



EXPLORATION OF PEER-RUN AND PEER-INVOLVED ORGANIZATIONS IN TEXAS

REPORT / MHR

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Clubhouses:

An Exploration of Organizational Function and Capacity



The University of Texas at Austin

Texas Institute for Excellence in Mental Health

Steve Hicks School of Social Work

CONTACT

Texas Institute for Excellence in Mental Health

Steve Hicks School of Social Work

The University of Texas at Austin

1823 Red River Street

Austin, Texas 78701

Phone: (512) 232-0616 | Fax: (512) 232-0617

Email: txinstitute4mh@austin.utexas.edu

<https://sites.utexas.edu/mental-health-institute/>

CONTRIBUTORS / PROJECT LEADS

Juli Earley, LMSW

Amy Lodge, Ph.D.

H. Leona Peterson, Ph.D.

Stacey Stevens Manser, Ph.D.

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Executive Summary

- **Background:** Peer-run and peer-involved organizations provide non-clinical, supportive services for people in recovery from a mental health challenge or substance use disorder (or peers) and usually offer peers an opportunity to be directly involved in organizational function, management, or governance.

Clubhouses are recovery centers that offer social, recreational, and wellness activities as well as aid members in obtaining education, employment, housing, and other resources. Key aspects of Clubhouses include: 1) peer members participate alongside staff in a “work-ordered day,” and 2) peer members have access to paid employment opportunities through the Clubhouse employment program, as well as access to on- and off-site employment support. Additionally, members collaborate with staff to manage and govern Clubhouses.

- **Purpose:** This project explores the strengths and needs related to organizational function and capacity for eight Clubhouses in Texas. Organizational function refers to the structures and practices that are used to carry out organizational operations and include the domains of organizational development, mission, and purpose; management; and governance and leadership. Organizational capacity refers to the resources and abilities that organizations use to develop, sustain, and improve operations and include the domains of resources, knowledge, and skills; and adaptability and sustainability.
- **Method:** To examine the strengths and needs related to organizational function and capacity for Clubhouses in Texas, researchers at the Texas Institute for Excellence in Mental Health (TIEMH) conducted an online survey with the executive directors of eight Clubhouses in Texas as well as conducted site visits and interviews with the executive directors of four of these Clubhouses. The online survey, site visit, and interview contained over 100 questions that yielded a wealth of quantitative and qualitative data. These data were analyzed and the results were organized by the five domains described above.
- **Results:** The Clubhouses in this study reported several function and capacity strengths. Clubhouses in Texas have mission statements, have written job descriptions for staff, have policies and procedures guiding financial management and organizational operations, involve members in day-to-day and overall operations, have active governing boards, provide training to staff, have 501(c)(3) nonprofit status, collect and report organizational output and outcome data, have strategic plans, have strategic partnerships with other organizations, engage in community outreach and networking, and engage in advocacy.
- **Recommendations for Organizations:** The results of this study also suggest some areas for development, resources permitting: consider offering full staff benefits, develop a succession plan for the Clubhouse director, and continue capacity building in the following areas: funding, strategic partnerships and alliances, community outreach and advocacy.
- **Recommendations for HHSC:** TIEMH makes the following recommendations to HHSC regarding Clubhouses: maintain current level of funding for Clubhouses, continue to prioritize funding for accredited Clubhouses, support the development of Clubhouses across Texas, continue to collect biennial survey data, conduct a cost benefit analysis to determine if increasing funding to Clubhouses could reduce healthcare costs, and invest in

research to conduct a cost-benefit analysis to determine how Clubhouses may reduce overall healthcare costs for Texas.

- **Recommendations for Future Research:** TIEMH makes the following recommendations related to future research involving Clubhouses in Texas: continue the biennial survey currently administered to members of accredited Clubhouses that receive HHSC contract funding, conduct research to determine how and by what mechanism Clubhouse members benefit, and conduct more research to determine how increased funding may support the function and capacity of Clubhouses.

Introduction and Background

Type of Peer-Run or Peer-Involved Organization

Peer-Run and Peer-Involved Organizations: An Overview

Peer-run and peer-involved organizations provide non-clinical, supportive services for people in recovery from a mental health challenge or substance use disorder (referred to hereafter as peers; Clubhouse International, 2018a; McKay, Nugent, Johnson, Eaton & Lidz, 2018; Substance Abuse and Mental Health Services Administration [SAMHSA], 2011; Tanenbaum, 2012; Valentine, White, & Taylor, 2007; White, Kelly, & Roth, 2012). These organizations usually offer peers the opportunity to be directly involved in organizational function, management, or governance. For the purpose of this project, a distinction was made between peer-run and peer-involved organizations. Peer-run organizations typically require that a majority of the board of directors identify as peers, are run by peer staff, and provide opportunities for peers to become paid staff. This project explored two types of peer-run organizations: Consumer Operated Service Providers (COSPs) and Recovery Community Organizations (RCOs). Peer-involved organizations do not require that a certain percentage of the board of directors identify as peers, and non-peer staff typically run these organizations, however the peers may be involved in organizational function. This project explored one type of peer-involved organization: Clubhouses. This report presents the results for Clubhouses.

Clubhouses

Clubhouses are recovery centers that seek to socially and professionally rehabilitate individuals with mental health challenges (Battin, Bouvet, & Hatala, 2016). Clubhouses offer social, recreational, and wellness events as well as aid members in obtaining education, employment, housing, and other resources (Battin et al., 2016; McKay et al., 2018). A key aspect of Clubhouses is that peer members participate alongside staff in a “work-ordered day,” which typically lasts eight hours daily, Monday through Friday, and is intended to mirror a standard workweek as well as to empower members to feel responsible for the essential functioning of the Clubhouse (Battin et al., 2016). Another key aspect of Clubhouses is that peer members have access to paid employment opportunities (i.e., Transitional Employment, Supported Employment, and Independent Employment Programs) at local businesses as well as access to on- and off-site employment support. Although Clubhouses are not peer-run, members do collaborate with staff in open forums to discuss issues related to Clubhouse management and governance (Battin et al., 2016).

The first Clubhouse opened in 1948 in New York; today there are more than 300 Clubhouse International-affiliated Clubhouses in 34 countries serving 100,000 individuals per year (Clubhouse International, 2019; McKay et al., 2018). To become and remain accredited, Clubhouses must follow the International Standards for Clubhouse Programs developed by Clubhouse International (Clubhouse International, 2018b; McKay et al., 2018). These standards serve as a “bill of rights” for members and a code of conduct for staff, the board of directors, and administrators by providing a set of guidelines around membership, staff-member relationships, space, the work-ordered day, employment, education, functions of the house, and funding, governance, and administration (Clubhouse International, 2018c). Accreditation is associated with Clubhouse sustainability and provides a way to monitor fidelity to the Clubhouse model (Gorman, McKay, Yates, & Fisher, 2018). Clubhouses can function as independent non-profit organizations, or can be incorporated within a parent organization or auspice agency (Clubhouse International, 2016).

Clubhouses are an evidence-based model (Substance Abuse Mental Health Services Administration [SAMHSA], 2013). Research suggests that Clubhouses are effective for peer members in terms of improving quality of life and mental and physical well-being, promoting employment, strengthening social relationships, reducing hospitalization and incarceration rates, and furthering educational efforts (Battin et al., 2016; Johnson & Hickey, 1999; McKay et al., 2018). Therefore, Clubhouses appear to be cost-effective, both in terms of reducing hospitalization and incarceration rates as well as in comparison to traditional mental health care (McKay, Yates, & Johnsen, 2007).

Organizational Function and Capacity

Organizations employ elements of organizational function and capacity to operate effectively. Organizational functions are the *structures and practices* that an organization uses to carry out operations (Armstrong, 2006). Organizational capacities are the *resources and abilities* that an organization uses to develop, sustain, and improve operations (Evans, Raymond, & Perkins, 2015; Schuh & Leviton, 2006; Williams-Gray, 2016).

TIEMH researchers conducted a literature review to 1) identify specific elements of organizational function and capacity, and 2) develop a framework to structure these elements. The extant literature includes multiple frameworks and assessment tools for evaluating organizational capacity and performance. Drawing from existing frameworks and assessment tools, TIEMH researchers identified key elements of organizational function and capacity, and organized these elements into five domains. Three domains of organizational function were identified: 1) Organizational Development, Mission, and Purpose; 2) Operational Management; and 3) Governance and Leadership. Two domains of organizational capacity were identified: 1) Operational Resources, Knowledge, and Skills; and 2) Adaptability and Sustainability.

Domains and Elements of Organizational Function

This section provides brief descriptions of each of the five domains of the organizational function and capacity framework used for this project, as well as the elements within each domain. See the methods section for detailed descriptions of the specific domain elements, and measures used to operationalize the elements, included in this report.

Organizational Development, Mission, and Purpose

Organizational Development, Mission, and Purpose provide information about an organization's developmental history as well as what an organization intends to accomplish with its work. Elements of this domain include organizational development, organizational mission and vision, and organizational purpose (Lusthaus, Adrien, Anderson, Carden, & Montalvan, 2002; McKinsey & Company, 2001; Paynter & Berner, 2014).

Operational Management

Operational Management refers to the people, processes, policies, and procedures involved in day-to-day operations (Schuh & Leviton, 2006; Lusthaus et al., 2002). Elements of this domain include the program of services and activities, members and membership management, staff and staffing management, financial management, operational policies and procedures, and member involvement in organizational function.

Governance and Leadership

Governance and Leadership refer to the people involved in making decisions about the organization (Williams-Gray, 2016), and their functions within the organization (Liket & Maas, 2015). Elements of this domain include the board of directors and the executive director.

Domains and Elements of Organizational Capacity

Operational Resources, Knowledge, and Skills

Operational Resources, Knowledge, and Skills refer to the resources and abilities that support an organization's capability to implement key organizational functions (Connolly & York, 2003). Elements of this domain include staff development, program development, technology resources, legal and liability management, data management and reporting, funding and funding development, facilities, and training and technical assistance.

