



Tenant Complaints Update

Item 9C

May 4, 2021

Tenant Services Committee

Report: TSC:2021-34

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: April 21, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements and complaints data and trends.

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, which is supported by the Solutions team.

PROGRAM UPDATES

The Solutions team has implemented the following program enhancements to improve service delivery:

- 1. Getting Complaints Resolved:** The Solutions team participated in a standardized training program aimed to drive the effective management of complaints to resolution. The training was focused on customer service, communication, and the effective management of complaints through the use of simulation and case-based training. The training was delivered in April 2021.

2. Improving Service: The Solutions team delivered four tenant engagement and consultation sessions, as part of the work to refresh the TCHC Complaints policy. In total, 55 tenants participated in the engagement and consultation sessions, which were conducted through WebEx in accordance with tenant engagement meeting standards. The following are key themes highlighted by tenants that should be addressed in the refresh of the TCHC Complaints policy:

- Transparency
- Accountability
- Communication
- Confidentiality

The feedback collected during the consultations will be reviewed and integrated into the refresh of the TCHC Complaints policy. The updated TCHC Complaints policy will be brought to the TSC in Q3 2021.

COMPLAINTS DATA & TRENDS

In March 2021, Solutions received 204 complaints. Of those complaints, the top complaints categories were: 25% (51) anti-social behavior, 16% (32) building maintenance, and 16% (32) building service complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

Table 1: Total & Top 3 Complaints, March 2020 & 2021

	March 2020	March 2021	YOY Change	2021 YTD
Total Complaints				
Total	169	204	+ 35	589
Top 3 Complaints				
Anti-Social Behavior	21	51	+ 30	139
Building Maintenance	5	32	+ 27	53
Building Service	14	32	+ 18	119

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, TCHC continues to use complaints data and staff feedback to improve tenant services and experience. As a service oriented organization, TCHC views complaints as valuable feedback 'gifts' as they represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to tenants and communities.

1. Timely Emergency Accommodation to Tenants

As emergency incidents (e.g. fire) occur at TCHC, tenants are sometimes displaced as a result of their unit being deemed uninhabitable due to the incident. In these instances tenants can be relocated or provided commercial accommodation (e.g. hotel). However, delays were experienced when providing tenants commercial accommodation (e.g. hotel) during after-hours, weekends, or holidays. To address the delays, a standardized process has been implemented to support a coordinated approach to source and secure emergency accommodation for tenants after an emergency incident. The standardized process will be supported by the Client Care Centre (“CCC”), Community Safety Unit and Business Operations, and will ensure a timely response for emergency tenant accommodation requests.

2. Access to Real-Time Service Disruption Information

As service disruptions occur across TCHC, it often results in tenants calling into the CCC to inquire about the service disruption and request updates on a resolution. As service disruption occurs, information is shared within the CCC through a shared e-mail inbox. However, this has been challenging at times as CCC staff may not be able to readily access the most up-to-date information. To streamline collection and distribution of service disruption information, a centralized information portal is being developed so that CCC staff will have access to real-time information on service disruptions (e.g. no water, no heat, no hot water, etc.), as well as access to resources such as CCC policies and procedures. By having a centralized information portal for service disruptions, CCC agents will be able to access real-time information and provide updates to residents in a timely and efficient manner.

3. Effectively Managing Human Rights Complaints

As Human Rights complaints are submitted, they are triaged by the Solutions team and then sent to the General Manager for review and follow-up, which can include engaging additional staff. However, it has been identified that not all staff possess the experience and expertise to appropriately manage Human Rights complaints due to the lack of specialized training. To ensure the appropriate oversight and management of Human Rights complaints, an inter-disciplinary group will be established to triage and review Human Rights complaints. The inter-disciplinary group will consist of members from Solutions, Legal Services and Regional Operations, and will provide a forum to review Human

Rights complaints to ensure they are managed in a fair manner. In addition, the inter-disciplinary group will provide key subject-matter expertise into the development of Human Rights training, policies, and procedures.

4. Integrated Team Approach to Community Safety

Dan Harrison Complex represents one of the high needs buildings within Central Region and TCHC has previously received complaints from tenants regarding safety issues at the building. To collectively address the issues, the Central regional team applied an integrated team model with representation from all service pillars to discuss and implement the appropriate interventions to ensure that the appropriate supports are provided to tenants. Specifically, the team has adopted an issue driven and action oriented approach that includes identifying building issues, assessing the impact, and implementing appropriate actions to address the issues. As a result, the integrated team has been able to facilitate the following outcomes: conducted 17 wellness checks, facilitated safety forums with partner agencies, adopted coordinated approach to unit takeovers with community partners, delivered safety engagement events for tenants, and coordinated two COVID-19 testing clinics.

SIGNATURE:

“John P. Angkaw”

John P. Angkaw
Acting Chief Operating Officer

STAFF CONTACT:

La-Toya Hanchard, Manager, Tenant Relations
416-981-4318
Latoya.Hanchard@torontohousing.ca