



Faculty Office Space: Research and strategies to address real and perceived needs

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Learning objectives

1. Real and perceived needs
2. Substantiated claims
3. Strategies, tools and tactics
4. COVID-19 impacts



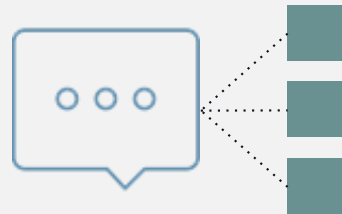
1. Professional environment, recruiting, expectations, demands
2. Actual office use, office size requirement, location, location, location!
3. Freedom of choice, kit of parts furniture system, involve all faculty

OSUWMC approach to the challenge

Interview process

01 /

Interviewed 10 physicians and toured/photographed offices.



Facilitated 10, 30-60 minute interviews with physicians from a variety of departments.

02 /

Analyzed interview transcripts and photos for patterns and clustered into related categories and themes.



03 / Ongoing

Draw insights from key observations within a pattern group.



An insight is a concise statement of the “why” behind a group of observations.

04 / Ongoing

Identify actionable implications based in research insights.



Interview process

- All faculty offered the opportunity to participate
- Qualitative study to understand perceived need
- Introduction, background and role with the university
- “A day in the life”
 - Explain what a typical day/week looks like for the specific faculty member
 - Meetings, class, clinic, activities, etc.
- **“A day in the life”**
 - Explain what a typical day/week looks like for the specific faculty member
 - Meetings, class, clinic, activities, etc.

Interview questions

Specific office questions

- What do you use it for?
- How did you get your current space?
- How much time do you spend in your office
- Do you have a private or shared office now?
- Have you ever had to work in the other environment (shared/private)?
- What are your thoughts on the trend of using more shared workspaces in lieu of private offices?

Space experience questions

- How do you measure office 'experience'?
- How have you seen the built environment?
- How are decisions made about your physical/built environment?
- Who do you think makes decisions and what criteria is used?
- How do you think office space is assigned?
- How do you know a space is meeting objectives?

Office activities

- Course prep
- Student/staff/research/admin meetings
- Charting
- Email
- Conference calls
- Phone calls
- Grant-writing
- Research
- Sleep
- Eat
- Drink
- Change clothes
- Rejuvenate
- Hide

Ideal space descriptors

- Accessible
- Adequate Size
- Airy [x2]
- Bright
- Central [x2]
- Clean
- Colorful
- Comfortable [x3]
- Connected
- Convenient Location
- Different
- Expansion
- Functional
- Homey
- Interchangeable [someone else in a similar role could use that space with no changes]
- Modern [x2]
- Multifunctional
- Open
- Organized [x2]
- Personal
- Private [x4]
- View
- Window

Reimagining faculty space

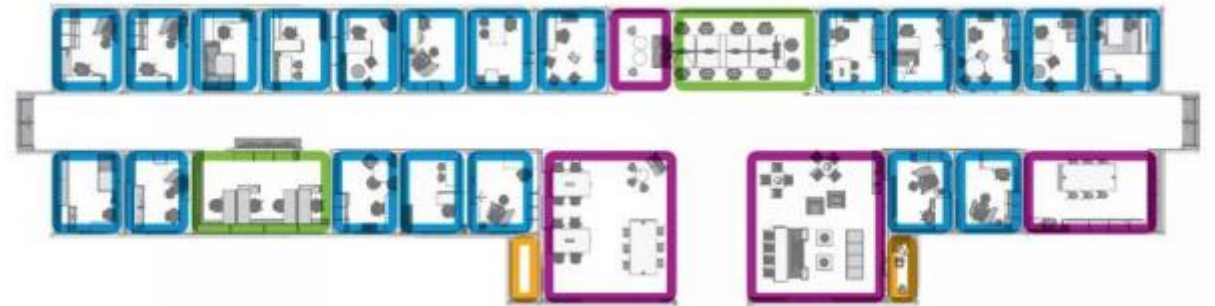
New office plan



Faculty Hub

A more open space with a variety of shared private offices and open office concepts, with focus spaces spread around the entire floor plate

Reuse office plan



Unloaded Corridor Plan

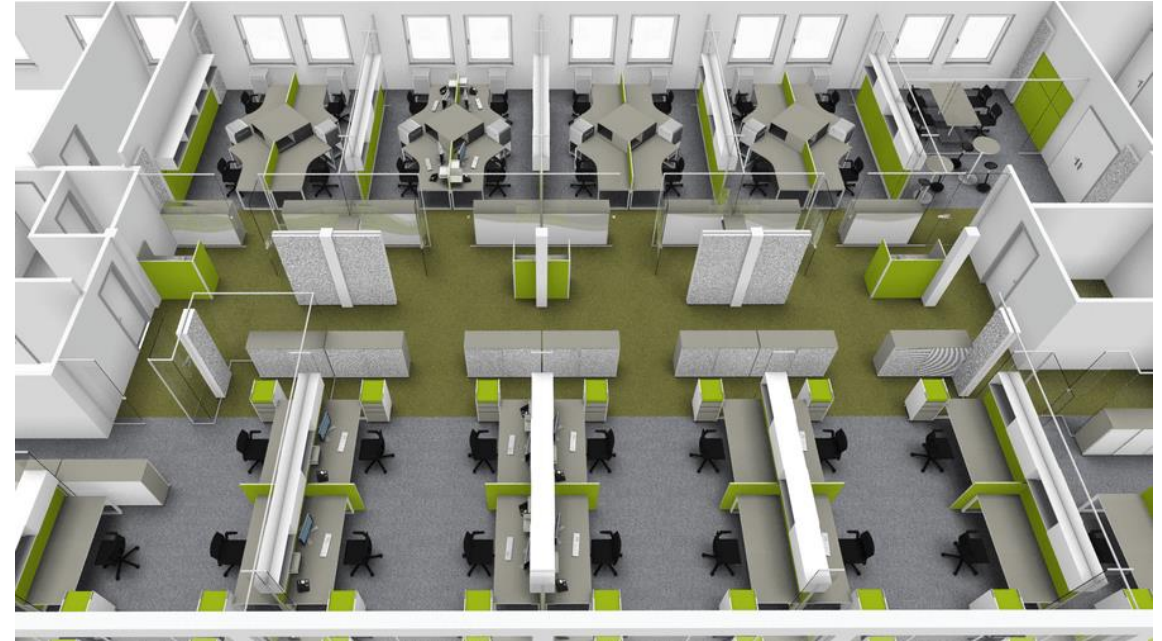
A more open and varied corridor with spaces to do a variety of tasks, with meeting rooms peppered among the layout

