UNIVERSITY
OF
JOHANNESBURG

Portfolio of the Registrar
ANNUAL REPORT 2020

The Future
Reimagined

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PORTFOLIO OF THE REGISTRAR
Executive Summary

During 2020 the Registrar's portfolio consisted of the following divisions: Central Academic Administration (CAA), Corporate Governance, the Occupational Health Practice (OHP), Primary Health Care (PHC), the Institutional Office for HIV and AIDS (IOHA), and the University Secretariat. The primary focus of these diverse units remains on UJ's strategic objectives 4 and 6: An Enriching and Student-Friendly Living and Learning Experience; and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand through a focus on the health and wellness of staff and students (OHP, PHC and IOHA) as a precondition to their academic and personal fulfilment as members of the UJ community; and on the other through ensuring aspects of the quality underpinning an excellent academic experience. This latter ranges from the quality of institutional governance, through the administration of the student life-cycle to the operational quality of support units. Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. Together, these Divisions are widely recognised for their timeous and smooth rollout of activities as per the year schedule, by which they regularly achieve their set targets.

However, April 2020 saw the sudden disruption of many of these routine activities, as the COVID 19 pandemic and the associated national lockdown posed unanticipated challenges which required immediate rethinking, change of plan, and prompt action. All Divisions in the Registrar's portfolio contributed in a variety of ways to the institutional response to the COVID 19 pandemic, enabling the academic year to be completed timeously while ensuring the safety of staff and students. PHC and OHP were integral to the development and implementation of COVID-19 protocols for the institution, while IOHA provided support to our vulnerable students.

At the same time Central Academic Administration and Corporate Governance ensured the continued integrity of the student life-cycle in conditions of lockdown, to ensure the academic year would be well completed. Colleagues provided their inputs to COVID-19 Coordinating Committee, chaired by the Registrar and the Chief Operating Officer, which coordinated UJ's response to the pandemic. Furthermore, the University Secretariat played a substantial role in implementing the transition to online meetings (via Zoom or MSTeams), and in managing the vast number of additional meetings which were necessary to coordinate the institutional response.
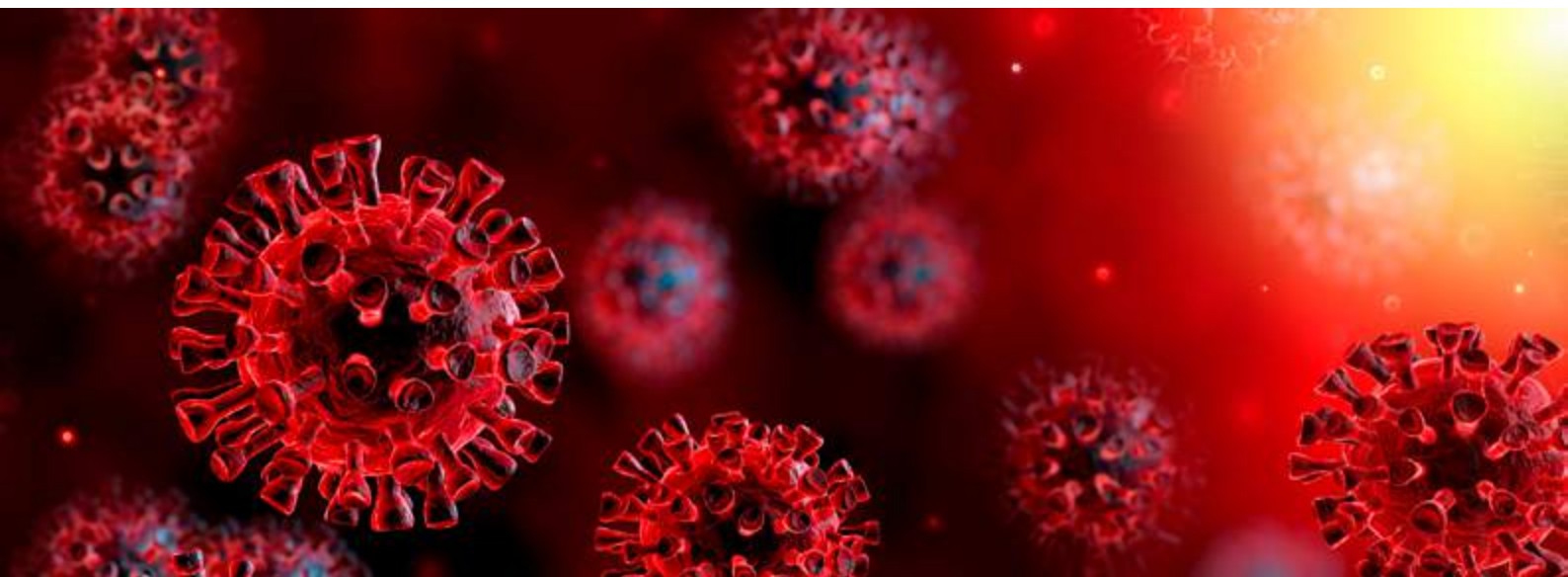
LEADERSHIP IN RESPONSE TO THE COVID-19 PANDEMIC

In the following, key aspects of the contributions of the Health and Wellness Divisions and of CAA to the Institutional COVID-19 response are highlighted.

The Occupational Health Practice and Primary Health Care contributed substantially to formulating and implementing the overarching institutional response to the national lockdown. This involvement was based on intense research, as required to stay abreast of emerging scientific evidence for practice during the pandemic, and to ensure compliance with shifting legal requirements. Access to online training platforms for healthcare professionals was provided by the National Institute of Communicable Diseases (NICD), Department of Health, Higher Health, Centres for Disease Control (CDC), Foundation for Professional (FPD) and World Health Organisation (WHO).

Contributions of OHP and PHC included:
- Participating in the formation of the COVID Coordination Committee and its Executive Committee;
- Giving well-researched briefings at meetings of the CCC;
- Developing and implementing COVID-19 infection prevention and control (IPC) protocols;
- Undertaking a thorough needs analysis, and motivating for funding for COVID-19 related IPC measures;
- Drawing up guidelines and SOPs for COVID-19 related challenges e.g., residence guidelines to promote IPC measures;
- Training and developing the UJ community regarding COVID-19;
- Consulting comprehensively with line managers on clinical management in their domains;
- Making follow up contact with all positive cases and those in isolation;
- Developing the UJ COVID-19 dashboard on ULink;
- Maintaining a travel register and assessment of risks to each traveler;
- Developing an online self-disclosure facility;
- Deep involvement in setting up COVIC-19 screening services at access points, in collaboration with stakeholders;
- Ensuring availability of nursing personnel for screening.

COVID-19 Screening was done in the form of screening mechanisms developed and implemented for students at residences and for enabling access to the university. This was initially paper based and later converted to an electronic format where an email is sent to the UJ community prior to accessing the campus. In addition, Auxiliary Nursing professionals were deployed at the university's main access points to manage those with abnormal findings such as fever of a value above 37.5°C, cough, fatigue and so on. This was a successful collaboration with Protection Service, to ensure compliance with the Disaster Management Act, the Occupational Health and Safety Act 85 of 1993 and Department of Health regulations.

Reporting of cases of COVID-19 was managed by a Registered Nurse who coordinated record keeping and mobilisation of all resources required in cases of self-isolation, hospitalization, and discharge of the infected individuals.

COVID-19 exposed and infected individuals were closely monitored. Students who were exposed to the COVID-19 virus were isolated for a 10-day period while being monitored for possible development of symptoms. The cumulative total number of students exposed was 132. The 60 students reported to have been diagnosed positive were monitored by the PHC clinicians. No fatalities were reported among the student population.

At the same time, it was essential to continue and successfully conclude the academic year. CAA was primarily involved in maintaining the integrity of the student life-cycle within the broad context of this institutional response, with responses needing to be regularly adjusted in terms of shifting national requirements, as the pandemic developed. Given that CAA is a national leader in the use of technology to support the student life-cycle, it was able to draw on this strength and to respond to the national lockdown with agility. The disaster recovery plan was activated and remote working initiated for all the CAA departments. Every business process continued effectively without interruption.

The following necessary key adjustments to processes and systems were implemented, often at very short notice.
- Adjustments to the academic calendar, to relocate academic activities for the rest of the year, and to move supplementary examinations to January 2021.
- Amendment of academic regulations, to allow all programmes to be offered, temporarily, online, with concomitant adjustments to timetables where needed.
- System adjustments to accommodate the introduction of online assessments: CAA updated large parts of the calculation criteria database to align with the emergency COVID-19 regulation changes approved by the Senate. Online assessments were facilitated at short notice, with three online proctoring (invigilation) systems piloted during the year: Proctorio, Examity and an inhouse developed system called "the Invigilator". A central control room is being implemented to monitor online assessments and video invigilation surveillance during in-person assessments.
- Introduction of virtual graduation ceremonies for 14 000 graduates.
    - Development of an electronic academic record (with a secure, official digital stamp and Registrar's signature), available to graduates and current students, and at their request to prospective employers, from April.
    - Development of a mobile 'selfie' app with a virtual background of the graduation hall/ the Vice-Chancellor (VC) or Registrar.
    - Creation of an online booking system for "drive through" collection of graduation certificates.
- Enhancement of the registration system for 2021, in terms of the later release of the grade 12 results, to reserve spaces for first years in programmes and quotas for the different student categories.
- Elevated support for online enquiries during Applications / Registrations: implementation of a virtual assistant or Chatbot, MoUJi, which integrated with the student management system to assist students with their enquiries personally (e.g. getting their personal results, admission status, balance or timetable for a student).

Beyond the full completion of the academic year, the overall success of UJ's institutional response is shown by the contained infection rate among UJ staff and students. During 2020, 122 members of staff contracted COVID-19; 19 employees contracted the virus at work, with known two COVID-19 deaths. As regards students, 60 students were reported to have been diagnosed with COVID-19 in the 2020 academic year, which is a good achievement considering that the university had around 50000 students registered in the same year.

At the same time, ongoing work, as planned for the year, continued across all divisions in the portfolio. In some Divisions, for instance where face-to-face engagement was essentially linked to a deliverable, the 'work at home requirement' did impact and then lead to an adjustment of deliverables.

In the following we report on the further achievements of each Division in turn.

CENTRAL ACADEMIC ADMINISTRATION

CAA has maintained its national leadership role in the use of technology to support the student life-cycle, by means of regular developments and enhancements of the student data system. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems, like the Celcat system for timetable optimisation and Blackboard (learning management system). Enhancements undertaken are reported on below.

Student Marketing: Student Marketing adjusted its strategies, cancelling some and converting others into very successful virtual interactions. While UJ Open Days had to be cancelled, the Orange Carpet campaign continued on a virtual platform with an increased number of applicants (2653 in 2020), and about 20 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s. The annual Hamlet and Othello productions were presented virtually. 2 000 UJ branded virtual reality headsets, cloth face masks and marketing material were distributed to the top 50 feeder schools of UJ, to enable virtual campus tours of UJ.

Applications and selections: The University again promoted the use of the online application system by means of the No Application Fees Policy. The use of this system is now very well established, with 99% of all applicants applying online, the highest percentage to date. Applicants receive an automated response (acknowledgement of receipt) after the submission of the application, and as they submit their application, the pre-screening function indicates the qualifications for which they qualify in terms of entrance requirements.

The number of headcount applicants continues to rise: in 2020 to 247 073. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met. Due to the impact of COVID-19, UJ decided to extend both the undergraduate and postgraduate closing dates by one month each.

Career guidance is always in demand during the application phase, and the UJ website was enhanced to focus more on essential career guidance. The University career guidance system increased traffic from 909 users to 3 379 users in the three months (1st Quarter) before the lockdown. This equates to a first-quarter increase in 2020 of 271.73% compared to the first Quarter of 2019. This career guidance portal continues to grow each year, and UJ will be actively marketing and expanding on the services in the future.

The student management system was also enhanced to facilitate a double admission for final selections with an automated cancellation of the "second" choice not registered for. This means that, in the current registration season, an applicant can be accepted for both choices, and then decide which programme he or she wants to register for.

No physical walk-ins for late applications were allowed during the week following the release of the Grade 12 results, following a comprehensive communication campaign. A dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

Registration: Comprehensive risk mitigation strategies were put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a leader in the domain of online applications, late enquiries and registrations.

■ Only online, off-site registrations were accepted, with limited resources available on campus for the fewer than 15% of students who did not have access to facilities to register online.

- More online services were introduced, e.g. for F7 appeal motivations, course changes after registration and sick or special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations and faculty staff available to assist with enquiries.
- An extended call centre managed more than 103 000 calls in January and the MoUji Chatbot assisted with an additional 30 000 application and registration enquiries.

Assessment: The Management of Assessment Marks System (MAMS) the Submission of Assessment Papers Secured System (SAPSS) and the Online Declaration of Confidentiality and Conflict of Interest were also enhanced in 2020. These systems have increased the governance of marks and assessment logistics and reduced the risks relating to the collection, printing and storing of assessment papers. Enhancements to the SAPSS system were prioritised with functionalities added, such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessments, and randomising the selection of assessment papers in terms of the order in which they will be used (main, supplementary and special assessments). Further enhancements were also completed to ensure a more user-friendly system experience. CAA will be initiating a major revamp/rewrite of the MAMS system in 2021 to bring it in line with the latest technology.

Alumni: Regular communication on UJ activities or events is shared with 80 000 active email subscribers from our 200 000 alumni worldwide (from UJ and founding institutions). In May 2020, the ITS iEnabler alumni database system was launched. This is a new internal centralised system, integrated with the student management system, that assists the office with alumni data management. The system manages the subsidised alumni and convocation records, allows alumni themselves to update personal details online, and also manages affinity groups.

Alumni Connect is an online platform that facilitates the virtual interaction and engagement of alumni. This year the system was also expanded for use by pre-alumni. Pre-alumni are final year students who will be graduating in the next few months. The system also promotes affinity groups and chapters, allows alumni to re-connect with classmates (locally and abroad), receive news and event updates, and makes available ongoing educational opportunities and employment offerings. The Fifth Edition of the digital Alumni Impumelelo magazine was delivered in July (2020), which shared success stories of illustrious alumni and also valuable insights into the pandemic and how the University has successfully moved to online teaching and learning while managing the risks. Alumni were also given special access (at no cost) to register for two online modules (Artificial Intelligence and African Insights).

The USA Chapter launch, planned for 22 April 2020, to establish a USA Alumni Affinity group, had to be cancelled at last minute, but was rescheduled and successfully hosted on 17 September, virtually, with several influential speakers from the University and illustrious alumni in the corporate industry based in the USA. This event allowed the Vice-Chancellor and Principal to engage USA alumni and create awareness of different platforms, opportunities, and benefits of being actively involved with UJ. Two further key events were hosted virtually: the AGM of the UJ Convocation, with the largest number of attendees to date; and a virtual mining affinity group event, introducing alumni to the Chair of Council, Mr Mike Teke, who has been extremely successful in the mining industry.

THE UNIVERSITY SECRETARIAT

The University Secretariat has continued to function exceptionally well, as was the case in previous years. Their main achievements in 2020 were as follows:
a) Implementing online meetings (either via Zoom or MS Teams). Assisting other staff in using MS teams.
b) Taking on additional work resulting from the COVID-19 pandemic: 87 special MEC meetings, 24 special MECA meetings, and 33 COVID-19 Coordinating Committee meetings; compiling these additional agendas and writing Minutes.

c) Reviewing the statutory committee charters.

d) Benchmarking with local and international universities on best practices within the University Secretariat environment.

e) Providing informal skills development sessions to UJ staff on agenda compilation and minute writing. Staff also provided telephonic advice on meeting-related matters as and when required.

f) Amending the Council Delegation of Authority Grid and the Senate Delegation of Authority Grid (both were approved in 2020).

g) Drafting a document to guide committee members on what is expected from them (this was introduced based on several comments included in the 2019 performance reviews of some committees).

CORPORATE GOVERNANCE

The function of the Corporate Governance Office includes the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The following was achieved during 2020:

- Overseeing the amendments to the Academic Regulations and alignment to new and amended policies. An Addendum was added to the 2020 Academic Regulations to cater for COVID-19 and its implications.

- Monitoring review dates of UJ governance documents and alerting policy owners when the relevant policy documents are up for review, by means of automated alert notifications within Perceptive Content, coupled with emails sent to policy owners. During 2021 a total of 41 governance documents were amended and approved.

- Upkeep and continuous update of governance documents on the institution's intranet and website, in line with the UJ Policy Grid.

- Coordination of the B-BBEE status preparation around the identified B-BBEE pillars; UJ was recognised as a Level 5 contributor.

- Execution of online nominations and elections for statutory and Faculty committees, with no risks identified; as well as the online UJ SRC elections.

- Coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter. The move to online Senate meetings after the first meeting resulted in increased attendance at the remaining five meetings during the year.

- Oversight of the life-cycle management of records and contracts for the University in both electronic and paper formats, in relation to governance documentation pertaining to records management and in accordance with relevant legislation. Currently, UJ has a total of 5 782 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS; 294 of these were new during 2020. Seven projects relating to the EDRMS were successfully completed.

- Processing a total of 12171 requests pertaining to qualification verifications, transcript supplement requests, academic record requests, PAIA requests, as well as POPI update requests and internal requests for information. (This is a decrease compared to 2019.)

- Within the COVID-19 constraints, Events Management hosted six face to face events and 17 online events on behalf of the Executive Leadership Group, including two virtual Graduation ceremonies for over 14000 graduates.

- The UJ Graphic Design Studio experienced increased requests for digital advertising campaigns, social media adverts and requests for material that could be published online; 580 projects comprising 7082 designed pages were completed, a decrease in comparison to 2019.

HEALTH AND WELLNESS

Three units contribute to the health and wellness of UJ staff and students: the Occupational Health Practice (OHP) (with a focus on staff), the Primary Healthcare Service (PHS) (focusing on students), and the Institutional Office for HIV and AIDS (IOHA). The three units collaborate closely, and services are available on all campuses, free of charge.

The normal work of all three units, insofar as it is patient-facing, was seriously impacted by the COVID Pandemic. As indicated above, the OHP and the PHS took on other important functions relating to the pandemic, while IOHA moved much of its work online.

THE OCCUPATIONAL HEALTH PRACTICE

During the national lockdown, staff moved to working on home, with limited staff working at the APK clinic only. The objective was to have a layer of safety for essential staff and the 940 students remaining on site. From August, all campus clinics were opened and staffed to manage emergencies and COVID-19 related matters. A hybrid plan was in place to allocate staff from both the Occupational Health Practice and the Primary Healthcare Service to resource clinics.

The two legal mandates for the Clinic are health risk assessment, and medical surveillance. The occupational health risk profile was refined in December 2019 after three years of data collection. The proportion of high risks decreased from 37% in 2018 to 16%. Moderate risks rose slightly, and low risks increased significantly from 31% to 45%. DFC remained the campus with the largest number of high risks, followed by APK. The total number of planned Health Risk Assessments across all campuses for 2020 was 131 units, with 29 units completed; the outstanding 102 units were carried over to 2021-2023. As regards medical surveillance, the target for 2020, for all four campuses combined, was 1086, according to the health risk assessment findings, with the highest number required for APK. A locum Occupational Health Nursing Professional was appointed early in January to assist with these medicals. With her immediate engagement, there was early completion of 167 medical assessments at APK; and finally, a total of 199 medicals were completed on all four campuses, prior to lockdown.

Radiation dosimetry results displayed no deviations beyond reference ranges – thus there was no occupational overexposure of radiation to workers at UJ.

Results for other regular portfolios within OHP were understandably limited. The annual score for food safety monitoring (but based on Q1 and Q4 only) was at 89%. As regards event medical risk assessment and resourcing, twelve events were managed on all campuses, and no incidents were reported. 15 staff members received medical assessments for pre and post travel; vaccines were administered to 17 permanent employees. The annual Influenza Campaign in April and May had to be cancelled due to the reprioritization of available vaccines nationally to healthcare sectors. Contact sessions with Occupational Health clients across all campuses totaled 674, excluding COVID-19 related cases, as compared to 4377 in 2019.

The COVID pandemic has confirmed the value and efficacy of the UJ's arrangements re medical response to disaster, through the OHP. The ER24 Emergency Medical Care contract, activated in April 2018, with comprehensive induction, orientation and awareness interventions completed, has resulted in a stable and effective system of work. Event medical standby services are operational and effective. The OHP Practice enabled a comprehensive, professional COVID-19 screening service at UJ access points during the first return of staff and students to campus.

PRIMARY HEALTHCARE SERVICE

Primary Healthcare services are primarily directed at students. Here, too, with relatively few students on campus during the year, most programmes and resources had to be redirected to the COVID-19 project. Understandably, consultation figures for the four campus clinics dropped very substantially, with the overall figure declining from the previous year by 75.37% (from 26 612 down to 6529). Similarly, the use of travel health services decreased by 87.6%. The provision of vaccinations decreased by 76.7% to 184 patients; these vaccinations were primarily received by FHS students to prevent their facing infection on possible exposure to Hepatitis B during their clinical learning experiences.

Family planning is normally central to the work of the PHC; but here too consultations decreased by 78.5%. Far fewer patients were tested for pregnancy (356 as compared to 1658 in 2019) with 87 students testing positive, a decrease by 25.9% from the 336 students who tested positive in 2019. Of the 87 that

were diagnosed as pregnant, 33 were referred for termination of pregnancy; those choosing to terminate are referred for psychological counselling at PsyCad. There was, however, an increase in requests for the 'morning after' pill (from 164 in 2019 to 216 in 2020.) The shortage of contraceptives available from the DOH remains a challenge in this regard. While the number of students treated for STIs had shown a slight decrease in the previous year, here too there was a further 71.5% decrease in the number of these patients.

Health promotion activities were largely moved on line. Most educational activities were based on updates and changes related to the COVID-19 pandemic. Both staff and students were engaged via MS Teams in collaboration with IOHA, HR, Student Affairs, Protection Services, and the Library. Video material generated by peer educators was shared via Facebook.

In addition, new targets were set and achieved, focused on COVID-19 management; these have been reported on above, in the opening section on the institutional response to COVID-19.

Challenges related to the PHC Clinic supporting the C-19 project included their having two Professional Nurses of over 60 and one with a chronic condition.

THE INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for People Living with HIV (PLHIV) within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for PLHIV.

In this case too, those aspects of IOHA's work which required in person engagement with clients (such as HIV testing) were negatively impacted by the campus lockdown, while other work (eg marketing and engagement) could continue online. In embracing the new normal of online interventions, IOHA noted a very significant impact on public reach: their digital campaigns were clearly having a more substantial impact than face-to-face events, and were being shared with a much larger audience. This will certainly form part of IOHA's planning going forward.

Health Promotion, HIV, TB and STIs Prevention, Care and Support are key to IOHA's work. HIV Testing was seriously impacted by the pandemic, with students simply not being available on campus for testing. The cumulative total for testing across the year stood at 3 333 clients compared to 12 733 in 2019, a 73% decrease from the set annual target of 12 575. Only 7% of the UJ community was tested compared to 25% in 2019. This was in spite of offering testing at residences and the Student Centre, following campus reintegration. Ten students and staff tested positive, and the prevalence rate remains below 1%. In response to the campus closure, online health screening tools for TB, HIV, STIs, substance abuse, gender-based violence, safe sex, unplanned pregnancy and contraception and mental health were developed to allow students to do self-screening if they felt that they might be at risk.

The HIV Care and Support programme is a pillar developed through the UJ Wellness Programme. It aims to ensure optimal health and functioning for students and staff infected with HIV at UJ, by providing social and educational support, and in 2020 had 40 members. The programme was able to transition online and to use social media (a WhatsApp group) and phone calls to engage with members. Arrangements were made with Helen Joseph Hospital to allow students to receive treatment from their local clinics or pharmacies, to ensure continued treatment adherence. The students responded well, and feedback indicated that the process had been efficient.

Health awareness is driven by means of campaigns and awareness programmes, generally on the basis of Edutainment. During 2020 campaigns and events included included Health and Wellness Screening, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Healthy Living and Social Media. The topics discussed included Masculinity, Toxic Masculinity, Gender-Based Violence (GBV), Women empowerment, Men's Health, Cancer, Stigma and Discrimination, Self-love, and social inclusion, and were also extended to interested residences on all four campuses. Through WhatsApp groups, there was additional contact with 25 internal residences. Digital marketing and awareness programmes increased followers' online presence.

IOHA also engaged with the UJ Community through online webinars. These included the Annual High Tea and first-time UJ Phenomenal Women Awards in August 2020; and the first UJ Men's Conference & Iconic Man Awards, with conference total reach of 11788. The Pride Afrique virtual Pride took place in August, with the Safe Zone team forming an integral part of the festivities. A video collage was submitted from IOHA to the Pride team, to highlight some of the work of the Safe Zones team over the years, and to spread its footprint to the African Continent. In commemoration of World AIDS Day, IOHA was invited to a panel discussion by UNICEF Student Teams at Tilburg University (Netherlands), to share experiences from the South African context about destigmatizing HIV/AIDS. The university received positive feedback regarding the strides it has made towards a HIV programme which seeks to ensure inclusivity and stigma eradication.

IOHA continues to have a substantial social media presence (Facebook, Twitter and the website). All these media have seen increases, and generally substantial ones. The Facebook page has seen tremendous growth, with an increase from 66 425 in 2019 to 238 012 in 2020, an audience increase of 171 587. The IOHA Twitter page earned 93064 impressions for 2020 compared to 35417 in 2019. Visitors to the IOHA website have increased year on year, standing at 647 in 2018, at 940 in 2019 and at 1078 in 2020. IOHA also continued to communicate and educate through its weekly UJ FM slot on Thursdays, and through some internal and external media presence.

HIV curriculum integration seeks to contribute to producing AIDS competent graduates and to strengthen prevention messages regarding HIV & AIDS. The internships programme attracted seven interns from Social Work, Sociology and Marketing. The interns were exposed to several IOHA projects and helped build a stable platform to enhance SRHR issues within the university community and beyond. IOHA also contributed to the First Year Seminar with a health and wellness video, publicising contact details for campus wellness support. An interactive training session was held with FADA students, as part of the FADA/IOHA curriculum integration initiative; and students were required to research, ideate, develop and deliver a set of informative posters for a social awareness campaign advocating for Gender Equality, linked with the 2020 theme of "Celebrating Diversity in Women".

During the campus reintegration phase, IOHA presented at workshops organized by Students Affairs on COVID-19 preparedness for students at residences, focusing on behaviour and lifestyle modifications to prevent the disease's spread. This training continued in the 2nd semester for both internal and external residences.

The Peer Education Programme remains key to IOA's success, and ran successfully during 2020. By the second quarter, 235 students had been recruited. A three-day training programme ran at the start of the second semester, and peer educators were engaged in residence programmes and the FYS. The peer education training module has now been developed into an online Short Learning Programme under the formal name of Peer Education in Health and Wellbeing, and submitted to the Faculty of Education Curriculum Committee, with the goal of having it approved early in 2021.

LOOKING AHEAD

The considerable strength within the Registrar's portfolio in the development and use of on-line, technological and automated approaches to academic administration and governance proved invaluable during 2020. All portfolio divisions and departments responded with agility and, apart from those interventions requiring face-to-face contact with patients, found ways to take activities online, often with enhanced impact and reach. The expertise available in the campus health departments was of critical importance to the excellent institutional response to the COVID pandemic, which ensured the safety of the vast majority of students and staff and allowed the academic year to be completed timeously. This level of commitment and expertise will doubtless remain of considerable significance to UJ in the coming year.

Prof Kinta Burger
Registrar

LIST OF DEFINITIONS, ABBREVIATIONS AND ACRONYMS

ADAPT IT	Student System Vendor
AIS	Applied Information Systems
APB	Bunting Road Campus
APK	Kingsway Campus
CAA	Central Academic Administration
CAS	Central Application Services
CBE	College of Business and Economics
CHE	Council for Higher Education
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FHS	Faculty of Health Sciences
HEDA	Higher Education Data Analyser
HEQSF	Higher Education Qualification Sub Framework
HFA	Head of Faculty Administration
ICS	Information and Communication Systems
IEB	Independent Examinations Board
iEnabler	Web-based Adapt IT System for Applications and Registration
Integrator	Student System
ITS	Integrated Tertiary Software (Student System)
MAMS	Management of Assessment Marks System
MIS	Management Information Systems
PwC	PricewaterhouseCoopers
PQM	Program Qualification Mix
QVS	Qualification Verification System
SAPSS	Submission of Assessment Papers Secure System
SEC	Student Enrolment Centre
SENEX	Senate Executive Committee
SWC	Soweto Campus
UJ	University of Johannesburg
UTC	University Timetable Committee
VR	Virtual Reality

Central Academic Administration (CAA)

CONTENTS

1. OPERATING CONTEXT AND GOVERNANCE

The term academic administration refers to the management and governance of the student's academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the university's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees academic administration governance and meets regularly. The following other specialized committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialized operational committees exist within Central Academic Administration to attend to operational matters.

The Senior Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists, and the Registrar is ultimately accountable for academic administration quality. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is ITS Integrator 4 from Adapt IT, which is integrated with other systems, like the Celcat system for timetable optimization, Perceptive Content (document management and storage system) and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordinator, Student Enrolment Centre (including Student Call Centre and Student Marketing), Assessment, and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates in accordance with the relevant charter approved by Senex.

Organizational design

The organizational design follows the academic administration life cycle process (Timetables, Assessments, HEMIS, Student Enrolment Centre, Faculty Coordination and Systems / Training) and is as follows:
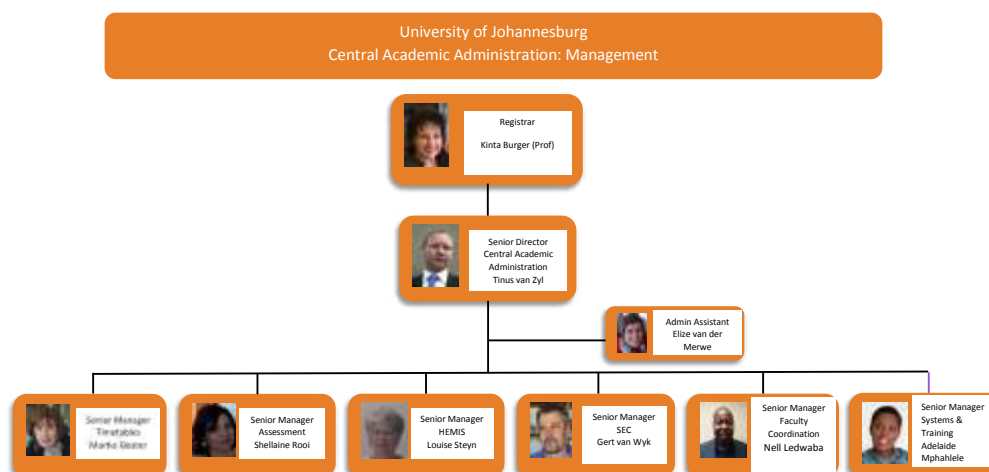
2. RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the student's academic life cycle, was developed a while ago and has been continually refined based on the effectiveness of risk mitigation strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties and the academic life-cycle based institutional committees reflected in the overview above. The academic administration risks are listed below. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

2.1   A large number of late enquiries/walk-ins during registrations
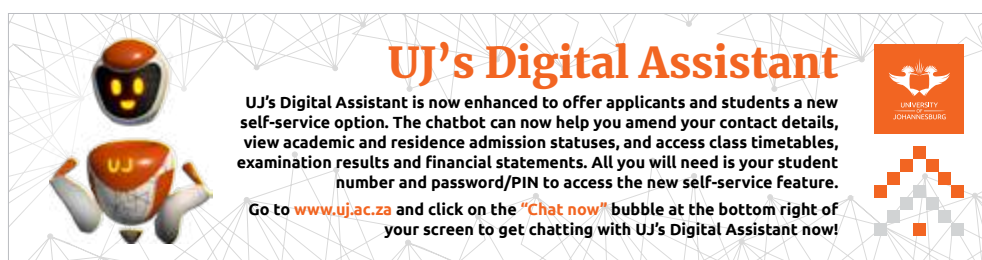
To mitigate any risks related to late applications/walk-ins, the university again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

Immediately after the release of the NSC results, UJ calculated the final admission status of applicants and accepted or declined applicants whose Grade 12 results met the final admission requirements. Applicants in all categories were informed through an SMS and email of their final admission status. Application statuses were also available on the UJ home page. All four UJ campuses were closed during the week before the release of the final grade 12 results, and students were only allowed on campus, among other reasons, to submit study visas.

Anybody who wanted to enquire whether UJ still had space available in a particular course or wanted to change to a different course had to use the Late Enquiry System via the UJ website or call centre. This system was made available for five days after the release of the grade 12 results for the late enquiries to be processed for all the campuses.

The Late Enquiry System incorporates the Grade 12 results and IEB results for all provinces for the past nine years. This means that Grade 12 learners only have to submit their ID number for the system to evaluate their enquiry. After submitting an ID number, the Late Enquiry System automatically verifies whether the person qualifies (based on the individual requirements) for any course where there still is space available.

The system was enhanced with a pin verification process for applicants with a valid student number and also did not display back to the person making the enquiry any personal information (e.g., full name, surname, or ID number). Instead, this personal information was masked with "*" to prevent the unauthorized use of data. In total, 94 000 people utilized the system, with more than 17 500 being able to log a formal enquiry. In the previous year, a total of 86 000 people had used the system, with more than 14 500 being able to log a formal enquiry.

UJ's Digital Assistant

UJ's Digital Assistant is now enhanced to offer applicants and students a new self-service option. The chatbot can now help you amend your contact details, view academic and residence admission statuses, and access class timetables, examination results and financial statements. All you will need is your student number and password/PIN to access the new self-service feature.

Go to www.uj.ac.za and click on the "Chat now" bubble at the bottom right of your screen to get chatting with UJ's Digital Assistant now!

CAA launched an intelligent digital assistant in July called MoUJi. During registrations, we implemented with great success a chatbot to assist with general enquiries. This Chatbot was enhanced by integrating our student administration systems to offer applicants and students a new self-service option. MoUJi simulates human conversation using concepts of artificial intelligence. It is designed to assist prospective students, registered students, alumni and guests who may be interested in UJ with all the enquiries related to the university.

This initial Chatbot offered assistance in the form of standard answers to general questions related to applications and registrations. The enhanced Chatbot or digital assistant can now provide applicants or students with personal details, assist in amending contact details, view academic and residence admission statuses, and access class timetables, examination results, and financial statements. MoUJi was also integrated into Facebook (a social media platform) to assist with enquiries in real-time through the personal chat option.

2.2   Registration

A medium-risk classification was again assigned to provide for heightened visibility and responsiveness by Public Order Policing. As mentioned above, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2020, while at the same time, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, and have queries answered.

Comprehensive risk mitigation strategies were put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a leader in the domain of online applications, late enquiries and registrations.

- Only online, off-site registrations were accepted, with limited resources available on campus for students who did not have access to facilities to register online. (Assisted on-site registrations have decreased dramatically from 40% of the student population a few years back to less than 15% annually).
- More online services were introduced, e.g., for F7 appeal motivations, course changes after registration and sick or special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. For 2020, all the faculties were available in these vetting areas to assist with enquiries ranging from possible bursary opportunities to the issuing of official academic records.
- An extended call centre managed more than 103 000 calls in January, and the Chatbot assisted with an additional 30 000 application and registration enquiries.

