



: DOING HYBRID WELL

UBC FACULTY OF MEDICINE – TRANSITIONING TO SHARED WORKSPACES

PHASE 2 ENGAGEMENT SUMMARY – PROJECT INITIATION & DEVELOPMENT

Background + Introduction

Between Spring 2023 and Winter 2024, as part of a broader initiative called [Work\(place\) Evolution: Doing Hybrid Well](#), the Faculty of Medicine is introducing a shared workspace model at existing worksites.

Faculty of Medicine units are transitioning from individually assigned offices/workstations to bookable shared space. The goal is to use the Faculty of Medicine's existing and limited space more to better support individuals and teams to connect, collaborate, and do their best work in a hybrid environment and to effectively address space pressures.

The project is being rolled out iteratively over multiple phases location by location, allowing the project team to integrate lessons learned and adjust. Key aims include ensuring affected stakeholders feel appropriately informed, engaged, and well-supported through the planning and transition.

During Phase 1 (March-November 2023), 11 Dean's Office units piloted the model on UBC's Vancouver campus. Phase 2 (targeted to wrap by the end of 2024) involves rolling out the model across worksites at the Gordon and Leslie Diamond Healthcare Centre (DHCC 11th and 2nd floors) and UBC Vancouver campus Life Sciences Centre occupied by the Vancouver Fraser Medical Program (VFMP), Undergraduate Medical Education (UGME), and Teaching Tracking & Payment System teams (listed in [Appendix A](#)).

The first stage of Phase 2 – Project Initiation & Development – began in February and concluded in June. This report summarizes stakeholder engagement input from this stage and the project's next steps.

Phase 2 Engagement Process – Project Initiation & Development Stage

Engagement focused on informing impacted units about the project, gathering input on their physical workspace needs, and preparing them for the transition. It also involved assessing stakeholder understanding of the new model, readiness for change, unit representative preparedness, and satisfaction with communications, engagement, and other assistance provided by the project team to facilitate the transition. Between February and June, engagement included:

- an initial project initiation meeting with the VFMP director and managers
- an initial meeting with all VFMP unit representatives and readiness 'pulse check' survey (see [Appendix A](#))
- 10 engagement sessions with individual VFMP, UGME, and TTPS teams (see [Appendix A](#))
 - Engagement sessions included a presentation with project background, a facilitated discussion, an outline of the project's next steps, and time for questions. Each group was asked what was working well for their teams in a hybrid model, how they currently used physical workspaces when onsite and related space considerations, opportunities and challenges they anticipated facing in a shared workspace model, and what would support them in making a successful transition. Participants could complete a short three-question 'pulse check' survey at the end of each session (see [Appendix A](#)).
- Stakeholders could also share feedback via an anonymous feedback form on the project MedNet site, or by emailing the project team or sending feedback via a unit representative.

Project communications included:

- Periodic emails to all affected staff with project info, progress updates, and upcoming milestones

- An updated MedNet [project site](#) and Q&As
- Regular emails to unit representatives containing more details and upcoming all-staff communications
- Resources containing information for unit representatives to share with their teams

Input informed rollout plans for each group, some facilities updates, shared space and storage guidelines for Phase 2 worksites, and approaches to communications, engagement, and change management.

Summary of Input

This section summarizes feedback gathered through engagement meetings and sessions and pulse-check polls. No emails or anonymous forms were received.

Identified Needs & Operational Considerations

Stakeholders identified a range of wants, needs, and operational considerations to support their work when onsite in a shared workspace model, including:

➤ **Equipment, storage, and accessibility needs and accommodations**

- Storage for teams and individuals seen as necessary
 - Secure team storage needed for: team equipment (i.e. medical equipment, linens), stationery, forms, instructional supplies, tokens of appreciation; highly secure physical file storage (tests, exams, financial records, or other confidential files). DHCC storage is over capacity.
 - Personal storage wanted for: individual files and personal belongings (cups, ergonomic keyboards, backpacks, commuting equipment/rain gear, computers, etc.); ability to leave some things on site/overnight. Several questions on personal storage available and comments on desire for storage for convenience.
- Some workspaces currently don't accommodate individual ergonomic needs. There is interest in ensuring workstations are adjustable in shared workspaces and questions on how workstations will be set up.
- Interest in better equipment/universal plug-and-play equipment setups (multiple monitors, dock, etc.) at each workstation to support the work.
- Questions and concerns around transporting individual equipment to each workstation and inconvenience of setting up multiple workspaces and connecting to various printers at different locations.
- Importance of access to phone lines/voicemails. Questions on how access to desk phones will work. Noted that hospital numbers cannot be forwarded. Preference not to use personal cell phones for work.
- Interest in updates/improvements to common and individual workspaces, and addressing current infrastructure challenges, such as poor Wi-Fi access at DHCC and poor soundproofing.

➤ **Access/proximity to certain spaces, locations, or amenities and building security**

- Some job functions require proximity to specific locations, such as lecture spaces, case-based learning and clinical skills rooms, storage rooms, and meeting spaces. Priority for such functions should be provided. Some such functions involve time for set up and/or transportation of items, contributing to the need for proximity.
- Some groups must be onsite most days and/or during busy periods to support academics, students, or volunteers and events (workshops, small group sessions, lectures, orientation, volunteer patient recruitment, seminars, room set up).
- UGME and TTPS requested access to book multiple spaces, partially to support bringing together staff from other sites.
- Desire to have access to spaces that support confidential conversations, including impromptu meetings.
- Questions around how shared workspaces will accommodate front-facing activities, such as couriers and deliveries, and pick-ups and drop-ins by students, faculty, tutors, student advisors, etc. Desire to maintain high level of interaction, support front-facing activities.
- Access to locked offices and corridors and elevators after hours will need to be addressed; some of these spaces have physical keys.

