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Michigan Department of  
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# MICHIGAN CLUBHOUSE SURVEY

2013 Report

# 2013 Michigan Clubhouse Survey

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# Michigan Clubhouse Report 2013

This report represents four years of data on Michigan Clubhouses collected annually from directors of 43 Clubhouses. The goal for collecting the data was to provide longitudinal information for Clubhouse quality improvement efforts. The assumption is that ‘you can manage what you measure.’

Clubhouse stakeholders, including directors, staff and members can use the comparisons to assess areas of strength and areas needing improvement. They can examine how well their Clubhouse is doing in comparison to others in the state and raise concerns at their respective Clubhouse decision-making meetings. Funders may examine how Clubhouses are changing over time.

This longitudinal survey is a tool for all Clubhouse stakeholders to view data that can avert a situation where the status quo, however poor for members, become routinized. Looking at data overtime gives readers information about how services are being delivered and prevent a Clubhouse from drifting away from the Clubhouse model.

In this report we received feedback from 43 of the 44 directors of Clubhouses in Michigan. From the history of response rates in surveys, this is a very high response rate for Clubhouses.

## Method and Procedures

For reporting years, 2010 - 2013, Clubhouse directors were asked to complete a self-report questionnaire reflecting information about budget, staffing, membership, education, housing employment, outreach, and health and wellness. Directors completed the survey independently or with the assistance of Clubhouse colleagues such as members and staff.

The challenge of creating a longitudinal survey measuring a small number

of critical points was the identification of elements that reflected Clubhouse quality and crafting questions that were universally understood. After each survey and report, members of Clubhouse Michigan provided feedback from the field that included elements which improved, changed or added items each year. However, many of the core items have remained the same allowing for a comparative look across that time span.

**2013 Michigan Clubhouse Survey** This year we have expanded the details around Transitional Employment (TE), an area specific to Clubhouses and a prized area of progress and outcome. This expansion includes greater specificity of the TE positions held by members, and the number of hours worked in the TE.

Another new change in this year’s survey included questions regarding specific Clubhouse initiatives around improving the health and wellness of its membership.

The Michigan Clubhouse Survey was administered through Survey Monkey.

**Data Review Process** Once the directors submitted the surveys on Survey Monkey, the Michigan State University (MSU) team sent back the data for review by the directors. Requested changes were reflected in the data file. The MSU team, a few Clubhouse staff and a Michigan Department of Community Health staff examined the data files for missing information, information that looked like an outlier in comparison to other Clubhouses and information that looked widely discrepant from the prior year’s report. In those instances, directors were contacted to review these questions and submit any changes they wished to make.

Report features. The report continues to include an Addenda comparing each Clubhouse's data with the Michigan Clubhouse average and the Michigan Clubhouses that have been accredited through the Clubhouse International process average. The survey, the set of tables and the entire report can be found at (add the link).

## Results

### *Budget*

The budgets for Clubhouses vary significantly between Clubhouses but seem somewhat consistent across the four years. The cost per member was calculated by using "Active Membership" (a member who attends at least once per month) also remains stable across the years. Average cost for serving members in Clubhouses were not related to any of the average daily attendance or employment outcomes, with the exception of independent employment and average cost ( $p < .05$ ) in a negative relationship of  $-.32$ . Clubhouses with higher average cost had fewer members in independent employment. It is noteworthy that Accredited Clubhouses had a lower cost per member than non -Accredited Clubhouses.

### *Staffing*

Staffing levels varied across Clubhouses: ranging from 2 to 8 full time staff. Eleven Clubhouses had only full-time staff and no part-time staff across the four years. As the importance of staff training and leadership in administering robust Clubhouses increases in Michigan, attendance in training at Clubhouse International sites have taken on importance. 1 Currently, 7 Clubhouses are accredited and several other Clubhouses are working towards accreditation.

### *Membership*

We have active membership data for four years and average daily attendance data for the last two years. The active membership is calculated by using an unduplicated number of members who attend at least once a month and appears to be an average of 60+ members across the four years. For 2013 Active membership ranged from 23 to 144. The average daily attendance was measured with this question, "Indicate the average daily attendance (ADA)\* during the month of September 2013. (\*ADA is the sum of the number of members who attended each word-ordered day divided by the number of days the Clubhouse was open that month)", and ranged from 8.4 to 55 members.

### *Education*

The question used to measure education was "how many members did your Clubhouse support in enrolling in formal education programs for the period between October 1, 2012 and September 30, 2013.<sup>1</sup> There was a slight decrease in the average percentage of Clubhouse members engaged in formal education. In 2013 Clubhouse average was 4% of the members were engaged in some form of formal education.

1. There are five Clubhouse International training bases in the United States offering a variety of comprehensive training. [http://www.iccd.org/training\\_program.html](http://www.iccd.org/training_program.html)

### *Housing Status*

The housing status covers how many members were homeless, lived in group homes (e.g. AFC homes) and how many were re-hospitalized over the year. In 2013 about 4% of the members were homeless, a generally stable percentage

across the four years. The numbers of homeless ranged from 0 to 20. In the category of homeless, the context in which Clubhouses are located seemed to matter; those in the Detroit/Wayne County area were more likely to be serving people who were homeless. In 2013, 35% of the Clubhouse members were living in group homes, again a generally stable percentage across the four years. The numbers of people residing in group homes ranged from 0 to 143. The average percent of members hospitalized across Clubhouses and years was about 9%. The range for 2013 was 0 to 24.

### *Housing Changes*

In this category we measured the numbers of members who received Clubhouse assistance in securing housing, number of homeless members receiving Clubhouse assistance for securing housing, numbers of members who moved from group homes to more independent living arrangements and number of members who were incarcerated in the year.

Over the last two years there was an increase in the percentage of people in Clubhouses who received services for securing housing from 2% to 11%. In the homeless category, the average percent of members who were homeless receiving help was 2% and 1%, respectively for 2012 and 2013. The percent of members moving from group homes to more independent living was 2% and 3%, respectively for 2012 and 2013. The numbers helped in 2013 ranged from 0 to 12. The numbers incarcerated was about 3% and 2%, respectively, in 2012 and 2013 and they ranged from 0 to 6 members in 2013.

### *Outreach and Transportation*

Every Clubhouse did some form of outreach (phone call, card in the mail,

etc.) in 2013. The numbers ranged from 4 to 163 members with an average of 40.3 members per Clubhouse receiving some form of outreach services. The numbers receiving face-to-face outreach ranged from 0 to 37 members with an average of 3.8 members per Clubhouse.

All Clubhouses provide some form of transportation. In 2013 the numbers ranged from 8 to 283 members.

### *Health and Wellness*

All Clubhouses are doing something to address health and wellness of Clubhouse members. The greatest focus appeared to be in Nutrition and Weight Loss followed by Exercise and Smoking Cessation. Clubhouses seem to be in alignment with addressing the goal of integrating physical and behavioral health. In 2013, 26 Clubhouses reported helping members connect to a primary care physicians and other preventive care services.

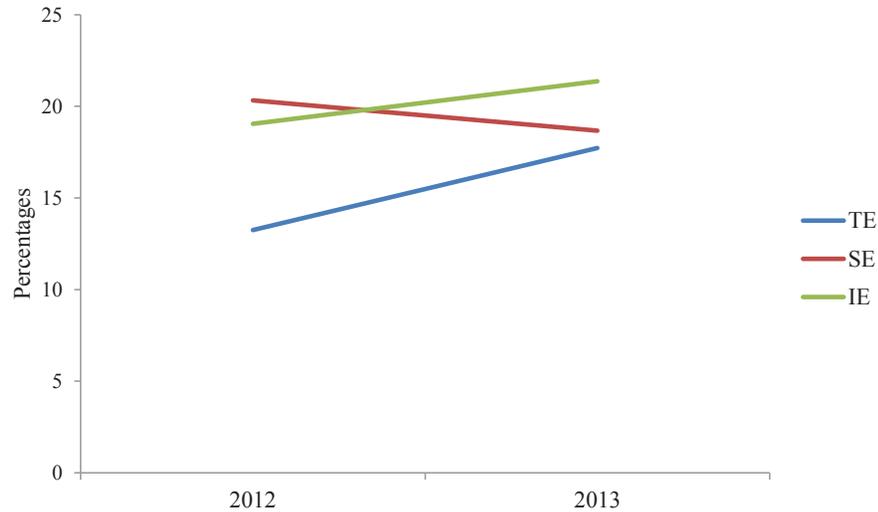
### *Highlights of Clubhouses this year include (see Infographics):*

- 7 out of 43 Clubhouses reported that they are currently accredited by the Clubhouse International
- About 40% of the directors and 35% of the staff have attended Clubhouse International training;
- The average cost of serving a member in Michigan Clubhouses was \$8,064 [calculated by total budget divided by average active membership];
- All Clubhouses engaged in outreach services to their members by phone, e-mail, cards or face-to-face contact; and
- There was an 8.7% overall increase in Clubhouse initiatives in health and

wellness initiatives.

## Employment Results

The biggest notable revelation in 2013's data was the change in employment outcomes, particularly in transitional employment.



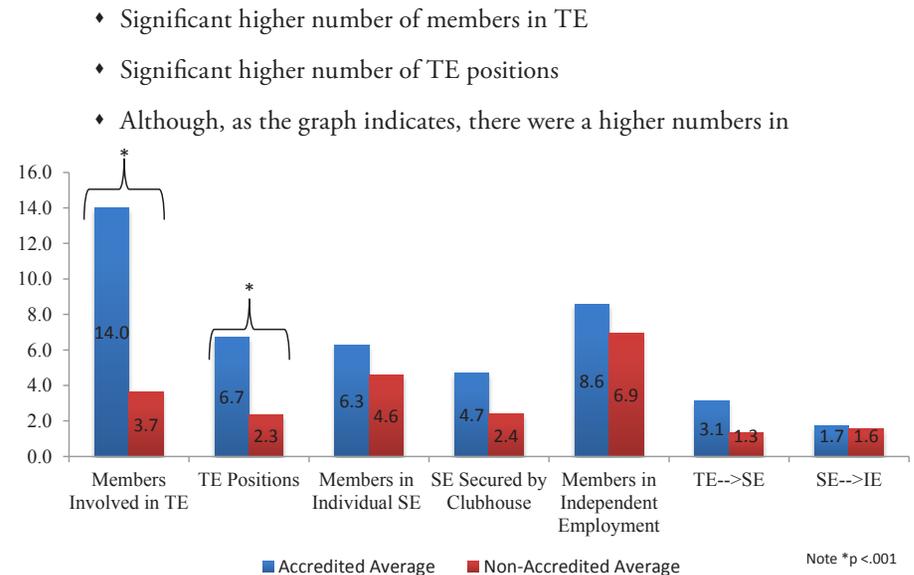
- Compared to 2012 data, there was an increase of
  - ♦ 31% more members working in TE;
  - ♦ 27.4% more positions created in TE;
  - ♦ 20% increase in members in Independent Employment (IE); and
  - ♦ There was a 48% increase in TE earnings from 2012.

Figure 1: Percent of employment by average daily attendance

- Type of TE placements of note include the following:
  - ♦ 34-56% of all TE placements are in the community, not in auspice agencies;

- ♦ 43% of Clubhouses with TE placements have 50% working 12 hours or more per week; and
- ♦ Employment positions cross many areas from highest to lowest- maintenance, food service, clerical, retail, landscaping, manufacturing, medical services and education.

- As shown in Figure 2, Accredited Clubhouses have significantly higher numbers of members in the following employment variables than non-Accredited Clubhouses



- ♦ Significant higher number of members in TE
- ♦ Significant higher number of TE positions
- ♦ Although, as the graph indicates, there were a higher numbers in

the accredited Clubhouses than the non accredited Clubhouses than the non accredited Clubhouses the differences were not statistically significant for the following:

- ♦ Higher number of members in Supported Employment (SE)
- ♦ Higher number of SE positions secured by Clubhouse
- ♦ Higher number in IE
- ♦ Higher number of members who moved from TE to SE

Statistical significance tests the possibility that differences are due to chance. Though employment outcome differences at accredited Clubhouses did not quite meet the level of statistical significance for some areas, the pattern of higher outcomes for Accredited Clubhouses across 10 different categories is, however, noteworthy.

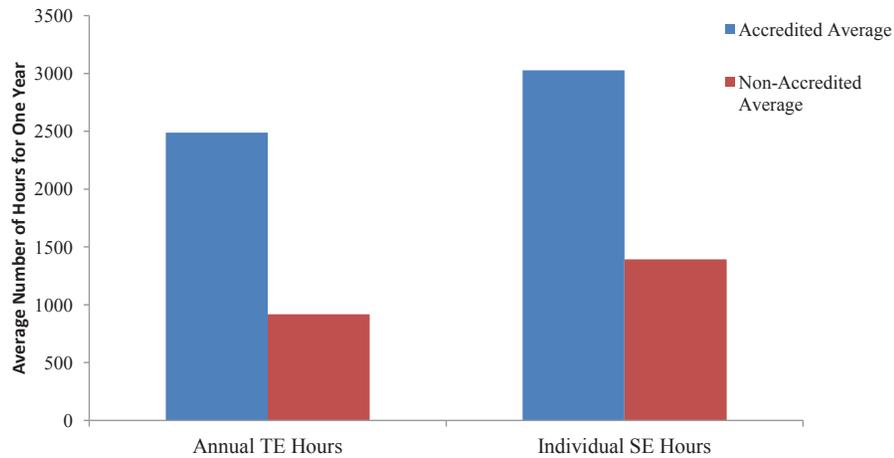
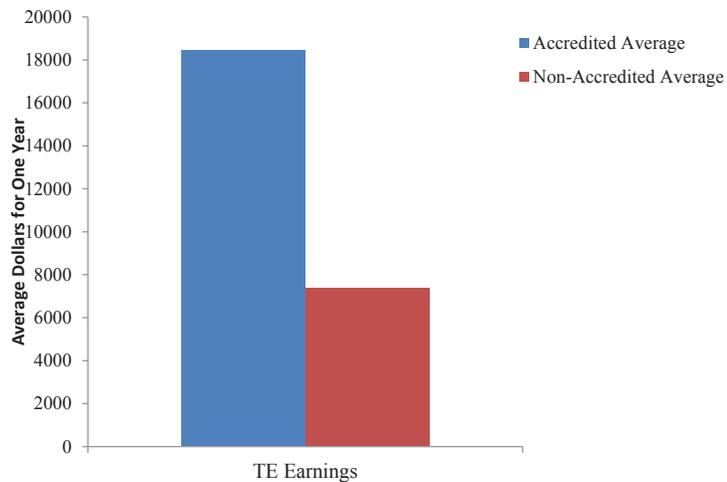


Figure 2: Employment differences between accredited vs. non-accredited Clubhouses



- As shown in Figures 3 and 4 although the CI accredited clubhouse showed higher average annual TE earnings, higher number of annual TE hours worked and higher number of annual SE hours worked, the differences were not statistically significant.

- ♦ Higher average annual TE clubhouse earnings
- ♦ Higher number of annual TE hours worked
- ♦ Higher number of annual SE hours worked

Figure 3. Comparison between accredited and non-accredited Clubhouses on annual TE hours and individual SE hours

Figure 4. Comparison between accredited and non-accredited Clubhouses on average Clubhouse TE earnings

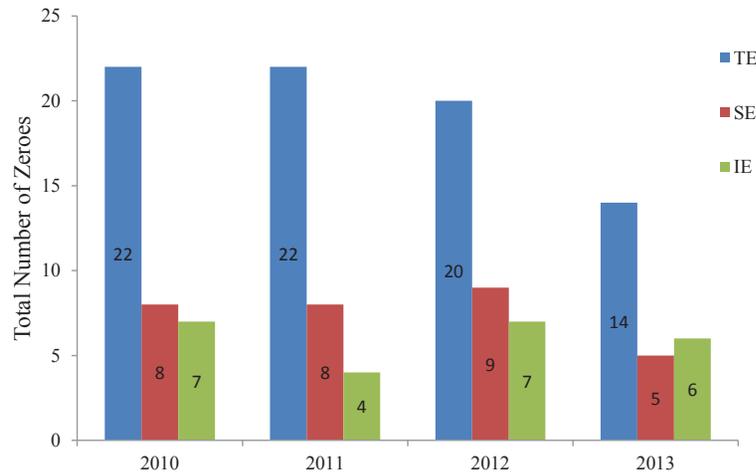
## Examining Clubhouses with Lack of Employment Opportunities for Members

The employment data not only revealed the positive growth over time but it also revealed that a number of individual Clubhouses still have not provided employment opportunities for their members.

Figure 5 reveals:

- ♦ The number of clubhouses that have had no one employed in any of the three types of employment: TE, SE or IE. The numbers over time suggest a gradual decrease in the number of clubhouses with “0” members employed with respect to each type of employment.
- ♦ A picture of the number of clubhouses having “0” people employed in either of the three types of employment, TE, SE or IE, across the four years
- ♦ The highest number of clubhouses reporting “0” members employed occurred with TE, followed by SE and IE.
- ♦ There is a somewhat consistent number of clubhouses with “0”

members employed in TE for the first three years, but a significant drop in number is noted in 2013



- ♦ The number of clubhouses with “0” members holding SE positions appears to be consistent also for the first three years with a significant drop noted in 2013.
- ♦ The number of clubhouses reporting “0” members holding IE was somewhat consistent across the four years.

Figure 5. Clubhouses with “0” TE, SE, or IE across four years

When we examined the relationship or correlation among number of members holding TE, SE and IE across the last two years and the different types of supports clubhouses offered their membership, some interesting relationships emerged. A significant relationship is not suggestive of causality, but it is a bit of information to bring awareness about how all of the supports may relate to employment outcomes. Tables 1, 2, 3 and 4 reveals the relationships that were significant across the different types of employment

over time and in relationship to supports of having connection with Michigan Rehabilitation Services (MRS) or the Michigan Commission for the Blind (MCB), access to clubhouse activities beyond the typical work ordered day, and types of outreach services clubhouses provided.

- The average number of members holding IE was significantly correlated ( $r=.430^{**}$  2012;  $r=.312^{*}$ 2013) with having members being an MRS or MCB client.
- That significant relationship did not exist for TE or SE members in 2012 or 2013
- The average number of members holding IE was significantly correlated for 2013 ( $r=.544^{***}$ )with the number of days members had access to the clubhouse (weekends, evenings and holidays)
- That significant relationship did not exist for TE or SE members
- The average number of members holding SE was significantly correlated ( $r=.436^{**}$  2012 and  $r=.454^{**}$  in 2013)with face-to-face outreach services
- That significant relationship did not exist for TE or IE members

## Summary, Limitations and Implications

Michigan clubhouses have made significant gains in their employment outcomes from 2012 to 2013. More members are finding jobs in TE, SE or IE. There are clear differences in outcomes between Clubhouse International-Accredited clubhouses and non-CI Accredited clubhouses, particularly in TE. Forty percent of the directors and about one-third of all Clubhouse staff have had training from a Clubhouse International Training base. These trainings are designed to help Clubhouses in preparation for Accreditation.

Notably, all Clubhouses provided outreach services to members and engaged in some form of health and wellness initiative. In keeping with the goal of integrating physical health and behavioral health, Clubhouses show an increase of about 8.6% from 2012 to 2013 in engagement with health and wellness initiatives. It is noteworthy that Employment, Health & wellness and WOD/Relationships were the areas that the Clubhouse Quality Improvement collaborative identified needing attention. Three tools were created. Two were included in the survey, Employment and Health/Wellness, and both were areas that Clubhouses made improvements. This suggests that measurement plays a role in outcome achievement.

In the employment arena, it appears that TE is very much associated with Accredited Clubhouses, with some patterns that Accredited Clubhouses show better employment outcomes than non- Accredited Clubhouses. IE is the most common form of employment across clubhouses. The correlations between the different types of employment and services extended to clubhouse members reveal a pattern that suggests that the type of employment a member holds may be related to different services. For example, the number of members connected to MRS or MCB was significantly related to IE, not to SE or TE. The IE number was significantly related to access to clubhouse activities on weekend, evenings and holidays. Perhaps Clubhouses accommodate their members who hold weekday jobs by having other days of access to this group. This was significant only for 2013. Finally the numbers holding SE was related to the number of face-to-face outreach services provided. Clearly the pattern of not seeing any significant relationships with these services and TE employment is notable. Perhaps people in TE are receiving supports from Clubhouses through their participation in TE, which involves staff who are highly integrated into the core clubhouse activities.

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The pattern of “0” employment overtime in clubhouses reveals the need to recognize that employment has not been one of the primary goals for some of the clubhouses. The encouraging news is that the number of clubhouses with “0” TE dropped significantly from 2012 to 2013.

The Flinn Report (2012) revealed the importance of directors and staff training in clubhouse practices. Training might be a focus area for investing to produce clubhouses that can show some good outcomes given the data showing less than 50% of clubhouse directors and staff have received CI training.

Finally, with limited resources, investment in targeted clubhouses that are showing some indications of willingness to change may be prudent to get

the “biggest bang for the buck”. With four years of data, there is some information that can be suggestive of clubhouses that might be ready to change.

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The biggest limitation is that this survey is a self-report. Thus, directors of Clubhouses with a stronger outreach and a more connectedness with community are more likely to know when members are hospitalized and homeless. Given the variability of staff and member knowledge about members in the community, the figures submitted on variables such as hospitalization, incarceration and homelessness need to be examined with caution.

