

# CLUBHOUSE

## A Context for Recovery

A Start-Up Guide for New Clubhouses



EVE Clubhouse Forum

## A START-UP GUIDE FOR NEW CLUBHOUSES

EVE is a programme within the HSE, who's primary ethos is to provide community-based recovery-orientated programmes for adults who experience mental health difficulties, intellectual difficulties, Asperger's Syndrome, and Physical and Sensory disabilities. We do this through our network of Vocational, Rehabilitative and Clubhouse services in 21 locations across HSE Dublin North East and HSE Dublin Mid-Leinster regions.

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## Foreword

So you are thinking of starting a Clubhouse? EVE would like to welcome you to share our experiences of establishing our six Clubhouses over the decade in which Ireland embraced the recovery ethos as the cornerstone of the National Mental Health Policy, A Vision for Change (2006).

The community of EVE is committed to creating contexts for recovery. We believe that this is achieved through the provision of recovery-oriented programmes & services, creating recovery-oriented governance structures, building recovery-oriented competencies and conducting recovery-oriented evaluation.

Clubhouse is a genuine recovery-oriented community based service founded on the belief that people who experience mental health difficulties can and do lead normal productive lives in their communities. This member-led service actively promotes opportunities to build long-term relationships, access employment, education, housing and social activities thus creating a powerful context for recovery.

From our experience, we know that the radical shift required to deliver recovery-oriented services happens in Clubhouses because a re-balancing of power occurs with authority shifting back to the member. The empowerment ethos encourages members to take ownership of their Clubhouse and adopt meaningful roles. This succeeds in building a strong culture of peer support, builds self-esteem and control and ultimately leads to enhanced quality of life. The re-alignment of power and personal responsibility can prove challenging for members, staff and providers but we guarantee, it's worth it.

Clubhouse is a successful quality assured model whose value was acknowledged by the Mental Health Commission 2002, A Vision for Change 2006, and most recently by the National Economic and Social Forum (NESF) in their report on Mental Health and Social Inclusion 2007 who recommended "they be developed further" (p.122). In 2011 Clubhouse was accepted for registration with the U.S. Substance Abuse and Mental Health Service Administration register for evidence-based practice on the basis of outcomes achieved for employment, quality of life and recovery.

This Start-Up Guide has been developed by the members and staff members of the EVE Clubhouses and will hopefully provide a useful and practical guide to establish your own Clubhouse. Whilst each Clubhouse develops its own unique style, all Clubhouses share a common values base which holds that “recovery is possible”. The hope that Clubhouse holds for its members conveys a powerful message of recovery to the member, their family and their community. Creating a common optimistic vision for these key stakeholders is a major part of addressing stigma, promoting social inclusion and effecting the paradigm shift required to achieve the ambitions outlined in A Vision for Change.

In developing our Clubhouses we have learnt that this model can be challenging and requires people who experience mental health difficulties, staff, administrators and mental health professionals to ‘buy into’ the Clubhouse Standards which forms the “bill of rights” for members. The Standards were written originally by members for members and are at the core of every Clubhouse forming the basis for peer-led accreditation with the International Centre for Clubhouse Development (ICCD). So be sure to read the standards carefully, because that’s Clubhouse!

If you want to know more, you are welcome to visit any one of our Clubhouses and experience the recovery ethos in action. EVE hopes that this Start-Up Guide will form the first part of your journey to identify recovery practice in programmes and services.

*“What I have gotten from Clubhouse – I now know that I am not alone, I have met lovely people. I have got more confidence in myself and got lots of help from everybody and don’t know what I would do if I had not got the Clubhouse.”*

*Member*

**Margaret Webb PhD**

On behalf of the EVE Clubhouse Forum

September 2011

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## How these guidelines can help you...

This Start-Up Guide has been produced in partnership with the members of EVE Clubhouses and the EVE Clubhouse Forum.

It is hoped that this document in combination with the ICCD Standards will provide other interested groups or organisations with practical information, examples and useful reference material that will assist them in successfully achieving their goal of setting up a Clubhouse.

## Aims of the Start-Up Guide

Based on our own experiences and the requests of service users and agencies, we decided to draft a Guide to assist in the development of new Clubhouses across Ireland. We hope this Guide will:

- promote an understanding of the Clubhouse Model in Ireland
- share our experience and knowledge of setting up a Clubhouse
- make available information about those strategies that may be successful
- highlight some of the barriers that may be encountered and to offer useful solutions to address them.

*The aim of this guide is to capture and document EVE's experiences of setting up a Clubhouse in Ireland.*

### **How did Clubhouse start in EVE?**

EVE's interest in the Clubhouse Model dates back to the early 1990's when we engaged in an extensive search to find a model of service, which could meet the varied and individual needs of people with mental health difficulties.

After many years of advocating with other interested groups and individuals for the opportunity to establish a Clubhouse, EVE opened Platinum Clubhouse in Newbridge in July 1999. In February 2002, Platinum achieved ICCD accreditation.

EVE has since opened four other Clubhouses in Dublin: Phoenix Clubhouse opened in 2002 and achieved ICCD Accreditation in early 2010, Suaimhneas Clubhouse opened in Coolock in 2003, and achieved ICCD Accreditation in 2008, and Conai Clubhouse in Blanchardstown in 2005. Rainbow Clubhouse, in Ballyfermot and Saol Clubhouse, located in Cabra, both opened in 2011 following the re-configuration of existing day services.

Each one of the EVE Clubhouses, have evolved their own unique communities and spirit... whilst developed in accordance with the ICCD standards.

The majority of Clubhouses have had the opportunity to send members and staff to Colleague Training in the Clubhouse model at a certified training base in the USA. This training is essential in supporting the Clubhouse achieve ICCD accreditation which is ultimately the quality assurance standard for this unique recovery-oriented programme.

## **The EVE Clubhouse Forum**

The EVE Clubhouse Forum was established in August 2004 and includes members and staff members from all of the EVE Clubhouses, with representation from the EVE Management Team. The Forum meets regularly and is hosted and chaired by each Clubhouse for six months on rotation.

