



: DOING HYBRID WELL

## UBC FACULTY OF MEDICINE PHASE 1 ENGAGEMENT REPORT

### Background + Introduction

Over the next year, the Faculty of Medicine is undertaking a pilot project, as part of the overarching program [Work\(place\) Evolution: Doing Hybrid Well](#), to introduce a shared workspace model at our existing worksites on campus.

The pilot project began earlier this year with the Space Planning & Facilities Management team (SPFM) engaging Dean's Office units at two UBC Vancouver locations - IRC (3rd Floor) and DMCBH - about moving from individually occupied and dedicated offices/cubicles to bookable shared workspaces.

The engagement sessions were an opportunity for the SPFM team to hear how units have adapted to working in a hybrid environment, and to introduce the new workspace model and gather ideas on how Faculty of Medicine workspaces could better support individuals and teams to connect, collaborate, and do their best work in a hybrid environment. The following summarizes what was heard across many engagement sessions, and how that input has been considered in planning for the transition.

### 1. Key Insights

There were four main themes that came up in stakeholder feedback from the early planning phase of the pilot.

- **Changing Nature of On-Site Work:** Units have unique needs now that teams have gone hybrid. Teams are adapting to the hybrid environment by being more intentional with their on-site days and planning team activities and in-person meetings. Units expressed overwhelming support for the importance of connecting with other team members in-person to foster the work done when working remotely.
- **Importance of Closeness/Proximity for Units when On-Site:** Some unit priorities for coming back to the workplace include being able to maintain existing proximity to team members and bringing together members who primarily work at different sites.
- **Individual Workspaces with Standardized Equipment and Desktop Technology:** To do hybrid well, units need workspaces that are equipped (including furniture and technology) to be plug-and-play-ready. Individual team members don't all use the same technology or work the same way. As such, it is important that the project find solutions that work for everyone and with different technology.

- **Readiness for Change:** This is a big change for the Dean’s Office units, and some are not as ready as others. Units appreciate the flexibility of the project rolling out in phases, allowing for improvements as it unfolds. They also expressed a willingness to take the time to learn together and from each other to build a team with a strong culture that thrives in a hybrid work environment.

**2. Process + Summary of Input**

Over the past six months, the SPFM team held 15 engagement sessions (5 in-person, 4 hybrid, and 6 virtual) with 11 Dean’s Office units. Each session included a [presentation](#) that provided a project overview and background, a facilitated discussion, time for Q&As, and an outline of the project’s next steps.

The following Dean’s Office units participated:

- Development & Alumni Engagement
- Digital Solutions
- Executives Assistants
- Faculty Affairs – HR
- Finance
- Office of Creative & Communications
- Office of Research
- Office of Respectful environments, Equity, Diversity & Inclusion
- Office of the Vice Dean Education and Evaluations Studies
- Space Planning & Facilities Management
- Strategic Projects Management

During the facilitated discussion, each team was asked what was working well for their hybrid working culture, what challenges and obstacles they anticipated facing in a shared workspace environment, and what doing hybrid well meant for them, including what it would take to get there. These are the most common themes that arose:

Highlights of team/unit’s hybrid work culture	<ul style="list-style-type: none"> <li>• Dedicated team days</li> <li>• The value of connecting in-person</li> <li>• Team members connecting, often over food</li> <li>• Shifting thinking about what defines productivity on on-site team days</li> <li>• Building team norms, meetings, use of workspaces, communications tools, and changing behaviour when on-site</li> </ul>
Challenges and obstacles units anticipate in the transition to shared workspace	<ul style="list-style-type: none"> <li>• Storage of personal/team items</li> <li>• Access to enclosed spaces for private/confidential conversations</li> <li>• Adaptability of shared workspaces to support different types of technology</li> <li>• Knowing where people are and when they are available</li> <li>• Supporting differing ergonomic needs</li> <li>• Access to secure printing</li> <li>• Maintaining access to landlines and voicemail for landlines</li> </ul>

	<ul style="list-style-type: none"> <li>• Welcoming workspace that better reflects the diversity of the individuals and teams in the Faculty of Medicine (one that people can see themselves in)</li> </ul>
Doing hybrid well and what is required to get there	<ul style="list-style-type: none"> <li>• Team members require access to the spaces and technology they need to do their best work</li> <li>• Spaces need to be people-focused, facilitate conversation, and foster creativity &amp; relationship building</li> <li>• Spaces dedicated for creativity, technology exploration and prototyping</li> <li>• On-site days must have a clear purpose for teams to feel they are worth coming in for</li> <li>• Shared space guidelines are needed that address the importance of cleanliness, etiquette, clear signage, and a process to manage issues when they arise</li> <li>• Teams must understand the shared workspace guidelines and be respectful users of shared space</li> </ul>

