

COVID-19 RESPONSE

Mission

- Research Ramp down
- Research Ramp up
- Research funding
- Summer pilots
- Moving classes on line
- Academic calendar decisions
- Academic offerings
- Mode of instruction
- J-term
- Student financial needs
- Classroom support
- P&T policy
- Training for online teaching
- Clinical care changes
- Community volunteer service
- Grading policies
- Student life
- Student engagement
- Student well-being & mental health

Health and Safety

- Travel, visitor policies
- Workplace safety
- Classroom protocols
- Student rules
- Surveillance program
- Environmental hygiene
- High Risk Activities (drama, music)
- Testing strategy
- Waste-water testing
- Nasal Swab PCR Testing
- Antibody testing
- Antigen Testing
- Saliva testing
- TJ Health District, VDH
- COVID tracker, Hoos Health Check
- IM-Rec
- Personal hygiene
- Public Health measures
- Response to positive tests
- Data/metrics to be tracked and reported
- Isolation/Quarantine
- Alter operational decisions
- Care teams for I/Q

Operations

- Cleaning protocols
- PPE for employees and students
- Hand sanitizer
- Tents
- Building access
- Residence hall alternations
- Assist wastewater testing
- Print and post signage in all facilities and outdoors
- Standing up and operationalizing testing clinics for PCR and saliva
- Classroom reconfiguration
- Plexiglass creation and installation
- Lab reconfiguration
- Tech support
- Student compliance
- Transition to remote work
- Redeployment of staff
- Bus alterations
- Dining de-densification
- Athletic events reconfigured

The Unique Challenge of COVID-19 Response: Four Themes

- ❖ Health and safety permeates all decisions
- ❖ Determined to deliver our missions, whatever adjustments required
- ❖ Working differently: Fast, cross-functional, constant adaptation
- ❖ Looking for lessons, short term and long term

COVID-19 Response

- ❖ Testing strategy: Drs. Mitch Rosner and Costi Sifri
- ❖ Saliva testing: Vice President Ram Ramasubramanian
- ❖ Academic Delivery: Dean Ian Baucom
- ❖ Student experience: Vice President Pat Lampkin, Dr. Chris Holstege, and Susan Davis
- ❖ Operations: Senior Vice President Colette Sheehy

Lessons Learned from COVID-19 Response

“Every person that you meet knows something you don’t; learn from them.”

– Jackson Browne

Problem: Design a COVID-19 testing strategy to maximize safety

- Multiple constituents with widely varying opinions
- Little objective evidence or best practices
- Supply chain issues that limited testing capabilities
- Student population arriving from around the world and living in many different communal situations.
- Surges in infections at the time school was restarting
- Examined multiple technologies and approaches
 - Antigen testing
 - Pooled testing
 - Waste water testing
 - Random prevalence testing

Solutions

- Combination of testing to obtain the broadest coverage and focus on highest risk areas
- Ability to identify where cases were occurring and move testing to that area
- Collaborative group of experts that brought variable viewpoints but ultimately decisions made by a few people
- A strong and nimble team with a “can do” approach to problems
- A strong operations and student affairs/student health team
- Saliva testing!

Metro Areas Home to Major Universities:

Of the 33 major areas in our sample, 18 are experiencing infection rates* higher than the national average (same # as last week)

For at least the sixth consecutive week, Lubbock, Texas, home to Texas Tech University had the highest infection rate last week. Story, IA (Iowa State University); St. Joseph, IN (Notre Dame), and Boone, MO (University of Missouri) were next

Tompkins NY, (Cornell), and Albemarle, VA (University of Virginia) experienced the lowest rates

