



COMMONWEALTH of VIRGINIA

M. Norman Oliver, MD, MA
State Health Commissioner

Department of Health
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September 30, 2021

MEMORANDUM

TO: The Honorable Ralph S. Northam

CC: The Honorable Luke Torian, Delegate and Chair, House Appropriations
The Honorable Janet Howell, Senator and Chair, Senate Finance and Appropriations
Dan Timberlake, Director, Department of Planning and Budget

THROUGH: The Honorable Daniel Carey, MD
Secretary of Health and Human Resources

FROM: M. Norman Oliver, MD, MA 
State Health Commissioner

SUBJECT: Chapter 0001 of the Acts of Assembly of the 2021 Special Session II
VDH Reports Required for ARPA Project Appropriations

As required in Chapter 0001 of the Acts of Assembly of the 2021 Special Session II, the Virginia Department of Health (VDH) is providing implementation plans and schedules for the five projects requiring the submission of these documents. VDH will provide additional details in the quarterly update report that is due by December 31, 2021.

These reports includes the following ARPA project appropriations to VDH:

1. Broadband connectivity at local health departments
2. Electronic Health Records
3. Facility Infrastructure at VDH Central Office and Local Health Departments
4. Modernization of VDH administrative systems and software
5. Records Management System

Our staff has worked diligently since the August special session to turn these appropriations and proposals into detailed plans for implementation. We are excited about the opportunity to use these funds to improve the efficiency and effectiveness of VDH and to improve the lives of the people of Virginia.

If you have any questions or need additional information, please let me know.

VDH & LHD MAINTENANCE

American Rescue Plan Act (ARPA) State Fiscal Fund (SFF) Workplan



9/30/2021

LHD MAINTENANCE

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Context for ARPA Initiatives

The Virginia Department of Health (VDH) is excited about the opportunity presented by the appropriation of ARPA State Fiscal Funds in the August 2021 Special Session II of the General Assembly to improve public health in Virginia. The agency views this as a once in a generation opportunity and we will work tirelessly to maximize use of funds to create and sustain these initiatives. Simultaneously, VDH is fully engaged in responding to COVID-19 and protecting the health of the people of Virginia from that disease. Such emergency response efforts may impact the agency's ability to complete the ARPA initiatives on schedule. At this time, VDH is creating project plans to minimize the impacts of emergencies on local health departments in the first year and will be flexible in our implementation of these initiatives as dictated by the emergency response. When changes or impacts to plans occur, VDH will reflect that in future updates.

Executive Summary

The VDH & LHD Maintenance initiative focuses on identifying and seeking solutions to facility maintenance needs that restrict public health's ability to provide services that address COVID-19's impact on the Commonwealth of Virginia. Many of those most affected by the pandemic are the patients served by the community-based clinics that make up the public health system. Lack of appropriate facility upgrades, such as introducing touchless technology for doors and restrooms and cold storage for vaccines, exacerbated the disproportionate impact of COVID-19 on populations that rely on public health systems. The initiative focuses on employee safety and addressing qualifying maintenance needs in both the districts and offices for VDH. It will enable each location to comply with distancing and ventilation guidance to minimize the spread of COVID-19.

These projects and ultimate resolution to identified needs will enable VDH to protect the health and promote the well-being of all people in Virginia. They ensure VDH's employees, contractors, and volunteers can continue to work towards the agency's mission of becoming the healthiest state in the nation.

Objective(s)

The goal of this initiative is to make core building and LHD upgrades to mitigate the impact of infrastructure challenges that hinders VDH's ability to reach at-risk communities. The following are objectives to achieve this goal:

- Determine most-needed LHD infrastructure repairs and then fix those repairs in LHDs across the state in a systematic fashion, prioritizing the most outdated LHDs with the greatest number of needed updates. Infrastructure repairs include physical plant improvements to public hospitals and health clinics or adaptations to public buildings to implement COVID-19 mitigation tactics.
- Invest in adequate refrigeration and generators to support storage of COVID-19 vaccinations.

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- Invest in negative pressure ventilation to support ongoing efforts to combat COVID-19. Ventilation improvements may occur in congregate settings, health care settings, or other key locations.
- Invest in improving the layout and design of offices to maximize space for equipment and house employees in support of efforts to combat COVID-19.
- Invest in Hands free facility solutions that support ongoing efforts to combat COVID-19.

