



# COVID Control Strategies: Maintaining Safety During Re-Opening and Beyond

Linda Jacobson BVSc MMedVet PhD  
[ljacobson@torontohumanesociety.com](mailto:ljacobson@torontohumanesociety.com)

Phil Nichols RVT CAWA

Jennifer Murphy

Toronto Humane Society

24 June 2020



South Africa,  
1994  
Source: [brandsouthafrica.com](http://brandsouthafrica.com)

# Toronto Humane Society Infection Control Protocol

## Updated for COVID-19



## Policy

This policy outlines procedures for infection control, with the goal of preventing spread of infection. COVID-19-related measures have been added to the protocol.

## Additional Measures During COVID-19





# The THS COVID-19 Recovery Toolkit

Never planned as a toolkit!

Location and components

- <https://www.ontariosheltermedicine.org/covid-19-recovery-toolkit/>
- Roadmap – planning and resources
- Infection control adjustments
- Training presentation and script

White-labelled, downloadable

This webinar is mainly about the process

- Adjust content for specific environment



# Poll 1: COVID-19 Numbers

# Updated: Canada goes on COVID-19 lockdown

By Michael Erskine - March 18, 2020

**Ontarians told to 'lock down' to prevent further community spread of COVID-19**

**Ontario government extends all COVID-19 emergency orders**

COVID-19

QUIET STREET



**DO YOUR PART.  
STAY APART.**

Keep a distance of **6ft (2m)**, about the length of a hockey stick, from others



[toronto.ca/activeTO](https://toronto.ca/activeTO)

# April 27, 2020 – Premier Doug Ford to Unveil Opening Ontario Framework

By **NetNewsLedger** - April 27, 2020

[Tweet](#) 0 [Share](#) 0 [Share](#) 0 [in Share](#) 0 [Like](#) 17 [Share](#) 161

## Premier and Ministers Commit to New Phased Approach for a Safe Restart and Recovery



Priority	Criteria
High	Core to our mission, essential shelter service, essential to animal welfare
Medium	Important to our mission but not essential
Low	Could still support our mission without these services or could continue them in a different way

Risk to people	Criteria
Low	Can deliver service virtually or remotely, or only 1 or 2 points of contact that can be curbside
Medium	Service delivery is in-person and in-facility, but able to maintain distancing or very brief breaks in distancing, 1-on-1
High	Service delivery is in-person or in-facility (or other confined space), unable to maintain physical distancing, extended process/procedure, groups

## Balancing Priority and Risk

# Balancing Priority and Risk

Department	Service	Priority (high, med, low)	Risk to people (high, med, low)	Timeline
Foster & Rescue Programs	Foster Program Administration	High	Low	Currently Operational
Foster & Rescue Programs	Foster - Behaviour and Training Telemedicine	High	Low	Currently Operational
Foster & Rescue Programs	Foster - Veterinary Care Telemedicine	High	Low	Currently Operational
Foster & Rescue Programs	Expanded - Urgent Care Foster Support	High	Low	Currently Operational
Public Programs	Food Bank	High	Low	Currently Operational
Public Veterinary Service	Euthanasia	High	High	Currently Operational
Shelter	Foster Care	High	Low	Currently Operational
Shelter	Shelter Animal Care	High	Medium	Currently Operational
Shelter	Shelter Behaviour and Training Support	High	Medium	Currently Operational
Shelter	Admissions Urgent (CSA)	High	Medium	Currently Operational
Shelter	Shelter Veterinary Care	High	High	Currently Operational
Advancement and Research	Advancement and Research	High	Low	Currently Operational
Foster & Rescue Programs	Home to Home and Facilitated Adoption	High	Low	Currently Operational
Foster & Rescue Programs	Adopt from Foster	High	Low	Currently Operational
Public Programs	Training&behav Virtual support	High	Low	Currently Operational
Public Programs	Pet/Guardian Parent Support Network	High	Low	Currently Operational
Public Programs	Administration - not public facing	High	Low	Currently Operational
Public Veterinary Service	Preventive Wellness Telemedicine	High	Low	Currently Operational
Public Veterinary Service	Shelter Outreach telemedicine	High	Low	Currently Operational
Public Veterinary Service	Administration - not public facing	High	Low	Currently Operational
Shelter	Adoption - virtual	High	Low	Currently Operational
Foster & Rescue Programs	Foster - Behaviour and Training In-person	High	Medium	19-May-20
Foster & Rescue Programs	Foster - Veterinary Care In-person	High	Medium	19-May-20
Public Programs	Retail E-commerce	Medium	Low	21-Jun-20
Public Veterinary Service	TNR	High	High	25-May-20
Public Veterinary Service	Spay/Neuter (includes all, health and not health)	High	High	25-May-20
Public Veterinary Service	Preventive Wellness In-person	High	High	19-May-20
Public Veterinary Service	Expanded PVS services	High	High	22-Jun-20
Public Veterinary Service	Dental	High	High	TBD
Public Veterinary Service	Social Exclusion (outreach trips, services)	High	High	TBD
Shelter	Rescue Transport	High	High	Currently Operational
Public Programs	Training&behav In-person training Lon 1	Medium	Medium	25-May-20
Public Programs	Dog Walking	Medium	Medium	25-May-20
Shelter	Adoption - onsite	Medium	Medium	TBD
Foster & Rescue Programs	Facilitated and Rescue Transport (animals)	Medium	High	TBD
Humane Education	In-Class Room Public School	Medium	High	TBD
Public Programs	Training&behav In person training groups	Medium	High	TBD
Shelter	Admissions Other non-urgent	Medium	High	25-May-20
Shelter	Admissions Elective	Medium	High	25-May-20
Public Veterinary Service	HQHV Spay/Neuter	Medium	High	TBD
Humane Education	Reading Buddies	Low	Medium	TBD
Public Programs	Retail In-shelter	Low	Medium	TBD
Humane Education	Shelter Tours	Low	High	TBD