- Concerns about public access to certain spaces, personal safety when working alone, and security issues around theft and how this will be managed.
- Important to have easy access to supplies storage, printing, and shredding.

Transition to the New Model and Readiness for Change

VFMP, UGME, and TTPS stakeholders gave feedback on their understanding of the shared workspace model, and shared questions, opportunities, and concerns. They also addressed their level of readiness for change and gave suggestions for the transition.

➤ ***Understanding key changes required for the transition to shared workspace:***

- According to post-meeting/engagement session polls, most stakeholders (93%, 38 out of 41 responses) said they have a basic understanding of the key changes required for the transition to shared workspace.
- 90% of VFMP unit representatives in the Unit Rep poll said they understood what was expected of them in the role of unit representative.
- Overall, the comments received were positive and constructive, indicating overall support and very few major concerns.
- Several questions centred on how the shared workspace model would function:
 - whether there would be capacity or competition for workspaces
 - which spaces will be part of the shared workspace model and who will have access
 - what is the responsibility of the user to clean shared workspaces
 - whether it is possible to know who is working where/when and ability to contact them
 - how Phase 1 stakeholders are adapting to the change
 - when the Phase 2 transition will take place
 - how stakeholders would be informed as the project progresses
 - how others will know where to find VFMP, UGME, and TTPS individuals/teams
 - how to use the Condeco platform for booking and check-in

➤ ***Perceived opportunities and advantages to the shared workspace model:***

- access to different worksites and diverse workspaces, including access to quiet, light, windows
- flexibility for individuals and teams to plan on/offsite schedules
- opportunities for increased collaboration, improved communication, and more organic conversations within VFMP, UGME, and TTPS teams and with other teams. For example, UGME work currently in different offices, and this model offers the opportunity for colocation.
- more conducive to doing onsite trainings and team meetings
- opportunity for facilities enhancements

➤ ***Potential challenges and concerns anticipated in the transition:***

- competition for workspaces - closed offices, VC rooms
- insufficient capacity to accommodate size of teams wishing to co-locate, especially at peak times
- teams getting fractured into different spaces due to other teams booking the same space
- not having access to the spaces needed to accommodate specific work requirements, such as dedicated spaces for front-facing activities or workspaces located near storage or training spaces
- desirability of DHCC over LSC
- noise/distractions and cleanliness issues
- having to book multiple workspaces in a day and set up each workspace
- potential tech issues
- not having amenity spaces that can accommodate larger groups (i.e., places to eat)

➤ **Readiness for change:**

- Ahead of implementation, most unit representatives were ready to support their colleagues.
 - 70% felt well-positioned to support their teams through the transition to shared workspaces.
- According to post-meeting/engagement session polls completed by teams:
 - Most stakeholders (95%, 39 out of 41 responses) felt satisfied with the engagement sessions and some gave the project team kudos.
 - More than half (24 out of 41 responses) of stakeholders said they feel ready or close to ready to transition to the new model.

➤ **Supporting the transition:**

- Communication will be required to:
 - ensure teams and individual users understand how to book and be respectful users of shared space. Shared space guidelines are needed that address the importance of cleanliness, etiquette, clear signage, and a process to manage issues when they arise.

Next Steps

Phase 2 (Upcoming 2024)

Now that initial engagement with VFMP, UGME, and TTPS teams is complete and requirements have been gathered, the project team has drafted guidelines for the use of shared workspaces and storage (personal and team). VFMP, UGME, and TTPS managers and unit representatives will have the opportunity to provide input to refine the guidelines.

Prior to implementation, VFMP, UGME, and TTPS teams will receive communications explaining how the rollout will unfold and have an opportunity to participate in a pre-implementation survey. Training on the shared workspace booking tool Condeco and using shared workspaces will be provided.

Then, between July and August, teams will transition to shared workspaces. After that, between August and December, the project team will refine the shared workspace guidelines, continue to implement technology standards, and make facility enhancements, where possible.

The project team will also evaluate the initiative, including gathering data on shared workspace bookings, check-ins, adherence to the guidelines, and space usage, as well as stakeholder input. 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.

List of Faculty of Medicine Units/Teams Involved in Phase 2

Vancouver Fraser Medical Program
FLEX Team
Year 1 & 2
VFMP + Curriculum Management Unit Team
Clinical Skills & Volunteer Patients Team
Clinical Education Administration Team (CEAT)
Undergraduate Family Medicine Team
Standardized Patient Program Team
Provincial Learner Assessment Team (PLAT)
Fraser Health Locations Team
Undergraduate Medical Education
Teaching Tracking & Payment System

Pulse-Check Polls

Unit Representative Readiness Pulse-Check Poll

Unit representatives were asked to complete this quick poll at the end of the first unit representative meeting.

1. I understand what's expected of me as a unit rep. *(Yes/No/ Not sure)*
2. I feel well-positioned as a unit rep to support my team through the changes when transitioning to shared workspaces. *(Yes/No/ Not sure)*

Engagement Session / Meeting Evaluation Pulse-Check Poll

All Phase 2 stakeholders were invited to complete this quick poll at the end of engagement meetings/sessions.

1. Overall, I was satisfied with this meeting. *(Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree)*
2. Following today's presentation, I have a basic understanding of the key changes required for transitioning to shared workspace (i.e., book a workspace). *(Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree)*
3. On a scale of 1 to 5, how ready are you to transition to shared workspace? *(Ready/Almost ready/Neutral/Not quite ready/Not at all ready)*