
FROM SEATTLE, BELLEVUE, and EVERETT CLUBHOUSES, WA

Hi All-

I selfishly feel a bit of relief in reading this because it means that our three Clubhouses (HERO House NW) are not the only ones struggling with this situation. Not that I want any of your Clubhouses to struggle, but we have seen the exact same problem at Seattle, Bellevue and Everett Clubhouses. We also closed our doors in mid-March and by mid-June we were back open, but with limited capacity. We have struggled to engage in a full and vibrant WOD because we have seen that many of our members are not coming in as often and are also not staying as long. I think what Paige has mentioned is a great perspective in trying to figure out steps forward. It is incredibly difficult to make others feel needed, wanted and expected when we can't even hold ourselves to that same standard. Our TE program has completely been wiped out since March. We have seen a lot of member and staff burn out recently, since all of our lives changed drastically in a short amount of time. The state of our world right now is a heavy burden to carry on top of all of the other struggles we all face.

Our state is slowly opening back up but we still have a lot of restrictions and many of our members are still not wanting to attend the Clubhouse in person, and are getting extremely burned out on Zoom (Zoom fatigue is a REAL thing!).

We had to move to a temporary policy that we needed to schedule people to be in the Clubhouse since we are still at a limited capacity, and I think that hurt us in the beginning. However, I do see some positive changes lately since we have shifted our mentality to try to be more positive without faking it.

1. We extended our daily hours so more members can actually come into the Clubhouse throughout the day.
2. We are not holding more socials each week so there are more opportunities to have something to really look forward to and enjoy
3. We scheduled Clubhouse Development days at each Clubhouse so we can make a plan for 2021 and look toward the future while coming together as colleagues and trying to plan for the next 18 months. This seems to have really helped since it really does take both members and staff working together to create a plan and keeps us focused on moving forward.
4. We decided to get back to the basics and really dive deep into Club-ed. What do the standards mean and why do we have them? This really allows us to focus on why making lunch is just as imperative as cleaning the bathroom as transportation as employment.
5. We are kind to ourselves. We know we are struggling and we are honest about it. When we create such a caring and dedicated environment it is hard to not want to lean on one another but Andy is right, we really need to make members feel needed and wanted-- so for me, this means getting back to the basics and truly digging deep on what this means and looks like within our Clubhouses.

I appreciate the question and suggestions from Andy and Paige. Just like the beginning of the Clubhouse movement, We Are Not Alone!

FROM PAINTING PATHWAYS, WI

Greetings,

I'd like to thank you for forwarding this email along and allowing us to share our individual Clubhouse experiences. It also serves as a great reminder that #WeAreNotAlone!

I too have spent a lot of time thinking about our decreased attendance at Painting Pathways and the lack of enough meaningful work to keep members fully engaged. To compound matters, we are in a temporary location in the basement of a church while our new building is under construction. While we are grateful for

the space, it doesn't "feel" like home. Since we reopened in June, we are limited to 15 for attendance to allow for social distancing, and are currently only offering in person programming 3 days a week. I get the sense that the majority of members who are attending are primarily seeking the social connection and peer support rather than the normal work-ordered day routine. I think with "Covid fatigue" there is a very real sense of needing to take care of one another, to be especially mindful of self care. We also have a group of members who aren't attending due to restrictions imposed by their group homes, transportation concerns, or physical health conditions that put them at increased risk.

I am hopeful that when we are able to move into our new facility (by the end of the year) we will all feel reenergized and more able to focus on the WOD. I see it as an opportunity to start over in a sense. Rebuilding programming is going to take time for all of us and I think we need to be patient and remain flexible to evolving needs.

Jennifer

FROM ALLIANCE HOUSE, UT

Hi Everyone!

This is definitely happening at Alliance House. We can have 20 people total in the physical Clubhouse. We also created a virtual unit for members that cannot physically come into the Clubhouse. When we first physically reopened on June 8, we had a lot of excitement and a pretty solid and consistent attendance at Alliance House as well as virtually. I feel that we have become somewhat stagnant. We have days that are really high attendance (to the point we must meet people outside) and then days that are really low. The virtual unit has also seen a significant drop in attendance.

I do not have any helpful answers unfortunately. The cause of this (for Alliance House) I believe is due to multiple factors, fortunately we still have the work that needs to be done. However, I feel that our culture is not as vibrant and inviting as it used to be. With the regulations, the distancing, the masks...I have noticed that the "vibe" of the Clubhouse has changed.

An area that we are really challenged right now, is that members need so much more case management than they ever have. We try to set the boundary to schedule these needs with a staff member, however; crisis arises, and I am noticing that staff are constantly being pulled from the WOD to help a member in need of housing, food, mental health resources.

I am also seeing burnout in my staff. I don't think (I hope) that this is in an isolated thing to Alliance House. Here are things that we have done or are doing that could be helpful:

- I brought this up to my board. I have found that I often want to paint a positive picture of how the Clubhouse is doing, however; I felt that it was important to be transparent on how we are struggling right now (more than we have been through this whole pandemic). They were able to give some ideas and insight.
- We started in person activities again. As little of a step this may sound, I have found that it has gotten some members re-engaged in the WOD.
- The administrative team has decided that we are going to give staff paid days off (without them having to use their PTO) each month. The hope is that they can engage in some self-care so that they are more vibrant and passionate when they are at the Clubhouse.
- I have HR coming to do a presentation to staff on the Employee Assistance Program.
- We have really tried to change our language from negative to positive with our restrictions. We got into a groove of saying things like "you have to wear a mask, you need to be 6 feet apart, doors must remain locked" and this gave a sense of our Clubhouse not being inviting. We are trying to change that to "to keep our colleagues safe please wear a mask. Thank you for doing your part in keeping the Clubhouse physically open by maintaining distancing".

That was a really long response! I look forward to hearing what others have to say. Thank you Andy for posing this question, it is something that has been weighing heavy on me for quite some time.

I hope you all are safe and healthy!

Paige Huff, LCSW
Executive Director

FROM POTENTIAL PLACE, Calgary, Alberta

This is a timely inquiry. We are experiencing similar dynamics at our Clubhouse (Potential Place) and I know most other clubhouses in our coalition are seeing significant drops in attendance – as measure by both physical AND virtual participation.

I am in the process of working with a research firm in Alberta (where our Clubhouse resides) and next week we will be formalizing a grant to research this matter empirically. The gist of our grant ask is in italics below. We will not have preliminary result until April of Next year, and I know there are things we can improve upon before then. I will be happy to share our findings with my Clubhouse International colleagues when they become available.

