SAA/Graduate Division

All-Staff Meeting – May 22, 2018

Elizabeth Watkins, PhD
Dean, Graduate Division
Vice Chancellor, Student Academic Affairs
Professor, History of Health Sciences
UCOP and System-wide
UCSF Grad Slam winner Yiqi Cao took 2nd place at UC System-wide Grad Slam
Watch Yiqi Cao’s UCSF Grad Slam Talk on Youtube
Response to the Sudden Death of a Learner

May 21, 2018
Purpose

- The purpose of this document is to provide a coordinated, comprehensive institutional response to the sudden death of a learner at UCSF.

- Since sudden learner death is unusual at UCSF, individual schools or programs are unlikely to develop expertise in responding to this type of crisis. Thus, the institution must develop and make easily available protocols and expertise that can be called upon to assist in a compassionate response.

- Learner, for the purposes of this document, refers to enrolled students in the health professions schools, Graduate Division, and physical therapy program as well as employed learners such as GME trainees and postdoctoral fellows.
Principles and Procedures

- UCSF staff or faculty who are the first to receive information about a sudden learner death should have a single point of contact who can activate the institutional response.

- The institutional response should include:
  - First 24 hour response
    - Notification of senior leadership
    - Notification of the learner’s peer group about the death
    - Initial condolences to next of kin
    - Planning and conduct of communal gathering to manage initial shock and grief
    - Designation of primary contact for media inquiries
    - Engagement of risk management
  - Subsequent Response
    - Management of administrative issues (Registrar, Housing, Student Health, Financial Aid, HR)
    - Planning for memorial, if desired by peers, UCSF community, or learner’s loved ones
Initial notification may come from:

- UCPD
- Program/School
- Health Systems Leaders
- Faculty or Staff

* If first contact is unavailable, one of the alternates will activate the second and third contacts.
First Point of Contact (as of May 2018)

- Vice Chancellor of Student Academic Affairs
  Elizabeth Watkins (415) 680-0837

  IF NOT AVAILABLE, THEN CONTACT:
  - Assistant Vice Chancellor, Student Life
    Carol Takao (602) 316-3269

  IF NOT AVAILABLE, THEN CONTACT:
  - Assistant Vice Chancellor and Chief of Staff
    Wendy Winkler (415) 741-6854

  IF NONE ARE AVAILABLE, CONTACT THE APPROPRIATE DEAN.
Campus Crisis Team (as of May 2018)

1. Assistant Vice Chancellor, Student Life
   Carol Takao (602) 316-3269

2. Director, Student Mental Health
   Jeanne Stanford (805) 452-8337

3. Director, FSAP
   Andrew Parker (415) 717-0921

4. Spiritual Care Services, Chaplains
   Beth Godfrey, Chaplain Supervisor (585) 201-6033
   Peter Yuichi Clark, Director (510) 499-0113
Vice Chancellor for Student Academic Affairs (VCSAA) Serves as the Primary Point of Contact

- The VCSAA or designee (AVC Student Life or AVC Chief of Staff) will serve as the point of notice for the UCPD regarding the death of a UCSF learner.
- If a Dean or Program Director is notified of the death prior to the UCPD, they should notify the VCSAA.
- Upon notification, the VCSAA with her senior staff will immediately:
  - Notify the relevant School Dean
  - Activate the Campus Crisis Team
  - Notify the Senior Leadership
  - Coordinate with UCPD and the School Dean to confirm that next of kin has been notified
- After the initial response has been managed, the VCSAA will notify UCOP, Registrar, Student Financial Aid, Housing, and any other relevant campus or University authorities who must process administrative details.
Campus Crisis Team