Reimagining faculty space: open office



Perception of open office

The concept of open office is perceived negatively for a number of reasons which are often based on the perceived idea of the solution



Potential reality of open office

The potential of the open office concept can take on many forms and work successfully as long as the end users have input on the solution

Reimagining faculty space: shared office



Zones

- 1 Creating
- 2 Focusing
- 3 Storing

Reimagining faculty space: private office



Room Zones

- | | |
|------------|------------|
| 1 Creating | 3 Thinking |
| 2 Focusing | 4 Storing |

**What did we learn from our
faculty?**

Key criteria: strong alignment among faculty!

1. **PRIVACY** — *for sensitive conversations, focus work, and rejuvenation*
2. **PROXIMITY** — *to amenities, clinical sites, and frequent collaborators*
3. **PROFESSIONALISM** — *a space that reflects well upon the profession*

“

”

1. If you're going to have a difficult conversation you want privacy. It's awkward if you have a partner right there and you have to ask them to leave so you can have that conversation.

– 7_MD_015

2. It's central to the division and department so I can meet other people or see them in the hallway. I like that I can pop my head out and talk to anyone. – 7_MD_010

3. Where I trained there were really nice offices. It was state of the art. It looked like offices you'd see for lawyers on TV. It was really nice. Really representative of the profession, appropriately.

– 5_MD_021

Current space descriptors



Real



Perceived

Positive

- Bright
- Comfortable
- Central [x2]
- Enjoyable
- Green [contains plants]
- Mine
- Organized
- Private [x2]
- Productive
- Quiet
- Sequestered
- Sizable
- Spacious
- Unique
- Useful
- Welcoming

Negative

- Antiquated
- Basement
- Cluttered
- Crammed
- Cramped
- Crowded
- Disorganized
- Dungeon
- Homely
- Impersonal
- Messy
- Mixed Convenience [close to some things, not others]
- Old
- Outdated
- Smelly

Key pain points



Pain points

1. **RECRUITING** — *Physicians worry that new talent will be difficult to attract if office space isn't improved*
2. **MEETING SPACE** — *Physicians want adequate office space to meet with small groups*
3. **CONDITION** — *Furniture, tools, and amenities that are outdated and/or defective*

“

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1. New people and younger people will come into my office and I'm worried they'll see me as a 23 year full professor in a small office and ask what's in it for them. I probably won't be able to meet in there anyway. — **4_MD_010**

2. And it's harder to meet people there. I don't have a table or another chair. I could try to borrow it from one of my office colleagues but it's not really a meeting place. I could reserve a conference room but I think it's more personal when you meet with someone in your own space. — **1_MD_022**

3. I think a lot of people here suffer in silence. They're unhappy about parking or their office and they don't tell anyone til they flame out and leave. They don't say anything because they think nothing will change so it's important to message out the efforts you have going on. — **4_MD_022**

Key criteria #1: privacy

90% of physicians indicated in their interviews that they would prefer a small/private space to a large/shared space citing productivity, focus, and confidentiality. Very few participants favored a larger/shared space for ease of collaboration, information transfer, and socialization.

Some participants also indicated that a newer/smaller space was preferable to an older/larger space.

“

Smaller private space would be my preference. I'm more productive in private space without distractions. You need privacy at certain times.

– 3_MD_023

I would want a small private space. I do a lot of writing where I need space to think. I need alone time for grants and papers. – 4_MD_025

I would choose a smaller private space so I can have private conversations. I don't want the awkward moment of kicking someone out.

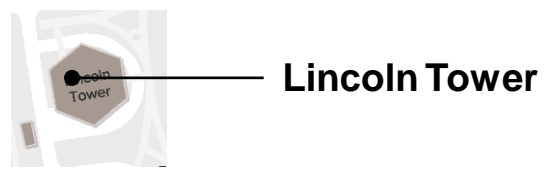
– 7_MD_027

I would choose a shared larger space. It's easier to talk with the people you work with and it makes information transfer more efficient. It's also less lonely. – 10_MD_029

