



UNIVERSITY
OF
JOHANNESBURG

Registrar's Portfolio

ANNUAL REPORT 2019

The Future
Reimagined



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REGISTRAR'S PORTFOLIO

Executive Summary

During 2019 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 students 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.

In the following, progress and notable achievements as well as some future priorities are reported in summary format per division.

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.

Applications and selections: The University again promoted the use of the online application system by means of the No Application Fees Policy. A total of 97% of all applicants applied online as opposed to 96% in 2018 and 2017, 95% in 2016, 87% in 2015, and 11% in 2014. 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 listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest during the



online application process, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants (including for short learning programmes) in 2019 was 235 382 compared to 204 557 in 2018, 191 344 in 2017, and 183 263 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met.

In order to further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on basic career guidance. The UJ career guidance system showed an exceptional increase in usership when compared to the previous year, increasing from 1 108 in 2018 to 14 749 in 2019. The UJ Career Guidance system has more users than any other South African institution's career guidance system.

Student marketing: The student marketing function plays a critical role in the marketing strategy of the University by creating the required awareness amongst high school learners as to the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions. The following activities were executed in support of the student marketing strategy: the Orange Carpet campaign; UJ Open Days; Grade 9 Subject Choice Seminars; the Apply-On-Time campaign; the No Walk-ins campaign; and the Hamlet and Othello marketing opportunity at the UJ Art Centre attended by more than 8 000 learners and 300 teachers. The strategy of focusing on and increasing the "above 35 APS" applicant category was also effectively executed, with an increase of registrations for this category in 2019. The orange carpet category of applications was also increased from 2 033 in 2017 and 2 048 in 2018 to 2 160 in 2019.

In 2019 CAA introduced new digital marketing and virtual engagement strategies. For example, VR (virtual reality) headsets were designed and branded to be handed out at school marketing visits in 2020 for learners to do virtual campus tours of UJ. In 2020 CAA will be purchasing a number of high-end VR headsets to take to school visits for the virtual campus tours and will also investigate the possibility of having an augmented reality virtual assistant in the VR tour.

Late applications: 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. A comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and that no walk-ins would be allowed on any campus in January. 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.

The Late Enquiry System was made available from the 7th of January and closed on the 11th of January, in order for the late enquiries to be processed for all the campuses. This system incorporates the Grade 12 results and IEB results for all provinces for the past eight years: Grade 12 learners only have to submit their ID number in order for the system to evaluate their enquiry. The system was enhanced with a pin verification process for applicants with a valid student number and also did not display any personal information. In total, 86 000 people utilised the Late Enquiry System, with more than 14 500 being able to log a formal enquiry via our online system or call centre. In the previous year, a total of 81 000 people had utilised the system, with more than 10 000 being able to log a formal enquiry.

From 2 January until 6 February, the call centre (with 100 additional agents) assisted with more than 130 000 calls (compared to 150 000 last year). The University also again utilised an online chat facility in order to assist students with registration enquiries in real time. From the 7th of January the call centre operators assisted with almost 10 000 email requests and more than 25 000 online registration chat enquiries.



Registration: A medium-risk classification was again assigned to provide for heightened visibility and responsiveness by Public Order Policing. Comprehensive risk mitigation strategies were put in place, with a focus on online services.

- Only online off-site registrations were accepted, with very 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 in 2015 to around 15% in 2019).
- More online services were introduced, e.g. for F7 (i.e. academic exclusion) appeal motivations, course changes after registration and special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. For 2019, all the Faculties were available in these vetting areas to assist with enquiries.
- An extended call centre and online chat facility assisted with off-site registration enquiries.

Timetables: The academic calendar for the following year was approved: this discontinued the use of Saturdays for summative assessments and also concluded the supplementary assessments for the second semester in the same year (one week after the main assessments in the second semester). Assessment timetables are set and optimised every three years, which meant that all the assessment timetables had to be re-set and re-optimised to exclude Saturdays. The whole Kingsway Campus lecturing timetable was also scheduled to be re-set and re-optimised from a zero base, using the CELCAT timetable optimization software. Both the assessment and lecturing timetable projects were concluded successfully.

Assessment: In order to maintain and improve on governance of assessments, the decision was made to centralise the printing and storing of assessment papers under CAA. To facilitate and enhance the process, a new secure assessment paper upload system (between academics and the Assessment Department) was implemented. Central office facilities have also been refurbished on all Campuses to take into account the heightened security needs and extra secure storage space required to photocopy and store assessment books and papers in advance of assessments.

The implemented SAPSS (Submission of Assessment Papers Secured System) was enhanced with an assessment paper verification feature where the HOD could view the uploaded assessment papers to make sure these were the correct papers and also to have the option of deleting an uploaded paper (if this had to be replaced). All the module assessments (approximately 8 500) were uploaded electronically by academics, and the Assessment Department printed in excess of 170 000 paper assessments for the year.

Enhancements to the SAPSS system will continue in 2020 with concepts such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessment, and possibly randomising the selection of assessment papers in terms of the order in which they will be used.

To enhance the integrity of assessments further, surveillance cameras were used to monitor and record the proceedings of assessment opportunities in some venues. Recorded material was used as evidence in assessment transgression cases. The installation of cameras in the remaining main assessment venues will continue in 2020. Cameras have also been installed in all the assessment printing venues.

Graduations and Certification: More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. A student satisfaction rate of 91% (compared to 89% in 2018 and 86% in 2017) was reached. UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Two additional features on the digital certification system, the functionality of ordering replacement certificates online and to have these sent by courier anywhere in the world, and the qualification verification functionality have been well received by graduates. External auditors performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for a number of years now.



Alumni: The Alumni network helps to serve alumni needs and encourage their involvement and support in preserving the brand and stature of the University. Regular communication on UJ activities or events is shared with 68 000 active e-mail subscribers from almost 150 000 alumni (from UJ and founding institutions).

219 saw focused efforts to increase the marketing reach through online and social networking platforms. The UJ Alumni Connect platform was launched, which makes it easier and more convenient for alumni to connect with the University and to build alumni networks. The online platform not only matches graduates to a willing mentor and allows UJ graduates to re-connect with classmates (locally and abroad), to receive news and UJ event updates, but also permits UJ graduates to expand their network, with the aim of cultivating a culture of giving back. Two more editions of the Alumni Impulelelo magazine were finalised and distributed in 2019.

In August, CAA also successfully launched the new, secure online voting system for the election of the Executive Committee of Convocation. This online voting system will be enhanced in future to also cater for the SRC elections and Faculty or Committee structure elections within UJ.

COMMITTEE GOVERNANCE AND UNIVERSITY SECRETARIAT

The University Secretariat has continued to function exceptionally well, as was the case in previous years. Their main achievements in 2019 were as follows:

- Reviewing the Rules for Effective Meetings.
- Reviewing the UJ process for Considering Confidential Business.
- 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; these sessions were attended by staff from Academic Administration, Finance, Corporate Governance, Faculties, CBE, etc. In addition, also providing telephonic advice on meeting related matters as and when required.
- Drafting information for a RFI for meeting management software and motivating successfully for funding for the software (as pilot in 2020).
- Developing a FSCC Fulfilment of Schedule of Business (as per request of FSCC).
- Recommending changes to the performance review cycle of the Council (a 3-year cycle with year 3 being an independent review) – approved by Council; and changes to the performance review instrument for Council (which will also be implemented for all statutory committees) – approved by Council.
- Amending the Council Delegation of Authority Grid as well as the Senate Delegation of Authority Grid. Both to be approved via the applicable structures in 2020.

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 Records Management Unit is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. Further enhancements of the Electronic Data and Records Management System were made, improving the management of contracts and records. A total of 5491 contracts, in various life-cycle stages, were secured as vital records within the EDRMS, of which 538 are active; during 2019 362 new contracts were entered into. As regards records management, a number of solutions are maintained in both paper and the EDRMS environment. One of the chief objectives in 2019 was to drive the digitisation of records in line with UJ's 4IR strategy. 14 projects were identified for 2019, of which 10 were successfully completed.



Providing access to information remained a key function of the Division. During 2019, a total of 12908 requests pertaining to qualification verifications, transcript supplement requests, academic record requests, PAIA/POPI requests and internal requests for information were processed. This was a significant increase over 2018.

The Corporate Governance Division also coordinated the B-BBEE status preparation. The verification process entailed the collection of data and information relating to the elements of the Scorecard. Interviews were conducted with senior management and other personnel of the University. UJ was recognised as a Level Five Contributor.

Attention was paid to policy development. During 2019, a total of 49 governance documents were amended and approved, while two policies were dissolved and absorbed into existing policies. A working group was assigned to oversee the amendments to the Academic Regulations and alignment to new and amended Policies. Definitions and concepts were reviewed and clustered together in terms of relevance. Information was reorganised for better flow, and a new section pertaining to progression routes was added. These regulations were posted on the intranet, UJ website and uLink.

The list of Senate membership was coordinated, to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter; and Senate attendance managed. Nominations and elections were executed for various positions on statutory committees as well as within faculties. An online voting system was introduced and utilised for the Convocation Executive Committee Elections. The nominations and elections conducted for the University of Johannesburg for 2019 posed no risks.

The Events Management Unit within Corporate Governance coordinates high profile events for the UJ Council, Vice Chancellor and the Executive Leadership Group. During 2019, the Events Management Unit coordinated 46 events on behalf of the Executive Leadership Group as well as 72 graduation ceremonies, where *inter alia*, seven Honorary Degrees were awarded.

The UJ Graphic Design Studio within Corporate Governance is the in-house design studio of the University of Johannesburg. The Graphic Design Studio completed 737 projects in 2019. A poster created by the Graphic Studio received international recognition as an example for good design and effective communication through the use of few colours.

THE OCCUPATIONAL HEALTH PRACTICE

Medical surveillance of at-risk employee groups was completed at a rate of 175% of the Annual Performance Plan (APP) target. For the period, 156 health risk assessments were carried out, prompted by existing or emerging risk. The completion rate was at 118% compared to the APP target.

The occupational health risk profile, which assesses occupational environments for risks and hazards to health, has been refined after three years of data collection. The proportion of high risks decreased from 37% in 2018 to 16% in 2019; moderate risks rose slightly, and low risks increased significantly from 31% to 45%. The overall health risk trend therefore was towards lower risk. The relatively higher number of moderate and especially of low risks could be ascribed to unceasing risk identification, reporting and mitigating efforts. DFC remained the campus with the largest number of high risks, followed by APK.

Event medical risk management was completed for 53 academic and cultural events. Radiation dosimetry results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation to workers at UJ. Vaccines were administered to 418 permanent employees during the annual Influenza Campaign in April and May – free of charge on all campuses.

The state of food safety at UJ was audited against compliance to HACCP standards and the UJ norm of 90%. UJ, after steady growth since 2011, achieved an average Total Food Safety score of 90% for the reporting period, up from the previous year, indicating in general consistently commendable practices. This score outperforms the global norm of 85%.



Contact sessions with clients across all campuses rose from 3406 to 4277, with client satisfaction at over 95%. A locum Professional Nurse and outsourced mobile units contributed to efforts to attain all medical surveillance required for staff.

The platform for the Occupational Health Practice created on the HEDA system has proved highly successful. It serves as a repository for mandatory risk assessment and Occupational Hygiene survey reports, accessible to auditors and internal stakeholders alike.

PRIMARY HEALTHCARE SERVICE

The annual utilization of health clinic services was at 27 644, an increase from the 26 466 consultations in 2018, with client satisfaction at 93.4%. Consultations with staff members have decreased to only 1.15% of this total (from 9% in 2017). (This decrease results from strategies to limit the use by staff, as the clinic's primary service should be to students. Only staff at lower Peromnes levels, i.e. P17-P15, may access the clinic services.) A client satisfaction of 93.5% across all clinics was attained.

Family planning was provided to 8774 staff and students, a substantial drop from the 9585 clients seen in 2018. An emerging challenge is the shortage of injectable contraceptives supplied by the DOH. This is mitigated by offering oral and subdermal contraceptives as alternatives. The 'morning after' pill was given to 164 patients, a decrease of 48% compared to 2018. 1658 patients were tested for pregnancy with 336 students testing positive, an increase by 187% from the 117 students who tested positive in 2018. Of these, 233 were referred for termination of pregnancy, including psychological counselling at PsyCaD.

After a rise during the past two years in the number of patients treated for sexually transmitted infections, in 2019 the number decreased by 7.4% to 1254. To mitigate the danger of patients developing resistance to certain drugs, new technology is being introduced, to determine the exact STI and the specific medication required. The unavailability of certain drugs from the DOH central pharmacy has been leading to delays in treatment.

HIV testing has now been moved to IOHA, with the result that only 402 clients were tested at all PHC clinics in 2019.

Vaccinations were provided to 790 patients, some of whom were students from the Faculty of Health Sciences, which the students then paid for. This is an increase by 89% from the 418 vaccines provided in 2018. These vaccinations included among others: Hepatitis B, Yellow Fever and Tetanus vaccines which are given as part of the management of disease, and also as preventative medicine. Travel health was accessed by a total of 511 clients – a 7% increase from last year. 29 Medical Operational Plans (MOPs) were done for UJ's various sporting activities.

Numerous health promotions and campaigns were held during the year, generally in partnership with IOHA. For instance, TB awareness month was successfully carried out, in collaboration with HJH, IOHA, HR Wellness, City of Joburg and the HIV Clinical Research Unit. In addition, First Aid Training was provided by the City of Johannesburg Emergency Management Services for 243 students during the two mid-semester recess periods. The FYE programme was implemented successfully in partnership with IOHA.

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 PLHIV (People Living with HIV) 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 people living with HIV.



HIV Counselling and Testing (HCT) is one of the key contributors towards the realisation of the national 90-90-90 project, i.e. 90% of the community to know their status, 90% diagnosed with HIV infection to know their status and 90% virally suppressed. During the mass counselling and testing led by IOHA a total of 12733 clients tested in 2019, an increase of 14% over 2018, and somewhat higher than the target. Of those testing, 98% were students and 64% female; 2% of clients self-identified as 'non-conforming' to any gender. 70 clients (students and staff) tested as HIV positive; institutional prevalence remained at below 1.0%, which is below the 3.4% prevalence average for HE in South Africa, and substantially below the estimated 12.6% national prevalence. Of those testing positive, 56 persons agreed to be referred to IOHA, and 49 of these joined the internal Care and Support programme; 47 are on ART treatment. The HIV Care and Support programme was extended beyond those who had tested through IOHA, to the broader community. Support is delivered by means of face to face consultations, WhatsApp groups, a buddy system and a social club.

The Link peer educator programme is key to IOHA's strategy. In 2019 170 students were initially trained, with 130 subsequently participating actively; 84 finally received a certificate at the end-of-year Appreciation ceremony. To transform and adapt to current trends around the peer educator training, the programme is being implemented on an e-learning platform. In addition to face-to-face induction training, all peer educators are required to complete three e-learning modules by the end of the year. At the same time, the process of formalising the program and registering it as a short learning module has started through the Faculty of Education. Indications are that the process will take one to two years to be completed.

At the request of Protection Services, IOHA and Johannesburg Clinical Forensic Medicine (CFM) facilitated training on Gender-Based Violence. Further training is planned for 2020 to capacitate more staff.

Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sports, HR Wellness and PsyCaD. Campaigns and Events based on HEAIDS Big 7 Projects and programs aimed at fast-tracking the response to HIV and AIDS through comprehensive, combinatory strategies, i.e. First Things First, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Balance your life and Future Beats. The topics discussed included issues relating to social drivers for HIV, e.g. Gender-Based Violence, Multiple partner relationships, LGBTI-MSM, Sugar Daddy, Absent Fathers, Partner Disclosure, Consent, Body Shaming and Drug and Alcohol use/abuse. Peer educators hosted numerous residence talks within the UJ internal and external residences; however, it is of concern that some risky behaviours have become normalised in some residences. UJFM and social media were used extensively to communicate with the broader community. IOHA's Facebook page and Twitter page are attracting increasing numbers of visitors.

In partnership with Social Work, IOHA provided a mentorship programme for some 4th-year Social Work students; IOHA also hosted student interns from Sociology and from Public Relations, who came up with innovative ways of promoting IOHA on social media.

IOHA and its work at UJ was further promoted through participation in two important conferences. Firstly, IOHA participated in the Southern African conference on Sexual Reproductive Health & Rights (SRHR) in Lusaka, Zambia (hosted by the University of Zambia and SAYWHAT). UJ-IOHA participated through a drama performance, a debate and a session on Using Art & Design to raise awareness about Sexual and Reproductive Health issues. Secondly, together with some peer educators the IOHA team attended the SAAIDS conference in June 2019, participating by means of an exhibition and a session entitled 'Sex in the City', a play highlighting the life of university students.

The HIV/AIDS Committee continued to monitor and supervise University faculty and departmental responses to the HIV pandemic. Quarterly meetings were held as scheduled, with work focusing on the review of the 2012-2016 UJ HIV, TB and STI strategy and the revised HIV, TB and STI's policy, charter and strategy. The analysis of outcomes to date indicated that the institution has effectively and efficiently planned, worked and made a difference; however, continued efforts need to further improve the quality of life of our students. The draft policy and revised strategy are in the approval process. The intention is also



to reshape the current Risky Student Behaviour Committee (in which many stakeholders participate) into a Student Health and Wellness Committee.

LOOKING AHEAD

In conclusion, the Registrar's portfolio has clearly developed a considerable strength in the development and use of on-line, technological and automated approaches to academic administration and governance, and is increasingly considered to show national leadership in this field. The portfolio intends building further on these strengths. Continued international liaison, for instance with other U21 universities, will be likely to give even more impetus to this expertise.

The Annual Reports of each of the Divisions in the Registrar's Portfolio now follow:

Central Academic Administration (CAA)

Corporate Governance

Occupational Health Practice (OHP)

Primary Healthcare Service (PHC)

Institutional Office for HIV and AIDS (IOHA)

University Secretariat

Prof Kinta Burger

Registrar





A man with a beard, wearing a blue and green checkered shirt, is using a VR headset. He is smiling and looking towards the right. The background is a soft-focus image of the same man in the same pose, creating a sense of depth. Overlaid on the image are various futuristic digital elements: glowing white circles, lines, and a central crosshair-like graphic. The overall color palette is dominated by soft pinks, purples, and blues, giving it a high-tech, digital feel.

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)

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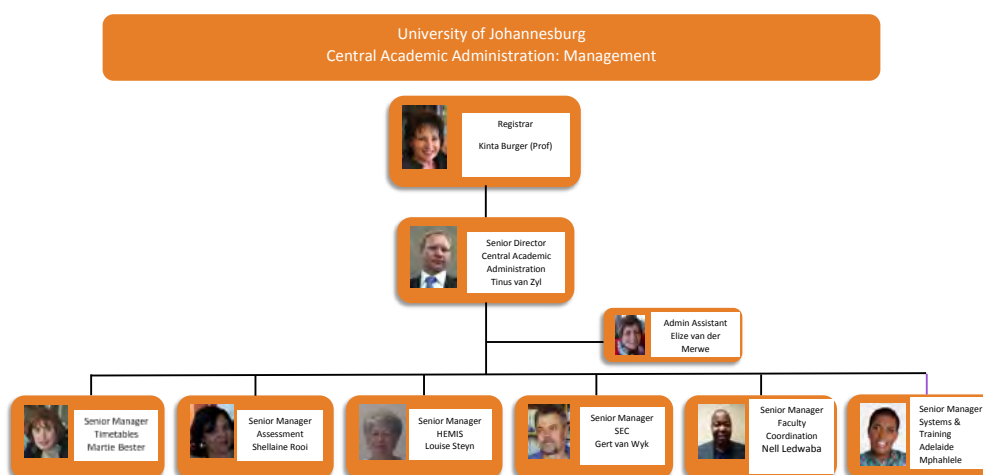
1. OPERATING CONTEXT AND GOVERNANCE

The term academic administration refers to the management and governance of the academic life cycle of the student, 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 the governance of Central Academic Administration and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central 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 the quality of academic administration. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is Integrator 4 from Adapt IT, which is integrated with other systems, like the Celcat system for timetable optimisation, and Blackboard (UJ's 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.

Organisational design

The organisational 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 academic life cycle of the student, was developed a while ago and has been continually refined, based on the effectiveness of risk strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by 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.



Large number of late enquiries/walk-ins in January

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.

Furthermore, 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.

Immediately after the release of the NSC results, UJ calculated the final admission status of applicants as well as of declined applicants whose Grade 12 results had improved. Applicants in all categories were informed by means of 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 period 2 to 11 January 2019, 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 from the 7th of January and closed on the 11th of January, in order 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 eight years. This means that Grade 12 learners only have to submit their ID number in order 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 any personal information.

In total, 86 000 people utilised the Late Enquiry System, with more than 14 500 being able to log a formal enquiry via our online system or call centre. In the previous year, a total of 81 000 people had utilised the system, with more than 10 000 being able to log a formal enquiry.

From 2 January until 6 February, the call centre (with 100 additional agents) assisted with more than 130 000 calls (compared to 150 000 last year). The University also again utilised an online chat facility in order to assist students with registration enquiries in real time. From the 7th of January the call centre operators assisted with almost 10 000 email requests and more than 25 000 online registration chat enquiries.

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 2019, 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 national (and in certain instances international) leader in this domain.

- Only online off-site registrations were accepted, with very 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 in 2015 to around 15% in 2019).
- More online services were introduced, e.g. for F7 appeal motivations, course changes after registration and special assessment applications.



- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. For 2019, 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 and online chat facility assisted with off-site registration enquiries.

Centralised printing and storing of assessment papers

In order to maintain and improve on the governance related to the printing and storing of assessment papers, the decision was made to centralise the operational process under CAA. To facilitate and enhance the process, a new secure assessment paper upload system (between academics and the Assessment Department) was implemented. Central office facilities have also been refurbished on all campuses to take into account the heightened security needs and extra secure storage space required to photocopy and store assessment books and papers before the assessments are written.

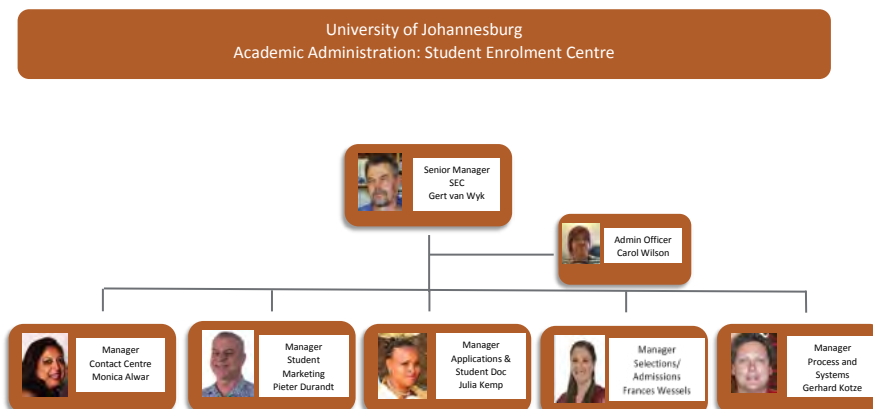
The implemented SAPSS (Submission of Assessment Papers Secured System) was enhanced with an assessment paper verification feature where the HOD could view the uploaded assessment papers to make sure these were the correct papers and also have the option of deleting an uploaded paper (if this had to be replaced). All the module assessments (approximately 8 500) were uploaded electronically by academics, and the Assessment Department printed in excess of 170 000 paper assessments for the year.

Timetables and venue optimisation

The academic calendar for the following year was approved: this discontinued the use of Saturdays for summative assessments and also concluded the supplementary assessments for the second semester in the same year (one week after the main assessments in the second semester). Assessment timetables are set and optimised every three years, which meant that all the assessment timetables had to be re-set and re-optimised to exclude Saturdays. The whole Kingsway Campus lecturing timetable was also scheduled to be re-set and re-optimised from a zero base, using the CELCAT timetable optimization software. Both the assessment and lecturing timetable projects were concluded successfully.

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 call centre.

The University again promoted the use of the online application system by means of the No Application Fees Policy. A total of 97% of all applicants applied online as opposed to 96% in 2018 and 2017, 95% in 2016, 87% in 2015, and 11% in 2014. 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 listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest during the online application process, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants (including for short learning programmes) in 2019 was 235 382 compared to 204 557 in 2018, 191 344 in 2017, and 183 263 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met.

In order to further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on basic career guidance. The UJ career guidance system showed an exceptional increase in usership when compared to the previous year. The usership increased from 1 108 in 2018 to 14 749 in 2019. It is definitely worth mentioning that the UJ Career Guidance system has more users than any other South African institution's career guidance system.

Student marketing

The student marketing function plays a critical role in the marketing strategy of the University by creating the required awareness amongst high school learners as to the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions.

The following activities were executed in support of the student marketing strategy:

- Orange Carpet campaign;
- UJ Open Days;
- Grade 9 Subject Choice Seminars;
- Apply-On-Time campaign;
- No Walk-ins campaign;
- Hamlet and Othello marketing opportunity at the UJ Art Centre attended by more than 8 000 learners and 300 teachers.

The strategy of focusing on and increasing the "above 35 APS" applicant category was also effectively executed, with an increase of registrations for this category in 2019. The orange carpet category of applications also increased from 2 033 in 2017 and 2 048 in 2018, to 2 160 in 2019.

Table 1: School Interactions

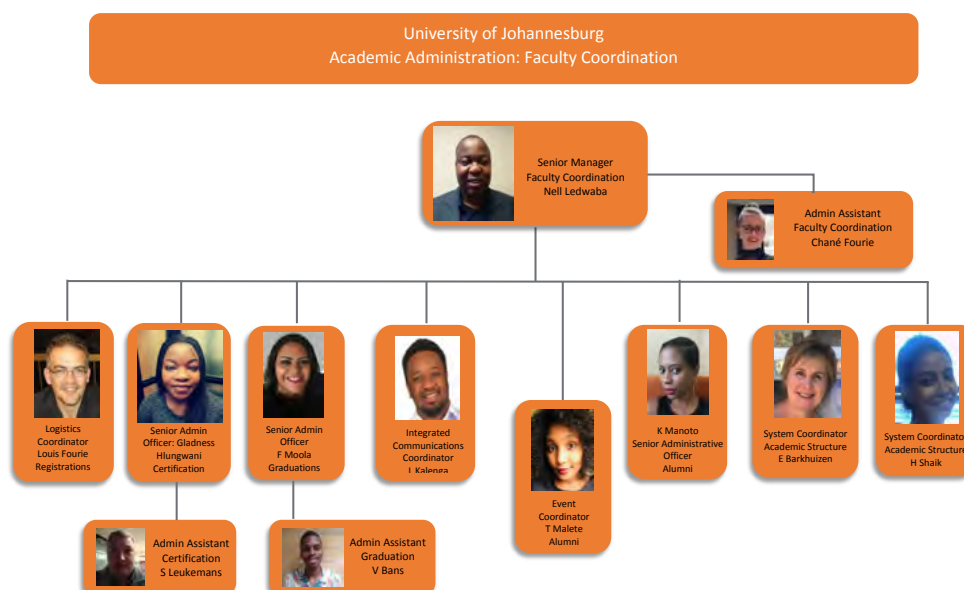
TYPE OF INTERACTION	NUMBER OF INTERACTIONS
Presentations to Grade 12 learners	175
Presentations to Grade 11 learners	88
LO Visits	188
Principal visits	16
Campus visits	11
Deliveries/Collections	34
Career days	158
National Exhibitions	5 days

In 2019 CAA introduced new digital marketing and virtual engagement strategies. For example, VR (virtual reality) headsets were designed and branded to be handed out at school marketing visits in 2020 for learners to do virtual campus tours of UJ. In 2020 CAA will be purchasing a number of high-end VR headsets to take to school visits for the virtual campus tours and will also investigate the possibility of having an augmented reality virtual assistant in the VR tour.