2.3   Coronavirus Pandemic

CAA instantly responded to the national lockdown, brought about by the Coronavirus pandemic, by activating the disaster recovery plan and initiating remote working for all the departments. Every business

process continued effectively without interruption. Even the call centre staff received calls remotely on their computers, and replacement certificates were printed remotely and couriered to alumni.

After the April recess was extended due to the national lockdown, the 2020 (and subsequently the 2021) academic calendar had to be adjusted, at short notice, to move academic activities for the rest of the year. The 2021 academic calendar had to make space for the end of year supplementary assessments, which had to move out to January 2021 from November 2020 to allow for enough academic time in 2020. The first-year students in 2021 were also impacted by the news that the final grade 12 results would only be released six weeks later than usual in 2021.

The later release of the grade 12 results created a challenge because senior students could register and continue academic activities three weeks before the first years. To reserve the spaces for first years in programmes, the registration system had to be enhanced to facilitate quotas for the different student categories.

In-person graduations had to be cancelled on short notice. Instead, the 14 000 graduates in 2020 were graduated in absentia at virtual graduation ceremonies. To also allow access to graduates' academic results (without having to visit the campus) CAA developed an electronic academic record (with a secure, official digital stamp and Registrar's signature), which were made available to graduates and current students in April. The electronic academic record could also be emailed securely to third parties or prospective employers by the graduate. To enhance the virtual graduation experience, CAA developed a mobile app where graduates could take a selfie with a virtual background of the graduation hall or standing next to the Vice-Chancellor (VC) or Registrar wearing a graduation gown.

To assist graduates in getting their certificates, CAA created an online booking system for "drive-through" collections. This drive-through service allowed graduates to make a booking for a specific date and time and to receive the certificate safely, without having to leave the vehicle.

Due to the decision to move teaching and learning activities online, many modules had to adopt a new assessment method. The academic structure for many modules had to change from a summative assessment principle approach (e.g., tests and exams) to continuous assessment (e.g., regular assignments, projects and online quizzes or open book test). To facilitate this need, CAA had to update large parts of the calculation criteria database to align with the emergency COVID-19 regulation changes approved by the Senate. Online assessments also had to be facilitated at short notice with three online proctoring (invigilation) systems that were piloted during the year.

In order to elevate the support for online enquiries, CAA implemented the virtual assistant (MoUJi), which integrated with the student management system to assist students with their enquiries personally (e.g., getting their personal results, admission status, balance or timetable for a student).

Student Marketing was also impacted negatively, as they could not visit and market UJ at schools. To assist the student marketers, given that they could not physically visit schools (and because the UJ campuses were closed for visitors), CAA developed virtual campus tours for the UJ website. Visitors to the site could experience virtual reality tours, which placed them virtually in the most important locations on each campus. For marketing purposes, branded VR headsets and cloth face masks were handed out at schools, and all the student marketing engagements moved online through webinars, and Facebook live broadcasts.

The virtual nature of teaching and learning required a virtual voting system for the SRC voting process. The previous year CAA had implemented an online voting system for the Executive Committee of Convocation, which (in collaboration with Corporate Governance) was enhanced to also cater to this need.

3. STUDENT ENROLMENT CENTRE (SEC)

Below is the organogram for the management team for the Student Enrolment Centre (SEC):
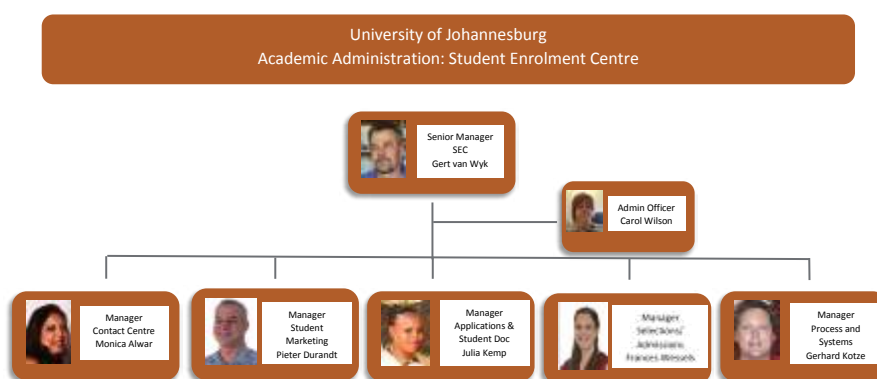
The main objective of this unit is to support effective teaching and learning by coordinating and managing student marketing, applications, selections and the contact centre.

The university again promoted the use of the online application system by means of the "No Application Fees Policy". A total of 99% of all applicants applied online as opposed to 97% in 2019 and 96% in 2018. Applicants received an automated response (acknowledgement of receipt) after the submission of the application.

Furthermore, the online pre-screening of applicants against their Grade 11/12 results (while they are in the process of completing the online application) allowed the applicant to select a qualification suited to their specific results. This pre-screening function indicated when they did not meet the minimum entrance requirements in a chosen programme. Applicants were, however, still allowed to select any qualification of interest during the online application process.

The number of headcount applicants (including short learning programmes) in 2020 was 247 073 compared to 235 382 in 2019 and 204 557 in 2018. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met. Due to the impact of COVID-19, UJ decided to extend both the undergraduate and postgraduate closing dates by one month each.

CAA was proud to announce the launch of UJ's intelligent digital assistant (MoUJi).

During registrations, a chatbot was implemented with great success to assist with general enquiries. This Chatbot has now also been enhanced by integrating our student administration systems to offer applicants and students a new self-service option. The enhanced Chatbot or digital assistant can now provide applicants or students with personal details, assist in amending contact details, view academic and residence admission statuses, and access class timetables, examination results, and financial statements.

To further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on essential career guidance. The University career guidance system increased traffic from 909 users to 3 379 users in the three months (1st Quarter) before the lockdown. This equates to a first-quarter increase in 2020 of 271.73% compared to the first Quarter of 2019. This career guidance portal continues to grow each year, and UJ will be actively marketing and expanding on the services in the future.

The student management system was also enhanced to facilitate a double admission in the new year for final selections with an automated cancellation of the "second" choice not registered for. In the past, an applicant could only be accepted for one programme at a time. This means that an applicant could now be accepted for both choices in the new year (concurrently) and decide which programme he or she wants to register for. The second choice would not be delayed in the admission process anymore. This is regarded as a very significant enhancement to the final selection process.

The student marketing function plays a critical role in the university's marketing strategy by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners can then make more informed decisions regarding their career and study choices.

The following activities were planned, but due to COVID-19 restrictions, specific campaigns had to be cancelled while others were very successfully converted into virtual interactions:

- Orange Carpet campaign – continued a virtual platform. The orange carpet (top achiever) category of applications increased from 2160 in 2019 to 2653 in 2020.
- UJ Open Days – all on-campus functions had to be cancelled due to COVID-19.
- About 20 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s, with online attendees having opportunities to interact with presenters by asking questions. On several occasions, specific faculty marketers were also involved in virtual discussions.
- Apply-On-Time and No Walk-ins marketing campaigns continued and were supported virtually.
- Hamlet and Othello productions (generally hosted at the UJ Art Centre on campus) had to be presented virtually to schools with a UJ marketing video to encourage learners to make UJ their choice of university for further studies.
- 2 000 UJ branded virtual reality headsets, cloth face masks and marketing material were distributed to the top 50 feeder schools of UJ.

In 2019 CAA introduced new digital marketing and virtual engagement strategies for student marketing. This past year, the strategy was accelerated by COVID-19 and had to be expanded with virtual engagements through social media channels. The VR (virtual reality) headsets designed last year were handed out to learners to do virtual campus tours of UJ. CAA is investigating the possibility of creating an augmented reality virtual assistant in the VR tour.

As a division, the student enrolment centre adapted very well to the challenges faced in 2020 and executed all the required business processes successfully. The student management system was also enhanced to facilitate the double admission in the new year for final selections with an automated cancellation of the "second" choice not registered for. This means an applicant who is accepted for both choices, could decide which programme he or she wants to register for. The second choice would not be held back until the first choice is declined or the student moved off the waiting list.

4. FACULTY COORDINATION

Below is the organogram for Faculty Coordination:
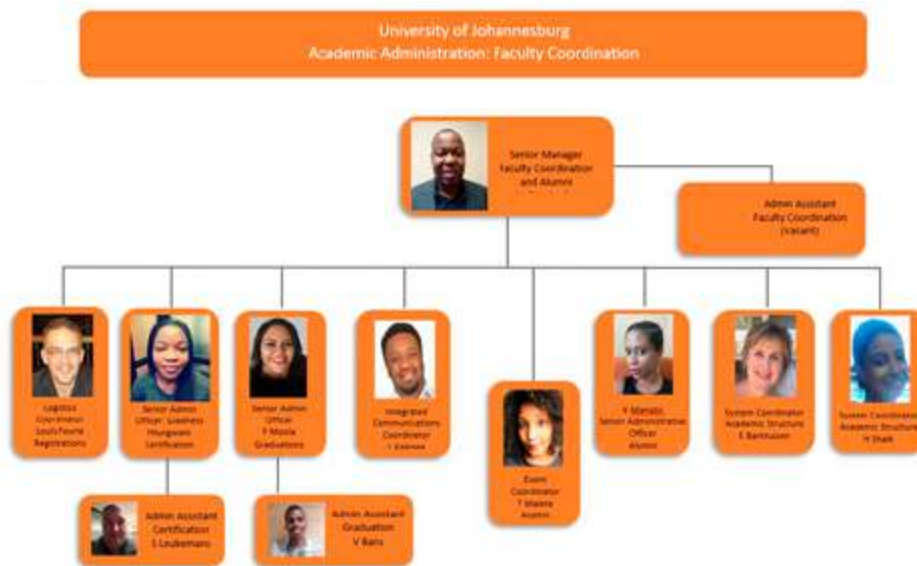
Faculty Coordination comprises Academic Structure, Registration Logistics, Alumni, Certification and Graduations. Its goal is to promote good corporate governance and to ensure effective coordination of academic administration activities between operational departments, faculties and the college.

Registration

UJ reached most of the set enrolment targets in the registration categories for the year. A student satisfaction rate of 80% was reached for registration, proving that students are satisfied with the process and support. UJ also launched several additional online programmes in 2020 (including a fully online MBA), and CAA will continue developing and integrating systems to streamline and improve our online services.

Due to the impact of COVID-19 on teaching and learning, academic regulations were amended to temporarily allow all programmes to be offered online without major changes affecting the academic structure. Some leniencies in the calculation criteria for faculties were also approved, with some modules moving from final summative assessments to continuous assessment. This concession of being offered online was also extended to contact based short learning programmes.

The development of an electronic sign-off process of the calculation criteria by faculties (to monitor and maintain good governance within the domain) was fully developed in 2020 and will go live early in 2021.

The UJ Chatbot was integral in successfully managing the demand relating to the increased application and registration enquiries in January 2020. Early in the year, CAA collaborated with the Marketing and Brand office to expand the Chatbot to assist with social media enquiries. This proved to be very valuable in helping with real-time online enquiries, twenty-four hours a day. CAA will also investigate the possibility of expanding the Chatbot to allow for interactive interactions with school learners via an augmented reality virtual assistant who can answer questions and assist with the application process.

Academic Structure

Due to the impact of COVID-19 on teaching and learning, academic regulations were amended to temporarily allow for all programmes to be offered online without significant changes to be effected on the academic structure. Some leniencies in the calculation criteria for faculties were also approved, where some

modules moved from final summative assessments to continuous assessment. This concession was also extended to contact based short learning programmes to be offered online as well.

The development and process for an electronic sign-off of the calculation criteria by faculties (to monitor and maintain good governance within the domain) were fully developed in 2020 and will go live early in 2021.

Graduation and Certification

Graduation at the University of Johannesburg (UJ) marks the end of the various chapters of the student academic life cycle. It also marks the commencement of the future role of the student as an alumnus of the university.

Because of COVID-19 restrictions on gatherings, in-person graduation ceremonies had to be cancelled for the year. Two virtual graduation ceremonies were hosted for more than 14 000 graduates. The virtual ceremony format was that of a pre-recorded celebration video in which the VC awards the qualifications in absentia. Digital certificates were made available very early on the digital certificate platform, long before the virtual graduation ceremonies were released. The use of the digital certificate platform use increased from 13 000 users in 2019 to almost 30 000 users in 2020.

The university is still planning in-person celebrations at a later stage, as soon as the government restrictions are lifted on public gatherings during the COVID-19 pandemic.

In a first for a South African university, UJ introduced not only a virtual graduation selfie application (where graduates were able to take a graduation selfie (photo), while "standing around" virtually at the graduation ceremony, and "dressed" in the graduation attire), but also electronic academic records. Graduates (and current students) can now send a secure electronic academic record to themselves or to a third party, for example, a prospective employer (free of charge). The electronic academic record is an official document that is digitally stamped and signed by the Registrar. This follows the introduction, in recent years, of a qualifications verification system that enable its graduates to access their qualifications digitally (and share with third parties or possible employers), also at no cost.

Due to the sensitivity around close contact and gatherings, the certification office introduced an innovative drive-through collection process to assist with collecting certificates. Graduates made use of an online booking system to secure an appointment date and time to order a certificate that would then be prepared and issued at the first-year parking area's security office, without the need to leave the car or visit any department on campus.

External auditors again performed the annual compliance audit to verify whether all certificates issued had been duly authorized. No exceptions were recorded, as has been the status quo for several years now.

Alumni

The Alumni Office's primary focus is to facilitate and maintain effective contact with its worldwide alumni community, to keep them informed of University activities. The involvement of alumni is crucial to the

university's sustainability and growth and provides essential ties between the past and the present. The alumni network helps serve alumni needs and encourages their involvement and support in preserving the brand and stature of the university. Regular communication on UJ activities or events is shared with 80 000 active email subscribers from our 200 000 alumni worldwide (from UJ and founding institutions). Because of these efforts, many alumni have updated their communication details and opted in for regular communication campaigns from UJ.

The Fifth Edition of the digital Alumni Impumelelo magazine was delivered in July (2020), which shared success stories of illustrious alumni and also valuable insights into the pandemic and how the university has successfully moved to online teaching and learning while managing the risks.

In May 2020, the ITS iEnabler alumni database system was launched. This is a new internal centralized system, integrated with the student management system, that assists the office with alumni data management. The system manages the subsidized alumni and convocation records, allows alumni themselves to update personal details online, and also manages affinity groups.

Alumni Connect is an online platform that facilitates the virtual interaction and engagement of alumni. This year the system was also expanded for use by pre-alumni. Pre-alumni are final year students who will be graduating in the next few months. The system also promotes affinity groups and chapters, allows alumni to re-connect with classmates (locally and abroad), receive news and event updates, and makes available

ongoing educational opportunities and employment offerings. Alumni were also given special access (at no cost) to register for two online modules (Artificial Intelligence and African Insights).

The office has embarked on a campaign to attract external suppliers to express their interests to provide UJ alumni with benefits. Unfortunately, due to the national pandemic, not many suppliers were able to express their interest. The status quo regarding the current benefits remain, which comprises of library access valid for 12 months at R590.00 annually, gym membership valid for 12 months at R1500.00 annually and 10% discount on advertising on UJ FM.

Centrally assisted or coordinated alumni events in 2020:

Varsity Cup – March 2020

The Varsity Cup sport was postponed due to Covid-19. The Alumni Office normally hosts alumni in the UJ Alumni corner. The aim of this initiative is to engage alumni who have an interest in sport, particularly Rugby. UJ alumni appreciated and supported being hosted by the Alumni Office and receiving free tickets to the games.

USA Chapter launch – 22 April 2020 (17 November – online)

The USA Chapter launch was planned for 22 April 2020 to establish a USA Alumni Affinity group. Unfortunately, this in-person event also had to be cancelled at the last minute due to the national lockdown. However, this event was rescheduled and successfully hosted on 17 September, virtually, with several influential speakers from the university and illustrious alumni in the corporate industry based in the USA. The main objective of this event was for the Vice-Chancellor and Principal to engage USA alumni and create awareness of different platforms, opportunities, and benefits of being actively involved with UJ.

Convocation AGM – 12 October 2020

The AGM of the UJ Convocation was held on 12 October. This virtual event had the largest number of attendees attending an AGM meeting to date. The VC, President of Convocation, members of the Executive Committee of Convocation and Registrar participated in the virtual live event. The Alumni Office also hosted a virtual mining affinity group event in collaboration with the Department of Mining within the Faculty of Engineering and the Built Environment. The event's objective was to bring alumni together and introduce them to the Chair of Council, Mr Mike Teke, who has been extremely successful in the mining industry. This event was very informative and well attended, with a high level of participant engagement.

The Future Mining Event – 20 October 2020

The Alumni Office held a virtual mining affinity group event in collaboration with the Department of Mining within the Faculty of Engineering and the Built Environment. The objective of the event was to bring alumni together and introduce them to the Chair of Council, Mr Mike Teke, who has been extremely successful in this space. This event was very informative, well attended, with good participant engagement.

5. TIMETABLES

The main objective of this division is to support effective teaching and learning by managing, improving and optimizing timetables via effective and streamlined processes with good governance.

Due to COVID-19, UJ decided early in the pandemic that the campus lecturing, and examination timetables should stay the same for the rest of the year, regardless of the move to online teaching and learning. This strategy proved to be a very effective way of making sure that online academic activities did not overlap nor assessments clash.

Below is the organogram for the Timetable Department:
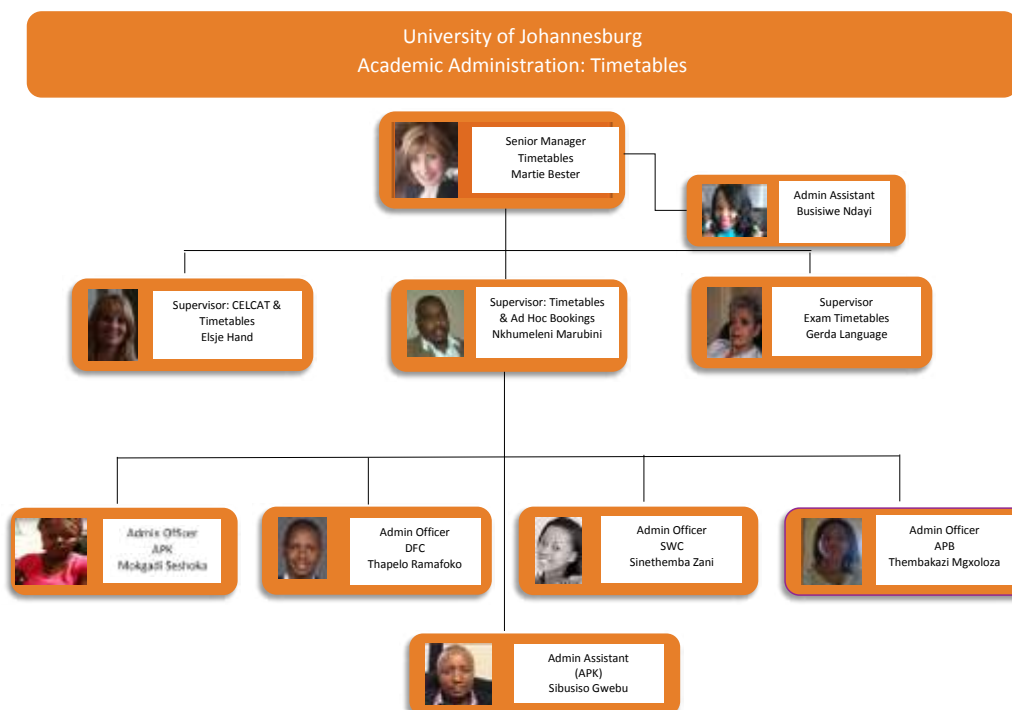
The CELCAT timetable optimization software, which was implemented a few years ago, has been utilized over the past few years to optimize the DFC, APB and SWC lecturing timetable. In 2019 the whole Kingsway Campus lecturing timetable was re-set and re-optimized from a zero base, using the automation functionality of the CELCAT software for implementation in the 2020 academic calendar. This comprehensive project was concluded successfully and fully implemented in 2020. The APB campus lecturing timetable is scheduled for optimization in 2021 for the 2022 academic year.

The key priorities for 2020 were:
- System integration and enhancements:
  – CELCAT and ITS Integrator 4 "Web Services" interface for scheduled automatic updating of lecturing timetables to the student system (top priority);
  – Bulk data uploads/creation/updates of class/practicals/tutorial groups and quotas from CELCAT to ITS Integrator 4 academic structure and to local software menus for linking specific qualifications to specific groups (with or without student surnames);
  – Partial data downloads from ITS Integrator 4 for import into CELCAT – per module and/or qualification/curriculum;
  – CELCAT templates created to be used for bulk uploading of yearly venue blocks for CAA activities, such as registration, examinations;
  – Enhancement and full implementation of Perceptive Content eForms for UTC requests for timetable changes.
- Streamlining and documenting all timetable related business processes;
- Timetable stability and improved timetable Reporting via CELCAT, Business intelligence reporting, HEDA system and ITS Integrator 4.

All projects were completed successfully. Unfortunately, due to budget constraints, some initially planned ITS Integrator 4 system enhancements have had to be postponed to 2021, and one was changed to a business intelligence report development for completion by early December. The greatest achievement in

2020 was the successful development and implementation of the daily automated lecturing timetable data exchange from the CELCAT database (master timetable) to the ITS Integrator 4 student system. The development was completed and tested in 2020 for implementation during the 2021 registration period. This was a significant achievement due to the complexity and technical challenges it entailed and a first for any South African University.

Other advantages of the abovementioned development were the fact that the integrated business process for finalizing the next year's timetables was greatly eased, the process discontinued the usage of elaborate timetable master documents, and streamlined processes, leading to less risks in terms of lecturing timetable data becoming out of synch, and much less manual data updates required.

Academic staff members can now obtain and verify the lecturing timetable data directly from the relevant CELCAT Live database, extract a report for their department and sign it off. From late November 2020, a shortened, simplified spreadsheet of UG timetable data per campus could be extracted directly from CELCAT system for intermittent publication to students/prospective students via the UJ Web, all this while the main student management system (ITS Integrator 4) was automatically kept in sync. The 2021 UG examination timetables and test timetables have been combined into one dataset for publication on the web and intranet from late November 2020.

Most of this division's existing business processes were reviewed, enhanced where possible and updated during 2020. All were also duly documented for publication as standard operating procedures and workflow diagrams.

Various new reports were developed in 2020, inter alia the CELCAT Live-generated lecturing timetable reports used by departments for signing off 2021 draft lecturing timetables; Reports for identifying discrepancies between lecturing timetables and academic structure data; and a new business intelligence report showing the curriculum student count per timeslot. Some existing reports were enhanced for better functionality, e.g. the computer lab booking and ad hoc venue booking reports auto-emailed to stakeholders daily. The source of the HEDA time-footprint reports' data was changed from ITS Integrator 4, to the CELCAT database data. These reports, one for modules and one for qualifications, were scheduled for completion in 2021. A new report for showing various student- and qualification-related details per registered module combination (instead of only the total number of students per combination), will also be developed for planned implementation in early 2021.

In 2019 this division implemented the full integration of the CELCAT lecturing and examination timetable databases (one per campus), in order to activate client-based ad hoc venue bookings during examination periods via the CELCAT Room Booker online system, thereby streamlining processes and improving efficiency. A report was also developed to communicate the complete examination period booking list ("Exam Schedule") to all stakeholders, inter alia to all service divisions, via daily automated emails for effective service delivery. Two staff members from the department also presented an information session regarding this project at the CELCAT Africa User Group Conference in March 2020, which was very well received.

Challenges experienced in 2020 mostly related to the COVID-19 pandemic and its impact on the university's modes of teaching and learning, as well as assessments (continuous assessments, exams and tests). After moving to fully online teaching from April, many changes made to the 2020 and 2021 academic calendars,

etc., much re-planning, timetable re-formatting and re-publication of information had to be implemented, and sometimes on very short notice.

6. ASSESSMENTS

Below is the organogram for the Assessment Department:
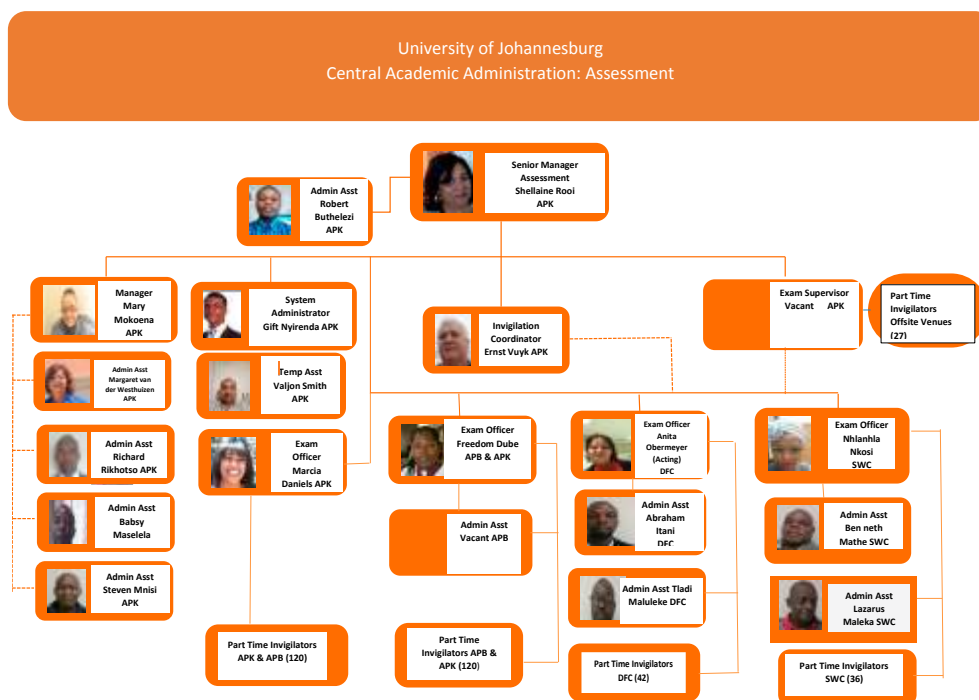
The main objective of this unit is to support effective teaching and learning by coordinating and managing formal summative assessments between faculties via effective and streamlined processes with good governance.

The Management of Assessment of Marks System (MAMS); Submission of Assessment Papers Secured System (SAPSS) and Online Declaration of Confidentiality and Conflict of Interest were also enhanced in 2020. These systems have increased the governance of marks and assessment logistics and reduced the risks relating to the collection, printing and storing of assessment papers.

Enhancements to the SAPSS system were prioritized with functionality added, such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessments, and randomizing the selection of assessment papers in terms of the order in which they will be used (main, supplementary and special assessments), as well as further enhancements to ensure a more user-friendly system experience. The department will be initiating a major revamp/rewrite of the MAMS system in 2021 to bring it in line with the latest technology.

Due to the early onset of COVID-19 and the urgent move to online assessments for Universities, we also had to investigate and procure licences for online proctoring systems. The three systems which were used in 2020 were Proctorio, Examity and a homegrown system called "the Invigilator". In 2021 the central pool of invigilators would also be utilized to assist with online assessment "on-boarding" (verifying that the candidates are who they say they are – identity verification before the assessment is released to the candidates) and system-generated transgression reviews after the assessments. To this effect, the Assessment Department is implementing a central control room to be used for the monitoring of online assessments and video invigilation surveillance during normal assessments.

The department has also requested the ICS department to develop an online invigilation request form, which was tested in 2020, to implement early in 2021.

7. HEMIS

Below is the organogram for the HEMIS Department:
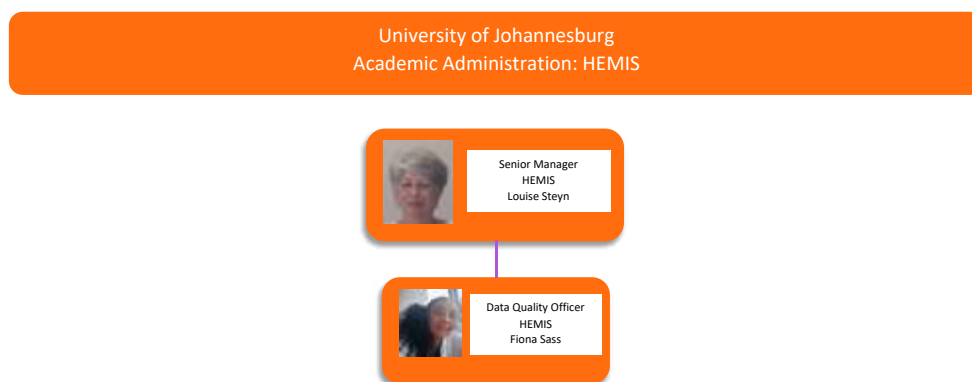
The main objective of this unit is to coordinate and manage the submission of the HEMIS reporting data and to coordinate good governance in terms of the data elements used on the ITS database.

Statutory Reporting

No fewer than seven HEMIS databases were successfully submitted, on-time to DHET in accordance with the submission requirements and deadlines. In addition to the mentioned submissions, a comprehensive report on Teacher Education headcount-enrolments, Full-Time-Equivalent's (FTE's) and graduates was again compiled and submitted in 2020.

Governance of Postdoctoral Research Fellows

In order to align the business process and improve governance, updated versions of standard operating procedures were compiled to align and coordinate activities within all the faculties. Numerous consultation sessions were held to clean up data that was outdated and captured incorrectly. The Postgraduate School were also assisted in taking ownership regarding all administration matters around the Postdoctoral Research Fellows.

HEQSF PQM

Numerous data discrepancies between the PQM and ITS Integrator 4 system were resolved in 2020. CAA (HEMIS Office) and the Centre for Academic Planning and Quality Promotion (CAPQP) are currently working together on processes to ensure that all PQM matters are addressed timeously.

Historical Changes

There was a 95% improvement regarding the online completion of historical forms and supporting documents provided by Faculties and the College. Stringent rules were implemented in 2020, in order to align the business processes and to improve governance in monitoring historical system changes.

Audit Findings: Student Data

Even though the shape and size of the student database increases year on year, only one fatal error was noted. There was only one finding recorded for all the data elements tested. This is a very positive outcome, in particular given the increase in data elements and total samples from 2018 (= 2 160 total samples) to 2019 (= 2 280 total samples). The 2018 student data audit yielded four findings.

Findings have been reviewed in consultation with the faculties and other relevant departments to verify current data elements and to improve on data governance.

Comparison with Previous Years:

The findings of the previous eight student audits are as follows

- 2012 Exceptions: four (one on course file, one on qualification file and two on credit value file);
- 2013 Exceptions: five (one on course file and four on student file);
- 2014 Exceptions: three (three on course file);
- 2015 Exceptions: three (three on student file: one Grade 12 Certificate and two on first major area of specialization);
- 2016 Exceptions: three (two on module credit value file and one on student file);
- 2017 Exceptions: four (one on qualification file, one on credit value file, one on student file (first major area of specialization) and one on course registration file);
- 2018 Exceptions: two (one on course credit file and one on course file); and
- 2019 Exceptions: one (one on course credit file).

The student data reflects a high standard in terms of quality and reliability. The one student data exception was acceptable relative to the size of the database and had no financial or reputational risk for the university.

8. EMPLOYEE PROFILE

From the 79 permanent staff members in the department:

73% of employees fall under the age of 50.

89% of employees hold an after-school qualification.

82% of employees are from the designated groups.

Total Percentages per Race and Gender:

RACE	GENDER	TOTAL	%
African	Female	24	30%
	Male	19	24%
African Total		43	54%
Coloured	Female	9	11%
	Male	1	2%
Coloured Total		10	13%
Indian	Female	6	8%
	Male	0	
Indian Total		6	8%
White	Female	13	16%
	Male	0	
White Total		13	16%
Vacant		7	9%
Grand Total		79	100%

9. APPOINTMENTS, RESIGNATIONS, AND SUCCESSION PLANNING

The following staff members resigned:

RESIGNATIONS			
SURNAME	**NAME**	**DEPARTMENT**	**DATE**
Makoloko	Prudence	Contact Centre	31-Oct-19
Mamabolo	Katlego	Assessment	28-Feb-20
Fourie	Chané	Faculty Coordination	28-Feb-20
Petersen	Leigh-Varndre	Contact Centre	30-Sep-20

The following staff members are in the process of being boarded:

BOARDING			
SURNAME	**NAME**	**DEPARTMENT**	**DATE**
Olsen	Sam	Contact Centre	Ongoing
Du Plessis	Elaine	Assessment	01-Apr-20

The following staff members went on maternity leave:

MATERNITY LEAVE			
SURNAME	**NAME**	**DEPARTMENT**	**DATE**
Sekgale	Desire	Biographics	15-Jun-20
Mgxoloza	Thembakazi	Timetables	11-May-20

Deceased

No deaths recorded in the department for 2020.

Retirements

No retirements recorded in the department for 2020.

Long Service Awards

The following staff members received Long Service Awards:

10. STAFF DEVELOPMENT PROGRAMMES AND INITIATIVES

Due to the COVID-19 pandemic and our President's call for an early and prolonged national lockdown, no in-person team building or specialized staff training sessions (excluding the standard Human Resources training sessions monthly) could be executed.

11. STRATEGIC GOALS

The following strategic goals were set in 2019 and slightly revised in 2020.

Two-year timeline

- Life cycle workflow mapping and gap analysis;
- Development of systems for integration, monitoring and reporting;
- CAS implementation – Staff and structure impact;
- International and Postgraduate student focus;
- Improvement of the central support for SLP's;
- Fully embracing digital marketing strategies for the Student Marketing and Alumni Departments in CAA; and
- Virtual Invigilation and proctoring on any device (including cell phones).

Five to ten-year timeline

- Integration of systems: e.g., Blackboard, ITS, HEDA, CELCAT, MAMS, Perceptive Content;
- Smart Campus solutions and access control (venue usage and monitoring);
- International and Postgraduate student focus;
- Registrar's IT support section;
- Possible new Student System/s;
- Larger online student population to be supported (possible 20 000 online students to be supported);
- More centrally driven government services (e.g., NSFAS and CAS); and
- Supporting a different "breed" of student who is technologically advanced and has instant (online or off-campus) needs.

12. RESOURCE MANAGEMENT AND SUSTAINABILITY

Overview of CAA budget for 2020

Due to the COVID-19 pandemic and our President's call for a national lockdown, the university implemented strategic financial control measures such as operational cost reduction and the revision of revenue streams to sustain the future of the university.

The overall budget was in the allowable variances of university budget guidelines, except for software development expenditure which exceeded the required variance due to new developments to accommodate online support for academic administration.

