

2012 Michigan Clubhouse Survey

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Prepared for:
Michigan Department of Community Health

Prepared by:
Esther E. Onaga, Ph.D.
Amy Kemp
Eun Jin Han, Ph.D.
Sara Theobald
Department of
Human Development & Family Studies
Michigan State University
East Lansing, MI



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Michigan Clubhouse Report 2012

The Clubhouse Model of Psychosocial Rehabilitation originated at Fountain House in 1948 (Beard, Propst, & Malamud, 1982). Since then the number of clubhouses has increased at a rapid rate for the past several decades as either an adjunct or an alternative to traditional community mental health centers (McKay, 2007). In 1994, the training model provided by Fountain House evolved into the International Center for Clubhouse Development (ICCD), today called Clubhouse International. This model offers a three-week training curriculum to clubhouses and assigns accreditation status on the basis of detailed self-studies. It also offers three-day site visits by trained members and staff from well-established clubhouses and reviews of the site visit records (Marcias, Barreira, Alden, & Boyd, 2001).

According to the 2011 Annual Report, there were 341 member clubhouses worldwide, and 152 of them were ICCD accredited. As of July 2012, there are 44 clubhouses in Michigan, serving approximately 2,727 active members (Michigan Department of Community Health [MDCH], 2013). There are currently 17 Clubhouse International member clubhouses and of those, seven are accredited (Michigan Association of Clubhouses, 2012). Michigan accredited clubhouses are displayed with a bold font to distinguish them from non-accredited clubhouses in the report. In March, 2011, the Clubhouse International accredited clubhouses became evidence-based programs under the Substance Abuse and Mental Health Services Administration guidelines. In Michigan, we find about ten clubhouses preparing to become accredited.

This year the report includes three new features. The first is a new section on employment designed by a collaborative effort among clubhouses and individuals seeking to work on quality improvement of clubhouses around employment.

Findings for this new section of the survey are displayed in Appendix I. The second feature is the use of info-art to highlight findings from the survey. This feature was designed to help engage members and staff to review what has been discovered through the survey. The third feature was developed as a result of clubhouses wanting to have their individual data compared with the state data. Tables displaying the comparisons were created for each of the clubhouses and are displayed in the Addendum of this report.

Overview of the Survey and Key Findings

This is the third year that clubhouse directors in Michigan have been asked to complete a survey covering structure, membership, offerings and performance indicators. Questions remained the same except for a section asking for more detailed employment information.

Across Three Years. On the matter of budget, the average cost per member has been around \$6,735. There are fluctuations across clubhouses about where the money is spent. Most spend the largest percentage on personnel and lowest on building and land costs. Others, especially in rural communities, spend a significant portion of their budget on transportation.

Full-time staff remain fairly stable, although clubhouses differed around whether they hired part-time staff or support staff (staff who provide services, such as driving, but are not part of the work-ordered day). In 2012, the number of clubhouses hiring peer support staff was measured: 13 of the 44 clubhouses have peer support specialists.

Access to the clubhouse, (measured by the number of days open on week-ends, evenings and holidays), varies across clubhouses, ranging from 0-280 days

with an average of 71 days across the three years.

Clubhouses are settings in which members can receive support for formal education. The percentages are modest remaining around 4% of membership.

As for housing, the number of members living in group homes dropped in 2012. Clubhouses also saw a decrease in members becoming homeless. There seems to be a decline in the number of re-hospitalizations across three years.

Employment has fluctuated through all types: Individual transitional employment (TE), group transitional employment, supported employment (SE) and independent employment. This may be reflective of general employment figures across Michigan. The fluctuations may also be related to the Clubhouses' ability to self-report. Employment positions (e.g., transitional, independent, and supported), cumulative hours of employment (e.g., transitional and supported), and the amount earned in all transitional employment positions were compared across three years (e.g., 2010, 2011, and 2012) in 44 Michigan Clubhouses by accounting for size as the total active membership.

Having a Clubhouse International (formerly ICCD) accreditation seems to be associated to transitional employment measures. In 2010 and 2011, accredited Michigan clubhouses were associated with an increase in the number of transitional employment positions and the cumulative hours of transitional employment. In 2012, being accredited predicted higher cumulative hours of transitional employment. In both 2010 and 2012, Michigan Clubhouses with accreditation had more income from all transitional employment positions.

Another predictor of employment across the three years was whether the clubhouse provided outreach services. Specifically, from 2010 to 2011, Michigan clubhouses providing outreach services were significantly related to increased

cumulative hours of supported employment. In 2011, such clubhouses were associated with higher numbers of independent employment positions.

Additional predictors of employment included: the number of members who participated in social and recreational activities, total hours of work ordered days per week and cost per member (higher cost associated with increased employment). In 2010, Michigan clubhouses with a higher number of members participating in social/recreational activities were related to more transitional employment positions. The total hours of work-ordered days per week predicted higher numbers of independent employment positions and the amount earned from all transitional employment positions. Finally, increased cost per member was related to higher numbers of supported employment positions in 2011.

The type of employment is clearly related to the status of accreditation, with accredited clubhouses having more TE positions than others. What is evident is that a subset of clubhouses have a low number across all types of employment: TE, SE and IE.

2012 data. In 2012 the survey yielded more complete information about health and wellness. This was the second year that health and wellness variables were measured. With the exception of a few clubhouses, all of them reported having some type of health related activities and initiatives. Notably, the initiatives were fairly evenly spread among three areas from highest to lowest: nutrition and weight loss (86%), exercise (82%) and smoking cessation (61%).

With respect to staffing, on average, clubhouses have 4.8 full-time, one part-time, 1.5 support staff and one peer specialist. 2012 was the first year where number of peer specialists in clubhouse was measured.

The total number of members employed reflects the trend that the highest area was in IE followed by SE, individual TE and group TE.

Membership is measured with three methods. The Individual Plan of Service (IPOS) number reflects how many community mental health consumers were referred to clubhouses. Active membership reflects a number of members who attend at least once a month. The average daily attendance reflects the total number attending each work-ordered day divided by the number of days in the month that the clubhouse was opened. This was measured for the first time in 2012. The mean average daily attendance for clubhouses in 2012 was 27.4.

Conclusions

Having survey results for three years on core structural, activity and performance measures allows us to examine the reliability of some of the reported data. Clubhouse directors now recognize that these are the questions that will be posed each year. In 2012, more detailed questions around employment challenged some of the directors leading to some “no” responses. It is anticipated that these “no” responses will be replaced with numbers that will enable a better understanding of employment in clubhouses in the next report.

In order to make the report accessible to members, staff, directors and funders, infographics have been used to depict major components of the findings. The appendices capture all of the data across the three years for anyone interested in comparing a clubhouse to another.

Recommendations

Clubhouse record keeping. As requests for specific information around employment becomes a central part of the yearly survey, it is clear that clubhouses are not uniformly prepared to submit accurate information around items such as number of hours of TE and amount of money earned. This became evident as numbers of members working in TE were entered with no information about

hours or income earned.

Staffing. More information about staff and the directors may be helpful in understanding the variability of clubhouse performance indicators such as employment, education and engagement with community. Counting the number and kinds of staff appear to be unrelated to performance indicators. However, staff is clearly an important component to the clubhouse in creating a supported and accessible climate, creating meaningful roles and engaging members in holding employment. For instance, examining how many staff were trained in-clubhouse, the recency of their training, and continuing to measure whether the director had gone to training (2012- 20 directors received training) might be good ideas. Given what we know about the limitations of change when we evaluate training in isolation, we might want to consider factors such as the auspice agency’s value of clubhouse as an evidence-based program and what their expectation is related to performance outcomes. Another issue is accountability of performance over time. Finally, given the increased interest in Clubhouse International accreditation, measuring how many are showing interest in getting accredited and what they are doing to get accredited are good next steps.

Employment. Employment is a valued outcome. With three-years of data on clubhouse employment, it is clear that clubhouses fall into low, medium and high employment types. It is also apparent that the largest number of people employed fell into independently employed, followed by supported employment, individual transitional employment and then group transitional employment. The influence of being Clubhouse International accredited on having higher transitional employment was clear: Getting accredited and maintaining accreditation appear to be a major factor in sustaining employment outcomes. We should consider how to increase employment in clubhouses where employment across all types are low. Supported employees not supported by clubhouses

indicate that the clubhouse is not a significant factor for these members' success in holding and getting a job. This type of structure should be examined and outcomes should be identified that might better reveal that this type of model is supporting members.

Acknowledgements

The Michigan Clubhouse Survey is in its third year of implementation with the support of many individuals. Clubhouse directors have reliably completed the survey, often with the input of members. The Michigan Association of Clubhouses has been actively working on promoting collection of "good data". In March 2011 a group of 20 clubhouses made a commitment to become involved in the quality improvement process, with a focus on employment. This is consistent with the Michigan Department of Community Health's use of performance measures to ensure that services are effective, efficient and of quality.

The focus on employment is fitting because gainful employment is a hallmark of the Clubhouse Model. Through a series of statewide conference calls, a consensus document was drafted largely based on the Clubhouse International (formerly known as ICCD) Employment Standards. Genesis House, namely Mike Leahy and Lee Kellogg were central in developing the document. Clubhouses participating in providing feedback on the document included: A Place of Our Own, The Gathering Place, Club Cadillac, Petoskey Club, Dreams Unlimited, Sheldon House, Fresh Start, New Directions, J-Town, Traverse house and Our House. Dr. Francesca Pernice-Duca and Marty Alward from the Michigan Department of Community Health were also part of the process.

The data from this new section on employment that focuses on transition employment development, supported employment and individual employment, while using generalist staffing in the work-ordered-day is described in Appendix I.

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Appendix A-1
Annual Budget

PIHP	Clubhouse	Annual Budget			Cost Per Member			
		2010	2011	2012	2010	2011	2012	
Access Alliance	Heartland House	\$351,533	\$389,189	\$305,979	\$10,399	\$12,162	\$8,999	
	Opportunity Center	\$403,000	\$400,000	\$400,000	\$3,875*	\$2,877	\$3,252	
CMH Affiliation of Mid Michigan	Charter House	\$812,500	\$591,648	\$864,133	\$13,771	\$7,784	\$14,646	
CMH Central Michigan	New Journey	\$275,600	\$264,636	\$291,150	\$4,445	\$4,071	\$3,425	
	Summit House	\$276,793	\$285,460	\$309,074	\$4,856	\$4,604	\$3,512	
CMH Partnership of Southeast MI	Crossroads-Monroe	\$397,845	\$362,523	\$299,643	\$12,433	\$16,478	\$7,885	
	*Fresh Start	\$300,000	\$409,740	\$450,000	\$6,122	\$6,208	\$6,338	
	*Genesis House	\$380,000	\$412,000	\$444,000	\$6,441	\$7,773	\$5,620	
Detroit-Wayne	A Place of Our Own	\$546,000	\$570,095	\$682,800	\$7,378	\$7,216	\$7,759	
	*Gathering Place	\$700,000	\$910,000	\$892,000	\$5,932	\$778	\$6,706	
	Hope House	\$373,725	\$343,521	\$380,000	\$2,768	\$4,294	\$7,307	
	Inner City Clubhouse	\$380,388	\$350,000	\$61,216	\$4,475	\$3,125	\$606	
	Motor City	\$154,231	\$486,000	\$486,000	\$771	\$2,641	\$8,237*	
	Network Clubhouse	\$419,963	\$320,000	\$300,000	\$3,783	\$5,517	\$4,000	
	New Directions	\$738,238	\$732,245	\$784,865	\$9,588	\$9,634	\$10,464	
	Next Step Clubhouse	\$725,000	\$815,724	\$775,000	\$8,631	\$11,023	\$7,908	
	Phoenix Friendship Clubhouse	\$150,000	\$150,000	\$150,000	\$397	\$617	\$1,667	
	Turning Point	\$859,000	\$483,985	\$499,985	\$9,544	\$5,761	\$5,813	
	Genessee Co CMH Services	Rainbow Connections	\$1,074,487	\$863,260	\$863,260	\$6,175	\$5,138	\$4,170
	Lakeshore Behavioral Health	Lakeshore Clubhouse	\$618,020	\$477,674	\$439,992	\$7,630	\$6,455	\$5,116
Club Interactions		\$422,200	\$501,909	\$504,450	\$14,073	\$20,076	\$13,388	
Lifeways	J-Town Clubhouse	\$555,443	\$555,185	\$729,407	\$8,679	\$9,253	\$7,443	
Macomb Co CMH Services	Crossroads-Warren	\$800,274	\$793,882	\$722,997	\$12,312	\$7,633	\$13,388	
	Friendship Clubhouse	\$316,000	\$352,000	\$497,000	\$4,213	\$3,911	\$5,071	
Network 180	Sheldon House	\$650,000	\$540,000	\$545,067	\$6,019	\$6,000	\$4,292	
North Care	Northern Lights	\$70,424	\$184,912	\$207,977	\$1,258	\$3,188	\$3,851	
Northern Affiliation	Light of Hope	\$332,155	\$332,236	\$231,495	\$7,381	\$7,910	\$5,787	
	New Horizons	\$331,094	\$367,592	\$396,154	\$4,942	\$5,327	\$6,389	
	*Petoskey Clubhouse	\$548,696	\$562,735	\$691,972	\$7,126	\$8,657	\$8,987	
Northwest CMH Affiliation	*Club Cadillac	\$292,109	\$368,089	\$347,433	\$5,036	\$4,182	\$5,515	

Annual Budget

PIHP	Clubhouse	Annual Budget			Cost Per Member		
		2010	2011	2012	2010	2011	2012
	*Traverse House	\$309,248	\$309,931	\$311,214	\$3,682	\$4,304	\$4,446
Oakland Co CMH Authority	Clubhouse Inspiration	\$467,591	\$475,580	\$489,050	\$5,138	\$6,689	\$3,239
	*Dreams Unlimited	\$440,000	\$440,000	\$464,000	\$4,583	\$4,889	\$4,594
	Our House	\$429,996	\$429,996	\$469,000	\$7,679	\$6,056	\$3,908
	Visions Clubhouse	\$600,000	\$600,000	\$616,500	\$5,405	\$7,173	\$6,044
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	\$370,000	\$380,000	\$435,000	\$3,663	\$4,578	\$4,677
Southwest MI Urban & Rural Consortium	Hopes and Dreams	\$315,000	\$290,825	\$286,326	\$10,161	\$11,633	\$6,507
	Pathways Clubhouse	\$854,577	\$979,327	\$953,855	\$7,987	\$5,899	\$6,194
	Circle of Friends Clubhouse	\$296,223	\$324,413	\$295,128	\$7,795	\$7,724	\$5,903
Thumb Alliance	Blue Water	\$515,000	\$541,639	\$583,372	\$3,902	\$4,042	\$3,646
	Harmony Hall	\$527,268	\$413,099	\$475,112	\$11,717	\$9,180	\$7,919
Venture Behavioral Health	Hope Center	\$437,034	\$467,899	\$501,586	\$9,501	\$9,549	\$7,376
	New Beginnings	\$499,429	\$619,681	\$585,048	\$16,111	\$15,492	\$10,447
	Outlook Clubhouse	\$200,000	\$194,000	\$194,000	\$7,407	\$4,974	\$4,042
	Average	\$466,275	\$469,150	\$482,096	\$6,935	\$7,033	\$6,238

