



Clubhouse International

Creating Community: Changing the World of Mental Health

Clubhouse Accreditation Report

Clubhouse ID#: 56 - Fountain House/Copenhagen

Copenhagen, 2100, Denmark

Faculty Team:

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Accreditation Status: Conditional 3 Year

REPORT SUMMARY - PART A

Overall Strengths:

- ▼ The Clubhouse gives very easy access to new members, offering a quick Welcome Meeting to begin membership. The Clubhouse does not use any screening process or require proof of diagnosis.
- ▼ Members and staff at the Clubhouse have warm and mutually respectful relationships with one another.
- ▼ Clubhouse staff are committed and knowledgeable about the program. Many staff have worked at the Clubhouse for several years or more.
- ▼ The Clubhouse has a beautiful space that is decorated with many works of art created by members, an open air roof deck with plants, and lots of natural light. Every space is warm, inviting, and set up in a way that allows for meaningful work to take place.
- ▼ The Clubhouse has a robust education program and many young adult members who are currently enrolled in school.
- ▼ There is a very strong culture of education in the Clubhouse with a dedicated study support system, and assistance to many members with their studies.
- ▼ The Clubhouse Kitchen prepares amazing delicious and nutritious daily lunches. The meals are generally organic and vegetarian.
- ▼ The Clubhouse has a strong relationship with the municipality of Copenhagen that fully funds the Clubhouse program while allowing the Clubhouse to maintain independence and make its

own decisions.

Report Recommendations:

- ▶ We recommend that all Clubhouse meetings be open to both members and staff.
- ▶ We recommend that the Clubhouse be organized into 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.
- ▶ We recommend that the Clubhouse offer its own Transitional Employment program with varied employment placement opportunities, which provides as a right of membership opportunities for members to work on job placements in the labor market.
- ▶ 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.

REPORT RECOMMENDATIONS AND SUGGESTIONS - PART B

Clubhouse International Accreditation Checklist:

International Standards for Clubhouse Programs, 2020 Edition

- ▶ When "**Consistent**" is checked, the Clubhouse is in consistent compliance with the Standard. Exceptional strengths are notes in Part A of this report.
- ▶ When "**Mostly**" 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 "**Not Consistent**" 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.

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 'Consistent', 'Mostly' or 'Not Consistent' is therefore 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.

1. Membership

1.1 Membership is voluntary and without time limits.

Consistent

1.2 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.

Consistent

1.3 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.

Consistent

1.4 All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.

Consistent

1.5 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.

Consistent

1.6 Members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a significant and current threat to the Clubhouse community.

Consistent

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

Mostly

Actions Taken on Prior Accreditations:

Membership Notable Strengths:

The Clubhouse gives very easy access to new members, offering a quick Welcome Meeting to begin membership. The Clubhouse does not use any screening process or require proof of diagnosis.

MEMBERSHIP RECOMMENDATIONS AND/OR SUGGESTIONS

Membership Standard 1.7

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

Current Situation:

The self study describes that the Clubhouse wanted some assistance with making reach out a shared responsibility, rather than a staff only responsibility. At the time of our visit, we observed that the Clubhouse community had concerns with confidentiality, and that some members preferred to speak with staff about personal matters during a reach out.

Suggestions:

We suggest that members and staff work together to identify the reach out needs of the Clubhouse community, and create a culture where reach out is the responsibility of everyone in the Clubhouse community. Some ideas include:

- create a reach out tracking system that asks each member to identify their preferred method of reach out (e.g. phone call, SMS message, social media message, etc.) and the general goals that members and staff can check in about during a reach out.
- ensure that reach out is done by members and staff with whom the member receiving the reach out has a relationship and would feel comfortable speaking with and getting support from. For example, members can sign up to reach out to members that they have gotten to know personally.
- hold a house discussion about the importance of reach out in the Clubhouse community, and that members have a shared responsibility for supporting each other and maintaining confidentiality around information and issues that are of significance to members.
- at the outset of new membership, ensure members are involved in the process of reaching out to new members to welcome them into the Clubhouse community and check in with them about goals they hope to accomplish.

