



Tenant Complaints Update

Item 7B

November 27, 2023

Tenant Services Committee

Report: TSC:2023-47

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: October 31, 2023

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 collaborated with the Communications team to improve its social media strategy. In mid-September, a social media post was published outlining the ways in which tenants can contact the Solutions team. Solutions

communications have also been integrated into the monthly tenant email bulletin, accessible to all tenants who have signed up to receive emails from TCHC.

- 2. Service Standards:** An updated training program designed to ensure consistency among the Solutions team is in development. The training will be rolled out to the team within the first quarter of 2024, aligning with the expected addition of another Complaints Resolution Specialist to the team.

COMPLAINTS DATA & TRENDS

In September 2023, the Solutions team received 82 complaints, representing an increase of 12 complaints compared to September 2022. Of these complaints, the top complaints categories were maintenance complaints (40 or 49% of complaints), anti-social behaviour complaints (16 or 20% of complaints) and building services complaints (10 or 12% of complaints).

Compared to the previous year, there was a year-over-year increase in maintenance complaints, while complaints related to anti-social behaviour and building services decreased. As of September 2023, the year-to-date total number of complaints is 732, representing a year-over-year decrease of 195 complaints. Note that the 2022 totals contained complaints received for the Toronto Seniors Housing Corporation, which made up 56 complaints between January and September 2022. Table 1 shows the year-over-year comparison of the top three complaint categories.

Table 1: Top 3 Complaints

Tenant Complaints	September 2022	September 2023	YOY Change	2023 YTD
Building Maintenance	12	40	+28	273
Anti-Social Behaviour	17	16	-1	150
Building Services	34	10	-24	83

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.

From resident feedback received through the Client Care call centre, it was observed that a common complaint was the lack of available information for residents when following up on outstanding tickets or service requests. Inconsistencies in notes or memos added to tickets/service requests in HoMES were identified as a barrier to readily available information for Client Care staff when callers followed up on their requests.

To improve information sharing amongst Client Care staff, feedback was gathered to establish an effective way to document information from callers and vendors. A follow-up template was developed and implemented in September, capturing essential information for call interactions and in the weeks following the implementation of the follow-up template, the average handle time for call interaction decreased for Client Care agents. The standardization of documenting information in memos and notes has led to improved communication, accuracy, and quality in call interactions, as well as enhanced knowledge sharing and collaboration across all TCHC departments.

SIGNATURE:

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