Department	Service	Priority	Risk to people	Phase	Timeline
Foster & Rescue Programs	Foster - Training Telemedicine	High	Low	1	Not paused
Shelter	Urgent Veterinary Care	High	High	1	Not paused
Public Veterinary Service	TNR	High	High	2C	25-May-20
Public Veterinary Service	Spay/Neuter	High	High	2C	25-May-20
Public Programs	Retail In-shelter	Low	Medium	2E	TBD
Humane Education	Shelter Tours	Low	High	2E	TBD

# A Framework for Reopening our Province

April 27, 2020

## Ontario's Response to COVID-19

### Phase 1: Protect and Support



The government's primary focus is on protecting the health and well-being of individuals and families, supporting frontline health care workers, essential workers and businesses, and providing immediate support to protect people and jobs. This is demonstrated through the \$17-billion [Ontario's Action Plan: Responding to COVID-19](#) and ongoing government actions, such as increased pay for frontline workers during the pandemic.

Emergency orders put in place to protect people include: the closure of non-essential workplaces, outdoor amenities in parks, recreational areas and public places, as well as bars and restaurants; restrictions on social gatherings; and limiting staff from working in more than one retirement home, long-term care home or congregate care setting.

### Phase 2: Restart



The government will take a careful, stage-by-stage approach to loosening emergency measures and reopening Ontario's economy. Public health and workplace safety will remain the top priority, while balancing the needs of people and businesses. Public health officials will carefully monitor each stage for two-to-four weeks, as they assess the evolution of the COVID-19 outbreak to determine if it is necessary to change course to maintain public health. The government will also continue to issue guidelines for workplace safety.

Stage 1

Stage 2

Stage 3

### Phase 3: Recover



Ensuring the health and safety of the public and workers will continue to be a top priority as Ontario transitions to a "new normal." The government will partner with businesses and other sectors to lead Ontario's economic recovery. The focus will be on creating jobs and opportunity across the province, while working to restore long-term prosperity for the benefit of every individual and family in Ontario.



---

*Recovering from  
COVID-19*

*A Roadmap:  
Expansion,  
Contraction,  
Resilience and  
Re-Imagining*

# Guiding Assumptions



Pandemic will persist months to years, requiring:

Scaled-back on-site services  
Contactless and remote service delivery



There will be advances and retreats



Infection risk is a product of exposure and time, highest in confined spaces



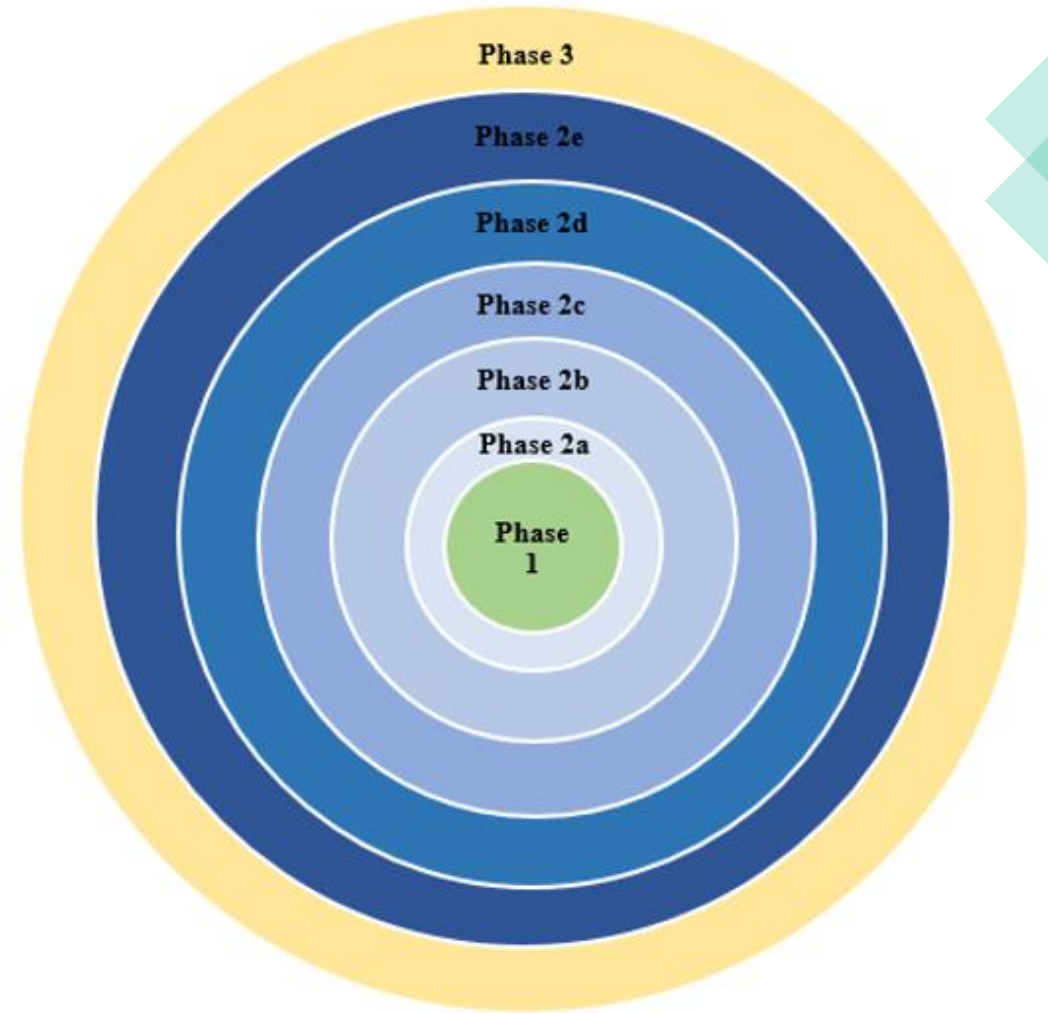
Human error will put people at risk without behaviour change and robust systems

**Phase 1: Expansion.** Expand existing services that have continued in a modified form. **Resumption.** Resume high priority/low risk services.

