

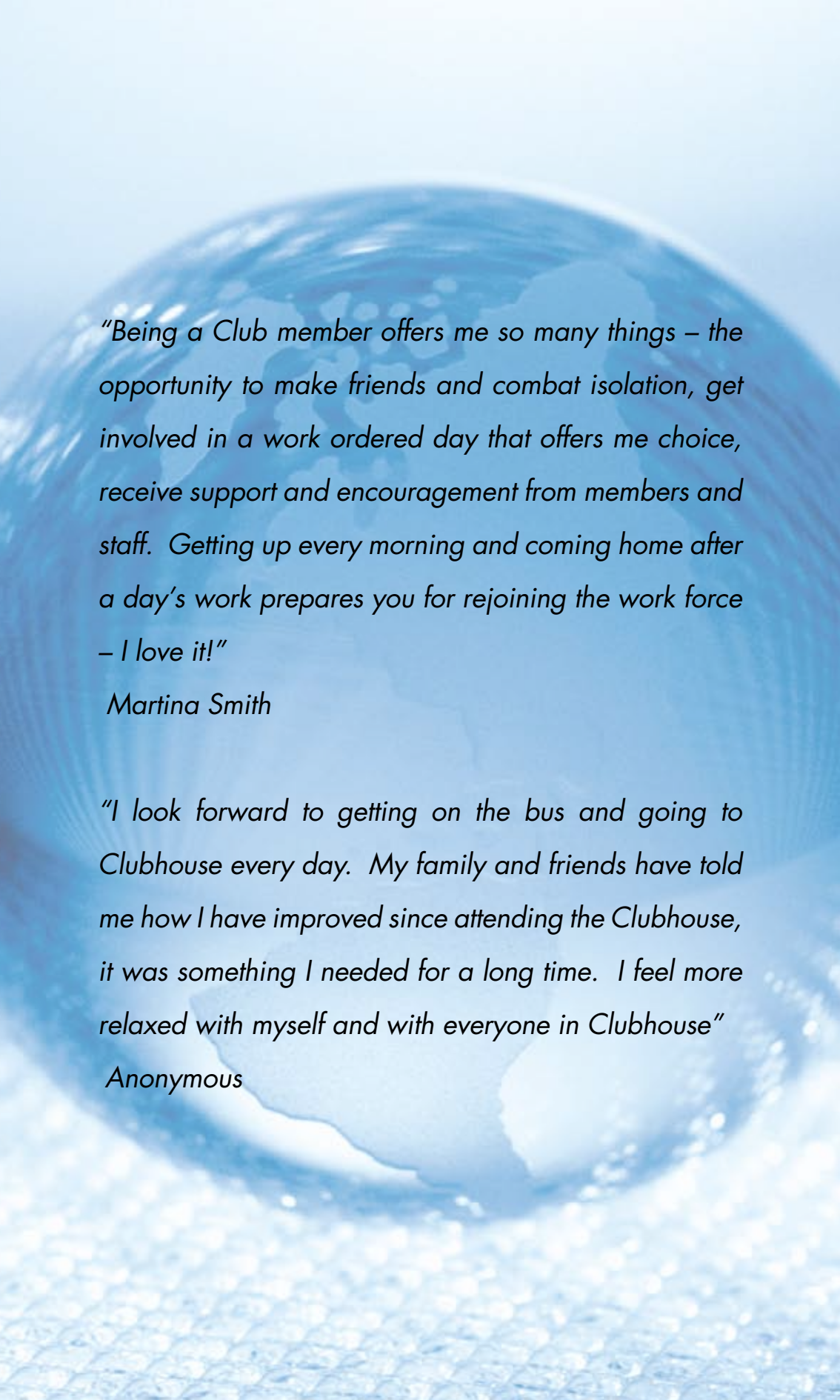


EASTERN VOCATIONAL ENTERPRISES LIMITED

EVE Clubhouse Forum

Strategic Plan 2008 – 2013





“Being a Club member offers me so many things – the opportunity to make friends and combat isolation, get involved in a work ordered day that offers me choice, receive support and encouragement from members and staff. Getting up every morning and coming home after a day’s work prepares you for rejoining the work force – I love it!”

Martina Smith

“I look forward to getting on the bus and going to Clubhouse every day. My family and friends have told me how I have improved since attending the Clubhouse, it was something I needed for a long time. I feel more relaxed with myself and with everyone in Clubhouse”

Anonymous

Welcome to the EVE Clubhouse Forum!

The EVE Clubhouse Forum was established in August 2004 and includes members and staff members from the four EVE Clubhouses, together 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 EVE Clubhouse, Platinum in Newbridge 1999, EVE has advocated for the development of Clubhouse as a service option for people with mental health difficulties. We feel that it demonstrates both the practices and principles of recovery and is a truly 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 Clubhouse as a service option, we agreed to evaluate the effectiveness and quality of our Clubhouses and to collaborate on common issues of concern, policies, socials, employment and importantly, 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 as we worked toward our common goal of providing Clubhouse to people who experience mental health difficulties in the community and the workforce.

