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Executive Summary

Since the beginning of the COVID-19 pandemic, the University of Ottawa community has adapted its activities – on campus as well as online/at a distance – in order to pursue its education and research mission during these unprecedented times. Our Institutional Return to Campus Plan provides a comprehensive overview of the University’s response to COVID-19, including resources available to the campus community, guidelines and requirements during the reopening phases and recommended best practices to ensure the health and safety of our university community as our operations progressively return to normal.

On April 27, 2020, the Government of Ontario issued A Framework for Re-opening Our Province, a three-stage plan for restarting and remobilizing businesses, services, and public spaces. The Government of Ontario’s reopening plan includes a gradual, phased approach. Locally, Ottawa Public Health has led the charge in the fight against COVID-19, and it has provided direction and advice on the sanitary precautions to implement, and restrictions to impose, in Ottawa. Given uOttawa’s proximity to Gatineau, where a significant proportion of our students and employees reside, the Government of Quebec’s COVID-19 response is affecting our remobilization plans.

Six principles guide all decisions taken by the University to foster a gradual, safe return to campus and a progressive resumption of normal academic and research activities. These principles prioritize protecting the health and safety of all members of the community, as well as the new working, teaching and learning environment resulting from the pandemic and related health measures. This includes incorporating newly-accepted norms of hygiene, physical distancing and facial coverings in all areas of campus to prevent and minimize the spread of COVID-19. Because public health advice and requirements continue to evolve, our Institutional Return to Campus Plan will be updated regularly to ensure that it remains current. However, please refer to the most recent public health guidance issued by Ottawa Public Health and Public Health Ontario.

Our Institutional Return to Campus Plan begins with an overview of all the services and resources available to ensure the health, safety, and wellness of our university community. This includes the uOttawa COVID-19 Assessment Centre located at our Lees Campus as well as mental health and wellness resources and the much more frequent cleaning and disinfection of all our facilities and premises. Planning principles and specific protocols have been developed and are regularly updated in order to manage possible COVID-19 cases and outbreaks on our campuses.

On-campus research, scholarly, and artistic activities have progressively resumed during the spring and summer months. Comprehensive recovery and reintegration planning by faculties and services has allowed for a limited offering of on-campus in-person courses and other learning activities during the Fall 2020 session while providing online or distance delivery of all our undergraduate and graduate courses. Many services to students (libraries, academic accommodation and support, undergraduate and graduate academic offices, career and CO-OP, teaching and learning, food, sports, student life, services for aboriginal and international students) and employees (health, wellness and safety, training and support, travel, working from home) provided centrally and by the faculties are being offered in a hybrid mode, partly in-person and partly online. Finally, our Institutional Return to Campus Plan reiterates our institutional commitment to support and to work with our many alumni, friends, and collaborators and to implement innovative ways to do so.
Introduction

The University of Ottawa (uOttawa) has remained open – albeit with limited operations on campus – throughout the COVID-19 pandemic, to support its teaching and research mission. This document serves to outline the University’s response to COVID-19, including resources available to the campus community, requirements during reopening phases and recommended best practices to ensure the health and safety of the University community as operations begin to normalize.

The health and safety of the University community is the priority as operations continue to expand. This includes incorporating newly-accepted norms of hygiene, physical distancing and facial coverings in all areas of campus to prevent and minimize the spread of COVID-19.

Because public health advice and requirements continue to evolve, this document will be updated regularly to ensure that it remains current. However, please refer to the most recent public health guidance issued by Ottawa Public Health and Public Health Ontario.

The University of Ottawa is committed to returning to campus and welcoming students back for the fall term on a limited scale after comprehensive and detailed planning. All faculties and services have been tasked with preparing their respective recovery plans, which they will adapt to their specific needs, in line with the main guiding principles outlined below. All these plans are designed to prioritize a safe and secure learning and research environment while being responsive to changing government regulations and public health protocols.

The University is committed to creating a safe and secure environment, but this can only be achieved if everyone – students, personnel, and visitors alike – takes responsibility for their own health and safety, as well as the health and safety of those around them.

General Interprovincial Context

On April 27, 2020, the Government of Ontario issued A Framework for Re-opening Our Province, a three-stage plan for restarting and remobilizing businesses, services, and public spaces. Locally, Ottawa Public Health has led the charge in the fight against COVID-19, and it has provided direction and advice on the sanitary precautions to implement, and restrictions to impose, in Ottawa. Given uOttawa’s proximity to Gatineau, where a significant proportion of our students and employees reside, the Government of Quebec’s COVID-19 response is affecting our remobilization plans. Inevitably, issues arise where each province’s strategies and actions differ: since Quebec has adopted a date-based approach while Ontario has opted for a benchmark approach, uOttawa will need to thread the needle between these two approaches and their respective timings and restrictions.
**Phased Reopening**

This University’s integrated Return to Campus Plan will evolve and adapt based on the latest public health developments as well as our understanding of the safest and best practices for mitigating the spread of COVID-19.

The plan is intended to provide a general overview with overall guidance for the University’s return to campus and the return of students as we increase our on-campus operations, deliver academic programs, and meet our mission. The Government of Ontario’s reopening plan includes a gradual, phased approach (see: Reopening Ontario). Through all phases, public health and safety remain the paramount goal, while balancing the other needs of people and businesses. Each phase includes a time period before the launch of the following phase to allow time to assess conditions before moving on to the next phase.

**Figure 1: Reopening Ontario Phases**

Ontario is currently in Phase 3 of its reopening plan. The University is working closely with public health authorities to ensure a safe, but gradual, return to new normal operating conditions. The University continues to abide by public health directives and recommendations while it proceeds with its internal return to operations.
1. Guiding Principles

Six principles guide all decisions taken by the University to foster a gradual, safe return to campus and a resumption of academic and research activities. These principles prioritize protecting the health and safety of all members of the community, as well as the new working, teaching and learning environment resulting from the pandemic and related health measures.

These principles are as follows:

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.

2. Recovery efforts at uOttawa is aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer

3. Recovery is being carried out in a progressive, phased approach. Safety is the first consideration for the timing, rate, and scale of recovery efforts.

4. Faculty and staff should continue to work remotely until both public health and university directives allow for a safe return to campus. Everyone who comes to campus will follow practices that promote safety, good hygiene and adhere to physical distancing directives.
   - Units must identify essential personnel required on campus and those that can work off-campus.
   - Retrieval of work materials and personal effects is authorized but needs to be closely managed by Units.
   - Unit employees working at off-campus work sites/areas must adhere to applicable site-specific restrictions that are in effect

5. Academic programs continue to be mostly delivered online. All efforts are being made to support distance learning and ensure students receive the best education under the circumstances.

6. The first step of uOttawa’s progressive return is the reopening of our research labs. As a research-intensive university, it is vital that we restore our ability to conduct research as a first step in recovery efforts.

The applicable guiding principles are repeated at the beginning of each section of this document.
2. Health, Wellness and Safety

**Applicable Guiding Principles:**

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.
2. Recovery efforts at uOttawa is aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer

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### 2.1 Health and Safety Resources

The Office of Risk Management (ORM) has developed a comprehensive document entitled *Campus Health and Safety Resources for COVID-19* (see Appendix 1) that provides guidance to all members of the University community at all uOttawa locations. This guide was prepared to ensure that all measures implemented to prevent the transmission of COVID-19 are undertaken in compliance with the *Occupational Health and Safety Act*, the *Emergency Management and Civil Protection Act* and public health directives issued under the *Health Protection and Promotion Act*.

The document first outlines the roles and responsibilities of the different members of the University community. It then provides a list of measures that individuals must take to reduce the risk of contracting COVID-19. It follows with a description of the phased reopening approach that will be used for campus reintegration and presents the self-assessment questionnaire that should be completed each day prior to entering the campus.

One section of the document is dedicated to an explanation of the physical distancing measures and how they should be implemented in different settings, such as lunch and break rooms, hallways and stairs, elevators, and washrooms. Other sections of the document deal with community protective equipment, sanitizing protocols, a list of available public health resources, and other considerations to make members of our community aware and informed before they come back to work on campus.
2.2 Mental Health

The University of Ottawa is committed to the well-being of its students and staff throughout this pandemic. Ensuring that everyone can experience good overall health allows them to be successful in their studies and work, and to participate fully in university life. Mindful of the great stress and uncertainty that the pandemic can generate, the University has put in place various services for its community members to support them in these difficult times.

Our Mental Health and Wellness website acts as a central location for information and resources at the University and in the surrounding community. It is also an excellent tool for family members, friends, and colleagues who may need to help someone close to them who is studying or working at the University. A section dedicated entirely to support offered to students and staff during the pandemic has been developed. It can be found on the Wellness website. It contains advice and resources to help members of the University community stay well, healthy, and connected during the pandemic.

2.3 Facilities and Building Maintenance

Facilities is the unit responsible for the preparation and maintenance of all buildings on the University’s three sites (main campus, Lees campus and Roger-Guindon campus). Its role is crucial in the context of the pandemic. Facilities works closely with faculty and services staff members to ensure the cleanliness and safety of all premises, whether they are teaching, research, or common spaces.

In preparation for the return to campus, Facilities has purchased a large quantity of sanitary and protective equipment, including:

- 100,000 gloves
- 150,000 disposable masks
- 75,000 cloth masks
- 25,000 N95 masks
- 5,000 face shields
- 150,000 disposable masks
- 25,000 N95 masks
- 5,000 face shields

Additionally, more than 450 plexiglass separators and 1,700 hand sanitizer dispensers have been installed, and more than 5,000 cleaning kits have been purchased for employees (disinfectant wipes, surface disinfectant, and hand sanitizer).

Signage was also produced and posted in all buildings to remind people of the health and distancing instructions. Some examples of these posters follow:
2. HEALTH, WELLNESS AND SAFETY

Detailed cleaning and disinfection protocols have been developed for daily maintenance and for more thorough cleaning and maintenance should a COVID-19 outbreak occur in one or more of our buildings (see Appendix 2).

2.4 Protection Services

Protection is an essential service and must continue operating regardless of the circumstances. Notable changes to these services due to the COVID-19 pandemic are described below:

- Uniformed security services continue as normal.
- Uniformed security services will not be used to ensure compliance of safety protocols. Instead, we have prioritized a combined effort involving all faculties and services, urging them to adopt an educational and informational approach.
- Extensive safety protocols for security spaces and equipment have been implemented and are continuously updated, as are all security response protocols.
- A decontamination centre is in place for direct exposure incidents (i.e.: medical situations or conflict incidents).
- The Parking Office has re-opened for in-person service by appointment only. Paid parking will resume on campus on September 1, 2020, with some special pricing and programs.

Protection has developed a comprehensive reintegration plan based on four guiding principles:

- **Adherence to Government and Institutional Directives:** All applicable local, provincial and federal public health directives, guidelines as well as direction from uOttawa, are diligently followed in planning the reopening of buildings and restarting on-campus academic activities.
- **Safety:** The health and wellbeing of our staff is a priority above all other considerations. This includes incorporating newly accepted protocols of hygiene, physical distancing and the use of protective equipment and sanitation supplies in all areas COVID-19.
- **Equity:** The phased-in approach selected must be equitable to all employees, however accommodations/exceptions are assessed on a case by case basis.
- **Monitoring:** Protection Services has established internal monitoring procedures to ensure new safety measures are being followed, including appropriate human resources processes in the event of non-compliance.

The complete plan is presented in Appendix 3.
2. HEALTH, WELLNESS AND SAFETY

2.5 Testing Facilities

The Office of Risk Management (ORM) has been tasked with the development and implementation of the University’s COVID-19 Assessment Centre. About two-thirds of our research activities have resumed and the University anticipates that the level of activities will continue to increase as we begin the Fall term. All faculties have received approval for their plans for a progressive return to campus. Starting this fall, approximately 5,000 students will be taking courses that have an in-person component. Reducing the number of people on campus is a major part of the strategy to keep us all safe, as well as using contact tracing to prevent the spread in the event that a student or employee tests positive for COVID-19.

In order to support our academic and research endeavors, and in an effort to diminish or alleviate the incidence of required testing of students, staff, and faculty, at other public testing centres, the University will be opening a COVID-19 Assessment Centre for its community, initially focusing on students, staff and faculty members.

Its projected opening date is September 9, 2020. At this time the Centre is planned to remain open for the next six months. The Assessment Centre will be open to receive clients Monday to Friday, excluding statutory holidays, from 9:00 a.m. to 4:00 p.m. Staff hours will be from 8:15 a.m. to 4:15 p.m.

uOttawa students, faculty and staff will be able to book a 15-minute appointment to get tested at the Assessment Centre. These appointments will be reserved via an online portal.

See Appendix 4 for further information.

2.6 Planning Structure

Policy 125 gives the Emergency Operation Centre (EOC) its authority as well as the COVID-19 specific structure for the EOC. The role of the EOC is to coordinate the operational needs of an emergency situation and bring the situation to a stable state. Once stable, EOC goes into monitoring mode until the return to normal. A Recovery Taskforce then takes over guiding uOttawa Units through the recovery process – getting us all ‘back to work’. The EOC stays connected to the Taskforce (via the EOC Lead) to ensure it is always aware of the current state of affairs to ensure its readiness to respond to another emergency.

The Terms of Reference for the uOttawa COVID-19 Recovery Taskforce (CRTF) (Appendix 5) were developed in accordance with uOttawa Policy #125 – Emergency Management and Business Continuity Program and as directed by the uOttawa EOC at its meeting of Monday 20 April 2020.

The role of the CRTF is to ensure the development and implementation of measures and arrangements necessary for the safe resumption of all University activities and for the provision of assistance to help University community members recover their physical and emotional health. The COVID-19 Recovery Plan consists of a general framework and guidelines that will achieve the stated overall objective. The framework enables each Faculty and Service to implement the resumption of activities in a coherent, coordinated and consistent manner, allowing for some degree of flexibility that respects individual contexts and circumstances.
2. HEALTH, WELLNESS AND SAFETY

The CRTF provides advice and recommendations; it ensures delivery of outputs/deliverables and the achievement of outcomes. Specific responsibilities include:

• Provide a general framework and guidelines to help Faculties/Services develop their plans
• Ensure alignment with the framework and coherence, coordination and consistency across all plans.
• Ensure that approaches requiring an institutional perspective are developed in collaboration with relevant units, based on appropriate expertise;
• Provide recommendations in regard to sequencing of activities (the order in which things restart) as per the EOC’s Phase I–II–III approach (see EOC Recovery Plan Template)
• Act as a “topics and issues” clearinghouse for those seeking advice and guidance
• Collate all individual plans into a master plan for CA approval
• Provide CA with information regarding impacts of decisions (i.e: costs)

Seven areas of focus have been identified by the COVID-19 Recovery Taskforce to provide the University guidance on its recovery mission:

• Infection Control
• Academic Affairs
• Research Enterprise
• Student Affairs
• Human Resources
• Infrastructure and Operations
• Finance and Procurement

2.7 Providing Real-time Information on Emerging Health and Safety Issues

Since the beginning of the pandemic, the University has been active in providing most up-to-date and relevant information to its university community. Existing structures and communication channels, such as emails, newsletters, and publications on the uOttawa website, have been used to disseminate information in a timely fashion. The webpage (https://www.uottawa.ca/coronavirus/en) dedicated to the COVID-19 pandemic has also been used as a key source of information. Regular updates have been made since mid-March to keep the campus informed on safety measures, directives, building operations and academic activities. For example, a mass email was sent to report on the two positive cases reported to date on campus.

The same approach is maintained for the progressive return to campus.
3. Managing Possible COVID-19 Outbreaks

**Applicable Guiding Principles:**

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.
2. Recovery efforts at uOttawa is aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer

uOttawa has developed protocols to be able to act quickly if COVID-19 cases were to appear on campus (Appendix 6). An overview of these protocols is presented below.

**3.1 Definitions**

A **presumptive case** will be defined as an individual who is exhibiting symptoms of COVID-19 but has not been tested, or is awaiting results, or an asymptomatic individual who has had close contact with a confirmed positive COVID-19 case

A **COVID-19 case** will be defined as an individual who has tested positive for COVID-19

An **outbreak** is when two or more individuals have tested positive for COVID-19 and the cases are known to be connected

**Close contact** is when 2 or more people are in sustained contact for more than 15 minutes, within 2 m of one another, and not wearing masks.

**Self-Isolation** is when individuals are sick with symptoms of COVID-19 and they have been told by a health care provider or Public Health to separate themselves from others, including from the people they live/work/study with, to the greatest extent possible. The purpose of self-isolation is to prevent the spread of COVID-19 to others in their home, the University and the community.
3.2 Planning Principles

The following principles are applied in the planning of our activities:

- The university keeps confidential the health information of employees, students, volunteers, contractors, tenants, etc. (identity is not disclosed).
- The complexity of the University means no scenario is inconceivable.
- The university is prepared to respond to a report of a single case as well as an outbreak.
- Any employee or student who has been on campus and has COVID-19 like symptoms must notify the Human Resource (HR) or the Student Academic Success Service (SASS) and get tested.
- Contractors, tenants or visitors who have been on campus and have COVID-19 like symptoms should notify their point of contact for the University.
- If supervisors or instructors become aware of a presumptive case of COVID-19, they report it to HR/SASS. The University follows guidance provided by Ottawa Public Health.
- Specific protocols apply to students in varsity sports and are part of the Sports Reintegration Plan.
- Specific protocols apply to students in residence and they follow the Housing COVID-19 Plan.