Background

Many VDH and its LHD facilities do not meet clinical quality of care standards, and existing struggles have been exacerbated by the public health emergency as VDH has attempted to meet pandemic operational needs. The current initiative is needed because upgrades will enable VDH to better serve Virginians now and in the future and provide greater equity in access to care and health care outcomes.

ARPA SFF is limited to enabling VDH and its LHDs to make strategic, capital investments in public infrastructure that will improve COVID-19 mitigation efforts and provide a foundation for the future public health emergency response. Specific eligibility language includes:

- Capital investments in public facilities to meet pandemic operational needs, such as physical plant improvements to public hospitals and health clinics or adaptations to public buildings to implement COVID-19 mitigation tactics.
- Ventilation improvements in congregate settings, health care settings, or other key locations.

Problem Definition

Negative pressure rooms, refrigerators, and generators are lacking in VDH and its LHD buildings but are necessary in the continued support of the COVID-19 pandemic, especially in their function to serve the most vulnerable populations that have been hit hardest by COVID-19. Strategic capital investments in public infrastructure and broadband will mitigate some of the harm caused by COVID-19 and will provide a foundation for future public health emergency responses, maintaining health access for the Commonwealth's most vulnerable populations.

Evidence-Based Reasoning

The scientific community agrees that proper ventilation and vaccine administration directly impact the spread and severity of COVID-19. Building quality facilities and hard assets is critical to enable VDH to carry out their core missions. Improvement of facilities and hard assets will create a VDH-of-the-future to improve surveillance, identification, prevention, and intervention to prevent future public crises and meet currently unmet clinical standards of care. Upgrades would also include generators, refrigerators, and negative pressure rooms for ongoing COVID support.

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Executive Sponsors, Key Stakeholders, and Initial Stakeholder Management Plan

Executive Sponsor(s)

- Executive Sponsor: Tiffany Ford, Deputy Commissioner, Administration
- Initiative Owner: John Sweat, Deputy Director, General Services, Office of Procurement & General Services

Key Stakeholders

Note: VDH key Stakeholders included CHS staff who will interact with the health districts concerning projects. DGS Key stakeholders are involved with real-estate and oversee leases. They will also work with the landlords for improvement projects.

Name	Title	Department	How is the stakeholder impacted by initiative?
Holly Law Eve	Director	DGS BRES	Oversees BRES
Karl Saimre	BRES Director	DGS BRES	Karl is involved with lease oversight for properties occupied by VDH
Randy Horne	Transaction Manager	DGS BRES	Oversees and assists with properties leased/ occupied by VDH
Kim Avis	Leased Real Property manager	DGS DREFM	Assists with and oversees lease agreements for properties leased by VDH
Anthony Griffin	Director, Maintenance & Operations	DGS DREFM	Oversees facilities and maintenance.
David Crabtree	Executive Advisor CHS Special Projects	VDH CHS	Oversees and assists VDH CHS with special Projects and is the liaison to the Local Health Districts
Shameera Carr	Chief of Staff for CHS	VDH CHS	Responsible for strategic oversight of all local health districts.

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Initial Stakeholder Management Plan

VDH will convene a VDH & LHD Maintenance Team that will meet on a bi-weekly basis to review the entire project's progress and make strategic decisions to achieve project goals.

Proposed Solution, Feasibility, and Approach

VDH identified LHDs with the most need for maintenance updates through a needs assessment or series of surveys administered to all 33 LHDs (of note, two districts were not included in the needs assessment survey as they are independently operated health districts). In addition, VDH worked with central office stakeholders, and an outside vendor to create a list of upgrades needed to equip offices for pandemic response. The proposed rollout strategy for implementation is outlined below.