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 85% (compared to 86% in 2018 and 85% in 2017) was reached for registration. UJ also launched a number of additional online programmes in 2019, and CAA will continue to develop and integrate systems to streamline and improve our online services.

A medium-risk classification was assigned for to all campuses to provide heightened visibility and responsiveness by Public Order Policing. Once again, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2019, 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 national (and in certain instances international) leader in this domain.

In the second semester a UJ Chat-bot was successfully developed to assist with the increased demand relating to enquiries for January 2020. In 2020 CAA will also investigate the expansion of the Chat-bot to assist with social media enquiries and to allow interaction with school learners in the form of an augmented reality virtual assistant who can answer questions and assist with the application process.

Academic Structure

In 2019 the project started for an electronic sign-off of the calculation criteria by faculties to monitor and maintain governance within the domain, which will also be in keeping with the University vision of 4IR progression. An external company developed a prototype in the latter part of 2019 to show how and as what the app would function. The final developments will be completed in early 2020 with testing before implementation.



CAA also decided to convert the calculation criteria paper form into an e-form. This development process will be handled by ImageNow, and testing will be done with faculties and CAA prior to implementation. The envisioned date for this e-form going live is early 2020.

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.

More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. Registrations through the Digital Certificate platform had an increase from 1 500 users to 13 000 registered users in 2019. A student satisfaction rate of 91% (compared to 89% in 2018 and 86% in 2017) was reached. UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was successfully installed a few years back to provide the functionality of ordering replacement certificates online and to have these sent by courier anywhere in the world. Last year, the qualification verification functionality was activated, to allow alumni to securely authorise access to their certification documents electronically to third parties or prospective employers (free of charge). These additional features on the digital certificates system were received very positively.

Because of increasing disruptions of graduation ceremonies, due to latecomers, management decided to implement strict measures and not allow any late arrivals during graduation ceremonies. To facilitate this, a strong communication campaign was launched, graduates were issued with electronic tickets, and digital screens or announcement systems were implemented to broadcast the commencement of a ceremony. Graduates could share the electronic tickets with their guests in advance.

In addition, external auditors performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for a number of years now.

UJ graduation ceremonies are live-streamed globally, with the numbers of views increasing and reach spreading with each year. A further enhancement to this is the availability of the graduation programme digitally for those guests of candidates who stream the ceremony live from their respective locations.

The graduation process has been steadily improved each year, with enhanced audio-visual technology in the main graduation venue. In 2019, an announcement system was extended from the auditorium foyer to the fountain space, to ensure that graduates and guests are notified of the closing of doors and encouraged to enter the venue timeously.

The eTicketing system was piloted in 2018 in the interest of providing a smart, accessible, faster and easier ticketing system. The system has since been fully implemented and access control responsibility moved fully to Protection Services. It remains a challenge to keep contact details of final year students updated. This results from a disparity between ULink and the Graduation Office, which does not have access to current students in a way that compels them to provide contact details that will be used beyond their final exams.

In line with the cashless campus policy, the photography and graduation attire suppliers were entreated to provide electronic payment methods for students hiring or purchasing their products.

Late coming of graduates and guests is a general risk related to graduations, which is being addressed by seeking a parking area closer to the venue, for allocation and use in 2020. This will alleviate the budgetary pressures of paying for drivers and hiring of vehicles for shuttles from the first year parking areas, and make allowance for graduates and guests to park at the closest parking to the venue.

Alumni

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



alumni is crucial to the sustainability and growth of the University and provides important ties between the past and the present. The alumni network therefore helps to serve alumni needs and encourage their involvement and support in preserving the brand and stature of the University. Regular communication on UJ activities or events is shared with 68 000 active e-mail subscribers from our almost 150 000 alumni (from UJ and founding institutions). Because of these efforts, a large number of alumni have updated their communication details and opted-in for regular communication campaigns from UJ.

The first edition of the Alumni Impumelelo magazine was delivered in December (2017) for distribution early in 2018, and the second edition of the magazine was created for mainly digital media and delivered in the second semester of 2018. Two more editions of the magazine were finalised on 2019.

For the Alumni office, this was a year of focussing efforts to increase the marketing reach through online and social networking platforms. Through these efforts the UJ Alumni Connect platform was launched. This system makes it easier and more convenient for alumni to connect with the University and to build alumni networks. The online platform not only matches graduates with a willing mentor and allows UJ graduates to re-connect with classmates (locally and abroad) and to receive news and UJ event updates, but also permits UJ graduates to expand their network, with the aim of cultivating a culture of giving back.

In August, CAA also successfully launched the new, secure online voting system for the election of the Executive Committee of Convocation. This online voting system will be enhanced in future to also cater for the SRC elections and for faculty or committee structure elections within UJ.

New software (Mailchimp) was implemented to effectively drive email campaigns and newsletters. This system proved to be very effective for the Convocation online voting campaign, where we were able to send each member a unique username and password.

Centrally assisted or coordinated alumni events in 2019

Varsity Cup – 4th February

The Alumni Office hosted alumni in the UJ Alumni corner. The aim of this initiative was 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 game.

Alumni Cocktail Dinner – 1st March

This initiative was handed over from the Development and Fundraising Department to CAA, for coordination and hosting. The aim of this event was for the MEC to engage with illustrious alumni.

Homeopathy: From Art to Science (Alumni Public Lecture) – 13th March

Held in collaboration with the Faculty of Health Sciences, the lecture was aimed at current students within the Homeopathy Department and also offered an interactive networking session for their alumni practitioners.

SCiIS Alumni Breakfast – School of Consumer Intelligence and Information Systems – 20th May

Held in collaboration with the School of Consumer Intelligence and Information Systems (SCiIS), this was the first UJ Alumni Breakfast held by the Alumni Office.

Women in Architecture + Design – 7th August

In collaboration with the Graduate School of Architecture and the Department of Interior Design in the Faculty of Art, Design and Architecture, the aim of this initiative was to celebrate and acknowledge the role of women (and particularly of UJ alumni from FADA) in architecture and design.

Women in Business Empowerment Seminar – SRC /CE – 8th August

In collaboration with the UJ Central SRC office and the Community Engagement Office, the aim of this initiative was to empower current female students interested in the business sector. UJ alumni within the business industry served as keynote speakers at the event.



Stakeholder Report Event – 20th August

UJ alumni, corporate partners and staff were invited to the UJ Stakeholder Report Presentation. The aim of the event was for Chairperson of Council, Mr Mike Teke and the Vice-Chancellor, Prof Tshilidzi Marwala to share valuable insights from the report and to introduce the new Alumni Connect social media platform.

Commercial Accounting Alumni Home Coming Cocktail Evening – 12th September

Held in collaboration with the Department of Commercial Accounting and aimed at establishing a relationship their alumni, the event also included industry stakeholders and partners.

STH celebrated 50 Years in the Tourism and Hospitality Sector – 18th September

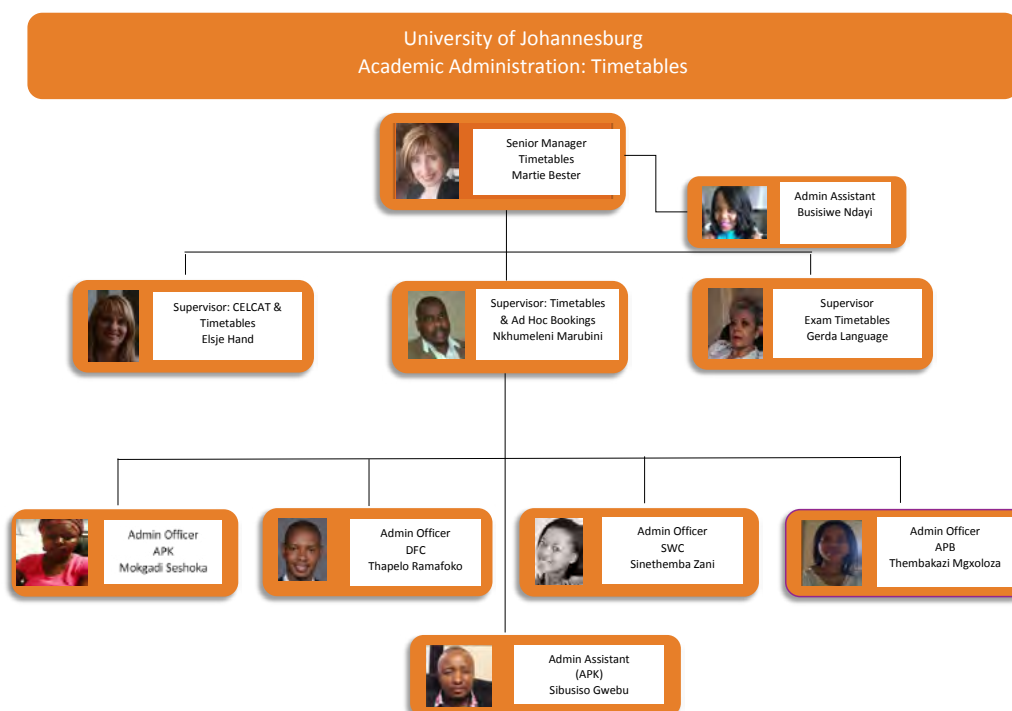
In collaboration the School of Tourism and Hospitality, the two-part programme started with inspiring industry conversations followed by tours of the School facilities and a wonderful celebratory and networking event in the evening, to mark this milestone in the STH history.

AIS Alumni Gala Dinner – 7th November

Held in collaboration with the Department of Applied Information Systems, this function hosted the second alumni event with the purpose of connecting, networking and reimagining the future of AIS in the context of the 4th Industrial Revolution (4IR).

5. TIMETABLES

Below is the organogram for the Timetable Department:



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

The CELCAT timetable optimisation software, which was implemented a few years ago, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past few years. In 2019 the whole Kingsway Campus lecturing timetable was scheduled to be re-set and re-optimised from a zero base, using the CELCAT timetable optimization software. This was concluded successfully.



Due to the change in the academic calendar which moved away from Saturdays for summative assessments in the assessment period, the undergraduate assessment timetable had to be re-set, for the period 2020 to 2022. This was also successfully completed for all campuses.

The key priorities were:

- Re-optimising the APK lecturing timetable from a zero-base for 2020;
- Re-optimising the UJ undergraduate (examination) timetable from a zero-base for 2020-2021 – this project was launched in March 2019;
- Implementing the CELCAT Room Booker System for client self-help for ad hoc venue bookings for computer labs, and further system enhancements;
- Full integration of the CELCAT lecturing and exam timetables bases (per campus) in order to implement client self-service for ad hoc venue bookings during exam periods – for streamlining processes;
- Full implementation and enhancement of the Perceptive Content System for requests for timetable changes (eForms) for UTC approval.

All projects were completed successfully. The APK lecturing timetable for 2020 was optimised from a zero-base, after some lecturing timetable events (such as Lab-based pracs, tuts and classes, and most of Humanities' lecturing timetable events) were locked into their 2019 slots and venues, via CELCAT Timetabler automation. After consultation sessions with all relevant departments to refine and adjust the optimised timetable where necessary, it was finalised, signed off by all stakeholders and published in late November 2019. This was a significant achievement for this Division – a long-time goal eventually achieved – as the data sets and constraints taken into account were vast.

After Senate, in March 2019, approved a significantly altered Academic Calendar for 2020, with the year-end supplementary Examinations taking place in late November 2020, and with Saturdays no longer being used for formal undergraduate exams, it was decided to re-optimize the 2020-2022 undergraduate examinations timetable from a zero-base – i.e. by using real and artificial student-registrations as basis for the module-combinations to be catered for. This meant that this project was launched at a much later stage than it would have been normally. The project was completed efficiently and within the set due dates, despite the magnitude of the data sets and constraints. Student exam paper spread improved greatly from 2019, and many of the logistical issues experienced around exams scheduled on Saturdays have in the process also been eliminated. This was another proud achievement of 2019.

The finalised 2020 timetables (i.e. lecturing, examinations and tests) per campus were published in late November 2019 – via the UJ Intranet for staff and the UJ Web for existing and prospective students.

After the CELCAT Room Booker System for client self-service ad hoc bookings of lecture and assessment venues had been implemented in January 2018, it was also rolled out to include computer lab bookings from January 2019. After the ICS Lab Officials had been trained and given access as Room Administrators for request approvals, and after some initial technical issues had been addressed, the system and process-flow functioned efficiently and effectively.

Another great achievement of 2019 was the full integration of the CELCAT lecturing and examination timetable databases (one per campus), implemented in order to activate client-based ad hoc bookings during examination periods via CELCAT Room Booker, 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 automated emails daily. Ms G Language and Ms E Hand will present an information session regarding this project at the CELCAT Africa User Group Conference in March 2020.

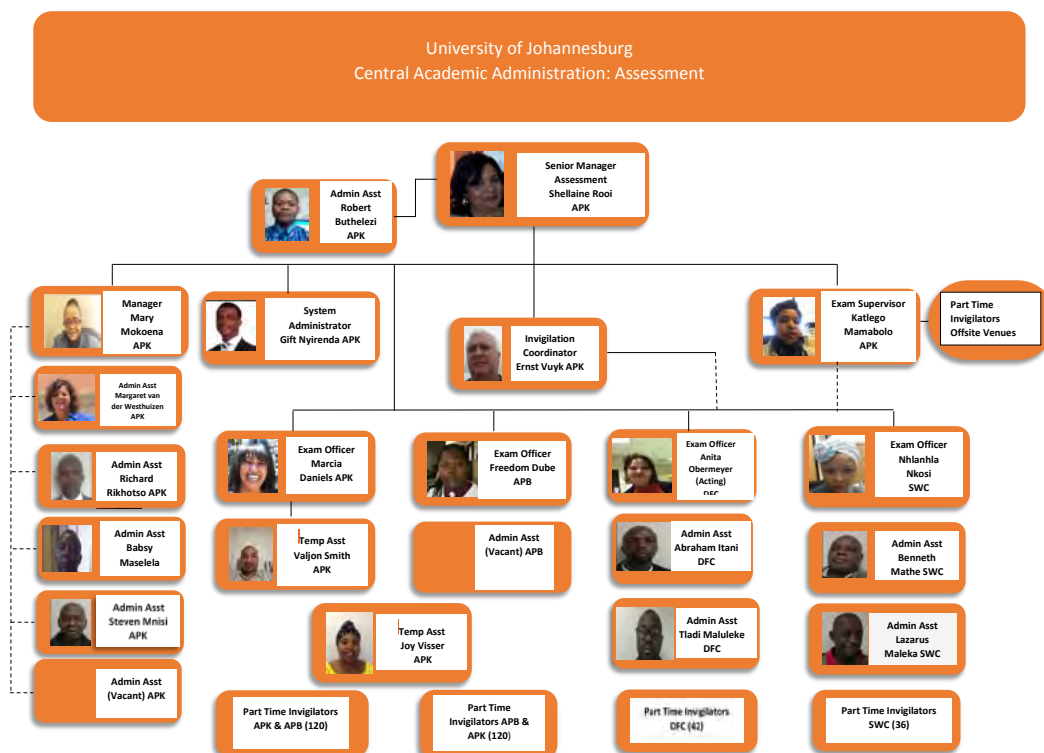
Regarding Perceptive Content implementation, much testing was done during 2019 and all enhancements (some outstanding since November 2016) were completed by November 2019 for full roll-out from early 2020. A circular regarding the online/eForms process is to be distributed in February 2020.



Challenges experienced in 2019 mostly related to technical systems (CELCAT, Integrator Student System, HEDA and Perceptive Content) and to venue-related issues. Various Integrator programmes needed to be enhanced during 2019 for implementation before 2020 registration – the main outstanding issue being the “Web Service” real-time interface between CELCAT and Integrator for daily auto-updating of lecturing timetables, that is to date still not fully functional.

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) and Submission of Assessment Papers Secured System (SAPSS) were implemented and enhanced over the last few years. A critical enhancement linked to the SAPSS system was done to allow HODs to verify the assessment papers uploaded by academics, to make sure these were the correct papers. 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.

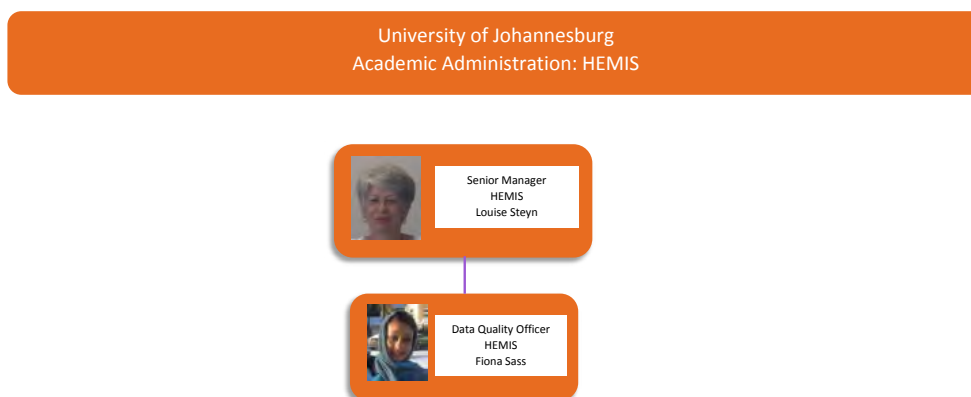
Enhancements to the SAPSS system will continue in 2020 with concepts such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessments, and possibly randomising the selection of assessment papers in terms of the order in which they will be used (main, supplementary and special assessments).

To enhance the integrity of assessments further, surveillance cameras were used to monitor and record the proceedings of assessment opportunities in some venues. Recorded material was used as evidence in assessment transgression cases. The installation of cameras in the remaining main assessment venues is under investigation and will continue in 2020. Cameras have also been installed in all the assessment printing venues.



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 submitted to DHET in accordance with the time frame set by DHET annually. In addition to the mentioned submissions, a comprehensive report on Teacher Education Headcount-Enrolments, FTE's and graduates was compiled and submitted.

Governance of Postdoctoral Fellows

In order to align the business process and improve governance, comprehensive and detailed guidelines have been compiled to align the processes of this subsystem with the approved student business processes. This document was distributed to all stakeholders. Numerous consultation sessions were held.

HEQSF PQM

The transfer and responsibility of custodianship regarding the HEQSF PQM to CAA (HEMIS) was successfully concluded. Numerous discrepancies were resolved, due to the ongoing process of submission of new qualifications to DHET, CHE and SAQA.

Historical Changes

The transfer of responsibilities regarding the update of historical data on the student system, led to an increased volume of workload without compromising the prescribed turnaround time. There was a 90% improvement with regard to the online completion of historical forms and supporting documents provided by faculties and the College.

Audit Findings: Student Data

Even though the shape and size of the student database increased, only one fatal error was noted. There were only two findings recorded for all the data elements tested for the 2018 data. This is a positive outcome, in particular given the increase in data elements and total samples from 2017 (= 1 845 total samples) to 2018 (= 2 160 total samples). The 2017 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 seven 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); and
- 2018 Exceptions: two (one on course credit file and one on course file).

The student data reflects a high standard in terms of quality and reliability. The two student data exceptions were acceptable relative to the size of the database, and have no financial or reputational risk.

8. EMPLOYEE PROFILE

73% of CAA employees fall under the age of 50.

89% of CAA employees hold an after-school qualification.

74% of CAA employees are from the designated groups.

Significant improvements were also made with the appointment of supervisor-level employees, with 75% of supervisors within the CAA division being from the designated groups.

Total Percentages per Race and Gender

RACE	GENDER	TOTAL	%
African	Female	26	29,2
African	Male	22	24,7
Coloured	Female	10	11,2
Coloured	Male	2	2,2
Indian	Female	6	6,7
Indian	Male	0	0,0
White	Female	16	18,0
White	Male	7	7,9

9. APPOINTMENTS, RESIGNATIONS, AND SUCCESSION PLANNING

The following people resigned from their positions during 2019:

SURNAME	NAME	DEPARTMENT
Hutton	Sherazaad	Biographics
Dube	Freedom	Contact Centre
Makoloko	Prudence	Contact Centre
Hlongwani	Vongani	Timetables



The following appointments were made during 2019:

SURNAME	NAME	DEPARTMENT
Mazibuko	Sandile	Biographics
Gumede	Onthsaimetse	Contact Centre
Hutton	Sherazaad	Online Programmes
Hlongwani	Vongani	Certification Office
Seshoka	Mokgadi	Timetables
Bans	Vuyisile	Graduations
Buthelezi	Robert	Assessments
Dube	Freedom	Assessments
Nyirenda	Gift	Assessments

A new post has been seconded from the Academic Development and Support Division to SEC for online programs. Ms S Hutton was appointed in this position.

Both Ms S Olsen and Ms E du Plessis are in the process of being declared medically unfit for work, due to medical conditions.

Mr V Bans was appointed as Administrative Assistant – Graduations on a three-year contract to assist with administrative duties in the graduation office.

Vacancies

One vacant post within SEC was put on hold until further notice.

Deceased

Mr Shadrack Matwa, Driver: Postal Services passed away in an accident on August 7, 2019.

Retirements

Ms Juanita Sampson retired at the end of December 2019 after 24 years of service.

Long Service Awards

The following CAA employees received Long Service Awards:

SURNAME	NAME	CAA DIVISION	YEARS OF SERVICE
Rikhotso	Mazonda Richard	Postal Services	35
Maselela	Babsy Ephraim	Postal Services	25
Sass	Fiona Maudy	Hemis	20
Wilson	Carol Patricia	Student Enrolment Centre	20
Hand	Elsje	Timetables	15
Kemp	Mamorwadi Julia	Student Enrolment Centre	15
Shaik	Hajira Bee Bee	Academic Administration	15
Homann	Angelize	Student Enrolment Centre	10
Kotze	Gerhard	Student Enrolment Centre	10
Makhubela	Naphtali	Student Enrolment Centre	10
Mashele	Lebogang Tlangelani	Student Enrolment Centre	10



10. STAFF DEVELOPMENT PROGRAMMES AND INITIATIVES

Team Building

In 2019, team building was combined with our social development initiative and took place on December 9, 2019. We started a “Christmas Gift Box” project for the Botshabelo village. Each box was filled with clothes, shoes, toothbrush, toothpaste and a toy. We launched the project in October, and we also managed to collect boxes of clothes and non-perishable food.

Staff members in the Registrar’s portfolio joined in and we succeeded in providing gifts to all 136 children (aged between 2 to 21) at Botshabelo village.

Since Botshabelo is registered as one of UJ’s community engagement projects, we will continue our community support with them in 2020.



Training

The University Secretariat held two training sessions for CAA Administrative Assistants on Minute Taking. Positive feedback was received on both these training sessions.

The HR department also supported the Division with a number of training sessions which equipped staff better in managing stress, finances and conflict.

11. STRATEGIC GOALS

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;
- Centralising Assessment printing and calculation criteria; and
- Fully embracing digital marketing strategies for the Student Marketing and Alumni Departments in CAA.

Five Year timeline

- System requirement in terms of reviews and evaluations;
- Integration of systems: Blackboard, ITS, HEDA, CELCAT, MAMS, Perceptive Content;



- Smart Campus (venue usage and control);
- Virtual Invigilation;
- International and Postgraduate student focus; and
- Registrar's IT support section.

Ten Year timeline

- Possible new Student System/s;
- 20 000 online students and online support;
- Stronger International and Postgraduate student focus;
- More government driven services (NSFAS and CAS); and
- Supporting a different "breed" of student who is technologically advanced and has instant needs.

12. RESOURCE MANAGEMENT AND SUSTAINABILITY

Overview of CAA Budget for 2019

Expenditure for 2019 exceeded the required variance of 5% budget range due to overtime payment for security services rendered for after-hours Graduation sessions, money payable on projects like the re-location and building of Assessment offices, and payments for software enhancements, which had been carried over to 2019. The cost for Access Cards were also incorrectly billed under CAA's budget. This function had been relocated to the Security Division in 2018.

Division	Total operating	Actual expenditure	Available	%
Director CAA	734 602,04	926 686,00	(192 083,96)	126
Faculty coordination	144 478,00	395 155,00	(250 677,00)	274
Registrations	1 109 258,00	1 479 968,00	(370 710,00)	133
Graduations	874 868,00	912 742,00	(37 874,00)	104
HEMIS	50 720,00	58 757,00	(8 037,00)	116
Assessments	1 541 115,00	2 525 203,00	(984 088,00)	164
Training Officer	–	–	–	0
ITS Academic Structure	1 560,00	16,00	1 544,00	1
Biographics	–	283,00	(283,00)	
SEC	745 695,00	595 973,00	149 722,00	80
Contact Centre	–	43 319,00	(43 319,00)	
Student Administration	–	355,00	(355,00)	
Access Cards	60 000,00	1 777 244,00	(1 717 244,00)	2962
Class & Timetables	235 980,00	207 842,00	28 138,00	88

The following donation was received from the official graduation gowns supplier, Dippenaar & Reinecke: R50 000.00. The donation was utilised to upgrade the audio visual equipment in the Auditorium where we host graduations.

13. CONFERENCES

The following leadership development programmes and conferences were attended:



SEMINAR	ASSESSMENTS	FACULTY COORDINATION	TIMETABLES	SEC	ACADEMIC ADMINISTRATION	HEMIS
NAME						
AAA (EXAF AND HEFAF)	Ms S Rooi Mr Ernst Vuyk	Mr L Fourie Ms E Barkhuizen		Mr G van Wyk Mr M Alwar		
29th Annual ITS User Group Conference	Ms S Rooi	Mr N Ledwaba Mr Louis Fourie	Ms M Bester			
Celcat Africa Usergroup Conference			Ms E Hand Mr N Marubini Ms G Language Ms M Bester			
SAAIR, HEMIS Institute		Mr N Ledwaba Ms E Barkhuizen				Ms L Steyn
HEDA Usergroup						Ms L Steyn
MACE				Mr G van Wyk		
CIEA				Ms K Kangudia Mr L Legoete		
X2Y				Mr P Durandt		
DevLearn Conference - USA					Dr T van Zyl	

14. CONCLUSION AND WAY FORWARD

Central Academic Administration reached most of its performance targets and achieved an 85% in the Registration student survey and a 91% in the Graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was executed successfully. The Alumni Connect system (to facilitate mentoring and engagement with alumni wherever they may find themselves worldwide) and electronic voting for Convocation were implemented. In 2020, CAA will continue to expand on the off-campus alumni benefits and launch Alumni Chapters to facilitate engagement and support greater collaboration with alumni.

The risk of late walk-in applications was effectively mitigated by means of 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 enquiries, and a Chat-bot was developed for use in January 2020. Full implementation of the Chat-bot and further enhancements will be addressed in 2020.

