

Nebraska Medicine: Remote Work

8/10/21

Agenda

- Situation
- Successes
- Challenges
- Lessons Learned



Work from Home Situation

Situation



~1500 colleagues began working from home
(17% of all colleagues)

Original return to work date

Due to Delta variant have moved the date back



Two Core Questions



Who comes back?



When and How?

General Philosophies

- ✓ **Future of Work is Different**
- ✓ **Focus on Business Needs**
- ✓ **Fair and Equitable**
- ✓ **Trust Our Leaders**
- ✓ **Include employees**



Business outcomes, employee productivity and engagement are what make a difference in the work environment.



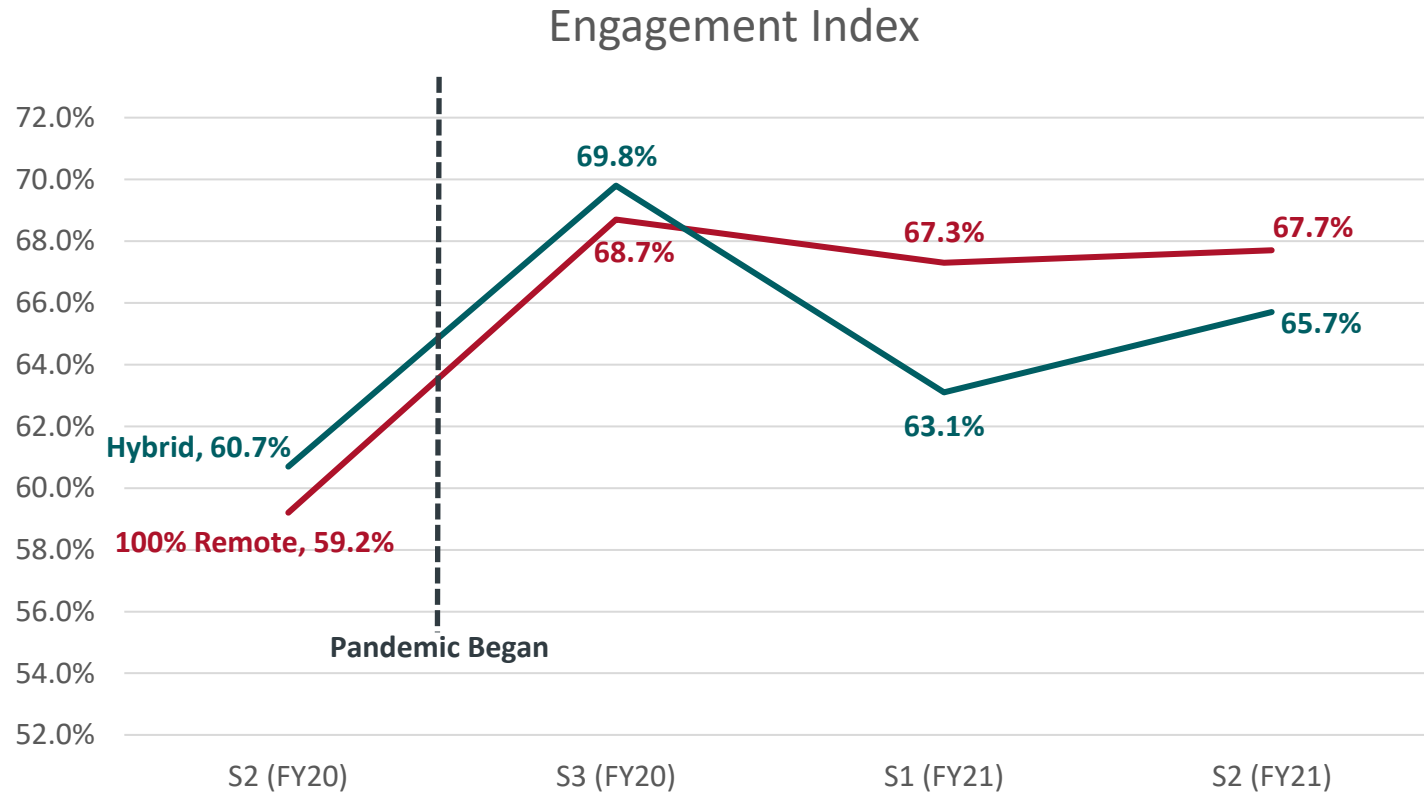
Successes

Focus #1 Safety

Colleagues and Leaders are weathering remote work very well. Risk/reward is not favorable