Since the opening of our first Clubhouse, Platinum in Newbridge 1999, EVE has advocated for the development of the Clubhouse model as a service option for people with mental health difficulties. We truly feel that it demonstrates both the practises and principles of recovery and is a person-centred model of service. The power lies in the concept of membership and the dignity and respect this role offers.

As we continue to develop the Clubhouse model as a quality-assured service option, we collaborate on common issues of concern, such as policies, socials, employment and accreditation within our own Clubhouse Community.

To date the forum has allowed us share our experiences, celebrate our successes and learn from the insights of members and staff members.

The Forum looks forward to meeting the new and exciting challenges that will face the Clubhouse community and shares EVE's strategic commitment of providing a "hope-inspiring recovery-oriented service" for all its members.



### Where did the idea of Clubhouse come from?

Clubhouse originated in 1948, when patients from a New York psychiatric hospital began to meet informally. As more of them met, they decided that they needed to get their own premises. This became the first Clubhouse. Those early members decided they wanted something different to what was on offer in the mental health field. Today there are over 300 Clubhouses worldwide who follow this model (Ref: <http://www.iccd.org/about.html>).

### What was so new about the Clubhouse model?

- Well, firstly members were encouraged to take control of their own health/illness and not to leave it in the hands of 'experts'
- Secondly, they wanted their Clubhouse to be somewhere where they were free from stigma and mental illness labels
- Thirdly, a Clubhouse became a place where members could have hope and could work towards recovery, making friends, getting work and furthering education

### Clubhouse guarantees 4 main rights

- A guaranteed right to a place to come
- A guaranteed right to meaningful work
- A guaranteed right to meaningful relationships
- A guaranteed right to a place to return

### **What is the Clubhouse Model?**

The Clubhouse concept is relatively new in Ireland and is for many a radically different way of working in the field of mental health. Quite simply, a Clubhouse is a community of people with mental health difficulties working together towards the common goal of recovery. Clubhouse Communities are built upon the belief that every member can sufficiently recover from the effects of mental ill-health to lead a personally satisfying life.

People who attend the Clubhouse are known as members and membership is open to anyone with a history of mental health difficulties. Through participation in the Clubhouse members are given access to employment and education opportunities in a friendly and supportive manner. Membership is voluntary and lifelong.

Members are encouraged to actively participate in planning, policy making and all the work of the Clubhouse. Members and staff have an equal say in Clubhouse decisions, have equal opportunities to avail of Clubhouse work and have equal access to Clubhouse space.

The role of Clubhouse staff is to encourage members to take full advantage of their membership, getting involved in all aspects that will aid their recovery. The role of the member is to use the service provided to begin and sustain their recovery journey.

Clubhouses are friendly places, a hive of stimulating and motivating activity, where members can avail of social opportunities and access support for their employment, education and housing needs. It is a place where members are encouraged to participate in activities and most importantly a community of people supporting one another towards recovery from mental distress.

### **International Centre for Clubhouse Development (ICCD)**

ICCD promotes the development and strengthening of ICCD Clubhouses; oversees the creation and evolution of standards; facilitates and assures the quality of training, consultation, certification, research and advocacy; and provides effective communication and dissemination of vital research and information.

Since 2011, ICCD Clubhouses are registered with SAMHSA, the National Registry of Evidence-Based Practice for employment, quality of life and recovery outcomes. An ICCD Clubhouse operates in accordance with the Standards that have been agreed by the global community of Clubhouses.

The International Standards for Clubhouse Programmes, define the Clubhouse Model of rehabilitation. The principles of these Standards are at the heart of the Clubhouse community's success in helping people with mental ill-health to stay out of hospitals while achieving social, financial and vocational goals.

The Clubhouse standards support and sustain a quality member focused service by recognising the basic human rights of each member and by:

- acting as a as a “bill of rights” for members and a code of ethics for staff, board and administrators
- ensuring that Clubhouse offers respect and opportunities to members
- providing the basis for assessing Clubhouse quality through the ICCD certification process

Every two years, the worldwide Clubhouse community reviews these Standards, and amends them as deemed necessary. The process is coordinated by the ICCD Standards Review Committee, made up of members and staff of ICCD-certified Clubhouses from around the world. (ref pg 42)

### The Core ingredients of a successful Clubhouse

- It is designed to be a place where each member is seen as a unique individual, who possesses valuable talents, strengths and abilities which when combined with others in the Clubhouse community, assist in making the Clubhouse come alive.
- This idea of membership is central to the Clubhouse concept, in that being a member of an organisation means that an individual has both shared ownership and shared responsibility for the success of the organisation. This sense of membership, support and belonging are at the very heart of the Clubhouse ways of working.
- Clubhouse is a non-medical model... this means that the focus is on wellness and not illness. Members are encouraged to concentrate on their recovery and wellness rather than illness.
- People living with mental health difficulties can sometimes be segregated and labelled according to their illness. In Clubhouse however, a person who has struggled with mental health difficulties is seen first as a valued participant, a colleague, and someone who has something to contribute to the rest of the group and not a patient or someone defined by their disability.

*"I joined Suaimhneas Clubhouse about 3 years ago after a period of hospitalisation. I did not know what to expect and was pleasantly surprised. I had found a home! Everybody takes an interest in your well-being, and there are many great opportunities in the clubhouse.*

*All in all, the clubhouse is very important to me for my mental well-being. From being a shy person with not much to say, the Clubhouse has made me a self-confident person."*

*Member, 2011*

#### **The Key to Success... Meaningful Relationships!**

Consistent with the core philosophy of A Vision for Change, members and staff share the responsibility for the successful operation of their Clubhouse. Working closely together each day, members and staff learn of each others' strengths, talents and abilities. They also develop real and lasting friendships. Because the design of a Clubhouse is like a typical work or business environment, relationships develop in much the same way.

Clubhouse staffing levels are kept purposefully low to create a continual need for the involvement of the members in order to accomplish their jobs. Members also need the staff and other members in order to complete the work, but even more importantly, the relationships that evolve through this work together are the key ingredient in Clubhouse rehabilitation.

All of the staff in Clubhouse have generalist roles; they are involved in all of the Clubhouse activities including the daily work duties, the evening social and recreational programmes, the employment programmes, outreach, in-reach, education and housing programmes.

