



**Queensland
Government**
Queensland **Health**

Design Standards Unit

Queensland Health Work Place & Office Accommodation Policy and Guidelines

1.0 Summary

Our Values and Operating Principles

Our Values – Caring for people, leadership, respect, integrity.

Our Operating Principles – Respond justly and fairly to need, work in partnership, enable and support change in the health system, be accountable for resources and actions.

Queensland Health is committed to ensuring a safe, secure and productive work place for all staff. This document provides policy direction and guidance with regards to the allocation and management of space and office accommodation in Queensland Health facilities.

Queensland Health recognises that it is important to provide staff with an environment where they are engaged, feel valued and supported to meet the demands of delivering health services throughout Queensland. A key contributor to a productive work place is the physical environment and amenity of facilities. This policy applies equally to all Queensland Health staff and healthcare facilities.

It provides a balanced approach based on Queensland Health's values and operating principles.

2.0 Development and Use

This policy has been developed in consultation with:

- Capital Works & Asset Management Branch
 - Major Projects Unit
 - Design Standards Unit
- Major Hospital Project Team Representatives
- Area and District Health Service Representatives

It provides designers and health planners with guiding principles, design considerations and overarching standards for the allocation of space and the design of office accommodation in Queensland Health facilities.

New or refurbished office accommodation in health facilities are to be designed in accordance with this policy. This policy is to be read in conjunction with the 'Office Accommodation Management Framework (OAMF) and the Australasian Health Facility Guidelines (Australasian HFG) with particular reference to section 120 Administration.

Please ensure that all project or room specific guidelines apply the guiding principles and design considerations contained in these guidelines

For reference to non-health facility accommodation guidelines please refer to the 'Office Accommodation Workspace and Fitout Standards' developed by the Department of Public Works.

3.0 Custodianship and Maintenance

Design Standards Unit, CWAMB, are the custodians of this policy and are responsible for its maintenance and review.

4.0 Background

In order to deliver quality health care at its facilities Queensland Health must attract and retain appropriately skilled staff. The provision of suitable and appropriate space and office facilities is important to attract and retain such staff. Historically, there have been a range of purposes and perspectives on office accommodation policies. These have included the allocation of space and facilities based on status/position and permanency through to reconciling individual personal needs with the organisational need for efficient use of an important resource.

However, the growing demand for health services and workforce constraints will require Queensland Health to continually improve and evolve models of care and service delivery. This will in turn require functional and flexible work spaces and facilities.

5.0 About this Policy

This policy provides the guiding principles and standards for the planning, design, allocation and management of space and office accommodation within Queensland Health facilities.

It recognises that the workplace is a social setting and that the physical environment provides the context in which people undertake their work activities. Therefore, office space and how it is used is an important common concern of both Queensland Health and its staff.

6.0 Purpose

The purpose of this policy is to ensure:

6.1.

- a consistent approach is used for the planning, design, allocation and management of staff workplace and office accommodation.
- space and facilities are provided to support the delivery of health services based on Queensland Health's values and operating principles.
- suitable and flexible provision of work place and office accommodation for all staff.
- the optimal use of space and facilities.

6.2. accommodation and facilities:

- are provided that reflect the changing patterns of work and support flexible models of care and service delivery. This includes:
 - i. increased collaboration between health professionals and a focus on multidisciplinary team work; and,
 - ii. part-time, job share and telecommuting practices as well as conjoint and multi-site appointments.
- support all staff in the provision of health services in Queensland.

7.0 Scope of this Policy

This policy applies to:

1. All new and refurbished healthcare facility office accommodation.
2. All Queensland Health staff, contractors and consultants.

This policy and guideline provides recommendations for space allocation and design of office accommodation in Queensland Health Facilities. This includes all buildings located on a hospital campus serving a specific function or service to a Queensland Health Facility.

All administrative buildings either within or outside a hospital precinct are subject to Government Office Accommodation Committee (GOAC) approval should office space exceed 50% of the nett lettable area.

Liaison with the Queensland Government Accommodation Office on all office accommodation projects is recommended to ensure all relevant office accommodation activity accords with the Departmental Office Accommodation Proposal process.

