

EVE Clubhouse Coalition

Living Well: Working Well Strategic Plan 2019-2023



An Clár Éabha - EVE

EVE Clubhouse Coalition Strategic Plan 2019 - 2023

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Welcome to the EVE Clubhouse Coalition

The EVE Clubhouse Coalition was established in August 2004 and includes members and staff members from the seven EVE Clubhouses, together with representation from the EVE management team. The Coalition meets regularly and is hosted and chaired by each Clubhouse in rotation.

In 1999, EVE established the first Clubhouse in Ireland in Newbridge Co. Kildare. Clubhouses for us represented the first step on our journey towards learning the true meaning of co-production and the value of member-led services. It taught us what we needed to do to take the Clubhouse Standards, a charter of rights for members, and put the governance/organisational systems in place to honour them for and with the membership. Twenty years on, we now have seven Clubhouses and the international peer-led accreditation process we subscribe to ensures we maintain fidelity to the standards and rights of our members. Those challenges and lessons have informed the service improvement journey for all our Clubhouses' and our investment in practice development.

Our Clubhouses continue to grow in strength and have invested their energies in accreditation to ensure fidelity to the Clubhouse International Standards (CI) with five accredited and the remaining two due to complete the process in 2020. This has been supported by the development of a mentoring guide by our Clubhouse Coalition and draws on the invaluable expertise of our trained member and staff member CI Assessors.

In 2018, a co-produced project in which our Clubhouses mapped the CI Standards against the HSE Framework for Recovery confirmed the effectiveness of the model in delivering a robust recovery-oriented service. It also pointed to the need to develop some additional resources to better describe the nuances of each CI Standard. As a result, the Clubhouse Coalition has developed a Standards Checklist which summarises the measures you would expect to see in place to support the delivery of each of the 37 standards that govern the day to day operation of each Clubhouse. The project report Mapping International Clubhouse Standards & the HSE Recovery Framework: Mapping Principles in Practice (Webb et al 2019) and resulting resources guide EVE

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Clubhouses & the Framework for Recovery Mapping Principles to Practice: Best-fit Clubhouse Standards which meet the actions and measures required by the Framework for Recovery are available on the EVE website at www.eve.ie.

To date the Coalition has allowed us share our experiences, celebrate our successes and learn from the insights of members and staff members as we worked toward our common goal of providing quality assured, accredited Clubhouses to people who experience mental health difficulties in the community and the workforce.

The Coalition looks forward to meeting the new and exciting challenges that will face the Clubhouse community and shares EVE's strategic commitment of providing a "health promoting, hope-inspiring recovery-oriented service" for all its members and staff members.

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"The Clubhouse has given me confidence to engage with members both new and old. It is great that when new members come to the Clubhouse we have the confidence to show them around and buddy up with them as they settle in. We have great opportunities to engage in the community through courses and talks. It's a great stepping stone if or when we decide to get back to work".
Christy

"Support for education is an important part of the clubhouse model as exclusion from mental health issues can cause isolation and therefor a lack of engagement with our fast paced modern society. From computer based courses for even simple administration jobs, to the now required manual handling course and the safe pass course that is now required in some factories, whether you do an office or a physical job up to date training is increasingly an important necessity for re-entering the workplace". Tad C

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What is a Clubhouse?

A Clubhouse is first and foremost a community of people. More than simply an employment or social service it is most importantly a community of people with mental health difficulties working together towards the common goal of recovery. As with all Clubhouses, participants are known as “members”, as opposed to patients or clients. Members are unique individuals who possess valuable talents, strengths and abilities which when combined, assist in making the Clubhouse come alive. This sense of membership, support and belonging is at the very heart of the Clubhouse way of working.

Clubhouse communities recognise, encourage and focus on the inherent value and potential of each person involved. They believe that every member can recover from the effects of mental health difficulties and lead personally satisfying and socially contributing lives.

What can a Clubhouse offer you?

The Clubhouse guarantees four main rights:

- A guaranteed right to a place to come
- A guaranteed right to meaningful work
- A guaranteed right to meaningful relationships
- A guaranteed right to a place to return

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How did Clubhouse start in EVE?

EVE's interest in the clubhouse model dates back to the early 1990's when we engaged in an extensive search to find a model of service, which could meet the varied and individual needs of people with mental health difficulties. After many years of advocating with other interested groups and individuals for the opportunity to establish a Clubhouse, we opened Platinum Clubhouse in Newbridge in July 1999. In February 2002, Platinum Clubhouse achieved International Centre for Clubhouse Development (C.I.) accreditation.

EVE has since opened six other Clubhouses in Dublin: Phoenix Clubhouse in Clondalkin (2002), Suaimhneas Clubhouse in Coolock (2003) Conaí Clubhouse in Blanchardstown (2005), Rainbow Clubhouse in Ballyfermot (2011), Saol Clubhouse in Cabra (2011) and Conaí Clubhouse in Bray (2014). Many of our Clubhouses have had both members and staff trained in the Clubhouse model at Genesis MA, a certified training base in Boston, U.S. and in London U.K. and we aim to achieve C.I. accreditation in all of our Clubhouses over the next 5 years.