Rationale:

Clubhouse communities are not only places where people come to find meaningful work and opportunities; they are also places where people can find the support and caring of friends.

In other mental health settings, a person's contact information is regarded as confidential, due to the clinical nature of the "provider" and "receiver" relationship. In the Clubhouse, reach out is a critically important function of a close Clubhouse community of friends and colleagues and should be the shared responsibility of everyone in that community: members, staff and Director. Members should have an integral role in helping to design and contribute to the reach out system as equal contributors to staff.

It is the role of the Clubhouse community to ensure a culture where all of the work is accessible and there is a clear expectation that both members and staff preserve confidential information.

Membership Ideas For Further Growth And Development:

2. Relationships

2.8 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.

Not Consistent

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

Consistent

2.10 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.

Consistent

2.11 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.

Consistent

Actions Taken on Prior Accreditations:

Relationships Notable Strengths:

Members and staff at the Clubhouse have warm and mutually respectful relationships with one another.

Clubhouse staff are committed and knowledgeable about the program. Many staff have worked at the Clubhouse for several years or more.

RELATIONSHIPS RECOMMENDATIONS AND/OR SUGGESTIONS

Relationships Standard 2.8

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.

Current Situation:

At the time of our visit, the Clubhouse had a weekly staff meeting held in the units where information about specific members is discussed, along with other Clubhouse matters.

Recommendation:

We recommend that all Clubhouse meetings be open to both members and staff.

Suggestions:

We suggest that the Clubhouse either open up the staff meeting for member participation held at a time that encourages member participation, or eliminate the staff only meetings and incorporate agenda items of this meeting into already existing all-house meetings. There is really no need for a separate meeting to be called to address integral Clubhouse operational issues. Issues such as staff schedules, social program coverage, and basic Clubhouse staff roles affect the membership at least as much as they affect the staff. This can be a wonderful opportunity for a Clubhouse to 'push the envelope' in its efforts to create a full partnership model.

We suggest that the Clubhouse address member's sensitive information with the member in question, one-on-one, rather than staff gathering to discuss members issues.

We suggest that the Clubhouse focus on strengthening the culture of individual supervision meetings with staff, rather than in group staff-only meetings. When these issues are of concern for the entire Clubhouse community, they can be addressed in an all-house meeting, rather than in individual supervision meetings.

Rationale:

The Clubhouse model is built on the premise that members and staff can truly work together in all important operations of the Clubhouse community. Dividing staff from members in order to discuss 'staff issues,' at any time in a Clubhouse, can create an environment in which staff are perceived as the 'experts' who must meet together as a group to find the best ways to provide for the program 'recipients.'

Essential to the work of all Clubhouses is the very difficult mission of dismantling this powerful barrier, and it is a task that requires focused, daily, committed attention and effort. Although we understand that the rationale behind having these meetings is sensible, regularly scheduled meetings that separate staff from members undermine the core mission of the Clubhouse Model in which members and staff share egalitarian relationships.

Staff supervision should only involve those issues specific to the performance or personal issues of the staff person involved. In a Clubhouse there should be no formal or regular review of member's issues and there should be no "clinical" supervision.

Relationships Ideas For Further Growth And Development:

3.12 The Clubhouse has its own identity, including its own name, mailing address, email and telephone number.

Consistent

3.13 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.

Consistent

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

Consistent

Actions Taken on Prior Accreditations:

Space Notable Strengths:

The Clubhouse has a beautiful space that is decorated with many works of art created by members, an open air roof deck with plants, and lots of natural light. Every space is warm, inviting, and set up in a way that allows for meaningful work to take place.

SPACE RECOMMENDATIONS AND/OR SUGGESTIONS

Space Ideas For Further Growth And Development:

4. Work-Ordered Day

4.15 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.

Consistent

4.16 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.

Consistent

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

Consistent

4.18 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.