For the purposes of this policy the definition of workplace and office accommodation excludes "front of house" reception and related areas.

8.0 Policy

Ownership and Governance of Office Space and Facilities

Office space and facilities are provided by Queensland Government for the purposes of Queensland Government Departmental business. The allocation, access and use of office accommodation should be consistent with the purposes for which they are provided.

Allocation and Management of Space and Facilities

Space and facilities will be allocated and managed in accordance with Queensland Health's values and operating principles. A holistic, whole of facility approach is to be taken in the allocation and management of workplace space and office accommodation.

Functionality and Flexibility

Space will be allocated and used on the basis of functional need. This will reflect health service needs expressed through appropriate models of care for health service delivery. In turn this is supported through flexible approaches to the use and management of people, information and communication technology.

Changes to health service needs may require changes to the use and management of office space and facilities. Queensland Health is continually evaluating its health service delivery and its requirements and will manage its space and office accommodation accordingly.

Standardisation

Standardisation is an important and effective means of improving efficiencies and the effective use of space and accommodation facilities, where possible standardisation of design and use is a preferred option.

Standardisation of design, dimensions and materials enables improved efficiencies in purchasing and supply. Standardisation of space utilisation, layout and furnishings within and between facilities increases productivity and reduces training and other requirements.

Accommodation for Dual / Multiple staff roles

A person shall be provided with no more than one office regardless of the number of roles or positions held within a health facility.

Sustainability

Office and facility design and construction will consider Ecologically Sustainable Development Principles (ESD) including adherence to:

- The Queensland Health ESD Policy
- Queensland Health Water Efficiency and Conservation Policies.

Occupation Health and Safety

Office and facility design and construction will consider and comply with:

- Workplace Health and Safety Act (1995).
- Queensland Health Occupational Health and Safety Policy and Guidelines.

Access and Mobility

Office and facility design and construction will comply with:

- AS 1428.1—2001: Design for access and mobility Part 1: General requirements for access—New building work
- AS 1428.2-1992: Design for access and mobility - Enhanced and additional requirements - Buildings and facilities
- Commonwealth Disability Discrimination Act 1992

- Queensland Health Disability Access Policies and Procedures
- Australasian Health Facility Guidelines (Australasian HFG)

Learning and Education

Workplaces and office accommodation should be designed to encourage and support professional learning and development in accordance with Queensland Health policy and guidelines.

Office Communication, Messaging, Photocopying and Printing Facilities

Photocopier, facsimile, printing and administrative facilities will be located within easy access to shared offices. Workplace practice and design strategies should also consider information management issues such as security, confidentiality and privacy.

Office supplies and services including photocopying, printing, intranet/email and fax facilities are to be housed in appropriate reception / administrative areas. These facilities are to be available and accessible based on service need.

Signage and Wayfinding

Workplaces and office accommodation should be designed and constructed to support Queensland Health principles and guidelines on signage and wayfinding, and the Australasian Health Facility Guidelines (Australasian HFG: Section 750 Signage).

Nutrition

Office and facility design and construction is to consider appropriate access to nutrition during and after ordinary working hours. Access to food and beverages should support Queensland Health “*A Better Choice, Healthy Food and Drink Supply Strategy for Queensland Health Facilities*” and Queensland Health Food Service Policy, Guidelines & Standards

Design Concepts and Considerations

The location of office accommodation may be in a clinical or non-clinical setting. The following issues should be considered during the planning and design of office accommodation in healthcare facilities.

Support for Flexible Work Arrangements

Office accommodation should include support for flexible work arrangements through;

- open and multi-purpose spaces,
- facilities such as offices and shared work bases that can be used by appointment (i.e. booked)
- access points to communication networks.

Open/shared office spaces and open plan offices

A key consideration in the design of offices is the incorporation of open flexible spaces that best facilitate flexible work patterns, communication and teamwork with the efficient use of space. Two related, but different approaches to this issue are the use of open shared office spaces within a clinical environment and the specific provision of open plan offices (associated with administrative/non-clinical settings).