Adaptability and Sustainability

Adaptability and Sustainability refer to the resources and abilities that support an organization's capability to connect with, demonstrate accountability to, and affect the broader context in which an organization exists (Connolly & York, 2003; Liket & Maas, 2015; McKinsey & Company, 2001; Snow, 2012). Elements of this domain include strategic planning, partnerships and alliances, community outreach, and advocacy.

Exploration of Organizational Function and Capacity of Peer-Run and Peer-Involved Organizations

For the 2018-2019 fiscal year, the Texas Health and Human Services Commission (HHSC) contracted with the Texas Institute for Excellence in Mental Health (TIEMH) to describe the organizational functions and capacities of three types of peer-run and peer-involved organizations in Texas: Clubhouses, COSPs, and RCOs. This report presents the results for Clubhouses.

TIEMH conducted surveys, site visits, and interviews with the directors of four Clubhouses funded by HHSC contracts subsidized by state and federal funds. The directors at four additional Clubhouses, two of which are privately funded and two that are funded through a different HHSC program, participated in the survey. The purpose of this project is to describe: 1) the elements of organizational function and capacity that Clubhouses employ, and 2) the strengths and needs of Clubhouses related to organizational function and capacity.

Project Design

Project Design

Clubhouses

For this project, two groups of Clubhouses were invited to participate. One group receives funding through HHSC contracts that are subsidized by the SAMHSA Mental Health Block Grant and state funds (hereafter referred to as HHSC contract funding). The second group of Clubhouses receive funding from sources other than the contracts subsidized by state and SAMHSA block grant funds.

HHSC provided the contact information for the directors at four Clubhouses that receive HHSC contract funding: Austin Clubhouse, San Antonio Clubhouse, San Angelo Clubhouse, and St. Joseph Clubhouse in Houston. First, the researchers sent the four directors an email inviting them to participate in an introductory phone call. During this phone call, a TIEMH researcher described the project's purpose, the data collection activities (i.e., the online survey, site visit, and interview), the voluntary nature of participation, and the reporting process. Additionally, the directors were invited to schedule the site visit and interview, and informed when the email invitation for the online survey would be sent. All four directors from these sites participated in the survey, interview, and the site visit.

Eight additional Clubhouses funded through other sources were identified from an internet search and the HHSC Clubhouse Model website (HHSC, 2018). Of these eight Clubhouses, four participated in the survey: BIND (Brain Injury Network of Dallas), Hope Fort Bend in Rosenberg, La Familia Del Paso in El Paso, and PLAN (Planned Living Assistance Network) in Richardson. Two of these Clubhouses, La Familia Del Paso and Hope Fort Bend, receive HHSC funding through the House Bill 13 Community Mental Health Grant Program (CMHG); this program provides matching grants to support community mental health organizations providing services and treatment to individuals experiencing mental illness (HHSC, 2016). The other two Clubhouses in this group are privately funded.

Four of the participating Clubhouse sites, two from each group, are incorporated within auspice organizations. The remaining four Clubhouses that participated, two from each group, are independent nonprofit organizations.

Organizational Function and Capacity Framework

This section provides details about the elements and measures used to explore the three domains of organizational function and the two domains of organizational capacity. This framework does not present an exhaustive list of elements and measures for organizational function and capacity, but rather represents those best suited for the purposes of this project. The elements and measures listed below are included in this report. Individual site reports were also developed for each of the Clubhouses that receive HHSC contract funding. These reports include supplementary measures that provide additional descriptive information relevant to the individual organizations. Appendix A provides a comprehensive list of the framework's domains, elements, measures, sources from which the measures were identified, in which data collection tool the measures were included, and whether or not the measure is included only in the individual site reports or in this report as well.

Organizational Development and Mission

Organizational Development refers to the organization's origins. The measures that operationalize organizational development include the age of an organization, who founded an organization, and for what reason(s) an organization was founded (Lusthaus et al., 2002).

Organizational Mission and Vision refer to the organization's communication about its goals for the people who receive services, as well as the community. The measures that operationalize this element include whether or not an organization has a mission statement and whether or not an organization has a vision statement. Mission and vision statements communicate an organization's purpose and direction, and unify leadership, staff, and members (McKinsey & Company, 2001; Snow, 2012).

Operational Management

Program of Services and Activities refer to the array of services and activities offered by an organization. The measures that operationalize programming include the number of days and hours an organization is open to members, whether or not the organization offers services at more than one site, the services and activities offered, and how programming information is communicated to members.

Members and Membership Management refers to requirements people must meet to become and remain members of the organization. The measures that operationalize members and membership management include the criteria people must meet to become members and the guidelines members are required to follow.

Staff and Staffing Management refer to staff characteristics, staff benefits, and staff job descriptions. The measures that operationalize this element include the number of staff and volunteers, the number of part- and full-time staff and volunteers, the number of staff and volunteers that identify as peer providers, and the number of staff and volunteers that are certified peer providers (i.e., Certified Mental Health Peer Specialists or Certified Recovery Support Peer Specialists). Additional measures include whether or not an organization has job descriptions for staff and volunteers and whether or not an organization offers benefits to paid staff. Job descriptions provide clarity for staff roles and a basis by which staff performance can be evaluated. Staff benefits may help improve staff retention (Snow, 2012).

Financial Management refers to the codified policies and procedures employed by an organization for fiscal management, including budget creation, money handling procedures, bookkeeping, and financial reporting (Lusthaus et al., 2002). The measures that operationalize this element describe financial policies (written or unwritten directives guiding budgeting and financial oversight) and financial procedures (processes for handling money and tracking finances).

Operational Policies and Procedures refer to the written policies and procedures an organization employs to guide operations. Organizational policies help an organization achieve its organizational mission (Snow, 2012). The measures that operationalize this element include whether or not an organization has written policies and procedures, how frequently the written policies and procedures are reviewed, whether or not an organization has written bylaws, whether or not an organization has a written code of ethics, and a description of what additional written organizational policies and procedures exist.

Member Involvement in Organizational Operations refers to how members are involved in daily and overall operation of the organization. The involvement of members in organizational operations is central to peer-run and peer-involved organizations (SAMHSA, 2011; Clubhouse International, 2018b). The measures that operationalize this element include a description of how members are involved in the day-to-day function of the organization, and how members contribute to the overall operation of the organization (e.g., fundraising, program planning).

Governance and Leadership

The Board of Directors should provide expertise, guidance, support, and oversight to assure sustainability, organizational effectiveness, and to uphold the interests of all stakeholders (Liket & Maas, 2015; Lusthaus et al., 2002; Paynter & Berner, 2014; Snow, 2012). The measures that operationalize this element include whether or not the organization has a board of directors, the number of board members, board composition (i.e., how many board members identify as peers and how many are members of the organization), the frequency of board meetings, whether or not meeting minutes are made available to the public, and the functions of the board of directors.

The Executive Director should oversee day-to-day activities that keep an organization on course to fulfill its mission, including management, administration, organizational development, and connecting with internal and external stakeholders (Lusthaus et al., 2002; Paynter & Berner, 2014). The measures that operationalize this element include whether or not the executive director identifies as a peer, and their functions within the organization. An additional measure identified whether or not an organization has a written succession plan in the event a new executive director is needed.

Operational Resources, Knowledge, and Skills

Staff Development refers to activities that enhance the ability of staff to perform their organizational role (Lusthaus et al., 2002). The measures that operationalize this element include whether or not new or tenured staff and volunteers received training, and descriptions of the training that new and tenured staff and volunteers receive.

Program Development refers to the processes and people involved in the identification and planning of organizational programming. The measures that operationalize this element describe whether or not the organization engages in formal program development (i.e., regularly scheduled planning meetings specifically for program development) whether or not the program development is informal (i.e., members and staff suggest changes ad hoc), and who is involved in the process (e.g., staff and/or members). Liket and Maas (2015) emphasize the importance of involving individuals impacted by organizational programming in programming development.

Technology Resources refer to the assets that allow an organization to communicate and engage with stakeholders and the community (Brown, Andersson, & Suyeon, 2016; Liket & Maas, 2015). The measure that operationalizes this element identifies the technology resources an organization utilizes.

Legal and Liability Management refer to an organization's legal status as a nonprofit organization and the insurance coverage an organization maintains. The measures that operationalize this element identify whether or not an organization has 501(c)(3) nonprofit status, whether or not an organization has insurance coverage, and what types of insurance an organization carries to mitigate potential liabilities.

Data Management and Reporting involves the types of information collected and utilized for reporting, as well as the processes by which these data are collected. Data collection and reporting supports the development of programming and helps organizations communicate with funders (Liket & Maas, 2015; Snow, 2012; Williams-Gray, 2016). The measures that operationalize this element include whether or not an organization collects data for reporting purposes, what types of data are collected, how these data are collected, and how and to whom these data are reported.

Funding and Funding Development refer to an organization's current funding resources and areas for potential funding development. Financial capacity may be key to organizational success, and organizational capacity building is often dependent on funding (Brown et al., 2016; Kapucu, Healy, & Arslan, 2011). The measures that operationalize this element identify an organization's budget, funding resources, current and potential funding sources under development, most and least sustainable funding sources, and barriers to identifying and obtaining funding sources.

Facilities refer to the physical space where an organization offers programming and how this space supports organizational function. The measure that operationalizes this element describes whether or not an organization rents or owns their facility, or if the facility is donated.

Training and Technical Assistance refer to areas in which the staff, leadership, or the governing body need development or support. The measure used to explore this element identified areas training and technical assistance need.

Adaptability and Sustainability

Strategic Planning identifies an organization's future endeavors. A strategic plan may help an organization achieve its mission (Snow, 2012). The measures that operationalize this this element include whether or not an organization has a strategic plan, how frequently the strategic plan is reviewed, and whether or not an organization has written goals and objectives.