The role of the staff in a Clubhouse is not to educate or treat the members. The staff are there to engage with members as colleagues in important work and also to encourage and engage with people who might not yet believe in themselves.

*"To know that there was a door opening for me made me feel so welcome, it was comforting to know that I was not alone, that there were people in Clubhouse that I could relate to."*

*"As I'm now retired it gives me a purpose everyday. It makes me get up in the morning. I feel my day is very fulfilled and I enjoy helping people. I now realise I have a lot to offer the clubhouse. I like getting involved and I have trained with NEAR FM which has restored my confidence. When I was sick, I lost all my confidence but now it is coming back."*

*Member, 2011*

### How to Structure a Clubhouse?

There are a number of key components required, which when combined correctly will result in a successful, holistic Clubhouse programme. Clubhouse is in fact an extremely structured model of service which is organised around key unit functions and programmes required to run the local Clubhouse. New Clubhouses need to consider how they could establish these units/functions within their resources at the outset.

The Work-Ordered Day is the core of every Clubhouse and it is essential to establish this routine at the outset. Units should be developed in the Clubhouse from which the following range of programmes are run:

- Employment Programmes
- Education Programmes
- Housing Assistance
- Social Programmes
- Outreach & In-Reach Programmes

*From our experience, It is important to remember that a successful Clubhouse, is created as a result of trial and error, mistakes are inevitable, so build in review and evaluations systems to address issues as they arise.*

*EVE Clubhouse Forum*

#### **Establishing the Work – Ordered Day**

The daily activity of a Clubhouse is organised around a structured system known as the work-ordered day. This operates during business hours from Monday to Friday. Members and staff work side by side, and members perform many of the same tasks they would perform in the workplace, tasks that are genuinely needed to keep the Clubhouse running.

Members are encouraged to attend as often as possible and volunteer to participate as they feel ready, and according to their individual interest. Empowerment through choice and understanding is a key concept in Clubhouse, and no one should be forced into something that they have not chosen to do.

*“You work at your own pace to find courses, get jobs so you can get your confidence back and put your life together.”*

*Member, 2011*

#### **Setting up the Units in the Clubhouse**

The work of the Clubhouse is organised into one or more units which run the Clubhouse programmes, each of which should have sufficient staff, members and meaningful work to engage and sustain a full work ordered day. Unit meetings are held on a daily basis to foster relationships, as well as to organise and plan the work of the day for that particular unit.

It is extremely important to note, that it is not necessary for each of these units to be a stand-alone unit, often Clubhouses combine several units into one, which functions to create more work and involve more members in the running of the unit.

*“I have a very full day but I also have the flexibility that if I have something to do for myself I do not have to come into the Clubhouse. Being a member of the Clubhouse keeps me focused and aware that I must stay well.”*

*“My experience with the Clubhouse is a good experience. I have learnt a lot of things such as computers, photocopying, typing, reception skills how to make birthday cards and much more.”*

*Member, 2011*

## Running Clubhouse Programmes

All Clubhouses aims to run a range of programmes to meet the needs of the members. The principal programmes are:

- Employment Programme
- Education Programmes
- Housing Assistance
- Social Programmes
- Outreach & In-Reach Programmes

*Depending on the size of your Clubhouse, the number of members and staff members, you may choose to focus on setting up one or two units initially which will develop the programmes over time. In our experience, the members will drive the demand for the programmes based on their own recovery.*

*EVE Clubhouse Forum*

## Employment Programmes

As a right of membership, Clubhouses provide members with opportunities to return to paid employment in integrated work settings through Transitional Employment, Supported and Independent Employment Programmes.

### *Transitional Employment Programme*

The Transitional Employment Programme (TE) unique to ICCD Clubhouses allows members who lack work experience, or skills for open employment, the opportunity to work at real jobs for real pay. Members should be given unlimited opportunities at TE regardless of past history or unsuccessful attempts. There should be no such thing as a failure at TE.

In Ireland, TE is only offered at present in the context of Clubhouse and therefore needs to be explained to most employers.

### **So what makes TE different?**

- The Clubhouse owns the job not the member- so the Clubhouse ensures the TE is always covered even if the member is unwell
- Members are paid the going rate - or at least minimum wage
- The Clubhouse selects TE workers



- A TE should last between 6-9 months long and should usually between 8-15 hours per week
- Each member out on TE is supported by a placement manager
- All TE Jobs should be entry level jobs
- A bad work history should not affect a members chance of getting a TE job
- Working in a TE should not affect a members social welfare benefits
- When the TE is coming to an end, the member will have an active role in training the next member for the post

#### *Supported Employment Programme*

Supported employment is designed to assist members to obtain and keep their own employment, (as opposed to TE, which is temporary). The Clubhouse can offer help with CV writing, applications, interview skills and even accompany a member to an interview if necessary. The Clubhouse may also offer support to members who have come to the Clubhouse having already secured a job or help members who may be interested in seeking a Community Employment (CE) Scheme.

#### *Independent Employment Programme*

The Clubhouse will also support members to maintain their own jobs. So, if a member progresses to open employment, the Clubhouse will continue to support the member as and when required. It is important to note, that once a member finds independent employment, they are still a Clubhouse member and can come in for lunch, attend socials or just use the Clubhouse to fit in with their lifestyle.

*"Since joining, I have obtained many skills and got my confidence back. With the help of the club, I applied and secured a C.E. \* Position with the Irish Wheelchair Association. I am very busy, but it is great to know that Suaimhneas is there, when I can find time to attend! Everybody is so welcoming and inclusive. I see the club as the backbone of my health and my happiness"*

*Member, 2011*

\* The Community Employment (CE) programme is administered by FÁS, Ireland's training and employment authority. It is designed to help people who are long-term unemployed and other disadvantaged people to get back to work by offering part-time and temporary placements in jobs based within local communities. It is possible for participants to seek other part-time work during their placement. After the placement, participants are encouraged to seek permanent part-time and full-time jobs elsewhere based on the experience and new skills they have gained while in the Community Employment scheme.

