



## : DOING HYBRID WELL

### UBC FACULTY OF MEDICINE SHARED WORKSPACE PHASE 1 ENGAGEMENT SUMMARY

#### Background + Introduction

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Between Spring 2023 and Winter 2024, the Faculty of Medicine undertook a pilot project, as part of the Work(place) Evolution: Doing Hybrid Well initiative, to introduce a shared workspace model at existing worksites. The project is being rolled out iteratively over two phases, allowing the project team to integrate lessons learned and make adjustments. A key aim is ensuring affected stakeholders feel appropriately informed, engaged, and well supported through the transition.

During Phase 1 (March-November 2023), 11 Dean's Office units on UBC Vancouver campus (see Appendix A) piloted the model in two waves. In Summer 2023, six units on IRC (3rd floor) transitioned from dedicated offices and cubicles to shared bookable workspaces in an 'early adopter' pilot. In total, 25 people were trained on the Condeco booking tool and shared workspace norms and provided access to 25 bookable workspaces (single/double occupancy offices and open workspaces) and amenity spaces at IRC.

Ahead of the next wave of implementation, the project team made some operational changes, in response to early adopter feedback (see [Phase 1 Summer engagement summary](#)). This is important to note as the second pilot group experienced a refined model and implementation approach compared to the early adopter group.

In Fall 2023, 100 people from seven units tested 100 shared workspaces at IRC and DMCBH. The conclusion of this second pilot marks the end of Phase 1. This report summarizes stakeholder input from the broader pilot and across Phase 1 and next steps.

#### Phase 1 Engagement Process

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##### Broader Pilot (September 2023)

The project team replicated the approaches used in the early adopter pilot with affected units in the broader pilot:

- Regular emails to broader pilot unit representatives on project progress and timelines, guidelines for scheduling and using shared space, personal/team storage, workspace technology and equipment, training, engagement opportunities, and responses to other topics
- Meetings with individual pilot unit representatives to address unit-specific needs and concerns
- Training on the Condeco, Voice Extension Mobility, Zoom, Teams, and Room Finder platforms
- Two online Qualtrics surveys with pilot participants pre- and post-implementation (six weeks after transition)

Throughout the fall, communications and engagement with all Phase 1 stakeholders included:

- An all-unit representative meeting to provide project updates, lessons learned, and resources
- Broad email communications to all affected staff with overall project progress updates and upcoming milestones
- An anonymous feedback form on the MedNet [project site](#)
- Updates to the MedNet project site and creation of a new site with resources for units that had transitioned

## **Phase 1 Overall**

Across all of Phase 1, stakeholders were able to share input via:

- Two meetings (June 27, Sept 13) with all unit representatives; several 1:1 meetings with unit representatives
- Four Qualtrics pre- and post-implementation surveys (two with each pilot group)
- An anonymous feedback form on MedNet
- Emails to the project team

## **Summary of Stakeholder Input & Project Response**

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### **Section 1: Broader September Rollout – What We Heard**

This snapshot highlights key feedback received from stakeholders during the broader September pilot.

#### ***Pre-Transition Shared Space Survey***

The pre-transition survey (see Appendix B) was sent to 100 people in units on IRC 3<sup>rd</sup> Floor and DMCBH 3<sup>rd</sup> Floor who had the chance to participate September 11-25, 2023. It had a 50% response rate.

- 86% felt well informed about the pilot project
- 84% were familiar with what was changing and 80% with when the transition would happen for their unit
- 70% understood the reasons why the Faculty of Medicine was undertaking the project
- 76% understood what was expected of them come transition time
- 76% agreed they'd had the opportunity to be involved in the process, ask questions, and share ideas and concerns about the transition to shared workspace
- 79% felt they and their team had been well supported to make the transition to shared workspace

#### ***Post-Implementation Shared Space Survey***

The post-transition survey (see Appendix B) was sent to the same group as above who had the chance to participate November 6-17, 2023. It had a 42% response rate.