In the meantime we are slowing growing our attendance back by using 3 main digital platforms (zoom, slack, FB Live) and we have physically and virtually combined our WOD tasks (employment relaunch, newsletters, webinars, reachout, mentu planning for daily lunch and bi-monthly hamper deliveries are done virtually and Physically). We have broken up our self-study so that groups can work on sections virtually. Today we had 26 medical students conduct interviews in dyads with 13 members at Clubhouse – virtually to obtain the benefits of the knowledge of lived experience of members – and I am quite proud of what we have been able to accomplish with the pivots we have made. And we begged, borrowed and stole from other clubhouses as we all do from time to time!

Here is our research proposal/grant ask. As I say above, I will share the results in the spring if we are successful with the grant app. (Note PPS stands for Potential Place Society – our Clubhouse)

Stay Safe

Regards,

Frank Kelton *MSW, RSW, MBA*
Executive Director
Potential Place Society

FROM ADVENTURE HOUSE, NC

Hi Andy,

I am glad to see the thought you are putting into this issue. I believe there is a spiral down that occurs... with fewer Members, there is less work and less urgency resulting in fewer Members. Also, people get into a routine, that has changed by COVID. Members and staff had their routine changed from an outside force. It is very difficult to change that Routine back to getting up each morning, and in our case, riding a van for over an hour just to get to the Clubhouse. Re-establishing that routine will be hard.

Then there is what you wrote....> We (members and staff) have settled into a rhythm that is driven by “take care of each other” - rather than “we totally NEED you to help out”. As you know I have expressed concern, often forcefully, that our Model is drifting more and more. We are focusing more and more on what people can't do, and less on their talents strengths and abilities. Instead of welcoming a Member as needed help, we tend to want to access their Wellness and come up with a plan to fix them. We can not care people into health. As Clubhouses lost their token economies, and staff bathrooms, and developing a lawn service for pocket money, Accreditation is going further and further into "compliance issues." We use to offer Social Programming to meet the needs of our Members, but that is changing to meet the criteria we arbitrarily set of how many hours of Social Programming is required to be in compliance and on which days. Same with Employment. We use to develop TE to meeting the needs of our Membership, but now the number is arbitrarily based on ADA to be in compliance.

The Mental Health System has shifted so that the outcome is to "fix and release" people. Authorizations are required to specify what we are to fix, doing what things, for how long so that they can be discharged to isolation in the community. Clubhouses become driven by these kind of funding source demands, and AGAIN our focus changes away from truly needing the Members help to run the Clubhouse. Also, referral sources are no longer invested in keeping people stable, but rather to get their billable hours in.... something for which the Clubhouse gets in the way. The Clubhouse model inconveniently reminds funding sources that mental illness is often life long and "recovery" may mean a life time Membership.

Most of this is a system problems... both the MH system and our own creation. As a practical matter, use the time with fewer Members for special projects. Don't have as many lunches to fix? Develop Clubhouse ID Cards. Develop displays about various aspects of the Clubhouse and incorporate them into your tours. Be creative, looking at what the Clubhouse needs to be better. Build a Fountain, remodel the Snack bar with a theme. Things start changing, people get curious about "what's new?" and come into see, only to get caught up in helping. Get back to basics: A place to come, Meaningful things to do, having fun in real relationships as you do those things.... You know.... And stop worrying about Wellness programs, Service Note Signing, quotas of employment placements, etc.

That's my two cents.

Tommy Gunn

Adventure House

FROM FORUM HOUSE, MA

Great comments Tommy. I definitely agree with the idea that some of the new requirements are arbitrary—our members would benefit much more from TEs in the 8-12 hour range than in the 15-20!

Forum House in Westfield, MA, USA is contracted for a 46 ADA but pre-covid we were actually seeing 50. Since reopening we have also seen a huge drop-off in interest to come in. Some members who were initially frantic to come back haven't returned since initially coming in to the "new" clubhouse. We also offered free lunch (as most Massachusetts Clubhouses did) and were seeing 30-35 signing up daily. We are now back to charging \$2 and yesterday had 7 people sign-up. We haven't seen that low numbers in years!

I think there are a few things impacting the willingness to come in:

- members wanted to return to the clubhouse they knew, but now with scheduling, capacity limits, masks, extra cleaning, and social distancing it doesn't feel like the same place
- with fewer people allowed in house there are fewer people to socialize with
- there is a loss of urgency, even though now we need the help more than ever
- many members are still unsure of being out in the community
- forced isolation is effecting everyone's mental health and we have noticed many members who were initially handling things well are starting to show symptoms

One thing that we are seeing as well is that when members come in they are very much in need of individualized attention and less motivated to get involved in tasks. Where before we could get members set-up on a task and they would be fine with just check-ins now they need you there with them 1:1 the whole time; or members are expecting that you will be giving them undivided attention the whole time that they are in. This has made it really hard to use our time for the special projects that we would like.

I know that some of the clubs in our area have noticed similar things. It's definitely strange trying to adjust our model to this new world.

Sally

Sally English

Clubhouse Regional Director

FROM AIM CENTER, TN

Dear Andy and Director Group:

I am sad to hear that another Clubhouse has hit the same wall I feel we have at AIM Center. That said, getting this email today has already given me an infusion of hope!

We reopened AIM Center on September 28 under a hybrid model. Under Phase I reopening, we changed our membership hours of operation from 8a-4p to 10a to 2p. We limited ourselves to 20 members per day, 5 in each unit with 1 staff member for health and hygiene issues.

Our Reopening Plan was developed with our members. Phase 2 reopening calls for 20 members to attend 8:30 to 11:30 and a different 20 members to attend 12noon to 3 pm. I had hoped it would take a couple of weeks to iron out our kinks and then we'd be ready to embrace Phase 2 if the local pandemic #s allowed.

To date, we have only had a few days with 20 members here. Even on those days, we had no-shows and cancellations which caused us to pull from a "live close by" list. Yesterday and today we have 14-15 members here.

Under our reopening plan we are maintaining our virtual Clubhouse due to the daily attendance limitations. Now we are seeing our virtual participation drop off also.

I am thrilled to know you have a plan Andy and would love to engage with you and others about the difficulties we continue to face. As you can tell, I'm willing to do a complete show and tell as needed! I welcome the opportunity to brainstorm and tackle this issue together.