The education programmes in EVE Clubhouses have grown in response to the significant demand of the members to return to education. Opportunities have been facilitated through collaboration with local VEC colleges with many members completing accredited courses with FETAC. Support is individual, and depends on the needs of each member. For those members who would like to return to education, the Clubhouse offers support in assisting members:

- decide what course they want to do
- find the right course
- with paperwork as required
- with enrolment
- find their way around the college
- access public transport
- attend classes (with members if required)
- take effective notes
- access support from the disability services at the college
- develop a study plan
- proof read assignments
- negotiate assignments, special requirements and support
- by advocating on members behalf with tutors/college staff
- by providing encouragement throughout the course duration

*"The Course in the VEC helped me to reach inside myself and discover that I could write and use my imagination in a more creative way than I had before. It brought me in contact with other people and showed me sides to them that I had not seen before."*

*"It gave me confidence in myself that I was able to read out my work and openly reveal my thoughts . I really enjoyed the course, it helped me to see people in a new light and brought me into contact with people outside the clubhouse such wonderful organisers, it boosted my confidence."*

*Member, 2011*

#### Housing Programme

Safe decent housing is a right of all members. The Clubhouse supports members to find decent and affordable accommodation. EVE does not run a housing service but have assisted members address their housing needs by building strong alliances in the community with local housing associations and the corporation.

Other supports offered may be to:

- help members with housing applications
- advocate on a member's behalf with the relevant housing officers and agencies
- support members to maintain their housing, including peer support, cleaning, budgeting, menu planning and shopping etc.
- help members to locate furniture and household items
- physically help members to make the move to their new homes

*"I've been living in HAIL accommodation for nearly 5 years. I had wanted to live independently for quite a while but was worried how I'd manage on my own. I knew that I needed support to make the move because of where I was at that point in my life. Initially I got a lot of practical support from HAIL; meeting with my support worker once a week. She suggested that I become a member of Suaimhneas and came with me to do a tour of the Clubhouse. Since then, Suaimhneas have also supported me with settling into my apartment and reassured me that it was normal to have anxieties about leaving home. They also helped me to develop a cleaning schedule. The team from HAIL are regular visitors to Suaimhneas. My confidence has grown and I'm more independent now – that's because of the support I received and all the work I've put into myself. I'm not afraid to be in my own company and I'm excited about what's to come in my life."*

*Member, 2011*

## Social Programme

In addition to work opportunities, Clubhouses offers a variety of evening and weekend recreational activities to those who wish to participate. Members and staff work in partnership to organise these activities, which are scheduled outside of the work-ordered day.

They are a good way for members who are in employment, or those who have been unable to attend to keep in contact with each other, and to continue to avail of the supports offered by the Clubhouse.

*"I would like to express the great enjoyment I take in the Clubhouse Social Outings and Employment Dinners, and how excited both myself and my fellow Club members are on the eve of our overnight trip to Galway, as such trips really put a sparkle into our collective eyes, and really raises our spirits."*

*Member, 2011*

#### **Outreach and In-reach**

An important part of the daily work of the Clubhouse involves keeping in touch with all members. Outreach ensures that members who are not attending, for whatever the reason, are still part of the Clubhouse community.

The Clubhouse should try to provide the necessary support to members, conveying the message that they are cared about and needed.

Membership of Clubhouse is life-long and as such, inactive members should be actively outreached by telephone, cards, letters and visits to ensure that contact is maintained.

In-reach should also be encouraged – this is the process whereby members themselves ring in to make contact with the Clubhouse, if they have been absent for a period of time.

*“Important to let members know what’s going on in the clubhouse and that we are thinking of them.”*

*“Shows that someone cares.”*

*“It’s nice to know that people are there for you and thinking about you.”*

*“Can put your mind at rest, comforting and reassuring, if you’re not feeling great and you get a phone call, it lets you know that the members and staff are thinking of you, and you’re not alone.”*

*“The newsletter is important as a means of outreach, it lets people know what is happening, upcoming socials and activities.”*

*“Support while in hospital meant a lot to me, it really cheered me up, especially when you’re in a hospital bed...to know that people care.”*

*Members, 2011*

### You're setting up a Clubhouse...

Whether you are setting up a Clubhouse on a 'green field' basis or you are involved in re-configuring an existing service into a Clubhouse, the basic start-up principles are the same.

### Service Transformation

Additional challenges lie in re-configuration but in our experience they can be overcome. The following checklist of considerations apply for those re-configuring services:

- it is essential to engage in a process of collaboration locally to establish the demand for a Clubhouse as the service model of choice
- engage with current staff and service users
- engage with staff representative bodies and service user representative bodies where necessary to advise of change process pending
- engage with local services early in the change process to ensure effective communication is in place
- facilitate staff and service users visit existing Clubhouses to have the opportunity to experience the Clubhouse ethos in action
- engage in a meaningful affirmation process with both staff and service users to ensure that they are committed to the Clubhouse ethos
- re-assess the space available and together as a community decide how the new unit structure can be established
- it is essential that all community members both staff and members are encouraged to learn about Clubhouse together and are empowered to take on the responsibility of membership
- it is also important to ensure that the local stakeholder groups are made aware of the changes in the service profile and invited to be part of the new and exciting service development

The establishment of the Clubhouse proceeds from this point like any other new Clubhouse.

*“Now we have structure, I can come in, even if I miss the morning meeting and read the board and know exactly what is happening.”*

*“The Clubhouse is much better than our last place, not just the building but we have much more to do, we are more involved.”*

*Member, 2011*

## TIP 1 Develop a Working Group!

Initially when you decide to start a Clubhouse it is a good idea to form a 'Clubhouse Working Group'.

### Who should be on the Working Group?

The Working Group should be made up of individuals who have a strong belief in the model and who are positioned to help the Clubhouse get started, and should represent all relevant stakeholders for example; mental health consumers, family members, local politicians, community leaders, business people and mental health professionals.

### What does the Working Group actually do?

The function of the Working Group is to begin Clubhouse activity for example, educate the community about the Clubhouse model, provide support for the new Clubhouse, identify appropriate sources of funding, hire the manager (if not already employed), work with the manager to find suitable Clubhouse premises, identify employers for involvement in the Employment Programme.

