



Clubhouse International

Creating Community: Changing the World of Mental Health

Accreditation Report

**Clubhuis De Waterheuvel
Amsterdam, The Netherlands
November 22^{nd.} – 25^{th.} 2016**

**Clubhouse International
Faculty Team:**

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**Clubhouse International
Accreditation Report**

**Part A
REPORT SUMMARY**



**Accreditation Outcome:
Conditional-three year
Expiration: December 31, 2017
(If upgraded: December 31, 2019)**

Overall strengths:

- Relationships throughout the Clubhouse are strong and respectful, with motivated and engaged Clubhouse staff.
- The Clubhouse Director is passionate about the Clubhouse model and visible in the Clubhouse.
- The Clubhouse space is beautiful and conveys a sense of respect, designed to facilitate the Work-Ordered day in the best possible way.
- The new Clubhouse website is informative and conveys a sense of respect and high quality.
- All meetings observed during the Accreditation visit were well attended.
- The Clubhouse has a strong and visible Transitional Employment Program.
- The collaboration with the Werkleerschool provides members interested in work in hospitality with great opportunities.
- The Clubhouse is located in a central, popular and attractive location in the city, with easy access to public transportation.
- The kitchen serves a healthy variety of lunch options, all homemade from scratch with fresh ingredients.
- The Clubhouse has a strong and dedicated Board of Directors consisting of influential individuals with a wide range of resources, from which the Clubhouse benefits.
- The Board has taken an active role in the development of the TE positions.

The report recommends:

We recommend that members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a current threat to the Clubhouse community.

We recommend that the Clubhouse focus on members' strengths, talents and abilities.

We recommend that the desire to work is the single most important factor determining placement opportunity.

We recommend that the Clubhouse offers its own Supported and Independent Employment programs to assist members to secure, sustain, and better their employment.

We recommend that De Waterheuvel develop an organized, consistent Clubhouse effort to assist members to reach their educational goals by helping them take advantage of education opportunities in the larger community.

**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		

MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ *Standard #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.

Current situation:

The Clubhouse keeps an 'Incident Folder' with information concerning incidents in which members have been expelled from the Clubhouse. The incidents are archived in a computer in the the Director's office, and each incident is saved under the name of the member it concerns. In addition to this, the Reception has a list with the names of 24 members who have been expelled from the Clubhouse with no time limit.

Recommendation:

We recommend that members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a current threat to the Clubhouse community.

Suggestions:

- We suggest that the Clubhouse change these policies. Keeping permanent records of these 'incidents' can interfere with the opportunity to give members a fair chance to show that they have changed their behavior.
- These kinds of incidents often occur when members are experiencing difficult times in their lives, and being expelled from the Clubhouse community indefinitely has to the potential to be very destructive to their recovery efforts. We suggest that the Clubhouse eliminate the practice of expelling members without time limits. Clubhouse best practice in these situations is to handle each incident individually, and that generally suspensions from the Clubhouse are for short periods of time or until the member's return no longer poses a current and significant threat to the Clubhouse community.

Ideas for further growth and development:

Reach-Out

We recognize that the Clubhouse prioritizes reach out, and this is anchored in the two units and in a reach-out committee. However, we want to provide the Clubhouse with some ideas to make the process even more effective and easy to access.

We suggest utilizing a software system for tracking Clubhouse reach-out.

A software system should include a page for each member in the Clubhouse. Each page could contain a picture of the member (so that anyone calling will be able to connect a face with a name), information about the reach-out the member prefer and how often. There should also be space available to note what type of reach out was done (call, visit, card, etc.) and what the response was, and who facilitated the reach out.

This system can effectively be used by the reach out committee to ensure that no one falls through the cracks.

Young-adults

According to the CPQ there is currently only 6% of the total number of active members that are below at the age of 30. It is important to the future growth of the Clubhouse that it is inviting and attractive to members of all ages, including younger members. We recognize that the Clubhouse has a focus on this area, that a group of members and staff have attended young/adult training in Gothenburg, and there are plans to have a theme-afternoon together with the Board of Directors to cover this focus-area. We suggest that members, staff and the Board of Directors continue to work and to create a strategic plan to make De Waterheuvel more attractive to this population and to add more young adults to the Clubhouse.

We suggest the Clubhouse to seek further networking with Goteborgsfontanen, Fountain House/New York, and Genesis Club, the Clubhouses involved with the Young/Adult training.

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	
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.	X		

***Notable strengths:**

Relationships throughout the Clubhouse are strong and respectful. Clubhouse staff are clearly invested in the work of the Clubhouse. They are motivated and engaged and eager to aim for the best practice to support members to reach their goals. The Clubhouse Director is passionate about the Clubhouse model and her work with members and staff. She is visible in the Clubhouse throughout the day, and working side-by-side with members and staff.

RELATIONSHIPS RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ *Standard # 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:

The Clubhouse self-study notes that De Waterheuvel has had periodic staff-only group supervision meetings outside the operating hours of the Clubhouse. The current situation is that this has not been implemented with the current director; nor is there any other kind of staff supervision in the Clubhouse.

Suggestions:

- We suggest that the Clubhouse eliminate any future practice in regards to staff-only group supervision, as this is out of compliance with Standard #8. In a Clubhouse there should be no formal or regular review of member’s issues and there should be no “clinical” supervision, as these are inconsistent with Clubhouse culture. Issues such as scheduling, vacations, general staff policy concerns, safety concerns and similar topics can be discussed in open Clubhouse meetings.
- We suggest that the staff in the Clubhouse have access to ‘one-on-one’ supervision with the Clubhouse Director. This staff supervision should only involve those issues specific to the performance or personal issues of the staff person involved.

❖ **Standard # 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.

