**MEMBERSHIP**

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| STANDARD | STRENGTH |
| 1. Membership is voluntary and without time limits. | Responds flexibly to shorter and longer term needs and promotes choice. Don’t have to jump through hoops every time – ‘Easy in – Easy Out’. |
| 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. | Promotes a sense of ownership and responsibility to the Clubhouse community.  No panels, meetings or sense of exclusion. |
| 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. | People are not pressured and have the time and space to adjust and become involved.  Feel in control of the process. |
| 4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning. | Equality of opportunity, no discrimination about the potential of the individual.  Gives hope and control. |
| 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. | Co-production in practice.  No secrets, no hierarchy, or power dynamics. |
| 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. | Recognises complex and changing nature of mental health needs - non-judgemental.  Encourages members to try new things – provides safety net. |
| 7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized. | Demonstrates that members can receive support even if they are not well enough / able to attend.  Not forgotten. Lots of members say they get one birthday card a year – from Clubhouse! |

**RELATIONSHIPS**

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| STANDARD | STRENGTH |
| 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. | Co-production by design.  No exclusion  No secrecy  No paranoia |
| 9. Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement. | Facilitates member participation – saves on staffing costs.  All about real engagement + talent scouting. |
| 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. | Ensures a rounded understanding among all staff of the needs of the Clubhouse, and better relationships with members.  Staff can cover gaps at any time. |
| 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. | Working together builds collective knowledge on best way to run the Clubhouse and develops all of the people involved.  Sense of belonging & ownership – taking responsibility. |

**SPACE**

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| STANDARD | STRENGTH |
| 12. The Clubhouse has its own identity, including its own name, mailing address and telephone number. | Independence is key in making membership meaningful, and protecting future identity.  Not subsumed in any other programme. |
| 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 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. | Important for member experience that this is a non-clinical setting.  Creating a space with various work opportunities allows for participation in lots of ways and creates spaces to feel safe and socialise. |
| 14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces. | This is essential to ensure trust and joint ownership.  Sign of respect. |

**WORK-ORDERED DAY**

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| STANDARD | STRENGTH |
| 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. | Being involved day to day, and encouraged to use your abilities, can greatly assist the recovery journey.  You take control – no reminders of diagnosis, illness or deficits. |
| 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. | Volunteering is central to the model, and involves giving time for no pay. Members must have confidence their worked time goes towards the development of the community and its members.  Sense of satisfaction. |
| 17. The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours. | This helps to prepare members for returning to work outside the Clubhouse.  Structure gives reason for getting out of bed each day. |
| 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 organize and plan the work of the day. | This helps build experience of team work and identity, delivering specific key functions of the Clubhouse, liaising with other Units and providing variety in the volunteering opportunities at the Clubhouse.  Sense of belonging. |
| 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. | This ensures true flexibility in the way members are involved, and a non-judgemental approach to the work people do.  Helps people grow. |
| 20. Members have the opportunity to participate in all the work of the Clubhouse, including administration, research, enrolment and orientation, reach out, hiring, training and evaluation of staff, public relations, advocacy and evaluation of Clubhouse effectiveness. | Co-production by design, and ensures efficiency in running costs.  Lots of choice. |

**EMPLOYMENT**

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| STANDARD | STRENGTH |
| 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. | Members are volunteers at the Clubhouse, and build the confidence and capacity to return to paid work. It is important that the next step is with external partners as this demonstrates increased member independence whilst protecting the in-house volunteering principles. |

**Transitional Employment**

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| STANDARD | STRENGTH |
| 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 labour 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. | TEPs really make a difference with entry level work, developing confidence and helping those who might otherwise not feel capable of entering the job market.  Guaranteeing coverage ensures business continuity for partners and enables the involvement of all members, no matter their circumstances. |
| 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. | Non-discriminatory, open approach to potential.  Partners gain the confidence that length of placement does not determine success. No one ever fails.  Members develop confidence within external work environment.  Members will be paid the going rate for the job.  It is key to offer variety within the job market, to meet different interests and skill sets.  Important not to over-stretch members and cover capacity. Also to offer rotational availability for member involvement.  Must not negatively impact on benefits.  This ensures effective support for the member and employer and builds the knowledge of the Clubhouse. Does not exclude anyone.  Helps to manage accurate processing and avoid benefit loss.  Clubhouses are experts on TEPs and building the relationships from them.  Members are volunteers at the Clubhouse, and build the confidence and capacity to return to paid work. It is important that the next step is with external partners as this demonstrates increased member independence whilst protecting the in-house volunteering principles. |

**Supported and Independent Employment**

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| STANDARD | STRENGTH |
| 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. | Responds flexibly to the independence of the employee. |
| 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. | Ensures continued support and helps to sustain employment and recovery.  Gives other members hope & inspiration. |

**EDUCATION**

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| STANDARD | STRENGTH |
| 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 education program, it significantly utilises the teaching and tutoring skills of members. | Builds the skills and knowledge of members, provides a wider view and maximises co-production.  Encourages that first step back into education in a safe and familiar environment. |

**FUNCTIONS OF THE HOUSE**

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| STANDARD | STRENGTH |
| 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. | Accessibility is vital to inclusiveness and to developing a strong profile in the local community. |
| 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. | Members can participate in, and receive, high quality services directly on site. |
| 28. The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles. | An onsite café offers a sociable space with daily, healthy food menus at affordable prices. Developing a healthy living strategy ensures a range of events to promote healthy lifestyles.  Wellness programme. |
| 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. | Focus for U.S. Clubhouses  We support members to access local housing options and support to keep tenancies through other agencies. |
| 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 hospitalisation. |  |
| 30. The Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation. | Maintains an emphasis on continued high performance against the standards.  3 year accreditation & self-study. |
| 31. The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training program in the Clubhouse Model at a certified training base. | Ensures consistency in delivery and facilitates international networking amongst members.  Common language and goals. |
| 32. The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed. | Provides full accessibility to services at all times and avoids isolation. |

**FUNDING, GOVERNANCE AND ADMINISTRATION**

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| STANDARD | STRENGTH |
| 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. | Maintains strong governance and professionalism for the organisation. Helps with sustainability, risk assessment and growth. |
| 34. The Clubhouse develops and maintains its own budget, approved by the board or supported by an advisory board, which provides input and recommendations prior to the beginning of the fiscal year and routinely monitors it during the year. | Ensures independence, financial responsibility and provides confidence to funders and commissioners. |
| 35. Staff salaries are competitive with comparable positions in the mental health field. | Helps with hiring and retention of high quality staff. Aligned with NHS. |
| 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. | Demonstrates strong partnership working and quality mark. |
| 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. | Co-production by design. |