



Hamilton

## Financial Management Support Program

Trusteeship service is one component of a larger menu of financial management supports to improve the financial stability of low income households. In a trusteeship arrangement, the main function is receiving income and paying expenses on behalf of individuals while providing a small regular allowance within a set budget. A financial management support program provides a broad range of services such as financial education and information, counselling, accessing additional income benefits and credit, accessing financial products and services and consumer awareness and protection to address financial instability.

### **Principles of a Financial Management Support Program would include:**

**Targeting & Assessment** - targeted and based on assessment tools to assess the risks and strengths of people who access its services at the point of intake and on a regular basis.

**Supporting People from Crisis to Stability** - address a financial crisis and focus on assisting people to financial independence and graduation from the program.

**Data Gathering & Evaluation** - current and standardized client assessment data will enhance the program's ability to support people from crisis to stability.

**Focus on Housing Stability - activities** such as managing rent payments and rent arrears should be a priority as well as referrals to community housing supports.

**Flexible and Individualized Service** - the array of services may include but not limited to bill payments, measures to increase income from governmental benefits/sources, measures to increase employment income or through other sources, savings plans/strategies, credit repair, debt renegotiation, debt repayment plans, rent (re)negotiations, access to credit, interest-free loans, budgeting assistance, education and financial skill-building, making investments, consumer awareness/advice, setting up bank accounts, advocacy etc.

## Summary of Program Goals, Objectives &amp; Outcomes

Program Element	Current Model	New/Proposed Model
<b>Program Name</b>	Trusteeship Program	Financial Management Support Program
<b>Program Goal(s)</b>	1. Income Maintenance 2. Financial Stability	1. Housing Stability 2. Financial Independence 3. Individual and Community Financial Awareness
<b>Program Structure &amp; Objective(s)</b>	<b>Direct Client Services</b> <ol style="list-style-type: none"> <li>1. Ensure payment obligations are being met for clients</li> <li>2. Increase knowledge and financial management skills</li> <li>3. Increase connectivity to other community resources</li> </ol>	<b>Direct Client Services</b> <ol style="list-style-type: none"> <li>1) Increase Client Housing &amp; Financial Stability through financial management supports</li> <li>2) Increase Client's Financial Skills &amp; Knowledge through Education and Counselling</li> </ol> <b>Indirect Client Services</b> <ol style="list-style-type: none"> <li>3) Achieve increased consumer and community awareness through advocacy efforts</li> </ol>
<b>Outcomes/Targets:</b> Housing Stability	People are not assessed at intake	80% of Clients who are admitted to the program demonstrate housing stability upon graduation
<b>Outcomes/Targets:</b> Financial Stability	People are not assessed at intake	80% of Clients who are admitted to the program demonstrate financial stability upon graduation
<b>Outcomes/Targets:</b> Graduation Rate	~4% (Is not officially measured)	80% of Clients become housing and financially independent within 12-18 months of the date they were enrolled

## Service Guidelines

Program Element	Current Model	New/Proposed Model
<b>Service Approach</b>	Standardized, irregular interventions delivered in perpetuity <sup>1</sup>	Flexible, individualized, innovative and time-limited financial management supports
<b>Service Prioritization Method</b>	None. First-Come-First-Serve	The least financially stable and the least stably housing individuals are prioritized.
<b>Length of Program</b>	Some clients have been served through this program for up to 17 years <sup>2</sup>	Client will be engaged with the program for no longer than 12-18 months
<b>Direct Client Services Provided</b>	<p><u>More of a Focus</u></p> <ul style="list-style-type: none"> <li>• Receipt of client income, disbursement of payments to cover client expenses (&gt;99% of clients receive this service)</li> </ul> <p><u>Less of a Focus</u></p> <ul style="list-style-type: none"> <li>• Assistance in developing client financial management skills (&lt;10% of clients receive this service)</li> <li>• Connecting clients to housing support services (&lt;10% of clients receive this service)</li> <li>• Connecting clients to community resources (&lt;25% of clients receive this service)<sup>3</sup></li> </ul>	<p><u>More of a Focus</u></p> <ul style="list-style-type: none"> <li>• Assistance in developing client financial management skills</li> <li>• Seeking means of increasing client's income, reducing debts, increasing savings, loans etc.</li> <li>• Connecting clients to housing support services.</li> <li>• Connecting Clients to Community Resources<sup>4</sup></li> </ul> <p><u>Less of a Focus</u></p> <ul style="list-style-type: none"> <li>• Paying Bills, Personal Budgeting, Education (Almost all clients would receive this service initially; however, as skills increase the frequency of this service would decrease)</li> </ul>

<sup>1</sup> Program Evaluation: Trusteeship Programs, City of Hamilton prepared by MCC Workplace Solutions Inc. (August 2010)

<sup>2</sup> Program Evaluation: Trusteeship Programs, City of Hamilton prepared by MCC Workplace Solutions Inc. (August 2010)

<sup>3</sup> Trusteeship Program Service Agreement Schedule A. (2015-16).