Stage	Description
Initiation	Define project parameters, identify project risks, and develop a project plan
Planning	Refine project parameters, assess risks, complete quality assurance and quality control processes, and refine the project plan. When planning, the team will consider the following general VDH project implementation steps used to achieve goals during past projects: <ul style="list-style-type: none">▪ Project Prioritization planning▪ Stakeholder Communication and involvement meetings▪ Identification of unique project challenges▪ Meet with Proposed solution teams▪ Identification of vendor and services procurement process needed for each individual project or cumulative▪ Procurement of services and products through the most efficient procurement process within applicable policies▪ Projects progress meetings with solution teams
Execution	Manage project parameters, monitor/control risks and quality, and manage project execution
Closeout	Project assessment, identify lessons learned, and archive data and reports

Proposed Solution Team

Describe the team tasked with implementing the proposed solution, including the use of outside contractors, if applicable.

Name	Title	Department
Douglas Moran	Business Manager	Central Shenandoah HD001

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Leigh Ann Sweeney	Business Manager	Lord Fairfax HD002
Jennifer Gill	Business Manager	Rappahannock HD003
Dana McClelland	Business Manager	Rappahannock Rapidan HD004
Richard Leary	Business Manager	Blue Ridge HD005
Juan Martinez	Business Manager	Alexandria HD006
Yanbin Ge		Arlington - Non-CHS
Suzanne Lane		Fairfax - Non-CHS
Tara Blackley	COO	Loudoun HD010
Anika Wilson	Business Manager	Prince William HD012
Vivian Penn-Timity	Business Manager	Alleghany HD012 & HD020
Albert (Tom) Chafin	Business Manager	Central Virginia HD013
Reisa Sloce - COO	COO	Cumberland Plateau HD024 & HD017
Wayne Peters	Business Manager	Pitt-Danville HD015 & HD027
Bill Rodgers	Business Manager	West Piedmont HD016
Jeffery Gilliam	Business Manager	Lenowisco HD017
Teresa Taylor	Business Manager	Mt Rogers HD018
Tiffany Norman	Business Manager	New River HD019
Vivian Penn-Timity	Business Manager	Roanoke HD020 & HD012
Paulette Moore	Business Manager	Chesterfield HD021
Jay Baxter	Acting COO	Crater HD022
Kathi Mears	Business Manager	Chickahominy HD023
Elizabeth Denision	Business Manager	Henrico HD024
Josh Worrell	Business Manager	Piedmont HD025
Samuel (Scott) McIntyre	Business Manager	Richmond City HD026
Wayne Peters	Business Manager	Southside HD027 & HD015
Billie Blair-Taylor	Acting Bus. Mgr.	Chesapeake HD028
Scott Chandler	Business Manager	Eastern Shore HD029
Martin Wheeler	Business Manager	Hampton HD030 & HD 034
Melissa Dozier	Business Manager	Norfolk HD032
Krystal Reagan	Business Manager	Three Rivers HD033
Martin Wheeler	Business Manager	Peninsula HD034 & HD030
Diana Lee-Strong	Business Manager	Western Tidewater HD035

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Liz Riggs Business Manager Virginia Beach HD036
Sandra Johnson Business Manager Portsmouth HD039

Required Capabilities, Initial Risks, and Risk Management

Required Capabilities

- Capability 1: Ability to implement and manage a large-scale equipment and other physical resources upgrade and/or replacement across multiple sites.
- Capability 2: Ability to evaluate and make budgetary decisions about the repair needs for each LHD. Then prioritize as well as coordinate the execution of repairs to improve facilities for Virginians while mitigating disruptions to the work environments for staff and ongoing response operations.
- Capability 3: Ability to interpret emerging public health data outlining the need, and projected need, for utilization of negative pressure ventilation and generators to support vaccines.
- Capability 4: Ability of VDH and the vendor to successfully navigate the challenges of partnering with supply vendors for medical equipment.
- Capability 5: Ability to strategically plan and work with property managers and Bureau of Real Estate to project target dates for upgrades (i.e., HVAC, generators, etc.). Since many health departments are located on leased privately owned property or local government property, property managers have oversight over upgrades to facilities.

Initial Risks

- Major project risk #1: Ensure the project stays on schedule and within budget as VDH works with outside vendors to meet project goals.
- Major Project risk #2: Identifying and procuring the contractor and construction support to work on the designated projects.
- Major Project risk #3: Approvals between property owners and the real estate department that controls the LHD assets. The Division of Real estate services with DGS oversees leases and works with property managers and owners. Many of the agreements have sections addressing property improvement projects. Requiring review of the lease and notification of the property owner of any requested improvements.