The Submission of Assessment Papers Secured System (SAPSS) has been successfully implemented, and further enhancements are being implemented (like paper randomisation and similarity checks). Sustained excellence in data quality was achieved, and more than 13 000 qualifications were awarded at almost 60 centrally coordinated graduation ceremonies.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2020 with confidence, to take our processes further online and to embrace the opportunities created by the Fourth Industrial Revolution.

Dr T van Zyl
Director: CAA





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Corporate Governance

1. OPERATING CONTEXT

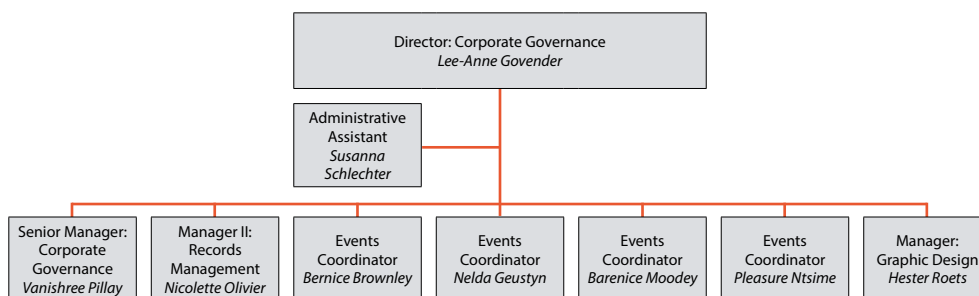
1.1 Core business

The Corporate Governance 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 (UJ) as well as relevant institutional policies.

The Division initially comprised three units, namely, Governance, Records and Contract Management, and Qualification Verifications. Following internal restructuring of the Registrar's Portfolio, two units that resided within the Central Administration Division were incorporated into the Corporate Governance Division, namely Events Management and Graphic Design Studio. The Division, although diverse in nature, 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.

1.2 Organisational Design

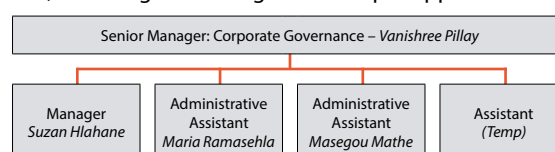
The organogram of the divisional structure that reports to the Registrar, Prof IC Burger is reflected below:



The staff component within the Division comprises of 20 staff members. The structure of the various units within Corporate Governance is reflected in the organograms that follow.

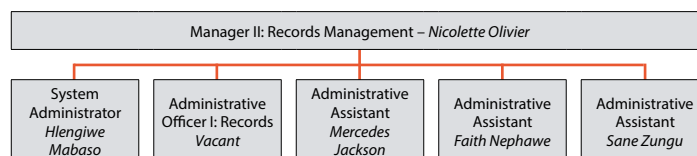
1.2.1 Qualification Verification Unit

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.



1.2.2 Records Management Unit

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

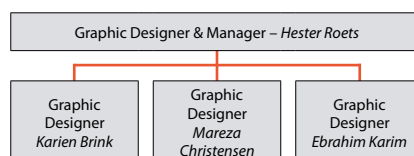


1.2.3 Events Management Unit

As depicted in the first organogram, this Unit reports directly to the Director Corporate Governance.

1.2.4 Graphic Design Studio

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



2. STRATEGIC FOCUS

Strategic Objective Six: Fitness for global excellence and stature is the strategic objective of the University of Johannesburg with which the Division aligns itself.

2.1 Strategic Planning

A Strategic Planning session was held to assess the positioning of the Division for 2019. The key priority areas identified for 2019 included the following:

- Investigate and develop a streamlined process to track and monitor Policies / Charters.
- Investigate secure online voting possibilities.
- Review the system utilised to process POPI and PAIA requests.
- Review the Dashboard platform for the ordering of Student Academic Documentation.
- Investigate system to be utilised for the Business Classification Project.
- Oversee new and current projects in accordance with project plans.
- Benchmark with peer institutions.

In line with the strategic objective of Fitness for global excellence and stature and the key priorities that were identified for 2019, 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

2.2.1 University Academic Regulations

A working group was assigned to oversee the amendments to the Academic Regulations and alignment to new and amended policies. Definitions and concepts were reviewed and clustered together in terms of relevance. Information was reorganised for better flow. A new section pertaining to progression routes was added. Minor amendments were made pertaining to the section on master's and doctoral studies. 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 twopronged. 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 2019, a total of 49 governance documents were amended and approved, while two policies were dissolved and absorbed into existing policies.

Corporate Governance initiated two projects to address the challenges identified within the UJ policy environment.

The first project entailed the re-organisation of UJ Governance Information on UJ publication Platforms. This project originated in response to challenges experienced by the UJ community when searching for specific UJ Governance documents. The reorganisation of the information was intended to ensure a more user-friendly display of the information and would minimise challenges for staff. The ordering or reshuffling of the information sought to group document types as categories/families and to list the information alphabetically. Metadata were added to provide users with information pertaining to ownership of the document so that the UJ community became aware of whom to liaise with, should clarity pertaining to the content of the document be required.

The second project included automated reminders and alerts to policy owners or their delegated authority. In line with UJ's Fourth Industrial Revolution (4IR) drive, the Corporate Governance Division has created a tracking system which is deadline driven. Communication to relevant Policy owners and their delegates will be triggered based on review dates. This system will replace the manual intervention reminding policy owners about the review process. The activities on this system will also act as a timestamp in terms of full or no engagement and have inbuilt escalation triggers. This enhancement is in testing phase and would go live in 2020.

Corporate Governance also investigated ways in which quality and standardisation of UJ governance documents could be maintained. On occasion the division receives documents of sub-standard quality with a request for publication. Awareness workshops and other forms of interventions are being investigated for future implementation.

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 B-BBEE Scorecard. Interviews were conducted with senior management and other University personnel. The University was recognised as a Level Five Contributor.

2.2.4 Nominations and elections

Nominations and elections were executed for various positions on statutory committees as well as within faculties. An online voting system was introduced and utilised for the Convocation Executive Committee elections. The nominations and elections conducted for the University of Johannesburg for 2019 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. Senate attendance was also managed by Corporate Governance.

2.2.6 Convocation

The Registrar delegated authority for the role Convocation: Secretariat to the senior manager within Corporate Governance. This role requires the incumbent to manage all governance documents related to the meetings held for the Executive Committee of Convocation as well as the Convocation Annual General Meeting (AGM).



2.2.7 Commissioners of Oaths appointment process

The Corporate Governance Division oversees the management and appointment of Commissioners of Oaths for the University in accordance with the relevant legislation. For 2019, the University had 75 Commissioners of Oaths across all four campuses.

2.3 Access to information

Access to information requests incorporate the following areas: Access to Information from internal and external stakeholders, POPI Update Requests, Qualification Verification including transcript supplement requests, academic record requests and general letters.

2.3.1 Qualification Verification

The Qualification Verifications Unit within Corporate Governance performs the functions related to requests received for transcript supplements, academic records and general letters. These documents are processed on two different digital platforms. Firstly, the Digital Certificates Platform provides services to UJ Alumni. Secondly, the Dashboard Platform provides services to non-graduated (*previously registered students*) and currently registered students. Investigations pertaining to a replacement platform in 2020 for the Dashboard system are currently underway. The features of the newly envisaged platform will create a more efficient working environment for both staff within the Qualification Verification Unit as well as the faculty administrative staff.

In order to assist faculties with the processing of transcript supplement orders, engagement sessions were held to provide guidance in terms of their role in creating a document within the expected turnaround time, while placing emphasis on the reputational risk on the UJ brand if the format, quality and representation of information is not of the highest standard. Timelines were also reviewed to ensure that the client would receive the ordered academic documentation within the specified period.

2019 saw a significant rise in the number of third party verification requests made to UJ. In instances where alumni requested Corporate Governance to release their academic information to third parties, alumni were directed to the Digital Certificates platform designed by the University as a benefit for UJ alumni in respect of third-party verifications.

UJ provides verification of UJ qualifications to three agencies with whom contracts have been entered into for such services. This process is deadline driven and is guided by the Protection of Personal Information Act 4 of 2013 (POPIA) and Promotion of Access to Information Act 2 of 2000 (PAIA) to ensure that UJ is not placed at any risk for unlawful divulgence of personal information. This is an ongoing service provided by Corporate Governance.

In comparison to 2018 (with a total of 7723 requests), there has been a significant increase in the number of requests for access to information. During 2019, the total number of requests pertaining to qualification verifications, transcript supplement requests, academic record requests, PAIA/POPI requests and internal requests for information totalled 14 248. This stated number of requests includes services provided to the three contracted verification agencies.

2.4 Records Management

The Records Management Unit (RMU) is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. UJ is dependent on its records as its corporate memory to operate efficiently and consistently, and to account for its actions using legislation, standard practices and procedures as guidelines. Perceptive Content (version 7.5) is the Electronic Document and Records Management System (EDRMS) that is utilised to drive the records and contract management processes. This system is managed by the RMU together with the Information and Communication Services (ICS) Division, and is utilised throughout the University where contract and records management has been



implemented. Service providers are also utilised for purposes of off-site storage and archiving of physical paper records. Operational structures with linkages on all four campuses exist within RMU to allow for operational matters; these are technology driven and perform their relevant functions through the use of internal as well as external systems.

One of the Unit's objectives in 2019 was to drive the digitisation of records in line with UJ's 4IR strategy. Numerous solutions were maintained in both paper and the EDRMS environment.[6] In total, 14 projects relating to the EDRMS were identified for 2019, of which 10 were successfully completed. Owing to various constraints expressed by clients, certain projects were postponed. Enhancements to existing solutions were completed successfully. In consultation with ICS, discussions with the preferred UJ service provider took place regarding the implementation of the business classification system on Sharepoint. As a result, a proposal was drafted for further development in 2020.

In 2019, the RMU had 82 clients who required support throughout the year. The requirements ranged from processing and storage of physical records to the development of workflows, repositories and e-forms required as part of electronic records.

2.4.1 Contract management

Contract management within Corporate Governance is responsible for the lifecycle of contracts. Upon finalisation of the legal requirements in drafting the contracts, the signed contracts are captured on the Electronic Document and Records Management System (EDRMS). The original contracts are stored off-site at an external service provider. The contracts are managed until the end date or renegotiation period of a contract. The contracts then move to the inactive stage for storage for ten years, in accordance with the retention period of contracts.

The contract management environment provides oversight to numerous categories of contracts for the University. The majority of contracts captured stemmed from the non-academic environments. Currently UJ has a total of 5 491 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2019 indicate that 362 new contracts were received, compared to 423 in 2018.

2.5 Events Management

The Events Management Unit is mandated to oversee high-profile events for the UJ Council, Vice-Chancellor and the Executive Leadership Group. During 2019, the event coordinators hosted 46 events on behalf of the Executive Leadership Group as well as 72 graduation ceremonies, where 13 492 qualifications were conferred and seven honorary degrees awarded.

Some of the noteworthy events in this domain included the following:

The Events Management Unit assisted the Student Marketing Team with the Grade 9 Subject Choice Seminar, the Grade 12 Top Achievers Open Day and the UJenius Club Welcoming Event.

The Events Management Unit together with the relevant Executive Deans hosted 11 professorial inaugurations from May 2019 to November 2019. Respondents for the inaugurations varied from South African to international experts in the respective fields and domains.

The Annual Stakeholder Report Presentation was hosted, at which the Vice-Chancellor shared the mileage traversed by[7] the University of Johannesburg during the previous year.

The Unit also assisted the Strategic Partnerships Division with a Dialogue on the Fourth Industrial Revolution (4IR), where various government and industry leaders were hosted to share insights on the impact of 4IR as well as on the role of higher education in developing skills for the future of work.

The Unite Against Gender-Based Violence and Xenophobia event took place during September, at which the Vice-Chancellor addressed staff members and students about associated concerns as well as the negative impact of violence and abuse on women and children in South Africa.



The Events Unit assisted with hosting three Annual Memorial Lectures. The Annual Eric Molobi Memorial Lecture was hosted by the Faculty of Education and Postgraduate School, the Moses Kotane Memorial Lecture was hosted by the Senior Director, Strategic Initiatives and Administration in collaboration with the Moses Kotane Foundation, and the South African Communist Party (SACP) and the Mzala Nxumalo Memorial lecture was hosted by the Senior Director, Strategic Initiatives and Administration and the Mzala Nxumalo Center. All the lectures brought acclaimed international key note speakers to the University.

The launch of the Institute for Intelligent Systems was hosted by the Vice Chancellor together with the Director of the Institute for Intelligent Systems. This event saw the University showcasing its advancements and collaborations with other institutions and industry, with regard to the 4th Industrial Revolution.

The UJ/MISTRA annual lecture and 25 Years of Democracy Conference, hosted together with the Faculty of Humanities over a span of three days, welcomed His Excellency, President Cyril Ramaphosa who opened the proceedings and set the tone for robust intellectual and insightful debates.

The Vice-Chancellor's Annual Memorial Service took place during October 2019, where families of students and staff members who had passed on were invited by the Vice Chancellor to honour their late family members as a token of appreciation for their contribution to the University's growth and development.

The Events Management Unit assisted the Human Resources Division with the Long Service Awards Function that was hosted in November. Long Service Awards were presented to staff for 20, 25, 30, 35, 40, 45 and 50 years of service.

The event for the Vice-Chancellor's Annual Distinguished Awards for Teaching, Research, Innovation and Service took place during November 2019 and acknowledged staff members who had demonstrated outstanding performance within their area of expertise.

The Events Management Unit also assisted with the annual Council Dinner and Awards Evening, at which the University and its Council members bestowed the Dignitas and Ellen Kuzwayo Awards on six renowned leaders who had made significant contributions to the country.

2.6 Graphic Design Studio

The Graphic Design Studio is the in-house design studio of the University of Johannesburg. 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.

Internal clients pay a minimal design fee for projects, and these funds are utilised to support the needs of the Studio. The graphic designer is supplied with "raw" information by the client, which is utilised to create and design a visually pleasing, printable end product that satisfies the client as well as communicates the intended message. All artwork is digital and provided to clients and service providers electronically. The Graphic Design Studio successfully completed 737 projects (6788 designed pages) in 2019. The projects consisted of a range of designs for various internal clients, which are depicted in the illustration and table that follows. One of the research posters designed for an International Conference in Portugal was chosen from more than 600 posters, as an example for teaching participants how to design good posters and communicate effectively while using only a few colours.

The staff members within the Graphic Design Studio attended the Annual Design Indaba which was hosted in Cape Town. The Indaba's theme was "A better world through creativity", and it provided designers with an opportunity to see visual presentations by leading creatives in all design disciplines, from all over the world. Attending this conference keeps the designers up to date with the latest design trends, it inspires and motivates them, and it includes all their skills development for the year.

Types of Design Projects	Advertisements, Academic and Research Posters, Annual Reports, Research Reports, Brochures, Flyers, Booklets, Invitations, Event Programmes, Magazines, Coffee Table Publications, Marketing and Exhibition Material, Newsletters, UJ branded products, Clothing Design, Web Designs, Corporate Identity Material, Signage, etc.
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Table 1: Summary of the design performance of the Graphic Design Studio in 2019 and the previous four years.

MONTH	ACADEMIC / CONFERENCE POSTERS (UJ Objective – Global Excellence and Stature)	DESIGN PROJECTS (counted per requisition)	DESIGN & LAYOUT (counted per page)	TIME (Design hours, counted per requisition)	MATERIAL COSTS (Amount reflected on the Graphic Studio's 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 2018 / January 2019	0	40	395	257	31 422,00	262 272,00	230 850,00
February 2019	3	56	428	296	30 567,00	296 517,00	265 950,00
March 2019	4	63	513	320	30 330,00	318 330,00	288 000,00
April 2019	0	64	423	313	30 460,00	312 160,00	281 700,00
May 2019	2	77	567	299	33 375,00	302 475,00	269 100,00
June 2019	1	57	1012	394	42 494,50	396 644,50	354 150,00
July 2019	8	65	359	252	26 035,00	252 385,00	226 350,00
August 2019	6	92	979	518	60 530,00	526 730,00	466 200,00
September 2019	4	78	639	335	43 480,00	344 980,00	301 500,00
October 2019	5	93	606	401	38 693,00	399 143,00	360 450,00
November 2019	5	52	867	376	52 560,00	390 960,00	338 400,00
2019 FACULTY/DEPT/ DIVISIONS	38	737	6788	3758,50	419 946,50	3 802 596,50	3 382 650,00
2018 FACULTY/DEPT/ DIVISIONS	22	675	6101	3611,50	396 650,50	3 647 000,50	3 250 350,00
2017 FACULTY/DEPT/ DIVISIONS	20	679	5960	3573,00	397 742,50	3 613 442,50	3 198 150,00
2016 FACULTY/DEPT/ DIVISIONS	32	638	6372	3135,00	367 053,00	3 188 553,00	2 821 500,00
2015 FACULTY/DEPT/ DIVISIONS	32	734	6720	3509,00	384 493,50	3 542 593,50	3 174 910,00



3. RESOURCE MANAGEMENT

3.1 Human Resources

3.1.1 Employee Profile

The Division consists of 20 permanent employees of whom 12 (60%) are from the designated groups, with two vacancies.

CORPORATE GOVERNANCE		
Per Gender	Total	%
Female	17	85%
Male	1	5%
Vacant	2	10%
Total	20	100%

3.1.2 Appointments, Resignations and Vacancies

- Following internal restructuring of the Registrar's Portfolio, the Central Administration Division was incorporated into the Corporate Governance Division, resulting in one vacancy. The Director post from Central Administration was restructured to create a Senior Manager post for the Corporate Governance Division. Ms V Pillay was appointed on 1 March 2019 as the Senior Manager Corporate Governance.
- Ms N Olivier was appointed on 1 July 2019 as the Manager II Records Management creating a vacancy for the position that she had occupied within the Records Management Unit.
- Ms M Ramasehla resigned as Administrative Assistant during June 2019 creating a vacancy within the Qualification Verification Unit.
- Due to operational requirements within the Division the two vacancies were restructured to address the existing requirements.

3.1.3 Skills development

- Ms M Jackson and Ms S Zungu graduated from the internal programmes offered by the UJ Human Resources Division, namely Business Administration and Generic Management.
- Ms F Nephawe enrolled for and completed an Advanced Diploma in Municipal Governance.
- Ms M Mathe registered for and completed her final year for a Bachelors of Accounting Science in Financial Accounting at the University of South Africa.
- Ms S Hlahane was reading for her Master of Business Administration degree through MANCOSA.
- Ms V Pillay was registered for a PhD through the Graduate School of Business Administration (Wits Business School).
- Ms B Brownley registered for the first year of a Bachelor of Business Administration Degree at the University of South Africa.
- Ms P Ntsime enrolled for and completed a Bachelor of Arts Honours in Strategic Communication.
- Certain staff within the Corporate Governance Division participated in the following UJ training programmes that were offered in 2019: Contract Management and Development Training, POPIA and GDPR Training, First Aid Awareness Training and Cyber Security Training.

3.1.4 Team Development

Staff development and teamwork are crucial to the success of the Division. Hence, a different approach was adopted for 2019 with the intention of developing individuals on a personal level to tap into hidden potential that would benefit the team as a whole.

A coaching programme was custom designed for the Director's office, including the Records Management Unit and the Qualification Verification Unit. The programme was conducted over a six month period and



aimed at equipping staff to work efficiently and effectively as a team to meet the diverse needs of their clients and colleagues in the university. The programme also advocated that staff cultivate an inclusive environment within which members are able to thrive and develop to their best potential. The programme included individual as well as team coaching sessions.

A separate coaching programme was designed for the Events Management Unit. This programme focused on addressing the team dynamics which presented certain challenges. The programme was designed to create an inclusive and trusting environment for the team. The programme included individual as well as team coaching sessions.

All staff within the Corporate Governance Division were invited to a fun-filled team building session that was held on 18 October 2019. The activities for the day included “The Amazing Race”, “The Escape Room” and “Ten Pin Bowling”. The teambuilding session focused on communication skills, analytical thinking, teamwork, physical abilities and acting as beacons of motivation to each other. It was also an opportunity for staff from the various units to congregate in a non-work space and get to know each other on a better level. The day ended with a well-deserved lunch, and staff also had the opportunity to partake in the Greek tradition of breaking plates. The team initiatives were well received.

3.1.5 Long Service Awards

The following staff members received long service awards:

Ms K Brink – 30 Years of Service

Ms S Hlahane – 20 Years of Service

Ms B Brownley – 15 Years of Service

3.2 Financial Management

The budget of the Corporate Governance Division was effectively managed and posed no risks for 2019.

3.3 Stakeholder Management

The Division has a number of internal and external stakeholders. The Division’s internal stakeholders consists 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, switching off the lights, computers and any other equipment such as shredders, copiers, heaters, etc. at night and over weekends. The Division has also invested in a water filtration unit to limit the purchase of bottled water.

3.5 Social Responsibility

The Division participated in the following social responsibility initiatives: Slipper Day, Casual Day and the UJ Silent Walk in support of calls to end all forms of violence and hate crimes. Staff members within the Division also contributed to the Central Academic Administration initiative by donating non-perishable items to the Botshabelo Village and the Santa Gift Box Project.

4. MAJOR ACCOMPLISHMENTS DURING 2019

The majority of the key priorities identified for 2019 were achieved as listed below:

- A streamlined process was developed to track and monitor policy documents. To improve the channels of communication within the Policy Management Environment, a project was initiated to facilitate timeous



communication to policy owners regarding the review of governance documentation. The introduction of circulars was a second approach, as a means of communication with the wider UJ community.

- As a response to the University's 4IR strategy, the Unit in liaison with other internal stakeholders introduced an online voting system for the institution.
- Following a review of the contract management environment, the Unit developed a template that catered for the extraction of the relevant data from contract owners as a means of ensuring data integrity. The Unit also initiated automated notifications to contract owners who had submitted new contracts for uptake into the EDRMS.
- Based on the increased demand for verifications of UJ qualifications, the Verifications Unit entered into service level agreements with three service providers. These agreements ensured timeous communication with the various service providers and in this way increased the likelihood of possible opportunities for UJ graduates.
- The number of end users on Perceptive Content amounted to 3 521, indicating that records management principles are being adhered to within UJ.
- The RMU received a large number of requests for disposals. Records were collected for disposal on a scheduled and ad hoc basis. During 2019 73 947 kilograms of records were disposed of.
- Benchmarking exercises were conducted with peer Universities, namely University of the Witwatersrand (Wits) and Vaal University of Technology (VUT). The Corporate Governance division visited Wits to engage on discussions pertaining to best practices in areas specific to Records Management, Nominations and Elections and Policy Management. VUT visited UJ to conduct discussions on areas specific to PAIA, Convocation Governance and Records Management. These exercises provided fruitful information sharing sessions for both parties involved.
- A poster created by the UJ Graphic Design Studio received international recognition as an example of principles of good design and effective communication using a few colours.

5. RISKS AND CHALLENGES

Key risks within the Division relate to instances where non-compliance presents, specifically regarding governance related documents, protection of personal information as well as access to information, contract management and records management.

Identified risks include:

- Policy owners' non-adherence to the UJ five-year timeframe to review governance document and have these ratified. This non-adherence presents as a risk where processes are then based on information presented in outdated or unapproved documents by the UJ community.
- The processing of a transcript supplement document presents with challenges. Firstly, the lack of historical data (pre-merger) affects whether the document can be created, and if it is possible to create the document, the turnaround time in terms of UJ agreed deadlines is compromised. Secondly, the manual generation of these documents allows room for human error and informs the need for a digitised platform which will eliminate any margin of error and provides standardisation of academic documents being issued.
- Third party verification requests are affected where historical records are required and are not available. The lack thereof could potentially compromise opportunities for alumni.
- Non-compliance with legislation regarding institutional records management. The risks related to records management are managed by the Records Management Unit, however sole responsibility for the record vests with the various business process owners.
- Storage of physical records in-house poses a risk due to facilities not meeting standards in terms of climate control, fire protection (waterless fire protection technology), digital surveillance, access control and monitoring, etc. Records stored electronically on UJ laptops, private devices, private accounts and non-UJ platforms present as a risk where there is unlawful access to the device/account or platform, ultimately resulting in unauthorised access to confidential UJ information.



- Non-adherence by the UJ community to the retention schedule and processes to be followed when disposing of a record could pose risks not only for the Records Management Unit but UJ as a whole.
- Authorised EDRMS users sharing their usernames and passwords to non-users who can then access the system.

Mitigating strategies have been developed and are in progress 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 strives to close the gaps identified in the areas of governance, including access to information, and contract and records management. The Division's Events Management Unit and Graphic Design Studio Unit continually endeavour to create a preferred customer service experience and build the UJ brand.

The Division looks forward to quality engagement with various stakeholders during 2020 and will continue to explore innovative methods to promote quality service delivery through the effective utilisation of technology.

Lee-Anne Govender

Director: Corporate Governance





Occupational Health Practice

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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 at all campuses through the Campus Health service sites (the clinic model accommodates both the OHP and the Primary Healthcare service).

The OHP was founded in 2004 – with one staff member. Innovative programmes were custom built consistent with legal and institutional demand. The Practice, today, has established itself as a matured service consisting of a team of eight persons. Three fulltime Occupational Health Nursing professionals assume responsibility for the four campuses (DFC and SWC campuses are combined). The rationale to appoint 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 for trust to develop between the staff and the 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, stock control 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 well advanced nursing/medical discipline as a specialist role of 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 a designation by the Director-General: National Department of Health, whereby Nurses are authorized to practice 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 also 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 programme, 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 was submitted to the Department of Health (DOH) for a clinic permit. It was granted and UJ was designated by the Director-General as *an organisation performing a health service*. 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 license 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 are 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 legal-ethical framework is adhered to, including the relevant conventions, ratifications and recommendations by the International Labour Organization and the Code of Ethics for Occupational Health Services (by the International Commission on Occupational Health).

1.2.2 Quality Management

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

Policy reviews

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

Reports

OHP reports in varying formats serve at the MEC Risk Management Committee, Registrar's Exco, MEC and the PRCC. An annual *Integrated Occupational Health and Safety Report* is compiled collaboratively between the two 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

1.3.2 Emerging/potential health risk identification

1.3.3 Occupational Health Risk Auditing 2019

- Occupational Health Risk Audit Plan
- Legal/professional auditing of the Occupational Health Practice
- Advisories regarding travel risk
- UJ Occupational Health risk profile

1.3.4 Occupational Health Risk prevention and mitigation

- Completions in relation to OH risk assessments
- Detailed discussions on completed health risk assessments per campus
- Outsourced Occupational Hygiene audits for the period

1.3.5 Medical Surveillance

- Medical Surveillance mandate and plan
- Completion rate of Medical Surveillance against Annual Performance Plan target
- Client contact sessions



- 1.3.6 Food Safety Auditing**
- 1.3.7 Event medical risk management**
- 1.3.8 Emergency medical response**
- 1.3.9 Radiation exposure risk management**
- 1.3.10 Water Quality health risk assessments**
- 1.3.11 Influenza campaign**
- 1.3.12 Movember campaign**
- 1.3.13 Travel Medicine**
- 1.3.14 Needle stick injuries**
- 1.3.15 Vaccination Programmes**
- 1.3.16 Executive-, PA- and HOD Resilience Programmes**
- 1.3.17 Mental Health management**
- 1.3.18 Business Continuity**

Each element is described next in detail.

