



Clubhouse International

Creating Community: Changing the World of Mental Health

Clubhouse Accreditation Report

Clubhouse ID#: 72 - Potential Place

Calgary, Alberta, T2G 0Y2, Canada

Faculty Team:

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Accreditation Status: 3 Year Return

REPORT SUMMARY - PART A

Overall Strengths:

Potential Place has expanded ways that members can choose to use the Clubhouse by incorporating the hybrid method of access, enabling members to participate remotely through zoom, a slack channel, shared access to Google Docs, and Glideapp.io (the app developed by and for the Clubhouse).

Consistent reach out is done to inactive members through member surveys and birthday reach out, while remaining respectful of members not wanting contact.

Staff and members seem to genuinely like each other, promoting a sense of purpose about the Clubhouse work while simultaneously enjoying the company and camaraderie of the community.

The Clubhouse space is clean, well-organized, and denotes a sense of purpose-driven work and positivity. The member artwork is professionally displayed and enhances the vibrant atmosphere.

Potential Place utilizes technology to create work opportunities and streamline unit operations, while also expanding access to all members.

The Clubhouse has incorporated enhanced safety measures and cleaning/disinfecting protocols, in response to Covid-19, in a way that enhances the Work-Ordered Day.

Potential Place operates an effective tutoring program utilizing the knowledge and skills of members to support others in advancing their own educational pursuits.

The Clubhouse secured grant funding to provide financial support in the form of education and art scholarships for members.

The Clubhouse owns and operates two buildings, providing dignified housing for 25 Clubhouse members. Potential Place is pursuing options to secure additional housing units for as many as 40 additional members.

Potential Place has maintained a clear commitment to sending as many members and staff to comprehensive colleague training as possible.

The Board of Directors is passionate, dedicated, and clearly committed to ensuring that Potential Place remains a critical resource for individuals with mental illness in Calgary. The Board continues to work diligently to ensure the long-term viability of the Clubhouse program and to expand its impact through strategic plans for growth.

With assistance from the Board of Directors, the Clubhouse has secured three new TE placements within the last year, after losing several due to the impact of Covid-19 on the service industry.

Report Recommendations:

- We recommend that Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.

REPORT RECOMMENDATIONS AND SUGGESTIONS - PART B

Clubhouse International Accreditation Checklist:

International Standards for Clubhouse Programs, 2018 Education

- ▼ When “**Consistent**” is checked, the Clubhouse is in consistent compliance with the Standard. Exceptional strengths are notes in Part A of this report.
- ▼ When “**Mostly**” 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 “**Not Consistent**” 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.

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 'Consistent', 'Mostly' or 'Not Consistent' is therefore 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.

1. Membership

- 1.1 Membership is voluntary and without time limits.

Consistent



1.2 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.

Consistent



1.3 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.

Consistent



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

Consistent



1.5 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.

Consistent



1.6 Members have a right to immediate re-entry into the Clubhouse community after any length of absence, unless their return poses a significant and current threat to the Clubhouse community.

Consistent



1.7 The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Post to Report Summary

Potential Place has expanded ways that members can choose to use the Clubhouse by incorporating the hybrid method of access, enabling members to participate remotely through zoom, a slack channel, shared access to Google Docs, and Glideapp.io (the app developed by and for the Clubhouse).

Post to Report Summary

Consistent reach out is done to inactive members through member surveys and birthday reach out, while remaining respectful of members not wanting contact.

Membership Recommendation and/or Suggestions:

MEMBERSHIP IDEAS FOR FURTHER GROWTH AND DEVELOPMENT

Post to Membership Ideas Box

We encourage Potential Place to implement a system for tracking outcomes throughout the entire member intake process, including; number of tours given, orientation sessions held, completed intakes, and active member status after six months or a year. Having these metrics will provide information about member retention and how the Clubhouse may or may not choose to adjust the intake process. It would also be helpful to survey former prospective members who may not have become members to gain insight and feedback and perhaps re-engage in Clubhouse enrollment.

The Clubhouse could better utilize attendance reports to inform reach out for members that are not attending according to their typical patterns. Potential Place could also work more

2. Relationships

- 2.8** 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.