**Contraction.** Stop and slow services as flare-ups occur.

**Phase 2: Resumption.** Resume services that have been stopped or seriously curtailed. Staged based on a balance between priority and risk. **Contraction.** Stop and slow services as flare-ups occur.

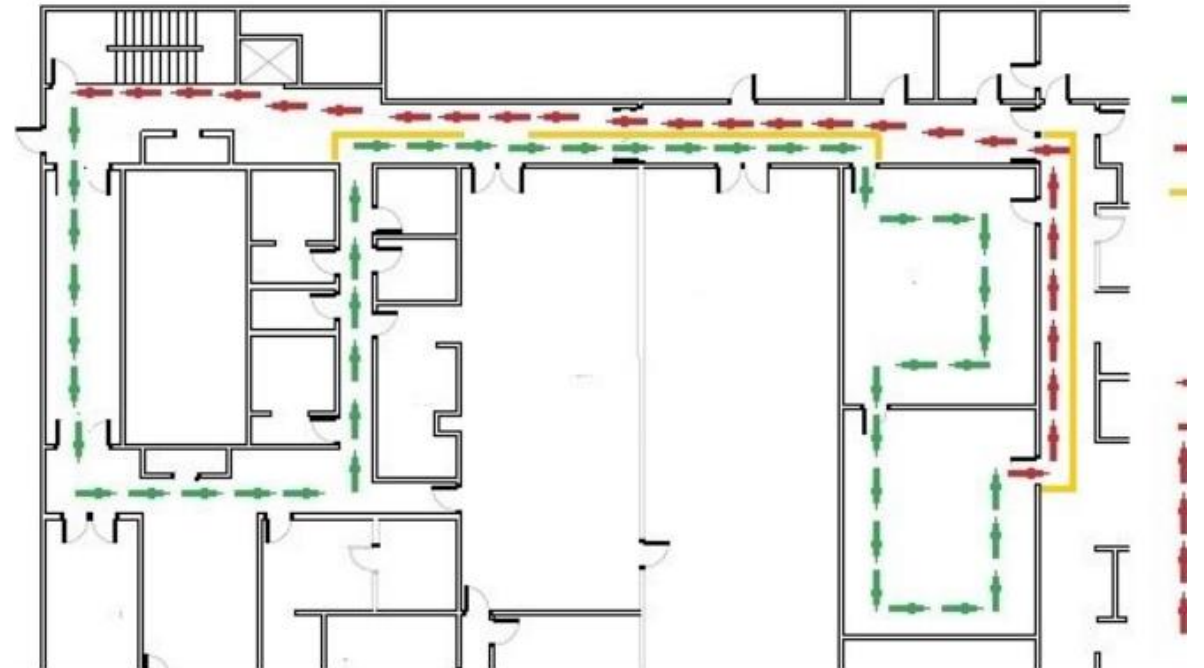
**Phase 3: Resilience.** Regroup, protect our staff and organization for the long term. **Re-imagine** ourselves through lessons learned during COVID-19.





# Overarching Process and Protocol Adjustments

- Physical adjustments
- Administrative adjustments
- Safe work practices
- PPE and infection control
- Automation and streamlining
- Documentation
- Training