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 and staff members.

What is a Clubhouse?

A Clubhouse is first and foremost a community of people. More than simply an employment or social service it is most importantly a community of people with mental health difficulties working together towards the common goal of recovery. As with all Clubhouses, participants are known as “members”, as opposed to patients or clients. Members are unique individuals who possess valuable talents, strengths and abilities which when combined, assist in making the Clubhouse come alive. This sense of membership, support and belonging is at the very heart of the Clubhouse way of working.

Clubhouse communities recognise, encourage and focus on the inherent value and potential of each person involved. They believe that every member can recover from the effects of mental health difficulties and lead personally satisfying and socially contributing lives.

What can a Clubhouse offer you?

The Clubhouse guarantees four 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

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, we opened Platinum Clubhouse in Newbridge in July 1999. In February 2002, Platinum Clubhouse achieved International Centre for Clubhouse Development (I.C.C.D.) accreditation. EVE has since opened three other Clubhouses in Dublin: Phoenix Clubhouse in Clondalkin (2002), Suaimhneas Clubhouse in Coolock (2003) and Conaí Clubhouse in Blanchardstown (2005). All Clubhouses have had both members and staff trained in the Clubhouse model at a certified training base in the United States and we aim to achieve I.C.C.D. accreditation in all of our Clubhouses over the next 5 years.

Where did Clubhouse come from?

Clubhouse originated in 1948, when former patients of a New York psychiatric hospital began to meet together informally, in response to the lack of mental health services available. It was organised to be a support system for people living with mental illness, rather than as a service or treatment programme.

Today there are over 400 Clubhouse worldwide who have modelled themselves on this premise and embraced the Clubhouse ethos.

The EVE Clubhouse Forum Mission and Vision

The Club Forum aims to develop Clubhouses in accordance with the agreed standards of the International Centre for Clubhouse Development (ICCD) and promote our mission and vision which is...

Our Mission

To promote the development of Clubhouse by providing a quality service based on a partnership approach and offering its members a culture of wellness and recovery and the opportunity to be actively involved in their Clubhouse and their wider community.

Our Vision

Clubhouse strives to enhance the fullness of member's lives and support them on their recovery journey. Members are supported in achieving their goals by taking part in the work-ordered day, socials, education and employment opportunities.

What does the EVE Clubhouse Forum aim to do?

Over the next five years, the EVE Clubhouse Forum will focus on two main areas. Firstly, we will seek to develop the model within our services through a culture of wellness and secondly, we will aim to promote the model and raise awareness of its value as a recovery community for people with mental health difficulties.

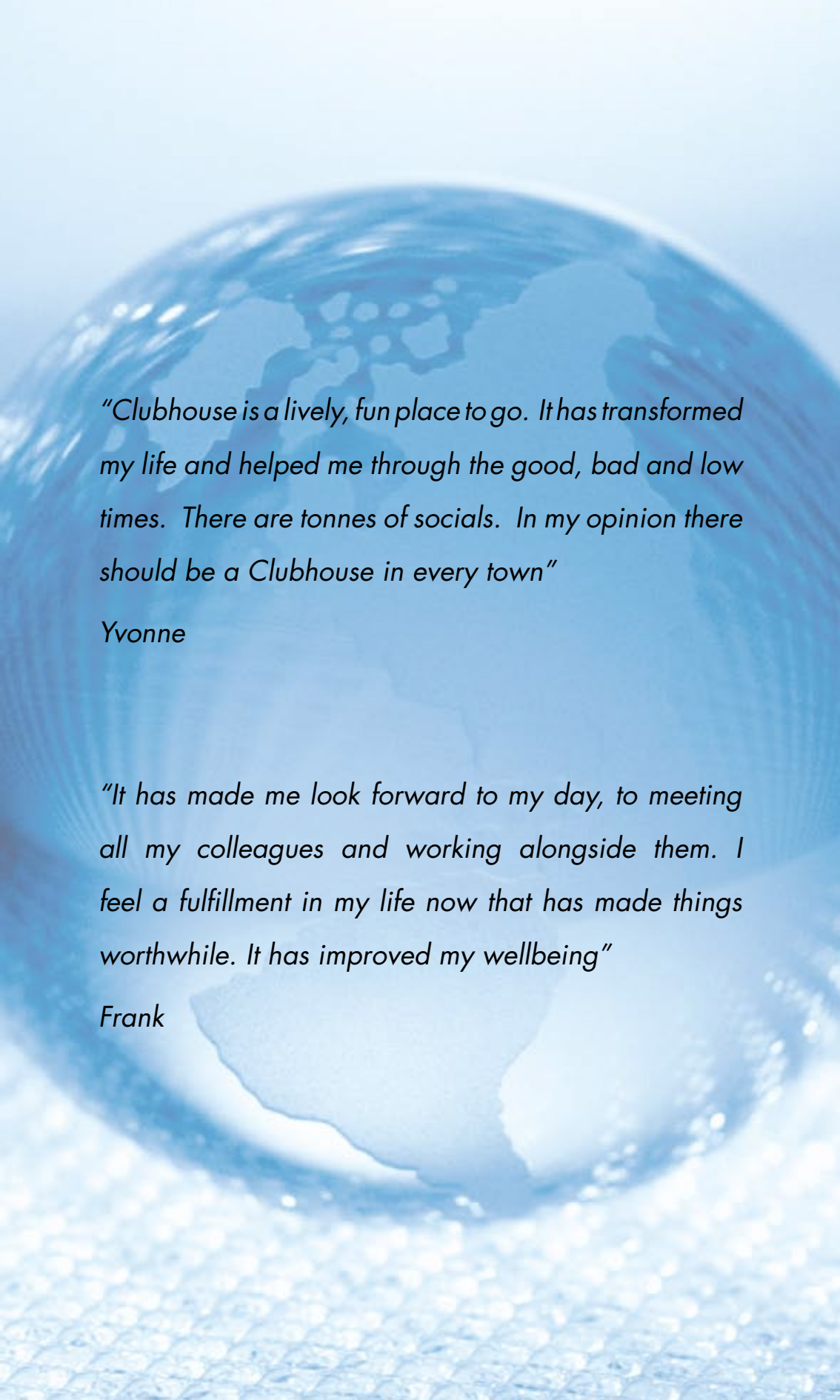
How will we achieve this over the next 5 years?