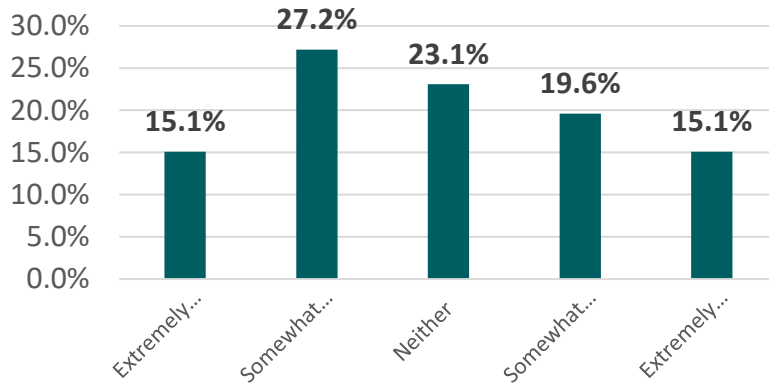


Focus #2 How Colleagues are Doing?

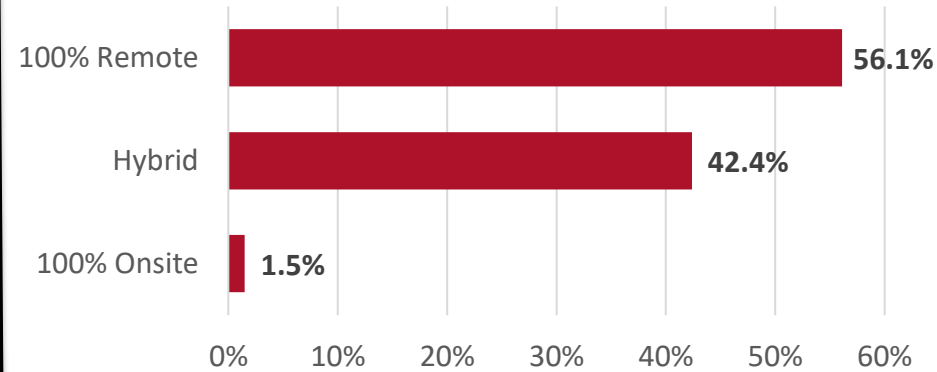


Returning to Work

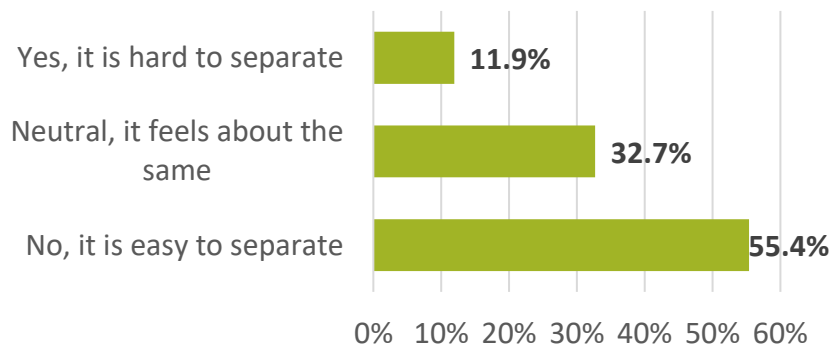
Comfort Returning to Work



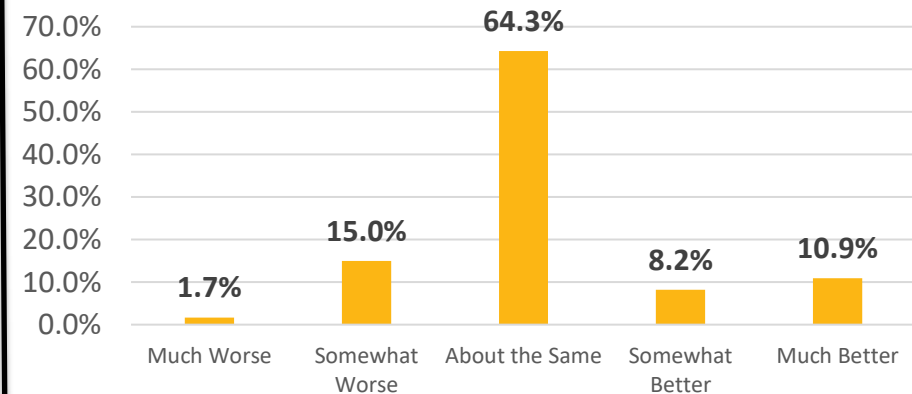
Preference when Returning



Difficulty Separating Work and Personal Time



Feeling of Connection to Team



Focus #3: Changing Nature of Work

Collaboration Need	High	Majority in Office	Hybrid
	Low	Hybrid or Majority in Office	Majority Remote
		Low	High
Remote Productivity/Performance			



Eligible for Remote Work

- **Full and part-time exempt** colleagues are able to work remote.
- **Non-exempt (hourly)** colleagues can work remote. All work time must be document in Kronos and are required to be paid for any overtime.
- **Leaders** also can work remotely. Potential remote work should be aligned with the remote opportunity of their overall team. Focus must be on best supporting the team's needs (direction and team support)



Manager's Name	Andy Noon
Department name	Employee Development
Department location	ECCP 4th Floor

If Hybrid/Majority Remote, when will be in office formally (X all that apply)?

