

CMCC Return to Learning and Work Implementation Plan

***Hybrid Online and Limited In-Person to Start
2020-21 Academic Year***

August 14, 2020

Introduction

In response to the outbreak of the novel coronavirus early in 2020 and in line with the CMCC Emergency Response Plan that sets clear strategies for dealing with temporary closure and suspension of operations, CMCC transitioned to full remote operations and virtual instruction from March 17 2020 for the remainder of the academic year. At that time, curriculum delivery including examinations move online and staff and faculty unless deemed essential to operations began to work from home. The plans and decisions taken were in complete compliance with recommendations and guidance from international, national, provincial and local health authorities as Ontario began the state of emergency.

As prescribed by the Emergency Response Plan, Pandemic, an Incident Command Team (ICT) was established with members from across CMCC including the Executive Leadership Team.

The ICT was tasked with monitoring the changing environment to provide recommendations, solutions and next steps in the operational challenge to continue teaching, learning, examination and overall operation of CMCC and in determining scenarios for recommending the return to learning and work for the 2020-21 academic year safely and in compliance with government and regulatory body directives.

This implementation plan reflects the approach being taken to commence the 2020-21 academic year on August 24 as planned for Years I to III with a return to limited hands-on learning commencing September 8, 2020. Year IV students who transitioned to clinic in May 2020 continue work with the Clinic Management Team to engage with current patients and their gradual return to care begins in mid-July. The Graduate Studies has implemented a hybrid return to work and learning approach with scheduled onsite/offsite activities. Graduate Studies will have a designated classroom to allow room to socially distancing while attending class. TA responsibilities will also be a combination of onsite/offsite activities and will commence in early September.

Guiding Principles

Value and protect the CMCC community (staff, faculty, students, patients) -- ensure that return to work and learning is done in a gradual, methodical and cautious manner and ensure as much as possible continuity of work for those employees whose positions are generally not well-suited for remote operation.

Deliver the DC and Graduate Studies programs to the best of our abilities, meeting the expectation of the students and living up the highest standards set by CMCC and recognized

Support Student Success by providing them with the supports and accommodations they need and strive to minimize the adverse impact the pandemic may have on their academic progress

Ensure Financial Sustainability by seeking ways to meet the needs of the situation and the investments needed while taking decisive action on expenditures and cost-savings to ensure and protect CMCC's financial strength and sustainability

Communicate with stakeholders by sharing our plans, status and activities with external and internal stakeholders to ensure transparency and understanding.

Criteria for Decision-Making

The following criteria informed and continue to inform further decisions on return to learning and work at CMCC:

- Is aligned with CMCC Core Values

Communication: We communicate frankly and openly with each other. We encourage a learning environment to stimulate the exchange of information and knowledge. We value and support teamwork, co-operation, and timely communication.

Accountability: Individually and collectively, we take responsibility for our actions and decisions in achieving our goals. We are accountable to ourselves and our colleagues and, in particular, to students, patients and stakeholders whom we serve.

Respect: We respect every individual. We treat people with fairness and dignity. We benefit from the diversity of people and opinions.

Excellence: We are committed to the highest standards of quality, exceptional performance at all times and the pursuit of innovation. We strive to create a positive culture that supports a healthy workplace of choice.

- Complies and adheres to all public health and government directives at all levels, as well as all chiropractic regulatory institution recommendations
- Evaluates the potential for public and stakeholder communication that may be required to certain groups (collaboration with Communications and ICT)
- Empowers directors and managers to function within defined parameters, plans business continuity and provides guidance to mitigate risk
- Ensures sound financial management practices
- Protects the physical, mental and emotional health of the CMCC workforce and student body by minimizing risk and potential exposure by:
 - ICT and Executive aware of all activities occurring on CMCC property or planned and all traffic in and out of CMCC property is documented and recorded via Security office
 - Directors and managers must identify essential workers and ensure necessary measures are taken to protect their safety, health and well-being
 - Maintaining safety, adequate disinfection and PPE as well as procurement of essential PPE and safety supplies
 - Contractors and essential external workers on site are coordinated through Facilities management and the Security office.
- Maintains a priority focus on students and continuity of learning for both undergraduate and graduate cohorts
- Ensures that a safe, measured and gradual approach to increased activity is taken

CMCC hours of operation starting at the end of July and ongoing will be:

7:00 a.m. to 8:00 p.m. Monday – Thursday, 7:00 a.m. to 6:00 p.m. on Fridays, 7:00 a.m. to 4:00 p.m. (Clinic Only) on Saturday. The safest way to help mitigate exposure in the workplace is to eliminate or reduce physical contact between members of the CMCC community. This is best accomplished by allowing work/learning remotely, when possible however in effort to return to onsite learning and working.



