



Clubhouse International

Creating Community: Changing the World of Mental Health

Accreditation Report Mosaic Clubhouse London, England

August 25-28th, 2015

**Clubhouse International
Faculty Team:**

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***Clubhouse International
Accreditation Report***

***Part A
REPORT SUMMARY***



**Accreditation Outcome: Three year
Expiration: November 30, 2018**

Overall strengths:

- Mosaic Clubhouse has a very strong reach out system.
- There is a very warm and welcoming atmosphere with a lot of humour evident. The relationships throughout the Clubhouse are genuine and respectful. There are now no staff only meetings.
- The building is ideal to facilitate the work-ordered day and conveys a real sense of dignity and respect. Members and staff are justifiably very proud of their Clubhouse space.
- There is a strong focus in Mosaic Clubhouse on providing employment opportunities for members.
- There is a wide variety of educational opportunities provided both in-house and in further education, as well as an impressive number of members accessing courses in the community. Mosaic Clubhouse provides many in-house courses, utilizing the skills of Clubhouse members.
- There are excellent transport options for members and staff to access Mosaic and to attend TE jobs. The Clubhouse also provides its own transport to pick up and take members home from hospital each day.
- The Board of Trustees is very involved in the Clubhouse and has a variety of skills and experience.
- The Clubhouse has impressive networks in the local community, and is engaged in partnership with many local agencies.

**Clubhouse International
Accreditation Report**

Part B

**CLUBHOUSE INTERNATIONAL ACCREDITATION CHECKLIST
INTERNATIONAL STANDARDS FOR CLUBHOUSE PROGRAMS
2012 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 understand of Clubhouse best practice.

C=consistently

M=most of the time

N=needs improvement

MEMBERSHIP	C	M	N
1. Membership is voluntary and without time limits	X		
2. The Clubhouse has control over its acceptance of new members. Membership is open to anyone with a history of mental illness, unless that person poses a significant and current threat to the general safety of the Clubhouse community.	X		
3. Members choose the way they utilize the Clubhouse, and the staff with whom they work. There are no agreements, contracts, schedules, or rules intended to enforce participation of members.		X	
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.	X		
5. Members at their choice are involved in the writing of all records reflecting their participation in the Clubhouse. All such records are signed by both members 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 has a very strong reach out system that includes daily visits to hospital, with members being taken to and from Clubhouse each day.
- Membership is voluntary and members are involved in writing their own personal records.

MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard # 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.

Current situation:

Mosaic Clubhouse requests that members make a commitment to participation in the Clubhouse if they wish to access Transitional Employment.

Suggestions:

While we concur that it is important for members working on TE to have regular contact and spend time in the Clubhouse, it is also a basic tenet of Clubhouses that there are no agreements or contracts intended to enforce participation of members. We encourage the Clubhouse to review and revise its practice of asking for a formal commitment, replacing it with a sense of expectation that emphasizes the benefits to members of ongoing contact with the Clubhouse while working on TE. It is important to emphasize that continued engagement with the Clubhouse work day remains a voluntary choice for each member.

RELATIONSHIPS	C	M	N
8. All Clubhouse meetings are open to both members and staff. There are no formal member only meetings or formal staff only meetings where program decisions and member issues are discussed.	X		
9. Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.	X		
10. Clubhouse staff have generalist roles. All staff share employment, housing, evening and weekend, holiday and unit responsibilities. Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.	X		
11. Responsibility for the operation of the Clubhouse lies with the members and staff and ultimately with the Clubhouse director. Central to this responsibility is the engagement of members and staff in all aspects of Clubhouse operation.	X		

***Notable strengths:**

- There is a very warm and welcoming atmosphere, with a lot of humour evident.
- Relationships throughout the Clubhouse are very genuine and respectful.
- There are now no staff only meetings.
- Responsibility for the Clubhouse clearly lies with the Director and members and staff share the responsibilities and working tasks.
- There is a core of staff with long seniority and with lots of experience in operation of the Clubhouse. The Clubhouse has hired several new staff so that staff are present in the units even if others are out of the Clubhouse for any reason. Mosaic Clubhouse salaries are higher than comparable positions. This is a strength of the Clubhouse, resulting in a consistent, experienced staff with very little turnover.