Once the Clubhouse is up and running, the working group may become an Advisory Board to the Clubhouse. It's role is to provide general support and help with fundraising, create links with educational bodies and to find employment opportunities in the community.

The working Group may take on a number of roles for example:

- educating the Community
- identifying potential employers for the Clubhouse
- hiring the manager of the Clubhouse



### Getting the word out there... 'Educating the Community'

As Clubhouse is a relatively new concept in Ireland, it is important that the local community knows what a Clubhouse is. The primary focus should be on the mental health community but it is also important to educate local businesses, politicians and community organisations.

The Working Group can:

- develop a generic letter/information leaflet that describes the function of the working group and the Clubhouse model
- visit an EVE accredited Clubhouse and bring potential funders and decision makers to experience Clubhouse first hand
- host a conference/seminar that focuses on the Clubhouse model. If this seems unrealistic at this early stage, it may be useful to consult with other established Clubhouses with the view to participating in a joint conference
- make available access to existing EVE Clubhouse resources, websites etc. A Clubhouse DVD can be purchased from the ICCD and highlights the benefits the Clubhouse model has had on the lives of members in Fountain House, New York
- distribute Clubhouse literature for example, leaflets, standards, and employment packs etc.

#### Sample Advisory Board Mission Statement

The Advisory Board of Platinum Clubhouse aims to provide support and advice to members and staff through a partnership approach.

#### Sample Advisory Board Vision Statement

- To promote the clubhouse in the community
- To integrate members into the community through employment, education and social activities
- To advise members and staff with regard to any issues in the day to day running of the clubhouse
- To fund raise for Platinum for specific projects e.g. transport
- To strengthen the Advisory Board by getting new members

### **Identifying Potential Employers for the Clubhouse:**

One of the most important functions of the working group is to assist the Clubhouse in its development of the employment programme in particular the Supported Employment (SE) and Transitional Employment (TE) placements.

Whilst Supported Employment initiatives can exist in some communities, TE, the cornerstone of the Clubhouse model is often one of the most difficult elements of the Clubhouse to launch. It is imperative to confront this immediately and to actively begin seeking TE positions.

Helping members return to work at the employer's place of business is a primary function of the Clubhouse as a service to members but it is also a high profile success for many Clubhouses. The success of such a programme essentially promotes the Clubhouse to potential members, other employers, funders and the community at large.

It is extremely important that the members of the working group educate themselves about the TE Programme and help to line up several quality employers to provide TE opportunities at the beginning of Clubhouse operations.

## TIP 2 Hiring the Manager

Hiring the first manager of a Clubhouse may be the single most important task of the Working Group. Although the Clubhouse is a community-based model on partnership and mutual relationships, the manager is the leader of this community. Hiring the right person can mean the difference between success, failure and mediocrity.

It is essential that the job description and recruitment process emphasises that the person hired to be the manager should have a strong belief in the capacity of people to recover and be committed to 'A Vision for Change' (or your relevant national mental health policy). Ideally the person hired should have Clubhouse experience already and have participated in a three-week training programme at a certified ICCD Training Base. If the potential candidate has not completed training, it is imperative that they be willing to attend training.

Establishing a Clubhouse is only effective if the process is supported by the entire Clubhouse. Therefore it is necessary for the director, staff members and members to participate in training, in order to fully understand and embrace the Clubhouse model.

### Qualities Required to be a Manager

The Manager must be willing to work as a generalist in the day-to-day work of Clubhouse and firmly believe in the value of the model.

Although the Clubhouse captures the essence of recovery principles in its practice, it remains for many a radically different type of service compared to those currently offered in Ireland. As such it can also be a difficult model to implement and maintain, thus strong dedicated leadership is essential.

If this is not present, there is a significant danger that the Clubhouse will get distracted and dilute the model, thus compromising its distinctive ethos.

### Recruitment Resources

When looking for the Clubhouse manager the Working Group will have several resources available to them:

- the ICCD offers free advertising to new Clubhouses in their newsletter and on their web page
- there is also the EVE Club Forum (or equivalent body in your country, if available), who are always willing to offer advice and spread the word about any Clubhouse managers positions available
- ICCD Training Bases can also be a good place to advertise as they come into contact with a huge amount of Clubhouses and can recommend your position to suitable and interested candidates
- the Working Group should also advertise in local and national newspapers, radio stations and mental health publications

*Where a service is re-configuring from a traditional model to Clubhouse, EVE engaged in process of "affirmation" with staff. This afforded staff the opportunity to spend time in EVE Clubhouses and then make an informed commitment to the model, in dialogue with management and members.*

*This was a critical step in supporting the change management process and ensuring the integrity of the Clubhouse philosophy was upheld.*

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### TIP 3 Staff Selection – Finding the Right Fit for Clubhouse

The emphasis on staff selection should not only be on background and qualifications, but also interpersonal skills and the ability to relate to others in a genuine way.

When interviewing potential staff members, it is important that members from other Clubhouses or with Clubhouse Experience form part of the interview board.

Potential Staff Members should:

- believe in the capacity of people to recover
- have a strong understanding, knowledge and belief in the value of the Clubhouse Model
- be committed to working in partnership with the members
- have to the views of all members
- be able to empathise and relate well with members
- be willing to be versatile
- be willing to do out-of-hours activities

*At the request of Clubhouse members, EVE developed an Interview Skills Training Course which was run over 10 hours to equip members with the confidence to fully engage in the recruitment process for staff members. A Best Practice Guide for Interview Skills Training has been developed based on this programme and is available at [www.eve.ie](http://www.eve.ie).*

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## TIP 4 Units – All you need to know...!

Work is the central ingredient in the Clubhouse Model, it is the foundation upon which the model is based. The work of the Clubhouse is organised into one or more units, each of which should have sufficient staff, members and meaningful work to engage and sustain a full work-ordered day.

### How many Units should you establish...?

When setting up a Clubhouse, be careful not to bite off more than you can chew! It is better, to have a smaller amount of units, which will create more work and master these well, instead of having loads of units with little going on in them. Many Clubhouses now combine the work of the Clubhouse into fewer units, thereby adding more staff and more work to each unit to keep it going. The work may not be well-balanced, but there is enough to engage and appeal to members, throughout the day.