DIVISION	TOTAL OPERATING	ACTUAL EXPENDITURE	AVAILABLE	%
Director CAA	744 865,78	1 294 875,31	(550 009,53)	174%
Faculty coordination	231 899,00	101 466,30	130 432,70	44%
Registrations	782 350,00	248 194,30	534 155,70	38%
Graduations	1 588 750,00	1 576 962,94	11 787,06	99%
HEMIS	41 425,00	15 210,58	26 214,42	37%
Assessments	1 373 770,80	1 558 577,93	(184 807,13)	113%
Training Officer	-	-	-	-
ITS Academic Structure	1 200,00	6,87	1 193,13	1%
Biographics	-	1 948,07	(1 948,07)	
SEC	988 650,00	720 846,86	267 803,14	73%
Contact Centre	-	1,19	(1,19)	
Student Administration	-	4 040,82	(4 040,82)	
Access Cards	-	-	-	-
Class & Timetables	204 036,39	124 381,42	79 654,97	61%
Alumni	959 902,00	550 865,11	409 036,89	55%
Undergraduate Student Marketing	2 485 296,00	1 763 746,88	721 549,12	71%
Switchboard	-	2 418,00	(2 418,00)	
TOTAL	9 402 144,97	7 963 542,58	1 438 602,39	85%

Donations

Due to financial pressure on stakeholders during the COVID-19 period, no donations were received.

13. CONFERENCES

Due to COVID-19, conferences mainly were cancelled, postponed, or moved online. The following conferences were attended by staff members per division.

SEMINAR	ASSESSMENTS	FACULTY COORDINATION	TIMETABLES	SEC	ACADEMIC ADMINISTRATION	HEMIS
			NAME			
AAA (EXAF AND HEFAF)						
29th Annual ITS User Group Conference						
CELCAT Africa User-group Conference held at Emperor's Palace Conference Centre (NOT Online) on Thu 12 March 2020			Martie Bester Elsje Hand Gerda Language Nkhumeleni Marubini			
SAAIR, HEMIS Institute (Online)						Louise Steyn Fiona Sass
HEDA Usergroup						
MACE						
CIEA						
X2Y				Pieter Durandt		
DevLearn Conference - USA						
CELCAT UK Webinars						
CELCAT Best Practice Webinar: Timetable Maintenance CELCAT Managing Production Strategy Change CELCAT Managing Production Strategy Change Part Two			Nkumi Marubini Elsje Hand			
CELCAT Timetabler & Features You Need			Elsje Hand			
CELCAT Self-Service Products			M Bester			
			Nkumi Marubini			
			Elsje Hand			

14. CONCLUSION AND WAY FORWARD

Central Academic Administration adapted very well to the challenges faced in 2020, brought about by the pandemic, and successfully executed all the required business processes. All the business processes were impacted and had from March to revert to the division's business continuity plan due to the national lockdown and move to online teaching and learning. The academic calendar had to be revised in a very short time to make sure we could accommodate and catch up on as many academic activities as possible. However, the supplementary assessments had to be moved to the following year.

All the performance targets were met with the Registration and Application student surveys achieving 80%. The final selection process of undergraduate students, including the massive influx of late enquiries, was executed successfully. The Alumni systems were expanded to facilitate better engagement with alumni, wherever they may find themselves worldwide. The USA Chapter was launched successfully, and we had the most attendees ever at the annual AGM of Convocation. In 2021, CAA will continue to expand the off-campus alumni benefits and launch more Alumni chapters to facilitate engagement and support greater collaboration with alumni.

The risk of late walk-in applications was effectively mitigated using the electronic late application enquiry system, also available via mobile devices with Internet access. An extended call centre was also available to assist applicants with application inquiries. Our Chatbot proved to be a great help with the high volume of inquiries during registrations and throughout the rest of the year. MoUJi (our intelligent digital assistant or Chatbot) not only assisted with general enquiries but has also been enhanced through the integration of our student administration systems to offer applicants and students a new self-service option. MoUJi was also integrated with the social media platform and is designed to assist prospective students, registered students, alumni, and guests interested in UJ with all inquiries related to the university.

Sustained excellence in data quality was achieved with all the reporting deadlines met on time with minimal errors (taking into account the size, shape and complexity of UJ). More than 14 000 qualifications were awarded in absentia at virtual graduation ceremonies. The media noted the graduation selfie app to be an innovative and unique way of allowing graduates to experience graduation excitement virtually.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2021 with confidence as we continue to mitigate the risks and challenges created by the pandemic, take our operations further online, and embrace the opportunities created by the Fourth Industrial Revolution.

Dr T van Zyl
Senior Director: Central Academic Administration
14 April 2021

Corporate Governance
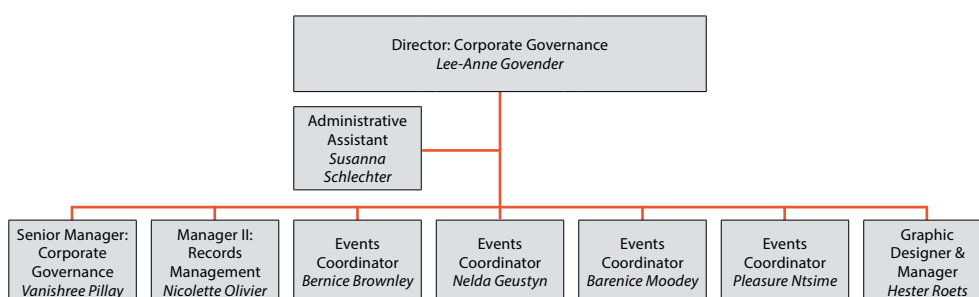
1. OPERATING CONTEXT

1.1 Core Business

The Corporate Governance (CG) Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and specifically, the Higher Education Act 101 of 1997 (as amended). The core functions are driven in alignment with the Institutional Statute of the University of Johannesburg as well as relevant institutional policies.

The Division has a staff complement of 21 members and comprises five units, namely Governance, Qualification Verifications, Records and Contract Management, Events Management and the UJ Graphic Design Studio. Although diverse in nature, the Division strives to align the manner in which it functions in accordance with best practice. These units have a footprint on all four campuses and are technology driven, which includes internal as well as external systems. The structure of the various units is reflected in the organograms that follow.

1.2 Organisational Design

The organogram of the divisional structure that reports to the Registrar, Prof IC Burger is reflected below:

Director: Corporate Governance — Lee-Anne Govender
Administrative Assistant — Susanna Schlechter
Senior Manager: Corporate Governance — Vanishree Pillay	Manager II: Records Management — Nicolette Olivier	Events Coordinator — Bernice Brownley	Events Coordinator — Nelda Geustyn	Events Coordinator — Barenice Moodey	Events Coordinator — Pleasure Ntsime	Graphic Designer & Manager — Hester Roets

1.2.1 Governance Unit

The Governance Unit is managed by the Director with the assistance of the Senior Manager and the Administrative Assistant. This portfolio involves high-level operational tasks stemming from the Office of the Registrar. Namely:
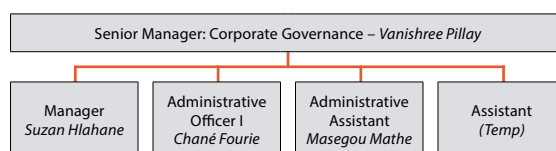
- The execution of the nominations and elections process;
- Facilitating the B-BBEE process;
- Monitoring of the Policy environment;
- Continuous update of the Senate Registers;

- Commissioner of Oaths portfolio;
- Governance in relation to the Convocation of the UJ;
- Managing the annual Academic Regulations process; and
- Management of Access to Information for the UJ.
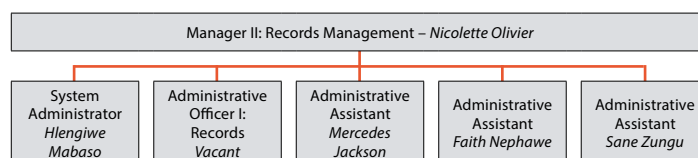
1.2.2 Qualification Verification Unit

This Unit is headed by Ms Vanishree Pillay, the Senior Manager Corporate Governance. The unit is responsible for Qualification Verifications, including the issuing of Transcript Supplements and Academic Records.

Senior Manager: Corporate Governance – *Vanishree Pillay*			
Manager *Suzan Hlahane*	Administrative Officer I *Chané Fourie*	Administrative Assistant *Masegou Mathe*	Assistant *(Temp)*

1.2.3 Records Management Unit

This Unit is headed by Ms Nicolette Olivier and is responsible for Records Management including Contract Management within the University.

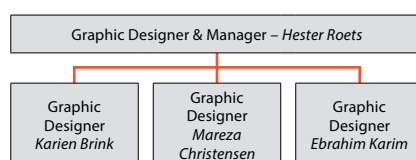| Manager II: Records Management – *Nicolette Olivier*				
System Administrator *Hlengiwe Mabaso*	Administrative Officer I: Records *Vacant*	Administrative Assistant *Mercedes Jackson*	Administrative Assistant *Faith Nephawe*	Administrative Assistant *Sane Zungu*

1.2.4 Events Management Unit

As depicted in the first organogram, the four Event Co-ordinators within this Unit report directly to the Director Corporate Governance.

1.2.5 Graphics Design Studio

The Graphic Design Studio is managed by Ms Hester Roets and is the in-house studio for the University.

Graphic Designer & Manager – *Hester Roets*		
Graphic Designer *Karien Brink*	Graphic Designer *Mareza Christensen*	Graphic Designer *Ebrahim Karim*

2. STRATEGIC FOCUS

The Covid-19 pandemic presented as a disruptor to the operations of this Division. This unforeseen context required the Division to review and implement an expeditious plan of action in response to working within the context of Covid-19. This plan was executed to ensure that the Division responded in a manner that did not compromise its strategic focus.

The Division adopts Objective Six, Fitness for Global Excellence and Stature, as the strategic objective to which it aligns itself. In line with this objective, the achievement of the several units in the Division included the following.

2.1 Strategic Planning

A Strategic Planning session was held to assess the positioning of the Division for 2020. The key priority areas identified for 2020 included the following:
- Enhancing Service Excellence;

- Better utilisation of systems to improve the business processes within all units of CG in line with the University's 4IR Strategy;
- Enhancement of the Policy Environment including the restructuring of information as displayed on the UJ intranet and website;
- Phase 2 of the Business Classification System;
- Migration of Perceptive Content;
- Upgrade of Perceptive Content;
- New Projects as well as enhancements to existing projects;
- Enhancement to the Online Voting System and
- Review of the PAIA System.

In line with the strategic objective of Fitness for Global Excellence and Stature and the key priorities that were identified for 2020, the information that follows is a summary of what transpired during the year in each of the areas, with the aim of meeting the key priorities that were identified.

2.2   Governance Unit

2.2.1 Academic Regulations

A working group was assigned to oversee the amendments to the Academic Regulations and alignment to new and amended policies. The document was shared with the working group via the MS Teams platform to ensure active consultation and engagement with the relevant portfolios within the UJ.

The working group convened on three occasions online to review and finalise the working document for the University Academic Regulations.

The following amendments were implemented for 2020:
- An Addendum was added to the 2020 Academic Regulations to cater for Covid-19 and the implications thereof;
- Additional information was included on Concurrent Selections, POPIA, Procedure pertaining to deceased students and Appeals against Academic Exclusion. Certain clauses were also rephrased for the purpose of providing clarity. Minor editorials were also done.

These regulations were posted on the intranet, UJ website and uLink.

2.2.2 Policy Management

Corporate Governance's role regarding the policy environment is two-pronged. The first focus area entails monitoring review dates of UJ governance documents and alerting policy owners when the relevant policy documents are up for review. The second focus area involves the upkeep and continuous update of governance documents on the institution's intranet and website, in line with the UJ Policy Grid.

During 2020, a total of 41 governance documents were amended and approved. This was a commendable number of approvals considering the state of national disaster under which the University was operating. Manual interventions in the form of emails were sent to policy owners coupled with timed email notifications from Perceptive Content. This assisted in driving throughput of the number of documents reviewed and approved.

2.2.3 B-BBEE certification

The Corporate Governance Division coordinated the B-BBEE status preparation around the identified B-BBEE pillars. The verification process entailed the collection of data and information relating to the elements of the UJ Annual Performance Plan. Interviews were conducted with senior management and other personnel of the University.

This process commenced during February 2020 with identified milestones to be met. However, the national lockdown resulted in a deviation from the identified milestones.

The University was recognised as a Level 5 contributor.

2.2.4 Nominations and elections

Nominations and elections were executed for various positions on statutory committees as well as within faculties. Historically, the SRC elections had been performed with high levels of human intervention. With the introduction of the online voting system in 2019, further enhancements to the system catering for the special needs of the Student Representative Council Campus Elections as well as the Central Elections were implemented.

Collaboration between Corporate Governance, Student Affairs and Financial Governance and Revenue (Risk and Assurance) ensured that the policies and protocols governinged the elections followed due process.

The nominations and elections conducted for the University of Johannesburg for 2020 posed no risks.

2.2.5 Senate membership list and attendance

The Corporate Governance Division, together with the heads of faculty administration, facilitated the coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter. There were six Senate meetings for the year of which two were Special Senate Meetings. Due to the global pandemic five out of six meetings were held online. This resulted in an increase in attendance by Senate members.

2.2.6 Convocation

The Registrar delegated authority for the role Convocation: Secretariat to the senior manager within Corporate Governance. This role entailed the management of all governance documents related to the meetings held for the Executive Committee of Convocation as well as the Convocation Annual General Meeting (AGM). During the course of 2020, the Executive of Convocation met using MS Teams due to Covid-19 regulations.

Strategic projects identified for 2020 involved:
- Enhancing the engagement with UJ Convocation members via various platforms;
- Involvement in special fundraising projects of the UJ (e.g. partnering with the University in building a student residence – with a focus on accommodating female students);
- Establishing national and international alumni chapters and affinity groups;
- Having homecoming events for former RAU/TWR Alumni;
- Reconnecting with retired academic staff;
- Active involvement of current academic staff on Convocation;
- Establishing an Alumni House for Convocants;
- Expanding the current benefits for UJ alumni.

However, due to the national state of disaster, all projects were postponed.

2.2.7 Commissioners of Oath appointment process

The Corporate Governance Division oversees the management and appointment of Commissioners of Oath for the University in accordance with the relevant legislation. For 2020, the University had 74 Commissioners of Oath across all four campuses.

2.2.8 Access to Information

One of the most crucial portfolios within the Governance Unit is Access to Information. This constitutes firstly, requests for access to information from internal and external stakeholders using the UJ PAIA system and secondly, requests from third parties/verification agencies for information pertaining to the verification of UJ qualifications.

During 2020, a total of 12171 requests pertaining to qualification verifications, transcript supplement requests and academic record requests were executed. 36 internal as well as external requests relating to the PAIA environment were received and processed. The Division received 905 POPI update requests

for processing. The stated number of requests included services provided to four contracted verification agencies. This process is deadline driven and is guided by POPI and PAIA requirements to ensure that the UJ is not placed at any risk for unlawful divulgence of personal information. In comparison with 2019, a decrease was noted in the number of requests for access to information and third party verifications. This trend most probably resulted from the Covid-19 pandemic and its effects on the world of work.

2.3   Qualification Verification Unit

The Qualification Verification Unit provides verification-related information on behalf of the University of Johannesburg. The information provided presents in two categories. The first category of service involves the processing of orders of UJ Academic Documentation for alumni and non-registered students. The second category provides for third party verifications with contracted verification agencies. Covid-19 pandemic took the world by storm early 2020 and due to the damaging nature of its existence, required re-imagining of the workplace, resulting in disruption of the work culture that required individuals to think and work differently. The QV Unit is client-facing in nature and in the context of Covid-19 had to pivot in order to consider new methodologies that would guarantee that business continuity was maintained. The Fourth Industrial Revolution became a reality within such a context, with the unit now having to adopt digital alternatives to provide service excellence to their clients.

Transcript Supplements/Academic Record and General Letters

The Unit utilises two platforms through which orders are received and processed: namely, the Digital Certificates Platform, which is under the auspices of the Central Academic Administration Division and the Hive Platform which resides under Corporate Governance. These platforms are active systems in operation throughout the year and with no closure times. Orders are therefore received even when the institution is on official closure period. This is perhaps one of the major challenges experienced that is specific to the transcript supplement document type. The unit finds itself in a position where orders received during the latter part of the year infiltrate into the following year, thereby hindering committed deadlines. There is a high level of dependence on faculty to generate these documents as per UJ's committed client deadlines , but faculties are involved with registration at the start of the new year which results in these documents not being processed as timeously as is required. This matter will be discussed with various stakeholders to find a solution that is in the interests of the UJ. Below are the throughput statistics for 2020.

Table 1:   Transcript Supplements

REQUEST	TOTAL
Total Requests Received	1316
Denied Requests (Non-Payment)	71
Financial Block	29
Processed Requests	**1045**

Verification of UJ Qualifications for third party/contracted verification agencies

Corporate Governance provides bulk verifications of UJ qualifications to contracted third parties. UJ had three contracted verification agencies in 2019. At the start of 2020 only two contracts were renewed, and during the course of 2020, two additional agencies entered into contracts with UJ for third party bulk verifications. This process is deadline driven and is guided by POPIA and PAIA requirements to ensure that UJ is not placed at any risk for unlawful divulgence of personal information. Verifications for 2020 presented with a slight decline at the start of Covid-19 and regained normal momentum as the year progressed. In instances where alumni were requesting Corporate Governance to release their

Table 2: Academic Records and Special Letter

	COMPLETED		FINANCIAL BLOCK	DECLINED	TOTAL
	HIVE	PC			
JANUARY	56		2	8	66
FEBRUARY	125		7	13	145
MARCH	90	18	5	10	123
APRIL	49	17	2	8	76
MAY	37	15	1	3	56
JUNE	52	28	0	6	86
JULY	68	25	6	6	105
AUGUST	78	45	4	13	140
SEPTEMBER	62	23	3	6	94
OCTOBER	78	31	6	5	120
NOVEMBER	95	19	10	14	138
DECEMBER	28	13	2	4	47
Total	**818**	**234**	**48**	**96**	**1 196**

academic information to third parties, they were directed to the Digital Certificates platform which has been designed by the University as a benefit for UJ Alumni. Students register on the system, and this enables them to provide access of their academic information to third parties. This system was designed with POPIA in mind, in respect of consent and access to information. For the year 2020 eight thousand nine hundred and eighty-nine (8989) verifications were provided to the agencies.

2.4   Records Management Unit

The Records Management Unit is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. The Electronic Document and Records Management System (EDRMS) is utilised to drive the record and contract management processes. Service providers are also utilised for purposes of support and maintenance of the EDRMS as well as for off-site storage and archiving of physical paper records.

Perceptive Content (version 7.5) is the EDRMS of UJ. This system is governed by the Unit and utilized throughout the University where contract and records management has been implemented.

COVID-19 had a significant impact specifically on processing physical records for off-site storage and submitting contracts which have been physically signed. On a positive note, the pandemic also made the UJ community aware of how vital the EDRMS is, specifically when accessing records required when working remotely.

2.4.1 Contract management

The contract management environment provides oversight of numerous categories of contracts for the University. The majority of contracts captured stemmed from the non-academic environments. Currently, UJ has a total of 5 782 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2020 indicate that of the 5 782 contracts, 294 are new contracts, 367 contracts have an active status and 111 contracts have reached an expiration date. In order to ensure business continuity, the unit alerted contracted owners to submit contracts electronically as opposed to physically delivering hard copies to the office.

2.4.2 Records management

The Unit's core function is to oversee the life-cycle management of records in relation to governance documentation pertaining to records management and in accordance with relevant legislation. Services were also provided to the UJ community to facilitate the life-cycle management of records.

A total of 1288 boxes were collected across UJ for the storage of records off-site, while only 61 boxes were disposed of. Retrieval of records stored off-site was also limited due to the unavailability of staff on campus.

Numerous solutions were maintained in both the paper and EDRMS environment. In total, ten projects relating to the EDRMS were identified for 2020, of which seven were successfully completed. Some enhancements to existing solutions were also completed successfully. The national lockdown had an impact on certain projects not being completed due to the project requiring access to the onsite servers at ICS.

Within certain solutions in the EDRMS, document packs are exported from the system and split to create individual documents that are correctly indexed as required by the business process. In total 12 004 document packs were processed, with 19 696 documents re-submitted into the system for indexing.

Across the 81 solutions within the EDRMS more than a million documents have been imported into the system, either by means of transfer from a digitised image or from existing UJ systems such as ITS and Oracle or via the email platforms set up to transfer documents from specific addresses.

2.5   Events Management

The Events Management Unit is mandated to oversee high-profile events for the UJ Council, the Vice-Chancellor and the Executive Leadership Group.

Covid-19 had a major impact on the Events Management team. During 2020, the event coordinators were only able to host six face to face events and seventeen online events on behalf of the Executive Leadership Group. The University was required to suspend its autumn, winter and spring graduation ceremonies due to the global pandemic. Two virtual graduation ceremonies were held whereby the qualifications were conferred in absentia. On 11 May 2020, the first virtual graduation ceremony was held to accommodate 12 794 graduates from the March, April and May ceremonies. On 19 October 2020, the second virtual graduation ceremony was held to accommodate 1255 graduates.

Some of the noteworthy 2020 events in this domain included the following:
- The Events Unit assisted with the hosting of the Vice-Chancellor Campus Engagements that took place on all four campuses during the first semester;
- The Unit assisted PsyCad and the Student Marketing Department with the logistical arrangements for the UJenius Club Welcome Event; and
- The Events Management Unit assisted the Registrar's Office with logistical arrangements for the visit of the DHET delegation, led by the Deputy Minister Honourable Buti Manamela, to assess UJ's readiness to resume campus-based academic activities.

Due to restrictions on public gatherings during the COVID-19 pandemic, many events were hosted online for the first time. These included the following:
- 5 Vice-Chancellor Campus Engagements. The first engagement session included all campuses, thereafter the remaining four were campus specific;
- Grade 12 Top Achievers' Open Day;
- AI Dialogue South Africa;
- 2019 Stakeholder Report Presentation;
- The VC USA Alumni Engagement event;
- The Vice-Chancellor and Principal Consultation with Senior Leadership Group event;

- Convocation AGM;
- The future of mining;
- The Vice-Chancellor and Principal New Staff Welcome Address;
- The Vice-Chancellor and Principal Distinguished Awards and
- The MISTRA/UJ Annual Lecture (hybrid event).

The effects of Covid-19 in 2020 transformed the way the Unit approached the delivery of their events and prompted their swift response to secure business continuity. This was evident through the instantaneous shift from in-person events to the utilisation of digital platforms as a means of delivery. The context of Covid-19 has shown that that virtual and hybrid delivery of events will inform the new way of work for the Unit, embracing the UJ vision for 4IR adoption within the institution.

2.6   Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg. Internal clients pay a minimal design fee for projects, and these funds are utilised to support the needs of the Studio. The Studio has the latest design hardware and software. Uninterruptible power supply (UPS) is also available for production to continue in case of power failures or load shedding. Due to the global pandemic the UJ Graphic Design Studio experienced an increase in requests for digital advertising campaigns, social media adverts and requests for material that could be published online. The UJ Graphic Design Studio successfully completed 580 projects comprising 7082 designed pages in 2020. The number of projects decreased in comparison to the 2019 documented 737 projects, however the number of designed pages increased from 6788 in 2019 to 7082 in 2020.

The range of services offered by the UJ Graphic Design Studio includes:
- Advertisements;
- Academic and Research Posters;
- Annual Reports;
- Research Reports;
- Brochures;
- Flyers;
- Booklets;
- Invitations;
- Event Programmes;
- Magazines;
- Coffee Tables Publications;
- Marketing and Exhibition Material;
- Newsletters;
- UJ branded products;
- Clothing Designs;
- Web Designs;
- Corporate Identity Material;
- UJ Vehicle Branding and
- Signage.

3. RESOURCE MANAGEMENT

3.1   Human Resources

3.1.1 Employee Profile

The Division consisted of 20 permanent employees and one temporary employee. A vacancy also existed in the Division in 2020. The table below reflects the gender and race profile of the Division. The vacant position is not reflected in the table below.

Table 3: Summary of the design performance of the Graphic Design Studio in 2020 and the previous four years.

MONTH	BROCHURES / PROGRAMMES (A4 / A5 / B5)	BROCHURES (Z-FOLD / ROLL-FOLD / DL)	MAGAZINES / NEWSLETTERS (MULTIPAGE PUBLICATIONS)	ADVERTISEMENTS (Digital advertising campaigns)	ALL CARDS / INVITATIONS	POSTERS (UI Strategic Objective 6: Global Excellence and Stature) ACADEMIC / RESEARCH / CONFERENCE	FORMS / ILLUSTRATIONS / DIAGRAMS	SOCIAL MEDIA & WEBBANNERS (Multimedia)	DESIGN PROJECTS (Counted per requisition)	DESIGN / LAYOUT (Counted per page)	TIME (Design hours reflected on requisitions)	MATERIAL COSTS (Amount reflected on the Graphic Studio Requisitions)	REAL COST (tariff @ R900/h plus Material) (COST based on Private Sector fees)	AMOUNT SAVED FOR THE UNIVERSITY (Real Cost minus Material Cost)
December 2019 / January 2020	293	17	78	22	10	3	16	61	34	572	259	34 235,00	266 885,00	232 650,00
February 2020	118	30	122	3	114	0	4	244	89	685	466	45 875,00	465 275,00	419 400,00
March 2020	218	38	100	17	24	0	54	74	42	532	245	30 170,00	250 670,00	220 500,00
April 2020	72	0	26	36	62	1	2	139	23	251	149	18 570,00	152 220,00	133 650,00
May 2020	116	38	252	42	39	0	2	94	37	579	300	34 060,00	304 060,00	270 000,00
June 2020	75	0	889	56	25	0	82	131	43	1151	433	44 603,50	433 943,50	389 340,00
July 2020	186	0	367	30	66	0	59	221	47	675	368	38 852,00	369 602,00	330 750,00
August 2020	105	47	852	93	88	1	14	343	68	851	443	51 990,00	450 690,00	398 700,00
September 2020	82	57	80	149	60	0	30	431	79	771	411	52 644,50	422 544,50	369 900,00
October 2020	112	6	42	38	36	0	4	118	59	378	223	28 380,00	228 630,00	200 250,00
November 2020	188	18	188	123	29	1	16	81	59	637	403	39 515,00	401 765,00	362 250,00
TOTALS 2020	1565	251	2996	609	553	6	283	1937	580	7082	3697,10	418 895,00	3 746 285,00	3 327 390,00
TOTALS 2019	1649	178	2678	130	521	38	330	1128	737	6788	3758,50	419 946,50	3 802 596,50	3 382 650,00
TOTALS 2018	1651	253	2052	146	425	22	270	686	675	6101	3611,50	396 650,50	3 647 000,50	3 250 350,00
TOTALS 2017	1562	295	1870	148	486	20	439	768	679	5960	3573,00	397 742,50	3 613 442,50	3 198 150,00
TOTALS 2016	1433	490	2341	142	307	32	168	290	638	6372	3135,00	367 053,00	3 188 553,00	2 821 500,00

Table 4: Employee Profile

GENDER	BLACK	COLOURED	INDIAN	WHITE
Female	7	3	2	7
Male			1	
Total	**7**	**3**	**3**	**7**

3.1.2 Appointments, Resignations and Vacancies

- The position of Administrative Officer was vacant from 01 July 2019 to 31 December 2020. The position was advertised and shortlisting took place in March 2020. However due to the national lockdown interviews only took place during November 2020;
- There was one resignation in 2020. Mrs. Hlengiwe Mabaso, System Administrator, resigned in August 2020. Due to the moratorium placed on vacant positions by MEC, the position was vacant from 01 September 2020 to 31 December 2020. The position for the System Administrator was advertised during the latter part of 2020 with the shortlisting and interviews taking place before UJ closed in 2020.
- The Administrative Assistant to the Director retired at the end of 2020. The recruitment was initiated in the latter part of 2020.

3.1.3 Skills development

- Employees within the RMU attended the three Microsoft Teams courses presented by ICS;
- Mrs Nicolette Olivier enrolled for and completed, cum laude, the Higher Certificate in Project Management programme;
- Mrs Faith Nephawe enrolled for the Masters in Public Management and Governance qualification;
- Mrs Vanishree Pillay was activated as a 4th year PhD student at the University of the Witwatersrand;
- Ms M Mathe enrolled for a Postgraduate Diploma in Accounting Sciences (CTA) Level 1 at UNISA;
- Ms P Ntsime obtained an Honours Degree in Strategic Communications and attended Microsoft Teams courses;
- Ms B Brownley attended Microsoft Teams online training which focused on how to set up a live event;
- Ms L Govender attended several POPIA webinars hosted by Michalsons as well as a separate workshop hosted by USAf during the course of the year;
- Ms H Roets and Mrs M Christensen attended the Design Indaba 2020 in Cape Town.

3.1.4 Team Development

Due to COVID-19 no teambuilding sessions took place during 2020.

3.1.5 Long Service Awards

The following staff member received long service awards:

Ms N Olivier – 25 Years of Service

3.2   Financial Management

The budget of the Corporate Governance Division was effectively managed and posed no risks for 2020. Due to Covid-19 the allocated budget was not utilised to the full extent. There was a cost saving in terms of daily onsite expenses, however the Division was required to subsidise data expenses for staff working remotely who did not have WiFi facilities.

3.3   Stakeholder Management

The Division has a number of internal and external stakeholders. The Division's internal stakeholders consist of staff, currently registered students, previously registered students and alumni. The Division also has numerous contracts in place with external service providers across the various units.

3.4 Environmental Sustainability

Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives. The following items are recycled: cartridges, paper and batteries. Resources are efficiently managed by providing documents in electronic format, printing on both sides, and switching off lights, computers and any other equipment such as shredders, copiers, heaters, etc. at night and over weekends. The Division utilises a water filtration unit to limit the purchase of bottled water. Environmental sustainability was positively influenced through the Division's remote operations.

3.5 Social Responsibility

The Division adhered to Covid-19 protocols and complied with the wearing of masks, constant washing of hands and sanitising. A protective screen was installed at the reception area. Hand sanitisers were readily available to all staff. A work schedule was introduced to minimise the number of staff onsite. There was also a booking schedule in place for clients who were required to collect documentation from the Division.

4. MAJOR ACCOMPLISHMENTS DURING 2020

- The Division's utilisation of the automated alert notifications regarding policies within Perceptive Content presented as an opportune tool in a context where digital operations took precedence. This tool proved to be beneficial in providing reminders at set intervals to policy owners as a means of tracking the review and approval process. This tool was coupled with emails sent to policy owners to cater for a more human touch, and the responses of recipients were noteworthy;

- The Division was involved in the execution of the first online SRC elections. The online voting system was reviewed and enhanced to accommodate the special needs of SRC elections. The system set-up and the elections were executed successfully;

- The Hive system that was developed as an order platform for the Qualification and Verification Unit went live in 2020. This system provided communication and reporting tools that the Unit required for monitoring orders as well as evaluating trends and gaps which could inform future refinements to the system. The second phase of customisation will follow during the course of 2021. The Unit noted the significant active client engagement on the platform;

- The migration of records to the new Perceptive Content Server was successfully completed without any lapse in service delivery or downtime of the system;

- In conjunction with ICS and external service providers, enhancements to the existing Accounts Receivable solution within Perceptive Content were implemented;

- As a result of training embarked on by the Perceptive Content system administrator, an E-form was developed for Calculation Criteria along with the development of other functionalities for a complete solution within Perceptive Content;

- A voting repository was developed for the nominations and elections within UJ, which are governed by the Corporate Governance Division;

- The contact and online student application solution was successfully reviewed and the roll-over to the next year's cycle was done without any major issues;

- Staff within the Division were required to function under a novel working environment where home and work became intertwined spaces. Under these circumstances, staff tried to adapt to this new way of work with encouragement and check-ins by management on ways of improving operations.

5. RISKS AND CHALLENGES

Under normal circumstances, the key risks within the Division would relate to instances of non-compliance, specifically regarding governance related documents, protection of personal information as well as access to information, contract management and records management. The 2020 context was

Covid-19 driven, hence the risks and challenges indicated below are reflected in accordance with this frame of reference.

Identified risks and challenges include:

- The Qualification and Verification Unit is client-facing. One of the major disruptors to the operations presented when onsite operations were halted due to the national Lockdown. This ruptured the processes of this Unit which requires face to face interaction with clients and internal stakeholders of UJ. As a result the Unit used digital interventions when offsite and then replicated the same process manually. This created an unnecessary workload. The processes for this portfolio will be reviewed to better align with the 4IR agenda that UJ is driving;
- Fear and uncertainty from both staff and clients presented during face to face interactions, even with adherence to the required PPE and social distancing rules and restrictions;
- UJ will need to engage with international verification and other such bodies regarding the University's 4IR stance to operations;
- The delays experienced with access to historical data, specifically regarding transcript supplement documents, hinder turnaround times and place reputational risk on the Division and Faculties;
- Contracts signed are not always submitted to the Division for relevant filing/storage. This results in high risk for the institution in terms of data integrity and when audits are conducted;
- Set procedures in terms of the storage of physical records could not be executed due to the National Lockdown;
- Staff within the Division were required to function offsite for most of the year. Although work continued, the nature of some portfolios required onsite functions which depended on specific resources. The Events Management portfolio at UJ was significantly impacted due the restrictions imposed by Covid-19; and
- Covid-19 has clearly infiltrated work spaces and the home environment. Staff found themselves having to adopt dual roles in their home space which now also served as a work space etc. The dynamics of navigating this brought with it high levels of stress.

Under the guidance of the institution, the Division adopted mitigating strategies to reduce the identified risks.