Current situation:

The Clubhouse employs five generalist staff, one director, and one caretaker/janitor. The caretaker/janitor is a former generalist staff in the Clubhouse, but due to some restructuring of the staffing based on credentials, this position has been changed from a generalist staff to a caretaker/janitor who is not expected to engage members in his important Clubhouse work.

Suggestions:

- We strongly suggest that the caretaker/janitor be reintegrated in the Clubhouse as a full generalist staff, responsible for involving and engaging members in all of the work of the Clubhouse.
- We suggest that the work tasks currently done by the caretaker/janitor be added to the unit white boards and integrated into the unit work of the Clubhouse.

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		

***Notable strengths:**

The reconstructed Clubhouse space is beautiful and conveys a sense of respect and dignity. At the same time the space is designed to facilitate the work-ordered day in the best possible way.

The Clubhouse has a new website that is informative and conveys a sense of high quality and respect as well. The same is the case with the newly designed Public Relations/resource materials.

SPACE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

Ideas for further growth and development:

We support the Clubhouse’s suggestion to use the 2nd floor for meetings and activities, so that these meetings will not interrupt the flow and momentum in the work-ordered day.

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. USE THIS LINE FOR THE OVERALL CLUBHOUSE'S ADHERENCE TO THIS STANDARD.		X	
Use this line for unit 1 (Parterre / Clerical Unit)		X	
Use this line for unit 2 (Souterrain/ Kitchen Unit)		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	

***Notable strengths:**

All meetings observed during the Accreditation visit were well attended.

WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior Accreditation report recommended that members are not paid to participate in the Clubhouse, and that there are no artificial rewards to encourage participation.*

We observed that the Clubhouse has changed practice in regards to rewarding member participation. The current situation is that there are no artificial rewards that encourage participation.

❖ **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:

On the white-board in the Parterre Unit, the Clubhouse has a list of 10 House Rules that outline behaviors that are unacceptable whilst members and staff members are attending the Clubhouse.

Recommendation:

We recommend that the Clubhouse focus on members' strengths, talents and abilities.

Suggestions:

We suggest that the Clubhouse eliminate the House Rules.

Rather than focusing on the strengths, talents and abilities of individuals in the Clubhouse, a list of House Rules can be seen as negatively expressing a low expectation of members.

A Clubhouse should focus their efforts on creating a strong Clubhouse culture with an expectation of respectful relationships and behaviors rather than establishing lists of rules and extensive behavior policies. Creating extensive behavior policies and rules can set a tone of lack of expectation. Standard #15 states, in part: "The Clubhouse focuses on strengths, talents, and abilities...." Investing time and energy into creating a mechanism (House Rules) that focuses on illness, bad behavior, and consequences for these, conflicts with the intent of this Standard.

❖ *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.

Parterre (Clerical Unit)

Current situation:

Although the Parterre Unit has well-attended team meetings in the morning and afternoon, a whiteboard with several tasks listed, and sufficient staff, there is a lack of urgency about the tasks and work in the unit. All meetings observed in this unit were led by the staff. We also observed that the majority of members were working on their own.

Suggestions:

- Strive to create a working culture in which members and staff reach out to individual members to recruit their help with specific tasks.
- It is important to pay attention to how the work tasks are distributed. Rather than using language such as 'will anybody do this task' or 'is there somebody who wants to...,' it is important to focus on the urgency of the tasks to be done. It can be as simple as a change in the language, using an approach such as asking a particular member: *'Will you help me get the newspaper out today? We really need to get this out and we could use your help!'*
- We suggest that members are invited to take leadership in unit meetings by facilitating the meetings.
- The unit should work to ensure that work tasks are accessible for all members. Specific tasks, for example the statistics, should not be dependent upon only one member.
Please see Part C of this report for Clubhouse International Resource materials that address this issue.
- In general, Clubhouse unit meetings should provide a balance between focusing on the work to be done; and fostering relationships. Unit meetings provide an essential opportunity to spend some time catching up and getting to know people, so that they can truly experience being wanted, needed and expected. The unit meeting is the key communication tool for putting the work out there, sharing it, and involving the whole unit in important work related discussions. Unit meetings should be long enough to cover the unit's successes, struggles and new projects; but not so long that it interferes with the actual accomplishment of the work of the day.
- One of the most important ingredients of a successful Clubhouse unit is the human interactions that occur as members and staff work side by side together on projects. Without this dynamic, most members would not come to work in the unit, as members do not *primarily* come in to get unit work done. They come, first of all, for the relationships. For this reason, it is important that the work is accessible and available to everyone and that members and staff generally work together rather than alone.

Souterrain (Kitchen Unit)

Current situation:

During the course of our visit, we observed that little unit work was being done after about 2 pm in the Souterrain Unit. There did not appear to be sufficient afternoon tasks/activities to keep members active until the closing of the Clubhouse at 5:00pm. We also observed that the theme-meeting replaced the work in the unit on Wednesday afternoon.

On Wednesdays there is only one staff present in the Souterrain unit.

Suggestions:

- Move the weekly theme meeting held each Wednesdays at 2:00pm to 3:30pm, to make sure that the work ordered day can continue in the Souterrain unit to secure a full work ordered day on Wednesdays.
- Earlier in the report we suggested that the caretaker/janitor is re-instated as a generalist staff. We also suggest that the work of maintenance and cleaning of the building become tasks for the entire Souterrain Unit.
- Currently, Clubhouse best practice is that a Clubhouse unit must have at least two regular staff assigned to it. Including the caretaker/janitor as a staff generalist in this unit will provide the opportunity to have two staff in the Souterrain Unit, including on Wednesdays.
- See part C of the report for the articles 'Kitchen/Dining Room and Snack Bar Unit Tasks,' and 'The Afternoon –A time of Opportunity' which can provide further ideas for afternoon work in the Souterrain Unit.

❖ Standard # 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.

