

**Title of the Case Study**

**Fight Against COVID-19: A Case Study from Chandigarh**

### Strategic Decisions by administration to control the spread of COVID-19

Chandigarh is India's first planned city with world-renowned architecture, and a quality of life. The city nestles in a picturesque setting in the foothills of Shivalik hills. Chandigarh is a rare epitome of modernization co-existing with nature's preservation. COVID-19 Pandemic adversely affected the city beautiful like rest of India. Well articulated strategies and decisions of Chandigarh Administration played pivotal role in controlling the spread of COVID-19 and situation not become so aggravated to control as in rest of India during second wave of COVID-19. Chandigarh Administration worked on war footing to stop spread of corona in city. All the departments and civil society coordinated their efforts to fight against the pandemic.

Main strategies are:

Main strategies and decision of Chandigarh Administration to control COVID-19 spread:

#### A. PRE-PLANNING ACTIVITIES:

- 1) Identified the area where COVID cases are more: Control room proactively informed the officials that COVID cases increasing in particular area. Regularly supplied data and interpretation of data through diagrams and graphs
- 2) Special Executive Magistrates and concern Police station officers were informed in advance to watch the situation in their assigned area.
- 3) Regular meetings are held with the Nodal Officers of Control Room and Containment Zones. Special Executive Magistrates and Medical teams for planning and execution.
- 4) Inputs from officers are taken and field survey is being conducted by the staff to verify the positive case in a particular area

- 5) SDM. Control Room In- charge. In charge of Contentment zone, officials from SDM office on duty and executive magistrates, SHO, Medical team weekly have meeting to chalk out the plan to meet the emerging situation and also discuss the directions received from higher authorities of administration
- 6) Coordination with people representative, civil society like NGOs, Resident Welfare Society, self motivated individuals, religious groups, Business groups, market association.
- 7) Understand the ground reality and demography of particular area through BLOs, Police personals and people representative.
- 8) Discuss the formulated plan with local representative, police personal, Executive Magistrates and BLOs. Relevant suggestions incorporated in execution plan.

#### B. PLAN EXECUTION

- 1) Contentment zone formation: On the basis of data provided by Control Room and the physical verification done, micro containment zones are proposed and orders are released by Worthy District Magistrate, Chandigarh. Single houses with four or more than four positive cases are also declared containment. The zones are properly barricaded and 24x7 zones are under the surveillance of Police and Booth Level Officers
- 2) Testing (Through Testing teams) complete testing is being done in all the Containment Zones and the plan for testing is decided one day prior. In addition to this the contract trace persons are also being tested regularly.
- 3) Food in contentment zone and to COVID positive patients provided by NGOs and Welfare organizations. Control room have link with theses organization and supply list of COVID patients daily.

- 4) Medical facility:- Medical kits are being provided to all the positive patients and a daily call is being done by our Control Room officials to ask about the well being of the patient and RRT (Rapid Response Team) ready for 24x7.
- 5) Sanitation:- Regular sanitation is being planned in all the houses of positive cases as well as Containment Zones. In addition to this, regular sanitation is also being done in market areas.
- 6) Vaccination Drives: People are motivated to get vaccinated, taking the help of local leaders.
- 7) Door to door counting of people for testing and campaign for awareness drives regarding COVID pandemic by police and executive magistrates.
- 8) Sanitizer and mask distribution to the COVID patients.
- 9) In emergency situation medicine also distributed by officers.
- 10) 24x7 Control Room :- 24x7 Control Room is being set up in all the three divisions of Chandigarh for better coordination with the patients and also help the Special Executive Magistrates in case of any emergency.

#### C. EVALUATION AND FEED BACK

- 1) Due to continuous measures taken by the higher authorities of Chandigarh Administration like lockdown, weekend curfew and restrictions on market and public places, there has been a tremendous decrease in the cases of COVID-19.
- 2) Due to large number of Containment Zones in the entire Chandigarh, there was a decrease in the number of positive cases.
- 3) Moreover, challanning of violators by Police and Special Executive Magistrates is also helpful in motivating people to wear and follow the covid related protocols.