MEDICAL DISPATCH

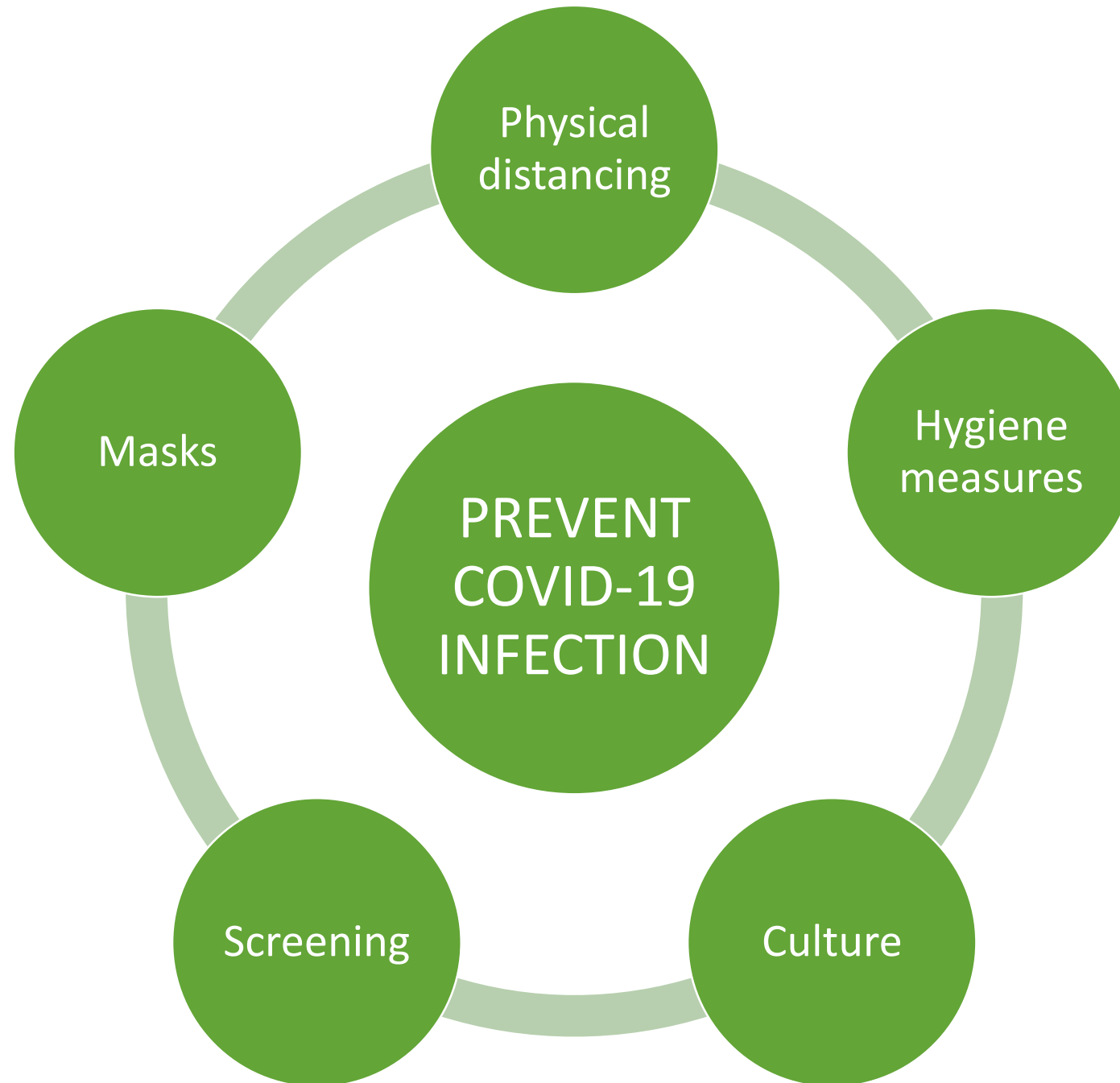
# AMID THE CORONAVIRUS CRISIS, A REGIMEN FOR REENTRY

*Health-care workers have been on the job throughout the pandemic. What can they teach us about the safest way to lift a lockdown?*