Current situation:

De Waterheuvel does not have a process in place for evaluation of staff. Staff evaluation processes provide staff with an important opportunity to reflect on their work and to develop goal plans. It is also important that members have the opportunity to provide feedback regarding the effectiveness of each staff worker in the Clubhouse.

Suggestions:

- We suggest that the Clubhouse establish a routine for a regular evaluation of staff.
- Please see Part C of this report for the article 'Clubhouse Staff Evaluation Procedures,' which includes suggestions regarding establishing a staff evaluation routine in the Clubhouse.

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. <p><i>*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.</i></p> <ul style="list-style-type: none"> 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><i>(Clubhouse International Employment Guidelines, 2012)</i></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:**

Since the prior Accreditation visit, the Clubhouse has done impressive work in regards to developing Transitional Employment opportunities for members. The Clubhouse has established strong relationships with the employers at the

TE sites. Transitional Employment opportunities are celebrated and visible in the Clubhouse. The employment sites convey a sense of respect and dignity.

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior Accreditation report recommended that the Clubhouse prioritize the establishment of integrated, community employment opportunities for members in the mainstream business community.*
- *The prior Accreditation report recommended that De Waterheuvel prioritize the development of a Standards-consistent Transitional Employment program, to facilitate members' reintegration into the mainstream world of work.*

The Clubhouse has worked hard to establish Transitional Employment opportunities for members. The current situation is that the Clubhouse now has four Transitional Positions; with two additional placements to begin in February 2017.

❖ *Standard # 22a*

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

Current situation:

The Clubhouse utilizes a TE selection process that includes a competitive interview and requirement of regular attendance and involvement in the Clubhouse.

Recommendation:

We recommend that the desire to work is the single most important factor determining placement opportunity.

Suggestions:

This kind of TE selection process is inconsistent with the intent of Transitional Employment. One of the basic tenets of Transitional Employment is that it should be as accessible to every member as possible. TE 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 disability. The intent of TE is to use a real job, with ample Clubhouse supports, to develop the 'job readiness' to find and maintain independent employment.

The kind of evaluations currently used for TE readiness might be relevant for members seeking independent employment, but they serve to undermine the central intent of high access Transitional Employment. The Standard is clear that all that is required of a member is a desire to try.

It is important that all members who want to try a TE are able to do that. TE is very different from permanent employment in that TE is meant to be a kind of "practice" job. Because of the many built-in supports and high level of staff involvement, access to TE should simply include a member's interest in giving it a try. We urge the Clubhouse to eliminate any kind of assessments that are meant to screen out TE candidates who may not yet be "job ready." The function of TE is to help members become job ready, rather than to be job for members who already have the skills and abilities necessary to hold a job.

- We suggest that selection for TE should be based on 'who can most benefit from the job,' not on who can best do the job.
- We suggest that the Clubhouse eliminate the interview process from TE selection, as this creates an obstacle for a member already experiencing anxiety about the prospect of working.

<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
<p>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.</p>	X		

SUPPORTED/INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- The prior Accreditation report recommends that the Clubhouse offer an organized approach to assist members to secure and sustain independent or supported employment.*

The Clubhouse has not yet sufficiently addressed this recommendation from the prior Accreditation report.

❖ **Standard #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:

The Clubhouse does not yet have a visible employment program to assist members to access supported and independent employment. According to the self-study, no members are employed in Supported Employment, and six members are working in time-unlimited independent employment. The self-study notes that no members have been assisted by the Clubhouse to start SE/IE the prior 12 month.

Recommendation:

We recommend that the Clubhouse offers its own Supported and Independent Employment programs to assist members to secure, sustain, and better their employment.

Suggestions:

While we recognize that Amsterdam has a higher than average unemployment rate and that there are other situational challenges, we nonetheless strongly urge the Clubhouse community to highly prioritized the development of an organized, effective system to assist members in this most important function.

We recognize that there is competition from other programs, and a job-center system that can assist members with a desire to work. However, this should not affect the Clubhouse effort to assist members to secure and sustain time-unlimited employment.

We strongly encourage the Clubhouse to prioritize the supported and independent employment in the same successful way as it has prioritized Transitional Employment. The Clubhouse Employment program should provide a full continuum of employment supports, including Transitional, Supported, and Independent Employment opportunities.

Please see Part C of this report for Clubhouse International Resource materials addressing: supporting members to move from TE to SE/IE; incorporating employment tasks into the work of the units; and helping more members to move into independent employment.

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

***Notable strengths:**

The collaboration with the Werkleerschool provide members interested in work in hospitality with great opportunities and is a great example of beneficial relationships with local educational institutes.

EDUCATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ *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:

Education is not yet an organized, consistent Clubhouse effort in De Waterheuvel. The Clubhouse does not have a visible Education program to support and help members to reach their vocational and educational goals. We recognize that the opportunity for members to study at the Werkleerschool and have their internship in De Waterheuvel provides good opportunities for members interested in an education in the hospitality business; however, and as noted in the prior De Waterheuvel Accreditation report, the intent of this Standard is to ensure that the Clubhouse assists members to take advantage of education opportunities in the larger, mainstream community, not limited to education in the hospitality business.

Recommendation:

We recommend that De Waterheuvel develop an organized, consistent Clubhouse effort to assist members to reach their educational goals by helping them take advantage of education opportunities in the larger community.

Suggestions:

- Rather than developing an Education unit, as suggested in the self-study, we encourage the Clubhouse to integrate educational opportunities and supports into the daily working of the existing Clubhouse community. Please see Part C of this report for Clubhouse International Resource Material on ‘Unit Based Education Functions.’

