	POLICY Number: 7311-95-003 Title: SPACE MANAGEMENT
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OVERVIEW

Saskatoon Health Region (SHR) recognizes physical space as a finite asset that must be managed proactively to meet the evolving needs of the organization. The SHR endeavors to:

- Identify strategic solutions to address significant existing space deficiencies,
- Proactively forecast and plan for future space needs, specifically those related to approved growth (including manpower projections),
- Apply a variety of space strategies to support the effective and efficient delivery of a wide range of healthcare services, and
- Consolidate and integrate programs and services where appropriate.

SHR strives to provide spaces that enhance the healthcare experience for patients, families, visitors and staff by providing privacy, security, efficient patient flow, and layouts that support staffing and overall functional operation.

SHR recognizes that the provision of a quality work environment is integral to its ability to attract, recruit, retain, support and enhance the capabilities of qualified and motivated staff which includes employees, staff on contract, medical staff, volunteers and other persons acting on behalf of SHR. Adequate space is necessary for health research, knowledge transfer and the education of Saskatchewan health sciences students.

This policy applies to all owned and leased SHR space and is applicable in all space management decisions as facilities are being developed, as renovations and upgrades are undertaken, or as relocations are made.

The limitation of applying these guidelines to existing space is acknowledged.

DEFINITIONS

Breakout Space means space intended to support small group meetings.

Touchdown Space means workspaces provided for employees to meet or do work for a defined period without having to reserve the space.

Workplace means the entire physical environment for work. A workplace consists of multiple workspaces.

Workspace means the space where an employee sits (mostly) when in the workplace. There is generally one person to a workspace, but sometimes more. Workspaces vary in size. Workspaces are either:

- Open: means a workspace whose boundaries do not extend to the ceiling.
- Closed: meaning a workspace that has four walls to the ceiling and a door.

1. PURPOSE

1.1 The purpose of this policy is to establish effective utilization and allocation of space within SHR facilities and to guide decision-making.

1.2 To communicate space allocation standards.

2. PRINCIPLES

2.1 Space enables the delivery of healthcare services, health research, knowledge transfer and education.

2.2 Planning, providing, managing and maintaining space represents a significant cost to SHR.

2.3 Space planning, allocation and management must occur proactively to ensure the optimal use of scarce resources in meeting the evolving needs of SHR.

2.4 SHR space management decisions are client centered and sensitive to quality of care SHR provides to patients/clients/residents.

2.5 With regards to physical space resources, SHR strives to:

2.5.1 Make space allocation decisions based on function, actual use and/or utilization, with consideration given to organizational priorities, affordability and financial implications.

2.5.2 Provide workplaces that support the safety of patients, staff, physicians, and visitors in the delivery of health care services.

2.5.3 Provide SHR staff, contractors and physicians with access to workspaces that efficiently, effectively, and safely supports their activities with due consideration to LEAN principles.

2.5.4 Co-locate staff whose work efficiency and effectiveness benefits by close proximity to one another.

2.5.5 Locate administrative workspaces outside of, but proximate to clinical space when possible.

2.5.6 Relocate staff and not furniture where possible.

3. POLICY

3.1 All physical space (owned & leased) is the property of SHR.

3.2 The authority to control, manage and plan space within SHR is the responsibility of the Senior Leadership Team (SLT), under the direction of the Vice President, Finance and Administration.

3.3 SLT authorizes the Space Advisory Committee to plan, provide and manage space within the City of Saskatoon. Space within all other SHR facilities is managed by respective Site Leaders.

- 3.4 FES in cooperation and consultation with others shall advise the Space Advisory Committee to help ensure that the utilization of space is optimized and in accordance with the SHR Space Policy.
- 3.5 Space allocation decisions shall balance organizational priorities and financial implications to support the enhancement of service delivery across the organization as a whole.
- 3.6 Allocations of space are prioritized in order of client service, research and education and administration.
- 3.7 In all applications, the allocation of space is considered to be neither permanent nor does it confer entitlement.
- 3.8 SHR will support individual medical accommodation needs based on an official request from People Strategies. The request must include medical confirmation, duration of need and an Occupational Health and Safety ergonomic assessment.

3.9 Office Space

3.9.1 Criteria for Open Office Space

Open office space is appropriate when the office space is:

- Used by staff without significant supervisory duties including clerical staff, resident, clinical fellows, and students, research assistants, or coordinators, research nurses, and onsite physicians who spend the majority of their time in the clinical work place and visiting clinicians and administrative staff.
- Is part of a larger workplace where staff in close physical proximity perform identical or similar functions.
- There are interview or alternative meeting spaces available for private conversations and to enable small group meetings.
- Staff will have access to a locked area where they can secure their personal belongings.