* 7-day average

Metro Areas With Major Universities: New Daily Infections / 1M Population

7-Day Average, As of November 19

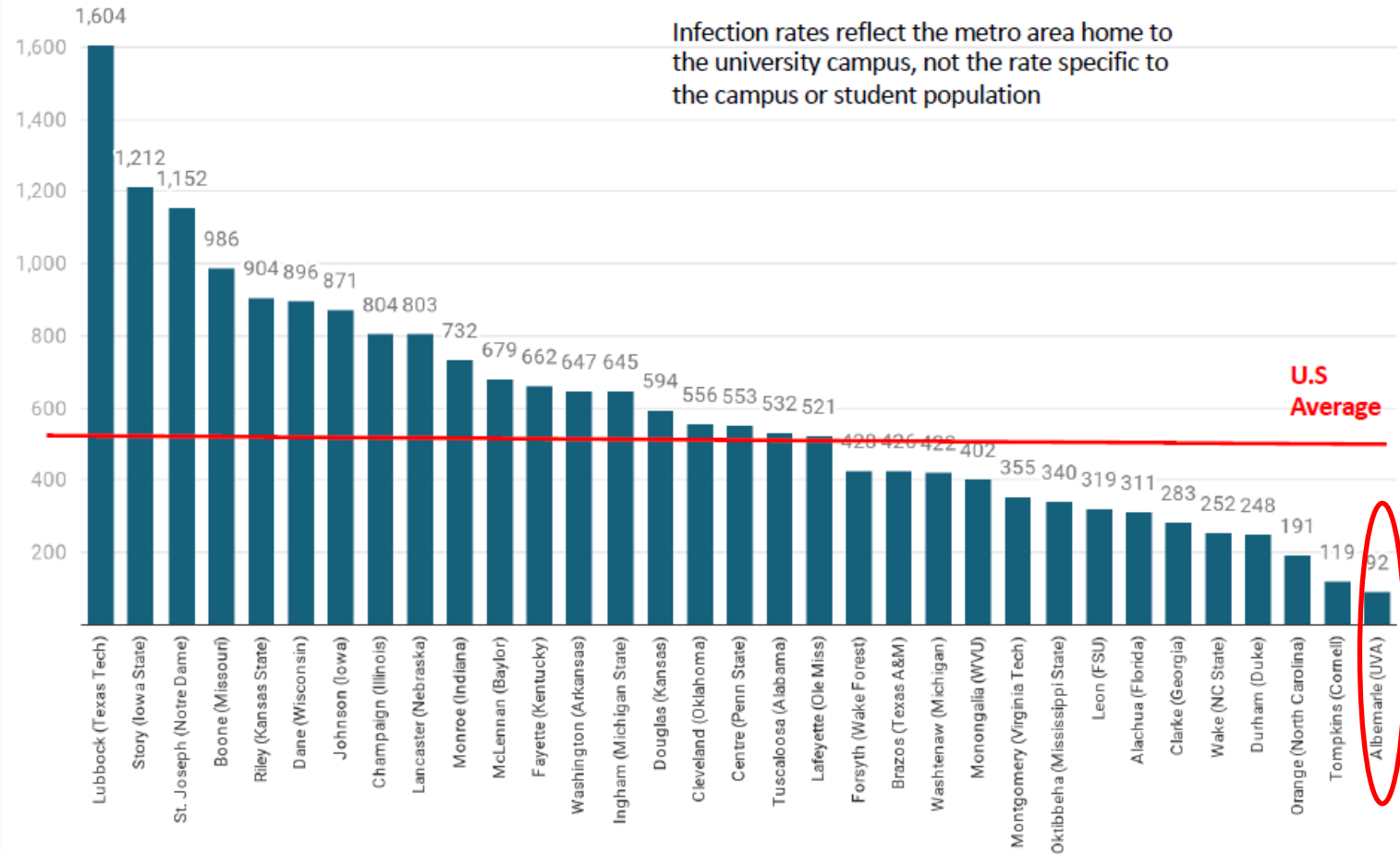


Chart: Health Industry Advisor LLC • Created with Datawrapper

Saliva PCR Testing

- ❖ **Problem to be solved:** Test at large scale so that we can test everyone on Grounds once a week through a rapid, cost effective, highly accurate, and easy to administer test, with minimal supply chain risk.
- ❖ **Solution:** Saliva PCR Testing in six weeks from concept to deployment

Saliva PCR Testing: Overcoming eclectic organizational cultures

- ❖ When trying to do something of this magnitude in a short period of time involving multiple organizations, cultures, policies, leading to a different sense of the need due to disciplinary training, it seemed formidable at first.
- ❖ However, the results were achieved due to everyone rising above and beyond expectations, getting comfortable with being uncomfortable as they were experiencing interactions, asks, and directions that is not their norm, and prioritizing this institutional need above anything else, and working as one team.

Academic Delivery

As we approached the fall we had two overlapping challenges:

- ❖ Challenge One: Even after the quick transition to online teaching in the spring, most of our faculty had no real training in digital pedagogy, whether for fully-online courses, or for classes that mixed in-person and online instruction.
- ❖ Challenge Two: The job market had collapsed for our PhD students, many of whom had lost faculty positions or postdoctoral fellowships at other institutions as peer universities scrambled to solve their budget challenges and froze hiring.