3.3 Reporting Protocols for Employees (including paid students)

- An employee exhibiting COVID-19 like symptoms reports occurrence to HR Wellness
- HR collects info from employee (locations visited and date, activities engaged in, possible close contacts, what safety protocols were or were not followed, who else on campus was informed, date of test).
- HR provides supervisor necessary information with regards to the employee’s absence.
- If necessary, HR notifies the management of the unit the employee works for with recommendations for assessing or adjusting safety protocols, determining need for additional cleaning of the space, if other employees should go into isolation, etc.
- HR notifies the Emergency Operation Center (EOC) of a presumptive case only when additional steps are necessary such as deep cleaning, or active monitoring, escalating compliance issues, or other concerns are present while awaiting results.
- HR notifies the EOC of a confirmed COVID-19 case. This would prompt the activation of the infection control core members to initiate response protocols and next steps. EOC will determine exceptional cleaning requirements, communications strategy, notifications if required, as well as follow ups with immediate close contacts via HR (within 48 hours of onset of symptoms), etc.
- For a confirmed case, Ottawa Public Health (OPH) contacts individuals identified by the employee, the University (Office of Risk Management) to assist with contact tracing and additional follow ups as required
- Individuals with close contact with the single case within 48 hours of the onset of symptoms go into self-isolation until results of COVID-19 tests known

Note: the individual with symptoms following a negative test may still be required to stay home as a result of non-COVID-19 illness as determined by HR
3.4 Reporting Protocols for Students

- Undergraduate/graduate student (on campus) starts exhibiting symptoms:
  - They contact their local physician, Ontario Telehealth (or Québec equivalent)
  - If instructed to do so they self-isolate and get a COVID-19 test at minimum day 5
  - Send email to safety@uottawa.ca to advise that you have been instructed to self-isolate
  - If mental health counselling required, contact SASS
  - For academic accommodations contact your respective faculty for next steps (please do not return to campus to present your faculty with a medical certificate – you are to remain in self-isolation until you are tested negative or you have completed 14 days of self-isolation and no longer exhibit symptoms)

- Undergraduate/graduate student (off campus – studying on-line) starts exhibiting symptoms:
  - Contact your local health care provider and follow instructions from your local/provincial public health authorities
  - If mental health counselling required, contact SASS
  - For academic accommodations contact your respective faculty for next steps (please do not return to campus to present your faculty with a medical certificate – you are to remain in self-isolation until you are tested negative or you have completed 14 days of self-isolation and no longer exhibit symptoms)

- ORM notifies the EOC of a presumptive case only when additional steps are necessary such as deep cleaning, or active monitoring, escalating compliance issues, or other concerns are present while awaiting results.

- ORM notifies the EOC of a confirmed COVID-19 case. This would prompt the activation of the infection control core members to initiate response protocols and next steps. EOC will determine exceptional cleaning requirements, communications strategy, notifications if required, as well as follow ups with immediate close contacts via SASS (within 48 hours of onset of symptoms), etc.

- For a confirmed case, Ottawa Public Health contacts Individuals identified by the student, the University (ORM) to assist with contact tracing and additional follow ups as required

- Individuals with close contact with the single case within 48 hours of the onset of symptoms go into self-isolation until results of COVID-19 tests known

**Note:** the individual with symptoms following a negative test may still be required to stay home as a result of non-COVID-19 illness as determined by SASS

3.5 Reporting Protocols for Outbreak

- HR/ORM notifies the EOC of a possible outbreak. This would prompt a partial activation of infection control core members to initiate response protocols and next steps.

- EOC will determine exceptional cleaning requirements, communications strategy, notifications if required, as well as follow ups with immediate close contacts via SASS (within 48 hours of onset of symptoms), etc. An outbreak could result in the closure of a building or Unit on campus until safety protocols can be re-assessed.

- Ottawa Public Health contacts Individuals identified by the employee/student affected, the University (ORM) to assist with contact tracing and additional follow ups as required

- Individuals with close contact with the two or more cases within 48 hours of the onset of symptoms go into self-isolation until results of COVID-19 tests known. Confidentiality maintained.

**Note:** the individuals with symptoms following a negative test may still be required to stay home as a result of non-COVID-19 illness as determined by HR or medical practitioner
3.6 Reporting Protocols for Contractors, Tenants or other Visitors

- Contractor, tenant, or other daily users of campus advise their primary University contact of confirmed case(s) or individual(s) being tested.

- Information to be requested of contractor:
  - Times and date symptoms started
  - Time and date individual on University property following onset of symptoms (confirmation person did not return to campus following onset of symptoms)
  - Buildings visited by individual
  - Date of test and confirmation individual in self-isolation (including colleagues who were in close contact within 48 hours of onset of symptoms)
  - What if any, communications have been done (who has been told what)

- Primary University contact notifies the EOC.

3.7 EOC Activation

- The EOC may be activated as a result of internal notification, or notification by Ottawa Public Health.

- The EOC will activate the infection control group required for immediate infectious disease response:
  - EOC Lead
  - Director ORM
  - Director Health and Wellness
  - Director Communications

- Others may be added if required based on the situation (AVP Facilities, Registrar, representative from the Service/Faculty impacted)

- EOC responsible for UO response, OPH liaison, communications, infection control and advising the Crisis Management Team (CMT), when appropriate.
3.8 Protocol: COVID-19 Second Wave

All Units at the University of Ottawa are maintaining their level of readiness for reverting to working remotely should public health officials order a closure of a campus facility, an entire campus or in the event of restrictions are re-imposed in a city-wide or province-wide public health lockdown. Heads of Units have:

- essential staff (those required to remain on campus either full or part time) and non-essential staff (those who can work from home or whose on-campus operations are not deemed essential) identified and ready to react
- an internal message prepared containing detailed instructions to their employees (not to be deployed until after the campus-wide message has been distributed)

On the direction of the Province, Ottawa Public Health or the uO President and under the leadership of the Crisis Management Team (CMT), the Emergency Operations Centre (EOC) will initiate the closure of University Buildings or Campuses by:

- Suspending face-to-face classes
- Suspending all non-essential research
- Suspending all in-person events and activities
- Suspending all non-essential projects and maintenance
- Closing campus buildings
- All students living in residence will be asked to report to their rooms and check-in with their Residence Coordinator

STEP 1 – DAY 1–2
SECURE AND GATHER INFORMATION

- EOC will convene and update the CMT on the situation.
- Communication will go out to the campus community via email, social media and the SecurUO safety app.
- Heads of Units will send direct, internal communications to personnel with their specific instructions.
- Non-essential research labs and research facilities, as designated by VP Research, will begin safely shutting down by authorized personnel.
- All non-essential University activities are immediately temporarily ceased or restricted, including:
  - In-person classes
  - On-campus Support Services
  - All on and off events and activities
- Facilities and ORM, in conjunction with Facility Managers and Health and Safety Managers will work with Faculties and Services to begin rendering buildings, workspaces, labs, and research facilities safe including limiting access and setting up a regular inspection schedule.
- Non-essential workers, under the coordination of their supervisors, will gather their materials and equipment needed to work from home and will remain at home until otherwise directed.
- EOC to seek additional information from Public Health authorities to enable a more detailed and robust assessment of impacts on University activities and community.
3. MANAGING POSSIBLE COVID-19 OUTBREAKS

STEP 2 – DAY 3–5
ASSESS AND PLAN

• EOC will assess impacts on University activities and community, develop transition plan and seek approval from CMT for implementation, which may include but not limited to:
  • Essential services continuing to operate
  • Essential Facilities projects and maintenance continuing wherever possible
  • In-person classes being suspended or moving to virtual platform
  • All events and activities ceasing until further notice
  • All uO sanctioned travel (International and domestic), off-campus activities, and fieldwork will be banned until further notice
  • Non-essential workers, under the coordination of their supervisors, gathering their materials and equipment needed to work from home and working from home until otherwise directed
  • EOC will monitor the activity on campus, keep the CMT updated and communicate regularly with the community.

STEP 3 – DAY 6+
OPERATIONAL STEADY STATE

• EOC will monitor activities on campus to maintain situational awareness and coordinate response to COVID-19 cases on campus as well resolving any other pertinent issues.
• CMT will be updated by the EOC on a regular and as required basis.
• Essential services will continue to operate.
• Campus visitation will be prohibited without authorization letters from Head of Units (Deans/AVPs).
• Protection Services will secure buildings and ensure security of campus. (access to non-essential buildings will be suspended).
• Facilities Managers will conduct regular inspections of buildings, and report all deficiencies as required and coordinate their repairs.
• Planning for the eventual return to campus will begin immediately upon stabilizing Step 3.
4. Supporting our Students

Applicable Guiding Principles:

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.
2. Recovery efforts at uOttawa is aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer
3. Recovery is being carried out in a progressive, phased approach. Safety is the first consideration for the timing, rate, and scale of recovery efforts.
4. Academic programs are mostly delivered online. All efforts are made to support distance learning and ensure students receive the best education under the circumstances.

We support our students by ensuring that they continue to receive the high-quality education that they expect and that they have access to all the academic and administrative support services that they need to succeed during this challenging period.

4.1 Courses and Other Learning Activities (Fall 2020)

Building on the remote learning experience that we have collectively acquired during the latter part of our Winter 2020 session and all of our Spring-Summer 2020 session, all uOttawa faculties, schools, and departments will be delivering courses this fall, both in person or online, depending on the discipline and course in question.

The COVID-19 situation, as well as related public health guidelines, continues to evolve rapidly. The approach outlined below is designed to be responsive and agile, permitting quick adjustments as the situation develops this Fall. As in all of our planning, the health and safety of the University community is the first priority.

More than 4,000 courses, course sections, and other learning activities will be offered to uOttawa undergraduate and graduate students this Fall.

Fall 2020 On-campus Offerings

158 courses and course sections will require on-campus presence for all or part of the learning activities and/or during all or part of the session.

- Total student registrations in those 158 courses and course sections: 4,322
- Total number of individual students: 3,148 (certain students are registered to more than one on-campus course/course section)
On-campus course offerings take into account occupancy capacity (buildings, rooms) and traffic flow considerations with the objective of minimizing the risks of contamination between students and employees and in accordance to public health guidelines and requirements.

ONLINE/DISTANCE OFFERINGS
As was the case during the latter part of the Winter 2020 and during all of the Spring-Summer 2020 sessions, the vast majority of uOttawa undergraduate and graduate courses will be delivered remotely during the Fall 2020 session. Modes of delivery include synchronous distance learning, asynchronous (at least 185 courses will be offered entirely asynchronously this fall), and different combinations of synchronous and asynchronous delivery.

Additional resources have also been invested to facilitate the development and support of distance education. These initiatives include:

• The hiring of 10 additional technopedagogical specialists by the Teaching and Learning Support Service (TLSS) to help teachers redesign their courses to be offered at a distance using interactive pedagogy.

• The University is participating in the Collaboration for Online Projects/Shared Online Projects Initiative program with Carleton University to support our regular and part-time professors who are jointly developing online courses or resources for the fall and winter. To date we have developed 30 online courses at the University of Ottawa and 24 online courses at Carleton University.

• Several faculties have hired additional teaching assistants who have been trained by PSAB to enhance their mastery of Brightspace and thus be able to support professors in the preparation and delivery of their courses.

• Academic success support services have also been enhanced to support students in their distance learning courses, including online workshops, chat, online individual appointments, virtual study groups, etc.

We are adjusting the offering and delivery of our academic and administrative support services to meet the needs and expectations of our students while ensuring their health and safety and that of our employees.

4.2 Libraries
While the Library remains committed to supporting the uOttawa community with online services and digital collections, we’re also working on providing mediated access to our physical collections and resuming certain on-campus services this fall. As part of the University’s plan for campus return activities in the Fall 2020 semester, the following services will be available:

• Accessing the physical collection: The Library is now providing mediated access to our physical collections through several services available to faculty, graduate & undergraduate students, post-doctoral fellows, affiliated researchers, and staff.

• Accessing digital collections: In addition to the electronic resources already in our collection, several publishers and vendors are extending complimentary access to additional content. Some is COVID-19 specific, but others are making all kinds of resources free in a variety of ways. The Library is also now a member of HathiTrust, a non-profit collaborative of academic and research libraries dedicated to preserving and providing access to millions of digitized items for scholarly research. Library users now have access to more than 6.7 million public domain and Creative Commons-licensed works, including full text downloads, searchable through Omni.

• Computer workstations: beginning September 9th, 2020, the Library will be providing current uOttawa students, faculty, and staff with access to 25 bookable computer workstations on the first floor of the Morisset Library. Computer workstations can be reserved for up to three hours from 9 a.m. to 12 p.m. and from 1 p.m. to 4 p.m. Monday to Saturday. Reservations can be made up to two weeks in advance, but last-minute bookings are also possible if stations are available.
4. SUPPORTING OUR STUDENTS

- **Contactless Pickup:** On September 9th, 2020, the Library’s “curbside pickup” service will transition to a “contactless” service offered in front of the MRT 141 lounge. Service will be available Monday to Saturday from 9 a.m. to 4 p.m. and a library employee will be present to monitor the service.

- **Scan-on-Demand:** Where only a single chapter of a book, an article from a journal, or microform material is required, the Library is providing a “scan-on-demand” service. Please note that scanned materials are subject to fair dealing guidelines.

- The Library is offering a home delivery service of the print collection to students and faculty located across Canada outside the National Capital Region.

- The partial resumption of on-campus Library services is augmenting the extensive online services that the Library has offered seamlessly since the March 16 lockdown, including a new remote computer lab service.

- **Individual study spaces:** Beginning September 9th, 2020, the Library will be providing current uOttawa students, faculty, and staff with access to 24 individual study carrels and one workstation with a microform reader-scanner on the first floor of the Morisset Library.

For additional information, see the Library’s COVID-19 Updates Website.

4.3 Academic Services (central and within faculties)

**COVID-19 MEASURES**

While many academic services to students will continue to be offered remotely, some services must be provided in person to serve on-campus students and faculty. The following is a summary of the plans to reintegrate these services on campus.

In accordance with public health guidelines and the exceptional measures put in place as described in the previous sections, the following measures have been implemented for all services:

- All employees are asked to complete the self-assessment questionnaire each day, prior to arriving on campus. If they feel ill or experience COVID-19 symptoms, they are told to not come to work, to notify Health and Wellness and to follow their instructions.

- All employees returning to work on campus, complete the mandatory Returning to Work on Campus: Protecting Yourself and Others training.

- Enhanced cleaning protocols established to sanitize public high touch areas

- Employees receive instructions on how to reduce the spread of COVID-19 and how to protect themselves and others, along with the measures they need to implement to achieve this goal.

- Sufficient availability of approved hand sanitizers, cleaning supplies, and non-medical masks, etc.

- Standardized uOttawa signage in place, as well as local signage for specific services

- Where possible, open floor plans are configured to ensure the public can maintain physical distancing and to ensure optimal movement of the public in the spaces.

- Where possible, open plan work areas are configured to ensure employees can maintain physical distancing and to ensure optimal movement of employees in the spaces.
4. SUPPORTING OUR STUDENTS

ACADEMIC ACCOMMODATIONS
We proceeded a 10% reopening since August 17, 2020. This includes:

• Opening of the reception desk to redirect students to the online service.
• 10% of administrative staff on weekly rotation
• Students with disabilities requiring assistance: development of a consent form to be signed by the student requiring physical assistance (blind students, students in wheelchairs, etc.).
• Common areas such as the kitchen will not be available, implementation of a self-isolation space
• Communications planning to inform students
• Implementation of a system to monitor the volume of requests and adjust services as required

ACADEMIC SUPPORT
We have been reopening since August 17, 2020:

• 20% of our employees in face-to-face service to serve students who require event assistance.
• 80% teleworking for all other administrative tasks
• Weekly face-to-face team rotation
• Return of on-campus events for 10 or fewer participants from the uOttawa community only as of September 1, 2020
• No events allowed on campus with international guests until October 31, 2020.
• Flexibility of events according to Public Health guidelines

As of September 3, 2020:
• Face-to-face services will resume at the end of the summer orientation sessions (pre-entry programming) on Wednesday, September 3, 2020.
• Nature of services (drafting)
• Walk-in support (first-come, first-served)
• Ad hoc support to answer specific questions
• Purpose of drops-in: Provide immediate support; demystify online services; reassure students and direct them to appropriate resources
• Nature of mentoring services: Determined by faculties
• Opening hours: Monday to Friday from 9 a.m. to 4 p.m.
• Rotation of two permanent team members
• Possibility of increasing the offer of face-to-face service according to traffic (weekly evaluation)
• Need equipment: mask, floor markings, signs indicating that wearing a mask is mandatory, disinfectant for workstations, hand disinfectant.
4. SUPPORTING OUR STUDENTS

ADMINISTRATIVE SERVICES UNIT
We have been reopening since August 17, 2020:
• 20% of employees are on campus every 2 weeks.
• 80% teleworking for all other administrative tasks.
• Rotation of teams on campus every 2 weeks.
• Alignment of on-campus presence with the directives of the central administrative teams.
• Service does not serve external students/clients face-to-face.
• On-campus presence on campus during specific periods and at reduced size in order to complete certain administrative tasks on campus (e.g.):
  • Preparation of deposits for submission to Central Finance.
  • Postal reception
  • Consultation of paper files

BUSINESS DEVELOPMENT AND STRATEGIC INITIATIVES UNIT
The BD&SI Unit will return to campus on an as-needed basis until January
• Marketing Communication Service does not generally serve students in person.
• The majority of the team teleworked for all other administrative tasks.
• On-campus rotation as required
• Alignment of on-campus presence with event needs
• Alignment of on-campus attendance with client needs

CO-OP
The CO-OP Office is currently open, with all employees working remotely. As of September 2020, two in-person agents will return to the campus, as well as one manager. The CO-OP office has put together a COVID-19 FAQ for Students as well as one for Employers.