3.9.2 Criteria for Shared Office Space

Shared office space is appropriate when the office space is:

- Used intermittently or temporarily to perform documentation or other tasks and the employee's professional time is spent in the clinical work place.
- A secondary workspace for a staff member with a primary workspace in a different location.

3.9.3 Criteria for Enclosed Office Space

Enclosed offices apply when the functions of individual job requirements cannot be met in an open office space. Enclosed office space is appropriate when:

- Clients receive treatment in the office on a daily basis.
- Significant confidential management responsibilities are exercised on a daily basis. (Infrequent confidential activity does not warrant an enclosed office.)
- An administrative role consumes more than 40% of work time with the remainder of work performed elsewhere.
- There is a need to hold daily meetings with two or more persons and there is no breakout room available.

- There is significant 'work in progress' on a regular basis such that it would be inefficient to have to file it away at the end of every work day.
- The employee operates a device or piece of equipment that is disruptive to staff within that work group or area or that cannot be secured in alternate locations during off hours.

SHR will only supply a single assigned office to any individual regardless of their employer and/or site affiliation.

SHR does not provide space for retired employees of SHR, University of Saskatchewan or the Saskatchewan Cancer Agency.

SHR does not provide space for SHR, University of Saskatchewan, and Saskatchewan Cancer Agency employees on sabbatical or administrative leave.

3.9.4 Priority for Space in Patient/Client/Resident Care Areas

Priority for space in areas used for patients, clients, and residents belongs to people and programs that serve those areas.

3.9.5 Workspace Standards

Workspace standards shall comply with Occupational Health and Safety Requirements¹.

Space modifications will be considered to ensure the space is adequate for the functional use and not to accommodate an individual's level of responsibility. Detailed Workplace Space Standards (Appendix A)

3.10 Support and Clinical Space

Support and clinical space is allocated at the direction of the appropriate SHR Director and Medical Department Head (in Dyad relationship) with involvement from SLT as required. The development and assignment of new clinical space requires approval from the Space Advisory Committee.

3.11 Research Space

Research space is approved by the Space Advisory Committee upon the written request of the SHR Vice President of Research and Innovation. An annual review of space utilized by research programs will be undertaken by the Vice President of Research and Innovation.

3.12 Storage Space

3.12.1 Storage in Offices and Client Care Spaces

Departments manage storage within the existing space assigned to them for items used on an urgent or frequent basis. Storage of material that does not meet these criteria does not create an accepted rationale for the assignment of additional space.

3.12.2 Hallways and other common areas are not to be used for storage under any circumstances.

¹ The Occupational Health and Safety Regulations, 1996, Chapter O-1.1 Reg 1. Section 68

3.12.3 Secured and Purpose Built On-site Storage Space (Cages)

Material needed on a regular but non-urgent basis may be stored in a secured area on site within the facility. This storage is subject to availability based on volume and type of storage, shared or secured. The Space Advisory Committee has sole administrative jurisdiction over all designated storage areas within the SHR.

3.12.4 Long Term Storage

SHR does not offer long-term storage within acute care facilities. Qualified vendors are to be used for long-term storage needs. Material must be moved offsite by the materials owner and stored at their expense.

3.12.5 Clinical Trial and Research Records

Clinical trial files and binders are the responsibility of individual researchers, SHR departments and/or the University of Saskatchewan. Records of this nature must be removed from SHR property within twelve months of their creation at the expense of their owner.

The SHR reserves the right to arbitrarily remove the clinical trial records and place them in a secure third party location at the expense and risk of the researcher.

3.13 Staff Comfort and Convenience

3.13.1 The provision for any new staff lounge space must be approved by the Space Advisory Committee

3.13.2 If restricted electrical outlets (red or gray receptacles) are present in the rooms they cannot be used for non-clinical equipment.

3.14 Space Implications of Academic Health Responsibilities

3.14.1 Resident Call Rooms

Space standards for resident call rooms are addressed in *Article 27.0 Call Room Standards* between the University of Saskatchewan and the Professional Association of Interns and Residents.² The standard is as follows:

"27.1 Health care facilities will endeavor to provide call rooms with the basic items including bed, lamp, phone, desk, chair, daily linen change, reasonable access to shower and male and female washrooms."