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Appendix A  
**Clubhouse Budget**

Clubhouse	Annual Budget				Cost Per Member			
	2010	2011	2012	2013	2010	2011	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	\$546,000	\$570,095	\$682,800	\$500,000	\$17,063	\$17,815	\$22,760	\$11,111
<b>ACG Network ClubHouse (Detroit-Wayne)</b>	\$419,963	\$320,000	\$300,000	\$330,000	\$4,038	\$2,645	\$3,191	\$8,250
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	\$370,000	\$380,000	\$435,000	\$437,933	\$6,491	\$5,205	\$7,768	\$6,347
<b>Blue Water Clubhouse (Thumb Alliance)</b>	\$515,000	\$541,639	\$583,372	\$583,372	\$9,196	\$10,030	\$11,219	\$8,334
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	\$812,500	\$591,648	\$864,133	\$792,221	\$17,287	\$13,148	\$21,076	\$13,204
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	\$296,223	\$324,413	\$295,128	\$295,128	\$1,466	\$18,023	\$11,805	\$7,976
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	\$292,109	\$368,089	\$347,433	\$332,489	\$4,868	\$5,112	\$6,317	\$4,963
<b>Club Interactions (Lakeshore Behavioral Health)</b>	\$422,200	\$501,909	\$504,450	\$453,305	\$6,921	\$9,841	\$9,701	\$12,592
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	\$467,591	\$475,580	\$489,050	\$467,592	\$6,777	\$6,794	\$6,191	\$5,995
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	\$800,274	\$793,882	\$722,997	\$727,820	\$7,020	\$7,283	\$5,693	\$6,168
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	\$397,845	\$362,523	\$299,643	\$354,357	\$9,946	\$13,427	\$14,269	\$11,812
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	\$440,000	\$440,000	\$464,000	\$473,500	\$6,984	\$7,097	\$8,436	\$4,047
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	\$300,000	\$409,740	\$450,000	\$464,566	\$4,054	\$4,553	\$7,627	\$8,010
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	\$316,000	\$352,000	\$497,000	\$380,000	\$9,029	\$6,069	\$4,970	\$4,130
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	\$380,000	\$412,000	\$444,000	\$448,409	\$4,810	\$5,886	\$6,343	\$7,473
<b>Harmony Hall (Thumb Alliance)</b>	\$527,268	\$413,099	\$475,112	\$519,602	\$6,277	\$6,259	\$7,424	\$12,084
<b>Heartland House (Access Alliance)</b>	\$351,533	\$389,189	\$305,979	\$432,129	\$5,859	\$5,988	\$4,371	\$11,372
<b>HOPE Center (Venture Behavioral Health)</b>	\$437,034	\$467,899	\$501,586	\$496,966	\$5,463	\$6,881	\$8,648	\$9,036
<b>Hope House (Detroit-Wayne)</b>	\$373,725	\$343,521	\$380,000	NA	\$2,293	\$2,147	\$2,420	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	\$315,000	\$290,825	\$286,326	\$316,700	\$5,833	\$6,188	\$5,727	\$13,770
<b>Inner City Clubhouse (Detroit-Wayne)</b>	\$380,388	\$350,000	\$558,267	\$361,858	\$14,630	\$15,217	\$19,938	\$3,414
<b>J-Town Clubhouse (Lifeways)</b>	\$555,443	\$555,185	\$729,407	\$626,309	\$9,106	\$10,886	\$14,027	\$13,048
<b>Lakeshore Clubhouse (Lakeshore Behavioral Health)</b>	\$618,020	\$477,674	\$439,992	\$474,353	\$4,612	\$4,265	\$4,112	\$10,781
<b>Light of Hope (Northern Affiliation)</b>	\$332,155	\$333,236	\$231,495	\$407,000	\$3,862	\$3,622	\$2,661	\$9,044
<b>Motor City Clubhouse (Detroit-Wayne)</b>	\$154,231	\$486,000	\$486,000	\$486,000	\$1,469	\$5,283	\$4,673	\$7,839

## Annual Budget

<b>New Beginnings (Venture Behavioral Health)</b>	\$499,429	\$619,681	\$585,048	\$584,440	\$12,181	\$15,114	\$11,472	\$10,823
<b>New Directions Clubhouse (Detroit-Wayne)</b>	\$738,238	\$732,245	\$784,865	\$965,657	\$17,168	\$21,537	\$23,784	\$12,875
<b>New Horizons Clubhouse (Northern Affiliation)</b>	\$331,094	\$367,592	\$396,154	\$380,977	\$5,612	\$6,807	\$8,253	\$6,927
<b>New Journey Clubhouse (CMH Central Michigan)</b>	\$275,600	\$264,636	\$291,150	\$311,049	\$4,671	\$13,232	\$5,392	\$6,480
<b>Next Step Clubhouse (Detroit-Wayne)</b>	\$725,000	\$815,724	\$775,000	\$779,754	\$13,426	\$11,996	\$13,362	\$10,537
<b>Northern Lights Clubhouse (North Care)</b>	\$70,424	\$184,912	\$207,977	\$199,956	\$1,136	\$3,134	\$3,649	\$5,262
<b>Opportunity Center (Access Alliance)</b>	\$403,000	\$400,000	\$400,000	\$543,000	\$5,373	\$5,063	\$5,405	\$5,171
<b>Our House Clubhouse (Oakland Co CMH Authority)</b>	\$429,996	\$429,996	\$469,000	\$469,000	\$4,574	\$4,778	\$4,737	\$8,527
<b>Outlook (Venture Behavioral Health)</b>	\$200,000	\$194,000	\$194,000	\$194,500	\$2,899	\$2,622	\$2,694	\$6,946
<b>Pathways Clubhouse (Southwest MI Urban and Rural Consortium)</b>	\$854,577	\$979,327	\$953,855	\$895,000	\$7,699	\$11,659	\$10,041	\$7,650
<b>Petoskey Club* (Northern Affiliation)</b>	\$548,696	\$562,735	\$691,972	\$700,147	\$7,316	\$7,605	\$9,611	\$12,730
<b>Phoenix Friendship House (Detroit-Wayne)</b>	\$150,000	\$150,000	\$150,000	\$175,000	\$10,000	\$7,500	\$6,522	\$2,778
<b>Rainbow Connection (Genesee Co CMH Services)</b>	\$1,074,487	\$863,260	\$863,260	\$939,492	\$10,042	\$6,166	\$7,708	\$6,524
<b>Sheldon House (Network 180)</b>	\$650,000	\$540,000	\$545,067	\$542,288	\$18,056	\$13,846	\$16,517	\$5,478
<b>The Gathering Place Clubhouse* (Detroit-Wayne)</b>	\$700,000	\$910,000	\$892,000	\$960,000	\$9,333	\$14,444	\$10,878	\$7,442
<b>The Summit Clubhouse (CMH Central Michigan)</b>	\$276,793	\$285,460	\$309,074	\$308,948	\$12,582	\$6,488	\$6,719	\$7,356
<b>Traverse House* (Northwest CMH Affiliation)</b>	\$309,248	\$309,931	\$311,214	\$317,643	\$6,723	\$14,088	\$5,985	\$6,228
<b>Turning Point (Detroit-Wayne)</b>	\$859,000	\$483,985	\$499,985	\$511,750	\$33,038	\$15,612	\$13,158	\$8,978
<b>Visions Clubhouse (Oakland Co CMH Authority)</b>	\$600,000	\$600,000	\$616,500	\$523,904	\$22,222	\$17,143	\$24,660	\$5,292
<b>Average</b>	<b>\$466,275</b>	<b>\$469,150</b>	<b>\$493,393</b>	<b>\$499,165</b>	<b>\$8,623</b>	<b>\$9,057</b>	<b>\$9,362</b>	<b>\$8,251</b>

Appendix B  
Staffing

Clubhouse	Full Time Staff				Part Time Staff			
	2010	2011	2012	2013	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	5	5	5	6	1	0	0	0
ACC Network ClubHouse (Detroit-Wayne)	4	3	4	4	0	3	1	1
Bayside Lodge (Saginaw Co CMH Authority)	3	6	6	5	2	0	1	0
Blue Water Clubhouse (Thumb Alliance)	4	5	6	5	2	1	1	3
Charter House (CMH Affiliation of Mid Michigan)	8	8	8	8	0	0	0	0
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	3	3	3	3	3	3	3	2
Club Cadillac* (Northwest CMH Affiliation)	4	4	4	4	0	0	0	0
Club Interactions (Lakeshore Behavioral Health)	4	4	4	4	0	0	0	0
Clubhouse Inspiration (Oakland Co CMH Authority)	6	6	6	5	0	0	0	0
Crossroads Clubhouse (Macomb Co CMH Services)	7	7	7	7	0	0	0	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	5	5	5	3	2	2	2	0
Dreams Unlimited* (Oakland Co CMH Authority)	5	5	5	6	0	0	0	0
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	3	4	4	4	3	0	1	2
Friendship Clubhouse (Macomb Co CMH Services)	3	4	2	2	2	2	3	4
Genesis House* (CMH Partnership of Southeast MI)	4	4	4	4	1	1	2	2
Harmony Hall (Thumb Alliance)	4	4	5	5	3	0	4	4
Heartland House (Access Alliance)	1	1	1	2	3	5	5	4
HOPE Center (Venture Behavioral Health)	5	5	5	5	0	0	0	0
Hope House (Detroit-Wayne)	5	5	5	NA	1	0	0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	3	3	3	2	0	0	0	1
Inner City Clubhouse (Detroit-Wayne)	3	4	3	3	0	0	0	2
J-Town Clubhouse (Lifeways)	6	6	6	7	2	0	1	0
Lakeshore Clubhouse (Lakeshore Behavioral Health)	4	4	5	5	0	0	0	0

## Staffing

<b>Light of Hope (Northern Affiliation)</b>	5	4	4	4	0	0	2	0
<b>Motor City Clubhouse (Detroit-Wayne)</b>	4	5	4	4	0	1	0	0
<b>New Beginnings (Venture Behavioral Health)</b>	5	5	5	4	1	1	1	0
<b>New Directions Clubhouse (Detroit-Wayne)</b>	3	4	5	5	3	1	0	0
<b>New Horizons Clubhouse (Northern Affiliation)</b>	4	5	5	5	2	1	1	1
<b>New Journey Clubhouse (CMH Central Michigan)</b>	3	3	3	3	0	0	0	0
<b>Next Step Clubhouse (Detroit-Wayne)</b>	5	8	8	6	1	1	1	1
<b>Northern Lights Clubhouse (North Care)</b>	3	3	3	3	0	0	0	0
<b>Opportunity Center (Access Alliance)</b>	5	5	5	5	1	1	1	1
<b>Our House Clubhouse (Oakland Co CMH Authority)</b>	5	5	5	5	2	3	3	3
<b>Outlook (Venture Behavioral Health)</b>	4	4	4	4	0	0	0	0
<b>Pathways Clubhouse (Southwest MI Urban and Rural Consortium)</b>	12	9	9	9	2	1	1	1
<b>Petoskey Club* (Northern Affiliation)</b>	7	6	6	5	1	6	2	0
<b>Phoenix Friendship House (Detroit-Wayne)</b>	3	2	4	3	3	1	0	0
<b>Rainbow Connection (Genesee Co CMH Services)</b>	8	8	8	8	0	0	0	1
<b>Sheldon House (Network 180)</b>	6	6	5	6	1	1	2	1
<b>The Gathering Place Clubhouse* (Detroit-Wayne)</b>	6	6	6	7	1	1	1	1
<b>The Summit Clubhouse (CMH Central Michigan)</b>	3	3	3	3	0	0	0	0
<b>Traverse House* (Northwest CMH Affiliation)</b>	3	4	4	4	0	0	0	0
<b>Turning Point (Detroit-Wayne)</b>	5	5	4	4	0	0	0	3
<b>Visions Clubhouse (Oakland Co CMH Authority)</b>	6	6	6	6	0	0	0	0
<b>Average</b>	4.6	4.8	4.8	4.7	1	1	1	0.9

*Appendix C*  
**Membership**

Clubhouse	Active Members				Average Daily Attendance	
	2010	2011	2012	2013	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	69	70	79	45	49	35
<b>ACC Network ClubHouse (Detroit-Wayne)</b>	35	58	10	40	15	34
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	75	74	72	69	37	30
<b>Blue Water Clubhouse (Thumb Alliance)</b>	75	63	82	70	41	35
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	57	73	56	60	30	29.5
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	36	39	33	37	18	18
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	54	68	58	67	31	32
<b>Club Interactions (Lakeshore Behavioral Health)</b>	26	23	28	36	12	21
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	75	79	74	78	28	31.4
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	202	18	25	30	8.4	15
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	134	112	107	118	51	52
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	94	90	99	117	32	41
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	60	72	55	58	20	20.3
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	86	92	87	92	52	48
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	61	51	52	60	28	29
<b>Harmony Hall (Thumb Alliance)</b>	22	44	46	43	25.4	26.5
<b>Heartland House (Access Alliance)</b>	32	32	30	38	20.6	18.76
<b>HOPE Center (Venture Behavioral Health)</b>	46	22	52	55	18.4	22
<b>Hope House</b>	40	27	21	NA	20	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	15	20	23	23	12	8.4
<b>Inner City Clubhouse (Detroit-Wayne)</b>	63	62	55	106	23	33.95
<b>J-Town Clubhouse (Lifeways)</b>	61	51	52	48	30	26

## Membership

<b>Lakeshore Clubhouse (Lakeshore Behavioral Health)</b>	54	47	50	44	24.7	25.55
<b>Light of Hope (Northern Affiliation)</b>	43	34	33	45	13.5	15
<b>Motor City Clubhouse (Detroit-Wayne)</b>	74	90	59	62	24	26
<b>New Beginnings (Venture Behavioral Health)</b>	26	31	38	54	22	19.25
<b>New Directions Clubhouse (Detroit-Wayne)</b>	79	70	70	75	34	33
<b>New Horizons Clubhouse (Northern Affiliation)</b>	59	54	48	55	19	21
<b>New Journey Clubhouse (CMH Central Michigan)</b>	56	54	52	48	23.57	20
<b>Next Step Clubhouse (Detroit-Wayne)</b>	84	66	64	74	35	35
<b>Northern Lights Clubhouse (North Care)</b>	41	41	51	38	17	19
<b>Opportunity Center (Access Alliance)</b>	104	121	94	105	27.2	31
<b>Our House Clubhouse (Oakland Co CMH Authority)</b>	69	74	72	55	21	30
<b>Outlook (Venture Behavioral Health)</b>	27	35	25	28	12.09	15.8
<b>Pathways Clubhouse (Southwest MI Urban and Rural Consortium)</b>	107	140	112	117	43.14	46.55
<b>Petoskey Club* (Northern Affiliation)</b>	59	20	54	55	21	20
<b>Phoenix Friendship House (Detroit-Wayne)</b>	60	65	70	63	20.81	24.85
<b>Rainbow Connection (Genesee Co CMH Services)</b>	163	160	157	144	53	55
<b>Sheldon House (Network 180)</b>	105	92	104	99	46	44
<b>The Gathering Place Clubhouse* (Detroit-Wayne)</b>	114	109	127	129	62	69
<b>The Summit Clubhouse (CMH Central Michigan)</b>	47	45	41	42	15	13
<b>Traverse House* (Northwest CMH Affiliation)</b>	62	59	57	51	24	17.46
<b>Turning Point (Detroit-Wayne)</b>	80	68	58	57	32	30.7
<b>Visions Clubhouse (Oakland Co CMH Authority)</b>	111	84	95	99	47	45
<b>Average</b>	<b>64.5</b>	<b>63.6</b>	<b>62.0</b>	<b>65.8</b>	<b>28.2</b>	<b>29.4</b>

*Appendix D*  
**Education**

Clubhouse	Members in Formal Education Members in Education/Active Members (AM)			
	2010	2011	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	7 (10%)	2 (3%)	3 (4%)	3 (7%)
<b>ACC Network ClubHouse (Detroit-Wayne)</b>	0 (0%)	10 (17%)	5 (50%)	2 (5%)
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	0 (0%)	3 (4%)	4 (6%)	0 (0%)
<b>Blue Water Clubhouse (Thumb Alliance)</b>	7 (9%)	8 (13%)	5 (6%)	5 (7%)
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	0 (0%)	0 (0%)	1 (2%)	2 (3%)
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	0 (0%)	2 (5%)	0 (0%)	0 (0%)
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	9 (17%)	4 (6%)	5 (9%)	2 (3%)
<b>Club Interactions (Lakeshore Behavioral Health)</b>	3 (12%)	0 (0%)	0 (0%)	2 (6%)
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	6 (8%)	2 (3%)	5 (7%)	4 (5%)
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	3 (1%)	3 (17%)	4 (12%)	0 (0%)
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	0 (0%)	2 (2%)	0 (0%)	0 (0%)
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	4 (4%)	6 (7%)	1 (1%)	2 (2%)
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	5 (8%)	5 (7%)	3 (5%)	2 (3%)
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	4 (5%)	2 (2%)	2 (2%)	0 (0%)
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	1 (2%)	3 (6%)	3 (6%)	2 (3%)
<b>Harmony Hall (Thumb Alliance)</b>	1 (5%)	1 (2%)	1 (2%)	1 (2%)
<b>Heartland House (Access Alliance)</b>	1 (3%)	0 (0%)	0 (0%)	1 (3%)
<b>HOPE Center (Venture Behavioral Health)</b>	0 (0%)	1 (5%)	2 (4%)	0 (0%)
<b>Hope House (Detroit-Wayne)</b>	7 (18%)	2 (7%)	4 (19%)	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	1 (7%)	3 (15%)	3 (13%)	0 (0%)
<b>Inner City Clubhouse (Detroit-Wayne)</b>	19 (30%)	47 (76%)	4 (7%)	10 (9%)
<b>J-Town Clubhouse (Lifeways)</b>	5 (8%)	0 (0%)	1 (2%)	2 (4%)

## Education

Lakeshore Clubhouse (Lakeshore Behavioral Health)	1 (2%)	0 (0%)	0 (0%)	4 (9%)
Light of Hope (Northern Affiliation)	1 (2%)	1 (3%)	2 (6%)	3 (7%)
Motor City Clubhouse (Detroit-Wayne)	8 (11%)	2 (2%)	8 (14%)	8 (13%)
New Beginnings (Venture Behavioral Health)	2 (8%)	1 (3%)	3 (8%)	0 (0%)
New Directions Clubhouse (Detroit-Wayne)	5 (6%)	6 (9%)	5 (7%)	11 (15%)
New Horizons Clubhouse (Northern Affiliation)	0 (0%)	0 (0%)	3 (6%)	2 (4%)
New Journey Clubhouse (CMH Central Michigan)	1 (2%)	0 (0%)	0 (0%)	0 (0%)
Next Step Clubhouse (Detroit-Wayne)	0 (0%)	0 (0%)	4 (6%)	4 (5%)
Northern Lights Clubhouse (North Care)	4 (10%)	1 (2%)	0 (0%)	0 (0%)
Opportunity Center (Access Alliance)	5 (5%)	6 (5%)	3 (3%)	4 (4%)
Our House Clubhouse (Oakland Co CMH Authority)	2 (3%)	0 (0%)	0 (0%)	2 (4%)
Outlook (Venture Behavioral Health)	3 (11%)	1 (3%)	0 (0%)	2 (7%)
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	16 (15%)	12 (9%)	8 (7%)	5 (4%)
Petoskey Club* (Northern Affiliation)	9 (15%)	3 (15%)	3 (6%)	5 (4%)
Phoenix Friendship House (Detroit-Wayne)	4 (7%)	7 (11%)	4 (6%)	6 (10%)
Rainbow Connection (Genesse Co CMH Services)	9 (6%)	10 (6%)	12 (8%)	7 (5%)
Sheldon House (Network 180)	3 (3%)	2 (2%)	1 (1%)	4 (4%)
The Gathering Place Clubhouse* (Detroit-Wayne)	4 (4%)	4 (4%)	4 (3%)	4 (3%)
The Summit Clubhouse (CMH Central Michigan)	3 (6%)	1 (2%)	0 (0%)	2 (5%)
Traverse House* (Northwest CMH Affiliation)	4 (6%)	0 (0%)	0 (0%)	0 (0%)
Turning Point (Detroit-Wayne)	1 (1%)	3 (4%)	2 (3%)	6 (11%)
Visions Clubhouse (Oakland Co CMH Authority)	2 (2%)	1 (1%)	3 (3%)	3 (3%)
<b>Average</b>	<b>3.9 (6%)</b>	<b>3.8 (6%)</b>	<b>2.7 (4%)</b>	<b>2.8 (4%)</b>

## Appendix E

# Housing Status

Clubhouse	Homeless (Homeless Members/AM)				In Group Home (Group Home Members/AM)				Rehospitalization (Rehospitalized Members/AM)			
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	0 (0%)	0 (0%)	0 (0%)	5 (11%)	44 (64%)	40 (57%)	39 (49%)	39 (87%)	9 (13%)	5 (7%)	5 (6%)	0 (0%)
ACC Network Clubhouse (Detroit-Wayne)	3 (9%)	5 (9%)	3 (30%)	3 (8%)	5 (14%)	15 (26%)	14 (140%)*	22 (55%)	2 (6%)	20 (34%)	5 (50%)	4 (10%)
Bayside Lodge (Saginaw Co CMH Authority)	0 (0%)	0 (0%)	0 (0%)	3 (4%)	51 (68%)	39 (53%)	32 (44%)	29 (42%)	3 (4%)	3 (4%)	3 (4%)	1 (1%)
Blue Water Clubhouse (Thumb Alliance)	7 (9%)	3 (5%)	3 (4%)	2 (3%)	4 (5%)	19 (30%)	24 (29%)	16 (23%)	9 (12%)	12 (19%)	25 (30%)	3 (4%)
Charter House (CMH Affiliation of Mid Michigan)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	16 (28%)	20 (27%)	22 (39%)	19 (32%)	1 (2%)	3 (4%)	6 (11%)	5 (8%)
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	1 (3%)	0 (0%)	0 (0%)	0 (0%)	13 (36%)	13 (33%)	14 (42%)	19 (51%)	3 (8%)	1 (3%)	0 (0%)	1 (3%)
Club Cadillac* (Northwest CMH Affiliation)	15 (28%)	9 (13%)	9 (15%)	10 (15%)	32 (59%)	27 (40%)	21 (36%)	26 (39%)	9 (17%)	8 (12%)	20 (34%)	14 (21%)
Club Interactions (Lakeshore Behavioral Health)	0 (0%)	0 (0%)	0 (0%)	1 (3%)	14 (54%)	12 (52%)	12 (43%)	12 (33%)	3 (12%)	6 (26%)	4 (14%)	17 (47%)
Clubhouse Inspiration (Oakland Co CMH Authority)	2 (3%)	1 (1%)	0 (0%)	1 (1%)	27 (36%)	28 (25%)	40 (54%)	32 (41%)	22 (29%)	5 (6%)	19 (26%)	5 (6%)
Crossroads Clubhouse (Macomb Co CMH Services)	0 (0%)	0 (0%)	1 (4%)	1 (3%)	55 (275%)*	52 (289%)*	42 (168%)*	43 (143%)*	0 (0%)	15 (83%)	13 (52%)	13 (43%)
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (3%)	4 (4%)	6 (6%)	5 (4%)	2 (1%)	3 (3%)	3 (3%)	2 (2%)
Dreams Unlimited* (Oakland Co CMH Authority)	0 (0%)	1 (1%)	0 (0%)	0 (0%)	17 (18%)	13 (14%)	23 (23%)	23 (20%)	23 (24%)	25 (28%)	13 (13%)	9 (9%)
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	6 (10%)	4 (6%)	2 (4%)	2 (3%)	16 (27%)	14 (19%)	4 (7%)	9 (16%)	5 (8%)	6 (8%)	3 (5%)	5 (9%)
Friendship Clubhouse (Macomb Co CMH Services)	1 (1%)	0 (0%)	0 (0%)	0 (0%)	46 (53%)	47 (51%)	50 (57%)	46 (50%)	8 (9%)	12 (13%)	8 (9%)	6 (7%)
Genesis House* (CMH Partnership of Southeast MI)	0 (0%)	0 (0%)	0 (0%)	3 (5%)	9 (15%)	8 (16%)	3 (6%)	2 (3%)	6 (10%)	9 (18%)	8 (15%)	9 (15%)
Harmony Hall (Thumb Alliance)	0 (0%)	0 (0%)	1 (2%)	0 (0%)	27 (123%)	24 (55%)	27 (59%)	24 (56%)	6 (27%)	2 (5%)	1 (2%)	2 (5%)
Heartland House (Access Alliance)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	11 (34%)	14 (44%)	16 (53%)	15 (39%)	5 (16%)	4 (13%)	5 (17%)	3 (8%)
HOPE Center (Venture Behavioral Health)	1 (2%)	0 (0%)	1 (2%)	0 (0%)	9 (20%)	11 (50%)	10 (19%)	15 (27%)	1 (2%)	1 (5%)	1 (2%)	0 (0%)
Hope House (Detroit-Wayne)	2 (5%)	1 (4%)	0 (0%)	NA	48 (120%)*	50 (185%)*	27 (129%)*	NA	2 (5%)	1 (4%)	1 (5%)	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	1 (7%)	0 (0%)	0 (0%)	0 (0%)	4 (27%)	7 (35%)	4 (17%)	4 (17%)	2 (13%)	1 (5%)	2 (9%)	2 (9%)
Inner City Clubhouse (Detroit-Wayne)	13 (21%)	20 (32%)	0 (0%)	19 (18%)	30 (48%)	42 (68%)	20 (36%)	21 (20%)	4 (6%)	5 (8%)	4 (7%)	0 (0%)
J-Town Clubhouse (Lifeways)	0 (0%)	0 (0%)	0 (0%)	3 (6%)	17 (28%)	19 (37%)	0 (0%)	20 (42%)	6 (10%)	4 (8%)	3 (6%)	5 (10%)
Lakeshore Clubhouse (Lakeshore Behavioral Health)	1 (2%)	2 (4%)	0 (0%)	2 (5%)	21 (39%)	21 (45%)	24 (48%)	21 (48%)	5 (9%)	10 (21%)	0 (0%)	9 (20%)
Light of Hope (Northern Affiliation)	2 (5%)	0 (0%)	0 (0%)	1 (2%)	6 (14%)	8 (24%)	8 (24%)	8 (18%)	7 (16%)	6 (18%)	1 (3%)	0 (0%)
Motor City Clubhouse (Detroit-Wayne)	2 (3%)	3 (3%)	2 (3%)	5 (8%)	27 (36%)	20 (22%)	12 (20%)	12 (19%)	5 (7%)	7 (8%)	4 (7%)	11 (18%)
New Beginnings (Venture Behavioral Health)	3 (12%)	4 (13%)	4 (11%)	3 (6%)	7 (27%)	9 (29%)	10 (26%)	16 (30%)	2 (8%)	0 (0%)	1 (3%)	8 (15%)
New Directions Clubhouse (Detroit-Wayne)	8 (10%)	4 (6%)	1 (1%)	0 (0%)	13 (16%)	13 (19%)	10 (14%)	6 (8%)	6 (8%)	4 (6%)	4 (6%)	7 (9%)
New Horizons Clubhouse (Northern Affiliation)	4 (7%)	2 (4%)	0 (0%)	4 (7%)	25 (42%)	23 (43%)	18 (38%)	19 (35%)	6 (10%)	7 (13%)	2 (4%)	8 (15%)
New Journey Clubhouse (CMH Central Michigan)	2 (4%)	2 (3%)	2 (4%)	4 (8%)	8 (14%)	10 (19%)	12 (23%)	10 (21%)	4 (7%)	3 (6%)	2 (4%)	5 (10%)
Next Step Clubhouse (Detroit-Wayne)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	35 (42%)	2 (3%)	30 (47%)	40 (54%)	2 (2%)	14 (20%)	9 (14%)	15 (20%)
Northern Lights Clubhouse (North Care)	0 (0%)	0 (0%)	4 (8%)	0 (0%)	8 (20%)	6 (15%)	5 (10%)	5 (13%)	3 (7%)	5 (12%)	1 (2%)	4 (11%)