Ideally there should be two staff members in each unit, and ideally the Clubhouse manager should remain 'floating', so as they can deal with other issues or projects as they arise.

*Some Clubhouses rotate the staff in each unit, however, from our own experience, it is recommended that a staff member be assigned to a particular unit on an ongoing basis, for the purposes of continuity.*

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In addition, although membership to the Clubhouse is voluntary and the members decide which unit to work in, it is recommended that they pick a base unit, and remain in that unit for a set period of time.

*The majority of EVE Clubhouses were initially set up with two units – a Business/Administration Unit and a Catering & Maintenance unit. As the Clubhouse becomes more established and the membership increases, the number of units can be increased accordingly.*

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### Types of Units and the Work they can do

Below are some examples of units that may be found in a Clubhouse and checklists of the type of work they might undertake.

#### CheckList for the Business Unit

This unit is responsible for all the administrative work in the Clubhouse, for example:

- ✓ covering reception
- ✓ typing – for example, the preparation of agendas for meetings, typing of minutes of meetings
- ✓ sending and checking e-mails
- ✓ filing,
- ✓ accounts/petty cash – counting money, cash reconciliation, bank lodgements
- ✓ IT support
- ✓ stationary orders
- ✓ monitoring attendance records
- ✓ inputting information into Clubhouse databases
- ✓ correspondence
- ✓ staff returns
- ✓ publication of daily and quarterly newsletters – sourcing and writing articles, editing, proof reading and the publication of newsletters
- ✓ making posters for the Clubhouse – for example, advertising socials, health and safety notices, special events in the Clubhouses
- ✓ outreach of members
- ✓ notifying members of socials, events etc via email's, phone calls and texts
- ✓ creating birthday cards for members
- ✓ researching information for socials, conferences and other interesting events

### Checklist for Education & Employment Unit

Members can explore the potential for transitional, supported and independent employment. The Clubhouse will offer on-the-job training, and continued support to all members who wish to participate. This unit also assists and supports members in exploring educational opportunities in local schools and colleges.

Tasks of this unit may include:

- ✓ contacting relevant colleges and educational institutions to request prospectus
- ✓ developing a directory of local colleges and the courses they offer
- ✓ conducting member surveys to determine the type of courses/employment they are interested in
- ✓ helping members to decide what course they want to do
- ✓ finding the right course
- ✓ assisting with paperwork as required
- ✓ assisting with enrolment
- ✓ helping members to find their way around the college
- ✓ upporting access to public transport
- ✓ attending classes (with members if required)
- ✓ taking effective notes
- ✓ accessing support from the disability services at the college
- ✓ supporting the member to develop a study plan
- ✓ proof reading assignments
- ✓ negotiating assignments, special requirements and support
- ✓ advocating on members behalf with tutors/college staff
- ✓ providing encouragement throughout the course duration

### Checklist for Catering & Maintenance Unit

In this unit, members may be involved in:

- ✓ the preparation of a daily meal
- ✓ menu planning
- ✓ ordering of provisions
- ✓ general maintenance of the Clubhouse – this could include special projects such as painting, making furniture, tending gardens, general DIY



- ☑ cleaning to HACCP standards
- ☑ completing HACCP records
- ☑ outreach to members in the unit

### Checklist for Coffee Dock Unit

Members can become involved in:

- ☑ serving beverages and refreshments to visitors, members and staff members
- ☑ developing menus for snacks
- ☑ preparing and serving light snacks for example soup, sandwiches, paninis, fruit smoothies
- ☑ handling money – using a cash register, this may include keeping accounts, lodgment of monies
- ☑ ordering and purchasing the necessary supplies for the unit
- ☑ cleaning of the unit

### So what makes a good unit?

Relationships between members and staff are critical but there also needs to be a recognisable structure within which the work can get done, and great relationships can grow.

Structure begins with having enough work to do, and the resources to complete the work. To support this you need to have adequate tools to help organise, prioritise, and communicate the work. This may come in the form of a unit meeting, having effective task boards for communication, empowering members to work independently and hosting regular unit development meetings.

## Unit Meetings

Creating structure should start with establishing daily unit meetings. Most Clubhouses find it helpful to hold a unit meeting first thing in the morning and then another just after lunch. The unit meeting is the key communication tool for putting work out there, sharing it, and involving the unit in important work-related discussions.

There are many ingredients to a good unit meeting:

- consistency – they should be held at the same time and follow the same format so even the newest member can lead the meeting
- duration – meetings should ideally be time limited, so they should be long enough to cover the units successes, struggles, work load etc, but should not go on forever!
- if the unit is stuck on a particular problem, it may be an idea to reschedule a further meeting instead of dragging the unit meeting on
- members should rotate chairing the Unit meeting

## Task Boards

Another important tool for structure and ways in which work can be organised effectively, is by investing in a Unit Task Board. In EVE Clubhouses, these large white boards are in each unit, and are essentially the focus of each unit meeting.

Each white board has a list of tasks that need to be completed by that particular unit on either a daily, weekly, monthly or occasional basis and members volunteer to complete these tasks at each unit meeting. So for example, in an Administration/Business Unit, you may have a white board for tasks and a whiteboard for outreach. A whiteboard listing members out on TE/SE/IE, and a whiteboard detailing those who are out on education etc. could be found in the Employment Unit.

This ensures that each individual in each unit, is aware at a glance of the board, what has to be done, or on the other hand, who is responsible for completing a particular task. It is important to remember that as the Clubhouse expands, so too will the work of the unit, so it is suggested that each task is printed out, laminated and can be stuck/moved around the board with Velcro.

Be sure to keep things colourful, use photographs, coloured paper and graphics etc and make sure there is plenty of empty wall space to hang the whiteboards in each unit.

### **Ensuring Members can work independently**

It is important that all of the systems, processes and tasks that are carried out in each unit are developed in consultation with the members, this will hopefully encourage members to take ownership of tasks.

It is also suggested that easy to read 'How to Guides' are developed by members which document the procedures in each of the units to enable members to work independently.