* Accredited clubhouses

Appendix A-2
Budget Allocation

PIHP	Clubhouse	Staff %		Land/Bldg %		Transport'n %		Other %	
		2011	2012	2011	2012	2011	2012	2011	2012
Access Alliance	Heartland House	39	51	13	18	32	15	16	17
	Opportunity Center	59	59	15	15	6	6	20	19
CMH Affiliation of Mid Michigan	Charter House	83	83	9	9	3	3	5	5
CMH Central Michigan	New Journey	70	70	19	19	4	4	7	7
	Summit House	70	71	19	18	4	2	7	9
CMH Partnership of Southeast MI	Crossroads-Monroe	68	68	18	18	4	4	10	10
	*Fresh Start	59	57	18	18	6	6	18	19
	*Genesis House	77	79	6	6	6	6	10	9
Detroit-Wayne	A Place of Our Own	53	55	20	17	4	5	23	24
	*Gathering Place	48	64	16	16	10	10	26	10
	Hope House	30	15	20	20	10	10	40	55
	Inner City Clubhouse	35	35	30	30	10	10	25	25
	Motor City	40	40	45	45	5	5	10	10
	Network Clubhouse	44	30	17	25	3	20	36	25
	New Directions	40	62	7	10	2	6	51	22
	Next Step Clubhouse	37	49	18	14	7	2	39	35
	Phoenix Friendship Clubhouse	63	75	30	15	3	3	5	7
	Turning Point	70	34	15	13	6	10	9	43
Genessee Co CMH Services	Rainbow Connections	60	60	10	10	10	10	20	20
Lakeshore Behavioral Health	Lakeshore Clubhouse	67	65	18	10	3	4	13	21
	Club Interactions	56	58	15	17	1	1	28	22
Lifeways	J-Town Clubhouse	36	67	12	9	3	5	49	15
Macomb Co CMH Services	Crossroads-Warren	70	28	21	23	1	1	8	48
	Friendship Clubhouse	44	75	13	12	28	3	15	10
Network 180	Sheldon House	50	53	33	21	8	0	10	0
North Care	Northern Lights	69	74	9	8	6	3	16	15
Northern Affiliation	Light of Hope	57	70	10	10	6	0	27	20
	New Horizons	78	77	4	7	5	5	13	12
	*Petoskey Clubhouse	60	76	13	4	6	20	21	0
Northwest CMH Affiliation	*Club Cadillac	60	75	10	10	25	0	5	15

Appendix A-2 (continued)

Budget Allocation

PIHP	Clubhouse	Staff %		Land/Bldg %		Transport'n %		Other %	
		2011	2012	2011	2012	2011	2012	2011	2012
	*Traverse House	73	73	10	3	4	3	13	6
Oakland Co CMH Authority	Clubhouse Inspiration	53	49	27	26	15	8	5	17
	*Dreams Unlimited	56	57	22	22	5	5	17	16
	Our House	53	60	5	20	6	9	37	11
	Visions Clubhouse	40	61	16	19	4	5	40	15
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	65	60	5	12	9	8	21	19
Southwest MI Urban & Rural Consortium	Hopes and Dreams	54	52	11	10	26	28	9.4	10
	Pathways Clubhouse	50	60	2	4	2	2	47	34
	Circle of Friends Clubhouse	76	73	15	3	6	5	3	19
Thumb Alliance	Blue Water	62	61	12	15	8	5	18	19
	Harmony Hall	64	61	9	8	16	20	12	11
Venture Behavioral Health	Hope Center	58	58	18	19	13	13	11	10
	New Beginnings	50	0	13	0	10	0	27	36
	Outlook Clubhouse	65	65	0	0	10	10	25	25
	Average	57.03	57.09	15.11	14.26	8.12	6.80	19.71	18.10

Appendix B
Staffing

PIHP	Clubhouse	Full Time			Part Time		
		2010	2011	2012	2010	2011	2012
Access Alliance	Heartland House	1	1	1	3	5	5
	Opportunity Center	5	5	5	1	1	1
CMH Affiliation of Mid Michigan	Charter House	8	8	8	0	0	0
CMH Central Michigan	New Journey	3	3	3	0	0	0
	Summit House	3	3	3	0	0	0
CMH Partnership of Southeast MI	Crossroads-Monroe	5	5	5	2	2	2
	*Fresh Start	3	4	4	3	0	1
	*Genesis House	4	4	4	1	1	2
Detroit-Wayne	A Place of Our Own	5	5	5	1	0	0
	*Gathering Place	6	6	6	1	1	1
	Hope House	5	5	5	1	0	0
	Inner City Clubhouse	3	4	3	0	0	0
	Motor City	4	5	4	0	1	0
	Network Clubhouse	4	3	4	0	3	1
	New Directions	3	4	5	3	1	0
	Next Step Clubhouse	5	8	8	1	1	1
	Phoenix Friendship Clubhouse	3	2	4	3	1	0
	Turning Point	5	5	4	0	0	0
Genessee Co CMH Services	Rainbow Connections	8	8	8	0	0	0
Lakeshore Behavioral Health	Lakeshore Clubhouse	4	4	5	0	0	0
	Club Interactions	4	4	4	0	0	0
Lifeways	J-Town Clubhouse	6	6	6	2	0	1
Macomb Co CMH Services	Crossroads-Warren	7	7	7	0	0	0
	Friendship Clubhouse	3	4	2	2	2	3
Network 180	Sheldon House	6	6	5	1	1	2
North Care	Northern Lights	3	3	3	0	0	0
Northern Affiliation	Light of Hope	5	4	4	0	0	2
	New Horizons	4	5	5	2	1	1
	*Petoskey Clubhouse	7	6	6	1	6	2
Northwest CMH Affiliation	*Club Cadillac	4	4	4	0	0	0

Staffing

PIHP	Clubhouse	Full Time			Part Time		
		2010	2011	2012	2010	2011	2012
	*Traverse House	3	4	4	0	0	0
Oakland Co CMH Authority	Clubhouse Inspiration	6	6	6	0	0	0
	*Dreams Unlimited	5	5	5	0	0	0
	Our House	5	5	5	2	3	3
	Visions Clubhouse	6	6	6	0	0	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	3	6	6	2	0	1
Southwest MI Urban & Rural Consortium	Hopes and Dreams	3	3	3	0	0	0
	Pathways Clubhouse	12	9	9	2	1	1
	Circle of Friends Clubhouse	3	3	3	3	3	3
Thumb Alliance	Blue Water	4	5	6	2	1	1
	Harmony Hall	4	4	5	3	0	4
Venture Behavioral Health	Hope Center	5	5	5	0	0	0
	New Beginnings	5	5	5	1	1	1
	Outlook Clubhouse	4	4	4	0	0	0
	Average	4.6	4.8	4.8	1	1	1

Appendix C
Support Staff and Peer Specialists

PIHP	Clubhouse	Support Staff			Peer Specialists
		2010	2011	2012	2012
Access Alliance	Heartland House	0	2	3	0
	Opportunity Center	0	0	1	7
CMH Affiliation of Mid Michigan	Charter House	2	2	2	3
CMH Central Michigan	New Journey	0	0	0	0
	Summit House	1	1	0	0
CMH Partnership of Southeast MI	Crossroads-Monroe	1	1	1	0
	*Fresh Start	0	0	0	0
	*Genesis House	2	2	2	0
Detroit-Wayne	A Place of Our Own	1	1	1	0
	*Gathering Place	4	4	8	1
	Hope House	0	0	0	0
	Inner City Clubhouse	1	1	0	0
	Motor City	0	7	1	3
	Network Clubhouse	0	0	0	0
	New Directions	0	0	4	1
	Next Step Clubhouse	0	1	1	1
	Phoenix Friendship Clubhouse	0	2	0	1
	Turning Point	2	3	2	0
Genessee Co CMH Services	Rainbow Connections	0	0	3	1
Lakeshore Behavioral Health	Lakeshore Clubhouse	4	4	4	1
	Club Interactions	2	0	0	0
Lifeways	J-Town Clubhouse	1	1	1	0
Macomb Co CMH Services	Crossroads-Warren	0	0	0	0
	Friendship Clubhouse	0	0	0	0
Network 180	Sheldon House	0	0	0	0
North Care	Northern Lights	0	2	2	2
Northern Affiliation	Light of Hope	1	1	0	0
	New Horizons	0	0	0	0
	*Petoskey Clubhouse	6	3	4	0

Appendix C (continued)
Support Staff and Peer Specialists

PIHP	Clubhouse	Support Staff			Peer Specialists
		2010	2011	2012	2012
Northwest CMH Affiliation	*Club Cadillac	0	2	2	0
	*Traverse House	0	0	0	0
Oakland Co CMH Authority	Clubhouse Inspiration	0	0	0	0
	*Dreams Unlimited	0	0	0	0
	Our House	0	0	0	0
	Visions Clubhouse	2	2	2	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	2	0	0	0
Southwest MI Urban & Rural Consortium	Hopes and Dreams	1	0	1	0
	Pathways Clubhouse	0	5	5	1
	Circle of Friends Clubhouse	0	0	0	0
Thumb Alliance	Blue Water	1	1	9	0
	Harmony Hall	0	3	3	3
Venture Behavioral Health	Hope Center	0	0	0	0
	New Beginnings	2	2	1	2
	Outlook Clubhouse	3	2	2	0
Average		1	1.3	1.5	1

Appendix D
Membership

PIHP	Clubhouse	IPOS			Active			Average Daily Attendance
		2010	2011	2012	2010	2011	2012	2012
Access Alliance	Heartland House	34	32	34	32	32	30	20.6
	Opportunity Center	104	139	123	104	121	94	27.2
CMH Affiliation of Mid Michigan	Charter House	59	76	59	57	73	56	30
CMH Central Michigan	New Journey	62	65	85	56	54	52	23.57
	Summit House	57	62	88	47	45	41	15
CMH Partnership of Southeast MI	Crossroads-Monroe	32	22	38	202	18	25	8.4
	*Fresh Start	49	66	71	60	72	55	20
	*Genesis House	59	53	79	61	51	52	28
Detroit-Wayne	A Place of Our Own	74	79	88	69	70	79	49
	*Gathering Place	118	117	133	114	109	127	62
	Hope House	135	80	52	40	27	21	20
	Inner City Clubhouse	85	112	101	63	62	55	23
	Motor City	200	184	184	74	90	59	24
	Network Clubhouse	111	58	75	35	58	10	15
	New Directions	77	76	75	79	70	70	34
	Next Step Clubhouse	84	74	98	84	66	64	35
	Phoenix Friendship Clubhouse	378	243	90	60	65	70	20.81
	Turning Point	90	84	86	80	68	58	32
Genessee Co CMH Services	Rainbow Connections	174	168	207	163	160	157	53
Lakeshore Behavioral Health	Lakeshore Clubhouse	81	74	86	54	47	50	24.7
	Club Interactions	30	25	29	26	23	28	12
Lifeways	J-Town Clubhouse	64	60	99	61	51	52	30
Macomb Co CMH Services	Crossroads-Warren	65	104	54	134	112	107	51
	Friendship Clubhouse	75	90	98	86	92	87	52
Network 180	Sheldon House	108	90	127	105	92	104	46
North Care	Northern Lights	56	58	54	41	41	51	17
Northern Affiliation	Light of Hope	45	42	40	43	34	33	13.5
	New Horizons	67	69	62	59	54	48	19
	*Petoskey Clubhouse	77	65	77	59	20	54	21

Appendix D (continued)

Membership

PIHP	Clubhouse	IPOS			Active			Average Daily Attendance
		2010	2011	2012	2010	2011	2012	2012
Northwest CMH Affiliation	*Club Cadillac	58	88	63	54	68	58	31
	*Traverse House	84	72	70	62	59	57	24
Oakland Co CMH Authority	Clubhouse Inspiration	91	71	151	75	79	74	28
	*Dreams Unlimited	96	90	101	94	90	99	32
	Our House	56	71	120	69	74	72	21
	Visions Clubhouse	111	84	102	111	84	95	47
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	101	83	93	75	74	72	37
Southwest MI Urban & Rural Consortium	Hopes and Dreams	31	25	44	15	20	23	12
	Pathways Clubhouse	107	166	154	107	140	112	43.14
	Circle of Friends Clubhouse	38	42	50	36	39	33	18
Thumb Alliance	Blue Water	132	134	160	75	63	82	41
	Harmony Hall	45	45	60	22	44	46	25.4
Venture Behavioral Health	Hope Center	46	49	68	46	22	52	18.4
	New Beginnings	31	40	56	26	31	38	22
	Outlook Clubhouse	27	39	48	27	35	25	12.09
Total		3704	3566	3589	2,836	2799	2727	1239
Average		84.2	81	83.5	64.5	63.6	62.0	28.2

Appendix E
Members In Formal Education

PIHP	Clubhouse	Education (Members in Formal Education / Active Membership)		
		2010	2011	2012
Access Alliance	Heartland House	2.9% (1)	0% (0)	0% (0)
	Opportunity Center	4.8% (5)*	4.3% (6)	3.2% (3)
CMH Affiliation of Mid Michigan	Charter House	0% (0)	0% (0)	1.8% (1)
CMH Central Michigan	New Journey	1.6% (1)	0% (0)	0% (0)
	Summit House	5.3% (3)	1.6% (1)	0% (0)
CMH Partnership of Southeast MI	Crossroads-Monroe	0% (0)	9.1% (2)	0% (0)
	*Fresh Start	10.2% (5)	7.6% (5)	5.5% (3)
	*Genesis House	1.7% (1)	5.7% (3)	5.8% (3)
Detroit-Wayne	A Place of Our Own	9.5% (7)	2.5% (2)	3.8% (3)
	*Gathering Place	3.4% (4)	3.4% (4)	3.1% (4)
	Hope House	5.2% (7)	2.5% (2)	19% (4)
	Inner City Clubhouse	22.4% (19)	41.9% (47)	7.3% (4)
	Motor City	4.0% (8)	1.1% (2)	13.6% (8)
	Network Clubhouse	0% (0)	17.2% (10)	50% (5)
	New Directions	6.5% (5)	7.9% (6)	7.1% (5)
	Next Step Clubhouse	0% (0)	0% (0)	6.3% (4)
	Phoenix Friendship Clubhouse	1.1% (4)	2.9% (7)	5.7% (4)
	Turning Point	1.1% (1)	3.6% (3)	3.4% (2)
Genessee Co CMH Services	Rainbow Connections	5.2% (9)	5.9% (10)	7.6% (12)
Lakeshore Behavioral Health	Lakeshore Clubhouse	1.2% (1)	0% (0)	0% (0)
	Club Interactions	10.0% (3)	0% (0)	0% (0)
Lifeways	J-Town Clubhouse	7.8% (5)	0% (0)	1.9% (1)
Macomb Co CMH Services	Crossroads-Warren	4.6% (3)	2.9% (3)	2.8% (3)
	Friendship Clubhouse	5.3% (4)	2.2% (2)	2.3% (2)
Network 180	Sheldon House	2.8% (3)	2.2% (2)	1% (1)
North Care	Northern Lights	7.1% (4)	1.7% (1)	0% (0)
Northern Affiliation	Light of Hope	2.2% (1)	2.4% (1)	6.1% (2)
	New Horizons	0% (0)	0% (0)	6.3% (3)
	*Petoskey Clubhouse	11.7% (9)	4.6% (3)	5.6% (3)