Partnerships and Alliances are the strategic relationships an organization has formed in the community to potentially enhance its function and capacity (Brown et al., 2016; Kapucu et al., 2011; Lusthaus et al., 2002; Snow, 2012). The measures that operationalize this element include whether or not an organization has partnerships and alliances and with what types of organizations.

Community Outreach refers to the methods an organization employs to reach the broader public. These methods include direct (e.g., presentations or phone calls) or indirect (e.g., email blasts, social media) methods. The measures that operationalize this element identify what types of community outreach methods an organization utilizes.

Advocacy refers to how an organization promotes the needs of the members within the community, service systems, or at the legislative level. The measure that operationalizes this element describes the types of advocacy (e.g., systems, community, or legislative) in which an organization engages. Advocacy activities are integral activities for peer-run and peer-involved organizations (Campbell, 2009; Clubhouse International, 2018a; Valentine et al., 2007).

Data Collection and Analysis

The measures for each of the five domains of organizational function and capacity described in the previous section were included in one of three data collection tools: a survey, a site visit guide, and an interview guide. Data collection included administering an online survey, conducting an in-person site visit, and conducting an interview over the phone or in person.

Survey

The survey tool consisted of 32 questions (see Appendix B). The surveys were administered through a secure online survey platform, Qualtrics, XM. The directors from all of the Clubhouses identified to participate in this project were sent an email invitation with a link to the survey. Upon clicking the survey link, the directors were presented with an introductory page that described the purpose, risks, voluntary nature of participation in the survey, and confidentiality. No signature was required for consent. The directors indicated consent upon clicking the “I agree to participate” button on the introductory page, and were then able to complete the survey. If the director clicked “I do not agree to participate,” they were redirected to a page that thanked them for their time and exited them from the survey.

Directors had the option to save their progress, and then return later to complete the survey during the administration period. The survey remained open for one month. A reminder email was sent halfway through the administration period. Upon completing the survey, the directors were offered the opportunity to review and change their responses before exiting the survey. Survey responses were encrypted, and no personally identifying information was stored with survey responses.

The survey data were exported to SPSS, Version 25, to conduct descriptive analyses. Results from these analyses were organized into the domains of organizational function and capacity.

Interview and Site Visit

The directors from the four Clubhouses that receive HHSC contract funding were invited to participate in the site visit and interview. These data collection activities were scheduled during an introductory phone call with the directors. Prior to the interview and site visits, TIEMH researchers sent a document via email that described the interview and site visit processes and what data would be gathered. Additionally, the document described the voluntary nature of participation, consent, and confidentiality protections.

Researchers conducted the interviews and site visits in-person at the organizations. The site visit guide consisted of a 32-item checklist, and 22 probing questions to better facilitate data collection (Appendix C). The interview guide (Appendix D) consisted of 25, semi-structured questions. Before conducting the site visits and interviews, the researchers read a document describing the purpose, voluntary nature of participation, and confidentiality protections.

The data collected during the site visit and interview were recorded in writing by the researcher; shorter responses were recorded verbatim and longer responses were summarized. The responses were later typed. The director was

sent the type-written responses and given an opportunity to review these responses for accuracy. Edits and revisions offered by the directors were integrated with the data collected by the researcher.

The site visit and interview responses were analyzed using NVIVO qualitative data analysis software (QSR International, 2018). Codes emerged directly from the data and were categorized into the elements and domains of organizational function and capacity.

Reporting

The data collected from the Clubhouses that receive HHSC contract funding were organized into individual site reports. These were sent to the directors of those organizations for accuracy review. The data collected from the eight participating Clubhouses are presented in this report. The results are organized into the domains of organizational function and capacity, and the results from the survey are distinguished from the results from the site visit and interviews.

Results

Organizational Development and Mission

Organizational Development

Among the eight Clubhouses, the median age of the sites is 2.5 years (mean 6 years; range 0.5-16 years; see Table 1 for the ages of each Clubhouse). The four Clubhouses that participated in the site visit and interview were asked to describe who founded the organization. The Clubhouses were founded by an advocacy group (n=1, 25%), a parent organization (n=1, 25%), and a Local Mental Health Authority (LMHA; n=1, 25%). One Clubhouse was founded by a coalition of family members (n=1, 25%) and a mental health professional (n=1, 25%). Most of the Clubhouses were founded in response to an identified community need (n=3, 75%). Other reasons the sites were founded include the site obtained funding (n=2, 50%), the site obtained facilities (n=1, 25%), and the site received the support of a champion (n=1, 25%).

Table 1. Age of Clubhouses.

Clubhouses	Age (years)
Austin Clubhouse	8.5
BIND	0.6
Hope Fort Bend	2.0
La Familia del Paso	3.0
PLAN	1.0
San Angelo Clubhouse	2.0
San Antonio Clubhouse	15.5
St. Joseph Clubhouse	13.0

Organizational Mission and Vision

All eight Clubhouses (100%) have mission statements. Further, all eight of the Clubhouses (100%) have vision statements.

Operational Management

Program of Services and Activities

The four Clubhouses that participated in the site visit and interview provided their regular hours of operation. All four of the sites (100%) are open five days per week for eight hours daily. Two of the sites (50%) offer extended hours one day per week. In addition to regular hours of operation, the four Clubhouses reported that they have activities that occur on weekends.

Among the eight Clubhouses that participated in the survey, three (38%) offer services at more than one location.

The eight Clubhouses that participated in the survey were asked to report what services and activities are offered at their sites. The most commonly offered services and activities include vocational or employment assistance (i.e., the Clubhouse employment program; n=8, 100%), social engagement and informal peer support (n=8, 100%), social or recreational activities (n=8, 100%), life skills training (n=7, 88%), member self-advocacy training (n=7, 88%), advocacy (n=7, 88%), assistance navigating health systems (n=7, 88%), the opportunity to work or volunteer at the site (n=7, 88%), computer or technology classes (n=7, 88%), one-on-one peer support (n=7, 88%), fitness and wellness classes (n=7, 88%), education and GED assistance (n=6, 75%), housing assistance (n=6, 75%), and assistance with basic needs (n=6, 75%). Table 2 lists the services and activities offered at the Clubhouses.

Table 2. Services and activities offered at the Clubhouses.

Service/Activity Offered	<i>n</i>
Advocacy and Self-Advocacy	
Life skills training	7
Member self-advocacy training	7
Advocacy	7
Assistance navigating health systems	7
Education and Employment	
Vocational/employment assistance	8
Opportunity to work or volunteer at the organization	7
Computer/technology classes	7
Education/GED assistance	6

Table 2. Services and activities offered at the Clubhouses, continued.

Service/Activity Offered	<i>n</i>
Mental Wellness and Recovery	
One-on-one peer support	7
Recovery education	5
Crisis support	4
Peer support groups	4
Warm line	2
Wellness Action Recovery Planning (WRAP)	1
Mental Health First Aid training	1
Physical Wellness	
Fitness/wellness classes	7
Resource Needs	
Housing assistance	6
Assistance with basic needs	6
Bus passes or taxi vouchers	5
Transportation using organization vehicle	4
Community garden	2
Snack pantry	1
Access to additional services through auspice organization (e.g., soup kitchen, housing)	1
Social Connection	
Social engagement/informal peer support	8
Social or recreation activities	8
Poetry as a tool for recovery	1

The four Clubhouses that participated in the site visit and interview were asked about the methods that they utilize to communicate programming information to members. Sites most commonly post information on their websites and social media accounts (n=4, 100%) and post information within the Clubhouse (e.g., on bulletin boards; n=4, 100%). Three sites (75%) distribute paper copies of programming information (e.g., calendars, social events). One Clubhouse (25%) also relies on word-of-mouth to communicate with members.

Members and Membership Management

The four Clubhouses that participated in the site visit and interview were asked about their membership requirements and guidelines. All four sites (100%) require that members be adults (i.e., 18 years of age or older). Three sites (75%) require that members have a mental health diagnosis and be under the care of a mental health professional. Two sites (50%) require that members complete an orientation process. One site (25%) requires that members are taking their prescribed medications. One site (25%) requires that members identify as having a mental health condition without the requirement of an official diagnosis.

Staff and Staffing Management

The mean number of paid staff at the eight Clubhouses that participated in the survey is 7.1 (median 5; range 4-20).

Among the four sites that participated in the site visit and interview, on average, 83% of the paid staff work full-time and 17% work part time. Among these four sites, on average, 11% are peer providers and 7% are Certified Mental Health Peer Specialists. Table 3 summarizes the characteristics of paid staff.

Table 3. Characteristics of paid staff.

Characteristic	
Average number of paid staff*	7.1
Average percent of full time paid staff**	83%
Average percent of part-time paid staff**	17%
Average percent of paid staff that are peer providers**	11%
Average percent of paid staff that are Certified Mental Health Peer Specialists**	7%

*The average number of paid staff includes the eight participating Clubhouses.

**These results include only the four sites that participated in the site visit and the interview.

Of the eight sites that participated in the survey, seven (88%) reported that they have job descriptions for paid staff.

The eight Clubhouses that participated in the survey were asked about the benefits offered to paid staff. The sites most frequently offer paid vacations (n=6, 75%) and health insurance (n=5, 63%). Other benefits that the sites offer include dental insurance (n=4, 50%), paid sick leave (n=4, 50%), retirement plans (n=4, 50%), flexible hours (n=1, 13%), low-cost meals (n=1, 13%), paid holidays (n=1, 13%), a stipend for healthcare (n=1, 13%), or vision insurance (n=1, 13%). One site (13%) does not offer any benefits to paid staff. Table 4 summarizes the benefits offered to paid staff.

Table 4. Benefits offered to paid staff.