Academic Delivery

Solution

- ❖ Solve problems together in a way that benefits faculty, graduate students, and undergraduates.
- ❖ Design a Digital Pedagogy Summer Internship program for PhD students. Build a digital teaching bootcamp. Pair the PhD interns with faculty and deploy them across academic departments.

Academic Delivery

Lessons Learned

- ❖ A win for faculty entering the fall prepared for teaching in the new environment
- ❖ A win for undergraduates entering courses designed for teaching in a pandemic
- ❖ A win for PhD Students who had a summer of bridge support and gained a key professional skill
- ❖ Innovation supports core mission.
- ❖ Build innovations into our ongoing enterprise as a UVA differentiator

Student Wellbeing

Exposure Call Center: Student Health & Wellness

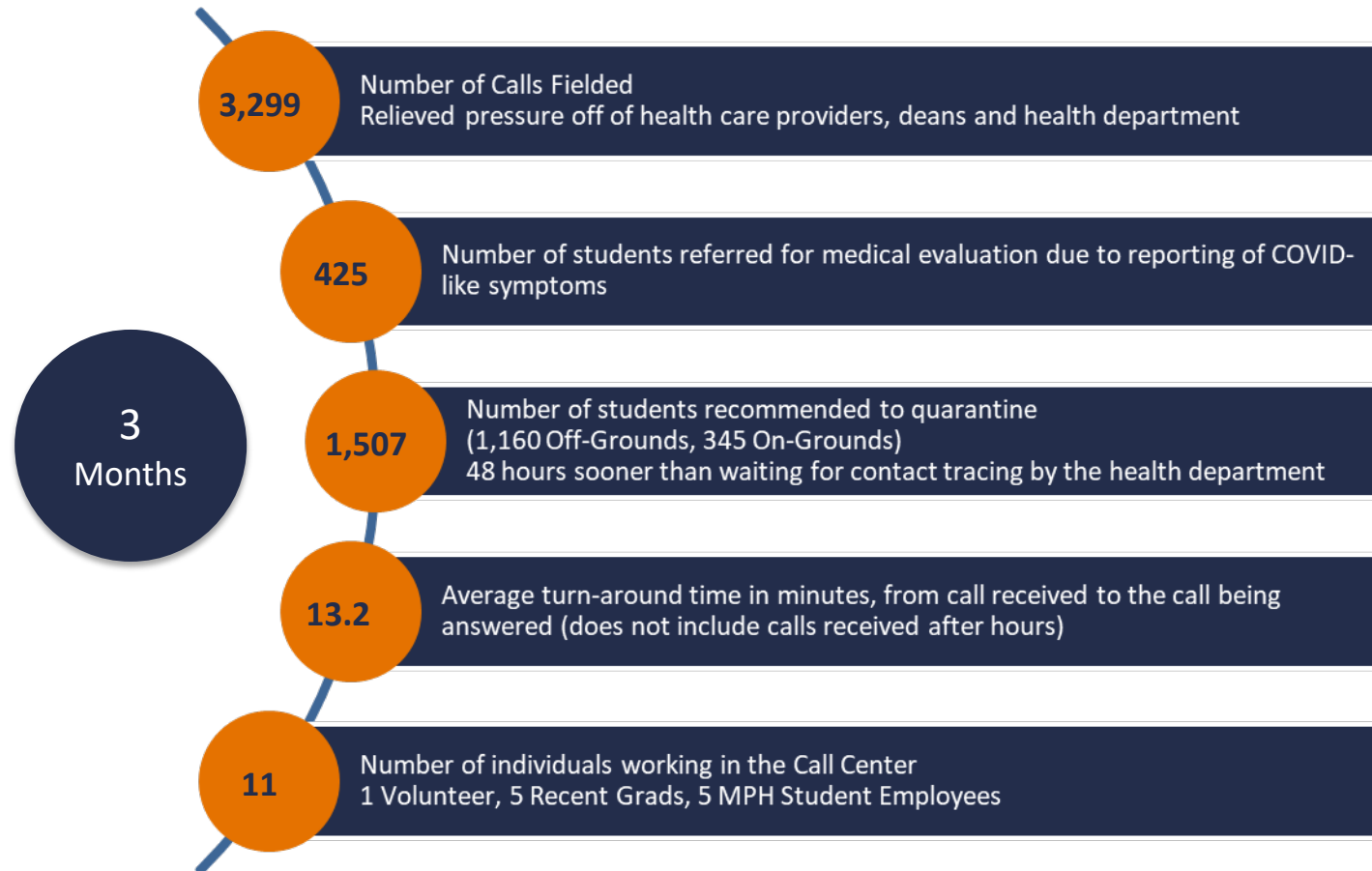
The Challenge: Providing safe, reliable and immediate guidance to students worried about a potential exposure. Past experience (potential mumps outbreaks) demonstrated how quickly information travels through student networks, including social media, and could cause a surge for clinical staff. The earliest COVID cases this summer confirmed this challenge.