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Risk Management

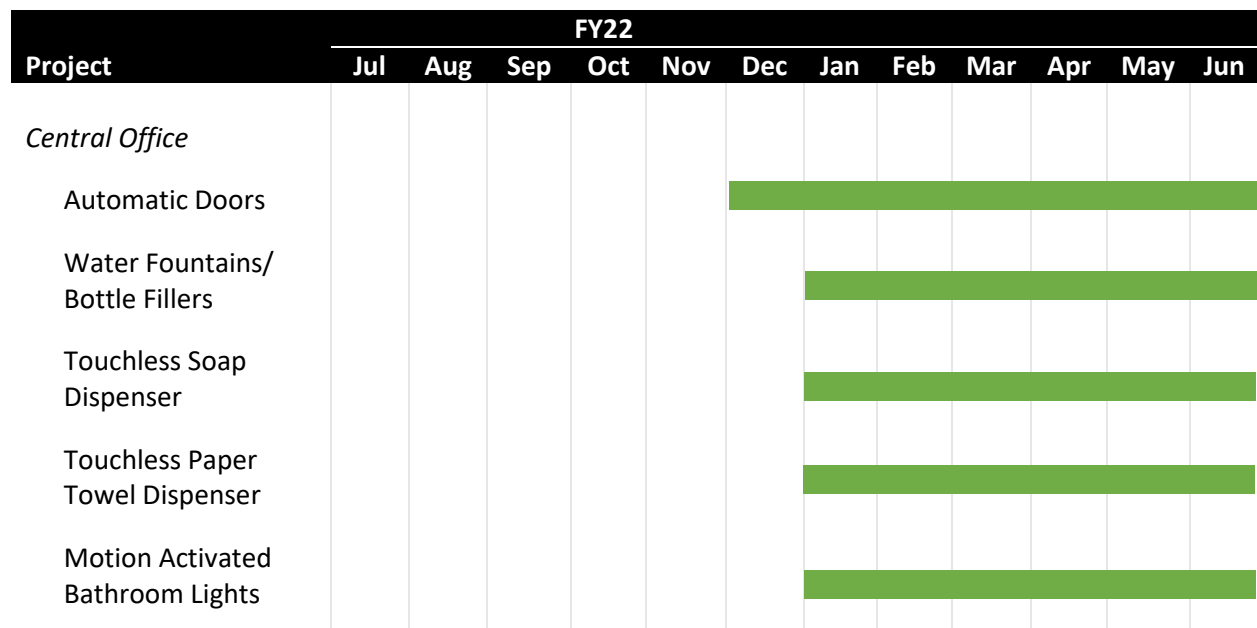
- Strategy to mitigate major project risk #1: The project implementation team should review budget and expenditures during bi-weekly meetings to ensure the team is aware of oversights and potential financial challenges as soon as possible to mitigate the impact of funding concerns.
- Strategy to mitigate major project risk #2: Establish frequent checkpoints with vendors to discuss project progress and prepare brief reports for stakeholders (with special attention to the concerns of property managers and VDH leadership) to keep all parties abreast of the completion timeline.

Change Management Considerations

VDH understands that transformation initiatives are successful not only with the right technology, processes, and resources, but also with people who are properly equipped for the changes. Successfully navigating transformation in a highly complex environment requires effective managing business process changes and the way people accomplish work, communications, and stakeholder management to create buy-in at the early stages. VDH will develop and implement an effective change management and communications strategy to establish employee understanding of the initiatives and any impacts to their individual jobs. The strategy will include communication of the goals of the upcoming changes, preparation and alignment of the changes, and an overall building of confidence in the benefits of the changes.

Initiative Timeline, Key Activities, and Milestones

Projects with asterisks and arrows indicate a project timeline that occurs over two or more fiscal years.

