



“Flexible Work”
North Shore Mobile Office Project
Vancouver Coastal Health

December 2009

Background

- Project initiated within Community and Family Health on the North Shore
- 3 Community Health Centres on the North Shore
- Staff impacted:
 - Home care nursing and allied health
 - Home support workers
 - Public Health nurses
 - Community developers
 - Health promotion staff
 - Health protection staff

Background

- 40 FTE increase in same space footprint, resulting in inadequate physical space at the Central Community Health Centre
- Consideration was being given to leasing an additional floor at the Central site
- Staff had voiced dissatisfaction with the physical environment:
 - Inadequate space
 - Lack of meeting space
 - Storage issues
 - Inequitable distribution of space
 - Clutter
- Different floor configurations had been considered for 10 years but no significant change had been undertaken.

Project Vision

- To enable staff to work where and when they can be most effective through:
 - Enhanced technology
 - Work space that fits work style
 - Processes and policies that promote and support the change



Potential Outcomes

- Meet service demands and improve client care as measured by an increase in direct patient care time
 - Reduced non-client time (office time, travel time)
 - Increased visits per day/nurse
 - Increased response time to see new referrals in community from hospital
- Improved cost effectiveness
 - Reduced lease costs
 - Reduced travel costs – mileage
 - Reduced parking costs
- Improved environmental impact
 - Reduced mileage per trip
- Improved employee satisfaction as measured by:
 - Staff surveys

Project Budget

- Total budget = \$1,095,000
- Total spent = \$1,090,060
- Cost distribution:
 - Consultants and project management = 16%
 - Office transformation = 42%
 - Technology = 38%
 - Backfill for staff = 3%
 - Employee education and training = 1%

Project Process

- 1. Feasibility (Fall 2007)**
 - ✓ Literature review
 - ✓ Organizational readiness/stakeholder assessment
 - ✓ Employee survey
- 2. Data Analysis (Fall 2007)**
 - ✓ Employee workstyles (time-in-motion studies)
 - ✓ Office utilization
- 3. Planning & Design (Jan – Dec 2008)**
 - ✓ Employee Design Team
 - ✓ Manager consultation & sign-off
- 4. Implementation (Jan – Mar 2009)**
 - ✓ Hardware deployment & training
 - ✓ Office transformation
 - ✓ Stabilization support



Resource Allocation

Work-style	Workstation	Technology
Resident (29% n=51)	1:1 Permanent workstation	Standard Desktop PC Landline (telephone)
Mobile (55% n=100)	1:1 Unassigned workstation + mobile storage device	Tablet or Laptop PC Cell Phone + Earpiece + Car Charger
Hybrid (17% n=31)	1:1 Permanent workstation	Standard Desktop PC or Tablet/Docking Station Landline + Cell phone or Blackberry

Baseline Data

- Office utilization at any site on any day showed only 40% occupancy
- 75% of the activities of direct care providers done in the office environment could be done in another setting
- Every full time employee had a dedicated workstation or office which was only used 36% of the time
- Direct care providers reported spending 3 hours of an 8 hour day in the office
- Only 33% of the workers were out of the office greater than 50% of the time

Goals/Targets

- Increase the number of workers who are working out of the office greater than 50% of the time, from 33% to 70%
- Move from 1:1 workstations per mobile employee to 2:1
- Accommodate any new staff within existing leased space
- Reduce rental costs
- Further consolidate sites to reduce lease costs as other leases come up for renewal
- Reduce mileage and parking costs
- Increase direct client care by 10 -12%

Project Challenges

- Who still has an office? ...management?
- Difficulty finding staff backfill to ensure full engagement and change management
- Electronic scheduling and charting deferred
- Staff fear and cynicism
- Management style

Renovated Space



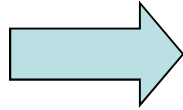
Successes to Date

- Lease cost avoidance of additional floor at Central site = \$279,000/yr
- Plan to consolidate staff and close Parkgate site = \$163,000/yr
- Rental savings at John Braithwaite = \$35,000/yr in 09-10
- Increased office capacity by 21% with further gains of 40% with electronic scheduling and implementing an electronic health record system
- Increased meeting and collaboration space = 161%
- Increased storage and supply space = 43%
- Reduced clutter
- Upward trend in productivity

Other Outcomes

- Optimized 125 cell phones and plans allowing 30 additional cell phones
- Decommissioned 100 land lines
- Purchased 134 new laptops and tablets and decommissioned 40 old PCs and older laptops
- Upgraded several meeting rooms with new PCs and audiovisual equipment

Before and After



Staff anecdotally reporting increased collaboration and client related team work



What did we learn?

- Use of experts
- Project leadership – ensure staff and management engagement
- Technology + People + Facilities Planning
- Ongoing staff teams to deal with sustainment issues