Open/Shared office spaces (clinical setting):

Open or shared office spaces may be multi-purpose spaces and/or specifically designed spaces in a clinical setting. That is, they are open/flexible activity spaces that have a context and purpose. They may be comprised of any number and configuration of shared offices (Types A,B,C) with other clinical and non-clinical spaces.

In open/shared office spaces functional requirements should include provision for “personal” space and the capacity to securely store personal items.

Adjoining open office spaces should be considered as a single space unless there is specific requirements to divide them (eg such as security and privacy).

Non-clinical setting open plan office accommodation:

An open plan office is a particular form of office environment which comprises multiple work spaces and workstations (partitioned cubicles) within a larger open office space. This is commonly provided in administration and commercial office environments, and is appropriate for consideration in non-clinical settings within healthcare facilities.

Fixtures and Furnishings

It is preferred, that where possible, fixtures and furnishings should be standardised and modular to promote ease of use, flexibility and multi-purpose use of space.

Privacy and security / openness and flexibility considerations

Appropriate strategies and measures should be included within office accommodation areas to balance privacy, security and openness/flexibility. This may include appropriate use of:

- Partitions, screens and forms of sound attenuation,
- Alternative accessible rooms for meetings and interviews, within close proximity.
- Areas are designed to enhance patient confidentiality.
- Areas are designed to enhance staff safety such as having the capacity to facilitate “lock down” of various areas after hours (eg restricted 24 hour access to some areas through such mechanisms as swipe access/key access).

The flow of public access may also require the consideration of reception and waiting areas for a cluster of offices and workstations.

Storage

Storage facilities should be based on the requirements of the clinical or business area and balance access, easy of access with privacy and security considerations.

9.0 Office and Room Guidelines

The following data is to be used as a guide only. Variation on this data may be required based on a review of the individual facility requirements. This table has been adapted from the Australian Health Facility Guidelines and provides additional guidance for the planning and design of office accommodation for health facilities. It links AHFG accommodation categories to functional need as a core principle for the use and allocation of office accommodation. Comments are provided as guidance only.

Category (AHFG)	Functional Description	Work Space m ² (AHFG)/ Features	Comments
Office Type A	<ul style="list-style-type: none"> High level/volume of confidential information High volume of “meeting with people” as part of the role. Role definition requires large amount of time at desk (80%). Meetings involving senior level internal and external parties on a regular basis (including senior health executives, visiting dignitaries, community leaders and politicians). 	18 m ²	<p>Allocation for an District CEO.</p> <p>A meeting area is to be included within this office space (AHFG 6 m2)</p> <p>Typically these executives may have multiple roles, but only one dedicated office space that should be assigned within or across the District Health Service.</p>
Office Type B	<ul style="list-style-type: none"> High level/volume of confidential information High volume of “meeting with people” as part of the role. Role definition dictates large amount of time at desk (80%). Meeting involves senior level internal parties and some external parties but not to a level of dignitaries and politicians. 	15 m ²	<p>Allocation for a district health executive.</p> <p>A meeting area is to be included within this office space (AHFG 3 m²)</p> <p>Typically these executives may have multiple roles, but only one dedicated office space that should be assigned within or across the District Health Service.</p>
Office Type C	<ul style="list-style-type: none"> Significant level of confidential information High volume of “meeting with people” but mainly one on one as part of role. Role definition requires moderate amount of time at desk (50-70%) 	12 m ²	<p>Allocation for department heads including Clinical Stream/ Divisional Health Executives, Clinical Directors of Departments/ Units.</p> <p>These staff may have multiple roles but only one dedicated office space should be assigned within the campus/Health Area.</p>
Office Type D	<ul style="list-style-type: none"> Some level of confidential information 	9m ²	Allocation for Staff Specialists, Nurse Unit Managers, senior clinicians and medical officers, Staff Specialists,