The Fall 2020 placement process is underway. The process has been modified and adapted to our new reality with student and employer success in mind. At this point in time, students that have a fall work term in their sequence will be able to move forward as sequences will not be changed.

Modifications to the CO-OP program for Fall 2020 include the following:
• CO-OP students can work from home if permitted to do so by their employer.
• Work term durations are flexible during this unique time and students will not be penalized if their term dates end early. Provided they submit and pass the required CO-OP program deliverables, they will still obtain credit for the work term.
• The Fall 2020 CO-OP placement recruitment process is underway, but will be conducted virtually. Given that Spring/Summer 2020 term classes are being offered online and the campus has not fully reopened, and given that employers are working remotely, a virtual continuous placement process offers more flexibility to both students and employers.
• A guide for employers for supervising students remotely is available, as well as for onboarding students remotely.
4. SUPPORTING OUR STUDENTS

UNDERGRADUATE AND GRADUATE OFFICES
Every faculty has planned the re-opening of these services based on its specific needs. However, generally speaking, Undergraduate and Graduate Offices within faculties are proceeding as follows:

• Given that most services and key activities can now be achieved remotely, most employees are working from home until the beginning of the Fall 2020 term, at which point a small percentage of employees will return to campus. (Particulars are specific to individual faculties)

• As the situation continues to improve during the Fall 2020 term, more staff will return to campus

• All safety measures, practices and precautions, as outlined by the various health and university authorities, will be implemented

Office of the Vice-Provost, Graduate Studies
• All services and key activities can now be achieved remotely.
• All employees are continuing to work virtually through the Fall term.
• No in-person services will be offered in the Fall term.
• When a return to campus is mandated by the University, all safety measures, practices and precautions, as outlined by the various health and university authorities, will be implemented

REGISTRAR’S OFFICE
Registrar’s Office
The majority of the Registrar’s Office staff can work from home during Phase 2. The only areas that are expected to return to campus are:

• The Convocation area for the graduation ceremony to be held around June 10th and the preparation of a virtual ceremony.
• The Regional Mentors sector in order to finalize the registration period and prepare to welcome the cohort that will arrive in September.

A few employees from the Registration and Curriculum Management sector, but in rotation, to support the faculties that will have started a partial return.

Undergraduate Admissions
The personnel who provide customer service at Infoadmission are returning to the campus in addition to those already present in Phase 1. For the rest of the team, they can work at home, but a return in alternation, in order to respect social distancing norms, would be desirable.

Admissions – Central 2nd and 3rd Cycle Support + General Admissions Support
The two employees of this team share an office that allows for social distancing. They could return on a full-time or shared schedule.

Financial Aid and Bursaries Department
Staff providing customer service to the LBSAS are returning to campus in addition to those already present in Phase 1. For the rest of the team, they may work at home, but a rotational return to meet social distancing standards would be desirable.
4. SUPPORTING OUR STUDENTS

**Liaison**

- Liaison officers can work from home in Phase 2. Depending on ad hoc projects, some will be called upon to return to the campus, but on an alternating basis.

- The receptionist will return to the campus.

Campus tours may resume, with certain limits to be determined, and Ambassadors may use the Liaison Officers’ work units, but must clean them on a regular basis.

**4.4 Other Student Services (Career Centre, Food, Housing, Sports)**

**TEACHING AND LEARNING SUPPORT SERVICES**

TLSS is planning for a partial opening September 2020, that is: hybrid learning models – 4% in class v. 96% online, minimal events with distancing and online options, no recreation, increased resident population, distancing and mask-wearing measures fully in place.

- Classroom support for remote teaching and partial remote teaching from the classroom.
  - All 15 technicians and their supervisors in 2 shifts (day and evening) will need to be on campus.

- Will need to provide masks and gloves.

- Supervisors to ensure distancing during operations.

- Will need physical barrier between workstations.

- Alternately, two teams for each shift alternately working from home and on campus (workstations are too close to have full shifts on at the same time).

- All other teaching and learning support activities will continue to be delivered remotely.

- Contact details (phone number and emails) remain the same as current.

- RGN office open on request for equipment loans.
  - Plexiglass screen will need to be installed at the counter and at the employee's desk.
  - Will need to provide hand sanitizer.
  - Will need to provide disinfectant for equipment loaned to by clients.
  - Will depend on the faculties according to the work assigned to the students.
  - Will be on demand with preset appointments and online reservations.

- MRT counter open on request for equipment loans
  - Plexiglass screen will need to be installed at the MRT06 counter.
  - Will need to provide hand sanitizer.
  - Will need to provide disinfectant for equipment loaned to by clients.
  - Will depend on the faculties according to the work assigned to the students.
  - Will be on demand with preset appointments and online reservations.
4. SUPPORTING OUR STUDENTS

CAREER SERVICES

Initial opening on Monday, August 17, 2020.

- Entrance and Exit Disinfectant Stations
- Wearing the mask for incoming students
- Plexiglass for the reception area
- Maximum of one customer at a time at the reception desk

Services offered:
- Central telephone line
- In-person customer service
- Organization of virtual meetings with other team members for students who would come to the office.

FOOD SERVICES

General Overview

- Essential service.
- 20% of employees on site to manage operations
- 80% telework for all other administrative tasks
- Weekly on site team rotation
- Students return to campus/residence in the fall with meal plan holders.
- 219 people are permitted in the Dining Hall with a 2 metre physical distancing
- Flexibility of Food Service outlets operations according to Public Health directives and CA approval.
- Boost pre-order/prepay APP will be marketed to reduce line ups and wait time. New catering pickup menu developed and implemented for Faculties and Services (payable with PCARD)
- All financial transaction will be cashless
- All third party provider managers/supervisors will be onsite to manage physical distancing and apply OPH guideline in all dining operations
- Reduced hours of operation for Dining Hall form 24/7 to 7:30–21:30
4. SUPPORTING OUR STUDENTS

Additional Precautions in Place

- The Dining hall stations will be converted from buffet to served ONLY stations with attendants at ALL times.
- The Première Moisson will provide pre-packaged take-out options, distributed by attendants.
- All staff will be required to wear PPE at ALL times.
- Chartwells staff will be required to have temperature checks and complete the self assessment test daily.
- Additional cleaning staff will be hired to provide frequent cleaning of any high touch point surfaces.
- Multiple sanitization stations will be setup in and around food services outlets.
- Plexiglass will be installed at all cashes, and each station between customers and kitchen staff.
- “Safe zones” will be clearly indicated with signage at each table and in each waiting area to enforce physical distancing.

ASSIGNMENT AND CLIENT SERVICES UNIT

Residence Front Desk Services

- Friel and Rideau Residence receptions will remain closed for the fall term.
- The 90U front desk reception will be open 24/7 to provide service to approximately 1500 students who will be living in residence for the fall term.
- Return to Work on site will begin on August 10, 2020 to prepare for the residence move in and set up for the academic year. This date aligns with other on campus Service delivery desks such as Info Service and uOttawa Card office.
- 100% return of full-time employees but spread throughout a pre-determined 24/7 schedule to ensure only 1 employee at the reception desk at a given time. (8 a.m.–4 p.m., 4 p.m.–12 a.m., 12 a.m.–8 a.m.).
- Will review the in person and work from home rotation as current hiring processes are finalized and new staff are trained.
- Guard services will be employeed to provide additional support at the 90U reception area and for those residences that are open but without reception counters.
- Only a few core student staff (3–4) will be employed to provide weekend coverage.
- All mandatory COVID-19 training will be completed in advance of returning to work in person.
- Reception work stations and employee PPE will be set up in accordance with university requirements and OPH recommendations.
- Will continue to adjust operations in accordance with evolving government and OPH recommendations.
- Contigency plan in place for future reception closures and a 100% work from home scenario. (ex. 2nd wave)
4. SUPPORTING OUR STUDENTS

**Student Assignment and Off-campus Housing Operations**
- Small team so there will be staff one site/working from home in a 35-50% ratio and aligned with front line operations.
- Collaborative approach for service delivery with the Client Services team.
- Return to Work on site will begin on August 17, 2020 to prepare for the fall residence move in and complete staff set up.
- All mandatory COVID-19 training will be completed in advance of returning to work in person.
- Office set up and employee PPE will be completed in accordance with university requirements and OPH recommendations.
- Will continue to adjust operations in accordance with evolving government and OPH recommendations.
- Contingency plan established for future closure and 100% work from home scenario. (ex. 2nd wave)

**IT and Project Support**
- Return to on-campus work started August 17, 2020 to prepare for the fall residence move in.
- For IT work there is a mixture of working from home with on site work. The on site work depends on the work needed to support in house students and staff. Projecting a 30% onsite 70% from home scenario.
- 3 Project coordinators can work primarily from home with possible exceptions for the Move In and other high volume periods of the year. Projecting an onsite presence is needed 20% of the time.
- All mandatory COVID-19 training is completed in advance of returning to work in person.
- Office set up is on rotation and completed in accordance with university requirements and OPH recommendations.
- Continues to adjust operations in accordance with evolving government and OPH recommendations.
- Contingency plan established for a future closure and a 100% working from home scenario. (ex. 2nd wave)

**VARSITY ATHLETICS**

1. **Return to Individual Training**

   **Stage 1 (Approved June)**
   - Outdoor open area training: park, city field
   - Public Health Guidelines for numbers and spacing
   - Coach or athlete facilitated
   - Organized vs unorganized
   - No equipment

   **Stage 2 (Approved start July 13)**
   - Outdoor open area: uOttawa campus
   - Access to field only, no facility access
   - Coach/S&C facilitated
   - Public health guideline for numbers and spacing
   - No equipment or personal equipment
4. SUPPORTING OUR STUDENTS

2. Return to Team Training

Stage 3 (Target Start Date: July 27/August 4)
- Indoor open area training: uOttawa
- Limited access to HPC
- Limited equipment

Stage 4 (Target Start Date: TBD)
- Organized team practices (outdoor/indoor)
- Limited access to HPC
- Equipment allowed
- No contact allowed for contact sports

Stage 5 (Target Start Date: TBD)
- Organized team practices (outdoor/indoor)
- No restrictions on contact
- Medical support
- Equipment allowed

3. Return to Competition

Stage 1 (TBD)
- Infectious disease prevention education
- Infectious disease cluster response plan
- Quarantine/isolation plan
- Pre activities screening
- Preparation for implementing safe training approach
- PPE & equipment disinfectant protocols

Stage 2 (TBD)
- Contingency plan for managing resources
- Athlete and Staff monitoring plan
- Team Ops & travel considerations
- Event management & planning
## 4. Supporting our students

### Progressive On-campus VRP Timelines

<table>
<thead>
<tr>
<th>Phase</th>
<th>Phase and stage</th>
<th>Date</th>
<th>Estimated full-time staff</th>
<th>Estimated Other support*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Individual training</td>
<td></td>
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<tr>
<td>Phase 1/Stage 1 Off-Campus Outdoor</td>
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<tr>
<td>Phase 1/Stage 2 On-Campus Outdoor</td>
<td>July 13 – Approved</td>
<td>30/44 FT staff for specific times and rotational/alternating</td>
<td>10–20% of 250 for specific times</td>
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</tr>
<tr>
<td>2. Team training</td>
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<td></td>
<td></td>
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<tr>
<td>Phase 2/Stage 3</td>
<td>August 4th</td>
<td>30/44 FT staff for specific times and rotational/alternating</td>
<td>10–20% of 250 for specific times</td>
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<td>Phase 2/Stage 4</td>
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<td>Phase 2/Stage 5</td>
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<td>3. Competition</td>
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<tr>
<td>Phase 3/Stage 1</td>
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<td>100% specific times</td>
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<td>Phase 3/Stage 2</td>
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<td>100%</td>
<td>100% specific times</td>
<td></td>
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<td>4. Hosting</td>
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<tr>
<td>Phase 4/Stage 1</td>
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<td>100%</td>
<td>100% specific times</td>
<td></td>
</tr>
</tbody>
</table>

*These are estimates of additional coaches, volunteers, students, experts, etc. associated with our programs. Not necessarily all on campus. Some teams train off campus.
4. SUPPORTING OUR STUDENTS

PHYSICAL RESOURCES AND OPERATIONS UNIT

General Measures

- Controls to ensure physical distancing: Capacity limits, physical barriers, directional signage, mask wearing
- Enhanced sanitization protocols
- Screening where needed (e.g. Sports)
- Continued telework for some administrative personnel (10%)
- Maximize virtual/outdoor meetings/communication/staff training
- Work-team shift-cohorting where possible

Timeline

- Pre-Recovery:
  - Facilities Construction & Maintenance Activities
  - Limited Outdoor Access for Varsity Athletics and Summer Students as of July 13
- Recovery Phase I:
  - Expanded access to indoor & outdoor facilities for Varsity Athletics as of August 4
  - Preparation of all facilities (sports, residences, UCU) for expanded services as of August 10
- Recovery Phase II:
  - Reopening of sports facilities, student residences, and UCU to students and employees in a phased approach as of August 17 through September 08
- Recovery Phase III:
  - Increased facility access to employees, campus community and external clients in phases. Timeline to be determined.

4.5 Student Life

RESIDENCE LIFE AND PROGRAMMING

The single highest priority of the uOttawa Housing Service will always be the health and safety of its students and staff in residence. A FAQ is available to respond to student questions.

As we continue to comply with public health guidelines, the following residence buildings have been selected to house students this fall: **90U, Henderson, Annex, 45 Mann, and Hyman Soloway**. Students who had received a fall 2020 housing offer for Rideau, Friel, Leblanc, Thompson, Marchand, or Stanton have received a new offer for one of the open buildings through the Housing Portal by the end of July 2020.

With respect to the Winter 2021 term, at this time, it is still too early to speculate about what public health guidelines will be in place in the winter for congregated living situations. We expect to make the decision to open any additional buildings for the winter based on the recommendations of public health authorities midway through the fall term.
4. SUPPORTING OUR STUDENTS

General measures for Residences:

• Professional staff work mostly from home. Student staff (52) work and live in residence
• On campus visits limited to one-on-one interactions with students and student staff and in-person events that are compliant with public health guidelines.
• Reduction in student staff proportionate to the number of students in residence.
• Majority of programming is offered hybrid in the fall, with some in-person programming offered within public health guidelines.
• Health and safety measures are in place on campus for in-person meetings and events.
• Physical common spaces remain closed for the fall – Wellness Lounge, Carrefour Francophone, common rooms and study rooms in residence.

COUNSELLING

• Virtual counselling to continue.
• 4 staff on-site to provide reception and triage services and same day appointments
• Majority of mental health programming is offered virtually in the fall, with minimal in-person programming offered within public health guidelines.
• Health and safety measures are in place on campus for in-person meetings and events.

CAMPUS RECREATION

• Programming will be hybrid. In person programming subject to facility access and PH guidelines and limited to students only
• Will deliver off campus training
• Pre-opening servicing of equipment in the fitness centres and re-alignment of equipment use to respect physical distancing and cleaning protocols
• Full cleaning of all planned venues and equipment to be used for activities; Acquisition of ongoing cleaning supplies for increased frequency of cleaning especially within the fitness centres
• Re-purpose facilities (e.g. Gyms, field) for programming. Look at re-assigning gym and field facilities to achieve the physical distancing to deliver programs

HEALTH PROMOTION

• Staff work mostly from home with exception of weekly in-person mobile tabling/info sessions
• Transfer health campaigns from physical education displays to virtual platforms (social media and web)
• Volunteers and student staff hours pushed to support virtual programming and events
• Work with UOHS/OPH to determine if FLU clinic will be held on campus this year
• Welcome kits will be distributed to students living in residence and virtual kits to all first year students
• Physical spaces remain closed for the fall including the Health Promo Centre
4.6 Indigenous Students

Indigenous Affairs (IA) is a small office consisting of 3 full-time employees. IA is responsible for the Indigenization of the campus as well as for the Indigenous students seeking access to services and support at Mashkawaziwogamig: Indigenous Resource Centre (IRC).

