



**Clubhouse International**

Creating Community: Changing the World of Mental Health

**Accreditation Report  
Mosaic Clubhouse  
Brixton, London, England**

**November 13-16<sup>th</sup>, 2018**

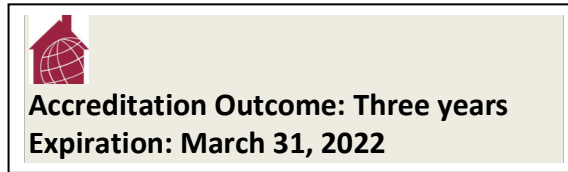
**Clubhouse International  
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**Clubhouse International  
Accreditation Report**

**Part A  
REPORT SUMMARY**



**Overall strengths:**

- Mosaic Clubhouse has a dedicated staff team with a good balance of experienced staff and newer staff. Staff share a wide variety of strengths, talents, and innovative creativity.
- The Clubhouse Director has been an inspiring and effective leader.
- Relationships at the Clubhouse are clearly genuine, collegial, and respectful.
- Overall, we experienced a vibrant energy and high level of activity in the Clubhouse for most of the workday, with ample meaningful, well-defined work opportunities. We also observed good cooperation between the units.
- Mosaic Clubhouse is intentional about helping members achieve their goals including employment, education, and in general moving forward in their recovery.
- There is a strong focus in Mosaic Clubhouse on providing employment and education opportunities for members.
- Mosaic Clubhouse is highly focused on evaluation by clearly developing outcome measures to demonstrate the effectiveness and impact of Mosaic and the Clubhouse model.
- Mosaic Clubhouse is very committed to sending teams to Clubhouse Training, and includes one of its trustees with every training team.
- Mosaic Clubhouse has created excellent New Clubhouse Development marketing materials.
- Mosaic Clubhouse has a committed, skilled, and passionate Board of Trustees that has developed an impressive Business Strategy Plan.
- The Clubhouse has numerous community partnerships and is known as the “jewel in the crown” of the local authority and health commissioners.

**The report recommends:**

**Clubhouse International  
Accreditation Report**

**Part B**

**CLUBHOUSE INTERNATIONAL ACCREDITATION CHECKLIST  
INTERNATIONAL STANDARDS FOR CLUBHOUSE PROGRAMS  
2016 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**

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

**\*Notable strengths:**

- Mosaic Clubhouse uses a data collection system called Salesforce that has improved the reach out system with its capacity to do reach out by category (such as all young adults, or all members who are working, or members). Reach out can be done using text messaging and email.
- The Clubhouse has a significant core of active members who attend the Clubhouse on a daily basis (66%).

- Mosaic Clubhouse has an impressive retention rate for new members with 61% of referrals becoming members of the Clubhouse.

### **MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

#### ***Ideas for further growth and development:***

*We encourage Mosaic Clubhouse to closely monitor enrollment in order to balance the level of referrals, capacity, and the need for a wait list. Ideally, we encourage Mosaic to strive to create a process and level of staffing that supports immediate access to the Clubhouse.*

<b>RELATIONSHIPS</b>	<b>C</b>	<b>M</b>	<b>N</b>
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:**

- Mosaic Clubhouse has a dedicated staff team that includes experienced staff as well as newer staff. The staff share a wide variety of strengths, talents, and innovative creativity.
- Relationships in the Clubhouse are clearly genuine, collegial, and respectful.
- The Director has displayed inspiring leadership over the past years, including designing a new facility and moving the Clubhouse to a new location, developing extremely strong collaborations and partnerships in the community, reaching compromise with local authorities in order to maintain funding while maintaining the integrity of the Clubhouse model, and truly engaging members in all aspects of the Clubhouse. She was able to lead Mosaic Clubhouse from a precarious fiscal position, to being recognized as a leader in the Lambeth mental health community.

### **RELATIONSHIPS RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

#### **❖ 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:**

Mosaic Clubhouse was asked by Lambeth to operate a resource center, called the Information Hub. It is open to the community by phone and walk-in, as well as utilized by members, to obtain resources and assistance. One staff person is responsible for the Information Hub who does not fully realize the generalist role. This staff person participates in the social program but does not act as a support worker and has no Transitional Employment responsibilities.

Members volunteer to help in the Information Hub and the Clubhouse views the area as connected to the Education and Employment Unit. Although The Information Hub is providing a valuable service to the Lambeth community and provides meaningful work opportunities as well as resources for Clubhouse members, this function of the Clubhouse is confusing in its design as it is unclear whether it is a separate service, or is part of a unit in the Clubhouse.

**Suggestions**

We suggest that the Clubhouse consider operating the Information Hub as a fully functioning unit, with at least one additional staff, so the staff can fully realize the generalist role. The unit could focus on outreach and inductions (orientation), outreach to hospitals and emergency departments, a speaker’s bureau, and tours.

Alternatively, it could become a fully integrated function of the Education and Employment, with the staff from the unit and the staff from the Information Hub having interchangeable generalist functions for all of the tasks of the two areas.