#### D. Administrative Steps to serve COVID Patients

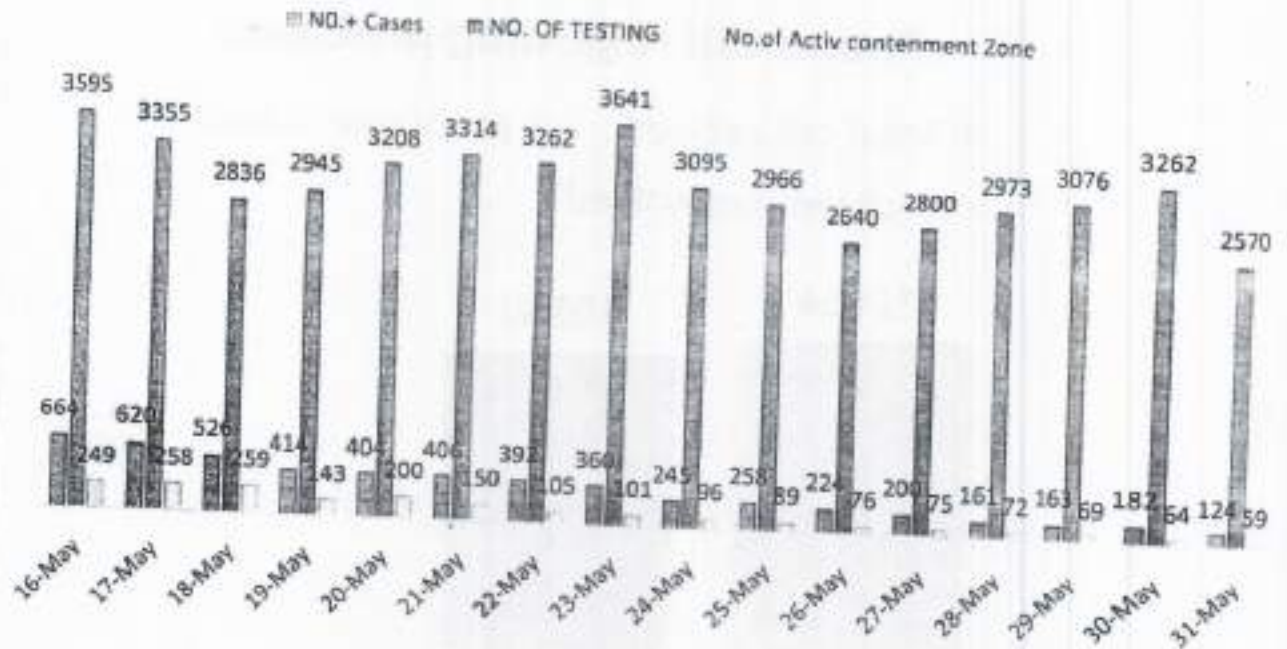
- 1) Chandigarh continues its battle against COVID-19, the setting-up of "mini-Covid care centres" across the city by charitable trusts and NGOs etc has come as a relief to patients.
- 2) Nine mini-Covid care centres have been set-up in the past few days with 400 beds and four such centres are already operational to cater to those with mild symptoms.
- 3) The centres have professional doctors and nurses available to attend to the patients.
- 4) They are also providing free food, medicines and necessary care.
- 5) Many of them have arranged for providing oxygen through cylinders and concentrators.
- 6) Regulating Oxygen supply: The UT Administration has fixed a daily quota of medical oxygen cylinders for private hospitals to ensure smooth supply amid Covid surge and Covid-19 patients who have been prescribed oxygen support at home provided oxygen cylinders through online e-permit.

#### E. Service of Chandigarh Municipal Corporation

- 1) Sanitization: Regular sanitation is being planned Staff of Chandigarh Municipal Corporation in all the houses of positive cases as well as Containment Zones. In addition to this, regular sanitation is also being done in market areas.
- 2) Garbage Collection: Staff of Chandigarh Municipal Corporation collects garbage from the houses of positive cases as well as Containment Zones.
- 3) Contact tracing: Chandigarh Municipal Corporation assists Chandigarh Administration in COVID management by contact tracing of COVID patients and providing data.