Appendix E (continued)
Members In Formal Education

PIHP	Clubhouse	Education (Members in Formal Education / Active Membership)		
		2010	2011	2012
Northwest CMH Affiliation	*Club Cadillac	15.5% (9)	4.5% (4)	8.6% (5)
	*Traverse House	4.8% (4)	0% (0)	0% (0)
Oakland Co CMH Authority	Clubhouse Inspiration	6.6% (6)	2.8% (2)	6.8% (5)
	*Dreams Unlimited	4.2% (4)	6.7% (6)	1.0% (1)
	Our House	3.6% (2)	0% (0)	0% (0)
	Visions Clubhouse	1.8% (2)	1.2% (1)	3.2% (3)
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0% (0)	3.6% (3)	5.6% (4)
Southwest MI Urban & Rural Consortium	Hopes and Dreams	3.2% (1)	12% (3)	13% (3)
	Pathways Clubhouse	15.0% (16)	7.2% (12)	7.1% (8)
	Circle of Friends Clubhouse	0% (0)	4.8% (2)	0% (0)
Thumb Alliance	Blue Water	5.3% (7)	5.9% (8)	6.1% (5)
	Harmony Hall	2.2% (1)	2.2% (1)	2.2% (1)
Venture Behavioral Health	Hope Center	0% (0)	2.0% (1)	3.8% (2)
	New Beginnings	6.5% (2)	2.5% (1)	7.9% (3)
	Outlook Clubhouse	11.1% (3)	2.6% (1)	0% (0)
Total		158	167	120
Average		4.9%	4.4%	5.3%

Appendix F-1
Housing Status

PIHP	Clubhouse	Homeless			In Group Homes			Rehospitalization		
		2010	2011	2012	2010	2011	2012	2010	2011	2012
Access Alliance	Heartland House	0 (0)	0 (0)	0 (0)	34.4 (11)	43.75 (14)	53.3 (16)	15.6 (5)	12.5 (4)	16.7 (5)
	Opportunity Center	33.6(35)	39.7 (48)	16.0(15)	21.2 (22)	19.8 (24)	27.7 (26)	13.5 (14)	6.6 (8)	6.4 (6)
CMH Affiliation of Mid Michigan	Charter House	0 (0)	0 (0)	0 (0)	28.1 (16)	27.4 (20)	39.3 (22)	1.8 (1)	4.1 (3)	10.7 (6)
CMH Central Michigan	New Journey	3.6 (2)	3.7 (2)	3.8 (2)	14.3 (8)	18.5 (10)	23.1 (12)	7.1 (4)	5.6 (3)	3.8 (2)
	Summit House	0 (0)	2.2 (1)	0 (0)	17.0 (8)	31.1 (14)	36.6 (15)	19.1 (9)	17.8 (8)	17.1 (7)
CMH Partnership of Southeast MI	Crossroads-Monroe	0 (0)	0 (0)	0 (0)	20 (4)	22.2 (4)	24 (6)	10 (2)	16.7 (3)	12 (3)
	*Fresh Start	10 (6)	5.6 (4)	3.6 (2)	26.7 (16)	19.4 (14)	7.3 (4)	8.3 (5)	8.3 (6)	5.5 (3)
	*Genesis House	0 (0)	0 (0)	0 (0)	14.8 (9)	15.7 (8)	5.8 (3)	9.8 (6)	17.6 (9)	15.4 (8)
Detroit-Wayne	A Place of Our Own	0 (0)	0 (0)	0 (0)	63.8 (44)	57.1 (40)	49.4 (39)	13.0 (9)	7.1 (5)	6.3 (5)
	*Gathering Place	0.9 (1)	0 (0)	0.8 (1)	24.6 (28)	22.9 (25)	24.4 (31)	4.4 (5)	3.7 (4)	4.7 (6)
	Hope House	5.0 (2)	3.7 (1)	0 (0)	120 (48)	185.2 (50)	128.6 (27)	5 (2)	3.7 (1)	4.8 (1)
	Inner City Clubhouse	20.6 (13)	3.2 (20)	0 (0)	47.6 (30)	67.7 (42)	36.4 (20)	6.3 (4)	8.1 (5)	7.3 (4)
	Motor City	2.7 (2)	3.3 (3)	3.4 (2)	36.5 (27)	22.2 (20)	20.3 (12)	6.8 (5)	7.8 (7)	6.8 (4)
	Network Clubhouse	8.6 (3)	8.6 (5)	30 (3)	14.3 (5)	25.9 (15)	140 (14)	5.7 (2)	34.5 (20)	50 (5)
	New Directions	10.1 (8)	5.7 (4)	1.4 (1)	16.5 (13)	18.6 (13)	14.3 (10)	7.6 (6)	5.7 (4)	5.7 (4)
	Next Step Clubhouse	0 (0)	0 (0)	0 (0)	58.3 (35)	3.0 (2)	46.9 (30)	3.3 (2)	21.2 (14)	14.1 (9)
	Phoenix Friendship Clubhouse	3.3 (2)	3.1 (2)	0 (0)	23.3 (14)	92.3 (60)	88.6 (62)	15 (9)	10.8 (7)	21.4 (15)
	Turning Point	0 (0)	0 (0)	1.7 (1)	35 (28)	58.8 (40)	31.0(18)	22.5 (18)	4.4 (3)	8.6 (5)
Genessee Co CMH Services	Rainbow Connections	0.6 (1)	0.6 (1)	0.6 (1)	17.2 (28)	15.6 (25)	12.1 (19)	12.9 (21)	1.9 (3)	15.3 (24)
Lakeshore Behavioral Health	Lakeshore Clubhouse	1.9 (1)	4.3 (2)	0 (0)	38.9 (21)	44.7 (21)	48 (24)	9.3 (5)	21.3 (10)	0 (0)
	Club Interactions	0 (0)	0 (0)	0 (0)	53.8 (14)	52.2 (12)	42.9 (12)	11.5 (3)	26.1 (6)	14.3 (4)
Lifeways	J-Town Clubhouse	0 (0)	0 (0)	0 (0)	27.9 (17)	37.3 (19)	0 (0)	9.8 (6)	7.8 (4)	5.8 (3)
Macomb Co CMH Services	Crossroads-Warren	0 (0)	0 (0)	0.9 (1)	41.0 (55)	46.4 (52)	39.3 (42)	0 (0)	13.4 (15)	12.1 (13)
	Friendship Clubhouse	1.2 (1)	0 (0)	0 (0)	53.5 (46)	51.1 (47)	57.5 (50)	9.3 (8)	13.0 (12)	9.2 (8)
Network 180	Sheldon House	1.9 (2)	1.1 (1)	0 (0)	42.9 (45)	37.0 (34)	32.7 (34)	7.6 (8)	19.6 (18)	13.5 (14)
North Care	Northern Lights	0 (0)	0 (0)	7.8 (4)	19.5 (8)	14.6 (6)	9.8 (5)	7.3 (3)	12.2 (5)	2.0 (1)
Northern Affiliation	Light of Hope	4.7 (2)	0 (0)	0 (0)	14.0 (6)	23.5 (8)	24.2 (8)	16.3 (7)	17.6 (6)	3.0 (1)
	New Horizons	6.8 (4)	3.7 (2)	0 (0)	42.4 (25)	42.6 (23)	37.5 (18)	10.2 (6)	13.0 (7)	4.2 (2)
	*Petoskey Clubhouse	16.9 (10)	20 (4)	9.3 (5)	15.3 (9)	45 (9)	13.0 (7)	13.6 (8)	25 (5)	11.1 (6)
Northwest CMH Affiliation	*Club Cadillac	27.8 (15)	13 (9)	5.3 (9)	59.3 (32)	39.7 (27)	36.2 (21)	16.7 (9)	11.8 (8)	34.5 (20)

Housing Status

PIHP	Clubhouse	Homeless			In Group Homes			Rehospitalization		
		2010	2011	2012	2010	2011	2012	2010	2011	2012
	*Traverse House	14.5 (9)	3.4 (2)	5.3 (3)	38.7 (24)	37.3 (22)	28.1 (16)	21.1 (13)	16.9 (10)	10.5 (6)
Oakland Co CMH Authority	Clubhouse Inspiration	2.7 (2)	1.3 (1)	0 (0)	36 (27)	35.4 (28)	54.1 (40)	29.3 (22)	6.3 (5)	25.7 (19)
	*Dreams Unlimited	0 (0)	1.1 (1)	0 (0)	18.1 (17)	14.4 (13)	23.2 (23)	24.5 (23)	27.8 (25)	13.1 (13)
	Our House	0 (0)	0 (0)	0 (0)	0 (0)	36. (27)	33.3 (24)	1.4 (1)	2.7 (2)	4.2 (3)
	Visions Clubhouse	0 (0)	0 (0)	0 (0)	27 (30)	23.8 (20)	26.3 (25)	0 (0)	0 (0)	5.3 (5)
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0 (0)	0 (0)	0 (0)	68 (51)	52.7 (39)	44.4 (32)	4 (3)	4.1 (3)	4.2 (3)
Southwest MI Urban & Rural Consortium	Hopes and Dreams	6.7 (1)	0 (0)	0 (0)	26.7 (4)	35 (7)	17.4 (4)	13.3 (2)	5 (1)	8.7 (2)
	Pathways Clubhouse	2.8 (3)	1.4 (2)	1.8 (2)	15.0 (16)	9.3 (13)	16.1 (18)	13.1 (14)	7.1 (10)	6.3 (7)
	Circle of Friends Clubhouse	2.8 (1)	0 (0)	0 (0)	36.1 (13)	33.3 (13)	42.4 (14)	8.3 (3)	2.6 (1)	0 (0)
Thumb Alliance	Blue Water	9.3 (7)	4.8 (3)	3.7 (3)	5.3 (4)	30.2 (19)	29.3 (24)	27.3 (9)	19.0 (12)	30.4 (25)
	Harmony Hall	0 (0)	0 (0)	2.2 (1)	122.7 (27)	54.5 (24)	58.7 (27)	12 (6)	4.5 (2)	2.2 (1)
Venture Behavioral Health	Hope Center	2.2 (1)	0 (0)	1.9 (1)	19.6 (9)	50 (11)	19.2 (10)	2.2 (1)	4.5 (1)	1.9 (1)
	New Beginnings	11.5 (3)	12.9 (4)	10.5 (4)	26.8 (7)	29.0 (9)	26.3 (10)	7.7 (2)	0 (0)	2.6 (1)
	Outlook Clubhouse	0 (0)	0 (0)	NR	14.8 (4)	11.4 (4)	0 (0)	11.1 (3)	5.7 (2)	0 (0)
	Total	4.8%	4.0%	2.8%	34.0%	37.6%	35.7%	10.8%	11.0%	10.4%

Appendix F-2
Housing Transition 2012

PIHP	Clubhouse	Members who secured housing with clubhouse assistance	Homeless members who secured housing with clubhouse assistance	Members moved from group homes to more independent housing	Members who were incarcerated
Access Alliance	Heartland House	0% (0)	6.7% (2)	10% (3)	0% (0)
	Opportunity Center	0% (0)	0% (0)	1.1% (1)	7.4% (7)
CMH Affiliation of Mid Michigan	Charter House	3.6% (2)	3.6% (2)	3.6% (2)	5.4% (3)
CMH Central Michigan	New Journey	0% (0)	0% (0)	0% (0)	0% (0)
	Summit House	2.4% (1)	2.4% (1)	0% (0)	0% (0)
CMH Partnership of Southeast MI	Crossroads-Monroe	4% (1)	4% (1)	4% (1)	0% (0)
	*Fresh Start	0% (0)	0% (0)	0% (0)	0% (0)
	*Genesis House	3.8% (20)	3.8% (2)	3.8% (2)	0% (0)
Detroit-Wayne	A Place of Our Own	1.3% (1)	1.3% (1)	1.3% (1)	0% (0)
	*Gathering Place	3.1% (4)	3.1% (4)	6.3% (8)	0.8% (1)
	Hope House	0% (0)	0% (0)	0% (0)	0% (0)
	Inner City Clubhouse	1.8% (1)	1.8% (1)	0% (0)	0% (0)
	Motor City	0% (0)	11.9% (7)	1.7% (1)	5.1% (3)
	Network Clubhouse	0% (0)	0% (0)	0% (0)	0% (0)
	New Directions	0% (0)	0% (0)	5.7% (4)	1.4% (1)
	Next Step Clubhouse	0% (0)	1.6% (1)	1.6% (1)	1.6% (1)
	Phoenix Friendship Clubhouse	0% (0)	2.9% (2)	0% (0)	1.4% (1)
	Turning Point	3.4% (2)	5.2% (3)	3.4% (2)	0% (0)
Genessee Co CMH Services	Rainbow Connections	0% (0)	0% (0)	1.9% (3)	0.6% (1)
Lakeshore Behavioral Health	Lakeshore Clubhouse	8% (4)	8% (4)	8% (4)	2% (1)
	Club Interactions	7.1% (2)	0% (0)	0% (0)	0% (0)
Lifeways	J-Town Clubhouse	1.9% (1)	1.9% (1)	1.9% (1)	0% (0)
Macomb Co CMH Services	Crossroads-Warren	0% (0)	0% (0)	0% (0)	0% (0)
	Friendship Clubhouse	0% (0)	0% (0)	0% (0)	0% (0)
Network 180	Sheldon House	0% (0)	0% (0)	0% (0)	0% (0)
North Care	Northern Lights	0% (0)	3.9% (2)	3.9% (2)	3.9% (2)
Northern Affiliation	Light of Hope	3.0% (1)	3.0% (1)	0% (0)	0% (0)