Not Consistent

4.18.1 Use this line for unit 1

name:

4.18.2 Use this line for unit 2

name:

4.18.3 Use this line for unit 3

name:

4.18.4 Use this line for unit 4

name:

4.19 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.

Consistent

4.20 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.

Consistent

Actions Taken on Prior Accreditations:

Work-Ordered Day Notable Strengths:

WORK-ORDERED DAY RECOMMENDATIONS AND/OR SUGGESTIONS

Work-Ordered Day Standard 4.18

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. USE THIS LINE FOR THE OVERALL CLUBHOUSE'S ADHERENCE TO THIS STANDARD.

Current Situation:

At the time of our visit, we observed that the Clubhouse did not have regularly scheduled daily unit meetings, which prohibits the Clubhouse from organizing and planning the work of the day. At certain times of the day, there were not members or staff present in all of the units to perform the daily work. An organized unit structure where work is clear and accessible can be very helpful in keeping members engaged in units for longer periods of time, contributing their much needed skills, talents, and abilities to the operation of the Clubhouse.

Recommendation:

We recommend that the Clubhouse be organized into 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.

Suggestions:

We suggest that the Clubhouse organize the work of the day through consistent daily unit meetings (one in the morning and one in the afternoon, directly following lunch) that utilize a clear and organized work board for each unit. To achieve this, we suggest the following three steps, which will be elaborated on in section C of the report.

1. Visibility and Accessibility
2. Streamlining the work
3. Consistency

We suggest that units design the white board(s) so that they are the focal point of the Clubhouse units. The white board outlines the tasks that need to be accomplished, but often much more is posted there as well. This can include reach out that needs to be done, special projects and meetings that are coming up, community support needs, any upcoming guests at the Clubhouse, etc. All of these can be talked about not only in unit meetings but also as the day progresses. If there is a lull in work to be done, the white board can be consulted as a reminder.

We suggest that the Clubhouse utilize unit planning meetings, which are different from unit meetings, to identify and break down work in the units. The purpose of the meeting is to make sure all the work of the unit is generally understood, visible, identified on the unit board, and able to be accessed through a unit meeting process.

Rationale:

Clubhouse work units are important because they provide an intimate and powerful community within the Clubhouse. Unit meetings are a time when relationships are solidified in many ways. As the unit reviews its many projects and deadlines, the unit community comes together as a team to make sure that its work will get done. Members experience a genuine sense of being urgently needed as their unit colleagues ask for their help on the work that needs to get done. This is a very different dynamic than simply having a list of jobs that people can volunteer for. Belonging to a 'team' that is committed to the same work is a powerful motivator, and that is why unit meetings are so important for encouraging hesitant or frightened members to become engaged in work.

Work-Ordered Day Ideas For Further Growth And Development:

5. Employment

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. (Clubhouse International Employment Guidelines, 2012)

5.21 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.

Consistent

Transitional Employment *(Clubhouse International Employment Guidelines, 2012)*

- ▼ *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).*

5.22 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.

Not Consistent

a. The desire to work is the single most important factor determining placement opportunity.

b. Placement opportunities will continue to be available regardless of the level of success in previous placements.

c. Members work at the employer's place of business.

d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.

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

f. Transitional Employment placements are part-time and time-limited, generally 12 to 20 hours per week and from six to nine months in duration.

g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.

h. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.

i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.

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.

Actions Taken on Prior Accreditations:

Transitional Employment Notable Strengths:

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND/OR SUGGESTIONS

Transitional Employment Standard 5.22

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.

Current Situation:

At the time of our visit, the Clubhouse did not yet have any Transitional Employment (TE) placements. We observed that the Clubhouse was exploring the idea of starting a TE program using the Individual Placement and Support (IPS) model.

The Clubhouse International guideline for Transitional Employment, in order to ensure sufficient employment opportunities for members with the most vocational barriers, is for 20% of the Clubhouse work-ordered day average daily attendance (WOD-ADA) to be working on Transitional Employment placements in the labor market.