## Appendix E

# Housing Status

<b>Opportunity Center (Access Alliance)</b>	35 (34%)	48 (40%)	15 (16%)	20 (19%)	22 (21%)	24 (20%)	26 (28%)	32 (30%)	14 (13%)	8 (7%)	6 (6%)	4 (4%)
<b>Our House Clubhouse (Oakland Co CMH Authority)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	27 (36%)	24 (33%)	28 (51%)	1 (1%)	2 (3%)	3 (4%)	7 (13%)
<b>Outlook (Venture Behavioral Health)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (15%)	4 (11%)	0 (0%)	0 (0%)	3 (11%)	2 (6%)	0 (0%)	0 (0%)
<b>Pathways Clubhouse (Southwest MI Urban and Rural Consortium)</b>	3 (3%)	2 (1%)	2 (2%)	2 (2%)	16 (15%)	13 (9%)	18 (16%)	19 (16%)	14 (13%)	10 (7%)	7 (6%)	3 (3%)
<b>Petoskey Club* (Northern Affiliation)</b>	10 (17%)	4 (20%)	5 (9%)	3 (5%)	9 (15%)	9 (45%)	7 (13%)	19 (18%)	8 (14%)	5 (15%)	6 (11%)	7 (13%)
<b>Phoenix Friendship House (Detroit-Wayne)</b>	2 (3%)	2 (3%)	0 (0%)	5 (8%)	15 (25%)	60 (92%)	62 (89%)	143 (227%)*	9 (15%)	7 (11%)	15 (21%)	2 (3%)
<b>Rainbow Connection (Genesee Co CMH Services)</b>	1 (1%)	1 (1%)	1 (1%)	1 (1%)	28 (17%)	25 (16%)	19 (12%)	6 (4%)	21 (13%)	3 (2%)	24 (15%)	24 (17%)
<b>Sheldon House (Network 180)</b>	2 (2%)	1 (1%)	0 (0%)	9 (9%)	45 (43%)	34 (37%)	34 (33%)	38 (38%)	8 (8%)	18 (20%)	14 (13%)	12 (12%)
<b>The Gathering Place Clubhouse* (Detroit-Wayne)</b>	1 (1%)	0 (0%)	1 (1%)	0 (0%)	28 (25%)	25 (23%)	31 (24%)	34 (26%)	5 (4%)	4 (4%)	6 (5%)	7 (5%)
<b>The Summit Clubhouse (CMH Central Michigan)</b>	0 (0%)	1 (2%)	0 (0%)	1 (2%)	8 (17%)	14 (31%)	15 (37%)	11 (26%)	9 (19%)	8 (17%)	7 (17%)	6 (14%)
<b>Traverse House* (Northwest CMH Affiliation)</b>	9 (15%)	2 (3%)	3 (5%)	5 (10%)	24 (39%)	22 (37%)	16 (28%)	18 (35%)	13 (21%)	10 (17%)	6 (11%)	6 (12%)
<b>Turning Point (Detroit-Wayne)</b>	0 (0%)	0 (0%)	1 (2%)	0 (0%)	28 (35%)	40 (59%)	18 (31%)	26 (46%)	18 (23%)	3 (4%)	5 (9%)	6 (11%)
<b>Visions Clubhouse (Oakland Co CMH Authority)</b>	0 (0%)	0 (0%)	0 (0%)	3 (3%)	30 (27%)	20 (24%)	25 (26%)	40 (40%)	0 (0%)	0 (0%)	5 (5%)	11 (11%)
<b>Average</b>	<b>3.1 (5%)</b>	<b>2.8 (4%)</b>	<b>1.4 (2%)</b>	<b>2.8 (4%)</b>	<b>20.6 (34%)</b>	<b>21.5 (34%)</b>	<b>19.9 (32%)</b>	<b>22.3 (35%)</b>	<b>6.7 (10%)</b>	<b>6.5 (10%)</b>	<b>6.4 (10%)</b>	<b>6.1 (9%)</b>

\* Unduplicated number of members was divided by average active members which resulted in a percentage higher than 100%

Appendix F  
Housing Transition

Clubhouse	Members who secured housing with clubhouse assistance (Members/AM)		Homeless members who secured housing with clubhouse assistance		Members moved from group homes to more independent housing		Members who were incarcerated	
	2012	2013	2012	2013	2012	2013	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	1 (1%)	2 (4%)	1 (1%)	2 (4%)	1 (1%)	1 (2%)	0 (0%)	0 (0%)
<b>ACC Network ClubHouse (Detroit-Wayne)</b>	0 (0%)	35 (88%)	0 (0%)	7 (18%)	0 (0%)	8 (20%)	0 (0%)	2 (5%)
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	2 (3%)	4 (6%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (3%)
<b>Blue Water Clubhouse (Thumb Alliance)</b>	1 (1%)	12 (17%)	1 (1%)	2 (3%)	9 (11%)	3 (4%)	0 (0%)	2 (3%)
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	2 (4%)	2 (3%)	2 (4%)	0 (0%)	2 (4%)	1 (2%)	3 (5%)	0 (0%)
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	0 (0%)	1 (3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (3%)
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	0 (0%)	43 (64%)	2 (3%)	8 (12%)	2 (3%)	5 (7%)	0 (0%)	6 (9%)
<b>Club Interactions (Lakeshore Behavioral Health)</b>	2 (7%)	7 (19%)	0 (0%)	0 (0%)	0 (0%)	2(6%)	0 (0%)	4 (11%)
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	0 (0%)	7 (9%)	0 (0%)	1 (1%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	0 (0%)	3 (10%)	0 (0%)	1 (3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	1 (1%)	0 (0%)	1 (1%)	0 (0%)	1 (1%)	0 (0%)	1 (1%)	1 (1%)
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	0 (0%)	7 (6%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)	0 (0%)	1 (1%)
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	4 (7%)
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	0 (0%)	2 (2%)	0 (0%)	0 (0%)	0 (0%)	6 (7%)	0 (0%)	0 (0%)
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	20 (38%)	7 (12%)	2 (4%)	3 (5%)	2 (4%)	0 (0%)	0 (0%)	1 (2%)
<b>Harmony Hall (Thumb Alliance)</b>	0 (0%)	26 (60%)	3 (7%)	0 (0%)	3 (7%)	2 (5%)	3 (7%)	0 (0%)
<b>Heartland House (Access Alliance)</b>	0 (0%)	8 (21%)	2 (7%)	0 (0%)	3 (10%)	6 (16%)	0 (0%)	0 (0%)
<b>HOPE Center (Venture Behavioral Health)</b>	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Hope House (Detroit-Wayne)</b>	0 (0%)	NA	0 (0%)	NA	0 (0%)	NA	0 (0%)	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	1 (4%)	2 (9%)	0 (0%)	0 (0%)	1 (4%)	1 (4%)	0 (0%)	0 (0%)
<b>Inner City Clubhouse (Detroit-Wayne)</b>	1 (2%)	12 (15%)	1 (2%)	2 (2%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
<b>J-Town Clubhouse (Lifeways)</b>	1 (2%)	1 (2%)	1 (2%)	3 (6%)	1 (2%)	1 (2%)	0 (0%)	0 (0%)

## Housing Transition

Lakeshore Clubhouse (Lakeshore Behavioral Health)	4 (8%)	7 (16%)	4 (8%)	2 (5%)	4 (8%)	1 (2%)	1 (2%)	1 (2%)
Light of Hope (Northern Affiliation)	1 (3%)	1 (2%)	1 (3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (2%)
Motor City Clubhouse (Detroit-Wayne)	0 (0%)	14 (23%)	7 (12%)	4 (12%)	1 (2%)	4 (6%)	3 (5%)	1(2%)
New Beginnings (Venture Behavioral Health)	2 (5%)	5 (9%)	2 (5%)	2 (4%)	1 (3%)	7 (13%)	2 (5%)	2 (4%)
New Directions Clubhouse (Detroit-Wayne)	0 (0%)	12 (16%)	0 (0%)	0 (0%)	4 (6%)	3 (4%)	1 (1%)	0 (0%)
New Horizons Clubhouse (Northern Affiliation)	0 (0%)	4 (7%)	0 (0%)	1 (2%)	0 (0%)	4 (7%)	0 (0%)	2 (4%)
New Journey Clubhouse (CMH Central Michigan)	0 (0%)	8 (17%)	0 (0%)	2 (4%)	0 (0%)	1 (2%)	0 (0%)	1 (2%)
Next Step Clubhouse (Detroit-Wayne)	0 (0%)	1 (1%)	1 (2%)	0 (0%)	1 (2%)	12 (16%)	1 (2%)	2 (3%)
Northern Lights Clubhouse (North Care)	0 (0%)	7 (18%)	2 (4%)	0 (0%)	2 (4%)	3 (8%)	2 (4%)	1 (3%)
Opportunity Center (Access Alliance)	0 (0%)	3 (3%)	0 (0%)	0 (0%)	1 (1%)	2 (2%)	7 (7%)	3 (3%)
Our House Clubhouse (Oakland Co CMH Authority)	0 (0%)	2 (4%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (2%)
Outlook (Venture Behavioral Health)	3 (12%)	0 (0%)	2 (8%)	0 (0%)	2 (8%)	0 (0%)	0 (0%)	0 (0%)
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	0 (0%)	2 (2%)	5 (4%)	1 (1%)	5 (4%)	0 (0%)	1 (1%)	2 (14%)
Petoskey Club* (Northern Affiliation)	6 (11%)	9 (16%)	3 (6%)	3 (5%)	4 (7%)	1 (2%)	0 (0%)	2 (4%)
Phoenix Friendship House (Detroit-Wayne)	0 (0%)	7 (11%)	2 (3%)	5 (8%)	0 (0%)	3 (5%)	1 (1%)	1 (2%)
Rainbow Connection (Genesee Co CMH Services)	0 (0%)	8 (6%)	0 (0%)	1 (1%)	3 (2%)	1 (1%)	1 (1%)	2 (1%)
Sheldon House (Network 180)	0 (0%)	5 (5%)	0 (0%)	6 (6%)	0 (0%)	2 (2%)	0 (0%)	4 (4%)
The Gathering Place Clubhouse* (Detroit-Wayne)	4(3%)	19 (15%)	4 (3%)	6 (5%)	8 (6%)	6(5%)	1 (1%)	0 (0%)
The Summit Clubhouse (CMH Central Michigan)	1 (2%)	1 (2%)	1 (2%)	1 (2%)	0 (0%)	1 (2%)	0 (0%)	2 (5%)
Traverse House* (Northwest CMH Affiliation)	0 (0%)	5 (10%)	0 (0%)	5 (10%)	0 (0%)	3 (6%)	0 (0%)	2 (4%)
Turning Point (Detroit-Wayne)	2 (3%)	3 (5%)	3 (5%)	0 (0%)	2 (3%)	0 (0%)	0 (0%)	1 (2%)
Visions Clubhouse (Oakland Co CMH Authority)	2 (2%)	6 (11%)	2 (2%)	2 (2%)	2 (2%)	4 (4%)	0 (0%)	1 (1%)
<b>Average</b>	<b>1.3 (2%)</b>	<b>7.1 (11%)</b>	<b>1.3(2%)</b>	<b>1.6 (1%)</b>	<b>1.5 (2%)</b>	<b>2.2 (3%)</b>	<b>0.6 (3%)</b>	<b>1.3 (2%)</b>

## Individual Transitional Employment

Clubhouse	Individual TE Positions Members/Active Daily Attendance (ADA)				Cumulative Hours		Individual TE Earnings			
	2010	2011	2012	2013	2012	2013	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	2	0	0 (0%)	4 (11%)	0	4480	\$326	\$0	\$0	\$21,500
ACC Network ClubHouse (Detroit-Wayne)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Bayside Lodge (Saginaw Co CMH Authority)	3	2	2 (5%)	3 (10%)	3120	616	\$23,088	\$7,696	\$23,088	\$5,688
Blue Water Clubhouse (Thumb Alliance)	3	1	0 (0%)	0 (0%)	0	0	\$13,853	\$11,000	\$0	\$0
Charter House (CMH Affiliation of Mid Michigan)	24	6	7 (23%)	12 (41%)	1732	0	\$60,479	\$4,062	\$12,826.40	\$19,615
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	0	0	0 (0%)	1 (6%)	0	125	\$0	\$0	\$0	\$1,023
Club Cadillac* (Northwest CMH Affiliation)	8	6	6 (19%)	9 (28%)	1864	3408	\$27,543	\$18,559	\$11,159	\$25,219
Club Interactions (Lakeshore Behavioral Health)	1	2	1 (8%)	1 (5%)	156	190	\$960	\$760	\$1,154	\$1,406
Clubhouse Inspiration (Oakland Co CMH Authority)	1	2	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Crossroads Clubhouse (Macomb Co CMH Services)	2	1	0 (0%)	0 (0%)	0	0	\$6,610	\$1,602	\$0	\$0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	0	0	0 (0%)	2 (13%)	0	344	\$0	\$0	\$0	\$2,549
Dreams Unlimited* (Oakland Co CMH Authority)	3	2	3 (9%)	5 (12%)	407	1522	\$10,466	\$13,942	\$3,610	\$13,043
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	2	2	2 (10%)	3 (15%)	1020	572	\$2,824	\$6,808	\$7,548	\$4,531
Friendship Clubhouse (Macomb Co CMH Services)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Genesis House* (CMH Partnership of Southeast MI)	6	5	7 (25%)	7.25 (25%)	4256	4490	\$25,355	\$31,249	\$43,745	\$39,746
Harmony Hall (Thumb Alliance)	0	0	0 (0%)	1 (4%)	0	200	\$0	\$0	\$0	\$1,501
Heartland House (Access Alliance)	0	2	0 (0%)	1 (5%)	0	28	\$0	\$0	\$0	\$45
HOPE Center (Venture Behavioral Health)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Hope House (Detroit-Wayne)	0	8	5 (25%)	NA	296	NA	\$1,452	\$32,640	\$0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Inner City Clubhouse (Detroit-Wayne)	9	12	10 (43%)	11 (32%)	9600	8684	\$37,720	\$7,104	\$7,104	\$64,262
J-Town Clubhouse (Lifeways)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0

## Individual Transitional Employment

Lakeshore Clubhouse (Lakeshore Behavioral Health)	0	0	0 (0%)	2 (8%)	0	895	\$0	\$0	\$0	\$7,196
Light of Hope (Northern Affiliation)	0	0	1 (7%)	4 (27%)	130	297	\$0	\$0	\$963	\$2,198
Motor City Clubhouse (Detroit-Wayne)	0	0	4 (17%)	9 (35%)	8	3320	\$0	\$0	\$7,400	\$32,000
New Beginnings (Venture Behavioral Health)	0	0	2 (9%)	2 (10%)	369.25	129.5	\$0	\$0	\$2,581	\$15,360
New Directions Clubhouse (Detroit-Wayne)	2	4	2 (6%)	0 (0%)	990	0	\$4,029	\$2,664	\$7,326	\$0
New Horizons Clubhouse (Northern Affiliation)	10	2	3 (16%)	3 (14%)	181	385	\$2,712	\$2,480	\$1,461	\$2,525
New Journey Clubhouse (CMH Central Michigan)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Next Step Clubhouse (Detroit-Wayne)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Northern Lights Clubhouse (North Care)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Opportunity Center (Access Alliance)	2	3	2 (7%)	2 (6%)	520	520	\$3,848	\$3,996	\$0	\$3,848
Our House Clubhouse (Oakland Co CMH Authority)	0	0	1 (5%)	5 (17%)	540	125	\$0	\$0	\$4,080	\$4,552
Outlook (Venture Behavioral Health)	0	0	0 (0%)	0 (0%)	0	0	\$0	\$0	\$0	\$0
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	7	1	5 (12%)	0 (0%)	1025	0	\$9,189	\$1,716	\$7,585	\$0
Petoskey Club* (Northern Affiliation)	7	5	4 (19%)	4 (20%)	1254	1820	\$21,716	\$8,940	\$9,944	\$5,862
Phoenix Friendship House (Detroit-Wayne)	1	2	2 (10%)	0 (0%)	2288	0	\$5,580	\$14,274	\$15,450	\$0
Rainbow Connection (Genesee Co CMH Services)	8	8	8 (15%)	7 (13%)	6700	7540	\$56,360	\$57,000	\$49,580	\$55,796
Sheldon House (Network 180)	0	0	1 (2%)	5 (11%)	100	2960	\$0	\$0	\$1,036	\$18,049
The Gathering Place Clubhouse* (Detroit-Wayne)	17	9	19 (31%)	14 (20%)	4068	4260	\$50,409	\$28,801	\$30,103	\$31,689
The Summit Clubhouse (CMH Central Michigan)	0	0	2 (13%)	1 (8%)	56	24	\$0	\$0	\$615	\$300
Traverse House* (Northwest CMH Affiliation)	7	6	4 (17%)	5 (29%)	997.66	1352.86	\$6,791	\$10,379	\$7,292	\$8,036
Turning Point (Detroit-Wayne)	0	0	0 (0%)	3 (10%)	0	495	\$0	\$0	\$0	\$4,462
Visions Clubhouse (Oakland Co CMH Authority)	1	0	0 (0%)	5 (11%)	0	1700	\$0	\$0	\$0	\$13,690
<b>Average</b>	<b>2.9</b>	<b>2.1</b>	<b>2.3 (9%)</b>	<b>3 (10%)</b>	<b>947.2</b>	<b>1174.0</b>	<b>\$8,439</b>	<b>\$6,038</b>	<b>\$4,792</b>	<b>\$9,435</b>

\* Data was not collected in years 2010 and 2011 for Cumulative Hours for Individual TE.

## Members in Transitional Employment

Clubhouse	Members in TE Employment (Members/ADA)			
	2010	2011	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	2	0	0 (0%)	4 (11%)
<b>ACC Network ClubHouse (Detroit-Wayne)</b>	0	0	0 (0%)	3 (9%)
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	5	4	6 (16%)	6 (20%)
<b>Blue Water Clubhouse (Thumb Alliance)</b>	6	1	0 (0%)	0 (0%)
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	37	9	8 (27%)	25 (85%)
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	0	0	0 (0%)	2 (11%)
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	18	17	15 (48%)	26 (81%)
<b>Club Interactions (Lakeshore Behavioral Health)</b>	1	40	1 (8%)	2 (10%)
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	1	2	0 (0%)	0 (0%)
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	2	1	0 (0%)	0 (0%)
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	0	0	0 (0%)	1 (7%)
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	7	4	5 (16%)	9 (22%)
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	5	2	3 (15%)	5 (25%)
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	0	0	0 (0%)	0 (0%)
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	14	11	12 (46%)	16 (55%)
<b>Harmony Hall (Thumb Alliance)</b>	0	0	0 (0%)	1 (4%)
<b>Heartland House (Access Alliance)</b>	0	2	0 (0%)	2 (11%)
<b>HOPE Center (Venture Behavioral Health)</b>	0	0	0 (0%)	0 (0%)
<b>Hope House (Detroit-Wayne)</b>	0	8	5 (25%)	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	0	0	0 (0%)	0 (0%)
<b>Inner City Clubhouse (Detroit-Wayne)</b>	9	12	10 (43%)	11 (32%)
<b>J-Town Clubhouse (Lifeways)</b>	0	0	0 (0%)	0 (0%)

## Members in Transitional Employment

Lakeshore Clubhouse (Lakeshore Behavioral Health)	0	0	0 (0%)	5 (8%)
Light of Hope (Northern Affiliation)	0	0	1 (7%)	5 (33%)
Motor City Clubhouse (Detroit-Wayne)	0	0	5 (21%)	9 (35%)
New Beginnings (Venture Behavioral Health)	0	0	1 (5%)	2 (10%)
New Directions Clubhouse (Detroit-Wayne)	7	4	5 (15%)	0 (0%)
New Horizons Clubhouse (Northern Affiliation)	20	6	7 (37%)	8 (38%)
New Journey Clubhouse (CMH Central Michigan)	0	0	0 (0%)	0 (0%)
Next Step Clubhouse (Detroit-Wayne)	0	0	0 (0%)	0 (0%)
Northern Lights Clubhouse (North Care)	0	0	0 (0%)	0 (0%)
Opportunity Center (Access Alliance)	6	5	3 (11%)	4 (13%)
Our House Clubhouse (Oakland Co CMH Authority)	0	0	5 (24%)	5 (17%)
Outlook (Venture Behavioral Health)	0	0	0 (0%)	0 (0%)
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	42	3	23 (53%)	0 (0%)
Petoskey Club* (Northern Affiliation)	15	8	7 (33%)	8 (40%)
Phoenix Friendship House (Detroit-Wayne)	2	3	2 (10%)	0 (0%)
Rainbow Connection (Genesse Co CMH Services)	21	20	17 (32%)	14 (25%)
Sheldon House (Network 180)	0	0	1 (2%)	11 (25%)
The Gathering Place Clubhouse* (Detroit-Wayne)	49	24	19 (31%)	21 (30%)
The Summit Clubhouse (CMH Central Michigan)	0	0	3 (20%)	1 (8%)
Traverse House* (Northwest CMH Affiliation)	9	9	9 (38%)	13 (74%)
Turning Point (Detroit-Wayne)	0	0	0 (0%)	3 (10%)
Visions Clubhouse (Oakland Co CMH Authority)	2	0	0 (0%)	6 (13%)
<b>Average</b>	<b>6</b>	<b>2</b>	<b>4 (14%)</b>	<b>5.8 (20%)</b>

## Group Transitional Employment

Clubhouse	Group TE				Cumulative Hours		Earnings	
	2010	2011	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)	0	0	0	0	0	0	\$0	\$0
ACC Network ClubHouse (Detroit-Wayne)	0	0	0	0	0	0	\$0	\$3
Bayside Lodge (Saginaw Co CMH Authority)	0	0	0	0	0	0	\$0	\$0
Blue Water Clubhouse (Thumb Alliance)	53	0	0	0	0	0	\$0	\$0
Charter House (CMH Affiliation of Mid Michigan)	0	14	12	0	1646	1560	\$12,180	\$9,564
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	0	0	0	0	0	0	\$0	\$0
Club Cadillac* (Northwest CMH Affiliation)	0	0	8	7	2516	864	\$7,459	\$2,131
Club Interactions (Lakeshore Behavioral Health)	0	0	0	0	0	0	\$0	\$0
Clubhouse Inspiration (Oakland Co CMH Authority)	0	0	0	0	0	0	\$0	\$0
Crossroads Clubhouse (Macomb Co CMH Services)	0	0	0	0	0	0	\$0	\$0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	0	0	0	0	0	0	\$0	\$0
Dreams Unlimited* (Oakland Co CMH Authority)	0	0	0	0	0	0	\$0	\$0
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	0	0	0	0	0	0	\$0	\$0
Friendship Clubhouse (Macomb Co CMH Services)	0	0	0	0	0	0	\$0	\$0
Genesis House* (CMH Partnership of Southeast MI)	0	0	0	0	0	0	\$0	\$0
Harmony Hall (Thumb Alliance)	0	0	0	0	0	0	\$0	\$0
Heartland House (Access Alliance)	0	0	0	0	0	0	\$0	\$0
HOPE Center (Venture Behavioral Health)	13	0	0	0	0	0	\$0	\$0
Hope House (Detroit-Wayne)	4	0	0	NA	0	NA	\$0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	26	0	7	0	50.75	0	\$0	\$0
Inner City Clubhouse (Detroit-Wayne)	0	0	0	0	0	0	\$0	\$0
J-Town Clubhouse (Lifeways)	0	0	0	10	0	23.4	\$0	\$0