Appendix F-2 (continued)
Housing Transition 2012

PIHP	Clubhouse	Members who secured housing with clubhouse assistance	Homeless members who secured housing with clubhouse assistance	Members moved from group homes to more independent housing	Members who were incarcerated
	New Horizons	0% (0)	0% (0)	0% (0)	0% (0)
	*Petoskey Clubhouse	11.1% (6)	5.6% (3)	7.4% (4)	0% (0)
Northwest CMH Affiliation	*Club Cadillac	0% (0)	3.4% (2)	3.4% (2)	0% (0)
	*Traverse House	0% (0)	0% (0)	0% (0)	0% (0)
Oakland Co CMH Authority	Clubhouse Inspiration	0% (0)	0% (0)	0% (0)	0% (0)
	*Dreams Unlimited	0% (0)	0% (0)	0% (0)	0% (0)
	Our House	0% (0)	0% (0)	0% (0)	0% (0)
	Visions Clubhouse	2.1% (2)	2.1% (2)	2.1% (2)	0% (0)
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	2.8% (2)	0% (0)	0% (0)	0% (0)
Southwest MI Urban & Rural Consortium	Hopes and Dreams	4.3% (1)	0% (0)	4.3% (1)	0% (0)
	Pathways Clubhouse	0% (0)	4.5% (5)	4.5% (5)	0.9% (1)
	Circle of Friends Clubhouse	0% (0)	0% (0)	0% (0)	0% (0)
Thumb Alliance	Blue Water	1.2% (1)	1.2% (1)	11.0% (9)	0% (0)
	Harmony Hall	0% (0)	6.5% (3)	6.9% (3)	6.5% (3)
Venture Behavioral Health	Hope Center	0% (0)	0% (0)	0% (0)	0% (0)
	New Beginnings	5.3% (2)	5.3% (2)	2.6% (1)	5.3% (2)
	Outlook Clubhouse	12% (3)	8% (2)	8% (2)	0% (0)
Average		1.9 (0.9)	2.3 (1.3)	2.5 (1.5)	2.5 (1.5)

Appendix G
Total Hours of Work Ordered Days Per Week

PIHP	Clubhouse	Total Hours of Work Ordered Days Per Week			
		2010	2011	2012	
Access Alliance	Heartland House	27	30	27	
	Opportunity Center	30	25	20	
CMH Affiliation of Mid Michigan	Charter House	35	35	40	
CMH Central Michigan	New Journey	25	25	25	
CMH Partnership of Southeast MI	Summit House	25	25	20	
	Crossroads-Monroe	25	23	25	
	*Fresh Start	30	36	25	
	*Genesis House	35	35	40	
Detroit-Wayne	A Place of Our Own	35	30	30	
	*Gathering Place	30	30	40	
	Hope House	30	40	40	
	Inner City Clubhouse	30	30	30	
	Motor City	27.5	29	36	
	Network Clubhouse	25	20	15	
	New Directions	30	35	35	
	Next Step Clubhouse	20	20	30	
	Phoenix Friendship Clubhouse	37.5	38	30	
	Turning Point	40	30	30	
	Genessee Co CMH Services	Rainbow Connections	25	20	20
	Lakeshore Behavioral Health	Lakeshore Clubhouse	35	35	35
		Club Interactions	29	35	33
	Lifeways	J-Town Clubhouse	35	45	40
Macomb Co CMH Services	Crossroads-Warren	20	25	35	
	Friendship Clubhouse	35	20	40	
Network 180	Sheldon House	30	30	30	
North Care	Northern Lights	30	35	30	
Northern Affiliation	Light of Hope	19	20	24	
	New Horizons	35	40	40	
	*Petoskey Clubhouse	30	35	35	
Northwest CMH Affiliation	*Club Cadillac	35	35	40	

Appendix G (continued)
Total Hours of Work Ordered Days Per Week

PIHP	Clubhouse	Total Hours of Work Ordered Days Per Week		
		2010	2011	2012
	*Traverse House	35	35	35
Oakland Co CMH Authority	Clubhouse Inspiration	40	40	35
	*Dreams Unlimited	41.5	35	35
	Our House	27.5	30	30
	Visions Clubhouse	27.5	20	30
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	35	35	37
Southwest MI Urban & Rural Consortium	Hopes and Dreams	20	25	25
	Pathways Clubhouse	29	28	28
	Circle of Friends Clubhouse	25	35	35
Thumb Alliance	Blue Water	20	27	25
	Harmony Hall	30	30	30
Venture Behavioral Health	Hope Center	24	25	30
	New Beginnings	30	30	41
	Outlook Clubhouse	35	35	35
	Total	1314.5	1,339	1391
	Average	29.9	30	31.6

Appendix H-1a
Individual TE Positions

PIHP	Clubhouse	Individual TE Positions			2012 % of ADA	Cumulative Hours
		2010	2011	2012		2012
Access Alliance	Heartland House	0	2	0	0.0%	0
	Opportunity Center	2	3	2	7.4%	520
CMH Affiliation of Mid Michigan	Charter House	24	6	7	23.3%	1732
CMH Central Michigan	New Journey	0	0	0	0.0%	0
	Summit House	0	0	2	13.3%	56
CMH Partnership of Southeast MI	Crossroads-Monroe	0	0	0	0.0%	0
	*Fresh Start	2	2	2	10.0%	1020
	*Genesis House	6	5	7	25.0%	4256
Detroit-Wayne	A Place of Our Own	2	0	0	0.0%	0
	*Gathering Place	17	9	19	30.6%	4068
	Hope House	0	8	5	25.0%	296
	Inner City Clubhouse	9	12	10	43.5%	9600
	Motor City	0	0	4	16.7%	8
	Network Clubhouse	0	0	0	0.0%	0
	New Directions	2	4	2	5.9%	990
	Next Step Clubhouse	0	0	0	0.0%	0
	Phoenix Friendship Clubhouse	1	2	2	9.6%	2288
	Turning Point	0	0	0	0.0%	0
Genessee Co CMH Services	Rainbow Connections	8	8	8	15.1%	6700
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	0	0	0.0%	0
	Club Interactions	1	2	1	8.3%	156
Lifeways	J-Town Clubhouse	0	0	0	0.0%	0
Macomb Co CMH Services	Crossroads-Warren	2	1	0	0.0%	0
	Friendship Clubhouse	0	0	0	0.0%	0
Network 180	Sheldon House	0	0	1	2.2%	100
North Care	Northern Lights	0	0	0	0.0%	0
Northern Affiliation	Light of Hope	0	0	1	7.4%	130
	New Horizons	10	2	3	15.8%	181
	*Petoskey Clubhouse	7	5	4	19.0%	1254

Appendix H-1a (continued)
Individual TE Positions

PIHP	Clubhouse	Individual TE Positions			2012 % of ADA	Cumulative Hours
		2010	2011	2012		2012
Northwest CMH Affiliation	*Club Cadillac	8	6	6	19.4%	1864
	*Traverse House	7	6	4	16.7%	997.66
Oakland Co CMH Authority	Clubhouse Inspiration	1	2	0	0.0%	0
	*Dreams Unlimited	3	2	3	9.4%	407
	Our House	0	0	1	4.8%	540
Saginaw Co CMH Authority	Visions Clubhouse	1	0	0	0.0%	0
	Bayside Lodge Clubhouse	3	2	2	5.4%	3120
	Hopes and Dreams	0	0	0	0.0%	0
Southwest MI Urban & Rural Consortium	Pathways Clubhouse	7	1	5	11.6%	1025
	Circle of Friends Clubhouse	0	0	0	0.0%	0
Thumb Alliance	Blue Water	3	1	0	0.0%	0
	Harmony Hall	0	0	0	0.0%	0
Venture Behavioral Health	Hope Center	0	0	0	0.0%	0
	New Beginnings	0	0	2	9.1%	369.25
	Outlook Clubhouse	0	0	0	0.0%	0
Average		2.86	2.07	2.40	8.1%	423

Appendix H-1b
Members in TE Employment

PIHP	Clubhouse	Transitional Employment Positions		
		2010	2011	2012
Access Alliance	Heartland House	0	2	0
	Opportunity Center	6	5	3
CMH Affiliation of Mid Michigan	Charter House	37	9	8
CMH Central Michigan	New Journey	0	0	0
	Summit House	0	0	3
CMH Partnership of Southeast MI	Crossroads-Monroe	0	0	0
	*Fresh Start	5	2	3
	*Genesis House	14	11	13
Detroit-Wayne	A Place of Our Own	2	0	0
	*Gathering Place	49	24	19
	Hope House	0	8	5
	Inner City Clubhouse	9	12	10
	Motor City	0	0	5
	Network Clubhouse	0	0	0
	New Directions	7	4	5
	Next Step Clubhouse	0	0	0
	Phoenix Friendship Clubhouse	2	3	2
	Turning Point	0	0	0
Genessee Co CMH Services	Rainbow Connections	21	20	17
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	0	0
	Club Interactions	1	40	1
Lifeways	J-Town Clubhouse	0	0	0
Macomb Co CMH Services	Crossroads-Warren	2	1	0
	Friendship Clubhouse	0	0	0
Network 180	Sheldon House	0	0	1
North Care	Northern Lights	0	0	0
Northern Affiliation	Light of Hope	0	0	1
	New Horizons	20	6	7
	*Petoskey Clubhouse	15	8	7

Appendix H-1b (continued)
Members in TE Employment

PIHP	Clubhouse	Transitional Employment Positions		
		2010	2011	2012
Northwest CMH Affiliation	*Club Cadillac	18	17	15
	*Traverse House	9	9	9
Oakland Co CMH Authority	Clubhouse Inspiration	1	2	0
	*Dreams Unlimited	7	4	5
	Our House	0	0	1
	Visions Clubhouse	2	0	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	5	4	4
Southwest MI Urban & Rural Consortium	Hopes and Dreams	0	0	0
	Pathways Clubhouse	42	3	23
	Circle of Friends Clubhouse	0	0	0
Thumb Alliance	Blue Water	6	1	0
	Harmony Hall	0	0	0
Venture Behavioral Health	Hope Center	0	0	0
	New Beginnings	0	0	1
	Outlook Clubhouse	0	0	0
Average		6.4	4.4	3.8

Appendix H-2
Individual TE Earnings

PIHP	Clubhouse	Individual TE Earnings		
		2010	2011	2012
Access Alliance	Heartland House	\$0	\$0	\$0
	Opportunity Center	\$3,848	\$3,996	\$0
CMH Affiliation of Mid Michigan	Charter House	\$60,479	\$4,062	\$12,826.40
CMH Central Michigan	New Journey	\$0	\$0	\$0
	Summit House	\$0	\$0	\$615
CMH Partnership of Southeast MI	Crossroads-Monroe	\$0	\$0	\$0
	*Fresh Start	\$2,824	\$6,808	\$7,548
	*Genesis House	\$25,355	\$31,249	\$43,745
Detroit-Wayne	A Place of Our Own	\$326	\$0	\$0
	*Gathering Place	\$50,409	\$28,801	\$30,103
	Hope House	\$1,452	\$32,640	\$0
	Inner City Clubhouse	\$37,720	\$7,104	\$7,104
	Motor City	\$0	\$0	\$7,400
	Network Clubhouse	\$0	\$0	\$0
	New Directions	\$4,029	\$2,664	\$7,326
	Next Step Clubhouse	\$0	\$0	\$0
	Phoenix Friendship Clubhouse	\$5,580	\$14,274	\$15,450
	Turning Point	\$0	\$0	\$0
Genessee Co CMH Services	Rainbow Connections	\$56,360	\$57,000	\$49,580
Lakeshore Behavioral Health	Lakeshore Clubhouse	\$0	\$0	\$0
	Club Interactions	\$960	\$760	\$1,154
Lifeways	J-Town Clubhouse	\$0	\$0	\$0
Macomb Co CMH Services	Crossroads-Warren	\$6,610	\$1,602	\$0
	Friendship Clubhouse	\$0	\$0	\$0
Network 180	Sheldon House	\$0	\$0	\$1,036
North Care	Northern Lights	\$0	\$0	\$0
Northern Affiliation	Light of Hope	\$0	\$0	\$963
	New Horizons	\$2,712	\$2,480	\$1,461
	*Petoskey Clubhouse	\$21,716	\$8,940	\$9,944
Northwest CMH Affiliation	*Club Cadillac	\$27,543	\$18,559	\$11,159

Appendix H-2 (continued)
Individual TE Earnings

PIHP	Clubhouse	Individual TE Earnings		
		2010	2011	2012
	*Traverse House	\$6,791	\$10,379	\$7,292
Oakland Co CMH Authority	Clubhouse Inspiration	\$0	\$0	\$0
	*Dreams Unlimited	\$10,466	\$13,942	\$3,610
	Our House	\$0	\$0	\$4,080
	Visions Clubhouse	\$0	\$0	\$0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	\$23,088	\$7,696	\$23,088
Southwest MI Urban & Rural Consortium	Hopes and Dreams	\$0	\$0	\$0
	Pathways Clubhouse	\$9,189	\$1,716	\$7,585
	Circle of Friends Clubhouse	\$0	\$0	\$0
Thumb Alliance	Blue Water	\$13,853	\$11,000	\$0
	Harmony Hall	\$0	\$0	\$0
Venture Behavioral Health	Hope Center	\$0	\$0	\$0
	New Beginnings	\$0	\$0	\$2,581
	Outlook Clubhouse	\$0	\$0	\$0
	Average	\$8,439	\$6,038	\$4,730

Appendix H-3
Group TE

PIHP	Clubhouse	Group TE			Cumulative Hours	Amount Earned
		2010	2011	2012	2012	2012
Access Alliance	Heartland House	0	0	0	0	0
	Opportunity Center	0	0	0	0	0
CMH Affiliation of Mid Michigan	Charter House	0	14	12	1646	12180.4
CMH Central Michigan	New Journey	0	0	0	0	0
	Summit House	0	0	0	0	0
CMH Partnership of Southeast MI	Crossroads-Monroe	0	0	0	0	0
	*Fresh Start	0	0	0	0	0
	*Genesis House	0	0	0	0	0
Detroit-Wayne	A Place of Our Own	0	0	0	0	0
	*Gathering Place	0	17	19	2002	14814.8
	Hope House	4	0	0	0	0
	Inner City Clubhouse	0	0	0	0	0
	Motor City	0	0	0	0	0
	Network Clubhouse	0	0	0	0	0
	New Directions	0	1	0	0	0
	Next Step Clubhouse	29	0	0	0	0
	Phoenix Friendship Clubhouse	0	0	0	0	0
	Turning Point	19	0	0	0	0
Genessee Co CMH Services	Rainbow Connections	0	0	0	0	0
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	0	0	0	0
	Club Interactions	0	0	0	0	0
Lifeways	J-Town Clubhouse	0	0	0	0	0
Macomb Co CMH Services	Crossroads-Warren	0	0	0	0	0
	Friendship Clubhouse	0	0	0	0	0
Network 180	Sheldon House	0	0	0	0	0
North Care	Northern Lights	0	0	0	0	0
Northern Affiliation	Light of Hope	0	0	0	0	0
	New Horizons	22	9	0	0	0
	*Petoskey Clubhouse	0	0	0	0	0