Consistent



2.9 Clubhouse staff are sufficient to engage the membership, yet few enough to make carrying out their responsibilities impossible without member involvement.

Consistent



2.10 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.

Not Consistent



2.11 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.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Relationships Notable Strengths (one per box):



Post to Report Summary

Staff and members seem to genuinely like each other, promoting a sense of purpose about the Clubhouse work while simultaneously enjoying the company and camaraderie of the community.

Relationships Recommendation and/or Suggestions:

Relationships Standard 2.10

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:

Although we understand that the addictions counselor who was present at the Clubhouse at the time of our visit was no longer officially a Clubhouse employee, through conversations with members and staff we found that there was a good deal of confusion about her current role. The addictions counselor role is clinical in nature, and having this overlapping and blurring of roles can complicate the uniquely collegial relationship that is the hallmark of member/staff Clubhouse relationships.

Recommendation:

We recommend that Clubhouse staff do not divide their time between Clubhouse and other major work responsibilities that conflict with the unique nature of member/staff relationships.

Suggestions:

Post to Relationships Suggestions

In order to maintain a distinct separation between the Clubhouse and the addiction center, and to protect the unique nature of member-staff relationships, we suggest that staff of the addiction center remain separate from staff of the Clubhouse.

We also suggest that the Accounting Manager more fully begin to share employment,

Rationale:

Post to Relationships Rationale

The nature of Clubhouse relationships is distinctly different from relationships in clinical-model programs. Clubhouses are successful to the extent that they can develop collegial, mutually interdependent relationships that are separate from the clinical relationships that exist in treatment settings. Staff dividing their time between roles at the Clubhouse and the Addiction center can significantly detract from the rehabilitative potential of a Clubhouse community.

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 IDEAS FOR FURTHER GROWTH AND DEVELOPMENT

Post to Relationships Ideas Box

Enter ideas

3. Space

3.12 The Clubhouse has its own identity, including its own name, mailing address and telephone number.

Consistent



3.13 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.

Consistent



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

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Space Notable Strengths (one per box):



Post to Report Summary

The Clubhouse space is clean, well-organized, and denotes a sense of purpose-driven work and positivity. The member artwork is professionally displayed and enhances the vibrant atmosphere.

SPACE IDEAS FOR FURTHER GROWTH AND DEVELOPMENT



Post to Space Ideas Box

Potential Place should ensure that accessibility of all areas of the Clubhouse for all members and staff is prioritized in the design of the new space, especially for those with physical challenges and are reliant on adaptive equipment.

4. Work-Ordered Day

4.15 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.

Consistent



4.16 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.

Consistent



4.17 The Clubhouse is open at least five days a week. The work-ordered day parallels typical working hours.

Consistent



4.18 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.

Mostly



4.18.1 Use this line for unit 1

name:

Consistent



4.18.2 Use this line for unit 2

name:

Consistent



4.18.3 Use this line for unit 3

name:

Consistent



4.18.4 Use this line for unit 4

name:



4.19 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.

Consistent



4.20 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.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Work-Ordered Day Notable Strengths (one per box):

Post to Report Summary

Potential Place utilizes technology to create work opportunities and streamline unit operations, while also expanding access to all members.

Post to Report Summary

The Clubhouse has incorporated enhanced safety measures and cleaning/disinfecting protocols, in response to Covid-19, in a way that enhances the Work-Ordered Day.

Work-Ordered Day Recommendation and/or Suggestions:

Work-Ordered Day Standard 4.18

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.

