="text" value="2"/>	<input type="text"/>
Total annual wages in each job category (most recent fiscal year)	<input type="text" value="12,461.96"/>	<input type="text" value="0.00"/>	<input type="text" value="0.00"/>	<input type="text" value="17,885.89"/>	<input type="text" value="6,139.95"/>	<input type="text" value="0"/>

Jobs

TE	GP	DY	SE	IE	OTHER
----	----	----	----	----	-------

Number of different employers	1		2	1	
Number of individual jobs	3		2		
Number of job placements	3		2		
Average wage per job per hour	7		11	8	
Range in wages per hour	FROM: 7.25		11.00	7.92	
	TO: 7.25		11.29	7.92	
Number of jobs offering 0 - 5 hours per week					
Number of jobs offering 6 - 10 hours per week	1		1		
Number of jobs offering 11 - 15 hours per week	2		1		
Number of jobs offering 16 - 20 hours per week					
Number of jobs offering 21 - 25 hours per week				1	
Number of jobs offering 26 - 30 hours per week					
Number of jobs offering 31 - 35 hours per week					
Number of jobs offering 36 - 40 hours per week					
Number of jobs offering over 40 hours per week					

Education

Does your clubhouse have an education component? YES NO

Check types of education programs that your clubhouse sponsors:

- Classes/tutoring during Work-ordered day, taught by clubhouse staff
- Classes/tutoring during Work-ordered day, taught by non-clubhouse teachers
- Classes/tutoring during Work-ordered day taught by members
- Classes/tutoring outside Work-ordered day, taught by clubhouse staff
- Classes/tutoring outside Work-ordered day, taught by non-clubhouse teachers
- Classes/tutoring outside Work-ordered day, taught by clubhouse members
- Organized assistance with applications for adult education courses
- On-going supports for members in adult education courses

Function of the House

Check which which services are provided directly to members in the SERVICES boxes and when members are involved in the provision of the services, check MEMBERS

	Services	Members		Services	Members
Volunteer Work for Clubhouse	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Volunteer Work to benefit other persons/prgms	<input type="checkbox"/>	<input type="checkbox"/>
Transportation to clubhouse	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Financial Assistance buying food/clothing	<input type="checkbox"/>	<input type="checkbox"/>
Low priced Meals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Money management	<input type="checkbox"/>	<input type="checkbox"/>
Help with entitlements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Medication Administration	<input type="checkbox"/>	<input type="checkbox"/>
Links to health/dental care	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Medication linkage/advocacy or planning	<input type="checkbox"/>	<input type="checkbox"/>
Reimbursed case management	<input type="checkbox"/>	<input type="checkbox"/>	Non-reimbursed case management	<input type="checkbox"/>	<input type="checkbox"/>
Supported Education	<input type="checkbox"/>	<input type="checkbox"/>	Arbitration of members' disputes	<input type="checkbox"/>	<input type="checkbox"/>
Help finding housing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Substance use/abuse intervention/education	<input type="checkbox"/>	<input type="checkbox"/>
24-hour crisis coverage	<input type="checkbox"/>	<input type="checkbox"/>	Oversight Hospital admittance/discharge	<input type="checkbox"/>	<input type="checkbox"/>
Food Co-op	<input type="checkbox"/>	<input type="checkbox"/>	Reach out, home/hospital visits	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mobile Outreach	<input type="checkbox"/>	<input type="checkbox"/>	Peer support groups	<input type="checkbox"/>	<input type="checkbox"/>
Recreational Activities	<input type="checkbox"/>	<input type="checkbox"/>	Programs/supports for family members	<input type="checkbox"/>	<input type="checkbox"/>
Child Care	<input type="checkbox"/>	<input type="checkbox"/>	Adolescent/Young Adult services	<input type="checkbox"/>	<input type="checkbox"/>
Geriatric services	<input type="checkbox"/>	<input type="checkbox"/>	Political advocacy,board positions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Wellness/nutrition/health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Education Linkage	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			Other	<input type="checkbox"/>	<input type="checkbox"/>

Members Transportation

What is the primary means by which members get to and from Clubhouse?(%)

Walk: % Club Van: %
 Car: % Public Transportation: %
 Other: % %

Social/Recreational Programs

What days and hours is your clubhouse open for social/recreational activities?

What kinds of social/recreational opportunities do you offer?

Is your clubhouse open for holidays? YES NO

IF NO: Why not?

Are holidays celebrated on the actual day of the holiday? YES NO

IF NO: Why not?

Housing

What percentage of your membership lives in the following types of housing?

Independent Housing: % Without Housing: % Living with Family Member: %
 Clubhouse Housing: % Group Housing: % Other Describe: %

Does your clubhouse have its own housing program? YES NO

IF YES: What types of housing does your clubhouse offer?

IF NO: Does another housing program have slots reserved for clubhouse members? YES NO

Does your clubhouse receive funds to provide housing? YES NO

IF YES: Indicate which items are covered by your housing funding:

Staff Salaries Construction Costs Security Deposits
Furniture Other Household Items Rent Subsidies

Other Describe

Who is responsible for managing this housing? Other Describe:

How many residents live in the clubhouse program now?

How many residents are members of clubhouse?