Appendix H-3 (continued)

Group TE

PIHP	Clubhouse	Group TE			Cumulative Hours	Amount Earned
		2010	2011	2012	2012	2012
Northwest CMH Affiliation	*Club Cadillac	0	0	8	2516	7459.2
	*Traverse House	0	0	0	0	0
Oakland Co CMH Authority	Clubhouse Inspiration	0	0	0	0	0
	*Dreams Unlimited	0	0	0	0	0
	Our House	0	0	0	0	0
	Visions Clubhouse	0	0	0	0	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0	0	0	0	0
Southwest MI Urban & Rural Consortium	Hopes and Dreams	26	0	7	50.75	0
	Pathways Clubhouse	65	0	23	157	1296
	Circle of Friends Clubhouse	0	0	0	0	0
Thumb Alliance	Blue Water	53	0	0	0	0
	Harmony Hall	0	0	0	0	0
Venture Behavioral Health	Hope Center	13	0	0	0	0
	New Beginnings	0	0	0	0	0
	Outlook Clubhouse	0	0	0	0	0
Average		5	1	1.6	113.5	

Appendix H4
Supported Employment

PIHP	Clubhouse	Individual in Supported Employment			Cumulative Hours	SE Members not supported by clubhouse
		2010	2011	2012	2012	2012
Access Alliance	Heartland House	2	0	3	478	2
	Opportunity Center	15	27	26	0	12
CMH Affiliation of Mid Michigan	Charter House	21	2	2	1192	0
CMH Central Michigan	New Journey	6	2	0	0	3
	Summit House	4	6	0	2516	9
CMH Partnership of Southeast MI	Crossroads-Monroe	0	6	7	5	0
	*Fresh Start	0	7	14	7784	0
	*Genesis House	4	3	8	3057	3
Detroit-Wayne	A Place of Our Own	6	0	3	230	0
	*Gathering Place	25	12	17	7292	0
	Hope House	12	10	0	0	0
	Inner City Clubhouse	2	6	14	17500	12
	Motor City	4	9	4	1152	8
	Network Clubhouse	0	6	3	0	1
	New Directions	14	2	8	2350	0
	Next Step Clubhouse	0	15	0	0	0
	Phoenix Friendship Clubhouse	6	5	8	2080	0
	Turning Point	3	0	1	20	0
Genessee Co CMH Services	Rainbow Connections	0	0	0	0	0
Lakeshore Behavioral Health	Lakeshore Clubhouse	13	0	4	2678	1
	Club Interactions	0	0	2	0	0
Lifeways	J-Town Clubhouse	8	0	2	0	0
Macomb Co CMH Services	Crossroads-Warren	2	2	4	1948.75	0
	Friendship Clubhouse	1	16	12	1019	5
Network 180	Sheldon House	6	4	6	0	6
North Care	Northern Lights	0	7	0	631	4
Northern Affiliation	Light of Hope	2	1	1	130	1

Appendix H-4 (continued)
Supported Employment

PIHP	Clubhouse	Individual in Supported Employment			Cumulative Hours	SE Members not supported by clubhouse
		2010	2011	2012	2012	2012
	New Horizons	1	1	3	2274	1
	*Petoskey Clubhouse	5	7	10	252	7
Northwest CMH Affiliation	*Club Cadillac	5	14	5	1871	0
	*Traverse House	0	2	4	323.42	0
Oakland Co CMH Authority	Clubhouse Inspiration	5	3	2	1000	0
	*Dreams Unlimited	12	2	5	2980	1
	Our House	11	5	5	0	1
	Visions Clubhouse	4	2	1	0	1
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	2	0	0	0	0
Southwest MI Urban & Rural Consortium	Hopes and Dreams	8	6	0	0	0
	Pathways Clubhouse	10	17	30	12232	0
	Circle of Friends Clubhouse	1	6	0	700	3
Thumb Alliance	Blue Water	5	8	3	1560	0
	Harmony Hall	3	2	1	0	0
Venture Behavioral Health	Hope Center	12	10	15	9781	15
	New Beginnings	0	3	5	627.5	1
	Outlook Clubhouse	7	1	6	0	0
Average		6	5	6	1947	2.2

Appendix H-5
Independent Employment

PIHP	Clubhouse	Individual in Independent Employment		
		2010	2011	2012
Access Alliance	Heartland House	1	1	0
	Opportunity Center	5	24	14
CMH Affiliation of Mid Michigan	Charter House	1	2	2
CMH Central Michigan	New Journey	12	4	3
	Summit House	7	3	4
CMH Partnership of Southeast MI	Crossroads-Monroe	1	1	9
	*Fresh Start	22	10	8
	*Genesis House	10	12	9
Detroit-Wayne	A Place of Our Own	0	0	3
	*Gathering Place	2	6	10
	Hope House	3	16	NA
	Inner City Clubhouse	3	12	2
	Motor City	2	3	4
	Network Clubhouse	3	5	0
	New Directions	0	6	3
	Next Step Clubhouse	0	1	1
	Phoenix Friendship Clubhouse	18	26	0
	Turning Point	1	0	1
Genessee Co CMH Services	Rainbow Connections	56	36	18
Lakeshore Behavioral Health	Lakeshore Clubhouse	8	6	4
	Club Interactions	3	0	6
Lifeways	J-Town Clubhouse	5	3	2
Macomb Co CMH Services	Crossroads-Warren	11	6	7
	Friendship Clubhouse	12	19	12
Network 180	Sheldon House	4	6	6
North Care	Northern Lights	0	7	6
Northern Affiliation	Light of Hope	10	2	0
	New Horizons	19	14	17
	*Petoskey Clubhouse	7	3	2

Appendix H-5 (continued)
Independent Employment

PIHP	Clubhouse	Individual in Independent Employment		
		2010	2011	2012
Northwest CMH Affiliation	*Club Cadillac	3	3	5
	*Traverse House	7	1	5
Oakland Co CMH Authority	Clubhouse Inspiration	12	6	7
	*Dreams Unlimited	10	12	10
	Our House	3	5	4
	Visions Clubhouse	10	0	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0	1	15
Southwest MI Urban & Rural Consortium	Hopes and Dreams	0	0	5
	Pathways Clubhouse	20	9	7
	Circle of Friends Clubhouse	2	2	1
Thumb Alliance	Blue Water	6	3	6
	Harmony Hall	1	8	5
Venture Behavioral Health	Hope Center	3	15	2
	New Beginnings	1	3	3
	Outlook Clubhouse	0	3	0
Average		6	5	6

Appendix H-6
Moved from TE to SE and IE

PIHP	Clubhouse	Moved from TE to SE and IE	Moved from SE to IE
		2012	2012
Access Alliance	Heartland House	0	0
	Opportunity Center	33	6
CMH Affiliation of Mid Michigan	Charter House	3	2
CMH Central Michigan	New Journey	0	0
	Summit House	1	0
CMH Partnership of Southeast MI	Crossroads-Monroe	0	0
	*Fresh Start	2	6
	*Genesis House	5	0
Detroit-Wayne	A Place of Our Own	0	0
	*Gathering Place	12	5
	Hope House	5	N/R
	Inner City Clubhouse	0	0
	Motor City	0	2
	Network Clubhouse	0	0
	New Directions	0	0
	Next Step Clubhouse	0	0
	Phoenix Friendship Clubhouse	0	0
	Turning Point	0	0
Genessee Co CMH Services	Rainbow Connections	3	0
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	2
	Club Interactions	0	0
Lifeways	J-Town Clubhouse	0	0
Macomb Co CMH Services	Crossroads-Warren	0	1
	Friendship Clubhouse	0	0
Network 180	Sheldon House	0	1
North Care	Northern Lights	0	0
Northern Affiliation	Light of Hope	0	0
	New Horizons	3	1
	*Petoskey Clubhouse	1	0

Appendix H-6 (continued)
Moved from TE to SE and IE

PIHP	Clubhouse	Moved from TE to SE and IE	Moved from SE to IE
		2012	2012
Northwest CMH Affiliation	*Club Cadillac	3	0
	*Traverse House	4	0
Oakland Co CMH Authority	Clubhouse Inspiration	2	0
	*Dreams Unlimited	1	1
	Our House	0	1
	Visions Clubhouse	0	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	2	0
Southwest MI Urban & Rural Consortium	Hopes and Dreams	3	0
	Pathways Clubhouse	5	5
	Circle of Friends Clubhouse	0	0
Thumb Alliance	Blue Water	0	3
	Harmony Hall	0	1
Venture Behavioral Health	Hope Center	0	1
	New Beginnings	0	1
	Outlook Clubhouse	0	0
Total		88	79
Average		2	1.8

Appendix I-1
TE Employment Detail (new in 2012)

PIHP	Clubhouse	TE/avg daily attendance*	Average Tenure of TE	% of Community Placements	% Working 15-20 hrs/wk	% of TE absence covered by staff
Access Alliance	Heartland House	0	0	0	0	0
	Opportunity Center	1-5%	< 6 months	1-33%	0-29%	100%
CMH Affiliation of Mid Michigan	Charter House	> 25%	6-9 months	Only Auspice Placements	0-29%	0
CMH Central Michigan	New Journey	0	0	0	0	0
	Summit House	1-5%	< 6 months	34-66%	0-29%	100%
CMH Partnership of Southeast MI	Crossroads-Monroe	0	0	Only Auspice Placements	51%	100%
	*Fresh Start	6-10%	6-9 months	67-100%	51%	100%
	*Genesis House	> 25%	6-9 months	67-100%	51%	100%
Detroit-Wayne	A Place of Our Own	0	0	0	0	0
	*Gathering Place	> 25%	6-9 months	1-33%	0-29%	100%
	Hope House	6-10%	6-9 months	1-33%	0-29%	0-50%
	Inner City Clubhouse	> 25%	> 9 months	1-33%	30-50%	0-50%
	Motor City	6-10%	0	0	0	0
	Network Clubhouse	0	0	0	0	0
	New Directions	1-5%	< 6 months	Only Auspice Placements	0-29%	100%
	Next Step Clubhouse	0	0	0	0	0
	Phoenix Friendship Clubhouse	1-5%	> 9 months	67-100%	51%	0-50%
	Turning Point	0	0	1-33%	0	0
Genessee Co CMH Services	Rainbow Connections	11-15%	> 9 months	1-33%	51%	51-99%
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	0	0	0	0
	Club Interactions	1-5%	> 9 months	Only Auspice Placements	0-29%	0
Lifeways	J-Town Clubhouse	0	0	0	0	0
Macomb Co CMH Services	Crossroads-Warren	0	0	0	0	0
	Friendship Clubhouse	0	0	0	0	0
Network 180	Sheldon House	1-5%	< 6 months	Only Auspice Placements	0-29%	0
North Care	Northern Lights	0	0	0	0	0

Appendix I-1 (continued)
TE Employment Detail (new in 2012)

PIHP	Clubhouse	TE/avg daily attendance*	Average Tenure of TE	% of Community Placements	% Working 15-20 hrs/wk	% of TE absence covered by staff
Northern Affiliation	Light of Hope	6-10%	6-9 months	67-100%	0-29%	100%
	New Horizons	11-15%	6-9 months	Only Auspice Placements	0-29%	51-99%
	*Petoskey Clubhouse	16 – 20%	6-9 months	67-100%	0-29%	100%
Northwest CMH Affiliation	*Club Cadillac	21 – 25%	6-9 months	67-100%	30-50%	100%
	*Traverse House	6-10%	< 6 months	67-100%	51%	100%
Oakland Co CMH Authority	Clubhouse Inspiration	0	0	0	0	0
	*Dreams Unlimited	6-10%	< 6 months	34-66%	51%	100%
	Our House	1-5%	6-9 months	67-100%	51%	100%
	Visions Clubhouse	0	0			
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	1-5%	6-9 months	67-100%	0-29%	100%
Southwest MI Urban & Rural Consortium	Hopes and Dreams	1-5%	< 6 months	67-100%	0-29%	100%
	Pathways Clubhouse	6-10%	< 6 months	Only Auspice Placements	0-29%	100%
	Circle of Friends Clubhouse	0	0	0	0	0
Thumb Alliance	Blue Water	0	0	0	0	0
	Harmony Hall	0	0	0	0	0
Venture Behavioral Health	Hope Center	0	0	0	0	0
	New Beginnings	11-15%	< 6 months	67-100%	51%	100%
	Outlook Clubhouse	0	0	0	0	0

*Average daily attendance was a point in time, June 2012

Appendix I-3
Stakeholder Buy-in for TE (new in 2012)

PIHP	Clubhouse	Clubhouse Director	Clubhouse Staff	Clubhouse Members	Advisory Board	Auspice administrators	Auspice Board of Directors
Access Alliance	Heartland House	X	X	X		X	
	Opportunity Center	X	X	X		X	X
CMH Affiliation of Mid Michigan	Charter House	X	X	X	X	X	X
CMH Central Michigan	New Journey	X	X	X		X	X
	Summit House	X	X	X		X	X
CMH Partnership of Southeast MI	Crossroads-Monroe					X	
	*Fresh Start	X	X	X	X	X	X
	*Genesis House	X	X	X	X	X	X
Detroit-Wayne	A Place of Our Own	X	X	X		X	X
	*Gathering Place	X	X	X	X	X	
	Hope House	X	X	X			
	Inner City Clubhouse						
	Motor City	X	X	X		X	
	Network Clubhouse						
	New Directions	X	X	X	X	X	X
	Next Step Clubhouse	X	X	X	X	X	X
	Phoenix Friendship Clubhouse	X	X	X			
	Turning Point	X	X	X		X	X
Genessee Co CMH Services	Rainbow Connections	X	X	X	X	X	X
Lakeshore Behavioral Health	Lakeshore Clubhouse						
	Club Interactions	X	X	X	X	X	X
Lifeways	J-Town Clubhouse	X	X	X	X	X	X
Macomb Co CMH Services	Crossroads-Warren	X	X	X		X	X
	Friendship Clubhouse	X	X	X		X	
Network 180	Sheldon House	X	X	X		X	X
North Care	Northern Lights						
Northern Affiliation	Light of Hope						
	New Horizons	X	X	X			

Appendix I-3 (continued)
Stakeholder Buy-in for TE (new in 2012)

