The Clubhouse: An Evidence-Based Model for Recovery and Healing in the Community

Tuesday, March 26th, 2019
OHSU Psychiatry Grand Rounds

Joanna B.
Neisha D’Souza, MD
Bill Waters
Matt S.
No Conflicts of Interest to Disclose
LEARNING OBJECTIVES

• Distinguish the clubhouse model from other community models of care

• Describe International Clubhouse Standards

• Place timely and appropriate referrals to NorthStar Clubhouse
• The Need for Change
• What is a Clubhouse?
  • Joanna’s Story
  • The History of Fountain House
• Clubhouse International Standards
• A Look at the Evidence
• NorthStar Clubhouse
• Ways to address Challenges
• Matt’s Words of Wisdom
NEED FOR CHANGE

Oregon ranks 49th (low) nationwide for mental health treatment.

Higher prevalence of mental illness.

http://www.mentalhealthamerica.net/issues/ranking-states
74% of Oregon spending on serious mental illness went to restrictive, institution-based approaches.

High quantity of some services do not meet quality of evidence-based models for care.

Oregon to shift MH care services to housing, crisis centers, case management and community services.

Oregon Health Authority developed the Oregon Performance Plan.

<table>
<thead>
<tr>
<th></th>
<th>Annual Cost Basis</th>
<th>Total Annual Cost</th>
<th>Federal Medicaid</th>
<th>Net State Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institutional</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital Days:</td>
<td>Average stay (256 days)</td>
<td>Full year cost</td>
<td>Average stay (256 days)</td>
<td>Full year cost</td>
</tr>
<tr>
<td>Oregon State Hospital ($945 daily rate)</td>
<td>$241,920</td>
<td>$344,925</td>
<td>$0</td>
<td>$241,920</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>ACT @ $15,000</td>
<td>$15,000</td>
<td>$9,366</td>
<td>$5,634</td>
</tr>
</tbody>
</table>

Range of Annual Savings/Person: $236,286 to $339,361
OREGON PERFORMANCE PLAN

Oregon Health Authority commits to quality and performance improvement measures, and to data reporting. These measures cover a broad array of subjects, including:

- Assertive Community Treatment Services;
- Crisis services;
- Supported housing;
- Peer-delivered services;
- Oregon State Hospital discharges and linkages to services;
- Acute psychiatric care discharges and linkages to services;
- Emergency department services;
- Supported employment services;
- Secure Residential Treatment Facility discharges;
- Criminal Justice diversion;
- Quality and performance improvement; and
- Data reporting.

<table>
<thead>
<tr>
<th>Metric Category</th>
<th>Metric Number</th>
<th>Performance Outcome</th>
<th>Baseline 2015</th>
<th>Target Year 1 6/30/2017</th>
<th>Target Year 2 06/30/18</th>
<th>Quarter Ending Sept 30 of each FY</th>
<th>Quarter Ending Dec 31 of each FY</th>
<th>Quarter Ending March 31 of each FY</th>
<th>Quarter Ending June 30 of each FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDS</td>
<td>16a</td>
<td>OHA will increase the availability of peer-delivered services, as follows:</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>By the end of year one (June 30, 2017), OHA will increase the number of individuals who are receiving peer-delivered services by 20%.</td>
<td>2,156</td>
<td>2,587</td>
<td>n/a</td>
<td>2,434</td>
<td>2,461</td>
<td>2,538</td>
<td>2,880</td>
</tr>
<tr>
<td></td>
<td>16b</td>
<td>By the end of year two (June 30, 2018), OHA will increase the number of individuals who are receiving peer-delivered services by an additional</td>
<td></td>
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</table>
WHAT IS A CLUBHOUSE?
WHAT CLUBHOUSES MAY OFFER

- Employment Supports
- Building social and vocational skills
- Wellness, nutrition, or health promotion activities
- Reach out (home or hospital visits)
- Social activities
- Help with obtaining entitlements (e.g., disability insurance)
- Links to resources such as physical health care/dental care
- Political advocacy, board positions, legislative testimony
- Help finding housing
- Education
- Links to colleges and universities
- And so much more!!!!
Being needed
A sense of purpose
Relationships
Shared responsibility
A focus on strengths
A sense of inclusion
Choice
1948
The first clubhouse opens in Manhattan, Fountain House.

1955
John Beard, an innovative social worker from Michigan joins Fountain House and begins to engage unemployed members in working to fix up the building. The foundation for the clubhouse model takes shape.

