

Remote Work Consideration Guide

As of 4.29.21

Nebraska Medicine strives to have a productive and engaged workforce. During the COVID-19 pandemic, some colleagues had the opportunity to work remotely while still contributing to our mission of Serious Medicine, Extraordinary Care. Most of those colleagues have found this experience rewarding and highly engaging and therefore, the organization intends to continue providing remote work opportunities for appropriate roles.

The information outlined below provides guidelines and decision criteria you can use to determine the appropriate remote situation that will work for your colleagues.

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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.
- **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.

Decision Guide

While the preference of colleagues is important in establishing work from home situations, the most important consideration should be business need. Work productivity, team collaboration, social distancing (in the short term) and employee preference all need to be evaluated together to make the best decision.

Productivity & Performance

The ability to perform the job is a central issue when considering work location. The pandemic required us to evaluate how many of our positions could be completed at home. If productivity is impacted by

not being on site, you may want to consider a hybrid or a majority work in office situation. When evaluating productivity, you may want to ask these questions:

- Can the essential functions and duties of the team be performed off-site?
- How is work performance measured (objective data or subjective evaluation)? Has productivity/performance been impacted, positively or negatively, during the pandemic?
- Are there any tasks that cannot be completed remotely?
 - How often are those tasks performed (daily, a few days a week, weekly, monthly, quarterly)?
 - Are there reasonable changes to job roles or processes that could be made to accommodate remote work?
- What resources are missing from a remote work environment (printer access, specific software, etc.), if any? How could that impact productivity?
- If a colleague is underperforming, is it related to working from home or are other performance issues affecting their work?

Work Collaboration

Working from home during the pandemic has changed the social structure of work. Collaboration and team engagement has moved to Zoom meetings, IM and other digital platforms. As restrictions are lifted, you may feel it important to bring everyone back to enhance teamwork. Consider the following questions to help with this decision:

- Is work completed independently of other colleagues (e.g., call center associate, some IT roles)?
- Does the job really require in-person collaboration to perform the job (e.g., for brainstorming, performing tasks together, etc.)? If so, how often and when?
- Could the job responsibilities be performed more productively with in-person collaboration versus remote interaction?
- How often does the role interact with clinical operations leaders or physicians? How often do these interactions need to be in person?

This chart gives guidance when deciding where employees might be best placed, based on their collaboration and productivity:

Collaboration Need	High	Majority in Office	Hybrid²
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	Low	Hybrid¹ or Majority in Office	Majority Remote
		Low	High
Remote Productivity/Performance			

Hybrid¹ – in this situation (independent work, but difficult to perform work out of office), a manager could be flexible and only have colleagues in office on days requiring work that must be completed in the office.

Hybrid² - in this situation (highly collaborative work, but task performance can be performed remotely), a manager could be flexible and have colleagues on location for in-person interactions (e.g., providing autonomy to attend rounding, team/department meetings, operational meetings, etc.). The manager may need to provide guidance to colleagues on what meetings need to be in-person.

Distancing

The pandemic may not officially end by the date colleagues are eligible to return to work, and therefore, we may need to cap the number of employees in a specific office area. If you have many employees returning to a work location, either fully or on the same scheduled day, you should consider how to ensure appropriate social distancing and common space utilization.

Employee Preference

Employee preference is an important consideration in this decision. The best way to understand the individual's preferences is to ask them. We encourage you to do this individually to ensure everyone's preference is considered. If possible, try to accommodate.

- Does the individual's preference align with the matrix?
- If not, why not? Will you be able to explain the rationale for your decision?