PIHP	Clubhouse	Clubhouse Director	Clubhouse Staff	Clubhouse Members	Advisory Board	Auspice administrators	Auspice Board of Directors
	*Petoskey Clubhouse	X	X	X	X	X	X
Northwest CMH Affiliation	*Club Cadillac	X	X	X	X	X	
	*Traverse House	X	X	X	X	X	X
Oakland Co CMH Authority	Clubhouse Inspiration	X	X	X		X	X
	*Dreams Unlimited	X	X	X	X	X	
	Our House	X	X	X	X	X	
	Visions Clubhouse	X	X	X	X	X	X
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	X	X	X		X	
Southwest MI Urban & Rural Consortium	Hopes and Dreams	X	X	X			X
	Pathways Clubhouse	X					
	Circle of Friends Clubhouse	X	X	X	X	X	X
Thumb Alliance	Blue Water	X	X	X	X	X	X
	Harmony Hall	X	X				
Venture Behavioral Health	Hope Center						
	New Beginnings						
	Outlook Clubhouse						

Appendix I-4

TE Development Characteristics (new in 2012)

PIHP	Clubhouse	Director's job description includes employment development	All generalists' job descriptions include TE support	At least one generalist staffer is responsible for TE development	Clubhouse has advisory board comprised of community members.	Clubhouse has an employment development committee	The director attended ICCD Accredited Colleague Training.	A list of "Target Employers" has been developed.	Employment development staff work side-by-side with members.	One or more current staff have attended an ICCD Employment-track training.	Clubhouse is ICCD accredited or seeking accreditation
Access Alliance	Heartland House						X	X	X		
	Opportunity Center			X					X		
CMH Affiliation of Mid Michigan	Charter House	X	X	X	X						
CMH Central Michigan	New Journey	X	X				X	X	X	X	
	Summit House		X	X			X		X		
CMH Partnership of Southeast MI	Crossroads-Monroe	X	X	X				X	X		
	*Fresh Start	X	X	X	X		X	X	X		X
	*Genesis House		X	X	X	X	X	X	X	X	X
Detroit-Wayne	A Place of Our Own			X			X		X	X	
	*Gathering Place	X	X	X	X	X	X	X	X	X	X
	Hope House	X	X	X				X	X		
	Inner City Clubhouse								X		
	Motor City	X					X		X	X	
	Network Clubhouse										
	New Directions	X	X	X							
	Next Step Clubhouse										X
	Phoenix Friendship Clubhouse		X	X							
	Turning Point	X	X	X				X	X	X	
Genessee Co CMH Services	Rainbow Connections		X	X					X		
Lakeshore Behavioral Health	Lakeshore Clubhouse										
	Club Interactions						X		X		
Lifeways	J-Town Clubhouse							X	X	X	
Macomb Co CMH Services	Crossroads-Warren	X	X	X			X		X	X	
	Friendship Clubhouse			X							

Appendix I-5
SE and IE Detail (new in 2012)

PIHP	Clubhouse	SE+IE/Avg Daily Attendance (ADA)	# started SE or IE last year/ ADA	# of SE+IE w/ 15 hours per week/ADA	Free to choose TE, SE, or IE	% Interested in working
Access Alliance	Heartland House	1-14%	6-12%	1-24%	No	21-40%
	Opportunity Center	1-14%	6-12%	1-24%	Yes	61-80%
CMH Affiliation of Mid Michigan	Charter House	15-25%	1-5%	1-24%	Yes	0-20%
CMH Central Michigan	New Journey	1-14%	1-5%	1-24%	Yes	41-60%
	Summit House	1-14%	1-5%	1-24%	Yes	41-60%
CMH Partnership of Southeast MI	Crossroads-Monroe	1-14%	0%	0	Yes	41-60%
	*Fresh Start	> 25%	>12%	25-50%	Yes	61-80%
Detroit-Wayne	*Genesis House	> 25%	>12%	> 50%	Yes	61-80%
	A Place of Our Own	1-14%	1-5%	1-24%	Yes	21-40%
	*Gathering Place	15-25%	>12%	1-24%	Yes	>80%
	Hope House	1-14%	6-12%	25-50%	Yes	0-20%
	Inner City Clubhouse	15-25%	0%	0%	Yes	61-80%
	Motor City	1-14%	1-5%	1-24%	Yes	0-20%
	Network Clubhouse	0%	0%	0%	Yes	41-60%
	New Directions	> 25%	>12%	1-24%	Yes	21-40%
	Next Step Clubhouse	0%	0%	0%	Yes	21-40%
	Phoenix Friendship Clubhouse	1-14%	1-5%	1-24%	Yes	21-40%
	Turning Point	15-25%	1-5%	1-24%	Yes	0-20%
	Genessee Co CMH Services	Rainbow Connections	15-25%	>12%	0	Yes
Lakeshore Behavioral Health	Lakeshore Clubhouse	0%	0%	0%	No response	0%
	Club Interactions	15-25%	1-5%	1-24%	Yes	0-20%
Lifeways	J-Town Clubhouse	> 25%	0%	0	Yes	0-20%
Macomb Co CMH Services	Crossroads-Warren	1-14%	1-5%	1-24%	Yes	0-20%
	Friendship Clubhouse	1-14%	0%	1-24%	Yes	0-20%
Network 180	Sheldon House	1-14%	>12%	1-24%	Yes	41-60%
North Care	Northern Lights	15-25%	>12%	1-24%	Yes	61-80%
Northern Affiliation	Light of Hope	0%	0%	0%	Yes	0-20%
	New Horizons	1-14%	6-12%	1-24%	Yes	21-40%
Northwest CMH Affiliation	*Petoskey Clubhouse	1-14%	6-12%	1-24%	Yes	61-80%
	*Club Cadillac	> 25%	>12%	25-50%	Yes	>80%

Appendix I-5 (continued)
SE and IE Detail (new in 2012)

PIHP	Clubhouse	SE+IE/Avg Daily Attendance (ADA)	# started SE or IE last year/ADA	# of SE+IE w/ 15 hours per week/ADA	Free to choose TE, SE, or IE	% Interested in working
	*Traverse House	1-14%	1-5%	1-24%	Yes	41-60%
Oakland Co CMH Authority	Clubhouse Inspiration	> 25%	>12%	25-50%	Yes	41-60%
	*Dreams Unlimited	> 25%	>12%	> 50%	Yes	41-60%
	Our House	1-14%	>12%	0%	Yes	21-40%
	Visions Clubhouse	> 25%	6-12%	1-24%	Yes	0-20%
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0%	0%	0%	Yes	21-40%
Southwest MI Urban & Rural Consortium	Hopes and Dreams	15-25%	6-12%	1-24%	Yes	21-40%
	Pathways Clubhouse	> 25%	>12%	> 50%	Yes	61-80%
	Circle of Friends Clubhouse	1-14%	6-12%	1-24%	Yes	41-60%
Thumb Alliance	Blue Water	> 25%	>12%	1-24%	Yes	41-60%
	Harmony Hall	> 25%	>12%	1-24%	Yes	41-60%
Venture Behavioral Health	Hope Center	> 25%	>12%	1-24%	Yes	21-40%
	New Beginnings					
	Outlook Clubhouse					

Appendix J
Employment Support from MRS or MCB

PIHP	Clubhouse	Employment Support (MRS or MCB clients/ADA)		
		2010	2011	2012
Access Alliance	Heartland House	5.9% (2)	12.5% (4)	8.8% (3)
	Opportunity Center	9.6% (10)*	12.2% (17)	12.2% (15)
CMH Affiliation of Mid Michigan	Charter House	NA	2.6% (2)	10.2% (6)
CMH Central Michigan	New Journey	12.9% (8)	7.7% (5)	3.5% (3)
	Summit House	1.8% (1)	0% (0)	1.1% (1)
CMH Partnership of Southeast MI	Crossroads-Monroe	3.1% (1)	13.6% (3)	2.6% (1)
	*Fresh Start	22.4% (11)	16.7% (11)	8.5% (6)
	*Genesis House	10.2% (6)	20.7% (11)	10.1% (8)
Detroit-Wayne	A Place of Our Own	4.1% (3)	5.0% (4)	2.3% (2)
	*Gathering Place	15.3% (18)	16.2% (19)	9.0% (12)
	Hope House	12.6% (17)	5.0% (4)	3.8% (2)
	Inner City Clubhouse	10.6% (9)	11.6% (13)	0% (0)
	Motor City	2.0% (4)	1.6% (3)	8.5% (5)
	Network Clubhouse	5.4% (6)	34.5% (20)	13.3% (10)
	New Directions	5.2% (4)	3.4% (3)	6.7% (5)
	Next Step Clubhouse	6.0% (5)	6.8% (5)	12.2% (12)
	Phoenix Friendship Clubhouse	3.2% (12)	0% (0)	0% (0)
	Turning Point	2.2% (2)	1.2% (1)	2.3% (2)
Genessee Co CMH Services	Rainbow Connections	20.7% (36)	23.2% (39)	10.6% (22)
Lakeshore Behavioral Health	Lakeshore Clubhouse	2.5% (2)	4.1% (3)	0% (0)
	Club Interactions	3.3% (1)	8% (2)	10.3% (3)
Lifeways	J-Town Clubhouse	1.6% (1)	0% (0)	0% (0)
Macomb Co CMH Services	Crossroads-Warren	6.2% (4)	4.8% (5)	7.4% (4)
	Friendship Clubhouse	5.3% (4)	6.8% (6)	3.1% (3)
Network 180	Sheldon House	1.9% (2)	0% (0)	0% (0)
North Care	Northern Lights	10.7% (6)	10.3% (6)	1.3% (7)
Northern Affiliation	Light of Hope	0% (0)	7.1% (3)	0% (0)
	New Horizons	4.5% (3)	2.9% (2)	1.6% (1)
	*Petoskey Clubhouse	5.2% (4)	0% (0)	0% (0)

Appendix J (continued)
Employment Support from MRS or MCB

PIHP	Clubhouse	Employment Support (MRS or MCB clients/ADA)		
		2010	2011	2012
Northwest CMH Affiliation	*Club Cadillac	5.2% (3)	5.7% (5)	6.3% (4)
	*Traverse House	3.6% (3)	4.2% (3)	5.7% (4)
Oakland Co CMH Authority	Clubhouse Inspiration	6.6% (6)	0% (0)	0% (0)
	*Dreams Unlimited	20.8% (20)	12.2% (11)	6.9% (7)
	Our House	7.1% (4)	5.6% (4)	2.5% (3)
	Visions Clubhouse	11.7% (13)	0% (0)	3.9% (4)
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	0% (0)	0% (0)	0% (0)
Southwest MI Urban & Rural Consortium	Hopes and Dreams	0% (0)	12% (3)	4.5% (2)
	Pathways Clubhouse	3.7% (4)	3.0% (5)	3.2% (5)
	Circle of Friends Clubhouse	2.6% (1)	4.8% (2)	0% (0)
Thumb Alliance	Blue Water	4.5% (6)	7.5% (10)	5.6% (9)
	Harmony Hall	4.4% (2)	13.3% (6)	13.3% (8)
Venture Behavioral Health	Hope Center	8.7% (4)	2.0% (1)	10.2% (7)
	New Beginnings	16.1% (5)	7.5% (3)	8% (7)
	Outlook Clubhouse	3.7% (1)	7.7% (3)	0% (0)
	Total	234	247	193
	Average	6.8%	7.4%	6.50%

Appendix K
Support Services

PIHP	Clubhouse	Receiving Transportation Support			
		2010	2011	2012	
Access Alliance	Heartland House	27	27	32	
	Opportunity Center	104	44	40	
CMH Affiliation of Mid Michigan	Charter House	12	18	20	
CMH Central Michigan	New Journey	56	51	44	
CMH Partnership of Southeast MI	Summit House	42	32	25	
	Crossroads-Monroe	13	12	18	
	*Fresh Start	20	15	25	
	*Genesis House	54	29	37	
Detroit-Wayne	A Place of Our Own	48	49	37	
	*Gathering Place	118	110	127	
	Hope House	120	18	0	
	Inner City Clubhouse	42	59	32	
	Motor City	100	55	47	
	Network Clubhouse	25	35	30	
	New Directions	65	62	63	
	Next Step Clubhouse	76	75	35	
	Phoenix Friendship Clubhouse	0	0	2	
	Turning Point	50	45	42	
	Genessee Co CMH Services	Rainbow Connections	42	153	178
	Lakeshore Behavioral Health	Lakeshore Clubhouse	38	37	0
		Club Interactions	10	7	18
Lifeways	J-Town Clubhouse	45	28	35	
Macomb Co CMH Services	Crossroads-Warren	42	60	27	
	Friendship Clubhouse	8	30	15	
Network 180	Sheldon House	62	73	47	
North Care	Northern Lights	21	43	29	
Northern Affiliation	Light of Hope	29	28	2	
	New Horizons	54	52	42	
Northwest CMH Affiliation	*Petoskey Clubhouse	54	49	46	
	*Club Cadillac	40	52	49	

Appendix K (continued)
Support Services

PIHP	Clubhouse	Receiving Transportation Support		
		2010	2011	2012
	*Traverse House	20	43	47
Oakland Co CMH Authority	Clubhouse Inspiration	52	43	45
	*Dreams Unlimited	13	145	23
	Our House	39	52	59
	Visions Clubhouse	58	79	62
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	98	70	64
Southwest MI Urban & Rural Consortium	Hopes and Dreams	26	17	21
	Pathways Clubhouse	20	71	64
	Circle of Friends Clubhouse	31	33	28
Thumb Alliance	Blue Water	75	41	65
	Harmony Hall	43	45	38
Venture Behavioral Health	Hope Center	46	20	51
	New Beginnings	26	31	51
	Outlook Clubhouse	27	33	33
Total		2058	2071	1795

Appendix L

Access to Clubhouse During Weekends, Evenings and Holidays

PIHP	Clubhouse	Number of days of weekends, evenings, holidays opened		
		2010	2011	2012
Access Alliance	Heartland House	60	112	78
	Opportunity Center	135	123	124
CMH Affiliation of Mid Michigan	Charter House	67	64	51
CMH Central Michigan	New Journey	43	49	67
CMH Partnership of Southeast MI	Summit House	33	65	66
	Crossroads-Monroe	24	26	33
	*Fresh Start	70	104	94
	*Genesis House	57	69	66
Detroit-Wayne	A Place of Our Own	92	86	79
	*Gathering Place	25	46	64
	Hope House	8	13	0
	Inner City Clubhouse	96	66	52
	Motor City	9	110	3
	Network Clubhouse	10	13	23
	New Directions	26	29	44
	Next Step Clubhouse	72	32	55
	Phoenix Friendship Clubhouse	166	165	163
	Turning Point	10	16	32
	Genessee Co CMH Services	Rainbow Connections	66	75
Lakeshore Behavioral Health	Lakeshore Clubhouse	90	83	0
	Club Interactions	38	65	0
Lifeways	J-Town Clubhouse	60	64	65
Macomb Co CMH Services	Crossroads-Warren	103	116	131
	Friendship Clubhouse	30	49	66
Network 180	Sheldon House	125	71	66
North Care	Northern Lights	110	111	110
Northern Affiliation	Light of Hope	42	43	55
	New Horizons	147	50	126
	*Petoskey Clubhouse	101	58	105