Best,

Donna Maddox

FROM TRADEWINDS CLUBHOUSE, MA

We are experiencing the exact same thing. Things were ok, we rallied and now we are struggling so hard to get back to where we were pre COVID. I appreciated these emails so much, that I shared them with my team. I wish we had some grand plan that I could share with you, but I don't! I am hoping that our club will rally yet again, and we will charge forward. I believe in our community and I know we will get back there soon. It was so helpful to hear your stories too, so thank you! And to answer the holiday question, we haven't planned Christmas yet, but Thanksgiving we are going to deliver meals to all members and do a big zoom call to eat together. Working to get everyone on board will be another situation. But we shall see. Thank you again for reaching out.

Samantha Aikey

Program Director, Tradewinds Clubhouse

FROM PRIME TIME CLUBHOUSE, CT

Hi Andy,

We, at Prime Time House Clubhouse, have been experiencing very similar issues. The number of members who wanted to return to the Clubhouse after re-opening is about half of our total membership. We were then scheduling 15 members to come in a day as in the State of CT you can only have 25 people indoors at private gatherings at this time and is a state mandate complete with fines for not adhering to. That allowed every member who wanted to come in the ability to do so once a week. However, we noticed 15 members were not coming daily it was more like 8 so we began asking members who were frequently coming in on their scheduled day if they would like to come in more. We then began a secondary list of members who

wanted to attend more frequently and told them we would call them the morning of. For example, on Mondays we are now calling our Tuesday scheduled members and asking them if they would like to come in. If they don't call us back or say no, we are leaving their spot open until the next day. The morning of, before we do transportation, we are calling our secondary list members to ask them if they want to come in until we hit 15. This has helped create a sense of accountability and increased our sense of urgency to ensure you are up and ready to go because the Clubhouse may call you to come in.

As far as your other points,

I agree there is less to do due to the restrictions with COVID which has been difficult for members and staff to manage. We are continually trying to find ways to increase the WOD and find new creative work to keep members and staff engaged. Are you doing any virtual meetings to include members who are not attending? Our numbers have significantly dropped in attendance of these virtual meetings but just a thought. I also agree that our culture has shifted and we are trying to take care of everyone rather than we TOTALLY need you to help out. There have also been some shifts in expectations as members want to reach out and talk quite a bit to both members and staff but how do you balance their needs with the needs of the members in the Clubhouse. We are looking to put together a survey to ask members what their expectations for the WOD are and to members who are coming why not?

I don't think this is ineffective leadership. From what I heard and saw from the Clubhouse conference, it looks like you are a great leader for Carriage House. Like I've been telling our members and staff We've been following the same game plan for the last 20-30 years and due to COVID that game plan has changed. However, I am confident in our ability to rise above these challenges and come back stronger than ever. I'm interested in hearing if others are experiencing the same challenges as we are.

On another note,

Does your Clubhouse have plans for the upcoming holidays? Will you allow all to attend Thanksgiving/ Christmas who want to? Are there restrictions in your state to how many people can be indoors at one time? I've been kicking around some of my own ideas but am interested to hear what other Clubhouses are doing a well.

All the best,
Zak

FROM PAVILION HOUSE, TX

Hello Everyone!

This is from Pavilion Clubhouse in Round Rock, Texas.

We shut down in mid-March and reopened in mid-May. We operate out of our own space connected to the back of a hospital. Speaking with the doctors who own the hospital (which was also the site for free COVID testing for our county) we limited access to the clubhouse and focused on the behavior of our members and visitors in determining who can enter and who cannot. So far, it has kept us safe and open. We have not had any cases of COVID in our clubhouse so far.

That being said, our work ordered day has been disrupted due to the limitation of members (15) who can come each day as well as the fact that we are in a temporary space until our permanent space is built out. COVID has also slowed down the permitting process for our permanent space as well.

On top of that, we have added nearly 50 new members since July which is placing stress on attendance and the work we do with one another. I have another 40-50 people I go and see in the community because I am not convinced they are playing it safe enough to come to Pavilion. I meet them in their front yard or somewhere else outside with a mask.

We are also the only place in our community where people living with mental illness can meet with someone face to face at the moment as our mental health providers have all remained virtual. One thing we know, we all need face to face human contact in order to thrive.

This is all placing an enormous amount of pressure on us. I can see it in our members and our small staff. We are active and thriving at the moment as a clubhouse in our community but it feels that I am having to work overtime in helping our staff and members process what they are feeling during this time.

Here are some of the things we are doing –

1. WOD has been reduced in line with our attendance policy.
2. We are getting creative in our social events. We have started a Friday cookout every week and last week we watched "Cool Hand Luke" on a big screen in our parking lot as we try to keep our socials outdoors.
3. We are giving ourselves a lot more time to connect and talk during the day in order to cope with the pressures of our time right now.
4. We have stepped up our relationship with our community partners to find creative ways to work together right now.
5. We continue to educate everyone around us on safe behavior in regards to COVID so that we can continue to stay open.

I am glad to hear other clubhouses struggling with these times like we are!

Gordon Butler
Executive Director
Pavilion Clubhouse

FROM FOCUS CLUBHOUSE, LA

Dear Directors,

Here in Louisiana at Focus Clubhouse are not experiencing a decline in members showing up. We are still averaging our 5 to 7 members each day. We of course are still doing our Zoom each day for members that don't come so we can stay in touch with them as well.

Sincerely,

Clarice Gallegos
Focus Clubhouse

FROM TURINGING POINT CLUBHOUSE, MI

Good morning Everyone,

I am ashamed to admit that I feel the same relief Kailey mentioned. Some clubhouses seem to be thriving right now, but we are definitely not one of them. And because of it, I feel like I am failing as a leader. We are open to 16 members per day, and average only about 10. We try to Zoom, but frankly, we are burned out. I have been working hard to ensure my team is implementing self-care, however, with the state of the world right now, it is extremely difficult. Our members have been awesome, and seem to be tackling this crisis better than the staff-which gives me hope. But I am still extremely sad to see my beloved clubhouse community turn into a new entity. Unfortunately, I don't have any good tips or solutions to add. I am just working hard to remain positive, and tell myself that change is good. But in truth, fighting the bad thoughts is a constant battle.

Thank you Andy for bringing this topic to light, and know that you are an amazing leader whom I personally look up to. You are not alone in this.

Keon

FROM UNLIMITED SOLUTIONS, ME

Good Morning-

So everyone, my first thought when I received this was "Phew, I am glad it is not just us and my leadership" as I have been struggling with and losing sleep over this same issue and my second thought was "If Andy is having same issues at Carriage House, Holy Crap...How do we fix it?"