Dedicated call rooms may be provided if the service demonstrates its continual requirement for in-hospital overnight stays. Otherwise, access to the general use call rooms will be first come first serve.

Costs to upgrade call rooms to a standard above and beyond the negotiated level are not the responsibility of SHR.³ This policy does not address call room furnishings.

3.14.2 Conference Rooms

Meeting and conference rooms are shared spaces provided by SHR. Department-specific meeting room/conference room space is permitted

² Collective Agreement between the University of Saskatchewan and the Professional Association of Interns and Residents for the Period January 1, 2005 to December 31, 2005 and January 1, 2006 to December 31, 2008, page 30.

³ Ibid, Section 27.1

only when that space is totally enclosed within space assigned to the department.

3.14.3 Clinical Consult Rooms

Clinical areas may maintain Clinical Consult Rooms to accommodate discussions pertaining to patient care, service delivery, continuing education or other clinically related functions.

3.15 Confidentiality

Privacy requirements need to consider the relationship of the issues being routinely discussed with the intended audience and those in the surrounding space.

3.16 Space Valuation

Any space assigned to non-SHR programs or employees will be subject to a formal lease agreement including lease and occupancy costs negotiated on a per lease basis.

MODIFYING OR REASSIGNING EXISTING SPACE

3.17 Requesting Changes

All changes must be initiated via an electronic request (where available)

3.17.1 Submit *Space Request Application*

- See FES page (*InfoNet*), Space Management
- Complete Application and submit
- If required, FES will direct as appropriate (ie. to Site Leader/Rural Director).

3.17.2 FES staff/Site Leader/Rural Director reviews and attempts to resolve the need and proposes a solution to the requestor. Major moves are referred directly to the Space Advisory Committee.

3.17.3 The requestor can accept the FES response/proposal or request a referral to the *Space Advisory Committee* for consideration.

3.17.4 The Space Advisory Committee has final authority on space allocation decisions.

3.18 Funding and Responsibility of Costs

Displacement costs arise when SHR space requirements cause an occupant to relocate involuntarily. In such circumstances costs to the displaced occupant are assumed by the department, occupant or project that is caused the displacement.

4. ROLES AND RESPONSIBILITIES

Facilities and Engineering Services (FES) conducts regular space assessments to ensure ongoing compliance with the SHR Space Management Policy. Assessments will be initiated by FES and conducted jointly by SHR and the University of Saskatchewan (where required).

5. POLICY MANAGEMENT

The management of this policy including policy education, monitoring, implementation and amendment is the responsibility of the Chair(s), Space Advisory Committee.

6. NON-COMPLIANCE/BREACH

Non-compliance with this policy will result in the specific issue being brought forward to the Space Advisory Committee for review.

7. REFERENCES

University of Saskatchewan Space Allocation and Management policy document dated April 19, 2005, Appendix A, page 3.

Collective Agreement between the University of Saskatchewan and the Professional Association of Interns and Residents for the Period January 1, 2005 to December 31, 2005 and January 1, 2006 to December 31, 2008, page 30.

The Occupational Health and Safety Regulations, 1990 Chapter 0-1.1 Reg 1 Section 68

WORKPLACE STANDARDS

Description of Workstation Standards

Type A (1.858 m², 20 ft²)

Type:

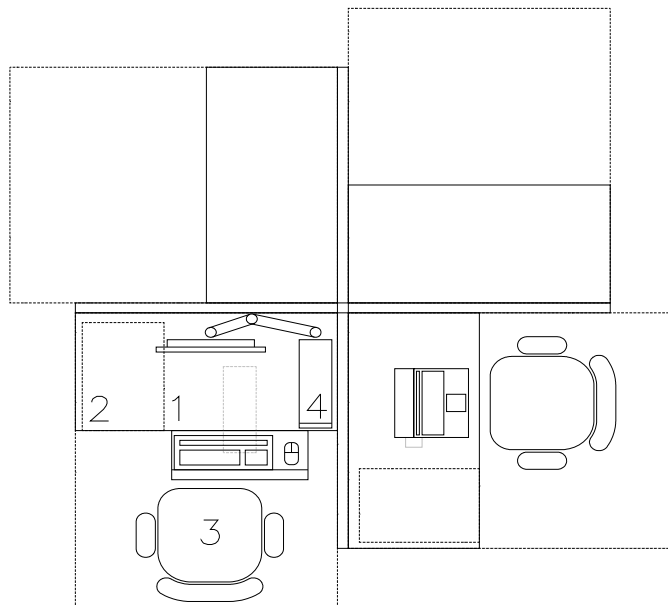
- Standard workstation
- These are provided to employees in an open area office who perform clerical or administrative duties on a part-time or temporary basis