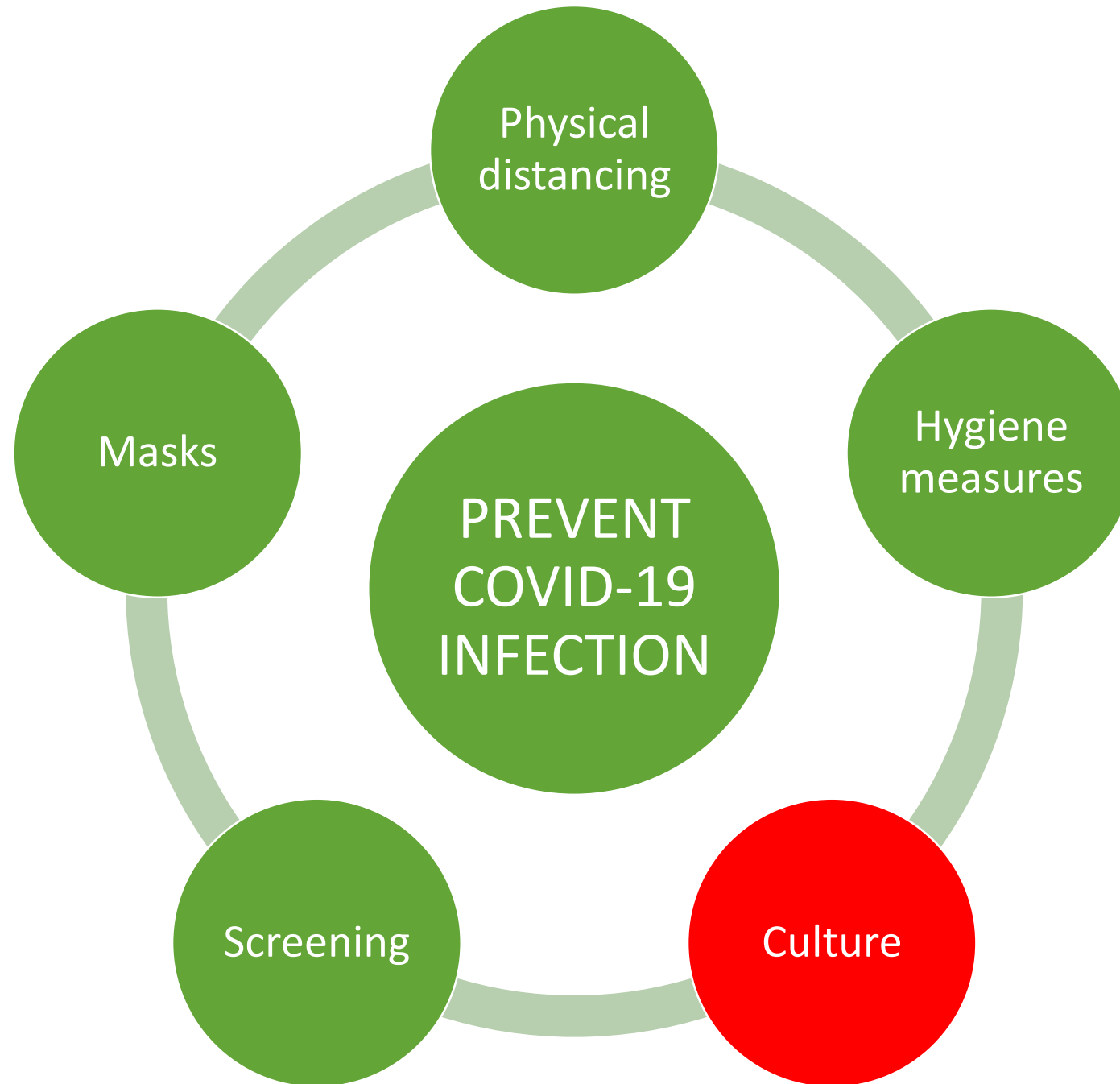
**By Atul Gawande**

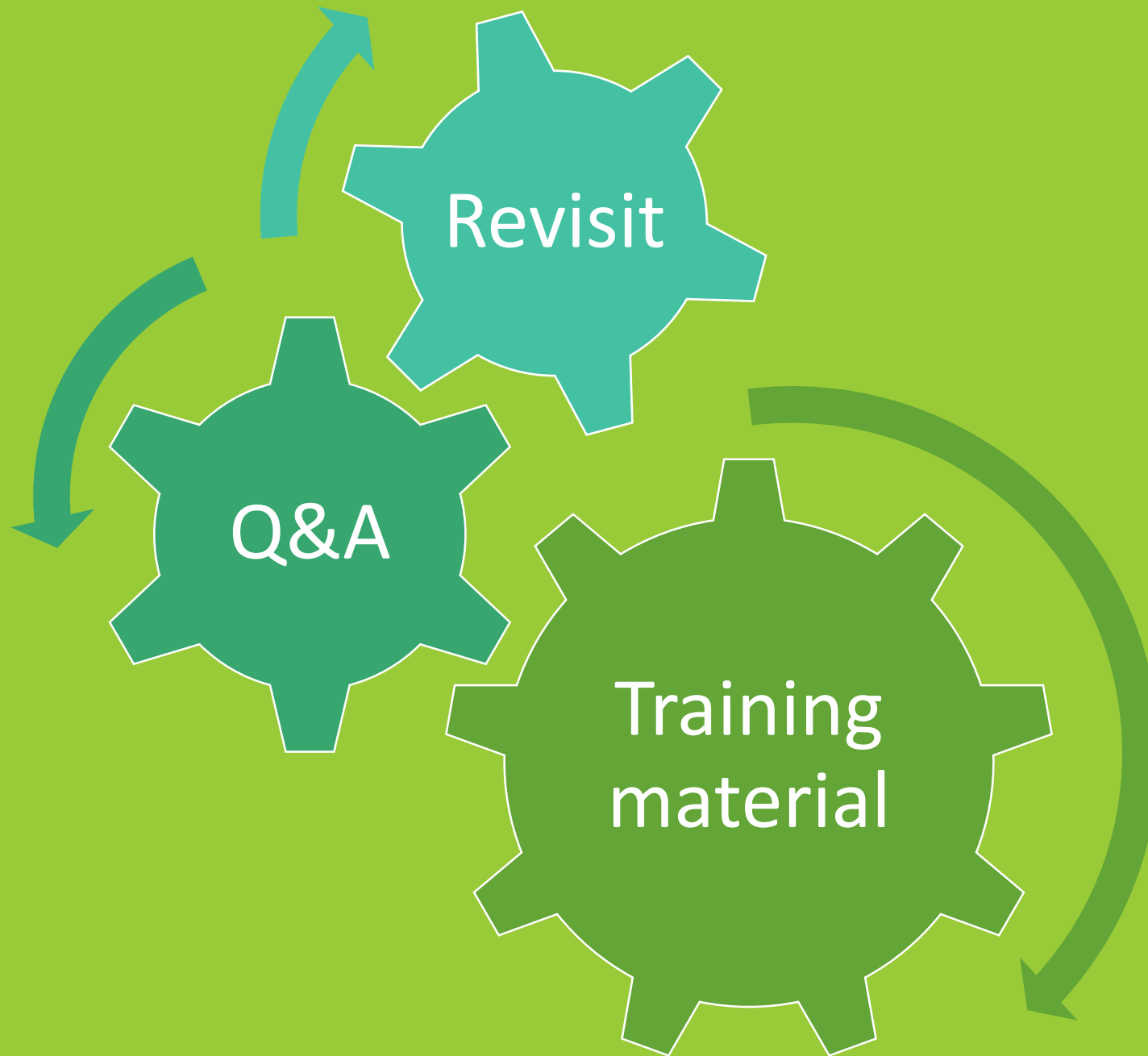
May 13, 2020

Source: <https://www.newyorker.com/science/medical-dispatch/amid-the-coronavirus-crisis-a-regimen-for-reentry>;  
[cooper.edu](http://cooper.edu)



