

NORTHSTAR HOUSE

PROJECT DESCRIPTION

A Program to Promote Recovery In Collaboration with NAMI Multnomah

January 21, 2008

INTRODUCTION

NAMI Multnomah proposes to develop NorthStar House, the first International Center for Clubhouse Development (ICCD) standards-based community center in Oregon to provide job-related education and support for individuals with mental illness. NorthStar is based on Fountain House, which was given the Gold Achievement Award by the American Psychiatric Association. The Fountain House model was codified by the ICCD, and this model is the preferred model for mental health services in many states. It has demonstrated positive outcomes on re-hospitalization, homelessness, and intervention by the criminal justice system. Visit www.iccd.org.

Clubhouse communities are built upon the belief that every member can sufficiently recover from the effects of mental illness to lead a personally satisfying life. Clubhouses are communities of people who are dedicated to one another's success -- no matter how long it takes or how difficult it may be. The Clubhouse concept is organized around a belief in the potential for productive contributions from everyone, even the member struggling with the most severe effects of mental illness. Clubhouse communities hold the conviction that work, and work-mediated relationships, are restorative and provide a firm foundation for growth and important individual achievement (Beard, Propst, Malamud, 1982). In the Clubhouse world it is also a strongly held belief that normalized social and recreational opportunities are an important part of a person's path to recovery.

Mental illness is one of the leading causes of disability in the US and all too often results in debilitating personal and social outcomes such as poverty, homelessness, substance abuse, incarceration, and suicide. Mental illness has no boundaries with respect to race, age, gender, geography, net worth, etc. The social and economic impact of mental illness in our country, State, and local communities is devastating.

The ICCD Clubhouse model of psychiatric rehabilitation (hereinafter referred to as "Clubhouse"), often referred to as the Fountain House Model, has evolved over the past sixty years and is now practiced at over 400 Clubhouses around the world, certified and guided by a centralized organization called the International Center for Clubhouse Development (ICCD).

ICCD Clubhouses are an "evidence-based" program for assisting in the recovery of persons with mental illness in ways that result in positive social outcomes and cost benefits to all parties including clubhouse "Members," i.e., those participating in Clubhouse activities, those who support them, the prevailing mental health system and their communities-at-large.

The NAMI Multnomah committee to establish NorthStar House was initiated in July 2007 by caring advocates including members facing mental illness and their families. Other individuals of the community were also welcomed who had an interest in helping individuals with mental health problems. Based on their research the group has concluded that Northstar House will provide a safe, structured environment where adults with mental illness can improve their lives and transition into the community. This important program for vocational empowerment does not exist in Oregon, though many ICCD Clubhouses thrive in our neighboring states of California and Washington.

This NorthStar House Project Description is organized around the following key elements:

- Vision
- Comparative Costs and Member/Societal Benefits of ICCD
- Target Population
- Goals
- Implementation steps/timeline
- Membership
- Programs
- Other Opportunities
- Staffing
- The Clubhouse Facilities
- Strategic Relationships
- Governance and Organization
- Fundraising and Financial Collaborators
- Proposed Budget.

VISION

NorthStar House is committed to serving the rehabilitative needs of persons with serious mental illness: living in the Portland Metropolitan area thus benefiting the individuals and those who support them. This will create an avenue for social and economic benefits and offer a safe place to alleviate stigma:

- Where members are valued for their individual strengths and receive the information and support they need to achieve their personal goals, to rebuild their lives, and rejoin their communities;
- Where these members can regain hope, empowerment, relationships, and opportunity by participating in work, social, and educational activities; and
- Where the social and economic costs associated with serious mental illness can be reduced.

COMPARATIVE COSTS & SOCIETAL BENEFITS

Comparative Costs

- Costs per year per inmate for Oregon state prison are \$24,665.¹
- Costs per year per inmate for Multnomah County jail are \$41,975.²
- A typical 12 day psychiatric hospital stay in Multnomah County can cost \$12,000
- An International Center for Clubhouse Development (ICCD) research study showed clubhouse member hospitalizations reduced by 67.6% and the length of stay in the hospital reduced by 97.5%.³
- Costs due to lost of life from mental illness are unquantifiable.
- Costs per year per member for ICCD Clubhouses are \$3,532.⁴

¹ *Prison costs shackling Oregon*, Oregonian, April 22, 2007.