6. CONCLUSION AND WAY FORWARD

The Corporate Governance Division played a critical role in the University and provided services to both internal and external clients. The Division continually endeavoured to close the gaps identified in the areas of governance, including access to information, and contract and records management. The Division acknowledges that Events Management will need to re-strategise the format of events to ensure that the human aspect of services offered is not compromised. In the context of Covid-19, the UJ Graphic Studio noted a shift in demand of services from printed to digital media formats. This shift informs a need for swift adoption of newly aligned processes that respond to the growing demands from internal and external stakeholders. It also highlights the need for the institution to provide for the upskilling of staff to meet the newfound demands within the context of Covid-19.
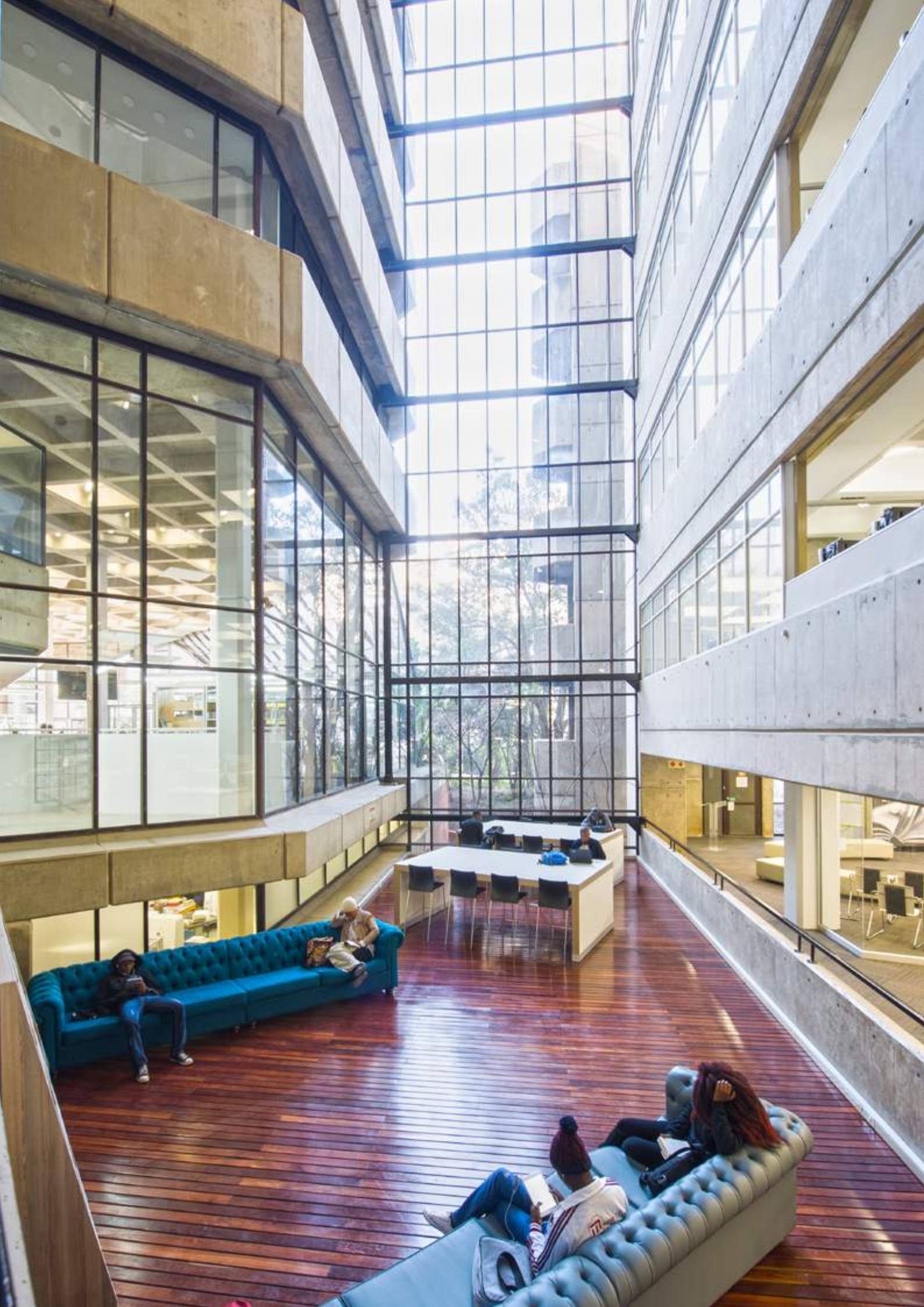
The Division looks forward to quality engagement with various stakeholders during 2021 and will continue to explore innovative methods to promote quality service delivery through the effective utilisation of technology.

Lee-Anne Govender
Director: Corporate Governance

University Secretariat

EXECUTIVE SUMMARY

The University Secretariat of the University of Johannesburg renders professional support to identified statutory committees of the University of Johannesburg.

Assistance is also provided to occasional staff members regarding agenda compilation, minute writing and the drafting of submissions to statutory committees.

The quality of the University Secretariat services is of an excellent standard, and the staff members are regularly complimented in this regard. The Division strives to maintain and improve the level of its service at all times.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Governance structures and quality management

The core business of the University Secretariat is to render professional support to the following statutory committees of the University of Johannesburg:

- Council and identified Council committees.
- Senate and identified Senate Committees.
- MEC and identified MEC committees.
- Joint committees of the Council and Senate.

In addition to the professional support being rendered to the selected statutory committees, the Division also offers support to employees responsible for committees by assisting upon request by the environment concerned with agenda compilation and minute writing sessions.

Divisional risk register and risk management interventions/strategies

RISK	INTERVENTION
Load shedding	Arrangements have been made with the PAs at Madibeng to use open offices at Madibeng with back-up power, if required.
Committee members not disseminating committee decisions	Where possible, reminders are sent to members and to non-members to take appropriate actions.
Submissions to a statutory committee not clearly stating their purpose	A submission template has been developed and circulated to non-members to assist them in compiling a submission to a statutory committee (they can adjust as required).

- Quality control is an on-going exercise in the Division, with draft minutes being reviewed for style and content, where required, before being submitted to the Chairperson for sign-off.
- The quality of submissions is also reviewed, if time allows, and submissions are referred back to the author should they be unclear or not in the prescribed format. By checking the quality and accuracy of the content of submissions, the Committee Administrators make valuable contributions towards improving the overall governance of committees.

STRATEGIC FOCUS AND TARGETS

- The COVID-19 pandemic posed new challenges in terms of the way meetings were conducted. Within a few weeks, a change from in-person to online meetings was introduced. Through the commitment of the University Secretariat staff (and many test meetings), online meetings, using either MS Teams or Zoom, were successfully implemented.
- Agendas for meetings were circulated one week before the meeting, and in the case of MEC meetings, at the latest on Friday before the Tuesday meeting.
- Minutes were be distributed at the latest ten working days after the meeting, with exceptions allowed.
- The quality of the agendas and minutes is extremely high, and the staff members are continuously complimented in this regard. The individual and collective efforts of the University Secretariat staff ensure that it makes a valuable contribution towards "enhancing excellence and stature at UJ".
- Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC committees were provided to these members. These gave an overview of the following:
  - Overview of the committee.
  - Functions of the committee.
  - Composition of the committee.
  - Charter for the committee.
  - Rules for Effective Meetings.
  - Officers of the committee (Chairperson and Secretariat).
  - Minutes of the last four meetings of the committee.
  - Meeting schedule for the year.
  - Relevant policies (where applicable).

  Positive feedback has been received from all the parties concerned.

- **Performance management**
  Employees in the University Secretariat completed and signed their respective performance contracts in February 2020. Their annual performance reviews were undertaken in October 2020.
- **Achievements during 2020**:
  - The 2020 evaluation of University Secretariat services to statutory committees as per the 2020 performance evaluations, administration section, reflected sustained excellence, as illustrated below:
    - Council and its committees: 4.8 (2019 - 4.6).
    - Senate and its committees: 4.5 (2019 - 4.5)
    - MEC and its committees: 4.7 (2019 - 4.5).

    Note: The ratings for the services rendered by the University Secretariat are consistently higher than any of the ratings in the other three categories, namely: (a) organisation of the committee, (b) execution of functions and (c) role of the Chairperson and members.
  - Whilst it is the committee members' responsibility, the University Secretariat staff will, if time permits, quality-check documents before they are submitted to the committees.
  - Highlights/achievements (in addition to compiling agendas and writing minutes)
    - Implementing online statutory committee meetings, either via Zoom or MS Teams, with very short notice, with no hiccups/problems experienced. Assisting other staff in using MS teams or Zoom.

- Assuming additional work, resulting from the COVID-19 pandemic: 87 special MEC meetings, 24 special MECA meetings, and 33 COVID-19 Coordinating Committee meetings. See Appendix A for a detailed list of 2020 meetings.
- Reviewing the statutory committee charters.
- Benchmarking with local and international universities on best practices within the University Secretariat environment.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing. Staff also provided telephonic advice on meeting-related matters as and when required.
- Amending the Council Delegation of Authority Grid and the Senate Delegation of Authority Grid (both were approved in 2020).
- Implementing a slight amendment in the format of minuting for identified committees. The new format will be implemented for all committees in 2021.
- Drafting a document to guide committee members on what is expected from them. The guide was developed due to several comments relating to committee members, which had been included in the 2019 performance reviews of some committees.

- **Challenges in 2020**
  - Late submission of documentation for inclusion in agendas remains a challenge.
  - Linked to the critical challenge above was the poor quality of some of the documents submitted to meetings (poorly written/factually incorrect information).

EMPLOYEE PROFILE

- The Division consists of six permanent employees, classified as follows:
  - One Senior Manager.
  - Four Committee Administrators.
  - One Administrative Assistant.
- Equity profile:

GENDER	DEMOGRAPHICS
Female	Five White One Coloured

- In case of overtime due to delays in other environments, the Committee Administrator discusses the matter with the Senior Manager to take the appropriate time off.

RESOURCE MANAGEMENT AND SUSTAINABILITY

- Financial status of the Division
  - The budget expenditure for 2020 was on target, with no over-expenditure reported.
- Paperless meetings
  - All statutory committees are paperless and agendas and documentation are distributed via Dropbox. Where external committee members did not have access to Dropbox, their meetings packs were sent via email.
  - The use of paperless meetings has been cascaded down within the institution, and staff members have been encouraged to implement paperless meetings at all levels within the UJ.
- Waste management:
  - Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives by recycling paper, limiting printing, printing on both sides, and switching off lights at night.
- Provision of agenda packs to the UJ Archives:
  - The University Secretariat provides agenda packs to the UJ Archives in electronic format (CD).

LEADERSHIP

- Internal leadership impact:
  - Engagement with committee members on all aspects of statutory committees.
  - Engagement with non-committee members who prepare submissions for statutory meetings.
  - Engagement with employees who are responsible for faculty/departmental meetings to advise on agendas and minutes.
  - Engagement with employees who provide support to statutory committee functioning, e.g. Audio-Visual Division, Maintenance.
- National/International leadership impact:
  - Engagement with peers at other higher education institutions to provide and/or receive advice on committee functioning.

CONCLUSION AND WAY FORWARD

The University Secretariat is generally acknowledged as one of the South African higher education sector leaders, and a number of our peer departments engage with us on processes and procedures.

The support and cooperation received from the chairpersons and members of statutory committees have been excellent.

Special words of appreciation to, firstly, the staff in the University Secretariat for their commitment and dedication, as always, to delivering excellent service during this very trying year where we all had to adjust to a new normal with immediate effect; and, secondly, to the Registrar's Office for their continuous support in all aspects relating to work as well as to our wellbeing during the pandemic.

Magdel Duvenage
Senior Manager: University Secretariat
31 March 2021

Appendix A

A cumulative report of services provided by the University Secretariat for meetings held in 2020:

DATE	MEETING
20 January 2020	Management Executive Committee: Commercialisation Committee
21 January 2020	Enrolment Management Committee
27 January 2020	Enrolment Management Committee
28 January 2020	Management Executive Committee
30 January 2020	Management Executive Committee: Academic
03 February 2020	Senate Higher Degrees Committee
04 February 2020	Enrolment Management Committee
05 February 2020	Investment Committee
07 February 2020	ELG informal gathering
10 February 2020	Senate Teaching and Learning Committee
12 February 2020	Projects and Resourcing Committee of Council
17 February 2020	University Research Committee
17 February 2020	Financial Sustainability Committee of Council
18 February 2020	Executive Committee of Senate
19 February 2020	Institutional Forum
20 February 2020	Human Resources and Social Ethics Committee of Council
20 February 2020	Executive Committee of Council
21 February 2020	Special Management Executive Committee
24 February 2020	Management Executive Committee
02 March 2020	Management Executive Committee: Risk Management
04 March 2020	Senate Higher Degrees Committee
05 March 2020	Management Executive Committee: Transformation Committee
09 March 2020	Special Management Executive Committee
12 March 2020	Senate
15 March 2020	Special Management Executive Committee
16 March 2020	Special Management Executive Committee
17 March 2020	Management Executive Committee
19 March 2020	Special Management Executive Committee
19 March 2020	Council
24 March 2020	Special Management Executive Committee
26 March 2020	Special Management Executive Committee
27 March 2020	Special Management Executive Committee (a)
30 March 2020	Special Management Executive Committee (b)
30 March 2020	Special Management Executive Committee

31 March 2020	Special Management Executive Committee
01 April 2020	Special Management Executive Committee
02 April 2020	Special Management Executive Committee
03 April 2020	Special Management Executive Committee
03 April 2020	COVID-19 Coordinating Committee
06 April 2020	Special Management Executive Committee
07 April 2020	Special Management Executive Committee
07 April 2020	Special Management Executive Committee: Academic
07 April 2020	Senate Higher Degrees Committee
08 April 2020	Special Management Executive Committee
08 April 2020	COVID-19 Coordinating Committee
09 April 2020	Special Management Executive Committee
14 April 2020	Special Management Executive Committee
14 April 2020	Management Executive Committee: Commercialisation Committee
15 April 2020	Special Management Executive Committee
15 April 2020	Special Financial Sustainability Committee of Council
16 April 2020	Special Management Executive Committee
16 April 2020	Special Management Executive Committee: Academic
17 April 2020	Special Management Executive Committee
17 April 2020	COVID-19 Coordinating Committee
20 April 2020	Special Management Executive Committee
21 April 2020	Management Executive Committee
22 April 2020	Special Management Executive Committee
23 April 2020	Special Management Executive Committee
23 April 2020	Senate Research Ethics Committee
23 April 2020	Special Management Executive Committee: Academic
24 April 2020	Special Management Executive Committee
24 April 2020	COVID-19 Coordinating Committee
28 April 2020	Special Management Executive Committee
29 April 2020	Special Management Executive Committee
29 April 2020	COVID-19 Coordinating Committee
30 April 2020	Special Management Executive Committee (a)
30 April 2020	Special Management Executive Committee (b)
30 April 2020	Special Management Executive Committee: Academic
01 May 2020	Special Management Executive Committee
04 May 2020	Special Management Executive Committee
04 May 2020	Senate Higher Degrees Committee

05 May 2020	Special Management Executive Committee
05 May 2020	Investment Committee
06 May 2020	Special Management Executive Committee
06 May 2020	University Research Committee
07 May 2020	Special Management Executive Committee
07 May 2020	COVID-19 Coordinating Committee
07 May 2020	Special Management Executive Committee: Academic
08 May 2020	Special Management Executive Committee
11 May 2020	Special Management Executive Committee
11 May 2020	Executive Committee of Senate
12 May 2020	UJ Trust
13 May 2020	Special Management Executive Committee
13 May 2020	Projects and Resourcing Committee of Council
14 May 2020	Special Management Executive Committee
14 May 2020	Senate Teaching and Learning Committee
15 May 2020	Special Management Executive Committee
15 May 2020	COVID-19 Coordinating Committee
18 May 2020	Special Management Executive Committee
18 May 2020	Institutional Forum
18 May 2020	Financial Sustainability Committee of Council
19 May 2020	Management Executive Committee
20 May 2020	Special Management Executive Committee: Academic
20 May 2020	Audit and Risk Committee of Council
21 May 2020	Special Management Executive Committee
21 May 2020	Human Resources and Social Ethics Committee of Council
21 May 2020	Executive Committee of Council
21 May 2020	Remuneration Committee of Council
22 May 2020	COVID-19 Coordinating Committee
25 May 2020	Special Management Executive Committee
26 May 2020	Special Senate
27 May 2020	Special Management Executive Committee
27 May 2020	COVID-19 Coordinating Committee
28 May 2020	Management Executive Committee: Risk Management
29 May 2020	Special Management Executive Committee
01 June 2020	Special Management Executive Committee
01 June 2020	Senate Higher Degrees Committee
02 June 2020	Management Executive Committee: Transformation Committee

02 June 2020	COVID-19 Coordinating Committee
03 June 2020	Special Management Executive Committee
03 June 2020	Special Management Executive Committee: Academic
04 June 2020	Senate
08 June 2020	Management Executive Committee: Breakaway
09 June 2020	Management Executive Committee
10 June 2020	Special Institutional Forum
10 June 2020	COVID-19 Coordinating Committee
11 June 2020	Special Management Executive Committee: Academic
11 June 2020	Special Human Resources and Social Ethics Committee of Council
11 June 2020	Council
12 June 2020	Special Management Executive Committee
15 June 2020	Special Management Executive Committee
17 June 2020	Special Management Executive Committee
17 June 2020	Special Management Executive Committee: Academic
19 June 2020	Special Management Executive Committee
19 June 2020	COVID-19 Coordinating Committee
22 June 2020	Special Management Executive Committee
24 June 2020	Special Management Executive Committee
24 June 2020	Special Management Executive Committee: Academic
26 June 2020	Special Management Executive Committee
26 June 2020	COVID-19 Coordinating Committee
13 July 2020	Special Management Executive Committee
15 July 2020	Special Management Executive Committee
15 July 2020	Special Management Executive Committee: Academic
16 July 2020	Special University Research Committee
17 July 2020	Special Management Executive Committee
17 July 2020	COVID-19 Coordinating Committee
20 July 2020	Special Management Executive Committee
20 July 2020	Management Executive Committee: Commercialisation Committee
22 July 2020	Special Management Executive Committee
22 July 2020	Special Management Executive Committee: Academic
24 July 2020	Special Management Executive Committee
24 July 2020	COVID-19 Coordinating Committee
27 July 2020	Special Senate
28 July 2020	Management Executive Committee
31 July 2020	Special Management Executive Committee

31 July 2020	COVID-19 Coordinating Committee
03 August 2020	Special Management Executive Committee
03 August 2020	Senate Higher Degrees Committee
03 August 2020	Investment Committee
04 August 2020	Management Executive Committee: Academic
05 August 2020	Audit and Risk Committee of Council
07 August 2020	Special Management Executive Committee
07 August 2020	COVID-19 Coordinating Committee
11 August 2020	Institutional Forum
12 August 2020	Special Management Executive Committee
12 August 2020	Projects and Resourcing Committee of Council
12 August 2020	Special Management Executive Committee: Academic
13 August 2020	Executive Committee of Senate
14 August 2020	Special Management Executive Committee
14 August 2020	COVID-19 Coordinating Committee
17 August 2020	Special Management Executive Committee
17 August 2020	Financial Sustainability Committee of Council
19 August 2020	Special Management Executive Committee
19 August 2020	University Research Committee
19 August 2020	Special Management Executive Committee: Academic
20 August 2020	Human Resources and Social Ethics Committee of Council
20 August 2020	Executive Committee of Council
21 August 2020	Special Management Executive Committee
21 August 2020	COVID-19 Coordinating Committee
24 August 2020	Senate Teaching and Learning Committee
25 August 2020	Management Executive Committee
26 August 2020	Management Executive Committee: Risk Management
26 August 2020	Special Management Executive Committee: Academic
27 August 2020	UJ Awards Committee
28 August 2020	Special Management Executive Committee
28 August 2020	COVID-19 Coordinating Committee
31 August 2020	Special Management Executive Committee
02 September 2020	Special Management Executive Committee: Academic
03 September 2020	Special Management Executive Committee
04 September 2020	COVID-19 Coordinating Committee
07 September 2020	Special Management Executive Committee
09 September 2020	Special Management Executive Committee: Academic

10 September 2020	Special Management Executive Committee
10 September 2020	Senate Higher Degrees Committee
11 September 2020	COVID-19 Coordinating Committee
14 September 2020	Special Management Executive Committee
14 September 2020	Management Executive Committee: Commercialisation Committee
15 September 2020	Senate Research Ethics Committee
16 September 2020	Senate
17 September 2020	COVID-19 Coordinating Committee
17 September 2020	Special Institutional Forum
22 September 2020	Special Human Resources and Social Ethics Committee of Council
22 September 2020	Council
28 September 2020	Management Executive Committee
29 September 2020	Executive Leadership Group: Strategic Breakaway
30 September 2020	Executive Leadership Group: Strategic Breakaway
01 October 2020	Special Management Executive Committee
01 October 2020	Management Executive Committee: Transformation Committee
02 October 2020	COVID-19 Coordinating Committee
05 October 2020	Special Management Executive Committee
06 October 2020	University Research Committee
07 October 2020	Special Management Executive Committee: Academic
08 October 2020	Special Management Executive Committee
08 October 2020	Executive Committee of Senate
12 October 2020	Special Management Executive Committee
12 October 2020	Senate Higher Degrees Committee
13 October 2020	Projects and Resourcing Committee of Council
14 October 2020	Special Management Executive Committee: Academic
14 October 2020	Audit and Risk Committee of Council
15 October 2020	Special Management Executive Committee
15 October 2020	Senate Teaching and Learning Committee
16 October 2020	COVID-19 Coordinating Committee
19 October 2020	Financial Sustainability Committee of Council
20 October 2020	Management Executive Committee
21 October 2020	Special Management Executive Committee: Academic
22 October 2020	Special Management Executive Committee
22 October 2020	Human Resources and Social Ethics Committee of Council
22 October 2020	Executive Committee of Council
26 October 2020	Special Management Executive Committee

26 October 2020	Institutional Forum
28 October 2020	Special Management Executive Committee: Academic
29 October 2020	Special Management Executive Committee
29 October 2020	COVID-19 Coordinating Committee
30 October 2020	Enrolment Management Committee
02 November 2020	Management Executive Committee: Strategic Breakaway
03 November 2020	Special Management Executive Committee
03 November 2020	Management Executive Committee: Strategic Breakaway
04 November 2020	Management Executive Committee: Strategic Breakaway
05 November 2020	Senate Higher Degrees Committee
09 November 2020	Management Executive Committee: Transformation Committee
09 November 2020	UJ Trust
10 November 2020	Special Management Executive Committee: Academic
11 November 2020	COVID-19 Coordinating Committee
11 November 2020	Senate
12 November 2020	Special Management Executive Committee
12 November 2020	Investment Committee
16 November 2020	Management Executive Committee: Risk Management
17 November 2020	Management Executive Committee: Academic
18 November 2020	Special Institutional Forum
19 November 2020	Special Management Executive Committee
19 November 2020	Remuneration Committee of Council
19 November 2020	Special Human Resources and Social Ethics Committee of Council
19 November 2020	Council
20 November 2020	Council Workshop
24 November 2020	Management Executive Committee
26 November 2020	Special Management Executive Committee
26 November 2020	Special Management Executive Committee: Academic
27 November 2020	COVID-19 Coordinating Committee
30 November 2020	Special Management Executive Committee

THANK YOU
for complying with the Covid-19 regulations.

UNIVERSITY OF JOHANNESBURG

Please note that non-compliance with Covid-19 regulations is an offence that could lead to disciplinary action.

The Future Reimagined

Occupational Health Practice

CONTENTS

1. OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

1.1 Operating context

The Registrar's Portfolio is home to the Occupational Health Practice (OHP). The OHP is represented on all campuses through the campus health clinics. (The clinic model accommodates both the OHP and the Primary Healthcare Service).

Since its inception in 2004, the OHP has matured into a comprehensive medical service consisting of a team of eight people. Three full-time occupational health nursing professionals assume responsibility for the four campuses (DFC and SWC Campuses are combined). The rationale for appointing such professionals per site is to allow in-depth knowledge of each site, its processes, staff risk profiles, risks and hazards. The chosen model enables rapid response to anomalies, emergencies and incidents, and allows trust to develop between the staff and the OHP Practice. An Occupational Medicine practitioner is the designated medical officer and visits three days per month. An administrative assistant manages logistics, and two student assistants take care of essential filing and deliveries.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organization. Occupational health is a globally advanced nursing/medical discipline as a specialist role for professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The UJ Occupational Health Practice operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication at an institution.

The risk-based approach of the OHP incorporates wide collaboration and consultation with the Occupational Safety department, risk management and event risk management internally, and with external peers in healthcare, food safety, travel medicine and agencies such as the World Health Organization and the International Commission on Occupational Health.

Employees are our principal clientele; however, contractors, students and visitors may be adopted as clients of this Practice in case of injuries on site or exposure to occupational health risk. Legal instruction and programmes such as occupational health risk assessment, resilience programmes, injury management, incapacity assessment, travel health, food safety monitoring and medical surveillance are therefore chiefly intended for the UJ employee.

1.2 Governance structures and quality management

1.2.1 Governance structures

Designation as an 'organisation performing a health service'

In 2005, an application under section 38A of the Nursing Act 50 of 1978 submitted to the Department of Health (DOH) for a clinic permit and granted. The Director-General designated UJ as an organisation performing a health. The Occupational Medicine Practitioner (OMP), in accordance with the said designation, authorises Occupational Health Nursing Practitioners (OHNPs) under section 56(6) of the new Nursing Act 33 of 2005 to perform a service within an organisation with reference to physical examination of any person, diagnosing any physical defect, illness or deficiency in any person, and keeping of prescribed medicines and the supply, administering or prescribing thereof on the prescribed conditions. Professional Nurses therefore hold Dispensing Licences to conduct these roles. Medication is procured on this basis and stored in accordance with the licence requirements.

Institutional structure and professional accountability

The Occupational Health Nursing Practitioners, the Occupational Medicine Practitioner and the administrative staff report to the Head OHP. In turn, the Head reports to the Registrar. The strategic and

operational core is at APK. From here, clinicians at each campus are guided and enabled to attain campus equivalence and accessibility. The structure, through the Occupational Health Committee, provides for institutional accountability. Memberships of professional bodies closely observed to ensure professional accountability and compliance with codes of competence and ethics.

Regulatory frameworks

The regulatory framework further governs nursing qualifications and registrations, and includes scopes of practice, Codes of Good Practice, SA National Standards such as on Spirometry, Audiometry, noise pollution, and event medical risk management.

The International Labour Organization and the Code of Ethics adhered to, the international legal-ethical framework including the relevant conventions, ratifications and recommendations for Occupational Health Services (by the International Commission on Occupational Health).

1.2.2   Quality Management

Self-evaluation is a primary focus of this Practice, and the highly positive client experience is evident in client satisfaction surveys and a narrative feedback register.

Committees

The Occupational Health Committee governed in accordance with its charter, reporting to the Registrar's portfolio. The Head of this Practice is a member of the COVID-19 Coordinating Committee, Graduation Committee and a permanent invitee to the MEC Risk Management Committee. The Committees for Persons with Disabilities, Risky Student Behaviour and Wellness supported, as well as all Campus Forums.

Policy reviews

In accordance with the cyclic review, policy and procedure documents reviewed regularly.

Reports

OHP reports in varying formats serve at the MEC Risk Management Committee, Registrar's Exco, MEC and the Projects and Resourcing Committee of Council. An annual Integrated Occupational Health and Safety Report compiled collaboratively between the two respective departments at UJ, in fulfilment of the UJ Compliance Report to DHET.

1.3   Risk Management

This section of the Report encompasses the essence and key focus areas of an Occupational Health service, and, in summary, includes:

1.3.1   Risk management fundamentals, legal mandate; focus areas

Fundamentals

Risk management is fundamental to the Practice. Safe work and occupational health are constructs regulated by the International Labour Organization and the International Commission on Occupational Health.

National law prescribes that the employer 'shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and **without risk to the health of his employees**' (Occupational Health and Safety Act 85 of 1993, as amended) (OHSA). The OHSA further recognizes the unique clinical roles of the Occupational Medicine Practitioner (Dr) and the Occupational Health Nursing Practitioner (Professional Nurse specialized in Occupational Health Nursing Science).

Legal mandates

At UJ, the OHP takes care of the two legal mandates directed to the occupational medical and nursing staff, in service of an organization and acting on behalf of the employer, these being:

- **Medical Surveillance Programme**
  Any employee exposed to hazardous chemicals, biological agents, noise, asbestos and lead must be assimilated into the medical surveillance programme as designed and executed by the occupational health team.

- **Health Risk Assessment Programme**

  The employer shall ensure that this programme determines if any employee is exposed to hazardous substances by any route of intake.

Focus areas of the Portfolio

Focus areas have been established around UJ occupational health risk, to achieve optimal cover for risk assessment and risk control. The philosophy is 'early identification, anticipation and control'.

The seven focus areas of the UJ OH portfolio are therefore indicators of risk assessment and control programmes and consist of:

1.3.2 Emerging/potential health risk identification

1.3.2.1 Health risk assessment

Occupational health risk: either identified through the planned programme of two-yearly outsourced assessments by Occupational Hygienists or by the UJ OH team during site visits. The audit intervals occur in accordance with the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. Emerging risk, however, assessed in addition to the annual audit plan - as it arises.

Risk assessments: tailored as qualitative risk assessments, as reflected in the heat maps that have been developed for each campus and for UJ as an entity. Quantitative surveys are added to measure general ventilation rates, ergonomics, levels of chemical/biological agents, illumination, noise and extraction ventilation. Audit reports provide substantiated risk rankings, advisories on training, signage and suggested medical surveillance for vulnerable (exposed) groups.

Table 1 provides an overview of all Occupational Health risks identified to date, as well as controls and mitigation strategies.

Table 1   Overview: Occupational health risk and controls

NO	RISK	CONTROL	CONTROL ACTION PLAN
1	**Occupational Risks to health present at UJ**	Health Risk Assessment	Prioritized risk spaces and practices audited at legally prescribed intervals. Focus areas are on Water Quality, Hazardous Chemical Substances, Hazardous Biological Agents and Indoor Air Quality
2	**Persons at risk of occupational exposures**	Medical Surveillance Programme	Persons are assessed clinically in accordance with the Health Surveillance matrix for exposure effects
3	**Persons at risk of radio-active contamination**	Radiation Exposure Risk governance	Baseline medical assessment prior to registration as Radiation Worker. Periodic assessments. Dosimetry. Licensing process in collaboration with Radiation Protection Officer.
4	**Persons at risk of communicable, destination-bound or endemic disease and air travel risk**	Travel Health Programme	Pre-travel medical immunizations. Chemoprophylaxis. Travel first aid kit. Travel advisories issued to UJ population upon receipt of alerts. Liaison with national/international agencies. Notifications of local travel to ER24 to ensure dedicated response and stabilization of patients.
5	**Foodborne Disease outbreaks resulting in acute incapacity and reputational risk**	Food Safety auditing programme	Quarterly external auditing; results are interpreted and relayed to Registrar, Campus Directors, Property Management and (every 6 months) to the MEC Risk Management Committee.

6	**Medical emergencies and fatalities precipitated by official UJ events**	Event medical risk management	Comprehensive event medical risk planning. ER24 is contracted when indicated; SANS 10366:2015 engaged as guideline to allocate resources. Medical Plan for on-site response. On-site attendance and situation reporting at high-risk events. Notification of academic tours to enable remote medical response, stabilizing and transfer of patients as per contract.
7	**Disaster medical risk**	Triage Plan	Disaster Room equipped and maintained. Basic Life Support training arranged annually for Professional Nurses. Emergency room at all clinics equipped with emergency trolleys and protocols written.
8	**Outbreaks of communicable disease**	Environmental scanning	Clinical Management Guidelines obtained and updated from DOH; distribution to Health Care professionals. Continual risk scanning and contextual interpretation. Immunization campaigns National professional network established. Personal Protective Equipment to UJ Healthcare workers Post Exposure Prophylaxis to those exposed. UJ Management Plan
9	**Potential delayed response time to medical emergencies at UJ campuses and sports facilities**	UJ medical response default plan	Medical response by Protection Services responders and Health Professionals by default. Control room staff requests our assistance when needed. Island Risk Assessment conducted and Risk Action Plan operationalized. Triage plans designed for each campus control room. First aid room created and equipped at QK building.
10	**Confidentiality breach**	Confidentiality agreement	Confidentiality agreements signed by all Occupational Health staff.

1.3.2.2 Health risk interpretation and response

All identified health risk filtered, contextualized and captured in the OHP risk register and considered for the Registrar's risk register. The Registrar places serious risk items on the agenda of the MEC Risk Management Committee for noting, actioning or uptake into the Institutional risk register. Acute risk, however, is addressed immediately through telephonic or emailed contact and memorandums to relevant management structures.

The risks identified by the OHP that are recorded in the three risk registers are reflected in Table 2.

Table 2 UJ risks recorded in three UJ Risk Registers

RISK	OHP REGISTER	REGISTRAR'S REGISTER	INSTITUTIONAL RISK REGISTER
1. Event Medical Risk			
2. Delayed response to medical emergencies on campus			
3. Travel health risks related to official travel of all stakeholders			
4. Exposure of students and staff to infectious and hazardous agents			
5. Food borne disease outbreaks due to lacking practices by food tenants at UJ			
6. Quality and quantity of water supply to campuses			

1.3.3 Occupational Health Risk Auditing 2020

1.3.3.1 Occupational Health Risk Audit Plan 2020

The annual audit plan 2020 for health risk, given legal prescription and prevailing hazards, included 182 units of work including UJ Outliers that are assessed by OMP, as shown in Table 3. Emerging Covid-19 risk prompted a complete cessation of the 2020 Occupational Health Risk assessment.

Table 3 Health Risk Audit Plan 2020 (182 units of work)

CAMPUS	ENTITY	UNITS OF WORK 1 UNIT: 1 H	SERVICE PROVIDER	COST	AUDIT DATE
Outsourced Occupational Hygiene surveys	**FS**	1	Not done due to lockdown		2020
	FEBE	1	Not done due to lockdown		2020
	FADA	1	Not done due to lockdown		2020
	Food Safety Audits 4 rounds	4	LTL Consultants		Mar & Nov 2020
Subtotal = 7					
APB	**Main gate**	0.5	AH; DM		2020-02
	Auxiliary: Chemical storage depot at the residences	1	AH; DM		2020-02
	Gardeners storage area	0.5	AH; DM		2020-05
	Campus Health facility	1	AH; DM		2020-02
	FADA (Graduate School of Architecture, Fashion Design, Library)	4	AH; DM		2020-01
	Campus Director's Office	0.5	AH; DM		2020-02
	Property Management – new premises at the Campus Directors offices	0.5	AH; DM		2020-08
	LIC	1	AH; DM		2020-08
	Maintenance	1	AH; DM		2020-06
	Sport Fields	1	AH; DM		2020-06
	Faculty of Management	1	AH; DM		2020-10
	Research Village 1-5	2.5	AH; DM		2020-05
	SRC	1	AH; DM		2020-08
	PsyCaD	1	AH; DM		2020-08
	Research Village 6-10	2.5	AH; DM		2020-10
	Protection Services offices	1	AH; DM		2020-02
Subtotal = 20					

SWC	Cleaning services dept.	2	DM; MT		2020-05
	LIC	3	DM; MT		2020-07
	Arena: Imbizo/VIP/Arts & Culture	1	DM; MT		2020-07
	Law Clinic	2	DM; MT		2020-09
	Protection Services	2	DM; MT		2020-05
	Campus Health Services	2	DM; MT		2020-11
	Technical Services	4	DM; MT		2020-03
	Faculty of Humanities	2	DM; MT		2020-09
	Science Laboratory	2	DM; MT		2020-11
	Sports Centre	3	DM; MT		2020-01
	Sports Clubhouse	1	DM; MT		2020-01
	Subtotal = 24				
APK	Faculty of Education	4	ML; DM		09/2020
	APK Library	2	ML; DM		17/03/2020
	Geology	2	ML; DM		04/2020
	Spectrum	2	ML; DM		04/2020
	Electrical Engineering	0.5	ML; DM		03/2020
	Mechanical Engineering	2	ML; DM		03/2020
	Geography	2	ML; DM		04/2020
	APK Operations	2	ML; DM		06/2020
	Campus Health Services	1	ML; DM		23/01/2020
	Student Enrolment Centre	1	ML; DM		17/03/2020
	Physics	3	ML; DM		10/2020
	Transport	1	ML; DM		07/2020
	Photonics Lab F/U	1	ML; DM		06/2020
	ICS	3	ML; DM		07/2020
	Auxiliary Services	3	ML; DM		11/2020
	Civil Engineering	2	ML; DM		05/2020
	UJ Pers	1	ML; DM		10/2020
	Assessment Centre	1	ML; DM		05/2020
	Aquarium	1	ML; DM		01/2020
	Subtotal = 47				

DFC	QK Building	2	DM; MT		2020-09
	JOB – 6th floor	2	DM; MT		2020-05
	Stores & procurement	1	DM; MT		2020-01
	SRC Quadrum building	1	DM; MT		2020-06
	Control Room	0.5	DM; MT		2020-03
	Student Housing office (wall)	0.5	DM; MT		2020-01
	Student Judiciary Services	0.5	DM; MT		2020-01
	Maropeng building G, 1 & 2	2	DM; MT		2020-09
	Chemical Engineering	6	DM; MT		2020-02
	Water Lab	1	DM; MT		2020-05
	Biotechnology	0.5	DM; MT		2020-02
	Coffin Building	0.5	DM; MT		2020-02
	Metal Casting	1.5	DM; MT		2020-07
	Podiatry	1.5	DM; MT		2020-07
	Chemical Sciences	6	DM; MT		2020-03
	EMS Department	2	DM; MT		2020-08
	Big Jim (Stud Centre)	0.5	DM; MT		2020-01
	DFC Health Training Clinics	10	DM; MT		2020-03
	Campus Health Clinic	1	DM; MT		2020-03
Subtotal = 40					
Outliers, assessed by OMP	UJ Stadium	2	DM		2020-02
	Sport Fields West Sport, Orban, Astro; cricket field	4	DM		2020-01
	Buxton	2	DM		2020-02
	Molesley Avenue	4	DM		2020-03
	Language unit	4	DM		2020-04
	VC residence	4	DM		2020-05
	Statkon	4	DM		2020-06
	Devland Campus	4	DM		2020-07
	Technical Transfer Office	4	DM		2020-08
	Twinckleham & Henley House – APB	4	DM		2020-09
	Guesthouse – APB	4	DM		2020-10
	TO BE ANNOUNCED	4	DM		2020-11
Subtotal = 44					
TOTAL = 182					

1.3.3.3 Advisories regarding travel risk

Outbound UJ official travellers exposed to a unique set of occupational destination health risks. For this purpose and in line with the provisions of the OHSA to assess all risks associated with work, the OHP screens the global risks to health in order to alert travellers to potential risk. In addition, medical pre-travel health assessments and vaccinations conducted on travellers to determine fitness to travel and mitigate vaccine-preventable disease.