I don't have any real answers but have a feeling that if we dive in and roll up our sleeves, go back to basics of what makes the Clubhouse work (relationships and work) and keep talking to each other then we will find the answers. We have recently started reviewing the articles that are reviewed in training again during our Supervision Mtg with members and staff to create some conversation and energy around Clubhouse Philosophy. We have only done it for the past couple of weeks, but it feels good to be having these rich conversations. The Virtual USA Seminar also helped with this and brought back some energy.

We have started to bring back some of the work we had moved away from because of precautions and figured out how to do it safely (opening the café again, etc) and we have increased our media work.

I hear from my members that the restrictions are difficult (they are!, masking all day is rough, I want to see people's faces and even I who am not a hugger, have had times where I just want to give my members a hug who are struggling). In Maine we are masking and adhering to a 6 ft physical distancing pretty strictly and because our auspice agency is an FQHC, that is even more strict than what I have seen and heard in other Clubhouses and we don't have a van right now (long story), but we are trying to get back to basics and see if that works.

I appreciate the honesty and the vulnerability in the struggles.

FROM SPIRIT CROSSING, CO

Greetings,

To respond to Andy's dilemma, Spirit Crossing is experiencing the same situation. We have a hybrid with Zoom meeting for our unit meetings at 9:30am and 1:00pm. We provide transportation daily to an average of 3 members. We talk daily about connecting with members to let them know they are NEEDED, WANTED, and EXPECTED but I'm wondering if we are giving too many options to complete Clubhouse work from home (mostly Media Team related business). Our new member orientations have average of 2 people per week, but the retention has dropped, maybe because the vibrancy of the work-ordered day is just not quite there. Additionally we are faced with poor air quality, and now a 10 foot snow storm that kept folks safe at home, to add to the increase in COVID cases in the county and the tightening of regulations for group gatherings.

Sorry I seems I have managed to whine a bit, but wanted Carriage House and others to know this is a real struggle experienced by another Club and another Director dealing with my own leadership issues.

Hoping to hear more ideas and find new motivation too!

Be well, Nat

FROM LEGACY CENTER, MI

Hello colleagues,

I am at Legacy Center in Flint Michigan USA.

We shutdown March. However, we are unique in services members were connected to and what was offered by our community. At the time of shutting down, all of them had access to case managers, psychiatrists, pcps, other specialists and other community resources. Members can get free rides to doctor appointments, pharmacies, farmer's markets, and grocery stores up to 6 times per month. The local sheriff department was delivering groceries and other vital items to our members, much of this was due to we were already used to distributing and assisting people with getting access to free clean water.

We started off with using [freeconferencecall.com](https://www.freeconferencecall.com) and offering daily call in groups in addition to reach out calls. After 6 weeks we switched to use of zoom and benefits of starting to become a hybrid clubhouse as there have been a few persons that could not access services previously that can now thanks to the virtual aspect and likely would be unable to if we returned to an in-person only approach.

We started zoom calls 9:00 AM and 1:00 AM, Mon-Fri, and as needed throughout the week.

Our auspice agency is asking all staff to be virtual as much as possible, so we agreed to follow the strongest medical recommendations from the state for groups that congregate and keep it to no more than 10 persons at one time.

In August we started with a pilot group for two weeks, but then we had two members whom had not been in the clubhouse but had contact with one of those in the pilot group test positive for Covid.

At that time we realized the two of them lived in separate locations, but still had contacts with about 1/3 of our membership from members meeting outside of the clubhouse.

Both of those members are also still recovering from Covid and life altering medical outcomes.

We closed for the three weeks while we planned more as a clubhouse and tried more virtual activities.

Presently we are planning to go back to virtual 11/13 through 1/15 due to rise in Covid cases in our area, members and staff are traveling more now than they were at any other time during this pandemic and have said they only plan to travel more during the holidays, and our auspice wanting to take caution since two cases could have been more.

Our current schedule

3 staff (half of our staff) and 7 members per day

Clubhouse open 830 AM-1 PM Mon, Tue, Thu, and Fri

Clubhouse virtual only Wednesdays

Zoom meetings-9 AM and 1 PM (morning/PM) and as scheduled throughout the week (employment, education, social justice, clubhouse planning, cooking show, socials, wellness activities such as chair exercises and walking, etc.)

Members and staff in the building are responsible for running the AM zoom meeting in the building.

Members and staff virtual for the day assist with running the PM zoom meeting

AM and PM meetings are run via zoom with a powerpoint that is screen shared and changed for every meeting so it creates work for both the staff and members to give us something different. Instead of a standard of the day we do a random standard related question of the day and have a conversation about that question.

Members are encouraged to come in or join a meeting through the week, if they are unable to do so we do reach out with them.

One of our successes, we are developing a cooking show. We have tried giving members groceries and we all cook the same thing from home, involving a local chef in our cooking show while building a relationship with them, making stuff from food bags that the members received in the community, charging the cost of groceries and sending them home in a to be cooked kit, and found most success in picking a theme like pasta dish and just supporting everyone cook it from their home. We are wanting to build this cooking show up into our eventual normal work order day so at least once a week there is a live cooking show in the clubhouse that will include streaming it, recording it, editing it, and putting the video somewhere so it can be accessed later by our members. We are seeing this as a new opportunity to create a lot of work for our clubhouse as many members express interest in either being on or working on a cooking show. If there are any colleagues that would like to cook with us or would like to trade tips on things you have done that have been very engaging, we would be happy to have you join us.

One of the greatest challenges with virtual is making it feel fresh, but it also gives us the ability to reach members and persons in the community that I would have not been able to involve in our clubhouse prior. We even had a no longer active member reach out to Fountain House to see if they could participate in a New York Clubhouse from Michigan which I thought was pretty cool. We are located in an area where there are about a dozen clubhouses within an hour drive and usually we visit 10-15 a year, but now we have several hundred clubhouses we can virtually visit and if there is a day we are low energy, we can try to pull some from each other. Members may look forward to going to local, USA, and global trainings because there is an opportunity to build relationships with others that will be at those trainings as well. Next time members and staff go to a two week training we can arrange a zoom call with the others they may be sharing a guest house with just to lower the anxiety of whom I will be staying with. Even our director's forum group could consider doing a face to face virtual once a quarter or just as needed to support each other.

Ok said more than I planned, but Thank You everyone for your feedback as I have found this topic helpful and hope I shared something back.

FROM JOURNEY HOUSE, UT

We have seen some increased "normalcy" when we added our full social programming back into the Clubhouse. We still have to limit our daily participation to 50% of our ADA, and we still have some members who are staying home all the time, but it really helped us get more members back in the WOD and have fun in the evenings again.