OVERALL APPROACH AND GUIDING PRINCIPLES

The plan presented here observes the guiding principles identified in the COVID-19 Recovery Planning Guidance for Units and takes as our first priority ensuring the health and safety of uOttawa staff, students, and faculty which includes:

- limiting in-person gatherings
- authorizing business activities
- ensuring physical distancing
- promoting proper respiratory and hand hygiene

STUDENT SUPPORT

Since March 2020, much of our student support has been provided remotely, including:

- Sessions with Elders/Knowledge Keepers and Counselling services for students (offered via phone and video). Elders will not return to campus for 2020-21 in protection of their health. The Counsellor will continue to work remotely on an as needed basis.
- Meetings with students to provide academic counselling and support registering and planning their academic year
- Online activities including virtual bingo and cooking shows, bi-monthly reading group

While much of our work with other services and faculties can be done remotely, as a student-centered service, we are implementing a physical reopening of the IRC in Fall 2020, particularly to ensure that the following in-person services are available for our students:

- Access to the physical infrastructure including internet/wifi, computers, and/or printing/fax services.
- Access to our library

RETURN TO WORK PROTOCOLS

Returns to work are staggered to ensure physical distancing. Prior to returning, all employees need to complete the COVID-19 training module. Additionally:

1. Employees entering the IA space are required to wear a mask in all indoor common spaces. This includes hallways, lobbies, stairways, washrooms, elevators, and any other place where signage indicates to do so, or whenever physical distancing is not possible.
2. Must respect physical distance guidelines and keep two metres apart from others.
3. Students accessing the Centre have to make an appointment, there are no drop-in services.
4. Extra chairs can be removed from the space and stored in an empty office while the fridge, microwave, and coffee station have been made inaccessible.
5. Only 2 students are permitted to access computers at the same time and must be at opposite ends of the terminal space; the computers and printer must be disinfected after each use.

When students are permitted into the IRC, by appointment, the same distancing protocols are maintained.
4. SUPPORTING OUR STUDENTS

4.7 International Students

uOttawa recognizes that international students outside of Canada face unique challenges navigating the current travel restrictions and quarantine requirements. We are ensuring that students are well equipped to travel to Canada safely and to abide by all Public Health orders. The International Office has been closely monitoring the recommendations surrounding re-entry to Canada for the international student population and is communicating IRCC’s recommendation to new and returning students.

NEEDS MONITORING AND COMMUNICATIONS

Our frequently updated entry and arrivals website informs students of the latest re-entry and quarantine requirements and provides students with information on the University quarantine plan and support services available.

Weekly immigration Q&A sessions are held for international students seeking information on travel restrictions and quarantine requirements. A dedicated team including certified immigration advisors, health insurance specialists, and travel safety experts is available daily to support students on the same topics.

FALL 2020

The proposed plan is in line with the Public Health Institutional Readiness Requirements for International Students sent to the U15 Group of Canadian Research Universities. We are also coordinating with the University decision making bodies to ensure compliance with local, provincial and national public health authority's guidance related to COVID-19.

PRE-DEPARTURE FROM HOME COUNTRY & ARRIVAL AND TRANSIT TO QUARANTINE

A pre-departure protocol is in place to ensure that students are fully aware of entry and quarantine requirements, have the necessary Government of Canada application forms, and have a quarantine plan in place. Our entry and arrivals website provides latest information on the quarantine package and official guidance on preparing a quarantine plan. Students in quarantine are provided with printed information about COVID-19, their health insurance card, and support services available from the University;

QUARANTINE AND SUPPORT

Students who book the University’s quarantine package stay at Les Suites Hotel located next to the main uOttawa campus for 14 nights and are provided with a variety of services including daily meals delivered to their door, access to supports from Housing, a list of activities and virtual opportunities, and daily communication with our quarantine support team. No other residents, guests or staff are permitted to enter self-isolation units during the self-isolation period except in the case of an emergency.

Students are not allowed to leave their rooms except for emergencies or to receive medical care. Once the self-isolation period is completed, students are able to move into their assigned residence room or to off campus housing.

CASE REPORTING

A quarantine support team is responsible for tracking the wellbeing of each international student entering quarantine. Any compliance issues or cases of COVID-19 infection during the 14-day mandatory quarantine period are reported to Ottawa Public Health and/or Public Health Ontario and/or the Public Health Agency of Canada, as required.
4. SUPPORTING OUR STUDENTS

HEALTH AND WELLNESS

Health
As soon as they arrive in Canada, all international students are automatically covered by the University Health Insurance Plan (UHIP) in addition to supplementary health insurance from their student association. Students are provided guidance on how to virtually access services provided by our partners at the uOttawa Health Services, as well as important links and contact information for university and community resources. Additionally, students in quarantine are assisted by the quarantine support team if they need to leave the quarantine facility to seek medical attention in person.

Wellness
The teams in the Student Health & Wellness sector offer services and programming to support students, including a virtual wellness and mental health series, workshops, virtual fitness classes, and meditation. Students also have access to a range of mental health supports such as online resources, counselling sessions with professional counsellors, self-directed online mental health resources (TAO), peer to peer services and workshops, group counseling for international students facilitated by professional counsellors and referrals off campus for specialized services.

CAMPUS INTEGRATION AND ONGOING SUPPORT

Housing Service provides supports students moving from the quarantine location into residence. The International Office continues to support international students by offering peer to peer support, the uOConnexion program, and in-person and virtual socio-cultural activities.

Many other services on campus also support all students including international students such as Academic Support Services, student mentoring, Academic Writing Help Centre, Academic Accommodations, the Human Rights Office, etc.

Finally, the University is launching a communications campaign to avoid stigmatization of international students and potential racism.

4.8 Hotline and Feedback Mechanisms

As indicated above, the University has mobilized resources to ensure its community is kept appraised of the evolution of the pandemic, its impacts on the campus, and measures being taken to address the various changes and challenges that face us.

Existing communication channels have been used since the beginning of the pandemic to reach out to our difference audiences (students, faculty, staff, alumni, donors, etc.), in addition to our dedicated COVID-19 webpage.

A specific email address (covid@uottawa.ca) was created to facilitate feedback from the community. Hundreds of emails have been received and responded to since the beginning of the pandemic.

The Communications Directorate coordinated, and continues to coordinate, institutional responses with faculties and services to ensure a coherent voice and information dissemination.
5. Supporting our Professors and Personnel

**Applicable Guiding Principles:**

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.
2. Recovery efforts at uOttawa are aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer
3. Recovery is carried out in a progressive, phased approach. Safety is the first consideration for the timing, rate and scale of recovery efforts.
4. Faculty and staff continue to work remotely until both public health and university directives allow for a safe return to campus. Everyone who comes to campus follow practices that promote safety, good hygiene and adhere to physical distancing directives.

### 5.1 Health, Wellness, and Safety Considerations

The initiation of a COVID-19 recovery process for university employees, including professors and support staff, goes through the gradual three-phase approach outlined in the Introduction. As part of COVID-19 prevention efforts, uOttawa’s Human Resources Service has produced a new [information guide to help employees return to work](#) after several weeks of working from home. This guide includes information on health and wellness and other resources available to help professors and support staff in the course of their return to campus. The guide is evergreen and is being updated regularly as we progress through the reintegration phases. A [guide has also been developed for managers](#).

Everyone is responsible for health and safety, including during the COVID-19 pandemic. In addition to the roles and responsibilities of university parties outlined in [Procedure 14-1 – Internal Responsibilities Procedure for Health and Safety Issues](#) under [Policy 77 – Occupational Health and Safety](#), uOttawa employees must also note these additional responsibilities, in keeping with our Guiding Principles.
5. SUPPORTING OUR PROFESSORS AND PERSONNEL

PROFESSORS AND SUPPORT STAFF

• Work remotely to the extent possible.
• Discuss work expectations with their supervisor and if their presence is required on campus during the COVID-19 pandemic.
• Complete the required Returning to Work on Campus: Protecting Yourself and Others training.
• Complete a self-assessment prior to arriving on campus.
• Maintain physical distance from others as often as possible and wear community protective equipment (e.g. non-medical mask) when physical distancing is not possible and in areas where required (e.g. indoor public spaces).
• Notify Health and Wellness if feeling unwell or are experiencing COVID-19 symptoms.
• Strictly adhere to all government, public health and university directives.

SUPERVISORS, MANAGERS AND PRINCIPAL INVESTIGATORS

• Discuss work expectations with employees under their authority and if the employees’ presence is required on campus during the COVID-19 pandemic.
• Ensure employees under their authority – including those within common areas under their authority – respect government, public health and University directives, including physical distancing, wearing of community protective equipment (e.g. non-medical mask), proper hygiene practices, etc.
• Develop, document and implement reintegration plans for areas under their responsibility taking into account public health and University requirements, including sanitizing common surfaces, minimizing congregating of employees, reallocating workspace, adjusting or staggering work schedules, etc.
• Notify Health and Wellness if an employee reports feeling unwell or is experiencing COVID-19 symptoms. Make necessary arrangements to ensure the health and safety of persons working alone or in isolation, such as through the SecurUO app.
• Chairpersons, chief administrative officers, directors and deans
• Ensure that their work units have developed work/reintegration plans accounting for public health requirements.

5.2 Resources

Going back to work on campus after months of working from home may be difficult, especially if individuals continue to deal with concerns about their health, the health of a family member or child care. The following resources have been communicated on a regular basis to all employees since the beginning of the pandemic.

• All employees, including contract employees and part-time professors, now have access to short-term counselling services under the Employee and Family Assistance Program.
• Since the start of the pandemic, considerable COVID-19 mental health and wellness information for employees coping with child care issues, anxiety and telework has been added to the Mental Health and Wellness web site.
• The BounceBack program is an excellent resource for individuals who are feeling stressed, worried or anxious about events related to COVID-19. It is a free resource offered by the Canadian Mental Health Association to all Canadians. It consists of booklets of information, online videos accessible at all times and up to six counselling sessions by phone.
5.3 Training and Support

In order to support employees and managers in these uncertain times, the University has deployed a range of distance learning courses on relevant topics such as:

- Resiliency in times of COVID-19
- Privacy during COVID-19
- Stress Management during COVID-19
- Essential Tools from a Trauma Expert: Managing Secondary Trauma, Moral Distress Compassion Fatigue during COVID-19

Human Resources also offered express coaching sessions to all interested managers. A comprehensive virtual toolbox was also put in place to support managers in their work.

In terms of communication, weekly virtual meetings are organized by HR, often bringing together more than 150 directors and managers from all sectors of the institution to share useful information and answer questions.

5.4 Wellness Survey

In order to better understand how the pandemic was affecting our employees, HR developed and launched its first Stay Healthy and Connected wellness survey in the spring. We received 2,180 responses, representing a 30% response rate overall (32% support & administration and 27% faculty members). The valuable information provided has allow the University to better support employees during these challenging times. The results of this first survey are available online.

5.5 Other HR Considerations

Employees are invited to share their concerns with their supervisor, manager, department, faculty, human resources business partner, union, health and safety committee, the Office of Risk Management or other appropriate authority.

Supervisors and managers are encouraged to take into consideration the needs/limitations of employees with known health situations that may make them more susceptible to COVID-19. Employees can confidentially declare health concerns to the Health and Wellness office.

5.6 Domestic and International Travel

To protect the health and safety of uOttawa’s community, all international travel for University-related work, including fieldwork (students, professors, support staff and postdocs) is not permitted until at least September 1. The decision will be revisited in the coming days and an update will be communicated to the University community.

Domestic travel and off-campus activities are permitted, as long as they are carried out in accordance with the advice of the relevant public health agencies and the directives in effect at the location and site-host where the activities occur. The Office of Risk Management has a useful document to help plan and prepare for off-campus activities.
6. Supporting our Research/Scholarly/Artistic Work

Applicable Guiding Principles:

1. The health and safety of uOttawa’s students, faculty and staff is our foremost priority.

2. Recovery efforts at uOttawa are aligned with public health directives and guidance. This includes:
   - Gathering restrictions
   - Authorized business activities
   - Physical distancing
   - Proper respiratory hygiene
   - Hand hygiene, both washing hands with soap or using hand sanitizer

3. Recovery is carried out in a progressive, phased approach. Safety is the first consideration for the timing, rate and scale of recovery efforts.

4. The first step of uOttawa’s progressive return is the reopening of our research labs. As a research-intensive university, it is vital that we restore our ability to conduct research as a first step in recovery efforts.

6.1 Health and Safety Considerations

The safety and well-being of our faculty, staff and students is paramount. This overarching principle is at the heart of our decisions and actions with respect to remobilizing our research activities across all campuses and off campus.

During the Spring 2020, uOttawa created the Research Restart Taskforce under the Office of the Vice-President, Research, the COVID-19 Recovery Taskforce, faculties and key services (e.g. Facilities). The Taskforce developed a Framework for Remobilizing Research, which outlines the guiding principles and key considerations for faculties in restarting research activities, across all campuses and off campus. The framework lays out the conditions for restarting research activities at uOttawa and ensures coherence, coordination, and consistency across all faculty plans, as well as interinstitutional collaboration on processes and practices.

uOTTAWA PRINCIPLES FOR REMOBILIZING RESEARCH

1. Those who can conduct their research activities remotely will continue to do so.

2. Required supporting campus infrastructure and business services must be operational at levels required to enable research remobilization efforts. This includes access to, and support from, libraries.

3. Returning staff, faculty, and students must practice strict sanitary precautions and comply with the physical distancing directives in place.

4. Research remobilization plans are implemented in phases that allow for a progressive and safe increase in campus, building, floor, and room occupancies and densities.

5. Research remobilization plans must take into account the range of dependencies and interdependencies.

6. Faculties are responsible for developing their research remobilization plan, with support and guidance from the OVPR, the RRT, and the uOttawa COVID-19 Recovery Taskforce.
Working closely with Facilities and the Office of Risk Management, uOttawa has adopted a 3-phase approach for remobilizing research activities, which provides for adherence to public health directives. This phased approach enables principal investigators and laboratory managers to scale up projects in order of priority within their labs, and importantly, adjust their workflows and work areas to ensure compliance with the recommended public health and occupational health and safety measures.

- Phase 1 (May–June 2020) – 33% capacity
- Phase 2 (June–September 2020) – 66% capacity
- Phase 3 (tentatively, September–December 2020) – 90% capacity (or “new normal”)
- End of pandemic (tentatively, early 2021) – 100% capacity

It is important to recognize the individual needs of each lab to meet public health guidelines. Individual Faculties have been working closely with their researchers to develop remobilization plans that manage occupancy and density in our core facilities (ARC, etc) and other locations. Where more than one Faculty is co-located in a specific building (RGN, STEM, DMS), Faculties are working in close collaboration to maintain strict adherence to public health guidelines.

uOttawa has adopted a “physical environment” planning approach (see diagram) that allows faculties to identify the concentration areas – offices, rooms, laboratories, floors and buildings – where circulation, interaction and congregation must be identified and minimized. Faculties are working closely together, particularly where they are co-located in a specific building (e.g. RGN, STEM, DMS).

6.2 Working On-campus/Working from Home

uOttawa has consistently reiterated its commitment that no staff, faculty or student should feel compelled to return to campus if they have concerns for their personal safety and well-being.

As of August 10, all Faculties have submitted and received approval for the Phase 1 plans, and some are now progressing on to the next phase. To date, the remobilization and reintegration of research labs has gone extremely well, with each Faculty managing the process prudently. About two-thirds of our research activities have resumed and we anticipate that this level of activity will continue to increase as we begin the new term.
6.3 Activities Involving Humans

uOttawa has encouraged all researchers with active protocols to evaluate the necessity of ongoing study activities at this time, and if needed, to make appropriate (and applicable) revisions to their study in response to Public Health Ontario recommendations until further notice – maintaining compliance to all institutional, provincial and federal guidelines.

In order to exercise sound judgment when making decisions about study activities, PIs have been provided with guidelines and considerations to protect all participants, research staff and the community at large.

Researchers are encouraged to make use of technology and other tools to facilitate adherence to public health guidelines while still allowing research teams to communicate with each other and with participants as needed.

uOttawa’s Research Ethics Boards recognize the wide range of research across campus and the necessity for diverse modifications to facilitate research activities at this time.

The Office of the Vice-President Research, the Office of Research Ethics and Integrity and the Office of Risk Management are currently working together to develop guidance documents to allow the resumption of in-person human participant research. These activities will resume with a first focus on allowing off-campus research involving human participants, with off-campus research involving human participants following a few weeks later.

6.4 Activities Involving Animals

Throughout COVID-19, uOttawa, through the Animal Care and Veterinary Service has continued to provide basic animal care services in ACVS facilities in Guindon, D’Iorio and Vanier Hall, and at the Heart Institute.

Animal facilities have been accessible to researchers. Process and procedures have been implemented to ensure animal welfare with minimal research impact.

6.5 Field Work

All non-essential activities and travel is not permitted. The Office of Risk Management has provided detailed guidance for undertaking academic fieldwork during the pandemic.

Deans must review each request for academic fieldwork to assess if it is considered. Approval is granted if the field trip meets public health requirements.

CONFERENCES

In light of public health directives and to ensure the health and safety of members of our community, all uOttawa-organized conferences and meetings involving participants who must travel from outside Ottawa are cancelled until the end of October. As of September 1st, 2020, uOttawa community members will be allowed to host specific events but only if such activities are only attended by local participants. These events must respect public health directives and for now, no external groups will be eligible to host events on campus. (GL : Update – Research Restart Activities 8/10)
7. Supporting and Working with our Community: Alumni, Friends and Collaborators

Applicable Guiding Principles:

1. Recovery is carried out in a progressive, phased approach. Safety is the first consideration for the timing, rate and scale of recovery efforts.