If the degree of risk is unreasonably high, a UJ travel alert issued to inform and advise against travel to high-risk areas, such as during the Ebola and COVID-19 outbreaks. Circulars posted on the Intranet as risk emerges.

The 2020 Covid-19 lockdown highly limited the number of officials travelling.

1.3.3.4 UJ Occupational Health risk profile

- Compilation of the qualitative UJ Occupational Health risk profile

  Information collected from audit reports and site visits at UJ in the past 17 years since inception of this Practice has resulted in the development of a UJ Occupational Health Risk Profile per campus and ultimately an integrated profile for UJ as a whole (Figure 1).

  The control banding methodology (qualitative health risk assessment) is enlisted in the rating of hazards and risks.

  The risk score expressed as a function of impact and probability and indicates the priority of a health hazard, namely low, moderate or high risk. Indices for the variables impact, probability, risk score and risk priority appear in Table 4. The profile updated as risk assessments become available.

- UJ qualitative Occupational Health Risk Profile

Figure 1   UJ global Qualitative Occupational Health Risk Profile 2019/2020
*updated Dec 2019

		IMPACT				
		1	**2**	**3**	**4**	**5**
PROBABILITY	**1**	CHS APK IOHA DFC ACSSE APK Melrose Place APK APK Squash Courts DFC Research & Innovation APK Humanities APK Student Support Offices SWC Bram Fischer SWC Enoch Sontonga SWC TW Khambule	Photonics labs APK Campus Director's office DFC Student Judicial Services DFC LIC APB ICS APB CHS SWC APK Law Clinic APK Assessment Centre DFC Transport Dept. DFC Stores DFC Procurement Commercial Accounting SWC JBS APK Akanya House APK Stores DFC Biokinetics Centre DFC Accounts Payable Department DFC CAA DFC Enrolment DFC NSFAS Office DFC Tender Office DFC FEBE DFC Community Relations DFC Marketing & Brand SWC PsyCad SWC LanCSAC APB STH JBS APK Science Faculty Mechanical Workshop	Cleaning chemical stores APK E les Computer labs APK PsyCAD DFC Food Technology DFC APK CBE DFC University Relations (Comm & Mark) SWC Academic Development Centre SWC Centre for Entrepreneurship APB Biokinetics Centre APB Gym JIAS APK Sophiatown Cleaner Stations APK Zoology Dept.		
PROBABILITY	**2**		LIC SWC APK Internationalization APK UJ Gym APK Biochem Labs APK Graduation Coordination Office UJ Metropolitan Academy	Laser Research Centre DFC Protection Services Main Gate APB Law Clinic SWC DFC PEETS UJ Stadium APK Law Faculty APK B5 DFC Physics Laboratories SWC uKhamba Building	Cleaning Services SWC UJ Island APB Paper Mill	

PROBABILITY					
3		APK Student Governance & SRC Offices	Auxiliary services APK, LIC APK, Elec Engineering APK, APK Carpentry Workshop, DFC Assets, DFC Development & Fundraising, APB Chemical Stores, APK Education Faculty, DFC Biomedical Technology, DFC Biotechnology, APB Industrial Design, APB Visual Arts, APB Jewelry Design	SEC APK, LIC DFC, Cleaner store rooms DFC, Tech & Elec station DFC, Elec & Aux store room DFC, Plumbing & gardening services DFC, Physiology & anatomy labs DFC, SRC Offices DFC, Imbizo Building Complex SWC, APK Day Houses, DFC Quadrum Building, DFC Maropeng Printing Room, APB Garden Services, UJ Buxton	
4				Operations offices APK, Student Housing office DFC, Protection Services DFC, UJ Orban & Oval Fields	Tech services APK, APK C2 Chemistry Labs, UJ West Sport
5					APK Waste Sorting Area

Table 4   Indices for probability, impact, risk score and risk priority

	PROBABILITY		IMPACT		RISK SCORE		RISK PRIORITY
1	Unlikely	1	Rarely	1	Insignificant – no health effect		Low risk
2	Some Chance	2	Occasionally	2	Reversible health effect, minor		
3	Could Occur	3	Often	3	Seek medical help, temporary		Moderate risk
4	Good Chance, Probable	4	Frequently	4	Irreversible health effect, permanent		High risk
5	Will Occur	5	Continuously	5	Disabled/Fatality		

Table 5 depicts the qualitative Occupational Health risk priorities per campus.

Table 5 Qualitative Occupational Health risk priorities per campus

RISK PRI-ORITY	APK	APB	DFC	SWC	Outliers
LOW RISK	**Photonics labs** Laser exposure Loose cables **Campus Health Service (CHS)** HBA exposure Bird droppings on windows **ACSSE APK** Rook leaks Recent Arson Unsecured HVAC & DB Box Rooms Ineffective Air-conditioning **APK Melrose Place** One emergency exit **APK Law Clinic** Urine smell outside Poor ventilation Stray cats **APK Assessment Centre** Cold environment Low humidity **APK Squash Courts** No Hazards **Akanya Building** Fire Risk Chemical Exposure **APK Stores** Trip Hazards First Aid Box Expired **APK** Internationalization Ergonomic Strain Trip Hazards **APK UJ Gym** Biohazards Trip Hazards Poor Ventilation **APK Humanities** Obstructed Emergency Exit Dirty Windows **APK Student Support** Dusty extractor vents **APK Science Faculty Mechanical Workshop** Metal Activities Sharp Blades Gas Cylinders Safety Signage **APK Biochem Labs** Dirty showers Loose gas pipes	**LIC** Poor storage of chemicals Confined spaces can cause injury Poor lighting in electronic equipment room **ICS** Risks resolved **APB STH** Ergonomic Strain	**Campus Director's office** Dust due to poor housekeeping -Poor wiring system of electric & network cables -Swallow birds nesting outside the office can have a negative health effect. **Student Judicial Services** Mould formation in the printing room and toilets can have a negative heath effect to occupants. -Roof leaks damaged ceiling can fall and cause injuries to occupants. **IOHA office** -Peeling paint with mould formation can cause ill health -Loose cables under the reception counter can cause electrocution. **DFC Transport Department** Cockroaches/Pests **DFC Stores** Dirty carpets Poor housekeeping Poor ventilation **DFC Procurement** Poorly ventilated areas **DFC Research & Innovation** Poor Air-conditioning **DFC Biokinetics** Dust Trip Hazards **DFC Accounts Payable** Noise Lack of Toilet Facilities **DFC CAA** Poor Ventilation **DFC Enrolment** Poor Ventilation No Kitchen Trip Hazards **DFC NSFAS Office** Unsecured Door Trip Hazards **DFC Tender Office** Trip Hazards Expired Fire Equipment Poor Ventilation **DFC FEBE** Poor Ventilation Expired First Aid Box Trip Hazards **DFC Community Relations** Trip Hazards Pests **DFC Marketing & Brand** Poor Ventilation Poor Illumination Roof Leaks	**LIC** Poor storage of food parcels for Hygiene Controllers. Exposed electric wires and electricity box door not closing properly. Poor ventilation in the sorting room Roof leaks damaging ceiling. **CHS** Transmission of communicable & airborne disease due to poor ventilation system. Inhalation of cleaning chemical due to incorrect storage Birds' nests outside the clinic door and windows Noise pollution – from Student Centre **Commercial Accounting SWC** Poor ventilation Roof leaks **SWC PsyCaD** No Emergency Door Access Trip Hazards Poor Ventilation **SWC LanCSAC** Trip Hazards **SWC Bram Fischer** Dirty Carpets Broken ceiling Ergonomics **SWC Enoch Sontonga** Dead bulbs **SWC TW Khambule** No hazards	**JBS** Air conditioner malfunction Overcrowding
	15	3	17	8	1

RISK PRI-ORITY	APK	APB	DFC	SWC	Outliers
MODE-RATE RISK	**Library & Bindery Ventilation risk** Chemical exposure Fume exposure NIHL Physical injuries **Central Cleaning Chemical stores** Chemical exposure Emergency shower in middle of store **E-Les Computer labs** Poor ventilation Overcrowding Loose cables **Auxiliary services** Poor housekeeping Poor ventilation in offices **Electrical Engineering** Voltage-electrocution Poor housekeeping **APK Law Faculty** Faulty emergency exit Dust exposure **APK B5 Building** Dust exposure Asbestos ceiling Trip hazards No access to emergency exit **APK Day Houses** Poor housekeeping Fire risk Biological hazards Smoking exposure **APK Carpentry Workshop** Wood Dust Obstacles on Floor High noise levels Poor housekeeping **APK CBE** No emergency exit Expired first aid box Electrical hazards **APK Sophiatown Cleaner Stations** Chemical Spillages Lack of Space **APK Zoology** Ergonomics Dirty Bathrooms Poor Housekeeping Roof leaks	**Main gate** Diesel fume exposure Noise and exhaust fumes concentrated at bus stop and inhaled by staff at entrance gate **APB Biokinetics** Chemical Exposure Noise exposure Roof leaks **APB Paper Mill** High level noise exposure Heavy lifting Extreme weather conditions **APB Garden Services** Poor housekeeping Chemical exposure Dust exposure Lack of PPE Ergonomic hazards Occasional flooding **APB Garden Services** Poor packing No MSDS Incomplete PPE Ergonomics	**Laser Research Centre** Exposure to biological agents due to poor management of waste station. Musculoskeletal- and respiratory diseases due to extremely cold (cryogenic) working conditions. **PsyCaD** Dust exposure from damaged ceiling & poor housekeeping can cause ill health. Food poisoning due to poor storage. Sinkholes in the assessment room can lead to injuries and damage to property Mould in the printing room ceiling can cause respiratory diseases. **DFC PEETS** Poor housekeeping Electric shock risk Chemical exposure HBA's Poor illumination Roof leaks **Food Technology** Non-fresh air Physical Hazards Blocked floor drainage system Unmaintained bathroom **DFC University Relations** Roof Leaks Stressed Employee Poor Housekeeping Biohazard **DFC Physics Laboratories** Dust exposure Poor lighting Poor ventilation Cracked walls No fire alarms **DFC Assets** Exposure to noise No first aid box Trip hazards Smoking/Vaping **DFC Development & Fundraising** Biohazards Damaged exit door Tools in fire equipment compartment **DFC Quadrum Building** Poor building structure Poor housekeeping Biological hazards Pests **DFC Maropeng Printing Room** No medical surveillance Dust exposure Injury risk Obstructed emergency exit	**Law Clinic** Flooding of the reception and waiting area due to poor drainage system. Respiratory diseases due to bird droppings. **SRC Offices SWC** Poor ventilation Extreme temperatures Dust exposure **Imbizo Building Complex** No emergency exit to Arts office Poor housekeeping Chemical fume exposure Poor maintenance Physical injury risk **SWC Academic Development Centre** Pests Trip hazards Electric hazards **SWC Centre for Entrepreneurship** Physical injury hazards Trip hazards Biological hazard **SWC Ukhamba Building** Injury risk Electric hazards Biohazards Poor ventilation Ergonomic hazards Noise exposure	**UJ Island** Drowning risk Zoonotic Risk Extreme weather exposure Snake bites risk **UJ Stadium** Poor ventilation Possible asbestos roof Poor housekeeping Stray animals **JIAS** Injury risk Trip hazards Pests
	12	**5**	**10**	**6**	**3**

| RISK PRI-ORITY	APK	APB	DFC	SWC	Outliers
HIGH RISK	**Technical Services** Poor house keeping **Operations office** Poor stacking Fire risk Strenuous physical work **SEC Office** No bathrooms for persons with disabilities **APK Waste Sorting Area** Fire hazards Poor hygiene No medical surveillance Toxic chemical exposure Hazardous Biological Agents **C2 Chemistry Labs** Chemical hazards Poor housekeeping Fire hazards Injury risk Poor waste management Electric hazard Expired fire equipment	**APB Gym** Injury risk Ceiling leaks Expired fire equipment	**LIC** Dust exposure due to poor housekeeping and ventilation: can cause respiratory diseases. Musculoskeletal problems due to incorrect ergonomics techniques when pushing book trolleys. **Cleaner store rooms** Poor housekeeping can cause physical injuries and ill health. Water pollution due to improper decanting of chemicals **Tech & Elec station** Poor housekeeping that cause ill health and physical injuries. Electrocution, trips and falls can occur due to exposed live electric wires. **Elec & Aux store room** Poor waste management of pigeon dropping can cause serious health effects Poor housekeeping can cause fire in the storeroom. **Plumbing & gardening services** Exposure to paint and exhaust fumes due to poor ventilation. Trip and falls due to electric cable on the walkway. Poor housekeeping can cause ill health and physical injuries. Exposure to dust due to poor ergonomic techniques. **Physiology & anatomy labs** Chemical exposures can cause respiratory diseases. Food poisoning due to poor housekeeping and inadequate dining space. Poor lab temperature control can cause ill health. **Student Housing office** General poor housekeeping due to lack of cleaning staff, which can cause negative physical, and health effects to occupants. Poor maintenance of the building can cause serious to fatal injuries to occupants. **DFC Protection Services** Poor ventilation Obstructed emergency exit Poor housekeeping Extreme weather exposure	**Cleaning Services** Poor storage and housekeeping can lead to physical injuries and chemical inhalation. Supervisors can trip and fall due to poor lighting.	**Orban & Oval Fields** Fire hazards Biological hazards Chemical exposure Unstable building structure Poor housekeeping Possible asbestos **UJ West Sport** Weak roof Asbestos ceiling Roof leaks Damaged fence Lack of facilities
	5	1	8	1	2
TOTAL	32	9	35	15	6

Following extensive cyclic site visits over the past 17 years to assess occupational environments for their risks and hazards to the health of persons, the team has been compiling annual risk profiles per campus and for the entire institution. Hazards are 'sources of exposure', and risk constitutes the 'probability that injury or damage will occur'.

- **Continually emerging themes regarding hazards and risks are**:
  a. Poor housekeeping can cause fire, physical injuries, food poisoning and respiratory illnesses;
  b. Poor ventilation can cause loss of concentration, headaches, respiratory illnesses, Building Related Illnesses and exposure to dust, paint and exhaust fumes;
  c. Poor temperature control in laboratories can cause ill health;
  d. Poor maintenance of occupational environments such as replacement of light bulbs may result in falls and injuries
  e. Improper decanting of chemicals may pollute ground water;
  f. Improper storage of chemicals can lead to inhalation of such substances;
  g. Exposed live wires can results in electrocution, trips and falls
  h. Poor waste management of pigeon droppings can cause health effects.

- **Profile and rating result**
  i. The profile, updated in December 2019-2020, depicts the impacts and probability of risk and hazards occurring in given environments. The intersection of the two factors provides a risk rating of low, moderate or high.
  ii. 97 risks identified and allocated ratings of high, moderate or low risk. The campus presenting with the most risks overall was DFC at 35, followed by APK at 32, SWC at 15, APB at 9 and the so-called Outliers such as JAS, UJMA, JBS at six. (Figure 2).
    - 16% HIGH risks
      HIGH risks consisted of poor housekeeping and poor ventilation leading to injuries and ill health. Further high risks included improper stacking, maintenance and storage that might lead to serious and fatal injuries. The campus with the highest number of high-risk annotations was DFC at 47%, followed by APK at 29%.
    - 37% MODERATE risks
      MODERATE risks constituted 37% of the total number of risks and included working in cryogenic conditions, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was APK at 33% of moderate risks.
    - 45% LOW risks
      LOW risk assigned to a further 45% of health risks, including birds' nests, exposed/loose electrical cables, roof leaks and poor ventilation, potentially causing injury, illnesses and low work performance. The campus presenting with the most LOW risk findings was DFC at 39%, while APK showed 34% and SWC 18%.

Figure 2 UJ site risk type distribution
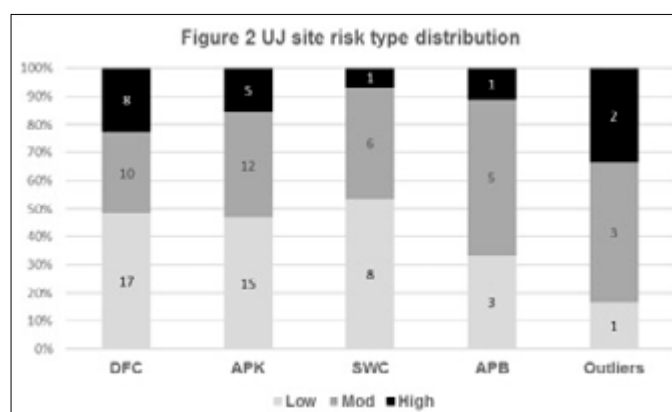
1.3.4 Occupational Health Risk prevention and mitigation

Pro-active assessment of environments for health risk, early advisories on developing risk, consulting subject matter experts and site visits are health risk mitigatory initiatives.

1.3.4.1 Completions in relation to OH risk assessment target

29 health risk assessments completed in the reporting period compared to the targeted 182 for the year, yielding a completion rate of 16%. The Annual Performance Plan target at 90% was 164. Completions against this target were at 17%.

Advancing the Occupational Health plan had to cease completely upon national lockdown during March 2020. The outstanding units are being carried over to 2021-2023, depending on the rate of Covid-9 infections in 2021. The plan for 2021 is to start in April with the high risks areas, such as Technical, Auxiliary and Protection Services.

Detailed discussions on site visits and Health Risk Assessments conducted by professional colleagues are included in campus-specific Quarterly Reports, available on request.

1.3.4.2 Outsourced Occupational Hygiene/Food Safety audits for 2020

- **Food Safety audits**
  LTL Consultants are contracted to conduct four annual Food Safety audits at all food outlets at UJ, but only completed the February and November audits due to the national lockdown.
- **Outsourced Occupational Hygiene cancelled due to the national Lockdown**. These carried over to the 2021 plan depending on the lockdown levels.

1.3.5 Medical Surveillance programme

1.3.5.1 Medical Surveillance mandate and plan

The Occupational Health team – on behalf of the institution – fulfils the UJ legal instruction as per the Occupational Health and Safety Act 85 of 1993 to execute a Medical Surveillance Programme.

An approved matrix, designed by the Occupational Medicine Practitioner, in his legal role, guides the scope and defines the nature of medical screening for employees at risk of homogenous occupational exposures. However, each person has a unique 'fingerprint', described as an Occupational Risk Exposure Profile (OREP). The OREP refines screening further to ensure that all individual exposures monitored to prevent adverse health effects.

1.3.5.2 Completion rate of Medical Surveillance against Annual Performance Plan target

The medical surveillance target for 2020, for all four campuses combined, was 1 086, according to the health risk assessment findings. However, the combined number of medicals achievable, in terms of available personnel, stood at 656; this left 430 medicals outstanding. The highest difference was at APK, with 284 outstanding medicals. For this reason, a locum Occupational Health nursing professional appointed early in January to assist with the outstanding medicals. With her immediate engagement, there was early completion of 167 medical assessments on APK; and finally, 199 medicals completed on all four campuses, prior to lockdown, which yielded 19 % of the planned target. Most of the UJ employees where working at home, hence a low completion rate. Close contact also prohibited. The completion rates reflected in Figure 3.

1.3.5.3 Client contact sessions

For the reporting period, **924 client contact sessions** provided to UJ clientele excluding Covid-19 contact sessions. Contact session types included those for Travel Health, for periodic medical assessments, Resilience Programmes, incapacity assessments, injuries on duty, lung function tests, audiometry, emergencies and feedback sessions with the doctor. Most of the above happened during the different lockdown levels. Planned programmes had to be suspended due to Covid-19 risks, and clinic facilities had to be prepared for emergencies and Covid-19 related consultations.
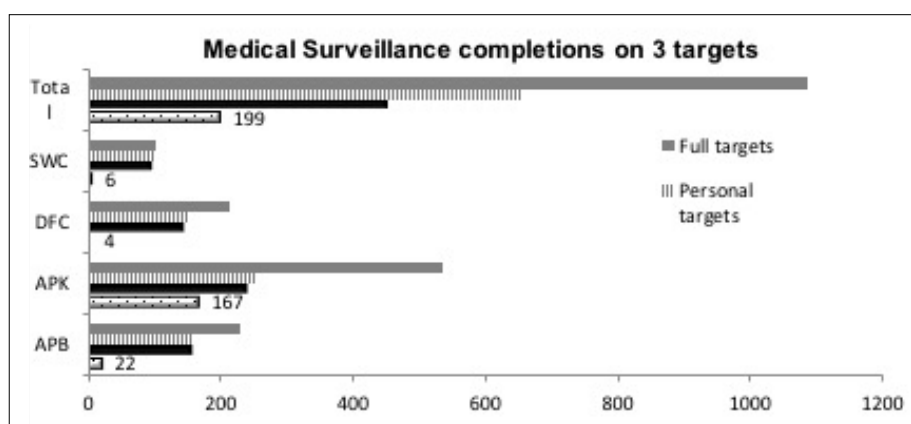
Figure 3   Completion on medical assessments compared to full-, personal- and Annual Performance Plan targets

Covid-19 Impact

A total number of 194 UJ staff members were in contact with infected persons, and the clinic created new virtual systems to monitor cases. There was reporting for a period of 10-14 days on hospitalised employees, on those who had been in contact, and on cluster outbreaks, in terms of the disease outbreaks and progression.

Registers on Covid-19 updated daily, namely: registers on positive cases, isolated cases and travellers. Cases immediately followed up and decisions taken on close contacts, self-isolation and closures of departments in collaboration with line management.

Vulnerable staff identified and referred to their treating doctors. The Occupational Medical Practitioner and Professional Nurses assessed them virtually and issued a Certificate of fitness by email to indicate their fitness to work, in terms of co-morbidities, age and health status.

Multiple telephonic and email contacts sessions took place between the nursing staff and patients, to track their progress and healing. Often these sessions were lengthy listening and caring sessions.

Reporting occurred to the Covid-19 Coordinating Committee, the DHET, Environmental Health and Public Health Units of the City of Johannesburg, the National Institute of Occupational Health (under Direction 639) and the Department of Employment and Labour.

Periodic medicals

These conducted on at-risk groups, as guided by the Health Surveillance Matrix.

Table 6   Client contact session types

CLIENT CONTACT SESSION TYPES	NUMBER
Occupational Healthcare	**674**
Resilience Programme ELG, PA's and 50 HOD's	3
Radiation medicals	1
Pre-placement, baseline & periodic medicals	199
Public Driver Permit assessments	4
Travel Medicine (pre-travel assessments; travel bags)	15
Blood tests	4
Post-exposure prophylaxis (PEP) after needlestick injury	0
Lung function tests	118
Hearing tests (audiometry)	113
Eye tests (vision screening)	199
Emotional debriefing	5
Injuries and emergencies	**13**
Primary Healthcare	**98**
Vaccinations other than the Influenza campaign	17
Consultations	130
OHP Covid -19 cases consultations	194
Ill health retirement & Incapacity assessments	**5**
Campaigns	
Vaccinations: Influenza campaign	0
Blood tests: Movember PSA campaign	0
TOTAL CONSULTATIONS	**1118**

1.3.6 Food Safety Auditing

Findings

Food safety results outperformed the international norm. An average total food safety score of 94% attained at Quarter 1 in comparison to the global norm of 85%. The Quarter 2 and Quarter 3 rounds cancelled because no food providers remained open on site during national lockdown. The Quarter 4 round conducted during October, surface swabs for COVID-19 taken, and all results were negative. An average total food safety score of 84% attained for Quarter 4, with an annual score of 89%.

Compared to 2018, and the preceding four years, the scores improved. The evaluation by the auditors included a commendation on improved food safety systems. However, an emphasis placed on the legal and public liability risk associated with risky food safety practices. High-risk units identified owing to their consistent poor performance. The Director: Property Management receives all reports, and performance/risk management based on the updated UJ Food Safety Policy that includes a new chapter on management of non-compliance.

Risk scores

Total Scores weighted as follows:
Microbial (bacterial count) = 50% of score
Housekeeping and Maintenance = 50% of score

- The Housekeeping & Maintenance score improved by 8% from 83% in 2019 to 91% in 2020.
- The Microbiological score improved by 1% to 98% compared to the previous year.

Key marker of risk
A key marker of the potential risk for Food Poisoning is the Microbial component of the formula used to calculate Food Safety risk.

Interventions proposed for 2020 rescheduled for 2021 due to lockdown.
a) Retraining of all food premises managers to ensure they understand the legal requirement and their legal responsibilities;
b) Retraining of food handlers at all food premises;
c) A large drive to review the food safety systems at most of the food premises is considered.
d) It is concluded that an improvement in the food safety systems is evident from the previous year.

Results of the two rounds displayed in table 7 below.

Table 7   Food Safety Auditing for the period

UJ FOOD SAFETY AUDIT RESULT 2020													
Campus	Housekeeping & Maintenance Score				Microbial Score				TOTAL SCORE				Annual
	Mar	June	Aug	Nov	Mar	June	Aug	Nov	Mar	June	Aug	Nov	
OVERALL AVERAGE	**91%**	**-**	**-**	**91%**	**77%**	**-**	**-**	**98%**	**91%**	**-**	**-**	**84%**	**89%**
APB	91%	-	-	81%	96%	-	-	100%	94%	-	-	91%	92%
APK	91%	-	-	79%	99%	-	-	100%	95%	-	-	89%	92%
DFC	91%	-	-	81%	97%	-	-	88%	94%	-	-	84%	89%
SWC	91%	-	-	68%	100%	-	-	75%	96%	-	-	96%	84%
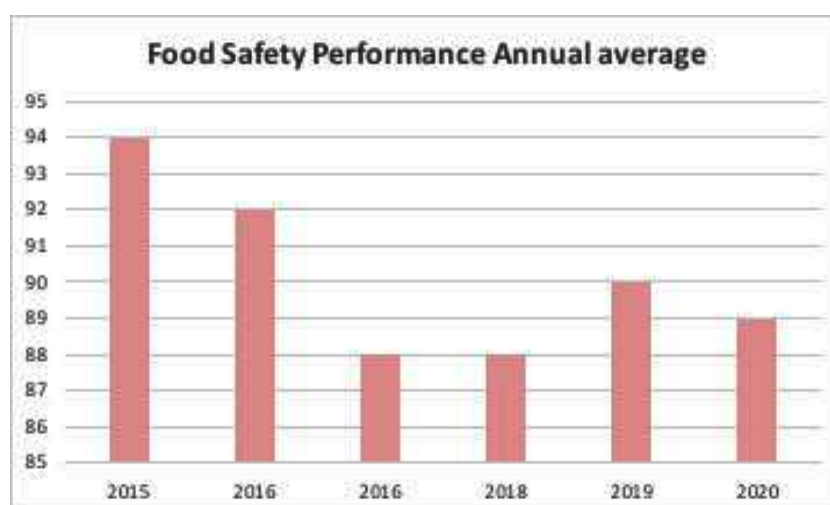
Figure 4   Annual average Total Food Safety Score attained at UJ Food outlets 2015 – 2020
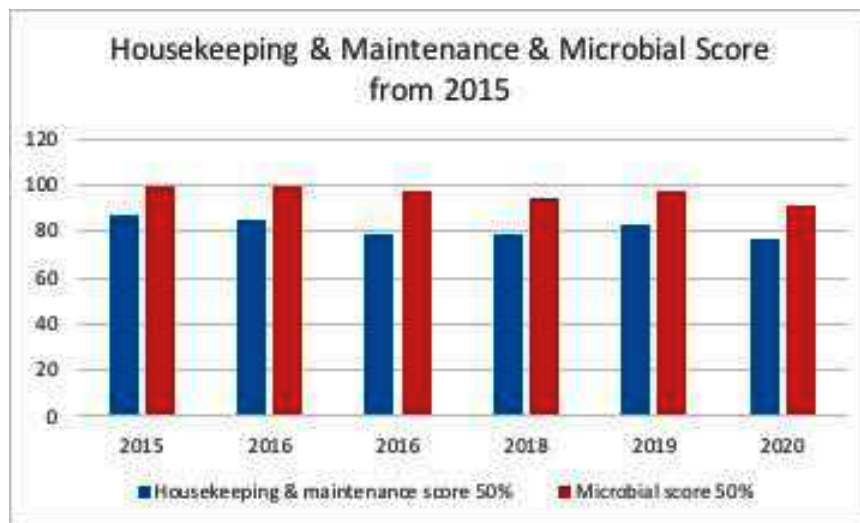
Figure 5   Housekeeping & Microbiological score – annualized – attained at UJ Food outlets since 2015)

1.3.7   Event medical risk management

The OHP, by virtue of need and legal prescription, adopted the role of medical mediator for official academic and cultural events at UJ. Each event reported to the Head, OHP, by the Event Risk Manager, is analysed for its medical risk. The Head arrange medical standby for sporting events: Primary Healthcare.

In line with contractual provision by ER24, a request for medical assistance on site or a notification issued, depending on the level of risk.

In case of an event, as defined by legislation and the UJ SOP, on site standby requested and medical plans generated suited to the nature and scope of risk. Medical response decided by ER24 in accordance with the SANS 10366:2015 standard. Care taken to ensure that medical responders act within their Scope of Practice and that they are duly registered clinicians with the Health Professions Council of South Africa and the South African Nursing Council.

Event medical risk assessments conducted for 12 events, the most obvious major medical event planning and standby was for the Registration period, categorized as medium risk by the SAPS. ER24 provided on site standby assistance for four events, while notifications to ER24 issued for eight events. Most of the events cancelled due to lockdown.
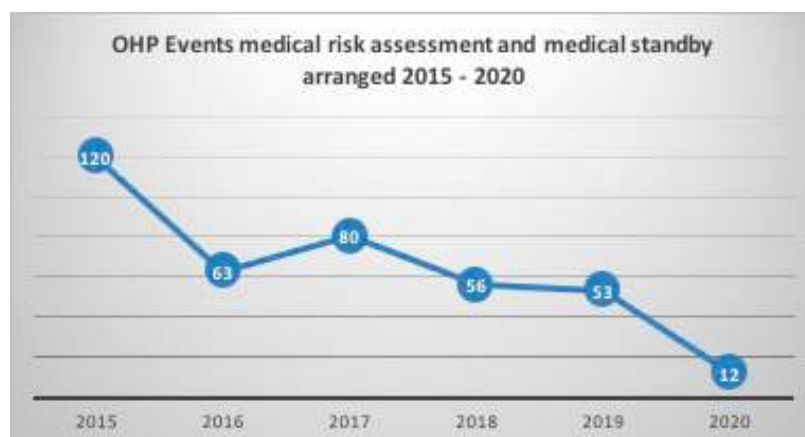
Figure 6   Annual event medical risk assessments since 2015

1.3.8 Emergency medical response

Response to calls for assistance is prioritized. Two-way radio communication is monitored during crises. Deployment and co-ordination of medical response is done at incidents where assistance is called for. Professional decisions taken on ER24's deployment.

An analysis of EMS services delivered to UJ by all stakeholders, i.e. the contracted ER24, Professional Nurses at clinics and the Reaction Teams at Protection Services, was prepared and a memo submitted to MEC. The objective was to explicate the legal-ethical background and professional Scopes of Practice of responders, and to clearly delineate the roles of all stakeholders in responding to medical emergencies on UJ premises.

1.3.9 Radiation exposure risk management

Monthly dosimeter disks ordered from SABS for radiation workers at UJ. After each 4-week wearing period, the batch is couriered to SABS for analyses. The results are evaluated by the UJ Radiation Protection Officer (RPO*) and Occupational Medicine Practitioner. Baseline and periodic medical examinations conducted on prospective and current Radiation Workers duly register them at the Department of Health's Directorate of Radiation Control.

* UJ Radiation Protection Officer
The UJ RPO is a radiation expert (physicist) who assumes responsibility for acquisition, waste disposal and monitoring of radioactive sources/practices. The RPO is a legal appointment under the Department of Energy, valid for any institution that imports, acquires and possesses nuclear material or radiation equipment. Applications to the Department of Health to use radioactive nuclides for research at UJ facilitated by the RPO, as are any imports of such equipment or sources. This Practice conducts the required radiation medicals to register radiation workers, periodic assessments and continuous monitoring of exposure together with the Department of Health. Jointly, radiation incidents and investigations managed.

1.3.10 Movember campaign

The primary preventative role of the OHNP guides the second annual health promotive campaign that we offer: each year in November, an invitation is extended to UJ male employees above the age of 35 to have complimentary PSA blood tests done, followed by a feedback session and referrals if indicated. The campaign put on hold due to lockdown restrictions.

1.3.11 Travel Medicine

In total, 15 staff members assessed pre- and post-travel, and travel bags issued before lockdown. All travel arrangements had to be cancelled.

1.3.12 Needlestick injuries

Post-exposure prophylaxis is available to any clinician within one hour after exposure to blood – in the line of duty. Cases involving employees processed as Injuries-on-duty and reported to the Workmen's Compensation Commissioner. No such injuries occurred during the reporting period.

1.3.13 Vaccination Programmes

A total number of 17 vaccines administered to food handlers, travellers, healthcare professionals and those exposed to sewerage and hazardous biological agents as in Table 9.

