



Tenant Complaints Update

Item 8A

October 5, 2023

Tenant Services Committee

Report: TSC:2023-41

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer (Acting)

Date: August 24, 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 met with Central Community Safety & Support (“CSS”) to assess TCHC’s internal system, HoMES, and how it can be utilized for tracking and viewing complaints. The discussion involved the importance of

documentation, the review of complaints by tenant led groups, and ways HoMES can support reporting data for the Solutions team and engagement processes.

- 2. Service Standards:** The Solutions team has a full complement of Complaints Resolution Specialists who have been assigned to work closely with regional offices, as well as an Intake Clerk to assist with the incoming triaging of complaints. The Solutions team is systematically addressing complaints, considering their priority by taking into consideration factors such as severity, impact and urgency. As a result of new staff onboarding, a refreshed training system is being created to ensure consistency amongst the Solutions team.

COMPLAINTS DATA & TRENDS

In July 2023, the Solutions team received 61 complaints. Of these complaints, the top complaints categories were maintenance complaints (27 or 44% of complaints), anti-social behaviour complaints (11 or 18% of complaints) and building staff complaints (six or 10% of complaints).

Compared to the previous year, there was a year-over-year increase in all of the top complaint categories. TCHC is consistently working to engage with tenants to address the underlying issues causing complaints, however the increases experienced year-over-year is expected because of increased tenant engagement and tenant awareness through participation in regional tenant engagement activities, digital campaigns and focus groups. As of July, the year-to-date total number of complaints is 550, representing a year-over-year increase of five complaints. Table 1 shows the year-over-year comparison of the top three complaint categories.

Table 1: Total & Top 3 Complaints, July 2022 & 2023

Tenant Complaints	July 2022	July 2023	YOY Change	2023 YTD
Building Maintenance	9	27	+18	202
Anti-Social Behaviour	13	11	-2	120
Building Staff	2	6	+4	28

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.

Through the analysis of the complaints report, it was identified that the trend in maintenance complaints has consistently increased. Anecdotally, staff report challenges with the vendors process and business systems as significant drivers of the increase in complaints. To better identify and recommend improvements, the Solutions team has created an improved tracking system specific to maintenance complaints and is working with the regional teams to use the information gathered through the Solutions function to inform process improvements.

Training of the improved maintenance complaint tracking is scheduled for September 6, 2023, and will be implemented with the Solutions team by September 7, 2023.

SIGNATURE:

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