Area:

- Size of workstation: 1220 mm x 1524 mm
- Area of workstation: 1.858 m²

Description:

- 1 Straight work surface, supported by divider system components or end support legs (optional keyboard tray)
- 2 Mobile pedestal (personal pencil and file drawer)
- 3 Ergonomic office task chair
- 4 Computer with monitor or laptop (data, power and phone cabling)



Type B (3.344 m², 36 ft²)

Type:

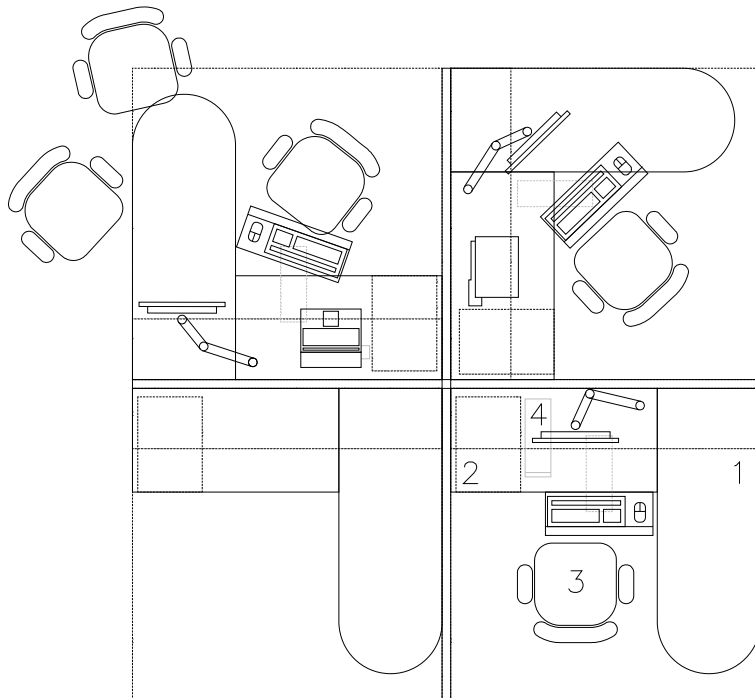
- Standard workstation
- These are provided to employees who perform clerical/administrative duties or similar

Area:

- Size of workstation: 1828 mm x 1828 mm
- Area of workstation: 3.344 m²

Description :

- 1 L-shaped work surface, supported by divider system components or end support legs (optional keyboard tray, optional overhead storage)
- 2 Mobile pedestal (personal pencil and file drawer)
- 3 Ergonomic office task chair
- 4 Computer with monitor or laptop (data, power and phone cabling)



Type C (5.2 m², 56 ft²)

Type

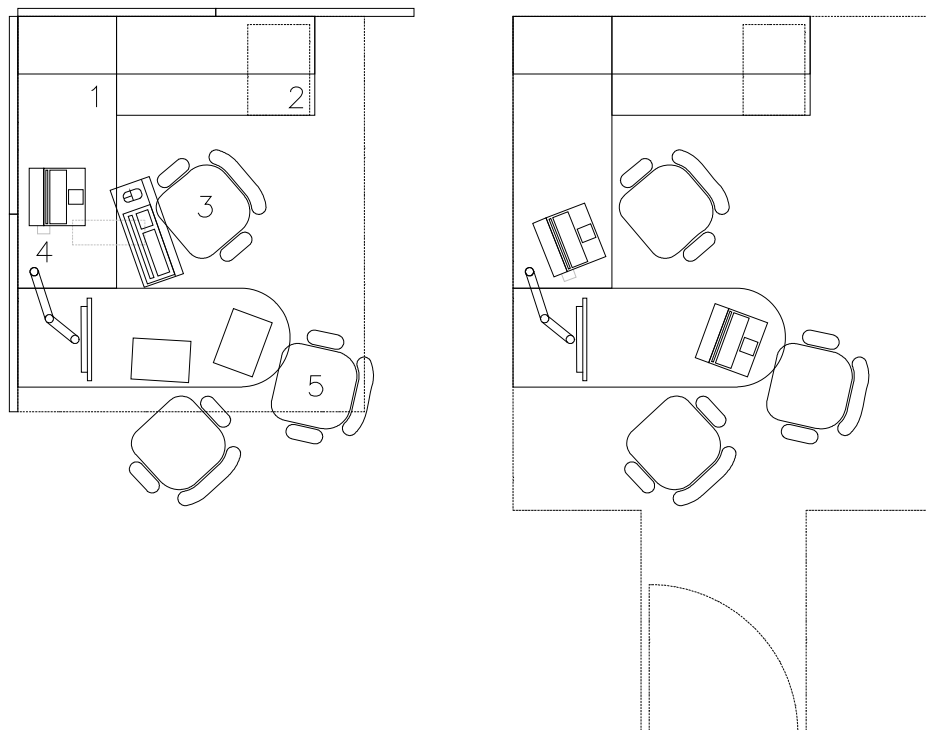
- Leader/Supervisor workstation
- These are provided to employees who hold a supervisory position and oversee a division or group of employees

