

# **LHD MAINTENANCE**

**American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Fund (SLFRF)**



12/31/2022

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## **Report Mandate**

Chapter 1 Enactment Clause 1, paragraph B.2.m.6., of the amended 2021 Acts of Assembly states, “The department shall communicate a detailed plan and implementation schedule to the Governor, the Chairs of the House Appropriations and Senate Finance and Appropriations Committees, and the Director of the Department of Planning and Budget by September 30, 2021. Additionally, the department shall report quarterly to the Governor, the Chairs of the House Appropriations and Senate Finance and Appropriations Committees, and the Director of the Department of Planning and Budget on progress made, with the first progress report to be delivered not later than December 31, 2021.”

## **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. VDH views this investment as a once in a generation opportunity and will work tirelessly to maximize use of funds to create and sustain these initiatives. Modifications to VDH’s plans will be reflected in future quarterly reports.

## **Executive Summary**

The VDH & Local Health District (LHD) Maintenance initiative focuses on implementing solutions to address facility maintenance needs that have impacted the Department’s ability to provide services that address COVID-19’s impact across the Commonwealth of Virginia. The Commonwealth’s residents who are served by the community-based clinics that are part of the public health system rely on the LHD facilities. Lack of appropriate facility upgrades, such as 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. This initiative focuses on employee safety and addresses maintenance needs in the LHDs and other VDH facilities. It will enable locations to comply with distancing and ventilation guidance to minimize the spread of COVID-19.

These projects will enable VDH to protect the health and promote the well-being of all people in Virginia, while simultaneously ensuring VDH employees are able to work in a safe environment that enables social distancing and COVID-19 prevention measures. The projects will support VDH’s employees, contractors, and volunteers in furthering the agency’s mission of making Virginia the healthiest state in the nation.

The following is a summary of progress made over the last three months, with more details provided later in this report:

- Continued workspace redesign work at the James Madison Building and Office of Environmental Health Services Norfolk Field Office
- Received delivery of vaccine cold storage equipment for LHD sites
- Completed card reader access control and continued progress of security camera installation at the Office of Vital Records

- Completed installation of teleconferencing equipment at the James Madison Building and two LHD sites as part of a pilot program. Delivered new camera equipment to four additional sites for immediate setup and use

## Objective(s)

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

- Determine most-needed LHD infrastructure repairs and make upgrades 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
- Procure and install adequate refrigeration units and generators to support storage of COVID-19 vaccinations
- Procure and install 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
- Upgrade security measures, both electronic and physical, at LHD sites to better separate public and VDH spaces and allow for safer operations
- Upgrade building furniture and improve layout of offices to allow for adequate social distancing and cleaning measures to protect employees against COVID-19
- Invest in hands free facility solutions that support ongoing efforts to combat COVID-19
- Procure and install teleconferencing equipment to adapt to the modern digital workplace and provide robust telehealth services

## Overview of Quarterly Progress (October – December 2022)

Over the previous quarter, VDH has conducted numerous activities that have advanced the LHD Maintenance Initiative, beginning upgrades at some sites while positioning VDH to begin upgrading LHD and VDH facilities in the coming months. The key activities that have been accomplished to date are summarized below:

### **Key Activities and Accomplishments**

- James Madison Building (JMB):
  - Additional items to prevent the spread of COVID-19 were added at JMB to allow for VDH staff to return to in-person work. The installation of one water bottle fill station is complete, the second one has been ordered. A partial shipment of new automated external defibrillators (AEDs) has been received
  - A design firm has been selected to provide a conceptual redesign of the JMB interior spaces. This design effort is outside ARPA but upgrades such as touchless fixtures and redesigned workspaces will be funded with ARPA dollars
- Local Health District (LHD) Upgrades:
  - Sixty-three new cold storage freezers and refrigerators have been purchased and delivered for 45 LHD sites.