For Fountain House Copenhagen with a WOD-ADA of 38, that would be a minimum of seven TE placements, and consistent efforts to develop additional placement opportunities as the Clubhouse increases its membership.

Recommendation:

We recommend that the Clubhouse offer its own Transitional Employment program with varied employment placement opportunities, which provides as a right of membership opportunities for members to work on job placements in the labor market.

Suggestions:

We suggest that the Clubhouse hold a regularly scheduled job development meeting or Employment Development Committee, which includes the director, potential board members, and any staff/members who can contribute job leads. This meeting should be used to discuss target employers, next steps, and who from the Clubhouse will make each contact. This committee can:

- Review job leads
- Assign and follow up with identified job leads
- Review and improve any job development materials
- Canvas past and present employers to request written testimonials to include in information packets
- Research local companies and businesses and target the top 10 for potential employment development
- Network to identify the highest point of contact within the target companies
- Plan an open house/informational evening for potential employers, as well as former employers

We suggest that the work of job development and employment supports be well integrated into the structure of the work-ordered day. For example, units can be responsible for:

- Researching potential TE employers and placing them in an Employment Book
- Utilizing unit email for job leads from a variety of sources e.g. local career center, the vocational rehabilitation agency, etc.
- Entering all calls made to prospective employers in a "TE Development" Data Base or binder.
- Tracking each company contacted through all stages of TE development
- Printing and filing contact sheets for each company contacted each week
- Designing employment marketing materials: printing, mailing, faxing and emailing development letters to prospective employers
- Filing all development letters; alphabetically (by company name) and chronologically
- Making TE presentation folders
- Updating and distributing the job development agenda

We suggest that the Clubhouse work closely with its Board of Directors to bring in job leads and to develop new relationships and partnerships that can lead to Transitional Employment placements for the Clubhouse. The Board can create a goal for minimum Transitional Employment development efforts.

While the IPS model has been a successful model for employment placement, it has been predominantly used in developing permanent placement opportunities. We suggest that if the Clubhouses uses IPS in TE development, that the essential elements of the TE program are maintained, such as selection, training and coverage is provided by the Clubhouse; the

TE program is managed by the Clubhouse, not employment specialists; job placements are generally 12-20 hours per week and 6-9 months in duration.

Rationale:

Transitional Employment is meant to provide an opportunity to work for members who may have little or no work experience, very low confidence, and/or poor work habits. The purpose of TE is to act as a “bridge” so that the member can utilize the job, with all of its Clubhouse supports, to strengthen all of these areas of vocational difficulties. The intent of TE is for members to have access to real jobs, with ample Clubhouse support, that assists them in developing the ‘job readiness’ and maintain permanent employment.

When a Clubhouse offers sufficient and diverse opportunities in the Transitional Employment program, it captures the interest of more members to enter or reenter the workforce with the supports afforded through a TE placement.

Transitional Employment Ideas For Further Growth And Development:

Supported and Independent Employment (*Clubhouse International Employment Guidelines, 2012*)

- ▼ *The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.*
- ▼ *At least 50% of the Clubhouse’s SE/IE jobs should be 15 hours/week or more.*
- ▼ *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.*

5.23 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.

Mostly

5.24 Members who are working independently continue to have available all Clubhouse supports and opportunities, as well as participation in evening and weekend programs.

Consistent

Actions Taken on Prior Accreditations:

Supported and Independent Employment Notable Strengths:

SUPPORTED AND INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND/OR SUGGESTIONS

Supported and Independent Employment Standard 5.23

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.

Current Situation:

While there are many members of the Clubhouse who are employed, there is not an intentionally organized Supported and Independent Employment (SE/IE) program at the Clubhouse, outside of some individual supports available in the Bookend Unit.

Suggestions:

We suggest that the employment supports available to young adult members in the Bookend Unit be visible and accessible to all members in the Clubhouse. The Clubhouse can organize this work in a unit, but communicate the expectation that all staff and all units work side-by-side with members on their employment goals.