Benefit Offered	<i>n</i>
Paid vacation	6
Health insurance	5
Dental	4
Paid sick leave	4
Retirement plan	4
Flexible hours	1
Low-cost meals	1
Paid holidays	1
Stipend for healthcare	1
Vision	1
None offered	1

Financial Management

The four Clubhouses that participated in the site visit and interview were asked to describe their financial management policies. All four sites (100%) have financial management policies and procedures. In terms of financial management policies, three sites (75%) reported that the Clubhouse or auspice agency board of directors has financial oversight. One site (25%) reported that the auspice agency manages the finances. In terms of financial management procedures, all four sites (100%) reported having a budget development and review process. Additional financial management procedures include annual audits (n=2, 50%), cash and check writing procedures (n=2, 50%), use of money management software (e.g., Quick Books; n=2, 50%), and the use of a certified public accountant (n=1, 25%)

Operational Policies and Procedures

Of the eight Clubhouses that participated in the survey, 100% reported that they have written policies and procedures. Six of the sites (75%) review these policies annually, and two sites (25%) review these policies quarterly. Six of the sites (75%) reported that they have a written code of ethics. Seven Clubhouses (88%) reported that the site or the auspice agency have written bylaws.

The four sites that participated in the site visit and interview were asked to describe what types of written policies and procedures the Clubhouse has. All four sites (100%) reported that the International Standards for Clubhouse Programs are the primary policies and procedures that guide the Clubhouses. Additionally, the sites reported that they have the following written policies and procedures: an employee policy and procedure manual (n=4, 100%), grievance procedures (n=2, 50%), a volunteer handbook (n=1, 25%), and an anti-harassment policy (n=1, 25%).

Member Involvement in Organizational Operations

The four sites that participated in the site visit and interview were asked to describe how members are involved in day-to-day operations. All four of the sites (100%) reported that the members perform volunteer work, in accordance with the International Standards for Clubhouse Models. At two of the sites (50%), the members manage the work units, and at two of the sites (50%), the members are involved in the recruitment of new members.

The four sites were also asked to describe how members are involved in overall operations. At all four of the sites (100%) members assist with planning and implementing activities. Other ways that members are involved in the overall function of the Clubhouses include: vetting and hiring new staff (n=3, 75%), policy development and revision (n=3, 75%), community engagement (e.g., presenting about the Clubhouse in the community; n=3, 75%), and fundraising (n=2, 50%).

Governance and Leadership

Boards of Directors and Advisory Boards

All eight Clubhouses (100%) that participated in the survey reported that they, or their auspice agency, have a board of directors. The majority of these Clubhouses (n=5, 63%) reported that the board of directors meets monthly. One Clubhouse (13%) reported that the board of directors meets every other month. One Clubhouse (13%) reported that the board of directors meets six times annually, but did not specify whether or not these occurred regularly (i.e., every other month). One Clubhouse (13%) reported that the board of directors meets quarterly. Of the four Clubhouses that participated in the site visit and interview, the two Clubhouses (50%) incorporated into an auspice agency reported that they also have advisory boards, to liaise between the Clubhouse and the parent site.

The four sites that participated in the site visit and interview were asked to describe the composition of the governing boards; the two independent nonprofit Clubhouses described their boards of directors, and the two incorporated Clubhouses described their advisory boards (responses for all four sites are summarized in Table 5). On average, the number of board members for the Clubhouses is 9.5 (range 6-13). On average, 13% of the board members are peers (defined as people that openly identify as individuals with lived experience of mental health issues), and on average 13% are members of the site.

Table 5. Composition of the Clubhouse governing bodies.

Governing Board Composition Characteristic	
Average number of board members	9.5
Average percent of board members that identify as peers	13%
Average percent of board members that are members	13%

The four Clubhouses that participated in the site visit and interview were asked to describe the functions that the governing boards (boards of directors and advisory boards) perform. All four of the Clubhouses (100%) reported that the boards engage in fundraising for the site. Other board functions include strategic planning (n=2, 50%), providing

expertise (n=2, 50%), overseeing or managing Clubhouse finances (n=2, 50%), advocacy (n=2, 50%), board member recruitment (n=1, 25%), direct involvement or contributions to the site (n=1, 25%), hiring and supervising the Clubhouse director (n=1, 25%), maintaining the mission and vision (n=1, 25%), marketing or promotion (n=1, 25%), Clubhouse evaluation (n=1, 25%), Clubhouse sustainability (n=1, 25%), and policy and procedure oversight or development (n=1, 25%).

Clubhouse Directors

Among the four sites that participated in the site visit and interview, two of the directors (50%) identify as a peer (defined as a person who openly identifies as an individual with lived experience of mental health issues). The duties of the directors include staff supervision (n=3, 75%), fundraising (n=3, 75%), maintaining fidelity to the Clubhouse model (n=3, 75%), advocacy (n=2, 50%), managing day-to-day Clubhouse function (n=2, 50%), community outreach and networking (n=2, 50%), and maintaining service standards (n=2, 50%). Three Clubhouses (75%) reported that no formal succession plan is in place in the event a new director needs to be appointed.

Operational Resources, Knowledge, and Skills

Staff Development

Among the eight Clubhouses that participated in the survey, seven (88%) reported that new staff receive training. The four Clubhouses that participated in the site visit and interview provided additional details about new staff training. All four of the sites (100%) have a formal new employee orientation. Additionally, the majority (n=3, 75%) provide on-the-job training.

Seven Clubhouses (88%) reported that tenured staff receive ongoing training. The four sites that participated in the site visit and interview provided additional details about the ongoing training for tenured staff. All four of the sites (100%) provide ongoing training on the Clubhouse model. Two sites (50%) offer staff the opportunity to participate in community trainings (e.g., outside trainings that enhance staff's understanding of mental wellness).

Program Development

Of the four Clubhouses that participated in the site visit and interview, all (100%) engage in a formal process to identify and plan services and activities (i.e., via scheduled meetings). Two sites (50%) reported that some services and activities are also identified informally (i.e., individuals offer ad hoc suggestions). All of these four Clubhouses (100%) also reported that staff members and members collaborate when planning and implementing programming. One site (25%) reported the employment program is managed by staff only. One site (25%) noted that only members manage the development of the lunch menu.

Technology Resources

The eight sites that participated in the survey were asked to describe the types of technology resources that they utilize. The technology resources most commonly utilized include computers (n=8, 100%), copiers or printers (n=8, 100%), credit card payment (n=8, 100%), email (n=8, 100%), social media (n=8, 100%), organizational websites (n=8,

100%), internet access (n=8, 100%), cell phones (n=5, 63%), tablets (n=4, 50%), and fax machines (n=3, 38%). Table 6 lists the technology resources the Clubhouses utilize.

Table 6. Technology resources utilized by the Clubhouses.

Technology Resource	<i>n</i>
Computer	8
Copier/printer	8
Credit card payment	8
Email access	8
Social media access	8
Website	8
Internet access	8
Cell phone	5
Tablet	4
Fax machine	3
Custom database	1
Point-of-sale system	1

Legal and Liability Management

Among the eight Clubhouses that participated in the survey, seven (83%) reported that the Clubhouse is a 501(c)(3) nonprofit organization. All of these eight sites (100%) reported having insurance coverage.

The four Clubhouses that participated in the site visit and interview provided details about the types of insurance coverage that they carry. The most commonly carried types of insurance include general liability (n=3, 75%), vehicle insurance (n=3, 75%), and directors and officers insurance (n=3, 75%).

Data Management and Reporting

Of the eight Clubhouses that participated in the survey, 100% reported that they collect data for reporting purposes.

The four Clubhouses that participated in the site visit and interview provided additional details about the types of data that they collect. All four (100%) collect organizational outputs. The HHSC contract requires that the Clubhouses collect the number of members, track attendance, and collect participation data. All four of the Clubhouses also track member outcomes. All of the four Clubhouses collect outcome data (e.g., employment status, mental health recovery, and quality of life) from a satisfaction survey that is administered biennially per the HHSC contract. Another

outcome that the majority of the sites collect include member stories (n=3, 75%). One site (25%) contributes output data to a collaborative that, by comparing data from other partner agencies, is able to identify member outcomes.

All sites (100%) use paper tracking sheets to collect output data. One Clubhouse (25%) tracks what meals members eat using an electronic point-of-sale system. Three sites (75%) input the data into an online customer relationship management (CRM) platform called Salesforce for data management and reporting. One site (25%) utilizes Excel, but is working to begin utilizing the CRM platform. The HHSC survey data is collected using paper forms, and then the de-identified data are transferred to survey monkey by member volunteers. All four sites create written reports and share output outcome data directly with the public. Two of the sites (50%) also share output and outcome data in stakeholder group meetings, as well as over media or social media.

Funding and Funding Development

Among the eight Clubhouses that participated in the survey, the average annual budget is \$619,545 (median=\$341,887; range \$300,000-\$1,592,000). All of the eight sites (100%) receive grants, and all eight Clubhouses (100%) receive donations. Six Clubhouses (75%) contract with HHSC, these six include the four Clubhouses funded through contracts subsidized by state and SAMHSA block grant and two Clubhouses funded through CMHG contracts. Other funding sources include fundraising (n=4, 50%), revenue for services (n=2, 25%), in-kind donations (n=2, 25%), and contracts with the county (n=1, 13%). Table 7 lists the funding sources for the Clubhouses.

Table 7. Funding sources for Clubhouses.

Funding Source	n
Grants	8
Donations	8
Contract with HHSC	6
Fundraising	4
Revenue for services	2
In-kind donations	2
Other contracts	1

The four sites that participated in the site visit and interview were asked to describe current funding opportunities that are in the process of being further developed, as well as potential funding opportunities for future development. The most common current funding opportunities that are under further development include state or federal funding (n=2, 50%) and fundraising events (n=2, 50%). Two sites (50%) described how they are working to develop all current funding sources to maintain diversity of funding sources. In terms of potential funding sources, the sites are working to develop funding opportunities from foundations and grants (n=3, 75%), revenue from organizational activity (n=1, 25%), fundraising events (n=1, 25%), private donations (n=1, 25%), and donations or sponsorships from businesses (n=1, 25%).