- We suggest that the Clubhouse facilitate discussions about members’ educational goals at Clubhouse meetings to explore members’ strengths, talents, and abilities and determine if tutoring possibilities exist within the Clubhouse. In addition a survey could be done in the larger Clubhouse community to investigate members’ individual educational needs and vocational goals.
- We advise the Clubhouse to seek educational opportunities in the larger community. If in-house classes are established, we advise the Clubhouse to consider the following:

The Clubhouse day is structured around collegial, work-mediated relationships in a work-ordered day, which is meant to “parallel typical working hours.” As such, the work-ordered day is not consistent with classes in which the relationships become “teacher/student” rather than that of co-workers.

However, a dynamic and relevant schedule of classes that significantly draw upon the teaching and organizational skills of members would add great depth and dimension to the Clubhouse’s existing evening and weekend program. In addition to the evening/weekend program being a forum for socializing and relaxing together, many members might greatly appreciate the additional opportunity to participate in classes and workshops that will assist them in meeting their educational goals and interests.

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	
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***Notable strengths:**

The Clubhouse is located in a central, popular and attractive location in the city, with easy access to public transportation, and in close distance to the Transitional Employment sites.

The kitchen serves a healthy variety of lunch options, all homemade from scratch with fresh ingredients.

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A
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❖ *Standard #32*

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

Current situation:

Currently, the social program operates two evenings per week, Monday and Thursday from 5:00pm -7:30pm. In 2016 the Clubhouse has also been open seven weekend-days. Easter and Pentecost have been celebrated, and the Clubhouse plans to celebrate Christmas will as well.

Suggestions:

- We suggest that the De Waterheuvel prioritize extending the weekend program to be open at least one weekend day per month, and that this day is scheduled so it is predictable, eg. the first Sunday each month.

International Clubhouse best practice is that a Clubhouse social program should take place, at a minimum, one weekday evening per week (after the close of the work day); one weekend day per month; and on all major cultural holidays. Clubhouse social programs should be regularly scheduled so that they are predictable and accessible for members, particularly those who might be working and not in regular contact with the Clubhouse and its changing schedule of events.

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		

***Notable strengths:**

The Clubhouse has created an excellent foundation for future growth, based upon strong collegial and respectful Clubhouse relationships; with impressive support from a strong and dedicated Board of Directors consisting of influential individuals with a lot of resources from which the Clubhouse benefits.

The Chairman of the Board is a motivated and active leader, and the individuals on the Board are well known in the Clubhouse community. The Board has taken an active part in the development of the TE positions, which demonstrates their commitment to follow up on the priorities in the Clubhouse.

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ Standard # 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.

Current situation:

The Clubhouse Director, together with one of the Board members, is developing the budget for the next fiscal Clubhouse year. No other parts of the Clubhouse community are involved in the budget development process. A brief information report about the budget is made quarterly at a house meeting.

Suggestions:

- We suggest that De Waterheuvel involve members and staff in developing the Clubhouse budget.
- We suggest that budget planning to be anchored within the unit structure of the Clubhouse, with each unit having the opportunity to provide input toward the budget. Once the units submit needs and wants for the budget, this information could be brought to a house meeting for discussion and approval and hereafter to the board of Directors. Information regarding what is included in the budget could be shared so all members and staff have knowledge, input and ownership in the budget process.

Ideas for further growth and development:

An idea for the Clubhouse to get even better known in the local community and establish strong contact to neighbors, local shopkeepers and business could be to invite different groups from the 'neighborhood' into the Clubhouse for informal breakfast meetings. A similar approach could be directed to potential employers for SE/IE.

Fontenehuset Hønefoss, Norway has some great examples to share in regards to such an initiative. We suggest that De Waterheuvel reach out to Hønefoss for more information.

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

Members ‘taking over’ one particular Clubhouse job, limiting opportunities for others

There is another danger in presenting each Clubhouse task as a ‘job’ that is more or less owned by one member. The Clubhouse is meant to serve as a ‘launch pad’ for members, so that as they increase their confidence and sense of worth, they will be interested in moving on to greater responsibility -- whether inside the Clubhouse or in paid employment. Having a Clubhouse ‘job’ that belongs so specifically to a single member might well have the opposite effect - of holding people back because they feel responsible to do their particular Clubhouse ‘job.’

The energy of a strong work-ordered day comes from a sense of a “team” of colleagues pitching in their strengths and talents to do what needs to get done for the good of the Clubhouse community. Some members might choose to do the same, or similar work each day, but that work should not be considered as ‘belonging’ to that person. Rather, the work is the important work of the Clubhouse and the community is grateful to whoever volunteers to help out that day.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Kitchen/Dining Room and Snack Bar Unit Tasks

- Use table cloths, dishcloths, and perhaps, cloth napkins, which can be washed and folded each afternoon. This will add to making an attractive eating experience and at the same time add important work to the unit.
- Bake homemade breads in the afternoon. This can be cheaper and healthier than store bought bread and adds great unit work. These breads can also be sold in the café or taken on mobile outreach visit to members.
- Use the computer in the unit to record money collected from food sales.
- Type up all the recipes used in the kitchen.
- Make healthy desserts (i.e. sugar free) daily. Simply adding a dessert to an already full menu can add a lot of work to the kitchen and will require more member involvement to get the meal completed on time. Desserts can be made the day before and sold in the café unit.
- Keep statistics on different lunches and the number of people who ordered this meal. This will provide interesting information on what are popular meals.
- Begin to offer a hot breakfast daily for the house. This would encourage more members to arrive at 8:30 and will give the membership another healthy meal at the Clubhouse.
- Add snack bar responsibilities to this unit, and keep the snack bar open in the afternoons. This will provide an opportunity for members of the Back of the House unit to remain engaged throughout the day in the café unit.
- The best Clubhouse kitchen units make most dishes from scratch so many more people can get involved. This unit might try having a regular salad bar, which creates a lot of prep work. Always have homemade desserts, side dishes, cakes, cookies. Members and staff can get recipes from other Clubhouses or on the Internet.
- Truly recreate a restaurant feel by having waiters and waitresses and using real menus. Allow people to order items ala carte so customers can choose only items they want or can afford. Using actual restaurant checks

and receipts with carbon copies will create accounting work to justify with the cash register as well as accurately gauge costs and revenues to the meals.

