

Results Only Work Environment
*Fairview IT's transformation to new model of
work*

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Fairview Information Technology has 340 employees supporting:

- 7 hospitals, including the University of Minnesota Medical Center,
- 48 primary care clinics and more than 50 specialty clinics,
- More than 22,000 employees,
- More than 3,400 credentialed physicians,
- Home care and hospice,
- Retail pharmacies and much more.

Time-based (traditional) work environment

Activities  **Outcome**

Results-ONLY work environment

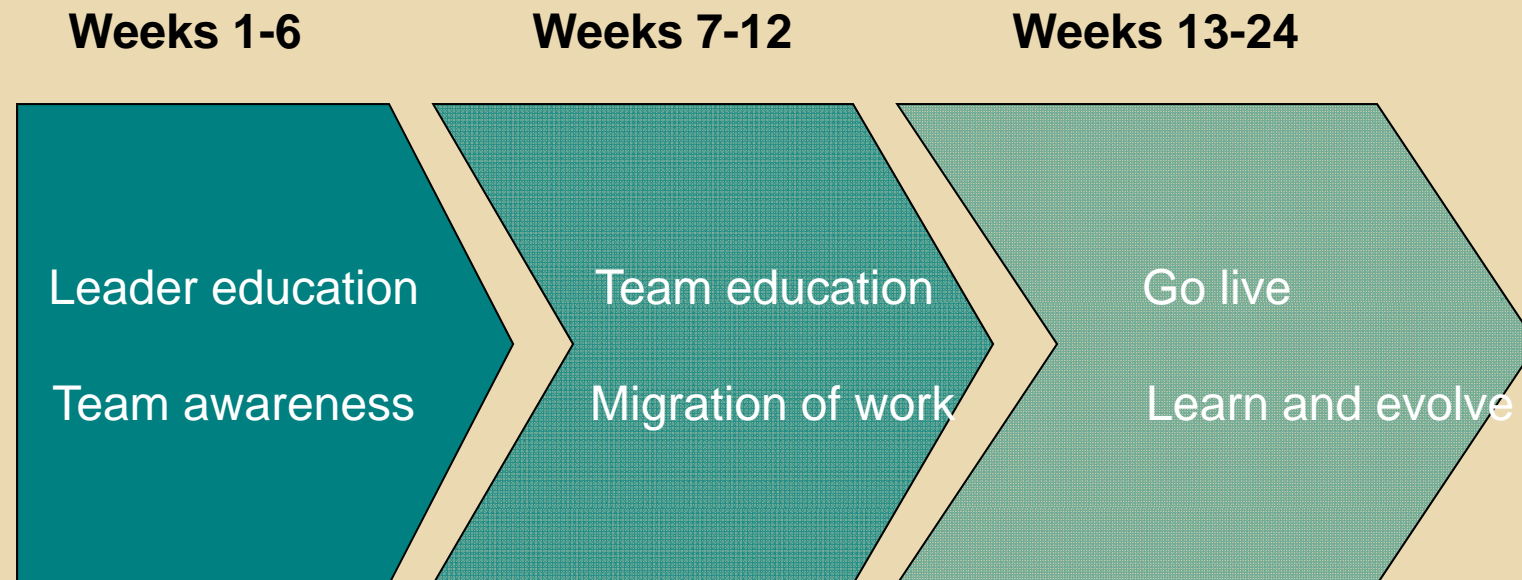
Outcome  **Activities**


It's about results!

Each person is free to do
whatever they want,
whenever they want,
as long as the work gets done.

Why ROWE for Fairview IT?

Timeline for ROWE rollout



Progress point 

Adaptive change

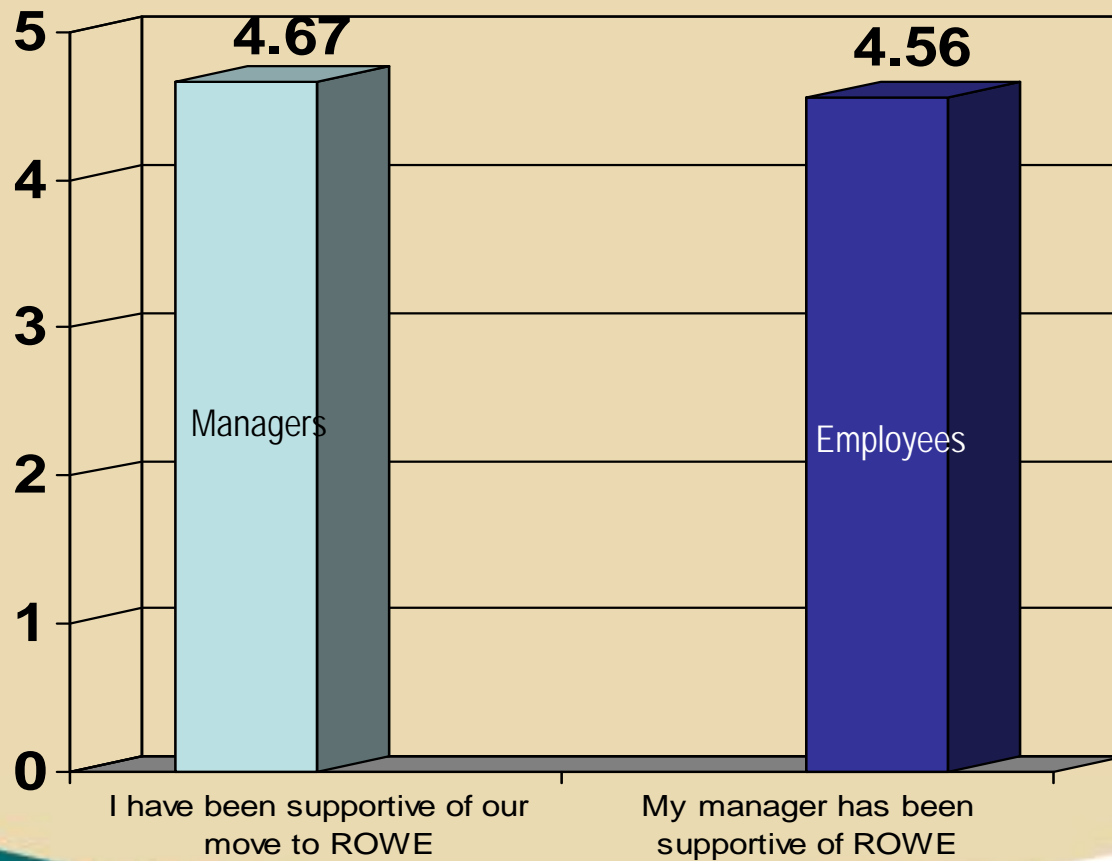
- Alters the way people see work, customers and themselves
- Culture and behavior shift is fundamental