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, 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 such programme determines if any employee might be 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. Health Risk Assessment (legal mandate)**
- 2. Medical Surveillance (legal mandate)**
- 3. Food Safety monitoring**



4. Executive Resilience Programme
5. Event medical risk assessment and resourcing
6. Emergency Medical response facilitation
7. Travel Medicine

1.3.2 Emerging/potential health risk identification

1.3.2.1 Health risk assessment

Occupational health risk is 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 is, however, assessed in addition to the annual audit plan - as it arises.

Risk assessments may be tailored as *qualitative* risk assessments, as reflected in the heat maps that have been developed for each campus and for UJ as an entity (see 1.3.3.4). *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 strategy.

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 are 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 was 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 is 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 have been 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 2019

1.3.3.1 Occupational Health Risk Audit Plan 2019

The annual audit plan 2019 for health risk, given legal prescription and prevailing hazards, included 147 units of work, as shown in table 3. Emerging risk prompted further risk assessment. The Annual Performance Plan target, at 90%, comprised 132 units of work.



Table 3: Health Risk Audit Plan 2019 (147 units of work)

Campus	Entity	Units of work 1 unit: 1 h	Service Provider	Cost	Audit Date Bulk in 1 st semester
Outsourced Occupational Hygiene surveys	FHS Hazards in the procedure labs. An occupational hygiene survey is recommended to quantify the risk of exposure	1	Momentum Ocsa		Sep
	Legionella risk assessment and quantitative survey	3	NHLS		Oct
	UJ Bottled water quality survey		Waterlab		Oct
	APB Main Gate Indoor Air Quality and Noise surveys		Momentum Ocsa		Sep/Oct
	Food Safety Audits 4 rounds	4	LTL		Feb, June, Aug, Oct
	Subtotal 8				
APB	STH HRA	3			2019-04-18
	Biokinetics Clinic HRA APB Gym	2			2019-06-26
	Main gate exposure follow up	1			2019-06-26
	Auxiliary: Chemical storage depots; asbestos	2			2019-08-21
	FADA follow-up (jewellery/ industrial/visual/ceramics)	5			2018-10-17
	Paper making facility	1			2019-08-21
	Subtotal 14				
SWC	Cleaning services dept	1			2019-01-24
	LIC	1			2019-03-14
	Arena: Imbizo/VIP/Arts & Culture	4			2019-03-14
	Law Clinic	1			2019-03-14
	Ukhamba admin offices	3			2019-05-30
	Adelaide Tambo:Psycad/ CSBD/lecture venues/ IOHA	4			2019-07-18
	TW Khambule	1			2019-09-12
	Bram Fisher Lecture Venues	3			2019-09-12
	Enoch Sontonga	1			2019-09-12
	Funda UJabule lecture hall	1			2019-07-18
	Subtotal 20				



APK	Melrose Place	1			2019-02-20
	Carpentry workshop	1			2019-02-20
	Sports Bureau & Gym	1			2019-03-20
	SRC Offices & Student Affairs	2			2019-04-24
	ACSSE	1			2019-01-23
	Day houses	2			2019-04-24
	Akanya building	1			2019-05-29
	Solar Lab	1			2019-05-29
	Masada Building	1			2019-03-20
	Squash courts	1			2019-03-20
	B5 Building	4			2019-06-19
	FS Biochemistry & Zoology	3			2019-07
	FS Glass Blowing workshop	1			2019-07
	International House	2			2019-03-20
	Faculty of Law follow-up	1			2019-08
	CBE Baseline visit/HRA	3			2019-08
	Subtotal 26				
DFC	Synagogue Building	1			2019-03-12
	QK Building: ?labs/RC workshops	2			2019-09-10
	Optometry dept: JOB	1			2019-09-10
	Transport dept	1			2019-02-19
	JOB – 6 th floor	5			2019-04-16
	Stores & Procurement	2			2019-03-12
	SRC Quadrum building	1			2019-03-12
	Control Room	1			2019-02-19
	Follow-ups x 3 from 2018 HRAs	3			2019-08-20
	Technical & Elec store rooms/ Auxiliary	1			2019-08-20
	Student Housing office (wall)	1			2019-08-20
	Student Judiciary Services/Gym	1			2019-08-20
	Maropeng Building Ground Floor	4			2019-05-28
	Maropeng First Floor	4			2019-06-25
	Maropeng Second Floor	4			2019-07-16
	Chiropractice	1			2019-09-10
	Biomedical Technology	1			2019-09-10
	Biotechnology	4			2019-10-15
	Coffin Building	1			2019-02-19
	Subtotal 39				



Outliers, assessed by OMP	UJ Island	4			2019-02
	JBS	4			2019-03
	JIAS	4			2019-04
	UJMA	4			2019-05
	Sport Fields West Sport, Orban, Astro; UJ Stadium; cricket field	4			2019-06
	Buxton	4			2019-07
	Molesley Avenue Language Unit, VC Residence; Statkon...	4			2019-08
	Technical Transfer Office	4			2019-09
	Risk based assessments	4			2019-10
	Risk-based assessments	4			2019-10
	Subtotal 40				
TOTAL UNITS OF WORK 147					

1.3.3.2 Legal/professional auditing of the Occupational Health Practice

An internal audit of the OH Practice was undertaken by Occupational Health professionals, applying an adapted South African Society of Occupational Health Practitioners (SASOHN) audit instrument. The Centre for Academic Planning and Quality Promotion attended, approved the methodology and endorsed the findings. The audit took place on 4 June 2019 and a score of 94% was attained

1.3.3.3 Advisories regarding travel risk

Outbound UJ official travellers are exposed to a unique set of occupational destination health risks. For this purpose and in line with the provisions of the OHS Act 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 are 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 is issued to inform and advise against travel to high risk areas, such as during the Ebola- and COVID-19 outbreaks. Circulars are posted on the Intranet as risk emerges.

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) was enlisted in the rating of hazards and risks.

The risk score is 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 is updated as risk assessments become available.*

■ UJ qualitative Occupational Health Risk Profile



Figure 1: UJ global Qualitative Occupational Health Risk Profile 2019*

*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 Ac- counting 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 Fac- ulty 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.		
	2		LIC SWC APK International- ization APK UJ Gym APK Biochem Labs APK Graduation Coordination Office UJ Metropolitan Academy	Laser Research Centre DFC Protection Ser- vices Main Gate APB Law Clinic SWC DFC PEETS UJ Stadium APK Law Faculty APK B5 DFC Physics Labo- ratories 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
PROBABILITY	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 priority	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 Internationalisation 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 nest outside the office can have a negative health effect. Student Judicial Services Mold formation in the printing room and toilets can have a negative health effect to occupants. Roof leaks damaged ceiling can fall and cause injuries to occupants. IOHA office Peeling paint with mold 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 Airconditioning 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 PsychCAD 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 priority	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 Mold 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 priority	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, 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 were 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%.

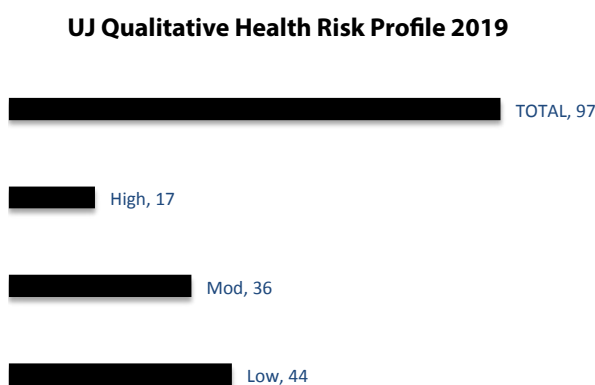
37% MODERATE risks

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.

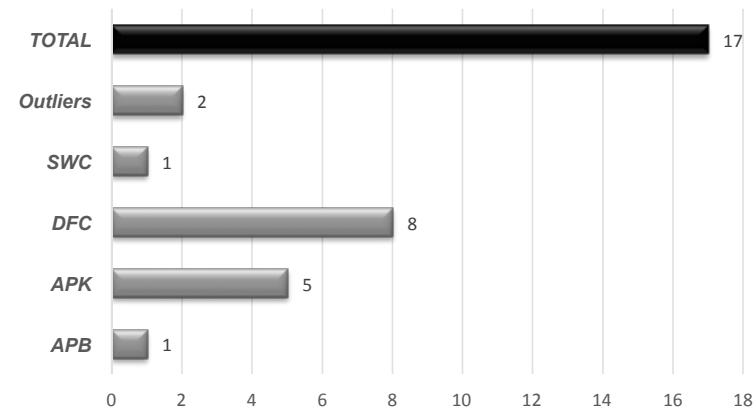
45% LOW risks

LOW risk was 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 at 18%.

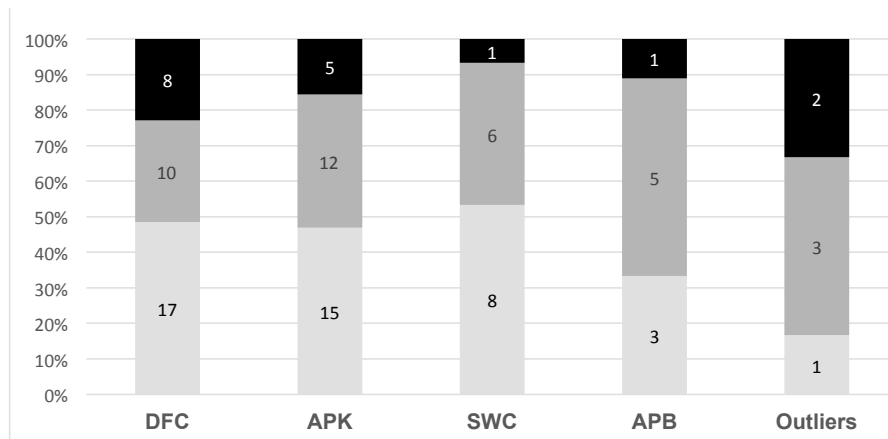
Figure 2: Qualitative health risk type distribution



UJ High OH Risk Profile 2019



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 targets

156 health risk assessments were completed in the reporting period compared to the targeted 147 for the year, yielding a completion rate of 106%. The Annual Performance Plan target at 90% was 132. Completions against this target were at 118%.

This number includes:

- outsourced/quantitative Occupational Hygiene- and Food Safety surveys;
- risk assessments conducted by Occupational Health professionals;
- the annual Radiation Audit.

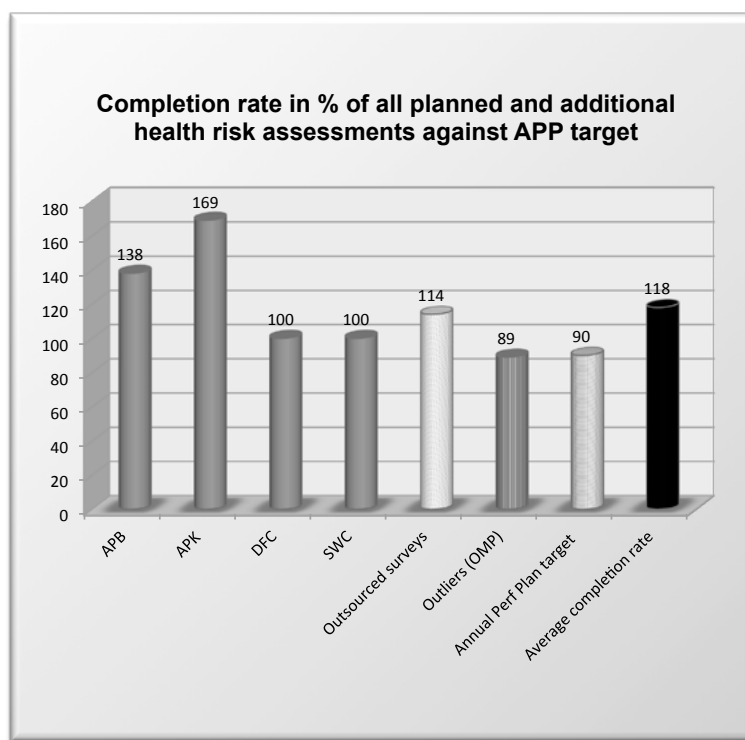
CUMULATIVE COMPLETION RATE: HEALTH RISK ASSESSMENTS

118% completion rate in relation to the Annual Performance Plan target of 90%

The overall and campus completion rates on all planned and risk-prompted health risk assessments conducted for the period are reflected in Figure 3.



Figure 3: Overall and campus-specific completion rates of Health Risk Assessments against 90% Annual Performance Plan target



1.3.4.2 Detailed discussions on completed health risk assessments per campus

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

1.3.4.3 Outsourced Occupational Hygiene/Food Safety audits for the period

a. Food Safety audits

LTL Consultants were contracted to conduct four annual Food Safety audits at all food outlets at UJ; completing the February, June, August and October rounds for the period.

b. Water quality audits

Waterlab conducted water quality audits on UJ Bottled water, collected randomly from all four campuses

c. A Legionella Risk Assessment and quantitative analysis was undertaken through the National Health Laboratory Service.

d. At the APB Main Gate, an Indoor Air Quality survey and a Noise survey was undertaken, after the risks associated with the exposure of persons to bus exhaust fumes were identified by the APB team.

e. FHS Occupational Hygiene surveys

At the Faculty of Health Sciences, Occupational Hygiene surveys were conducted for illumination, hazardous chemical agents, hazardous biological agents, extraction ventilation and general ventilation.

The reports are available on the HEDA portal.

1.3.5 Medical Surveillance

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.



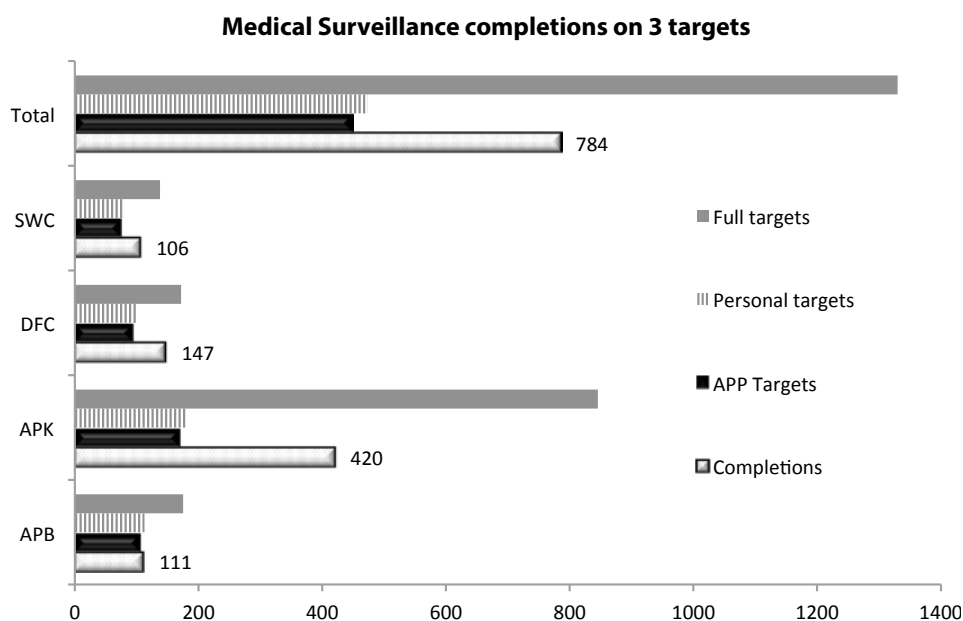
An approved matrix, designed by the Occupational Medicine Practitioner, in his legal role, guides the scope and defines the nature of medical screening for employees at risk of homogenous occupational exposures. However, each person has a unique 'fingerprint', described as an Occupational Risk Exposure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

1.3.5.2 Completion rate of Medical Surveillance against Annual Performance Plan target

COMPLETIONS: MEDICAL SURVEILLANCE
Cumulative completion rate of 175% relative to the
Annual Performance Plan target of 95%.

A total number of **784** medical assessments were completed year-to-date compared to the Annual Performance Plan target of **449** for the year. The completion rates are reflected in Figure 4.

Figure 4: Completion on medical assessments compared to full-, personal- and Annual Performance Plan targets



1.3.5.3 Client contact sessions

For the reporting period, **4277 client contact sessions** were provided to the UJ clientele. Contact session types included those for Travel Health, for periodic medical assessments, Primary Health, Resilience Programmes, incapacity assessments, injuries on duty, lung function tests, audiometry, emergencies and feedback sessions with the Doctor.

Figure 5 displays the annualized total client contact sessions since 2015, and Figure 6 is a graphic representation of the cumulative number of client contact sessions per campus.

The relative higher number of consultations in 2017 represented the impacts of the insourcing project: this required additional baseline medical assessments to be done on all insourced staff. The project, which was beyond the Practice's capacity, necessitated additional funding to buy in mobile units to conduct testing and medical assessments.



Figure 5: Total annualized contact sessions since 2015



Figure 6: Cumulative number of client contact sessions 2019

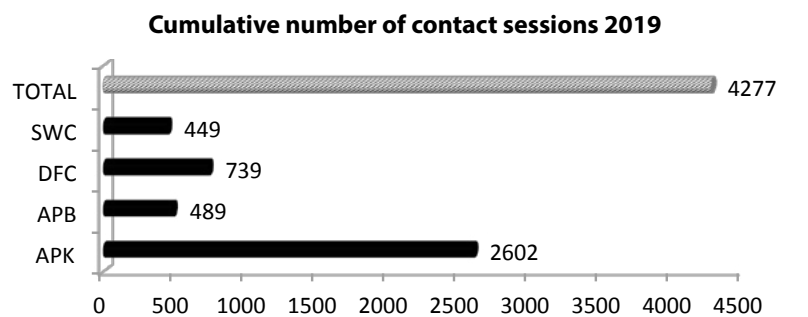
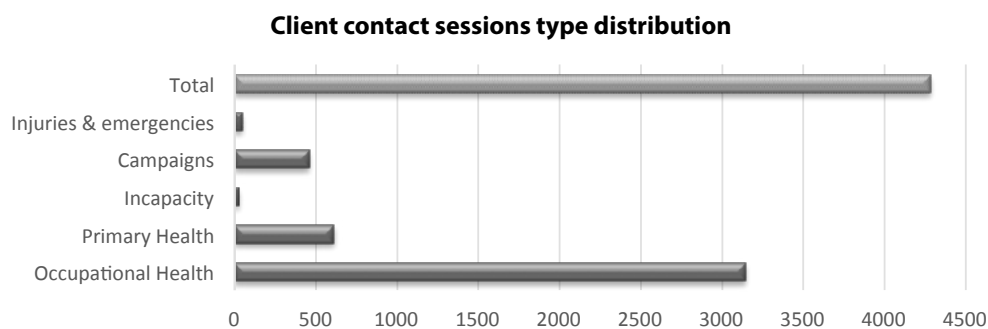


Figure 7: Client contact session type distribution for the period



Periodic medicals are conducted on at-risk groups, as guided by the Health Surveillance Matrix. In Table 6 and in Figure 7 above are some examples and uptakes of client contact session types and cumulative totals.



Table 6: Client contact session types

CLIENT CONTACT SESSION TYPES	NUMBER
Occupational Healthcare	3143
Resilience Programme ELG, PA's and 50 HOD's	24
Radiation medicals	12
Pre-placement, baseline & periodic medicals	790
Public Driver Permit assessments	3
Travel Medicine (pre-travel assessments; travel bags)	236
Blood tests	74
Post-exposure prophylaxis (PEP) after needle stick injury	0
Lung function tests	659
Hearing tests (audiometry)	539
Eye tests (vision screening)	792
Emotional debriefing	14
Injuries and emergencies	46
Primary Healthcare	607
Vaccinations other than the Influenza campaign	241
Consultations	366
Ill health retirement & Incapacity assessments	25
Campaigns	456
Vaccinations: Influenza campaign	418
Blood tests: Movember PSA campaign	38
TOTAL CONSULTATIONS	4277

1.3.6 Food Safety Auditing

Four rounds of auditing were conducted in the reporting period. The food safety practices of food service providers on UJ premises were assessed and reports issued, with twice-yearly reports also serving at the MEC Risk Management Committee.

Findings

For the fourth quarter UJ attained an average **Total Score* of 90%** against international norms, statutory requirements and national standards. The score was higher than the minimum international HACCP criterion of 85% and equal to the UJ-adopted 90% compliance level as minimum criterion for UJ food service providers.

Compared to 2018, and the preceding 4 years, the scores improved. The evaluation by the auditors included a commendation on improved food safety systems. However, an emphasis was placed on the legal and public liability risk associated with risky food safety practices. High risk units were identified owing to their consistent poor performance. The Director: Property Management receives all reports, and performance/risk management is based on the updated UJ Food Safety Policy that includes a new chapter on management of non-compliance.



Risk scores

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

- The Housekeeping & Maintenance score improved by 1% from 82% in 2018 to 83% in 2019.
- The Microbiological score improved by 3% to 97% 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 to calculate Food Safety risk.

Concerns, interventions and concluding remarks by the auditor

Risk analysis

- a. The risk analysis clearly indicated that the units still have problems in basic food safety practices especially:
 - Storage
 - Hand washing and personal hygiene
 - Product Handling
 - Cleaning
 - Documentation/record keeping
- b. Poor handwashing & personal hygiene practices will contaminate food with pathogens such as E. coli, S. aureus and Salmonella. S. aureus is one of the most common food poison organisms, due to the easy spread through workers. A lack of good practices will increase the Staphylococcus risk to unacceptable levels.
- c. Poor pest control practices were noted, and the responsibility of the food premises in this regard should be clarified.
- d. Poor cleaning practices are the major contributory factor to the highly dangerous Listeria monocytogenes. A lack of cleaning will cross-contaminate cooked product from raw products.
- e. The identified high-risk practices will have a significant influence on any microbiological failure. These practices will lead to microbiological problems and food poisoning.

Interventions were proposed for 2020:

- 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 should be considered.

Concluding remarks

- a. It is necessary for all the food providers to become risk orientated and understand their role in food safety risk management.
- b. Liaison is necessary between food premises and the facility management to solve common problems.
- c. The main problems which have a significant impact on food safety risk were identified as:
 - Poor hygiene that will contaminate food after preparation.
 - Poor product control such as temperatures that escalate the risk of food poisoning
 - A significant deteriorations in documents and record keeping by the food premises.
 - Due to a high staff turnover, it became clear that the staff are insufficiently trained in terms of food safety and legal requirements.
 - An urgent focus should be placed on training and re-implementation of food safety at certain food premises.
- d. It was concluded that an improvement of the food safety systems is evident from the previous year.

Results of the four rounds are displayed in table 7 below. View trends in Figures 8 and 9.



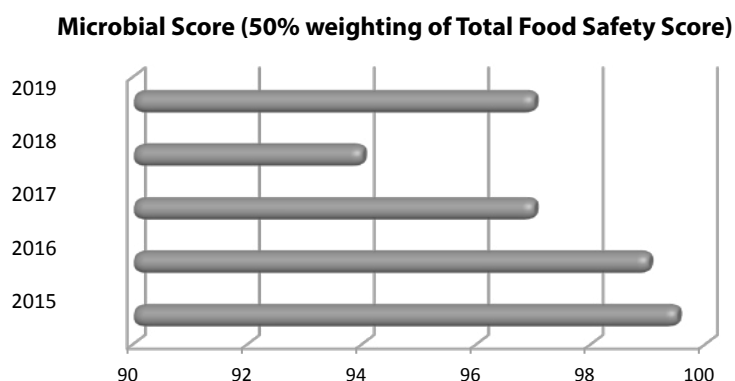
Table 7: Food Safety Auditing for the period

UJ FOOD SAFETY AUDIT RESULT 2019												
	HOUSEKEEPING & MAINTENANCE SCORE				MICROBIAL SCORE				TOTAL SCORE			
	Feb	June	Aug	Oct	Feb	June	Aug	Oct	Feb	June	Aug	Oct
OVERALL AVERAGE	85	84	82	83	98	96	96	97	92	90	89	90
APB	88	81	82	83	98	93	95	99	93	87	88	91
APK	90	86	86	85	99	86	94	89	94	86	90	88
DFC	84	82	81	83	96	89	98	98	90	86	89	90
SWC	77	76	75	76	97	100	89	98	87	88	82	87
ISLAND	87	89	85	88	199	100	100	100	94	95	93	94
JIAS	94	94	84	84	100	100	100	100	97	97	92	92
UJMA	75	77	–	–	100	100	–	–	88	89	–	–

Figure 8: Annual average Total Food Safety Score attained at UJ Food outlets 2015 – 2019



Figure 9: Microbiological score (50% weighting of total score) – annualized – attained at UJ Food outlets since 2015)



1.3.7 Event medical risk management

The OHP has, 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. Medical standby for sporting events is arranged by colleague Miemie Geya: Head: Primary Healthcare.

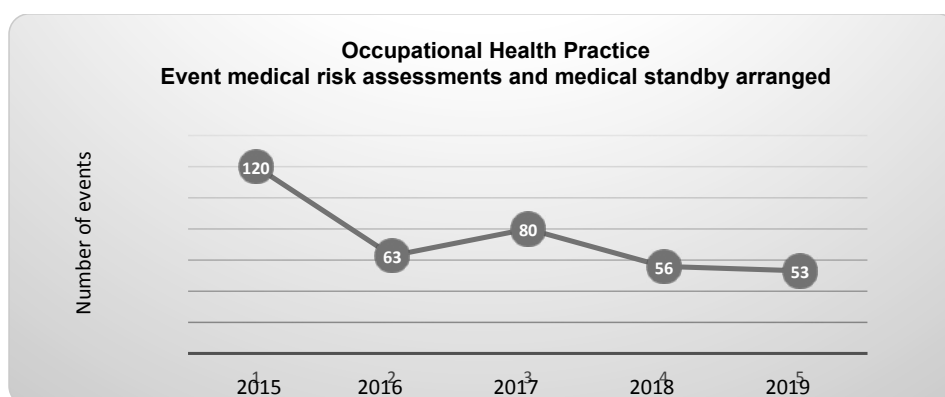
In line with contractual provision by ER24, a request for medical assistance on site or a notification is issued, depending on the level of risk.

In case of an event, as defined by legislation and the UJ SOP, on site standby is requested and medical plans are generated suited to the nature and scope of risk. Medical response is decided by ER24 in accordance with the SANS 10366:2015 standard. Care is 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 were conducted for 53 events, of which 11 were scheduled and 42 unscheduled on the UJ Annual Calendar during the reporting period. The most obvious major medical event planning and standby were for the Registration period, categorized as medium risk by the SAPS. Registration's medical standby amounted to R128 427; application of a new approach reduced (halved) the cost. ER24 provided on site standby assistance for 15 events, while notifications to ER24 were issued for 38 events during the reporting period.

See Figure 10 for an annual trend analysis.

Figure 10: 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 upon. Professional decisions are 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 are 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 are conducted on prospective and current Radiation Workers to 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 radio-active 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 radio-active nuclides for research at UJ are 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 are managed.