Current Situation:

The Bistro holds a morning unit meeting at 9 am and then the whole Clubhouse comes together for a hybrid meeting at 9:30 am where work for all three units is discussed. In the afternoon, again one hybrid meeting is held for all three units. The current unit meeting structure detracts from the unit meetings' ability to effectively

Suggestions:

Post to WOD Suggestions

We suggest that Potential Place establishes a way for each unit to hold its own morning and afternoon meetings, separate from the general house meeting. This could be done utilizing zoom breakout rooms to ensure consistent access for

Rationale:

Post to WOD Rationale

Clubhouse work units are important because they provide an intimate and powerful community within the Clubhouse. Unit meetings are a time when relationships are solidified in many ways. As the unit reviews its many projects and deadlines, the unit community comes together as a team to make sure that its work will get done. Members experience a genuine sense of being urgently needed as their unit colleagues ask for their help on the work that needs to get done. This is a very

WORK-ORDERED DAY IDEAS FOR FURTHER GROWTH AND DEVELOPMENT



Post to WOD Ideas Box

Potential Place could further develop unit work to support members living in Clubhouse housing (e.g. scheduling apartment visits, taking hamper requests, arranging fire safety inspections, etc.)

The Clubhouse could organize additional critical areas of operation in a way that enables members to increase skills and provides access to all areas of the Clubhouse. These could

5. Employment

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. (Clubhouse International Employment Guidelines, 2012)

5.21 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.

Consistent



Transitional Employment *(Clubhouse International Employment Guidelines, 2012)*

- ▼ *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. *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.*
- ▼ *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).*

5.22 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.

Consistent



- a. The desire to work is the single most important factor determining placement opportunity.

Consistent



- b. Placement opportunities will continue to be available regardless of the level of success in previous placements.

Consistent



- c. Members work at the employer's place of business.

Consistent



- d. Members are paid the prevailing wage rate, but at least minimum wage, directly by the employer.

Consistent



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

Consistent



- 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.

Consistent



- g. Selection and training of members on Transitional Employment is the responsibility of the Clubhouse, not the employer.

Consistent



- h. Clubhouse members and staff prepare reports on TE placements for all appropriate agencies dealing with members' benefits.

Consistent



- i. Transitional Employment placements are managed by Clubhouse staff and members and not by TE specialists.

Consistent



- 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.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Transitional Employment Notable Strengths (one per box):



Post to Report Summary

With assistance from the Board of Directors, the Clubhouse has secured three new TE placements within the last year, after losing several due to the impact of Covid-19 on the service industry.

Transitional Employment Recommendation and/or Suggestions:

TRANSITIONAL EMPLOYMENT IDEAS FOR FURTHER GROWTH AND DEVELOPMENT



Post to TE Ideas Box

Potential Place could hold a monthly meeting for TE development, utilizing the PAID program (see Part C Resources) to engage the Clubhouse community in identifying community businesses to explore prospective employment partnerships; and creating an action plan to focus next steps.

Supported and Independent Employment (*Clubhouse International Employment Guidelines, 2012*)

- ▼ *The Clubhouse should demonstrate a substantial, organized effort to help members secure and sustain jobs without time limits.*
- ▼ *At least 50% of the Clubhouse's SE/IE jobs should be 15 hours/week or more.*
- ▼ *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.*

5.23 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.

Consistent



5.24 Members who are working independently continue to have available all Clubhouse supports and opportunities, as well as participation in evening and weekend programs.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Supported and Independent Employment Notable Strengths (one per box):



Post to Report Summary

Enter Strength

Supported and Independent Employment Recommendation and/or Suggestions:

SUPPORTED AND INDEPENDENT EMPLOYMENT IDEAS FOR FURTHER GROWTH AND DEVELOPMENT

Post to SE Ideas Box

Enter ideas

6. Education

6.25 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.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Education Notable Strengths (one per box):

Post to Report Summary

Potential Place operates an effective tutoring program utilizing the knowledge and skills of members to support others in advancing their own educational pursuits.

Post to Report Summary

The Clubhouse secured grant funding to provide financial support in the form of education and art scholarships for members.

EDUCATION IDEAS FOR FURTHER GROWTH AND DEVELOPMENT

Post to Education Ideas Box

Enter ideas

7. Functions of the House

7.26 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.

Consistent



7.27 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.

Consistent



7.28 The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.

Mostly



7.29 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.

Consistent



a. Members and staff manage the program together.

Consistent



b. Members who live there do so by choice.

Consistent



c. Members choose the location of their housing and their roommates.

Consistent



d. Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.

Consistent



e. The level of support increases or decreases in response to the changing needs of the member.

Consistent



f. Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.