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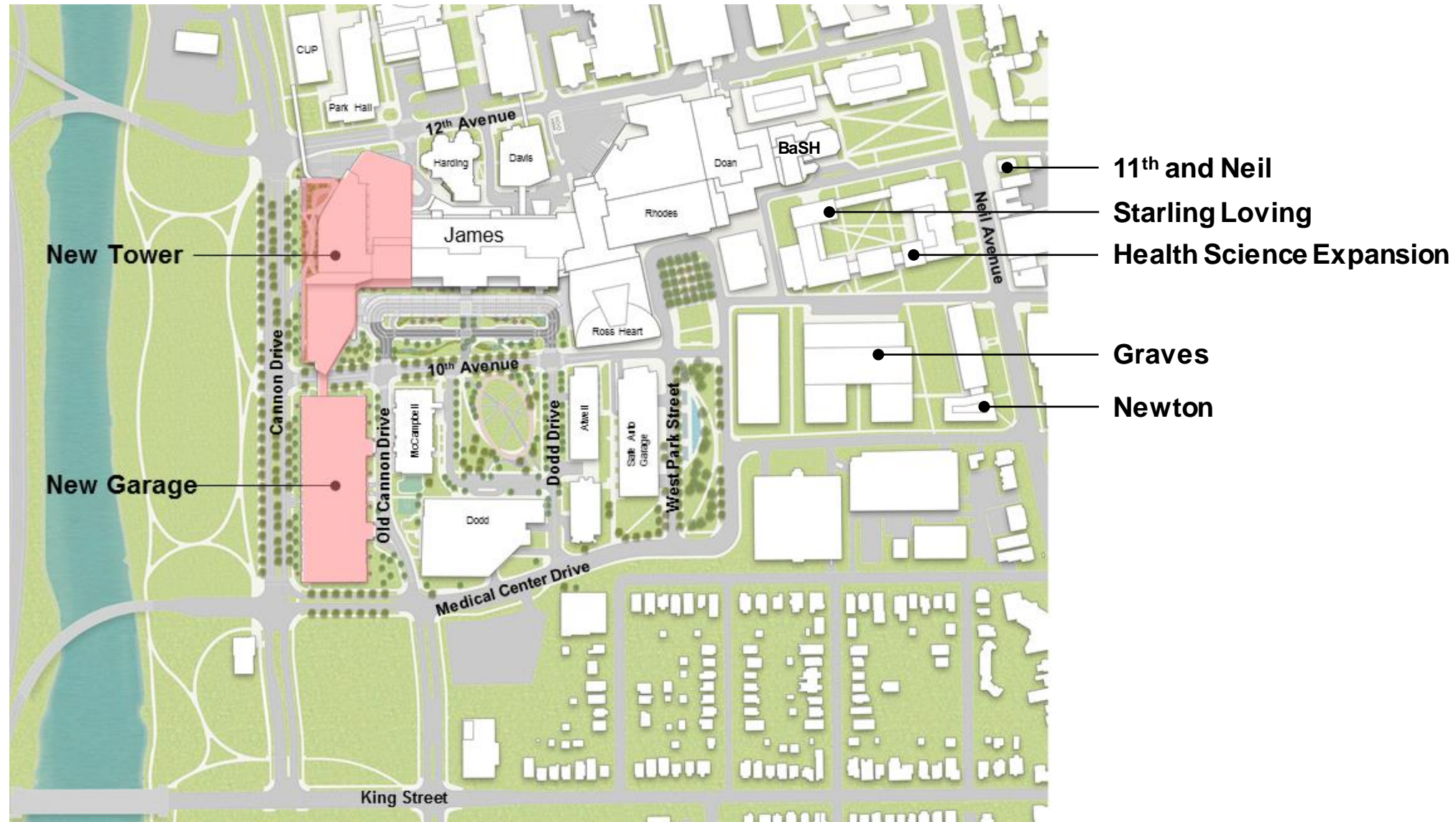
Current reality: what is real?

Medical campus: what is real?

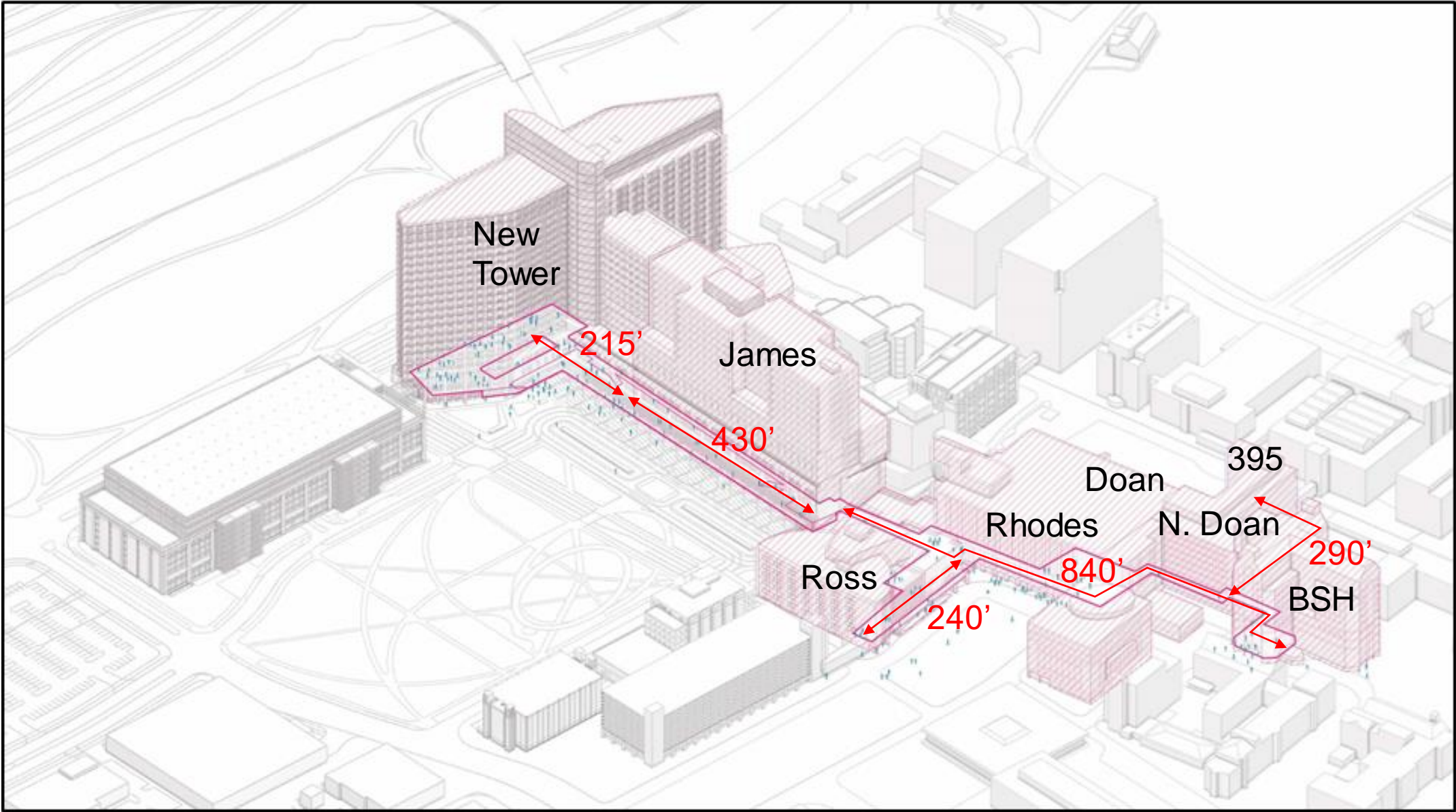


“Fall short of all 3 key criteria most important to our faculty”