<sup>4</sup> Community Homelessness Prevention Initiative (CHPI) Review: Phase III. ((CS13017(b)) Literature Review: Best Practices

<b>Program Element</b>	<b>Current Model</b>	<b>New/Proposed Model</b>
<b>Indirect Client Services Provided</b>	None	Consumer awareness, protection and advocacy activities
<b># of Service Providers</b>	3 (Good Shepherd, Mission Services, Salvation Army)	1 (The successful Service Provider will be selected through an open and competitive Request For Proposals (RFP) process)
<b>Formal Partnerships with Private Sector</b>	None	Will partner with for-profit and non-for profit organizations to deliver parts of programming <sup>5</sup>
<b>Program Budget</b>	\$380,000/yr. <sup>6</sup> ~ 90% Case Management/Labour ~ 10% Program & Administrative Costs	\$150,000/yr. ~75% Case Management Labour ~25% Program Costs
<b># of Staff (FTE)</b>	6 Case Managers 2.75 Clerks	2 Case Managers 1 Clerk
<b>Case Manager: Client Ratio</b>	115:1	50:1
<b>Frequency of Client Visits</b>	5% Visit Monthly 95% Less than once per month	90% Visit Monthly 10% Less than once per month

<sup>5</sup> Community Homelessness Prevention Initiative (CHPI) Review: Phase III. ((CS13017(b))

<sup>6</sup> Trusteeship Program Service Agreement Schedule A. (2015-16).

**Target Population / Client Typology**

<b>Program Element</b>	<b>Current Model</b>	<b>New/Proposed Model</b>
<b>Total # of Clients</b>	700+ <sup>7</sup>	~100-150
<b>Client Income Source</b>	74% - ODSP <sup>8</sup> 11% - OW 10% - OAS 5% - Other	Unknown
<b>Client Financial Situation</b>	Average Client Monthly Income: \$1136.00  >75% of clients currently enrolled in the program identify as being Financially Secure.	At intake client is Financially Unstable: <ul style="list-style-type: none"> <li>• Expenses must exceed income</li> <li>• Must have debt/negative or no savings</li> <li>• Financial instability must directly be affecting their ability to stay housed or find housing.</li> <li>• Lack of financial management skills</li> </ul> To Graduate the client will demonstrate Financial Stability: <ul style="list-style-type: none"> <li>• Income covers expenses</li> <li>• Positive Savings</li> <li>• Negligible debt or decreasing debt levels</li> <li>• Financial situation not affecting ability to stay housed or finds housing.</li> <li>• Possess some financial management skills</li> </ul>
<b>Client Risk Factors</b>	Mental Health Issues (55%) <sup>9</sup> Financial Management (20%) As part of joining another program (15%) Other (10%) <sup>10</sup>	Unknown

<sup>7</sup> Trusteeship Program Data Analysis. City of Hamilton. (Oct-Nov, 2015).

<sup>8</sup> Trusteeship Program Data Analysis. City of Hamilton. (Oct-Nov, 2015).

<sup>9</sup> Summary: Trusteeship Program Data Analysis. City of Hamilton. (2006)

<b>Client Housing Situation</b>	<p>&gt;80% of clients currently enrolled in the program identify as being Stably Housed</p> <p>Private Market (35%) Social Housing –RGI (20%) Social Housing w Supports (20%) RCFs (15%) Other (10%)</p>	<p>Upon Admission: Clients have challenges in maintaining housing stability</p> <p>Upon Graduation: Clients experienced reduced challenges in maintaining housing stability because they are more financially secure.</p>
---------------------------------	--	---

### Program Administration & Evaluation

Program Element	Current Model	New/Proposed Model
<b>Client Progress Measurement Tools</b>	None	A standardized and coordinated assessment tool. Common terminology. Quantitative assessment of client progress. <sup>11</sup>
<b>Record Keeping Process</b>	Individualized and varies by staff person. <sup>12</sup>	Well-defined terminology, written procedures, training for staff on how to organize/record information and file management
<b>Record Keeping Tools</b>	Hand written notes, client folders <sup>13</sup>	An electronic standardized database integrated with an electronic coordinated assessment tool. <sup>14</sup>
<b>Database</b>	A client inventory	An integrated electronic database capturing client information, client financial information, client housing information and client progress over time.

<sup>10</sup> Program Evaluation: Trusteeship Programs, City of Hamilton prepared by MCC Workplace Solutions Inc. (August 2010)

<sup>11</sup> ["Promising Principles in Homelessness Prevention"](#) Prepared for - Community Homelessness Prevention Initiative (CHPI) Review: Phase III.

<sup>12</sup> Trusteeship Program Data Analysis. City of Hamilton. (Oct-Nov, 2015).

<sup>13</sup> Trusteeship Program Data Analysis. City of Hamilton. (Oct-Nov, 2015).

<sup>14</sup> ["Promising Principles in Homelessness Prevention"](#) Prepared for - Community Homelessness Prevention Initiative (CHPI) Review: Phase III.

<b>Client Engagement</b>	None	A formal means of engaging with clients will be established for the purposes of program assessment <sup>15</sup>
<b>Staff Skills &amp; Education Requirements</b>	None or undefined	Minimum standards required. Regular Professional Development Requirements. Qualifications of staff disclosed to clients and funder.

---

<sup>15</sup> Community Homelessness Prevention Initiative (CHPI) Review: Phase III. ((CS13017(b)))