The uOttawa External Relations team of approximately 120 people rapidly transitioned to a remote and virtual operating mode. Currently and except for those for whom their functions cannot be completed remotely or due other special circumstances, all External Relations staff are working remotely and will continue to do so in the foreseeable future.

We continue to support the work of the University’s faculties and services in their execution of the University’s mission through regular and crisis communications, issues management, and stakeholder engagement.

We maintain and enhance existing relationships with our stakeholders as we continue find new ways to communicate and engage with students, faculty, staff, donors, alumni, and the public community at large, wherever they are – at distance and in person (once feasible).

7.1 Key Elements of Crisis Response (March to August)

Personnel

• Moved 120+ staff to virtual, safe and secure settings ensuring a smooth transition with training on new digital working tools. Ensured proper business equipment was in place in accordance with university guidelines.

• Cancelled all in-person events as well as meetings (both internal and external) to ensure safety for all. Transitioned to virtual where possible.

• On-boarded new essential staff into their respective roles, developing a digital human resources on-boarding program for successful integration, at distance.

• Provided “change management” support for staff in transition.

Business Planning

• Completed business continuity plans for the immediate short-term work in progress.

• Completed review of longer-term annual business plans and budgets to ensure strategic and tactical elements were evaluated for their mission-critical nature and pivoted to ensure value in their implementation in the context of the pandemic.

• Conducted two audits with external consultancy firms for both the major gift and the annual fundraising programs. Developed implementation plans to improve operations and outcomes in both of these departments.

• Re-organized staffing structures in the Advancement Services, Development, Donor Relations and Alumni Relations offices in alignment with audit recommendations.
Alumni Relations

- Converted alumni relations programming to digital/on-line modes, including fall homecoming.
- Integrated congratulation videos of high-profile alumni for graduating students as part of the virtual convocation in June.
- Collaborated with the Registrar’s Office to establish a special International Student Recruitment Pilot Program by engaging alumni around the globe to help increase international student acceptance rates.

Communications Directorate (CD) & Marketing

- La communication a été au cœur des efforts déployés par l’Université dès les premières semaines de la pandémie. Dès la mi-mars, un site web COVID-19 a été lancé afin de communiquer les plus récentes décisions prises par l’Université afin d’assurer la santé et la sécurité de la communauté universitaire.
- Supported the overall uOttawa business planning by providing strategic advice and communications support to the administration as an active member of the Emergency Operation Committee (EOC).
  - Daily messages by the President were produced in the early days of the lockdown to ensure uOttawa community was kept apprised of decisions being made and the impact of the activities.
  - Coordinated all communications efforts across campus. Established protocols with Registrar’s Office, Student Life and other key partners to ensure comprehensive and efficient approach.
  - Created “quick response” team to be able to produce communications products on tight deadlines and in a quickly evolving environment due to the pandemic.
- A COVID-19 specific website was created as a one-stop shop for all key and relevant information for the community.
- Language Services team adjusted its service model (work schedule, requests triage…) in order to offer an increased support to the uOttawa efforts to communication, in both French and English, with the community (internal and external)
- Coordinated regular updates with subject matter experts (GÉÉ, Student Life, ORM, HR, OVPR, etc.). Various sections (students, faculty and staff, research) have been developed with specific FAQs.
- Ensured all deliverables for the pan-university web-site renewal project remained on-track and on-budget.
- Supported the fundraising group in leading the campaign re-branding project.

Fundraising

- Closed the fundraising year with the 2nd highest outcome in uOttawa’s history.
- Implemented multiple outreach and engagement strategies, including on-line donor cultivation meetings, webinars, podcast development and virtual town halls as engagement tools for donors and alumni. Ensured the President personally engaged with top donors and stakeholders on-line.
- Hosted a virtual Campaign Cabinet meeting.
- Developed a COVID-19-related fundraising priority case for support for immediate needs, including: Emergency student fund; COVID-19-related research; Student mental health; Infrastructure; Digital technology investments.
- Developed a new fundraising case for support for the Faculty of Medicine and the new Advanced Medical Research Centre; launched consultative process to develop renewed pan-university case for support with priorities stemming from the new Transformation 2030 strategic plan.
  - Ran a successful Giving Tuesday special fundraising appeal, raising for than $150,000 for Student Emergency Funds.
  - Worked with campus leaders to identify, classify and start promoting pandemic-related research projects and priorities as well as supports for mental health. Both priorities will now be promoted through annual fund appeals and principal/major gifts approaches.
7. SUPPORTING AND WORKING WITH OUR COMMUNITY: ALUMNI, FRIENDS AND COLLABORATORS

- Worked closely with University Facilities office to ensure a comprehensive approach and dedicated resourcing for fundraising for new capital infrastructure building projects with the “Top Shelf” initiatives prioritized.
- Launched consultative process and developed brand strategy for the renewed fundraising campaign under Transformation 2030, bringing closure to “Defy the Conventional.”

7.2 Key Elements of Preparedness Plan – Fall 2020

The External Relations teams will continue to work remotely with few exceptions.

Personnel & Business Planning
- Continued focus on our staff, safety, health and well-being as well as ongoing training and professional development to maintain and enhance staff competencies, engagement and productivity while working remotely.
- Ensure University-level annual business planning, objective setting and budget processes are completed.
- Continue IT modernization with the procurement of an event registration system with improved capacities for online registration. Begin process for renewal of the alumni and donor database (CRM).
- Enhance staff technical competencies for digital and online programming and communications.

Alumni Relations
Accelerate digital alumni engagement with the implementation of new strategies and products such as an on-line Homecoming, alumni mentorship platform, book club, and a new series of podcasts aligned with the University’s fundraising priorities showcasing experts from our institution. Deliver the annual Alex Trebek Distinguished Lecture Series.

Fundraising
- Conduct on-line and in-person discussions with alumni and donors to initiate major-principal gifts solicitations where possible.
- Initiate new annual fund strategies and tactics aimed at raising funds for top priorities.
- Re-launch uOttawa fundraising campaign during Homecoming under a new fundraising campaign brand and driven by pan-university and faculty cases for support (Nov–Dec) in support of our Transformation 2030 vision.
- Deploy new key performance metrics through expanded data analytics capabilities.
8. Supporting Documentation and Resources

8.1 University-level

Return to Work on Campus: HR Guide for Employees
Return to Work on Campus: HR Guide for Managers
Stay Healthy and Connected Wellness Survey (May 2020)
Mobilizing Research on Campus
Derogation Request to Continue Critical or Time Sensitive Research
Academic Field Trip Safety Considerations
Update on the work of the Animal Care & Veterinary Service

uOttawa’s Coronavirus (COVID-19) landing webpages: English and French
COVID-19 Recovery Taskforce Terms of Reference (29/05/2020): 3 pages
  • Appendix 1 – COVID-19 Infection Control Technical Guidelines: 1 page
  • Appendix 2 – COVID-19 Acquisition of Equipment Technical Guidelines: 10 pages
  • Appendix 3 – COVID-19 HR Technical Guidelines: 11 pages
Unit COVID-19 Recovery Planning – Key considerations and workflow: 3 pages
Campus Health and Safety Resources for COVID-19 (07/2020): 33 pages
Institutional lists of undergraduate and graduate courses and course sections to be offered during the Fall 2020 session: mode of delivery; schedule; location; people involved (students, instructors, teaching assistants, technicians, others): MSExcel files and worksheets containing more than 8,500 entries in total
COVID-19 uOttawa Research Restart Taskforce Terms of Reference (04/2020): 8 pages;
Framework for Remobilizing Research @ uOttawa: Guiding Principles and Key Considerations for Faculties (21/05/2020)
Derogation Request to Continue Critical or Time-sensitive Research (form): 3 pages
8. SUPPORTING DOCUMENTATION AND RESOURCES

8.2 Faculty- and Service-level

Faculty of Arts:
• Plan de reintégration au campus (phases I, II et III): 14 pages
• Faculty of Arts: Presence on Campus: 1 page

Faculty of Education:
• Progressive return of academic activities at the Faculty of Education: 2 pages
• Plan de réouverture progressive du Centre de ressources de la Faculté d’éducation: 2 pages

Faculty of Engineering:
• Plan pour la réouverture des services aux étudiants au Bureau des études de premier cycle et du Centre de mentorat de la Faculté de génie: 3 pages
• Engineering Graduate Office re-opening plan COVID-19 (17/07/2020): 3 pages
• Return to Research Plan: Phase 1 (10/06/2020): 9 pages
• Phase 1 – Research Reintegration COVID-19 Checklist (10/06/2020): 1 page
• Return to Research Plan: Phase 2 (29/07/2020): 36 pages

Faculty of Health Sciences:
• Faculté des sciences de la santé/Faculty of Health Sciences Academic Programs Restart – Été et Automne 2020/Summer and Fall 2020 (10/08/2020): 32 pages

Faculty of Law – Common Law Section:

Faculty of Law – Section de droit civil:

Faculty of Medicine:
• Faculty of Medicine – Return to Campus for Administrative Staff (27/07/2020): 9 pages
• Plan pour la réouverture des services aux étudiants (27/07/2020): 4 pages
• Faculty of Medicine – Hybrid Learning Model for Academic Activities (11/08/2020): 12 pages

Faculty of Science:
• Plan for return to work: planning for managers (14 pages)
• Plan for restart research (14 pages)
• COVID-19 on campus educational plan (6 pages)
• Sanitization measures (1 page)
• Plan pour la réouverture des services aux étudiants : Bureau des études de premier cycle: 1 page
• Plan pour la réouverture des services aux étudiants : Bureau des études supérieures: 1 page
• Academic Restart (Teaching Labs and Students on Campus): 10 pages + appendices
8. SUPPORTING DOCUMENTATION AND RESOURCES

Faculty of Social Sciences:
- Réouverture des services aux étudiants sur le campus: 13 pages
- Faculty of Social Sciences Research Relaunch Plan – Phase 2: Research in Offices of Professors and Research Personnel (17/07/2020): 13 pages

Telfer School of Management:
- Telfer School of Management: Return to Desmarais (27/07/2020): 14 pages

Graduate and Postdoctoral Studies:
- PLAN DE RÉOUVERTURE : Cabinet des études supérieures et postdoctorales: 1 page

Indigenous Affairs:
- Return to Campus Plan for Indigenous Affairs: 6 pages

Institutional Research and Planning:
- PLAN DE RÉOUVERTURE : Bureau de la recherche institutionnelle et de la planification: 1 page

International Office:
- Réouverture des services aux étudiants sur le campus – ÉBAUCHE – Document de travail (23/06/2020): 6 pages
- Plan de quarantaine des étudiants internationaux retournant ou arrivant à l’Université d’Ottawa pour la session d’automne 2020 (30/07/2020): 3 pages

Labour Relations:
- e-mail communication: 1 page

Library:
- Phase 1: COVID-19 Recovery Plan – Increased on-campus activities (version 3.0 – 14/07/2020)
- Plan pour la réouverture des services aux étudiants (version 1.0 – 24/07/2020)
- Phase 2: COVID-19 uOttawa Library Campus Return Activities (10/08/2020): 11 pages

Teaching and Learning Support Service (TLSS):
- TLSS Recovery Planning Preparation: 4 pages
9. Appendices

Appendix 1: Campus Health and Safety Resources for COVID-19

PURPOSE
The University of Ottawa has remained open – albeit with limited operations on campus – throughout the COVID-19 pandemic, to support its teaching and research mission. This document serves to outline the University’s response to COVID-19, including resources available to the campus community, requirements during reopening phases and recommended best practices to ensure the health and safety of the University community as operations begin to normalize.

The health and safety of the University community is the priority as operations continue to expand. This includes incorporating newly-accepted norms of hygiene, physical distancing and facial coverings in all areas of campus to prevent and minimize the spread of COVID-19.

Public health advice and requirements continue to evolve. Efforts will be made to ensure that this document remains up to date. However, please refer to the most recent public health guidance issued by Ottawa Public Health and Public Health Ontario.

SCOPE
This document and guidance contained here applies to all members of the University community, at all uOttawa locations. All measures implemented to prevent transmission of COVID-19 should be done in compliance with the Occupational Health and Safety Act, the Emergency Management and Civil Protection Act and public health directives issued under the Health Protection and Promotion Act.

COVID-19
Those who are infected with COVID-19 may have little to no symptoms. You may not know you have symptoms of COVID-19 because they are similar to a cold or flu. In severe cases, infection can lead to death. Common symptoms have included:

- cough
- fever
- difficulty breathing and/or swallowing
- sore throat
- chills
- extreme tiredness
- digestive issues
- headache that are unusual
- Other symptoms, as identified by Public Health Ontario
9. Appendices

Symptoms may take up to 14 days to appear after exposure to COVID-19. This is the longest known incubation period for this disease. COVID-19 may also be transmitted to others from someone who is infected but not showing symptoms. Since COVID-19 is a novel virus, much remains to be understood about it. This means it is extremely important to follow the proven preventative measures, including those described in this document.

Roles and Responsibilities

Everyone is responsible for health and safety, including during the COVID-19 pandemic. In addition to the roles and responsibilities of university parties outlined in Procedure 14-1 – Internal Responsibilities Procedure for Health and Safety Issues under Policy 77 – Occupational Health and Safety, uOttawa community members must also note these additional responsibilities:

Workers

• Work remotely to the extent possible.
• Discuss work expectations with their supervisor and if their presence is required on campus during the COVID-19 pandemic.
• Complete the required Returning to Work on Campus: Protecting Yourself and Others training.
• Complete a self-assessment prior to arriving on campus.
• Maintain physical distance from others as often as possible and wear community protective equipment (e.g. non-medical mask) when physical distancing is not possible and in areas where required (e.g. indoor public spaces).
• Notify Health and Wellness if feeling unwell or are experiencing COVID-19 symptoms.
• Strictly adhere to all government, public health and university directives.

Students

• Work and study remotely to the extent possible.
• Complete the COVID-19 student orientation training.
• Complete a self-assessment prior to arriving on campus.
• Maintain physical distance from others as often as possible and wear community protective equipment (e.g. non-medical mask) when physical distancing is not possible and in areas where required (e.g. indoor public spaces, when accessing your classroom and until you are seated).
• Notify Student Counselling Services at SASS if feeling unwell or are experiencing COVID-19 symptoms.
• Strictly adhere to all government, public health and university directives.
Supervisors, Managers and Principal Investigators

- Discuss work expectations with workers under their authority and if the workers’ presence is required on campus during the COVID-19 pandemic.
- Ensure personnel under their authority – including those within common areas under their authority – respect government, public health and University directives, including physical distancing, wearing of community protective equipment (e.g. non-medical mask), proper hygiene practices, etc.
- Develop, document and implement reintegration plans for areas under their responsibility taking into account public health and University requirements, including sanitizing common surfaces, minimizing congregating of workers, reallocating workspace, adjusting or staggering work schedules, etc.
- Notify Health and Wellness if a worker reports feeling unwell or is experiencing COVID-19 symptoms. Make necessary arrangements to ensure the health and safety of persons working alone or in isolation, such as through the SecurUO app.

Chairpersons, Chief Administrative Officers, Directors and Deans

- Ensure that their work units have developed work/reintegration plans accounting for public health requirements.

Health, Safety and Risk Managers (HSRM)s

- Provide expert assistance to personnel within their faculty or service.

Office of Risk Management

- Provide expert assistance to the University community.
- Assist in investigating matters related to a work-related incident.
- Periodically validate compliance with University COVID-19 requirements.

Health and Wellness Office

- Provide expert assistance to the University community.
- Assess exposure potential of workers following a work-related incident.
- Periodically validate compliance with University COVID-19 requirements.

Emergency Operations Committee

- Coordinate initial University emergency response to the COVID-19 pandemic.
- Recommend and provide guidance to the Administrative Committee.

Administrative Committee

- Approve and implement recommendations for the University community.

Reducing Risk of COVID-19

COVID-19 remains an active risk. The greatest exposure risks are those involving close contact with a potentially infected person or touching potentially contaminated items (such as desks, keyboards, counters, door handles, hard surfaces or elevator buttons) and then inadvertently touching your face, mouth or eyes.
The University community must practise the following:

- Work and/or study remotely to the extent possible.
- Stay at home if you feel ill or present symptoms of COVID-19.
- Avoid touching your face, nose or mouth.
- Wash your hands often and thoroughly with soap and warm water (or alcohol-based sanitizer where handwashing facilities are not available).
- Practise proper respiratory etiquette, such as sneezing or coughing into a tissue (and immediately disposing of it) or into the bend of your elbow.
- Refrain from personal greetings, such as handshakes, high fives, double cheek kiss, etc.
- Wear a non-medical mask in indoor public spaces.

Hazard mitigation should always focus on implementing control measures to eliminate or reduce risk. For this purpose, the hierarchy of controls must be considered. This hierarchy can be applied to any hazard in the workplace, including COVID-19. A brief overview of this concept is highlighted below.