1977
National Institute of Mental Health (NIMH) funds the National Clubhouse Training Program

1988
Number of clubhouses within the United States expands
1989
The International Standards for Clubhouse Programs are created as the basis for Clubhouse Accreditation

1994
Clubhouse International forms to serve as a global resource for the international Clubhouse community.

2011
The Substance Abuse and Mental Health Services Administration (SAMHSA) National Registry of Evidence-Based Programs and Practices recognizes the clubhouse model as an effective program.

TODAY, 326 Clubhouses located in 33 countries and 26 states in the U.S. affiliated with Clubhouse International
International Standards for Clubhouse Programs (2018)
## MEMBERSHIP
- Members take an active role in their own recovery
- Members and staff are equals
- Focus on each member’s strengths rather than diagnoses or symptoms
- Clubhouse reaches out to members who are not attending, becoming isolated or are hospitalized

## WORK-ORDERED DAY
- Parallels typical working hours
- Members and staff engage, side-by-side to run the Clubhouse
- Daily activities center around the work of the clubhouse rather than therapy or day treatment
- Work is designed to help members regain self-worth and confidence

## RELATIONSHIPS
- All meetings are open to members and staff
- Staff have generalist roles
- Staff are sufficient to engage members but few enough to necessitate member involvement

## EMPLOYMENT
- The Clubhouse enables its members to return to paid work through:
  - Transitional Employment
  - Supported Employment
  - Independent Employment
A LOOK AT THE EVIDENCE....


Reviews the extent of the evidence for the Clubhouse model

6 outcome domains:
1. Employment
2. Hospitalization/Recidivism
3. Quality of Life/Satisfaction
4. Social Relationships
5. Education
6. Health Promotion Activities


Inclusion Criteria: Rigorous research design, findings in one of 6 domains, program achieved Clubhouse accreditation
<table>
<thead>
<tr>
<th>Citation</th>
<th>Outcome</th>
<th>Comparison group</th>
<th>Sample</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnsen et al.</td>
<td>Employment Days: Clubhouse members in transitional employment positions had a greater number of days worked compared to persons in jobs set aside for mentally ill persons. Employment—hourly wage: Clubhouse members in transitional employment positions had greater wage than persons employed in set-aside jobs.</td>
<td>Persons receiving Assertive Community Treatment (PACT)</td>
<td>175</td>
<td>$p &lt; 0.01$, $N = 17$</td>
</tr>
<tr>
<td>(2004)*a</td>
<td></td>
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<tr>
<td>Macias et al.</td>
<td>Employment rate: A similar percentage of both groups became employed (66% in PACT and 70% in Clubhouse). Employment tenure: There were no significant differences in work duration between Clubhouse and PACT.</td>
<td>PACT</td>
<td>166 (80 Clubhouse, 86 PACT)</td>
<td>$p = 0.581$</td>
</tr>
<tr>
<td>(2001)*a</td>
<td></td>
<td></td>
<td></td>
<td>Data not reported</td>
</tr>
<tr>
<td>Citation</td>
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<td>Significance</td>
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<tr>
<td>Macias et al. (2006)*a</td>
<td>Employment rate: There was no difference in employment rates between PACT (64 %) and Clubhouse (47 %) or in days to first job. Employment hours: Clubhouse members worked more total hours (median 494 vs. 234). Employment wage: Clubhouse members earned more (median $3456 vs. $1252). Employment duration: Clubhouse members worked longer (median 199 days vs. 98 days).</td>
<td>PACT</td>
<td>174 (58 Clubhouse, 63 ACT)</td>
<td>p = 0.06 (employment rate) p = 0.492 (days to first job) p = 0.040 p = 0.023 p = 0.048</td>
</tr>
<tr>
<td>Schonebaum and Boyd (2012)*a</td>
<td>Employment Duration: Greater Clubhouse Work-Ordered Day participation prior to employment was associated with greater employment duration. Work-Ordered Day hours prior to and during competitive employment had a small significant correlation with each other.</td>
<td>PACT</td>
<td>43</td>
<td>t (36) = 3.38, p &lt; .01 r(41) = .30, p &lt; .05</td>
</tr>
<tr>
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</tbody>
</table>
| Tsang et al. (2010)** | Employment Rate: A greater proportion of Clubhouse members were employed during the 6-month follow-up (24% vs. 2%).  
Quality of Life: At baseline, Clubhouse members had lower physical health-related QOL. At three and six month follow-ups, Clubhouse members showed improvements in physical, psychological, social relationships and environmental QOL domains. | Age and sex-matched individuals from a regional outpatient clinic                  | 92 (46 pairs) | p < 0.01  
Cohen’s d effect size = <0.01, p < 0.001 for all follow-ups  
(Author reports these results are not significant after Bonferroni correction) |
THE NEED FOR EVIDENCE