The Solution: Creating a call center with staff who could educate students on the CDC definition of “close contact” and advise them immediately on whether they needed to test and/or quarantine.

The Lessons: The call center was critical in reducing the spread of COVID but also gave us insight into student mental health concerns. This led to refinement of our isolation & quarantine processes, communications, and care teams, which we will carry forward this spring.

Exposure Call Center – Student Health and Wellness

September 2nd – December 1st



The Exposure Call Center (ECC) provides guidance and support to students who are concerned about a possible exposure to COVID-19. Unlike Contact Tracing, which attempts to reach out to all individuals affected by a positive COVID case, the Call Center only provides recommendations to those who seek guidance.



[VIEW FULL PDF](#)

Given the highly contagious nature of the coronavirus, all UVA students should expect and prepare to spend time in quarantine and isolation at some point over the course of this academic year. Even with safety precautions and public health guidance in place, students living in residence halls will be especially susceptible to COVID-19. It's important for students and their families to discuss and plan for a close contact or positive COVID-19 test result. Consider the different options, think about both mental and physical health and well-being, and remember that UVA is here to help.

QUARANTINE

is the separation of a close contact of a person w/ COVID-19 from others.

ISOLATION

is the separation of a student who has tested positive for COVID-19 from others.

If a student lives on Grounds and is a close contact *or* has tested positive for COVID-19, they will have the option to either move into University-arranged I/Q housing OR return to their permanent home, if safe to do so.

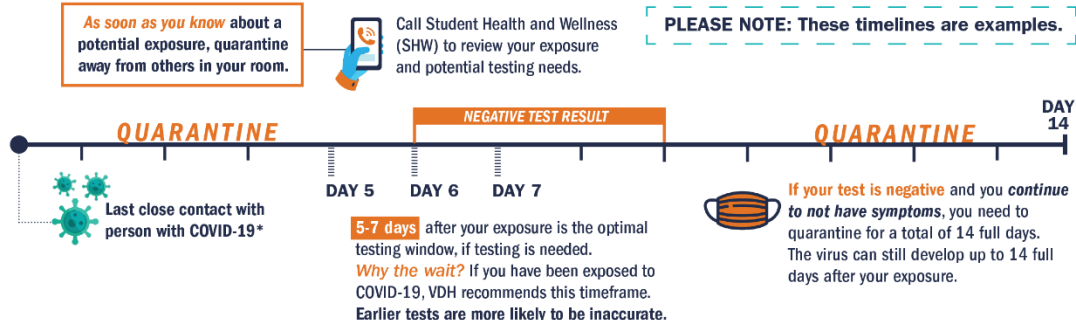
Should I go home instead of moving into UVA I/Q housing?



There are obvious risks for a family who decides for their student to come home when they've been asked to quarantine or isolate, and it is not a decision that should be made lightly. Given the likelihood that students and families will be faced with this decision, start discussions now about your family's plan. Here are some questions to consider:

- Do we have others in our home who are at high-risk for COVID-19?
- Is our student at high-risk for COVID-19 complications?
- Will our student be in danger due to mental health issues that may be exacerbated if they were in quarantine or isolation away from home?

CLOSE CONTACT / NO SYMPTOMS
(resulting in a negative COVID-19 test)



to do

BEFORE

1

STOCK UP ON MEDICATIONS

Make sure you have a thermometer and medications like extra strength Tylenol (Acetaminophen) and ibuprofen at home.

2

ROOM READINESS

You should not need to leave your room or bathroom. Make sure it's supplied with towels, hand sanitizer, toiletries, snacks, and water.

3

COME UP WITH A TRAVEL PLAN

Please avoid taking public transportation if at all possible. If driving with family, all should wear a mask. Try for open windows and 6ft+ separation.