## Group Transitional Employment

Lakeshore Clubhouse (Lakeshore Behavioral Health)	0	0	0	0	0	0	\$0	\$0
Light of Hope (Northern Affiliation)	0	0	0	0	0	0	\$0	\$0
Motor City Clubhouse (Detroit-Wayne)	0	0	0	0	0	0	\$0	\$0
New Beginnings (Venture Behavioral Health)	0	0	0	2	0	518.75	\$0	\$0
New Directions Clubhouse (Detroit-Wayne)	0	1	0	7	0	510.25	\$0	\$3,368
New Horizons Clubhouse (Northern Affiliation)	22	9	0	0	0	0	\$0	\$0
New Journey Clubhouse (CMH Central Michigan)	0	0	0	0	0	0	\$0	\$0
Next Step Clubhouse (Detroit-Wayne)	29	0	0	0	0	0	\$0	\$0
Northern Lights Clubhouse (North Care)	0	0	0	0	0	0	\$0	\$0
Opportunity Center (Access Alliance)	0	0	0	0	0	0	\$0	\$0
Our House Clubhouse (Oakland Co CMH Authority)	0	0	0	0	0	0	\$0	\$0
Outlook (Venture Behavioral Health)	0	0	0	0	0	0	\$0	\$0
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	65	0	23	0	157	0	\$1,296	\$0
Petoskey Club* (Northern Affiliation)	0	0	0	0	0	0	\$0	\$0
Phoenix Friendship House (Detroit-Wayne)	0	0	0	0	0	0	\$0	\$0
Rainbow Connection (Genesee Co CMH Services)	0	0	0	17	0	36	\$0	\$0
Sheldon House (Network 180)	0	0	0	0	0	0	\$0	\$0
The Gathering Place Clubhouse* (Detroit-Wayne)	0	17	19	16	2002	1690	\$14,815	\$12,506
The Summit Clubhouse (CMH Central Michigan)	0	0	0	0	0	0	\$0	\$0
Traverse House* (Northwest CMH Affiliation)	0	0	0	0	0	0	\$0	\$0
Turning Point (Detroit-Wayne)	19	0	0	0	0	0	\$0	\$0
Visions Clubhouse (Oakland Co CMH Authority)	0	0	0	0	0	0	\$0	\$0
<b>Average</b>	<b>5</b>	<b>1</b>	<b>1.8</b>	<b>1.4</b>	<b>90.0</b>	<b>121.0</b>	<b>\$813</b>	<b>\$641</b>

## Supported Employment

Clubhouse	Supported Employment (Members/ADA)				Cumulative Hours		SE Members that were not supported by clubhouse	
	2010	2011	2012	2013	2012	2013	2012	2013
<b>A Place of Our Own (Detroit-Wayne)</b>	6	0	3 (6%)	0 (0%)	230	0	0	0
<b>ACC Network ClubHouse (Detroit-Wayne)</b>	0	6	3 (20%)	9 (26%)	0	0	1	1
<b>Bayside Lodge (Saginaw Co CMH Authority)</b>	2	0	0 (0%)	0 (0%)	0	0	0	0
<b>Blue Water Clubhouse (Thumb Alliance)</b>	5	8	3 (7%)	5 (14%)	1560	2320	0	0
<b>Charter House (CMH Affiliation of Mid Michigan)</b>	21	2	2 (7%)	5 (17%)	1192	405	0	0
<b>Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)</b>	1	6	0 (0%)	1 (6%)	700	1000	3	0
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	5	14	5 (16%)	10 (31%)	1871	1579	0	0
<b>Club Interactions (Lakeshore Behavioral Health)</b>	0	0	2 (17%)	2 (10%)	0	260	0	0
<b>Clubhouse Inspiration (Oakland Co CMH Authority)</b>	5	3	2 (7%)	5 (16%)	1000	1800	0	0
<b>Crossroads Clubhouse (Macomb Co CMH Services)</b>	2	2	4 (8%)	4 (8%)	1948.75	3198	0	0
<b>Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)</b>	0	6	7 (8.4%)	2 (13%)	5	90	0	0
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	12	2	5 (16%)	3 (7%)	2980	1180	1	0
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	0	7	14 (70%)	2 (10%)	7784	827	0	0
<b>Friendship Clubhouse (Macomb Co CMH Services)</b>	1	16	12 (23%)	6 (13%)	1019	300	5	0
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	4	3	8 (29%)	11 (38%)	3057	8524	3	0
<b>Harmony Hall (Thumb Alliance)</b>	3	2	1 (4%)	7 (26%)	0	2380	0	0
<b>Heartland House (Access Alliance)</b>	2	0	3 (15%)	6 (32%)	478	0	2	0
<b>HOPE Center (Venture Behavioral Health)</b>	12	10	15 (82%)	17 (77%)	9781	0	15	0
<b>Hope House (Detroit-Wayne)</b>	12	10	0 (0%)	NA	0	NA	0	NA
<b>Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)</b>	8	6	0 (0%)	2 (24%)	0	140	0	0
<b>Inner City Clubhouse (Detroit-Wayne)</b>	2	6	12 (61%)	0 (0%)	17500	0	12	0
<b>J-Town Clubhouse (Lifeways)</b>	8	0	2 (7%)	4 (15%)	0	0	0	0

## Supported Employment

Lakeshore Clubhouse (Lakeshore Behavioral Health)	13	0	4 (16%)	1 (4%)	2678	160	1	0
Light of Hope (Northern Affiliation)	2	1	1 (7%)	5 (33%)	130	780	1	0
Motor City Clubhouse (Detroit-Wayne)	4	9	4 (17%)	12 (46%)	1152	560	8	0
New Beginnings (Venture Behavioral Health)		3	5 (23%)	3 (16%)	627.5	0	1	0
New Directions Clubhouse (Detroit-Wayne)	14	2	8 (24%)	3 (9%)	2350	2390	0	0
New Horizons Clubhouse (Northern Affiliation)	1	1	3 (16%)	7 (33%)	2274	1856	1	0
New Journey Clubhouse (CMH Central Michigan)	6	2	0 (0%)	2 (10%)	0	110	3	0
Next Step Clubhouse (Detroit-Wayne)	0	15	0 (0%)	0 (0%)	0	0	0	0
Northern Lights Clubhouse (North Care)	0	7	0 (0%)	7 (37%)	631	2065	4	0
Opportunity Center (Access Alliance)	15	27	26 (96%)	1 (3%)	0	540	12	0
Our House Clubhouse (Oakland Co CMH Authority)	11	5	5 (24%)	6 (20%)	0	125	1	0
Outlook (Venture Behavioral Health)	7	1	6 (50%)	4 (25%)	0	2032	0	0
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	10	17	30 (70%)	25 (54%)	12232	13316	0	0
Petoskey Club* (Northern Affiliation)	5	7	10 (48%)	8 (40%)	252	4784	7	0
Phoenix Friendship House (Detroit-Wayne)	6	5	8 (38%)	3 (12%)	2080	6240	0	0
Rainbow Connection (Genesse Co CMH Services)	0	0	0 (0%)	0 (0%)	0	0	0	0
Sheldon House (Network 180)	6	4	6 (13%)	4 (9%)	0	348	6	0
The Gathering Place Clubhouse* (Detroit-Wayne)	25	12	17 (27%)	6 (9%)	7292	4303	0	0
The Summit Clubhouse (CMH Central Michigan)	4	6	0 (0%)	2 (15%)	2516	582	9	0
Traverse House* (Northwest CMH Affiliation)	0	2	4 (17%)	4 (23%)	323.42	0	0	0
Turning Point (Detroit-Wayne)	3	0	1 (3%)	4 (13%)	20	3076	0	0
Visions Clubhouse (Oakland Co CMH Authority)	4	2	1 (2%)	4 (9%)	0	4080	1	0
<b>Average</b>	<b>6</b>	<b>5</b>	<b>6 (20%)</b>	<b>5 (17%)</b>	<b>1947</b>	<b>1659</b>	<b>2</b>	<b>0</b>

## Individual Employment

Clubhouse	Individual in Independent Employment (Members/ADA)			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	0	0	3 (6%)	0 (0%)
ACC Network ClubHouse (Detroit-Wayne)	3	5	0 (0%)	8 (24%)
Bayside Lodge (Saginaw Co CMH Authority)	0	1	15 (41%)	0 (0%)
Blue Water Clubhouse (Thumb Alliance)	6	3	6 (15%)	5 (14%)
Charter House (CMH Affiliation of Mid Michigan)	1	2	2 (7%)	5 (17%)
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	2	2	1 (6%)	1 (6%)
Club Cadillac* (Northwest CMH Affiliation)	3	3	5 (16%)	7 (22%)
Club Interactions (Lakeshore Behavioral Health)	3	0	6 (50%)	4 (19%)
Clubhouse Inspiration (Oakland Co CMH Authority)	12	6	7 (25%)	10 (32%)
Crossroads Clubhouse (Macomb Co CMH Services)	11	6	7 (14%)	3 (6%)
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	1	1	9 (107%)	1 (7%)
Dreams Unlimited* (Oakland Co CMH Authority)	10	12	10 (31%)	15 (37%)
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	22	10	8 (40%)	5 (25%)
Friendship Clubhouse (Macomb Co CMH Services)	12	19	12 (23%)	2 (4%)
Genesis House* (CMH Partnership of Southeast MI)	10	12	9 (32%)	13 (45%)
Harmony Hall (Thumb Alliance)	1	8	5 (20%)	4 (15%)
Heartland House (Access Alliance)	1	1	0 (0%)	0 (0%)
HOPE Center (Venture Behavioral Health)	3	15	2 (11%)	0(0%)
Hope House (Detroit-Wayne)	3	16	0 (0%)	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	0	0	5 (42%)	2 (24%)
Inner City Clubhouse (Detroit-Wayne)	3	12	2 (9%)	0 (0%)
J-Town Clubhouse (Lifeways)	5	3	2 (7%)	1 (4%)

## Individual Employment

Lakeshore Clubhouse (Lakeshore Behavioral Health)	8	6	4 (16%)	8 (31%)
Light of Hope (Northern Affiliation)	10	2	0 (0%)	3 (20%)
Motor City Clubhouse (Detroit-Wayne)	2	3	4 (17%)	10 (38%)
New Beginnings (Venture Behavioral Health)	1	3	3 (14%)	2 (10%)
New Directions Clubhouse (Detroit-Wayne)	0	6	3 (9%)	3 (9%)
New Horizons Clubhouse (Northern Affiliation)	19	14	17 (89%)	5 (24%)
New Journey Clubhouse (CMH Central Michigan)	12	4	3 (13%)	4 (20%)
Next Step Clubhouse (Detroit-Wayne)	0	1	1 (29%)	0 (0%)
Northern Lights Clubhouse (North Care)	0	7	6 (35%)	7 (37%)
Opportunity Center (Access Alliance)	5	24	14 (51%)	22 (71%)
Our House Clubhouse (Oakland Co CMH Authority)	3	5	4 (19%)	6 (20%)
Outlook (Venture Behavioral Health)	0	3	0 (0%)	2 (13%)
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	20	9	7 (16%)	25 (54%)
Petoskey Club* (Northern Affiliation)	7	3	2 (10%)	8 (40%)
Phoenix Friendship House (Detroit-Wayne)	18	26	0 (0%)	17 (68%)
Rainbow Connection (Genesse Co CMH Services)	56	36	18 (34%)	40 (73%)
Sheldon House (Network 180)	4	6	6 (13%)	2 (5%)
The Gathering Place Clubhouse* (Detroit-Wayne)	2	6	10 (16%)	11 (16%)
The Summit Clubhouse (CMH Central Michigan)	7	3	4 (27%)	3 (23%)
Traverse House* (Northwest CMH Affiliation)	7	1	5 (21%)	1 (6%)
Turning Point (Detroit-Wayne)	1	0	1 (3%)	4 (13%)
Visions Clubhouse (Oakland Co CMH Authority)	10	0	0 (0%)	12 (27%)
<b>Average</b>	<b>7</b>	<b>7</b>	<b>5 (19%)</b>	<b>6 (22%)</b>

## Outreach and Transportation

Clubhouse	Number Receiving Outreach Services				Number Receiving Face-to-Face Outreach				Receiving Transportation Support			
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	28	11	15	50	0	0	1	5	48	49	37	25
ACC Network ClubHouse (Detroit-Wayne)	100	30	50	30	30	20	40	12	25	35	30	80
Bayside Lodge (Saginaw Co CMH Authority)	26	15	22	17	1	2	2	0	98	70	64	67
Blue Water Clubhouse (Thumb Alliance)	50	25	33	5	10	10	5	3	75	41	65	62
Charter House (CMH Affiliation of Mid Michigan)	49	17	8	12	3	1	1	1	12	18	20	13
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	6	13	7	7	1	0	0	0	31	33	28	36
Club Cadillac* (Northwest CMH Affiliation)	96	49	136	123	4	6	4	2	40	52	49	42
Club Interactions (Lakeshore Behavioral Health)	11	20	24	13	0	1	0	1	10	7	18	20
Clubhouse Inspiration (Oakland Co CMH Authority)	22	13	12	5	1	2	1	0	52	43	45	67
Crossroads Clubhouse (Macomb Co CMH Services)	86	204	42	66	4	2	3	0	42	60	27	27
Crossroads Clubhouse of MoNAoe (CMH Partnership of Southeast MI)	15	4	20	15	1	1	0	1	13	12	18	28
Dreams Unlimited* (Oakland Co CMH Authority)	24	39	557	52	3	2	1	1	13	145	23	12
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	150	80	41	19	2	3	2	0	20	15	25	33
Friendship Clubhouse (Macomb Co CMH Services)	8	12	8	69	0	0	4	2	8	30	15	15
Genesis House* (CMH Partnership of Southeast MI)	22	39	59	44	2	2	0	1	54	29	37	48
Harmony Hall (Thumb Alliance)	9	1	1	4	1	0	2	0	43	45	38	39
Heartland House (Access Alliance)	5	16	10	8	0	0	0	1	27	27	32	37
HOPE Center (Venture Behavioral Health)	13	36	10	52	2	9	1	37	46	20	51	50
Hope House (Detroit-Wayne)	41	90	150	NA	135	17	5	NA	120	18	0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	26	10	12	4	0	2	1	0	26	17	21	20
Inner City Clubhouse (Detroit-Wayne)	45	85	20	68	20	45	10	3	42	59	32	34
J-Town Clubhouse (Lifeways)	24	21	49	54	10	3	0	0	45	28	35	29

## Outreach and Transportation

Lakeshore Clubhouse (Lakeshore Behavioral Health)	12	15	0	14	2	0	0	0	38	37	0	36
Light of Hope (Northern Affiliation)	20	5	3	6	3	0	3	NA	29	28	2	283
Motor City Clubhouse (Detroit-Wayne)	68	25	100	28	12	6	20-25	5	100	55	47	80
New Beginnings (Venture Behavioral Health)	4	4	10	45	1	0	1	25	26	31	51	41
New Directions Clubhouse (Detroit-Wayne)	52	54	44	42	3	5	10	3	65	62	63	65
New Horizons Clubhouse (Northern Affiliation)	18	22	17	35	3	6	0	0	54	52	42	41
New Journey Clubhouse (CMH Central Michigan)	13	15	11	7	0	0	3	2	56	51	44	40
Next Step Clubhouse (Detroit-Wayne)	17	75	12	9	2	10	2	0	76	75	35	40
Northern Lights Clubhouse (North Care)	19	19	17	17	0	1	0	0	21	43	29	32
Opportunity Center (Access Alliance)	15	23	15	19	9	10	10	5	104	44	40	80
Our House Clubhouse (Oakland Co CMH Authority)	13	13	16	158	0	0	0	0	39	52	59	52
Outlook (Venture Behavioral Health)	19	21	0	66	13	25	0	20	27	33	33	25
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	216	190	79	44	4	1	2	5	20	71	64	101
Petoskey Club* (Northern Affiliation)	40	16	42	16	0	3	0	0	54	49	46	40
Phoenix Friendship House (Detroit-Wayne)	400	180	484	163	0	4	0	3	0	0	2	8
Rainbow Connection (Genesee Co CMH Services)	19	18	13	9	3	1	1	0	109	153	178	90
Sheldon House (Network 180)	3	12	19	33	2	0	0	0	62	73	47	51
The Gathering Place Clubhouse* (Detroit-Wayne)	46	65	87	130	2	2	2	5	118	110	127	130
The Summit Clubhouse (CMH Central Michigan)	25	10	4	10	0	0	5	2	42	32	25	40
Traverse House* (Northwest CMH Affiliation)	17	18	34	62	0	0	2	1	20	43	47	27
Turning Point (Detroit-Wayne)	6	3	9	21	1	1	0	3	50	45	42	44
Visions Clubhouse (Oakland Co CMH Authority)	17	18	20	83	2	1	0	10	58	79	62	79
<b>Average</b>	<b>43.5</b>	<b>37.5</b>	<b>52.8</b>	<b>40.3</b>	<b>6.6</b>	<b>4.6</b>	<b>2.9</b>	<b>3.8</b>	<b>46.8</b>	<b>47.1</b>	<b>40.8</b>	<b>51.4</b>

*Appendix M*  
**Health & Wellness**

<b>Overall Health and Wellness Initiatives</b>	<b>Number of Clubhouses</b>		
	<b>2012</b>	<b>2013</b>	
A. Wellness committee (A standing committee that helps keep the focus of the club on wellness, which may include community members/advisory board members.)	15	24	
B. Wellness presentation (An informational session from a wellness panel made up of staff, members, and/or community members. Topics are based on member interests and needs.)	31	26	
C. Wellness-minded fundraisers	8	11	
D. Wellness-minded social activity planning	36	37	
E. Creating partnership with community wellness partners (This includes wellness grants, partnerships with educational institutions, etc.)	32	28	
F. Creating a system of community support around personal wellness goals (Ideas include: posting wellness goals in the clubhouse, sharing goal progress at unit meetings, using Internet resources to set wellness goals and track progress)	20	32	
G. Integrated Health-Ensure members are connected to primary care physicians and other preventive care services (This can be done through surveys, sharing resources, etc.)	19	26	
Other	8	9	
<b>Health and Wellness Evaluation (Exercise)</b>	<b>Number of Clubhouses</b>		
	<b>2011</b>	<b>2012</b>	<b>2013</b>
Passes to local YMCA/gym/swimming pool	13	12	16
Walks at lunch time	36	36	39
Excercise opportunities (yoga, Wii Fit, etc.)	40	35	35
Clubhouse bicycle loan system	0	4	5
Highlight WOD takes that burn calories	7	11	6
Other	34	11	33

Appendix M (continued)  
**Health & Wellness**

Health and Wellness Evaluation (Smoking Cessation)	Number of Clubhouses		
	2011	2012	2013
Stop Smoking support groups	9	13	14
B. Stop smoking resource sharing (e.g., American Cancer Society, MDCH Smoker's Quit kit)	39	27	28
C. Tracking number of cigarettes smoked by members and costs/savings associated with smoking/non-smoking	9	9	5
D. Use a clubhouse survey to identify who would like to quit, who has quit and how they were able to quit	2	10	9
E. Financial aid for the nicotine replacement therapy	1	1	0
Other	9	7	6
Health and Wellness Evaluation (Nutrition and Weight Loss)	Number of Clubhouses		
	2011	2012	2013
Wellness-minded menu planning	41	39	37
B. Wellness-minded food preparation (e.g., food prep methods, serving sizes, etc.)	NA	37	38
C. Wellness-minded snack shop offerings	28	35	39
D. Nutrition education meetings (e.g., healthy eating/cooking, label information, portion sizes, etc.)	14	27	30
E. Publishing nutrition content of meals served	NA	5	6
F. Resources for obtaining healthy foods (e.g., planting a clubhouse vegetable garden, farmers market outings, organic food delivery for urban settings, etc.)	3	34	34
G. Group weight loss efforts	NA	22	18
H. Financial aid for weight loss programs in the community (e.g., Weight Watchers)	NA	2	1
Other	3	7	10

*Appendix N*  
**Support Staff**

**Appendix N: Support Staff**

Clubhouse	Support Staff			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	1	1	1	0
ACC Network ClubHouse (Detroit-Wayne)	0	0	0	1
Bayside Lodge (Saginaw Co CMH Authority)	2	0	0	0
Blue Water Clubhouse (Thumb Alliance)	1	1	9	0
Charter House (CMH Affiliation of Mid Michigan)	2	2	2	1
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	0	0	0	0
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	0	2	2	2
Club Interactions (Lakeshore Behavioral Health)	2	0	0	1
Clubhouse Inspiration (Oakland Co CMH Authority)	0	0	0	0
Crossroads Clubhouse (Macomb Co CMH Services)	0	0	0	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	1	1	1	1
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	0	0	0	0
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	0	0	0	1
Friendship Clubhouse (Macomb Co CMH Services)	0	0	0	0
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	2	2	2	2
Harmony Hall (Thumb Alliance)	0	3	3	1
Heartland House (Access Alliance)	0	2	3	5
HOPE Center (Venture Behavioral Health)	0	0	0	0
Hope House (Detroit-Wayne)	0	0	0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	1	0	1	0
Inner City Clubhouse (Detroit-Wayne)	1	1	0	1
J-Town Clubhouse (Lifeways)	1	1	1	1

## Support Staff

Lakeshore Clubhouse (Lakeshore Behavioral Health)	4	4	4	3
Light of Hope (Northern Affiliation)	1	1	0	1
Motor City Clubhouse (Detroit-Wayne)	0	7	1	0
New Beginnings (Venture Behavioral Health)	2	2	1	1
New Directions Clubhouse (Detroit-Wayne)	0	0	4	1
New Horizons Clubhouse (Northern Affiliation)	0	0	0	0
New Journey Clubhouse (CMH Central Michigan)	0	0	0	0
Next Step Clubhouse (Detroit-Wayne)	0	1	1	1
Northern Lights Clubhouse (North Care)	0	2	2	2
Opportunity Center (Access Alliance)	0	0	1	1
Our House Clubhouse (Oakland Co CMH Authority)	0	0	0	0
Outlook (Venture Behavioral Health)	3	2	2	2
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	0	5	5	5
<b>Petoskey Club*</b> (Northern Affiliation)	6	3	4	5
Phoenix Friendship House (Detroit-Wayne)	0	2	0	0
Rainbow Connection (Genesee Co CMH Services)	0	0	3	5
Sheldon House (Network 180)	0	0	0	0
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	4	4	8	7
The Summit Clubhouse (CMH Central Michigan)	1	1	0	0
<b>Traverse House*</b> (Northwest CMH Affiliation)	0	0	0	0
Turning Point (Detroit-Wayne)	2	3	2	2
Visions Clubhouse (Oakland Co CMH Authority)	2	2	2	2
<b>Average</b>	1	1.3	1.5	1.3

Appendix O  
**Work Ordered Day**

**Appendix O: Work Ordered Day**

Clubhouse	Total Hours of Work Ordered Days Per Week			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	35	30	30	0
ACC Network ClubHouse (Detroit-Wayne)	25	20	15	0
Bayside Lodge (Saginaw Co CMH Authority)	35	35	37	0
Blue Water Clubhouse (Thumb Alliance)	20	27	25	0
Charter House (CMH Affiliation of Mid Michigan)	35	35	40	0
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	25	35	35	0
<b>Club Cadillac* (Northwest CMH Affiliation)</b>	35	35	40	0
Club Interactions (Lakeshore Behavioral Health)	29	35	33	0
Clubhouse Inspiration (Oakland Co CMH Authority)	40	40	35	0
Crossroads Clubhouse (Macomb Co CMH Services)	20	25	35	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	25	23	25	0
<b>Dreams Unlimited* (Oakland Co CMH Authority)</b>	41.5	35	35	0
<b>Fresh Start Clubhouse* (CMH Partnership of Southeast MI)</b>	30	36	25	0
Friendship Clubhouse (Macomb Co CMH Services)	35	20	40	0
<b>Genesis House* (CMH Partnership of Southeast MI)</b>	35	35	40	0
Harmony Hall (Thumb Alliance)	30	30	30	0
Heartland House (Access Alliance)	27	30	27	0
HOPE Center (Venture Behavioral Health)	24	25	30	0
Hope House (Detroit-Wayne)	30	40	40	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	20	25	25	0
Inner City Clubhouse (Detroit-Wayne)	30	30	30	0
J-Town Clubhouse (Lifeways)	35	45	40	0
Lakeshore Clubhouse (Lakeshore Behavioral Health)	35	35	35	0
Light of Hope (Northern Affiliation)	19	20	24	0
Motor City Clubhouse (Detroit-Wayne)	27.5	29	36	0
New Beginnings (Venture Behavioral Health)	30	30	41	0
New Directions Clubhouse (Detroit-Wayne)	30	35	35	0