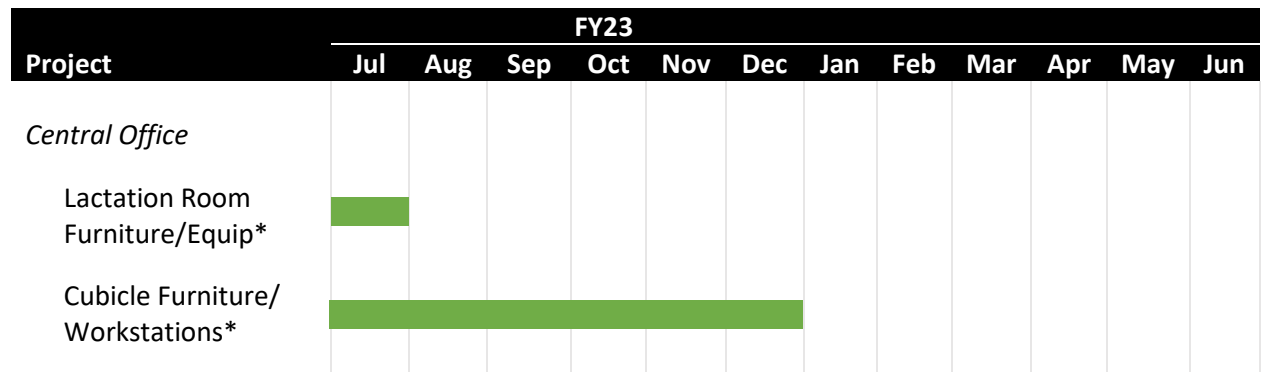


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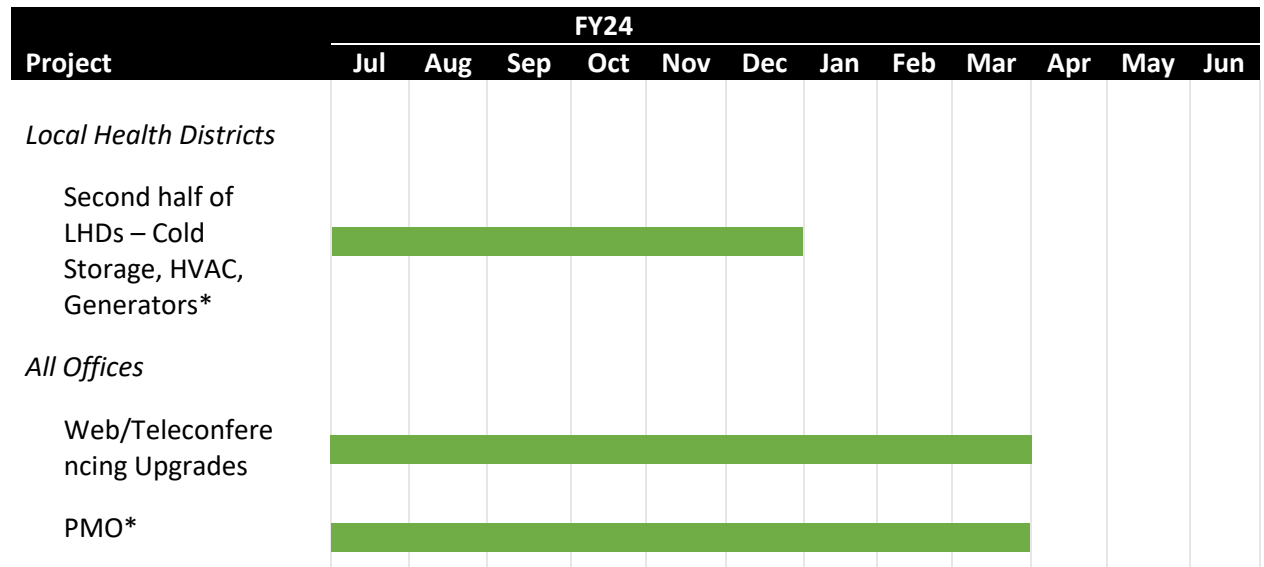
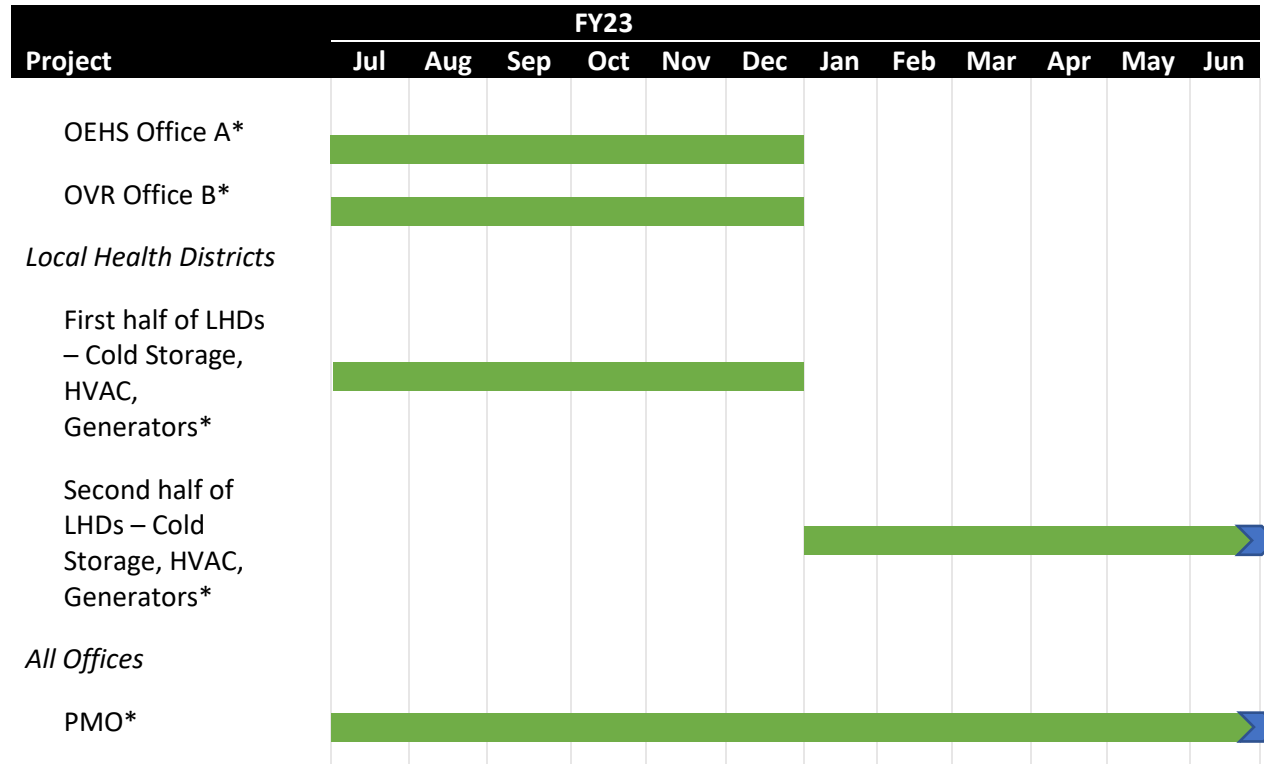