If the Information Hub is not operated as a Clubhouse unit, it should identify itself as a separate service and maintain clearer boundaries from the operations of the Clubhouse.

<b>SPACE</b>	<b>C</b>	<b>M</b>	<b>N</b>
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:**

- Mosaic Clubhouse designed a superb facility with space that is welcoming, modern, utilizes new technologies, benefits from natural light from skylights, and has multiple green spaces to grow flowers and vegetables that are used by the Clubhouse. Beautifully arranged fresh flowers are placed throughout the Clubhouse. Many pictures of members and staff, as well as celebrations and awards, are displayed throughout the Clubhouse.

**SPACE RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

❖ *Standard #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.*

**Current situation:**

Mosaic Clubhouse has several small meeting rooms that are referred to as consulting rooms, which are used for one-on-one meetings, small group meetings, and by other community organizations. When occupied, the meetings are usually behind a closed door, and when unoccupied the doors are closed and/or locked.

**Rationale:**

The small meetings rooms create an institutional, clinical feeling in the middle of a Clubhouse environment that otherwise conveys a sense of respect and dignity. At the Clubhouse, people are ‘members’ and not ‘clients’ or ‘patients.’ When staff from other programs meet with members at the Clubhouse, although convenient, it interferes with the Clubhouse’s ability to provide the non-clinical environment that is essential to successful Clubhouse rehabilitation.

In addition, the Employment and Education unit is closed every Tuesday morning so the space can be used by the Lambeth Living Well Collaborative. The unit is also used when Colleague Training groups are in session for their daily discussions. The unit has adapted to the situation and members participate in the Business and Administration unit when the Employment and Education unit is closed or occupied.

**Suggestions:**

- We suggest unlocking all of the doors as part of the morning routine of the Clubhouse.
- If other organizations are going to use the Clubhouse space, it should be outside of the hours of the work-ordered day.
- Identify other space in the Clubhouse for colleague training groups, so the work and momentum of the Business and Administration Unit is not disrupted.
- We suggest that the future building be designed in such a way that community collaborations and partnerships can continue to thrive without disrupting the work-ordered day.

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

- We experienced a vibrant energy and high level of activity in the Clubhouse for most of the workday, with ample meaningful, well-defined work opportunities. We also observed good cooperation between the units.
- The Clubhouse effectively assists members with goal development, including employment, education, and enhanced quality of life.

**WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

***Ideas for further growth and development:***

*We concur with the self-study that the mornings in the Clubhouse are slower, and that the momentum of the workday does not fully engage until later in the day. We encourage the Clubhouse to come together and brainstorm this issue, and work to identify strategies to help energize the work-ordered day from the opening of the Clubhouse until it closes. We suggest identifying this issue as an key action plan goal.*

<p><b>EMPLOYMENT</b></p> <p><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></p> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>	C	M	N
<p>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.</p>	X		
<p><b>Transitional Employment</b></p> <ul style="list-style-type: none"> <li>• <i>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.</i></li> <li>• <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></li> <li>• <i>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.</i></li> <li>• <i>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).</i></li> </ul> <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		

a. The desire to work is the single most important factor determining placement opportunity.	X		
b. Placement opportunities will continue to be available regardless of the level of success in previous placements.	X		
c. Members work at the employer's place of business.	X		
d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.	X		
e. Transitional Employment placements are drawn from a wide variety of job opportunities.		X	
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.	X		
g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.	X		
h. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.	X		
i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.	X		
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.	X		

**\*Notable strengths:**

Mosaic Clubhouse has a strong and well-organized Employment program that exceeds the benchmarks of the Clubhouse International Employment Guidelines, with 25% of the average daily work-ordered day attendance (ADA-WOD) working on Transitional Employment. The Clubhouse recently added six new Transitional opportunities, which demonstrates continued and active job development. Mosaic Clubhouse typically engages the member whose TE is coming to an end to assist in training to the member who is about to begin the TE. Thus, members are significantly involved in the transition.

**TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

❖ *Standard #22-e*

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

**Current situation:**

As noted in the self-study, 15 of the 21 TE jobs are at mental health related agencies.

**Rationale:**

Although positions the Clubhouse has in mental health agencies are excellent TE placements, having most of the Clubhouse TEs within the mental health field is counter to the intent of Transitional Employment. One of the primary functions of TE is to give members the opportunity to work in the mainstream work force, apart from the world of mental health programming.

Although the current positions vary in duties, having so many of them in mental health agencies does not provide the fullest experience of working in the business community.



**Suggestions:**

We encourage the Clubhouse to focus future TE development efforts on employers in mainstream business and industry, outside of the mental health field.

**Ideas for further growth and development:**

While the majority of the placements are 12-20 hours per week and 6-9 months in duration, there are nonetheless many jobs with hours that are very short and therefore less vocationally significant. Some jobs have lasted significantly longer in duration than the suggested six to nine months. We encourage Mosaic Clubhouse to focus further TE development on jobs that are 12-20 hours/ week; and to ensure that most TE jobs are restricted to six-nine months in duration.