² This figure understates the additional resources needed for prisoners with mental illnesses or drug addiction. Larry Aab, *Multnomah County Locks up Cost Analysis*, www.sas.com -

³ See study abstract at <http://thresholdclubhouse.org/becoming-a-member/rehospitalization-study>

⁴ McKay, Colleen, et.al., *Costs of Clubhouses: An International Perspective*, Administration and Policy in Mental Health and Mental Health Services Research, Vol. 34, No. 1, January 2007, p.66

Member and Societal Benefits

- Clubhouses provide their Members with a “peer support network”, social contacts, and a process for developing self-respect, deterrents to isolation, depression, and relapse.
- Clubhouses provide their Members with a place to go to each day, meaningful work, and a process that develops responsibility.
- Clubhouses provide opportunity for early interventions that reduce the likelihood of police intervention and inappropriate incarceration.
- Clubhouses provide opportunity for peer outreach that may reduce loss of housing, hospitalization, and suicide.
- Clubhouses provide their Members with an opportunity for employment and income which helps improve their standard of living and their self-esteem.
- Clubhouses reduce the public subsidies required for those who may be able to maintain meaningful employment.

TARGET POPULATION

The target population is adults (persons 18 years of age and older), resident in the Portland metropolitan area encompassing Multnomah, Clackamas and Washington counties, who have chronic mental illness. They are likely to be unemployed or living a subsistence lifestyle on disability and currently have almost no options for activities or employment, and may be at risk of homelessness. While we recognize that persons younger than 18 years may have serious mental illnesses they are more likely to be continuing their formal education and therefore less ready to prepare and seek employment. We see a significant gap in programs for those who are considered adults by virtue of their chronological age but require significant ongoing support to so they may claim their rightful place in the larger community.

GOALS

The NorthStar House will become a "world class" Clubhouse Model for Psychiatric Rehabilitation by:

1. Offering high quality educational programs and services in accordance with ICCD Standards;
2. Maximizing social and economic benefits to its Members, their families and others who support them, and communities at-large;
3. Striving to alleviate stigma;
4. Establishing a highly motivated and competent Staff;
5. Being an active and effective member of the regional and worldwide Clubhouse movement;
6. Establishing mutually beneficial strategic relationships with other organizations that have compatible objectives; and
7. Achieving the organizational and financial stability and dimensions required to accomplish the stated objectives.

IMPLEMENTATION STEPS/TIMELINE

Schedule of Key Activities and Milestones for Start-up Phase

Activity/Timeline/Milestone #	June '08	July '08	Aug '08	Sept '08	Oct '08	Nov '08	Dec '08	Jan '09	Feb '09	Mar '09	Apr '09	May '09
Funding available to pay for initial lease & program director	1											
Hire director		2										
Review potential sites and identify best lease option			3									
Develop partnerships with compatible organizations												
Recruit members and hire work-unit support staff			4					8				
Obtain donated furnishings & equipment				5								
Open doors to new Members and provide voluntary jobs/services				6								
Make basic improvements to house as needed/Members assist with these activities												
Training for staff member/s and non-staff peers						7						
Reach out to employers to develop transitional employment placements												
Place members in employments; secure up to 15 by end of period											9	
Ongoing evaluation of Services/Annual Report												10

MEMBERSHIP

It is anticipated that approximately 80 persons with serious mental illness will participate in NorthStar House activities during the first year of operations and NorthStar House will reach an average daily attendance (ADA) of 30 Members during this period. Persons joining NorthStar House will be referred from agencies (e.g., Department of Vocational Rehabilitation Services, local mental health providers, Mental Health Court, National Alliance on Mental Illness, Multnomah (NAMI), their families or existing Members, and/or private sponsors. Members must be stable enough to abide by NorthStar House behavior codes.

PROGRAMS

NorthStar House Programs will include the following:

- **The Work-Ordered day** - The work-ordered day's credo is that regardless of a member's disability every member has a contribution to make that will assist with achieving the work required of the clubhouse. Members and staff share responsibility for the management of the clubhouse. For instance, preparation of the lunch meal is done by the members and staff in

partnership in the culinary unit. Office work/billing/reception are activities of the clerical unit; publication of the newsletter and other media productions are tasks of the multi-media work unit; and outreach to increase membership and to develop membership programs are activities of the outreach/social work unit. All of these work groups represent an opportunity to learn basic life skills while at the same time receiving pre-vocational training. Members are guided by staff in these jobs.

- **Employment Services** - In addition to psycho-social work groups within the clubhouse, relationships are set up in the community with businesses who provide transitional employment for NorthStar members. Various levels of employment are made available to members, as described below. Typically, at any given time in a clubhouse 40% of the members will be out in the community working or in school.
 - **Transitional Employment (TE)** is a highly structured program for members returning to work in community based business and industry. The clubhouse establishes a relationship with the business involved where a position is secured which is used only by the clubhouse. The clubhouse trains and supports members and guarantees no absences for the position. If the member is unable to attend for some reason someone else from the clubhouse fills the position.