- The team kicked off installation of generators and the design work necessary to complete improved ventilation at LHDs. Twelve generator and HVAC sites will be improved during the first phase
- A design firm was selected to perform site assessments for new wireless access points at the first 17 sites receiving improved internet connectivity as part of the Broadband initiative
- LHD sites were surveyed to determine the need for increased security measures such as video cameras, badge readers, and new doors. These sites were then prioritized using Social Vulnerability Index (SVI) for implementation
- LHD sites were surveyed to determine the scale of desktop and laptop computers that cannot connect to the Commonwealth's secure network. These devices will be replaced to enhance secure digital operations
- Office of Environmental Health Services (OEHS) Upgrades:
  - At the Norfolk Field Office, a design of the new workspaces has been received. Once the design is complete, contractors will be solicited to install upgrades
  - The Department of Real Estate Services (DRES) is presently negotiating a lease extension at the Accomack Field Office. Once this effort is complete, a similar design exercise will take place to the Norfolk Field Office
- Office of Vital Records (OVR) Upgrades:
  - Continued installation of video cameras for improved site security. Completion is pending the delivery of a new server mount rack
  - Purchased and received movable panels to better separate public and VDH staff workspaces to mitigate the spread of contagious diseases
- Teleconferencing Upgrades:
  - Completed the pilot program installation at Ashland and Chesterfield Health Departments
  - Purchased and delivered new teleconferencing cameras to four LHD sites for setup and activation

### **Anticipated Next Quarter Activities (January – March 2023)**

The following outlines the activities and tasks planned from January through March 2023:

- James Madison Building (JMB):
  - Receive the remaining AED equipment and second water bottle fill station for installation
  - Complete the conceptual redesign of JMB workspaces to allow for the competitive solicitation of design work from architectural firms
  - Identify and complete building renovation tasks that do not require design work and are aligned to ARPA rules and regulations
- Local Health District (LHD) Upgrades:
  - Select vendors to complete generator installation and improved ventilation design. Begin generator installation and solicit quotes for improved ventilation installation
  - Ensure Verizon device availability for wireless access point upgrades. Complete site assessments for wireless access points at the 17 Broadband pilot sites and place and order with Verizon to install new equipment

- Distribute vendor procurement guidelines and to site selected to receive site security upgrades and begin vendor outreach.
- Office of Environmental Health Services (OEHS) Upgrades:
  - Complete the redesign of workspaces at the Norfolk Field Office and solicit quotes from qualified small businesses to install upgrades
  - Begin Accomack Field Office design work once an extended lease agreement is finalized
- Office of Vital Records (OVR) Upgrades:
  - Complete installation of new security cameras by installing a new server rack
- Teleconferencing Upgrades:
  - Complete pilot program at JMB by installing command control equipment at the central office locations
  - Complete installation at locations not requiring site assessments
  - Conduct site assessments at remaining LHD sites to finalize equipment purchase. Begin installing equipment
  - Complete a design for the elevator lobby screens

## Risks and Risk Management

- **Risk 1:** If a long-term funding source is not identified for monthly router and wireless access point fees, then VDH will not be able to afford the upgraded broadband equipment that will be installed
  - **Mitigation Strategy:** Develop a detailed operating expense budget using available Verizon/Virginia IT Agency (VITA) cost information for VDH to use in requesting additional funds from the General Assembly
- **Risk 2:** If LHDs are overburdened, they may not promptly procure vendors to meet obligation deadlines
  - **Mitigation Strategy:** Continue to follow up with LHD contacts, assisting with scopes of work and vendor identification where possible to drive progress

## Change Management Considerations

VDH understands that successful transformation initiatives rely on more than just the right technology, processes, and resources. They also depend on effective change management, communications, and engagement strategies to make sure stakeholders are properly equipped with the information and guidance that they need to support the changes. For the LHD Maintenance initiative, the successful implementation of critical upgrades will depend on ongoing two-way communication and engagement with a variety of local contacts.

VDH has developed and implemented a communications strategy for the LHD Maintenance initiative that identifies key internal and external stakeholders, determines how they may be impacted and/or their role in supporting the effort, and establishes strong feedback loops and channels for regular information-sharing. Key messages to build buy-in and support from stakeholders have included the goals of the upcoming changes, their benefits, and guidance and steps to prepare. Feedback loops include an intranet

site to house content for internal stakeholders, an initiative-specific email inbox for two-way communication, and regular briefings to Central Office and LHD stakeholders across a variety of VDH forums.

## Project Budget

*Budget, Obligations, and Actuals as of December 2022*

<b>Total Appropriation</b>	\$30,000,000	<b>Total Commitments/ Obligations (To Date)</b>	\$3,031,000	<b>Total Expenditures (To Date)</b>	\$1,258,000
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