<p><b>Supported and Independent Employment</b></p> <ul style="list-style-type: none"> <li>The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.</li> <li>At least 50% of the Clubhouse’s SE/IE jobs should be 15 hours/week or more.</li> <li>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.</li> </ul> <p>(Clubhouse International Employment Guidelines, 2012)</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		

**\*Notable strengths:**

Mosaic Clubhouse supports a significant percentage of its members to work in time-unlimited employment (SE/IE). The Clubhouse is also commended for assisting 21 members (50%) to obtain and maintain full time work, many of whom have started these jobs in the prior 12 months.

**SUPPORTED/INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

**Ideas for further growth and development:**

We encourage Mosaic Clubhouse to further research possible funding for Supported Employment through the IPS model. Several Clubhouses in the United States and Norway are working to integrate this model into their Standards-based Clubhouse employment functions.

<b>EDUCATION</b>	<b>C</b>	<b>M</b>	<b>N</b>
<p>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.</p>	X		

**\*Notable strengths:**

Mosaic Clubhouse has an active education program, including: a partnership with a local college that offers entry level courses at the Clubhouse; access to community resources to prepare for the high school equivalency test; and various courses that are geared toward assistance with vocational goals, such as customer service courses. Mosaic Clubhouse is intentional in its approach of encouraging members to progress from in-house classes to courses in the community.

**EDUCATION RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

***Ideas for further growth and development:***

- *We encourage Mosaic Clubhouse to increase the focus on higher education and ensuring that members realize that obtaining a degree is possible.*
- *We suggest sending a team to Genesis Club to further explore successful Clubhouse Supported Education possibilities, strategies, and program design, with a focus on assisting members pursue academic degrees.*

<b>FUNCTIONS OF THE HOUSE</b>	<b>C</b>	<b>M</b>	<b>N</b>
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:**

- Mosaic Clubhouse prioritizes self-evaluation by clearly developing outcome measures to demonstrate the effectiveness of the Clubhouse model. This data is then analyzed by London South Bank University. In addition Mosaic Clubhouse contracted with the New Philanthropy Capital to engage members and staff in a theory of change exercise, which has focused on identifying the processes and actions necessary to achieve the overarching goal that people living with mental illness can have productive and satisfying lives.
- Mosaic Clubhouse provides excellent Comprehensive Clubhouse training, and is also very committed to sending member, staff, and Trustee teams to other Training Bases for Comprehensive training. During our visit a team was away for training, another team was preparing to go to Fountain House the next month, and the new Director was planning to participate training in the spring. It is common practice for Mosaic Clubhouse to include a trustee in every training team.

**FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS**

<b>Actions taken on prior accreditation recommendations: N/A</b>
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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:**

Mosaic Clubhouse is open five evenings per week. This includes a Monday night social program, a monthly Employment and Education meeting on Tuesday night, and a variety of activities that are offered Wednesday through Friday nights. In addition, member-led activities are offered on Saturday and Sunday evenings when the Sanctuary is open. Although Sanctuary staff are present, Clubhouse generalists are not working in partnership with members during the weekend. During our visit, members expressed the desire to increase weekend hours and the variety of activities and/or the way the social program calendar is developed.

**Rationale:**

Although some Clubhouses may utilize volunteers or members to help in operating the social program, it is important that the Clubhouse staff also work in this program component as it fosters meaningful relationships and is a critical part of the generalist role.

**Suggestions:**

We suggest that Mosaic Clubhouse schedule, at a minimum, one weekend social program activity per month, whether in-house or in the community, which is run in partnership with members and staff.

We further suggest that Mosaic Clubhouse discuss how the monthly schedule is developed and consider renewing the committee or utilize the policy meeting or a morning meeting to plan the schedule.

<b>FUNDING, GOVERNANCE AND ADMINISTRATION</b>	<b>C</b>	<b>M</b>	<b>N</b>
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:**

- Mosaic Clubhouse has a committed, skilled, and passionate Board of Trustees that has developed an impressive Business Strategy Plan, and hired a new Director making a smooth transition from one of the founders.
- The Clubhouse has numerous community partnerships and is known as the “jewel in the crown” of the local authority and health commissioners.

**FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS**

**Actions taken on prior accreditation recommendations: N/A**

***Ideas for further growth and development:***

- *We encourage Mosaic Clubhouse to further involve the units in the budget process, including the approval of a draft budget in the Policy Meeting prior to it being presented to the Trustees.*
- *We encourage Mosaic Clubhouse to pursue obtaining the new building that will be designed so that collaborations and partnerships can fully reflect the intention of the Clubhouse Standards, with ample meeting spaces separate from the work unit areas.*
- *We further encourage Mosaic to pursue successful development of new Clubhouses in England and utilize its impressive marketing materials, with the support of Clubhouse International.*
- *We encourage the Board of Mosaic Clubhouse to create an orientation for new Trustees that could include time spent in the units, a visit to a Transitional Employment Placement, lunch in the Clubhouse, review of expectations of Trustees, fund raising, budget, etc. The training might be completed with attendance at the first Board meeting, followed by a welcome reception.*
- *Finally, we encourage Mosaic Clubhouse to nominate a member and a staff person to join the Faculty for Clubhouse International.*