**REMOTE WORK**
Workers should continue to work at home whenever possible. Working remotely greatly reduces interactions with people, thereby reducing the exposure risk. This is the preferred and most effective control option. It must be coordinated with the supervisor.

**ADJUSTING THE WORKPLACE**
For work that must occur on campus, the configuration may need to be altered to ensure physical distancing. This may include barriers or reallocating physical shared spaces to maintain physical distancing.
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ADJUSTING WORK PROCESSES
Where physical distancing and/or physical adjustment of the workplace are insufficient, supervisors and managers may need to consider alternate process controls, such as staggering the start/end times of workdays and breaks or modifying the frequency of activities, such as sanitizing common surfaces within the workplace or designating unidirectional travel directions.

PROVIDING COMMUNITY PROTECTIVE EQUIPMENT
Unlike personal protective equipment (such as N95 masks), community protective equipment (such as non-medical masks) is intended to minimize the potential propagation of respiratory droplets. This equipment, including non-medical masks and facial coverings, is not necessarily intended to provide protection to the wearer; rather is in more for minimizing community spread. Even through the wearing of non-medical masks, proper hygiene practices and physical distancing remain critical components for minimizing the risk of COVID-19 transmission.

PHASED REOPENING
The Government of Ontario published its reopening plan and it includes a gradual, phased approach. Through all phases, public health and safety will be the number one concern, while balancing the needs of people and businesses. Each phase will include a time period before the launch of the following phase, to allow for the assessment of conditions before moving to the next phase.

Figure 1 - Reopening Ontario Phases

We recognize that not all work can be done in this fashion, including research and lab work. Therefore, the University has adopted the following phased structure for research activities:

- Phase 1 – 33% capacity
- Phase 2 – 66% capacity
- Phase 3 – 90% capacity (or "new normal")
- End of pandemic – 100% capacity
This phased approach enables principal investigators and lab managers to scale up projects in order of priority within their labs, and importantly, adjust their workflows and work areas to ensure compliance with the recommended public health and occupational health and safety measures.

Ontario is currently in phase 3 of its reopening plan. The university is closely working with public health authorities to ensure a safe, but gradual, return to the new, normal operating conditions. The university will continue to abide by public health directives and recommendations while it progresses with its internal return to operations.

GUIDELINES
The COVID-19 situation is rapidly evolving. Therefore, it is important to always refer to the most recent public health advice. Nevertheless, the following guidelines are expected to remain in place for the duration of the respective phases. It is important to note that subsequent waves of COVID-19 may lead to the re-institution of (possibly even more restrictive) public health guidelines. For any work commenced during these phases, consider the possibility that it may be halted with little or no warning.

Phase 1
• All persons who can conduct work activities remotely (such as administrative work, report writing, data analysis, etc.) are expected to continue to do so.
• Access to campus continues to be restricted to activities that must be done on campus (e.g., lab bench work). Entry to campus premises requires:
  • Supervisor approval
  • Electronic card access or building key
  • Self-assessment attesting to individual health
  • Answering “yes” to any question prohibits your travel to campus. Self-isolate, continue to monitor and notify the Health and Wellness office.
• Maintaining physical distancing of at least 2 metres and wearing a non-medical mask where physical distancing is not possible as well as within indoor, public spaces.
• Wearing of non-medical masks in enclosed public spaces such as hallways, lobbies, stairways, washrooms and elevators.
• Completion of the COVID-19 orientation session.
• Abiding by all signage, including related to unidirectional travel, building entry/exit points, directional flow in stairways, etc. Refer to Annex 1 for example of signage on campus.
• Restrictions on all international travel remain in place.
• Work locations have been reduced, or in some cases, completely closed, since mid-March 2020. While areas have been inspected during this time, it is highly recommended to use caution prior to entering for the first time and survey for unsafe conditions that may have recently developed or were inadvertently overlooked. Look through windows to observe any unusual conditions, such as leaks or damages. Listen for any alarms or indicators of problems. As part of the re-entry:
  • Conduct a complete, visual walkthrough of the workspace. Look up, down, in and around the area(s).
  • Note any unusual odours. Dry p-traps may require saturation.
  • Check for leaks around the building and/or equipment.
  • Check condition of work materials, including lab equipment and associated materials.
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- If damage is noted, report the damage through the department. Contact Protection Services at ext. 5411 for any emergency.
- Clean up, put away or properly dispose of materials abandoned at the closing of normal operations.
- While no checklist is complete, an example has been provided in Annex 2 for re-entry to campus. Supervisors and managers are encouraged to modify the checklist to their needs.

Phases 2 and 3
With Ontario into phase 3 of its reopening plan and the university continuing to reopen and increase activities in a responsible fashion, the guidelines implemented for phase 1 continue to apply. Certain academic and teaching activities will proceed for the fall semester, with the following requirements:

Non-medical masks will not be required for students sitting in physically-distanced classrooms or auditoriums. Students and workers will be required to don a non-medical mask when entering indoor public spaces.

Workers and students with smartphones are encouraged to download and install the Canadian government COVID-19 Alert app from their app store.

Further guidelines will be developed as the situation evolves, while taking into consideration public health requirements and recommendations.

SELF-ASSESSMENT QUESTIONNAIRE
The self-assessment questionnaire is strongly encouraged for all persons coming to campus each day. The questionnaire is available on the Public Health Ontario website. The questionnaire is intended to assist users in identifying symptoms commonly associated with COVID-19 and to identify persons who may be at risk, such as those having come into contact with a positive COVID-19 case or those having travelled from outside of Canada during the previous 14 days. The questionnaire should be completed each day prior to entering the campus.

If you answer “yes” to any question or the result of the self-assessment questionnaire is anything but “we recommend that you be cautious when outside and keep a distance from others as much as possible,” remain at or go home and self-isolate regardless if symptoms are present. You must:

Workers

- If feeling unwell, contact your health care provider or call Telehealth Ontario at 1-866-797-0000.
- Advise the Health and Wellness Office and indicate:
  - If you have travelled outside of Canada in the past 14 days
  - Live with, provided care for, or spent extensive time with someone who:
    - Has tested positive for COVID-19
    - Is suspected to have COVID-19, or
    - Has symptoms similar to COVID-19 (such as fever, cough, shortness of breath, etc.).
    - Follow instructions provided, which may include testing at a local assessment centre.
    - If you are identified as having potentially been exposed to or exhibiting symptoms of COVID-19, you must not return to work until you receive appropriate medical clearance.
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Students

• If feeling unwell, contact your health care provider or call Telehealth Ontario at 1-866-797-0000.
• Contact your supervisor (if applicable) to inform them that the self-assessment has indicated you stay at home.
• Follow instructions, which may include testing at a local assessment centre and self-isolation.
• Contact Student Counselling Services at SASS for advice on the situation or academic accommodations.
• Submit an Accident, Incident, Occupational Illness or Near Miss report.
• If you become ill or present COVID-19 symptoms while on campus, isolate as much as possible until you can return home and don a non-medical mask to prevent propagation of respiratory droplets. Failure to report COVID-19 symptoms or possible exposure may result in immediate and indefinite removal of access to campus. Further sanctions may be applied under University policy and collective agreements governing work.

PHYSICAL DISTANCING

All workers are expected to maintain physical distancing to the extent possible. This means changes to normal work routines to provide a two-metre distance from others, including when outside. Physical distancing means:

• Avoiding crowded places and gatherings
• Avoiding common greetings, such as handshakes
• Limiting contact with people at higher risk (e.g., older adults, immunocompromised)
• Keeping a distance of at least two arms lengths (approximately two metres) from others, as much as possible

The university recognizes that in most lab environments (except those where only one individual is working), it will be challenging to comply with the requirements of physical distancing. This is especially true in open concept labs where equipment is shared or where there are traffic flow issues. Where individuals find themselves with limitations in the physical environment and no other alternative measures are possible (e.g., staggered work shift), individuals must:

Wear non-medical masks or facial coverings for all people working in:

• Closed labs in which more than one person is present
• Open concept labs that house multiple research teams
• Shared spaces, including common equipment rooms, tissue culture rooms
• Areas where signage indicates use of masks, such as in corridors where two-way traffic is permitted
9. APPENDICES

CONDITIONS WHERE A TWO METRE DISTANCE CANNOT BE MAINTAINED

These requirements are in addition to using existing personal protective equipment. In situations where respiratory protection is required as part of the work or activities (e.g. N95, half/full-face tight-fitting respirators, etc.), the person should continue to wear the respiratory protection and not substitute with non-medical masks. Any questions may be referred to the Faculty’s Health, Safety and Risk Manager (HSRM) or the Office of Risk Management.

Lunch and Break Areas

Workers are encouraged to take their breaks. However, breaks should be staggered to the extent possible to minimize the number of people congregating or passing in hallways. Signage will indicate the maximum number of people in areas for coffee/lunch with appropriately spaced chairs and tables. Reconfiguring tables and chairs is not permitted. Shared kitchens and access to refrigerators, microwaves and kettles may reopen, provided that the touch points are regularly sanitized (e.g. handles, control panels, buttons, etc.). It is recommended that lunches/snacks that are brought on site not require refrigeration or heating. As per standard practice, food and drink is not permitted in laboratory space. Wash your hands in accordance with the established practice prior to consuming food.

Hallways and Stairs

Many areas of the campus buildings have been designated as unidirectional and clearly marked by university signage or arrows. This includes areas for one-way entry/exit, one-way hallways, one-way stairways, etc. The traffic flow is established to minimize the number of persons passing each other to further maintain physical distancing. Respect the signage.

Elevators

The use of elevators will be restricted to members of our community with mobility issues, those transporting equipment and carts, and persons travelling multiple levels. Elevators will be marked with maximum capacity limits and those using elevators must maintain two metres physical distancing as much as possible. Respect the signage.

Washrooms

Guidelines for each washroom, such as maximum occupancy, will be clearly posted and procedures must be followed. Respect the signage.

COMMUNITY PROTECTIVE EQUIPMENT (CPE)

The term personal protective equipment (PPE) refers to items forming the last line of defence against a hazard. Community protective equipment (CPE), which is intended as a means to limit the spread of COVID-19, is comprised of non-medical masks and facial coverings.

Facial Coverings and Non-medical Masks

Traditional personal protective equipment, such as medical masks and N95 respirators, should not be worn by general University community members as protection against COVID-19. Medical masks and N95 respirators should be reserved for specific, higher-risk settings and are not recommended for low-risk daily activities. Therefore, in accordance with public health recommendations, the University will not provide traditional PPE (such as N95 respirators) to the general campus community for low-risk daily activities.
Where physical distancing cannot be maintained and in **indoor common spaces on our campus, such as hallways, lobbies, stairways, washrooms, and elevators**, it is recommended to wear a non-medical mask or facial covering. A non-medical mask is a cloth mask or other face covering such as a bandana or scarf that securely covers the nose, mouth and chin, and is in contact with the surrounding face without gapping, and filters respiratory droplets of the wearer.

Non-medical masks and facial coverings **have not been proven to protect the person wearing it and are not a substitute for physical distancing and handwashing**. Nevertheless, the use of non-medical masks and facial coverings for short periods of time can help reduce the spread of your own respiratory droplets (which are created by talking, breathing, shouting, singing, etc.), which may help alleviate the spread of COVID-19. Even when wearing a nonmedical mask or facial covering, ensure that you refrain from touching your mask or face.

### Appropriate Use of Non-medical Masks and Facial Coverings

**Non-medical face masks or facial coverings should:**

- Allow for easy breathing
- Fit securely to the head with ties or ear loops
- Maintain their shape after washing and drying
- Be changed as soon as possible if damp or dirty
- Be comfortable and not require frequent adjustment
- Be made of at least two layers of tightly woven material fabric (such as cotton or linen)
- Be large enough to completely and comfortably cover the nose and mouth without gaps
- (Optional) include a pocket to accommodate a paper towel or disposable coffee filter, for increased benefit
- Be cleaned after each use
- When removed, be stored in a bag until cleaned (the bag can be reused if washed properly)

**Non-medical masks or face coverings should not:**

- Be shared with others
- Impair vision or interfere with tasks
- Be made of plastic or other non-breathable materials
- Be secured with tape or other inappropriate materials
- Be made exclusively of materials that easily fall apart, such as tissue
- Be placed on anyone unable to remove them without assistance or anyone who has trouble breathing

Limitations of facial coverings and non-medical or homemade masks

- Homemade masks and facial coverings are **not medical devices and are not regulated like medical masks and respirators**. Their use poses a number of limitations, including:
  - They have not been tested to recognized standards.
  - The fabrics are not the same as used in surgical masks or respirators.
  - The edges are not designed to form a seal around the nose and mouth.
  - They may not provide complete protection against virus-sized particles.
  - They can be difficult to breathe through and can prevent you from getting the required amount of oxygen for your body.
  - They may not be effective in blocking virus particles that may be transmitted by coughing or sneezing.
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Provision of Facial Coverings and Non-medical Masks

Where physical distancing of two metres cannot be maintained and within indoor public spaces, the University will provide facial coverings to faculties and services for distribution to workers. Students will be asked to ensure they have a supply of non-medical masks and if not, they will be provided with non-medical masks at the beginning their term with additional masks available for purchase at designated areas.

We recommend that you have your non-medical mask or facial covering at hand in the event that your physical distance is limited unexpectedly (e.g., in an elevator or in a common space)

How to Don/Doff a Facial Covering or Non-medical Mask

Donning
• Ensure you wash your hands immediately before putting the mask on, immediately before adjusting it, immediately before taking it off and immediately after taking it off. Use soap and water or an alcohol-based hand sanitizer to wash your hands.
• Make sure your mask completely and comfortably covers the nose and mouth without gaps and allows for easy breathing.
• Make sure your mask is secured to your head with ties or ear loops without the need to adjust frequently.
• If you wear glasses, you may also wear a mask. Wash your hands before adjusting your glasses.
• If your mask has pleats, ensure that the pleats on the outer side are facing down.
• If your mask has a metal strip over the nose, pinch it to ensure a closer fit over your nose.
• Replace the mask as soon as it becomes damp or dirty, or if it has shrunk after washing and drying.
• Do not share your mask with others, even within your own household.
• Some masks are made and fit differently. Learn how to wear your mask.

Doffing
• Wash your hands before and after removing your mask, or anytime you wish to adjust your mask without removing it. Take off your mask when:
  • You are safely able to (when physical distancing can be maintained) and the mask can be placed in a lined garbage bin if it is not reusable, in a plastic bag for a short time while transporting it home or directly in the washing machine
  • It becomes damp or dirty and you can exchange it for a new one if you are still in a situation where you need to wear a mask.

Refer to the Ottawa Public Health mask wearing infographic and Government of Canada mask wearing video for more information.

Cleaning
Cloth masks or face coverings should be changed and cleaned if they become damp or soiled. You can wash your cloth mask by:
• Putting it directly into the washing machine, using a hot cycle.
• Washing it thoroughly by hand if a washing machine is not available, using soap and warm/hot water.
• Allow the non-medical mask to dry completely before wearing it again

Non-medical masks that cannot be washed or intended for single-use should be disposed of properly in a lined garbage bin, and replaced as soon as they get damp, soiled or crumpled.
Gloves
Gloves are not a substitute for proper hand hygiene. Wearing gloves can make you feel more protected from the virus than you are. Wearing gloves increases the risk of transmission if you touch other things with your gloves and then touch your face. Gloves must also be changed regularly and must follow proper donning/doffing procedures.

The best protection against COVID-19 for members of the University community is the regular washing of hands, for at least 20 seconds, with soap and warm water. Where hand washing facilities are not readily available, an alcohol-based sanitizer (minimum 60%) is a suitable alternative.

Gloves are an integral means of protection in medical and laboratory workspaces and will continue to be provided for persons in these settings. Otherwise, the University will not be providing gloves to members of its community as part of its COVID-19 response. Where necessary, individual exceptions may be required.

Face Shields
Face shields are primarily intended for frontline health care staff as supplemental protection and as such, should not be used by the general University community. Where necessary, individual exceptions may be made.

Face Shields and the Use of 3D Printers
Health Canada recognizes that organizations may seek innovative manufacturing approaches to produce community protective equipment (CPE) (such as face shields), including 3D printing, to respond to increased demand for individualized workforces.

While Health Canada supports efforts to increase the availability of community protective equipment (CPE) such as face shields, these materials must meet technical considerations to ensure that they are safe, effective and of high quality and must comply with regulatory standards. See the detailed Health Canada information, including standards recommended by Health Canada for the production of face shields and face masks, available test laboratories for product testing and the relevant regulatory authorization pathways.

Face shields are an integral means of protection in the medical and laboratory workspaces and will continue to be provided for persons in these settings. Otherwise, the University will not be providing face shields to members of our community as part of its COVID-19 response. Where necessary, exceptions may be made. A face shield is not considered a non-medical mask.

Gowns and Lab Coats
Gowns and lab coats form a traditional component of laboratory health and safety equipment. Gowns and lab coats (in the context of COVID-19) are primarily intended for frontline health care staff and as such, should not be used by the general University community outside of normal, laboratory operations. Where necessary, individual exceptions may be made.