First Name	Last Name	Job Title	Remote Status	Location	Mon	Tues	Wed	TR	Fri	Sat	Sun
e.g. Jane	Doe		Hybrid	Nebraska	X		X				
e.g. John	Doe		Majority Remote	Colorado	X						



Remote Work Status Data

Remote Status	
Hybrid	467
Majority Remote	625
Total	1092
% of Total NM colleagues	13%

Majority are in back office functions (e.g., HR, IT, Finance)



Challenges

Constantly Navigating the Known and Unknowns

Knowns

- Currently, no city or state restrictions in place.
- Buildings/cubes challenge social distancing.
- Zoom will still be needed for meetings.
- Community will look to us for guidance.

Unknowns

- How will COVID surge in the fall?
- When will a vaccine be available/community adoption?
- What protocol will be used if someone gets COVID and works onsite?
- What costs will be incurred/saved with working from home?



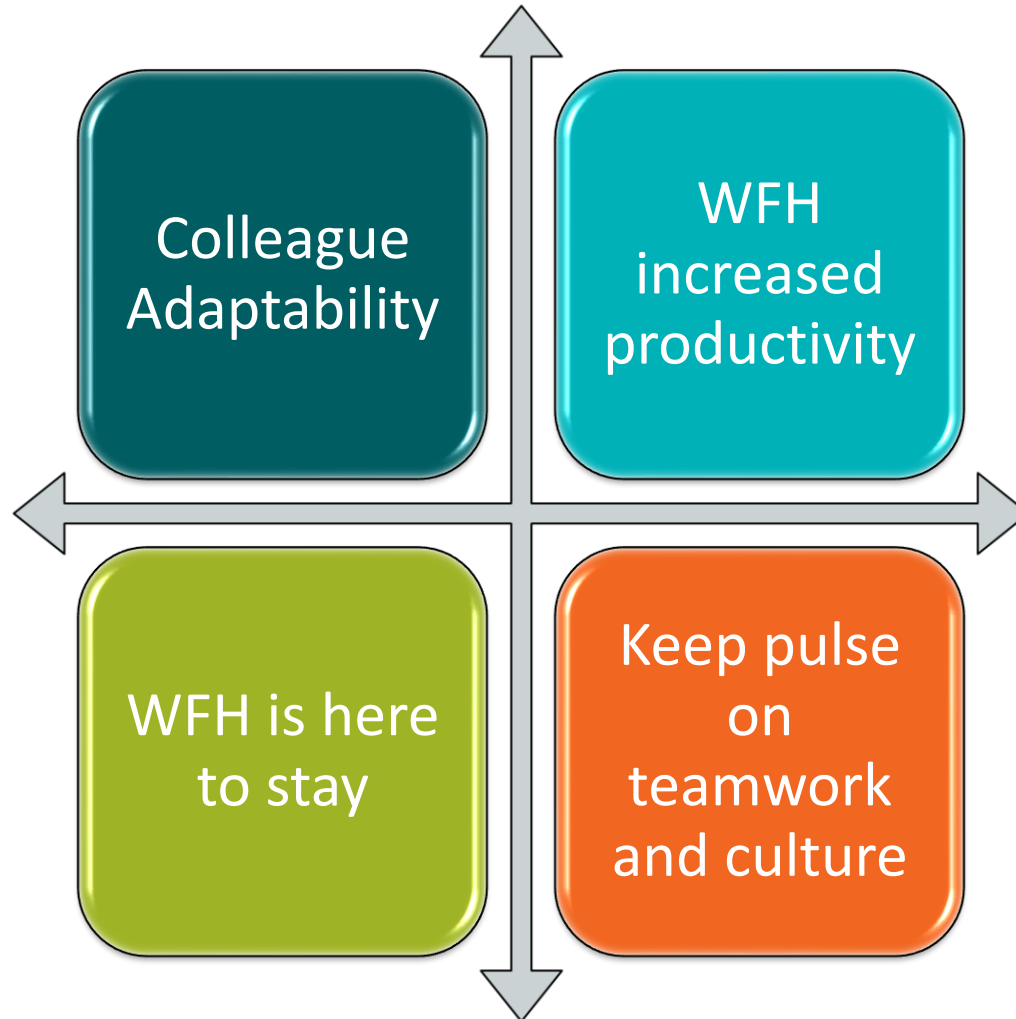
Other Challenges

- Facility redesign
- Technology availability (laptops, internet)
- Some people are challenged working from home
- Ergonomics/workspace set-up