These positions are part time (15-20 hours per week), and generally last from six to nine months at which time another member will move into the position. The member is paid by the employer at the market wage rate. Members then can try other TE placements or move on to supported or independent employment. This program is specifically designed as a vocational rehabilitation program where a member can gain or re-gain skills and confidence through a job in a “real world” position.

- **Supported Employment (SE)** is similar to transitional employment in that the clubhouse establishes a relationship with the employer and helps with training and ongoing support at the workplace if needed, but the position is acquired in the normal way through competition in the workplace and the clubhouse does not cover for absences.
- **Independent Employment (IE)** is a program for clubhouse members who are ready with support from the clubhouse to apply for and acquire a job of their own. The clubhouse then provides continual support and encouragement for the member as long as they remain employed and request assistance. There is no on-site support at the place of business for members in independent employment. All of the support is at the clubhouse and the business has no contact with the clubhouse.

OTHER OPPORTUNITIES

- A place for members to socialize with their peers and staff.
- Encouragement and assistance for members in securing continuing education, and advocating for approved academic accommodations.
- Assistance with “life-skills” (e.g., handling money, hygiene, nutrition, housekeeping)

STAFFING

By the beginning of July 2008, NorthStar House will hire an Executive Director/Program Manager. Doors to the clubhouse will open in September 2008. As membership grows over the following six months two specialists will be hired to support the work units. These staff will serve primarily as advisers to Members. Specific staff functions include participation in activities, seeking vocational placement for members, and sometimes supporting Transitional Employment assignments. There are no walls between staff and members. Staff ratio is purposefully kept low, so that members are required to help, in work and in decision-making. Members' contributions are vital to the success of Clubhouse, even if participation is minimal at first.

THE CLUBHOUSE FACILITIES

NorthStar will lease a suitable house located in Multnomah County, convenient to public transportation. The house will have approximately 1200 square feet to accommodate at least 30 ADA Members/volunteers, an Executive Director and two staff persons. The house will be remodeled if necessary, to include a large open space for daily program activities, conferences and classes, offices for work units and small group meeting rooms, a kitchen and dining area; adequate toilet facilities; adequate storage space, and parking for 2-3 automobiles. The house will be located on or very near a bus or rail line to facilitate access. The house will have a "warm and inviting" exterior and interior environment conducive to Clubhouse work and social activities.

STRATEGIC RELATIONSHIPS

Anticipated Strategic Organizational Partners

NAMI Multnomah will implement organizational relationships designed to strengthen NorthStar House. Our anticipated partners are hospitals, clinics and health plans providing or paying for mental health services; sources of affordable housing and/or employment services such as Catholic Social Services, Central City Concern, LifeWorks and SE Works.

Sources of legal assistance and/or referrals include the Oregon Advocacy Center, the Metro Public Defender. Sources of supportive education include Portland Night High School, Portland Community Colleges, Marylhurst University and Portland State University.

GOVERNANCE

Initially, NorthStar will operate under the fiscal auspices of NAMI Multnomah County. However after the start up phase and when NorthStar House has established its own identify within the tri-county area, NorthStar will assume autonomy and adopt its own nonprofit status.

FUNDRAISING AND FINANCIAL COLLABORATORS

NorthStar house fundraising success will depend on achieving the following objectives:

- Establishing market acceptance of NorthStar House as a "world-class" program with major foundations and corporate sponsors

- Implementing a focused fundraising program that identifies potential individual donors.
- Promoting the acceptance of Clubhouse as a viable evidence-based rehabilitative alternative.

Funding for the clubhouse will come from four sources, namely:

- Specific fundraising opportunities targeting foundations and corporate sponsors;
- Financing from government agencies through grants and billed services to Departments of Human Services and Vocational Rehabilitation Services;
- Broad informational activities and events (e.g., forum, newsletter, wine tasting, silent auction, etc.) to attract individual donors;
- Revenues from clubhouse snack bar.

Assistance from Kaiser Permanente

Kaiser Permanente is recognized for its historic commitment to maintaining the health of its members through early intervention and patient education. Its mission is fully consistent with the preventive and rehabilitative focus of ICCD Clubhouses. Kaiser would therefore be a groundbreaking partner in bringing a proven and highly acclaimed program to Oregon, facilitating recovery, improving the incomes of a frequently impoverished population and advancing understanding in the community.