PROCESS

MARCH

March 17
Close of all campus and clinics, staff and students work and study from home

APRIL – MAY

April 9
Delivery of online learning and examination, pass/fail option available

May 19
Year IV orientation and beginning of limited telehealth

May 20
Employee Town Hall
Planning of fall term

May 27
Announcement of two options

May 28
Student Town Hall

JUNE

June 19
Delivery of Option 1 or 2 – decision for hybrid delivery with students onsite
Sept 8 for limited Hands-on

June 19
Virtual convocation for Class of 2020

June 19
Decisions on timeline for return to campus

JULY

July 13
Gradual opening of some clinic spaces and return to patient care along with telehealth

JULY/AUGUST
Preparation for return to limited in person learning – restructuring learning spaces, adding barriers, signage, developing safety protocols, policies and procedures

AUGUST

August 4
Graduate Studies back on campus

August 24
Online virtual registration and orientation

SEPTEMBER

September 8
Beginning of limited in-person instruction – Lectures and small groups and some labs continue online



TIMELINE FOR RETURN TO CAMPUS



JULY

July 1
Research

July 15
Bronte, Bowmanville, South
Riverdale and CMCC campus
clinics in a limited format for
patient care

AUGUST

August 4
Graduate Studies – Faculty
and Students

SEPTEMBER

September 8
Undergraduate Studies
– Faculty and Students
(limited in-person)

Gradually and as appropriate:
All other areas as planned by
Directors and Managers

CMCC has implemented a layered system of guidelines and controls, the Hierarchy of Controls to reduce the risk associated with COVID-19. The system is a standard Occupational Health and Safety Administration concept whereby the top of the funnel is the most effective and protective method in relation to the methods at the bottom of the funnel which include the use of Personal Protective Equipment (PPE).