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Initiative Budget

Total Budget: \$30,000,000

Project	FY 2022	FY 2023	FY 2024
<u>Central Office</u>			
Central – Automatic Doors	\$105,000	\$0	\$0
Central – Cubicle Furniture	\$1,070,000	\$1,930,000	\$0
Central – Forearm Door Pulls	\$3,000	\$0	\$0
Central – Lactation Room Equipment	\$2,500	\$2,500	\$0
Central – Touchless Dispensers & Fixtures	\$425,000	\$0	\$0
OEHS Upgrades	\$85,000	\$255,000	\$0
OVR Upgrades	\$50,000	\$155,000	\$0
Central Office Total	\$1,740,500	\$2,342,500	\$0
<u>Local health districts (LHDs)</u>			
Louisa HD Additional Upgrades	\$30,000	\$0	\$0
LHD – Cold Storage, Generators, HVAC	\$4,979,500	\$11,532,500	\$3,375,000
LHD Total	\$5,009,500	\$11,532,500	\$3,375,000
<u>All Offices</u>			
Web/Teleconferencing Upgrades	\$0	\$0	\$3,000,000
Project Oversight & Administration	\$750,000	\$1,125,000	\$1,125,000
All Offices Total	\$750,000	\$1,125,000	\$4,125,000
Total Initiative	\$7,500,000	\$15,000,000	\$7,500,000