So for example, in the Business/Administration Unit, you may find a Guide explaining how to:

- 'turn on a computer'
- 'print a Document'
- 'save a Document'
- 'complete Staff Returns'
- 'send or reply to an e-mail' etc.

In the Catering/Maintenance Unit, for example, you may find the following Guides:

- 'What products should I use where?'
- 'How to set a table'
- 'Easy to use recipes'
- 'How and where to order supplies' etc.

These Guides should include actual pictures where possible, and be as self-explanatory as possible.

## Unit Development Meetings

Every unit needs to review and improve its systems and planning meetings allow the unit to review and change systems, as often as required. Getting everyone involved truly engages everyone in the decision making process, and allows a forum for everyone's concerns, frustrations, and ideas to flourish.

*The boards have given a direction to the organisation of the units and the work-ordered day. We believe the whiteboards give structure around the work-ordered day. For members that don't make it to the morning meeting, there is transparency and direction to join a unit.*

*It provides a fair and consistent way of dividing up tasks, it allows a member to make their own choices, because they can see what is available. It also ensures that the tasks are carried out properly in each unit.*

*The morning meeting whiteboard ensures all members are aware of activities throughout the day. The social board and house meeting agenda board have been a great success giving members a voice in running our Clubhouse. Our inreach/outreach board and system was very much welcomed by all as it commits the clubhouse and its members to two-way communication. The structure of the board ensures no one member gets forgotten as all are included in socials and activities.*

*For any visitors to the clubhouse it's an instant visual representation of what clubhouse has to offer and the busy work-ordered day!*

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## TIP 5 Physical Space

Any Clubhouse will need a building to operate from, this should have:

- its own space separate from any medical or institutional setting
- an accessible location, near bus routes and train lines
- a welcoming reception
- rooms for meetings and office administration with computers and filing space
- a comfortable space to socialise
- a suitably furnished canteen
- a work-focused atmosphere – as opposed to leisure focus
- space to expand as the membership and the ideas grow!

It is also important to note that the Clubhouse, should be located in the heart of local amenities, to facilitate community integration, create public awareness and promote the work of the Clubhouse to employers, community groups and residents.

Also, when allocating space to units in the Clubhouse, it is preferable to have large open plan spaces which can accommodate a meeting table in each unit. This will help facilitate the unit meetings, and to ensure members can work as a team, when required.

*When purchasing furniture etc., it may be useful to invest in several tall open-fronted bookcases for each unit, so that unit information stored in folders can be both easily stored instantly visible to both members and staff members.*

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A large meeting table will also be required to facilitate house and policy meetings, where there will be a large number of members in attendance.

**Checklist of Practical Items a new Clubhouse will need:**

- ☑ plenty of computers for administration, job searching and education
- ☑ a telephone line and mailing address
- ☑ a website to advertise the Clubhouse, attract members and facilitate opportunities for job creation
- ☑ plenty of storage – for example bookcases, filing cabinets
- ☑ plenty of stationary – so plenty of large A4 folders (for filing) highlighters, pens, paper
- ☑ a good colour photocopier/printer – one capable of producing a newsletter
- ☑ a laminator – for making labels and laminating posters
- ☑ a binder – for Clubhouse documents, manuals and handbooks
- ☑ a camera – for taking pictures for how-to manuals, member socials, pictures for whiteboards etc.

*Whilst physical space is important, EVE has established Clubhouses in everything from two room buildings to custom-designed accommodation. The most important thing to remember starting out is to establish the Clubhouse based on the Standards and develop the philosophy and ethos of the community. This is critical for success.*

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## TIP 6 Establishing the Employment Programme

It is important to get this part of the programme underway as soon as possible, do not delay until the Clubhouse is more 'established'. The following can be used as guidelines when establishing the Employment Programme:

- a starting point may be to carry out an audit of local employers in your local area. This could take the form of an A-Z Directory. This should be updated on a regular basis.
- a contact should be established in each company and ideally the a representative of the Clubhouse should try to arrange a meeting to promote the Clubhouse with someone who has the responsibility of hiring staff.
- it may be useful to develop a Clubhouse Employment pack for potential employers – this should include a brief introduction to Clubhouse, the aim of TE, SE and the benefits of both to the company etc.
- invite potential employers to the Clubhouse Employment Dinners.
- when making contact with employers, face-to-face meetings are preferable.
- if sending out information to potential employers be sure to follow up with them.
- it is also important to find out which participants are interested in taking up a TE or an SE post, and also the type of work that they would like to do – this may be done as part of a questionnaire or induction to the unit or Clubhouse.

### Things to consider when you secure a TE Post...

It is recommended that each post has at least one, but ideally two staff members that will act as a 'placement manager'. The role of the placement manager should be...

- to liaise with the employer, when required
- to check the employers safety statement and procedures
- to ensure the member has adequate materials, uniform, safety gear etc.
- to train the member into the post
- to act as cover for the post
- to check in with the member, when required
- to deal with any problems or concerns that either the member or the employer may have

### Checklist for Employment Records

Once a member begins an employment placement, it is important to keep records. Each member should have their own file or folder, which should ideally, be organised and separated by dividers. An example of what a file can include may be:

- ☑ a job cover sheet – the job details – title, roles and responsibilities, hours, breaks, uniform required, start and finish date, payment type/frequency, member, employer and placement manager details – contact number, e-mail address etc.
- ☑ an employer information sheet – about the company, other vacancies
- ☑ log sheets – to record meetings/site visits, phone calls, on/off site supports
- ☑ records of dates and hours of work
- ☑ correspondence
- ☑ insurance information
- ☑ safety, health and welfare analysis.
- ☑ evaluation Sheets – these should be completed by the member and should cover areas such as how the job is going at present, timekeeping – did the member miss any days, issues that the Clubhouse may need to be made aware of, areas where extra support may be required etc.
- ☑ may also include pictorial supports the member can reference to show them how to complete particular tasks or what they should look like when completed – so for example, if a member was working in a restaurant, there may be pictures of the correct way to set a table
- ☑ AOB
- ☑ records of any previous TE/SE placements



### Knowing who's where and when...

Like the other units, this could be displayed on a whiteboard.