DURING I/Q

4

STAY SEPARATED FROM OTHERS

Stay in your room/bathroom. If necessary for you to leave your room, wear a mask and gloves at all times. Wash/sanitize your hands frequently.

5

MONITOR YOUR SYMPTOMS

Check your temperature every day. If you would like to speak to a provider, contact your local care provider or schedule a virtual appt. with SHW.

ADDITIONAL RESOURCES



UVA I/Q RESOURCE GUIDES



SHW I/Q WEBPAGE



HRL GO BAG PACKING LIST

Challenge: Operationalize living and learning at UVA during COVID

Solution: Operations and Logistics Workgroup convened cross-functional group of stakeholders to...

Ensure **coordination and collaboration** across various University functions to operationalize decisions

Develop and implement **integrated, comprehensive reopening plans** to ensure a safe return to Grounds

Communicate and collaborate with **other planning groups** across Grounds

Examples of accomplishments/successes

- ❖ Implemented **enhanced cleaning protocols**
- ❖ Enhanced **safety in University facilities** by installing nearly 56,000 signs, 2,200 Plexiglas shields, and 2,200 hand sanitizer stations
- ❖ Erected **tents** on Central Grounds for outdoor dining, study, convening spaces
- ❖ **Partnered with Corner merchants** to assist with safe return of students
- ❖ Provided additional dining options to **de-densify dining halls**
- ❖ Provided students **isolation and quarantine** beds and meals to mitigate spread of COVID
- ❖ Procured and distributed **testing kits, PPE, and COVID-related supplies** to students, faculty, and staff

Pan-University Effort



Ben Allen



Megan Barnett



Chris Barrett



Ian Baucom



Ruth Bernheim



Jim Booz



Maïté Brandt-Pearce



Leann Burns



Virginia Carter



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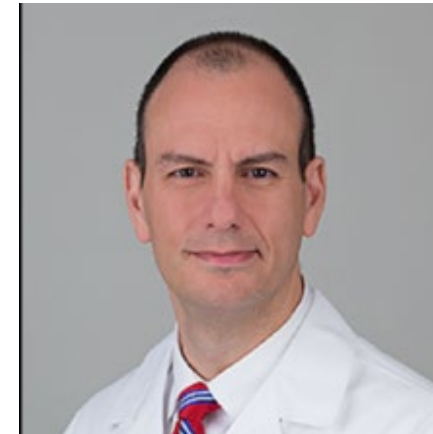
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Chris Ghaemmaghami



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Laura Hawthorne



Meredith Hayden



Tim Heaphy



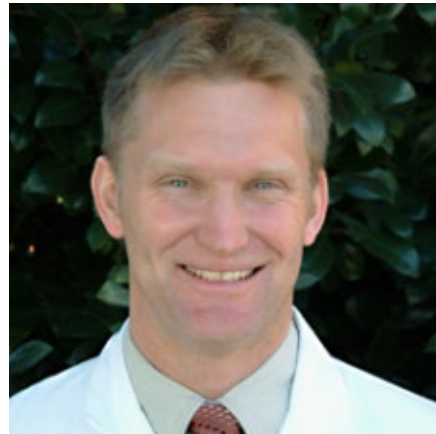
Denise Herndon



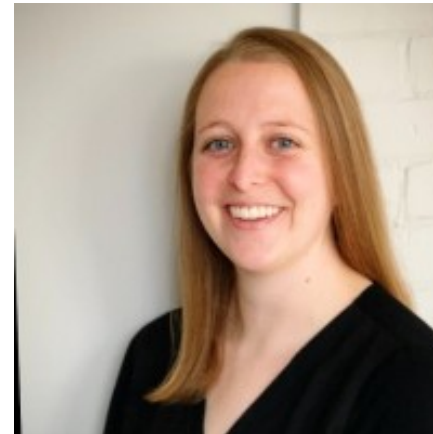
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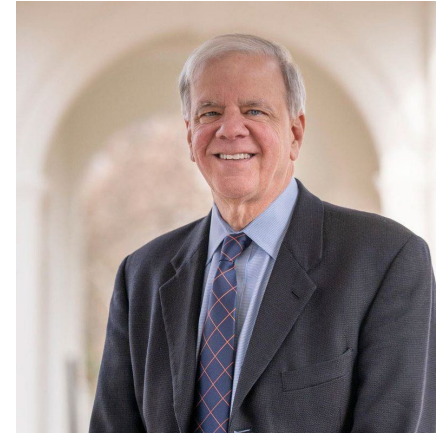
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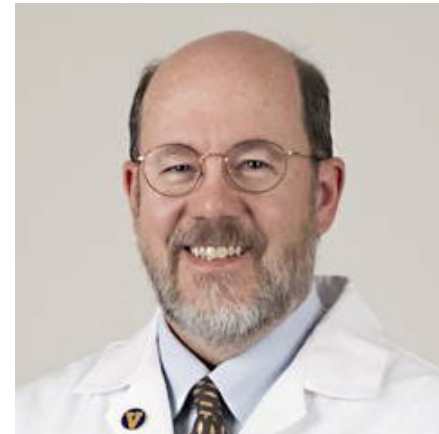
Colette Sheehy