FROM FRIENDSHIP HOUSE, HI

Just wanted to let you that you are not alone! We are struggling as well and we also need to re-vamp. The most challenging part for me though is that there is no end date in sight for this pandemic, so it has been hard to come up with a concrete plan of action. In any case keep on taking care of each other.

FROM THE ORA CLUBHOUSE, FL

Dear Directors:

This pandemic has been quite a shock for so many. Being a new club, we were just getting into our 'rhythm' when COVID halted the forward motion. The Ora Clubhouse has just celebrated 1 year anniversary October 1, 2020. By January of 2020 we had approximately 19 members and today we are currently at 37. Attendance was anywhere from 1-3 in the beginning and grew to 7-9. We have a core of 10 members who continue to connect periodically (but not steady) by attending the Zoom or at the Clubhouse. Still there are those who have returned to the hospital due to the stressors of this pandemic.

Today we continue our Zoom calls which provide opportunities for those members who do not have transportation to participate in our daily meeting agenda. We are physically open Monday Wednesday and Friday from 10am - 3pm and Zoom calls are still part of our daily meeting times 10:30am and 1:30pm. However, over the past few weeks we too have noticed a decline in attendance. I agree that the "culture" has shifted and attending daily is not a priority.

Challenges:

- The Ora Clubhouse is a 1200 square foot building and 6 foot distancing is difficult -
- Members have to be reminded to keep their masks on ← that is our greatest challenge.
- We do not provide cook lunch the members bring their own lunch although we do provide snacks and water/drinks. Some choose to snack in order to keep their masks off.
- The A.D. resigned in May and since then I am only employee at The Ora Clubhouse.
- Funding from LSF has diminished considerably.

Successes:

- We recently held our first social event outside "A Gathering of Beautiful Minds"
- One of our members recently found employment
- We are open 3 days a week
- Zoom twice daily
- Outreach to other facilities has proved to be a positive form of networking and referral to The Ora Clubhouse
- Over the past 2 days we rearranged our "kitchen area" to be more open and allow better distancing

We are doing the best with what we have to offer. Many members have found our services to be instrumental in their journey toward mental wellness. For those little achievements we are proud to make a significant impact toward their mental well being.

Yours In Health, Wellness, & Service

FROM SAN ANGELO CLUBHOUSE, TX

Sorry it has taken me so long to respond. Like the others who have responded before me, this has been an issue for us also.

The San Angelo Clubhouse has closed twice- first in March with everyone else; then, we reopened in May but closed again when numbers spiked in San Angelo. We were closed for 8 weeks and 9 weeks respectively. With the first opening, we were very strict. People had to sign up in advance, with a maximum of 18 people, only a certain number of people per unit, and of course wearing masks, social distancing, and cleaning throughout the day.

We noticed pretty quick that we were not coming anywhere near 18 people a day - more like 8-10. So, we stopped the requirement to sign up in advance. But, because we made such a big deal about it, people kept calling to see if they needed to get their name on a list before coming to the Clubhouse.

When we reopened the second time, we tried to be a little more strategic. With our reopening, we added an extended day on Tuesday, where we serve dinner, and also started opening on Saturdays. This has really added to the excitement, and also has given our members additional times they could attend, which (I think) has helped make them feel like they could come more, but has actually spread out our numbers some. We have people coming later in the day on Tuesdays, and some coming on Saturdays that can't come during the week. But still, ADA is about 10-11.

Both times we were closed, we had two Zoom meetings a day, online socials, online games, online support groups, and delivered meals to active members who lived alone twice a week. Being "closed" was much more work for us than being open!

After reopening the second time, I have told members that I will do everything in my power to not close again - Even if it means rotating days or rotating weeks. We have decided as a community that being closed for weeks on end was more harmful psychologically than the threat of Covid.

A weird phenomenon I have seen is that members seem to get anxious when new/different people join their units, almost like they are used to working with the same two or three people, and are quite content not to add anyone to the mix. So, a struggle for me has been trying to get the members to welcome new members (or welcome old members back), which is very different than our pre-Covid culture.

Members are also very scared that we will close again. We had to close today for a bad weather day, and I received many messages asking me how long we would be closed for this time. Covid numbers have been increasing some in our community the past couple of weeks, so I am guessing they heard "closed," and thought "Covid Closure."

We have also struggled with Covid fatigue. Members are tired of wearing masks all day. We have seen an increase of people needing to spend time in psych hospitals, and that has caused some stress for our members. They do not like cleaning multiple times throughout the day. Members who live in group homes are not allowed to come, so we are missing a part of our Clubhouse family. Most of them were joining us on Zoom, but once the Clubhouse reopened, the people living in group homes were sad to see their friends back at the Clubhouse, and ultimately have stopped joining us via Zoom.

We have adapted fairly well to the Zoom hybrid meetings. It was hard at first to interact with members live and online at the same time, but we have gotten better! Now, members who are not able to attend just hop on Zoom, and thank us for keeping that as an option. Looks like Zoom is here to stay (Sigh).

Thank you all for your responses so far... It is always nice to see how other Clubhouse handle similar issues.

I hope you all a wonderful rest of your week!

FROM ACADEMY AT GLENGARY, FL

Thanks to Andy for bringing up an important topic. I appreciate your honesty in putting this topic on the table for discussion. Thanks to Melissa as well, for sharing. I think that we are all struggling in different ways. Our particular situation might be a bit different than most, given that Glengary is a relatively new Clubhouse program, with plenty of facility space for social distancing. Pre-Covid, we were still building our membership, with an ADA of 20. (Our facility has an ADA capacity of 60 or so). Here is our situation:

- We reopened in late May with normal hours, all staff working every day onsite at the Clubhouse, no restrictions on member participation (no pre-scheduling needed). This again, because of our large space.
- Our ADA for the first couple of months was 5-10, but by now our ADA is averaging 18-20. We expect to surpass our pre-covid ADA in the next month or so.
- We continue to use strict screening and safety protocols, including use of masks, etc.

I am really not sure of the reasons why we have been able to build some onsite WOD momentum. The only thing that comes to mind for me relates to our staff attitudes toward reopening. We struggled a lot at first, really a lot, with some of our staff resisting the idea of reopening because of safety concerns. I hesitate to say this, but it's almost as if some preferred that onsite attendance remain low. Others wanted to work remotely until the pandemic was over. I think that fear, certainly understandable, sent mixed messages to members and co-workers. It took us a lot of time, energy and house meetings to get everyone on the same page, and then to begin to help members feel truly welcome and wanted. Once we got over that hurdle, which took a few months, I felt like our member engagement and work-ordered day started to ramp up again.