- ☐ Privacy
- ☐ Proximity
- ☐ Condition



Medical campus: future



Execution of the plan

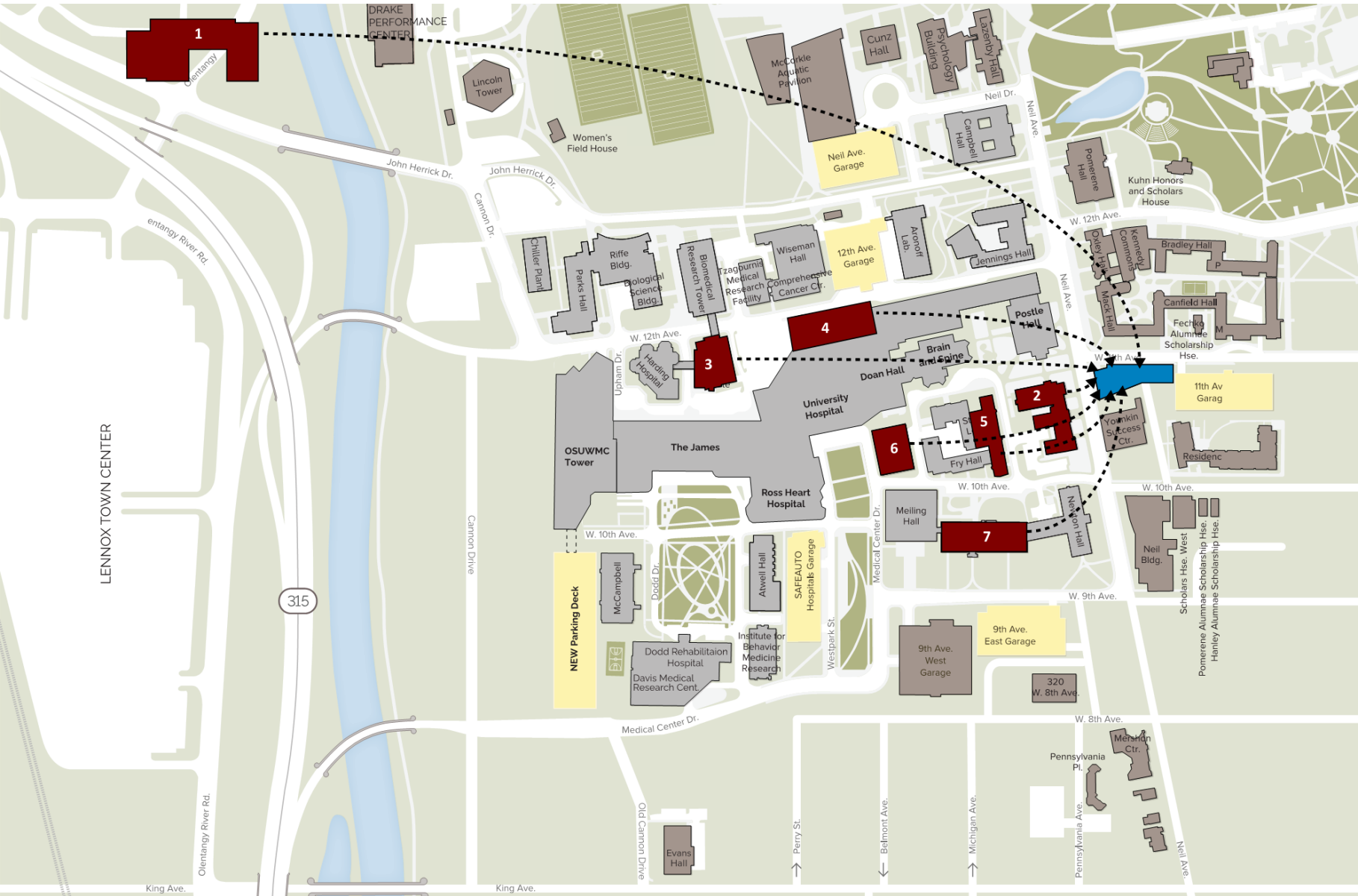
Office master plan: truly comprehensive

DRAFT of Hiring plans		SIMS Capacity	Assumed to be Accurate				TBD					
Department			Current Oct 2019	Target FY20	FY20 (remaining)	FY21	FY22	FY23	FY24	5 year estimate	Total Growth Delta	
Administration	ADM-Medicine Administration	23	6	6	0	0	0	0	0	6	0	
Anesthesiology	Anesthesiology	93	100	108	8	8	12	4	2	134	34	St
Biomedical Education & Anatomy	BMEA-Administration		7	7	0	0	0	0	0	7	0	
	BMEA-Division of Anatomy	8	8	8	0	0	0	0	0	8	0	
Emergency Medicine	Emergency Medicine	40	65	69	4	1	1	1	1	73	8	St
Executive Health	Executive Health		1	1	0					1	0	

Department	Current Oct 2019	Target FY20	FY20 (remaining)	FY21	FY22	FY23	FY24	5 year estimate	Total Growth Delta
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Biomedical Education & Anatomy	7	7	0	0	0	0	0	7	0
BMEA-Division of Anatomy	8	8	0	0	0	0	0	8	0
Emergency Medicine	65	69	4	1	1	1	1	73	8 St
Executive Health									