Appendix O (continued)  
**Work Ordered Day**

New Horizons Clubhouse (Northern Affiliation)	35	40	40	0
New Journey Clubhouse (CMH Central Michigan)	25	25	25	0
Next Step Clubhouse (Detroit-Wayne)	20	20	30	0
Northern Lights Clubhouse (North Care)	30	35	30	0
Opportunity Center (Access Alliance)	30	25	20	0
Our House Clubhouse (Oakland Co CMH Authority)	27.5	30	30	0
Outlook (Venture Behavioral Health)	35	35	35	0
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	29	28	28	0
<b>Petoskey Club*</b> (Northern Affiliation)	30	35	35	0
Phoenix Friendship House (Detroit-Wayne)	37.5	38	30	0
Rainbow Connection (Genesse Co CMH Services)	25	20	20	0
Sheldon House (Network 180)	30	30	30	0
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	30	30	40	0
The Summit Clubhouse (CMH Central Michigan)	25	25	20	0
<b>Traverse House*</b> (Northwest CMH Affiliation)	35	35	35	0
Turning Point (Detroit-Wayne)	40	30	30	0
Visions Clubhouse (Oakland Co CMH Authority)	27.5	20	30	0
<b>Average</b>	29.9	30.4	31.6	0.0

## TE Employment Detail

### Appendix P: TE Employment Detail

Clubhouse	Average Tenure of TE		% of Community		% of Working 15-20		% of TE absence	
	2012	2013	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)	1	4	1	4	0	4	0	0
ACC Network ClubHouse (Detroit-Wayne)	1	2	1	3	0	3	0	0
Bayside Lodge (Saginaw Co CMH Authority)	4	4	4	2	2	0	4	4
Blue Water Clubhouse (Thumb Alliance)	1	1	1	0	0	0	0	0
Charter House (CMH Affiliation of Mid Michigan)	4	4	1	2	2	4	0	3
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	1	4	1	0	0	2	0	4
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	4	4	4	4	3	3	4	4
Club Interactions (Lakeshore Behavioral Health)	2	4	1	0	2	2	0	0
Clubhouse Inspiration (Oakland Co CMH Authority)	1	1	1	0	0	0	0	0
Crossroads Clubhouse (Macomb Co CMH Services)	1	1	1	0	0	0	0	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	1	4	1	0	4	4	4	4
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	3	3	3	3	4	3	4	4
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	4	3	4	4	4	3	4	4
Friendship Clubhouse (Macomb Co CMH Services)	1	1	1	0	0	0	0	0
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	4	4	4	4	4	4	4	4
Harmony Hall (Thumb Alliance)	1	3	1	0	0	4	0	4
Heartland HOUSE (Access Alliance)	1	3	1	4	0	2	0	4
HOPE Center (Venture Behavioral Health)	1	1	1	0	0	0	0	0
Hope House (Detroit-Wayne)	4	1	2	NA	2	0	0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	3	1	4	0	2	0	4	0
Inner City Clubhouse (Detroit-Wayne)	2	2	2	4	3	4	2	4
J-Town Clubhouse (Lifeways)	1	1	1	0	0	0	0	0
Lakeshore Clubhouse (Lakeshore Behavioral Health)	1	3	1	4	0	3	0	4
Light of Hope (Northern Affiliation)	4	4	4	0	2	2	4	2

## TE Employment Detail

Motor City Clubhouse (Detroit-Wayne)	1	4	1	0	0	4	0	0
New Beginnings (Venture Behavioral Health)	3	2	4	4	4	4	4	0
New Directions Clubhouse (Detroit-Wayne)	3	4	1	0	2	0	4	3
New Horizons Clubhouse (Northern Affiliation)	4	3	1	4	2	3	3	4
New Journey Clubhouse (CMH Central Michigan)	1	1	1	0	0	0	0	0
Next Step Clubhouse (Detroit-Wayne)	1	1	1	0	0	0	0	0
Northern Lights Clubhouse (North Care)	1	4	1	0	0	4	0	0
Opportunity Center (Access Alliance)	3	4	2	4	2	0	4	4
Our House Clubhouse (Oakland Co CMH Authority)	4	3	4	4	4	2	4	2
Outlook (Venture Behavioral Health)	1	1	1	0	0	0	0	0
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	3	1	1	0	2	0	4	0
<b>Petoskey Club*</b> (Northern Affiliation)	4	4	4	4	2	2	4	4
Phoenix Friendship House (Detroit-Wayne)	2	0	4	0	4	0	2	0
Rainbow Connection (Genesee Co CMH Services)	2	2	2	2	4	4	3	4
Sheldon House (Network 180)	3	3	1	3	2	3	0	3
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	4	4	2	2	2	4	4	4
The Summit Clubhouse (CMH Central Michigan)	3	2	3	0	2	2	4	4
<b>Traverse House*</b> (Northwest CMH Affiliation)	3	4	4	4	4	2	4	4
Turning Point (Detroit-Wayne)	1	4	2	2	0	2	0	0
Visions Clubhouse (Oakland Co CMH Authority)	0	4	1	4	0	4	0	3
<b>Average</b>	2.2	2.7	2.0	1.7	1.6	2.0	1.8	2.0





## Appendix R

# Stakeholder Buy-in

### Appendix R: Stakeholder Buy-In

Clubhouse	Clubhouse Director		Clubhouse Staff		Clubhouse Members		Advisory Board		Auspice		Auspice Board of	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)	X	X	X	X	X				X		X	
ACC Network ClubHouse (Detroit-Wayne)		X		X								
Bayside Lodge (Saginaw Co CMH Authority)	X	X	X	X	X	X		X	X	X		X
Blue Water Clubhouse (Thumb Alliance)	X		X		X		X		X		X	
Charter House (CMH Affiliation of Mid Michigan)	X	X	X	X	X	X	X	X	X	X	X	
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	X	X	X	X	X	X	X	X	X	X	X	X
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	X	X	X	X	X	X	X	X	X	X		X
Club Interactions (Lakeshore Behavioral Health)	X	X	X	X	X	X		X	X	X		X
Clubhouse Inspiration (Oakland Co CMH Authority)	X		X		X				X		X	
Crossroads Clubhouse (Macomb Co CMH Services)	X	X	X	X	X	X		X	X	X	X	X
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)		X		X		X		X	X	X		X
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	X	X	X	X	X	X	X	X	X	X		X
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	X	X	X	X	X	X	X	X	X	X	X	X
Friendship Clubhouse (Macomb Co CMH Services)	X		X		X				X			
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	X	X	X	X	X	X	X	X	X	X	X	X
Harmony Hall (Thumb Alliance)	X	X	X	X		X				X		X
Heartland House (Access Alliance)	X	X	X	X	X	X		X	X	X		X
HOPE Center (Venture Behavioral Health)												
Hope House (Detroit-Wayne)	X		X		X							
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	X		X		X						X	

Appendix R (continued)  
**Stakeholder Buy-in**

Inner City Clubhouse (Detroit-Wayne)		X							X			
J-Town Clubhouse (Lifeways)	X		X		X		X		X		X	
Lakeshore Clubhouse (Lakeshore Behavioral Health)		X		X		X			X		X	
Light of Hope (Northern Affiliation)		X		X		X			X		X	
Motor City Clubhouse (Detroit-Wayne)		X		X		X			X		X	
New Beginnings (Venture Behavioral Health)		X		X		X			X		X	
New Directions Clubhouse (Detroit-Wayne)	X	X	X	X	X	X	X		X	X	X	
New Horizons Clubhouse (Northern Affiliation)	X	X	X	X	X	X			X		X	
New Journey Clubhouse (CMH Central Michigan)	X		X		X				X		X	
Next Step Clubhouse (Detroit-Wayne)	X	X	X	X	X		X		X	X	X	
Northern Lights Clubhouse (North Care)												
Opportunity Center (Access Alliance)	X	X	X	X	X	X		X	X	X	X	
Our House Clubhouse (Oakland Co CMH Authority)	X	X	X	X	X	X	X		X			
Outlook (Venture Behavioral Health)												
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	X											
<b>Petoskey Club*</b> (Northern Affiliation)	X	X	X	X	X	X	X		X	X	X	X
Phoenix Friendship House (Detroit-Wayne)	X		X		X							
Rainbow Connection (Genesee Co CMH Services)	X	X	X	X	X	X	X		X	X	X	
Sheldon House (Network 180)	X	X	X	X	X	X			X	X	X	X
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	X	X	X	X	X	X	X	X	X	X		X
The Summit Clubhouse (CMH Central Michigan)	X	X	X	X	X	X			X	X	X	X
<b>Traverse House*</b> (Northwest CMH Affiliation)	X	X	X	X	X	X	X	X	X	X	X	X
Turning Point (Detroit-Wayne)	X	X	X	X	X	X			X	X	X	
Visions Clubhouse (Oakland Co CMH Authority)	X	X	X	X	X	X	X		X	X	X	X

# TE Development Characteristics

Appendix S: TE Development Characteristics

Clubhouse	Employment		TE support is included		TE Development		The Clubhouse has an		An Employment		The director has		A list of "Target		All staff who are		One or more current		The Clubhouse has	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)		X		X	X	X				X	X	X		X	X	X				
ACC Network ClubHouse (Detroit-Wayne)						X														
Bayside Lodge (Saginaw Co CMH Authority)	X	X	X	X	X	X			X	X			X	X	X	X	X			
Blue Water Clubhouse (Thumb Alliance)							X				X		X		X		X			
Charter House (CMH Affiliation of Mid Michigan)	X		X	X	X	X	X	X			X		X		X		X			X
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	X	X	X	X	X	X		X			X	X	X			X	X			
Club Cadillac* (Northwest CMH Affiliation)	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X
Club Interactions (Lakeshore Behavioral Health)											X	X			X	X				
Clubhouse Inspiration (Oakland Co CMH Authority)	X		X		X								X		X					
Crossroads Clubhouse (Macomb Co CMH Services)	X	X	X	X	X	X		X		X					X	X	X	X		
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	X	X	X	X	X	X							X	X	X	X				
Dreams Unlimited* (Oakland Co CMH Authority)	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X
Fresh Start Clubhouse* (CMH Partnership of Southeast MI)	X	X	X	X	X	X	X	X			X	X	X		X	X			X	X
Friendship Clubhouse (Macomb Co CMH Services)					X															
Genesis House* (CMH Partnership of Southeast MI)			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Harmony Hall (Thumb Alliance)					X	X							X		X					
Heartland House (Access Alliance)		X				X					X		X	X	X	X				
HOPE Center (Venture Behavioral Health)																				
Hope House (Detroit-Wayne)	X		X		X								X		X					
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)					X								X		X					



*Appendix T*  
**SE and IE Detail**

**Appendix T: SE and IE Detail**

Clubhouse	SE+IE/ADA		# of SE/IE last		# of SE/IE who work		Free to choose TE, SE,		% Interested in	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)	2	2	2	2	2	2	yes	yes	2	1
ACC Network ClubHouse (Detroit-Wayne)	1	2	1	3	1	2	yes	NA	3	2
Bayside Lodge (Saginaw Co CMH Authority)	1	3	1	1	1	1	yes	yes	2	4
Blue Water Clubhouse (Thumb Alliance)	4	3	4	3	2	4	yes	yes	3	2
Charter House (CMH Affiliation of Mid Michigan)	3	2	2	3	2	2	yes	yes	1	2
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	2	2	3	2	2	2	yes	yes	3	2
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	4	4	4	4	3	3	yes	yes	5	5
Club Interactions (Lakeshore Behavioral Health)	3	2	2	2	2	2	yes	yes	1	2
Clubhouse Inspiration (Oakland Co CMH Authority)	4	4	4	4	3	2	yes	yes	3	3
Crossroads Clubhouse (Macomb Co CMH Services)	2	2	2	3	2	2	yes	yes	1	1
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	2	2	1	3	1	2	yes	yes	3	1
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	4	4	4	4	4	4	yes	yes	3	3
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	4	2	4	2	3	2	yes	yes	4	2
Friendship Clubhouse (Macomb Co CMH Services)	2	2	1	2	2	2	yes	yes	1	2
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	4	4	4	4	4	4	yes	yes	4	4
Harmony Hall (Thumb Alliance)	4	4	4	3	2	4	yes	yes	3	4
Heartland House (Access Alliance)	2	4	3	4	2	2	no	yes	2	2
HOPE Center (Venture Behavioral Health)	4	0	4	0	2	0	yes	NA	3	0
Hope House (Detroit-Wayne)	2	NA	3	NA	3	NA	yes	NA	1	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	3	4	3	4	2	3	yes	yes	2	2
Inner City Clubhouse (Detroit-Wayne)	3	2	1	3	1	2	yes	yes	4	3

**SE and IE Detail**

J-Town Clubhouse (Lifeways)	4	2	1	2	1	2	yes	yes	1	3
Lakeshore Clubhouse (Lakeshore Behavioral Health)	1	4	1	4	1	3	NA	yes	1	5
Light of Hope (Northern Affiliation)	1	4	1	4	1	1	yes	yes	1	5
Motor City Clubhouse (Detroit-Wayne)	2	3	2	2	2	4	yes	no	1	1
New Beginnings (Venture Behavioral Health)	1	2	1	3	1	2	yes	yes	1	2
New Directions Clubhouse (Detroit-Wayne)	4	3	4	2	2	2	yes	yes	2	2
New Horizons Clubhouse (Northern Affiliation)	2	4	3	4	2	2	yes	yes	2	3
New Journey Clubhouse (CMH Central Michigan)	2	4	2	2	2	2	yes	yes	3	2
Next Step Clubhouse (Detroit-Wayne)	1	1	1	1	1	1	yes	yes	2	1
Northern Lights Clubhouse (North Care)	3	3	4	4	2	2	yes	yes	4	2
Opportunity Center (Access Alliance)	2	4	3	4	2	3	yes	yes	4	4
Our House Clubhouse (Oakland Co CMH Authority)	2	3	4	3	1	2	yes	yes	2	2
Outlook (Venture Behavioral Health)	1	4	1	4	1	1	yes	yes	1	3
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	4	4	4	4	4	4	yes	yes	4	4
<b>Petoskey Club*</b> (Northern Affiliation)	2	4	3	4	2	2	yes	yes	4	2
Phoenix Friendship House (Detroit-Wayne)	2	3	2	2	2	3	yes	yes	2	3
Rainbow Connection (Genesee Co CMH Services)	3	3	4	4	1	1	yes	yes	3	4
Sheldon House (Network 180)	2	2	4	3	2	2	yes	yes	3	2
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	3	3	4	3	2	2	yes	yes	5	4
The Summit Clubhouse (CMH Central Michigan)	2	2	2	2	2	2	yes	yes	3	3
<b>Traverse House*</b> (Northwest CMH Affiliation)	2	4	2	4	2	2	yes	yes	3	3
Turning Point (Detroit-Wayne)	3	2	2	3	2	1	yes	yes	1	1
Visions Clubhouse (Oakland Co CMH Authority)	4	3	3	4	2	4	yes	yes	1	2
<b>Average</b>	2.6	2.9	2.6	3.0	2.0	2.3	43/44 yes	43/43 yes	2.5	2.6

*Appendix U*  
**Employment Support**

**Appendix U: Employment Support**

Clubhouse	Employment Support (MRS or MCB clients)			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	3	4	2 (3%)	2 (4%)
ACC Network ClubHouse (Detroit-Wayne)	6	20	10 (100%)	18 (45%)
Bayside Lodge (Saginaw Co CMH Authority)	0	0	0 (0%)	0 (0%)
Blue Water Clubhouse (Thumb Alliance)	6	10	9 (11%)	10 (14%)
Charter House (CMH Affiliation of Mid Michigan)	NA	2	6 (11%)	12 (20%)
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	1	2	0 (0%)	1 (3%)
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	3	5	4 (7%)	4 (6%)
Club Interactions (Lakeshore Behavioral Health)	1	2	3 (11%)	1 (3%)
Clubhouse Inspiration (Oakland Co CMH Authority)	6	0	0 (0%)	0 (0%)
Crossroads Clubhouse (Macomb Co CMH Services)	4	5	4 (16%)	3 (10%)
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	1	3	1 (1%)	2 (2%)
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	20	11	7 (7%)	8 (7%)
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	11	11	6 (11%)	2 (3%)
Friendship Clubhouse (Macomb Co CMH Services)	4	6	3 (3%)	2 (2%)
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	6	11	8 (15%)	9 (15%)
Harmony Hall (Thumb Alliance)	2	6	8 (17%)	9 (34%)
Heartland House (Access Alliance)	2	4	3 (10%)	0 (0%)
HOPE Center (Venture Behavioral Health)	4	1	7 (13%)	5 (9%)
Hope House (Detroit-Wayne)	17	4	2(10%)	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	0	3	2 (9%)	0 (0%)
Inner City Clubhouse (Detroit-Wayne)	9	13	0 (0%)	7 (7%)
J-Town Clubhouse (Lifeways)	1	0	0 (0%)	1 (2%)

Appendix U (continued)  
**Employment Support**

Lakeshore Clubhouse (Lakeshore Behavioral Health)	2	3	0 (0%)	6 (14%)
Light of Hope (Northern Affiliation)	0	3	0 (0%)	0 (0%)
Motor City Clubhouse (Detroit-Wayne)	4	3	5 (8%)	10 (16%)
New Beginnings (Venture Behavioral Health)	5	3	0 (0%)	1 (2%)
New Directions Clubhouse (Detroit-Wayne)	4	3	5 (7%)	4 (5%)
New Horizons Clubhouse (Northern Affiliation)	3	2	1 (2%)	3 (5%)
New Journey Clubhouse (CMH Central Michigan)	8	5	3 (6%)	1 (2%)
Next Step Clubhouse (Detroit-Wayne)	5	5	12 (19%)	0 (0%)
Northern Lights Clubhouse (North Care)	6	6	7 (14%)	8 (21%)
Opportunity Center (Access Alliance)	10	17	15 (16%)	17 (16%)
Our House Clubhouse (Oakland Co CMH Authority)	4	4	3 (4%)	2 (4%)
Outlook (Venture Behavioral Health)	1	3	0 (0%)	2 (14%)
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	4	5	5 (4%)	3 (3%)
<b>Petoskey Club*</b> (Northern Affiliation)	4	0	0 (0%)	1 (2%)
Phoenix Friendship House (Detroit-Wayne)	12	0	0 (0%)	0 (0%)
Rainbow Connection (Genesse Co CMH Services)	36	39	22 (14%)	7 (5%)
Sheldon House (Network 180)	2	0	0 (0%)	0 (0%)
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	18	19	12 (9%)	20 (16%)
The Summit Clubhouse (CMH Central Michigan)	1	0	1 (2%)	1 (2%)
<b>Traverse House*</b> (Northwest CMH Affiliation)	3	3	4 (7%)	3 (6%)
Turning Point (Detroit-Wayne)	2	1	2 (3%)	1 (2%)
Visions Clubhouse (Oakland Co CMH Authority)	13	0	4 (4%)	2 (2%)
<b>Average</b>	5.9	5.6	4.2 (7%)	4.4 (16%)

*Appendix V*  
**Days Open**

**Appendix V: Days Open**

Clubhouse	Number of days of weekends, evenings,			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	92	86	79	0
ACC Network ClubHouse (Detroit-Wayne)	10	13	23	0
Bayside Lodge (Saginaw Co CMH Authority)	89	79	90	0
Blue Water Clubhouse (Thumb Alliance)	179	135	144	0
Charter House (CMH Affiliation of Mid Michigan)	67	64	51	0
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	61	79	86	0
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	52	74	57	0
Club Interactions (Lakeshore Behavioral Health)	38	65	0	0
Clubhouse Inspiration (Oakland Co CMH Authority)	52	20	59	0
Crossroads Clubhouse (Macomb Co CMH Services)	103	116	131	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	24	26	33	0
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	82	60	61	0
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	70	104	94	0
Friendship Clubhouse (Macomb Co CMH Services)	30	49	66	0
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	57	69	66	0
Harmony Hall (Thumb Alliance)	53	69	69	0
Heartland House (Access Alliance)	60	112	78	0
HOPE Center (Venture Behavioral Health)	1	6	6	0
Hope House (Detroit-Wayne)	8	13	0	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	43	45	41	0
Inner City Clubhouse (Detroit-Wayne)	96	66	52	0
J-Town Clubhouse (Lifeways)	60	64	65	0

## Days Open

Lakeshore Clubhouse (Lakeshore Behavioral Health)	90	83	0	0
Light of Hope (Northern Affiliation)	42	43	55	0
Motor City Clubhouse (Detroit-Wayne)	9	110	3	0
New Beginnings (Venture Behavioral Health)	76	91	0	0
New Directions Clubhouse (Detroit-Wayne)	26	29	44	0
New Horizons Clubhouse (Northern Affiliation)	147	50	126	0
New Journey Clubhouse (CMH Central Michigan)	43	49	67	0
Next Step Clubhouse (Detroit-Wayne)	72	32	55	0
Northern Lights Clubhouse (North Care)	110	111	110	0
Opportunity Center (Access Alliance)	135	123	124	0
Our House Clubhouse (Oakland Co CMH Authority)	80	227	280	0
Outlook (Venture Behavioral Health)	127	49	0	135
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	200	134	144	0
<b>Petoskey Club*</b> (Northern Affiliation)	101	58	105	0
Phoenix Friendship House (Detroit-Wayne)	166	165	163	0
Rainbow Connection (Genesse Co CMH Services)	66	75	59	0
Sheldon House (Network 180)	125	71	66	0
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	25	46	64	0
The Summit Clubhouse (CMH Central Michigan)	33	65	66	0
<b>Traverse House*</b> (Northwest CMH Affiliation)	115	116	98	0
Turning Point (Detroit-Wayne)	10	16	32	0
Visions Clubhouse (Oakland Co CMH Authority)	27	17	22	0
<b>Average</b>	71.6	72.1	69.0	3.1

## Participation in Social/Recreational Activities

### Appendix W: Participation in Social/Recreational Activities

Clubhouse	Members Participated in Soc/Rec Activities			
	2010	2011	2012	2013
A Place of Our Own (Detroit-Wayne)	1028	796	58	0
ACC Network ClubHouse (Detroit-Wayne)	61	257	48	760
Bayside Lodge (Saginaw Co CMH Authority)	717	716	752	0
Blue Water Clubhouse (Thumb Alliance)	1269	1357	1420	0
Charter House (CMH Affiliation of Mid Michigan)	NR	434	380	0
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	610	994	903	0
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	614	674	789	0
Club Interactions (Lakeshore Behavioral Health)	183	92	100	0
Clubhouse Inspiration (Oakland Co CMH Authority)	337	468	474	0
Crossroads Clubhouse (Macomb Co CMH Services)	757	969	685	0
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	284	144	214	0
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	652	626	603	0
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	324	750	675	977
Friendship Clubhouse (Macomb Co CMH Services)	130	320	212	0
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	714	715	859	0
Harmony Hall (Thumb Alliance)	508	615	657	0
Heartland House (Access Alliance)	172	297	308	0
HOPE Center (Venture Behavioral Health)	24	16	11	98
Hope House (Detroit-Wayne)	660	70	60	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	15	122	267	0
Inner City Clubhouse (Detroit-Wayne)	50	680	120	0