- 90% felt well informed about the pilot project and understood the reasons the Faculty was undertaking it
- 90% were familiar with how to book a shared workspace and 76% understood the guidelines for their use
- 90% agreed they'd had the opportunity to be involved in the process, ask questions, and share ideas and concerns about the transition to shared workspace
- 79% felt they and their team had been well supported to make the transition to shared workspace
- 79% felt the project communications they'd received were clear and timely

#### ***Key Themes of Stakeholder Input***

These key themes emerged from broader pilot stakeholder input (surveys, meetings, anonymous forms, emails):

Positive feedback centered on the benefits of the shared workspace model: maximizing space; access to a broader variety of workspaces allowing for better flexibility, improved user experience, more collaboration/interaction with colleagues, ability for more teams to work together onsite, and increased productivity. The project team received kudos for clear communications, effective change management, and a smooth rollout.

On the other hand, several comments highlighted issues with the model and its implementation, and some reflected general opposition. Some stakeholders were confused by the rationale, disagreed with the changes, and felt the transition was unnecessary, given specific individuals' accessibility requirements, confidential work requiring private settings, and many teams having regular on-site schedules. Specific concerns included: decreased productivity due to people taking meetings/calls in open workspaces; loss of predictable access to private offices and accessible equipment; lack of dedicated and/or long-term personal storage; feeling unit concerns were not sufficiently addressed; cleanliness issues; and confusion/questions about Condeco.

The top three suggestions to improve the shared workspace model were to:

1. provide more personal storage options;
2. implement Condeco booking changes (shorter bookings, allow meeting rooms to be booked via Condeco, longer-term bookings for people with specific needs) and drop the check-in requirement; and,
3. strongly reinforce shared workspace guidelines and etiquette to minimize impacts on productivity (meetings in meeting rooms, managing volumes, tidying workspaces after use).

Other suggestions included adding name plates to identify onsite colleagues though some flagged potential safety concerns. The project team also heard it must continue to communicate clearly and consistently about the project overall, clarify the booking and check-in process, and strongly reinforce the guidelines and etiquette for use of shared workspaces.

## **Section 2: Phase 1 Overall – Early Adopter and Broader Pilot Rollouts – What We Heard**

This snapshot highlights key feedback received across the entire Phase 1 pilot, comparing and combining input from units who transitioned to the new model in early adopter and broader September pilots where relevant<sup>1</sup>.

### ***Summarized Survey Input***

- Overall, Phase 1 participants were well informed about the project and the changes involved.
  - 88% of Phase 1 participants felt well informed about the Work(place) Evolution pilot project. This improved from 86% pre-implementation to 92% post-implementation across both groups.
  - 83% of Phase 1 participants were familiar with what was changing and understood what was expected of them come transition time.
  - Familiarity with project rationale increased from 72% pre-implementation to 88% after implementation.
- Most participants understood how to book and use a shared workspace and what to do in case of issues. In some cases, understanding improved with time.
  - 68% of Phase 1 respondents were familiar with the guidelines for using a shared workspace. Understanding improved by 20 percentage points after implementation. 67% of early adopter respondents reported being extremely or moderately familiar with the guidelines before implementation, which rose to 88% after implementation. The broader pilot group reported a similar increase from 56% to 76%.
  - 92% of Phase 1 respondents were moderately or extremely familiar with how to book a shared workspace following implementation.
  - 54% of Phase 1 early adopters were extremely or moderately familiar with what to do when encountering issues with a specific workspace. But only 45% of broader pilot participants were extremely or moderately familiar with how to address an issue.
- The majority of participants felt they'd been appropriately engaged and listened to.
  - 85% of Phase 1 respondents agreed they'd had the opportunity to get involved, ask questions, and share ideas/concerns about the transition to shared workspace. This increased in both groups between pre-implementation (86%; 75%) and post-implementation (94%; 90%).
  - Although 82% of early adopter and 67% of broader pilot project participants reported feeling listened to throughout the implementation process, there is an opportunity to keep listening to units' specific needs during the transition to the new model.
- Stakeholders felt well-supported to make the transition.
  - 80% of Phase 1 participants reported that they strongly or somewhat agreed that they and their teams had been well supported to make the transition to shared workspace. This was consistent across pre-implementation and post-implementation in both groups.
- There is overall support for the shared workspace model.
  - Ahead of implementation, 71% of early adopter and 84% of broader pilot participants strongly or somewhat agreed with the changes that had happened as part of the transition to shared workspaces. Post-implementation, this dropped to 67% in the broader pilot group, and while the reason is uncertain, it could be that different people responded to the surveys, with the post-implementation survey being completed by more dissatisfied people. Or it could be that going through implementation raised detailed questions and concerns.