As a community, we have agreed the following strategic objectives, which capture the range of activities we will engage in over the next five years.

1. Develop our recovery-oriented clubhouses
2. Expand clubhouse recovery-oriented governance structures
3. Expand recovery-oriented competencies for members and staff members.
4. Develop evaluation tools to capture recovery-oriented processes & outcomes in EVE Clubhouses

In order to promote the model and raise awareness of its value as a recovery community for people with mental health difficulties we shall:

- Promote and raise awareness about our Clubhouses within EVE
- Expand a support network by which Clubhouses can create and maintain links with each other
- Raise awareness locally with medical professionals, local authority agencies and their service through the activities of each Clubhouse in their local community
- Raise awareness nationally to avail of any funding mechanisms that are available on a national level
- Raise awareness of the value of Clubhouse through the Irish Clubhouse Coalition (I.C.C.)
- Consolidate a Clubhouse national promotional programme through workshops, conferences and articles



"Clubhouse is a lively, fun place to go. It has transformed my life and helped me through the good, bad and low times. There are tonnes of socials. In my opinion there should be a Clubhouse in every town"

Yvonne

"It has made me look forward to my day, to meeting all my colleagues and working alongside them. I feel a fulfillment in my life now that has made things worthwhile. It has improved my wellbeing"

Frank

We will know our Clubhouses are delivering “hope-inspiring recovery-oriented services” when our community:

- Meets the needs of its members
- We focus on the individual’s strengths and not their limitations
- We focus on a members unique needs
- We are accountable to the members who use the Clubhouse
- We focus on a members experience and not their diagnosis
- We provide an environment where there is respect for all
- We provide equal opportunities to support the acquisition of knowledge, skills and understanding for all our members
- We work with our members to build an effective support network
- We value the personal qualities of our Clubhouse staff and nurture their capacity for hope
- We provide meaningful, active citizenship for all in our local communities
- We achieve success in developing the Clubhouse model as a culture of wellness
- We perceive that our collective quality of life has improved

How do we ensure Clubhouse is a quality recovery-oriented service?

1. We will comply with the ICCD International Standards for Clubhouse

The Clubhouse standards support and sustain a quality member focussed service by:

- Ensuring that Clubhouse offers respect and opportunities to members
- Providing the basis for assessing Clubhouse quality through the I.C.C.D. certification process
- Acting as a 'bill of rights' for members and a code of ethics for staff

2. We aim to achieve and maintain accreditation for all EVE Clubhouses

By participation in the I.C.C.D. accreditation process Clubhouses will:

- Guarantee members involvement
- Ensure member satisfaction
- Gain recognition as a quality approved service

3. We will continue to develop a peer led review system

In order to achieve this we will need to:

- Complete a member and staff member self study
- Complete member satisfaction surveys on a regular basis
- Continue to avail of the knowledge and support of other professional teams within our auspice agency and local community

International Standards for Clubhouse Programmes

Every two years the worldwide clubhouse community reviews these standards and amends them as deemed necessary. This 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 centre or institutional settings, and is impermeable to other programmes. 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, intake and orientation, reach out, hiring, training and evaluation of staff, public relation, 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 success or failure 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 employer. Members and staff in partnership determine the type, frequency and location of the 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 programme, 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 centred in the work unit structure of the Clubhouse. They include helping with entitlements, housing and advocacy, 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 for all members. The Clubhouse has access to housing opportunities that meet these criteria, or if unavailable, the Clubhouse develops its own housing programme. Clubhouse housing programmes 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 congruent 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 director, 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 fiscal, legal, legislative, 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 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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