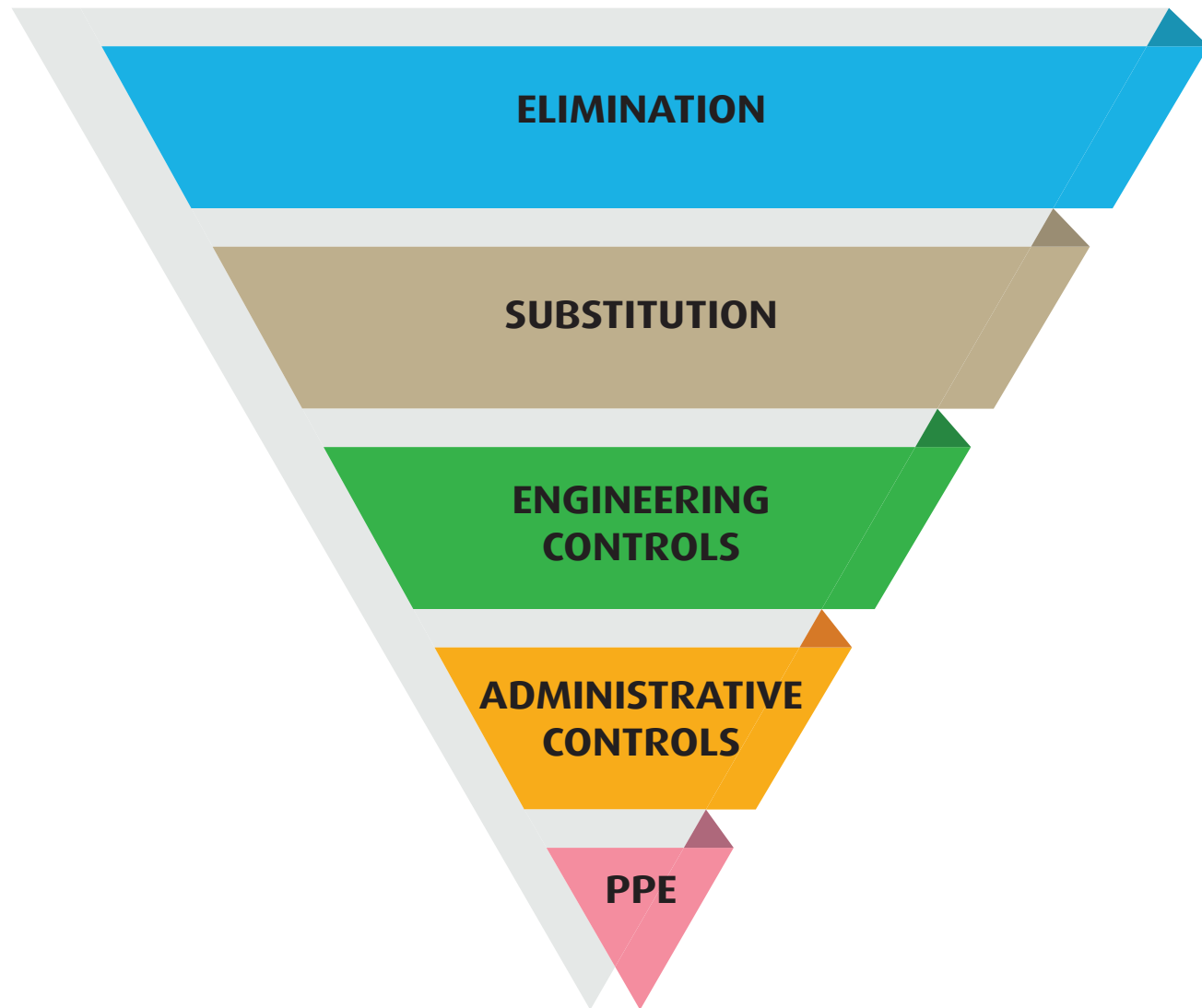
Following this hierarchy for implementation of plans and strategies can reduce the risk of illness. No institution can completely eliminate all risk of exposure to, or illness from, the SARS-CoV-2 (the virus responsible for COVID-19) or any other infectious agent. Any employee or student with questions about their health situation should get in contact with HR (employees) or Student Services (students) to discuss their concerns.

HIERARCHY OF CONTROLS

MOST EFFECTIVE



LESS EFFECTIVE



Elimination: COVID-19 cannot be removed, therefore, decisions made to determine who should work or study on campus. Avoid contact, stay home. With staff and students not physically present, the risk of workplace exposure risk is eliminated.

Substitution: Physical Distancing -- When staff are required on campus, physical distancing in conjunction with proper hand washing is critical to reduce exposure.

Engineering Controls: Physical Barriers -- Where physical distancing cannot be maintained, the engineering control of physical barriers provides staff additional protection from exposure

Administrative Controls: Policies, procedures, signage, and training are required to ensure personnel are aware of the risks and mechanisms of control.

Personal Protective Equipment: Personal protective equipment (PPE) may be required when physical distancing, physical barriers, and administrative controls are ineffective, or impractical for mitigating the risks.

General Cleaning and Disinfection: Frequent cleaning and disinfection of surfaces are critical in preventing exposure to contaminated surfaces. Infection Control and Monitoring: Monitoring for signs and symptoms of COVID-19 in on-campus personnel is beneficial to reducing on-campus transmission.

Addressing Symptomatic Cases: Advanced planning and clear communication will minimize operational disruptions and staff concerns from potential positive cases such as the now-familiar cloth face coverings, respirators, and other gear in common areas and situations where other controls don't achieve the required level of safety.

Return to work/learning scenario for start of 2020-21 Academic Year

- Research faculty on site July 1, 2020
- Clinics begin stepwise opening for direct patient care beginning July 13, 2020
- Graduate Studies begin August 4, 2020
- Classes begin August 24, 2020
- Limited in-person labs September 8, 2020

Course delivery at CMCC is complex and layered and includes an integral hands-on component to learning which sets it apart from many other academic programs. As such, CMCC will deliver a hybrid scenario for curriculum delivery and has built in contingencies in scheduling and arrangements should a pivot back to more stringent restrictions be implemented in the event of a second COVID-19 wave.