1.3.14 Executive-, PA- and HOD Resilience Programmes

a) Tiers
    The three tiers of the UJ Resilience Programmes offer on-going assessments and support to the clientele. The Executive Resilience Programme is devoted to the ELG, the PA-RP programme to the PA's of the ELG and the HOD Resilience Programme (HOD-RP) to the 50 existing clients on the register. Further rollout of the HOD-RP is dependent on further resources.

Table 8 Vaccines administered in 2020

17 VACCINES ADMINISTERED				
	APB	**APK**	**DFC**	**SWC**
Hepatitis A	0	0	0	0
Meningitis	0	1	0	0
Typhoid	3	2	0	0
Measles	0	0	0	0
Yellow Fever	1	0	0	0
Hepatitis A & B	0	6	0	0
Hepatitis B	0	0	0	0
Tetanus	2	2	0	0
Hepatitis A & Typhoid	0	0	0	0
Dukarol	0	0	0	0
SUBTOTAL	**6**	**11**	**0**	**0**
INFLUENZA CAMPAIGN	0	0	0	0
TOTAL	**6**	**11**	**0**	**0**

b) Assessments

Three consultations were devoted to the three programmes for the reporting period. The baseline medical examination usually followed by an assessment and evaluation by the Occupational Medical Practitioner. This is followed by prescription of medication, referral or other interventions. This provides the client with year-on-year progress tracking and response to treatment.

ERP clientele sponsored to attend UJ Gyms at the campus of their choice.

1.3.15 Mental health management

Spontaneous contact made with this Practice or psychological/psychiatric emergencies often prompt customised or discreet interventions. PsyCaD or external psychologists /psychiatrists consulted for such a service and for professional reports. This essential service is provided from the Executive Resilience cost centre and demonstrates caring towards the employee or colleagues of an employee in need. A report from a clinical psychologist or psychiatrist will be the determining factor in incapacity case management. Five employees referred and managed for incapacity.

Covid-19 impact on staff members

Employees who were struggling with lockdown, Covid-19 infections and loss of family members due to Covid-19 service designated UJ referred for intervention.

1.3.16 Business Continuity for 2020 operational

- All OHNP allocated at APK campus Health Clinic on a duty roster during Level 5 of national lockdown, to provide essential and emergency healthcare to those on campus
- Management of Covid-19, it can be positive, Isolated and suspected cases, and provide professional guidance to UJ employees about managing Covid-19 virtually.
- Developed Covid-19 strategy documents and policies.
- Developed dashboard on ulink UJ website and online self-reporting tool.
- Management of employees with vulnerabilities and continued with Hazardous Biological Risk Assessment.

- Managed incapacity and disability cases.
- Advised management and updated them on critical Covid-19 related issues.
- Staff meetings held on MS Teams, Telephonic and WhatsApp means of communication regular used to support OHP staff and to share new developments around Covid-19.

2. STRATEGIC FOCUS AND TARGETS

2.1 OHP Strategic objectives aligned with UJ Strategic Plan 2025

The strategic alignment of the Practice with UJ Strategic Objectives numbers four, five and six finds expression in various ways.

a) UJ Strategic Objective 4: An Enriching Student Friendly Learning and Living Experience

Occupational Health Risk Assessment: laboratories

The contribution of the OHP to a safe teaching and learning environment for international and resident staff and students, achieved by continual assessment of occupational health risk in laboratories, medical surveillance of research staff and provision of emergency medical services.

Food Safety monitoring

Food providers on campus audited for compliance to food safety standards, yielding quality food and mitigating the risk of food poisoning.

b) UJ Strategic Objective 5: National and Global Reputation Management

Travel Health risk surveillance and clinic

The UJ OHP has grown its assessment of destination travel risk for UJ travellers. Screening emerging travel health risk is an ongoing service. The risk applied to the UJ context, and travel alerts or articles are posted on the intranet and distributed to UJ Travel Co-ordinators.

Professional networking

Nationally, contact established with the Department of Labour's Directorate Occupational Health and Hygiene, the SA Society for Occupational Health Nursing Practitioners (SASOHN) and the SA Society for Occupational Medicine (SASOM). Peers at HEIs periodically contacted for benchmarking purposes. Externally, the HOD of this Practice serves as a member of Medichem, the International Commission on Occupational Health's technical committee on Chemicals in the Workplace. The HOD of this Practice further serves on the SASOHN technical team for the review of the Hazardous Chemical Agents regulations of the Occupational Health and Safety Act.

c) UJ Strategic Objective 6: Fitness for Global Excellence and Stature

Risk management and mitigation of risk

The OHP has created awareness among high-risk environments, such as FS and FHS, on under- and post-graduate research risks. Hazardous chemical substances may present physical, health and environmental hazard class risks. Health risk assessments and chemical risk assessments conducted on new processes as soon as the OHP receives notification or informed during site visits. In the event of an incident, medical response and case management done. Injuries on duty reported if an employee is injured or exposed to hazards.

Strong service point

The welcoming, caring and service orientated approach of the Practice shown by the year on year growing utilization rate of the service, and by narrative feedback, that displays appreciation for the service as evidence of positive feedback.

Legal and ethical compliance

Legal compliance occurs principally in accordance with the occupational health roles in the Occupational Health and Safety Act, 85 of 1993 as amended, as well as with the wider regulatory framework.

Ethical compliance evidenced by zero confidentiality breaches, a climate of caring, collegiality and professionalism in line with the Code of Ethics of the International Commission of Occupational Health and the SA Nursing Council.

2.2 OHP Annual Performance Plan 2020

The 2020 Annual Performance Plan shown in Table 9 below.

KPA	KPI	Tracking	2020 position	Targets 2020 Floor	Targets 2020 Target
Strategic objective 6: Fitness for purpose					
KPA 3.1 Welcoming, caring and service orientated environment for staff students & visitors	Positive narrative feedback received	e-mails (on file), campus forum meetings, telephonic feedback	100%	90% positive feedback	95% positive feedback
	Client Satisfaction	Client satisfaction survey	100%	85% agree or strongly agree	90% agree or strongly agree
KPA 3.2 Efficient conduct of UJ business	Sound finance management	Budgeting, budget management Annual utilisation	90% spent	Spend within 10% variance of budget	Spend within 5% variance of budget
KPA 6.1 Legal and ethical compliance	Legally compliant Medical Surveillance Programme	Quarterly reports Medical Surveillance matrix	19%	95% uptake of annual Medical Surveillance Programme	95% uptake of annual Medical Surveillance Programme
	Legally compliant Occupational Health Risk Auditing	Occupational Health Risk Audit Plan and risk-based Risk Assessments executed	17%%	90% of Audit Plan executed	90% of Audit Plan executed
KPA 6.2 Risk management and mitigation of risk	Effective Occupational Health risk management system	Occupational health risk assessment reports. Updated operational and risk registers. Emerging infectious disease screening & alerts.	Surveillance active	Most OH risk made known through organisational structures as it presents	Most OH risk anticipated early through organisational structures
	Nil adverse clinical events	Quarterly/ Annual reports	0%	0% adverse events	0% adverse events
	Preventable event medical risk incidents	Event medical risk assessment Medical plans Situation reports	0	Zero incidents	Zero incidents

Strategic objective 5: Reputation management					
KPA 2.2 Active participation in international networks	U-21 participation when Registrar indicates readiness	Establish benchmarking	n/a	Research and select sites to visit	Maintain virtual contact
KPA 5.2 Results realising and collegial leadership approach	Values-driven staff	Staff performance ratings	Average of 3.5 achieved	Average of 3.5	Average of 4
Strategic objective 4: Student, staff, visitor experience					
KPA 3.5 A safe and secure environment	Occupational health risk exposure prevention and control in the teaching and learning environment	Occupational health risk assessments OH risk register Mitigation consultancy	0%	0 % occupational disease	0% occupational disease

Table 10   Additionally adopted targets derived from legal requirements and emerging risk

	ENTITY	TRACKING	TARGET
1	Event medical risk at academic and cultural events	Medical Operational Plans ER24 notifications Communication with stakeholders UJ Event Safety & Security committees and charter	All medical emergencies at UJ events attended to within 5 minutes by duly registered responders in line with SANS 10366:2015
2	Food Safety auditing	Audit reports on each food vendor	90% compliance with HACCP norms
3	Water Quality testing 3.1 Legionella pathogen in boiler rooms, cooling towers; heating systems; 3.2 Bottled water: microbiology, metals & chemicals	Audit reports every 2 years Ad hoc audits	Compliance with 3.1 EWGLI guidelines < 1000 CFU/litre 3.2 TWQR standard by DWAF; SANBWA; SABS; SANS 241:2015 standard for drinking water
4	Emergency medical response by clinic professionals and Protection Services	Prompt response to walk-in emergencies and calls for assistance	Prompt response to walk-in emergencies and calls for assistance. ER24 (dedicated service provider) summoned if indicated
5	Radiation exposure risk management	Monthly Dosimetry badges issued/collected/analysed Baseline & periodic medicals on all radiation workers	No skin dose > 0,15 mSv per wearing period Annual whole body limit of 20 mSv never exceeded
6	Annual Influenza campaign	Free immunizations to staff at all campuses during April	The demand is for around 500 doses p.a. Maintain this figure. Increase this figure in case of pandemic

7	Annual Movember campaign	Free blood tests, feedback and referrals to male staff members at all campuses during November	The demand is for around 120 tests per annum. Maintain the service
8	Travel Health	Travel Health screening Travel alerts Vaccinations	Official travellers screened pre and post travel. Alerts and outbreaks screened continually. Travel advisories sent timeously to travellers in case of ratified travel risk
9	Needlestick injuries	COID procedure followed in conjunction with immediate Post-exposure prophylaxis (PEP) held on site	Patient receives Post Exposure Prophylaxis, counselling and blood tests within 1-4 hours. Re-testing at prescribed intervals. Zero seroconversion rate

2.4   Support Services Indicators: OHP application

The central UJ document tracking performance progress for the Support domain, entitled "Support Services Indicators", refers. Three of the four elements apply to the Occupational Health Practice, and indicators assigned as in Table 11.

Due to the Covid-19 national lockdown, most of our planned programmes stopped as they involve close contact with our clients and visits to various departments.

Table 11   UJ Support Service Indicators: Occupational Health Practice contribution

UJ ASSIGNED KEY PERFORMANCE AREAS	OH PRACTICE PERFORMANCE INDICATORS	2020 TARGET
1. Transactional support services operated efficiently and effectively	a. Occupational Disease	0%
	b. Food Safety Compliance rate	90% UJ average
	c. Radiation exposure risk	No skin dose > 0.15 mSv per wearing period. Annual whole body limit of 20 mSv never exceeded.
2. Satisfaction with services provided by Support Divisions	Positive narrative feedback	95%
3. Effective project management	Health Risk Assessments: annual completion rate	90%
	Medical Surveillance targets: annual completion rate	95%

2.5   Health Risk Audit Plan 2020

An audit plan guided annual work. See Table 3. Risk assessed by priority – aligned with budgetary provision. A mix of external professionals and the clinicians on the team provide for the execution of the plan. Each campus has its own health risk assessment plan, which outlines the rollout to each environment.

2.6   Goals and targets for 2025

By 2025, the OHP at UJ should be renowned for its leadership and stature among peers locally and globally, and for continual research on leading practice at a HEI. This should include the innovative introduction of

digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, and further into operational digitization where possible.

3. EMPLOYEE PROFILE

3.1 Overview

The Occupational Health Practice conceptualized and founded in 2004 by the Head of the Practice as the only staff member. In time, given firm growth, additional positions were motivated. Today the team of eight consists of its manager, three Professional Nurses, a Doctor, an administrative assistant and 2 student assistants.

The strategic and operational core of the OHP is at APK. From here, clinicians at each campus guided and empowered to attain campus equivalence and accessibility. Professional nursing practitioners at APK, APB and a shared position for DFC and SWC deliver an accessible programme to UJ employees and those at risk on UJ premises.

An Occupational Medicine Practitioner attends the OHP on an average of 3, 5 days per month and in accordance with legal provisions of the clinic permit.

This Practice conducts radiation medicals to register radiation workers, periodic assessments and continuous monitoring of exposure. Jointly, the team manages radiation incidents and investigations.

An administrative assistant and two student assistants provide (critical) logistical support.

3.2 Employee profile

Eight positions are associated with the OHP: five permanent, one independent contractor and two temporary positions as reflected in Table 12.

Table 12   OHP Employee Profile

JOB CATEGORY	NO	OCCUPATIONAL LEVEL	JOB GRADING	PERMA-NENT	CONTRACT	TEMPO-RARY
Non-academic	1	Professionally qualified, experienced specialists and mid-management	6			
	2	Skilled, academically qualified	8			
	3	Skilled, academically qualified	8			
	4	Skilled, technically qualified	11			
	5	Skilled, academically qualified	8			
	6	Professionally qualified, experienced specialists and mid-management	n/a		IC	
	7	Student assistant	n/a			
	8	Student assistant	n/a			

3.3 Equity profile

The population group equity profile of the OHP at 60% is close to the national African figure of 73, 5% and the geographical figure of 76, 1%. The figure compares well with the Registrar's portfolio, where 68% of staff is black.

Gender equity understood in context of the 2012 national gender profile for professional nurses, which reflects a 1:9 ratio male: female nurses.

Table 13   OHP Employee Profile

BLACK	WHITE
3 (60%)	2 (40%)
MALE	FEMALE
0	5

3.4   Appointments, resignations and succession planning

The staff complement has remained stable.

It should be noted that the shared position for DFC and SWC prohibits full time access to the service at the two campuses. DFC requires 80% of the attention and time of the OHNP. In addition, the recent DFC campus upgrade has further enlarged the nature and scope of her work, and in future, this will have to be taken into consideration for allocation of additional resources.

3.5   Staff development initiatives and progress, qualifications of staff and staff engaged in study

All personal developmental plans cancelled due to national lockdown.

All staff members attended Covid-19 related webinars through NIOH, Wits Health and WHO.

- All nursing professionals are in possession of an Occupational Health degree/diploma.
- All nursing professionals are in possession of Dispensing Licences, and Certificates for Vision Screening, Spirometry and Audiometry.
- The administrative assistant is in possession of a Business Administration Certificate through UJ.

3.6   Performance re retention and attraction of top employees

Not applicable.

3.7   Achievements and leadership development of employees

The OH team members have been allocated roles and responsibilities for selected components of the Practice. Accordingly, members do research and benchmarking, and source opportunities for development. They report on and drive their sub-portfolios as well.

OHNP/PN	ROLES	SPACES RESPONSIBLE FOR
Miranda Tshabangu	Ergonomics Vision screening Benchmarking surveys in SA Chronic Disease management Drug/stock procurement	DFC CAMPUS SWC CAMPUS
Anne Henning	Food Safety Spirometry Chronic Disease management Drug/stock procurement	APB CAMPUS JIAS JBS UJMA
Margereth Langeveldt	Travel Health Audiometry Printing of client files Movember & Influenza Drug/stock procurement Chronic Disease management	APK CAMPUS UJ STADIUM ORBAN WESSPORT

Elana Venter	Strategic management Practice management Research Affiliations/networking Risk profile analyses/ interpretation Prof registrations and CPD HEDA-, Website- & Intranet sites Events co-ordination	ALL

3.8 Management of vacancies

No vacancies exist currently.

3.9 Management of overtime

No overtime remuneration applied.

3.10 Other applicable information

3.10.1 Dynamic nature of the OHP

The nature and scope of service delivery is highly adaptable to UJ need and risk. In addition, new research and modified institutional processes result in continual health risk assessments with varying client bases. The DFC campus upgrade and JBS acquisition have in addition, enlarged the physical area of responsibility for the OHP.

3.10.2 Capacity exceeded

The practice, since inception, only been able to address Occupational Health Risk by priority due to low human resources capacity. Whilst we appoint student assistants where possible, the service we deliver is only sustainable with insourced professionals. The services of an additional permanent professional remain a requirement to cope with compliance and risk.

> **The UJ ratio OH Nurse hours: staff* is 29h: 5590**
>
> (Recommended**: 112h: 5590)
>
> *The UJ OHP: is therefore resourced at around 1/3 of the recommended guideline.*
>
> *Total UJ headcount as at 2 February 2018: 5590
>
> **National Institute of Occupational Health guideline (2005): 1 OHP hour per day
> for 50 staff members, depending on industry type.

Every possible effort dedicated to attain optimum service delivery despite the shortfall.

4. COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

4.1 Community service

In the light of lean resources and the clinic permit limiting the nature and scope of work to the *UJ clientele,* no professional service can be delivered to the community. This Practice, however, fully supports Mandela day initiatives annually.

4.2 Stakeholder engagement

4.2.1 Internal stakeholder engagement reports/initiatives

a) **Protection Services**: usually the first responders to medical emergencies on site and may consult us if required. Daily transport of patients to and from hospitals taken care. Collaborative Event Risk planning and co-ordination at all official academic and cultural events is in place.

b) **Primary Health Care**: colleagues share spaces with this Practice at the Campus Health clinics, e.g. the dispensary, reception area and emergency room. The OHP provides emergency equipment, drugs and Medical Management Guidelines.

c) **The Occupational Safety Department**: regularly briefed on safety risk findings resulting from formal Health Risk Audits. The Department consulted where overlap occurs during process planning, incidents and risk assessments. Collaboration exists regarding injuries-on-duty: the OHP manages acute medical interventions and completes documentation to refer the patient to hospital, and the Safety Department takes care of the processing of documentation.

d) **PsyCaD**: delivers a service to employees who are referred to them for exposure to distressing occupational factors. In acute incidents, PsyCad works hand-in-hand with this Practice to ensure the best outcome for acute emotional trauma.

e) **The Biokinetics clinic at APB**: supports members of the UJ Resilience Programme with assessments and exercise facilities.

f) **The UJ Gym**: delivers a service to the ELG and HOD members of the UJ Resilience Programmes.

g) **The HR Wellness and Employee Relations departments**: assist this Practice with incapacity cases.

4.2.2 External stakeholder engagement reports/initiatives

a) Occupational Hygienists are auditors of Health Risk at UJ.

b) The NIOH, a national research body on Occupational Health, assists us in analyses of water. NIOH guides OH practice in South Africa and provides specialised sampling and testing, e.g. sensitization tests.

c) ER24 contracted to deliver medical standby for events and dedicated, priority response to medical emergencies at all campuses. Annual training provided as per UJ contract and American Heart Association standards.

d) The City of Johannesburg's (COJ) Event Management Forum consulted in event risk planning, in accordance with the Safety at Sports and Recreational Events Act. This Practice also serves on the Health Subcommittee of the COJ's Disaster Management Forum, at which an approved collaboration exists i.e. the availing of SME's, UJ's disaster room, psychological services and residences in case of disaster.

e) The COJ Environmental Health department contacts us after inspections of food premises and their Public Health Department contacts us during a localized outbreak.

f) The National Institute for Communicable Diseases (NICD) advises on medical guidelines in disease outbreaks, while receiving throat swabs from UJ as part of the Viral Watch Programme.

g) LTL Consultants, as Food Hygiene Auditors, conduct food safety audits on all UJ food outlets.

h) The Department of Health's Communicable Diseases division are the contact point for Notifiable disease, the Directorate of Radiation Control in case of radiation inspections or incidents and the National Laser Centre in case of emergencies or enquiries regarding lasers at the Photonics lab.

i) The SA Society of Travel Medicine provides professional and medical guidelines, travel alerts and case studies.

j) The Centres for Disease Control (CDC) and World Health Organization (WHO) websites frequently accessed for international trends in disease outbreaks, travel safety and International Health Regulations, which govern Yellow Fever requirements internationally.

k) MEDICHEM is the Scientific Committee on Occupational Health in the chemical industry – a body of the International Commission on Occupational Health (ICOH).

5. RESOURCE MANAGEMENT AND SUSTAINABILITY

5.1   Financial status and expenditure

Expenditure occurs within the two budgets allocated: an Occupational Health cost centre and a cost centre for the Resilience Programme.

During the reporting period, 90% of the combined budget spent, compared to the approved budget.

Both cost centres involve, other than planned cost, a discretionary approach to expenditure, governed by emerging need or health risk.

5.2   Effective management of financial and other resources

- An asset register maintained.
- All stock is procured under condition of good expiry dates.

5.3   Environmental sustainability

Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives, by conscientious use of utilities and ensuring that medical/biohazardous waste derived from clinics and the ambulance is disposed of correctly. Recommendations on correct disposal of Hazardous Chemical Substances and radioactive waste and effected where required, e.g. after spillages or incidents.

At the clinics, we recycle cartridges, paper and batteries, limit printing, print on both sides and switch off the lights and PC's at night.

The OH Practice commits to using bottled water only when filter water cannot be used, and decants this in a glass pitcher and glasses. We further commit to using paper straws instead of plastic alternatives.

6. TRANSFORMATION, LEADERSHIP AND LEADING CHANGE

6.1   Nature and scope of initiatives to enhance the OHP's climate and culture and initiatives to support the UJ Transformation Plan

A climate of caring and collegiality is been created purposely, setting the scene for open dialogue, consistent project management and resolution of matters among colleagues as they arise. We value diversity in principle and therefore embrace inclusivity. We believe in self-evaluation and recognition of colleagues' achievements. We respect our clientele, and treat them with competence, non-discrimination and confidentiality in mind. We further pursue evidence-based practice and professional independence. The HOD of this Practice is involved in the Gender Initiatives project where endeavours such as crèche facilities, Early Childhood Development facilities for employees' children on site and Breastfeeding Rooms envisaged.

Digital Health technologies in the realm of Occupational Health services explored by way of a literature review. It was found that Occupational Health lags behind the pace of digital transformation generally. However, there was scope to investigate the use of drones in occupational health risk assessments, and in emergency incidents such as fire and chemical spillages. Further developments available locally include cell phone based audiometric testing (not yet accredited).

6.2   Nature and scope of initiatives to enhance the service delivery and value proposition

Initiatives in Table 14 reflect the Practice's pursuit of GES.

Table 14   Progress reflected on focus areas for the OHP 2020

FOCUS AREA	PROGRESS AS AT DEC 2020
a) UJ Food Safety – new contract enabled	Tender process completed successfully; appointment in situ
b) Emergency Medical Services	ER24 contract management
c) APK clinic construction	Construction was completed
d) Digital repository for all UJ Health risk assessments, Medical Surveillance performance and reports	Platform for all past Health Risk Assessments (HRA) created on the HEDA portal. Dashboard reflects performance on H RA and Medical Surveillance. All past Occupational Health reports hosted on the portal.
e) Research on digital health technologies in Occupational Health	Findings conveyed to management
f) UJ Occupational Health Risk Profile	UJ qualitative Occupational Health Risk Profile captured, reflecting risk stratification. Updated after each round of HRAs.
g) Covid-19 stats Ulink dashboard	Updated daily

6.3   Nature and scope of the OHP's leadership footprint/impact within the institution, civil society and the national and international arena

Travel destination risk: gap at UJ

A potential gap in corporate travel at UJ remains, where UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time. It creates the risk of leaving UJ without clear knowledge of where its members are, should a crisis arise. In addition: not all travellers register their trips with UJ travel insurance, rendering risk managers unaware of such travel. An International SOS proposal in this regard brought to the attention of management. A meeting with the Registrar and the Chief Operating Officer (COO) resulted in awareness and consideration.

HEDA Repository for all UJ Health Risk Assessments since 2005

The OHP Dashboard on the HEDA system developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports further accommodated on the site and are accessible to internal stakeholders. Graphics reflect performance on legally required medical surveillance targets. Health risk assessments and medical surveillance answer to the legal mandates of this Portfolio. Refinements towards the five remaining key areas in the Portfolio are currently underway.

UJ Occupational Health Risk profile

The composition of a qualitative UJ Occupational Health Risk profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings. The profile updated as new Health Risk Assessments become available, and can be viewed on HEDA.

Health Risk Assessment of off-campus premises

The UJ Occupational Medicine Practitioner tasked with conducting site visits at the current off-campus premises of UJ, in order to include all in the health risk assessment plan. The eight areas for which assessments concluded in 2019 were UJMA, UJ Island, JIAS, JBS, UJ Stadium, UJ Orban & Oval Sport Fields, UJ West Sport and Buxton Building.

ER24 roll out

The ER24 Emergency Medical Care contract activated in April 2018 and comprehensive induction, orientation and awareness interventions completed, resulting in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control Rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

Digital transformation

Digital transformation and the impacts of 4IR on future healthcare followed on various platforms.

7. CONCLUSION AND WAY FORWARD

7.1   Conclusion

After initially commencing all programmes as per strategy, a serious adjustment followed the onset of the pandemic and created new virtual systems for OHP. All our legally mandated services across all campuses to all UJ employees and persons at risk had to on hold. The legal mandates included medical surveillance of staff based on their occupational risk exposure profiles and health risk assessment of office/laboratory environments. In addition, all outsourced Health Risk Assessments had to be cancelled including food safety audits.

Staff members who tested positive for Covid-19, contacts and cluster outbreaks monitored virtually. Registers and reports completed on a daily basis on the disease progression, and a Certificate of Fitness issued for those who recovered. Employees who contracted the virus in line of duty reported to the Compensation Commissioner with assistance from the Occupational Safety Department.

Vulnerable staff (in terms of co-morbidities, age and health status) were identified and referred to their treating doctors. Our Occupational Medical Practitioner and OHNP has assessed them virtually and issued a Certificate of fitness to indicate their fitness to work or not.

Reporting occurred to the Covid Coordinating Committee, the DHET, Environmental Health and Public Health Units of the City of Johannesburg, the National Institute of Occupational Health (under Direction 639) and the Department of Employment and Labour. All registers managed by OHP with assistance from the HR department.

7.2   Way forward

- All legally mandated services not fulfilled during 2020 carried forward to 2021/2022, with the hope that the rate of infection will be low and the Covid-19 regulations allow.
- OHP will continue managing staff members who have tested positive for Covid-19, contacts and cluster outbreaks. Registers and reports will be completed on a daily basis on the disease progression and Certificates of Fitness will be issued for those who have recovered.
- Employees who contract the virus in the line of duty will be reported to the Compensation Commissioner.
- Vulnerable employees returned safely into the workplace.
- Ongoing assessment of essential workers maintained with referral to Careways and PsyCaD for psychological support and debriefing where indicated.
- OHP will drive continuous education and training on respiratory and hand hygiene, as well as social distancing.
- Regular HRA maintained in high-risk areas like gates and Entrances, Protection Services, Technical Services and Health care Facilities.
- Benchmarking continue among national institutions responsible for research and epidemiology, mainly on Covid-19 and other emerging diseases.

- We await SA Nursing Council approval for UJ OHP to become a CPD Service Provider.
- We will refine the OHP dashboard on HEDA further to track performance. Update and maintain the repository of compliance reports
- Planned talent management of staff will be monitored and fulfilled according to skills required and new developments.

Report compiled by:
Sr. Miranda Tshabangu
Acting Head: Occupational Health Practice
April 2021

Primary Healthcare Practice

CONTENTS

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Introduction

Primary Health Care is a division in medicine that refers to essential health care that is universal and based on sound principles and technology. It is one of the Department of Health's flagship divisions in ensuring healthcare services are brought as close as possible to the community. The University of Johannesburg has placed the division in the Registrar's portfolio, which is a functional placement rather than a statutory one. The function of the Primary Healthcare (PHC) service unit is guided by the Charter for PHC and operates under the Core Standards for Primary Health Care as directed by the National Department of Health (NDoH). A PHC service is available at all four campuses and comprises Primary Health Care Nurse Practitioners, Administrative Assistants, and Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) counsellors. A minimum of two nurses is available at each clinic. The medical doctor is employed on a sessional basis and is available on specific days at each campus. The primary clientele is University of Johannesburg (UJ) students, but the service is extended to some staff members and all persons within UJ experiencing a medical emergency.

Operating Context

A fully functional and well-equipped PHC clinic exists on all four campuses. Services rendered are:
- Primary Health Care;
- Reproductive Health Services;
- Screening of non-communicable conditions;
- Health promotion;
- Travel Health; and
- Event medical risk for sports.

Further to the listed operational areas above is the support for those diagnosed with HIV. These services are offered at no cost to students, except for non-essential health monitoring such as cholesterol and blood glucose monitoring. A well-established relationship exists between the clinic and the local hospitals and clinics, which take over patients requiring a higher level of care. Essential drugs are provided by the Department of Health (DOH) as part of the PHC Standard Treatment Guidelines. Additional essential medicines are purchased as provided for in the departmental budget. The above guidelines are followed in the provision of services in the PHC and reproductive health services. The clinic operates from 08:00 to 16:00 from Monday to Friday. Healthcare services after hours are provided with support from the Protection Services Division. A contract exists with ER24 to provide immediate healthcare in emergency cases and transportation to the nearest medical facility. Those with medical aid will be transferred to a private clinic and those without to a public hospital. The use of ER24 services is done concerning medical risk assessment, and the planning for medical intervention is done according to Safety at Sports and Recreational Events Act requirements. Travel health is provided as licensed by the Department of Health, with a Yellow Fever Certificate No YF000232 qualification obtained by the manager. Health promotion including travel alerts is done via awareness campaigns, posts on uLink, and the use of social media platforms such as Twitter and Facebook

Governance

The Manager of PHC is a member of several university committees. She is a member of the HIV/AIDS Committee, the Wellness Committee, and the Primary Health Care Committee. All committees meet every quarter. The PHC committee is convened by the PHC manager, operates under the PHC charter, and comprises the Primary Health Care Nurse Practitioners (PHCNPs), the Health Training Centre manager, a

representative from PsyCaD, and a manager from UJ Sport. Through the committee, several departmental policies and Standard Operating Procedures (SOP) have been put in place. On an ad hoc basis, additional staff are invited when there is a need for an intervention that requires their expertise, such as the Head of the Institutional Office for HIV and Aids (IOHA).

The PHC Service focuses primarily on student health in terms of maintenance of a healthy lifestyle, prevention of disease, management of identified illnesses, and health promotion. We are therefore guided by the following vision, mission, and values as the cornerstone of the available health programmes:

- **Vision**: To be a leader in Excellent Healthcare Service Delivery.
- **Mission**: Providing the UJ community with optimum preventative, promotive and curative healthcare while making use of appropriate referral systems.
- **Values**:
  - The promotion of ethical integrity and accountability towards the profession, patients, and the university.
  - The promotion of cultural diversity and unconditional acceptance of all individuals in our care.
  - We recognize and promote innovation in healthcare delivery and health promotion.

Risk management

- The division's inherent risk is the accidental exposure of patients, staff, and students to infectious agents through needlestick injuries. This has been mitigated by the availability of a policy that outlines the procedure to follow should such an injury occur. Blood tests that need to be taken and anti-retroviral medicines are provided for in the clinic. Accidental needlestick injuries for staff are catered for by the Occupational Health Practice Division under the Occupational Health and Safety Act 85 of 1993. Patients and students are catered for by the PHC clinic as part of risk management for the institution. The management of accidental exposure for students is overseen by an HIV specialist Dr. K. Mohamed whose practice is based at Garden City Clinic. The cost of this is borne by PHC and included in the annual budget.
- Delay in medical response due to unforeseen circumstances poses a risk, in that patients may not receive prompt high-level intervention from ER24. A contract exists with emergency medical support from ER24 and continuous monitoring of the costs incurred in conjunction with the Occupational Health Practice division.
- An emerging risk: Fewer termination of pregnancy (TOP) clinics offered by the Department of Health. This is a persistent risk that has been mitigated by the re-introduction of such services at Hillbrow Community Health Centre (CHC), Lillian Ngoyi Clinic, and Rahima Moosa Hospital. The referral system has improved greatly.
- 2019 novel coronavirus (COVID-19) infection: The exposure to infectious agents has been conflated by the novel coronavirus infection. The risk applies to both staff and students since it is highly infectious. Implementation of various Infection Prevention and Control measures are in place and assessed daily.
- Travel health risks: This risk is managed through pre-and post-travel assessments with information alerts circulated via uLink and Facebook. This was applied with tight control and assessment of destination countries for travelers, andwas more stringent with the COVID-19 compliance regulations.

STRATEGIC FOCUS AND TARGETS

PHS uses the University's Strategic Plan 2025 to set its objectives, with all activities supporting a specific objective as outlined below:

Strategic objective four:
An Enriching Student-friendly learning and living Experience.

- Primary Healthcare Service supports this objective by providing excellence in Primary Health Care according to the National Core Standards, determined by the National Department of Health.

- Stringent risk identification and mitigation within the medical management of patients, thereby eliminating the risk of injury and litigation. This is also achieved through thorough event medical risk assessment for sporting events taking place at UJ.
- PHS also participates in health programmes that will benefit the student population from a health perspective.
- Good governance is implemented in terms of human and financial resources, to ensure the sustainability of the service, while taking care of the environment locally and globally.
- Students undertaking international trips are assessed to ensure their health status is satisfactory, and prophylactic medication is provided to protect them against prevalent medical conditions and risks. This is crucial considering the COVID-19 pandemic and its implications on traveling locally and internationally.

Objectives and targets for the period 2020-2021

Short-term goals

- First Aid training for students:
- Expansion of the Kingsway Clinic;
- Implementation of the Anti-Retroviral Therapy (ART);
- Restructuring of services provided by the medical doctor;
- Higher Health funding implementation: cervical cancer project;
- Health Promotion: Utilisation of online platforms to communicate to a wider audience;
- Implementation of online patient booking system.

Due to challenges brought on by COVID-19, the Service had to respond proactively to support the risk mitigation efforts to protect both staff and students. Some programmes were also put on hold due to restrictions brought on by this pandemic. We then added the following initiatives to our strategy:

- Draw up guidelines and SOPs for COVID-19 related challenges;
- Ensure availability of nursing personnel for COVID-19 screening;
- Training and Development of the UJ community regarding COVID-19;
- Collaboration with different internal and external stakeholders such as Higher Health; Local private hospitals; Department of Health and IOHA.

Long-term goals

- The PHC Clinic to be on the District Health Information System (DHIS) for accurate record keeping and future resource allocation; and
- Engagement with DOH to expand services such as mental health, oral health, dietetics/nutritionists, etc.

While the focus was on achieving goals for 2020, some programmes had to be put on hold, among which was the First Aid training for students. Most programmes and resources had to be redirected to the COVID-19 project. Challenges related to supporting the COVID 19 project included having two Professional Nurses being over 60 and one having a chronic condition. It was nevertheless a successful year with most objectives being achieved.

PRIMARY HEALTHCARE SERVICE PERFORMANCE

Consultations

The total number of consultations for the year provided by healthcare practitioners at the clinics was 6529 of which 506 were for employees. The number of employees consulting at the clinic has been subsiding over the past three years largely due to the insourcing of contract employees. It dropped from an annual figure of 9% in 2017; 5.5% in 2018 and down to 4.54% in 2019 which is very commendable, as the PHC service is primarily intended for students. However, the number of employees consulting at the clinic rose from 4.54%

in 2019 to 7,75% in 2020. The increase in staff consultations is attributable to COVID-19 challenges where the clinic was made accessible to persons on campus and for purposes of improving business continuity. It must be borne in mind that the clinic continues to be a student-focused service as most students do not have funds or medical aid to cater to their healthcare needs. Staff continue to receive Family Planning Services from the clinic on a specific day for a set amount of time, with campuses scheduling their times based on the client's needs. The medical doctor works on a sessional basis to support nursing personnel and for compliance with statutory regulations. Each patient is allocated 15 minutes except for Family Planning, which takes a shorter period.