Consistent



7.30 On a regular basis, the Clubhouse conducts an objective evaluation of its effectiveness including Clubhouse International Accreditation.

Consistent



7.31 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.

Consistent



7.32 The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Functions of the House Notable Strengths (one per box):



Post to Report Summary

The Clubhouse owns and operates two buildings, providing dignified housing for 25 Clubhouse members. Potential Place is pursuing options to secure additional housing units for as many as 40 additional members.



Post to Report Summary

Potential Place has maintained a clear commitment to sending as many members and staff to comprehensive colleague training as possible.

Functions of the House Recommendation and/or Suggestions:

Functions of the House Standard 7.28

The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.

Current Situation:

From what we observed in our visit, the Clubhouse could do more to provide opportunities for members to develop healthier lifestyles and make informed health choices, supported by Clubhouse unit work.

Suggestions:

Post to FOH Suggestions

Some ideas to further support members' health and wellness include:

- provide nutritional information for café and bistro items
- host an annual health fair with community partners
- track gym usage and outreach to provide motivation and encouragement
- help members identify specific physical health goals and monitor progress regularly
- identify prevalent health conditions to develop informational lunch and learn

Rationale:

Post to FOH Rationale

To have intended impact of helping members develop healthier lifestyles, Clubhouses should provide support in identifying goals, implementing support, and tracking progress.

FUNCTIONS OF THE HOUSE IDEAS FOR FURTHER GROWTH AND DEVELOPMENT

Post to FOH Ideas Box

Potential Place could regularly engage the whole community in conducting a SWOT analysis, so members and staff can work together to continue to strengthen the Clubhouse community and evaluate its effectiveness.

8. Funding, Governance and Administration

8.33 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.

Consistent



8.34 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.

Consistent



8.35 Staff salaries are competitive with comparable positions in the mental health field.

Consistent



8.36 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.

Consistent



8.37 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.

Consistent



Actions Taken on Prior Accreditations:

The prior report recommended...

Funding, Governance and Administration Notable Strengths (one per box):



Post to Report Summary

The Board of Directors is passionate, dedicated, and clearly committed to ensuring that Potential Place remains a critical resource for individuals with mental illness in Calgary. The Board continues to work diligently to ensure the long-term viability of the Clubhouse program and to expand its impact through strategic plans for growth.

Funding, Governance and Administration Recommendation and/or Suggestions:

FUNDING, GOVERNANCE AND ADMINISTRATION IDEAS FOR FURTHER GROWTH AND DEVELOPMENT



Post to FGA Ideas Box

Enter ideas

CLUBHOUSE INTERNATIONAL RESOURCE MATERIALS - PART C

The information in this section is drawn from the Clubhouse International Faculty Resource Manual. This section is a compilation of papers and articles, Clubhouse International positions, Clubhouse International Download & Discuss articles, and current thinking about Clubhouse practice and philosophy. Much of the language has been drawn from accreditation reports that have relevance for the worldwide Clubhouse community.

This manual is continually evolving, with new entries being added and outdated ones being removed as necessary. A new edition of this manual is available on an annual basis.

5. Employment



Transitional Employment: "PAID" system for TE Development, by Mark Maragnano

PAID

An innovative process for developing TE positions

Mark A. Maragnano

Throughout our history, Potter Place has almost always had a staff person, usually, the Employment Coordinator, with bottom line responsibility for developing new TE positions. For the most part, this individual, in partnership with the Clubhouse Director, would schedule, attend, and follow-up on all TE development meetings with potential employers. We have kept and maintained logbooks tracking our development activities. We organized recommendation letters from employers, information packets and brochures describing the Clubhouse and Transitional Employment, we searched want ads and on-line job sites for positions. Occasionally, we would recruit the help of a unit to do mass mailings, phone calls, or brainstorming possible employment options.

This process, typical of many Clubhouses, has proven to be effective at developing new Transitional Employment placements. The biggest challenge, however, is the immediate impact on our development efforts whenever the Employment Coordinator left the Clubhouse. In addition, Potter Place would sometimes experience a sudden loss of TE placements that would require a greater and better-organized effort to add new placements. Of most concern however, is that the process did not allow many opportunities for members to participate in the TE development efforts of the Clubhouse.