1.3.10 Water Quality health risk assessments

Bi-annual Water Quality Audits (Occupational Hygiene surveys) are conducted by this Practice, in fulfilment of the Hazardous Biological Agents regulations under the Occupational Health and Safety Act 85 of 1993. The two components of the project in 2019 included a Legionella Risk Assessment and quantitative surveys of UJ bottled water. The audit revealed no risks of Legionella bacteria in UJ hot water systems, and UJ branded bottled water was found safe for human consumption. However, some findings were sent to the Operations Division for due noting, regarding the maintenance of systems and prevention of contamination.

The next audit is due in 2021.

An agreement was further implemented to prevent duplication of water audits: the Executive Director of Operations (Prof Andre Nel) undertook to conduct water quality audits for municipal and borehole water as from 1 September 2018. This Practice will therefore continue to conduct water quality audits on hot water systems to investigate Legionella, and do UJ bottled water surveys.

1.3.11 Influenza campaign

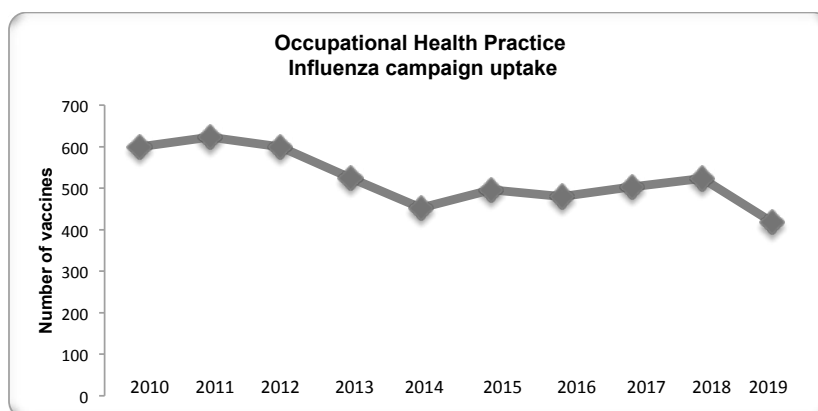
The annual Influenza campaign took place during April and May at all campuses: free of charge to employees. A total of 500 doses were procured based on historic uptake. Table 8 depicts the actual demand/uptake per campus this year.

Table 8: Influenza campaign 2019

INFLUENZA CAMPAIGN 2018				
APK	APB	DFC	SWC	TOTAL
220	34	99	65	418

The uptake trend for the past 10 years is reflected in Figure 11. N-95 masks have been ordered and are always kept in supply in case of the need to curb the spread of droplet-spread respiratory disease arises.

Figure 11: Influenza campaign uptake since 2010



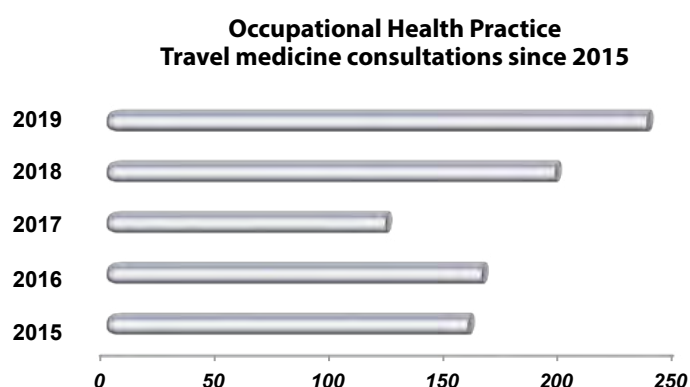
1.3.12 Movember campaign

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. **38** men benefited from early screening for prostate cancer in the November 2019 campaign.

1.3.13 Travel Medicine

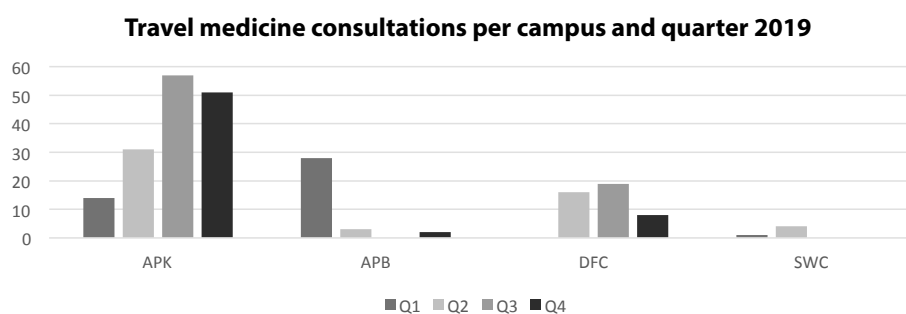
Pre-travel assessments were required from official travellers. They received vaccines, first aid bags and travel medicine. A total of **236** consultations were devoted to travel health during the reporting period. Figure 12 shows the annual distribution of consultations since 2015.

Figure 12: Travel Medicine consultations since 2015



Travel medicine consultations differentiated by campuses showed that the APK clinic is used most often, followed by DFC, APB and SWC clinics (Figure 13).

Figure 13: Travel Medicine consultations per campus and quarter



1.3.14 Needle stick injuries

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

1.3.15 Vaccination Programmes

A total number of 659 vaccines were administered to food handlers, travellers, healthcare professionals and those exposed to sewerage and Hazardous Biological agents as shown in Table 9.

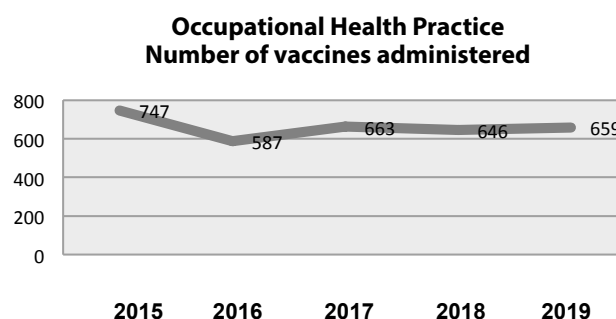


Table 9: Vaccines administered in 2019

659 VACCINES ADMINISTERED				
	APB	APK	DFC	SWC
Hepatitis A	0	0	0	0
Meningitis	3	2	9	0
Typhoid vaccine	5	20	7	0
Measles	0	1	5	0
Yellow Fever	5	25	7	1
Hepatitis A & B	17	25	29	2
Hepatitis B	0	1	0	0
Tetanus	6	31	8	0
Hepatitis A & Typhoid	0	5	0	0
Dukarol	0	27	7	0
SUBTOTAL	34	132	72	3
INFLUENZA CAMPAIGN	34	220	99	65
TOTAL	68	352	171	68

The total number of vaccines administered year-on year for the past 5 years has averaged at around 640 vaccines per annum, as in Figure 14.

Figure 14: Total number of vaccines administered annually since 2015



1.3.16 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 roll-out of the HOD-RP is dependent on further resources.

b. Assessments

Twenty-four (24) consultations were devoted to the three programmes for the reporting period. The baseline medical examination is usually followed by an assessment and evaluation by the Occupational Medical Practitioner. From here prescribing, referral or other interventions occur. This provides the client with year-on-year progress tracking and response to treatment.

ERP clientele are sponsored to attend UJ Gyms at the campus of their choice. Seven clients attend regularly.



For the period, 25% of the ELG was assessed upon request. Coronary risk was calculated according to the Framingham Risk Score and referrals were offered to coronary angiogram or calcium score scans.

1.3.17 *Mental health management*

Spontaneous contact made with this Practice or psychological/psychiatric emergencies often prompt customised or discreet interventions. PsyCaD or external psychologists /psychiatrists are consulted for such a service and for professional reports. This essential service is provided from the Executive Resilience cost centre and it 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.

CARING

For the period five professional interventions (three sessions are sponsored per client per issue) were sponsored for employees. However, multiple referrals to appropriate professionals were done.

1.3.18 *Business Continuity*

In September 2015 the process to brief Deloitte SA on our business processes, as part of the UJ risk management strategy, was concluded, and a Business Continuity Plan was finalised. The Plan was reviewed in May 2018.

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 was 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 are 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 is 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 has been 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 are 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 are conducted on new processes as soon as the OHP receives notification or is informed during site visits. In the event of an incident, medical response and case management is done. Injuries on duty are reported if an employee is injured or exposed to hazards.

Strong service point

The welcoming, caring and service orientated approach of the Practice is shown by the year on year growing utilization rate of the service, and by narrative feedback that displays appreciation for the service as evidenced 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 is evidenced from 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 2019

The 2019 Annual Performance Plan is shown in Table 10 below.

Table 10: OHP Annual Performance Plan 2019

KPA	KPI	Tracking	2019 position	Targets 2019	
				Floor	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	97% 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	126%	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	160%	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



2.3 Additionally adopted targets derived from legal requirements and emerging risk

Table 11: 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 Netcare 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 to 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	Needle stick 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 were assigned as in Table 12.

Table 12: UJ Support Service Indicators: Occupational Health Practice contribution

UJ assigned Key Performance Areas	OH Practice Performance Indicators	2018 target
1. Transactional support services operated efficiently and effectively	a) Occupational Disease b) Food Safety Compliance rate c) Radiation exposure risk	0% 90% UJ average 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 Medical Surveillance targets: annual completion rate	90% 95%

2.5 Health Risk Audit Plan 2019

An audit plan guided annual work. See Table 3. Risk is 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 was 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 for. Today the team of eight consists of its manager, three Professional Nurses, a Doctor, an administrative assistant and two student assistants.

The strategic and operational core of the OHP is at APK. From here clinicians at each campus are 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 at 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, radiation incidents and investigations are managed by the team.

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 13.

Table 13: OHP Employee Profile

Job category	No	Occupational level	Job grading	Permanent	Contract	Temporary
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 is understood in context of the 2012 national gender profile for professional nurses, which reflects a 1:9 ratio male: female nurses.

Table 14: 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 nursing professionals are in possession of Dispensing Licences.

Margareth Langeveldt conducted refresher training for Vision Screening, Spirometry and Audiometry. Sheila Mgabhi completed a Business Administration Certificate through UJ. Anne Henning completed a Further Higher National Diploma Occupational Health Nursing Science (UJ), and further completed refresher training for Vision Screening, Spirometry and Audiometry.

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.

Name	Roles	GES contributions 2018
Miranda Tshabangu	Ergonomics Vision screening Benchmarking surveys in SA Emergency Medical Care Island Risk Assessments	Island Risk Assessment and mock exercise.
Anne Henning	Food Safety Spirometry	HACCP Food Safety certification re-audit August 2018 Spirometry, Vision Screening & Audiometry refresher courses in Oct 2018.
Margareth Langeveldt	Travel Health Audiometry Printing of client files Movember & Influenza Drug and stock procurement	Netball team Sustained roles
Elana Venter	Practice management Research Affiliations and networking Risk profiling Digital Health technology assessment Professional registration & CPD Events	Continuous Professional Development project: application to register UJ as such with SA Nursing Council submitted in July 2018. Legislative review committee membership (TC7 medical sub-committee) Travel destination risk gap identified Emergency Medical Care risk assessment and memo New Tobacco Bill investigated Cannabis legal use investigated Research on exposome

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 has, in addition, enlarged the physical area of responsibility for the OHP.

3.10.2 Capacity exceeded

The practice has, 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 remains 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 is 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
- b. Primary Health Care
- c. Occupational Safety department
- d. PsyCaD
- e. Unit for Quality Promotion
- f. Biokinetics Clinic APB
- g. UJ Gym
- h. HR Wellness and Employee Relations department
- i. Operations

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



The 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. Annual BLS training is facilitated for Professional Nurses.

The Occupational Safety Department is regularly briefed on safety risk findings resulting from formal Health Risk Audits. The Department is 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 patient to hospital, and the Safety Department takes care of the processing of documentation.

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.

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

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

The HR Wellness and Employee Relations departments assist this Practice with incapacity cases.

4.2.2 External stakeholder engagement reports/initiatives

- a. Occupational Hygienists
- b. National Institute for Occupational Health (NIOH)
- c. ER24
- d. City of Johannesburg Events Management Forum, Environmental Health division & Public Health department
- e. National Institute for Communicable Diseases (NICD)
- f. LTL Consultants: Food Hygiene Auditors
- g. Department of Health: Communicable Diseases division, Directorate Radiation Control and National Laser Centre
- h. Department of Labour: Directorate Occupational Health and Hygiene
- i. SA Society of Travel Medicine
- j. International SOS
- k. Centres for Disease Control (CDC)
- l. World Health Organization (WHO)
- m. MEDICHEM

Occupational Hygienists are auditors of Health Risk at UJ.

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

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

The City of Johannesburg's (COJ) Event Management Forum is 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.a. the availing of SME's, UJ's disaster room, psychological services and residences in case of disaster. The COJ Environmental Health department made contact with us after inspections of food premises and their Public Health Department during a localized outbreak of meningitis.

The NICD advises on medical guidelines in disease outbreaks, while receiving throat swabs from UJ as part of the Viral Watch Programme.



LTL conducts Food Safety audits all UJ food outlets.

The Department of Health's Communicable Diseases division would be 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.

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

The Centres for Disease Control and World Health Organization websites are frequently accessed for international trends in disease outbreaks, travel safety and International Health Regulations, which governs Yellow Fever requirements internationally.

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, 97% of the combined budget was spent, compared to the approved budget.

It should be noted that 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 is 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 radio-active waste are advised 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, decanted 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 has been created purposively, 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; 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 are envisaged.

Digital Health technologies in the realm of Occupational Health services were 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 accredited yet).

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

Initiatives in Table 15 reflect the Practice's pursuit of GES.

Table 15: Progress reflected on focus areas for the OHP 2019

Focus area	Progress as at Dec 2019
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 reflecting performance on HRA and Medical Surveillance. All past Occupational Health reports are 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.

Outcomes for the following quantifiable targets are reflected in Table 16.

Table 16: Quantifiable targets of the OHP

Entity	KPI	Progress: Dec 2019
1. Event medical risk mitigation at academic and cultural events	1. All medical emergencies at UJ events with an on-site ER24 presence are attended to within 5 minutes by duly registered medical responders	1. Achieved for 53 events
2. Food Safety compliance	2. 90% compliance with HACCP norms	2. 90% UJ average for 2019
3. Response to calls for medical assistance	3. 100% response to calls to the OHP for assistance	3. Achieved
4. Radiation exposure risk	4. No skin dose > 0,15mSv per wearing period. Annual whole body limit of 20 mSv never exceeded	4. No whole body limits exceeded.
5. Needle stick injuries	5. Patient receives Post Exposure Prophylaxis, counselling and blood tests within 4 hours after exposure.	5. Achieved (nil reported)
6. Narrative feedback	6. 95% positive narrative feedback	6. 100% positive narrative feedback received
7. Annual Influenza campaign for staff	6. 500-600 free immunizations to staff at all campuses during Apr/May	6. 418 of 500 doses have been administered free of charge.



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 a 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 was 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 has been developed in collaboration with DIPEM and is far advanced. The entire repository of health risk assessments since 2005 and quarterly reports are 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 is updated as new Health Risk Assessments become available, and can be viewed on HEDA.

Outliers Health Risk Assessment

The UJ Occupational Medicine Practitioner was 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 were 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 was activated in April 2018 and comprehensive induction, orientation and awareness interventions have been 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 are being followed on various platforms.

7. CONCLUSION AND WAY FORWARD

7.1 Summary of performance

- Medical surveillance of at-risk employee groups was completed at a rate of 175% of the Annual Performance Plan (APP) target. Medical assessments, which included public driver permits, physical assessments, lung function tests, audiometry and blood tests, occurred in accordance with the Medical Surveillance Plan.
- Health risk assessments: For the period, 156 health risk assessments were carried out by the OHP, prompted by existing or emerging risk. Approved inspection authorities conducted quantitative legal surveys, and further risk assessments were shared between the OHP team and occupational hygienists. The completion rate was at 118% compared to the APP target.



Composition of an annual qualitative UJ Occupational Risk Profile, using control banding methodology

Following extensive cyclic site visits over the past 16 years to assess occupational environments for their risks and hazards to the health of persons, the team has compiled 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 the failure to replace outdated light bulbs, contributes to poor illumination and therefore risk.
- 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 lead to electrocution, trips and falls.
- h. Poor waste management of pigeon droppings can cause health effects.

The risk profile, updated in December 2019, depicts the impacts and the probability of risk and hazards occurring in given environments. The intersection of the two factors provides a risk rating of low, moderate or high.

In total, 97 risks were 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 Outliers such as Johannesburg Institute of Advanced Studies, UJ Metropolitan Academy and Johannesburg Business School at six.

■ 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 the total moderate risks.

■ 45% *LOW risks*

LOW risk was 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% of the LOW risks, while APK showed 35% and SWC 18%.

The majority, namely 73% of the **4277 client contact sessions** for the reporting period, were devoted to Occupational Health interventions, such as the 790 baseline and periodic medical assessments. Embedded in the contact sessions were 792 vision screenings, 659 lung function tests and 539 audiometric tests, while blood tests took up 74 sessions and travel medicine required 236 visits. A further 14% of visits consisted of primary healthcare interventions, such as the 659 vaccinations administered.

Event medical risk management was completed for 53 academic and cultural events – only 11 events appeared on the UJ Annual Calendar, necessitating accelerated action to manage the event risks associated with short lead times.

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

Vaccines were administered to 418 permanent employees during the annual Influenza Campaign in April and May – free of charge on all campuses.



The state of **food safety** at UJ was audited against compliance to HACCP standards and the UJ target of 90% (the global norm is 85%). UJ, after steady growth since 2011, achieved an average total food safety score of 90% for the reporting period: a two percent rise compared to the previous year, and in general indicating consistent, commendable practices. The *Microbial sub score** – at 50% of the Total Food Safety Score – improved by 3% to 97%, and no pathogens were isolated. The remaining *Housekeeping & Maintenance sub score* also improved by one percent to 83%. Receipt of products, temperature recordings, product storage and handling needed to improve. (*The microbial sub score is a key indicator of potential food safety risk that is related to poor personal hygiene of food handlers, lack of temperature monitoring of food, poor storage practices, lack of sanitising systems and staff wearing jewellery that may cause contamination.)

Consistent, high **client satisfaction rates** and positive narrative feedback exceeding 95% were received.

7.1.2 Key short, medium and long term initiatives in support of the role to enhance the excellence and stature of UJ

7.1.2.1 Short and medium term initiatives

- **Compliance with two legal mandates**
 - Health surveillance of UJ staff to prevent impacts of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation on health. We conducted lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed. The UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.
 - Occupational Health Risk Assessments and Occupational Hygiene surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
- **Surveillance and preparation for global/local emerging communicable disease**, such as Coronavirus-related Disease, Malaria, Influenza, Polio, Ebola Viral Disease and Measles.
- **Intention to become a continuous professional development (CPD) service provider**: An application was submitted to the South African Nursing Council (SANC). The aim is to facilitate portfolios of evidence for professional nurses in the employ of UJ. CPD is compulsory, and submission of such a portfolio will be a prerequisite for annual SANC registration to practise in future.

7.1.2.2 Long term initiatives

- a. Strong bilateral collaboration with equivalent peers such as in Sigma Theta Tau International (Honor Society for Nurses), Medichem Scientific Committee, legislative reviews for Technical Committee 7 and consistent contact with the International Commission for Occupational Health;
- b. Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitization where possible;
- c. Trendsetting in OHP governance at a HEI.

The year was focused on designing, refining and populating the HEDA digital repository for legally required Health Risk Assessments at UJ since 2005. Performance relevant to Medical Surveillance of staff is further captured every quarter and together the two focus areas reflect comprehensive information on the Practice's legal mandate. Finally, the refined UJ Occupational Health Risk profile originating from continual site visits by the team to assess and mitigate risks to health, is shown on HEDA. The new initiative to have outlying premises assessed for health risks, was launched in 2019 and the UJ Occupational Doctor completed eight comprehensive assessments. Food Safety monitoring has grown to a refined system that has resulted in a 90% achievement on standards that outperformed the industry. The OHP team has remained stable for almost a decade now, yet due to consistent growth in utilization and program offerings, resourcing needs attention.

Elana Venter

Head: Occupational Health Practice





Primary Healthcare Service

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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 Health Care (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 HIV/AIDS counsellors. A minimum of two nurses are 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 the 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;
- Event medical risk for sports;

Further to the listed operational areas above is the support for those diagnosed with HIV. The services are offered at no cost to students with the exception of 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 to take over patients requiring 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. These 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 in relation to 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, Wellness Committee and the Primary Health Care Committee. All committees meet on a quarterly basis. 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 will be invited when there is a need for intervention that requires their expertise, such as the head of the Institutional Office for HIV and Aids (IOHA).

The Division focuses primarily on student health regarding the 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 needle stick 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 needle stick 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.
- Travel health risks in relation to official excursions expose students to illnesses and injuries at the particular destination. A pre and post travel health assessment is done on clients that use the clinic. Essential health information such as the outbreak of an infectious disease is communicated to students on the *ULink* and other social media platforms.
- 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 is that of minimal availability of Termination of Pregnancy (TOP) Clinics offered by the Department of Health. This exposes students to illegal means of TOP. The risk is mitigated by continuous monitoring of patients and improving SRH services to all.
- In the SRH programme, shortage of contraceptive methods from the department poses risk to unplanned pregnancies. The risk is mitigated by procurement of additional contraceptives from private pharmaceutical companies.

STRATEGIC FOCUS AND TARGETS

Focus on the Strategic Objectives 2019-2025

The strategic focus for the service is aimed at supporting the students in their living experience within the university.

- **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.
- **Strategic objective five: *National and Global Reputation Management.***



- The objective is supported by stringent risk identification and mitigation thereof within the medical management of patients thereby eliminating risk of injury and litigation.
- This is also achieved through thorough event medical risk assessment for sporting events taking place at UJ.
- Participating in health programmes that will benefit the student population from a health perspective.
- **Strategic objective six: *Fitness for Global Excellence and Stature.***
 - This is achievable by ensuring good governance in relation to human and financial resources to ensure 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.

Strategic objectives and targets for the period 2019-2020

Short-term goals

- Expansion of the Kingsway Clinic: implement the project of expanding the APK Clinic;
- Implementation of the Anti-Retroviral Therapy (ART) programme on campus: commence ART treatment in collaboration with the DOH;
- Restructure the services provided by the medical doctor: introducing new services in support of the ART programme;
- First Aid training for students: re-evaluate the training of First Aid by contracting with CoJ by means of a Memorandum of Agreement;
- HEAIDS Funding:
 - Utilize the funding provided for cervical cancer screening among the UJ female community;
 - Skills development: in collaboration with Vista Clinic, provide mental health support services for professional nurses in the early identification of suicide and depression;
- Health Promotion: undertake the health promotion programme and utilize online methods to share information;
- Increase marketing of the online satisfaction through email, sms and prompts on Facebook;
- Online booking system: contract *Recomed* as a platform for online booking to avoid long queues at the clinic;
- Client Satisfaction Survey: Maintain a high client satisfaction rate of 85% and above;
- Adverse events: maintain a 0% rate of adverse medical events;

Long-term goals

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

PRIMARY HEALTHCARE SERVICE PERFORMANCE

PHC Committee

The committee is operational in nature and aims to ensure implementation of the strategic objective for the PHC services provided to students. This is in collaboration with invitees from PsyCad, Sports and the Health Training Center. The meetings were attended as scheduled with changes in the last meeting that was replaced by a strategic planning session by PHCNPs. Some of the initiatives for the committee was to agree on rotation of staff as planned for 2020. This was aimed to accommodate new personnel and share areas of expertise equitably. The committee also evaluated the contribution and role played at the annual SAACHS Conference as it was hosted in the Gauteng region. Going forward, only three PNs will attend the



conference owing to limitation of financial resources. The movement of counsellors and HIV testing was deliberated as it posed new challenges. The conclusion was that PNs will only test on clinical basis and not routinely, students with HIV testing requests will be sent to the counsellors. It was agreed that the departments in close collaboration with the clinic be invited when needed, it was not necessary for them to be core members.

PERFORMANCE

Consultations

The total number of consultations for the year provided by healthcare practitioners at the clinics was 27644 of which 1151 were employees. The number of employees consulting at the clinic has subsided over the past 3 years since the insourcing of contract employees. It dropped respectively from an annual figure of 9% in 2017; 5.5% in 2018 all the way down to 1.15% in 2019 which is very commendable, as the service is primarily intended for students. The division continues to provide healthcare primarily to students and low category staff (P17-15) exclusively, but also providing emergency medical care to staff as and when need arises. Most students do not have funds or medical aid to cater for their healthcare needs, while most staff do. Staff continues to receive Family Planning Services from the clinic on a specific day for a set amount of time. The medical doctor works on a sessional basis once a week at each clinic. It is envisaged that the doctor will be available daily owing to the introduction of the HAST programme. Each patient is allocated 15 minutes except for Family Planning, which takes a shorter period.

Table 1: Consultations at UJ PHC clinics excluding HIV testing

Students vs Staff consultations				
	Q1	Q2	Q3	Q4
Students	5448	6824	7119	5972
Staff	271	304	319	257
Total	5719	7128	7438	6229
26 466				

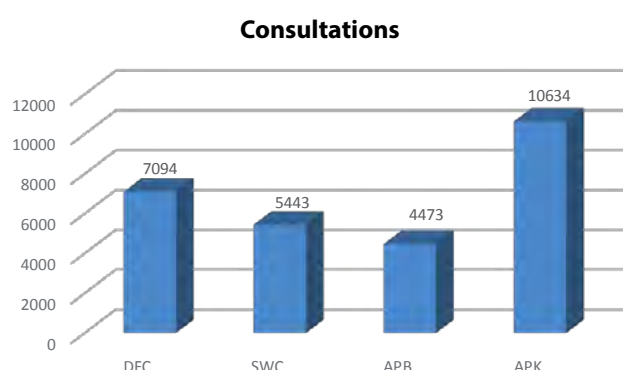


Figure 1: Consultations per clinic

The clinic with the highest number of consultations totalling at 10 634 is APK due to its size and number of students on campus. This is then followed by DFC with 7 094 consultations, then SWC with 5 443 and APB being the lowest with 4 473 consultations. It is anticipated that APB numbers will increase with following the appointment of a permanent PHC Nurse Practitioner.



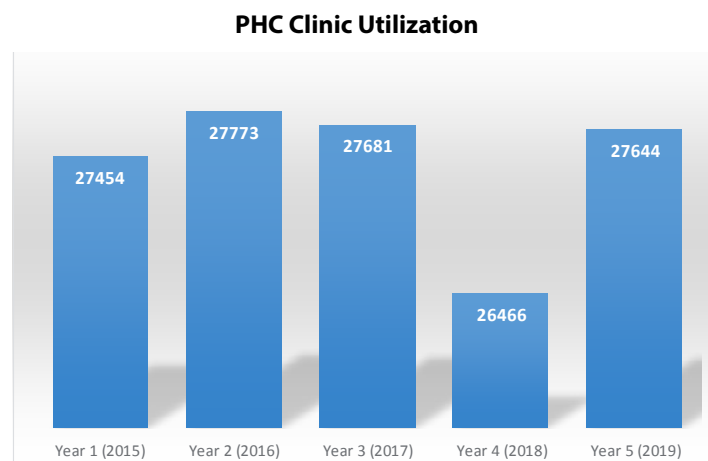


Figure 2: Utilization of clinic services over a 5 year period

The period over the past five years shows the utilization to be optimally utilised. Most patients being from APK clinic owing to the size of the campus. It is evident that students do make use of the clinic and therefore assisting the clinic meet its objectives. The utilisation excludes the HIV testing service and as this is reported separately. It should be borne in mind that HIV testing is now with the IOHA, only done by clinicians as part of management in the PHC setting.