Table 1   2020 consultations for staff and students

STAFF VS STUDENTS CONSULTATIONS					
	Q1	**Q2**	**Q3**	**Q4**	**Annual**
Students	4979	48	122	874	6023
Staff	382	31	24	69	506
Total	**5361**	**79**	**146**	**943**	**6529**
6529					

Table 2   2019 consultations at UJ PHC clinics

STUDENTS VS STAFF CONSULTATIONS					
	Q1	**Q2**	**Q3**	**Q4**	**Annual**
Students	5448	6824	7119	5972	25363
Staff	271	304	319	209	1103
Total	**5719**	**7128**	**7438**	**6229**	**26466**
26466					

The tables above show a sharp contrast between 2019 and 2020; the decline is explained through the minimal access to services due to lockdown restrictions and students engaged in online learning as a result. At Lockdown level 5 between March and May 2020, only one clinic was open, and the staff were working on a rotational basis with Occupational Health Practice and Primary Healthcare Service colleagues working together to provide healthcare as was necessary. Most of the UJ personnel were not required to come to campus due to their services not being essential and per the Disaster Management Act 57 of 2002 instituted by the South African (SA) Government.

Figure 1   Consultations per clinic

The clinic with the highest number of consultations totalling 1991 is the Doornfontein Campus (DFC) clinic, due to its location in central Johannesburg and probably the largest number of students closest to the campus during the COVID-19 national lockdown. This is then followed by the Auckland Park Kingsway Campus (APK) with 1988 consultations, then the Soweto Campus (SWC) with 1409, and the Auckland Park Bunting Road Campus (APB) being the lowest with 1141 consultations. A telephonic advisory service was provided to those needing healthcare since most had limited access to the campus. Telephonic advice was given to a total of 638 queries in the period beginning from May to December 2020. Referral systems remained in place, especially to facilities testing for COVID-19.
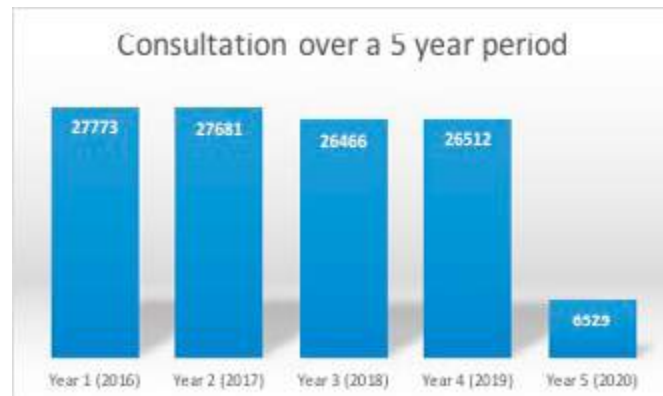
Figure 2   Five-year description of consultations

The past five years show optimal utilisation, except, of course, in 2020. The reduction in consultations has resulted in challenges such as expiry of stock since patients were not consulting as planned. We however re-evaluated stock levels to cater to the current environment.

Figure 3   Common conditions treated at the clinic

The graph illustrates conditions managed mostly by nurses and some by the doctor. It shows a high number of ear, nose, throat (ENT), and mouth conditions which are followed by skin and gynaecological conditions. Conditions of the upper respiratory tract are very common as the mode of transmission is mostly airborne. The main challenge with this year was that COVID-19 suspected cases could not be assessed at the clinic due to the high infectiousness of the disease and because we were not competent to test and treat such patients. The patients presenting with a respiratory condition were referred to a public or private facility to exclude COVID-19 as a possible diagnosis.

Emergency medical care: Strong collaboration between the clinic and Protection Services is essential in the management of medical emergencies on and off campus. Since we had few students on campus, ER24 responded to 111 medical emergencies for the year 2020. This is in contrast with 177 calls made in the

previous year. The highest number of calls was in May 2019 and in October in the subsequent year. This may be an indication that we had the highest number of students on campus in both periods.

Procedures and consultations

Patients are consulted for 15 minutes each. Bookings are made to accommodate class times and to avoid overcrowding and prevention of cross-infection in the waiting areas. Students can either call or come in person to make a booking. Travel Health consultations are encouraged for all students traveling on UJ assigned projects; they receive prophylactic medication at no cost. Post-exposure prophylaxis (PEP) medication is provided to students when exposed to infectious agents (diseases). Dr. Karoonisha Mahomed manages and treats students, mostly from the Faculty of Health Sciences, if accidental needle pricks occur, to prevent HIV infection. Emergencies presenting at the clinic are prioritised over "regular" consultations. Patients are referred to the hospital for a higher level of care when indicated. Family planning services clients need not book as this is a walk-in service due to its high utilization.

Sexual Reproductive Health

Family planning (FP) is a service rendered to both staff and students across the university. This was provided to 1827 clients in 2020 which was a decrease from a total number of 8 774 clients in 2019, a drop by 79.2%. A decrease in FP services was noted in all clinics in 2020, as in the graph below. Methods available include an oral pill, injectable, intra-dermal, and the intra-uterine device commonly known as the "loop". The barrier method in the form of both male and female condoms is also distributed at strategic locations around campus. Family planning is the most used service across the clinics at UJ. Sexual and Reproductive Health (SRH) is a service essential to the youth health aspect of PHC.
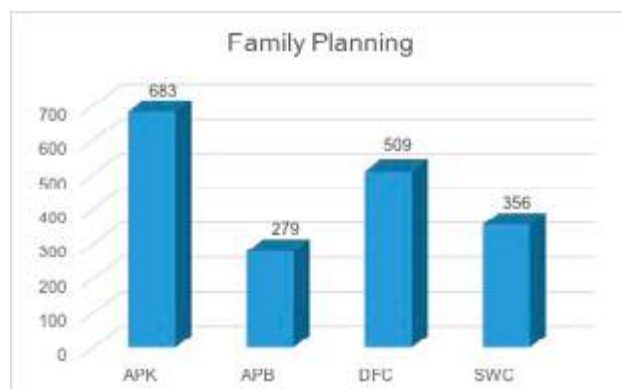
Figure 4   Family Planning usage at all clinics

Figure 5   FP Utilization over 5 years

The graph shows once more how services were negatively affected by the COVID-19 challenges. The service is however stable and the most utilised among all other services offered at the clinics.

In terms of other SRH services, fewer pregnancy tests were conducted in 2020 when comparisons were made with the previous four years. There was a 70.5% decrease in pregnancy tests conducted from the year 2016 to the year 2020. These are clients who would have not used a condom or any form of contraceptive. Clients who test positive for pregnancy are offered counselling, as most pregnancies are unplanned. They are also encouraged to do HIV testing to benefit from anti-retroviral medication and to prevent HIV transmission to the unborn child. This service is however provided at public and private health centres. The total number of terminations of pregnancy (TOP) referrals in 2020 was lower when compared to 2019. In 2020 a total number of 33 TOP referrals were made representing a decrease of 79.2% when compared to the 159 in 2019. However, the ratio of all those diagnosed pregnant that opted to be referred for TOP decreased by 11% from 49% in 2019 down to a total of 38% in 2020. This suggests that fewer students had been made aware of their right to choose TOP in 2020 than in 2019.

Table 3   *Illustration of more SRH services*

CAMPUS	PREGNANCY TESTS	PREGNANT	TOP	EC
APK	148	43	17	33
APB	60	9	6	14
DFC	47	13	8	14
SWC	101	20	6	9
Total	**356**	**87**	**33**	**74**

Emergency contraception (EC), commonly referred to as the "morning-after" pill, was given to 20.8% or 74 of the patients who tested for pregnancy in 2020 which is an increase compared to 223 or 13.9% of patients who received EC in 2019. This trend may indicate higher rates of risky sexual behaviour with less consistent use of preventative methods such as condoms. The increased use may also indicate that students are failing to access ECs elsewhere. It has been established that students also make use of service providers surrounding the university for EC especially pharmacies, as these can be sold over the counter. This indicates that the figure for EC use is probably higher than the one indicated here.

Challenge: The shortage of contraceptives from the DOH has directly and negatively affected those students who became pregnant in this reporting period. This also shows the vulnerability of students and the likelihood of their contracting Sexually Transmitted Infections (STIs) and HIV amongst other diseases.
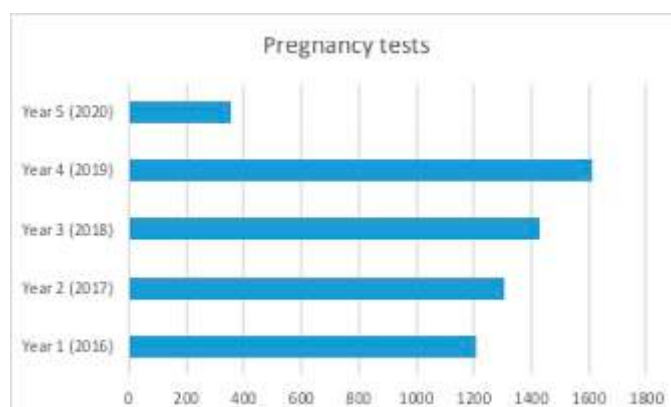

Figure 6   A gradual increase in pregnancy tests followed by a sharp decrease (2016-2020)

Sexually Transmitted Infections (STIs): These are treated using the syndromic approach as stipulated in the Standard Treatment Guidelines as approved by the World Health Organisation (WHO) and DOH. In 2019 the number of cases treated for STIs was 1254, signaling a 7.4% drop from 2018. In 2020 the number of cases treated for STIs decreased to 357 patients representing a total percentage decrease of 71.5% compared to 2019. The patients are encouraged to bring their partners for treatment to avoid re-infection and spreading the infection. However, very few patients do report to the clinic with the referral letter. Cervical cancer screening was also conducted which yielded 164 tests, with 48 of these tests being funded by the Higher Health project. The pap smear method funded by Higher Health was for a liquid-based cytology test which is more accurate in finding abnormal cells from the cervix.
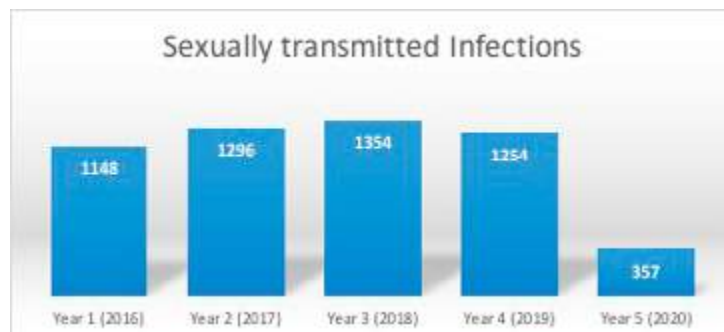
Figure 7   STIs treated at all clinics

SRH collaboration with Netcare

SRH collaboration with Netcare: The relationship with Netcare hospitals remains in place. In cases where students indicate that a sexual assault has taken place, they are referred for counseling, and Netcare hospitals provide medication to prevent and/or treat sexually transmitted infections, with the collection of specimens, should the client pursue criminal charges. This is a free service offered to the community in support of rape survivors. The number of students utilising this service is not available since Netcare is a private organization and we are not privy to their data, due to confidentiality and privacy laws.

HIV Counselling and Testing

A total of 16 clients were tested for HIV in all the clinics in 2020, a significant drop from the total number of 402 clients who were tested in all the clinics in 2019. This is because HIV testing has been moved from the PHC clinics to IOHA and testing at the PHC clinics is now done on clinical grounds only. All 16 tests were found to be negative. This is a decrease in prevalence rates from the 16.7% prevalence rate found for those testing at the clinic in 2019. This suggests a decrease in the clinical diagnosis of HIV. The 2020 COVID-19 lockdown highly limited physical contact between students which may have possibly reduced sexual activity which in turn may perhaps account for the lower HIV prevalence rates.
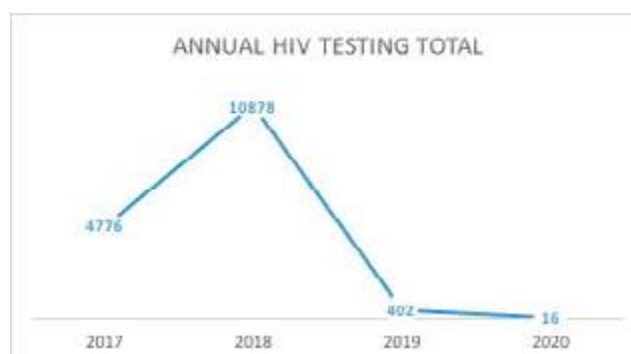

Figure 8   Gradual increase in HIV testing followed by a sharp decline

There was a sharp increase in the number of tests done at the clinic from 2017 to 2018, followed by a sharp decline between 2018 and 2019 which persisted up to 2020. Following the successful signing of the Memorandum of Agreement with DOH, the implementation of the ART programme is in place pending the availability of a Dr to support the programme. This includes access to health information systems, laboratory, and pharmaceutical services for this programme to be successful. It must be emphasised that the ART programme includes Pre-exposure prophylaxis (PrEP) for those at risk of contracting HIV. It also includes those who have possibly been exposed and should receive Post-exposure prophylaxis (PEP). This is unfortunately one of the programmes halted due to our focusing primarily on COVID-19. It is envisaged that we will continue in 2021.

Vaccinations: These were provided to 184 patients; representing a decrease of 76.7% from the 790 vaccines provided in 2019. These were received by Faculty of Health Sciences (FHS) students to prevent them from infection as they may be exposed to Hepatitis B during their clinical learning experiences.

Travel health is provided to students traveling on UJ assignments. The service was accessed by a total of 63 clients in 2020, a decrease by 87.7% from the total of 511 clients who accessed it in 2019. Between the years 2017 and 2018, there was a sharp increase in the utilization of Travel health services by 70%, after the introduction of the "Africa by Bus" initiative. The sharp decline in 2020 may be attributed to the decrease in the traveling by students for assignments largely due to the COVID-19 pandemic. International travel was prohibited in accordance with the Disaster Management Act 57 of 2002 (DMA) which is still in place at the time of reporting.

As mentioned above, because of the COVID-19 pandemic, the scope of travel health at the clinic had to be widened. This meant that students who had traveled outside the borders of South Africa were screened and quarantined for 10-14 days before they could re-join the rest of the student population. In response to reports of students and staff being infected or exposed to COVID-19, a register was developed to ensure tracking was done accordingly. Students could report by email, call, or fill a self-disclosure document online via uLink.

Event Medical risk: Medical Operational Plans (MOP) are required before a major sporting event takes place. A single game of Varsity rugby took place where medical standby was provided by ER24 and UJ's clinical staff. Other sporting activities and events could not take place due to precautions against COVID-19.

Health Promotion: This was greatly hampered as most activities involve face-to-face interaction. Online platforms were however utilised to gather audiences. Educational activities were conducted, and these were based on updates and changes related to the COVID-19 pandemic. Both staff and students were engaged via Microsoft (MS) Teams in collaboration with IOHA, Human Resources (HR), Student Affairs, Protection Services, and the Library. Video material generated by peer educators was shared via Facebook. Communication was kept in place to inform, monitor, and support staff, mainly to address anxieties around COVID-19.

The University of Johannesburg radio station (UJFM) weekly slots continue with the easing of lockdown restrictions and more staff was available to continue sharing health information, albeit telephonic interviews and not in-studio interactions.

Marketing and communication

The University's webpage and uLink were used to share information with students and staff, especially COVID-19 related communication to allay anxiety and provide access to services. Videos with links to relevant websites were posted to ensure the availability of information and resources. Information sessions were held to accommodate staff who needed to continue working even during lockdown level 5 where movements were highly restricted. Sessions were initially done in person and later online.

Engagement with student bodies

Online sessions replaced all interaction that would have taken place in person. Training sessions to encourage students to become COVID-19 Ambassadors were held with student leadership groups and supported by the Student Affairs Division. Residence students were targeted to ensure compliance with

COVID-19 regulations and minimize cross-infection. The sessions benefited students by informing them what to do when infected or exposed, and also alerting them to various support structures available within the university.

First-Year Experience (FYE)

- The FYE Programme was implemented successfully in collaboration with IOHA and the peer educators, who play a pivotal role in health promotion. Video recordings catered for students who could have missed attending the orientation week. This success was mainly due to COVID-19 not yet affecting the programme.
- All allocated sessions were implemented according to schedule at all campuses.

Medemass-Healthone

The electronic patient information system is in place and being used by administrative staff, HCT counselors, and medical staff. New staff members were trained in the use of the system. A proposal was made by Medemass to move to a cloud-based system as it provides improved and faster access and generates reports; it was reported to be more efficient than the current Delphi system. This project was suspended due to budget restrictions brought on by COVID-19 challenges.

COVID-19 IMPLICATIONS ON SERVICE PROVISION

Some of the priority targets were not achieved. These include the cervical cancer project, first aid training, and the implementation of antiretroviral (ARV) services. With that said, new targets were put in place to respond to the prevailing circumstances.

New targets set and achieved:
- COVID-19 Screening: This was done in the form of screening mechanisms developed and implemented for students at residences and for enabling access to the university. These were initially paper-based and later converted to an electronic format where an email was sent to the UJ community before accessing the campus. In addition, Auxiliary Nursing professionals were deployed at the university's main access points to manage those with abnormal findings such as fever of a value above 37.5°C, cough, fatigue and so on. This was a successful collaboration with Protection Services to ensure compliance with the DMA, the Labour, Occupational Health and Safety Act 85 of 1993 and Department of Health regulations.
- Motivating and building a business case for the appointment of a Registered Nurse during the December recess period; this was approved by Members of the Executive Council (MEC). The nurse managed all reported cases of COVID-19 and coordinated record-keeping and mobilisation of all resources required in cases of self-isolation, hospitalization, and discharge of the infected individuals. This allowed all PHS staff to go on recess without worrying about their patients.
- Personnel development: Access to online training platforms for healthcare professionals was provided. This online training provided knowledge on COVID-19 infection prevention and control (IPC) not only to the nurses but to the whole UJ community. The training was provided by the National Institute of Communicable Diseases (NICD), the Department of Health, Higher Health, the Centre for Disease Control (CDC), the Foundation for Professional Development (FPD) and the World Health Organisation (WHO). Some training earned Continuous Professional Development (CPD) points and in some cases colleagues were presented with certificates of attendance and competence.

Monitoring of COVID-19 exposed and infected individuals

- **Isolated cases**: Students who were exposed to the COVID-19 virus were isolated for 10 days while being monitored for possible development of symptoms. The cumulative total number of students exposed was 132.
- **Positive cases**: Only 60 students were reported to have been diagnosed with COVID-19 in the 2020

academic year, which is quite an achievement considering that the university had around 50 000 students registered in the same year. Students who were reported to have been diagnosed were monitored by the PHC clinicians. No fatalities were reported among the student population.

- **A Travel risk register** was created to monitor students returning to the country to continue with their academic programme. This comprised mainly postgraduate and post-doctoral candidates. Returning was possible in the latter part of the year, and only 17 students were reported. As part of UJ's protocol, self-isolation was a requirement before continuing with normal university activities.

BUSINESS CONTINUITY DURING COVID-19

Clinic operations

- Lockdown level 5 meant that only essential staff could be physically present at their workplaces. The clinic operated from one campus with occupational health practitioners (OHP) and PHS combining to provide essential and emergency healthcare to those on campus. Only APK campus was operational, but later all campuses when lockdown levels were eased.
- A telephonic advisory service was provided to those needing healthcare. A total of 638 pieces of telephonic advice were given in the period beginning from May to December 2020. Referral systems remained in place especially to facilities testing for COVID-19.
- Collaboration with Protection Services, Residences and Operations worked well to provide relevant support to those infected and exposed to the virus.
- Quarantine facilities were provided for at Plumpudding residence, and emergency healthcare was provided by ER24. Students were transported by the UJ Transport Department to and from the hospital, testing sites and clinical learning areas in the case of FHS students.
- Telephonic monitoring of COVID-19 positive cases and exposed individuals was done and reported daily, with the UJ dashboard updated to display a 24-hour reporting cycle on the University's website.
- Staff meetings were held regularly over MS Teams which ultimately proved a useful means to communicate with colleagues. This is over and above the use of telephone and WhatsApp. Such meetings allowed staff to keep in touch with each other, considering the anxiety brought on by the pandemic. It also enabled the manager to get a sense of how the team was doing and what support was needed.
- An innovative online booking system was initiated with support from Information Communication Systems (ICS). The system is only accessible to registered students booking via uLink. The challenge envisaged was the compliance and honouring of appointments made by students. This will be mitigated by allowing walk-ins when they show up at the clinic, yet maintaining the COVID-19 screening in place.
- The renovation of the APK clinic took place when the lockdown levels were lowered. The Boardroom and two consulting rooms were successfully constructed. Only a few structural issues remain. The newly expanded space should be ready for use in the 2nd term of 2021.

EMPLOYEE PROFILE

Table 4   Classification of employees (total 17)

POSITION	GENDER	RACE	PEROMNES	NUMBER	EMPLOYMENT
Head	F	A	6	1	Permanent
Medical Doctor	F	I	6	1	Temporary
Primary Health Care Nurse Practitioner	F	A	8	5	Permanent
	F	I	8	1	Permanent
	F	C	8	1	Permanent
	M	A	8	2	Permanent

Administrative Officer	F	C	10	1	Permanent
Administrative Assistant	F	A	11	4	Permanent
	F	C	11	1	Permanent

Table 5   Employee profile per campus

Head of division: Sr. Molimi Geya			
Medical Officer: Dr. Shireen Surtee (temporary)			
Campus	**PHC Nurse Practitioner**	**Administrative Officer**	**Admin assistant**
APK	3	1	2
APB	2		1
DFC	2		1
SWC	2		1

Human Resources

The staff complement remained constant as in the previous year, consisting of 16 permanent and one temporary staff member, including the PHC manager. The profile of employees is 62.5% African and 87.5% female. There were no resignations and no staff attrition because of Covid-19. With COVID-19 challenges, the department had to operate mostly without three of the professional nurses, due to advanced age (>60) and comorbidities. The challenge was to provide them with work while at home, where they undertook the monitoring of COVID-19 cases. OHP and HR guided the management of such instances. By year-end, only one employee out of a total staff number of 16 had gone on sick leave. Only one employee reportedly contracted the disease, but the same employee recovered fully.

Training and development

- The 3-Day course on Understanding Suicide and Suicide Prevention was provided by the Vista Academy at the STH. This was made possible by the funding from Higher Health (HH) and attended by PHC clinicians, coordinators, and counselors from IOHA.
- The annual South African Association for Campus Health Services (SAACHS) conference hosted by the KwaZulu-Natal (KZN) region was attended by three nursing colleagues.
- One PHCNP is studying for a Bachelor of Nursing Science (B Cur) majoring in Occupational Health, and one Administrative Assistant is finalising her Bachelor of Arts (BA) Communications degree. Another PHCNP is pursuing a Master's in Public Health degree with UJ, in his first year of study.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholder engagement

- The clinic collaborated with other UJ departments providing Protective Personal Equipment (PPE). The Library and UJ makerspace used their 3-D facilities to create face shields (visors) for use by nursing and administrative staff as part of PPE against COVID-19 infection
- The Nursing Department in the Faculty of Health Sciences successfully applied for funding and had students tested for COVID-19 before allocation to the clinical areas via the PHC departmental interventions. Another department needing the same service was the Social Work department in the Faculty of Humanities.

- Sr Geya was part of the COVID-19 Coordinating Committee and contributed productively towards providing the university community with the necessary support.
- The reporting of COVID-19 cases is done by various individuals and departments, and this is followed up by case management and support. This includes allocating a nurse and providing support such as isolation and basic nutrition needs in collaboration with the Student Affairs Division. One of the anticipated challenges going forward is the high number of students who will need to be isolated and making sure that contact tracing is successful.
- The provision of screening at the campus entrances was a coordinated effort among various departments including Campuses, Protection Services, and ICS to name a few.
- Protection Services, OHP, Occupational Safety, Operations, ICS, Student Affairs, and many other divisions within UJ played an important role in ensuring compliance with COVID-19 regulations by both staff and students.

External Stakeholders

- Sr Geya is chairperson of the South African Association for Campus Health Services (SAACHS) and is responsible for the strategic direction of the Association. In the executive committee, Mr. Ntshabele occupies the position of Editor of the Association's publication.
- Mr. T Ntshabele is an executive member of the South African Nursing Council. He is serving his 3rd year of a 5-year term.
- The DOH and City of Joburg (CoJ) health officials were also supportive in providing testing facilities and information as and when required.
- The Ampath laboratories were also very supportive in testing students from the FHS. Students were in various parts of the country, and all needed a negative polymerase chain reaction (PCR) COVID-19 result before allocation to the clinical facilities.
- Higher Health donated PPE in the form of gloves, masks, face shields, and information brochures and posters. These were shared with various departments within the University but were mostly used in the clinics.
- The Chinese Embassy also donated 10 000 face masks for use by the clinical staff.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial Governance

- The division operates four cost centers and has utilized 64% of the operational budget. This lower use of the operational budget was due to the limited services provided as a result of fewer students being on campus during the lockdown.
- Expenditure planned for the year had to be adjusted to cater to the current COVID-19 challenge. The expansion of the clinic commenced when the lockdown restrictions were eased.
- Furniture and equipment were purchased. A vaccination fridge with a special feature of a 48-hour hold in cases of an electrical shutdown was also purchased.
- PPE consisting of surgical masks, gloves, face shields, gowns, shoes, and caps were ordered via the procurement procedures prescribed by the University. Additional thermo-scanners and clinical electronic thermometers had to be purchased in response to COVID-19.
- The payments for the screening by nursing professionals were also included in the adjusted budget. The overall costs incurred because of the COVID-19 pandemic amounted to R624 423.93 and were covered in the central budget.

Environmental sustainability

- Awareness on less printing and if necessary, printing done on both sides;
- Communication is done via email instead of hard copies;

- Recycling of cartridges, paper, and batteries;
- Eco-friendly fridge at all campus clinics with uninterrupted power supply at APK;
- Clinic lights are switched off overnight and over weekends;
- Correct disposal of hazardous and non-hazardous waste;
- Medical waste disposal is managed by an accredited medical waste company (Budget Waste). An improvement in the system was instituted to allow for disposable boxes of medical waste instead of re-using plastic containers, as is considered best practice;
- The use of Uninterrupted Power Supply (UPS) in critical areas to ensure continuity of services in case of load shedding;
- Tele-conferencing, Zoom, MS Teams and Skype meetings are used as much as possible to avoid unnecessary traveling;
- The paper-based registers that were initially used for screening of all individuals arriving on campus were rapidly replaced with online record capturing devices;
- Following a rigorous risk assessment of the various spaces at all clinics, PPE was prescribed based on the level of risk and exposure in order to ensure environmental safety for workers and clients

LEADERSHIP

External

Most initiatives reported on the external stakeholder engagement above. In addition, Sister Geya was elected as chairperson of SAACHS for 3 years and Mr. Ntshabele was nominated as the editor of the Association's publication for the same period. He is also in the Council of the South African Nursing Council for five years.

Internal

The leadership initiatives are reported on the internal stakeholder engagement above.

TRANSFORMATION MATTERS

Transformation continues to be pivotal among the clinic personnel and is incorporated into the services provided to all patients and clients. Leadership is inculcated among different levels of staff with PHCNPs taking turns to job shadow the manager. A roster has been created to this effect. COVID-19 also impacted business as usual in that alternative forms of consulting had to be sought to maximise access to healthcare. This was done in the form of Zoom consultations and telephonic advisory services.

With the manager being part of the Transformation Committee, she also is part of the, Student Wellness Committee, a new subcommittee formed to address health and wellbeing issues for students.

CONCLUSION AND WAY FORWARD

The department was generally successful in implementing basic services and responded successfully to challenges brought on by COVID-19. The ongoing plans address the presence of COVID-19 still in our midst. These plans will include strategies on meeting compliance with the prevention of infection protocols already in place.

Objectives and targets for the period 2021-2022

- Improve the provision of Sexual Reproductive Health Services (SRH).
- Implement the anti-retroviral programme;
- Screening for non-communicable diseases;
- Strict monitoring of traveling students considering potential COVID-19 risk;

- Provide Health Promotion in close collaboration with other departments, i.e., Student Affairs, IOHA, Library, etc.;
- Ensure emergency medical care continues with support from ER24 and Protection Services;
- Continue supporting UJ Sports in first aid requirements, event risk assessment, and medical stand-by at sporting events;
- Ensure close relations with other departments in continuing to ensure that COVID-19 infection prevention and control strategies remain in place;
- Engage with the DOH COVID-19 Vaccination programme within legal constraints.

Full implementation of all plans will be a function of the continued presence of COVID-19.

Report compiled by:
Sister Molimi Geya
Head: Primary Healthcare Service
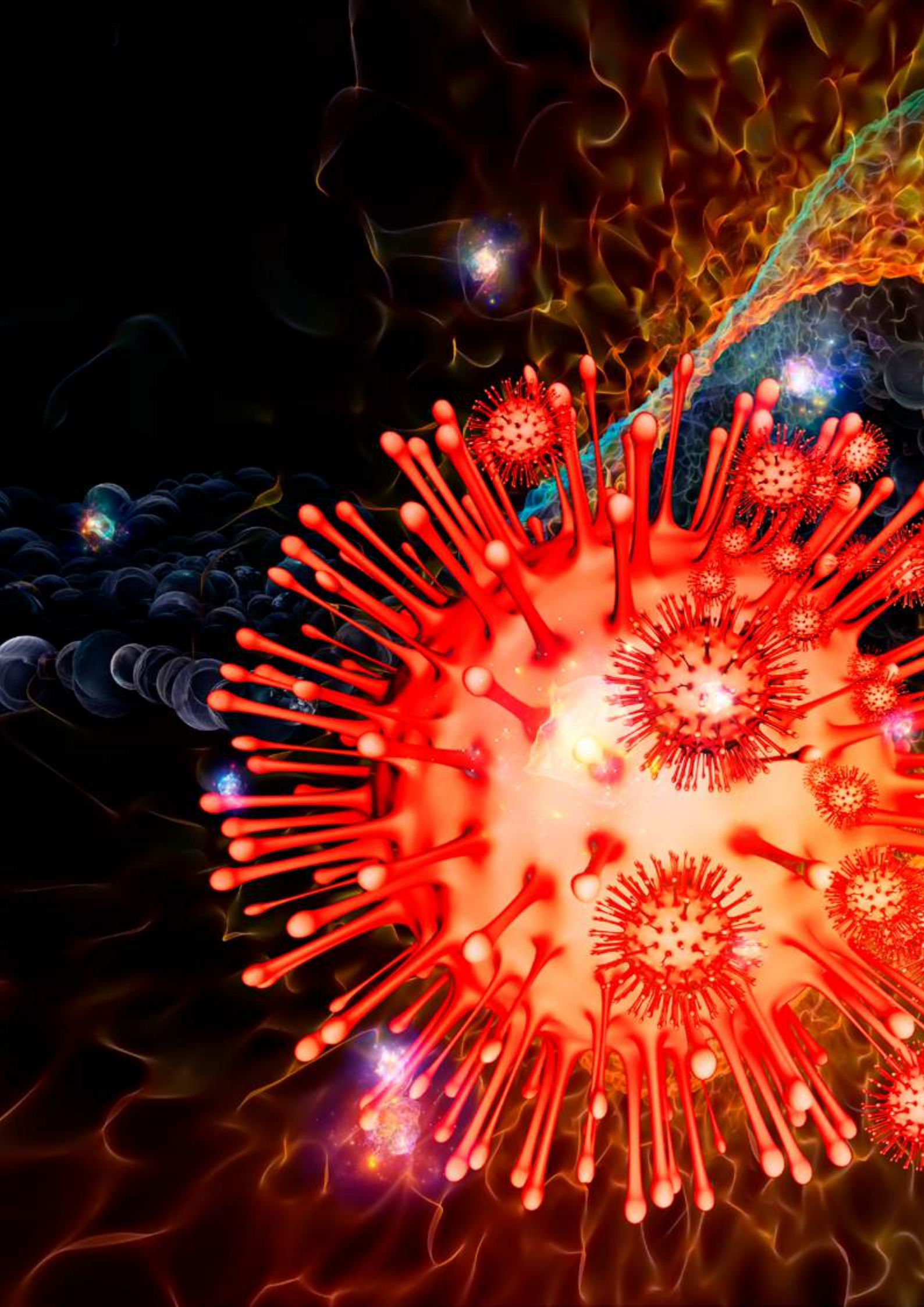
Institutional Office for HIV and AIDS (IOHA)

OVERVIEW

The year 2020 has been one of our most challenging years due to the pandemic and the many changes that came with it. Personal interactions were replaced with full-on digital communication, which has seen surprising results. Conversely, the national lockdown instituted by the South African Government in light of the COVID-19 pandemic has had some unsolicited and unintended consequences, which have included inter alia increased rates of gender-based violence. Women and other marginalised groups, such as children and the LGBTI+ community, found themselves involuntarily stuck with their abuser, not safe, threatened, abused and even killed. Moreover, they did not know whom to call or where to go during these difficult times, when South Africa was placed on lockdown to flatten the curve of the spread of COVID-19.

Additionally, COVID-19 related risky behaviour such as hook-ups (young people using social media platforms to meet at public places with strangers for sex) and the availability of home-brewed alcohol and drug abuse increased during the lockdown period, especially on digital platforms. Subsequently, lockdown restrictions highlighted the plight of the LGBTI+ students' issues of homelessness and poverty, which impacted their wellbeing. This report presents activities and initiatives staged during 2020 and the impact thereof.

For the first time, the year's February testing campaign #Healthyisthenewsexy made the testing consent forms available online. In spite of Wi-Fi challenges in some areas, most of the consent forms were completed online. Overall, students and staff responded positively, as the process minimised waiting time and manual stats counting. However, there is no doubt that the COVID-19 epidemic had a significant impact on the medical prevention of HIV, due to the lockdown restrictions. The cumulative total of people tested was **3 333** clients compared to **12 733** in 2019, a **73%** decrease from the set annual target of **12 575**. Only **7%** of the UJ community was tested compared to **25%** in 2019.

Regarding the profile of those testing, 1% identified as gender non-conforming (a vital category for our social inclusion strategy), **98%** were students (as HR Wellness is responsible for target testing for staff), and **67%** of clients were female. This is consistent with the national profile, where the majority of people testing are female. Also, **19%** of people tested were first-time testers, and most students tested were from CBE, followed by FEBE, which might have been due to their availability on campus compared to other faculties. In 2020, the total number of students and staff who tested positive was **10**. The prevalence rate remained below 1%. The UJ Care and support program also had to transition online when the South African lockdown

was suddenly instituted; from that time, social media (a WhatsApp group), individual chats and phone calls were used to engage with the students. The group has 40 members.