But that is all hypothetical at the moment. And who knows how a positive COVID test would affect our WOD? It's one day at a time for us as we try to figure things out.

I look forward to hearing about other's thoughts and experiences.

FROM OPPORTUNITY CENTER, MI

Opportunity Center in Bay City MI has not reopened yet. Unfortunately, we have seen an increase in cases of COVID-19 here lately. It may be due to the fact that our county had relatively few cases here until now. Some restrictions were relaxed, and now we are seeing some things which were "open" now closing (including one public school program). It's a reality that many of our decisions about clubhouse, ADA, and the like are still dependent on public health. Our CMH just sent out a communication that some folks who have been told to quarantine are still participating in face-to-face services. The email reminded us NOT to ignore health department directives. I know we want to get back to "normal" but we are seeing numbers go up, and it is likely due to a lot of factors, not just increased testing.

Don't want to throw a wet blanket on others' plans and improvements on ADA, but it is probably wise to take in the whole picture. Some clubhouses may be in a region where numbers are stable or going down. The 7-day average is about 1,870 cases per day in Michigan, which is the highest it's been. It's true that we do not have the same number of folks participating in our virtual efforts, but staying safe is still a priority.

Of course, support of a clubhouse is essential to our members. I wish everyone well as we try to move forward during this time as we face difficult decisions.

FROM PETOSKEY CLUB, MI

At first we were shocked and went into emergency mode. Shelter in place. Is everyone OK? What do you need?---- your Club can help. Staff can rally – we can meet your needs for food, TP, emotional support, virtual hugs. We can get you smart devices and data plans to take part in daily Zooms with us. We can make and send you personalized "miss you" cards. We may be closed, but never really closed. The phones were buzzin'. We can crank out meals in our licensed kitchen and get them to you warm. We can line up at the food pantry and deliver groceries to you. Hang in there, you are part of a passionate and committed

community. A few months later: Zoom fatigue and stacks of undesirable canned goods are becoming a reality. The only real WOD stuff, besides virtual meetings, was some newsletter submissions trickling in and maybe the garden seeds we dropped off are getting started on your windowsill because we are determined to have a Club garden this summer. Finally, midsummer re-opening.... lots of planning and new protocols. A different sense of urgency: just to be together "safely" and get things rolling again while being hypervigilant about sanitation in every inch of the Club and on every surface. With so few in attendance, how would we *reignite* the WOD? Although we had stayed *busy* during closure, a lot of forward-thinking and proactive projects had been set aside. WOD urgency had been overshadowed by the urgency of individual needs. During closure, we hadn't progressed forward with new aspirations, except those that were pandemic-related. A lot of our mojo sauce that had always been boiling over, making inconvenient but marvelous messes, had been put on the back burner. Our rich pot of ambition had mold growing on it. Our Action Plan objectives had come to a screeching halt, and got dusty. We hadn't been growing. Just having some members get to their jobs felt like an achievement, but not much new job development happening. So, this has been a great lesson about **momentum**: how powerful it is, how it self generates when you have it going and about how inertia is hard to break out of. Is it true that you are either moving forward, or slipping backward? Or is just being still for a while OK?. Members are delighted to be back, but we are still "waking up". We are covering the WOD basics but with fewer members, leadership requires caution about not lowering the bar while also not expecting warp speed right out of the gate. Reassessing weekly, daily, hourly about our collective choreography: who looks like they are ready to dance? Fast? Slow? Can they stretch? Do they want to learn new moves? Are you pushing them too much? Are they going to tell you to buzz off and go back home into isolation if you don't find just the right dance for them? Are you maybe watching too closely?! Ultimately, this cheerleader needs to just chill and let things be organic. I have been too worried about getting this big locomotive streaming back down the track. More members will come back when they feel safe and ready. In the meantime, the reach-out and zooms continue, along with about a half dozen members per AM and PM shifts. Staff need to practice their very best member engagement skills. We need to pull out all the stops to *entice* them in, in addition to members being needed/wanted/expected. We need them to *want* to be here as soon as they are ready to venture back out into the world. On a deep level, member colleagues know this is the safest place for them to be in the most important of ways: not only with regard to COVID safety protocols, but with regard to *soul* safety. Short of artificial rewards and groveling (although I'm not actually above the groveling) we need to trust they will come back when they are ready, in addition to our always welcoming new members, which stimulates all of us. Fortunately, we also have soc. rec. in our Club tool kit, and this past weekend's bonfire activity with 31 in attendance felt like a family reunion. Soc. rec. can feel like a big hug even while safe distancing. I plan to be quite opportunistic about that. I have at times considered soc. rec. to be the icing on the cake: we get to work together and play together. I've always appreciated the deepening of relationships that were initially "work mediated" and unit-based, but now more than ever, we need innovative soc. rec. activities to reengage on a personal level. We need time and opportunity to just *hang* together and build the camaraderie. I think it's a well lit trail back into the Club. With the current COVID-imposed capacity limits for our facility, it's a challenge. No Halloween party at Club this year. Only 8 members for evening soc. rec., and you have to sign-up to get a slot! Thanksgiving dinner will require hauling turkeys and all the fixings to a larger venue. Food, groveling, music.... bring it on.... my opportunistic strategy to lure colleagues back into the WOD dance.

FROM CLUB FELLOWSHIP, FL

Andy,

It is definitely NOT you or your leadership, specifically. This has been a challenging time for all Clubhouses. I have kept a careful watch on Clubhouses across the World, taking notes on how each has responded to the pandemic and adjusted accordingly. I think that some Clubhouses, such as "Academy at Glengary," for example, have had EXTREME success implementing a "virtual" Clubhouse Model that can be used instead of or even to complement a physical Work-Ordered Day. Then, you have smaller Clubhouses (such as ours, Club Fellowship) with Auspice Agencies with two hindrances – lack of funding to institute virtual modalities and a population who has little access to and/or interest in this type of venue. Our doors NEVER closed. We remained physically open as an "essential business" throughout the entire pandemic from inception. We did increase access to social media and get information out via our website and newsletters, but we experienced a dramatic drop in ADA. We went from almost 30 per day to 6 per day. We are just now building back up to 16-22 ADA (it varies GREATLY from day to day). We recently acquired seven new

Members, but even with ongoing intakes we are struggling. The projections for our funding next year are not looking bright. Our TEs and employment is stronger than ever, but if we fail to produce enough funding to keep our building running, it won't matter. 😊

I am holding weekly House Meetings to "rally my troops" to reach out to their friends, family, etc. and encourage even more extensive reach-out than "usual." We have Members who have stated they do not intend to return to Clubhouse until next year. We have some who are in Assisted Living situations where they are not permitted to attend. Where we don't have the technology that others do, it seems to remain meaningful for our Members to receive calls from their friends at Clubhouse. We are still offering visits and food drops. We continue phone calls and cards. We do host live House Meetings on occasion. We have also encouraged the Advisory Board for assistance (with networking). I am fortunate to have developed relationships with the Members to where they know their presence is truly meaningful to me. I am hoping they feel that way about each other and the Generalists as well.

