

UC DAVIS HEALTH

Office of the Future Office Space Research Summaries

DECEMBER 2019

ABOUT THIS REPORT

Background

As part of the Office of the Future Initiative, Gensler launched three research activities:

- **Time Utilization Study (TUS)** of administrative suites within 7 buildings across the Sacramento Campus (Alhambra Cannery, Ambulatory Care Center (ACC), Administrative Support Building (ASB), Broadway Building, Facilities Support Services Building (FSSB), Sherman Way Building, Ticon III)
- **Workplace Performance Index (WPI)** survey for the Sacramento Campus
- **North Addition Post-Occupancy Evaluation (TUS + Focus Group)**

The data that was collected will be considered in conjunction with additional materials and insights from workshops, interviews and design data.

Purpose of Research

DETERMINE THE RIGHT SIZE
AND SUPPLY OF SPACES

INFORM THOUGHTFUL
ADJACENCIES

DESIGN FOR TEAM NEEDS
AND FUTURE FLEXIBILITY

DEFINE PRIORITIES
AND PLANNING

GO BEYOND THE SPATIAL
CHARACTERISTICS

EMBED COMMUNICATION
AND UNDERSTANDING

How to Read This Document

The following pages outline the key findings from each of the three research activities, along with a short description of the activity and scope. The key findings contain links to supporting data and more information should you want to drill down deeper.

Time Utilization Study (TUS)

*Link to full report: [Time Utilization Study Report](#)

How people think they use space, and how they actually use space, often differs. A Time Utilization Study provides quantitative data on how often spaces are being used and what activities are occurring in them by gathering quantitative data points from objective and systematic observations. The seven UCDH buildings were observed for one work week each, every hour from 8am-5pm, Monday through Friday. The findings from the TUS inform and optimize programming and conceptual design attuned to the way UCDH employees actually use their spaces.

Key Findings

1. BENCHMARKS

Overall, workstation utilization is high and private office use is low, compared to industry benchmarks.

| Breakout | Workstations | Offices |
|--------------------------|--------------|---------|
| UC Davis Health Overall | 42% | 28% |
| Tech Industry Average | 30-35% | 10-20% |
| Pharma Industry Average | 45-50% | 30-35% |
| General Industry Average | 40-45% | 25-30% |

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2. PRIVATE OFFICES

Private office utilization varies greatly depending on the building & departments located in that building.

Private office utilization by building:

| | |
|----------------------|-----|
| ACC | 14% |
| ASB | 19% |
| Ticon III | 29% |
| FSSB | 31% |
| Alhambra Cannery | 33% |
| Sherman Way Building | 37% |
| Broadway Building | 45% |

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3. DIVISIONS

Generally, administrative groups have high space utilization, and clinical groups have low utilization.

Groups with high space utilization

Risk Management, Finance

Groups with high "temporarily unoccupied" space utilization

IT, Occupational Safety, Health Physics

Groups with low utilization

Academic Clinics, School of Nursing, School of Medicine

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Time Utilization Study (TUS)

*Link to full report: [Time Utilization Study Report](#)

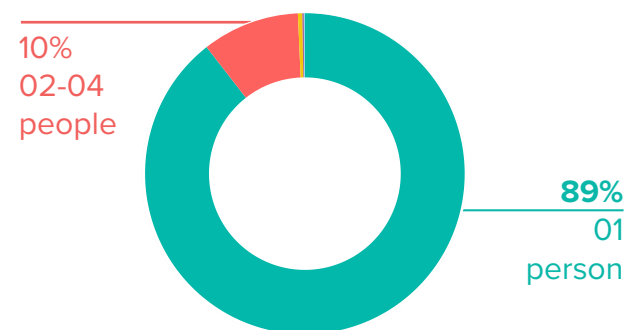
Key Findings, Continued

4. EMPLOYEE WORKSTYLES

Overall, in the administrative suites, UCDH employees spend most of their day working alone at their workstation.

In the administrative suites, employees tend to work by themselves 89% of the time, and spend 10% of their time in meetings. The other 1% of their time is spent eating or on the phone.

Average Work Style Group Sizes



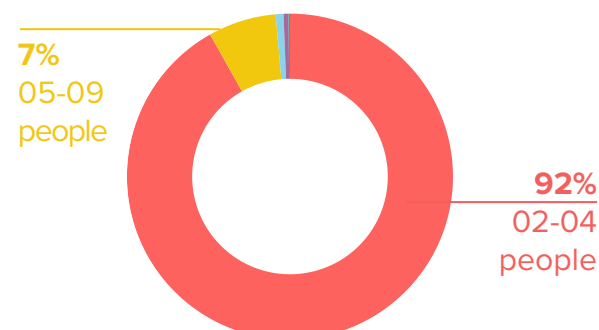
*Go to Page 18 for more information.