Beginning on August 24, 2020:

FULL ONLINE DELIVERY:

- Lecture courses
- Small group sessions, and those laboratories not requiring campus-based delivery. *

PHYSICAL-PRESENCE DELIVERY:

- Most other Years I-III laboratories, including anatomy (AN), clinical diagnosis (CD) and chiropractic therapeutics (CT) will be taught on campus beginning on September 8, 2020 (week 3).

* Labs for pathology and microbiology (PA), physiology and biochemistry (PH) and diagnostic imaging interpretation labs (DI) will all be delivered virtually. Rehabilitation labs scheduled for the first quarter of the academic year, and which normally take place in the gymnasium, will be scheduled online for certain sections and/or postponed to later in the year.

Students in Years I-III must be in the Toronto area by September 8 and ready to begin on-campus laboratory training. Year I students will receive additional instruction and information on registration, orientation, etc., directly from the Registrar as it becomes available.

With physical-presence labs beginning on **September 8**, we will have gained an additional two weeks of Ontario recovery time and will better align with the Ontario health professions programs beginning their new terms in September. A November start date remains a fallback option should Ontario need to re-implement restrictions because of a late summer resurgence of COVID-19 cases however, this would pose the greatest potential of overload of students by compressing all first and second module labs into a single module.

Year IV students: Returning to clinic and limited in-person patient care beginning July 13, 2020 and dependent on host institutions and gradual increase.

Residents: Hybrid model of onsite/offsite activities with schedule to be completed in mid-July. Graduate Studies will have a designated classroom, Lecture hall 1 along with TA responsibilities beginning week of September 8.

Current second year residents: Clinic coverage for the month of July arranged and direction to come directly from the Clinic Management Team.

Current first year residents: Continue online learning. Return to hands-on placements still in progress. St. Michael's Hospital and Husky are preparing for a gradual return of patient care in early July. Updates still to come.

Incoming Resident Cohort: Classes begin on campus on August 4th. Final details for the monthly schedule available via KIRO.

Detailed implementation plans and schedules for the Academic Divisions and Years continue to be refined and are a part of the overall Business Continuity planning. Full schedules and plans will be available through each respective Division as they are completed.

CMCC Clinic Operations

CMCC clinics have been providing care to patients via telehealth and working toward full reopening for direct patient care at all clinic locations as allowed by the province and our host facilities beginning in July 2020.

At Campus Clinic, the physical space has been altered to ensure physical distancing for clinicians, interns and patients. The clinic has been appropriately thinned of furniture and people. Interns and clinicians will return to clinic in a stepwise fashion, still using safety principles of **screening** patients before they come to the clinic, establishing a unidirectional flow through the Campus clinic, scheduling, PPE use, scrubs for treatment and cleaning of tables and equipment.

The clinic reception has been cleared of much of the seating, protective barriers installed, and will be using touchless payment methods. Partner organizations who host several clinics have been collaborating with us to determine how they open clinical spaces and re-engage our learners into those clinics. Progress to increase patients and appointments will be gradual, methodical and cautious, ensuring safety and wellbeing.

Changes to Campus Operations

The number of employees assigned to work on campus will be considerably reduced in order to decrease the total number of persons on campus at any time. Those not needed on campus will continue to work online. The number of entrances/exits to the building will be reduced and students and employees will be instructed on which to use to restrict and control traffic flow, easing congestion at these points. We will also be implementing “**traffic lanes**” for walking in the main hallways. Additional hand sanitizer dispensers are being deployed throughout the building and a dozen new mobile handwashing stations are being placed at strategic locations to lessen congestion in washrooms.

Lab Reconfiguration and Cohorting

To ensure safe distancing between students in laboratories, all are being reconfigured. The number of tables in each of the technique labs is being reduced and the tables removed from these labs are being relocated to the CCPA Hall, making it a very large technique lab.

Additional AV equipment is being placed in the CCPA Hall to replicate the technology used in the traditional labs. The anatomy laboratory instruction will be distributed over additional space, with some “dry lab” instruction being moved into the adjacent multipurpose lab (former histology lab and micro lab and possibly the Anatomy museum).

In many labs, students will be assigned into groups of three persons, and will remain in these groups (cohorts) for the duration of the module. This will reduce any possibility of cross contamination. Students will be required to support increased disinfection practices in the labs, through wiping down surfaces such as technique tables.