- The Campus Crisis Team (CCT) will be activated by the VCSAA or designee within the first 3 hours following notification of the death.
- The CCT should have training and expertise in coordinating the institutional response to the sudden death of a learner and should function as a core resource to the schools and the Graduate Division when they are confronted with a death.
- The Campus Crisis Team should include the following roles:
  - AVC, Student Life
  - Director, Student Mental Health Services (or designate)
  - Director, FSAP (or designate)
  - Chaplain, Spiritual Care Services
  - Associate Dean with most recent experience in managing student death
- The Campus Crisis Team will meet in person with the School Response Team.
School Response Team: General Guidelines

- Dean or available senior leader of the school
  - Consider Health System Leader for Resident/Fellow
- Program Leader and immediate supervisor
  - Graduate Division: Program Director and PI/Advisor
  - GME: Residency or Fellowship Director/Site Director
  - Health Professions: Student Affairs
  - Postdoc: Department Chair and PI
- 4-6 other Deans, Faculty, or Administrators for crisis management support and to educate re: future events
- Program’s Senior Administrator
- Staff person with access to student information systems/listservs
1) School of Dentistry Response Team

- The School Response Team (SoDRT) will be activated by the Dean of the School or the Dean’s designee.

- The SoDRT will comprise people holding the following roles in the School, who will be aware of their responsibility to respond immediately in the event of a learner death in continuum of dental education:
  - Associate Dean for Education and Student Affairs
  - Associate Dean for Finance and Administration
  - Associate Dean for Clinical Affairs
  - Associate Dean for Academic Affairs
  - Associate Dean for Diversity and Inclusion
  - Director of the Learner Success Center

- The SoDRT will be assembled in person to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
2) School of Medicine Response Team

- The School Response Team (SoMRT) will be activated by the Dean of the School or the Dean’s designee.

- The SoMRT will comprise people holding the following roles in the School, who will be aware of their responsibility to respond immediately in the event of a learner death in continuum of Med Ed:
  - Vice Dean for Education
  - Associate Deans for Students
  - Associate Dean for Medical Education
  - Associate Dean for Curriculum
  - Associate Dean for Assessment
  - Associate Dean for GME

- The SoMRT will be assembled in person to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
3) School of Nursing Response Team

- The School Response Team (SoNRT) will be activated by the Dean of the School or the Dean’s designee.

- The SoNRT will comprise people holding the following roles in the School, who will be aware of their responsibility to respond immediately in the event of the death of a student enrolled in the School of Nursing:
  - Associate Dean for Academic Programs
  - Assistant Dean for Students
  - Chair of Program in which student is enrolled
  - Chair of Department in which the student is enrolled
  - Faculty Advisor for the student

- The SoNRT will be assembled in person to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
4) School of Pharmacy Response Team

- The School Response Team (SoPRT) will be activated by the Dean of the School or the Dean’s designee.

- The SoPRT will comprise people holding the following roles in the School, who will be aware of their responsibility to respond immediately in the event of a learner death in continuum of pharmacy education:
  - Dean
  - Vice Dean
  - Associate Dean of Student Affairs
  - Associate Dean
  - Director of Residency Program (in case of resident death only)

- The SoPRT will be assembled in person to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
5) Graduate Division Response Team

- The Graduate Division Response Team (GDRT) will be activated by the Dean of the Graduate Division.

- The GDRT will comprise people holding the following roles in the Graduate Division, who will be aware of their responsibility to respond immediately in the event of a death of a PhD or master’s degree candidate:
  - Associate Dean of Graduate Programs
  - Program Director
  - Program Administrator
  - PI or primary advisor
  - Director of Communications for the Graduate Division
  - Director of Diversity and Outreach for the Graduate Division, if appropriate

- The GDRT will be assembled in person or by phone to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
6) Postdoc Response Team

- The Postdoc Response Team (PRT) will be activated by the Dean of the Graduate Division.

