



Clubhouse International

Creating Community: Changing the World of Mental Health

Accreditation Report Potential Place

Calgary, Alberta

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

***Part A
REPORT SUMMARY***



**Accreditation Outcome: Three years
Expiration: January 31, 2020**

Overall strengths:

- Excellent efforts are made to provide reach out to members not attending.
- There is good engagement of members throughout the day and an ample amount of work opportunities.
- Potential Place has more than 60 members working independently. Despite the high unemployment rate in Calgary, over the past 12 months, 11 members became employed through Potential Place's Supported and Independent Employment Program.
- Eleven members are attending post secondary education.
- Potential Place owns and operates 25 apartments and partners with other housing service providers.
- The Clubhouse values the importance of Clubhouse training and conferences, which is included as a regular budget item.
- Potential Place is open all statutory holidays, Friday evenings, and one Saturday a month.
- The Board of Directors is committed to the development of Potential Place. The Clubhouse is in the process of further strengthening the Board by seeking out additional members with expertise in marketing, fundraising and employment.

The report recommends:

We recommend that all members have equal access to every Clubhouse opportunity.

**Clubhouse International
Accreditation Report**

Part B

**CLUBHOUSE INTERNATIONAL ACCREDITATION CHECKLIST
INTERNATIONAL STANDARDS FOR CLUBHOUSE PROGRAMS
2014 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

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 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:**

- Excellent efforts are made to provide reach out to members not attending. Reach out is discussed at each unit meeting and followed through.

MEMBERSHIP RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #4**

All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.

Current situation:

During our visit, we learned that Potential Place members can apply to become ‘Member Leaders.’ As Member Leaders, they are then able to assist with evening and weekend programs, where the Member Leader has similar responsibilities as a staff.

Recommendation:

We recommend that all members have equal access to every Clubhouse opportunity.

Suggestion:

Clubhouse culture is built on creating a community with no hierarchy of rights, power, or access to opportunity. We strongly suggest that Potential Place eliminate the designation of Member Leader, as it is essential to a strong Clubhouse culture that every member has the opportunity to assume leadership in a wide variety of different Clubhouse roles.

Members have different skills and abilities, the same as people in any community do. Just as not every member has the current skill/expertise to help write a grant; or give a speech; or do accounting work; or fix a broken window – not every member would be appropriate to help organize and operate the evening/weekend program. We suggest that members are invited to assist with this role in the same way that members would be asked to help fix a window, or help write a grant. Not everyone is good at everything. But the Clubhouse should eliminate any titles that designate some members as having a ‘higher rank’ than others; just as these kinds of titles should also be eliminated from staff. Clubhouse communities are so powerful and so full of expectation and opportunity because they are conceived of as teams of equal colleagues. It is important that Clubhouses guard this unique characteristic, as it is the root of Clubhouse rehabilitation and possibility.

RELATIONSHIPS	C	M	N
❖ 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		
❖ Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.	X		
❖ 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	
❖ 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 good engagement of members throughout the day, with appropriate staffing levels compared to the average daily attendance.

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:

The self study states that the Executive Director, Program Manager and Accounts Manager are not Clubhouse generalists. Upon further investigation, we found that it is only the Accounts Manager who does not have a generalist role, as the Executive Director and Program Manager are involved in unit work, employment, housing and social activities.

Suggestions:

We encourage the Accounts Manager position to include employment, housing and social responsibilities. Ensuring that staff have generalist roles is a core practice in Clubhouses. Clubhouse rehabilitation is based on the relationships that are formed between staff and members in Clubhouses. When each staff worker is involved in Transitional and Supported/Independent Employment functions; housing and other community supports; evening, weekend and holiday social programs; and all unit functions, these relationships become multi-dimensional and deep. Generalist staffing creates a community in which staff are able to get to know members as full human beings, and as people with a broad range of talents, needs, and personal goals. Because of this, staff are in a unique position to support members as they take the risks of moving into greater independence vocationally, and in other aspects of their lives.

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:**

- Although the self study states that three rooms are locked when there is no staff presence, with the exception of the file room, this is no longer the practice. Members and staff were busy working in these three rooms throughout the day.
- The dining room and kitchen is open, inviting and conducive to working together.
- The multi media room has professional equipment and potential for growth.

SPACE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #14**

All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.

Current situation:

As noted in the self study Potential Place has a locked office that contains members files. We were told that this is a legal requirement, regulated by Alberta Health Services, in order to follow the “Freedom of Information and Protection of Privacy Act.”

Suggestions:

We strongly encourage Potential Place to review and negotiate this requirement with the funder. It is critical for Clubhouses to make every effort to create an environment that promotes member empowerment and develops the sense of member ownership of all Clubhouse space. For many members, this is a profound and significant difference from other programs and institutional settings they may have experienced.