I'm curious, though, when you say a hard re-set on our culture, are you meaning to institute these tools for creating a "Virtual Clubhouse?"

FROM ST. JOE COUNTY CLUBHOUSE, IN

Andy. You have worded the situation well. We are experiencing the same situation. "Taking care of each other" is very different than "we really need your help".

To me it seems much of our urgent work isn't as urgent or we aren't sure among ourselves how urgent it should be. Should we be actively seeking jobs for members during a time of social distancing? Should we be inviting friends, politicians and potential donors to come visit us - Or is that irresponsible and brings in new germs - and does inviting people in for tours make us look uncooperative with social distancing protocol?

Initially the urgent work was checking on and encouraging each other - but we have done so much of that so well, that members are saying stop bothering me I am just fine. We opened back up with health care stipulations, and staff moved dangerously towards being the enforcers of the new standard health codes and we worked through that and now we all do the face mask sanitation routine and it's not as urgent as it once was because we all got it. Attendance is down, yet our community is probably stronger- more members call each other, staff knows more about where members live what they do all day etc.

I talked today to members about this issue and here the main points I heard.

1. it's not just us adapting - its all our society - families are home more - kids spend more hours at home, parents are adapting. grandparents aren't visited as much, less shopping more watching tv doing puzzles etc. hunkering down and waiting is so boring.
2. Services are changing - the Md's and psychiatrist offer a zoom appointment - the food bank brings a box of your vehicle, We are all adapting and we don't like it.
3. My grandmother lived thru the great depression and never got over it - this is affecting our society and our clubhouse - we will never be the same - I miss the past and I'm not sure I really want to get over it.
4. I go to the club and the work isn't the same, We are only focused on keeping safe, staying alive. it's not about progressing, it's about staying out of death traps, mental hospitals and nursing homes. I take my meds because Covid lives at the hospital. The motivation is different.

So what your seeing and saying Andy is real - as a Director - I'm looking for how to be upbeat - have a clear focus - lifes changing, we are all in this together, has a bit of a hollow ring to it. Members and staff are kinda depressed, we are missing the life we knew. Is trying to rebuild what it once was a realistic goal? I like you. I wonder how I can help my club through this. The club is not actually shrinking, just the number of people who want to come in is. The club is caring, strong and supportive - but is that enough - our path to success is blurry.

First step is probably admitting life is changing, then my job becomes helping members embrace the changes and have some fun while doing it. i joke more - I sing stupid songs more - talk about non work related things- movies I saw - what we are going to cook and generally relax some on the work stuff. I don't tell members they have to come in because we need thier help - not sure I should push - invite members out to be exposed.

I make more phone calls just to see how you're doing and tell everybody to do the same. We are struggling to find a new model that works and I don't think I've found it yet. Yet I still know we are reducing suicide and hospitalization, people do better with us than without us.

i think i just repeated what you said in different words. i hope it helps .

FROM GRAND AVENUE CLUB, WI

Pandemic fears and precautions have changed everything at home, on the street, at work, and at our Clubhouses.

What Clubhouse member every imagined that s/he would have to make an APPOINTMENT AND CALL AHEAD before showing up in her/his home base unit? Who ever imagined that we would be living with such uncertainty about our future?

While pandemic conditions have been challenging, I know that many GAC colleagues are even more attached and committed to our community than they were before..

Here are some of the specific things that are keeping us excited and engaged:

1. We re-organized our Culinary Unit from a cafeteria style operation to a "Fine Dining Model." Initially, we did it to conform to Covid restrictions, but now we really like it because it is, well, fancier.
2. We organized a program in the Culinary Unit that is called "Supper Kit," which involves creating fantabulous meals to take home, with all the ingredients available at GAC and a recipe designed by... Culinary Unit! There is a lot of detail that I'm leaving out. Suffice to say the food is delicious and nutritious and requires that some prepping be done at home. We either deliver it to you at home or you can come down to GAC to put it together with others, everyone masked and at least 6 feet apart!
3. The taking of temps and the filling out of forms on a daily basis has turned our first lobby to a friendly space where colleagues--members and staff alike--take the temperatures, record the results, assist members. At first it was not any fun at all, but after some staff and members took on leadership roles, more people wanted to do the work. Also, it is in that lobby where members call to reserve a place in their home base unit for a morning or an afternoon. There is a big board in the lobby where their names go. Sometimes we have had to turn some people away, which feels awful. This kind of planning felt strange at first but now it feels okay. Sure we have had some "dead afternoons," but we had that pre-pandemic too.
4. We opened a really nice upscale resale shop store in our building in Nov 2019. It's called Water St Boutique. At first there was little street traffic and hardly any customers. Now business is picking up. The Retail & Business Management Unit, in which the store is located, is always hopping. They research the clothing, handbags, jewelry on the internet, set the prices, organize the store, and sell items.
5. We made our Saturday Art Studio program (which pre-pandemic met right at GAC) either a Zoom experience or a Saturday afternoon gathering in Juneau Park, a beautiful park in the downtown area where people painted and sketched. We did a "Virtual" Art Show and members sold some paintings.
6. Our annual fund development event in Milwaukee's snazziest hotel was canceled and is now --you guessed it--"VIRTUAL Grand Event 2020. It is created by members and staff. We are making a major video for it that features member testimonials. We are working with a firm that advises us, but all the work that goes into a big event is happening at GAC with members and staff at the center of it the action.

7. We have been focusing on the November election, especially the Presidential and VP race. About 6 weeks set up a table festooned in American flags and other red, white and blue things and we encouraged registering to vote and voting. We used our van to get colleagues to the polls. WE HAD NOT POLITICAL DISCUSSIONS INDICATING VOTING PREFERENCES BECAUSE THAT IS INHERENTLY DIVISIVE, but we talked a lot about the civic responsibility we all share to vote and encourage others to do so. We created a small poster that says, "I VOTED 2020" with the pictures of all colleagues who voted. This poster oozes pride.

