



Tenant Complaints Process Update

Item 7B

March 29, 2022

Tenant Services Committee

Report: TSC:2022-14

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: March 10, 2022

PURPOSE:

To provide the TSC with an update on complaints data and program enhancement to the Solutions team, the centralized department 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. Strengthening stakeholder partnerships

The Solutions team and the Complaints Analysts at Ombudsman Toronto have worked together to gain greater clarity of the work

undertaken by each team in the TCHC complaint process. A meeting of both teams took place in Q4 of 2021 with presentations of their respective roles and a discussion on working collaboratively to support tenants. This meeting has improved understanding and positively impacted communication and between the teams.

2. Prioritizing Complaints

In 2021, the Solutions team dealt with staffing challenges due to the vaccination mandate, parental leaves and turnover. Stabilizing the complaints process during this time meant addressing tenant concerns in a priority sequence

3. Increasing Tenant Awareness

A Strategic Communications campaign was launched in 2021 using various platforms, including social media, web banners, building posters, Tenant LOOP publication and digital screens. This phased approach is part of the ongoing work to increase awareness to tenants of the current paths to service and escalation at TCHC.

COMPLAINTS DATA & TRENDS

In January 2022, Solutions received 83 complaints, representing a year-over-year decrease of 24 complaints. Of these complaints, the top complaints categories were: 37% (31) Building Service, 22% (18) Anti-Social Behavior, and 12% (10) Account Management.

Table 1: Total & Top 3 Complaints, January 2021 & 2022

	January 2021	January 2022	YOY Change	2022 YTD
Total Complaints				
Total	107	83	-24	107
Top 3 Complaints				
Building Service	29	31	+2	29
Anti-Social Behavior	28	18	-10	28
Account Management	12	10	-2	12

LEARNING FROM COMPLAINTS

TCHC uses 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 'gifts.' It represents key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

1. “We Visited Your Unit” – Improving Tenant Communication

It was identified by tenants and staff that when a staff member attends a tenants' home to complete repairs and the tenant is not at home, it is often difficult to convey that a TCHC staff had been in the unit. TCHC developed a “We Visited Your Unit” form that the team could communicate to tenants that they had attended tenants' unit. The form also includes any work that may (or may not) have been completed. With this form, tenants can confirm whether or not work has been completed in their home while away.

2. Receiving Clear and Accurate Information on Tax Credits

Client Care received inquiries from TCHC tenants indicating that they had received notices from the Canada Revenue Agency (CRA) denying their claims for the property tax credit portion of the Ontario Trillium Benefit. Tenants were being asked to repay tax credits given in multiple years. Client Care was engaged by Strategic Communications about the Tax Credit inquiries to develop a working plan to address the questions being presented by TCHC residents. Through several meetings, information was gathered that would be used to create a communication strategy for residents calling into Client Care. A detailed Q&A was developed for Client Care staff to utilize for any inquiries received regarding the Tax Credit. Coaching and training were delivered to Client Care Staff, followed by communication that included key messaging and a Q&A. All information was then added to the Client Care resource library for staff to access and review as needed. Training & Coaching was implemented throughout January 2022, with all resources being updated on January 28, 2022. Since then, callers have been able to

get clear and accurate information on the Tax Credit issue from Client Care Staff with any detailed follow-ups being addressed by Tenant Service Coordinators for support. This has improved the level of service delivery being provided by Client Care and also alleviated previous service delays with information not being available on this subject by Client Care.

3. Improving Communication Channels with Tenants

Client Care was receiving complaints from residents that the voice recordings when calling into the resident/general inquiry line were too low and inaudible in some instances. The Client Care Management Team collaborated with Operational Leadership to review the current voice recording for accuracy and audibility. It was identified that the COVID messaging was correct; however, an addition needed to be made to provide information on the end of the rent freeze as of December 31, 2021. After gathering all required information, Client Care Management collaborated with IT to re-record the voice recording for the 416-981-5500. Audibility was tested, and a new recording to the system by IT on January 4, 2022, which included all necessary COVID Messaging and information on the rent freeze update, verified by Tenancy Management Leadership. Since the new recording, Client Care has received no complaints on the audibility of the messaging on the 416-981-5500 line. Callers have also expressed appreciation for the updated messaging regarding COVID protocols and information on the end of the rent freeze previously implemented.

SIGNATURE:

“Sheila Penny”

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