

Toronto Community Housing



Tenant Complaints Update

Item 10B

September 20, 2022

Tenant Services Committee

Report: TSC:2022-45

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer (Acting)

Date: September 1, 2022

PURPOSE:

To provide the TSC with an update on complaints data and program enhancement to 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 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. Improve Internal Process:** The Solutions team continues to review processes related to complaints documentation and communication to ensure consistency of service provided. It includes the following:
 - The response that is provided upon the intake of complaints has been updated to include details of the complaint resolution process for increased awareness and transparency;
 - Internal job aide documents have been created and implemented to support new and existing Complaint Resolution Specialists; they outline key support staff and key considerations when working to resolve tenant concerns and have been housed in a central area for quick reference. Efforts to continue adding new documentation will be made throughout 2022.

- 2. Service Standards:** The Solutions team is looking into staffing a number of team vacancies. During this time, service delays have been experienced as the team continues to address the highest priority of tenant complaints first. The team has significantly reduced the backlog of complaints and anticipates a return to meeting regular service standards in Q3 2022.

- 3. Increasing Tenant Awareness:** The communications campaign will be rolled out in its phased approach beginning in Q3 using easily accessible channels, including social media, explainer videos, and various take-home media. The campaign is part of an ongoing target to increase awareness for our tenants and advising of the available paths to service and escalation at TCHC in alignment with recommendations from the Ombudsman Toronto.

COMPLAINTS DATA & TRENDS

In July 2022, Solutions received seventy (70) complaints, which represents a year-over-year decrease of thirty eight (38) complaints. Of these complaints, the top complaints categories were: 43% (30) building service complaints, 24% (17) anti-social behaviour complaints, and 14% (10) account management complaints. When compared to the previous year, there has been a year-over-year decrease across all top categories.

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

	July 2021	July 2022	YOY Change	2022 YTD
Total Complaints				
Total	108	70	-38	757
Top 3 Complaints				
Building Service	40	30	-10	286
Anti-Social Behaviour	37	17	-20	174
Account Management	11	10	-1	132

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

New System Implementation:

With the go live of HoMES Track 2b coming into effect May 15th, 2022 there were many challenges with staff getting familiar with the new system to document and assign tickets and work orders. Client Care began to receive complaints from Regional Staff about incorrect assignments on maintenance work orders leading which ultimately led to delayed service for residents increasing the number of complaints that related to services being prolonged or missed entirely. To ensure Client Care staff had the tools and resources to navigate HoMES in the correct manner meetings were held with both the HoMES Support Team and Regional Staff to review the incorrect staff assignment issue and develop strategy to correct this behavior. Coaching sessions were also held with individual Client Care staff to identify the challenges that they were having with selecting correct staff assignments as well as to gather feedback. With the needed information in hand a coaching and communication plan was developed for Client Care staff in relation to correct staff assignments for tickets and work

orders. On July 8th, 2022 a detailed communication was provided to Client Care staff which identified the issue at hand and provided the correct process for maintenance work order assignments. This communication provided an assignment chart identifying the correct staff assignments for maintenance requests and the several methods that staff could use to locate the needed information. Detailed screen shots were provided and information on what not to select was also identified for staff as this had been determined to be the root cause of the incorrect assignments. The communication was followed up by individual coaching sessions in which the process was reviewed and staff were given the opportunity to provide feedback. Since the disbursement of the communication and coaching sessions there has been a noticeable decrease in complaints from Regional Staff in regards to incorrect ticket and work order assignments. This has also led to more timely service for our residents as the maintenance requests being received in Client Care are being assigned to the correct staff who can then take the next steps for the needed service

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