

Toronto Community Housing



Tenant Complaints Update

Item 7E

June 9, 2022

Tenant Services Committee

Report: TSC:2022-27

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer (Acting)

Date: May 5, 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. Strengthening Team Resources

Solutions continue to build capacity within the team by ensuring the resources and tools required for the investigation and resolution of tenant complaints are established and readily accessible. Participation in the summer internship program will provide a key opportunity for the successful candidate to support the team in developing and implementing resource/process guides and other relevant tools to increase efficiency.

2. Realigning to Service Standards

In 2021, the Solutions team dealt with staffing challenges due to the vaccination mandate, parental leaves and turnover. During this time, service delays were experienced as the team addressed the highest priority of tenant complaints first. With staff returning to work from leaves and a successful recruitment cycle, the team has significantly reduced the backlog of complaints and anticipates a return to meeting regular service standards in Q2 2022.

3. Increasing Tenant Awareness

The strategic communications campaign will continue its phased approach in Q2 and throughout 2022 using various channels/vehicles, including social media, web banners, take-home media, Tenant LOOP publications and explainer videos. The campaign is part of the ongoing work to increase awareness to tenants of the available paths to service and escalation at TCHC in alignment with recommendations from the Ombudsman Toronto.

In 2021, there were a total of 48 posts on our 4 social media platforms about Solutions and Services. These posts generated 14,486 impressions, 566 engagements (3.9% engagement rate) and 93 post link clicks. This year, the goal is to increase the number of impressions to 20,000 and engagement rate on posts to over 4% which would bring total engagement to over 1000.

The Solutions team was also featured in 2 issues of Tenant LOOP (summer and fall), the print version was delivered to 54,719 households each time. The online version generated 1070 views. The

team was also featured on the back cover of the Tenant Service Hub guide in 2021, a total of 5000 copies were printed and distributed. This year, the Solutions team will be included in two editions of Tenant LOOP and an additional 5000 copies of the printed guide will be distributed across our Tenant Service Hubs. Posters about the solutions team will continued to be displayed in all buildings. A printed magnet will be created to go into each TCHC household. The magnet will be a permanent communications piece that will stay with tenants for reference. We will also be creating a digital screen poster and short explainer video that will be played online.

COMPLAINTS DATA & TRENDS

In April 2022, Solutions received 138 complaints, representing a year-over-year change of 0 complaints. Of these complaints, the top complaints categories were: 36% (50) Building Service, 17% (23) Anti-Social Behaviour, and 14% (19) Account Management.

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

	April 2021	April 2022	YOY Change	2022 YTD
Total Complaints				
Total	138	138	0	496
Top 3 Complaints				
Building Service	37	50	+13	186
Anti-Social Behavior	40	23	-17	111
Account Management	13	19	+6	48

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. Commencing in Q2, Solutions will present quarterly trends and

feedback to Senior Operations for review and incorporation into plans for closing service gaps and future improvements.

1. Inquiries/Requests from outside agencies or 3rd parties

An issue arose based on an interaction with an outside agency contacting Client Care on behalf of a resident at 33 Coatsworth requesting non-urgent maintenance requests to be completed in the unit. The process of assigning the maintenance request to the site Superintendent was executed; however, there was pushback from site staff who questioned whether authorization was in place to perform maintenance in the unit based on the request of a non-leaseholder

Based on the feedback of site staff, a plan was formulated by Client Care to engage Tenancy Management in the Regions to review how 3rd parties or outside agencies could request maintenance work in-suite and what the potential risk would be to execute maintenance requests by a caller who is not listed on the lease. A review was conducted with the proposal that maintenance requests would be assigned to the Community Services Coordinator in the Region, who would then connect with the 3rd Party or outside agency and the resident to determine if there was proper authorization. Once authorization was confirmed, the CSC would then connect with the Superintendent to schedule the maintenance.

Currently, this is under review with Tenancy Management Leadership and the Maintenance Pillar for sign off on the future process for maintenance requests

2. Transferring of Scattered Housing Portfolio

With the transferring of 153 Single Family Units completed as of April 5, 2022, Client Care was still getting calls from residents of these addresses for services relating to maintenance and tenancy management Client Care coordinated with Strategic Planning and Stakeholder Relations to develop an FAQ for Client Care Agents to provide callers with information on their new property management contact and to answer general inquiries related to tenancy management-related items. IT was also engaged to develop system

notifications for Client Care staff should caller from a transferred property contact Client Care for information.

On April 5, a detailed communication was provided to Client Care staff, which included an FAQ, a list of transferred properties, and a copy of the letter that TCHC provided to residents of these scattered units. IT also implemented a pop-up notification in EasyTrac to notify staff should an address listed as a transferred property be entered into the system. This would queue the staff in Client Care to engage the FAQ for more information. Client Care received 25 calls, in April 2022, from addresses identified in the system as transferred properties. The feedback from staff is interaction has gone well with callers, with the FAQ providing a thorough overview of the information needed from these former TCHC residents.

SIGNATURE:

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