The Link peer educator programme is key to IOHA's strategy. The 2020 peer educator recruitment commenced in February. Approximately **450** students showed interest in the peer educator program; however, only **181** actively participated in the first quarter programmes. The database grew from **181** during the first quarter to **235** in the second quarter, with additional **54** peer educators recruited. There was also a spike with **11** gender non-conforming peer educators joining the program in the second quarter.

Integrated approaches have been identified as influencing behavioural change amongst our student community. Edutainment is one of the multi-pronged strategies utilised in preventing HIV & AIDS infections and has been recommended as a helpful tool that can be used to build behavioural change. Approaches included a programmatic approach to campaigns and events, residence programs, digital marketing and awareness initiatives.

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and to strengthen prevention messages regarding HIV & AIDS. This is done through offering internships for students from different departments and the facilitation of training workshops at various faculties.

The COVID-19 pandemic has brought about change, both good and bad. On the events front, the limitation of face-to-face contact and gatherings has forced a new normal, which IOHA has embraced through online interventions. The change has had the most significant impact on public reach in all years and indicates that digital campaigns have a more substantial impact than face-to-face events. It has also contributed to the sharing of critical information with a bigger audience. IOHA engaged with the UJ community through various online webinars. These included the sixth edition of the Annual High Tea and Phenomenal Women Awards in August, celebrating diverse femininities, the First Annual UJ Men's Conference in partnership with Student Affairs, The Pride Afrique Virtual Pride and Virtual Poster Exhibition. The Men's conference total reach was **11 788**.

The updated UJ HIV, TB and STIs policy and strategy was approved in November by various university committees. The University Wellness Committees monitors UJ's response on HIV, TB and STIs matters and reports to the MEC Transformation Committee quarterly.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role for the HIV, TB and STIs programme in terms of the 2013 White Paper for Post School Education and Training (PSET) (2013), the Transformation Framework for Higher Education (HE) (2015), the National Strategy Plan (NSP) for HIV, TB and Sexually Transmitted Infections (STIs) (2017), the Adolescent and Youth Policy (2017) and the Social Inclusion Policy Framework of PSET (2016). It functions within the legal and management framework of the University of Johannesburg and under the UJ Policy on HIV, TB and STIs to ensure the realisation of the strategy.

The Office is also mandated to facilitate combination prevention interventions and strategies to reduce new HIV infections, and to provide a holistic service for HIV & AIDS-related matters within the UJ community. The core operational function includes HIV prevention through Sexual and Reproductive Health and Rights (SRHR), peer education, community engagement, HIV counselling and testing, and care and support for people living with HIV. The purpose of the report is to provide an overview of the coordinated institutional HIV, TB and STIs response, which is monitored and evaluated by the HIV Committee.

The strategic focus for 2025 will be on the following:

The provision of an enriching student-friendly learning and living experience by initiating, facilitating, coordinating and implementing the University's HIV and AIDS strategy to the UJ community through:

Sustained excellence of service on all campuses with a client satisfaction rate of 90%; Expansion of Link network to 3000 members; Healthy lifestyles and risky behaviour programme to all students as part of FYE and Senior Students Experience (SSE); Significant positive shift in knowledge, attitude, perceptions and behaviour regarding risky student behaviours (as indicated by internal and external surveys); Focused quarterly awareness campaigns run jointly with Campus Health; Incorporation of educational material into induction programmes such as First-Year Experience (FYE), Student Representative Council (SRC), house committees and societies.

INNOVATIVE ACHIEVEMENTS IN 2020

Health Promotion, HIV, TB and STIs Prevention, Care and Support

- **Health Promotion**
  - Health promotion enables people to increase control over their health and its determinants and thereby improve their health.
  - In the second and third quarters, health promotion was facilitated online. There were increased engagements on our social media platforms, including Facebook and WhatsApp groups. From April our health promotion schedule was compiled for online delivery and covered various topics such as HIV, STI and TB prevention, mental and physical health, and risky behaviour.
  - Online health screening tools for TB, HIV, STIs, substance abuse, gender-based violence, safe sex, unplanned pregnancy and contraception and mental health were compiled to allow students to do self-screening if they felt they might be at risk concerning any of these health issues. This also assisted in avoiding any unnecessary burdening of Primary Healthcare Services.

- **HIV Prevention**
  - HIV Testing Services (HTS) is one of the key contributors towards the realisation of UNAIDS-DoH 90-90-90, i.e. 90% of the community to know their status, 90% diagnosed with HIV infection to know their status, and 90% virally suppressed.
  - For the first time, the year's February testing campaign #Healthyisthenewsexy made the testing consent forms available online. The process started with APB and progressed to APK, and after that continued with SWC and DFC. Even though there were Wi-Fi challenges in some areas, most of the consent forms were completed online. Overall, students and staff responded positively, as the process minimised waiting time and manual stats counting.
  - At the first quarter testing campaign, a total of **2734** tested, compared to **3892** in 2019, which represents a **30%** decrease. The quarterly target of 3615 was also not met, which represents a 24% decrease. This is attributed to the Coronavirus pandemic, which led to the cancellation of mass events; thus the TB day scheduled for March had to be cancelled. Additionally, scheduled weekly additional testing had to be suspended to avoid exposing students to larger groups and putting them at risk of infection. As a result, most of the students were not available from March, which further impacted our annual quarterly targets.
  - After campus reintegration, HIV testing services resumed on Alert Level 1, based on the risk-adjusted strategy. In response to this, the team went to the different residences on all campuses to provide continued HIV Testing Services (HTS). The residence managers received the proposal well, and an agreement was reached to conduct testing in the residences between October and November. As a result, **11** residences were visited for HTS. At APK, IOHA partnered with Quadcare Health Services at the Student Centre to provide services at no cost. A total of **541** clients were tested.
  - The cumulative total was at **3333** clients compared to **12 733** in 2019, a **73%** decrease from the set annual target of **12 575**. Only **7%** of the UJ community was tested compared to **25%** in 2019. There is no doubt that the COVID-19 epidemic had a significant impact on the medical prevention of HIV due to lockdown restrictions.
  - Regarding the profile of those testing, **1%** identified as gender non-conforming (a vital category for

our social inclusion strategy), **98%** were students (as HR Wellness is responsible for target testing for staff), and **67%** of clients were females. This is consistent with the national profile, where the majority of people testing are females. Also, **19%** of people tested were first-time testers, and most students tested were from CBE, followed by FEBE, which might have been due to their availability on campus compared to other faculties.

- Different barrier methods were available across campuses. Correct and consistent use of barrier methods, such as male and female condoms, has been identified as an effective means of protecting against STIs, including HIV. Additionally, condoms remain the only contraceptive method that provides dual protection, i.e. against both STIs and pregnancy. Therefore, increased awareness and availability remain essential prevention strategies.

- **HIV Care and Support**
  - The Care and Support Programme is a pillar developed through the UJ Wellness Programme. It aims to ensure optimal health and functioning for students and staff infected with HIV at UJ by providing social and educational support.
  - In view of the COVID-19 epidemic, arrangements were made with Helen Joseph Hospital to allow students to receive treatment from their local clinics or pharmacies to ensure continued treatment adherence. The students responded well, and their feedback indicated that the process worked well and was efficient.
  - The UJ Care and Support Programme also had to transition online when the South African lockdown was suddenly instituted; from that time, social media (a WhatsApp group), individual chats and phone calls were used to engage with the students. The group has 40 members.
  - WhatsApp was used to check up on quiet group members, and phone calls were made to engage with willing members.
  - In 2020, the total number of students and staff who tested positive was 10. The prevalence rate remained below 1%. According to Stats SA 2019, it is estimated that the national HIV prevalence is **13,6%**, with Gauteng province's prevalence estimated to be **13,5%**. Therefore, UJ's prevalence rate is relatively low compared with the national and provincial statistics, based on the number of people tested.

Curriculum Integration, Research and Innovation

- HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and strengthen prevention messages regarding HIV & AIDS. This is done through Internships, Training Workshops.
- **Internship Programme**: In contributing positively towards 'graduateness' and the HIV curriculum integration program, IOHA hosted three Community Development and Leadership students from the Social Work Department. The interns were exposed to several IOHA projects and helped build a stable platform to enhance SRHR issues within the university community and beyond. Additionally, in partnership with the Sociology department, IOHA supervised three student interns. One student from Marketing was also accepted for an internship.
- **First-Year Seminar (FYS)**: HIV & AIDS program coordinators, together with the senior peer educators, formed part of the FYS program. The Office was invited to present at various faculties and departments to introduce the students to the health and wellness team (IOHA and Campus Health). The presentation included the survival tool kit, a health and wellness video, services rendered by the Office, location and contact details. In addition to making the presentation, this was an excellent opportunity to recruit students to join the peer education program.
- **Training Workshops**: In February, IOHA engaged in an exciting and interactive HIV training session with the FADA students. The presentation focused on HIV prevention, Sexually Transmitted Infections (STIs), and the HIV transmission process, looking at transmission primarily through bodily fluids.
  - Additionally, the Office was invited to conduct workshops for Psychology interns, Law Students and Student Affairs leadership groups.

– IOHA was invited to present at workshops organised by Students Affairs on COVID-19 preparedness for students at residences. The purpose was to empower them on campus reintegration, in terms of behaviour modification and reinforcement of lifestyle modification to prevent the disease's spread. IOHA's presentation emphasised facts about COVID-19, associated risky behaviours and suggested safe coping mechanisms. The training on campus reintegration continued in the 2nd semester for both internal and external residences.

Peer Education Programme

- Peer Educators continue to play a critical role in supporting the Institutional Office for HIV & AIDS (IOHA) and sharing Sexual Reproductive Health & Rights (SRHR) information with their peers on the different platforms of the university community and beyond.
- The 2020 Peer Educator recruitment commenced in February. The recruitment took place through various avenues such as social media, UJ FM, and during the First-Year Seminar (FYS) and other departmental presentations. Approximately more than **450** students showed interest in the Peer Educator Programme; however, only **181** actively participated in programmes during the first quarter.
- The database grew from **181** during the first quarter to **235** in the second quarter, with an additional **54** Peer Educators recruited into Peer Education. There was also a spike with **11** gender non-conforming Peer Educators joining the program in the second quarter. The uptake was assisted by facilitating inclusive topics, which encouraged marginalised students to join the programme. Also, the online dialogues helped immensely with the retention of Peer Educators during the lockdown period.
- In July, IOHA conducted its first annual virtual Peer Education Training session with 260 students attending training over three days, i.e. 97 students on the first day, 84 on the second day and 79 on the third day. The Office partnered with internal and external stakeholders to facilitate different topics such as gender sensitisation and leadership empowerment.
- A Monitoring and Evaluation process was implemented to assess the Peer Educators' performance. It was done through the means of a database where details and hours of our Peer Educators are logged. With the current pandemic, it was decided that hours allocation will be as follows: one hour for participation in daily WhatsApp group discussions, two hours to those who participated in both WhatsApp and Facebook discussions, and two hours 30 minutes to those who referred their peers to IOHA.
- **E-Learning Module**: Much progress has been made regarding registering the peer education module as a Short Learning Programme. The draft document has been completed and submitted to the Faculty of Education Curriculum Committee, with the formal name being Peer Education in Health and Wellbeing. The plan is to see it approved in the first semester of 2021.
- **Tea with the registrar**: In October, a virtual 'tea' of IOHA Alumni with the Registrar took place. This event is hosted every year to show acknowledgement and appreciation to the IOHA Alumni. Through the IOHA alumni, the students share how their experiences have been with the Peer Education Program and how they have imparted those skills through their daily lives.

Campaigns and Awareness Programmes

- Integrated approaches have been identified as influencing behavioural change amongst our student community. Edutainment is one of the multi-prolonged strategies utilised in preventing HIV & AIDS infections and has been recommended as a helpful tool that can be used to build behavioural change.
- **Digital Marketing and awareness initiatives to address risky behaviour**: In March, South Africa was placed on lockdown to flatten the spread of COVID-19. From that time, we noted an increase in the number of risky behaviours within the digital platforms, such as hook-ups (young people using social media platforms to meet at public places with strangers for sex), home-brewed alcohol availability, drug abuse etc.
- The IOHA team, in partnership with peer educators, acted decisively and came up with robust online programmes that would mitigate these behaviours, encouraging people to wait until it is safe. The team

compiled a comprehensive social media plan for daily topics to address health promotion (COVID-19, mental health, and Sexual Reproductive Health), women empowerment, men's health and LGBTI+ (Safe Zone) wellness.

– Additionally, digital marketing to promote campaigns and encourage conversation has increased our followers' online presence, especially during the lockdown. Measuring the impact of our campaigns and hot topics regarding Health Promotion, Sexual Reproductive Health, and Rights provides the department with more clarity on issues students find of interest and want to know more about. IOHA adopted a programmatic strategy to ensure targeted interventions for each group of students.

■ **The Safezone Programme** seeks to support LGBTI+ individuals regarding health, wellness, care and support, further promoting inclusivity within the university community. Below are the innovative activities executed in 2020:

– In March, IOHA was invited to attend a Queer Well launch with the opportunity to address mental health within the LGBTI+ community. Mental health plays a vital role in dealing with stress, how we relate to others, and our daily decisions. The vision behind the launch was to ensure that mental health services were made accessible to those who could not afford these, and especially the LGBTI+ community. In attending the launch, IOHA formed part of the collaborative efforts with Queer Well in linking some of the students who belong to the Safezone programme to some of the mental health services offered by Queer Well.

– In February, the Social Work Department, in partnership with IOHA, hosted a transgender human rights seminar, hosting Jessica Lynn. This provided an opportunity for the LGBTQI+ community to share their stories regarding transition issues, lack of support structures and human rights violations. Also, delegates had a chance to converse and interact with the various speakers concerning problems that needed to be clarified, which are usually not understood within the heterosexual community. Such kinds of seminars continue to highlight that structures and various institutions are not where they are supposed to be, in promoting inclusion and creating a safe zone for all individuals.

– **International Day Against Homophobia, Transphobia and Biphobia**: IOHA, in collaboration with GALA, UJ Transformation Division and UJ Student Affairs and the Education Faculty, hosted The International Day Against Homophobia, Transphobia and Biphobia in May via Zoom. The event aimed to coincide with the international event that raises awareness on LGBT rights violations and to stimulate interest in LGBT rights work worldwide. There were exciting discussions from the panellists: Professor Brown from UJ, Genevieve Louw from GALA, Happy Mahlaba from UJ Safe zone group and Ms Ashmore Nkuna as Facilitator from UJ.

– **International Pride Month**: The University of Johannesburg (UJ) celebrated International Pride Month during June with multiple online events hosted via Facebook Live. The month is celebrated annually during June to commemorate the 1969 Stonewall Riots in New York. The Stonewall Riots, led by transgender women of colour, were a catalyst for the early Gay Liberation Movement. Today, Pride celebrations continue to inspire celebration and action to pursue social justice for LGBTI+ people worldwide. During the festivities, a social media campaign kicked off to acknowledge fundamental issues faced by transgender people whilst recognising how those issues, such as mental health, can be addressed. Then a robust dialogue took place under the theme: "Empowerment through experiences", discussing LGBTI+ online dating platforms and GBV, the risk of Gender-Based Violence associated with media dating sites and the mental effects this has on the LGBTI+ community. The discussions ended with a memorial to all the queer individuals who passed on from violence, illness etc. IOHA is grateful to our partners the UJ Transformation Division, Faculty of Education, and GALA, who made the event successful.

– **UJ Safezone Cares Launch**: The launch was facilitated by a Safezone intern and ambassador from the Department of Community Engagement (Aphiwe Somabhele) as part of our teaching and learning programme. The launch stressed poverty and homelessness issues of LGBTQI students during the

International Day Against Phobia Invite

UJ Pride month posters

COVID-19 pandemic, and how they have been negatively affected. The launch also shed light on what the university is doing to ensure that the LGBTQI students are provided with the necessary support for accommodation and food. The launch also highlighted some of the partnerships that the Safezone Programme has embarked on to make sure that students get the necessary support through the proper channels. The launch also stressed the importance of opening channels to anyone who would need assistance from Safezone. The needs assessment tool was also designed to provide students with the anonymity they deserve to ensure that they are given the support they need. The launch also shed light on the work done by Student Affairs in assisting the students with food packs and accommodation through the pandemic and the other support given to the LGBTI+ students throughout the university.

- **The Women's Programme** facilitates the spirit of sisterhood. It speaks of issues experienced by women and opens up a platform for women to uplift one another. It harnesses gender equality, sexual reproductive health and rights through awareness and advocacy. Below are the digital activities executed in 2020:

  - **GBV Discussion (End The Silence)**: The national lockdown instituted by the South African Government in light of the Coronavirus pandemic has had some unsolicited and unintended consequences, some of which include increased rates of Gender-Based Violence (GBV). Women found themselves involuntarily stuck with their abusers, threatened, abused and even killed by intimate partners. Additionally, they did not know whom to call or where to go during this difficult time. IOHA, in partnership with the Transformation Division, hosted a robust discussion on the surge in GBV, identifying the signs and where to get help. The webinar was planned to assist in providing solutions to those in need.

  - **Diverse Femininities**: True diversity for women means more than just embracing women; it is beyond race and gender. Critical areas for women's diversity are culture, race, ethnicity, disability, religious or spiritual beliefs and gender, including transgender, intersex, generation, sexual orientation (lesbian, gay, bisexual and heterosexual). In August, a virtual discussion was facilitated between women showing leadership in their fields and living on their own terms. The discussion was relevant and engaging; similar talks need to be planned in future.

  - **UJ Virtual High Tea**: IOHA hosted its sixth edition of the Annual High Tea and Phenomenal Women Awards in August. The event forms part of its *"Cover-Up"* campaign to empower young girls to make responsible choices regarding sexual health and rise above society's pressures and difficulties. The event also aims to encourage, engage and empower. The theme for 2020 was *"Women Empowerment: Celebrating Diversity in Women" #IAMENOUGH*. Phenomenal Speakers included actress, businesswoman, philanthropist and ambassador for diabetes Mrs Sophie Lichaba, filmmaker/creative and Queer Representative Banzii Mavuso, Nikita Pieterse, who is an advocate and motivator for people living with HIV being HIV positive herself for 28 years, and GBV

GBV Dialogue Invite

The Diverse Femininities Dialogue Poster

UJ Virtual High Tea invite and Phenomenal Women Awards poster

ambassador and corporate powerhouse Mokgadi Mojapelo. The event attracted students and staff from the UJ Community and externally for a two-hour robust discussion and networking session. The UJ Phenomenal Women Awards Ceremony followed these, as the first of its kind. The awards comprised of 3 categories being Leadership, Entrepreneurship Innovation & Technology and Social Justice. Candidates were nominated by the UJ community who voted for their favourites online. Winners of the different categories were Nobuhle Msimango (Leadership), Veigh Seshoane for Entrepreneurship, Innovation & Technology, and Betty Mochosa for Social Justice.

- **The Men's Programme**'s objective is to address masculinity and sexual diversity issues among students and staff, create awareness on men's issues and advocate for behaviour change modification among all UJ men through conversation, positive reinforcement and Ubuntu principles. The initiative is inspired by Nelson Mandela's life, which tells the stories of people who have continued his legacy and whose lives have made the world a better place. Below are the innovative activities executed in 2020:

  - *Daredevil run campaign*: In March, the IOHA gentlemen's club and peer educators participated in the daredevil run campaign hosted by Hollard. The daredevil campaign is an uncommon movement that seeks to create awareness concerning prostate cancer issues seen to be problematic in the men's community. Creating awareness within the community is crucial, and "early detection of cancer saves lives". Also, the UJ participants were featured on the various daredevil social media pages. Indeed, a proud moment for the representation received from the gentlemen's club.

  - *Gentlemen's Club*: The gentlemen's WhatsApp group was created with 51 participants, excluding the management. The group deals with issues that affect men in all spheres of life. More members and participation are still a challenge, but more people are being recruited to participate in the group. The following were some of the topics discussed within the gentlemen's WhatsApp groups; #Mybodymyrules, trust issues and insecurities, reasons behind GBV, dynamics of sexual partners, no means no, does sleeping with a man make you gay? All these topics were created to make sure that dialogues among men continue and challenge some of the stereotypical ideas around manhood.

  - *UJ Men's Conference & Iconic Man Awards*: IOHA, in partnership with Student Affairs, hosted the 1st Annual UJ Men's Conference. Following the success of the previous two Student Youth Conferences held in 2017 and 2018, which focused on health promotion and responsible lifestyles amongst students in higher education, the 2020 conference specifically aimed to address men in higher education institutions on health-related topics, masculinity and sexual diversity. As a build-up to the Conference, social media campaigns were initiated using video, content, UJ FM and an online campaign discussing the theme "The Traditional vs 21st Century Man". Some of the insightful conference speakers included Craig Wilkinson (Author-Father a Nation), Professor Langa (Wits), Professor Grace Khunou (UJ), Sibusiso Ngobeni, Xolani Sifundza, Logic Modibedi and more. Through the identified issues, the conference created awareness amongst students on related topics that will encourage positive development while advocating for behaviour modification through dialogue, education, positive re-enforcement and Ubuntu principles. The conference total reach was **11 788**.

- **Residence Programmes**: "Risky Student Behaviour (RSB) programmes": Risky student behaviour continues to be a concern within various university communities and is seen to impact student health and wellness, academic performance, and social integration. Providing health and wellness programmes to address risky student behaviour within the residences is critical in extending services to students who might not access health services during their busy daytime academic schedules.

  - During February and March, health and wellness presentations were hosted at various residences on DFC, APK, APB and SWC. These included the execution of SRHR dialogues facilitated by the peer educators upon request. Most dialogues tackled issues surrounding Sexual Reproductive Health Rights (SRHR) and prevention methods. Dialogues were further requested for Valentine's Day to address love, sex and how individuals can use barrier methods appropriately. Attendance on contact dialogues is still not pleasing, as only 106 students in total were reached across all campuses. Hence, in April, the department partnered with Student Affairs leadership to explore online partnerships

Men's Conference invites

using different social media platforms such as WhatsApp. It was also agreed that Facebook could reach more students, and the approach has had positive results.

– Additionally, the Health Promotion team contacted various residences across all four campuses, engaging in their WhatsApp groups and sharing content from our social media pages. There was contact with 25 internal residences, i.e. on APK 9, on APB 3, on SWC 3, and DFC 10.

Awareness Campaigns Impact and Reach

■ **Social Media**: Monthly updates regarding the IOHA Social Media Platforms show that IOHA continues to have a substantial social media presence, which increases social mobilisation, access to topics and awareness of events. The statistics show that males participate more on social media than females; therefore, the platform will capitalise on engaging them and increasing awareness of their topics.

– In proving ourselves to be a centre of excellence in HIV & AIDS management, we increasingly utilised social media websites such as Facebook, Website, and Twitter to promote our initiatives and projects. Online campaigns increased, and the social reach yielded successful results as per reviews of statistics on these platforms.

– *Facebook statistics and demographics*: IOHA has seen changes in terms of the type of posts, their impact, the audience, and people that follow the page. With universities following the digital route more and more for conveying their messages, the Facebook page has seen tremendous growth. Posts are more structured in terms of content schedule and interaction, and the involvement of the audience is snowballing.

• The year indicated a total increase of 535 to a total of 1937 followers and of 641 to a total of 2062 fans. This is due to the level of content posted daily, supporting engagement and sharing of information.

• Quarter 1 of 2020 saw a decline in engagement compared to quarter 1 of 2019, to 7618 from 19 173 respectively. The decrease was partially due to the cancellation of face to face events in adhering to government lockdown regulations and the introduction of online campaigns. However, Quarters 2, 3 and 4 showed tremendous success and a positive increase in numbers, i.e. from 22 821, 14 972, 9 459 in 2019 to 88 241, 100 953, 41 200 in 2020. The change indicated that digital campaigns have a more significant impact than face to face events, with a considerable increase in interaction and critical information sharing. The IOHA Facebook page saw an increase from 66 425 in 2019 to 238 012 in 2020, an audience engagement increase of 171 587

• The increase is attributed to campaigns and events such as the Phenomenal Women Awards, UJ Virtual Men's Conference build-up and main event, UJ Virtual High Tea, Iconic Man Nominations, Entrepreneurship initiatives and daily topics. The increase in online campaigns, events and discussion has maximised the digital space, and additional sharing of posts through WhatsApp groups further stimulated conversation.

IOHA FACEBOOK AUDIENCE PROGRESS 2019 VS 2020
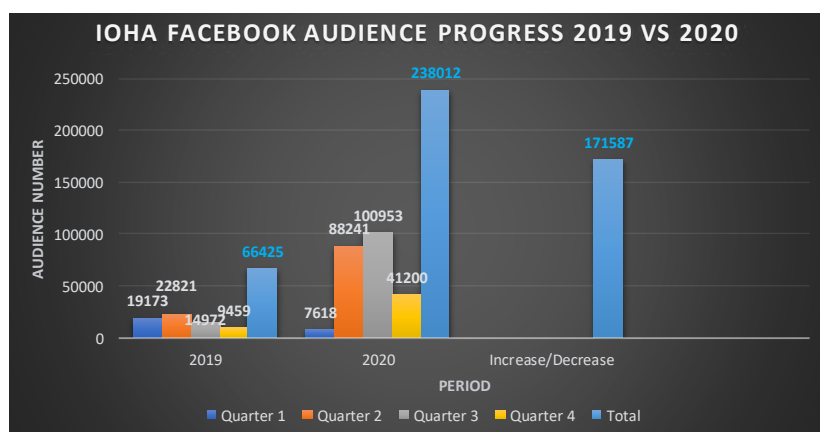
- Posts are information posted to the page daily, measured against people visiting the page, reading the posts, sharing the posts, and the number of people who read the post through the IOHA page and friends and family. Below are the top 10 engaging posts for 2020 in order of importance from lower to highest .
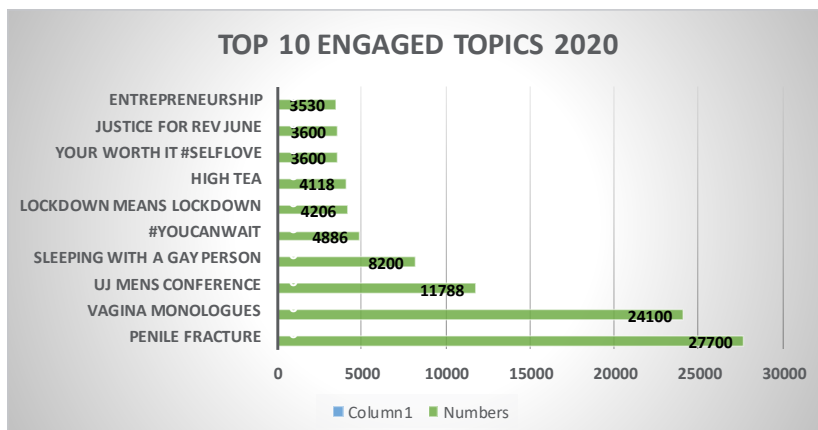
- An analysis of fan geographical areas indicates that the page has fans from South Africa, Namibia, Nigeria, Lesotho, Zimbabwe, Botswana, Kenya, Zambia, the USA and India. The most prominent cities of origin are Johannesburg, Soweto, Pretoria, Cape Town and Tembisa.
- Lastly, the dominant languages are English and French. The page's dominant age group is the 25-34 year bracket, closely followed by the age bracket 18 – 24.
- IOHA has posted more than 150 online social media posts since the start of April 2020.
- **IOHA Twitter page**: The IOHA Twitter page earned 93 064 impressions for 2020 compared to 35 417 in 2019. This is a significant increase of 57 647. The positive growth is due to the Mental Health campaign around COVID, Human Trafficking dialogue, Disability month, Phenomenal Women Nominations and more. The increase in the audience showed that followers related well to the topics.
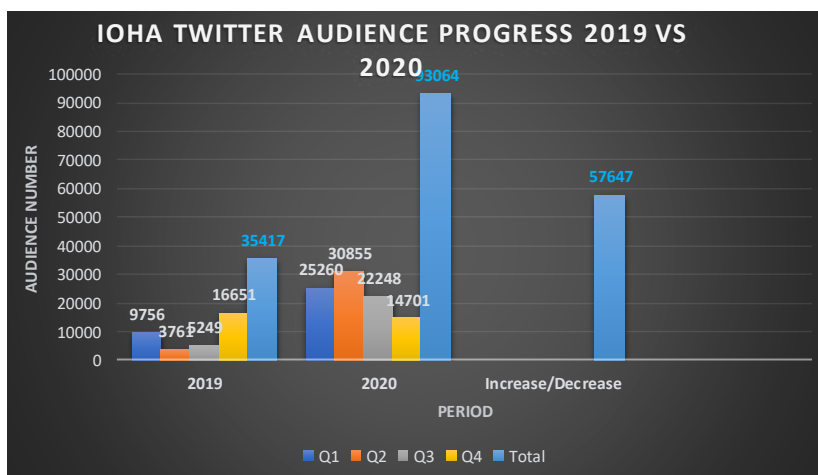
- **Website**: The number of people visiting the IOHA website has increased year on year, standing at 647 in 2018, at 940 in 2019 and 1078 in 2020. This is due to changes and streamlining of the website. The website was simplified in terms of information posted, with people being redirected to the social media pages for interaction and assistance, should they require more details. Social media are also a better medium for visual postings such as pictures and video. These take up considerable website memory, which UJ has restricted to allow quicker access via laptop or mobile.
- **UJ FM slots #Positive conversation**: IOHA continues to communicate and educate through its weekly UJ FM slot on Thursdays. The partnership has borne great fruits in informing the UJ community

and external listeners on students' plights and ways of overcoming day-to-day challenges. Various themes were followed in terms of the social media schedule, with guests being invited for the different slots. The topics were around sexual reproductive health, risky behaviour, and health promotion. More attention should be paid to measuring the show's impact.

- *IOHA In the media*: IOHA uses internal resources and external media platforms to raise awareness of its various initiatives. Projects published in the media were: Positive Conversations Magazine through the UJ Student Newsletter, International Pride Month, GBV Article in the UJ Student Newsletter, UJ Women's Day Event Media Release, and Men's Conference through the UJ Website and ULINK.

Leadership

- **IOHA ALUMNI**: as of May 2020, the LINK Alumni have grown to **1 580**. This is due to ongoing recruitment during lockdown via various WhatsApp groups and referrals. DFC Campus remains the highest in terms of recruitment.

  - *Virtual Events*: Due to the COVID-19 pandemic, IOHA engaged with the UJ Community through various online webinars. The COVID19 pandemic has brought about change, both good and bad. On the events front, the limitation of face-to-face contact and gatherings has forced a new normal, which IOHA has embraced through online interventions. The change has had the most significant impact on public reach in all years and indicates that digital campaigns have a more substantial impact than face-to-face events. It has also contributed to the sharing of critical information with a bigger audience.

  - *The Pride Afrique Virtual Pride* took place in August, with the Safe Zone team forming an integral part of the festivities. The Afrique virtual pride celebration of LGBTIQ pride seeks to promote and celebrate LGBTIQ people and groups across the African continent and the Diaspora. It is about who we are, what we do to contribute to our societies, and what resources we have at our disposal. A video collage was also submitted from IOHA to highlight some of the work the Safe Zones team has done over the years and spread its footprint to the African Continent as part of the UJ strategy on National and Global Reputation management. This was also done to strengthen internal and external partnerships and to achieve programme objectives efficiently.

  - *Virtual Poster Exhibition*: For Women's Month, as part of the FADA/IOHA curriculum integration initiative and in collaboration with the University of Johannesburg's Sisterhood Programme, students were required to research, ideate, develop and deliver a set of informative posters for a social awareness campaign advocating for Gender Equality, linked with the 2020 theme of "Celebrating Diversity in Women". The posters were shared on our social media pages; our students and followers voted based on each poster's interaction, and winners were announced.

  - *In commemoration of World AIDS Day*, IOHA was invited to a panel discussion by UNICEF Student Teams at Tilburg University (Netherlands). The aim was to share experiences from the South African context about destigmatising HIV & AIDS. The university received positive feedback regarding its strides towards an HIV programme that seeks to eradicate inclusivity and stigma.

CONCLUSION AND WAY FORWARD

The strategic focus for 2021 will be on the following:

Sustain excellence in the provision of an enriching student-friendly learning and living experience by initiating, facilitating, coordinating and implementing the University's HIV and AIDS strategy to the UJ community through:

- **Prevention of HIV, TB and STIs**:
  - Medical Prevention:
    - Due to COVID-19, HIV testing services could not be implemented as planned. Thus, to increase

the availability of services, a self-testing option will be explored and implemented after obtaining the necessary approvals and putting risk mitigation in place;

- Distribution of barrier methods, including those needed by the LGBTI+ community, such as dental dams and finger condoms.

▪ **HIV, TB and STIs Care and Support**:
  – Active mobilisation for HIV positive students to join the UJ Care and Support programme:
    - The utilisation of social media platforms to recruit and inform students about the available UJ Care and Support programme;
    - Continued use of the digital media platform to support students through one-on-one discussions, the peer buddy program, and the WhatsApp social group.

▪ **Ground our Response to HIV, TB and STIs in human rights principles and approaches (Equal treatment and social justice)**
  – Focus on minority groupings, stigma, discrimination, and human rights through partnering with Social Work and Life Orientation departments on research focusing on marginalised groups, to implement services informed by best practice:
    - This year one of the Social Work students has been researching risky behaviour amongst the LGBTI+ community and available support services at UJ. This is part of the collaborative project with the Social Work Department on student sexual reproductive health, which has run from 2016 onwards;
    - Continue to challenge issues relating to stigma and discrimination by creating awareness of special days such as Zero Discrimination day, LGBTI+ history month, disability awareness etc.;
    - Host an online LGBTI+ Youth Conference in the second semester in partnership with internal and external stakeholders.

▪ **Establish Global Excellence and Stature in HIV, TB and STIs prevention, care and support through social mobilisation and partnerships by**:
  – Addressing RSB matters through:
    - Continuing with targeted programming for women and girls, men, LGBTI+ as well as teaching and learning;
    - Advocating for a better institutional structure on issues relating to behaviours that put students at risk by promoting healthy living, planning interdepartmental collaboration, addressing identified issues of concern for students, utilising an asset-based approach to achieve positive change, and using students' and staff's knowledge, skills and lived experience of the problems they encounter in their own lives;
    - Including Sexual Health in teaching and learning as the second curriculum, to contribute positively towards graduate competencies through peer education, internships, student assistants, workshops, dialogues;
    - Sustaining an innovative, inclusive programmatic approach to campaigns, events, teaching and learning through the annual calendar and digital marketing.

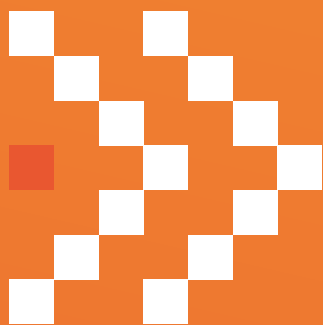▪ **Leadership influence, visibility, and stature**
  – Advising the MEC on RSB related matters;
  – Submitting reports for discussion at relevant university committees;
  – Facilitating shared accountability for implementing the National Strategy Plan and the UJ HIV, TB and STI strategy.

Prof Kinta Burger
Registrar
April 2021