With these reconfigurations and planning for the safe flow of traffic between labs and throughout campus, some changes to the schedule have been made. These Changes have been communicated to all students via email and KIRO but may yet have additional adjustments as needed.

The **SIM lab** will be operational and will have deployment of the curtains to provide barriers between tables. These vinyl curtains will be regularly disinfected. Some sessions may be conducted in the technique labs equipped with FSTT® tables.

The **Library** will be open but will have capacity for approximately 80 students throughout both levels because of distancing requirements. Plexiglas barriers are being placed at computer and study carrels.

The **exercise room and gymnasium** will be closed at the beginning of the term. We will need permission from the public health and provincial authorities before use of these facilities can be restored.

We are currently exploring options for **limited food service** with our vendor. At the present time, it would appear that any food options would be pre-packaged if service is available.

Health and Safety Protocols

The ICT team, CMCC Executive Leadership Team and cross-functional representatives have developed a series of tools and measures to ensure that safety is the first priority in the CMCC environment when we return to campus and clinics to work and to learning.

The CMCC Playbook

A CMCC [Playbook](#) is available to all staff and students. It is your guide to health and safety while on campus. As our environment changes and public health guidelines are updated, the playbook will be updated and resources added as available. The Playbook is overarching and speaks to all of the CMCC community. Detailed safety protocols specific to activities in Undergraduate and Clinic will be developed and provided to clinicians, instructors and students.

Included in the Playbook will be the zones on campus where staff and students may exit and enter so that we are able to manage the flow of traffic and continue to eliminate the potential of close contact.

Protocols

The ICT team, with advice and guidance from public health and the provincial regulators have put in place important health and safety protocols for all areas of CMCC (full details in the playbook)

- **Physical distancing:** to maintain the two metre physical distancing rule, CMCC has reduced the number of staff expected to be on campus and has reconfigured workspaces, learning spaces and common spaces to allow for adequate protection of staff and students.
- **Screening** of all persons entering a CMCC property will be mandatory and screening staff will be present at each entrance. Reentry to the building, even after a short interval of time will be necessary. Full details to be included in the CMCC Return to Work and Learning Playbook.
- **Disinfection:** Strict disinfection measures have been developed and will be practiced for campus wide activities
- **Protocols for onsite suspected COVID-19 cases:** Individuals who screen positive or who fall ill while at CMCC will be isolated and will engage with Public Health to ensure appropriate next steps are undertaken.
- **Mask or Face Covering:** All individuals in the building are to use non-medical face coverings whenever in the common areas (hallways, entrances/exits, library, bistro, washrooms). These are not supplied by CMCC. Students and faculty in the laboratories will be required to use the same level of protective equipment as is established for the clinics. Currently, that means the use of medical-grade (“surgical”) masks (not N95), face shields and gloves. These will be provided by CMCC. Additional waste receptacles will be deployed to collect these used PPE at the end of each lab.

Communications Planning

The ICT team, which Communications at CMCC is a part, is guided by the principle that communication with the CMCC community is to be transparent and comprehensive. CMCC will share the COVID-19 status updates and plans for the continuity of operation and return to work and learning with the CMCC community and the public as applicable.

Goals

- To define the current situation and scenarios and all status changes
- Build awareness of decision-making process for campus changes
- Provide clear and timely communication to all target audiences and stakeholders to address their concerns and questions
- Provide consistent messaging throughout all CMCC communications and channels
- Design and implement communication materials on multiple channels and for multiple audiences via all available methods

Audiences and Stakeholders

Primary	Secondary
Students	Alumni/Donors
Staff/Faculty	Regulatory Bodies
Board of Governors	Partners – Research, Clinic, Associations and
Government - Ministries	Suppliers/Contractors
Media/Public	

Types of Information

- Structure and mandate of emergency response team – ICT
- Decisions made by ICT
- Campus status
- Program and schedule changes and details
- Campus rules and Regulations – protocols
- Upcoming changes, status updates
- Implementation plan/playbook distribution
- Other key information as required
- Frequency: as needed with important changes posted on website as they are distributed internally

Channels

Primary: Email, Website (under COVID-19 updates), Social media, signage, Digest, Clinic Times newsletter (interns and clinicians)

Secondary: Media release as applicable, person to person, town halls, etc.