Master Plan				OSU Square Footage Guidelines				
Move Strategy	Current Location(s)	Desired Move Location	Could Hotel/ Reasonable Sharing	Current Faculty Total Square Footage	Current Total Faculty Square Footage (80 ASF)	Current Square Footage Delta (80 SF)	Total Faculty Square Footage Including Growth (80 ASF)	Square Footage Delta (80 SF)
	Biomedical Research Tower - Hamilton - Starling			3,040	480	2,560	480	2,560
Stay/ no move	Doan - Tzagournis		Yes	6,176	8,000	-1,824	10,240	-4,064
	Hamilton Hall				560	-560	560	-560
	Hamilton Hall			880	640	240	640	240
Stay/ no move	Prior Hall - Davis Heart and Lung Research		Yes	3,084	5,200	-2,116	5,680	-2,596

Office master plan: Phase 1: infuse capacity - 11th and Neil office building



Relocation Plan Pulmonary, Critical Care, & Sleep

- 3. Davis Heart & Lung
- 5. Starling Loving Hall
- 7. Graves Hall

Pathology

- 4. Hamilton Hall

Orthopaedics

- 1. Ackerman 600
- 6. Prior Hall

Nephrology

- 4. 395 W. Twelfth Ave

Cancer Clinical Trials

- 5. Starling Loving Hall

Clinical Trials

Management Office

- 3. Davis Heart & Lung

Optometry

- 5. Starling Loving

Overall office master plan

1. LINCOLN TOWER

Hematology

Medical Oncology

2. STARLING LOVING A

Medical Oncology

Hematology

Optometry

Cancer & Clinical Trials

3. STARLING LOVING B+M

Hospital Medicine

Pulmonary, CC&S

Anatomy

Temporary

4. GRAVES HALL

Hospital Medicine

Cardiovascular Medicine

Pulmonary CC&S

Pathology

5. 11TH & NEIL AVE

Pulmonary, CC&S

Pathology

Optometry

Orthopaedics

Cancer & Clinical Trials

Nephrology

6. HAMILTON HALL

Pathology

Anatomy

7. DAVIS HEART & LUNG

Cardiovascular Medicine

Pulmonary, CC&S

8. PRIOR HALL

Vascular Surgery

Orthopaedics

9. TWELFTH AVE 395

Nephrology

Vascular Surgery

Plastic Surgery

10. EYE & EAR INSTITUTE

Plastic Surgery

11. ADDITIONAL OPPORTUNITIES

McCAMPBELL HALL

SPRING / 2020

SUMMER / 2020

FALL - WINTER / 2020

FALL / 2020

FALL / 2020

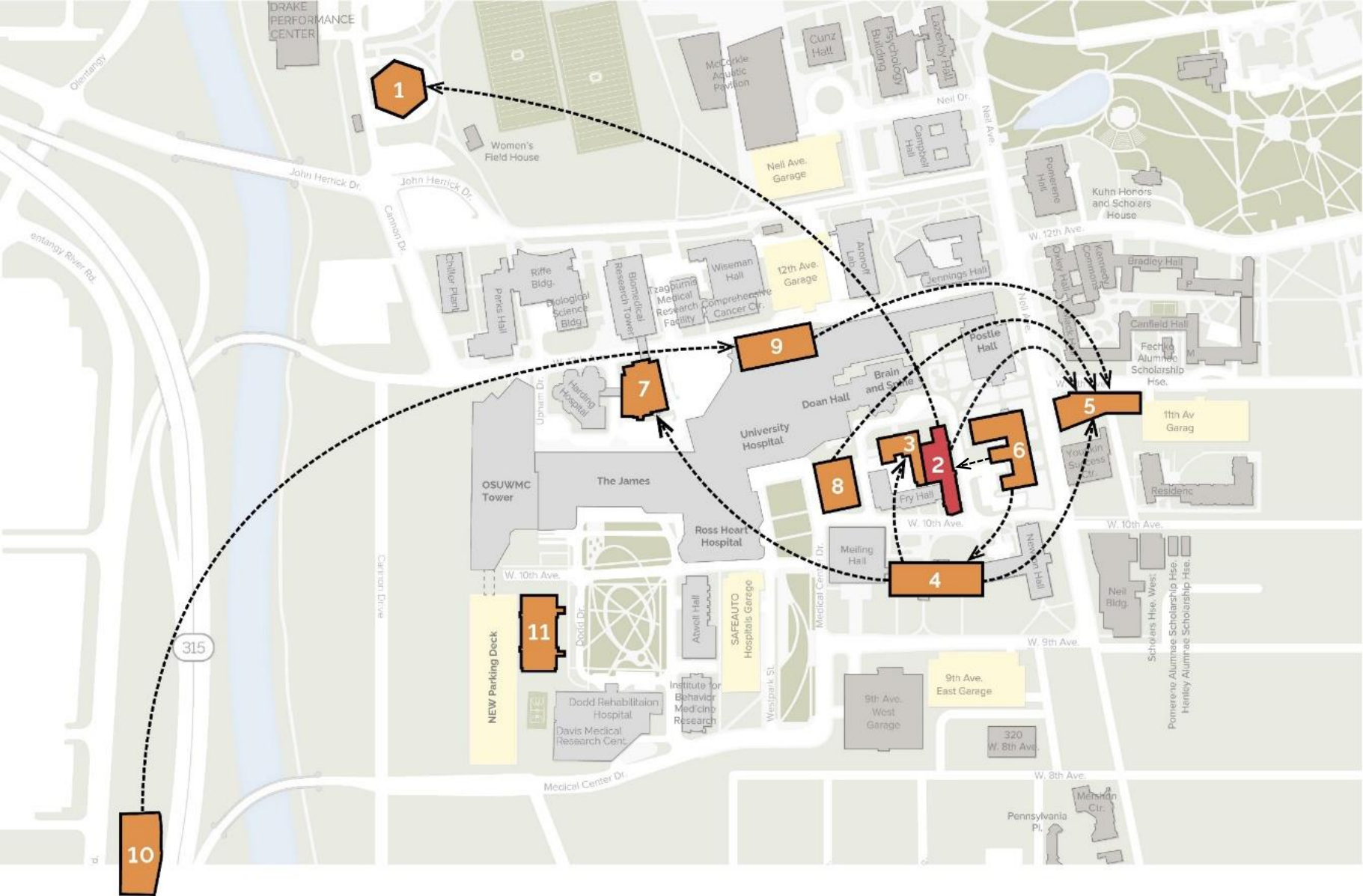
FALL / 2020

FALL / 2020

FALL / 2020

FALL / 2020

FALL / 2020



The building blocks...space standards

Private office concept: interaction



Room Zones

- 1 Creating
- 2 Meeting