*Appendix L (continued)**Access to Clubhouse During Weekends, Evenings and Holidays*

PIHP	Clubhouse	Number of days of weekends, evenings, holidays opened		
		2010	2011	2012
Northwest CMH Affiliation	*Club Cadillac	52	74	57
	*Traverse House	115	116	98
Oakland Co CMH Authority	Clubhouse Inspiration	52	20	59
	*Dreams Unlimited	82	60	61
	Our House	80	227	280
	Visions Clubhouse	27	17	22
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	89	79	90
Southwest MI Urban & Rural Consortium	Hopes and Dreams	43	45	41
	Pathways Clubhouse	200	134	144
	Circle of Friends Clubhouse	61	79	86
Thumb Alliance	Blue Water	179	135	144
	Harmony Hall	53	69	69
Venture Behavioral Health	Hope Center	1	6	6
	New Beginnings	76	91	0
	Outlook Clubhouse	127	49	0
Total		3152	3174	3034
Average		71.6	72.1	69.2

Appendix M
Member Support Services (Outreach)

PIHP	Clubhouse	Receiving Outreach Services			Face-to-Face Outreach Services		
		2010	2011	2012	2010	2011	2012
Access Alliance	Heartland House	5	16	10	0	0	0
	Opportunity Center	15	23	15	9	10	10
CMH Affiliation of Mid Michigan	Charter House	49	17	8	3	1	1
CMH Central Michigan	New Journey	13	15	11	0	0	3
	Summit House	25	10	4	0	0	5
CMH Partnership of Southeast MI	Crossroads-Monroe	15	4	2	1	1	0
	*Fresh Start	150	80	41	2	3	2
	*Genesis House	22	39	59	2	2	0
Detroit-Wayne	A Place of Our Own	28	11	15	0	0	1
	*Gathering Place	46	65	87	2	2	2
	Hope House	41	90	150	135	17	5
	Inner City Clubhouse	45	85	20	20	45	10
	Motor City	68	25	100	12	6	20-25
	Network Clubhouse	100	30	50	30	20	40
	New Directions	52	54	44	3	5	10
	Next Step Clubhouse	17	75	12	2	10	2
	Phoenix Friendship Clubhouse	400	180	484	0	4	0
	Turning Point	6	3	9	20	1	0
Genessee Co CMH Services	Rainbow Connections	19	18	13	3	1	1
Lakeshore Behavioral Health	Lakeshore Clubhouse	12	15	0	2	0	0
	Club Interactions	11	20	24	0	1	0
Lifeways	J-Town Clubhouse	24	21	49	10	3	0
Macomb Co CMH Services	Crossroads-Warren	86	204	42	4	2	3
	Friendship Clubhouse	8	12	8	0	0	4
Network 180	Sheldon House	3	12	19	2	0	0
North Care	Northern Lights	19	19	17	0	1	0
Northern Affiliation	Light of Hope	20	5	3	3	0	3
	New Horizons	18	22	17	3	6	0
	*Petoskey Clubhouse	40	16	42	0	3	0
Northwest CMH Affiliation	*Club Cadillac	96	49	136	4	6	4

Appendix M (continued)
Member Support Services (Outreach)

PIHP	Clubhouse	Receiving Outreach Services			Face-to-Face Outreach Services		
		2010	2011	2012	2010	2011	2012
	*Traverse House	17	18	34	0	0	2
Oakland Co CMH Authority	Clubhouse Inspiration	22	13	12	1	2	1
	*Dreams Unlimited	24	39	557	3	2	1
	Our House	13	13	16	0	0	0
	Visions Clubhouse	17	18	20	2	1	0
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	26	15	22	1	2	2
Southwest MI Urban & Rural Consortium	Hopes and Dreams	26	10	12	0	2	1
	Pathways Clubhouse	216	190	79	4	1	2
	Circle of Friends Clubhouse	6	13	7	1	0	0
Thumb Alliance	Blue Water	50	25	33	10	10	5
	Harmony Hall	9	1	1	1	0	2
Venture Behavioral Health	Hope Center	13	36	10	2	9	1
	New Beginnings	4	4	10	1	0	1
	Outlook Clubhouse	9	21	0	13	25	0
Total		1915	1651	2304	292	204	121

Z

Appendix N
Health & Wellness

Overall Health and Wellness Initiatives	Number of Clubhouses	
	2011	2012
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
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
C. Wellness-minded fundraisers		8
D. Wellness-minded social activity planning		36
E. Creating partnership with community wellness partners (This includes wellness grants, partnerships with educational institutions, etc.)		32
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
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
Other		8
Health and Wellness Evaluation (Exercise)	Number of Clubhouses	
	2011	2012
A. Passes to local YMCA/gym/swimming pool	13	12
B. Walks at lunch time	36	36
C. Exercise opportunities (yoga, Wii Fit, etc.)	40	35
D. Clubhouse bicycle loan system	0	4
E. Highlight WOD takes that burn calories	7	11
F. Other	34	11

Appendix N (continued)
Health & Wellness

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

Appendix O-1
Social Connectedness

PIHP	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, art club, photography club, etc.)
		2012	2012	2012
Access Alliance	Heartland House	2	19	Yes
	Opportunity Center	7	0	Yes
CMH Affiliation of Mid Michigan	Charter House	0	0	Yes
CMH Central Michigan	New Journey	4	110	Yes
	Summit House	3	3	Yes
CMH Partnership of Southeast MI	Crossroads-Monroe	4	11	NR
	*Fresh Start	7	0	Yes
	*Genesis House	4	0	Yes
Detroit-Wayne	A Place of Our Own	3	0	Yes
	*Gathering Place	2	4	Yes
	Hope House	0	0	Yes
	Inner City Clubhouse	3	12	Yes
	Motor City	2	8	Yes
	Network Clubhouse	2	22	Yes
	New Directions	8	3	Yes
	Next Step Clubhouse	1	10	Yes
	Phoenix Friendship Clubhouse	0	4	Yes
	Turning Point	4	13	Yes
Genessee Co CMH Services	Rainbow Connections	17	8	Yes
Lakeshore Behavioral Health	Lakeshore Clubhouse	0	0	Yes
	Club Interactions	7	0	N/A
Lifeways	J-Town Clubhouse	8	0	Yes
Macomb Co CMH Services	Crossroads-Warren	4	10	Yes
	Friendship Clubhouse	4	6	Yes
Network 180	Sheldon House	2	11	Yes
North Care	Northern Lights	45	20	Yes

Social Connectedness

PIHP	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, art club, photography club, etc.)
		2012	2012	2012
Northern Affiliation	Light of Hope	3	0	Yes
	New Horizons	6	15	Yes
	*Petoskey Clubhouse	3	18	Yes
Northwest CMH Affiliation	*Club Cadillac	11	19	Yes
	*Traverse House	5	1	Yes
Oakland Co CMH Authority	Clubhouse Inspiration	4	18	Yes
	*Dreams Unlimited	13	20	Yes
	Our House	0	5	Yes
	Visions Clubhouse	4	0	Yes
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	4	15	Yes
Southwest MI Urban & Rural Consortium	Hopes and Dreams	1	0	Yes
	Pathways Clubhouse	0	33	Yes
	Circle of Friends Clubhouse	1	10	Yes
Thumb Alliance	Blue Water	3	12	Yes
	Harmony Hall	3	12	Yes
Venture Behavioral Health	Hope Center	4	0	Yes
	New Beginnings	1	4	Yes
	Outlook Clubhouse	0	0	Yes
Average		4.8	10.4	43/44 yes

Appendix O-2
Community Involvement

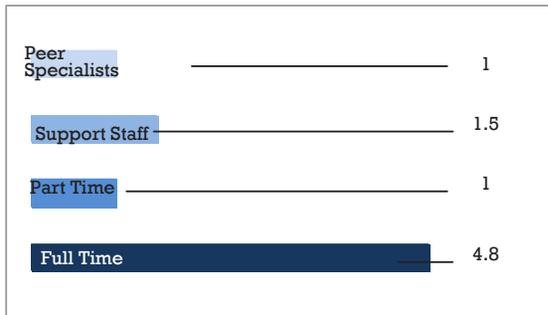
PIHP	Clubhouse	Members Participated in Soc./Rec. Activities		
		2010	2011	2012
Access Alliance	Heartland House	172	297	308
	Opportunity Center	978	1444	1196
CMH Affiliation of Mid Michigan	Charter House	NR	434	380
CMH Central Michigan	New Journey	232	377	669
	Summit House	197	217	378
CMH Partnership of Southeast MI	Crossroads-Monroe	284	144	214
	*Fresh Start	324	750	675
	*Genesis House	714	715	859
Detroit-Wayne	A Place of Our Own	1028	796	58
	*Gathering Place	187	386	416
	Hope House	660	70	60
	Inner City Clubhouse	50	680	120
	Motor City	48	796	52
	Network Clubhouse	61	257	48
	New Directions	253	262	390
	Next Step Clubhouse	65	300	276
	Phoenix Friendship Clubhouse	NR	1260	513
	Turning Point	200	150	179
Genessee Co CMH Services	Rainbow Connections	156	167	159
Lakeshore Behavioral Health	Lakeshore Clubhouse	1064	957	NR
	Club Interactions	183	92	100
Lifeways	J-Town Clubhouse	483	637	831
Macomb Co CMH Services	Crossroads-Warren	757	969	685
	Friendship Clubhouse	130	320	212
Network 180	Sheldon House	1059	617	574
North Care	Northern Lights	779	826	783
Northern Affiliation	Light of Hope	373	288	382
	New Horizons	694	209	242
	*Petoskey Clubhouse	1161	770	738
Northwest CMH Affiliation	*Club Cadillac	614	674	789

Appendix O-2 (continued)
Community Involvement

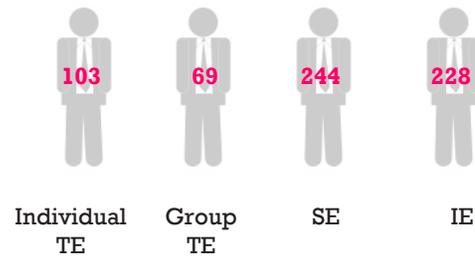
PIHP	Clubhouse	Members Participated in Soc./Rec. Activities		
		2010	2011	2012
	*Traverse House	567	389	497
Oakland Co CMH Authority	Clubhouse Inspiration	337	468	474
	*Dreams Unlimited	652	626	603
	Our House	1201	1026	1819
	Visions Clubhouse	334	240	273
Saginaw Co CMH Authority	Bayside Lodge Clubhouse	717	716	752
Southwest MI Urban & Rural Consortium	Hopes and Dreams	15	122	267
	Pathways Clubhouse	2770	1610	1746
	Circle of Friends Clubhouse	610	994	903
Thumb Alliance	Blue Water	1269	1357	1420
	Harmony Hall	508	615	657
Venture Behavioral Health	Hope Center	24	16	11
	New Beginnings	487	370	11
	Outlook Clubhouse	758	738	0
Total		23,155	25,148	21,719

Michigan Clubhouse Facts 2012

Staffing

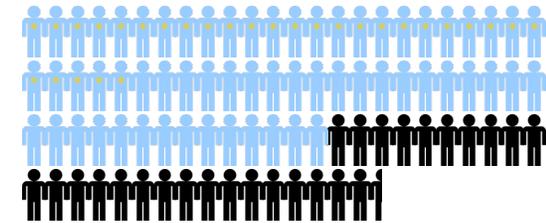


Employment



TE= Transitional Employment
SE=Supported Employment
IE=Independent Employment

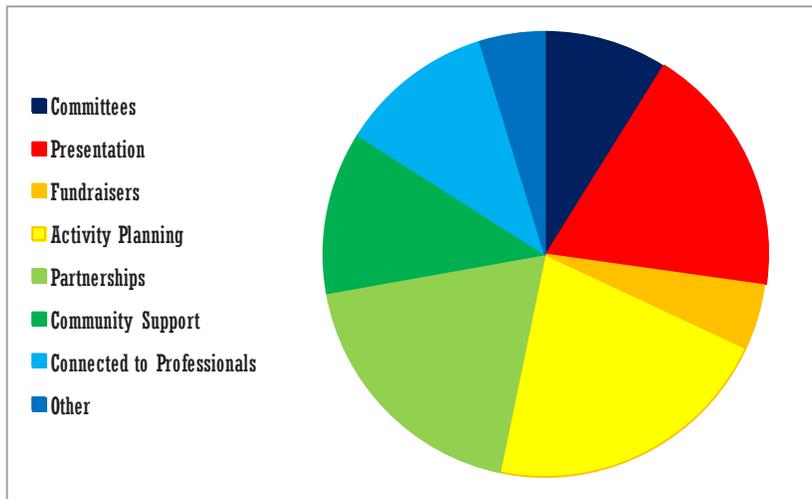
Membership



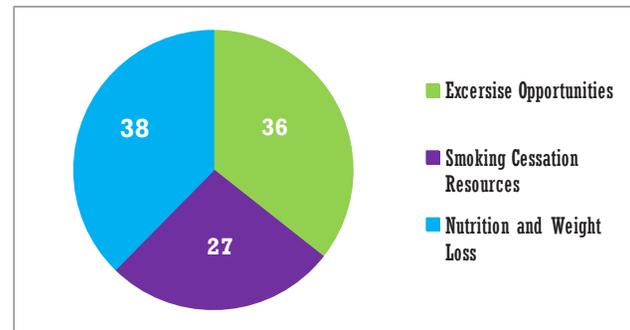
87.1 Average Member IPOS
62 Active Members
*28.2 Average Daily Attendance

IPOS=Individual Plan of Service
Active Member=members who attend at least once a month
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