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Where did Clubhouse come from?

Clubhouse originated in 1948, when former patients of a New York psychiatric hospital began to meet together informally, in response to the lack of mental health services available. It was organised to be a support system for people living with mental illness, rather than as a service or treatment programme. Today there are over 400 Clubhouse worldwide who have modelled themselves on this premise and embraced the Clubhouse ethos.

"I like the Clubhouse because I can interact with the members and staff, I like that I have the opportunity to take part in the different programmes that are available to all of the members whether it be education, employment, admin or catering. Staff and members are great to work with". Jonathan O'D

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EVE's Strategic Priorities 2019-2023

Together, the community of EVE agreed that all services will prioritise supporting people:

- Live well in their community
- Work well in their community
- Enjoy optimum health and wellbeing in their daily lives

Over the next five years, EVE has committed to valuing the service user experience and working together to co-produce programmes and services that meet people's needs. These priorities will be the cornerstone of our work over the next five years and reflect our commitment to the realisation of the vision central to the HSE's Recovery Framework, New Directions and the Healthy Ireland Framework. Our priorities will focus on:

Priority 1: The centrality of the service user experience

Priority 2: The co-production of programmes and services

Priority 3: The development of quality values based services

Priority 4: Supporting learning and practice development opportunities for all

"Transitional Employment is an excellent stepping stone and a great way to get experience to improve confidence". Donal H

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Our Mission

To promote the development of EVE Clubhouse by providing a quality service based on a partnership approach and offering its members a culture of wellness and recovery and the opportunity to be actively involved in their Clubhouse and their wider community.

Our Vision

Clubhouse strives to enhance the fullness of member's lives and support them on their recovery journey. Members are supported in achieving their goals by taking part in the work-ordered day, socials, education and employment opportunities.

What does the EVE Clubhouse Coalition aim to do?

The Clubhouse Coalition aims to develop EVE's Clubhouses in accordance with the agreed Clubhouse International (CI) standards and our co-produced corporate objectives.

Over the next five years, the EVE Clubhouse Coalition will prioritise the accreditation of all our Clubhouses, support people live and work well in their community and raise awareness of the value of the Clubhouse model as a recovery community for people with mental health difficulties.

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How will we achieve this?

As a community, we have agreed the following strategic objectives, which capture the range of activities we will engage in over the next five years.

1. Ensure all EVE Clubhouses achieve accreditation and demonstrate their value as a service model uniquely designed to honour the centrality of the member's lived experience
2. Support opportunities to enhance and build additional capacity for co-production in EVE Clubhouses
3. Share the learning we have gathered as services committed to the provision of a values-based service model
4. Invest in learning and development opportunities for EVE Clubhouse communities

"It keeps my brain active through the educational programme". Monica B

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In order to promote the model and raise awareness of its value as a recovery community for people with mental health difficulties we shall:

- Focus on building a strong Clubhouse Coalition that acts as a support network for EVE Clubhouses
- Support EVE Clubhouses attend training in a certified training based (subject to budget allocation)
- Develop training and development initiatives with CI for EVE Clubhouses that can be accessed via teleconferencing
- Support EVE CI Faculty members access Faculty meetings via teleconferencing
- Invest in the local Clubhouse mentoring programme to support EVE Clubhouse communities secure accreditation
- Focus on maintaining the integrity of the work-ordered day
- Support each Clubhouse develop a social programme, independently or in collaboration with another Clubhouse community, that includes opportunities for activities in the evening, weekend and on public holidays
- Develop proposals to address issues associated with increasing the levels of social activity and engage with unions to negotiate
- Support EVE Clubhouse communities develop robust Healthy Ireland Action Plans consistent with the work-ordered day
- Support members access a range of health promoting activities in their local community

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- Finalise a suite of promotional materials for EVE Clubhouses
- Promote and raise awareness about our Clubhouses within the HSE and wider community
- Disseminate the findings of our mapping research which confirms that the EVE Clubhouses are compliant with the National Framework for Recovery
- Disseminate the findings of our employment research which captures the range of supports Clubhouse members require to “seek and keep” employment and advocate for additional resources to address gaps
- Collaborate with the HSE’s newly established Individual Placement Support (IPS) programme to maximise opportunities to support people “seek and keep” employment
- Consolidate a Clubhouse national promotional programme through workshops, conferences and articles

“Nicky’s Plaice in Howth provide Suaimhneas Clubhouse with a Transitional Employment position. The job always gets done and that’s the best any employer can ask for.” Martin McLoughlin Nicky’s Plaice, Howth.

- 1 Mapping International Clubhouse Standards & the HSE Recovery Framework: Mapping Principles in Practice (Webb et al 2019). Ref: www.eve.ie
- 2 Seeking and Keeping Employment: An evaluation of perspectives of people with mental health difficulties in the context of the Comprehensive Employment Strategy (Webb & Keenan 2019). Ref: www.eve.ie

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How do we ensure Clubhouse is a quality recovery-oriented service?