## Participation in Social/Recreational Activities

J-Town Clubhouse (Lifeways)	483	637	831	0
Lakeshore Clubhouse (Lakeshore Behavioral Health)	1064	957	NA	0
Light of Hope (Northern Affiliation)	373	288	382	0
Motor City Clubhouse (Detroit-Wayne)	48	796	52	0
New Beginnings (Venture Behavioral Health)	487	370	11	60
New Directions Clubhouse (Detroit-Wayne)	253	262	390	0
New Horizons Clubhouse (Northern Affiliation)	694	209	242	0
New Journey Clubhouse (CMH Central Michigan)	232	377	669	0
Next Step Clubhouse (Detroit-Wayne)	65	300	276	370
Northern Lights Clubhouse (North Care)	779	826	783	0
Opportunity Center (Access Alliance)	978	1444	1196	0
Our House Clubhouse (Oakland Co CMH Authority)	1201	1026	1819	0
Outlook (Venture Behavioral Health)	758	738	0	834
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	2770	1610	1746	0
<b>Petoskey Club*</b> (Northern Affiliation)	1161	770	738	0
Phoenix Friendship House (Detroit-Wayne)	NR	1260	513	0
Rainbow Connection (Genesee Co CMH Services)	156	167	159	0
Sheldon House (Network 180)	1059	617	574	0
<b>The Gathering Place Clubhouse*</b> (Detroit-Wayne)	187	386	416	0
The Summit Clubhouse (CMH Central Michigan)	197	217	378	0
<b>Traverse House*</b> (Northwest CMH Affiliation)	567	389	497	0
Turning Point (Detroit-Wayne)	200	150	179	0
Visions Clubhouse (Oakland Co CMH Authority)	334	240	273	0
<b>Average</b>	<b>551.3</b>	<b>571.5</b>	<b>505.1</b>	<b>72.1</b>

## Appendix X

# Social Connectedness

### Appendix X: Social Connectedness

Clubhouse	Volunteered independently of the clubhouse		Volunteered in clubhouse-supported activities		Does your clubhouse assist members to connect with others in the community? (Examples: NAMI, Rotary Club, photography club, and art club, etc.)	
	2012	2013	2012	2013	2012	2013
A Place of Our Own (Detroit-Wayne)	3	2	0	0	yes	yes
ACC Network ClubHouse (Detroit-Wayne)	2	15	22	20	yes	yes
Bayside Lodge (Saginaw Co CMH Authority)	4	5	15	15	yes	yes
Blue Water Clubhouse (Thumb Alliance)	3	3	12	13	yes	yes
Charter House (CMH Affiliation of Mid Michigan)	0	0	0	2	yes	yes
Circle of Friends Clubhouse (Southwest MI Urban and Rural Consortium)	1	7	10	17	yes	yes
<b>Club Cadillac*</b> (Northwest CMH Affiliation)	11	12	19	12	yes	yes
Club Interactions (Lakeshore Behavioral Health)	7	7	0	0	n/a	yes
Clubhouse Inspiration (Oakland Co CMH Authority)	4	8	18	20	yes	yes
Crossroads Clubhouse (Macomb Co CMH Services)	4	4	10	6	yes	yes
Crossroads Clubhouse of Monroe (CMH Partnership of Southeast MI)	4	5	11	12		yes
<b>Dreams Unlimited*</b> (Oakland Co CMH Authority)	13	26	20	13	yes	yes
<b>Fresh Start Clubhouse*</b> (CMH Partnership of Southeast MI)	7	2	0	25	yes	yes
Friendship Clubhouse (Macomb Co CMH Services)	4	6	6	40	yes	yes
<b>Genesis House*</b> (CMH Partnership of Southeast MI)	4	2	0	3	yes	yes
Harmony Hall (Thumb Alliance)	3	5	12	15	yes	yes
Heartland House (Access Alliance)	2	2	19	20	yes	yes
HOPE Center (Venture Behavioral Health)	4	NA	0	NA	yes	yes
Hope House (Detroit-Wayne)	0	NA	0	NA	yes	NA
Hopes and Dreams Clubhouse (Southwest MI Urban and Rural Consortium)	1	0	0	4	yes	NA
Inner City Clubhouse (Detroit-Wayne)	3	45	12	97	yes	yes

Appendix X (continued)  
**Social Connectedness**

J-Town Clubhouse (Lifeways)	8	6	0	0	yes	yes
Lakeshore Clubhouse (Lakeshore Behavioral Health)	0	3	0	14	yes	yes
Light of Hope (Northern Affiliation)	3	1	0	5	yes	yes
Motor City Clubhouse (Detroit-Wayne)	2	6	8	9	yes	yes
New Beginnings (Venture Behavioral Health)	1	4	4	3	yes	yes
New Directions Clubhouse (Detroit-Wayne)	8	4	3	2	yes	yes
New Horizons Clubhouse (Northern Affiliation)	6	7	15	24	yes	yes
New Journey Clubhouse (CMH Central Michigan)	4	4	110	16	yes	yes
Next Step Clubhouse (Detroit-Wayne)	1	0	10	0	yes	yes
Northern Lights Clubhouse (North Care)	45	11	20	23	yes	yes
Opportunity Center (Access Alliance)	7	5	0	0	yes	yes
Our House Clubhouse (Oakland Co CMH Authority)	0	0	5	4	yes	yes
Outlook (Venture Behavioral Health)	0	7	0	38	yes	NA
Pathways Clubhouse (Southwest MI Urban and Rural Consortium)	0	8	33	15	yes	NA
<b>Petoskey Club* (Northern Affiliation)</b>	3	1	18	11	yes	yes
Phoenix Friendship House (Detroit-Wayne)	0	12	4	9	yes	yes
Rainbow Connection (Genesee Co CMH Services)	17	15	8	18	yes	yes
Sheldon House (Network 180)	2	NA	11	0	yes	yes
<b>The Gathering Place Clubhouse* (Detroit-Wayne)</b>	2	7	4	5	yes	yes
The Summit Clubhouse (CMH Central Michigan)	3	2	3	3	yes	yes
<b>Traverse House* (Northwest CMH Affiliation)</b>	5	6	1	0	yes	NA
Turning Point (Detroit-Wayne)	4	11	13	15	yes	yes
Visions Clubhouse (Oakland Co CMH Authority)	4	2	0	2	yes	yes
<b>Average</b>	4.8	6.8	10.4	13.1		





## Addenda

\*Each individual Clubhouse has an addendum in which they are compared to the total MI Clubhouse Average (43 Clubhouses) and the Accredited MI Clubhouses Average (7 Clubhouses). Please reference this by comparing the three columns on the section in which is of interest.

Appendix Y  
**Addenda**

	A Place of Our Own	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$500,000	\$477,025	\$528,108
Cost Per Member	\$11,111	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	40%	59%	64%
Building/Land	30%	16%	15%
Transportation	15%	8%	5%
Other	15%	16%	13%
<b>STAFFING</b>			
Full	6	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	45	65.8	76.7
Average Daily Attendance	35	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	9%	10%	8.4%
<b>HOUSING</b>			
Homeless	5	2.8	3.2
In Group Homes	39	22.3	17.4
Rehospitalization	0	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	4	3	6.75

## Addenda

	A Place of Our Own	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	4	5.8	14
Group TE	0	1.3	3.3
Supported Employment	0	5	6.3
Independent Employment	15	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$21,500	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	6%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	46	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	58	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	25	51.4	47.4
Outreach Services	50	40.3	57.9
Face-to-face Outreach	5	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	0	1.4	2
Total	12	12.9	17

Appendix Y  
Addenda

	ACC Network	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$419,963	\$477,025	\$528,108
Cost Per Member	\$8,250	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	NR	59%	64%
Building/Land	NR	16%	15%
Transportation	NR	8%	5%
Other	NR	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	1	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	40	65.8	76.7
Average Daily Attendance	34	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	5%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	22	22.3	17.4
Rehospitalization	4	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	35	7.1	12.9
Homeless members who secured housing with clubhouse assistance	7	1.6	2.7
Members moved from group homes to more independent housing	8	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	25	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	ACC Network	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	3	5.8	14
Group TE	0	1.3	3.3
Supported Employment	9	5	6.3
Independent Employment	8	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	20	1.6	3.1
Moved from SE to IE	2	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	45%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	30	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	63	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	80	51.4	47.4
Outreach Services	30	40.3	57.9
Face-to-face Outreach	12	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	1	4.4	5.7
Nutrition and Weight Loss	8	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	4	1.4	2
Total	15	12.9	17

Appendix Y  
**Addenda**

	Bayside Lodge	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$437,933	\$477,025	\$528,108
Cost Per Member	\$6,347	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	62.3%	59%	64%
Building/Land	12.3%	16%	15%
Transportation	13.1%	8%	5%
Other	12.1%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	69	65.8	76.7
Average Daily Attendance	30	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	29	22.3	17.4
Rehospitalization	1	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	4	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	3	3	6.75

## Addenda

	Bayside Lodge	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	6	5.8	14
Group TE	0	1.3	3.3
Supported Employment	0	5	6.3
Independent Employment	0	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$5,688	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	2	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	56	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	74	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	5	6.8	8
Volunteered in clubhouse supported activities	15	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	67	51.4	47.4
Outreach Services	17	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
**Addenda**

	Blue Water Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$583,372	\$477,025	\$528,108
Cost Per Member	\$8,334	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	61.0%	59%	64%
Building/Land	15.0%	16%	15%
Transportation	5.0%	8%	5%
Other	19.0%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	3	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	70	65.8	76.7
Average Daily Attendance	35	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	7%	10%	8.4%
<b>HOUSING</b>			
Homeless	2	2.8	3.2
In Group Homes	16	22.3	17.4
Rehospitalization	3	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	12	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	3	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Blue Water Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	6	5.8	14
Group TE	0	1.3	3.3
Supported Employment	5	5	6.3
Independent Employment	5	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	2	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	14%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	18	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	83	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	3	6.8	8
Volunteered in clubhouse supported activities	13	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	62	51.4	47.4
Outreach Services	5	40.3	57.9
Face-to-face Outreach	3	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	3	1.4	2
Total	17	12.9	17

Appendix Y  
Addenda

	Charter House	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$792,221	\$477,025	\$528,108
Cost Per Member	\$13,204	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	77.0%	59%	64%
Building/Land	7.0%	16%	15%
Transportation	3.0%	8%	5%
Other	4.5%	16%	13%
<b>STAFFING</b>			
Full	8	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	60	65.8	76.7
Average Daily Attendance	29.5	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	19	22.3	17.4
Rehospitalization	5	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	12	3	6.75

## Addenda

	Charter House	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	25	5.8	14
Group TE	0	1.3	3.3
Supported Employment	5	5	6.3
Independent Employment	5	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$19,615	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	6	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	20%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	72	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	61	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	0	6.8	8
Volunteered in clubhouse supported activities	2	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	13	51.4	47.4
Outreach Services	12	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	5	2.5	3.3
Smoking Cessation	1	1.4	2
Total	16	12.9	17

Appendix Y  
**Addenda**

	Circle of Friends	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$295,128	\$477,025	\$528,108
Cost Per Member	\$7,976	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	69.0%	59%	64%
Building/Land	9.0%	16%	15%
Transportation	4.0%	8%	5%
Other	18.0%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	2	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	37	65.8	76.7
Average Daily Attendance	18	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	19	22.3	17.4
Rehospitalization	1	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	1	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	1	3	6.75

## Addenda

	Circle of Friends	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	2	5.8	14
Group TE	0	1.3	3.3
Supported Employment	1	5	6.3
Independent Employment	1	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$1,023	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	3%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	52	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	67	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	7	6.8	8
Volunteered in clubhouse supported activities	17	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	36	51.4	47.4
Outreach Services	7	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
**Addenda**

	Club Cadillac*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$332,489	\$477,025	\$528,108
Cost Per Member	\$4,963	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	74.0%	59%	64%
Building/Land	19.0%	16%	15%
Transportation	5.0%	8%	5%
Other	2.0%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	67	65.8	76.7
Average Daily Attendance	32	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	10	2.8	3.2
In Group Homes	26	22.3	17.4
Rehospitalization	14	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	43	7.1	12.9
Homeless members who secured housing with clubhouse assistance	8	1.6	2.7
Members moved from group homes to more independent housing	5	2.2	2.7
Member who were incarcerated	6	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	9	3	6.75

## Addenda

	Club Cadillac*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	26	5.8	14
Group TE	7	1.3	3.3
Supported Employment	10	5	6.3
Independent Employment	7	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$25,219	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	3	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	6%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	94	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	62	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	12	6.8	8
Volunteered in clubhouse supported activities	12	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	42	51.4	47.4
Outreach Services	123	40.3	57.9
Face-to-face Outreach	2	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
Addenda

	Club Interactions	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$453,305	\$477,025	\$528,108
Cost Per Member	\$12,592	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	58%	59%	64%
Building/Land	17%	16%	15%
Transportation	1%	8%	5%
Other	24%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	36	65.8	76.7
Average Daily Attendance	21	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	6%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	12	22.3	17.4
Rehospitalization	17	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	2	2.2	2.7
Member who were incarcerated	4	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	28	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	1	3	6.75

## Addenda

	Club Interactions	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	2	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	4	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$1,406	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	3%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	34	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	51	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	7	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	20	51.4	47.4
Outreach Services	13	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	0	4.4	5.7
Nutrition and Weight Loss	3	4.7	6
Exercise	1	2.5	3.3
Smoking Cessation	0	1.4	2
Total	4	12.9	17

Appendix Y  
**Addenda**

	Clubhouse Inspiration	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$467,590	\$477,025	\$528,108
Cost Per Member	\$5,995	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	53%	59%	64%
Building/Land	29%	16%	15%
Transportation	11%	8%	5%
Other	7%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	78	65.8	76.7
Average Daily Attendance	31.4	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	5%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	32	22.3	17.4
Rehospitalization	5	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Clubhouse Inspiration	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	5	5	6.3
Independent Employment	10	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	22	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	62	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	8	6.8	8
Volunteered in clubhouse supported activities	20	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	67	51.4	47.4
Outreach Services	5	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	2	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	1	1.4	2
Total	15	12.9	17

Appendix Y  
**Addenda**

	Crossroads Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$727,820	\$477,025	\$528,108
Cost Per Member	\$24,261	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	2.7%	59%	64%
Building/Land	2.1%	16%	15%
Transportation	23%	8%	5%
Other	69%	16%	13%
<b>STAFFING</b>			
Full	7	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	30	65.8	76.7
Average Daily Attendance	15	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	43	22.3	17.4
Rehospitalization	13	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	3	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Crossroads Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	3	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	2	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	10%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	38	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	102	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	4	6.8	8
Volunteered in clubhouse supported activities	6	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	27	51.4	47.4
Outreach Services	66	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	2	4.4	5.7
Nutrition and Weight Loss	3	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	1	1.4	2
Total	8	12.9	17

Appendix Y  
**Addenda**

	Crossroads Monroe Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$353,357	\$477,025	\$528,108
Cost Per Member	\$3,003	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	70%	59%	64%
Building/Land	15.0%	16%	15%
Transportation	5%	8%	5%
Other	10%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	118	65.8	76.7
Average Daily Attendance	52	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	5	22.3	17.4
Rehospitalization	2	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	0	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	25	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	2	3	6.75

## Addenda

	Crossroads Monroe Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	1	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	1	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$2,549	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	52	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	47	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	5	6.8	8
Volunteered in clubhouse supported activities	12	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	28	51.4	47.4
Outreach Services	15	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
Addenda

	Dreams Unlimited*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$473,500	\$477,025	\$528,108
Cost Per Member	\$4,047	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	61%	59%	64%
Building/Land	22%	16%	15%
Transportation	5%	8%	5%
Other	12%	16%	13%
<b>STAFFING</b>			
Full	6	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	117	65.8	76.7
Average Daily Attendance	41	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	2%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	23	22.3	17.4
Rehospitalization	9	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	5	3	6.75

## Addenda

	Dreams Unlimited*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	9	5.8	14
Group TE	0	1.3	3.3
Supported Employment	3	5	6.3
Independent Employment	15	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$13,043	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	7%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	86	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	71	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	26	6.8	8
Volunteered in clubhouse supported activities	13	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	12	51.4	47.4
Outreach Services	52	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	15	12.9	17

Appendix Y  
**Addenda**

	Fresh Start Clubhouse*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$464,566	\$477,025	\$528,108
Cost Per Member	\$8,010	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	38%	59%	64%
Building/Land	15%	16%	15%
Transportation	6%	8%	5%
Other	11%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	2	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	58	65.8	76.7
Average Daily Attendance	20.3	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	2	2.8	3.2
In Group Homes	9	22.3	17.4
Rehospitalization	5	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	0	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	4	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	3	3	6.75

## Addenda

	Fresh Start Clubhouse*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	5	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	5	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$4,531	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	3%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	68	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	81	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	25	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	33	51.4	47.4
Outreach Services	19	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	2	1.4	2
Total	14	12.9	17

Appendix Y  
**Addenda**

	Friendship Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$380,000	\$477,025	\$528,108
Cost Per Member	\$4,130	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	57%	59%	64%
Building/Land	12%	16%	15%
Transportation	1%	8%	5%
Other	30%	16%	13%
<b>STAFFING</b>			
Full	2	4.7	5.5
Part	4	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	92	65.8	76.7
Average Daily Attendance	48	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	46	22.3	17.4
Rehospitalization	6	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	6	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Friendship Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	6	5	6.3
Independent Employment	2	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	2	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	10	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	54	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	6	6.8	8
Volunteered in clubhouse supported activities	40	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	15	51.4	47.4
Outreach Services	69	40.3	57.9
Face-to-face Outreach	2	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	7	4.4	5.7
Nutrition and Weight Loss	7	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	2	1.4	2
Total	18	12.9	17

Appendix Y  
**Addenda**

	Genesis House*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$448,409	\$477,025	\$528,108
Cost Per Member	\$7,473	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	79%	59%	64%
Building/Land	4%	16%	15%
Transportation	6%	8%	5%
Other	11%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	2	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	60	65.8	76.7
Average Daily Attendance	29	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	2	22.3	17.4
Rehospitalization	9	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	3	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	7.25	3	6.75

## Addenda

	Genesis House*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	16	5.8	14
Group TE	0	1.3	3.3
Supported Employment	11	5	6.3
Independent Employment	13	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$39,746	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	6	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	15%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	96	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	64	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	3	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	48	51.4	47.4
Outreach Services	44	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	7	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	3	1.4	2
Total	19	12.9	17

Appendix Y  
**Addenda**

	Harmony Hall	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$519,602	\$477,025	\$528,108
Cost Per Member	\$12,084	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	54%	59%	64%
Building/Land	5%	16%	15%
Transportation	20%	8%	5%
Other	42%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	4	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	43	65.8	76.7
Average Daily Attendance	26.5	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	2%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	24	22.3	17.4
Rehospitalization	2	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	26	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	2	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	1	3	6.75

## Addenda

	Harmony Hall	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	1	5.8	14
Group TE	0	1.3	3.3
Supported Employment	7	5	6.3
Independent Employment	4	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$1,501	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	34%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	40	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	64	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	5	6.8	8
Volunteered in clubhouse supported activities	15	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	39	51.4	47.4
Outreach Services	4	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	12	12.9	17

Appendix Y  
**Addenda**

	Heartland House	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$432,129	\$477,025	\$528,108
Cost Per Member	\$11,372	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	47%	59%	64%
Building/Land	16%	16%	15%
Transportation	12%	8%	5%
Other	25%	16%	13%
<b>STAFFING</b>			
Full	2	4.7	5.5
Part	4	0.9	0.7
Support	5	1.3	2.4
<b>MEMBERSHIP</b>			
Active	38	65.8	76.7
Average Daily Attendance	18.76	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	15	22.3	17.4
Rehospitalization	3	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	8	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	6	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	22	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	1	3	6.75

## Addenda

	Heartland House	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	2	5.8	14
Group TE	0	1.3	3.3
Supported Employment	6	5	6.3
Independent Employment	0	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$45	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	52	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	74	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	20	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	37	51.4	47.4
Outreach Services	8	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	1	1.4	2
Total	12	12.9	17

Appendix Y  
**Addenda**

	HOPE Center	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$469,966	\$477,025	\$528,108
Cost Per Member	\$9,036	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	62%	59%	64%
Building/Land	9%	16%	15%
Transportation	18%	8%	5%
Other	11%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	55	65.8	76.7
Average Daily Attendance	22	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	15	22.3	17.4
Rehospitalization	0	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	0	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	25	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	HOPE Center	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	17	5	6.3
Independent Employment	0	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	9%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	0	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	0	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	NR	6.8	8
Volunteered in clubhouse supported activities	NR	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	50	51.4	47.4
Outreach Services	52	40.3	57.9
Face-to-face Outreach	37	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	0	4.4	5.7
Nutrition and Weight Loss	0	4.7	6
Exercise	0	2.5	3.3
Smoking Cessation	0	1.4	2
Total	0	12.9	17

Appendix Y  
**Addenda**

	Hopes and Dreams Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$316,700	\$477,025	\$528,108
Cost Per Member	\$13,770	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	56%	59%	64%
Building/Land	10%	16%	15%
Transportation	27%	8%	5%
Other	7%	16%	13%
<b>STAFFING</b>			
Full	2	4.7	5.5
Part	1	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	23	65.8	76.7
Average Daily Attendance	8.4	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	4	22.3	17.4
Rehospitalization	2	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Hopes and Dreams Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	2	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	18	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	68	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	0	6.8	8
Volunteered in clubhouse supported activities	4	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	20	51.4	47.4
Outreach Services	4	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	14	12.9	17

Appendix Y  
**Addenda**

	Inner City	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$361,858	\$477,025	\$528,108
Cost Per Member	\$3,414	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	NR	59%	64%
Building/Land	NR	16%	15%
Transportation	NR	8%	5%
Other	NR	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	2	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	106	65.8	76.7
Average Daily Attendance	33.95	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	9%	10%	8.4%
<b>HOUSING</b>			
Homeless	19	2.8	3.2
In Group Homes	21	22.3	17.4
Rehospitalization	0	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	12	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	25	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	11	3	6.75

## Addenda

	Inner City	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	11	5.8	14
Group TE	0	1.3	3.3
Supported Employment	0	5	6.3
Independent Employment	0	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$64,262	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	7%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	52	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	0	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	45	6.8	8
Volunteered in clubhouse supported activities	97	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	34	51.4	47.4
Outreach Services	68	40.3	57.9
Face-to-face Outreach	3	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	3	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	2	1.4	2
Total	13	12.9	17

Appendix Y  
Addenda

	J-Town	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$626,309	\$477,025	\$528,108
Cost Per Member	\$13,048	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	30%	59%	64%
Building/Land	10%	16%	15%
Transportation	3%	8%	5%
Other	57%	16%	13%
<b>STAFFING</b>			
Full	7	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	48	65.8	76.7
Average Daily Attendance	26	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	20	22.3	17.4
Rehospitalization	5	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	1	7.1	12.9
Homeless members who secured housing with clubhouse assistance	3	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	45	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	J-Town	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	10	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	1	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	12	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	62	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	6	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	29	51.4	47.4
Outreach Services	54	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	7	4.4	5.7
Nutrition and Weight Loss	7	4.7	6
Exercise	1	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
Addenda

	Lakeshore Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$474,353	\$477,025	\$528,108
Cost Per Member	\$10,781	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	49.4%	59%	64%
Building/Land	11%	16%	15%
Transportation	1%	8%	5%
Other	38.6%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	3	1.3	2.4
<b>MEMBERSHIP</b>			
Active	44	65.8	76.7
Average Daily Attendance	25.55	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	9%	10%	8.4%
<b>HOUSING</b>			
Homeless	2	2.8	3.2
In Group Homes	21	22.3	17.4
Rehospitalization	9	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	2	3	6.75

## Addenda

	Lakeshore Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	5	5.8	14
Group TE	0	1.3	3.3
Supported Employment	1	5	6.3
Independent Employment	8	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$7,196	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	3	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	14%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	70	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	88	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	3	6.8	8
Volunteered in clubhouse supported activities	14	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	36	51.4	47.4
Outreach Services	14	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	0	1.4	2
Total	13	12.9	17

Appendix Y  
**Addenda**

	Light of Hope	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$407,000	\$477,025	\$528,108
Cost Per Member	\$9,044	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	64%	59%	64%
Building/Land	15%	16%	15%
Transportation	3%	8%	5%
Other	57%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	45	65.8	76.7
Average Daily Attendance	15	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	7%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	8	22.3	17.4
Rehospitalization	0	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	1	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	27.5	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	4	3	6.75