- Policies
 - Hiring/working outside of Nebraska
 - Performance management
 - Early on dealt with communication issues



Lessons Learned



Appendix

Manager Survey Questions

Location

Prior to COVID, did you have remote workers? (yes/No)

Approximately, how many of your direct reports are working from home (please include job titles – e.g., recruiter – 12)?

How many of your direct reports are currently working in the office (please include job titles – e.g., Administrative Assistant – 1)?

Provide a short explanation as to why they are working in the office (e.g., business process requires it, no technology at home, manager discretion, etc.).

Compared to their productivity working in the office, when working remotely, they are:

More productive

About as productive

Less productive

*What objective measures do you track that helps you to evaluate productivity?

Compared to their collaboration working in the office, when working remotely, they are:

More collaborative

About as collaborative

Less collaborative

Over the last few months, what benefits have you/your team observed with the remote working situation?

What challenges have you/your team experienced with the remote working situation?

Which of your positions do you believe could permanently work remotely? (Please explain)

Which of your positions do you believe could have a hybrid-working situation (50% in office/50% outside of office)? (Please explain)

Which positions should be working in the office 100% of time? (Please explain)

From a leadership standpoint, how would you feel about leading a remote work team until the end of the year or longer?

What resources would you need as a leader to best support your team if the remote work period lasted until the end of the year or longer?

What resources would your team need if the remote work period lasted until the end of the year or longer?

What hidden costs might colleagues incur if remote work continues (e.g., home printing, additional monitors, etc.)?

Below, please describe tools, processes, or actions that you have used to help build team engagement during this remote work period.
(If you are willing to share best practice tools with other leaders, please send to Danette Neumann)



Colleague Survey Questions

- How comfortable are you returning to work (e.g., in an office outside of your home or a specific location)?
- If given the opportunity in mid to late 2021 to return to the office, which of the following would you be most interested in? (work remote 100%, Hybrid, work onsite 100%)
- Have you found it difficult to separate your work and personal time since working from home?
- How has your feeling of connection to your team members changed since working remote?



Definitions



Majority in Office - no regularly scheduled time at home, could potentially work from home occasionally with manager approval. Workspace is allocated and assigned in a Nebraska Medicine location.

Hybrid – one or more regularly scheduled day(s) in a Nebraska Medicine location. Workspace is allocated and assigned in a Nebraska Medicine location.

Majority Remote - No scheduled days in Nebraska Medicine location, may need to come in for team/department meetings, etc. No permanent workspace is allocated and assigned in a Nebraska Medicine location. Would use “drop-in” space (to be determined)





Things to Consider

Productivity and Performance

- Can essential functions be performed remotely?
- Has productivity/performance been impacted during the pandemic?
 - How is performance evaluated?
- Are any tasks unable to be completed remotely?
 - How often are those tasks performed (daily, a few days a week, weekly, monthly, quarterly)?
- What resources are missing from a remote work environment (printer access, specific software, etc.), if any? How is that impacting productivity?
- If a colleague is underperforming, is it related to working from home, or are other performance issues impacting the work?
- ***How is your leadership style/personal preference impacting your perspective?***



Decision Process



- **Leader workshop with HR** – HR will hold a workshop explaining how to walk through the work-from-home decision making process
- **Chief/VP Guidance** – Sr. Leaders provide down-line leaders with expectations and guidance
- **Director and Manager Discussion** – leaders discuss criteria and determine role/colleague remote work status. Leverage HRBP as a consultant
- **Complete Remote Worker Spreadsheet** – Managers put current remote colleagues in spreadsheet with future remote work status.
- **Decision Validation** – Directors bring forward plan to VP/Chief
- **Remote Worker Spreadsheets Sent to HR** – Directors send your team spreadsheets to HR Service Center/or Danette
- **Manager and Colleague Discussion** – Manager has conversation with his/her team or individual colleagues about decision
- **Capture in WorkDay** – when/deadline, who and how



Tips to Communicate Decision with Colleague

- Communicate WHY you some or all may need to the on-site workspace instead of continuing to work remotely.
- Leader should discuss colleague/team concerns. Acknowledge these concerns and provide answers to questions
- Keep team up-to-date with the organization's/your plan throughout the summer (e.g., safety protocols, date changes, etc.)
- Address ADA requests





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