

Toronto Community Housing



Tenant Complaints Update

Item 8C

February 5, 2024

Tenant Services Committee

Report: TSC:2024-06

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer (Acting)

Date: January 16, 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 collaborating with the Communications team to update the complaints section of the Toronto Community Housing website. The aim is to enhance the identification of escalated complaints procedures and the appropriate instances to

contact Solutions. The target for completion of the updated website is Q1 2024. Solutions also has a regular quarterly feature in the Tenant Loop newsletter and maintains an active presence on social media to communicate Solutions-related updates. Furthermore, a Solutions focused brochure will be provided to the Hub offices for tenants' reference.

- 2. Service Standards:** In Q4 2023, the Solutions team actively participated in an extensive internal training program focused on Critical Thinking and Problem-Solving training. This training delved into strategies for breaking down complex issues and navigating challenging decision-making processes.

COMPLAINTS DATA & TRENDS:

In November 2023, the Solutions team received 52 complaints, representing a total decrease of 62 complaints compared to November 2022. Of these complaints, the top complaints categories were anti-social behaviour complaints (15 or 29% of complaints), maintenance complaints (14 or 29% of complaints), and building services complaints (4 or 8% 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, November 2022 & 2023

Tenant Complaints	November 2022	November 2023	YOY Change
Anti-social Behavior	17	15	-2
Maintenance	44	14	-30
Building Services	18	4	-14

Table 2: Year to date comparison November 2022 & 2023

	2022 YTD	2023 YTD	YOY Change
Anti-social Behavior	114	199	85
Maintenance	135	358	223
Building Services	150	113	-37
Total Complaints	778	916	138

As of November, the cumulative number of complaints for 2023 is 916, reflecting a year-over-year increase of 138 total complaints. The 916

complaints were made by 650 individuals with 405 complaints (44%) originating from 144 tenants who have made multiple complaints with Solutions.

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.

From resident feedback received through the Solutions team, a recurring concern was the inadequate communication regarding follow-ups on escalated complaints. Upon receiving such complaints, Solutions reviews them to ensure proper adherence to the escalation process. If not followed correctly, the complainant is redirected through the appropriate channels. For complaints meeting the escalation criteria, the Solutions team generates a ticket for a Complaints Resolution Specialist to address when available.

To improve communications between Solutions and the complainant, the team introduced a new follow-up process. Solutions now generates a weekly report, which is then shared with the team's clerk. The clerk reaches out to complainants without an assigned Complaints Resolution Specialist to reassure them that their complaint will receive prompt attention. This communication occurs based on the original request made by the complainant, either via phone call or email.

While this approach is in its initial phase, it is anticipated to reduce the occurrence of repeat complaints arising from communication gaps.

SIGNATURE:

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