• Funding is limited
• Empirical research will allow for the Clubhouse model to be considered by stakeholders, reducing risk for elimination
• We need an evidence base to examine cost and impact of reduced incarcerations, hospitalizations and other outcomes
• We need more RCTs, studies with matched participants or observational studies to evaluate programs with fidelity
Mission Statement: To empower people in mental health recovery to thrive personally, in the community, and in the workplace.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>2010</td>
<td>NorthStar Clubhouse is established in collaboration with Multnomah County’s chapter of the National Alliance on Mental Illness (NAMI)</td>
</tr>
<tr>
<td>2013</td>
<td>Luke-Dorf becomes NorthStar’s auspice agency, or fiscal sponsor</td>
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<tr>
<td>2015</td>
<td>NorthStar expands to include a Nutrition &amp; Wellness unit</td>
</tr>
<tr>
<td>2017</td>
<td>Clubhouse International grants NorthStar a 3-year accreditation</td>
</tr>
</tbody>
</table>
OPERATIONS DEPARTMENT

• Offers hands-on experience with office equipment.
• Greeters/receptionists practice effective communication skills.
• Training on Microsoft Office programs to assist with bookkeeping and data collection.
EMPLOYMENT DEPARTMENT

Independent Employment

Supported Employment

Transitional Employment:
Provides as a right of membership opportunities for members to work on job placements in the labor market.

The Clubhouse guarantees coverage on all placements during member absences.
NUTRITION & WELLNESS DEPARTMENT

- Menu Planning and Healthy Recipe Development
- Food and Supply Ordering and Inventory
- Meal Preparation and Safe Food Handling
- Cleaning and Dishwashing
- Lunch Cashier Duties
- Income and Expense Reporting
- Exercise and Movement Activities
- Health and Wellness Education and Advocacy
- Community Resource Management
- Researching Social Media Health and Wellness Tips
SOCIAL TIME & HOLIDAYS & OUTINGS
COMMUNITY OUTREACH
THE NEXT R RESALE SHOP

Offers employment training skills and other skills development opportunities for members.

The shop is operated by members with assistance of volunteers.

Raises funds to assist with rent for NorthStar Clubhouse space.

Next R:
Recovery
Reduce stigma
Restore hope
Re-employment
Renewal

https://www.northstarclubhouse.org/wellness-works-pdx
MAKING A DIFFERENCE IN PORTLAND

NorthStar currently serves the Portland Metro Area population with a total membership of 615 members.

An average of 34 people walk through the door to participate in daily activities at NorthStar.

In 2017, NorthStar had 8,097 total member visits. That equaled 29,440 service hours provided to members.

In 2017, NorthStar assisted 43 people to gain paid employment.
CHALLENGES

• Confused with peer support and drop-in centers
• Confused with vocational rehabilitation
• Lack of sustainable funding
• “Competing” with other community programs for limited funds
• Limited staff
• Missed opportunities for referrals
HOW TO SUPPORT YOUR CLUBHOUSE

• Donating
• Take a Tour!
• Advocacy
• Spreading the Word
• Sending Referrals
• Volunteering
• Becoming or referring a NorthStar Employer Partner
• Serve on the board!
NorthStar Clubhouse

5600 NE Glisan St.
Portland, OR 97213
Ph: 971-271-7273
Fax: 971-271-7187

info@northstaror.org

https://www.northstarclubhouse.org/membership-forms

Referral Form

Name of person referred to NorthStar: ____________________________________________
Phone number: ______________________________________________________________
Email (optional): _____________________________________________________________

Name of Referent (Mental Health Professional): _________________________________
Agency affiliation: ____________________________________________________________

Referent’s phone number: _____________________________________________________
Fax number: _______________________________________________________________
Email (Optional): ____________________________________________________________

The NorthStar Clubhouse strives to maintain compliance with the following Clubhouse Standard:
"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."

Does this person live with mental illness(es)? Yes ___ No ___

Is this person able to participate in the NorthStar Clubhouse without presenting a "significant and current threat to anyone else who is involved with the program?"
___ Yes ___ No ___ I am unsure because of the following issues:

Provider Signature: __________________________ Date: ______________

What are you hoping this individual will gain from their participation?

_________________________________________________________

Please call NorthStar at (971) 271-7273 to discuss your questions or concerns about this person’s participation if you marked the “I’m Not Sure” box.
REFERENCES

https://clubhouse-intl.org/

https://www.northstarclubhouse.org/

http://www.mentalhealthamerica.net/issues/ranking-states


KEEP IN TOUCH!

https://www.northstarclubhouse.org/

https://www.instagram.com/northstarclubhouse/

https://www.linkedin.com/company/northstar-clubhouse

https://www.facebook.com/northstarclubhouse/

https://www.youtube.com/user/NorthStarPortland