Gowns and lab coats are an integral means of protection in medical and laboratory workspaces and will continue to be provided for persons in these settings. Otherwise, the University will not be providing gowns and lab coats to members of our community as part of its COVID-19 response.
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Cleaning Gowns and Lab Coats during COVID-19

The University recognizes the need for a more centralized laundry process for lab coats and discussions are underway to best evaluate how this could be achieved. As part of normal hygiene practices, gowns and lab coats should be assigned to individuals and not shared among lab users.

COVID-19 Orientation Session

Prior to attending campus for the first time, all workers will be required to complete the COVID-19 Returning to Campus orientation session. A similar session has been designed for students. The sessions highlight the minimum requirements for the return to campus, including those requirements noted in this document.

Signage

A new signage package has been developed and deployed throughout the University that includes notifications and reminders about the COVID-19 requirements. Examples of new university signage are included in Annex 1 and includes specific signage for:

- Elevator etiquette. Elevator are reserved for those with reduced mobility and for those travelling several levels. Avoid overcrowding and take the stairs wherever possible.
- “See it, report it.” The university is proactively verifying cleanliness and level of supplies. However, if you notice something that needs action, call Facilities at ext. 2222.
- COVID-19 etiquette, including physical distancing signage reminder of two-metre distancing, respiratory etiquette and proper hygiene
- Maximum capacity signage
- Entry/exit only signage
- Up/down stairs-only signage

All signage is intended as a reminder. Please respect the signage and remind coworkers and student colleagues, where necessary.

Sanitizing Protocols

Coronaviruses on surfaces can easily be cleaned with a common household disinfectant. Studies have shown that the SARS-CoV2 virus can survive up to 72 hours on plastic and stainless steel, less than four hours on copper and less that 24 hours on cardboard. While Facilities will continue with its housekeeping services, the increased cleaning and sanitization frequencies, particularly in high traffic areas and with shared tools and equipment, is of critical importance to minimize the spread of COVID-19. The COVID-19 disinfection procedure provides an overview for disinfecting hard surfaces and common touch points within lab or office spaces. Disinfecting agents have been provided in common areas to assist in sanitizing and disinfecting commonly touched surfaces.

Considerations

Workers are invited to share their concerns with their supervisor, manager, department, faculty, human resources business partner, union, health and safety committee, the Office of Risk Management or other appropriate authority. Should a student have concerns, they are encouraged to raise their concern to their professor, supervisor, chairperson, SASS or the Office of Risk Management.

1 World Health Organization. https://www.who.int/news-room/q-a-detail/q-a-coronavirus
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**Occupational Health and Safety Act**

The provisions of the *Occupational Health and Safety Act* continue to apply, including the University’s duty to ensure the health and safety of workers and the worker’s right to refuse unsafe work. The University has implemented a number of measures (detailed here) to meet public health requirements and ensure worker safety. Nevertheless, should a worker feel unsafe, they may initiate a work refusal in accordance with the established University work refusal procedure.

A worker feeling that they have been exposed to COVID-19 must follow the procedure below. If the worker is feeling unwell, contact your health care provider or call Telehealth Ontario 1-866-797-0000.

Advise the Health and Wellness Office and indicate:

- If they have travelled outside of Canada in the past 14 days

- Live with, provided care for, or had close contact with someone who:
  - Has tested positive for COVID-19
  - Is suspected to have COVID-19, or
  - Has symptoms similar to COVID-19 (such as fever, cough, shortness of breath, etc.).

Follow instructions provided, which may include testing at a local assessment centre.

Submit an Accident, Incident, Occupational Illness or Near Miss report form.

Users identified as having potentially been exposed to or exhibiting symptoms of COVID-19 must not return to work until they received appropriate medical clearance.

Workplace related exposures will continue to be reported to the Workplace Safety and Insurance Board (WSIB) and Ministry of Labour, Training and Skills Development (MOLTSD), when required.

A student feeling that they have been exposed to COVID-19 must follow the procedure below. If the student is feeling unwell, contact your health care provider or call Telehealth Ontario 1-866-797-0000.

Advise the Student Counselling Services at SASS and indicate:

- If they have travelled outside of Canada in the past 14 days

- Live with, provided care for, or had close contact with someone who:
  - Has tested positive for COVID-19
  - Is suspected to have COVID-19, or
  - Has symptoms similar to COVID-19 (such as fever, cough, shortness of breath, etc.).

Follow instructions provided, which may include testing at a local assessment centre.

Submit an Accident, Incident, Occupational Illness or Near Miss report form.

Users identified as having potentially been exposed to or exhibiting symptoms of COVID-19 must not return to campus until they received appropriate medical clearance.
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Human Resources
Supervisors and managers are encouraged to take into consideration the needs/limitations of workers with known health situations that may make them more susceptible to COVID-19. Workers can confidentially declare health concerns to the Health and Wellness office.

When assigning work or shifts to workers, supervisors should take into consideration transportation challenges to/from work. Ideally, workers should take precautions to decrease COVID-19 exposure, including:

• Taking private transport to and from campus, such as personal cars, biking, walking and running.
• Reducing use of car-pooling and car sharing
• If public transport is used, consulting the reduced schedules prior to planning work shifts.
• When scheduling, PI/supervisors must remain understanding of challenges associated with dependant care.

Monitoring
To ensure the safety of the University community, all COVID-19 guidelines, directives and recommendations must be strictly adhered to by workers on site. Compliance will be monitored. All members of the University community have the right to a safe and healthy work environment and anyone can report any real or perceived non-compliance to their supervisor, professor or campus resources.

The University will be closely monitoring situations across campus and will be validating that COVID-19 requirements are being met by members of the University community. Failure to abide by the COVID-19 guidelines, directives and recommendations may result in revocation of access to campus or other action in accordance with the collective agreements governing work or with University policies.

Supervisors and managers are responsible for communicating requirements to persons under their authority, including workers and students.
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Reporting Procedures
In the event of an actual or potential violation of the University COVID-19 requirements:

• Pause work or contact Protection Services.
• Report the matter to the direct supervisor or University representative responsible for the work. The matter must also be formally reported to the University using an Accident, Incident, Occupational Illness or Near Miss report form.

The supervisor responsible for the work investigates the complaint.

Corrective action is implemented (as necessary).

Take Care of Yourself
If you are feeling worried or stressed, you are not alone. It’s normal to respond emotionally to unusual circumstances. Remember to take care of your mental and physical health throughout this period. Workers have resources through the Employee and Family Assistance Program (1-800-387-4765). Students are encouraged to contact SASS counselling service.

Resources
This document was inspired from available public health resources and guidance from public health officials.
Government of Canada – Coronavirus disease (COVID-19)
Reopening Ontario After COVID-19
Framework for Reopening Our Province
Specific Sector Guidelines
Appendix 2: Definitions

**Close contact** – prolonged contact with a known or suspected case of COVID-19 for more than 15 minutes without hazard mitigation measures (e.g., physical distancing or non-medical mask).

**Community protective equipment (CPE)** – the equipment, such as non-medical masks and facial coverings, worn by individuals to limit the propagation of their respiratory droplets.

**Coronavirus** – a large family of viruses. Some cause illness in people and others cause illness in animals. Rarely, animal coronaviruses can infect people, and more rarely, these can then spread from person to person through close contact. Human coronaviruses are common and are typically associated with mild illnesses, similar to the common cold.

**COVID-19** – an illness resulting from exposure to a new coronavirus that has not been previously identified in humans. Persons with COVID-19 may exhibit no symptoms, or symptoms including serious respiratory issues requiring hospitalization.

**Health, Safety and Risk Manager (HSRM)** – a dedicated staff member providing full-time support on risk, environment and health and safety issues in a faculty or service.

**Health and Wellness office** – the University Human Resources sector dedicated to promoting worker health and well-being. All interactions with the office are confidential to the extent required by law.

**Office of Risk Management** – the University office promoting a safe, healthy and environmentally responsible workplace for the University community and supporting the University’s teaching and research mission.

**Physical distancing** – the action of maintaining a distance of two metres from other persons.

**Student** – means a person who is registered in a course or program of study at the University and who is not receiving remuneration for services.

**Supervisor** – a person who has authority over a workplace or a worker or another person. Depending on the workplace relationship, a supervisor may include, for example, the president, vice-presidents, directors, deans, managers or principle investigators. Being a supervisor does not depend on job title. It depends on whether the person is responsible for a location (for example, an office or laboratory) where the work is performed, on a paid or unpaid basis, or whether the person gives direction to complete the work performed by workers, students, visitors, volunteers or learners.

**Worker** – any of the following (including, for purposes of this document, graduate students):

- A person who performs work or supplies services for monetary compensation.
- A secondary school student who performs work or supplies services for no monetary compensation under a work experience program authorized by the student’s school board.
- A person who performs work or supplies services for no monetary compensation under a program approved by a college of applied arts and technology, university or other postsecondary institution.
- Such other persons as may be prescribed who perform work or supply services to an employer for no monetary compensation.

**University community** – persons having relationships with the University of Ottawa, including workers, students, contractors and visitors.
Appendix 3: Cleaning and Disinfection Protocol

PROTOCOLE DE TRAVAIL (DÉSINFECTION RAISONNABLE)

Le virex-256 (désinfectants destinés à être utilisés contre la COVID-19 approuvé par Santé Canada) doit être utilisé, et ce, particulièrement dans tous les secteurs à risque.

Ce produit ne s’utilise pas en vaporisation. Le principe de pré mouillage (humidifier) des linges microfibres sera favorisé. On ne doit effectuer aucun re trempage des linges dans le sceau de solution de détergent-désinfectant, afin de ne pas le contaminer.

Une surface trop souillée devra être lavée au préalable. La solution est appliquée sur les surfaces et doit rester humide au minimum 10 minutes sans aucune autre intervention (installation du film statique (bactériostatique)). Ne pas rincer ou sécher la solution sur la surface; cela empêcherait de désinfecter complètement la surface.

Une codification des couleurs de linge microfibre facilitera le suivi de la procédure de désinfection.

Une attention particulière sera apportée sur les téléphones, les fontaines, les mains courantes, les zones autour et sur les poignées, les portes, interrupteurs, ascenseurs et micro-ondes (à titre d’exemple, mais sans s’y limiter).

Attention : l’utilisation des linges microfibres doit se limiter à ses 8 faces de travail et par la suite récupérés dans un contenant ou un sac d’effets souillés pour être lavés.
## Description des interventions de désinfection par zone

<table>
<thead>
<tr>
<th>Zones</th>
<th>Intervention</th>
<th>Fréquence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salles de toilettes</td>
<td>1. Nettoyer et désinfecter les poignées de portes.</td>
<td>3 fois par jour</td>
</tr>
<tr>
<td></td>
<td>2. Nettoyer et désinfecter les interrupteurs de lumières</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Nettoyer et désinfecter les distributeurs de papier à main, papier de</td>
<td></td>
</tr>
<tr>
<td></td>
<td>toilettes, savon à main et autres.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Nettoyer et désinfecter les toilettes, urinoirs, robinetteries.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Nettoyer et désinfecter les partitions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Nettoyer et désinfecter les poubelles sanitaires</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Vider les poubelles</td>
<td></td>
</tr>
<tr>
<td>Salles de toilettes</td>
<td>1. Épousseter les surfaces horizontales</td>
<td>1 fois par jour</td>
</tr>
<tr>
<td></td>
<td>2. Nettoyer et désinfecter les planchers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Nettoyer les miroirs</td>
<td></td>
</tr>
<tr>
<td>Corridors et escalier et espaces communs</td>
<td>1. Nettoyer et désinfecter les poignées de portes, barres paniques, portes.</td>
<td>3 fois par jour</td>
</tr>
<tr>
<td></td>
<td>2. Nettoyer et désinfecter les rampes d'escalier</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Nettoyer et désinfecter les distributeurs de désinfectant pour les mains</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Laver et désinfecter tous les équipements des espaces communs y compris les bancs publics.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Vider les poubelles</td>
<td></td>
</tr>
<tr>
<td>Corridors et escalier</td>
<td>Nettoyer et désinfecter les planchers</td>
<td>1 fois par jour</td>
</tr>
<tr>
<td>Corridors et escalier</td>
<td>Épousseter les surfaces horizontales</td>
<td>1 fois semaine</td>
</tr>
<tr>
<td>Bureaux individuel</td>
<td>1. Nettoyer et désinfecter les téléphones.</td>
<td>1 fois semaine</td>
</tr>
<tr>
<td></td>
<td>2. Nettoyer et désinfecter les bureaux, les chaises.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Nettoyer et désinfecter les interrupteurs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Nettoyer et désinfecter les poignées de portes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Vider les poubelles et remplacer les sacs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Épousseter les surfaces horizontales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Nettoyer et désinfecter les planchers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Passer l’aspirateur</td>
<td></td>
</tr>
<tr>
<td>Zones</td>
<td>Intervention</td>
<td>Fréquence</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
</tbody>
</table>
| Bureaux partagés | 1. Nettoyer et désinfecter les téléphones.  
2. Nettoyer et désinfecter les bureaux, les chaises.  
3. Nettoyer et désinfecter les interrupteurs.  
4. Nettoyer et désinfecter les poignées de portes.  
5. Vider les poubelles et remplacer les sacs  
6. Épousseter les surfaces horizontales  
7. Nettoyer et désinfecter les planchers  
8. Passer l’aspirateur                                                                                     | Entre chaque occupation    |
| Cafétéria     | 1. Nettoyer et désinfecter les tables et les chaises.  
2. Nettoyer et désinfecter les poignées de portes  
3. Nettoyer et désinfecter les interrupteurs  
4. Nettoyer et désinfecter les distributeurs  
5. Vider les poubelles et remplacer les sacs                                                                 | Entre chaque occupation    |
| Cafétéria     | 1. Nettoyer et désinfecter les planchers  
2. Nettoyer et désinfecter les poubelles                                                                                                           | 1 fois par jour             |
| Cafétéria     | Épousseter les surfaces horizontales                                                                                                               | 1 fois semaine              |
| Classes       | 1. Nettoyer et désinfecter les équipements électroniques d’usage.  
2. Nettoyer et désinfecter les tables et les chaises.  
3. Nettoyer et désinfecter les interrupteurs.  
4. Nettoyer et désinfecter les poignées de portes.  
5. Nettoyer et désinfecter les tableaux et brosses.  
6. Vider les poubelles et remplacer les sacs.  
7. Nettoyer et désinfecter les plancher                                                                 | Entre chaque occupation    |
| Classes       | Épousseter les surfaces horizontales.                                                                                                                                                                      | 1 fois semaine              |
PRINCIPAUX POINTS DE CONTACT (DIVERSEY)

Classes

Salles de toilettes

Espaces de bureaux et salles de conférences

Cafétéria
9. APPENDICES

PROTOCOLE DE TRAVAIL (DÉSINFECTION À LA SUITE D’UNE CONTAMINATION CONFIRMÉE OU SOUPÇONNÉE)

Tout espace de travail utilisé ou occupé par un employé symptomatique doit être désinfecté et nettoyé conformément à la procédure de désinfection de haut niveau.

Il est recommandé de fermer, autant que possible, les zones utilisées par les personnes malades et d’attendre au moins 3 heures avant de commencer le nettoyage et la désinfection.

Si possible, ouvrez les fenêtres extérieures pour augmenter la circulation de l’air dans la zone concernée. Cette période d’attente permettra également d’atteindre un certain niveau d’inactivation du virus sur les surfaces.

Une trousse de nettoyage pour la désinfection des espaces liés à la COVID-19 doit comporter les matériaux préassemblés suivants :

1. Sacs à déchets et ruban adhésif
2. Gants résistants
3. Masque d’intervention ou chirurgical
4. Blouse protectrice à manches longues ou une combinaison jetable
5. Protection pour les yeux (lunettes de sécurité ou écran facial)
6. Bottes ou chaussures de travail fermées
7. Essuie-tout
8. Chiffons
9. Solution de virex 256
10. Eau
11. Panneaux, ruban de sécurité (facultatif)

Les ÉPI doivent protéger le personnel contre une exposition potentielle à la COVID-19 ainsi qu’aux produits de nettoyage/désinfection. Toujours consulter les instructions du fabricant et/ou la FDS pour vérifier l’ÉPI approprié requis pour tous les produits de nettoyage et de désinfection utilisés.

Au minimum, enfiler les ÉPI provenant de la trousse de nettoyage suivants :

1. Gants résistants
2. Blouse protectrice à manches longues ou une combinaison jetable en cas de risque d’éclaboussures (par exemple, en Tyvek)
3. Masque d’intervention ou chirurgical
4. Protection pour les yeux (si l’on prévoit un risque d’éclaboussures de matières organiques ou de produits chimiques)

L’utilisation des linges microfibres doit se limiter à ses 8 faces de travail et par la suite récupérés dans un contenant ou un sac d’effets souillés pour être lavés.

Une surface trop souillée devra être lavée au préalable. La solution est appliquée sur les surfaces et doit rester humide au minimum 10 minutes sans aucune autre intervention (installation du film statique (bactériostatique)). Ne pas rincer ou sécher la solution sur la surface; cela empêcherait de désinfecter complètement la surface.
Mettre tous les produits de nettoyage jetables et les ÉPI souillés dans le sac à déchets. L’ÉPI jetable contaminé est placé dans un autre sac (double sac).