# Poll 2: Compliance





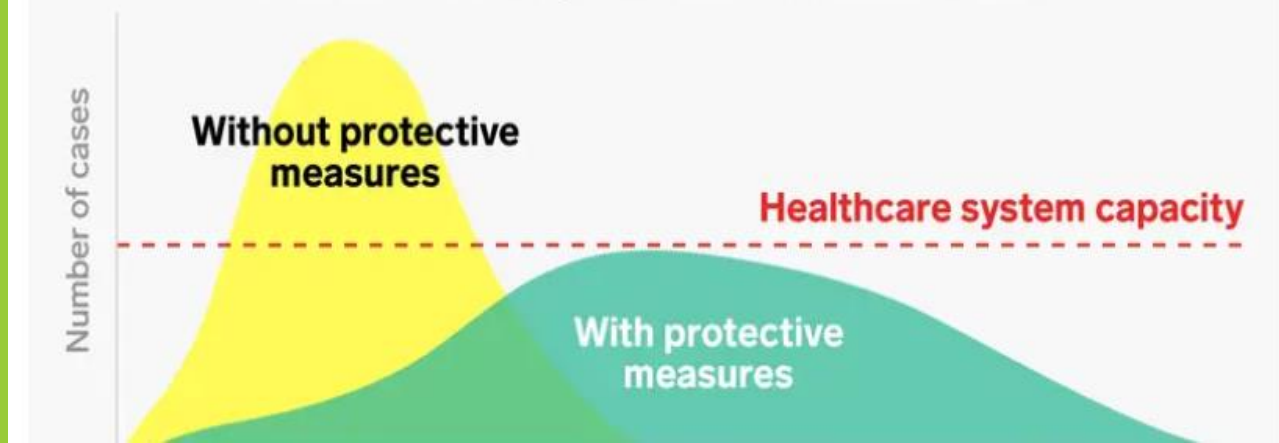
# What protects against COVID-19 infection or transmission?



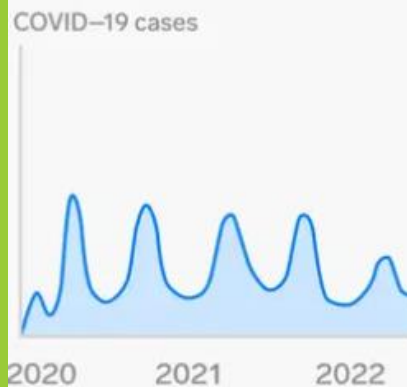
\*See the paper below for full explanation of certainty (or level of confidence) in the effect estimates. Effect size is probably poor to moderate, but it is probably a balance of different considerations. For example, the effect estimate is based on a small number of studies, but the effect is likely to be important.

Even when properly used and combined, none of these interventions offers complete protection and other basic protective measures (such as hand hygiene) are essential to reduce transmission

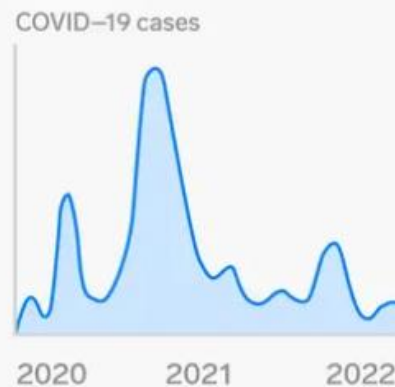
# Possible spread of COVID-19 with and without protective measures



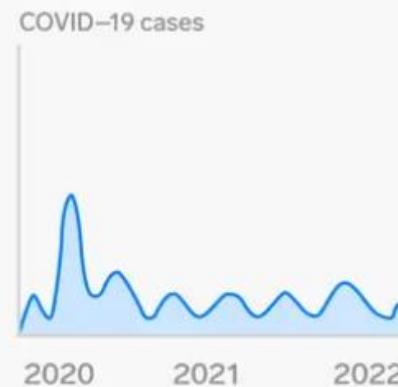
## Scenario 1: Peaks & valleys



## Scenario 2: Fall peak



## Scenario 3: Slow burn





“Opening up does not mean the outbreak is winding down. It means there is space for you in the ICU.”

Dr. Scott Weese





## Playing The Long Game

- We are very far from herd immunity
- A vaccine might take years
- There is no cure
- Infections will increase as societies open up