RELATIONSHIPS RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior accreditation recommended that the staff-only meetings should be eliminated.*

The staff only meetings have been discontinued.

SPACE	C	M	N
12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.	X		
13. The Clubhouse is located in its own physical space. It is separate from any mental health center or institutional settings, and is impermeable to other programs. The Clubhouse is designed to facilitate the work-ordered day and at the same time be attractive, adequate in size, and convey a sense of respect and dignity.	X		
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.	X		

***Notable strengths:**

- The building ideally facilitates the work-ordered day and conveys a sense of dignity and respect.
- Members and staff are justifiably very proud of the Clubhouse space.

Actions taken on prior accreditation recommendations: N/A

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

- Members and staff work very well together in all unit work tasks.
- There is a wide variety of meaningful and creative work tasks throughout the units.

WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ *Standard # 15*

The work-ordered day engages members and staff together, side-by-side, in the running of the Clubhouse. The Clubhouse focuses on strengths, talents and abilities; therefore, the work-ordered day must not include medication clinics, day treatment or therapy programs within the Clubhouse.

Current situation:

The Clubhouse currently provides some educational courses that focus on members' mental health recovery. These classes are provided by a local SLAM Recovery College, with members and tutors who have experience of mental health problems.

Suggestions:

A Clubhouse focuses on members strengths and abilities in the work-ordered day; therefore, we strongly encourage Mosaic Clubhouse to include these particular groups as part of the evening programme or possibly at a different venue.

❖ *Standard # 18*

The Clubhouse is organized into one or more work units, each of which has sufficient staff, members and meaningful work to sustain a full and engaging work-ordered day. Unit meetings are held to foster relationships as well as to organize and plan the work of the day

Current situation:

During our visit, we observed that few members were at the Clubhouse early in the morning and the morning meetings and morning unit meetings consisted of mostly staff.

Suggestions:

- We suggest that Clubhouse staff encourage members to come to Clubhouse earlier as they are needed and wanted to help with all the work of the units.
- Members should also be encouraged to attend the morning meeting so they can find out what is happening in all the Clubhouse units that day.
- We believe that well-structured white boards would divide daily, weekly and monthly tasks as well as special projects to increase their visibility and accessibility for members.
- Members can also encourage other members to engage earlier in the day.

<p>EMPLOYMENT</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>Transitional Employment</p> <ul style="list-style-type: none"> <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> <p><i>*Clubhouses in countries/regions in which working 12-20 per week would lead to major economic loss for members, should submit relevant documentation as part of their Clubhouse International Self-Study protocol.</i></p> <ul style="list-style-type: none"> <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> <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> <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>			
<p>a. The desire to work is the single most important factor determining placement opportunity.</p>	X		
<p>b. Placement opportunities will continue to be available regardless of the level of success in previous placements.</p>	X		
<p>c. Members work at the employer's place of business.</p>	X		
<p>d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.</p>	X		
<p>e. Transitional Employment placements are drawn from a wide variety of job opportunities.</p>	X		
<p>f. Transitional Employment placements are part-time and time-limited, generally 15 to 20 hours per week and from six to nine months in duration.</p>	X		
<p>g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.</p>	X		
<p>h. Clubhouse members and staff prepare reports on TE placements for all</p>	X		

appropriate agencies dealing with members' benefits.			
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:**

- There is a strong, concerted focus in Mosaic Clubhouse on providing TE, SE and IE opportunities for members.
- Mosaic Clubhouse exceeds the Clubhouse International Employment Guidelines in all areas.
- All the Clubhouse's TE placements are well supported by the Clubhouse and include regular on-site visits to employers and members working on TE.
- The Clubhouse also supports many members to work independently, including providing members with individual supports and access to the social programme.
- We met many members who are planning to return to work.