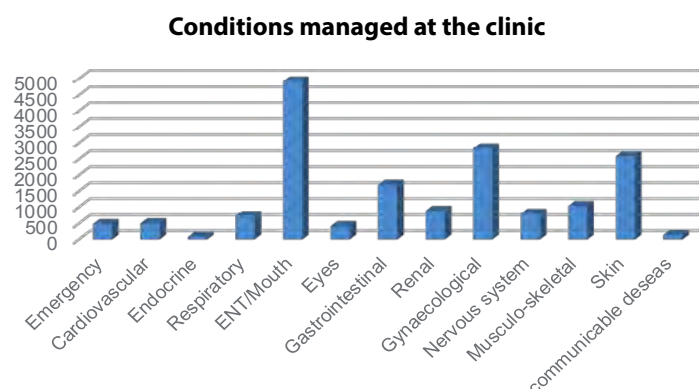


Figure 3: Common conditions treated at the clinic

The graph illustrates conditions managed mostly by nurses and some by the doctor. It shows a high number of ear, nose, throat and mouth conditions which are followed by gynaecological and skin conditions. Conditions of the upper respiratory tract are very common as the mode of transmission is mostly airborne. Conditions are mostly acute in nature and are treatable through lifestyle modification and medication. Those not resolving in a set period are referred for further management at health facilities around the university or private hospital if they have medical aid. Conditions on long term therapy such as TB are managed via the local clinic. The Directly Observed Treatment Strategy (DOTS) is no longer actively endorsed as patients are encouraged to take an active role in their own health.

Most conditions are managed by PHC nurses, as they are qualified to examine, diagnose and treat patients. Prescription of Medicines from Schedule 0-4 according to Section 56(6) of the Nursing Act 33 of 2005 and the Medicines and Related Substances Act 101 of 1966 Section 22(1). More complex cases are referred to the medical doctor and/or referred to the nearest higher level medical facility. Medical emergencies are attended to promptly as they present to the clinic.



Emergency medical care: This is an essential part of caring for patients that experience sudden illnesses. **Protection Service's** role is essential, as their personnel are the first to respond to calls when students and staff experience an emergency. The control room has personnel that screen the calls and dispatch first aid responders who then transport the ill or sick person to the clinic or hospital. If very ill, **ER24** can also be accessed directly to respond to the emergency exactly at the scene of the incident or from the clinic. ER24 is contracted by the university to provide emergency medical care to UJ students and staff, including visitors in need. The service includes transportation to the nearest medical facility at no cost to the patients whether on or off campus. Emergency medical care is also provided at sporting events when arranged via the PHC manager. In some cases, the ER24 are notified without an expectation to be on the sporting fields. The decision is made after an event risk assessment is done to comply with the Safety at Sports and Recreational Events Act.

Clinic consultation processes and procedures

Patients are consulted for 15 minutes each. Bookings are made to accommodate class time and 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 travelling on UJ assigned projects; they receive prophylactic medication at no cost. Post Exposure Prophylaxis to infectious agents is provided for at all campuses. Dr Karoonisha Mahomed provides ART to students mostly from FHS if accidental needle pricks occur, to prevent HIV infection. Emergency healthcare is provided as emergencies occur; these are prioritized above "regular" consultations. Patients are referred to hospital for higher level of care when indicated. Family planning services clients need not book as it is a walk-in service due to its high utilization.

Sexual Reproductive Health (SRH) Services

The DOH prioritizes the provision of free reproductive health services, as these address the Sustainable Development Goal relating to the empowerment of women and girls. The contraceptive methods provided are injectable, oral, sub dermal implant and the barrier method in the form of both male and female condoms. Family planning is the most used service across the clinics at UJ. SRH is a service essential to the youth health aspect of PHC. The graph below indicates that the students and staff are optimally utilizing the services.

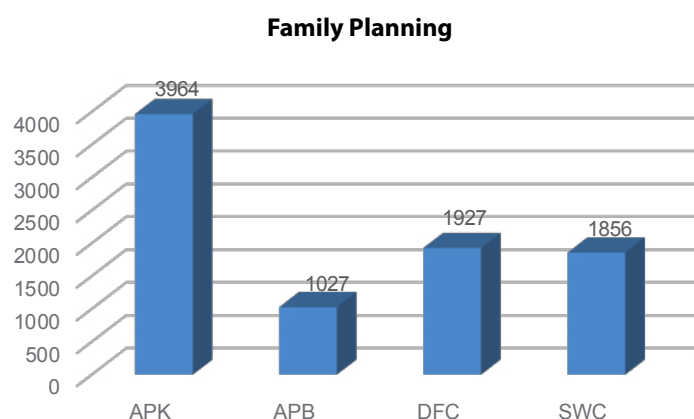


Figure 4: Family Planning usage at all clinics

Family planning which is a service rendered to both staff and students across the university was provided to 8 774 clients in 2019, which was a drop by 9% from 9 653 clients in 2018. The overall utilization was higher last year as demonstrated in the graph below. A decrease in FP services is noted in all clinics except for the DFC clinic which had an increase in FP services by 19%. There was a total average decrease in percentages of



FP services across all four clinics from 2018 to 2019 of -6.8%. All other previous years have seen an average of over 12% increase per annum. This may indicate the beginning of a plateau in the usage of FP methods, which was expected.

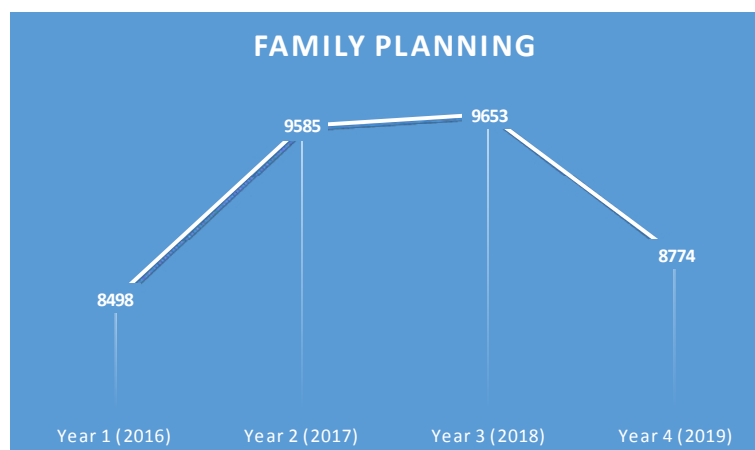


Figure 5: FP Utilization over a 4 year period

Challenges in the FP services is the reduced supply of injectable contraceptives from the DOH. This leads to more use of oral contraceptives which then deplete due to limited supply as well. Most people are still not keen on using the 3 year implant as was anticipated by DOH. The concern is incidences of unplanned pregnancy may increase. This is a nationwide challenge and has been acknowledged by DOH. Another challenge is the contraceptive provision contract for private providers moved from a three year to an annual one. It was said this is aimed at closely monitoring the private providers, which universities are so classified. This doesn't improve the clinic's efficiency unfortunately.

Table 2: Pregnancy testing, Emergency Contraceptive and TOP referrals

Campus	Pregnancy tests	Pregnant	Termination of pregnancy	Emergency contraceptive
APK	648	154	89	90
APB	299	35	19	37
DFC	321	77	43	56
SWC	252	20	6	9
Total	1600	326	159	223

More pregnancy tests were done this year in comparison with the previous three years. An annual increase of 7.47% in pregnancy tests has occurred from 2016 to 2019 as seen in figure xx below. 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 so as to benefit from anti-retroviral medication, and to prevent HIV transmission to the unborn child. This service is however provided at public health centres. Of all diagnosed pregnant, 20% opted to be referred for Termination of Pregnancy (TOP) – a decrease from 35.7% in 2018. It seems that perhaps less students were made aware of their right to choose TOP in 2019 than in 2018 as there is a decrease of around 15.7% in TOP from 2018 to 2019. There is no record however indicating whether students actually go ahead with the termination or not. Support is provided throughout, with assistance from DOH health facilities and PsyCaD.



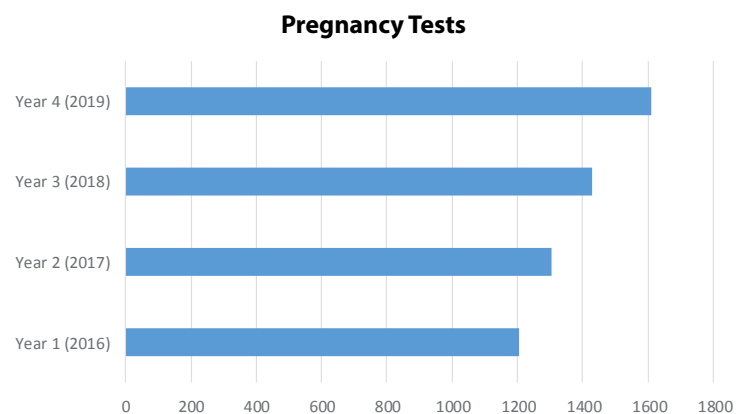


Figure 6: A gradual increase in pregnancy tests (2016-2019)

Emergency contraception (EC), commonly referred to as the “morning after” pill, was given to 223 patients which is 8% less than in 2018, after an increase of 30% in the year before i.e. 2017. This trend may indicate less risky sexual behaviour with more or consistent use of preventative methods such as condoms. The decreased use may also indicate that students are accessing 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. The challenge is monitoring those using this method as consistent form of contraception. The information sessions conducted at various platforms are used to warn of the negative health effects of such behaviour.

Sexually Transmitted Infections (STIs): These are treated using the syndromic approach as stipulated in the Standard Treatment Guidelines as approved by the WHO and subsequently DOH. The challenge with this approach is the increased possibility of resistance to some antibiotics which may contribute to increased consultations for the same disease. Such cases are referred to hospital for higher level of management which may include laboratory tests. It was indicated in the 2016 report that there had been a drop of 30% in STIs treated at the clinics. This changed in 2017, with a 12% increase to a total of 1296 patients treated for various forms of STIs. The year 2018 saw a further 4% increase in STI treatment with a total of 1354 patients treated. In 2019 the number of cases for the treatment of STIs decreased to 1254 signally a 7% drop from 2018. These clients 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 letters.

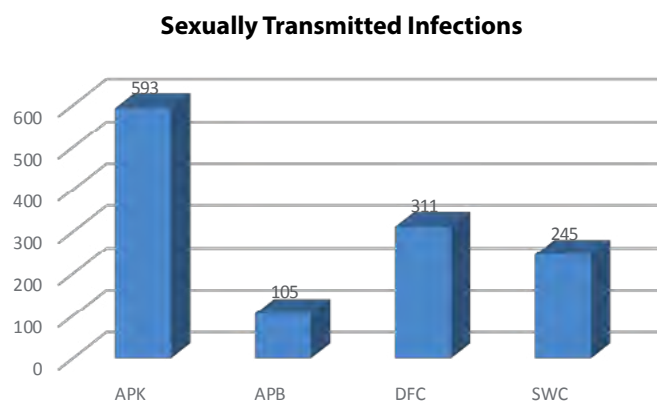


Figure 7: STIs treated at all clinics

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 counselling, 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 utilizing 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

Table 3: Quarterly summary of HIV testing

Campus	Q1	Q2	Q3	Q4	Annual	HIV +
SWC	12	8	3	1	24	0
APK	123	5	2	149	279	61
APB	56	37	6	6	99	4
DFC	25	40	3	0	0	2
Total	216	90	14	156	402	67

A total of 402 clients were tested in all the clinics in 2019 a significant drop from a total number of 5586 clients that were tested in all the clinics in 2018. This is because HIV testing has been moved from the PHC clinics to IOHA. 67 clients tested positive, yielding a prevalence rate of 16.7% for those testing at the clinic in 2019. This is an increase from a prevalence rate of 1.3% for those tested at the clinics in 2018, suggesting an increase in the clinical diagnosis of HIV. This points to the existence of a lower testing rate amongst students who are at an increased risk of HIV infection.

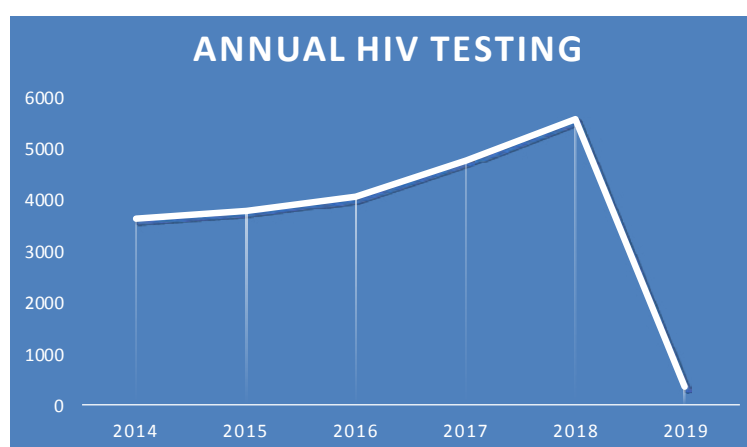


Figure 6: Gradual increase in HIV testing followed by sharp decline

There was a marked improvement on the number of tests done at the clinics from 2014 to 2018 followed by a sharp decline in 2019. The decrease has been as a result of HIV testing being moved from the PHC clinics to IOHA. A sharp increase in 2018 was a result of taking HIV testing outside the clinic. This prompted a discussion with IOHA to have HIV testing removed from the clinical setting as was not yielding the desired 90% testing of the UJ community. Following the successful signing off of the MoA by DOH, the Implementation of the Anti-Retroviral Therapy (ART) programme on campus must start. This includes preparing processes that include Information systems, laboratory and pharmaceutical logistics to be put in place. It must be emphasised that the ART programme includes Pre-exposure prophylaxis (PrEP) to those at risk of contracting HIV. It also includes those who have possibly been exposed and should receive Post-exposure prophylaxis (PEP). The process is aimed to be fully operational by June 2020.



Pre-Exposure Prophylaxis regimen

This was introduced by the DOH with support from NGOs like Wits Reproductive Health Institute (WRHI). This is aimed at young people at risk of contracting HIV infection to take ART on a daily basis while they are still negative. The purpose is to prevent the infection from occurring. We refer students to TLC, Hillbrow CHC and Lillian Ngoyi clinics for this purpose which includes Post Exposure prophylaxis (PEP). The latter (PEP) referring to incidences such as unprotected sex or incorrect use of condoms.

The **client satisfaction** survey was at an average of 88% across all campuses, with APK at 92%, SWC scoring 98%, DFC scoring 83% and APB achieving 80%. The staff are providing excellent professional service to patients. This rating is above the set standard of 85% satisfaction rate. Most clients report that they will encourage others to use the clinic facilities and that they were treated with dignity. DFC and APB had the lowest client satisfaction ratings of all the four clinics at 83% and 80% respectively which are both below the set standard of 85%. It is important to highlight the movement towards a more efficient manner of collecting this data. With the collaboration from ICS, we developed an online system of patients directly reporting how they perceive the service received from the clinic. This has cut down on the paperwork that was previously time consuming and less efficient especially to the environment.

Travel health is provided to students travelling on UJ assignments. The service was accessed by a total of 511 clients in 2019, an increase by 7% from a total of 479 clients in 2018. There was a sharp increase in Travel Health services after the introduction of the "Africa by Bus" initiative. A pre-travel assessment was done on all with prophylaxis given, which includes anti-malaria, yellow fever vaccination and information on keeping safe and prevention of diseases and accidents. Post-travel assessments revealed no development of diseases upon returning home. There is a marked increase in the need for travel health, and the challenges regarding the cost of medication were discussed with the Internationalization Office (IO). A system to curb abuse of the service was devised such that all clients will be referred via the IO, so as to keep record of those using the service.

Health Promotion

Preventative health care includes health promotion. This occurs at individual, family and at community level. This is in support of the WHO Guidelines and in support of the Health related Sustainable Development Goals (SDGs). The topics covered are mostly related to the youth and in response to the developing issues in the community. This service is provided from the clinic with support from IOHA, they have a strong peer education programme. The annual health promotion and awareness topics done were among others:

- Pregnancy, contraceptives and TOP
- STI/Condom
- TB Day
- SRH promotion
- Cancer
- Focus on men and women's health

The presentations included setting up tents at the lawns near the Student Centres colloquially known as "SS" at various campuses. Other forms were students organised at a hall in the residences or Day Houses and the Library.

The Cancer awareness drive undertaken in collaboration with Strategic Communication Department in the Faculty of Humanities included stakeholders from various Civil Society organisations advocating for the prevention and support of people with cancer. The Minister of Basic Education, Ms Angie Motshekga spoke as a cancer survivor, *#Cancervive* founder shared her story of surviving cancer and urging young people to be careful and test early. Colleagues from UJFM, Faculty of Health Sciences and, including IOHA worked with us to make the event hosted by the Library a success.



In addition, wellness drives took place by going to various residences and encouraging HIV testing within the living environment of students. Men's health programme was expanded to the residences and included male cancers. The men's campaign called "Madoda Khasime" meaning "men lets stand" was done in collaboration with the DFC Library.

- UJFM "Educational Tuesday" is a 30 minute slot used by various health professionals to share information. This has seen the collaboration between the radio station and the clinic reaching more students, even the non UJ community that listens to the radio. Contributions have been from organisations such as Right to Care, Netcare-Milpark Hospital, Helen Joseph Hospital, Themba Lethu Clinic, Sanofi Pasteur, DOH and PHC staff. The UJFM information session remains in place. We use the annual health calendar to plan education sessions. Most are done by PHC nurses with a few sessions done by invited guests and experts from various health institutions, i.e. Optometrists from the DFC health training Centre, Physiotherapists from DOH Community Clinics, etc.
- Facebook, emails and sms were used for extensive marketing drives such as for example the marketing of the customer satisfaction survey.

Marketing

Facebook (FB) continues to be the most utilized online form of communicating with students. Collaboration with 3rd year Public Relations students has seen an increase in the use of the page. This was part of marketing clinic services to the wider student population. The information on clinic services has also been shared uLink and as part of the FYE programme. Accessing the ULink also provides information to students about services and new initiatives such as campaigns.

Engagement with student bodies

Different SRC members have created relationships with clinics in their own campus. For example the APK SRC collaborated with the PHC in the cancer awareness campaign which took place at APK Library on the 15th October 2019. The student society, "DARE" representing students with disabilities have a very good relationship with the APK clinic in particular. DARE was supported with a health and wellness day at APK campus. All campuses held several health and wellness campaigns with, among others, Engineering, Saratoga and Gateway residences.

First Year Experience (FYE)

- FYE Programme was implemented successfully in collaboration with IOHA and peer educators, who played a pivotal role in health promotion. Video recordings were done to cater for the students who would have missed the actual attendance of the orientation week.
- A short video was created to be viewed by those who were unable to attend the classroom based orientation sessions;
- All allocated sessions were implemented according to schedule at all campuses

Event Medical risk: Medical Operational Plans (MOP) are required prior to a major sporting event taking place. 29 MOPs were done for UJ's various sporting activities, most of which were under the UJ Sports division. ER24 provides emergency medical support for planned events, as required by the Safety at Sports and Recreational Events Regulations (SAREA Act 2009). The Varsity Cup Rugby and Football matches were supported by Sports Physicians, a Registered Nurse and Emergency Medical Services personnel. No major injuries were reported at any sporting event. There were a total of 68 notifications, which meant the ER24 response team will only attend to emergencies when called upon to do so. This is according to the contract with the University.

Prevention Care and Support to HIV positive students

Patients diagnosed HIV positive are referred for ART at Themba Lethu Clinic or their preferred healthcare provider as the required by the new HIV Management guidelines.



Students who are accidentally exposed to needle stick injury are at risk of HIV and Hepatitis B infection among others. This usually occurs in Health Sciences Faculty as students perform their clinical work. The Policy for the Management of Staff, Students and Patients to infectious agents are put on the Post Exposure Prophylaxis (PEP) regimen under the guidance of Dr. Kay Mahomed based at Garden City as the HIV clinician. Four students were treated by Dr Kay, other students were treated at private providers close to their location.

Medemass-Healthone

The electronic patient information system is in place and being used by administrative staff, HCT counsellors and medical staff. New staff members were trained in the use of the system. A cloud based system was suggested as it provides reports and is more efficient than the current Delphi system. The discussion will be taken forward in the 2020

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

Employee profile

Table 5: Employee profile per campus

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

New Positions

Nobuntu Gelese and Ntwanano Baloyi were appointed following an approval of a new position and the resignation by Sr Khabi. Both are Professional Nurses with PHC and Dispensing license.



Table 6: Staff undergoing formal educational programmes

Name	Category	Course	Institution	Outcome
Boitumelo Khabi	PHCNP	MCur (Community Nursing Science)	UJ: Faculty of Health Sciences	Completed (resigned)
Althea Jacobs	PHCNP	BCur (Ed. Et. Adm.)	UJ: Faculty of Health Sciences	2 nd year
Emma Bodiba	Admin Assistant	BA Communication Science	UNISA	2 nd year
Wendy Smith	Admin Assistant	Office Administration	UJ HR In-house Training	Completed
David Moshwene	PHCNP	Dispensing License	Sefako Makgatho HSU	Completed
Althea Jacobs	PHCNP	Dispensing License	Sefako Makgatho HSU	Completed

Training and development

- Funding for mental health refresher training is planned for 2020 for professional nurses. The training will focus on identification of patients in distress and suicide prevention. Early warning signs to look out for during consultation were focused on to empower nurses with more skills;
- All PHCNPs attended the annual SAACHS conference hosted by the Gauteng region;
- One PHCNP is in her final year of BCur (Nursing) majoring on Occupational Health, this is done at UJ's FHS;
- One receptionist is studying for her BA Communication with Unisa, she is in 3rd year;
- One receptionist completed her certificate in Business Administration offered by UJ's HR department.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholder engagement

- The PHC has contributed towards providing opportunities for students to practice Public Relations via the clinic facilities. This was done in conjunction with the Strategic Communication department;
- DARE (Disabled Students Society) participated in a health and wellness day at APK campus;
- Residences were also involved and included in health and wellness campaigns across all UJ campuses, with, among others, Engineering, Saratoga and Gateway residences being involved;
- Cooperation with students from Public Relations resulted in the production of posters as well as the successful execution of campaigns that promoted health awareness on all campuses. This all helped to improve information dissemination on health matters including increasing awareness on the emergency services provided by ER24;
- Applied Information Systems 3rd year students have developed a webpage for the clinic as part of their practical. They have included the online booking system developed and combined with potential for emergency alerts that can be connected to the Control Room;
- There is continued collaboration with UJFM in the form of Educational Tuesday sessions with presentations and shows where PHC nurses are invited, other health professionals are invited as well and students in the peer education programme;
- Clinic health professionals continue to offer various expertise and services in regards to health services and consultations to the UJ community.



External Stakeholders

- Implementation of the Anti-Retroviral Therapy (ART) programme on campus in collaboration with the DOH. Following the successful signing off of the MoA by DOH, treatment must start. This includes preparing processes that include Information systems, laboratory and pharmaceutical logistics to be put in place;
- The UJFM information session though done by PHC nurses involves a few sessions done by invited guests and experts from various health institutions, i.e. Optometrists from the DFC health training Centre, Physiotherapists from DOH Community Clinics, etc.;
- HEAIDS: Utilization of funding to increase cervical cancer screening and mental health training for nursing staff;
- Right to Care (RtC)'s Themba Lethu Clinic based in Helen Joseph Hospital for the provision of ART for HIV positive patients;
- The City of Joburg supports the campaigns such as TB awareness and wellness programme;
- Netcare continues to offer support and assistance with clients who may have experienced sexual assault.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial Governance

The division operates four cost centers and has utilized of 124% of the operational budget. This is mainly due to the hike in medicine costs, as the DOH has not provided drugs as in previous years. No discrepancies were identified. Monthly meetings with Finance business partners ensured financial compliance. The budget planning for 2020 was approved by the Finance Division in consultation with the Registrar.

Environmental sustainability

- Awareness on less printing and if necessary, printing done on both sides;
- Communication 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 over night 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 which is considered best practice;
- The use of UPS is used in critical areas to ensure continuity of services in case of load shedding;
- Tele-conferencing and Skype meetings is used as much as possible to avoid unnecessary travelling.

LEADERSHIP

External

- Sr Geya leads the National Forum for Campus Health HODs under the auspices of HEAIDS, and is the secretariat of the South African Association for Campus Health Services (SAACHS) Gauteng region. This is likely to be reviewed since the change in strategy of Heaids that now operates as Higher Health;
- Sr Geya was elected as chairperson of SAACHS for a period of 3 years;
- Mr Ntshabele 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 a 5 year period.

Internal

- The PHC has worked collaboratively with Strategic Communication to provide an opportunity for students to practice Public Relations using the clinic facilities. Mr. Ntshabele and Sr Geya were involved in the assessment process of students;



- DARE (Disabled Students Society) was supported with a health and wellness day at APK campus;
- All campuses held several health and wellness campaigns with, among others, Engineering, Saratoga and Gateway residences;
- Engagement with students from Public Relations assisted in improving communication on the emergency services provided by ER24. They created posters and engaged in various health awareness campaigns at all campuses;
- Educational Tuesday sessions continued at UJFM with presenters by the PHC nurses, other health professionals and students in the peer education programme;
- The Emergency Response plan within UJ includes a focus on the role played by clinic health professionals to ensure that Business Continuity is sustained;
- Sexual assault victims have been supported, with assistance from Netcare group;

TRANSFORMATION MATTERS

Following various consultations with colleagues from the Transformation Unit, it was agreed that departments should nominate champions that will carry the mandate and objectives related to transformation. A session will be arranged to present the strategy to the Registrar's Portfolio team. Within PHC, we participate in dialogues that are sometimes controversial but topical to encourage expression of different viewpoints and sharing of ideas. Communication was identified as key to most issues that improve relationships between colleagues.

CONCLUSION AND WAY FORWARD

The continuation of departmental objectives as set out for the year ahead, among which are the following:

- Expanding the Kingsway Campus Clinic
- Implementation of the Anti-Retroviral Therapy (ART) programme on campus
- Restructure the services provided by the medical doctor in light of new (ART) programme on campus
- Re-evaluate training of First Aid given to students
- Use the HEAIDS funding as planned
- Undertake the health promotion
- Implement the online booking system via *Recomed*
- Continuously monitoring staff and skills in light of new programmes in place.

Sr Molimi Geya

Head: Primary Healthcare Service



I N V I T A T I O N

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CANCER CAN BE BEATEN – NO ONE FIGHTS ALONE – EARLY DETECTION HELPS

DATE ✦ 15 October 2019
TIME ✦ 15:00
VENUE ✦ Chinua Achebe Auditorium (6th Floor), UJ's APK Campus Library
RSVP by Monday, 14 October 2019 on licevents@uj.ac.za / 011 559 2264

This is a partnership between UJ Primary Healthcare Service, Department of Strategic Communication, Faculty of Health Sciences (Medical Imaging and Radiation), IOHA, APK SRC, UJFM and Library.