The PAID system for developing new TE placement evolved over many years in response to some of these concerns. Faced with a shortfall of TE placements, the Clubhouse Director organized an emergency TE Development meeting to be attended by the Employment Coordinator and any interested members. The approach we took to remedy this situation would become the framework for the PAID system and with some revisions, is described below.

We have used the system 6-8 times over the past four years. Each time, we have met one hour, once per week for 8-10 weeks. We have been able to meet our goal, usually 2-3 new placements, 100% of the time. Meetings continue until we have successfully accomplished our stated goal. The process starts over from the beginning, whenever we find ourselves in need of new TE placements.

PAID stands for:

Present Situation

Available resources

Dream Jobs.

Present Situation: Week One

In order to even begin the process of organizing a development goal for the Clubhouse it is necessary to take a close look at what the current TE situation looks like. Some of the questions that are important to discuss include:

How many TE positions does the Clubhouse have and how strong is the relationship with each employer.

Are the current TE placements solid or is there a possibility that one or more of them may be lost over the next few months? What is the likelihood that a current employer will want to add new placements in the future?

Is there a nice variety of placements? Are most of the current placements clerical? Janitorial? Food Service? What types of placements are missing?

How many hours per week are the placements? Does the Clubhouse need placements that offer more hours per week? Can the Clubhouse afford to have a new placement that has less than 15 hours per week?

Do the current placements meet the basic criteria for TE as defined by the Standards, does the employer allow absence coverage, pay the prevailing wage rate, offer a welcoming work environment, cooperative, flexible, and fair?

Does the Clubhouse need to replace or upgrade any of the current TE placements?

What percentage of the Clubhouses daily attendance consists of TE placements? Is it greater or less than 25%?

The answers to these questions and the discussion it generates will help the Clubhouse decide how healthy their TE program is, what needs to be addressed, and ultimately, what the TE development goal should be. At the end of the meeting the goal is written down to be referred to throughout the coming weeks. A common example of a goal looks like:

We will develop 2-3 new placements, at least one of them should be clerical, and at least two of them should be greater than 15 hours per week.

Clear and concise, with everyone in the Clubhouse able to understand exactly what the Clubhouse is trying to accomplish. We are now ready to move on to the next week.

Available Resources: Week Two

One of the most common mistakes we can make is forgetting to take stock of the many blessings available to each of us. In TE development, this error could lead to a missed opportunity. The second discussion is a brainstorming session to gather together all the available resources of the Clubhouse. Who do we know that could help us meet our TE development goal? The more people involved in this discussion the better.

Sometimes referred to as Stakeholders, a Clubhouse's available resources includes anyone and everybody that may be in a position to open doors for the Clubhouse. By definition, a Stakeholder is someone that has a financial, emotional, or practical investment in the

individuals are then most likely to go out of their way to help the Clubhouse. A common list of Stakeholders include:

Friends and family

Employers

Clubhouse Staff and members

Board members

Vendors

Funding sources

Auspice Agencies

Elected officials

Community organizations/non-profits

Neighbors/Local Businesses

Each Clubhouse will generate its own list of available resources. Having specific companies, individual names, and particular organizations written down will make it much easier to remember the people that can help us when we need it. Creating a mailing list and a phone list of all these Stakeholders will also prove valuable. This list will be referred to often over the coming weeks.

Irons in the Fire: Week Three

Irons in the Fire is a phrase used to describe what kinds of activities the Clubhouse is involved with that helps to create new TE opportunities. In addition, it describes those potential employers that the Clubhouse has been recently trying to develop TE with. At Potter Place, even when we are not using the PAID system, we almost always have a couple of employers that we are courting. Whether we are actively developing TE placements or not, we are always attending various networking meetings, keeping ourselves visible to the public, and "schmoozing" those that we need to keep interested. These potential employers and different networking activities are an important part of the successful TE development of the Clubhouse. The third discussion is an effort to generate a complete list of these important activities and a discussion of any employers that the Clubhouse has made recent attempts to acquire. This list may look something like:

The Chamber of Commerce Networking meetings

Our monthly newsletter

The Annual Business Expo

Our monthly Clubhouse Coalition Meetings

The quarterly NAMI meetings

The Rotary Luncheons

The local chapter of Business Network International

Polaroid – wants us to call back in Spring

Home Depot – New store manager will meet with us next month

Again, this is a list of "potentials". The longer the list, the better. If the Clubhouse does not have different networking organizations or activities that can be used to generate potential referrals, it should seriously consider developing them. A Clubhouse without at least a

effort and they should try to catch up fast. How the Clubhouse goes about developing new TE positions will depend, in part, on this list and it will be referred to during the upcoming weeks.

Dream Jobs: Week Four

Much of the work during the previous weeks has been building up to this point. From our experience, this is often the most vocal and enjoyable part of the exercises. What is important about this step is that everyone's idea of a dream job should be considered of equal importance. The task is to write a complete list of ideal employers and jobs. Who is the best employer in town, what jobs are most interesting, which company offers the best perks, the fanciest restaurant, the cleanest supermarket, the most high profile company. Each and every company that the Clubhouse would love to work with should be included.

Sometimes the list may have a specific company; sometimes it may be a more general category or industry. For Potter Place, our town has a street that is well known for having many of the top restaurants in the Boston area. Our list has included the category, "Moody Street Restaurant." We figure that any one of those restaurants would be a great employer.

By brainstorming this list, the Clubhouse will open itself to new ideas, new challenges, and will often learn what types of employers and jobs are most desired by members. The best possible outcome is when one person shouts out an employer's name and someone at the table says "Hey, my Aunt Bertha works there!" Bingo! Once the list is complete, hopefully there are 20-30 potential employers, jobs, and industries to choose from. This list will be used during the coming weeks as both a guide and a motivation for developing the new TE placements.

Target List: Week Five

To this point, a lot of time and effort has been spent, over a month's worth, and we have yet to actually put together a plan for achieving our development goal. Much of the work has been critiquing, discussing, and brainstorming. It is time to produce.

This next step requires a review of all the work that has been done to date. We now know:

What our goal is

Who can help us

What we are doing to find jobs

What our dream jobs are

It is now time to focus our effort on a handful of jobs that are most likely to yield success. To do this, we must identify 6-8 different employers, jobs, or industries, from our list of dream jobs that stand out as the strongest prospects. This can seem impossible at first, but is quite simple if we use each of the lists together and take a few simple steps to trim the list down.

We can start by identifying which dream jobs will help us meet our goal. If our goal is primarily to develop a janitorial job, then we can eliminate those dream jobs that would not

off employers that probably won't have those available.

Since we are trying to trim the list down to those employers that have the greatest potential, the next step is to go through our Available Resource list and see if we are able to match any of those resources to the remaining Dream Jobs. Perhaps one of your Board members works at one of your dream jobs. Perhaps one of your members has an "Aunt Bertha" that works at one of the companies on your list. Is one of your companies also a vendor for you or your auspice agency? The more contacts that you have with a Dream Job the greater the potential for that company to become a TE employer.

Considering the Irons in the Fire list can also help narrow down the list. If one of the Clubhouse's development activities includes participating in Chamber of Commerce meetings, than good potential employers may be Dream Jobs that are also Chamber members. Is one of the companies that the Clubhouse is already trying to develop a TE with also on the Dream Job list? Then that would likely be a strong candidate.

Trimming the list down to 6-8 will also take some simple intuition. Which of the Dream Jobs feels like a good candidate? Combining all the potential connections, who knows whom, and who does what, will only get you so far. Eventually, the Clubhouse is going to simply decide which 6-8 employers to focus on. Potter Place's last list of targeted employers included:

YMCA

Marriott Hotel

Waltham Public Library

A Moody Street Restaurant

COSTCO

A Waltham Supermarket

Once decided upon, this list of targeted employers should be published and promoted throughout the Clubhouse. It will also serve as the framework for the upcoming weeks.

Action Plan: Week 6

This is an important meeting and hopefully, by this point, the Clubhouse has quite a few