5. MEETING STYLES

91% of meetings are only among 2-4 people, and 73% of meetings take place in private offices, rather than meeting rooms.

Meetings rarely exceed 10 people, but there is a very limited amount of huddle rooms (2-4) and small conference rooms (5-9). Instead, many meet in private offices, which are plentiful and available.

Meeting Group Sizes



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Why does meeting room utilization show conflicting patterns?

- Rooms are not sized correctly for meeting group sizes.
- Rooms do not contain the right technology or are not comfortable/easy to set up as needed to support collaboration.
- Unbalanced distribution of meeting rooms among buildings.

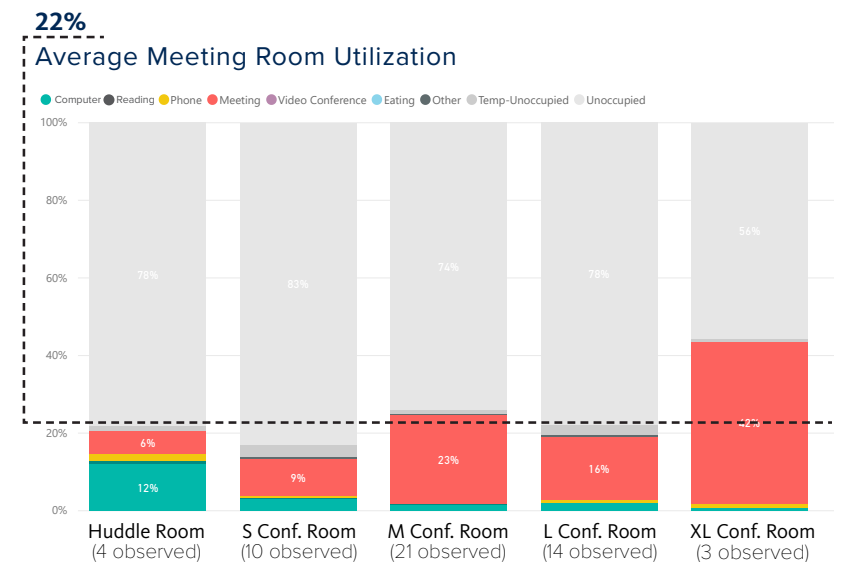
6. MEETING ROOM USE

There is a critical shortage of meeting rooms at some buildings, even as they appear to be underutilized overall, on average.

Medium and large rooms reach critical shortage in FSSB, ASB, and Alhambra Cannery multiple times throughout the week. In Broadway, ACC, and Sherman, conference rooms sit mostly unused.

Meeting Room Utilization

Not including private offices



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Workplace Performance Index (WPI) Survey

*[Link to full report: Workplace Performance Index \(WPI\) Survey Results](#)

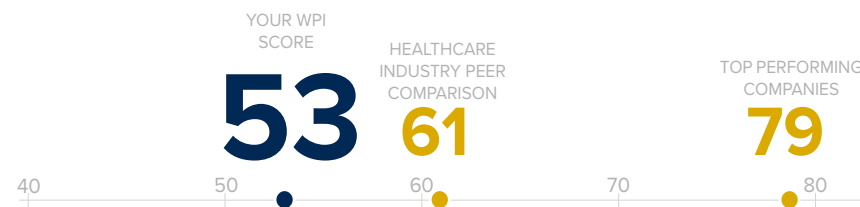
The purpose of this survey is to understand how UC Davis Health's current environment supports work modes, how this impacts work performance, and how UCDH compares with top performing workplaces. The WPI highlights potential “wins” and “gaps” in the current employee experience that can be addressed in the master planning effort. The survey also establishes a critical baseline for UCDH to measure the overall success of the master planning project from the employee’s perspective, evaluating the success and impact of the design and change management approaches. The survey at UCDH was kept open for 19 work days, from 8/12/19 to 9/9/19 and recorded 820 responses.

Key Findings

1. LOW WPI SCORE

Low WPI score compared to industry average

The UCDH campus-wide **WPI score (53)** is lower than other peer organizations within the healthcare sector (61), highlighting a significant opportunity for implementing overall workplace improvements.



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2. SUPPORTING BALANCED WORK

Employees report that working alone is the most critical activity for their work.

However, 47% of respondents indicate that current workspaces **do not effectively support individual work** and concentration.

Supporting collaboration:

Collectively, respondents report spending **42% of their time collaborating.**

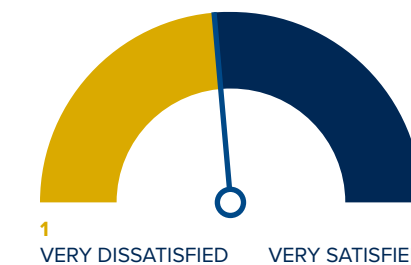
Respondents scored meeting spaces lowest for ability to rearrange, availability, and lack of appropriate collaboration tools and technology.