	<ul style="list-style-type: none"> High volume of “meeting with people” but mainly one on one as part of role. Role definition requires moderate amount of time at desk (50-70%) 		Business Managers and Departmental Heads with significant staff supervisory responsibilities and the position is higher (0.8 FTE or higher). These staff may have multiple roles but only one dedicated office space should be assigned within the campus/Health District.
Shared Office Type A		12 m ²	Shared office areas for 2 persons with two workstations.
Shared Office Type B		15 m ²	Shared office areas for 3 persons with three work stations
Shared Office Type C		20 m ²	Shared office areas for 4 persons with four work stations
Open plan office accommodation (Non-clinical)	Open plan office for all staff functionally located into one administration cluster. The area will have the use of shared interview type rooms, where private discussions/ phone calls etc can be accommodated. In this environment there are no four walled offices allocated to a role.	Workstations with provision of 2.3sqm unencumbered floor area for each worker. Size of desk will be dependant of functional requirement	Distinction of roles and functions may occur at a layout/ design level. Modern acoustic and portioning will be incorporated to promote this model. Suitable for all staff who are accommodated in Office Type C and D, and Shared Office Types A, B and C as above and Workstations as below.
Workstation A	High volume of material is managed – security is mandatory requirement. Meeting with people can be managed by access to shared/ “bookable” meeting spaces.	Desk typically includes 2100 x 1800 or 1800 x 1800mm desks. Includes facilities of desk/return, filing, shelving (that can be locked).	Allocation for clinicians: senior role – low/moderate time spent at desk. General Administration: Non senior/non manager role -moderate/high time spent at desk.
Workstation B	Material security can be provided at workstation or nearby.	Desk typically includes 1800 x1600 or 1600 x 1600 desks. Includes facilities of desk/return, filing, shelving (that can be locked). PC allocation based on functional requirement.	Allocation for clinicians: low/moderate time spent at desk. General Administration: moderate/high time spent at desk.
Shared workbase (Hot Desk)	Role requires high level of “transient activity”– work in multiple/ areas functions. Material security (information/records) provided in “shared storage”. Core or main files and patient records accessed and stored via main/central storage facilities.	Includes basic continuous shelf above, access to phone, power, data, connections at desk; mobile drawer unit storage.	Allocation for casual role with low contact hours requiring access to a desk space and office facilities for some functions. For the purposes of this policy a “hot desk” may also include the “casual” and or temporary use of a workstation (A or B) above.

Waiting Areas			AHFG allocates 1.2 m ² per person and 1.5 m ² for people with wheelchairs.
Meeting Room A		9 m ²	Meeting room for interview purposes for 2-3 people.
Meeting Room B		12 m ²	An area suitable for 4-6 people. For staff, patients, and family members to conduct confidential discussions.
Meeting Room C		20 m ²	An area suitable for 8-12 people to conduct meetings. This room is a shared facility to be accessed through a booking system.
Meeting Room D		30 m ²	Allows for up to 14-20 people to attend meetings or can be used as a small group room for community health. Where two such rooms are co-located, operable walls may be installed allowing greater flexibility.
Meeting Room E		55 m ²	Allows for up to 50 people plus lecture area. Should allow for the provision of non-fixed stackable seating.

References

AS 1428.1—2001: Design for access and mobility Part 1: General requirements for access—New building work

AS 1428.2-1992: Design for access and mobility - Enhanced and additional requirements - Buildings and facilities

Australasian Health Facility Guidelines (AHFG)

<http://www.healthfacilityguidelines.com.au/>

Building Code of Australia (BCA)

Qld WH&S Regulations

NSW Health Office Accommodation Policy – Public Health Organisations and Ambulance Services NSW
Department of Health April 2005

http://www.health.nsw.gov.au/policies/pd/2005/pdf/PD2005_576.pdf

Office Accommodation Management Framework (OAMF)

<http://www.build.qld.gov.au/aps/aps01.asp>

Office Accommodation Workspace and Fitout Standards

<http://www.build.qld.gov.au/aps/ApsDocs/G-Fitout-03-Ref4-new.pdf>

Queensland Government Office Accommodation Committee Fitout Guidelines 5 July 2000

(<http://www.health.qld.gov.au/cwamb/cwguide/fitout.pdf>)

Useful Guides

Becker F and Sims W (2001), Offices that Work – Balancing Communication, Flexibility and Cost. Cornell University International Workplace Studies Program.

http://iwsf.human.cornell.edu/pubs/pdf/IWS_0002.PDF