Are your housing services integrated into the clubhouse? YES NO

Indicate how housing services are provided at your clubhouse: Other Describe:

Housing Support

What types of services are offered in clubhouse's housing program?

Housing Support	Generalist Staff	Housing Funded	Not Funded
24 hour beeper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respite beds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crisis intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistance finding housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landlord negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubhouse apartments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Substance Use/Abuse

Does your clubhouse currently screen for Substance Use? YES NO

Does your clubhouse currently screen for Tobacco Dependence? YES NO

Estimate the number of active members in the following categories:

Moderate Severe Tobacco user:

Abstinent/Former Tobacco user:

No Tobacco use:

Does your clubhouse offer any substance use education or support services? YES NO

Estimate the number of members who meet the ICD-10 harmful use or substance dependence

Moderate Severe:

Mild Problem:

Abstinent:
No Substance Abuse problem:
Unknown Substance Abuse:

Total Members: 0
Total 90-days: 0
 See "Membership" pg

Reach Out

Does your clubhouse have a reach out program? YES NO

Monthly 'On-call' coverage

'Warm line' clubhouse telephone counseling service (Hours/Month):
 Clubhouse 'hot line' or on-call crisis services (Hours/Month):
 Other agency 'on-call' or crisis services (Hours/Month):

Advocacy/Case Management

Does your clubhouse provide advocacy and community support services to members? YES NO

Training

Has the clubhouse DIRECTOR participated in the three week ICCD Clubhouse Training? YES NO

Director Name	Training Base	Training Date(mm/dd/yyyy)
Scott Bombach	Gateway House, Greenville, SC, USA	10/19/2004

Have currently employed STAFF participated in the three week ICCD Clubhouse Training at any international training base? YES NO

Staff Name	Training Base	Training Date(mm/dd/yyyy)
Caprese Jones	Gateway House, Greenville, SC, USA	4/22/2005
Crystal Fowler-Kuhns	Gateway House, Greenville, SC, USA	8/5/2011

Have active MEMBERS participated in the three week ICCD Clubhouse Training at any international training base? YES NO

Member Name or ID	Training Base	Training Date(mm/dd/yyyy)
Henry Brooks, Jr.	Gateway House, Greenville, SC, USA	7/26/2004
Dustin Murray	Gateway House, Greenville, SC, USA	10/4/2007

Has anyone from your house attended the three week (administration/auspice) TRACK of the ICCD Clubhouse Training? YES NO

Track Name	Track Title	Training Date(mm/dd/yyyy)
<input type="text"/>	<input type="text"/>	<input type="text"/>

Research and Record Keeping

Do you keep computerized records? YES NO

Select software programs/instruments your clubhouse utilizes to maintain clubhouse records

- International Association of Psychosocial Rehabilitation Services (IAPSRs) TOOLKIT:
- Applistic:
- A.W.A.R.D.S.:
- Other Instruments:
- Other Instruments:

Does your clubhouse require a written or electronic rehabilitation and/or goal plan for active members? YES NO

IF Yes, What percent of active members have a current plan? %

Are you currently involved in a research project? YES NO

Are you in the process of developing a research project? YES NO

If you are involved in a research project/developing a research project please provide the following information:

Project Title(s)	Name(s) of primary contact(s) and/or lead investigator(s)	Is project Funded?	Funding Source(s)	Amount Funded
		<input type="checkbox"/>		

Is your clubhouse interested in participating in a research project? YES NO

What specific question would you like to address?

Do you collaborate with a university researcher or a researcher outside of your clubhouse? YES NO

Researcher Name: Institutional Affiliation:
Phone #:
Email:

If NO, Do you plan to have one in the future? YES NO

Funding, Governance and Administration

Does your clubhouse try to meet all ICCD Clubhouse Standards? YES NO

Are there standards with which your clubhouse is unable to comply? YES NO

Select standards which are difficult for your clubhouse:

- 1 2 3 4 5 6 7 8 9 10 11 12
 13 14 15 16 17 18 19 20 21 22 23 24
 25 26 27 28 29 30 31 32 33 34 35 36

What mode of decision-making do you typically use in your clubhouse?

Voting Consensus Other Describe:

What is the primary model of decision making?

Organizational Structure

How is the clubhouse managed or auspiced?

Board of Directors

Does your clubhouse have Board of Directors? YES NO

IF YES, What are its functions?

How many Board members are clubhouse members?

Does your clubhouse have an Advisory Board? YES NO

IF YES, What are its functions?

How many Advisory Board members are clubhouse members?

Clubhouse Associations

Does your clubhouse belong to any formal or informal association? YES NO

IF YES, Describe: Fayette Chamber of Commerce, Psychiatric Rehabilitation Assn. PA
Psycosocial Rehab Society

Does your state/country have a clubhouse coalition? YES NO

IF YES, Does your clubhouse belong to it? YES NO

IF YES, Which Coalition: Pennsylvania Clubhouse Coalition

In what ways has your clubhouse been active in the local coalition?

Clubhouse Certification/Accreditation

Specify clubhouse certifications or accreditations:

ICCD Accreditation: 1 year 3 year Conditional 3 year **Date:**

Other Accreditation describe: PA Dept. of MH/ Substance Ab **Date:** 12/31/2018

JACHO 1 year 3 year **Date:**

CARE **Date:**