## Addenda

	Light of Hope	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	5	5.8	14
Group TE	0	1.3	3.3
Supported Employment	5	5	6.3
Independent Employment	3	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$7,196	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	66	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	65	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	1	6.8	8
Volunteered in clubhouse supported activities	5	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	283	51.4	47.4
Outreach Services	6	40.3	57.9
Face-to-face Outreach	NR	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	3	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	2	1.4	2
Total	13	12.9	17

Appendix Y  
**Addenda**

	Motor City	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$486,000	\$477,025	\$528,108
Cost Per Member	\$7,839	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	35%	59%	64%
Building/Land	15%	16%	15%
Transportation	15%	8%	5%
Other	35%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	62	65.8	76.7
Average Daily Attendance	26	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	13%	10%	8.4%
<b>HOUSING</b>			
Homeless	5	2.8	3.2
In Group Homes	12	22.3	17.4
Rehospitalization	11	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	14	7.1	12.9
Homeless members who secured housing with clubhouse assistance	4	1.6	2.7
Members moved from group homes to more independent housing	4	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	29	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	9	3	6.75

## Addenda

	Motor City	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	9	5.8	14
Group TE	0	1.3	3.3
Supported Employment	12	5	6.3
Independent Employment	10	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$32,000	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	3	1.6	3.1
Moved from SE to IE	3	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	16%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	54	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	68	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	6	6.8	8
Volunteered in clubhouse supported activities	9	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	80	51.4	47.4
Outreach Services	28	40.3	57.9
Face-to-face Outreach	5	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	5	2.5	3.3
Smoking Cessation	1	1.4	2
Total	15	12.9	17

Appendix Y  
Addenda

	New Beginnings	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$584,440	\$477,025	\$528,108
Cost Per Member	\$10,823	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	41%	59%	64%
Building/Land	14%	16%	15%
Transportation	9%	8%	5%
Other	36%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	54	65.8	76.7
Average Daily Attendance	19.25	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	16	22.3	17.4
Rehospitalization	8	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	5	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	7	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	0	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	2	3	6.75

## Addenda

	New Beginnings	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	2	5.8	14
Group TE	2	1.3	3.3
Supported Employment	3	5	6.3
Independent Employment	2	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$15,360	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	44	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	6	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	4	6.8	8
Volunteered in clubhouse supported activities	3	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	41	51.4	47.4
Outreach Services	45	40.3	57.9
Face-to-face Outreach	35	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	3	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	0	1.4	2
Total	10	12.9	17

Appendix Y  
**Addenda**

	New Directions	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$965,657	\$477,025	\$528,108
Cost Per Member	\$12,875	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	37%	59%	64%
Building/Land	13%	16%	15%
Transportation	10%	8%	5%
Other	40%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	75	65.8	76.7
Average Daily Attendance	33	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	15%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	6	22.3	17.4
Rehospitalization	7	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	12	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	3	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	New Directions	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	7	1.3	3.3
Supported Employment	3	5	6.3
Independent Employment	3	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	1	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	5%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	34	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	37	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	4	6.8	8
Volunteered in clubhouse supported activities	3	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	65	51.4	47.4
Outreach Services	42	40.3	57.9
Face-to-face Outreach	3	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	2	1.4	2
Total	15	12.9	17

Appendix Y  
**Addenda**

	New Horizons	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$390,977	\$477,025	\$528,108
Cost Per Member	\$6,927	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	71%	59%	64%
Building/Land	5%	16%	15%
Transportation	5%	8%	5%
Other	19%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	1	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	55	65.8	76.7
Average Daily Attendance	21	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	4	2.8	3.2
In Group Homes	19	22.3	17.4
Rehospitalization	8	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	4	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	4	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	3	3	6.75

## Addenda

	New Horizons	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	3	5.8	14
Group TE	8	1.3	3.3
Supported Employment	7	5	6.3
Independent Employment	5	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$2,525	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	3	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	5%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	70	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	129	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	4	6.8	8
Volunteered in clubhouse supported activities	2	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	41	51.4	47.4
Outreach Services	35	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	0	1.4	2
Total	14	12.9	17

Appendix Y  
**Addenda**

	New Journey	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$311,049	\$477,025	\$528,108
Cost Per Member	\$6,480	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	69%	59%	64%
Building/Land	16%	16%	15%
Transportation	2%	8%	5%
Other	14%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	48	65.8	76.7
Average Daily Attendance	20	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	4	2.8	3.2
In Group Homes	10	22.3	17.4
Rehospitalization	5	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	8	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	New Journey	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	4	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	14	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	69	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	4	6.8	8
Volunteered in clubhouse supported activities	16	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	40	51.4	47.4
Outreach Services	7	40.3	57.9
Face-to-face Outreach	2	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	2	1.4	2
Total	13	12.9	17

Appendix Y  
**Addenda**

	Next Step Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$779,754	\$477,025	\$528,108
Cost Per Member	\$10,537	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	40%	59%	64%
Building/Land	53%	16%	15%
Transportation	4%	8%	5%
Other	0%	16%	13%
<b>STAFFING</b>			
Full	6	4.7	5.5
Part	1	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	74	65.8	76.7
Average Daily Attendance	35	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	5%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	40	22.3	17.4
Rehospitalization	15	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	1	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	12	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Next Step Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	0	5	6.3
Independent Employment	0	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	10	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	55	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	0	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	40	51.4	47.4
Outreach Services	9	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	3	1.4	2
Total	16	12.9	17

Appendix Y  
**Addenda**

	Northern Lights Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$199,956	\$477,025	\$528,108
Cost Per Member	\$5,262	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	77%	59%	64%
Building/Land	9%	16%	15%
Transportation	5%	8%	5%
Other	9%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	0	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	38	65.8	76.7
Average Daily Attendance	19	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	5	22.3	17.4
Rehospitalization	4	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	3	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Northern Lights Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	7	5	6.3
Independent Employment	7	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	3	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	21%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	30	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	110	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	11	6.8	8
Volunteered in clubhouse supported activities	23	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	32	51.4	47.4
Outreach Services	17	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	3	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	0	1.4	2
Total	11	12.9	17

Appendix Y  
**Addenda**

	Opportunity Center	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$543,000	\$477,025	\$528,108
Cost Per Member	\$5,171	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	47%	59%	64%
Building/Land	15%	16%	15%
Transportation	4%	8%	5%
Other	34%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	1	0.9	0.7
Support	1	1.3	2.4
<b>MEMBERSHIP</b>			
Active	105	65.8	76.7
Average Daily Attendance	31	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	20	2.8	3.2
In Group Homes	32	22.3	17.4
Rehospitalization	4	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	3	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	2	2.2	2.7
Member who were incarcerated	3	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	2	3	6.75

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	Opportunity Center	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	4	5.8	14
Group TE	0	1.3	3.3
Supported Employment	1	5	6.3
Independent Employment	22	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$3,848	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	17%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	66	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	141	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	5	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	80	51.4	47.4
Outreach Services	19	40.3	57.9
Face-to-face Outreach	5	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	3	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	0	1.4	2
Total	9	12.9	17

Appendix Y  
Addenda

	Our House	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$469,000	\$477,025	\$528,108
Cost Per Member	\$8,527	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	60%	59%	64%
Building/Land	20%	16%	15%
Transportation	9%	8%	5%
Other	11%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	3	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	55	65.8	76.7
Average Daily Attendance	30	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	28	22.3	17.4
Rehospitalization	7	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	5	3	6.75

## Addenda

	Our House	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	5	5.8	14
Group TE	0	1.3	3.3
Supported Employment	6	5	6.3
Independent Employment	6	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$4,552	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	4	1.6	3.1
Moved from SE to IE	4	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	4%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	48	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	163	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	0	6.8	8
Volunteered in clubhouse supported activities	4	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	52	51.4	47.4
Outreach Services	158	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	4	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	13	12.9	17

Appendix Y  
**Addenda**

	Outlook Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$194,000	\$477,025	\$528,108
Cost Per Member	\$6,946	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	65%	59%	64%
Building/Land	0%	16%	15%
Transportation	10%	8%	5%
Other	25%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	28	65.8	76.7
Average Daily Attendance	15.8	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	7%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	0	22.3	17.4
Rehospitalization	0	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	0	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Outlook Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	2	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	14%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	18	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	135	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	7	6.8	8
Volunteered in clubhouse supported activities	38	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	25	51.4	47.4
Outreach Services	66	40.3	57.9
Face-to-face Outreach	20	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	0	4.4	5.7
Nutrition and Weight Loss	0	4.7	6
Exercise	0	2.5	3.3
Smoking Cessation	0	1.4	2
Total	0	12.9	17

Appendix Y  
**Addenda**

	Pathways Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$895,000	\$477,025	\$528,108
Cost Per Member	\$7,650	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	56%	59%	64%
Building/Land	0%	16%	15%
Transportation	2%	8%	5%
Other	42%	16%	13%
<b>STAFFING</b>			
Full	9	4.7	5.5
Part	1	0.9	0.7
Support	5	1.3	2.4
<b>MEMBERSHIP</b>			
Active	117	65.8	76.7
Average Daily Attendance	46.55	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	2	2.8	3.2
In Group Homes	19	22.3	17.4
Rehospitalization	3	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	2	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Pathways Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	25	5	6.3
Independent Employment	25	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	7	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	3%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	26	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	248	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	8	6.8	8
Volunteered in clubhouse supported activities	15	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	101	51.4	47.4
Outreach Services	44	40.3	57.9
Face-to-face Outreach	5	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	15	12.9	17

Appendix Y  
**Addenda**

	Petoskey Club*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$700,147	\$477,025	\$528,108
Cost Per Member	\$12,730	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	64%	59%	64%
Building/Land	15%	16%	15%
Transportation	5%	8%	5%
Other	16%	16%	13%
<b>STAFFING</b>			
Full	5	4.7	5.5
Part	0	0.9	0.7
Support	5	1.3	2.4
<b>MEMBERSHIP</b>			
Active	55	65.8	76.7
Average Daily Attendance	20	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	19	22.3	17.4
Rehospitalization	7	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	9	7.1	12.9
Homeless members who secured housing with clubhouse assistance	3	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	4	3	6.75

## Addenda

	Petoskey Club*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	8	5.8	14
Group TE	0	1.3	3.3
Supported Employment	8	5	6.3
Independent Employment	8	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$5,862	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	4	1.6	3.1
Moved from SE to IE	3	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	78	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	106	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	1	6.8	8
Volunteered in clubhouse supported activities	11	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	40	51.4	47.4
Outreach Services	16	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	7	4.4	5.7
Nutrition and Weight Loss	8	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	5	1.4	2
Total	23	12.9	17

*Appendix Y*  
**Addenda**

	Phoenix Friendship House	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$175,000	\$477,025	\$528,108
Cost Per Member	\$2,778	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	63%	59%	64%
Building/Land	30%	16%	15%
Transportation	3%	8%	5%
Other	5%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	63	65.8	76.7
Average Daily Attendance	24.85	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	10%	10%	8.4%
<b>HOUSING</b>			
Homeless	5	2.8	3.2
In Group Homes	143	22.3	17.4
Rehospitalization	2	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	7	7.1	12.9
Homeless members who secured housing with clubhouse assistance	5	1.6	2.7
Members moved from group homes to more independent housing	3	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	0	3	6.75

## Addenda

	Phoenix Friendship House	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	0	5.8	14
Group TE	0	1.3	3.3
Supported Employment	3	5	6.3
Independent Employment	17	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$0	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	18	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	165	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	12	6.8	8
Volunteered in clubhouse supported activities	9	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	8	51.4	47.4
Outreach Services	163	40.3	57.9
Face-to-face Outreach	3	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	1	2.5	3.3
Smoking Cessation	1	1.4	2
Total	12	12.9	17

Appendix Y  
Addenda

	Rainbow Connection	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$939,492	\$477,025	\$528,108
Cost Per Member	\$6,524	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	60%	59%	64%
Building/Land	10%	16%	15%
Transportation	10%	8%	5%
Other	20%	16%	13%
<b>STAFFING</b>			
Full	8	4.7	5.5
Part	1	0.9	0.7
Support	5	1.3	2.4
<b>MEMBERSHIP</b>			
Active	144	65.8	76.7
Average Daily Attendance	55	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	5%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	6	22.3	17.4
Rehospitalization	24	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	8	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	20	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	7	3	6.75

## Addenda

	Rainbow Connection	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	14	5.8	14
Group TE	17	1.3	3.3
Supported Employment	0	5	6.3
Independent Employment	40	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$55,796	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	0%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	58	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	60	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	15	6.8	8
Volunteered in clubhouse supported activities	18	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	90	51.4	47.4
Outreach Services	9	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	4	2.5	3.3
Smoking Cessation	2	1.4	2
Total	17	12.9	17

Appendix Y  
**Addenda**

	Sheldon House	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$542,288	\$477,025	\$528,108
Cost Per Member	\$5,478	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	54%	59%	64%
Building/Land	20%	16%	15%
Transportation	5%	8%	5%
Other	21%	16%	13%
<b>STAFFING</b>			
Full	6	4.7	5.5
Part	1	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	99	65.8	76.7
Average Daily Attendance	44	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	4%	10%	8.4%
<b>HOUSING</b>			
Homeless	9	2.8	3.2
In Group Homes	38	22.3	17.4
Rehospitalization	12	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	5	7.1	12.9
Homeless members who secured housing with clubhouse assistance	6	1.6	2.7
Members moved from group homes to more independent housing	2	2.2	2.7
Member who were incarcerated	4	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	5	3	6.75

## Addenda

	Sheldon House	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	11	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	2	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$18,049	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	5%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	56	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	81	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	NR	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	51	51.4	47.4
Outreach Services	33	40.3	57.9
Face-to-face Outreach	0	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	3	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	0	1.4	2
Total	11	12.9	17

Appendix Y  
**Addenda**

	The Gathering Place*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$960,000	\$477,025	\$528,108
Cost Per Member	\$7,442	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	67%	59%	64%
Building/Land	13%	16%	15%
Transportation	8%	8%	5%
Other	12%	16%	13%
<b>STAFFING</b>			
Full	7	4.7	5.5
Part	1	0.9	0.7
Support	7	1.3	2.4
<b>MEMBERSHIP</b>			
Active	129	65.8	76.7
Average Daily Attendance	69	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	34	22.3	17.4
Rehospitalization	7	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	19	7.1	12.9
Homeless members who secured housing with clubhouse assistance	6	1.6	2.7
Members moved from group homes to more independent housing	6	2.2	2.7
Member who were incarcerated	0	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	40	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	14	3	6.75

## Addenda

	The Gathering Place*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	21	5.8	14
Group TE	16	1.3	3.3
Supported Employment	6	5	6.3
Independent Employment	11	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$31,689	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	6	1.6	3.1
Moved from SE to IE	6	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	16%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	74	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	53	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	7	6.8	8
Volunteered in clubhouse supported activities	5	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	130	51.4	47.4
Outreach Services	130	40.3	57.9
Face-to-face Outreach	5	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	6	4.7	6
Exercise	5	2.5	3.3
Smoking Cessation	0	1.4	2
Total	17	12.9	17

Appendix Y  
**Addenda**

	The Summit Clubhouse*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$308,948	\$477,025	\$528,108
Cost Per Member	\$7,356	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	71%	59%	64%
Building/Land	18%	16%	15%
Transportation	2%	8%	5%
Other	9%	16%	13%
<b>STAFFING</b>			
Full	3	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	42	65.8	76.7
Average Daily Attendance	13	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	5%	10%	8.4%
<b>HOUSING</b>			
Homeless	1	2.8	3.2
In Group Homes	11	22.3	17.4
Rehospitalization	6	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	1	7.1	12.9
Homeless members who secured housing with clubhouse assistance	1	1.6	2.7
Members moved from group homes to more independent housing	1	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	25	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	1	3	6.75

## Addenda

	The Summit Clubhouse*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	1	5.8	14
Group TE	0	1.3	3.3
Supported Employment	2	5	6.3
Independent Employment	3	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$300	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	46	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	68	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	3	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	40	51.4	47.4
Outreach Services	10	40.3	57.9
Face-to-face Outreach	2	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	3	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	0	1.4	2
Total	11	12.9	17

Appendix Y  
**Addenda**

	Traverse House*	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$317,643	\$477,025	\$528,108
Cost Per Member	\$6,228	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	75%	59%	64%
Building/Land	12%	16%	15%
Transportation	13%	8%	5%
Other	0%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	0	0.9	0.7
Support	0	1.3	2.4
<b>MEMBERSHIP</b>			
Active	51	65.8	76.7
Average Daily Attendance	17.46	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	0%	10%	8.4%
<b>HOUSING</b>			
Homeless	5	2.8	3.2
In Group Homes	18	22.3	17.4
Rehospitalization	6	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	5	7.1	12.9
Homeless members who secured housing with clubhouse assistance	5	1.6	2.7
Members moved from group homes to more independent housing	3	2.2	2.7
Member who were incarcerated	2	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	35	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	5	3	6.75

## Addenda

	Traverse House*	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	13	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	1	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$8,036	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	1	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	6%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	90	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	42	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	6	6.8	8
Volunteered in clubhouse supported activities	0	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	27	51.4	47.4
Outreach Services	62	40.3	57.9
Face-to-face Outreach	1	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	5	4.7	6
Exercise	3	2.5	3.3
Smoking Cessation	1	1.4	2
Total	14	12.9	17

Appendix Y  
**Addenda**

	Turning Point	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$511,750	\$477,025	\$528,108
Cost Per Member	\$8,620	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	31%	59%	64%
Building/Land	18%	16%	15%
Transportation	14%	8%	5%
Other	37%	16%	13%
<b>STAFFING</b>			
Full	4	4.7	5.5
Part	3	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	57	65.8	76.7
Average Daily Attendance	30.7	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	11%	10%	8.4%
<b>HOUSING</b>			
Homeless	0	2.8	3.2
In Group Homes	26	22.3	17.4
Rehospitalization	6	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	3	7.1	12.9
Homeless members who secured housing with clubhouse assistance	0	1.6	2.7
Members moved from group homes to more independent housing	0	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	30	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	3	3	6.75

## Addenda

	Turning Point	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	3	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	4	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$4,462	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	60	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	39	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	11	6.8	8
Volunteered in clubhouse supported activities	15	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	44	51.4	47.4
Outreach Services	21	40.3	57.9
Face-to-face Outreach	3	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	6	4.4	5.7
Nutrition and Weight Loss	4	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	2	1.4	2
Total	14	12.9	17

Appendix Y  
**Addenda**

	Visions Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
<b>BUDGET</b>			
Total Annual Budget	\$523,904	\$477,025	\$528,108
Cost Per Member	\$5,292	\$8,064	\$7,270
<b>BUDGET ALLOCATION</b>			
Staff	45%	59%	64%
Building/Land	18%	16%	15%
Transportation	6%	8%	5%
Other	31%	16%	13%
<b>STAFFING</b>			
Full	6	4.7	5.5
Part	0	0.9	0.7
Support	2	1.3	2.4
<b>MEMBERSHIP</b>			
Active	99	65.8	76.7
Average Daily Attendance	45	28.6	32.7
<b>EDUCATION</b>			
Member in formal education/ADA	3%	10%	8.4%
<b>HOUSING</b>			
Homeless	3	2.8	3.2
In Group Homes	40	22.3	17.4
Rehospitalization	11	6.1	8.1
<b>HOUSING TRANSITION</b>			
Members who secured housing with clubhouse assistance	6	7.1	12.9
Homeless members who secured housing with clubhouse assistance	2	1.6	2.7
Members moved from group homes to more independent housing	4	2.2	2.7
Member who were incarcerated	1	1.3	2.3
<b>WOD</b>			
Total Hours of Work Ordered Days Per Week	34	31.1	37.1
<b>EMPLOYMENT</b>			
Individual TE Positions	5	3	6.75

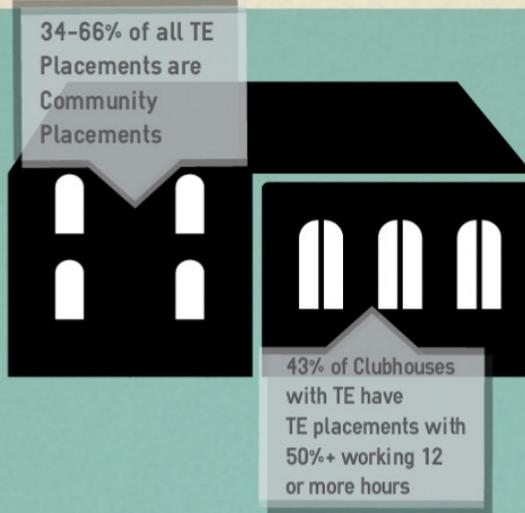
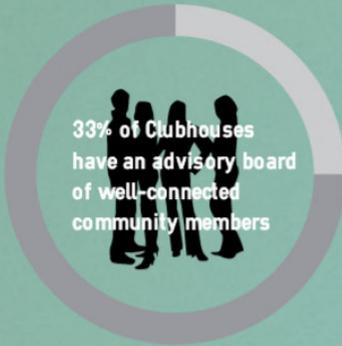
## Addenda

	Visions Clubhouse	MI Clubhouse Average	Accredited Clubhouse Average
Individual TE Workers	6	5.8	14
Group TE	0	1.3	3.3
Supported Employment	4	5	6.3
Independent Employment	12	6	8.6
<b>TE EARNINGS</b>			
Total Clubhouse Earnings in Individual TE	\$13,690	\$9,220	\$18,304
<b>EMPLOYMENT TRANSITION</b>			
Moved from TE to SE and IE	0	1.6	3.1
Moved from SE to IE	0	1.1	1.7
<b>EMPLOYMENT SUPPORT</b>			
Employment Support (MRS or MCB clients/ADA)	2%	16%	18%
<b>EMPLOYMENT OUTCOME</b>			
Employment Outcome Measure	62	47.4	83.7
<b>DAYS OPEN</b>			
Number of days of weekends, evenings, holidays open	138	76.1	68.4
<b>SOCIAL CONNECTEDNESS</b>			
Volunteered independently of the clubhouse	2	6.8	8
Volunteered in clubhouse supported activities	2	13.1	9.9
Clubhouse assists members to connect with others in the community	Yes	Yes	Yes
<b>SOCIAL SUPPORT</b>			
Transportation	79	51.4	47.4
Outreach Services	83	40.3	57.9
Face-to-face Outreach	10	3.8	1.4
<b>HEALTH AND WELLNESS INITIATIVES</b>			
Overall Clubhouse Focus	5	4.4	5.7
Nutrition and Weight Loss	3	4.7	6
Exercise	2	2.5	3.3
Smoking Cessation	0	1.4	2
Total	10	12.9	17

\*Only Clubhouses with TE were used for TE data

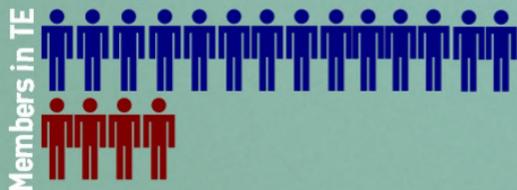
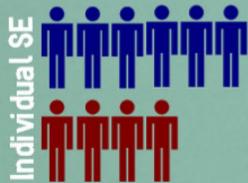
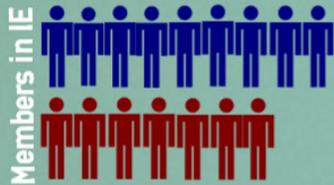
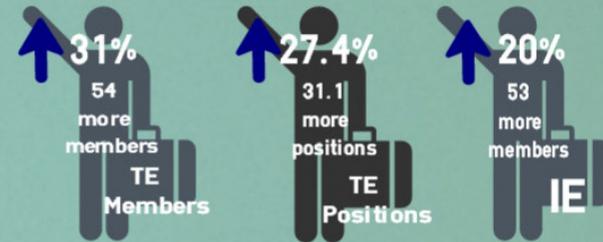
# MI Clubhouse **EMPLOYMENT** at a glance

Prepared by  
Michigan State University  
for the Michigan Department  
of Community Health



## EMPLOYMENT

Individual Transitional Employment and Independent Employment significantly increased from 2012 to 2013



■ Non-Accredited Clubhouse Average   ■ Accredited Clubhouse Average

- ### Type of TE Positions
- 58%: Maintenance or Janitorial
  - 30%: Food Service
  - 26%: Clerical
  - 26%: Retail
  - 16%: Landscaping
  - 2%: Assembly or Manufacturing
  - 2%: Medical Services
  - 2%: Education



## TE Earnings Increase from 2012

\*for more information, please visit the Michigan Clubhouse website: [mi-clubhouses.org](http://mi-clubhouses.org)

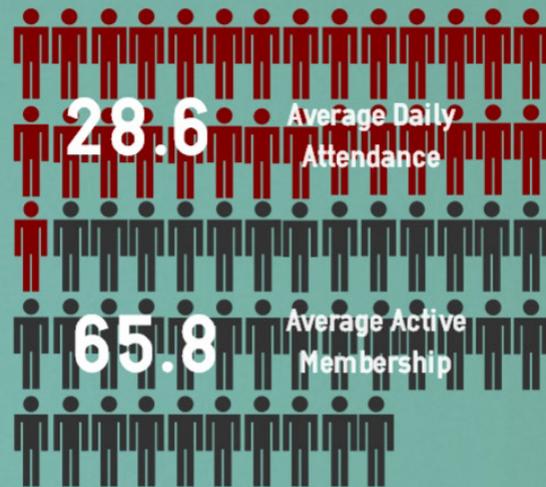
# Michigan Clubhouses 2013 FACTS

Prepared by  
Michigan State University  
for the Michigan  
Department of Community Health



7 out of 43  
Clubhouses are  
CI Accredited

**39.5% of Clubhouse Directors &  
35% of Clubhouses have Staff  
that have taken Clubhouse International Trainings**



**\$8,064**  
average cost  
per member

**All 43 Clubhouses**  
Engage in Outreach  
Services by phone,  
email, face-to-face,  
or cards

**8.7%**  
Overall increase  
in Health and Wellness  
Initiatives

\*For more information, please visit the MI Clubhouse website: [mi-clubhouses.org](http://mi-clubhouses.org)

# 2013 Michigan Clubhouse Survey

**Clubhouse Profile**

**1. Please fill out your Clubhouse profile.**

Name of Director

Clubhouse Name:

Year Clubhouse Opened:

Clubhouse Address:

City/Town:

ZIP Code:

Auspice Agency Name:

Director's Email Address:

Phone Number:

**2. Provide the annual operation budget for the current fiscal year.**

**3. Provide estimated yearly budget allocation for each category. (e.g., staff-30%, land/lease-30%, transportation-25%, other-food-10%, conference attendance-5%, etc.)**

Staff

Land/Building

Transportation

Other

**Staff Characteristics**

**4. How many full-time unit staff including the Director do you have? (Full-time employees are those who work more than 35 hours per week.)**

**5. How many part-time staff do you have? (Part-time employees are those who work less than 35 hours per week.)**

**If you don't have part-time staff, skip Q6 and go to Q7.**

**6. Provide total number of hours each part-time staff works for a week (e.g., how many hours would a part-time employee be working a week?).**

Part-time Staff 1

Part-time Staff 2

Part-time Staff 3

Part-time Staff 4

Part-time Staff 5

Part-time Staff 6

Part-time Staff 7

**7. Do you have other support staff (e.g., job coaches from your auspice agency, drivers, etc.) who are NOT involved in Work-Ordered-Day activities of the Clubhouse? (If you have none, skip Qs 8-10 and go directly to Q11.)**

Yes

No

**8. If yes, how many support staff do you have?**

**9. Provide total number of hours each support staff works for a week (e.g., how many hours would a support staff be working a week?).**

Support Staff 1

Support Staff 2

Support Staff 3

Support Staff 4

Support Staff 5

Support Staff 6

Support Staff 7

**10. Briefly describe the composition of your support staff.**  
(e.g., 1 job coach from your auspice agency,3 drivers, etc.)