- 3 Problem Solving
- 4 Storing



Private office concept: reading and writing



Room Zones

- 1 Creating
- 2 Focusing
- 3 Thinking
- 4 Storing



Private office concept: rejuvenation














Room Zones

- 1 Creating
- 2 Meeting
- 3 Interacting
- 4 Storing



Kit of parts: office selection checklist

Primary Work Area		Secondary Work Area		Upper Storage			
							
Adjustable Height <input type="checkbox"/>	Fixed Height <input type="checkbox"/>	Open below <input type="checkbox"/>	Storage below <input type="checkbox"/>	Closed <input type="checkbox"/>	Open <input type="checkbox"/>		
Task Seating		Guest Seating			Large Case Storage		
							
Chair <input type="checkbox"/>	Stool <input type="checkbox"/>	Armless <input type="checkbox"/>	Arms <input type="checkbox"/>	Casters <input type="checkbox"/>	Closed <input type="checkbox"/>	Open <input type="checkbox"/>	
Focused Area or Informal Meeting Area			Meet with Guests			Walls	
							
Lounge <input type="checkbox"/>	Chaise <input type="checkbox"/>	Sofa <input type="checkbox"/>	At Desk <input type="checkbox"/>	At separate table <input type="checkbox"/>	Markerboards <input type="checkbox"/>	More storage <input type="checkbox"/>	

For each section, check the box for the item that you would prefer for your office.

Kit of parts: modular office wall system



MODULAR WALL SOLUTIONS

Designed for sustainability

- Cradle to Cradle Certified™
- SCS Indoor Advantage™ Indoor Air Quality Certified
- BIFMA level® 3 Certified
- Recycled, low-emitting materials
- No PVCs or VOCs
- No on-site off-gassing
- 100% reusable
- Contributes to LEED



PRIVACY WALL

High performing + flexible

- Painted steel
- Vertically oriented, unitized frame
- Minimal kit of parts
- First cost-competitive with fixed construction



PRIVACY WALL

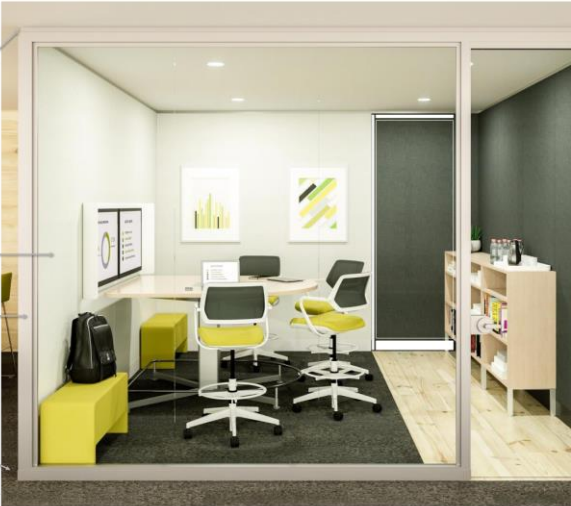
Four Simple Components

Ceiling Track

Panel

Feature strip

Base trim

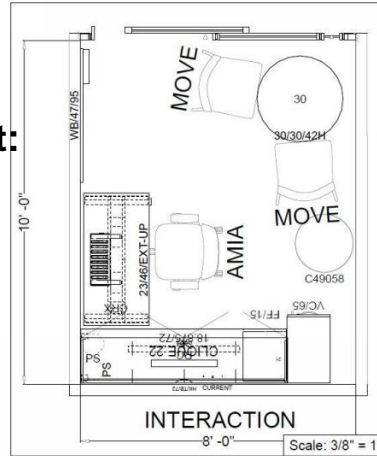


Kit of parts: modular office wall system

OFFICE APPLICATIONS

INTERACTION

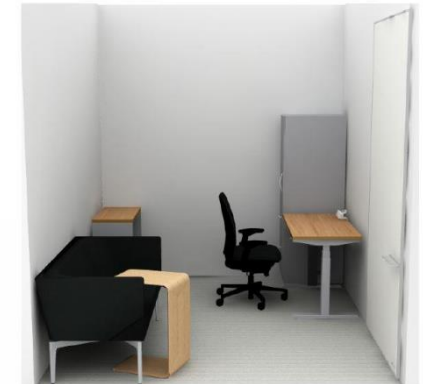
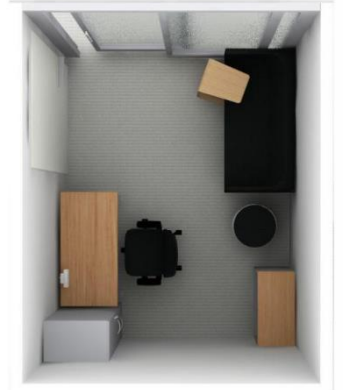
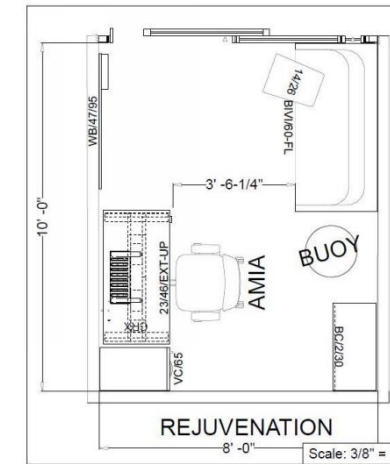
Typical office layout:
Base cost



