



Tenant Complaints Update

Item 4B

March 24, 2021

Tenant Services Committee

Report: TSC:2021-18

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 9, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements as well as complaints data and trends.

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, which is supported by the Solutions team.

PROGRAM UPDATES

The Solutions team has implemented the following program enhancements to improve service delivery:

- 1. Strengthening Teamwork:** The Solutions staff have been aligned to regions and portfolios to provide an integrated approach to the management of complaints and bring them to a timely resolution. Moving forward, it will provide a dedicated point of contact for the

regional teams and will allow Solutions to work directly with the integrated teams.

2. **Getting Complaints Resolved:** The Solutions team has co-developed a standardized training program with Learning & Organizational Development. The training will be provided to the Solutions team, is aimed to drive complaints to resolution, and will focus on customer service, communication, and the effective management of complaints through the use of simulation and case-based training. The training will be delivered in April 2021.
3. **Improving Service:** The Solutions team is undertaking the refresh of the TCHC Complaints policy. This will include tenant engagement and consultation, with four consultation sessions planned in March 2021. The feedback received will be used to inform the TCHC Complaints policy and associated procedures.

COMPLAINTS DATA & TRENDS

In February 2021, Solutions received 222 complaints. Of those complaints, the top complaints categories were: 26% (58) anti-social behavior, 16% (36) building services, and 4.5% (10) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

Table 1: Total & Top 3 Complaints, February 2020 & 2021

	February 2020	February 2021	YOY Change	2021 YTD
Total Complaints				
Total	161	222	+ 61	280
Top 3 Complaints				
Anti-Social Behavior	33	58	+ 25	70
Building Service	10	36	+ 26	52
Building Staff	9	10	+ 1	11

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use complaints data and staff feedback to improve tenant

services and experiences. As a service oriented organization, TCHC views complaints as valuable feedback ‘gifts’ as they represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. Vendor and Tenant Call Back Program

There have been challenges associated with vendors dispatched after-hours, which can be attributed to vendor delays and a lack of information sharing with tenants. In Q1 2021, TCHC implemented the vendor and tenant call back program, which involved the implementation of a tracking and follow-up process with vendors to ensure they arrive on-site after-hours within the specified timeframe and that real-time updates are provided to tenants. Through the implementation of this program, it enables TCHC to hold vendors accountable against their service commitment. As well, it ensures that TCHC provides tenants clear communication and the status of their after-hours service request.

2. After-Hours Heat and Hot Water Services

Previously, a minimum of three calls received from tenants after-hours reporting no heat and/or no hot water were required before a vendor was dispatched. In Q4 2020, a pilot program was conducted where vendors would be dispatched for every tenant call to a unit complaining of no heat and/or hot water. Through the pilot program, 85% of the tenant calls resulted in the vendor confirming that the unit did not have heat and/or hot water. Based on the results, TCHC has implemented this program on a permanent basis across the portfolio; tenants who have no heat and/or no hot water will only have to call once for a vendor to be dispatched. By implementing on a permanent basis, it reaffirms our commitment in providing a positive tenant experience.

3. Reporting and Management of Noise Complaints

As more tenants work or stay at home during the pandemic, the increased noise activity has resulted in an increase of reported noise complaints. TCHC staff have noticed that noise complaints were being reported to different departments and at times there has been inconsistent information reported. As a result, TCHC implemented an

integrated approach to address noise complaints that now involves collaboration between the Community Safety Advisors and Community Service Coordinators. Through this collaboration, staff are providing tenants with clear instructions for how to report noise complaints and have been diligent in involving the appropriate staff to assist in substantiating, tracking, and when required, managing tenant complaints. With this streamlined approach, TCHC staff will be able to triage complaints to the appropriate departments. This will also reduce the amount of times tenants have to report their complaints.

4. Vendor Checklist

There have been challenges with inconsistencies related to service delivery by vendors on TCHC property. Issues have included vendors who did not wear the appropriate identification, exhibited disrespectful behaviour towards tenants, and did not maintain a clean working environment. As a result, TCHC developed a standardized guideline and checklist for vendors when attending to in-suite or common area work. The checklist outlines requirements for vendors, which includes wearing appropriate identification, speaking in a professional and respectful manner, wearing appropriate personal protective equipment, and maintaining a clean work environment. In doing so, it reinforces service expectations with vendors and ensures that the delivery of service is done in a safe and respectful manner.

SIGNATURES:

“Sheila Penny”

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Chief Operating Officer

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