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

Ideas for further growth and development:

As the Clubhouse obtains new TE placements, we strongly encourage Mosaic Clubhouse to seek placements with as many hours as possible. While we understand that the UK benefits system has many restrictions regarding the number of hours members can work, Transitional Employment is meant to be a stepping stone to returning to SE and IE. The long-term goal for many Clubhouse members will be to come off of benefits and support themselves financially. It is important that TE gives members a vocationally significant work experience including having to manage wages and benefits, enabling them to build up the stamina to be able to sustain regular full-time or part-time work.

<p>Supported and Independent Employment</p> <ul style="list-style-type: none"> • <i>The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.</i> • <i>At least 50% of the Clubhouse's SE/IE jobs should be 15 hours/week or more.</i> • <i>A minimum of 12.5% of ADA-WOD should have started SE/IE jobs in the prior 12 months (including jobs that the member no longer has), with at least half of these being 15 hours a week or more.</i> <p><i>(Clubhouse International Employment Guidelines, 2012)</i></p>			
23. The Clubhouse offers its own Supported and Independent Employment programs 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.	X		
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.	X		

***Notable strengths:**

- The Clubhouse supports many members to work independently, through supported and independent employment.
- There are many supports provided, mostly in the information hub, for working members.
- There is an ongoing effort to help members; in the last year 15 members started working independently. This is very impressive.

SUPPORTED/INDEPENDENT EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

EDUCATION	C	M	N
25. The Clubhouse assists members to reach 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 utilizes the teaching and tutoring skills of members.	X		

***Notable strengths:**

- There is a wide variety of educational opportunities provided both in-house and in community-based further education.
- There is a very impressive number of members accessing courses in the community.
- Mosaic Clubhouse also provides many in-house courses, many of which are taught by Clubhouse members.

EDUCATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

FUNCTIONS OF THE HOUSE	C	M	N
26. The Clubhouse is located in an area where access to local transportation can be assured, both in terms of getting to and from the program and accessing TE opportunities. The Clubhouse provides or arranges for effective alternatives whenever access to public transportation is limited.	X		
27. Community support services are provided by members and staff of the Clubhouse. Community support activities are centered in the work unit structure of the Clubhouse. They include helping with entitlements, housing and advocacy, promoting healthy lifestyles, as well as assistance in finding quality medical, psychological, pharmacological and substance abuse services in the community.	X		
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.	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.			
29.	The Clubhouse conducts an objective evaluation of its effectiveness on a regular basis.	X		
30.	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		
31.	The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.	X		

***Notable strengths:**

- There are excellent transport options for members and staff to access Mosaic and to attend TE jobs.
- The Clubhouse also provides its own transport to pick up and take members home from hospital each day.
- The Clubhouse provides many community support services through the work unit structure of the Clubhouse. The 'information hub' does an excellent job of helping members on a one-to-one basis.
- The Clubhouse assists many members to obtain adequate and safe housing.
- There is a strong commitment to sending members and staff to Clubhouse training. The Clubhouse has a training budget to ensure ongoing training opportunities.
- Since the previous accreditation report, Mosaic Clubhouse has expanded its social programme and is now open regularly during evenings and on all public holidays.

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations:

- *The prior accreditation recommended that Mosaic develop a consistent evening and weekend Social/Recreational program.*

The Clubhouse is now open on several evenings during the week on a regular basis, as well as all bank holidays. The Clubhouse has achieved this recommendation.

FUNDING, GOVERNANCE AND ADMINISTRATION	C	M	N
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.	X		
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.	X		
34. Staff salaries are competitive with comparable positions in the mental health field.	X		
35. 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		
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.	X		

***Notable strengths:**

- The Board of Trustees is very involved in the Clubhouse and has a broad variety of skills and experience.
- The Trustees meet on a regular basis; meetings are held in the Clubhouse so members and staff can be involved.
- The Board is involved in setting and reviewing the Clubhouse budget, as well as the ongoing process of securing sustainable funding.
- The Clubhouse has very impressive networks in the local community, and is engaged in partnership with many local agencies.

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A