OFFICE APPLICATIONS

REJUVENATION

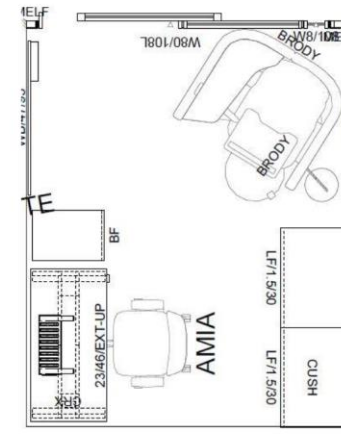
Base cost -14%



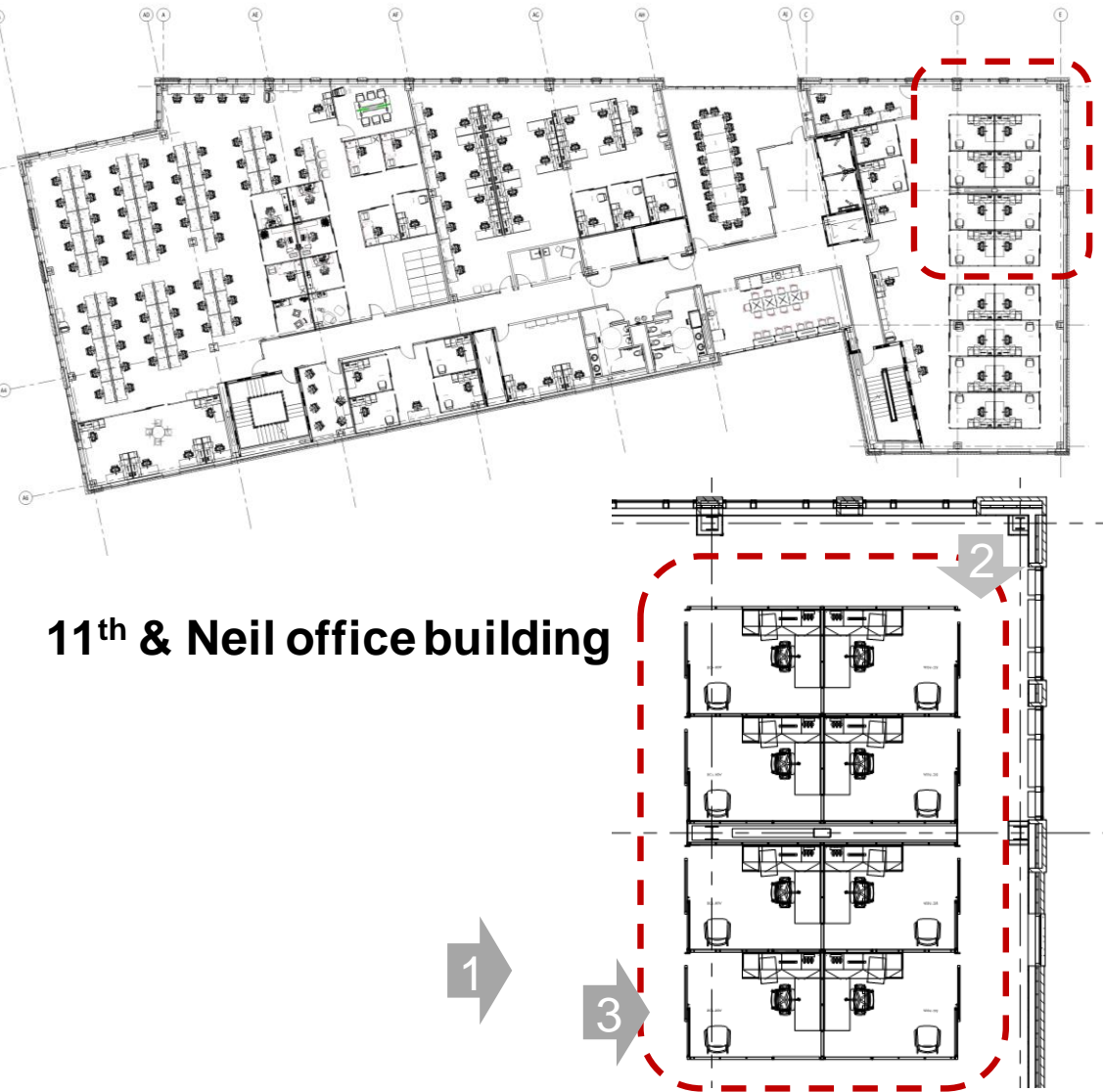
OFFICE APPLICATIONS

READING & WRITING

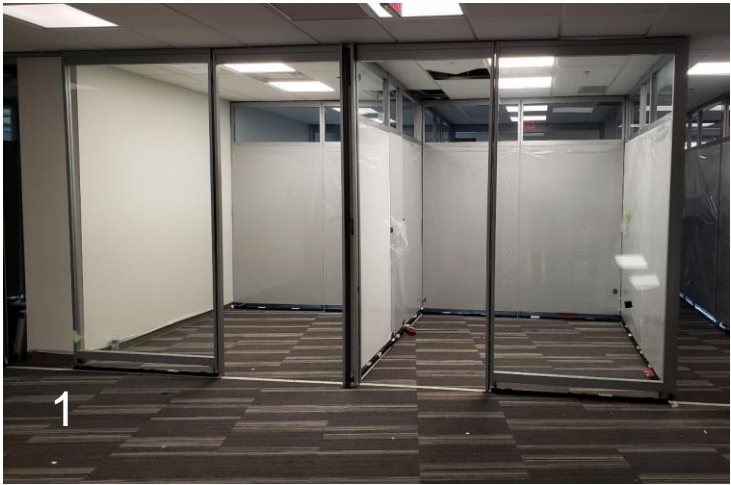
Base cost -12%



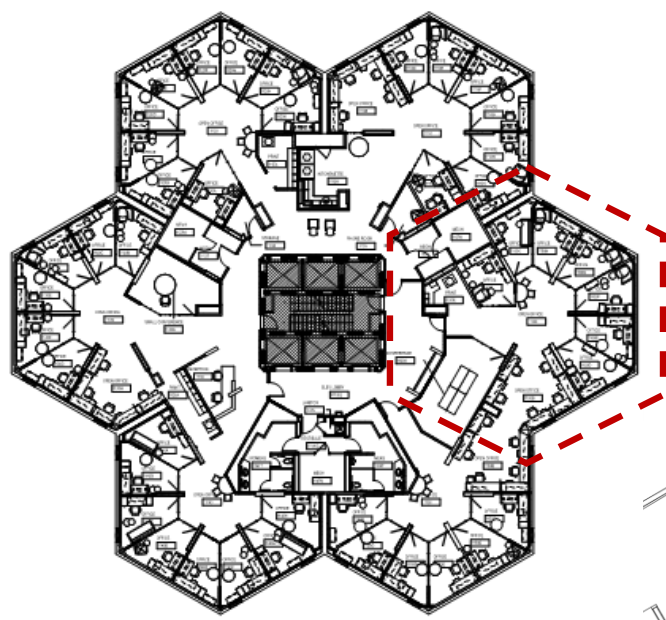
Private office implementation: a new facility