- Be sure to make this as visual as possible – for example, each member may have their own card
- Include a picture of the member, the company and position they are working in, they type of employment, whether it is independent, supported or a TE, the hours and days that they work

### Some common mistakes that are made when trying to establish TE/SE:

- Replacing members too quickly if they are unable to perform the job
- Limiting potential employers by thinking about who would like to work with us, as opposed to who we would like to work with
- Approaching employers through cold calling or mass mailings rather than seeking high level contacts in organisations
- Failure to pay attention to development details such as correspondence for example, requested information, thank you letters and follow up contacts
- Saying “yes” to a job offer before ascertaining how demanding or practical the position will be
- The belief that every member must be able to do a job and be “problem free” before they are suitable for a TE/SE placement
- Failure to follow through on commitments for training, covering absences, and member and employer support

## TIP 7 Orientation

### With such a new model of service – how do we help members adapt?

It is recommended that a new member goes through an 'Orientation' process, when they begin in the Clubhouse.

This period should be long enough so that the members can sample all of the units for a reasonable period of time, so they can make an informed decision about what unit they would like to work in.

It is recommended that orientation be two weeks, but not less than one week. It is recommended that a schedule for orientation is developed, and it is run on pre-agreed dates, so as there should always be new members starting together.

A sample EVE orientation schedule may look like this:

Orientation Schedule	
Day 1: Monday 2-4 pm	Helpful tips for your first day Welcome Reception @ 3.00
Day 2: Tuesday 8.30/9.00 – Stay as long as you can!	Business, Employment, Education & Housing Experience
Day 3: Wednesday 8.30/9.00 – Stay as long as you can!	Catering & Maintenance Unit Experience
Day 4+	Choose your Unit: Please note if a member is undecided, they should be encouraged to try the unit again.
End of Week 2	Choose a Support Staff member.

During, the orientation process, it may be useful to assign another more established member to act as a 'buddy' to the new member. It may be an idea to develop a poster which is displayed throughout the Clubhouse, asking members to put themselves forward to act as a buddy.

### Checklist for Buddies:

- ☑ Offer advice and guidance to help new members to settle in
- ☑ Assist with the delivery of the orientation programme
- ☑ Help to arrange a welcome card and reception
- ☑ Give new members a tour of the building pointing out emergency exits, toilets, units, canteen, smoking area etc!
- ☑ Accompany new members on breaks – so as they aren't sitting alone
- ☑ Walk the member to his/her home area, show the bus or train routes, provide assistance in calling a taxi, if required
- ☑ Support members to learn about the 'Work Ordered Day' and encourage them to ask questions and try new things
- ☑ help the new member to confirm their unit choice
- ☑ Assist with the completion of an orientation check list
- ☑ Assist with the training of other 'Buddies'

*A person's first experience of Clubhouse is critical, and based on member feedback, we have realised, over the years, the value of the time spent with the buddy in those early days. In response, we have developed a training programme to ensure that members are comfortable with that role and all that it involves.*

*EVE Clubhouse Forum*

## International Standards for Clubhouse Programmes

The International Standards for Clubhouse Programmes, consensually agreed upon by the worldwide Clubhouse community, define the Clubhouse Model of rehabilitation. The principles expressed in these Standards are at the heart of the Clubhouse community's success in helping people with mental ill-health to stay out of hospitals while achieving social, financial, educational and vocational goals. The Standards also serve as a "bill of rights" for members and a code of ethics for staff, board and administrators. The Standards insist that a Clubhouse is a place that offers respect and opportunity to its members. The Standards provide the basis for assessing Clubhouse quality, through the International Center for Clubhouse Development (ICCD) certification process. Every two years, the worldwide Clubhouse community reviews these Standards, and amends them, as deemed necessary. The process is coordinated by the ICCD Standards Review Committee, made up of members and staff of ICCD-certified Clubhouses from around the world.

### MEMBERSHIP

1. Membership is voluntary and without time limits.
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.
3. Members choose the way they utilise the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.
5. Members at their choice are involved in the writing of all records reflecting their participation in the Clubhouse. All such records are to be signed by both member and staff.
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.
7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalised.

### RELATIONSHIPS

8. All Clubhouse meetings are open to both members and staff. There are no formal member only meetings or formal staff only meetings where programme decisions and member issues are discussed.
9. Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.
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.
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.

### SPACE

12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.
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.
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.

### WORK-ORDERED DAY

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 programmes within the Clubhouse.
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.
17. The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.
  18. The Clubhouse is organised 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 organise and plan the work of the day.
  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.
  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.

### EMPLOYMENT

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.

#### Transitional Employment

22. The Clubhouse offers its own Transitional Employment programme, which provides as a right of membership opportunities for members to work on job placements in business and industry. As a defining characteristic of a Clubhouse Transitional Employment programme, the Clubhouse guarantees coverage on all placements during member absences. In addition the Transitional Employment programme meets the following basic criteria.
  - 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 15 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.

### Supported and Independent Employment

- 23. The Clubhouse offers its own Supported and Independent Employment programmes to assist members to secure, sustain and subsequently, to 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.
- 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 programmes.

### EDUCATION

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

## FUNCTIONS OF THE HOUSE

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 programme and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.
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 finding quality medical, psychological, pharmacological and substance abuse services in the community.
28. 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.
  - a. Members and staff manage the programme 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 hospitalisation.
29. The Clubhouse conducts an objective evaluation of its effectiveness on a regular basis.
30. The Clubhouse manager, members, staff and other appropriate persons participate in a three-week training programme in the Clubhouse Model at a certified training base.
31. The Clubhouse has recreational and social programmes during evenings and on weekends. Holidays are celebrated on the actual day they are observed.



### FUNDING, GOVERNANCE AND ADMINISTRATION

32. 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.
33. The Clubhouse develops and maintains its own budget, approved by the board or advisory board prior to the beginning of the fiscal year and monitored routinely during the fiscal year.
34. Staff salaries are competitive with comparable positions in the mental health field.
35. The Clubhouse has the support of appropriate mental health authorities and all necessary licenses and accreditations. The Clubhouse collaborates with people and organisations that can increase its effectiveness in the broader community.
36. 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.

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