#### F. OUTCOMES OF WELL ARTICULATED AND EXECUTED STRATEGY

## CHANDIGARH



Well articulated strategies and execution of these resulted in decrease in number of active positive cases. Increased testing and more micro containment zone helped controlling spread of COVID-19.

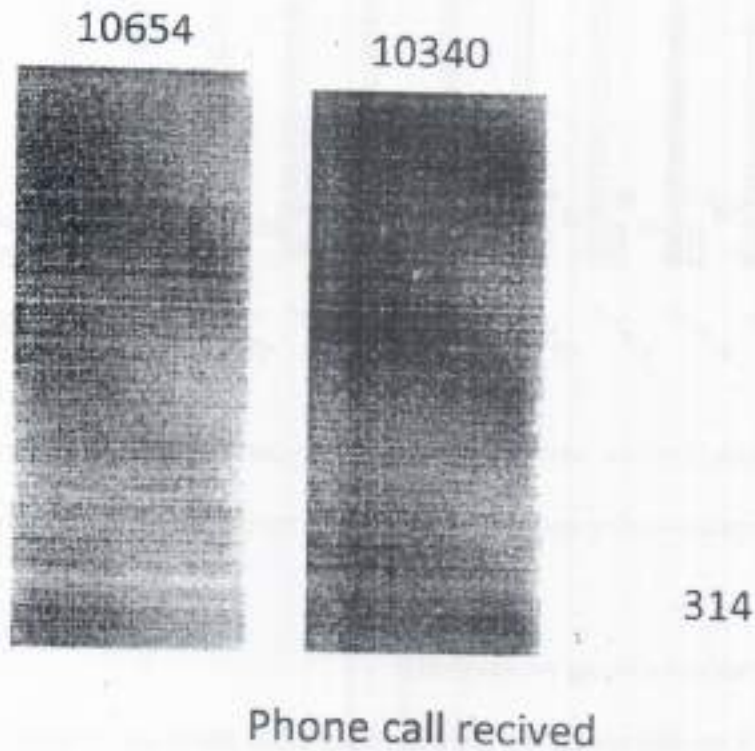
### G. Pro- active problem solving mechanism.

- 1) 24x7 active control rooms call the patients and ask about the problems and needs.
- 2) Doctors interact to the patients through video calls and resolve the problem.
- 3) Monitoring of patients through CCTV Camera in hospitals.
- 4) Real time monitoring of COVID Management in city through whatsapp, phone calls and emails.
- 5) Data Management by control rooms.

DIAGRAM NO.1

### Phone call regarding problems

■ Total call recived   ■ probleme solved  
Problem not solved



High rate of problem solution of COVID-19 patients shows (Diagram no.1) that COVID-19 management in Chandigarh by Chandigarh Administration is commendable. Total 10654 calls received from patients and their relatives regarding the problems faced by them. 10340 problems solved out and 314 were not addressed.

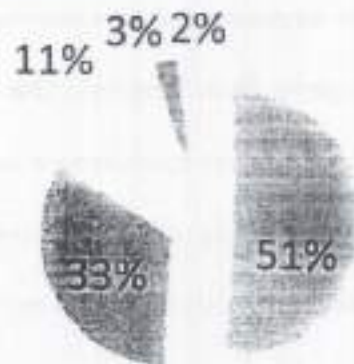
H. Satisfaction among COVID-19 patients regarding the services rendered by Chandigarh Administration.

A perception survey was conducted to know the satisfaction level among COVID-19 patients after recovery from COVID-19. Sample size is 2000 taken for survey. Perception of Patients represented through following pie chart.

DIAGRAM NO.02

### Satisfaction Among COVID-19 Patient

- Highly Satisfied
- Satisfied
- Neutral
- Unsatisfied
- Highly Unsatisfied



Data represented through above pie chart depicts that 51% respondents are highly satisfied and 33% respondents are satisfied with the services and facilities provided by Chandigarh Administration to the COVID-19 Patients.

COVID-19 control management in Union Territory Chandigarh was combined and integrated effort of Chandigarh Administration and Civil Society. Commitment, Coordination and working with service motive helped in COVID-19 spread in the City.