- Publish a daily menu. It might be formatted like an elegant restaurant menu, perhaps with a description of the source of ingredients, spices and cooking methods of the day's fare.
- Remove the vending machine, so that the snack bar function of the house will be better utilized. Prepare and sell homemade cookies and muffins in the snack bar (which could be made in the afternoons).
- Eliminate the pre-prepared foods that are used in the kitchen. Not only are they not nutritious, they also usurp the need for member/staff creativity and talent in the kitchen. Menu planning, shopping, cooking, and serving interesting and homemade food are among the most important functions of a Clubhouse community.
- Develop a snack bar and do away with the locked refrigerator method of selling sodas. Instead purchase a board that has removable letters and prices and make a list of the items for sale and their prices. Have someone behind the counter be available in half hour time shifts to manage the snack bar and keep the items stored in the refrigerator and on display during the snack bar hours. Alliance House, Gateway House, and Haverhill Clubhouse are good resources for this.
- Add items to kitchen and snack bar menus that will accommodate members and staff with special diets. Have more than one main course, with low-cal, vegetarian, etc. special meals.
- Prepare a homemade soup a few days a week to serve in the Café for members who may have missed lunch or to serve as a soup and sandwich for a healthy alternative to the lunch.
- Create a system for inventory control for food and for cleaning supplies.
- Use real dishes and wash them in the dishwasher. In addition to adding important work, this will add a sense of dignity and respect to the food service.
- Shop in the afternoon for the next day's lunch.
- Bake muffins, etc. in the afternoon for the next day's breakfast.
- Hold menu-planning meetings in the afternoon.
- Cook for the social program in the afternoons.
- We suggest that the kitchen unit start serving at the tables. This will create more interesting jobs for the members of the unit, and provide a more relaxed and dignified atmosphere for everyone eating. The Clubhouse may even start charging at the tables, as is done in restaurants.
- Try "theme days" – with different kinds of foods (Chinese, Indian, etc.).
- Try making take-out dinners in the afternoon, that people can purchase and take home with them. If five days a week doesn't work, try one afternoon a week.
- Make items for outreach to take to members who are sick, isolating or in the hospital.
- Have set days for menu planning and grocery shopping. Have them in the afternoons.
- Monitor budget for unit.
- Sell leftovers in the snack bar for late comers or afternoon snacks.
- Make and sell sandwiches for the snack bar.
- Provide breakfast early in the morning as people are coming into the Clubhouse.
- Purchase a cash register for selling lunches and for selling snacks in the snack bar.
- Have set afternoons to cleanout old items from refrigerators, clean ovens, rotate inventory.
- Count snack bar or food service daily revenues as regular afternoon unit work.
- Hold annual or semi-annual retreats for the unit to examine their procedures, come up with new ideas, and to revitalize the unit. This can be done over the course of a couple of afternoons or perhaps another unit can take over for the day to allow for this to occur. The size of the Clubhouse and units should predicate how these are arranged.
- Produce and publish a Clubhouse Cookbook. Members can be involved in all aspects of this activity. Planning recipes, testing recipes, typing, artwork, photographs, contacting publishers, arranging launch party, promoting and selling the book and also in the evaluation of the project. The book can be sold to be used as a Clubhouse fundraiser.
- Place table clothes or placemats on each table.
- Fold napkins for the tables.
- Have members walk through the Clubhouse in advance taking lunch orders.

- Keep statistics on different lunches and the number of people who ordered this meal. This will provide interesting information on what are the popular meal choices.
- Investigate healthy meal choices on the internet.
- Offer meal choices. For example soup and salad could be an alternative to the heavier main meal.
- Freeze and label left over meals into take home packages.
- Develop a recipe book for the unit and also for members to take home.
- Develop a snack bar that provides healthy food options as well as coffee available throughout the whole day.
- Prepare desserts or homemade snacks for the snack bar.
- Cut up bread for meals and place in baskets on the tables.
- Make cookies for meetings.
- Set the tables prior to the meal so folks will have easy access to silverware and cups for drinks. Fold silverware into the napkins.
- Make centerpieces to create a more festive atmosphere in the dining room.
- Have set afternoons to organize and clean

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

CLUBHOUSE INTERNATIONAL Download&Discuss

The Clubhouse Afternoon – A time of Opportunity

Lunch has been served, the dishes have been washed, the Clubhouse has been cleaned, and it is 1:30. Some clerical and administrative tasks and perhaps a few projects that have been scheduled for the afternoon remain. Some members may need assistance regarding individual issues. Sometimes there is preparation for an evening event. Yet often it seems that the bulk of the work of the day has been concluded. Many members leave, and staff search for ways to influence more members to stay.

This situation reflects the fact that the work-ordered day generally first develops around “in your face” needs – serving lunch, meeting deadlines, cleaning, assisting members with housing and financial issues, etc. Clubhouse mornings tend to be devoted to meeting needs of this sort. Yet long-term experience has shown that the aspirations and well being of Clubhouses entail a wide range of additional enterprises. The afternoon provides opportunity to engage in work that may not have such immediate urgency but is nonetheless vital to Clubhouse communities.

Fundamental to engaging members and staff in afternoon work are unit meetings at the beginning of each afternoon. At these meetings, the accomplishments of the morning can be reviewed and volunteers enlisted for tasks still unfinished. Afternoon work projects can then be detailed and volunteers engaged for these activities. Following are afternoon work projects that Clubhouses have found beneficial.

