



Concept Paper

Adult Clubhouse Programs

Purpose of the Proposed Request for Proposal (RFP)

DOHMH proposes to issue an RFP for Clubhouse programs to reach at least 15,000 adult (18+) New Yorkers with Serious Mental Illness (SMI) as defined in the Care, Community, Action, a Mental Health Plan for NYC¹. Clubhouses are one-stop programs offering an array of services including, but not limited to building strong support networks, socialization through joining a Clubhouse community, supported employment, education support, skill building, case management including identifying supportive housing, advocacy, low or no-cost snacks and meals, and recreation in a recovery-oriented environment. Clubhouse participants are referred to as members.

DOHMH currently holds New York State-mandated contracts for sixteen Clubhouses with high fidelity to the evidence-based model in New York City serving approximately 5,000 members. These programs help adults (18+) with SMI to improve their self-determined quality of life through mutual support by fellow Clubhouse members as well as staff. Continuity of care for existing Clubhouse membership is a priority. Innovating, expanding and improving the quality of the City's infrastructure for rehabilitative supports is also a priority. Therefore, the purpose of this RFP is to procure Clubhouses to retain 5,000 current members and engage 10,000 additional new members within two (2) fiscal years. We anticipate a period of overlap between current contracts and future awards to ensure continuity of care for current Clubhouse members.

Contracts will use a performance-based model to ensure quality of services and strong performance outcomes. DOHMH welcomes ideas for milestones or deliverables and associated payments. Current Clubhouse providers and new providers with expertise in psychosocial rehabilitation, innovative partnerships, and robust plans for growth are encouraged to apply.

Innovative partnerships demonstrating a hub-and-spoke model between large Clubhouses and smaller affiliate Clubhouses are strongly encouraged. Clubhouses are also strongly encouraged to partner with other organizations such as Certified Community Behavioral Health Clinics to provide more holistic access to comprehensive care.

To serve at least 15,000 New Yorkers within two (2) fiscal years, proposers must leverage other revenue sources in addition to DOHMH funding. Awards will be evaluated in part based on the strength of the proposer's plan to leverage DOHMH funding with other income such as value-based payments, fee-for-service billing to Medicaid or other public or private insurance payers, grants, in-kind contributions and monetary donations. Clubhouse services, however, should be available to all adults with serious mental illness residing in New York City regardless of insurance status.

The Goals of the RFP

DOHMH proposes to issue an RFP to procure approximately 13 evidence-based Clubhouses, each serving no less than 125 Active Members, in high need areas across the five boroughs of New York City. Active Members are defined as those Clubhouse members who do not have a gap in engagement for more than 90 days. Proposals for individual programs with larger capacity are acceptable. Subject to availability of funding, Contractors may have

¹ [Care, Community, Action: A Mental Health Plan for NYC](#)



the opportunity to further increase capacity over time in the same program, based on successfully achieving the following key performance indicators and goals of this RFP including leveraging DOHMH dollars:

1. To actively engage adults (18+) with serious mental illness in Clubhouse activities.
2. To improve Clubhouse members' quality of life measured by using a validated tool such as the Quality of Life, Enjoyment and Satisfaction Survey Short Form.²
3. To support and encourage successful employment and education goals of Clubhouse members as measured by the percentage of Active Members engaged in Clubhouse employment and education activities and percentage of those Active Members obtaining jobs and graduating from formal education programs including GED and vocational training.
4. To strengthen self-efficacy of Clubhouse members as measured by using a validated tool such as the New General Self-Efficacy Scale.³
5. To decrease social isolation and loneliness of Clubhouse members as measured by using a validated tool such as the UCLA Three-Item Loneliness Scale.⁴

The following target neighborhoods were determined through a combination of mental health indicators, Taskforce on Racial Inclusion and Equity (TRIE) areas, and poverty rates:

Bronx

- Fordham - Bronx Park (includes zip codes: 10458, 10455)
- Crotona - Tremont (includes zip codes: 10453, 10457, 10460)
- High Bridge - Morrisania (includes zip codes: 10451, 10452, 10456)
- Hunts Point - Mott Haven (includes zip codes: 10454, 10455, 10458; 10459, 10474)

Brooklyn

- East New York (includes zip codes: 11207, 11208)
- Ocean Hill-Brownsville-E Flatbush (includes zip codes: 11203, 11226, 11233, 11212)
- Williamsburg - Bushwick (includes zip codes: 11206, 11216, 11221, 11237)

Manhattan

- Central Harlem - Morningside Heights (includes zip codes: 10027, 10030, 10032, 10037, 10039)
- East Harlem (includes zip codes: 10029, 10035)
- Lower East Side (includes zip codes: 10009, 10002)

Queens

- Long Island City – Astoria (includes zip codes: 11101)
- Jamaica (includes zip codes: 11432, 11433, 11435)