- The PRT will comprise people holding the following roles, who will be aware of their responsibility to respond immediately in the event of the death of a postdoc:
  - Assistant Dean for Postdocs
  - Lab PI or Research Group Leader
  - Department Chair
  - Director of Communications for the Graduate Division
  - Director of Diversity and Outreach for the Graduate Division, if appropriate

- The PRT will be assembled in person or by phone to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
7) GME Response Team

- The GME Response Team (GMERT) will be activated by the Vice Dean for Education in the School of Medicine or her designee.

- The GMERT will comprise people holding the following roles in the School, who will be aware of their responsibility to respond immediately in the event of a learner death:
  - Vice Dean for Education; in the event of her absence, the Associate Dean for Medical Education
  - Associate Dean for Graduate Medical Education; in the event of his absence, the Director of Curriculum or Wellness for GME
  - Director, Graduate Medical Education
  - Program Director of the involved Program
  - Department Chair
  - Director of Communications for Medical Education
  - Additional GME Directors as needed

- The GMERT will be assembled in person or by phone to meet with the Campus Crisis Team as soon as practical and ideally within 4 hours of the Dean’s notification regarding the death.
Senior Leadership Response

- Senior Leadership includes:
  - Chancellor and EVCP
  - UC VP Student Affairs

- The Senior Leadership will be notified by the VCSAA about the death and will be kept informed by the School Dean.

- The Senior Leadership is responsible for activating:
  - Campus Counsel
  - VC for Strategic Communications and Community Relations
  - Health System Leadership, if relevant
  - [UDAR in the event of a relevant donor connection or impact]
  - [SFDPH or City/County of SF for relevant issues]
Timeline

- First 4 hours: Convene School Response, supplemented by Campus Crisis Team; ensure safety of other learners.
- First 6 hours:
  - Message to involved community
    - Relevant learners (classmates, peer group, lab members, affinity groups)
    - Faculty and staff close to learner or learner’s peer group
  - Dean’s message to the family
  - Planning for community gathering with relevant peer groups and associates of the deceased.
  - Identification of individual responsible for external communications/media response
- First 24 hours:
  - Hold community gathering
  - Decide on whether change in class/exam schedule warranted and prudent
  - Designate individual to interact with family
- First week:
  - Assign dean or other administrator responsible for outreach to most impacted/highest risk learners: advise check in weekly for the first month and then once a month thereafter.
- First three months:
  - Engage learners and possibly family in memorial planning.
Community Gathering within First 24 Hours

- Purpose: respond to initial shock and immediate grief reactions; demonstrate institutional awareness of the impact on the community.

- Structure:
  - Information sharing: what is known and disclosable about the death
  - Expectation setting: Deceased and family's right to privacy; possibility that cause of death will either not be known or not be shared
  - Discuss coping strategies for grief
  - Review support structures: Mental Health, FSAP, Chaplains, Student Wellbeing (for SOM)
  - Facilitated conversation about the deceased: recommend Chaplains facilitate

- Logistics:
  - Introduction: Senior Leader
  - Facilitation: Chaplain/Spiritual Care or mental health professionals
  - Handouts: Coping strategies for grief as well as resource contact information
  - Amenities:
    - Warm drinks and cookies or other snacks
    - Bring blank note cards and pens for peers to write notes to family
    - Plan for limited formal meeting (1 hour or less) but keep space for informal interactions afterwards (i.e., find a space that won't be used by another group immediately afterwards).
Additional Recommendations

- All education leadership across campus attend at least one and preferably semi-annual tabletop exercises to provide initial education about these events.
- Assemble and post in a protected internal site (My Access) a protocol for handling logistics and communications around these events and a list of key personnel phone numbers.
- Review guidelines annually.
- Confirm accuracy of contact lists quarterly.
- Educate UCPD and other UC leaders (health system and otherwise) about this approach and encourage them to activate this process in the event of a learner death or serious injury/illness.
Appendix I: Communication Guidelines
**Communication Guidelines**

- **Do** provide concise and accurate information about what is known.
- **Do not** speculate about the manner or cause of death; this is the responsibility of the medical examiner, who will assign a manner of death: natural, accidental, suicide, homicide, uncertain.