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. USE THIS LINE FOR THE OVERALL CLUBHOUSE’S ADHERENCE TO THIS STANDARD.			
Use this line for unit 1 (name: Community Connections Unit)	X		
Use this line for unit 2 (name: Café Bistro Unit)	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:**

- There is an ample amount of meaningful work opportunities and the majority of work is visible and accessible.
- The unit meetings are well organized and engaging.
- The energy of Potential Place’s work-ordered day is that of a “team” of colleagues pitching in their strengths and talents to do what needs to get done for the good of the Clubhouse community.

WORK-ORDERED DAY RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #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.

Current situation:

Members of Potential Place are not involved in all aspects of the intake of new members and some of the accounting work. We were informed that Potential Place does not involve members in these two tasks due to privacy issues, requirements from their funder, and timing of reports.

Suggestions:

We strongly encourage Potential Place to identify means for members to be involved in this work.

In order for members to begin to believe in themselves and their capacity to be productive contributors to their community, they must first have the experience that their individual abilities are genuinely appreciated and needed by their colleagues. Members need to be involved and work side by side in all aspects of clubhouse development and meaningful work. The rehabilitative strength of the Clubhouse work-ordered day comes from the reality that each member comes to experience him/herself as needed, important, and able to make a valuable contribution. It is this dynamic that should draw members to the Clubhouse. Raising the overall sense of expectation about members' capabilities will have a positive effect on members' desire to come to the Clubhouse.

<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>	<p>C</p>	<p>M</p>	<p>N</p>
<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>	<p>X</p>		

<p>Transitional Employment</p> <ul style="list-style-type: none"> 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. <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"> 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. 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). <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	
<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 appropriate agencies dealing with members' benefits.</p>	X		
<p>i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.</p>	X		
<p>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.</p>	X		

TRANSITIONAL EMPLOYMENT RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

❖ **Standard #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.

❖ **Standard #22 e.**

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

Current situation:

Calgary has experienced an employment and economic crisis due to the sharp decline in oil prices. Just over one year ago, the unemployment rate in Calgary was 5.5%; at the time of the Accreditation visit, the unemployment rate had risen to 10%. This has caused Potential Place to lose and shorten the hours of some of their TE sites. At the time of our visit, the Clubhouse had five Transitional Employment sites. During this economic downturn, Potential Place continues to make TE development a priority by ensuring all staff and members are involved; hiring a marketing company to promote Potential Place and TE; and making TE development a priority in the Board of Directors Strategic Plan and Board Development.

The Clubhouse International Employment Guidelines minimum benchmark for TE is 20% of average daily work-ordered day attendance (ADA-WOD). For Potential Place, this would mean the Clubhouse should have a minimum of 7 TE jobs.

Suggestions:

We support Potential Place’s suggestions for continued TE development efforts, and strongly encourage follow through with these plans and strategies to increase the amount and variety of TEs.

<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>			
<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:**

- More than 60 Potential Place members working are independently. Despite the high unemployment rate in Calgary, over the past 12 months 11 members became employed through Potential Place’s Supported and Independent Employment Program.

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 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.	X		

***Notable strengths:**

- Several members provide tutoring supports to other members. There is designated office space and computers for tutoring services or where members can study.
- Eleven members participate in post secondary education.
- To assist with fees associated with attending school, Potential Place has raised \$6,000 to help cover various education fees.

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 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.	X		
b. Members who live there do so by choice.	X		
c. Members choose the location of their housing and their roommates.	X		
d. Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.	X		
e. The level of support increases or decreases in response to the changing needs of the member.	X		
f. Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.	X		
29. The Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation.	X		
30. The Clubhouse director, members, staff and other appropriate persons participate in a comprehensive two or three week training in the Clubhouse	X		

Model at a certified training base.			
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:**

- Each unit meeting includes community supports as an agenda item, and members and staff are very responsive to assisting with each member’s basic living needs.
- Potential Place owns and operates 25 apartments and partners with other housing service providers. At the time of our visit the Clubhouse was in discussions about developing additional housing units for their members.
- The Clubhouse values the importance of Clubhouse training and conferences, which is included as a regular budget item.
- Potential Place is open all statutory holidays, Friday evenings, and one Saturday a month.

FUNCTIONS OF THE HOUSE RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A

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 which provides input and recommendations 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 Directors is committed to the development of Potential Place and ensures that TE leads are brought to every Board meeting. The Directors are also in the process of further strengthening the Board by seeking out additional members with expertise in marketing, fundraising, and employment.

FUNDING, GOVERNANCE AND ADMINISTRATION RECOMMENDATIONS AND SUGGESTIONS

Actions taken on prior accreditation recommendations: N/A