

Proposal to Restore Confidence in 911 Services at UVA

In order to insure the safety of all persons calling 911 for medical attention, and particularly the safety of UVA students calling 911 under UVA amnesty policies, urgent and immediate action is required by the UVA administration to make sure that students are willing to call 911, and that their lives are not endangered when they do.

In this vein, we propose the following:

1. Very near-term communication with students, parents, faculty, and alumni that the administration is aware of a problem and moving quickly to address it. In the interim, students should not hesitate to call 911 for medical assistance required, knowing that amnesty will be applied and all cases will be carefully reviewed to ensure that this is so, by who they will be reviewed.

2. Formation of a committee comprised of stakeholders from at least the following areas assembled posthaste to address recent student safety failures and consider changes and improvements.
 - Office of the President
 - Office of COO and EVP overseeing UPD and UVA Medical center
 - Office for Organizational Excellence
 - University Police Department and Emergency Communications Center
 - Parties involved in emergency medical transport
 - UVA Medical Center and Medcom
 - Gordie Center
 - Student representatives (Student Council and interested parties)
 - Parent representatives
 - Alumni representatives

3. Primary focus areas for Phase 1 are:
 - a. Rationale for current policy of sending police to 911 calls for medical help.
 - b. Consideration of current policy shortcomings for primary goal of student safety.
 - c. Consideration of policy changes to send rescue as primary first responder to calls for medical help, resource implications, and possible innovations such as 'rescue lite' or

specially trained and marked police officers with additional medical and behavioral competence.

- d. Avoiding “weak link” actions where one person in the chain makes a poor decision; defining who makes medical decisions when both medical and law enforcement assets are deployed simultaneously; establishing/refining protocol for incapacitated or incompetent persons in need of but refusing treatment.
- e. Leveraging expenditures to obtain best practice advice from consultants currently conducting safety reviews.
- f. Additional cooperation with the Gordie Center including training for students to use specific markers such as “Gordie call” when calling 911 to ensure that there is no doubt of the nature of the request and type of response; further collaboration on ways to work together with UPD/Rescue to increase the confidence of students.

GOAL: Rapid action to promulgate new or improved ways of handling calls for medical attention, particularly in cases involving conflicts with the law (underage/illegal substances), in order to restore confidence before casualties result.

TIME FRAME: Immediate to end of March, 2018

4. Primary Focus for Phase 2:

Point of Contact and Interaction analysis for the list below on the case involving Jessie and Audrey; consider leveraging student and faculty work/projects to assist. Look for other examples to study.

- a) UVA Medical Personnel (those who did not help at the door and medics)
- b) ECC Dispatch
- c) University Police responding
- d) Albemarle County Jail (law enforcement side)
- e) Office of Dean of Students
- f) Office of the President and EVP
- g) UVA General Counsel’s Office
- h) All parties who received communications asking for help and did not respond

The goal of the analysis will be to:

-Identify cultural problems that result in behavior that is no longer acceptable under current expectations.

-Identify operational failures and missed critical salvage points.

-Identify and understand customers, develop or improve metrics based on observations and analysis.

-Propose fixes and training to address the conclusions. Implement.

GOAL: Restore confidence in emergency services, provide tools for constant improvement, provide regular communications, improve customer service, encourage pride in job and from users.

TIME FRAME: Before start of the 2018-2019 academic year

5. Primary Focus for Phase 3:

Transparency, Oversight and Access

- a) UPD to post operations manual on website and be open to comments on it.
- b) UPD to post a service quality form on its website and be responsive to submissions; form should provide opportunities for compliments as well as complaints and be available publicly and open to comment.
- c) UPD to improve speed of handling complaints and UVA to consider appointing a review board of students, parents, alumni, residents, faculty, concerned parties to provide a second look at cases where complainants are not satisfied with police response. Easy public access to redacted complaints provided.
- d) UPD to re-evaluate quality, classification, format and availability of data currently on its site and consider collecting more data and making it more easily available to facilitate research and new observations; possible collaboration with data science department, for example.
- e) UPD to share why video streams are not made available to students at UJC trials and work with UJC stakeholders to consider making them available and under what conditions and safeguards.
- f) Consideration of legal department's role in risk management versus creating opacity and mistrust, and missing opportunities to help customers and for improvement. Evaluation of legal department's failure to respond to subpoenas in a timely fashion and failure to provide requested information.
- g) Addressing the difficulty of identifying the correct UVA resource to confront problems and get a satisfactory response. Consider a central clearinghouse for assistance to all stakeholders, including families, and technology for tracking an

issue to its completion and archiving it for further use/reference in the future with appropriate access to facilitate use by others.

GOAL: Transparency, responsiveness, and excellent service to all seeking help. Keep students and all members of the community safe.

TIME FRAME: End of 2018 and ongoing

Summary and Comments

The Virginia Government and UVA Administration serve many stakeholders as the caretakers of the University. Both clearly do an excellent job on many fronts. Where they, and especially the administration, fall down, both need to be responsive to all of its stakeholders and improve. What happened in this case is extremely serious and has not been treated as such. As parents and alumni, we have been stunned by the lack of response and the acceptance of what happened here. We hope to see a dramatic reversal in the response from the University, and that deep and enduring change is the outcome of this incident. A big part of that change will be picking up problems at an early stage and addressing them immediately, instead of managing by crisis or by the squeakiest wheel. Yet another will be increasing the role of parents and alumni in engaging on specific projects and giving them clout and voice to do so.

A great opportunity for change and improvement has presented itself now, and by **pure luck** it will not have to come at the expense of a life this time, though the cost of change may include casualties soon if changes are not made in short order. Our university needs to move fast and become a global leader on this front as it is in so many others, by listening to others who are doing better, applying the huge brain trust and network that is UVA, and rolling out learnings to others where appropriate.

I invite you to sign the “Make UVA Accountable” change.org petition and join the Facebook “Justice 911” Group as we work to make the changes outlined, as well as taking the next step achieving improvements in accessibility, transparency, efficiency, and justice in the local criminal justice system, changes that I hope will be universally applicable. I also look forward to joining with other groups and organizations to bring their insight and resources to bear on these and similar problems.

Respectfully,

John Nelson

UVA parent, alumni, and moderator “Justice 911” on Facebook