



Tenant Complaints Update

Item 10B

March 28, 2023

Tenant Services Committee

Report: TSC:2023-17

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: February 21, 2023

PURPOSE:

The purpose of this report is to provide the TSC with an update on complaints data and program enhancements to the Solutions team, the centralized department that manages escalated tenant complaints.

RECOMMENDATIONS:

It is recommended that the TSC receive this report for information.

BACKGROUND:

Toronto Community Housing (“TCHC”) is committed to providing a positive experience for our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, supported by the Solutions team.

PROGRAM UPDATES:

The following provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

- 1. Training Initiatives:** The Solutions team has partnered with Learning and Organizational Development to streamline training opportunities. Beginning in March, The Solutions team will participate in Regional

training programs to ensure we are kept up to date with new, revised and current processes that affect tenants.

- 2. Service Standards:** The Solutions team now has a full complement of Complaints Resolution Specialists. The team has been put into regional assignments to begin working closely with the regional offices. We are looking into staffing an Intake Clerk to assist with incoming complaints.

COMPLAINTS DATA & TRENDS

In January 2023, Solutions received 122 complaints, representing a year-over-year decrease of one complaint. Of these complaints, the top complaints categories were: 31% (38) maintenance complaints, 14% (17) anti-social behaviour complaints, and 12% (15) building service complaints. Compared to the previous year, there has been a year-over-year increase in all of the top categories.

Table 1: Total & Top 3 Complaints, January 2022 & 2023

	January 2022	January 2023	YOY Change	2023 YTD
Total Complaints				
Total	77	122	+45	122
Top 3 Complaints				
Building Maintenance	21	38	+17	38
Anti-Social Behaviour	14	17	+3	17
Building Services	12	15	+3	15

LEARNING FROM COMPLAINTS

TCHC continues to use tenant complaints and staff feedback to support a learning and continuous improvement culture to improve service delivery. As a service-oriented organization, TCHC views complaints as valuable feedback to identify vital areas for service improvement. It represents key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

By the time the Solutions team has received a complaint, it would have been escalated through all of the proper channels and offices within TCHC. As

such, our team has the opportunity to analyze the data to find service gaps and make recommendations.

The Solutions team analyzed the data from Q3 and presented the findings to the Regional Operations staff. In Q3, The Solutions team received a total of 227 complaints, with 123 falling into the following top complaints categories:

- Building Service;
- Maintenance; and
- Tenant Harassment.

Upon further analysis, it was found that 26% of the top complaints reached the Solutions department because the complainant felt there was a lack of communication from TCHC. Based on this analysis, the following recommendations were made to the leaders of the regions:

1. A reminder be sent to all Operations staff to ensure proper and consistent communication needs to be a priority;
2. A review of the service level agreements (“SLA”) should be completed and provided to all front-line staff, including Client Care. Proper expectations based on the SLAs should be set with each tenant, and follow-ups should be conducted based on these expectations; and
3. Solutions will provide weekly updates on all outstanding complaints to be discussed in team meetings.

SIGNATURE:

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