Certain activities are particularly advantageous and needed during the afternoons.

- Reach-out calls, cards, and visits.
- Correlated with reach-out, the tabulating of attendance for the day in mid-afternoon so that reach-out can be done subsequently, taking account of people absent for that day.
- Tabulating money taken in for food service and other sales with corresponding bookkeeping.
- Food service for the afternoon and in preparation for evening events.
- Preparation of meals for members to buy and take home, giving them a ready-made supper.
- End of day cleaning.

The afternoon provides a special opportunity for enabling members and staff to think ahead, to connect today with tomorrow, and to make commitments for tomorrow. Preparations for tomorrow can include:

- Engaging volunteers for tomorrow’s activities.
- Menu planning

- Shopping for food, maintenance, and clerical supplies.
- Food service preparation , including baking.
- Setting tables for breakfast.
- Preparation of a flyer or bulletin announcing tomorrow’s activities, which will then be available as people enter the Clubhouse the next morning.
- Washing and ironing tablecloths, napkins, etc.

In addition, the afternoon can include projects with longer range, future significance, raising the sights of members and staff and enabling Clubhouse communities to work together to actualize visions of upcoming weeks and months and the progression of lifetimes. Such projects entail:

- Planning and preparation of materials for advocacy, fund raising, and public relations and to enhance members’ opportunities for employment and education.
- Visits to employers, schools, and community organizations.
- Visits to hospitals, clinics, and homeless shelters to enhance awareness of Clubhouse opportunities.
- Policy and house meetings.
- Planning for specific Clubhouse projects, such as the newspaper, TE and Independent Employment, garden development, and nutrition in food service.
- Survey and analysis of all unit and Clubhouse work activities so as to broaden involvement.
- Analysis of Clubhouse budget, income, and expenditures so as to promote involvement of members and staff in fiscal planning and responsibilities.
- Major upkeep and renovation projects, such as painting, cleaning refrigerators, and establishing and overhauling gardens.
- Goal planning and record keeping for members, both individually and in groups.
- Assistance to members regarding education and employment, such as through tutoring, applications to colleges, resume preparation, and job development.

Other projects that Clubhouses have found useful for afternoon work:

- Preparation of statistics for Medicaid billing, education, and employment.
- Member bank operation.
- Mailing and mail pick-ups and delivery.
- Monthly newsletter.
- Thrift Shop development and operation.
- Translating of Clubhouse materials from other languages.

Engaging members in afternoon work requires, first of all, commitment, energy, and enthusiasm from the director and other staff. Staff must take the lead in transmitting the significance and value of these projects so that members will undertake their own participation and leadership. Structures must be set up that will clarify and foster participation. The vision of all in the Clubhouse must be raised to see not only immediate needs but also the aspirations of individuals and communities for continuity and growth.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

CLUBHOUSE INTERNATIONAL

Download&Discuss: Clubhouse Staff Evaluation Procedures

Many Clubhouses struggle with finding an effective and helpful way to involve members in the important process of staff evaluation. However, all Clubhouses agree that having member input into this process is of great importance.

We have canvassed a group of Clubhouses with strong practices for engaging members in staff evaluations. The following is a description of a staff evaluation process that draws from aspects of many of these Clubhouses procedures.

It is a suggested way to begin the process of staff evaluation, although clearly each Clubhouse would personalize it for its own community.

The process:

Every year, before a staff person is going to have his/her evaluation, one of the units becomes responsible for disseminating a form that elicits members' views on various aspects of that staff member's job performance. The members can choose to use their names, or simply submit the forms anonymously. There is a central collection box in the Clubhouse, and members can simply leave the completed form in the box. Prior to the evaluation, the Director (or supervisor) can collate the responses from the forms and fill out one final form that is the result of synthesizing all of the forms. This is then shared with the staff worker during the evaluation and becomes an official part of the evaluation document.

This process is attractive because it gets the broad overview of members' feelings and thoughts about the staff worker. Processes that only include evaluations from one or two selected members can be skewed by the very strong feelings of a few that may not at all represent the general membership.

The following is a staff evaluation form used by Stepping Stone in Australia. It might serve as a useful start for Clubhouses, who can then take the form and individualize it for their particular needs.

STAFF APPRAISAL NAME: _____

Date: _____

Interpersonal Skills

(Low)

(High)

Ability to relate to members in a positive way	1	2	3	4	5
Is approachable	1	2	3	4	5
Ability to motivate members	1	2	3	4	5
Is a good listener	1	2	3	4	5
Does effective outreach to members	1	2	3	4	5
Works well as a team player	1	2	3	4	5
Acknowledges other peoples efforts	1	2	3	4	5
Works well alongside members	1	2	3	4	5
Makes new members feel welcome	1	2	3	4	5
Maintains good relationships with other agencies	1	2	3	4	5

Program Skills

Helps members learn new skills	1	2	3	4	5
Involves members in decision making	1	2	3	4	5
Creates opportunities for member involvement	1	2	3	4	5
Encourages member involvement	1	2	3	4	5
Encourages members ideas	1	2	3	4	5
Is sensitive to members needs	1	2	3	4	5
Attempts to develop meaningful work for members	1	2	3	4	5

Management Skills

Good manager of time	1	2	3	4	5
Ability to plan effectively	1	2	3	4	5
Attends morning and unit meetings on time	1	2	3	4	5
Helps provide enough structure for the unit	1	2	3	4	5
Keeps appointment times with members	1	2	3	4	5
Follows through with commitments	1	2	3	4	5

Resourcing Members

Low

High

Advocates on behalf of members	1	2	3	4	5
Helps members develop realistic goals /plans	1	2	3	4	5
Helps members link with their community	1	2	3	4	5
Is flexible within their role at Clubhouse	1	2	3	4	5