Health Related Activities



Areas of Wellness Initiatives



Michigan Clubhouse Facts 2010-2012

Budget



\$8,843
Average cost per
Member over 3 years

2010-\$8,519
2011-\$8,985
2012-\$9,025

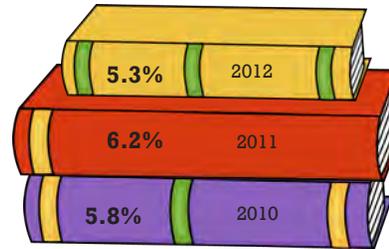
Access to Clubhouse

71 Days

Average number of
days of weekends, evenings,
and holidays the
clubhouse is open

2010-71.6
2011-72.1
2012-69.2

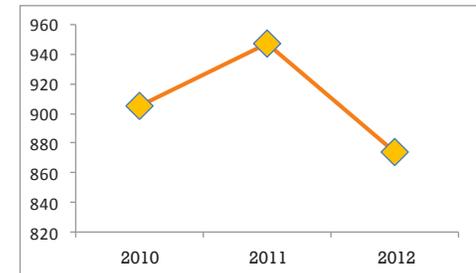
Education



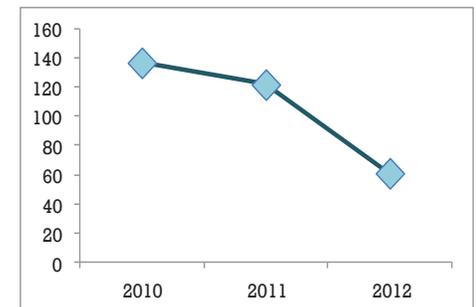
Average percentage of
members supported in
formal education

Housing Status

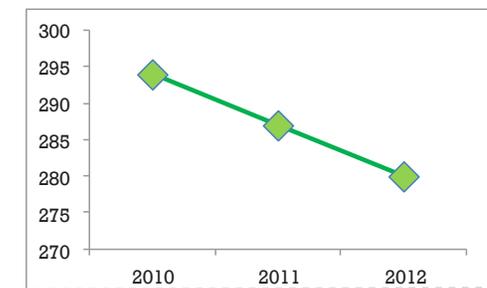
In Group Home



Homeless Members



Rehospitalization

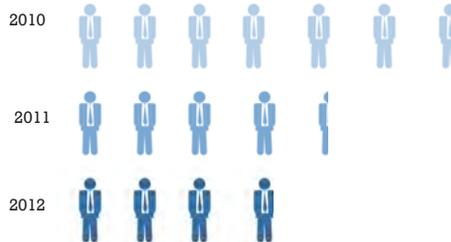


Employment

-average number of members in each type of position/clubhouse

= 1 person

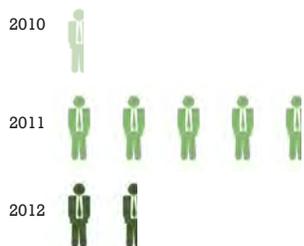
Individual Transitional Employment



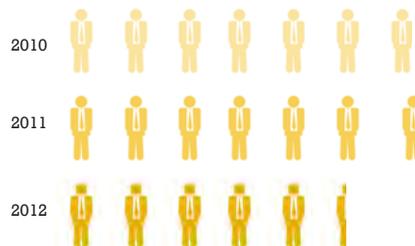
Supported Employment



Group Transitional Employment



Independent Employment



Appendix P
Survey Instrument

2012 Michigan Clubhouse Survey

Michigan Department of Community Health



This survey is supported by funds from Substance Abuse and Mental Health Services Administration Center for Mental Health Services, through the Michigan Department of Community Health.

CLUBHOUSE PROFILE

1. Please fill out your clubhouse profile

Name of Director: _____

Clubhouse Name: _____

Year Clubhouse opened: _____

Clubhouse Address: _____

City/Town: _____

State: _____

Zip: _____

Auspice Agency Name: _____

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-30%, 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.)

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 the question #6 and go directly to the questions #7.)

_____ Yes

_____ No

8. If so, 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.)

11. Do you have any peer specialist(s) hired by your Clubhouse?

(If you have none, skip the question #8 and go directly to the question #9.)

_____ Yes

_____ No

12. If yes, how many certified peer specialists do you have? _____

MEMBERSHIP

13. Indicate the total number of members who listed your Clubhouse in their IPOS (Individual Plan of Service) for the period between July 1, 2011 and June 30, 2012

14. Indicate the total number of unduplicated active* members who attended the Work-Ordered Day during the month of June 2012. _____

(*Active defined as attended at least once a month.)

15. Indicate the average daily attendance (ADA)* during the month of June 2012. (*ADA= sum of the number of members who attended each work-ordered day divided by the number of days the clubhouse was open that month.)

16. Indicate the number of Work-Ordered Days (Monday through Friday, excluding holidays) in June 2012. _____

17. Indicate the daily hours per Work-Ordered Day (WOD) in June 2012.

	Monday	Tuesday	Wednesday	Thursday	Friday
--	--------	---------	-----------	----------	--------

Daily Hours of the WOD					
---------------------------	--	--	--	--	--

18. Provide the total number of new members in June 2012. _____

Questions 19-22 are about clubhouse members who are parents of children 18 and under.

19. How many of your current clubhouse members are parents of children 18 and under?

20. Does the clubhouse receive requests for parenting information such as child development, parenting supports, or family support?

_____ Yes

_____ No

21. Does the clubhouse receive requests for families for mental health information, resources, or community services?

_____ 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 International Center for Clubhouse Development (ICCD). 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. In TE Group Placements, a variation of transitional employment, the clubhouse

has a relationship with the employer, and the work and/or jobs are facilitated through the clubhouse. Members get support from the clubhouse both on and off-site.

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.

22. How many individual TE positions have you had for the period between July 1, 2011 and June 30, 2012? (If your clubhouse did not have any TE placements for the period, skip Qs 23-28 and go to Q 29) _____
23. How many members were employed in individual TE for the period between July 1, 2011 and June 30, 2012? _____
24. Provide the cumulative scheduled hours of participation in individual TE during the period between July 1, 2011 and June 30, 2012. _____
25. How many members were involved in TE Group Placement during the period between July 1, 2011 and June 30, 2012. _____
26. How many members were involved in TE Group Placement during the period between July 1, 2011 and June 30 2012. _____
27. Provide the cumulative scheduled hours of participation in TE Group Placement during the period between July 1, 2011 and June 30, 2012. _____
28. For each member who worked in TE for the period between July 1, 2011 and June 30, 2012, provide the detailed information in the following text box.

Example:

33. Provide the cumulative scheduled hours of participation in SE Group Placement during the period between July 1, 2011 and June 30, 2012. _____
34. How many members in Independent Employment were supported* by your clubhouse during the period between July 1, 2011 and June 30, 2012? _____
 (* Support comes in various forms, such as assisting with job applications and interviews as well as informing ways to solve work-related problems and to get along with co-workers.)
35. How many members did you clubhouse help* move from Transitional Employment (TE) to SE and IE during the period between July 1, 2011 and June 30, 2012? _____
 (*Help members to find jobs, prepare for interviews, solve employment-related planning, offer employment dinner, connect with MRS, etc.)
36. How many members did you clubhouse help* move from Supported Employment (SE) to Independent Employment (IE) during the period between July 1, 2011 and June 30, 2012? _____
 (*Help members to find jobs, prepare for interviews, solve employment-related planning, offer employment dinner, connect with MRS, etc.)

CLUBHOUSE EMPLOYMENT OUTCOMES

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

Introduction: In March 2011, ICCD Clubhouse Model Programs achieved placement on the Evidenced-Based Practices list through the Substance Abuse and Mental Health Services Administrations (SAMHSA). Employment outcomes for Clubhouses played a significant role in SAMSHA's decision. They used three journal articles to make their findings, and two of the articles focused on employment. Both articles were studies of employment outcomes at a Clubhouse accredited by the International Center for Clubhouse Development (ICCD). 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 ICCD Standards on employment should be seen as the most effective method known to secure an array of employment opportunities for 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 37-41 are about TE placement characteristics. If there were no TE placements for the period between January 1, 2011 and December 31, 2011, skip Qs38-41 and go to Q42.

In the past year, what was the average tenure of members on TE placement?

- 6-9 months
- Less than 6 months
- More than 9 months
- N/A (no TE placements at this time)

38. Percentage of community Placements* vs. Auspice Placements for TE. Calculated the average length of placement for each members who 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.

- 67-100% Community Placement
- 34-66% Community Placements
- 1-33% Community Placements
- Only Auspice Placements

39. Percentage of TE Placements schedule 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, 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.

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

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

0-29% of placements are 15-20 hours per week

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.

provided on 100% of TE placements

provided on 51-99% of TE placements

provided on 0-50% of TE placements

Not provided

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)

>25%

21-25%

16-20%

11-15%

6-10%

1-5%

No transitional employment at this time

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 included in all generalists' job descriptions including placement management and networking responsibilities

TE Developments responsibilities are included in the job descriptions for at least one generalist staff.

The Clubhouse has an advisory board comprised of well- connected community members

An Employment Committee exists, composed of (for example) the Director, staff involved in employment development, members representative, 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 or Standard-Based TE

Select each of the following stakeholder groups based on the following criteria: The individual or 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 are." See standard 22 for definitions of "standard-based TE."

- Clubhouse Director
- Clubhouse Staff
- Clubhouse Members
- Advisory Board
- Auspice Administrators
- Auspice board of Directors

45. SE/IE Percentages (check on)

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

- <25%
- 15-24%
- 1-14%
- No SE/IE members

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.

- >12%
- 6-12%
- 1-5%
- 0%

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 or more hours. This question encourages assistance with jobs that have greater vocational significance.

- >50%
- 25-50%
- 1-24%
- No SE placements within the last year over 15 hours/week

48. Member Choice (ccheck 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).

- >80%
- 61-80%
- 41-60%
- 21-40%
- 0-20%

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 July 1, 2011 and June 30, 2012. _____
51. Provide total amount earned from both TE group placements and SE group placements for the period between July 1, 2011 and June 30, 2012. _____

EMPLOYMENT SUPPORT

52. Indicate the types of employment supports provided by the clubhouse: (Please check all that apply)
1. Access to Benefits Counseling
2. Job Seeking Skills (e.g., interviewing, applying online, resume, etc.)
3. Transportation to Job Interviews

- ___ 4. Transportation to Work
- ___ 5. Job Development for Individual Members
- ___ 6. Coverage of Employee Absentee (for TE only)
- ___ 7. On-site Job Training/Coaching
- ___ 8. Off-site Job Training/Coaching
- ___ 9. Job Support Meetings (e.g., employment dinner)

EDUCATIONAL SUPPORTS

Formal education* programs include all structured and certified programs including technical schools, 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 members in formal education* programs for the period between July 1, 2011 and June 30, 2012? _____
54. How many members were assisted by the clubhouse to further their informal educational goals for the period between July 1, 2011 and June 30, 2012? _____

MEMBER SUPPORT/SERVICES

Count each member only once even if they received more than one support (Questions 33-37).

55. How many members were provided transportation supports* in June 2012? _____
 (*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 July 1, 2011 and June 30, 2012? _____
57. How many members were involved in the clubhouse-supported volunteer activities for the period between July 1, 2011 and June 30, 2012? _____
58. How many members were MRS (Michigan Rehabilitation Services) or MCB (Michigan Commission for the Blind) clients for the period between July 1, 2011 and June 30, 2012?

HEALTH AND WELLNESS

59. Does your clubhouse provide health and wellness programs and/or education? (If your answer is no, skip Qs 60-65 and go to Q66)

Yes

No

60. Domain #1: Overall Clubhouse Focus

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

- Wellness committee (A standing committee that helps keep the focus of the club on wellness, which may include community members/advisory board members)
- Wellness presentations (an informational session from a wellness panel made up of staff, members, and/or community members. Topics are based on member interests and needs)
- Wellness-minded fundraisers
- Wellness-minded social activity planning
- Creating partnership with community wellness partners (This included wellness grants, partnerships with educational institutions, etc.)
- Creating a system of community support around personal wellness goals (ideas include: posting wellness goals in the clubhouse, sharing goal progress at until meetings, using Internet resources to set wellness goals and track progress)
- Integrated Health-Ensure members are connected to primary care physicians and other preventative care services (This can be done through surveys, sharing resources, etc.)
- Other (please specify) _____

61. Domain #2: Nutrition and Weight Loss

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

- Wellness-minded menu planning
- Wellness-minded food preparation (e.g., food prep methods, serving sizes, etc.)
- Wellness-minded snack shop offering
- Nutrition education meetings (e.g., health eating/cooking, label information, portion sizes,

etc.)

- Publishing nutrition content of meals served
- Resources for obtaining healthy foods (e.g., planting a clubhouse vegetable garden, farmers market outings, organic food delivery for wuban setting, etc.)
- Group weight loss efforts
- 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):

- Passes to local YMCA/gym/swimming pool
- Walks at lunch time
- Exercise opportunities (e.g., yoga, Wii Fit, etc, after WOD)
- Clubhouse bicycle loan system
- Highlight WOD tasks that burn calories
- Other (please specify) _____

63. Domain #4: Smoking Cessation

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

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

64. Other(Please Specify)

65. How does the clubhouse evaluate the effectiveness of these initiative improving members' wellness? Please explain.

HOUSING OR LIVING SITUATION/ HOSPITALIZATION/INCARERATION

66. How many members have been assisted in the housing situation through your clubhouse for the period between July 1, 2011 and June 30, 2012? _____

67. How many members were ever homeless for the period between July 1, 2011 and June 30, 2012? _____

68. How many homeless members have secured housing with Clubhouse assistance for the period between July 1 2011 and June 30, 2012? _____

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

70. How many members have moved from group homes to more independent homes for the period between July 1, 2011 and June 30, 2012? _____

71. How many members were admitted for psychiatric hospitalization for the period between July 31, 2011 and June 30, 2012? _____

72. How many members were ever incarcerated for the period between July 1, 2011 and June 30, 2012? _____

OUTREACH

73. How many members were provided outreach services through phone conversation, e-mail, and/or cards in June 2012? _____

74. How many members were provided face-to-face contact outreach services in June 2012?

SOCIAL & RECREATIONAL ACTIVITIES

75. How many members attended social or recreation activities held on Saturdays, Sundays, and evenings for the period between July 1, 2011 and June 30, 2012? (Note this will involve counting members multiple times.) _____

76. How many members attended social or recreational activities held on holidays the period between July 1, 2011 and June 30, 2012? _____

77. Access to Clubhouse I:

Provide total number of Saturdays, Sundays, and evenings your clubhouse was open for the period between July 1, 2011 and June 30, 2012? _____

78. Access to Clubhouse II:

Provide total numbers of legal holidays (e.g., New Years' Day, Martin Luther King Jr. Day, Fourth of July, Thanksgiving Day, Christmas, etc.) your clubhouse was open for the period between July 1, 2011 and June 30, 2012? _____

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 way 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 be 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 Support

85. Homelessness, Hospitalizations, and Incarcerations

86. Outreach

87. Decision Making and Clubhouse Operation

88. Other

Thank you for taking the 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.

This survey is supported by funds from Substance Abuse and Mental Health Services Administration, Center for Mental Health Services, through the Michigan Department of Community Health.