8. All meetings are Zoom meetings--daily unit meetings, employment support meetings, art, and our weekly House Meeting. I don't understand why, but our usually animated weekly discussions about the International Standards are not drawing the intense interest that we had before the pandemic.

It ain't perfect here. We share some of the issues that many of you have cited. However, I think that over these many months we have met the challenge and hope to continue to do so.

FROM CIRCLE CITY CLUBHOUSE, IN

We've experienced something similar at Circle City Clubhouse, in that when we increased our daily attendance limit to 20 at the beginning of October, we didn't see any corresponding increase in attendance (and actually saw it drop slightly). As we've talked about it internally, we've put together a couple of theories. Some of those are:

1. **People are scared and aren't allowed to/ don't want to come in person:** A lot of our members live in group homes or boarding homes, or with family members, who are telling them that they aren't allowed to attend Clubhouse because of the COVID-19 outbreak. One of our members on TE even had to quit their TE because the group home they were staying at won't let individuals leave for work. Additionally, many of our members who do live independently feel really uncomfortable being in large groups, especially since case numbers and positivity rates are increasing again. There isn't much we can do about this other than do our best to keep our space safe and make sure we let folks know the steps we are taking.
2. **Covid Clubhouse is different, weird, and (in some ways) kinda sucks.** We have made a ridiculous amount of changes in a very short time by necessity, and change is hard. A lot of those changes - having to sign up in advance to come in; taking temps and screening for symptoms at the door; re-spacing all of our tables and desks so that we are giving each other space; the CONSTANT reminders to sanitize, wash hands, give people space, wear masks (especially from that jerk of a director) - just tend to not feel as welcoming, even if they are necessary to keep our space safe. Change in a community is hard. At Circle City we also had a lot of staff turnover, so members don't have the same relationships with staff either to draw on.
3. **We're getting tired.** As scary as the first couple months of COVID were, there was kinda something exciting about it. We were all in problem solving mode - trying to figure out how to keep in touch with our folks and meet needs. There was something special about being the only person out on the roads, delivering lunches to people and letting them know we cared about them. As time has gone on, the work is still intense by the adrenaline rush isn't there anymore. Trying to stay in touch with everyone remotely in many ways is even more work than engaging people here. And with fewer members present to share that work, the workload on staff and the members who do come is even more intense. At the same time, we're still dealing with all of the pandemic anxiety and stress, and it gets exhausting.

A couple of things we are trying to do:

1. **Refocus our work ordered day** - We've kinda decided that the most important work we can do right now is to 1. stay connected with the folks who can't come, and 2. keep our building safe for the one's who do. So we're looking at getting rid of some work that isn't as relevant right now (for example, we're talking about keeping our thrift store shut until more members are able to come), so we can spend more time and energy on outreach and community support.

2. **Trying to make it easier to connect remotely.** We've gone from having different Zoom meetings for every Clubhouse meeting, to now just having two Zoom meetings that run all day (one in each unit) so that members can call or connect on-line at any time of day and hopefully get involved remotely in clerical, outreach, data entry, or other work that can be done remotely. We are also submitting grant requests for funding to provide cellular data capable devices and prepaid cellular data plans for members who do not have these to allow them to connect remotely.
3. **Doing more outreach.** We have restarted our outreach trees from the early days of the pandemic, and are spending at least one day per week doing mobile outreach - going to see members who have not been able to attend Clubhouse and taking small bangs of treats, cards, etc. (This month we are calling it "Reverse Trick or Treating" in honor of Halloween).

We also have been talking as a group about "COVID fatigue" in house meetings.

No clue yet how this will all work, and would love any ideas other folks have that are working for your Clubhouse.

FROM LAKESIDE CLUBHOUSE, MI

Hi Andy, Lee and Everyone Else,

This was a really timely question Andy and the Lakeside Clubhouse is struggling with a similar issue. At Lakeside, we too have been closed since 3/15. We organized our virtual meetings for twice a day, an AM meeting that is more strategic planning based and an afternoon meeting that is more social and general overview of issues based. In the beginning we were averaging about 5 members in the AM and 9 in the PM, which is low (average daily attendance was 21 before COVID). Since August, we have experienced a steady decline in attendance, to the current point where we are averaging 2 members in the AM and 4 in the PM, so it's quite discouraging. Some of this decline is due to folks having issues with not having enough phone minutes or equipment needed to call in, one moved out of state and another got a job and can't call in during our meeting times anymore. To address the technology issues, we were able to secure 10 iPads and will be hopefully distributing them this week once we get cases for them and get Webex installed.

We talked about your email this afternoon in our meeting and brainstormed the following (cut and paste from our minutes):

1. Suggested that this shift is possibly due to gloomy weather & people becoming depressed & not wanting to get out of bed/the house (since they were just told for the last 7 months to stay home)
2. Wondering if the Clubhouse isn't that important to some members
3. Hoping that the tablets will help with us
4. We might need to be prepared for what Carriage House is experiencing once we do reopen even more so that we are now

Bottom line is, we too are sensing a culture shift at our clubhouse. I think we have a number of members who are probably not going to return when we do open up (I had a member say they like not "having to come" to the clubhouse anymore, so I'm bracing for a 20-25% loss of members once we do open. On the flip side, those member that are engaged are REALLY engaged, so we have the potential to develop a stronger clubhouse as we move through this process. We have been focusing on work ordered day activities such as fundraising, advisory board development, re-opening plans, accreditation self-study and grant writing and I think this has turned some of our members away. Like you said Andy, folks were originally focused on "are you okay" and now that we've been in this awhile, trying to get back to work ordered day focus is just something some folks no longer (or maybe never did) want to do.

Bottom line is, we're committed to the model and trying to create a clubhouse that is committed to the WOD, not a drop in center. It's just such a strange and challenging time. I'm glad we have these

opportunities to bounce things off of each other so we can make our clubhouses better for the people we serve. That's my two cents. Let me know what you think, bill

FROM LEXINGTON HOUSE, PA

YES!!!! I think Andy is spot on. We have seen this at Lexington Clubhouse and we have been trying to articulate what we are seeing, and why. We have noted that since the COVID shutdown and reopening there has been less of an urgency in most clubhouse tasks. As Andy mentioned, we have been so focused on taking care of one another and getting through this COVID thing. One way we are trying to combat this issue is to have discussions of what we deem essential work at the clubhouse and remind us all why it is important.