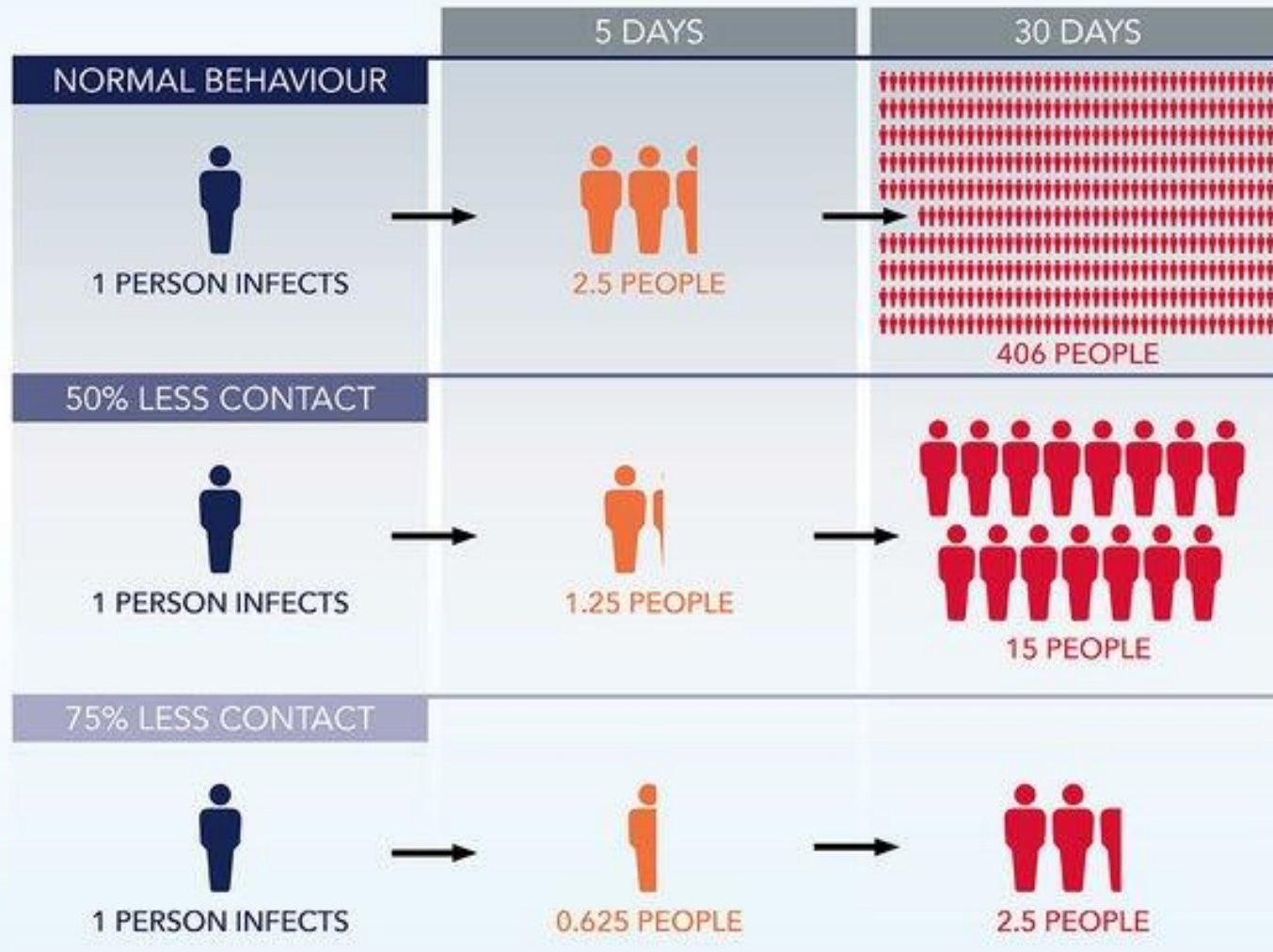


“This sucks, and it’s hard.”

“We can do this.”

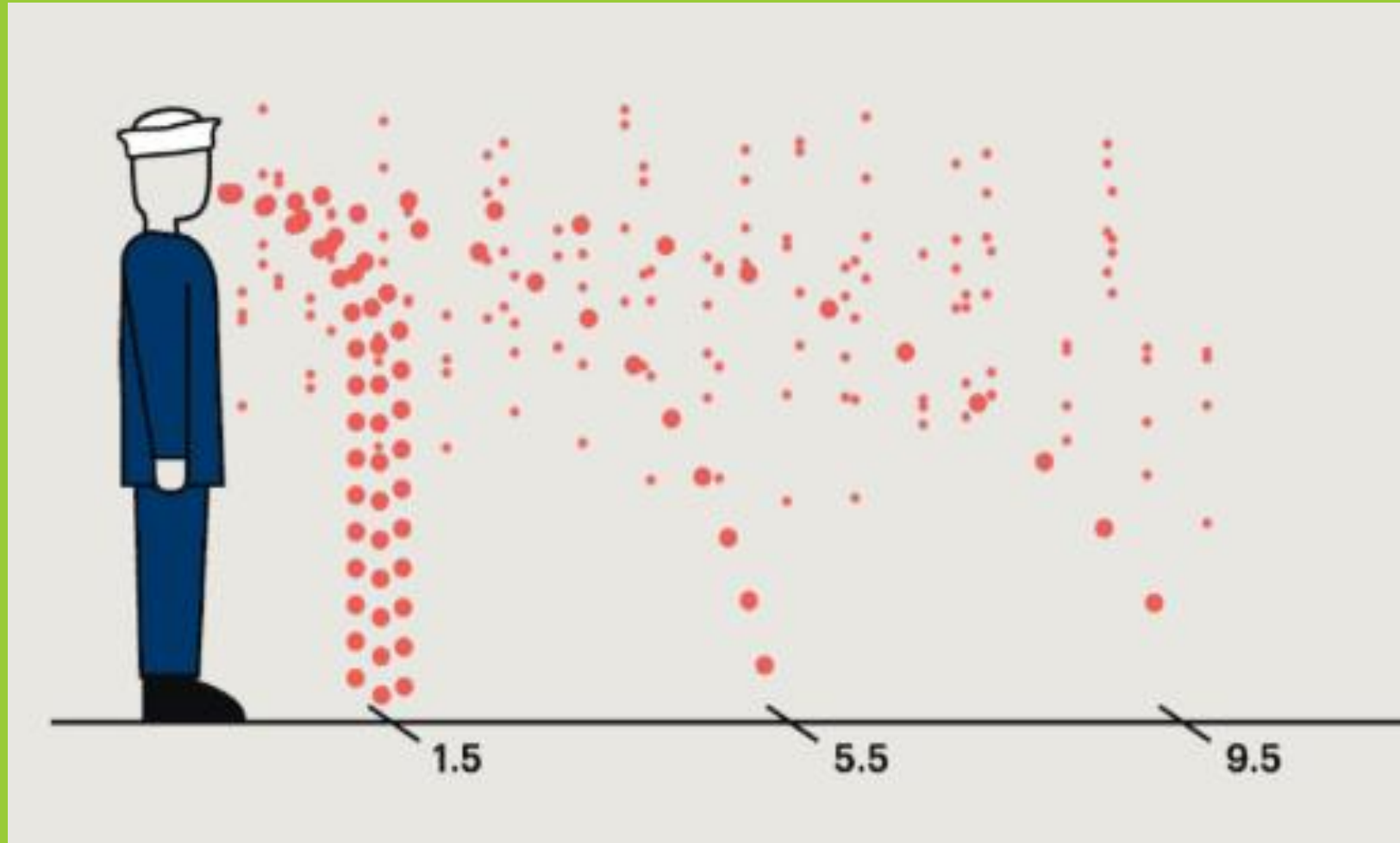
# THE VITAL IMPORTANCE OF SOCIAL DISTANCING

How a reduction in social contact can reduce the spread of Coronavirus



Culture shift means taking ownership. Here's why.

