



Tenant Complaints Update

Item 8C

December, 2022

Tenant Services Committee

Report: TSC:2022-56

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer (Acting)

Date: October 28, 2022

PURPOSE:

The purpose of this report is to provide the TSC with an update on complaints data and program enhancements 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 section provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

- 1. Training Initiatives:** The Solutions team has participated in comprehensive tenant vulnerability training, which focused on identifying vulnerability, triaging, support systems, etc. This training will assist the team with effective communication and accessing

resources to better deliver service to our vulnerable tenant population.

- 2. Increasing Tenant Awareness:** A communications campaign rolled out in a phased approach starting in September, and includes social media and explainer videos. The campaign is part of an ongoing target to increase awareness for our tenants and advise of the available paths to service and escalation at TCHC, in alignment with recommendations from the Toronto Ombudsman.
- 3. Service Standards:** The Solutions team is looking into staffing several team vacancies. During this time, there have been service delays as the team continues to address the highest priority tenant complaints first.

COMPLAINTS DATA & TRENDS

In September 2022, the Solutions team received seventy (70) complaints, representing a year-over-year decrease of twelve (12) complaints. Of these complaints, the top complaints categories were: 49% (34) building service complaints, 24% (17) anti-social behaviour complaints, and 10% (7) account management complaints. Compared to the previous year, there has been a year-over-year increase in one (1) of the top categories and a decrease in two (2) of the top categories.

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

	September 2021	September 2022	YOY Change	2022 YTD
Total Complaints				
Total	92	70	-12	927
Top 3 Complaints				
Building Service	39	34	-5	349
Anti-Social Behaviour	14	17	3	197
Account Management	10	7	-3	149

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.

Due to the implementation of the HoMES system on May 15, 2022, as well as resource challenges in Client Care, there has been an increase in the Average Speed of Answers on the tenant line by Client Care Centre ("CCC") staff. Client Care Management received feedback and complaints from residents/callers concerning the wait times and how expectations were being managed for service.

To formulate a plan, feedback sessions were held with Client Care staff and the HoMES Team to identify the main areas of concern/delay with the HoMES system. System issues were delaying services and wait times, such as system time outs, incorrect staff information, and site addresses not populating.

ITS was engaged to review how messaging in the current call flow could be improved to include information on wait times in real-time as well as provide information on what place the caller was in the queue. To address concerns regarding wait times for callers on the main tenant line, the following plan was implemented:

- 1) refresher training was held for staff to review HoMES processes and procedures;
- 2) the HoMES Team developed guidelines for Client Care staff to report any HoMES system issues. This streamlined approach allowed the HoMES Team to review issues and connect with the application vendor promptly when needed;
- 3) Client Care Management and the HoMES Team collaborated on a support system that entailed both virtual and in-person support models to assist staff in real-time when an inquiry or concern arose;
- 4) four Call Center Agents were hired; and
- 5) one Clerk 3 was hired.

In terms of staffing resources, a plan was formulated with HR's Recruitment team to review the current staffing vacancies within Client Care and schedule job competitions to recruit the needed staff.

Call Software Application vendor Enghouse was engaged to provide a quote to include messaging regarding wait times and place in call queue

into the call flow for the tenant line; we are still awaiting a quote from Enghouse.

Although this is still a work in progress, the efforts made with supporting staff on utilizing the HoMES system and hiring additional staff to fill vacant positions have improved our Average Speed of Answer. To put this into context, the Average Speed of Answer decreased from 13 minutes in May 2022 to 6 minutes in September 2022, representing a reduction of 54% overall. The average handle time per interaction decreased from 7.5 minutes to 6 minutes representing a reduction of 20%. This speaks directly to the impact of increased training efforts and the resolution of system issues.

SIGNATURE:

“Nadia Gouveia”

Nadia Gouveia
Chief Operating Officer (Acting)

STAFF CONTACT:

Kevin Leonard
Manager, Tenant Relations (Acting)
416-981-6640
Kevin.Leonard@torontohousing.ca