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STORY TELLING IN PICTURES



First Aid Training & Fire Fighting Training





Venue: Bunting Road Campus (APB)

Date: 25 - 26 September 2019

Time: 08:30 - 15:00

RSVP: martham@uj.ac.za
RSVP By the 13th of September

(Certificates to be awarded on completion of the training)








Institutional Office for HIV and AIDS (IOHA)

OVERVIEW

2019 was another year of successes for IOHA. HIV Counselling and Testing (HCT) was consolidated in IOHA. During the mass counselling and testing led by IOHA in 2019, a total of 12733 clients tested, an increase of 14% over 2018, and somewhat higher than the target. 70 clients (students and staff) tested as HIV positive; institutional prevalence remained at below 1.0%, which is below the 3.4% prevalence average for HE in South Africa, and substantially below the estimated 12.6% national prevalence. Of those testing positive, 56 persons agreed to be referred to IOHA, and 49 of these joined the internal Care and Support programme; 47 are on ART treatment.

The Link peer educator programme is key to IOHA's strategy. In 2018 170 students were initially trained, with 130 subsequently participating actively; 84 finally received a certificate at the end-of-year Appreciation ceremony.

Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sports, HR Wellness and PsyCaD. Peer educators hosted numerous residence talks within the UJ internal and external residences. UJFM and social media were used extensively to communicate with the broader community. IOHA's Facebook page and Twitter page are attracting increasing numbers of visitors. The use of digital marketing to promote campaigns and encourage conversation has increased the online presence of our followers.

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and to strengthen prevention messages of HIV and AIDS. This is done through offering Internships for students from different departments, through Training Workshops and Project-Based Learning.

Participation in two conferences (one national and one for the Southern African region) was the Office's contribution towards UJ's global footprint and 4IR practices, which shape and influence communication strategies and access to information.

The HIV/AIDS Committee continued to monitor and supervise University faculty and departmental responses to the HIV pandemic. Quarterly meetings were held as scheduled, with work focusing on the review of the 2012-2016 UJ HIV, TB and STI Strategy and the revised HIV, TB and STI's Policy, Charter and Strategy.

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/AIDS 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 Charter of UJ's HIV/AIDS Committee, to ensure the realisation of the strategy.

The Office is also mandated to facilitate the provision of combination prevention interventions and strategies aimed at reducing 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, mass 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/AIDS response, which is monitored and evaluated by the HIV/AIDS Committee.

STRATEGIC FOCUS AND TARGETS FOR 2019

An enriching student-friendly learning & living experience: through initiating, facilitating, coordinating and implementing the University's HIV and AIDS strategy to the UJ community:

- Further enhance HIV Prevention through achieving targets for campus testing, implementing a residence programme and focusing on the social drivers of HIV and ADS;
- Strengthen the UJ HIV Care and Support programme through active mobilization for HIV positive students to join and a process linking students to care after leaving UJ.

Fitness for Global Excellence and stature: through living up to the UJ values and contributing to teaching, learning and community engagement:

- Consolidate the monitoring of health and wellness comprehensively through restructuring the Risky Student Behaviour (RSB) committee into a Student Health and Wellness committee;
- Increase the use of technology in monitoring health and wellness, e.g. through an improved website, an electronic consent form and an electronic database system, and some digitalization of peer education workshops.

National and Global Reputation Management: through incorporating an internal and external brand related to HIV and AIDS:

- Implement HIV curriculum integration through innovative and participatory approaches, to produce competent graduates who are sensitized towards social issues impacting on SRHR and the HIV/AIDS epidemic;
- Offer an internship programme, the peer education programme, and training workshops.

Global Excellence: through increasing and strengthening social mobilization

- Enhance digital marketing to create conversations, knowledge sharing and debate;
- Participate actively at the South African AIDS conference, the Southern Regional Youth SRHR conference in Nairobi, and other conferences and platforms.

2020 targets: Sustained excellence of service on all campuses with a client satisfaction rate of 85%; Expansion of Link network to 2000 members; 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), Remember and Give (RAG), house committees and societies.

2025 targets: Similar to 2020 targets with the following extensions, namely: sustained excellence of service on all campuses with a client satisfaction rate of 90%; Expansion of Link network to 3000 members; Programme on risky student behaviour / healthy lifestyles to all students as part of FYE and Senior Student Experience (SSE).



INNOVATIVE ACHIEVEMENTS IN 2019

HIV, TB and STIs Prevention, Care and Support

■ HIV Prevention

- HIV Testing Services (HTS) is one of the key contributors towards the realization 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.
- A total of **12 733** clients tested in 2019, compared to **10 945** in 2018, which was an increase of **1 788**, i.e. **14%**, and **1%** more than the set target of **12 575**. The unavailability of testing providers due to a revised funding testing policy and changes to the academic calendar, which affected the May testing campaign, remain some of the challenges affecting testing campaigns. However, the strategy was changed by availing more daily testing and approaching residences, which yielded positive results.
- Regarding the profile of those testing, **98%** are students (as HR Wellness is responsible for target testing for staff), and **64%** of clients are females. This is consistent with the national profile where the majority of people testing are females.
- As part of social inclusion, the demographic data on the HIV testing consent form were updated to include “Non-conforming” for the community who do not identify as male or female. A total of **300** i.e. **2%** clients who identified as Non-conforming to any gender were tested, and appropriate referrals were done for those needing support.

■ Barrier Methods

- Different barrier methods are available across campuses. Correct and consistent use of barrier methods like condoms has been identified as an effective means to protect against STIs including HIV. Additionally, condoms are the only contraceptive method that also provides dual protection i.e. against both STIs and pregnancy. Therefore, increased awareness and availability remain important prevention strategies.
- More than a million male condoms and fifty thousand female condoms were distributed. More than **4000** lubrication packets were also distributed, even though these are still not easily accessible from DOH.

■ 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 UJ students and staff infected with HIV through the provision of social and educational support.
- In 2019, the total number of students and staff who tested positive was **70**. Prevalence rate remained below **1%**. According to Stats SA 2017, it is estimated that the National HIV prevalence is 12.6%, with Gauteng Province’s prevalence estimated to be 13.1%. Therefore, UJ prevalence rate is relatively low when compared with the national and provincial statistics, based on the number of people tested.
- This year the support programme was extended to the general community, to include those who did not test through the two campus units offering testing, and currently there are **13** such clients supported.
- A total of **56** (80%) of those diagnosed, agreed to be referred to IOHA, and of these **49** (88%) joined the internal care and support programme. Currently, **47** (96%) of these referred clients are on ART.
- Students are supported through face to face consultation, a WhatsApp group, a buddy system and social club. This is one of the flagship programmes in HIV Care and Support, as UJ has invested in a client-centred approach, which is producing positive results and can become one of the flagship programmes in Higher Education.
- APK had the highest number of clients who tested positive. The highest prevalence was in CBE (as the Faculty with the highest number of students who come to test), followed by the Faculties of Education and Humanities. When analyzed by year groups, second-year students had a relatively higher number of students testing positive compared to other groups. Another significant factor



noticed was a higher number of positive students in FEBE compared to the preceding three years. It might be necessary to explore this matter further in 2020.

Campaigns and Awareness Programmes

■ Campaigns and Events

- Integrated approaches have been identified as influencing behavioral change amongst our student community. Edutainment is one of the multi-prolonged approaches utilized in preventing HIV & AIDS infections and has been recommended as an effective tool that can be used for behavioral change.
- Awareness regarding issues relating to Sexual Reproductive Health and Rights (SRHR) and RSB is enhanced through strengthened partnerships and collaboration between Library, Residences, PHC, Faculties, Student Affairs, UJ Sports, HR Wellness and PsyCaD. These are based on IOHA programmes aimed at fast tracking the response to HIV and AIDS prevention through comprehensive combination strategies, i.e. Health and Wellness Screening, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Healthy Living and Social Media. The following are highlighted:
 - **Healthy is the New Sexy Campaign:** The quarterly health drive aimed at providing students and staff with SRH awareness and screening took place during February, April/May and August on the four respective campuses. HIV testing, screening for Blood pressure, Glucose, TB and STI were offered. Students engaged in dialogue while waiting to be tested, with discussions around cyberstalking and human trafficking. The recommendation is that more such discussions happen informally as students are more comfortable opening up when with a partner or friend.
 - **Stigma Knockout Challenge:** In concluding the August Stigma Month, UJ hosted its annual Stigma Knockout Challenge in partnership with Student Affairs, UJ Sports, and UJ FM. The aim is to heighten awareness on Stigma and Discrimination against marginalized communities i.e. People with Disabilities, LGBTI+ and People with HIV. Participation included eight football teams (two female and six male teams), eight netball teams (four male and four female teams), and 40 chess players who competed against each other in the hope of becoming the overall challenge winner. In 2020 the challenge will be commemorating 10 years since it was launched.

■ Addressing Risky Behaviour

- Risky student behaviour (RSB) continues to be a concern within various university communities. Exposure to various risky behaviours is further seen to have an impact on student health and wellness, academics and social life. Within the Sexual Reproductive Health and Rights (SRHR) field, risky behaviour such as risky sexual behaviour, substance abuse, abusive relationships etc. contributes to the increase in contracting HIV new infections.
- Men's Programmes: the programme aims to empower men to experience optimum physical, mental and social well-being. Additionally, the programme aims to contribute positively towards the health of all individuals without having to focus on a specific gender and leaving out the other, which has proved not to yield positive outcomes. Therefore, programmes such as these help motivate the male population to seek help and access health service when the need arises.
 - **Hollard Daredevil run campaign:** The IOHA gentlemen's club and peer educators participated in the daredevil run campaign hosted by Hollard. The daredevil campaign is one from a remarkable movement which seeks to create awareness concerning issues of prostate cancer seen to be problematic in the men's community. Creating awareness within the community is crucial and "early detection of cancer saves lives". In addition, the UJ participants were featured in the various Hollard daredevil social media pages. Indeed, this was a proud moment for the representation received from the gentlemen's club.
 - **Men's health online campaign:** In partnership with the Positive Convention Network and the author of "Life beyond HIV: What HIV taught me in 20 years" (Pholokgolo Ramothwala), IOHA implemented an online men's health campaign. Postcards with quotes extracted from the book



were shared with students and staff on social media platforms. The messages covered issues such as living with HIV and remaining men, taking ARV treatment and taking care of one's health as a man, and reminding men to make positive and responsible choices when it comes to SGBV. The campaign was implemented concurrently with the book discussion, which has inspired many until today.

- **Voluntary Medical Male Circumcision (VMMC) with Lister Clinic:** In encouraging men to go for voluntary medical male circumcision, IOHA and Lister Clinic will be working in partnership to refer and provide free medical circumcision to the UJ community, which includes both staff and students. Men who are circumcised reduce their risk of transmitting and contracting HIV on an average by 60%. This includes a decrease of incidence in herpes simplex virus type 2 (HSV-2) and in the prevalence of human papillomavirus (HPV) by at least 59%. Results addressing VMMC from different parts of the world found increased protection for women against cervical cancer, cervical dysplasia, HPV type 2, chlamydia and syphilis. Therefore, there is a need to encourage all men to circumcise, with the hope that the spread will be completely reduced.
- **Madoda Khasime dialogue:** Madoda Khasime, which means “men should stand up”, in partnership with IOHA (men's programme), Campus Health and the DFC Library hosted a men's dialogue around topics such mental health and men responding to Gender-Based Violence (GBV). It has been observed that men do not feel the need to take care of their mental health, yet at the same time they are most prone to commit suicide. It was, therefore, necessary to host ‘men only’ dialogues, where male students could come together and talk about issues which trouble them and get support and advice from other men situated in various wellness spaces.
- **Iconic man dialogue and award ceremony:** IOHA hosted another annual successful iconic man dialogue and award ceremony. The theme for 2019 was “Our heritage or culture! Let's talk about toxic masculinities”. Given what is currently happening in South Africa regarding sexual gender-based violence and femicide (SGBV&F), it was fitting that the men's programme should address issues related to toxic masculinities which are seen to be problematic in terms of how men and women interact within society. The speakers ranged from a specialist in gender studies (Department of Sociology), a media and content producer, a pastor and peer educators. In addition to the dialogue, nominated male staff and students were awarded iconic awards under the four categories, titled: community engagement, business and entrepreneurship, transformation and social justice, teaching and learning. The project was a success, although more campaigns need to be implemented to address men's health issues, toxic masculinities and other critical issues, and thereby empower men to contribute positively towards society.
- **Women's Programme:** Women in South Africa face many challenges, amongst others the following: domestic violence, rape, societal expectations based on gender stereotyping, and lack of economic opportunities. The programmes seek to provide young women with safe spaces to openly discuss their struggles, to encourage each other and to discuss possible empowering solutions.
- **Sex in the city:** Sisterhood dialogues kick-started in February during the ‘Healthy is the new sexy’ campaign. The theme for 2019 was #mybodymyrules. The dialogues focused on the same theme by exploring different subtopics under the main topic “sex in the city”. The planned subtopics included delayed sexual debut, abstinence, celibacy and sexual intimacy. The target audience was the clients who came for testing, with at least 50 students per campus attending the session. The dialogues were robust, interactive and engaging. The subtopics served as the icebreaker to additional topics that emerged during the dialogues. These unplanned topics included PEP and PrEP, the extent of HIV and current statistics, multiple and concurrent sexual partners, as well as safe sex. Senior peer educators facilitated all the dialogues. The attendance varied depending on the number of students who had availed themselves for testing. APK had more than 900 students participating in a debate, while DFC had about 400, SWC about 40 and APB more than 20. The engagement from the dialogues attracted even students who had no intention of attending the testing.



- **Empowerment camp:** The topic of personal branding came about through increased incidence of inappropriate behaviour by female peer educators, while they were volunteering for campaigns. As a means of addressing this issue, the #PERSONALBRANDING workshop was conceptualized. The objective of the workshop was to educate young women on personal branding, to empower them with insights on how to go about developing their brand and to engage them to understand what drives the decisions they make around self-branding. Based on observations taken during the workshop, female students feel frustrated and oppressed by the stigmas and identities forced on them. These feelings of frustration and anger at times lead them to destructive behaviours. They also feel ill-equipped to navigate their identities from their place of power (intrinsic motivation); this is largely due to a lack of role models and examples with which they can relate.
- **Does rape culture exist?** This question came up for discussion from Karibu Jamie female residence, with women inviting IOHA peer educators to be on the panel. The discussion was intense, engaging and interactive and attended by all the women from Karibu Jamie and few IOHA peer educators. The key argument was around understanding whether rape culture exists, versus the rights and the responsibilities we have and hold as women.
- **Celebrating trailblazers:** In partnership with the Library and Akani day house, IOHA hosted a book discussion. The theme for the day was “celebrating trailblazers: honoring women who reclaim their past and are courageously rewriting their future”. Two books discussed were BARE by Jackie Mphamotse and “Beaten but not broken” by Vanessa Govender. Both authors gave a summary of their books as well as the lessons learned from their experiences. This discussion opened up an opportunity for robust dialogue, with attendees asking questions and sharing their stories. The discussion was engaging, interactive and educational, and attended by more than 100 people, both students and staff.
- **Women empowerment:** Magnolia residence invited IOHA to encourage and influence young women living there. The students were reminded about their value as women and about healing from within. The main motive was to encourage them to avoid covering up wounds, no matter how deep and old they are; the wounds referred to were ones affecting the heart, e.g. wounds or scars because of rejection, rape, abuse, and poverty. About 18 women attended the session and were encouraged to live their authentic selves and seek help and support each other, irrespective of the nature of the wound.
- **#letsfixeachotherscrown:** One of the off-campus residences, “Living@Rissik”, collaborated with IOHA during their women’s event. An IOHA representative spoke on the topic “Self-confidence and being your cheerleader”. Eight peer-educators (sisterhood ambassadors) and 18 women attended the event from Living@Rissik. The event was made colourful with music and poems in between the talks. There was a suggestion of further collaboration with the residence around events other than the women’s event.
- **Sexual Health:** An IOHA representative joined the panel of speakers for the women’s event organized by Coolab@3rdfloor. The speaker focused on how academics empower us for the work environment but not socially, especially regarding our sex health decisions. She highlighted the importance of knowing and exploring your body as a woman, and of making decisions about our bodies without expecting other people to decide for us. The talk was educational, and eye-opening, confronting issues that most of our parents consider taboo.
- **IOHA Annual High Tea:** Now in its fourth year, the event aimed to empower, celebrate and educate while at the same time opening doors for networking with captains of industry. The theme of this event was **#MyBodyMyRules**, and its main purpose was to call upon all the women within the UJ community, both staff and students, to come and celebrate Women’s Month through dialogues. Guests were informed with many lessons learned and shared, while being entertained by IOHA Link members with poetry surrounded by beautiful settings, networking



and refreshments. Guests were also surprised with a competition proudly sponsored by the UJ Gymnasium. The winner won herself a gym membership and goodie bag. The event was a huge success with great attendance by 172 students. The interest from our male counterparts to attend, learn and interact was greatly welcomed as they showed a willingness to learn about women's challenges.

- **Putting Davidsonville on the MAP:** This was an exciting moment in which IOHA collaborated with the City of Johannesburg (COJ), Consumer Protection Division. It was planned for women staying in Davidsonville in Roodepoort. This is one of the neglected areas in Gauteng and is largely populated by the colored community. Gauteng government felt the need to reach out to them, since this community is still struggling to access the free services offered by the Government. Different stakeholders graced this event including but not limited to: ombudsmen from various departments (Banks, Financial institutions, COJ); Credit Report division; Liquor board; Debt counsellors and many more. All stakeholders had their exhibitions, and the community had an opportunity to visit all the stalls. There were about 200 people, of whom most were elderly, and fewer than 20 youth.
- **LGBTI+ Safe Zone Programme:** Reports show that the Lesbian, Gay, Bisexual, Transgender and [Intersex] (LGBT+) people in South Africa experience discrimination and hate crimes within various communities which include welfare institutions. Furthermore, various reports have shown how discrimination, stigma and the lack of knowledge around LGBT+ hinder effective measures of implementing appropriate services for the community. Therefore, the project seeks to support LGBT+ individuals around issues related to health, wellness, care and support, and to further promote inclusivity within the university community.
- **LGBTI+ database.** In linking sexually diverse students and staff to health and information, IOHA is in the process of creating a database. The database has been used to communicate a variety of health and wellness information, which is strictly tailored to support LGBTI+ individuals within the university. The database has been used to share opportunities with students, such as attending conferences and other scholarship programs which support LGBTI+ people. To date, the database consists of **192** students who form part of the Safe Zones database.
- **Transgender human rights seminar.** The Social Work Department in partnership with IOHA hosted a transgender human rights seminar, featuring Jessica Lynn. This provided an opportunity for the LGBTQI+ community to share their stories concerning issues of transition, lack of support structures and human rights violations. In addition, delegates had an opportunity to converse and interact with the various speakers concerning issues which needed clarification and which are usually not well understood within the heterosexual community at large. Such seminars continue to highlight the fact that institutions and structures are not where they are supposed to be in terms of promoting inclusion and creating a safe zone for all individuals.
- **Health and wellness services for the LGBTI+ community.** IOHA has been mandated to support the LGBTQI+ student community in terms of linking them to health and wellness services available in various external institutions. Numerous students, especially at DFC, have been linked to Campus Health and ANOVA to help them access PrEP and PEP, depending on the need. Also, various barrier methods such as condoms and lubrication have been made available to the LGBTQI+ community through the support from ANOVA and the Department of Health (DoH). Lastly, IOHA is currently distributing a "Health Facts: for men who have sex with men" booklet to the UJ community. The booklet consists of health and wellness related information such as PrEP, PEP, STIs, HIV, and ARVs etc.
- **Embrace your sexuality #Zithande event.** In partnership with the SWC Library and Thami Dish Foundation, IOHA hosted a #Zithande educational seminar, which seeks to educate individuals regarding sexual diversity, further empowering students and staff who are sexually diverse to embrace and love themselves more. The NGO Engage Men's Health, a partner to the



university, concluded the event by providing delegates with health and wellness information, such as access to PrEP and ARVs, including access to the barrier method and primary health services. Unfortunately, the services are limited to gay men and men who have sex with other men (MSM), thus IOHA also needs to source out an organization which works with lesbians and transgender individuals.

- **Rape and rape care.** UJ SWC LGBTIQ+ society, in partnership with IOHA, hosted a dialogue around rape and rape care. A group of students gathered in the library for this discussion, with Dr Ntlotleng Mabena, a medical doctor, and Maxine Voidt, an activist within the LGBTIQ+ community, as the main speakers. The doctor provided her medical opinion regarding how after experiencing rape, health care professionals understand how the victim/survivor has a feeling of denial. She provided tools on how to deal with the rape incident. She urged individuals to go to the nearest Medical Centre or police station, where they can be supported in collecting evidence or being linked to the relevant support institutions such as Thuthuzela Care Centre before they get rid of the evidence. She emphasized that rape is a crime, it is never the victim/survivor's fault, and even if one was under the influence of alcohol or drugs at the time, one can still report it.
- **Safe zones meet and greet.** The department hosted the first meet and greet session for all members of the Safe Zone. The meeting aimed to create an environment where students from the LGBTI+ could meet and make friends, which would act as a support system for many students who are largely rejected by the community. The programme was also aimed at linking students to health and wellness services, internal partners such as Campus Health and external partners such as the Wits Reproductive Health Institute (WRHI) and Engage Men's Health, who were part of this successful meeting.
- **Queer Literacy Week.** In partnership with the Library, UJFM, Thami Dish Foundation, SWC LGBTI society, MTV and I am the Rose, IOHA hosted the first profound queer literacy week, under the theme: # promote queer content. The literacy week aimed to promote queer content through literature within the UJ Library, and movie screenings hosted by MTV and I am the Rose. The campaign kickstarted with a book review session by UJ FM, covering books such as 'The God who made mistakes', 'You must be gay to know God', and many more. This was followed by a full week book display of numerous queer books at the library. The Week included the implementation of the #Zithande online campaign, which was aimed at getting members of the LGBTI+ community to write thought-provoking statements, responding to various questions which the straight community might have. As part of concluding the Week, a dialogue was hosted at the SWC Library under the theme: Literature and research publications in higher education spaces, led by Prof Anthony Brown. The dialogue also unpacked issues of the LGBTI+ boxes, with an intersex individual narrating their journey of becoming and challenges experienced every day. This reminded us of how we need to create a safe zone and inclusive university for all students and staff.
- **Student Affairs LGBTI+ Dialogues.** As subject experts within the gender and sexuality space, IOHA was invited to form part of numerous LGBTI+ dialogues hosted by Student Affairs in partnership with the student organizations. As panelist members on the various dialogues, IOHA focuses on educating students regarding the LGBTI+ boxes, including unpacking sex, gender, sexual orientation and identity. Such information continues to be shocking and confusing for most students, thus such kinds of workshops need to be provided constantly amongst students and staff, helping people understand and embrace diversity.
- **Johannesburg Pride.** The UJ Safe Zone programme seeks to support students and staff members by providing health and wellness services customized to suit their needs. Apart from receiving health and wellness services, the community is linked to external services related to accessing PrEP, PEP and barrier methods (condoms and lube). In celebrating Johannesburg



Pride month in October, the UJ Safe Zones programme formed part of the Johannesburg Pride, hosted in Sandton. The theme of the Pride was titled “Proudly African, authentically you”, which reminded the community to celebrate who they are. IOHA was one of the organizations exhibiting and providing delegates with health and wellness information, including offering barrier methods. The participation was successful and well received, thus IOHA will be joining the 2020 Soweto Pride.

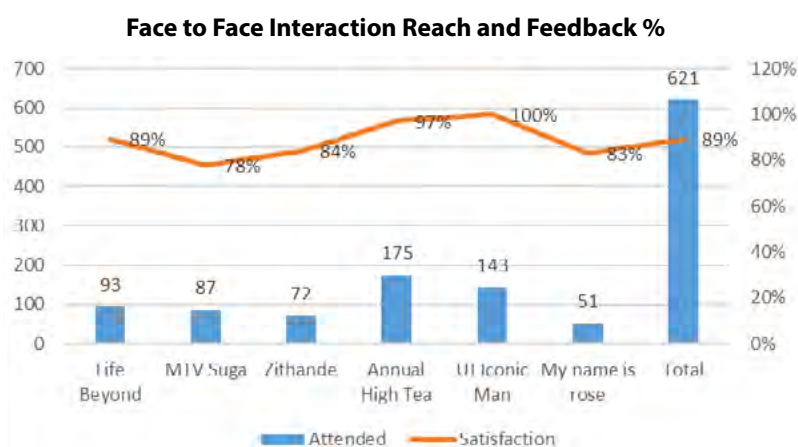
- **Feather Awards.** The SWC LGBTI+ student society was recognized as the 2019 best LGBTI+ student society, at the Feather Awards Ceremony hosted by Thami Dish Foundation. Indeed, this recognition by an external organization is a clear indication that UJ is becoming an inclusive environment. Through the UJ Safe Zone programme, the SWC LGBTI+ society has implemented numerous campaigns such as the #Zithande, rape & rape dialogue, and queer literacy week campaign, which seek to support students within the community. The award has been encouraging, thus more projects and campaigns will be implemented in 2020.
- **Residence Programmes:** Providing health and wellness programmes to address risky student behaviour within residences is critical in extending services to students who might not be able to access health services during day time due to their academic schedules.
 - Peer educators hosted numerous residence talks within the UJ internal and external residences. Various topics were discussed, depending on need, which included behavioural determinants of HIV such as GBV, alcohol and drug abuse, sex and sexuality including sexual reproductive health. The response from the students has been positive, although some risky behaviours have become normalized in some residences. IOHA will continue to highlight the health and social consequences of some of these, such as GBV and substance abuse.
 - Although these residence health and wellness talks were executed, the number of students reached remains low, about **21%** of those in residence. The number reached is concerning since the residences have far more students compared to those attending. IOHA and Student Affairs need to work closely together so that more students are encouraged to attend the sessions.
- **Peer Education Programme**
 - Peer educators continue to play a critical role in supporting the Institutional Office for HIV & AIDS (IOHA) and in sharing Sexual Reproductive Health and Rights (SRHR) information with their peers on the different platforms of the university community and beyond.
 - **Training:** During the beginning of the year, numerous students joined the Peer Educators programme and were formally trained and empowered with SRHR knowledge. While more than 170 peer educators were initially trained, approximately 130 peer educators actively participated until October in various IOHA activities. The number of peer educators remained relatively stable with a slight drop at APB. It seems that student volunteers were comfortable with balancing both academic and volunteering work; the first quarter was most challenging for students, but after that students were able to manage their time effectively.
 - **Projects:** Peer Educators get involved in numerous internal and external community projects. Projects of note were facilitating dialogues during testing campaigns, collaborative projects with the UJ Community Engagement department such as the campus clean-up campaign and Mandela day, the Africa week dialogue hosted by the Department of Social Development (DSD), the Youth Entrepreneurship symposium hosted by City of Johannesburg (CoJ) and the work-readiness programme facilitated by PsyCaD.
 - **Appreciation ceremony:** At the end of each year, IOHA thanks and acknowledges student volunteers who have supported the office in achieving their university mandate. They are the backbone of IOHA in supporting various implementation projects and reaching out to the student community. 84 peer educators received recognition certificates, with 18 peer educators receiving loyalty awards for serving the UJ community beyond the call of duty. In addition, eight peer educators received marketing and leadership awards, with one peer educator being voted as the 2019 peer educator of the year.