General Quality of Work

Has a good knowledge of Clubhouse philosophy	1	2	3	4	5
Helps make the Clubhouse a safe place to come	1	2	3	4	5
Does their share of domestic jobs in the Clubhouse	1	2	3	4	5
Is patient when explaining something new	1	2	3	4	5
Is calm and responds well in crisis situations	1	2	3	4	5
Recognizes members individual needs	1	2	3	4	5

General Attitude

Is enthusiastic about Clubhouse activities	1	2	3	4	5
Is enthusiastic about Clubhouse employment	1	2	3	4	5
Responds well to feedback	1	2	3	4	5
Actively participates in meetings	1	2	3	4	5
Doesn't spend too much time working alone	1	2	3	4	5
Represents the Clubhouse in a positive and professional Manner	1	2	3	4	5

Employment Support Skills

In role as placement manner	1	2	3	4	5
Support role on placement management	1	2	3	4	5
Assisting members to learn the job	1	2	3	4	5
Keeping up to date notes	1	2	3	4	5
Providing individual support/employment hours	1	2	3	4	5

OTHER COMMENTS

GOALS

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Independence Center, Clubhouse International Training Base, St. Louis, Missouri: supports for members moving from TE to SE/IE:

- **“Life after TE”** occurs about halfway through a member’s TE. The member is encouraged to think about what s(he) wants to do when his/her TE ends, and employment goals and options are discussed.
- **“Let’s Get It Started”** meets twice on Mondays, in the morning and the evening. If members are interested in SE/IE or a job upgrade they can learn about job leads, job fairs, get help setting up an email account, get a referral for clothing, prepare their resumé, ready themselves for an interview, and/or complete a Social Security worksheet.
- **“The Edge”** is a weeklong workshop focused on preparing for SE/IE or a job upgrade. There is a five-day curriculum consisting of job issues such as coworkers, benefits, interview questions, resume development, video interviewing by one of our employers, and discussion about managing one’s illness on the job.
- **Job Fairs** are held in the community. Members are able to talk to a variety of employers. It’s also a networking

opportunity for the Clubhouse to develop job leads and relationships with employers.

- **Monthly Employment Celebration** is held the last Wednesday of each month to celebrate members' TE, SE, and IE accomplishments.
- **Monthly SE/IE Dinner** occurs on the first Thursday of each month at a restaurant in the community. It's a chance for employed members to stay connected to the Clubhouse, to support each other, and talk about work. Everyone is also welcome to attend.
- **Work Site Visits** are when placement managers touch base with employers and members on job sites, as a way to offer support to those members who request the help.
- **Evening, Weekend, Holiday Program:** the Clubhouse is open until 7pm, Monday through Friday, which offers working members an opportunity to come by, touch base, eat dinner, and participate in evening activities, such as a computer class.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Incorporating employment tasks/roles into work of the units:

- Employment Co-coordinator to work in collaboration with the Director, members and staff to produce an Employment & Education twelve month and a three year strategic plan.
- Request that local vocational related agencies fax the Clubhouse job openings that they receive from employers. Ask existing large TE employers to fax the Clubhouse their respective job openings and post these on the Job Board. Having companies and agencies do this provides the unit with meaningful employment related work, and gives members a competitive edge in staying apprised of current openings at companies within their community.
- Keep accurate statistics.
- Create a regular Employer Newsletter
- Create a regular Member Employment and Education Newsletter
- Develop and maintain a potential and current employer database.
- Hold a weekly Job Search breakfast at the Clubhouse.
- Host an Employer Breakfast annually in Mental Health Week, where awards are presented in gratitude of support.
- Get the local newspapers every day and write out the entry-level jobs on a Vacancies List. Put it on an Employment Information board and distribute it in a daily newsheet - with the 'Daily Top 5 Jobs' (part-time, close to public transport, no experience necessary or training offered)
- List the members that are serious about looking for work on a visible whiteboard and have set times when the Clubhouse focuses on leads and assistance (house meeting, board/(Advisory) Board meetings, etc) on getting these people the type of work that they want.
- Create a 'job development track form', with names of companies and contacts, input dates and outcomes, and whether follow up is needed and when.
- Create a Job Development Team. Set up regular hours for going out on development interviews. Practice on jobs the Clubhouse might not actually want, in order to be better prepared for the ones it does.
- Log members' employment hours, as well as staff coverage hours, into a database daily
- Pull job leads off the internet and out of newspapers, and create a 'job leads' board.
- Purchase a video camera and assist with mock interviews,
- Create a board on how to do resumes and fill out job applications,
- Collect various job applications and have them available for practice.
- Hold weekly job development workshops to assist members on how to get a job.
- Create a statistic board, tracking how much money the Clubhouse members are making and where the Clubhouse is in relation to the Employment Guidelines.
- Examples of employment data to be tracked can include:

- Number of active members that are interested in employment
- Average length of wait before obtaining a job through the Clubhouse
- Number of members working each month
- Amount of money earned by members through the Clubhouse employment program
- Amount of taxes paid by members in Clubhouse employment program
- Total number of members placed in jobs per year
- Average length of retention on these job placements
- List of job development activities done each week/month
- Number of job leads pursued each week/month

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

East New York Clubhouse (Brooklyn, NY) Employment Unit Tasks:

- Job Hotline (for jobs available through our auspice agency.)
- Researching the Sunday paper for entry level jobs and placing them in an Employment Book
- Utilizing unit email for job leads (from a variety of sources e.g. our auspice agency, Work Force 1 etc.)
- Entering all calls made to prospective employers in a ‘TE Development’ Data Base.
- Tracking each company contacted through all stages of TE development
- Printing and filing contact sheets for each company contacted each week
- Printing, mailing, faxing and emailing development letters to prospective employers
- Filing all development letters; alphabetically (by company name) and chronologically
- Making TE presentation folders
- Internet research for company contact information
- TE Development meeting.
- Tracking aggregate number of hours and earnings of TE workers.
- Tracking working members (Start date, employer, wages, and type of employment.)
- Supported Employment/Education meeting.
- Tracking TE site visits.
- Making summaries monthly/annually about TE Development.
- Employment dinners.
- Making sign up sheets for TE openings
- Making certificates to celebrate employment milestones.
- Cleaning unit and bathroom
- Reach out to members.
- Ordering supplies.
- Researching local schools and posting information
- Researching and posting other training opportunities
- Contacting offices of disability at local colleges

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

Download&Discuss: IE/SE Supports and Development

HOW CAN WE DO MORE TO HELP MEMBERS MOVE INTO FULL-TIME INDEPENDENT EMPLOYMENT?