For example: add a job board to the wall where members and staff can post job openings on a daily/weekly basis; regularly reach out to members to talk about employment opportunities and invite them to apply; hold a weekly job seekers meeting to assist members to identify employment goals and strategize employment steps that week.

We suggest that the Clubhouse partner with local community employers to build relationships that assist members to secure, sustain, and better their employment. Together with the Clubhouse, members can choose the type, frequency, and location of desired support.

We suggest that Fountain House Copenhagen connect with other Clubhouses who have been working to successfully integrate the IPS model within the Clubhouse, such as HERO House in Washington and Spirit Crossing Clubhouse in Colorado, USA.

Rationale:

Supported and Independent Employment is essential to ensuring a member's long-term financial sustainability and security. A well developed Clubhouse Employment Program affords members the opportunity to enter the workforce with the level of support they need and desire to succeed on the job. As a next step from Transitional Employment, it is vital that the Clubhouse provide a well rounded Employment Program that ensures members have significant opportunities to enhance their lives.

Supported and Independent Employment Ideas For Further Growth And Development:

6. Education

6.25 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.

Consistent

Actions Taken on Prior Accreditations:

Education Notable Strengths:

The Clubhouse has a robust education program and many young adult members who are currently enrolled in school.

There is a very strong culture of education in the Clubhouse with a dedicated study support system, and assistance to many members with their studies.

EDUCATION RECOMMENDATIONS AND/OR SUGGESTIONS

Education Ideas For Further Growth And Development:

7. Functions of the House

7.26 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.

Consistent

7.27 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.

Consistent

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

Consistent

7.29 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.

Consistent

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.

- 7.30** On a regular basis, the Clubhouse conducts an objective evaluation of its effectiveness including Clubhouse International Accreditation.

Consistent

- 7.31** 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.

Not Consistent

- 7.32** The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.

Consistent

Actions Taken on Prior Accreditations:

Functions of the House Notable Strengths:

The Clubhouse Kitchen prepares amazing delicious and nutritious daily lunches. The meals are generally organic and vegetarian.

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND/OR SUGGESTIONS

Functions of the House Standard 7.31

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:

At the time of our visit, we observed that one staff has attended comprehensive Clubhouse training. None of the members that had previously attended training were active at the time of our visit.

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 suggest that the Clubhouse budget and plan to send a least one member, staff, and administrator team to a Clubhouse training each year. These include comprehensive Clubhouse training, one week specialized training, regional Clubhouse conferences, and the Clubhouse International World Seminar.

We suggest that the Clubhouse utilize the WANA Webinar Series as a training tool within the Clubhouse. The WANA webinars are developed in partnership between Clubhouse International/Fountain House and training bases to identify and address some of the most pressing issues around the Clubhouse world. These are a great way to make a connection with the international community and learn about more recent best practices in areas such as increasing membership post covid, creating a vibrant and engaging work-ordered day, rebuilding an employment program, etc.

Rationale:

Clubhouse training 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.

Functions Of The House Ideas For Further Growth And Development:

Clubhouse evening and weekend social opportunities should be offered in the context of a regular, predictable long range schedule, rather than on an ad-hoc, inconsistent basis. Even if a Clubhouse can only manage to offer one regularly scheduled evening per week, and one regularly scheduled weekend day per month (for example, every Tuesday evening from 5:00 – 8:00, and the first Sunday of every month from 1:00 – 5:00), having these ongoing, repeat dates creates an expectation. The social program then becomes much more accessible to members who are working during the day and may not be in regular communication with the Clubhouse.

For many members, particularly those who are working or not able to be at the Clubhouse during

the day, it is extremely important to know that every month there are certain times and dates when the Clubhouse will be available to them. Having these dates be regularly and consistently scheduled for the same times each months allows members to plan ahead to ensure contact with Clubhouse resources and colleagues.

8. Funding, Governance and Administration

8.33 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.

Mostly

8.34 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.

Consistent

8.35 Staff salaries are competitive with comparable positions in the mental health field.

Consistent

8.36 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.

Consistent

8.37 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.