### Perception of the Case Writer

Covid-19 pandemic was big challenge before the Chandigarh administration. To cope up with the situation Chandigarh Administration took pro-active measures. All departments joined hands to deal with the problem. A crucial component in the fight against the pandemic is the capacity building of the front-line workers and officials. The department of health provided the knowledge and skills concerning the disease. SDM ensured the teams are well briefed on their roles and responsibilities, held daily briefing and debriefing meetings with teams. This is an example of good practice where all senior officials converge, regularly supervise, and provide support to the frontline workers. Proactive community engagements, through a well-crafted community outreach program were implemented. Counseling sessions were conducted by the department of social welfare and experts from hospitals. One of the best practices noticed was the effective and strategic use of volunteers in containment zones. With the help of a counselor, from each pocket, 4 to 5 self-motivated young adults were selected as volunteers, they belonged to the same community. These volunteers working round the clock became the link between the community and the administration. All requirements or needs of the particular block were informed to these volunteers who in turn shared with the administration. The Volunteers were effectively used in interpersonal communication and dissemination of risk communication strategies. Confidence and compliance among the community through these volunteers have worked in the successful containment of the disease. Pro- active administrative steps and engagement of the civil society in COVID -19 controls are hall mark of good governance to cope up with the situation. Use of information communication through mobile governance helped in real time monitoring of the efforts made by the response teams and officials. Observed high level of coordination and communication among different departments specially health department and administrative department and personnel engaged in COVID-19 control management was

important aspect. Positive aspect was that potential of civil society acknowledged and collaboration of civil society with administration was new hybrid model to manage the pandemic situation. Continues feedback and participative approach of planning helped a lot in pandemic in city. Service motive commitment and leadership role of officials played significant role. Team work of all personal helped in controlling COVID-19. Prime Minister appreciated the Chandigarh Model of COVID-19 management and suggested other states to follow. Still there is possibility in improving the COVID-19 control management in Chandigarh and may be in used in future to tackle similar condition. Need of crisis management cell at local level. Still procedural delay exists in providing resource in emergent situation. Need of strong and transparent collaboration with civil society. Private sector should be regulated specially health sector. Without regulation of private health sector, the malpractice aggravates the pandemic situation.

Management through 24x7 working control room, data management, coordination, real time monitoring through ICT, Civil Society engagement, awareness, volunteership, team work, service motive and leadership helped in efficient COVID-19 Control Management.

### Executive Summary

Chandigarh Administration efficiently controlled the spread of COVID-19 in city through well articulated strategies, planning and collective effort of administration and civil society. Chandigarh model of COVID-19 control is exemplary before the country as it is appreciated from all corners of the country. In pre-planning stage executive magistrate and SHO identify the COVID positive cases, regular meetings of official and community leaders and field officers to plan the strategy to tackle the problem. Control room Manage the information from field and data from hospitals for further planning. A dual and aggressive system of contact tracing was followed in Chandigarh UT, One team from the Municipal Corporation and one team from IDSP did independent contact tracing. Findings of both the teams complemented and gave comprehensive data. Front-line workers trained by health department. In execution of planning contentment zone are made and monitored, testing in contentment zone and food provided by NGOs, Health team distributes the medical kits, Municipal Corporation sanitize the contentment zone and collect the garbage. Welfare organizations donate facemask, sanitizers and other required things. When cases increased in city charitable trusts and NGOs setting-up "mini-Covid care centres" across the city. Administration regulated Oxygen supply in city. Testing and more micro contentment zone and restrictions from administration were the main reason of reducing COVID cases in Chandigarh. Chandigarh Administration, Civil society organisations provided all basic and essentials requirement in contentment zones and COVID patients outside contentment zone. Grievances received in control room and in field were addressed by administration. COVID patients were satisfied with services rendered by administration. But still there is need to regulate private health sector in pandemic situation. Pro-active approach, feedback management, Management through 24x7 working control rooms, data management, coordination, real time monitoring through ICT, Civil Society engagement, awareness, engaging of volunteers, team work, service motive and leadership helped in efficient COVID-19 Control Management.