# 6 feet: Not a magical distance




Source: [newyorker.com](http://newyorker.com)



Sam Ballard 6/6 1:27 PM

Hi Linda, I felt shy to say this in the group setting, but I just wanted to thank you for providing such an informative presentation on infection control. It really helped me to manage my expectations as far as the future is concerned - in both my professional and personal life. I have never really thought that the pandemic would magically be over, but I felt so lost about what could potentially occur moving forward. Your presentation really eased my feeling in the dark, and I just wanted to say thank you!





What's Next?  
Dealing with Human Nature.



# Mixed messages

- It's like the 'flu ... no, it's nothing like the 'flu
- Face masks won't help ... everyone should wear face masks
- Asymptomatic carriers don't spread infection ... oh, actually they do

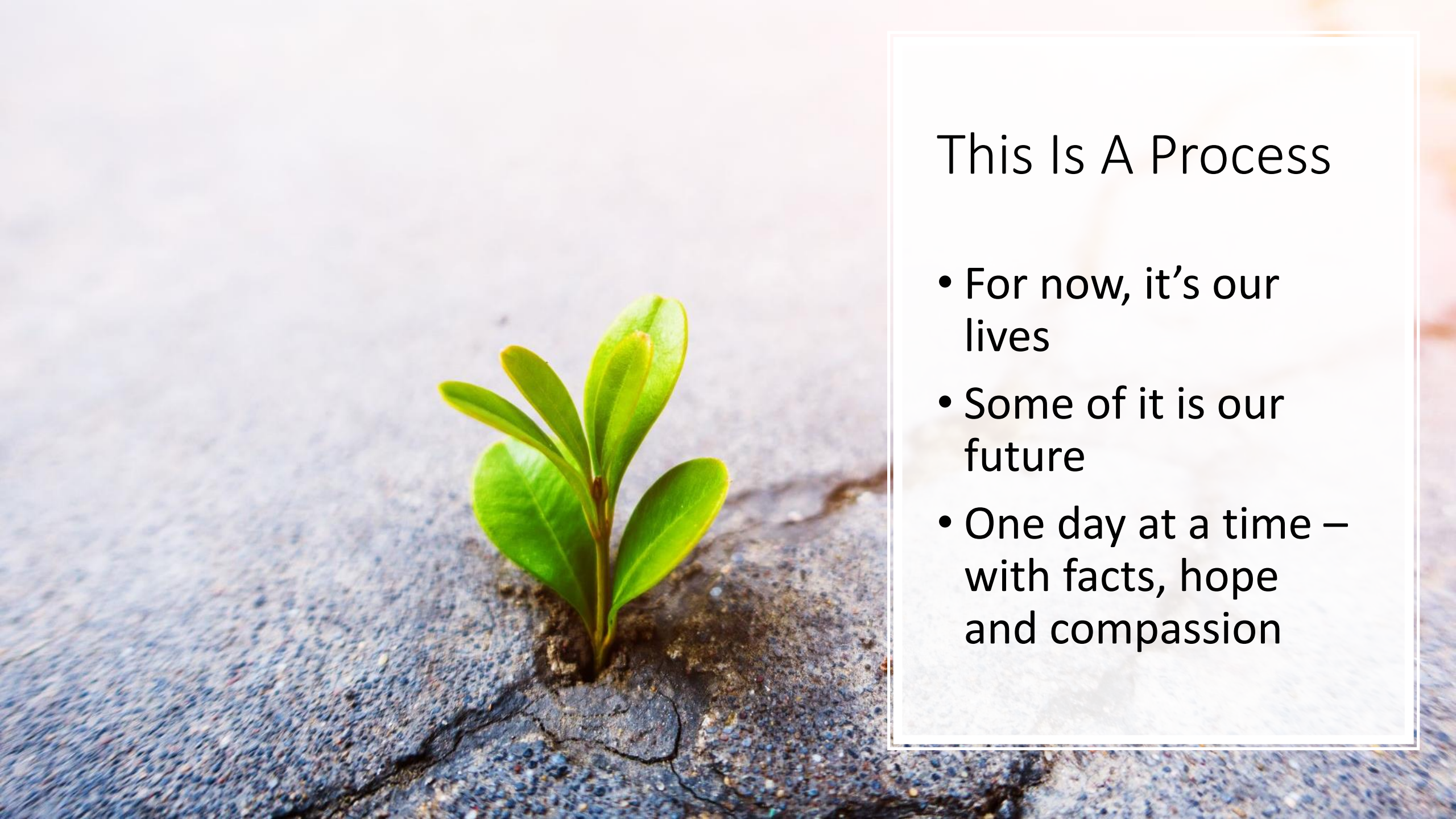


Source: [nationalpost.com](https://www.nationalpost.com); [torontosun.com](https://www.torontosun.com)

## Facing the Challenges Ahead

- Next Provincial re-opening stage
- THS services continue to open and expand
- Compliance fatigue
- Economic fall-out
- Community demand
- Resurgence
- And ... ?





# This Is A Process

- For now, it's our lives
- Some of it is our future
- One day at a time – with facts, hope and compassion



Thank you!

Drs. Julie Levy, Sandra Newbury, Scott Weese and the other incredible veterinarians and leaders

Dr. Karen Ward and Phil Nichols, THS leadership and staff

And my three shelter animals, who rescued me from a life without them



Mr. Purr



Butler



Pearl