NAMI Multnomah asks Kaiser Permanente's help with costs related to securing the House and a portion of the initial operating costs for NorthStar House. Operating costs will eventually be supported through State Medicaid, State Vocational Rehabilitation, local foundations and private donors.

Other Sources of Assistance

- NAMI Multnomah is committed to the clubhouse as a fiscal agent, and will refer clients who would otherwise be isolated. The national web site is www.nami.org. The site will provide support in an advisory and advocacy capacity. The Board of Directors of NAMI Multnomah has authorized a start-up contribution of \$25,000 to motivate matching grants from other organizations and businesses.
- NAMI Multnomah has submitted a proposal to Eli Lilly Corporation for programmatic support for NorthStar House. We expect to receive a response to this proposal within the next four weeks.
- NAMI Multnomah will be submitting proposals to a minimum of five more organizations/foundations/corporations within the next six months.
- Multnomah County Mental Health and Addiction Services Department (MHASD) officials are familiar with our proposal. While the current budget is very tight, the NAMI Multnomah Executive Director has been assured of the county's interest in and willingness to support NorthStar House given more favorable budgetary circumstances in future cycles.
- Department of Vocational Rehabilitation Services (DVRS) will reimburse for employment related services

PROPOSED BUDGET FOR START-UP PHASE

The Table below illustrates our proposed first year budget beginning in June 2008 when we expect to have sufficient funding to hire an Executive Director and make initial lease payments on a clubhouse site. Other budget assumptions include:

- Opening the Clubhouse doors by September 2008; members will participate in remodeling the building although major renovations would be contracted to professionals to be completed over a period of six to eight months.
- Seeking donated furnishings and office and kitchen equipment, making selected purchases of used and/or restored items only when not otherwise obtainable
- Hiring two additional staff members as described above based on Average Daily Attendance and vocational interests of members; approximately one in August 2008 and the other in January 2009.
- Training staff on ICCD standards is essential to establishing an effective clubhouse. Training takes place at varied times in Western states with precise costs per person depending on the location.

**Northstar House Budget
JUNE 08 THRU JUNE 09**

Item	JUNE-DEC 08	JAN-JUNE 09	Total Year One
<u>Revenue/Income:</u>			
NAMI Multnomah	25,000	25,000	50,000
Corporate donors	100,000	125,000	225,000
Dept. of Voc. Rehabilitation		38,000	38,000
Foundations	50,000	50,000	100,000
Individual Donors	5,000	10,000	15,000
Snack Bar/Kitchen	2,000	3,000	5,000
Total Revenue/Income	182,000	251,000	433,000
Expenses:			
<u>Personnel:</u>			
Executive Director (1 FTE)	30,000	30,000	60,000
Generalist Staff (2 FTE)	30,000	50,000	80,000
Sub-total personnel	60,000	80,000	140,000
Benefits and taxes (@25%)	15,000	20,000	35,000
Total Personnel	75,000	100,000	175,000
<u>Other Staff /-Member expenses:</u>			
Staff recruiting costs	2,000	2,500	4,500
Staff/Member Travel for Training	1,000	2,500	3,500
Staff/Member ICCD Training	2,000	6,000	8,000
Total other staff expenses	5,000	11,000	16,000
<u>Facility/Space</u>			
Building Downpayment/Improvements	20,000	50,000	70,000
Rental @ \$3000 per month	12,000	18,000	30,000
Capital Equipment	10,000	20,000	30,000
Total Facility/Space Expense	42,000	88,000	130,000
<u>Other Operating Expenses</u>			
Utilities/heat elec / ac	4,000	6,000	10,000
Maint/Repair Building	2,500	2,500	5,000
Office Supplies	1,000	3,000	4,000
Audit and Legal	3,000	3,000	6,000
Bookkeeping & Accounting	800	1,200	2,000
Equipment < \$200	3,000	1,000	4,000
Food	10,000	15,000	25,000
Copier expense	2,000	3,000	5,000
Telephone/Internet	800	1,200	2,000
Postage	400	600	1,000
Printing	1,000	1,500	2,500
Conference Participation	2,000	2,000	4,000
ICCD Membership	962	1,200	2,162
Fundraising Costs	4,000	5,000	9,000
Social Program	1,000	1,500	2,500
Insurance	2,000	3,000	5,000
Maint./Repair Equipment	800	1,200	2,000
Total Other Operating Exp.	39,262	51,900	91,162
Total Expenses	161,262	250,900	412,162
Income Less Expenses	20,738	100	20,838