The four sites that participated in the site visit and interview described which current funding sources were most and least sustainable. Two sites (50%) stated that foundations and grants are most sustainable. The reasons given for this perceived sustainability include foundations are reputable, they give greater amounts of money, and there are more grant and foundation opportunities. One site (25%) indicated that the revenue from services is sustainable because revenue can be controlled. The least sustainable funding sources include state contracts (due to competition and the potential for changing funding priorities at the state level, n=3, 75%), private foundations and grants (due to inconsistency, n=2, 50%), and private donations (due to inconsistency, n=1, 25%).

Lastly, the four Clubhouses that participated in the site visit and interview were asked to describe barriers to identifying and obtaining funding. The most common barriers include the lack of public awareness about mental health challenges or Clubhouses (n=3, 75%), the challenge of connecting with funding sources (n=3, 75%), competition for funding sources, particularly state funding (n=3, 75%), and organizational limitations (e.g., a lack of staff to apply for grants; n=2, 50%).

Facilities

Of the four Clubhouses that participated in the site visit and interview, two utilize space provided by the auspice agency, one rents their facility, and one owns their building.

Training and Technical Assistance

The eight sites that participated in the survey identified areas in which training and technical assistance would be useful. The most commonly reported needs include strategic planning (n=6, 75%), personnel management (n=4, 50%), grant writing (n=4, 50%), fundraising (n=4, 50%), conflict resolution (n=4, 50%), building public awareness (n=4, 50%), board development (n=4, 50%), and nonprofit management (n=4, 50%). Table 8 lists the training and technical assistance needs identified by the sites.

Table 8. Training and technical assistance needs.

Training and Technical Assistance Need	n
Strategic planning	6
Nonprofit management	4
Board development	4
Building public awareness	4
Conflict resolution	4
Fundraising	4
Grant writing	4
Personnel management	4
Developing strategic partnerships	3
Supervision	3

Table 8. Training and technical assistance needs, continued.

Training and Technical Assistance Need	<i>n</i>
Leadership development	3
Performance evaluation	3
Program development	3
Fiscal management	2
Use of computers	2

Adaptability and Sustainability

Strategic Planning

Of the eight Clubhouses that participated in the survey, seven (88%) have a written strategic plan. Six sites (75%) reported that the strategic plan is reviewed annually. One site (13%) reported that the strategic plan is reviewed every two to five years. All eight of the sites (100%) reported that they have written goals and objectives.

Partnerships and Alliances

All eight Clubhouses (100%) that participated in the survey reported having strategic partnerships and alliances. The most commonly reported types of partnerships and alliances include faith-based organizations (n=5, 63%), private foundations (n=4, 50%), and community foundations (n=4, 50%).

Community Outreach

All eight of the Clubhouses reported utilizing a variety of methods to engage in community outreach. The most commonly used methods include visiting businesses (n=8, 100%), organizational websites (n=8, 100%), social media (n=8, 100%), presentation of services in the community (n=8, 100%), open houses (n=8, 100%), fliers (n=7, 88%), and letters (n=7, 88%). Table 9 lists the methods employed by the Clubhouses to engage in community outreach.

Table 9. Community outreach methods employed by the Clubhouses.

Community Outreach Method	<i>n</i>
Open houses	8
Presentation of services in the community	8
Social media	8
Website	8
Visit businesses	8
Letters	7
Fliers	7
Postcards	1
Telephone calls	1
Email blasts	1
Weekly newsletter	1

Advocacy

The four Clubhouses that participated in the site and visit interview were asked to describe the types of advocacy in which the sites engage. All four sites (100%) engage in legislative advocacy: examples of this activity include visiting the Texas capital with members, and spearheading a letter writing campaign to advocate for additional funding. All four sites (100%) also engage in community advocacy, which includes participating in stakeholder groups, community associations, or in other ways promoting the Clubhouse in the community. Three of the sites (75%) engage in systems advocacy, which involves advocating on behalf of and supporting the self-advocacy of members in the following areas: benefits, employment, housing, and resource needs.

Discussion

The purpose of this project was to identify what elements of organizational function and capacity are employed by Clubhouses in Texas. To do so, TIEMH administered surveys to the directors of eight Clubhouses, and conducted site visits and interviews with four of those eight Clubhouses. In this section, key findings related to functional and capacity strengths and areas for improvement are discussed.

Organizational Functions

Organizational Development and Mission

The core elements of organizational function in the domain of Organizational Development and Mission include:

- Description of the origins of the organization
- Written mission statement
- Written vision statement

The participating Clubhouses described aspects of organizational development, including the age of the organization, who founded the organization, and for what reason the organization was founded. The median age of the Clubhouses participating in this project is 2.5 years. The sites that participated in the site visit and interview were founded by an advocacy group, an auspice site, a LMHA, family members of people with lived experiences with mental health challenges, and a mental health professional. The most common reasons the Clubhouses were founded include community need and the acquisition of funding.

All eight Clubhouses (100%) have written mission statements. Mission statements communicate a common purpose and direction for the site (McKinsey & Company, 2001; Paynter & Berner, 2014). Further, organizations with established missions may be more likely to actualize their social impact (McKinsey & Company, 2001).

All eight Clubhouses (100%) have written vision statements. Vision statements communicate the kind of world an organization wants to build (Lusthaus et al., 2002), and help an organization build that world (McKinsey & Company, 2001).

Operational Management

The core elements of organizational function in the Management domain include:

- The program of services and activities
- Members and membership management policies (e.g., requirements for membership)
- Staff and staffing management policies (e.g., job descriptions, benefits, etc.)
- Financial management policies and procedures
- Operational policies and procedures
- Member involvement in organizational operations

The eight Clubhouses that participated in this project offer a variety of services and activities. All Clubhouses offer social engagement and informal peer support, social and recreational activities, and vocational or employment assistance (e.g., the Clubhouse Transitional, Supportive, and Independent Employment Programs). Seven sites offer the opportunity to work or volunteer at the site, one-on-one peer support, member self-advocacy training, life skills training, fitness and wellness classes, computer or technology classes, assistance navigating health systems, and advocacy. Providing a variety of services and activities is an indicator of organizational function (Schuh & Leviton, 2006).

Seven of the Clubhouses (88%) have written job descriptions for paid staff. This is an important functional strength because job descriptions provide clarity for job roles (Snow, 2012).

All of the sites that participated in the site visit and interview have established financial management policies and procedures. Financial management policies and procedures ensure that assets are aligned with programming needs as well as promote transparency, integrity, and accountability (Snow, 2012).

All of the sites that participated in the survey have some type of written policies and procedures. Most of the Clubhouses review their policies and procedures annually. Seven of the Clubhouses (88%) have bylaws. Six (75%) have a written code of ethics. Written policies and procedures may suggest structured programming and provide clear guidance for organizational operations (Lusthaus, et al., 2002; Paynter & Berner, 2014; Snow, 2012).

All of the Clubhouses (100%) that participated in the site visit and interview involve members in day-to-day operations. Additionally, 100% involve members in the overall operation of the Clubhouse. Member involvement in organizational operations is a key characteristic of peer-run and peer-involved organizations (SAMHSA, 2011; Clubhouse International, 2018b).

Some of the Clubhouses might consider exploring offering benefits to paid staff as one area of potential development. While six of the Clubhouses (75%) offer paid vacations, and five (63%) offer health insurance, only four (50%) offer a benefits package that include health and dental insurances, paid leave, and a retirement plan. Offering this type of benefits package to staff may enhance staff retention (Snow, 2012). However, the ability of an organization to provide benefits to staff depends heavily on funding capacity, as well as funding priorities.

Governance and Leadership

The core elements related to organizational function for the Governance and Leadership domain are:

- The board of directors or advisory boards
- The Clubhouse director
- The functions of the governing board and the Clubhouse director
- Executive director's succession plan

All of the Clubhouses (100%) have a board of directors or the auspice agency has a board of directors. The two sites that are incorporated within auspice organizations have advisory boards that facilitate communication with the auspice agency board. The frequency the governing boards meet ranges from quarterly to monthly. Meeting regularly suggests the boards of directors are active governing bodies, which is important for organizational function (Brown et al., 2016).

All four Clubhouses (100%) that participated in the site visit and interview have at least one Clubhouse member serving on the board of directors. Additionally, two of these Clubhouses (50%) have directors who identify as peers with lived experience. Member involvement in organizational operations is a key characteristic of peer-run and peer-involved organizations (SAMHSA, 2011; Clubhouse International, 2018b).

In terms of a potential area of development, of the four Clubhouses that participated in the site visit and interview, only one (25%) has a written succession plan in the event a new director needs to be identified. Succession plans are important because they ensure that an organization continues to run effectively in the absence of the director (Snow, 2012).

Capacity Strengths and Needs

Operational Resources, Knowledge, and Skills

The capacity elements related to Operational Resources, Knowledge, and Skills include:

- Staff development
- Program development
- Technology resources
- Legal and liability management
- Data management and reporting
- Funding and funding development
- Facilities
- Training and technical assistance needs

All eight (100%) of the Clubhouses offer new staff training. Seven (88%) also offer tenured staff ongoing training. One Clubhouse director (12%) was unsure whether or not tenured staff are offered ongoing training. The availability of training can improve job performance and enhance program delivery (Armstrong, 2006; Paynter & Berner, 2014).

Program development was another area of capacity strength. All four of the sites (100%) that participated in the interview and site visit have formal processes for identifying and planning programming. Also, 100% of the Clubhouses involve both staff and members in the program development process. This is important because individuals who are affected by programming should be consulted regarding the planning and implementation of programming (Liket & Maas, 2015).

The Clubhouses that participated in the survey have access to a wide variety of technology resources. All eight (100%) have access to computers, copiers or printers, email, social media, a website, and the internet. These technology resources provide linkages to informational resources, support networking, and provide avenues for connecting to internal and external stakeholders (Liket & Maas, 2015; Lusthaus et al., 2002).