Costi Sifri



Jessica Simmons



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Cheryl Wagner



Anda Webb



Adam Weikel

Pan-University Effort



Mitc



i Sifri

...Plus hundreds of other dedicated faculty and staff



Jessica Simmons



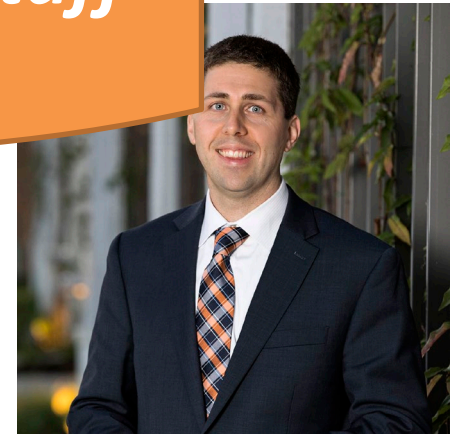
John Voss



Cheryl Wagner



Anda Webb



Adam Weikel

Pan-University Effort

IMPLEMENTATION WORKING GROUP

- Ben Allen, Executive Director, Equity Center
- Megan Barnett, Vice Provost for Academic Initiatives
- Jim Booz, Deputy Athletics Director
- Mike Citro, Chief of Staff/Provost's Office
- Brian Coy, University Spokesperson
- Adam Daniel, Vice Provost for Planning
- **J.J. Davis, EVP-COO**
- Susan Davis, Associate VP for Student Affairs
- Margaret Grundy, Asst. VP and Chief of Staff
- Tim Heaphy, University Counsel
- Carol Keese, Associate VP for Marketing
- John Kosky, Interim VP and CHRO
- Pat Lampkin, VP for Student Affairs
- Pace Lochte, Assistant VP for Econ. Dvpmt.
- Megan Lowe, Asst. VP and Chief of Staff
- **Liz Magill, Provost**
- McGregor McCance, Assoc. VP for Univ. Communications
- Margot Rogers, Senior Advisor to the President, Strategic Initiatives
- Colette Sheehy, Senior Vice President for Operations
- Anda Webb, Vice Provost for Administration

CONTINGENCY PLANNING GROUP

- Ian Baucom, Dean, College and Graduate School of Arts & Sciences
- Brian Cullaty, Senior Director of Operations
- **Adam Daniel, Vice Provost for Planning**
- John DeSilva, Emergency Preparedness Director
- Pat Lampkin, VP for Student Affairs
- Pace Lochte, Assistant Vice President for Economic Development
- Mitch Rosner, Chair, Dept. of Medicine
- **Colette Sheehy, Senior Vice President for Operations**
- Costi Sifri, Professor of Medicine, Hospital Epidemiologist

Not included: Fall 2020 Group, VMOT Group, Summer Testing Group, VDH-UVA Daily Huddle, VAX group

EPI GROUP

- Megan Barnett, Vice Provost for Academic Initiatives
- Chris Holstege, Executive Director, Student Health
- John Voss, Professor
- Amy Mathers, Assoc. Professor of Medicine
- Denise Herndon, Program Director for Economic Development
- Pace Lochte, Assistant Vice President for Economic Development
- McGregor McCance, Assoc. VP for Univ. Communications
- Lisa Huntsinger, Director, COVID-19 Testing
- Cheryl Wagner, Chief of Staff/VP Research
- Ram Ramasubramanian, Vice President for Research
- Susan Davis, Associate VP for Student Affairs
- **Mitch Rosner, Chair, Department of Medicine**

... Plus hundreds of other dedicated faculty and staff