Clubhouses have long been committed to assisting members return to paid work. Our Transitional Employment Programs have helped countless numbers of members start the process of regaining the confidence, stamina, and interest in going back to real work – in real jobs for real wages, at real companies and businesses.

Over time, Clubhouses began to recognize that they had to develop means for members to move beyond TE, and into jobs that they can call their own and keep for as long as they wish. Clubhouses got to work trying to find part-time jobs that wouldn't interfere with members' crucial government benefits.

Now, we are at a new crossroads. With so many members having benefited from TE, and then from Clubhouse assistance with finding part-time jobs that could co-exist with ongoing benefits, Clubhouses around the world are now finding that many members are ready to take the next step. Clubhouses have proven that people with mental illness can indeed work – which was once a revolutionary idea. Now, Clubhouses are beginning to recognize that, for many, work does not have to remain a part-time addendum to a monthly benefits check.

It is time for Clubhouses to take a new look at ourselves, and once again ask ourselves the question that Clubhouses have always raised: How fully are we living up to our professed belief in the vast, untapped potential of each and every member?

The following is a list of suggestions for Clubhouses to further assist members to find, and keep, full-time employment:

- Clubhouses need to be more knowledgeable about the consequences of a member going off of benefits. In some states, people can still get medical benefits if they earn less than a certain income. In the United States even if a member has gone off benefits, if he or she is rehospitalized and unable to work, benefits can usually be restored. Clubhouse staff should be familiar with these realities in their own countries and regions.
- Clubhouses must make the long-term commitment to stand behind a member who is willing to take the risk of getting a full-time job. If a member knows that the Clubhouse is there, and will offer whatever support is necessary, he or she will be much more likely to be willing to take the risk of potentially losing benefits.
- Clubhouses can raise money to be able to maintain a discretionary fund to assist members as they move off of benefits and into full-time work. This could be used for temporary assistance with rent, work clothes, and other emergency assistance that might help the member make the transition into financial self-sufficiency.
- A well-developed Supported Employment program offers the best chance for individuals to develop the confidence and job skills necessary to secure and maintain full-time employment. Such programs should be structured to enable people to work on a variety of part-time jobs in different employment settings until full-time employment is achieved.
- One staff worker should take the lead in assisting members as they work toward transitioning into full-time employment from TE or SE part-time jobs.
- It is often helpful if members who are doing TE or SE are also taking one or more courses in an Adult Education program or a community college. This can help members begin to expand their perspectives, and their vision of the possibilities for future careers.

- The Clubhouse should work with the member to develop an identified support network to assist in this effort. Networks can include family, friends, other members, doctors, program staff and TE and SE employers. Such networks provide support; can open doors to potential employers; serve as references; provide counsel; and help in the preparation of resumes and practice in interviewing.
- A key concern is how past history should be handled in a job interview. Clubhouse employment programs must assist members to formulate their own personal approach to this critical matter, so that they are not taken off guard in an interview. The more the member has given thought to this matter, the more confident and comfortable s/he will appear in the interview.
- Some members may benefit from having the Clubhouse be more directly involved in job development activities. This would involve having the Clubhouse actively seek job openings, and having Clubhouse representatives contact employers and make initial presentations on the qualifications of members for particular openings. Such advance presentations can be especially significant in helping members overcome obstacles arising from past history.
- In the United States, an employment program offering TE and SE opportunities should become an employment network under the Ticket to Work program of the Social Security Administration. The program can be helpful in protecting members who go to work full-time, and at the same time can generate some income for the Clubhouse's employment program.
- The employment program should be a strong advocate for members in respect to medical and other benefit programs, and work to assist members to move through these complex obstacles. Specific dates should be carefully recorded, including the date the government benefits stopped, the date of the first paycheck, and the onset of employer paid medical insurance. It is important to keep a paper trail, including copies of pay stubs, and letters to government agencies informing them of this change. Both the member and Clubhouse should keep a copy of such documentation, if the member feels this would be helpful. Government agencies can make mistakes in determining stop dates and if this occurs, the documentation kept by the member and/or Clubhouse can help significantly.
- Many members who live in subsidized housing may also have a change in their rent when they begin independent employment, as rent is often predicated on a percentage of their income. Again, it is important to do this homework ahead of time so that the member is well informed of potential changes and has adequate means to pay the rent if income significantly changes.
- The program and the member need to develop strategies to deal with any stigma in the work place as well as stigma internalized by the member.
- The generalist staffing pattern in the Clubhouse provides an excellent support base for independently employed members. Although working, these members can retain important relationships with familiar Clubhouse staff, rather than being passed onto vocational specialists. It is common for many independently employed members to want periodic telephone contact, which provides an opportunity to simply connect again with the Clubhouse or work through day-to-day issues. Clubhouses encourage social integration; however, they also recognize the importance of the meaningful relationships that helped the member to gain the confidence to seek out independent employment in the first place.
- The Clubhouse should have regularly scheduled dinners, meetings, and other events that are scheduled at times when members working full time can access them.

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS

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.
- 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.

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.