**Membership**

**11. Indicate the total number of unduplicated active\* members who attended the Work-Ordered Day during the month of September 2013.**  
(\*Active defined as attend at least once a month.)

**12. Indicate the average daily attendance (ADA)\* during the month of September 2013.**  
(\*ADA = the sum of the number of members who attended each work-ordered day divided by the number of days the clubhouse was open that month)

**13. Indicate the number of Work-Ordered Days (Monday through Friday, excluding holidays) in September 2013.**

**14. What were the total hours of membership attendance for the month of September 2013? (see billing information)**

**Membership Cont'**

**15. Indicate the daily hours per each Work-Ordered Day (WOD) in September 2013.**

	Monday	Tuesday	Wednesday	Thursday	Friday
Daily Hours of the WOD	<input type="text"/>				

**16. Provide the total number of new members in September 2013.**

**17. Questions 17-20 are about Clubhouse members who are parents of children 18 and under.**

**How many of your current active Clubhouse membership are parents of children 18 and under?**

**18. Does the Clubhouse receive requests for parenting information such as child development, parenting support, or family support?**

- Yes
- No

**19. Does the Clubhouse receive requests from families for mental health information, resources, or community services?**

- Yes
- No

**20. Does the Clubhouse include activities for the family members of Clubhouse members?**

- Yes
- No

**Employment**

Competitive employment is the goal of each Clubhouse. Following are the descriptions of these various types of employment defined by the Michigan Department of Community Health (MDCH) and the Clubhouse International. Please use the following definitions to complete the questions:

Transitional employment (TE) is defined as a model of supported employment specific to persons with mental illness. It involves multiple part-time work placements with community based employers, paid by the employer. Support services are provided by a Clubhouse program prior to and concurrent with the transitional employment experiences. Continued employment support would be available through the psychosocial Clubhouse for subsequent job placement. A TE job is a time-limited opportunity, usually 6-9 months in duration. TE positions belong to the clubhouse. In TE, the clubhouse develops and maintains a relationship with the employer and provides on-site training and support. Absence coverage is a key feature of the model. TE can be implemented as individual or group TE.

Supported Employment(SE)provides an employment opportunity that is not time-limited. The position belongs to the member. There is a competitive element to the interview process. In SE, the Clubhouse develops and maintains a relationship with the employer and assists with job site development and sometimes training. SE jobs may be full- or part-time. The Clubhouse does not provide absence coverage. SE Group Placement (i.e., Mobile Crew) consists of a small group (8 or fewer individuals) which works together at a job site or moves from site to site to perform work. The crew may have their own equipment, and job training and supervision are usually the responsibility of the service provider agency.

Independent Employment (IE) is a job for which the Clubhouse provides support as requested by the member. There are no on-job-site services or responsibility to an employer. IE is distinguished from SE by the lack of a relationship between the employer and the Clubhouse and absence of on-site supports. In IE, members participate in a fully competitive interview.

**21. How many members were employed in individual TE for the period between October 1, 2012 and September 30, 2013? (If your Clubhouse did not have any TE placement for the period, skip Qs 21-28 and go to Q29.)**

**22. How many individual TE positions/slots managed by the Clubhouse have you had for the period between October 1, 2012 and September 30, 2013?**

**23. How many of the TE positions/slots were seasonal?**

**24. How many were year round?**

**25. Provide the cumulative scheduled hours of participation in individual TE during the period between October 1, 2012 and September 30, 2013.**

**26. How many members were involved in TE Group Placement during the period between October 1, 2012 and September 30, 2013?**

**27. Provide the cumulative scheduled hours of participation in TE Group Placement during the period between October 1, 2012 and September 30, 2013.**

**28. For each member who worked in TE for the period between October 1, 2012 and September 30, 2013, provide the detailed information in the following text box.**

**Example:**

**John Doe (Name of the member in TE); CP (Community Placement\*) or AP (Auspice Placement); 12 (# of hours per week); Yes or No (Absence coverage provided during the year); 8/11-3/12 (dates employed)**

**\* Community placements are defined as all of those that are not through your auspice agency or mental health center. They are generally regular employers in the community.**

**Your response will look like :**

- 1. John Doe; CP; 12; Yes; 8/12-3/13**
- 2. Jane Doe; AP; 10; No; 12/11-5/13**
- 3. GI Joe...**
- 4. GI Jane...**

**29. How many members were employed in individual Supported Employment (SE) during the period between October 1, 2012 and September 30, 2013?**

**30. How many members were employed in individual Supported Employment (SE) that the Clubhouse helped secure the job without the aide of an outside agency or a separate auspice department during the period between October 1, 2012 and September 30, 2013?**

**31. Provide the cumulative scheduled hours of participation in individual Supported Employment (SE) during the period between October 1, 2012 and September 30, 2013.**

**32. How many members were involved in SE Group Placement during the period between October 1, 2012 and September 30, 2013?**

**33. Provide the cumulative scheduled hours of participation in SE Group Placement during the period between October 1, 2012 and September 30, 2013.**

**34. How many members in Independent Employment (IE) were supported\* by your Clubhouse during the period between October 1, 2012 and September 30, 2013? (\*Support comes in various forms, such as assisting with job applications and interviews as well as informing ways to solve work-related problem and to get along with co-workers)**

**35. How many members did your Clubhouse help\* move from Transitional Employment (TE) to SE or to IE during the period between October 1, 2012 and September 30, 2013? (\*Help members to find jobs, prepare for interviews, solve employment-related problems, benefits planning, offer employment dinners, connect with MRS, etc.)**

**36. How many members did your Clubhouse help\* move from Supported Employment (SE) to Independent Employment (IE) during the period between October 1, 2012 and September 30, 2013? (\*Help members to find jobs, prepare for interviews, solve employment-related problems, benefits planning, offer employment dinners, connect with MRS, etc.)**

**Clubhouse Employment Outcomes**

Please note that this employment outcome measurement tool is a consensus document from the Clubhouse Michigan, based on statewide conference calls.

Introduction: In March 2011, Clubhouse International Clubhouse Model Programs achieved placement on the Evidenced-Based Practices list through the Substance Abuse and Mental Health Services Administration (SAMSHA). Employment outcomes for Clubhouses played a significant role in SAMSHA's decision. They used three journal articles to make their finding, and two of the articles focused on employment. Both articles were studies of employment outcomes at a Clubhouse accredited by the Clubhouse International. Accredited Clubhouses follow specific guidelines\* for employment systems within the Clubhouse, and they were able to objectively demonstrate strong effectiveness for this model. Therefore, the Clubhouse International Standards on employment should be seen as the most effective method known to secure an array of employment opportunities for Clubhouse members. For this reason, many of the questions in this survey encourage fidelity to the Clubhouse International Clubhouse Standards.

\* The comprehensive Clubhouse employment system has a strong focus on TE development as well as expectations for SE and IE opportunities, all while utilizing generalist staffing to retain a strong WOD at the Clubhouse.

**37. Questions 37-44 are about TE placement characteristics. If there were no TE placements for the period between October 1, 2012 and September 30, 2013, skip Qs 37-44 and go to Q45.**

**Between October 1, 2012 and September 30, 2013, what was the average tenure of members on TE placements?**

**4=6-9 months**

**3=Less than 6 months**

**2=More than 9 months**

**1=N/A (no TE placements at this time)**

- 1
- 2
- 3
- 4

**38. Percentage of Community Placements\* vs. Auspice Placements\*\* for TE**  
**Calculate the average length of placement for each member whose TE ended in the specified year .**

**\*Community placements are defined as all of those that are not through your auspice or mental health center. They are generally regular employers in the community.**

**\*\*Auspice Placement under related mental health with contracting agencies**

**4=67-100% Community Placements**

**3=34-66% Community Placements**

**2=1-33% Community Placements**

**1=Only Auspice Placements**

- 1
- 2
- 3
- 4

**39. Percentage of TE placements scheduled for 15-20 hours of work per week (Check one)**

**This pertains to a typical workweek in each position. Average the normal hours for all positions.**

**For example, if you have 2 TE's at 15 hours per week, and 2 TE's at 10 hours per week, then you have 50% at 15-20% and you would select the middle option.**

**\*For seasonal positions, use the average hours across the entire season. Do not count non-work periods against your average.**

**4=51% or more placements are 15-20 hours per week**

**3=30-50% of placements are 15-20 hours per week**

**2=1-29% of placements are 15-20 hours per week**

**1=No TE positions at this time**

- 1
- 2
- 3
- 4

**40. Absence coverage by staff and/or members (Check one)**

If the employer allows for absence coverage and you generally provide it, it counts. If, for any reason, coverage cannot be provided at a placement, it does not count for this measure.

- 4=Provided on 100% of TE placements**
- 3=Provided on 51-99% of TE placements**
- 2=Provided on 1-50% of TE placements**
- 1=Not provided**

- 1
- 2
- 3
- 4

**41. Diversity of Job Descriptions for TE placements (Check all that apply)**

- Clerical
- Retail
- Maintenance/ Janitorial
- Manufacturing/Assembly
- Food Service
- Landscaping
- Medical Services
- Education

Other (please specify)

**42. Current TE Percentage ( Number of TE placements / Average Daily Attendance)**

- 7=> 25%**
- 6=21 – 25%**
- 5=16 – 20%**
- 4=11-15%**
- 3=6-10%**
- 2=1-5%**
- 1= No Transitional Employment at this time**

- 1
- 2
- 3
- 4
- 5
- 6
- 7

**43. TE development characteristics (Check all that apply)**

- Employment development is included in the director's job description as a bottom-line responsibility.
- TE support is included in all generalists' job descriptions including placement management and networking responsibilities.
- TE Development responsibilities are included in the job description for at least one generalist staff.
- The Clubhouse has an advisory board comprised of well-connected community members.
- An Employment Committee exists, comprised of (for example) the Director, staff involved in employment development, member representatives, advisory board members, and well-connected community members.
- The director has attended a 2-week or 3-week Comprehensive Colleague Training at an ICCD Accredited Training Base.
- A list of "Target Employers" has been developed to include a wide range of successful businesses.
- All staff who are involved in employment development are integrated generalists who work side-by side with members.
- One or more current staff (non-director) have attended an ICCD Employment-track training (or 3-week training).
- The Clubhouse has signed up for an ICCD Accreditation visit, or the Clubhouse is currently certified.

**44. Stakeholder Buy-In for Standards-Based TE**

Select each of the following stakeholder groups based on the following criteria: The individual or a majority of this group would give an affirmative answer to the following question "I believe that a standards-based TE program is an effective way to provide job opportunities for members, and it is worth investing Clubhouse resources for success in this area." See standard 22 for definitions of "standards-based TE."

- Clubhouse Director  
 Clubhouse Staff  
 Clubhouse Members  
 Advisory Board/Committee  
 Auspice administrators  
 Auspice Board of Directors

**45. SE/IE Percentages (Check one)**

Add the total number of active members currently on SE and IE, and divide by the ADA (average daily attendance).

- 4=<25%**  
**3=15%-24%**  
**2=1-14%**  
**1=No SE/IE**

- 1  
 2  
 3  
 4

**46. Number of active members (unduplicated) who have started SE/IE placements in the last 12 months (they do not have to be still working to count), divided by ADA.**

This is much like the question above, but only include members currently working who were employed in the past year. This question encourages ongoing SE development and IE assistance.

- 4=>12%**  
**3=6-12%**  
**2=1-5%**  
**1=0%**

- 1  
 2  
 3  
 4

**47. Number of SE/IE placements (SE/IE started with the past year) which members generally work 15 hours or more per week.**

This is much like the question above, but only include members currently working who were employed in the past year who are working 15 hours or more. This question encourages assistance with jobs that have greater vocational significance.

- 4=> 50%**  
**3=25-50%**  
**2=1-24%**

**1=No SE placements within the last year over 15 hours/week.**

- 1  
 2  
 3  
 4

**48. Member Choice (Check one)**

- Members are free to choose the level of employment (TE, SE, IE) in which they want to participate.  
 Members are required to start at a certain level before moving on. (incongruent with Clubhouse philosophy)

**49. Based on a survey of your active membership, what percentage of active members express an interest in working (including members who are working).**

- 5=>80%
- 4=61-80%
- 3=41-60%
- 2=21-40%
- 1=0-20%

- 1
- 2
- 3
- 4
- 5

**Earnings**

This section asks about amount earned (gross pay) from the following employment placements.

**50. Provide total amount earned from individual Transitional Employment (TE) placements during the period between October 1, 2012 and September 30, 2013.**

**51. Provide total amount earned from TE Group Placements for the period between October 1, 2012 and September 30, 2013.**

**Employment Support**

**52. Indicate the types of employment supports provided by the Clubhouse:(Please check all that apply)**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> 1. Access to Benefits Counseling  | <input type="checkbox"/> 5. Job Development for Individual Members | <input type="checkbox"/> 9. Job Support Meetings (e.g., employment dinner)                          |
| <input type="checkbox"/> 2. Job Seeking Skills (e.g., interviewing, applying online, resume, etc.) | <input type="checkbox"/> 6. Coverage of Employee Absentee          | <input type="checkbox"/> 10. Mobility Training (example: teaching how to use public transportation) |
| <input type="checkbox"/> 3. Transportation to Job Interviews                                       | <input type="checkbox"/> 7. On-site Job Training/Coaching          |   |
| <input type="checkbox"/> 4. Transportation to Work   | <input type="checkbox"/> 8. Off-site Job Training/Coaching         |   |

**Educational Supports**

Formal education\* programs include all structured and certified programs including technical school, community colleges, supported education, etc.

Informal education\*\* includes assistance with basic skill building such as reading, writing, and math skills.

**53. How many members did your Clubhouse support in enrolling into formal\* education programs for the period between October 1, 2012 and September 30, 2013?**

**54. How many members were assisted by the Clubhouse to further their informal\*\* educational goals for the period between October 1, 2012 and September 30, 2013?**

### Member Support/ Services

For questions 55-58, count each member only once.

**55. How many members were provided transportation supports\* in September 2013?**  
 (\*Transportation supports include transportation-related supports provided in the form of Clubhouse vans, bus tickets, mobility training, and assistance with utilizing public transportation.)

**56. How many members were involved in volunteer activities independent of your Clubhouse for the period between October 1, 2012 and September 30, 2013?**

**57. How many members were involved in the Clubhouse-supported volunteer activities for the period between October 1, 2012 and September 30, 2013?**

**58. How many members were MRS (Michigan Rehabilitation Services) or MCB (Michigan Commission for the Blind) clients for the period between October 1, 2012 and September 30, 2013?**

### Health and Wellness

**59. Does your Clubhouse provide health and wellness programs and/or education? If yes, answer to Qs 60-65. If no, skip Qs 60-65 and go directly to Q66.**

Yes

No

#### 60. Domain #1: Overall Clubhouse Focus

**Indicate which of the following wellness initiatives your Clubhouse has adopted (check all that apply):**

A. Wellness committee (A standing committee that helps keep the focus of the Club on wellness, which may include community members/advisory board members.)

B. Wellness presentation (An informational session from a wellness panel made up of staff, members, and/or community members. Topics are based on member interests and needs.)

C. Wellness-minded fundraisers

D. Wellness-minded social activity planning

E. Creating partnership with community wellness partners (This includes wellness grants, partnerships with educational institutions, etc.)

F. Creating a system of community support around personal wellness goals (Ideas include: posting wellness goals in the Clubhouse, sharing goal progress at unit meetings, using Internet resources to set wellness goals and track progress)

G. Integrated Health-Ensure members are connected to primary care physicians and other preventive care services (This can be done through surveys, sharing resources, etc.)

Other (please specify)

**61. Domain #2: Nutrition & Weight Loss**

Indicate which of the following wellness initiatives your Clubhouse has adopted (check all that apply):

- A. Wellness-minded menu planning
- B. Wellness-minded food preparation (e.g., food prep methods, serving sizes, etc.)
- C. Wellness-minded snack shop offerings
- D. Nutrition education meetings (e.g., healthy eating/cooking, label information, portion sizes, etc.)
- E. Publishing nutrition content of meals served
- F. Resources for obtaining healthy foods (e.g., planting a clubhouse vegetable garden, farmers market outings, organic food delivery for urban settings, etc.)
- G. Group weight loss efforts
- H. Financial aid for weight loss programs in the community (e.g., Weight Watchers)

Other (please specify)

**62. Domain #3: Exercise**

Indicate which of the following wellness initiatives your Clubhouse has adopted (check all that apply):

- A. Passes to local YMCA/gym/swimming pool
- B. Walks at lunch time
- C. Exercise opportunities (e.g., yoga, Wii Fit, etc. after the WOD)
- D. Clubhouse bicycle loan system
- E. Highlight WOD tasks that burn calories

Other (please specify)

**63. Domain #4: Smoking Cessation**

Indicate which of the following wellness initiatives your Clubhouse has adopted (check all that apply):

- A. Stop smoking support groups
- B. Stop smoking resource sharing (e.g., American Cancer Society, MDCH Smoker's Quit kit)
- C. Tracking number of cigarettes smoked by members and costs/savings associated with smoking/non-smoking
- D. Use a clubhouse survey to identify who would like to quit, who has quit and how they were able to quit
- E. Financial aid for the nicotine replacement therapy

Other (please specify)

**64. Please describe any other health initiatives your Clubhouse has adopted.**

**65. How does the Clubhouse evaluate the effectiveness of these initiatives improving members' wellness? Please explain.**

### Housing or Living Situation/ Hospitalization/ Incarceration

For questions 66-72, count each member only once.

**66. How many members have been assisted in the housing situation through your Clubhouse for the period between October 1, 2012 and September 30, 2013?**

**67. How many members were ever homeless for the period between October 1, 2012 and September 30, 2013?**

**68. How many homeless members have secured housing with Clubhouse assistance for the period between October 1, 2012 and September 30, 2013?**

**69. How many members are currently living in group home settings (e.g., AFC homes)?**

**70. How many members have moved from group homes to more independent housing with your Clubhouse assistance for the period between October 1, 2012 and September 30, 2013?**

**71. How many members were admitted for psychiatric hospitalization during the period between October 1, 2012 and September 30, 2013?**

**72. How many members were ever incarcerated for the period between October 1, 2012 and September 30, 2013?**

### OUTREACH

For questions 73-74, please note that this will involve counting members multiple times.

**73. How many members were provided outreach services through phone conversation, e-mail, and/or cards in September 2013?**

**74. How many members were provided face-to-face contact outreach services in September 2013?**

**SOCIAL & RECREATIONAL ACTIVITIES**

**75. How many members attended social or recreational activities held on Saturdays, Sundays, and evenings for the period between October 1, 2012 and September 30, 2013? (Note that this will involve counting members multiple times.)**

**76. How many members attended social or recreational activities held on legal holidays (e.g., New Year's Day, Martin Luther King, Jr. Day, Fourth of July, Thanksgiving Day, Christmas) for the period between October 1, 2012 and September 30, 2013? (Note that this will involve counting members multiple times.)**

**77. Access to Clubhouse I:**  
Provide total number of Saturdays, Sundays, and evenings your Clubhouse was open for the period between October 1, 2012 and September 30, 2013.

**78. Access to Clubhouse II:**  
Provide total number of legal holidays your Clubhouse was open for the period between October 1, 2012 and September 30, 2013.

**SOCIAL CONNECTEDNESS**

**79. Does your Clubhouse assist members to connect with others in the community? (Examples: NAMI, Rotary Club, photography club, and art club, etc.)**

 Yes

 No

**80. If yes, describe ways that the Clubhouse promotes members' social connectedness and increases their community participation. (Examples: NAMI meetings, self-help groups, etc.)**

**COMMENTS**

In the space provided below, please describe circumstances, procedures, and practices that may better inform the reader around the following dimensions being measured in the survey.

**81. Active Membership**

**82. Employment, Earnings, and Employment Support**

**83. Educational Support**

**84. Community Supports**

**85. Homelessness, Hospitalizations, and Incarcerations**

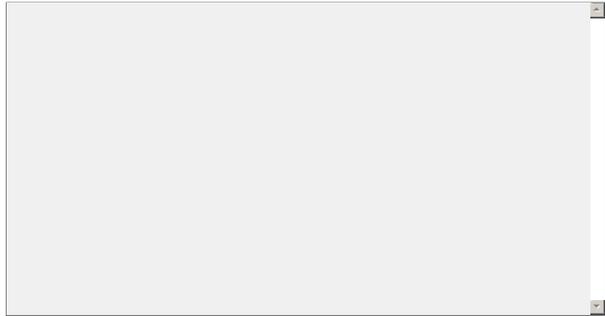
**86. Outreach**

**87. Decision Making and Clubhouse Operation**

**88. Other**

Thank you for taking time to complete this questionnaire. Your assistance in providing this information is very much appreciated.

**89. If there is anything else you would like to tell us about your clubhouse, or any item on this survey, please do so in the space provided below.**



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