Seven of the Clubhouses (88%) have 501(c)(3) nonprofit status. This is a capacity strength that helps organizations attain recognition and implement programming in an accountable manner (Snow, 2012). All eight Clubhouses (100%) maintain insurance coverage. The most common types of insurance the sites have, according to the four that participated in the site visit and interview, are general liability, directors and officers insurance, and vehicle insurance.

All four of the Clubhouses (100%) that participated in the site visit and interview collect and report outputs (e.g., member attendance, participation, and services received). All four also collect data on member outcomes (e.g., the member outcomes survey and member stories). Collecting and reporting on these types of data are important because they build institutional memory, contribute to organizational transparency, and attract donors (Liket & Maas, 2015; Snow, 2012).

Funding capacity supports function, maintains stability, supports strategic success, and builds capacity in other areas (Brown et al., 2016; Kapucu et al., 2011). The Clubhouses that participated in this project receive funding from diverse funding streams. The most common funding sources are donations, grants, and HHSC contracts. Other funding sources the organizations have include fundraising and revenue from services. Having diverse funding sources suggests financial maturity and is a capacity strength (Paynter & Berner, 2014; Schuh & Leviton, 2006). Further, diverse funding sources may help an organization weather financial stresses and transitions (Schuh & Leviton, 2006). Funding development is an ongoing capacity need to assure the sustainability of organizations. According to the Clubhouses that participated in the site visit and interview, barriers to identifying and obtaining funding include competition for funding, challenges connecting with funding opportunities, and the lack of public awareness about mental health challenges.

In terms of the Clubhouses' facilities, of the four sites that participated in the site visit and interview two have use of facilities that are provided by their auspice agency, one rents their facility, and another owns their facility. Access to space is necessary to support organizational function (Lusthaus et al., 2002).

The eight Clubhouses that participated in the survey identified training and technical assistance (TTA) needs. Six sites (75%) identified strategic planning as a TTA need. Four sites (50%) identified nonprofit management, board development, building public awareness, conflict resolution, fundraising, grant writing, and personnel management as TTA needs. It is important that sites have access to a system for sharing knowledge, best practices, and technical expertise to enhance function (Snow, 2012).

Adaptability and Sustainability

The capacity elements related to Adaptability and Sustainability include:

- Strategic planning
- Partnerships and alliances
- Community outreach
- Advocacy

Seven of the Clubhouses (88%) that participated in the survey have a written strategic plan. All eight (100%) have written goals and objectives. The existence of a strategic plan, goals, and objectives may support an organization's ability to monitor, assess, and respond to internal and external changes (Connolly & York, 2003).

All eight Clubhouses (100%) have strategic partnerships and alliances with other organizations. This important capacity strength may help organizations support the people served and allow for the exchange of ideas and resources (Kapucu et al., 2011; Lusthaus et al., 2002).

The eight Clubhouses (100%) that participated in the survey employ methods of community outreach and networking. The most common methods the sites use are open houses, presentations in the community, social media, the Clubhouse website, and visiting businesses. Community outreach serves the dual purpose of providing transparency to the public, as well as building relationships (Liket & Maas, 2015; Brown et al., 2016).

All four of the organizations (100%) that participated in the site visit and interview engage in advocacy efforts, including community advocacy, systems advocacy, or legislative advocacy. This is an important capacity strength because advocacy is an integral activity for peer-run and peer-involved organizations (Campbell, 2009; Clubhouse International, 2018a; Valentine et al., 2007).

Recommendations

Recommendations for Organizations

The Clubhouses that participated in this project reported several function and capacity strengths. In terms of organizational functions, the Clubhouses described strengths in operational management, including diverse programming, written policies and procedures, and member involvement in organizational operations. In terms of governance and leadership, the Clubhouses all have active governing boards. In terms of capacity strengths, the Clubhouses all engage in staff development and collaborative program development with members. The organizations reported diverse funding capacity and continued efforts to develop funding sources. The organizations have strategic plans, maintain partnerships and alliances, engage in community outreach, and actively advocate for members and Clubhouses. The Clubhouses in this project may be able to further enhance their function and capacity in some areas. TIEMH therefore makes the following recommendations for Clubhouses in Texas:

- Consider offering a full benefits package to paid staff, including paid time off, insurance and a retirement plan, as funding capacity and priorities allow.
- Consider developing a succession plan in the event a new director needs to be appointed in order to assure sustained organizational function.
- Continue to diversify funding sources, particularly to mitigate the barriers identified, especially competition for funding.
- Continue to develop strategic partnerships and alliances; this emerged as a capacity strength for many of the Clubhouses, and is a capacity that will enhance other capacity areas (e.g., funding development).
- Continue to engage in community outreach to build relationships with community stakeholders, potential funders, and increase membership.
- Continue to engage in advocacy efforts.

Recommendations for HHSC

Based on the findings of this study, TIEMH makes the following recommendations to the Texas Health and Human Services Commission (HHSC) regarding steps that can be taken to support Clubhouses in Texas:

- Maintain the current level of funding for established Clubhouses.
- Continue prioritizing accredited Clubhouses for state contracts.
 - Accredited Clubhouses must adhere to the International Standards for Clubhouse Programs; these standards not only assure fidelity of programming, but also set criteria for organizational functioning.
- If building the number of Clubhouses in Texas is a priority, consider exploring strategies to support start-up Clubhouses.
 - This may include collaborating with Clubhouse Texas to provide training and technical assistance.
 - An initial investment in training and technical assistance may result in Clubhouses that become sustainable, accredited, and potential contractual partners.

- Invest in research to conduct a cost-benefit analysis of the Clubhouses to determine if increased funding to continue to support established Clubhouses and potentially fund new Clubhouses would save Texas money by reducing overall healthcare costs (e.g., by reducing hospitalizations and the use of crisis services).

Recommendations for Future Research

Based on the findings of this study, as well as the existing literature on Clubhouses, TIEMH makes the following recommendations regarding areas of future research:

- Continue to collect the biennial survey data.
- Conduct more research to determine if and how members benefit from Clubhouses in Texas as well as to identify the mechanisms through which members may benefit.
- Conduct more research to determine the best ways to support function and capacity development for Clubhouses in Texas.
 - Research should examine specifically how increased funding supports function and capacity development.

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Appendix A: Organizational Function and Capacity Framework

The following table lists the elements and measures in the Organizational Function and Capacity Framework. The source column indicates the reference for a particular measure (denoted by a numerical code, see the bottom of the table for the full list of references). If no source is listed, the measure was developed by TIEMH researchers to elicit additional information. The data source column indicates if a measure was included in the survey, site visit, or interview. The report column indicates whether or not a measure is included in both this report and the site reports, or the site reports only. Site reports are available for Clubhouses funded through HHSC contracts.

Organizational Function				
<i>DOMAIN: Organizational Development, Mission, and Purpose</i>				
Element	Measure	Source	Data Source	Report
Organizational Development	Age of the organization	1	Survey	Both
	Who founded the organization	8	Site visit	Both
	Reason(s) the organization was founded	8	Site visit	Both
	Areas of organizational development	8	Site visit	Site Reports
	Impetus for organizational development	8	Site visit	Site Reports
	Developmental milestones	8	Site visit	Site Reports
Organizational Mission and Vision	Organization has a mission statement	2,3,5,7	Survey	Both
	Organizational mission statement	2,3,5,7	Site visit	Site Reports
	Organization has a vision statement	2,3,5,7	Survey	Both
	Organizational vision statement	2,3,5,7	Site visit	Site Reports
	Things that embody the organizational mission		Site visit	Site Reports
Organizational Purpose	Unique purpose of the organization in the community	8	Interview	Site Reports
<i>DOMAIN: Operational Management</i>				
Program of Services and Activities	Number of days and hours organization is open to members	1,4,6,9	Site visit	Both
	Whether or not the organization offers services at more than one site	1	Survey	Both

DOMAIN: Operational Management, continued

Element	Measure	Source	Data Source	Report
Program of Services and Activities, <i>continued</i>	Number of sites at which services are offered	1	Site visit	Site Reports
	Location(s) of the additional sites	1	Site visit	Site Reports
	Types of services and activities offered	1,4,6,9	Survey	Both
	Service and activity schedule	1,4,6,9	Site visit	Site Reports
	Work unit activities	1,4,6,9	Site visit	Site Reports
	What services and activities are offered at different locations	1	Site visit	Site Reports
	How programming information is communicated to members	1,4,6,9	Site visit	Both
Members and Membership Management	Criteria to become members	1	Site visit	Both
	Guidelines members must follow	1	Site visit	Both
	Questions heard most often from members	1,4,6,9	Interview	Site Reports
	How members benefit from participation	4,6,9	Interview	Site Reports
Staff and Staffing Management	Number of staff	1,7	Survey	Both
	Number of volunteers*	1,7	Survey	Both
	Number of part- and full-time staff	1,4,6,7	Interview	Both
	Number of part- and full-time volunteers*	1,4,6,7	Interview	Both
	Number of staff that identify as peer providers	1,4,6,7	Interview	Both
	Number of volunteers that identify as peer providers*	1,4,6,7	Interview	Both

*Measures pertaining to volunteers are not included in any of the Clubhouse reports.