### 3. Implications

Feedback and concerns received during engagement has helped the project team improve pre-planning for the transition to bookable shared workspaces. In addition, the SPFM team has completed or is in the process of completing several facility enhancements based on unit input, including:

#### IRC:

- Installation of blinds in reception – *done*
- Moving the wall of Deans to the corridor – *done*
- Bringing plants to workplace – *done*
- Adding artwork – *in progress*
- Creation of “Who’s In” board – *done*
- Ensuring shared workspace signs, sanitizer, and wipes are available – *done*
- Creating amenity space in 331 area – *in progress*
- Replacement of 306A workstation – *in progress*

#### DMCBH:

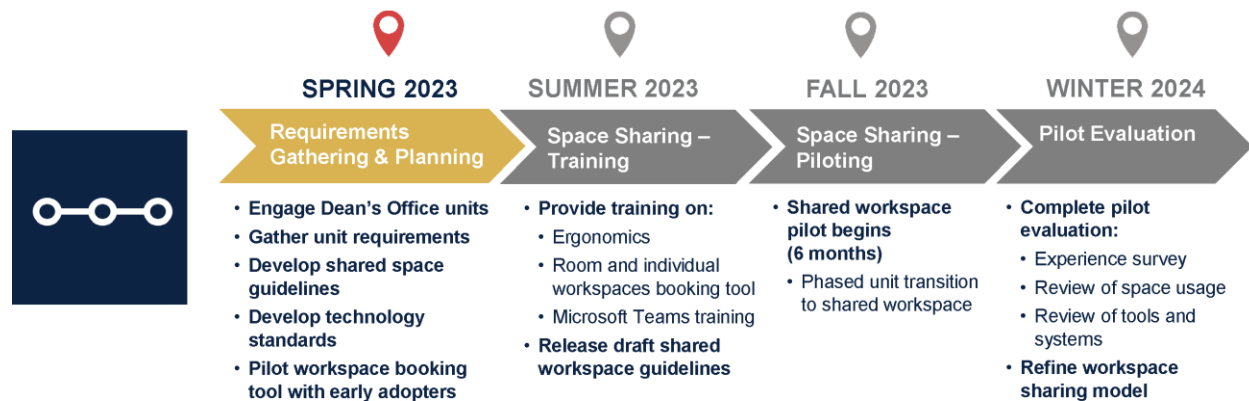
- Procurement of counter-height stools for lunchroom – *done*
- Equipping all meeting rooms with Zoom functionality – *done*
- Installation of undermount power bars at drop-down stations – *done*
- Creation of “Who’s In” board – *done*
- Bringing plants to the workplace – *done*
- Fitting out an informal flex space with banquette seating – *in progress*
- Adding partitions to informal meeting area – *in progress*

While much of the feedback will be addressed operationally and integrated into transition planning as the project progresses, there were a few interests’ stakeholders raised which are beyond the scope of the pilot and may need to be explored in the future, including:

- Full-scale office renovations and upgrades to HVAC

- Adding digital screens with schedules in front of meeting rooms and a mobile app for room booking
- Workspaces that are more conducive to supporting more in-person events, and separately, Indigenous cultural activities

#### 4. Next Steps on Engagement



The pilot will be rolled out across the Faculty of Medicine in phases and location by location through 2023 and 2024. Currently, the SPFM team is preparing for the shift to shared workspaces for five “early adopter” units, and later for a larger number of units this fall.

The aspiration is to make this transition as seamless, simple, and supportive as possible for individuals and teams affected. The project team will continue to communicate regularly as the project progresses.

Input from leaders and affected staff is valuable to the project team to shape the rollout and ensure the new shared workspaces meet the needs and circumstances of each unit.

Leaders and affected staff are invited to provide feedback to the project team through:

- ongoing meetings with units to gather their requirements for working in shared space
  - unit representatives - the primary contacts for the project team
  - [a form on MedNet for anonymous input](#)
  - engagement sessions
  - surveys
- emails to Jamie Witt, Work(place) Evolution: Doing Hybrid Well Project Coordinator, Space Planning & Facilities Management, Faculty of Medicine: [jamie.witt@ubc.ca](mailto:jamie.witt@ubc.ca)

For more information about the Work(place) Evolution: Doing Hybrid Well initiative, please visit the project page on [MedNet](#).