In the event of a confirmed suicide, **do not** disseminate information about the cause of death or method of the suicide – doing so does not comfort people and may sensationalize the death.

- **Do not** reference recent troubles (money, emotional, exam failures, etc.) except if the person has had a prolonged illness that was expected to end in death.

- **Do** remind people that they are not alone in their grief and help them consider others who are suffering.
- **Do** remind people about resources that are available to help them.
Cancellation of Classes Recommendations

- Experts in sudden learner death advise against prolonged disruptions to the schedule for classes: providing institutional structure can be helpful in ensuring that students have work to do and are around their peers rather than remaining home alone.

- It is reasonable to cancel classes for a single day or half day to hold a class gathering and as a way to convey that the institution understands the shock and grief that students are feeling.

- If an exam is pending close to the time of death, most recommend holding the exam but offering the option of delaying it for distressed students.

- It is also reasonable to provide individual students who were particularly close to the student in question with either leaves of absence or delay in assignment/exam responsibilities.
Sample Communication to Students and Faculty

- We write with heavy hearts to notify you of the death of XXXX, a student in the XXX program.

- **Insert brief information about what was known about the death. Avoid speculation or attribution:** XXX was found dead/ we were notified of his death by../ The cause of death has yet to be determined.

- There are no words to express our sadness about XXXX. We are keeping [the student’s] family in our hearts, for their pain must be enormous. We know that many of you who knew XXX well will be grieving right alongside of them. Even if you didn't know XXXX well, the death of a classmate is a shocking and sorrowful event, one that will take time to process.

- **Notify recipients about plans for initial gathering:** At times such as this, our community is an important source of strength. We will gather tomorrow to support each other as we react to this sad event. A gathering will be held at XXXXX; your Deans, our Student Mental Health counselors, and the UCSF Chaplains will be there to provide support.

- **Provide information on any classroom/responsibility changes, e.g.:** We are cancelling classes for [insert date]. We ask that you come together at [time] in [place] to debrief and talk about how we will move forward as a community.

- **Remind them of resources:** As always, UCSF Student Health and Counseling Services is available if you need support. Students may also turn to [insert names of any unique school-based resources].
  - Student Health & Counseling Services: call 415/476-1281 to schedule an appointment; studenthealth.ucsf.edu
  - Student Health & Counseling offers one-time appointments if you need urgent support – call and ask for a one-time appointment.

- The entire UCSF community is working to make sure that students, faculty and staff in the [school/Grad Div, etc.] are well cared for as we work through this sad time. Please know that there are many people who want to help. Please take care of yourself and your classmates during this very difficult time.

- **NOTE:** This communication may be used as the basis for a press release, if necessary.
Sample Communication with Parents/Next of Kin

Student’s next of kin information, if available, can be found in Student Information Systems or in the Registrar’s Office. Notification by email with an offer to speak may be better tolerated in the moment and at times.

Sample email:

Dear

{Parents/Spouse},

I am so sorry for your loss. Everyone here in the UCSF {School of YYY/or Graduate Division} is mourning for {student’s first name} and we are all deeply saddened by {his/her/their} death.

I realize that this is a very difficult time for you. I am reaching out by email so that you can contact me when it feels right for you. I am available at {phone#} should you wish to speak.

We are all so shocked and are thinking of you and your family during this sad time. We are holding all of you in our hearts.

With deepest condolences,
SAA and GD
Welcome to Our Newest Colleagues!

New SAA & Grad Division Employees 2017-2018

D’Anne Duncan
Director, Diversity & Outreach
Graduate Division

Justin Gibson
Counseling Psychologist
Student Health & Counseling

Polyanna Pinheiro
Enrollment & Financial Aid Advisor
Office of the Registrar

Jeanne Stanford
Director, Mental Health
Student Health & Counseling

Wendong Wang
Applications Programmer
Student Information Systems