

Toronto Community Housing



Tenant Complaints Update

Item 6A

July 23, 2024

Tenant Services Committee

Report: TSC:2024-31

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: June 10, 2024

PURPOSE:

The purpose of this report is to provide the TSC with an update on complaints data and program enhancements for 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 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. Engagement Initiatives:** The Solutions team is currently developing a new communications strategy aimed at educating tenants and staff about the Solutions team and the work that they do. This initiative aims to empower our frontline staff to effectively guide tenants on the most

effective means of contacting the Solutions team as well as providing tenants with the most effective way to escalate a complaint.

2. **Service Standards:** The Solutions team registered for the RGI training through the Ontario Non-Profit Housing Association (“ONPHA”). This will allow the Solutions team to resolve complaints that are focused on the RGI process.

COMPLAINTS DATA & TRENDS

In May 2024, the Solutions team received 20 complaints, representing a decrease of 50 complaints compared to May 2023. Of these complaints, the top complaints categories were maintenance complaints (8 or 40% of complaints), anti-social behaviour complaints (4 or 20% of complaints) and account management complaints (2 or 10% of complaints).

Compared to the previous year, there was a year-over-year decrease in the top 3 categories.

Table 1: Total & Top 3 Complaints, May 2023 & 2024

Tenant Complaints	May 2023	May 2024	YOY Change	2023 YTD	2024 YTD
Maintenance	32	8	-24	157	35
Anti-Social Behavior	9	4	-5	94	16
Account Management	7	2	-5	33	10

Table 2: Year to date comparison May2022 & 2023

	2023 YTD	2024 YTD	YOY Change
Total Complaints	427	106	-321

Complaints and Data Review 2023/2024 YTD

The YTD complaints have decreased substantially between 2023 and 2024. In total, there has been a year-over-year decrease of 321 complaints made to the Solutions team. This can be attributed to the following:

1. The 2023 communications strategy on the appropriate escalation process, resulting in more tenants following the correct process rather than coming directly to Solutions first.
2. The hiring of a new clerk who triages and redirects complaints, ensuring that the Solutions team is only taking on cases that followed the correct reporting process.

3. Updated repeat complaints procedure, where complaints received for the same unit are saved to the same ticket rather than creating a new one.

OPPORTUNITIES AND CHALLENGES

The Solutions team filled the final vacant position by hiring a new Complaints Resolution Specialist starting in June 2024. This addition will enable more timely assistance and further addressing system issues. Processes, procedures, and training programs for new hires have been updated, with refresher training for the Solutions team under way.

Despite progress in educating tenants and staff about the Solutions team, there is still more that can be done. The Solutions team has collaborated with the communications team to update our 2022 strategy. The proposed content is under review and is expected to roll out by Q4 2024.

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. Complaints represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to tenants and communities.

To ensure consistent service delivery, the Solutions team is developing a new Complaints Checklist. This checklist will ensure all the pertinent information is collected during initial contact with complainants and staff and will decrease the time it takes to resolve a file.

SIGNATURE:

“Nadia Gouveia”

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Acting Chief Operating Officer

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