- **Peer Education E-Learning module:** Although registering the programme is still a challenge, the Faculty of Education has agreed to host the module and discussions have resumed with the Faculty's programme advisor, who is assisting with the process.

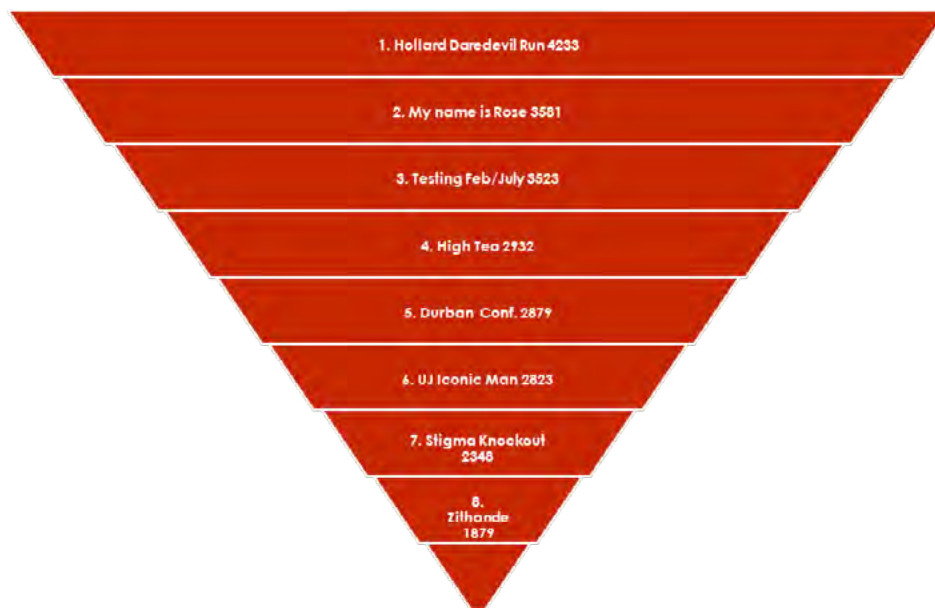
Awareness Campaigns Impact and Reach

- **Face to face events:** Events have assisted in continuing the sustainability of our programmes. and once-off partnerships have turned into long term alliances which every year become stronger in servicing the UJ student community. The graph below indicates events hosted and satisfaction rate.



- **Social Media:** Monthly updates regarding the IOHA social media platforms show that IOHA continues to have a substantial social media presence, which increases social mobilization and access to topics and awareness events. The statistics show that males participate more on social media than females, therefore the platform will capitalize on engaging them and increasing awareness on topics affecting them.
- **Twitter review:** The IOHA twitter page earned **25 146** impressions for the year 2019 (meaning the number of people who have seen and read tweets from the page). Quarter 2 had the highest interaction with **10 141** impressions;
- **Facebook Audience Review:** The total number who visited the page during 2019 was **56 218**, with quarter 2 having the highest audience number due to the Durban Conference, Zithande event and My Life Beyond Beyond HIV book discussion;
- **IOHA Website:** The website had **3 184** interactions (the number of people who visited the website). Demographics indicate ages between 18 – 24 and 25 – 34. The predominant gender for the page is still male. Stats have shown that males prefer using online platforms as a means of communication compared to females who gravitate towards face-to-face events and personal interactions.
- **UJFM slots #Positive conversation:** As a component of its efforts to educate and share information related to sexual reproductive health and rights, IOHA uses the UJFM platform to communicate with the broader community. Various themes and topics were presented from February until November, such as tips on surviving campus life, health promotion, gender and sexual diversity, sexual health, positive living, volunteering/active citizenship, and topics on men's and women's health. Various experts and students contributed to the different slots.
- **Digital Marketing and awareness initiatives:** The use of digital marketing to promote campaigns and encourage conversation has increased the online presence of our followers. The measurement of the impact of our campaigns around hot topics in Sexual and Reproductive Health and Rights provides the department with more clarity on topics students want to know more about or which are of interest.
- **Online conversation starter topics** were shared via various social platforms and had the greatest impact in terms of reading and sharing for 2019. In line with UJ's 4IR mandate, campaigns were advertised and marketed online with great success, as shown below in order of importance from highest to lowest.





- Additionally, topics discussed online included the Cyberbullying and Cyberstalking Campaign; HIV Testing survey; Cancer awareness campaign; High tea build-up campaign; Queer meet and greet; and Queer literacy week.
- In the first quarter, an on-line magazine was published. The issue was directed towards first-year students and included: how to survive university life, and peer education as one of the community engagement activities students can become involved in, for empowerment and to increase their graduate competence around HEI. Furthermore, the HIV care and support programme was introduced to students who are affected and infected by the disease.
- Media Coverage: Some of the topics attracted internal and external media coverage: the UJ Internal Newsletter on “SA Aids Durban”, the Daily Higher Education News on IOHA’s Track session on “Sex in the City” at the Durban Conference; a UJ Article on ARV’s. Other media coverage was provided by Newzroom Afrika, Mail & Guardian, Saturday Star, and Sunday Independent. Furthermore, IOHA was invited to Newzroom Afrika shows, to provide insights regarding HIV related matters.

Leadership

- On behalf of UJ, IOHA applied for Higher Health funding with a focus on procuring prevention materials for the LGBTI+ community, such as finger condoms and lubrication, and on offering Pap Smears to students. An initial allocation of funds was received and project implementation started in October.
- **HIV Committee meetings:** Quarterly meetings were held as scheduled, with the main point of discussion the 2012-2016 UJ HIV, TB and STIs Strategy review and the revised HIV, TB and STIs Policy, Charter and Strategy.
 - Based on the HEAIDS and UJ HIV, STIs and TB strategy 2012-2016, including the 2017-2018 targets and success indicators, the analysis of outcomes indicated that the institution has effectively and efficiently achieved planned outputs and outcomes i.e. implementing programmes as planned, working and making a difference;
 - Additionally, the programmes implemented i.e. awareness building, standardization of services provided, capacity building, and development of partnerships achieved immediate impact and outcomes and contributed towards student success;
 - However, more efforts need to be in place regarding medium and long-term impact such as. issues of self-management, behavioural change and improving the quality of life of our students;
 - The committee was satisfied with the progress made. The draft Policy and revised Strategy are in the approval process.



- **Conference attendance:** Participation in conferences contributes towards UJ's global footprint and 4IR practices, which shape and influence communication strategies and access to information. To contribute to the strategy, IOHA participated in the following conferences:
 - The 3rd Edition of the Southern African conference on Sexual Reproductive Health & Rights (SRHR) at Cresta Golf View, Lusaka, Zambia (hosted by SAYWHAT in partnership with the University of Zambia). The conference is viewed as a huge regional youth SRHR event. The theme was Plan, Prioritize and Prevent. The main purpose of this conference was to encourage the SADC region governments and different stakeholders to effectively plan, prioritize and prevent SRHR issues affecting students and youth. Some of the issues young people battle with include stigma against people living with HIV, Gender-Based Violence, unplanned pregnancies and abortion, as well as support for individuals in marginalized communities - such as the LGBTI+ community and People with Disabilities (PWD). UJ-IOHA participated through a drama performance, debate participation and hosting a track session on using Art & Design to raise awareness about Sexual and Reproductive Health issues.
 - The IOHA team with some peer educators attended the SAAIDS conference in June 2019. This is one of the largest national conferences where scientists and medical practitioners meet to discuss issues surrounding HIV and the progress, successes and failures of HIV prevention programs. The theme for 2019 was "Unprecedented Innovation and Technologies: HIV and change". The conference determined how contemporary explosive and disruptive technologies are contributing to sustained HIV prevention efforts, HIV testing, ART uptake and adherence. This work can trigger the development of new drugs, effectively utilize enormous volumes of data, improve communication and service delivery and eventually end the epidemic. Most of the presentations were more clinical and served as an update for practitioners. These also assisted the team in realizing the gaps that exist regarding SRHR within the health sector. UJ's Global excellence footprint on SRHR matters was showcased at the Conference through:
 - **An exhibition:** IOHA formed part of the robust exhibition space, which was a great platform for networking and displaying the great work done by the University of Johannesburg. The stall was a great attraction, with UJ being the only organization accompanied by youth, making it more vibrant and interactive to delegates;
 - **Facilitation of a track session:** The track session called "Sex in the City" was a great attraction, with an excellent production of a play highlighting the life of university students, executed by our students. The recommendation is that "Sex in the City" become a roadshow as an innovative messenger of change for youth and schools, around SRHR and risky behaviour issues.
- **Gender-Based Violence Training:** Protection Services approached IOHA with a request that their staff be trained on gender-based violence. The team was divided into two, targeting those that were working the night shift, with 14 attending the first training and 13 the second training. IOHA and Johannesburg Clinical Forensic Medicine (CFM) facilitated the training. Sensitive issues like cultural differences, the generational gap, dress code and rape, and religious beliefs were challenged. Further training was offered on issues relating to LGBTI+, given the lack of knowledge on gender matters. To motivate delegates a ceremony was organized, attended by MEC members, and a certificate of attendance issued to delegates. This was greatly appreciated by the participants. Further training is planned to capacitate more staff in 2020.
- **IOHA Alumni:** The LINK Alumni group has grown through the clean-up strategy started in June 2018, from **342** to **1215**. This is also due to recruitment during campaigns and events.

Curriculum Integration, Research and Innovation

- HIV curriculum integration is implemented through innovative and participatory approaches, to produce AIDS competent graduates and to strengthen prevention messages about HIV & AIDS. This is done through:
 - **The Internship Programme:** To contribute positively towards 'graduateness' and the HIV curriculum integration programme, IOHA hosted **four** Community Development and Leadership students from



the Social Work Department and **five** from the Sociology department who started internships in the first quarter. The interns were exposed to several IOHA projects, and further assisted in building a solid platform to enhance SRHR issues within the university community and beyond. In the second quarter, the department hosted seven Public Relations (PR) interns. The interns assisted in IOHA campaigns and events, coming up with innovative ways of promoting IOHA and pushing the fourth industrial agenda in digitization while following the PR principles.

- **Training Workshops:** IOHA conducted several SRHR training workshops with students from FADA, Social Work, Education, Health Sciences, Law, CBE and Engineering. The training workshops continued to focus on RSB, which is core as a social driver to HIV. Such cases of social drivers include young people participating in substance use/abuse, sex parties, and other behaviours, which put students at risk of contracting HIV.
- Capacity building was extended to support departments such as the PsyCaD interns and to the Academic Development Centre (ADC) and Student Affairs (SRC and House Committees).
- **First-Year Seminar (FYS):** HIV/AIDS programme coordinators, together with the senior peer educators, formed part of the FYS programme. The Office was invited to present at various faculties and departments to introduce the students to the health and wellness divisions (IOHA and Campus Health). The content presented included the survival tool kit, a health and wellness video, services rendered by the Office, its location and contact details. This was also a great opportunity to recruit students to join the peer educators' programme.
- **Research Task Team:** To strengthen best practice in the UJ HIV programme, a research sub-committee was established, comprising interested academics from various departments, IOHA and Primary Health Care. Some of the projects implemented were:
 - **“Social Work research project”:** In 2018, the Social Work Department in partnership with IOHA collaborated on a research project to address aspects around university students' safe sex empowerment that are often stigmatized, such as fe/male condoms, masturbation and other possible sexual pleasure activities, and to promote safe sex empowerment amongst the students, which is often neglected. Additionally, though UJ has an office mandated to implement awareness programmes, there are challenges in terms of awareness and outreach, and the project was aimed at empirically identifying the gaps and providing recommendations for such. In 2019, two Masters Students showed an interest in the topic for their research projects; one of them has completed whilst the other has submitted and is waiting for the final mark.
- **The annual FADA-IOHA blended module project:** FADA students receive numerous GBV, RSB and sexual reproductive health training workshops, where they are expected to produce artwork in response to the content and themes provided, in a manner that is appealing to the student community. An exhibition is then hosted in October to which internal and external partners are invited. The exhibition also forms part of UJ's Cultural Week activities. In 2019, four departments participated, and the students' exhibition focused on issues around Gender-Based Violence (GBV), Risky Student Behaviour (RSB) and the link with HIV. Prizes were awarded to students who produced the best artwork amongst the four participating departments.
- Whilst waiting for the finalization of the E-Learning module, the responsible lecturer who is working with IOHA is researching for her PhD on how to strengthen peer education. The long-term objective is to offer the module to LO teachers in schools as part of UJ's social responsibility contribution; hence, this project should be evidence-based.

Monitoring and Evaluation

- **Training Workshops:** The satisfaction surveys from training workshops ranged between **88%** and **94%**, with an average of **91%**. The emerging themes included greater awareness on HIV related issues and social drivers, PrEP (pre-exposure prophylaxis, PEP (post-exposure prophylaxis) as well as analysing and understanding the latest HIV stats.



- **Counsellor Satisfaction:** The client satisfaction survey has been very positive, ranging from **90%** to **96%** across campuses, which is above the set target of 85% for client satisfaction surveys.
- **IOHA Event Evaluation:** A number of **633** attendees completed events feedback surveys, with an average rating of **89%** satisfaction, higher than the target of 85%.
- **“Knowing where students test” project:** An online survey was conducted during the August testing campaign through to the end of September, even though at APK, DFC and SWC the forms had to be completed manually due to unavailability of wi-fi at student centres. **5127** students responded. Findings were that almost **95%** of respondents have tested for HIV, which is a significant contribution towards the UNAIDS 90-90-90 strategy and will assist in setting realistic testing targets going forward. Another finding was that **55%** of respondents test through services provided by UJ followed by government services at **19%** and blood donation drives at **5%**. The rest go to private doctors, churches and pharmacies. The survey also indicated that students are interested in self-testing, as **5%** of them had utilised this service. Even though the sample was too low for conclusions to be drawn, it can be used as an indicator to take some decisions, such as establishing a partnership with SANBS to ensure that students are connected to UJ care and support. DIPEM included three questions on where students test on the 2019 undergraduate survey, and the results will be compared with our survey for correlation or contrast.

CONCLUSION AND WAY FORWARD

The strategic focus for 2020 will be on the following:

- **Prevention of HIV, TB and STIs:**
 - Medical Prevention:
 - Project “Know where students and staff test” to set realistic targets and to ensure that students receive the necessary care and support from the alternative testing providers such as blood donation drives and surrounding campus pharmacies;
 - Testing services for HIV and screening of students and staff on STIs and TB, to ensure proper referrals;
 - Distribution of barrier methods, including those needed by LGBTI+ community such as dental dams and finger condoms;
 - Education about and promotion of Medical Male Circumcision. This will include sourcing service providers who can partner with UJ for accessibility, social mobilization and managed care;
 - Access to PrEP and PEP: Establish a partnership with NGO’s for provision of these services as part of the HIV prevention strategy;
 - Initiating and adhering to Anti-Retroviral Therapy to curb the cycle of infection.
- **HIV, TB and STIs Care and Support:**
 - Project “Finding others” through active mobilization for HIV positive students to join the UJ care and support programme:
 - Utilizing social media platforms to recruit and inform students about the UJ care and support programme available to them;
 - Establishing a relationship with DisChem, Clicks, doctors and Blood Donation to ensure that students are cared for and supported;
 - Contacting previous students to find out how the programme has assisted them, and their views on ways to improve the programme.
- **Ground the Response to HIV, TB and STI’s in human rights principles and approaches (Equal treatment and social justice):**
 - Focus on minority groupings, stigma, discrimination and human rights;
 - Ascertain the percentage of the marginalized community who report stigma and discrimination.
- **Establish Global Excellence and Stature in HIV, TB and STIs prevention, care and support through social mobilization and partnerships by addressing risky student behavior (RSB):**
 - Identify themes that define RSB, to facilitate a coordinated and collaborated approach in addressing them;



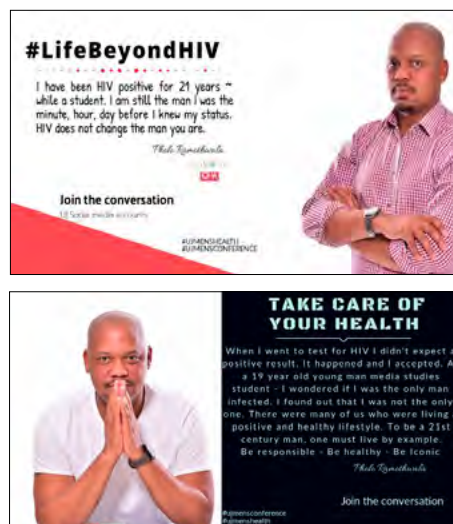
- Advocate for a better institutional structure on issues relating to behaviour that puts students at risk by:
 - Promoting Healthy Leaving;
 - Planning Interdepartmental collaboration;
 - Addressing identified issues of concern for students;
 - Asset-based approach: Achieving positive change by using students' and staff's own knowledge, skills and lived experience of the issues they encounter in their own lives.
- Inclusion of the second curriculum to contribute positively towards graduate competencies through peer education, internships, student assistants, workshops, dialogues;
- Innovative inclusive approach to campaigns, events, teaching and learning through a planned annual calendar;
- Sustain and increase internal and external partnerships and collaborations, to implement social behaviour change projects, events, teaching and learning programmes.
- Leadership influence, visibility and stature
 - Strengthen the HIV Committee to provide effective coordination and leadership;
 - Facilitate shared accountability for implementing the NSP and UJ HIV, TB and STIs strategy through performance management around the number of internal and external stakeholders participating in the programme;
 - Host an annual youth conference, and for 2020 focus on men issues;
 - Involve Alumni in strengthening and marketing the HIV, TB and STIs prevention, care and support programme.
- Sustainable Financial management to support the programme:
 - Mobilize resources to support the achievement of UJ HIV, TB and STIs prevention, care and support goals and to ensure a sustainable response, by utilizing allocated UJ funds and sourcing external funding.

Prof Kinta Burger
Registrar

PICTURES FOR DIFFERENT EVENTS AND CAMPAIGNS



Students at the 2019 Hollard Daredevil Run



Online campaign cards: Men's Health





University Secretariat

EXECUTIVE SUMMARY

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

In addition, assistance is provided to a number of staff members in the University of Johannesburg in respect of agenda compilation and minute writing, as well as the writing of submissions to statutory committees.

The quality of the services provided by the University Secretariat is of 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; and
- Joint committees of the Council and Senate.

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

Divisional risk register and risk management interventions/strategies

RISK	INTERVENTION
Load shedding	Arrangements have been made with the PAs at Madibeng to temporarily use open offices that have back-up power.
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 is circulated to non-members to assist them when 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, prior to 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 the accuracy of the content of submissions, the Committee Administrators make valuable contributions towards improving the overall governance of the committees.

STRATEGIC FOCUS AND TARGETS

- Agendas for meetings to be circulated one week prior to the meeting, and in the case of MEC meetings, at the latest on the Friday prior to the meeting on Tuesday.
- Minutes to be distributed at the latest ten working days after the meeting, with exceptions allowed.
- The quality of the agendas and minutes to be of extremely high standard; the staff members are continuously complimented in this regard. The individual and collective efforts of the staff of the University Secretariat ensure that it makes a valuable contribution towards “enhancing the excellence and stature at UJ”.

■ Induction packs

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 new 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 2019. Their annual performance reviews were undertaken in October 2019.

■ Achievements during 2019:

- The evaluation of University Secretariat services to statutory committees as per the 2019 performance evaluations, administration section, reflected sustained excellence, as illustrated below:
 - Council and its committees: 4.5.
 - Senate and its committees: 4.5.
 - MEC and its committees: 4.6.

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 responsibility of the committee members, the University Secretariat staff will, if time permits, quality-check documents prior to their being submitted to the committees.
- Highlights/achievements (in addition to compiling agendas and writing minutes)
 - Reviewing the Rules for Effective Meetings.
 - Reviewing the UJ Process for Considering Confidential Business.
 - 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 trained are from various divisions, namely Academic Administration, Finance, Corporate Governance, faculties, the College of Business and Economics, etc. In addition to this, the University Secretariat also expanded its services by providing telephonic advice on meeting related matters as and when required.
- Drafting information for a Request for Information for meeting management software and motivating successfully for funding for the software (to be piloted in 2020).
- Developing a Fulfilment of Schedule of Business document as per request of the Financial Sustainability Committee of Council.
- Recommending changes to the performance review cycle of the Council (3-year cycle with year 3 being an independent review), as approved by Council. Also, recommending changes to the performance review instrument for Council (which will also be implemented for all statutory committees), as approved by Council.
- Amending the Council Delegation of Authority Grid as well as the Senate Delegation of Authority Grid, both to be approved via the applicable structures in 2020.

Cumulative report of services provided by the University Secretariat for meetings held in 2019:

DATE	MEETING
21 January 2019	Enrolment Management Committee
22 January 2019	Management Executive Committee: Commercialisation Committee
28 January 2019	Enrolment Management Committee
31 January 2019	Special Management Executive Committee
31 January 2019	Enrolment Management Committee
04 February 2019	Enrolment Management Committee
05 February 2019	Senate Higher Degrees Committee
06 February 2019	Management Executive Committee
07 February 2019	Enrolment Management Committee
08 February 2019	ELG Strategic Discussions
11 February 2019	Investment and Commercialisation Committee
12 February 2019	Management Executive Committee: Academic
14 February 2019	University Research Committee
18 February 2019	Financial Sustainability Committee of Council
19 February 2019	Executive Committee of Senate
20 February 2019	Special Management Executive Committee
20 February 2019	Institutional Forum
25 February 2019	Senate Teaching and Learning Committee
26 February 2019	Management Executive Committee
27 February 2019	Projects and Resourcing Committee of Council
28 February 2019	Human Resources and Social Ethics Committee of Council
28 February 2019	Executive Committee of Council



04 March 2019	Management Executive Committee: Risk Management
05 March 2019	Management Executive Committee: Transformation Committee
06 March 2019	Senate Higher Degrees Committee
13 March 2019	Special Management Executive Committee
14 March 2019	Senate
18 March 2019	Management Executive Committee
19 March 2019	Special Institutional Forum
19 March 2019	Special Human Resources and Social Ethics Committee of Council
19 March 2019	Council
11 April 2019	Senate Higher Degrees Committee
16 April 2019	Management Executive Committee: Commercialisation Committee
17 April 2019	Audit and Risk Committee of Council
30 April 2019	Management Executive Committee
06 May 2019	Senate Higher Degrees Committee
06 May 2019	UJ Trust
07 May 2019	Executive Committee of Senate
09 May 2019	University Research Committee
13 May 2019	Investment and Commercialisation Committee
14 May 2019	Management Executive Committee: Academic
15 May 2019	Senate Teaching and Learning Committee
15 May 2019	Institutional Forum
16 May 2019	Management Executive Committee: Risk Management
20 May 2019	Financial Sustainability Committee of Council
21 May 2019	Management Executive Committee
22 May 2019	Projects and Resourcing Committee of Council
23 May 2019	Human Resources and Social Ethics Committee of Council
23 May 2019	Executive Committee of Council
23 May 2019	Remuneration Committee of Council
27 May 2019	Executive Leadership Group: Annual Reporting
28 May 2019	Executive Leadership Group: Annual Reporting
03 June 2019	Senate Higher Degrees Committee
04 June 2019	Management Executive Committee: Transformation Committee
06 June 2019	Senate
10 June 2019	Management Executive Committee: Breakaway
11 June 2019	Management Executive Committee: Breakaway and meeting
13 June 2019	Council
18 July 2019	Ad Hoc Committee Eligibility



23 July 2019	Management Executive Committee: Commercialisation Committee
29 July 2019	Management Executive Committee
01 August 2019	Senate Higher Degrees Committee
01 August 2019	Ad Hoc Committee Eligibility
06 August 2019	Management Executive Committee: Academic
07 August 2019	University Research Committee
12 August 2019	Investment and Commercialisation Committee
14 August 2019	Audit and Risk Committee of Council
15 August 2019	Executive Committee of Senate
19 August 2019	Financial Sustainability Committee of Council
20 August 2019	Senate Teaching and Learning Committee
21 August 2019	Projects and Resourcing Committee of Council
22 August 2019	Human Resources and Social Ethics Committee of Council
22 August 2019	Executive Committee of Council
26 August 2019	Institutional Forum
27 August 2019	Management Executive Committee
02 September 2019	UJ Awards Committee
04 September 2019	Management Executive Committee: Risk Management
10 September 2019	Management Executive Committee: Commercialisation Committee
11 September 2019	Senate Higher Degrees Committee
12 September 2019	Senate
17 September 2019	Management Executive Committee
19 September 2019	Council
30 September 2019	Executive Leadership Group: Strategic Breakaway
01 October 2019	Executive Leadership Group: Strategic Breakaway
07 October 2019	University Research Committee
08 October 2019	Management Executive Committee: Academic
10 October 2019	Senate Higher Degrees Committee
14 October 2019	Investment Committee
16 October 2019	Audit and Risk Committee of Council
17 October 2019	Executive Committee of Senate
18 October 2019	Special Management Executive Committee
21 October 2019	Financial Sustainability Committee of Council
22 October 2019	Senate Teaching and Learning Committee
23 October 2019	Projects and Resourcing Committee of Council
24 October 2019	Human Resources and Social Ethics Committee of Council
24 October 2019	Executive Committee of Council



28 October 2019	Institutional Forum
30 October 2019	Management Executive Committee
01 November 2019	Management Executive Committee: Strategic Breakaway
02 November 2019	Management Executive Committee: Strategic Breakaway
11 November 2019	Enrolment Management Committee
11 November 2019	UJ Trust
12 November 2019	Management Executive Committee: Transformation Committee
13 November 2019	Senate Higher Degrees Committee
13 November 2019	Special Human Resources and Social Ethics Committee of Council
14 November 2019	Special Management Executive Committee
14 November 2019	Senate
19 November 2019	Management Executive Committee: Risk Management
20 November 2019	Special Institutional Forum
22 November 2019	Remuneration Committee of Council
22 November 2019	Council Workshop
22 November 2019	Special Human Resources and Social Ethics Committee of Council
22 November 2019	Council
22 November 2019	Combined Financial Sustainability Committee of Council and Projects and Resourcing Committee of Council
27 November 2019	Senate Research Ethics Committee
28 November 2019	Management Executive Committee

EMPLOYEE PROFILE

- The Division consists of six permanent employees, classified as follows:
 - One Senior Manager;
 - Four Committee Administrators; and
 - 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 in order for appropriate time to be taken-off.

RESOURCE MANAGEMENT AND SUSTAINABILITY

- **Financial status of the Division**
 - The budget expenditure for 2019 was on target, with no over-expenditure reported.
 - The following expenditures are checked by each staff member on a monthly basis: telephone costs and copying/printing costs (Konica Minolta).



■ **Paperless meetings**

- All statutory committees are paperless and are distributed via Dropbox. Where external committee members did not have access to Dropbox, their meetings packs are distributed on a CD or via email.
- Exceptions are made for the chairpersons of some committees, e.g. Council, who are provided with hard copies of meeting packs.
- 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 and 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 leaders in South African Higher Education, 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 towards delivering excellent service; and, secondly, to the Registrar's Office for their continuous support in all aspects relating to UJ's statutory meetings.

Magdel Duvenage

Senior Manager: University Secretariat





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