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3. IMPACTS OF PHYSICAL SPACE

The physical space has an impact on UCDH’s mission. Though respondents **have a strong sense of positively contributing to society** (ave. score 4 out of 5), they indicate that the current physical workplace **does not help to inspire new thinking or a competitive advantage, nor to attract and retain the best talent.**

38% of respondents report that they are dissatisfied or very dissatisfied with the current physical work environment (noting outdated design, noise, and lack daylight, flexibility).



The average satisfaction with the physical work environment was scored 2.9/5.

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Workplace Performance Index (WPI) Survey

*[Link to full report: Workplace Performance Index \(WPI\) Survey Results](#)

Key Findings, Continued

4. BREAKING OUT OF SILOS

Employees say that they **like their colleagues and value collaboration**, and are **connected with their immediate team**. Over 70% of respondents say that they are aware of what others on their team are doing and understand how their work impacts the work of others. This **awareness does not always extend beyond the team**; only 36% say they are aware of what other teams at UCDH are working on. In addition, **less than a quarter say they feel a sense of belonging** at UCDH as a whole.

Moreover, while collaboration is highly valued, **socializing is not seen as critical nor effective**. This highlights an opportunity to leverage 'socializing spaces' in the future, in order to broaden collaboration and a sense of community beyond existing silos of immediate teams.

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5. CONFIDENTIALITY IS A CHALLENGE

Respondents **do not find it easy to find an appropriate place for confidential conversations**. 57% of employees indicate that it is not easy to find a place to take a personal phone call, and 48% report that it's hard to find spaces to discuss sensitive information.

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6. ENABLING MOBILITY

Respondents feel that **working remotely enhances productivity and job satisfaction**. Respondents indicate that more could be done to support remote work, such as improving virtual collaboration and overall mobility capabilities through **more plugs and ports, support for mobile technology, and access to a company network from a remote location**.

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7. PARKING ISSUES

In comments, people frequently mention that having **free on-site parking and covered parking is something they liked most** about their space. Still, parking is a challenge for most employees. **77% of respondents drive to work** (19% have over a +45-minute commute), yet **30% have difficulties finding parking** 1-2 times a week or more, even though **73% of respondents purchase campus parking passes**.

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North Addition Post-Occupancy Evaluation

*[Link to full report: North Addition Post Occupancy Evaluation Report](#)

A post-occupancy evaluation was conducted to understand how employees are working in the new North Addition office space. The evaluation included three components: 1) A **Change Champion Focus Group** with representatives across multiple departments in the North Addition to understand lessons learned "post-move," 2) A **Time Utilization Study** to understand how often various spaces in the North Addition are being used and what activities are occurring (note: vacant spaces were not included in the utilization data), 3) An extraction and analysis of North Addition specific data from the **WPI Survey** that was conducted in August 2019.

Key Findings

1. COLLABORATION APPRECIATION

The North Addition is very effective in **supporting in-person collaboration** (3.6/5) and **could better support virtual collaboration** (3.1/5), with **better technology and additional meeting spaces**. Most of the in-person meetings are small (79% of meetings are 2-4 people) and at times it can be difficult to find available spaces.

[*Go to Page 8 & 17 for more information.](#)

2. NEED FOR FOCUS

Observations show people work alone **86% of the time** at their North Addition workspace, however the building has not been rated as effective in supporting focus (3/5). Noise, visual distractions, and foot traffic often interrupt focus and make privacy difficult (few spaces for personal calls and clear partitions).

[*Go to Page 8 & 14 for more information.](#)

3. TECHNOLOGY & INFRASTRUCTURE

Technology is perceived as **more consistent and easier to use** than in other buildings, especially for conference rooms. Training, excellent IT support and the constant need to connect with colleagues in other parts of the campus have facilitated the onboarding process for most people.

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4. CONSIDER FLEXIBILITY

The move process and the design of the space need to account for flexibility in team growth, individual needs, schedule changes (timing, teams location, etc.) and different utilization and work styles between departments.

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5. LOW UTILIZATION

With an **overall utilization of 25%**, the North Addition has a lower utilization than most of the other observed buildings. Utilization for offices is 22%, for workstations is 27%, and for alternative spaces is 16%. When utilized, offices are used for both focus work and meetings.

[*Go to Page 14 & 20 for more information.](#)

6. MOVE PROCESS

Overall, the move was positive, however **more structured timelines and fixed milestones** could have helped team relocation. Clear communications during and post move is valued, and employees would welcome a more consistent formalized engagement.

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