<sup>1</sup> Note: Some questions differed in the surveys (within and across both pilot groups) and therefore cannot be compared.

## **Key Themes of Stakeholder Input**

These key themes emerged from input received across Phase 1 (surveys, meetings, anonymous forms, emails):

- **Functionality and constraints of Condeco booking tool**
  - Condeco described as user-friendly by some, while others found it frustrating and less flexible than a first-come first-served approach, or had usability issues with platform
  - Desire to book further in advance (3-6 mos.), allow shorter and meeting room bookings via Condeco
  - Mandatory a.m. check-in seen as onerous and inefficient, doesn't accommodate varied schedules
  - Suggestions: Provide check-in reminders - Condeco QR code on Doing Hybrid Well checklist/workspace signage, email reminders; provide recording of Condeco training. Project team is working on implementing these suggestions.
- **Access to different workspaces**
  - Many benefits of having access to diverse workspaces: maximizing space, better flexibility, more equity, improved user experience, more collaboration/interaction with colleagues, ability for more staff/teams to work together onsite, increased productivity; appreciation for improved workspaces, amenity spaces
  - Early concern about loss of access to dedicated private offices for executives and confidential/quiet work, desire for executives to have priority. Project team made a change following lessons learned in the early adopter pilot for flexible assignment of single occupancy offices, ensuring executives have access for the days they require a space.
  - Accommodating individual accessibility needs requires further consideration (lighting, sensory considerations; access to specific ergonomic equipment/set-ups). Suggestions: restrict booking of more accessible spaces so people needing them maintain access; provide ergonomic equipment at every workspace
- **Storage needs**
  - Significant interest in more storage options for personal items staff bring daily/leave at work, especially for those who commute by transit/active transportation, have accessibility needs, or work several consecutive days at same worksite
  - Some suggestions for more team storage for confidential materials and files. Project team is currently working with units to address their team storage needs.
- **Clarifying and enforcing shared workspace guidelines**
  - Several comments regarding need to ensure users fully understand expectations for booking/using shared space. Suggestions: regular communications and enforcement of guidelines to ensure better compliance around quiet and cleanliness; create noisy/quiet zones; make certain offices unbookable.
- **Change management**
  - Both positive and negative feedback on decision to implement new model and how rollout unfolded. Some felt rationale was weak, transition challenging, process unclear, concerns not well managed. Conversely, many praised project team for smooth rollout, communications, change management.
  - Unit representatives felt well supported and equipped to act as change champions across Phase 1. Appreciated resources, dedicated liaison, and opportunities to share input on model, implementation plans, and unit needs. Suggestions: use similar approach in Phase 2, ensuring unit representatives fully understand how units work; provide project information as early as possible.

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## **Next Steps**

### **Phase 2 (Upcoming 2024)**

Phase 2 will involve Faculty of Medicine units at pilot clinical sites in Vancouver. Planning is underway and early engagement with Phase 2 affected units will begin in the new year (more information will be shared before that commences). Once Phase 2 has been completed and evaluated (targeted for the end of 2024), the Faculty will look at opportunities to broaden the initiative at other worksites.

## Appendices

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[Appendix A](#) – list of units that piloted the new shared workspace model in Phase 1

[Appendix B](#) – Phase 1 survey questionnaires - (early adopter and broader pilot pre- and post-implementation surveys)