1. We will comply with the C.I. International Standards for Clubhouse

The Clubhouse standards support and sustain a quality member focussed service by:

- Ensuring that Clubhouse offers respect and opportunities to members
- Providing the basis for assessing Clubhouse quality through the C.I. certification process
- Acting as a 'bill of rights' for members and a code of ethics for staff

The international standards for Clubhouse programmes, are agreed upon by the worldwide Clubhouse community through a consensus process, and define the Clubhouse model. Every two years the worldwide Clubhouse community reviews these standards, and amends them as deemed necessary. The process is co-ordinated by the C.I.

Based on our standards, relationships are fostered by everyone treating each other as equal. Staff recognise the needs of members and how members are needed to successfully run our W.O.D. One depends on the other and visa versa thus relationships foster, grow and become invaluable. Rainbow Clubhouse has an amazing atmosphere and all are treated equally and are given equal opportunities in all aspects of Clubhouse work." Rainbow Member

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2. We aim to achieve and maintain accreditation for all EVE Clubhouses

By participation in the Clubhouse International accreditation process Clubhouses will:

- Guarantee members involvement
- Ensure member satisfaction
- Gain recognition as a quality approved service

"Each day when you come to the Clubhouse you can choose which unit you would like to work in, There is always work to be done & something new every day. There's no pressure on you. Since I became a member I learned new skills such as computers, cooking, writing and most importantly meeting new friends. I would be lost if I didn't have the Clubhouse to come to". Gerry D

3. We will continue to develop a peer-led review system

In order to achieve this we will:

- Complete a member and staff member self-study
- Complete member satisfaction surveys on a regular basis
- Continue to avail of the knowledge and support of other professional teams within our auspice agency and local community

"For me, co-production is a necessary part of Clubhouse. It is a very valuable aspect of team building. I find it is key to developing new skills because we learn from each other". Jackie

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We will know our Clubhouses are delivering “hope-inspiring recovery-oriented services” when our community:

- Meets the needs of its members
- We focus on the individual’s strengths and not their limitations
- We focus on a members unique needs
- We are accountable to the members who use the Clubhouse
- We focus on a members experience and not their diagnosis
- We provide an environment where there is respect for all
- We provide equal opportunities to support the acquisition of knowledge, skills and understanding for all our members
- We work with our members to build an effective support network
- We value the personal qualities of our Clubhouse staff and nurture their capacity for hope
- We provide meaningful, active citizenship for all in our local communities
- We achieve success in developing the Clubhouse model as a culture of wellness
- We perceive that our collective quality of life has improved

"Clubhouse means so much to me. It is so good to meet new faces and take part in the tasks that go on in the Clubhouse. For me, it would be a very tough world without the Clubhouse. It keeps me going on a bad day". Kathleen G

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International Standards for Clubhouse Programmes

MEMBERSHIP

1. Membership is voluntary and without time limits.
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.
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.
4. All members have equal access to every Clubhouse opportunity with no differentiation based on diagnosis or level of functioning.
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.
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.
7. The Clubhouse provides an effective reach out system to members who are not attending, becoming isolated in the community or hospitalized.

RELATIONSHIPS

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.

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

SPACE

12. The Clubhouse has its own identity, including its own name, mailing address and telephone number.
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.
14. All Clubhouse space is member and staff accessible. There are no staff only or member only spaces.

WORK-ORDERED DAY

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.

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

EMPLOYMENT

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.

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TRANSITIONAL EMPLOYMENT

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.
- 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.

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SUPPORTED AND INDEPENDENT EMPLOYMENT

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

EDUCATION

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 utilizes the teaching and tutoring skills of members.

FUNCTIONS OF THE HOUSE

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.
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.

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28. The Clubhouse provides assistance, activities and opportunities designed to help members develop and maintain healthy lifestyles.
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.
 - a) Members and staff manage the program together.
 - b) Members who live there do so by choice.
 - c) Members choose the location of their housing and their roommates.
 - d) Policies and procedures are developed in a manner consistent with the rest of the Clubhouse culture.
 - e) The level of support increases or decreases in response to the changing needs of the member.
 - f) Members and staff actively reach out to help members keep their housing, especially during periods of hospitalization.
30. On a regular basis the Clubhouse conducts an objective evaluation of its effectiveness, including Clubhouse International Accreditation.
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.
32. The Clubhouse has recreational and social programs during evenings and on weekends. Holidays are celebrated on the actual day they are observed.

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FUNDING, GOVERNANCE AND ADMINISTRATION

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

Clubhouse International, 747 Third Avenue, 2nd Floor New York, New York 10017 USA

October 1989 © Revised as of December 2018

Every two years the worldwide clubhouse community reviews these standards and amends them as deemed necessary. This process is coordinated by the CI Standards Review Committee made up of members and staff of CI certified clubhouses from around the world.

Note:

For more information about EVE, please visit www.eve.ie

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