Consistent

Actions Taken on Prior Accreditations:

Funding, Governance and Administration Notable Strengths:

The Clubhouse has a strong relationship with the municipality of Copenhagen that fully funds the Clubhouse program while allowing the Clubhouse to maintain independence and make its own decisions.

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND/OR SUGGESTIONS

Funding, Governance and Administration Standard 8.33

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.

Current Situation:

At the time of our visit, we learned that the Clubhouse recently became independently managed with its own board of directors. While the board is a small and committed group that is planning for growth, the self study reports that the board is comprised entirely of individuals associated with the mental health field. In addition, the self study reports that the board meets infrequently, four times per year. At the time of our visit, the board was working on expanding with additional board members from more diverse representation.

The Clubhouse International guideline is that a Clubhouse Board consist of a majority (more than half) of people from outside of the mental health community. This composition brings diversity to the Board, which assists the Clubhouse to expand in many areas, including fundraising, job development, and community awareness.

Suggestions:

We suggest that the board work towards recruiting Board members with diverse professional backgrounds including law, marketing, advocacy, and research to ensure that the Clubhouse has access to key assistance that will allow the program to grow and thrive.

We suggest that the Clubhouse board develop a clear governance structure with identified chairperson, vice-chair, board secretary, treasurer, and the board floor members. The Director should only serve as the liaison between the board and the Clubhouse, not as an official member of the board.

Rationale:

A strong Accredited Clubhouse Board should consist of a majority of people from outside of the mental health community. A Clubhouse Board's primary function is to serve as a liaison with the broader community, to facilitate the local community's acceptance and embrace of the Clubhouse and its mission. Having most Board members representing the larger business community is also helpful in its mission of assisting with job development and fundraising for the Clubhouse.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS - PART C

The information in this section is drawn from the Clubhouse International Faculty Resource Manual. This section 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.

4. Work-Ordered Day

We all know the importance and the value of having an organized work unit in a Clubhouse. However, we all also know that at times it can be hard to get and stay organized. Whether you are in a new Clubhouse or a well-established Clubhouse, this article is intended to offer a basic structure to maintaining an organized workspace in any Clubhouse.

Although there are many factors that can play into how a Clubhouse organizes its work, there are three simple steps that can help any unit to get and stay more organized:

1. Visibility and Accessibility
2. Streamlining the work
3. Consistency

The first step is visibility and accessibility. A good starting point to achieving this is through utilizing a whiteboard in all of units. Having the unit work displayed for all to see sends a visual cue throughout the unit that there is much work to be done. It is a simple way of communicating with all colleagues what it is that needs to be accomplished and makes the work accessible. Additionally, we have all heard the old saying "Out of sight, out of mind." If unit work is not listed for all to see, it is out of sight and could easily be forgotten about. Furthermore, if unit work is tucked away in a pile, or a drawer, it also runs the risk of being forgotten about because it is out of sight.

It is important for each Clubhouse to develop its own structure for making the work visible. It is also important to note that a system of organization that works in one Clubhouse may not work in another. For example, at our Clubhouse we use wall bins that are clearly labeled. We have bins for data entry, purchase orders that need to be processed, documents that need to be typed, and all of the other work that each unit does. Each bin corresponds to a task on the whiteboard. I have been to other Clubhouses that have an open plan concept and would not have the wall space for so many wall bins. For these Clubhouses, utilizing well-labeled filing cabinets or bookcases filled with stacking bins were an effective way to organize their work. A good way to judge whether the work in your unit is visible and accessible is to put yourself into a new colleague's shoes- if it were your first day at the Clubhouse would you be able to find the work that needs to be accomplished?

The next step in having a well-organized work unit is streamlining the work. Once the work is visible and accessible, it needs to be organized in a way that makes sense. To achieve this, it is

important to put like things together. By this I mean grouping similar tasks together on the whiteboard as well as storing similar materials for work together in the unit. For example, it may not make sense to put job development materials in with orientation materials, or to put the kitchen budgeting materials in with tour packets. Keeping like things together allows for efficiency and simpler working methods. It is also important to get rid of things that aren't needed or aren't being used. Too many unnecessary items in a unit (whether in piles or on walls) will clutter up the unit space and make the work harder to find, which creates difficulty in accessing the work. Having a streamlined workflow is essential to an organized unit.