DOMAIN: Operational Management, continued

Element	Measure	Source	Data Source	Report
Staff and Staffing Management, <i>continued</i>	Number of staff that are Certified Mental Health Peer Providers	1,4,6,7	Interview	Both
	Number of volunteers that are Certified Mental Health Peer Providers*	1,4,6,7	Interview	Both
	Whether or not organization has job descriptions for paid staff	2,3,5	Survey	Both
	Whether or not organization has job descriptions for volunteers*	1,4,6,7	Survey	Both
	Types of benefits offered to paid staff	2,5	Survey	Both
	Questions heard most often from staff		Interview	Site Reports
	Staff strengths		Interview	Site Reports
Financial Management	Description of financial policies and procedures	2,3,4,7,8	Interview	Both
Operational Policies and Procedures	Whether or not organization has written policies and procedures	2,3,4,5,8	Survey	Both
	How frequently the written policies and procedures are reviewed	3,5	Survey	Both
	Whether or not organization has written bylaws	4,6,7,8,9	Survey	Both
	Whether or not organization has a written code of ethics	2,3,5,7	Survey	Both
	Description of additional written policies and procedures	2,3,4,5,8	Interview	Both
Member Involvement in Organizational Operations	How members are involved in the day-to-day function of the organization	4,6,9	Site visit	Both
	How members are involved in the overall function of the organization	4,6,9	Site visit	Both

*Measures pertaining to volunteers are not included in any of the Clubhouse reports.

DOMAIN: Governance and Leadership

Element	Measure	Source	Data Source	Report
Board of Directors	Whether or not organization has a board of directors	1,9	Survey	Both
	Number of board members	1,4,5,6,7	Interview	Both
	Board composition: how many board members identify as peers	1,4,5,6,7	Interview	Both
	Board composition: how many organization members serve on the board	1,4,5,6,7	Interview	Both
	How frequently the board of directors meets	1,4,5,6,7	Survey	Both
	Whether or not board meeting minutes are made available to the public	2,3	Survey	Both
	Functions of the board of directors	8	Interview	Both
Executive Director	Tenure of the executive director at the organization	1	Interview	Site Reports
	Tenure as executive director	1	Interview	Site Reports
	Whether or not executive director identifies as a peer	1,4,6	Interview	Both
	Functions of the executive director	8	Interview	Both
	Whether or not organization has a written succession plan for the executive director	2,7	Interview	Both

Organizational Capacity

DOMAIN: Operational Resources, Knowledge, and Skills

Element	Measure	Source	Data Source	Report
Staff Development	Whether or not training is offered to new staff and volunteers*	2,4,7	Survey	Both
	Type(s) of training offered to new staff and volunteers*	2,4,7	Interview	Both
	Whether or not ongoing training is offered to tenured staff and volunteers*	2,4,7	Survey	Both
	Type(s) of training offered to tenured staff and volunteers*	2,4,7	Interview	Both

DOMAIN: Operational Resources, Knowledge, and Skills, continued.

Element	Measure	Source	Data Source	Report
Program Development	Organization engages in formal program development	2,4,6,7,9	Site visit	Both
	Organization engages in informal program development	2,4,6,7,9	Site visit	Both
	If and how members and staff are involved in program development	2,4,6,7,9	Site visit	Both
Technology Resources	What technology resources are utilized by the organization	1,5,7,8	Survey	Both
Legal and Liability Management	Whether or not the organization has 501(c)(3) nonprofit status	2	Survey	Both
	Whether or not the organization has insurance coverage	3,7	Survey	Both
	What type(s) of insurance coverage the organization carries	3,7	Interview	Both
Data Management and Reporting	Whether or not the organization collects data for reporting purposes	2,3,5,7	Survey	Both
	What types of data are collected (e.g., member information, outputs, and outcomes)	2,3,5,7	Interview and Site Visit	Both
	How data are collected	2,3,5,7	Interview and Site Visit	Both
	How and to whom data are reported	2,3,5,7	Interview and Site Visit	Both
Funding and Funding Development	Organizational budget	1,2,3,5,7,8	Survey	Both
	Funding sources	1,2,7	Survey	Both
	Current and potential funding sources under development	3,5,7	Interview	Both
	Most and least sustainable funding sources	8	Interview	Both
	Barriers to identifying and obtaining funding sources	2,5,7	Interview	Both

<i>DOMAIN: Operational Resources Knowledge and Skills, continued.</i>				
Element	Measure	Source	Data Source	Report
Facilities	Organization facility is rented, owned, or donated in-kind	1	Site visit	Both
	General location of the facility	4,5,6,8,9	Site visit	Site Reports
	Map of the facility (if applicable)	4,5,6,8,9	Site visit	Site Reports
	Strengths of the facilities	4,5,6,8,9	Interview	Site Reports
	Aspects of the facilities needing improvement	4,5,6,8,9	Interview	Site Reports
Training and Technical Assistance	Areas of training and technical assistance needs	2,7	Survey	Both
<i>DOMAIN: Adaptability and Sustainability</i>				
Element	Measure	Source	Data Source	Report
Strategic Planning	Whether or not an organization has a strategic plan	2,3,5,7,8	Survey	Both
	How frequently the strategic plan is reviewed	2	Survey	Both
	Whether or not an organization has written goals and objectives	2,3,5,7	Survey	Both
Partnerships and Alliances	Whether or not an organization has strategic partnerships and alliances	4,6,7,8	Survey	Both
	With what types of organizations there are partnerships and alliances	4,6,7,8	Survey	Both
Community Outreach	Methods an organization utilizes for community outreach	2,3,4,5,6,7	Survey	Both
Advocacy	Types of advocacy in which organization engages	3,5,7,8	Interview	Both

[1 – Kaufman, Stevens Manser, Espinosa, & Brooks \(2011\)](#)

[2 – Snow \(2012\)](#)

[3 – The Nonprofit Association of Oregon \(2015\)](#)

[4 – Council on Accreditation of Peer Recovery Support Services \(CAPRSS; 2019\)](#)

[5 – Corporation for National and Community Service \(2017\)](#)

[6 – Campbell \(2009\)](#)

[7 – Marguerite Casey Foundation \(ND\)](#)

[8 – Lusthaus et al. \(2002\)](#)

[9 – Clubhouse International \(2018c\)](#)

Appendix B: Survey

About this survey:

The Texas Health and Human Services Commission (HHSC) has contracted with the Texas Institute for Excellence in Mental Health (TIEMH), a research institute in the Steve Hicks School of Social Work at the University of Texas at Austin, to describe the function and explore the capacity of peer-run and peer-involved organizations in Texas.

The purpose of this survey is to identify: 1) best practices for peer-run and peer-involved organizations, 2) the capacity strengths of these organizations, and 3) areas where these organizations need support to maintain, or develop, capacity. You are invited to complete this online survey because you are a director of a peer-run or peer-involved organization. Your responses will help build an understanding about the function and capacity of these organizations in Texas.

- The survey should take approximately 40 minutes to complete. If you are unable to complete the survey in one sitting, you may save your responses and continue when it is convenient.
- Your participation is voluntary. You do not have to answer every question. You may stop participating at any time.
- Your decision to participate or not will have no effect on your employment, your relationship with the Texas Health and Human Services Commission, or your relationship with the University of Texas.
- Your name, IP address, and email address will not be stored with your responses.
- The survey is confidential and survey records will be kept private. Data will be reported in such a way that your identity will not be revealed.
- The risks of participating in this survey are minimal, and are no greater than the risks ordinarily encountered in daily life.

If you have any questions about this survey you may contact Juli Earley at the Texas Institute for Excellence in Mental Health at the University of Texas, by phone: (512) 232-8599 or email: juli.earley@austin.utexas.edu.

If you agree to participate in the survey, please click the "I Agree" button below.

- I agree**
- I decline to participate at this time**

Please select the term that best describes this organization.

- Clubhouse
- Recovery Community Organization
- Consumer Operated Service Provider (COSP)
- Other (please describe) _____

How long has the organization existed?

- Months _____
- Years _____

Does this organization provide services at more than one location?

- No
- Yes

Which of the following services or activities are available at this organization? Select all that apply.

- Advocacy
- Assistance navigating health systems
- Assistance with basic needs
- Bus passes or taxi vouchers
- Child care
- Computer/technology classes
- Crisis support
- Education/GED assistance
- Fitness/wellness classes
- Member self-advocacy training
- Housing assistance
- Life skills training
- One-on-one peer support
- Peer support groups
- Recovery education
- Social or recreation activities
- Social engagement/informal peer support
- Opportunity to work or volunteer at the organization
- Transportation using organization vehicle
- Vocational/employment assistance
- Warm line
- Wellness Action Recovery Planning (WRAP)

What other services or activities are offered by this organization? Please describe here.

What is this organization's annual budget?

From what sources does this organization receive funds? Select all that apply.

- Contract with Local Mental Health Authority
- Contract with Texas Health and Human Services
- Grants
- Donations
- Revenue from services provided

Other (please describe) _____

How many paid staff work at this organization?

How many volunteers work at this organization?

Does this organization have written job descriptions for paid staff positions?

- No
- Yes

Does this organization have written job descriptions for volunteer positions?

- No
- Yes

What benefits does the organization offer to paid staff? Select all that apply.

- Dental insurance
- Health insurance
- Paid sick leave
- Paid vacation
- Retirement plan
- None offered
- Other (please describe) _____

Does this organization hold staff meetings (for volunteer and paid staff)?

- No
- Yes
- Unsure

Does this organization have written policies and procedures?

- No
- Yes
- Unsure

How frequently are the written policies and procedures reviewed?

- Monthly
- Quarterly
- Annually
- Every two years
- Every five years
- Documents have not been reviewed

Do new staff (paid or volunteer) receive training?

- No
- Yes
- Unsure

Do tenured staff (paid or volunteer) receive ongoing training?

- No
- Yes
- Unsure

What technological resources does this organization have? Select all that apply.

- Cell phones
- Computers
- Copiers
- Email access
- Fax machines
- Internet access
- Tablets
- Social media access
- Website
- Other (please describe) _____

Does this organization track data for reporting purposes?

- No
- Yes
- Unsure

Does this organization have insurance coverage?

- No
- Yes
- Unsure

Does this organization have 501(c)(3) status?

- No
- Yes
- Unsure

Which types of training and technical assistance do you feel would benefit this organization?

- Board development
- Conflict resolution
- Developing strategic partnerships
- Fiscal management
- Fundraising
- Grant writing
- Leadership development
- Marketing/building public awareness
- Nonprofit management
- Performance evaluation
- Program development
- Personnel management
- Strategic planning
- Supervision
- Use of computers
- Other (please specify) _____

Does this organization have a board of directors?