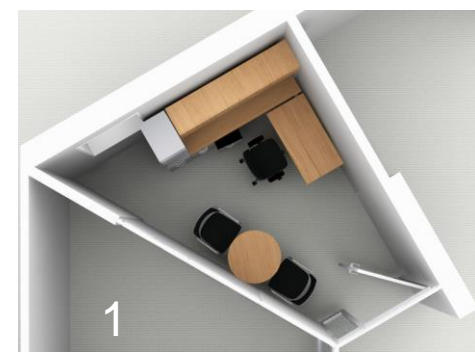
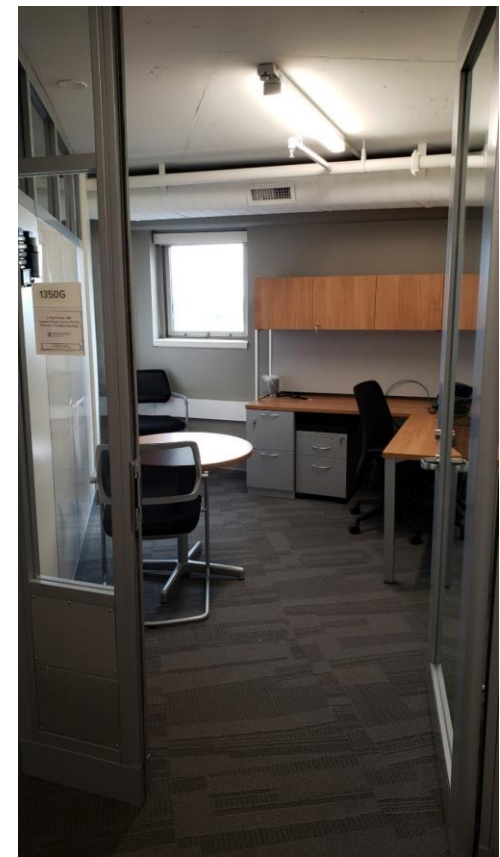
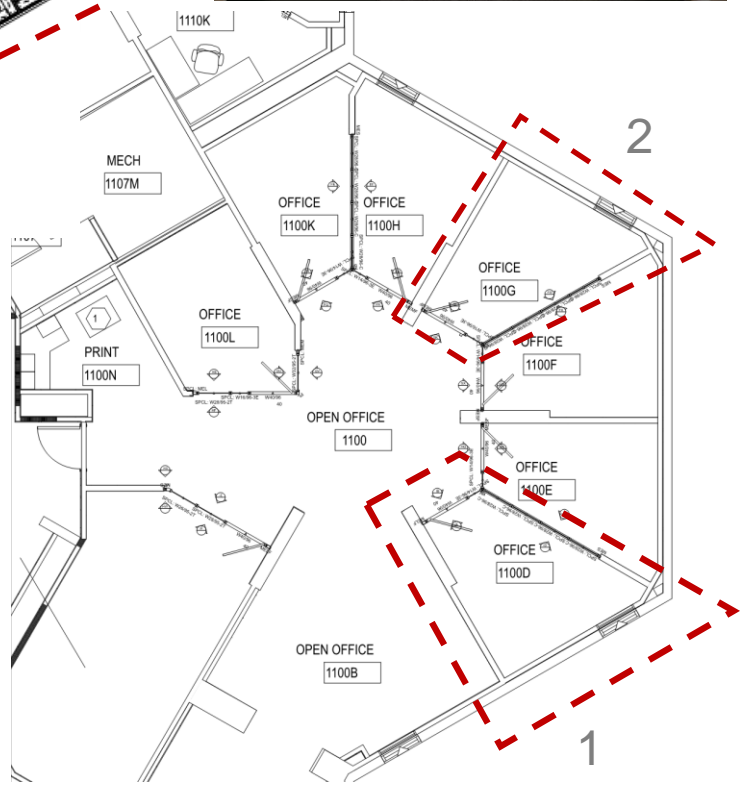
11th & Neil office building



Private office implementation: an existing condition



Lincoln Tower



COVID-19 impacts

Pandemic response

- Small private offices create a perfect setting for social distancing and allowing faculty to return to campus
- Staff spaces are being separated in the cube environments with plexiglass shields
- 6' separation is necessary for campus mandates
- Staff permitted to remain working remote during the pandemic response
- Certain impacts TBD:
 - Ultimate size of office footprints
 - Ultimate lease portfolio
 - Proximity of faculty to staff
 - Clinical faculty locations

Lessons learned

What have we learned?

- Office space is personal
- Inclusion in the design process goes a long way toward consensus
- Smaller private space is preferred when larger space could result in shared space
- Opportunities to choose office layouts was helpful create trust with faculty members
- Daylight is important to faculty members
- Challenge your thinking
- Think globally and comprehensively
- Apply your guidelines

Thank you

Questions?

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Save the Date

**2020 GBA/GIP Virtual Programming: *Disrupting the HR Model:
What Happens When You Blow Up the Old Way of Working?***

Thursday, November 19, 2020

4:00 – 5:00 pm ET

For more information, please visit our website:

<https://www.aamc.org/professional-development/events/2020-gba/gip-virtual-programming>