Area

- Size of workstation: 2134 mm x 2438 mm
- Area of workstation: 5.2 m²

Description

- 1 U-shaped work surface with overhead storage, supported by divider system components or end support legs (optional keyboard tray, optional task light)
- 2 Mobile pedestal (personal pencil and file drawer)
- 3 Ergonomic office task chair
- 4 Computer with monitor or laptop (data, power and phone cabling)
- 5 Two visitor chairs



Type D (9.29 m², 100 ft²)

Type

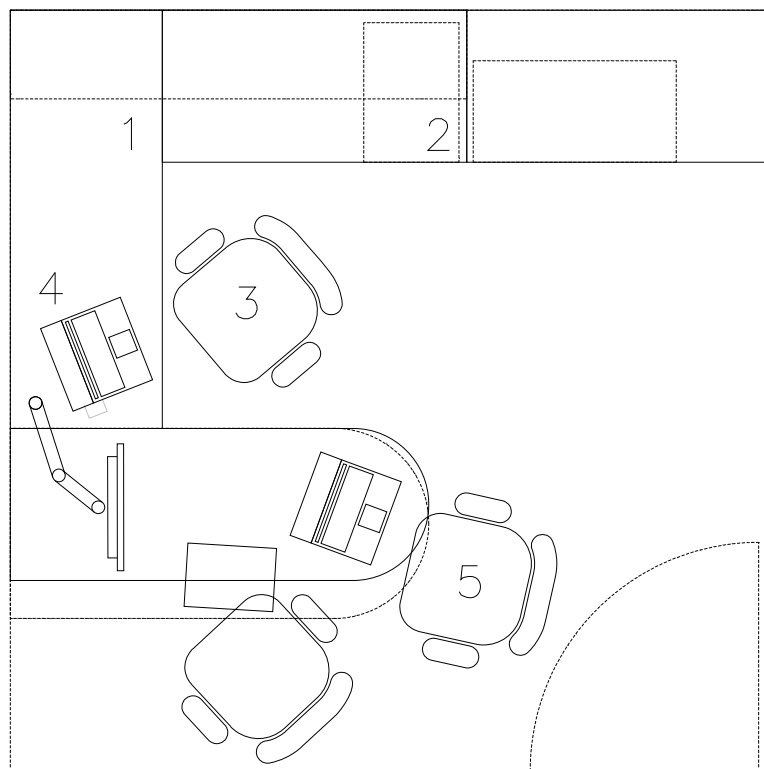
- Standard office
- These offices are provided to employees in managerial position who require acoustic and visual privacy

Area

- Size of office: 3048 mm x 3048 mm
- Area of office: 9.29 m²

Description

- 1 U-shaped work surface with support legs, overhead storage with task light and lateral file cabinet (optional keyboard tray)
- 2 Mobile pedestal (personal pencil and file drawer)
- 3 Ergonomic office task chair
- 4 Computer with monitor or laptop (data, power and phone cabling)
- 5 Two visitor chairs



Type E (12.1 m² , 130 ft²)

Type

- Standard office
- These offices are provided to employees in managerial positions that require acoustic and visual privacy, and internal meeting space for 2 to 4 visitors/staff

Area

- Size of office: 3048 mm x 3962 mm
- Area of office: 12.1 m²

Description

- 1 U-shaped work surface with support legs, overhead storage with task light and lateral file cabinet (optional keyboard tray)
- 2 Mobile pedestal (personal pencil and file drawer)
- 3 Ergonomic office task chair
- 4 Computer with monitor or laptop (data, power and phone cabling)
- 5 Three visitor chairs
- 6 Whiteboard and/or pin board as required