Some easy steps to streamlining the work in a unit might include:

- Grouping similar tasks together on the whiteboard
- Using well-labeled storage methods to group similar work together. For example- all of the materials that are used to make job development packets can be stored individually in separate bins that are hung together. Or there could be a specific drawer of a filing cabinet that could house these materials.
- Group similar tasks by color on the whiteboard to make them stand out
- Re-evaluate the workflow and patterns regularly

The last step in creating and maintaining a well-organized work unit is consistency. After putting in all of the hard work to create a system of organization that works for your Clubhouse by making the work visible, accessible and streamlined, it is important to maintain that system. Consistently reevaluating the workflow through unit development can ensure that the systems created are not only maintained, but that they are still relevant and effective. At times new systems will need to be created. Additionally, de-cluttering the unit on occasion can guarantee that the work remains organized and accessible. Some easy steps maintaining a consistent system of organization might include:

- De-clutter the unit (walls, piles, tables, drawers, bins etc.) on a regular basis.
- Schedule regular unit planning/development meetings (monthly or quarterly work best for many clubs)
- Re-evaluate the visibility, accessibility, workflow, and overall organization of a unit regularly. It is helpful to involve a person from an outside unit into this as they can offer a fresh set of eyes and an outsiders' perspective

5. Employment

Some suggestions for ongoing support to independently employed members include: (these suggestions do not require there to be a separate employment unit)

Regular "reach out" supports to working members, including regular phone calls; letters; home visits (members not on I.E. scheduling home visits with members who are, to 'check in');; lunchtime meetings near the member's place of work; a weekend brunch at a restaurant once every other month.

Add employment information, including employer and working hours, to working members' reach

out logs. This is helpful so that reach out callers can remember to ask how the job is going and offer extra support and encouragement.

A regularly scheduled Social Program is important for every Clubhouse, for all its members. When members are working, however, the separation from the supports of the Clubhouse can be very difficult. Social programs that operate evenings, weekends and holidays help to bridge that gap and provide employed members an opportunity to re-engage with friends from the Clubhouse.

Create a list of specific employment related items that need to be completed on a daily, weekly or monthly basis. This identifies employment as a priority by the Clubhouse on a regular basis and creates a forum for talking about jobs everyday in the Clubhouse.

Post classified ads on an Employment or Job Board in the work unit area that is associated with employment.

Discuss with members their experiences at TE placements to narrow down a focused SE/IE employment path. These discussions should center on specifically what the member liked or did not like about the job along with feedback from the placement manager on what the member particularly excelled at.

Help members complete resumes or update them. Post a sample resume on the Job Board to help generate interest of members. This also gives a concrete sample of what a good one should look like.

As having a current resume is a tool of empowerment, Clubhouses can track the number of members with updated resumes and work to regularly expand that number.

Assist members in analyzing the amount of their disability check and how this will be affected if they accept a job at a determined wage.

Analysis of work incentives available through government benefit offices should be completed with members interested in a particular job. For example, PASS (Plan to Achieve Self-Support) Plans or IRWE (Impairment Related Work Incentives) should be thoroughly researched to ascertain if these incentives are available.

Informal conversations regarding various aspects of employment such as punctuality, transportation, proper dress, and interviewing should occur regularly within the Clubhouse. The Clubhouse may consider setting up a video camera so that members can practice their interviewing skills and watch themselves on tape, in order to develop and improve their abilities to successfully complete job interviews. Ask someone from the (Advisory) Board to act as the employer doing the interview.

Utilize contacts from within the Clubhouse- members, staff, and auspice agency personnel to help identify potential SE employers. Seek these opportunities out on a regular basis and provide the needed supports such as training, access to transportation supports and other pertinent areas to help members obtain SE/IE jobs.