- No
- Yes

How frequently does the board of directors meet?

- Weekly
- Monthly
- Quarterly
- Annually
- Other (please describe) _____

Are the board meeting minutes made available to the public?

- No
- Yes

Does this organization have written bylaws?

- No (1)
- Yes (2)
- Unsure (3)

Which of the following does the organization have in a written format? Select all that apply.

- Mission statement
- Code of ethics
- Vision statement
- Goals and objectives
- This organization has none of these in a written format

Does this organization have a strategic plan?

- No
- Yes

How frequently is the strategic plan reviewed?

- Quarterly
- Annually
- Once every two to four years
- Every five years
- Never

Does this organization have partnerships or alliances with other organizations?

- No
- Yes
- Unsure

Please list the organizations with which there are partnerships and alliances.

How does the organization communicate with the public? Select all that apply.

- Fliers
- Giving presentations in the community
- Hosting tours or open-houses
- Letters
- Social media
- Visiting local businesses and organizations
- Website
- Other (please describe) _____

You have reached the end of the survey!

Thank you for taking the time to participate.

You will have an opportunity to review your responses on the next page.

Appendix C: Site Visit Guide

Site Visit Information and Consent

Thank you for agreeing to participate in this site visit. My name is [name], and I work at the Texas Institute for Excellence in Mental Health at the University of Texas School Of Social Work. The purpose of this site visit is to explore the function and capacity of peer-run and peer-involved organizations, as well as identify areas where organizations may need support.

This site visit should last approximately 60 to 90 minutes. The risks of participating in this site visit are minimal. You should experience no greater discomfort than you might on a normal daily basis. Participation in this site visit is voluntary. You may decline to answer any question, decline to provide any document, or end the site visit at any time.

Observations and your responses to questions will be documented in writing. No personally identifying information will be stored with the written site visit observations. Any photos taken will not include members or staff in the image. The responses collected today will be used to develop reports for your organization, and for the Health and Human Services Commission.

By agreeing to begin the site visit, you are giving consent to participate in the site visit.

May we begin the site visit?

Instructions for Researcher

The site visit should be an open, collaborative process. This guide provides lists elements to observe and provides probing questions to ask. Please record observations or the information provided by the director about the measures listed. The probing questions should help elicit information. The researcher should not be limited to just these observations, and should record additional, relevant information at the researcher's discretion. **Measures in the checklist not explicitly observed or mentioned during the site visit should be addressed in the interview.**

Site Visit Guide

Researcher, please check the box to indicate which documents are provided.

Requested documents *	<input type="checkbox"/> Mission Statement <input type="checkbox"/> Fliers, newsletters, or other documents used to communicate with the public <input type="checkbox"/> Other:
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Organization History and Milestones

Probing questions:

Would you please share with me a little about this organization's history?

How has the organization grown?

What are a few major milestones this organization has achieved since its founding?

Measures:

- How organization was founded
- Growth of organization
- At least three milestones of achievement

Three Things

Probing question:

If there were three things you could either show me, or tell me about, that embody the mission of this organization, what would those three things be?

Facilities: Environment and Accessibility

Probing questions:

Would you please show me around the building?

What transportation options are available to staff? For members?

Does this organization rent or own the main offices?

Measures:

- Description of general location (area of town, street traffic)
- Proximity to local businesses and services
- Transportation options for members and staff
- Description of building exterior
- Description of interior
- Space for staff
- Main offices rented or owned
- For additional locations where services are provided, obtain: general description of location, transportation options for members, who provides facilities, and are these rented or provided in-kind.

Data Tracking and Management

Probing questions:

Would you please show me or describe to me how this organization tracks member information and participation?

What information is tracked?

Measures:

- How the data are tracked
- What member information is tracked
- What participation information is tracked

Programming

Probing questions:

What are the hours of operation? Where are these posted?

What are membership requirements? What guidelines do members have to follow?

Would you please tell me about a typical day of activities and services?

Would you please tell me about activities and/or services that occur weekly?

Would you please tell me about activities and/or services that occur monthly?

If services provided at multiple location, what services and activities are offered at the different locations?

How is information about the activities and/or services communicated to members?

How is the schedule of activities and/or services communicated to members?

How are activities and services planned?

How are new activities and services identified?

Measures:

- Record hours and days of operation and where these are posted
- Description of membership requirements and guidelines
- Description of daily, weekly and monthly activities/services
- Description of activity space (walking room, adequacy of space, environment, seating arrangements, furniture, décor on walls and furniture)
- Description of what program information is communicated to members, and how information is communicated
- Description of how activities/services are planned
- Description of how new activities/services are identified

Peer-Run and Peer-Involved

Probing questions:

Would you please share with me how members are involved in the day-to-day operations of this organization?

Would you please share with me how members are involved in the overall function of the organization?

Are members involved in revising policies and procedures, the selection of services and activities, or the hiring of staff?

Measures:

- How are members are involved in day-to-day operations
- How are members are involved in the overall function of the organization
- Members are included in the following organizational processes:
 - Hiring staff
 - Revising/developing policies and procedures
 - Selection of services and activities

Appendix D: Interview Guide

Thank you for agreeing to participate in this interview. My name is [name], and I work at the Texas Institute for Excellence in Mental Health at the University of Texas School of Social Work. The purpose of this interview is to explore the function and capacity of peer-run and peer-involved organizations, as well as identify areas where organizations may need support.

This interview should last approximately one hour and thirty minutes. The interview questions expand on the information you may have provided in the survey. This interview includes questions about five domains of organizational function:

- Management
- Resources, Knowledge, and Skills
- Governance and Leadership
- Mission
- Adaptability and Sustainability

The risks of participating in this interview are minimal. You should experience no greater discomfort than you might on a normal daily basis. Participation in this interview is voluntary. You may decline to answer any question or end the interview at any time.

This interview will not be recorded. Your responses will be documented in writing. For questions that require longer responses, I will review the response to ensure the information is captured accurately. I will be writing your responses while you speak.

No personally identifying information will be stored with the interview responses. The responses collected today will be used to develop reports for your organization, and for the Health and Human Services Commission.

By agreeing to begin the interview, you are giving consent to participate in the interview.

May we begin the interview?

Note to Interviewer

Some items will have interviewer instructions in highlighted, italicized text. Please review these items before conducting the interview. The director will be given a copy of their responses to the survey to review prior to the interview.

When recording the responses in writing, focus on capturing the content, not the response verbatim. Focus for longer responses, review with the respondent before continuing to the next question. The respondent will have the opportunity to review the responses following the interview to assure reliability.

To begin with, we would like to hear about this organization's purpose.

What do you feel is the unique purpose of this organization?

These next few questions ask about the staff and volunteers.

What do you feel are three strengths of this organization's staff or volunteers?

What are the three questions heard most frequently from staff or volunteers?

These next few questions ask about the members.

What do you feel are three ways members benefit from participation in the organization?

What are the three questions you hear most often from members regarding services provided?

Next, we would like to hear how this organization captures how members benefit.

What types of data or information does your organization collect to demonstrate how members benefit from services at this organization? (*Interviewer prompts: stories and anecdotes, collection of outcomes data, observation, or satisfaction surveys*)

How does this organization communicate to others that members benefit?

Next, we would like to hear about the advocacy activities of this organization.

In what areas does this organization focus advocacy efforts? For instance, does the organization help people advocate for themselves? Does the organization engage in advocacy in the local community? At the state level?

Now, please tell us more about funding opportunities.

What potential funding opportune has this organization identified? (*Interviewer prompts: donors, revenue opportunities, grants, events to raise funds, etc.*)

What are some barriers to identifying funding opportunities?

What are some barriers to obtaining additional funding?

On the survey, the following funding sources were listed for this organization: (*Interviewer: list sources from survey response*).

Of these funding sources, which do you feel are most sustainable?

Why do you feel these funding sources are most sustainable?

Why do you feel the other funding sources are not as sustainable?

Next, we would like to hear more about this organization's policies and procedures.

Would you please describe what written policy and procedure documents this organization has? (*Interviewer prompts, if needed: financial management, membership, personnel, or service delivery*)

What types of insurance does this organization carry? (*Interviewer prompts: facility, vehicle, professional liability, or other.*)

Would you please describe for me the procedures this organization uses to manage its finances? (*Interviewer prompts, if needed: bookkeeping/accounting system, annual audits, or regularly reviewing the budget*)

We would like to hear more about the leadership of this organization.

How many people are on the board of directors?

How many board members are peers?

How many board members are family members of peers?

How many board members are members of the organization?

What functions does the board of directors perform for this organization?

How long has the executive director worked at this organization?

How long have they served as executive director?

Is the executive director a peer?

Yes / No

Is the executive director a family member of a peer or member?

Yes / No

What functions does the executive director perform for the organization?

Does this organization have a succession plan in the event a new executive director needs to be identified?

If so, would you please describe it for me?

We would like to ask your thoughts about these facilities:

What do you feel are three strengths of these facilities?

What are three aspects you feel could be improved?

For these last few questions, we would like to ask for more information about staff, volunteers, and the training they may receive.

How many of the _____ paid staff...

...work full-time?

...work part-time?

...are peer providers?

...are certified peer providers?

How many of the _____ volunteer staff...(Note: this question applicable to the COSPs only)

...work full-time?

...work part-time?

...are peer providers?

...are certified peer providers?

(Note to interviewer: the format of this question will be modified based on the survey responses). Question 17 asks if new staff and volunteers receive training (yes/no/unsure).

If yes, in what areas do new staff and volunteers receive training?

Question 18 asks if tenured staff and volunteers receive ongoing training (yes/no/unsure).

If yes, in what areas do tenured staff and volunteers receive ongoing training?

If response is no, why do tenured staff or volunteers not receive training?

Do you have any other thoughts you would like to share?

We have reached the end of this interview.