Après le nettoyage, lorsque les gants sont retirés, se laver les mains et les avant-bras à l’eau et au savon.

Les chiffons lavables devraient être soigneusement lavés à l’eau chaude et au détergent, puis séchés, ou jetés et remplacés par de nouveaux si nécessaire.

Nettoyer et désinfecter tous les ÉPI réutilisables conformément aux protocoles de nettoyage.

Enlever les vêtements et/ou les vêtements de dessus de protection et les laver à l’eau chaude dans une machine à laver avec un détergent ordinaire, ou les jeter une fois le nettoyage terminé.

Laver le linge à l’eau chaude dans une machine à laver avec un détergent ordinaire.

Prendre une douche dès que possible après le nettoyage.
Appendix 4: COVID-19 Assessment Centre

CONTEXT

The University of Ottawa continues to prepare for the fall semester and implement measures to ensure that the community can resume academic and research activities, while respecting public health directives. Safeguarding the health and safety of University of Ottawa faculty, students and staff is our top priority. The University is working diligently to identify solutions that will accommodate students' needs without compromising the safety and wellbeing of our community. As part of these efforts, a plan to establish a COVID-19 Assessment Centre was initiated. To this end, the Office of Risk Management (ORM) has been tasked with the development and implementation of the university's COVID-19 Assessment Centre.

About two-third of our research activities have resumed and the University anticipates that the level of activities will continue to increase as we begin the new term. All faculties have received approval for their plans for a progressive return to campus. Starting this fall, approximately 5,000 students will be taking courses that have an in-person component. Reducing the number of people on campus is a major part of the strategy to keep us all safe, as well as using contact tracing to prevent the spread in the event that a student or employee tests positive for COVID-19.

In order to support our academic and research endeavors, and in an effort to diminish or alleviate the incidence of required testing of students, staff, and faculty, at other public testing centres, the University will be opening a COVID-19 Assessment Centre for its community, initially focusing on students, staff and faculty members.

Its projected opening date is September 9, 2020. At this time the Centre is planned to remain open for the next six months. The Assessment Centre will be open to receive clients Monday to Friday, excluding statutory holidays, from 9:00 a.m. to 4:00 p.m. Staff hours will be from 8:15 a.m. to 4:15 p.m.

PROJECT TEAM

While the project is lead by the ORM, several internal groups have contributed and the needed connections have been made within the city and province to proceed with the Centre. Key stakeholders of the university, Human Resources, Communications, Information Technologies, the Access to Information and Chief Privacy Officer, Facilities and Protections Services, have worked closely to ensure the success of this endeavour. They are:

University of Ottawa

• Michael Histed, Director – ORM
• Jean de la Bourdonnaye, Risk Analyst – ORM
• Martin Giguère, Manager, Financial and Physical Resources – ORM
• Jennifer Edwards de Becerril, Senior Advisor – HR
• Tracy Lachance, Director, Access to Information and Chief Privacy Officer
• Eileen Barak, Manager, Strategic Communications – Communications Directorate
• Ryan MacDonald, Assistant Director, Operations – Protection Services
• Jean-François Duval, Interim Assistant Director, Physical Resources & Operations – Student Life
9. APPENDICES

The Ottawa Hospital

- Dr. Alan Forster, Vice President, Innovation and Quality at the Ottawa Hospital; Vice Chair, Quality and Clinical Services, Department of Medicine, Faculty of Medicine – University of Ottawa
- John Trickett, Director, Brewer Assessment Center – The Ottawa Hospital
- Dr. Andrew Willmore, Medical Director, Emergency Management – The Ottawa Hospital

PROPOSED LOCATION

uOttawa’s COVID-19 Assessment Centre will be located within Block D at 200 Lees Avenue. The scope of this project includes the designing and purchasing of all related medical and non-medical equipment. Parking will be available to the west of Block D as shown below. There will be one entry/exit way that will be monitored.

PROJECT BUDGET (AS OF AUGUST 25, 2020)

A budget has been developed with forecasted expenses; however, there are many unknowns at this point, such as the length of time the Assessment Centre will remain operational, the length and impact of a projected second wave of the COVID-19 pandemic, the incoming flu season and the potential for the expansion of this service being offered to students’ and employees’ families, etc.

A current budget follows. This projection is for the initial 6 months (September 2020 to February 2021) of the COVID-19 Assessment Centre based on the current delivery model:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits (general and Term support)</td>
<td>$313,660</td>
</tr>
<tr>
<td>Physical Resources, Utilities, Property Taxes (Building cleaning)</td>
<td>$43,432</td>
</tr>
<tr>
<td>Equipment (Computers and miscellaneous equipment)</td>
<td>$29,467</td>
</tr>
<tr>
<td>Supplies</td>
<td>$13,278</td>
</tr>
<tr>
<td>Professional Fees (Security)</td>
<td>$53,795</td>
</tr>
<tr>
<td><strong>Total Projected Expenses</strong></td>
<td><strong>$453,632</strong></td>
</tr>
</tbody>
</table>
9. APPENDICES

PROJECT PLAN

uOttawa’s intent is to set up the assessment centre as a satellite of The Ottawa Hospital (TOH) since this group is already involved at centres throughout Ottawa and because of uOttawa’s close contacts with TOH.

This process includes liaising with The Ottawa Hospital and with the Brewer Assessment Centre’s management team, establishing contacts with similar organizations who are either already running as assessment centres or who are in the process of developing theirs to open in the very near future.

In order to accomplish this, uOttawa requires a Medical Directive from a physician associated with TOH as well as possible a short form MOU with the TOH. The medical directive will govern the operation of the assessment centre. Discussions in view of obtaining the medical directive are ongoing; TOH staff have been inundated with requests so we continue to await this directive. **At this time, this medical directive remains the key item outstanding to further formalize our plan.**

ADMINISTRATION

The Assessment Centre will be managed by Jean de la Bourdonnaye, Risk Analyst, ORM with the integral support of Martin Giguère, Manager, Financial and Physical Resources, ORM.

To operate this facility effectively, several positions must be filled. We are currently in the process of interviewing and onboarding successful candidates. The current human resources plan for the project follows. We will expand our staff and capabilities as demand for these services warrant and as experience in running the centre is acquired:

- Four (4) certified and licensed nurses,
- Two (2) medical administration clerks,
- Two (2) dedicated cleaners
- One (1) security guard/door attendant

A staff orientation day is planned for September 8th and a training session for nurses will have taken place the previous week in conjunction with The Ottawa Hospital.

HOW THE TESTING PROCESS WORKS

uOttawa students, faculty and staff will be able to book a 15-minute appointment to get tested at the Assessment Centre. These appointments will be reserved via an online portal, a secure method that also prevents external parties from booking appointments at the uOttawa testing site. A detail of the process follows, subject to revision once the TOH Medical Directive is received:

1. Clients must book a 15-minute appointment through the registration portal
2. The booking system will send out a confirmatory email with the time and date of the reserved appointment
3. Clients will be asked to present themselves at the entrance of Block D which is on the west side of the 200 Lees campus adjacent to Block C
4. They will be greeted at the door by the Assessment Centre’s screener who will quickly assess their health status. If they are asymptomatic, they will be allowed to enter the facility; however, if clients present with acute signs and symptoms of COVID-19/Flu-like symptoms, they will be asked to report to an emergency department.
5. Once inside the facility, there will be three steps to complete the testing:
   • 1st step: Clients will proceed to the registration area and will be invited to sit down with an administrative medical clerk to gather their name, address, telephone and OHIP numbers. Once this step has been completed, they will be instructed to proceed to the second area, directly behind the clerks;
   • 2nd step: Clients will be assessed by a registered nurse in relation to COVID-19 specific signs and symptoms. Vital signs may be taken at this time to confirm the health status of a client;
   • 3rd step: Once the health assessment has been completed, the same nurse will accompany the client to a testing area where they will be tested/swabbed.

6. At the end of this process, informative documentation from the Ontario Ministry of Public Health and/or from Ottawa Public Health will be given to the client prior to their departure from the Assessment Centre.

7. These above steps complete the testing portion for the client.

8. Swabs will be kept in a refrigerator and transported to a laboratory at the end of the day.

9. Results will be uploaded to the Ontario Ministry of Health’s website where clients will be able to receive an update of their results.

10. For positive cases, Ottawa Public Health will directly contact the affected clients.

11. The university will not be doing any contact tracing as it is done by Ottawa Public Health.

COMMUNICATIONS

Detailed internal and external communication plans are being developed with the cooperation of the Communications Directorate. This will include a Frequently Asked Questions (FAQs) section on the existing uOttawa COVID-19 website, the utilization of the current email (questionscovid19@uottawa.ca) for any questions related to the Assessment Centre or for any other related questions, as well as media enquiries.

WHAT REMAINS TO BE CLARIFIED/OBTAINED

1. A Medical Directive from The Ottawa Hospital which would allow uOttawa to act as a satellite clinic;

2. A Memorandum of Understanding between The Ottawa Hospital and the University of Ottawa;

3. Additional staff (administration clerks, nurses and testers) if the decision is taken to increase the scope of clients who are allowed to be tested at the uOttawa facility.
Appendix 5: TOR – COVID-19 Recovery Task Force

INTRODUCTION
The Terms of Reference for the uOttawa COVID-19 Recovery Taskforce (CRTF) were developed in accordance with the University of Ottawa Policy #125 – Emergency Management and Business Continuity Program and as directed by the uOttawa Emergency Operation Centre (EOC) at its meeting of Monday 20 April 2020.

PURPOSE
This document sets modalities and defines responsibilities and tasks of the CRTF.

MEMBERSHIPS AND ATTENDANCE
The CRTF will consist of the following:

- Director, Protection Services (EOC Lead] (Dana Fleming)
- Director, Office of Risk Management (Mike Histed)
- Senior Advisor, Campus Reintegration (Claude Laguë)
- Associate Vice-President, Research Support and Infrastructure (Guy Levesque)
- Director, Client Relations Student Life (Patrick Genest)
- Associate Vice-President, Human Resources (Manon Dugal)
- Associate Vice-President, Facilities (Marc-Antoine Joly)
- Associate Vice-President, Financial Resources (Paul St-George)

Ad-Hoc Membership
- Dean, Health Sciences (Lucie Thibault)
- Senior Director, IT Solutions (Daniel Trottier)
- Director, Communications (Melanie Gruer)
- Others to be determined

The CRTF co-chairs may add members or invite additional individuals to the CRTF as required.

Chair
The CRTF will initially be led by the following 2 co-chairs:

- Associate Vice-President, Research Support and Infrastructure (Guy Levesque)
- Director, Office of Risk Management (Mike Histed)

The co-chairs may be replaced by other CRTF members as the planning progresses and on the agreement of the rest of the CRTF.
9. APPENDICES

**Attendance**

Membership and meeting attendance can be delegated to a designated backup who has full authority to make recommendations on behalf of the primary member and who has an understanding of the full scope of responsibility of the primary member. If unable to attend a CRTF meeting, a member must inform the Chair of the absence ahead of the meeting.

**Decision Making**

The EOC Lead is also a member of the CRTF to ensure the EOC’s readiness to respond to new emergencies by staying current on recovery activities. The CRTF is not a decision-making body. Its principal role is to develop a general framework and guidelines for the restart of activities across all campuses. It will also provide guidance, advice and recommendations to the Crisis Management Team (CMT) – aka the CA, the EOC and other groups as required.

A consensus must be reached by the Chairs and EOC Lead to bring items forward to CA for approval.

**Administrative Support**

The EOC Support Staff will provide administrative support of:

- Coordination of meetings.
- Production and distribution of meeting agenda and supporting material.
- Production and distribution of the record of decisions and attendance.

**ACCOUNTABILITY AND DESIRED OUTCOMES**

The CRTF reports to the Crisis Management Team (CA) through the EOC Lead and is accountable for the effective development and implementation of a uOttawa COVID-19 Pandemic Recovery Plan and achieving the desired outcome of the safe resumption of all University activities in a coherent, coordinated and consistent manner. Given the multiple dependencies for the resumption of uOttawa activities, the CRTF will liaise frequently with the EOC and the CA, with key Services and Faculties, and with relevant external stakeholders. The CRTF will develop a communications protocol to ensure the relevant information is shared with the appropriate stakeholders in a timely manner.

**CRTF ROLE AND RESPONSIBILITIES**

The role of the CRTF is to ensure the development and implementation of measures and arrangements necessary for the safe resumption of all University activities and for the provision of assistance to help University community members recover their physical and emotional health. The COVID-19 Recovery Plan will consist of a [general framework and guidelines](#) that will achieve the stated overall objective. The framework will enable each Faculty and Service to implement the resumption of activities in a coherent, coordinated and consistent manner, allowing for some degree of flexibility that respects individual contexts and circumstances.
9. APPENDICES

The CRTF provides advice and recommendations; it ensures delivery of outputs/deliverables and the achievement of outcomes. Specific responsibilities include:

- Provide a general framework and guidelines to help Faculties/Services develop their plans
- Ensure alignment with the framework and coherence, coordination and consistency across all plans.
- Ensure that approaches requiring an institutional perspective are developed in collaboration with relevant units, based on appropriate expertise;
- Provide recommendations in regard to sequencing of activities (the order in which things restart) as per the EOC’s Phase I-II-III approach (see EOC Recovery Plan Template)
- Act as a “topics and issues” clearinghouse for those seeking advice and guidance
- Collate all individual plans into a master plan for CA approval
- Provide CA with information regarding impacts of decisions (ie: costs)

Seven areas of focus have been identified by the COVID-19 Recovery Taskforce to provide the University guidance on its recovery mission:

- Infection Control
- Academic Affairs
- Research Enterprise
- Student Affairs
- Human Resources
- Infrastructure and Operations
- Finance and Procurement

MEETINGS AND CONSULTATIONS
The Chair(s) of the CRTF will call meetings as needed. The Chair(s) may also conduct email consultations when urgent decisions are required.

OTHER RESOURCES
CRTF members who take part in Unit specific COVID-19 recovery planning groups are encouraged to share relevant information with the CRTF.
Appendix 6: Outbreak Protocol

All Units at the University of Ottawa must maintain their level of readiness for reverting to working remotely should public health officials order a closure of a campus facility, an entire campus or in the event of restrictions are re-imposed in a city-wide or province-wide public health lockdown. Heads of Units must have:

- essential staff (those required to remain on campus either full or part time) and non-essential staff (those who can work from home or whose on-campus operations are not deemed essential) identified and ready to react
- an internal message prepared containing detailed instructions to their employees (not to be deployed until after the campus-wide message has been distributed)

On the direction of the Province, Ottawa Public Health or the uO President and under the leadership of the Crisis Management Team (CMT), the Emergency Operations Centre (EOC) will initiate the closure of University Buildings or Campuses by:

- Suspending face-to-face classes
- Suspending all non-essential research
- Suspending all in-person events and activities
- Suspending all non-essential projects and maintenance
- Closing campus buildings
- All students living in residence will be asked to report to their rooms and check-in with their Residence Coordinator
9. APPENDICES

**Step 1**

**Day 1–2**

**Secure and Gather Information**

EOC will convene and update the CMT on the situation.

Communication will go out to the campus community via email, social media and the SecurUO safety app.

Heads of Units will send direct, internal communications to personnel with their specific instructions.

Non-essential research labs and research facilities, as designated by VP Research, will begin safely shutting down by authorized personnel.

All non-essential University activities are immediately temporarily ceased or restricted, including:

- In-person classes
- On-campus Support Services
- All on and off events and activities

Facilities and ORM, in conjunction with Facility Managers and Health and Safety Managers will work with Faculties and Services to begin rendering buildings, workspaces, labs, and research facilities safe including limiting access and setting up a regular inspection schedule.

Non-essential workers, under the coordination of their supervisors, will gather their materials and equipment needed to work from home and will remain at home until otherwise directed.

EOC to seek additional information from Public Health authorities to enable a more detailed and robust assessment of impacts on University activities and community.

**Step 2**

**Day 3–5**

**Assess and Plan**

EOC will assess impacts on University activities and community, develop transition plan and seek approval from CMT for implementation, which may include but not limited to:

- Essential services continuing to operate
- Essential Facilities projects and maintenance continuing wherever possible
- In-person classes being suspended or moving to virtual platform
- All events and activities ceasing until further notice
- All uO sanctioned travel (international and domestic), off-campus activities, and fieldwork will be banned until further notice
- Non-essential workers, under the coordination of their supervisors, gathering their materials and equipment needed to work from home and working from home until otherwise directed

EOC will monitor the activity on campus, keep the CMT updated and communicate regularly with the community.

**Step 3**

**Day 6+**

**Operational Steady State**

EOC will monitor activities on campus to maintain situational awareness and coordinate response to COVID-19 cases on campus as well resolving any other pertinent issues.

CMT will be updated by the EOC on a regular and as required basis.

Essential services will continue to operate.

Campus visitation will be prohibited without authorization letters from Head of Units (Deans/AVPs).

Protection Services will secure buildings and ensure security of campus. (access to non-essential buildings will be suspended).

Facilities Managers will conduct regular inspections of buildings, and report all deficiencies as required and coordinate their repairs.

Planning for the eventual return to campus will begin immediately upon stabilizing Step 3.