² [Validity of an abbreviated quality of life enjoyment and satisfaction questionnaire \(Q-LES-Q-18\) for schizophrenia, schizoaffective, and mood disorder patients - PubMed \(nih.gov\)](#)

³ <https://spargtools.org/wp-content/uploads/2022/10/New-General-Self-Efficacy-Scale.pdf>

⁴ [A Short Scale for Measuring Loneliness in Large Surveys - PMC \(nih.gov\)](#)



June 2023

Staten Island

- Castleton Corners/Grymes Hill/New Brighton/Randall Manor/Silver Lake (includes zip code: 10301)

To ensure equity in access to place-based services, DOHMH would prioritize proposals which will locate Clubhouses within the above zip codes. DOHMH anticipates that proposers would compete for specific target neighborhood(s) and submit a separate proposal for each neighborhood.

Program Information

The objective of Clubhouse programs is to assist individuals with their recovery, improve quality of life, develop or re-establish a sense of self-esteem and group affiliation, and support their reintegration into a meaningful role in the community. One of the most successful elements of the model is the structured setting called the “work-ordered day” which emulates a typical workday and environment with different departments or “work units” which have designated responsibilities. Structure is critical to recovery for many people living with serious mental illness and the Clubhouse facilitates socialization and learning new skills while participating in meaningful activities in a safe, comfortable, and highly supportive environment. The Clubhouse operates like a co-op business with no hierarchical relationship between Clubhouse members and staff, all are equally responsible for successful day-to-day operations. Members also participate in important decisions such as staff hiring and the development of Clubhouse policies.

Clubhouse members have a choice to support operations in different work units such as cafeteria operations, employment, education, administration, and communications, depending on their interest. Although the work-ordered-day occurs during the typical 8-hour business day, daily or full-day attendance is not mandatory, and members may come and go at any time and use the Clubhouse in a self-determined manner. Recreational activities are offered during evenings after the work-ordered day and weekends. Clubhouses are also open on major holidays and hold celebratory events which are particularly important for people with limited support networks. Membership is voluntary and lifelong Clubhouse membership strengthens self-empowerment to live a fully self-determined life. Clubhouses with high fidelity to the model are accredited by an independent body called Clubhouse International⁵ and operate according to the established standards⁶ of the evidence-based model which are continually being improved. Currently, there are over 320 accredited clubhouses in over 30 countries.

Reporting Requirements

DOHMH anticipates that Contractors will provide program utilization and performance data reflecting progress towards the goals of this RFP on a quarterly basis using designated DOHMH utilization and performance definitions, survey tools and reporting systems. Contractors will participate in ongoing data collection and program evaluation as required by DOHMH and other City systems.

Proposed Term of the Contract(s)

DOHMH anticipates that the term of each contract resulting from this RFP will be nine (9) years in duration, contingent on the availability of funding.

⁵ [Mental Illness Recovery - Clubhouse International \(clubhouse-intl.org\)](http://clubhouse-intl.org)

⁶ [Quality Standards | Clubhouse International \(clubhouse-intl.org\)](http://clubhouse-intl.org)



June 2023

Provider Conference

DOHMH will hold a virtual meeting for interested providers on June 16, 2023, from 10am -11am. The purpose of this meeting is for DOHMH to obtain feedback and input from the provider community relating to the content of this Clubhouse Concept Paper.

If you plan to attend this meeting, please email RFP@health.nyc.gov with the attendee(s) name and email address; include **CLUBHOUSE RSVP** in the subject line. A link will be sent to attend the meeting.

Procurement Timeline

It is anticipated that the RFP issuance date will be in Fall 2023 with award decisions made by Winter 2024.

Planned Method of Evaluating Proposals

DOHMH anticipates that proposals will be evaluated based on proposers' relevant experience and proposed approach to the scope of services; organizational experience and capacity, including proposed staffing plan; ability to leverage DOHMH funding and budget.

Funding Information

DOHMH anticipates that the estimated annual value of all contracts will be \$19,600,000, subject to funding availability. The agency anticipates that this RFP will result in approximately 13 awards.

Use of PASSPort and Prequalification.

To respond to the future RFP and all other Human/Client Services RFPs, organizations must have an account and an approved HHS Accelerator PQL qualification status in PASSPort. Prequalification (PQL) applications and proposals in response to the future RFP will ONLY be accepted through PASSPort. If you do not have a PASSPort account or approved PASSPort HHS Accelerator PQL Application, please visit nyc.gov/passport to get started. If you have any questions about your HHS Accelerator PQL status or for assistance with creating a PASSPort account, please go to nyc.gov/mocshelp.

Contact Information /Deadline for Questions/Comments

Written comments on this Concept Paper are invited by July 21, 2023, 2pm. Please email RFP@health.nyc.gov and indicate **Clubhouse Concept Paper** in the subject line of the email.