Measuring adaptive change

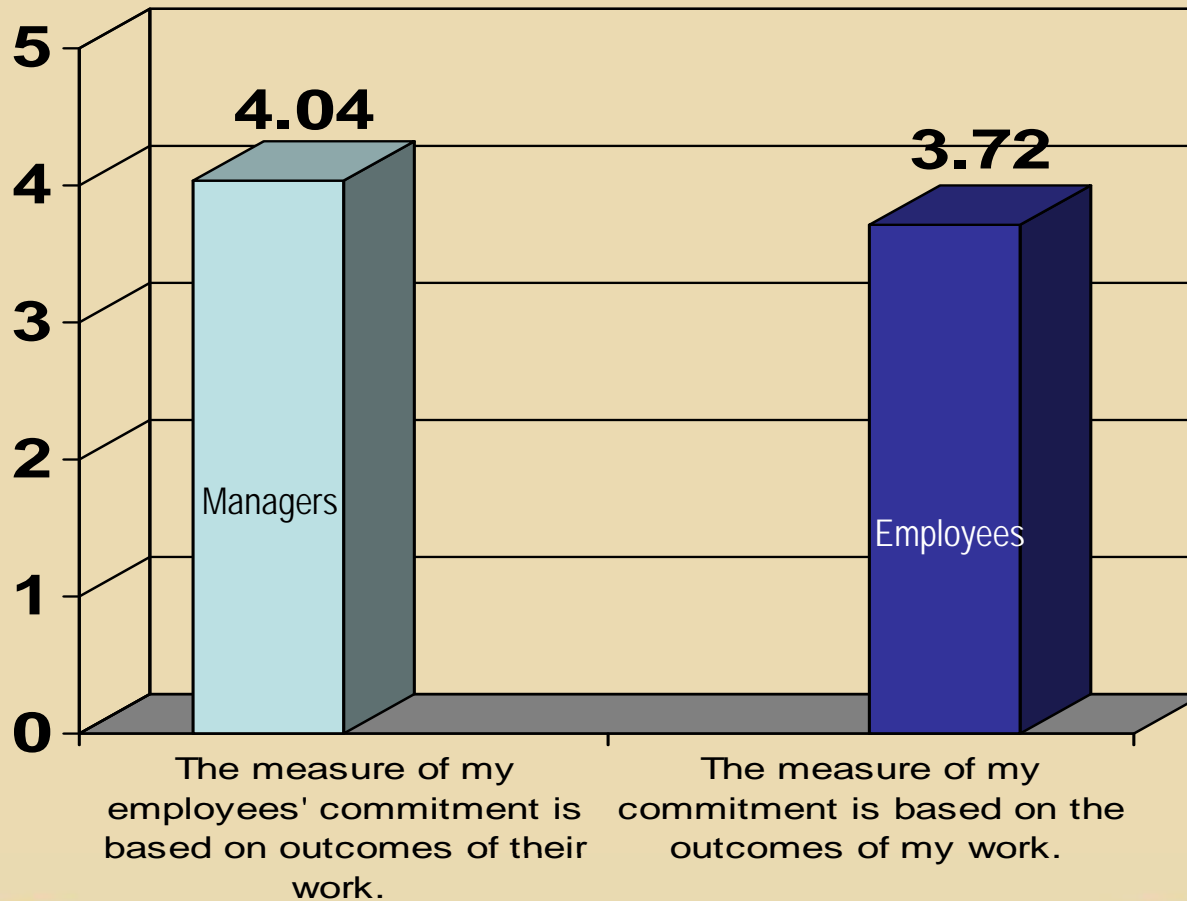
- May '09 check-in survey of IT employees and managers - showed change was happening, people liked it and there was still work to be done.
- Both employees and managers asked series of questions on 5 point scale.
- 210 employees and 29 managers completed survey
- Important that the managers and employees perception not have wide variation

Supportive of ROWE transition

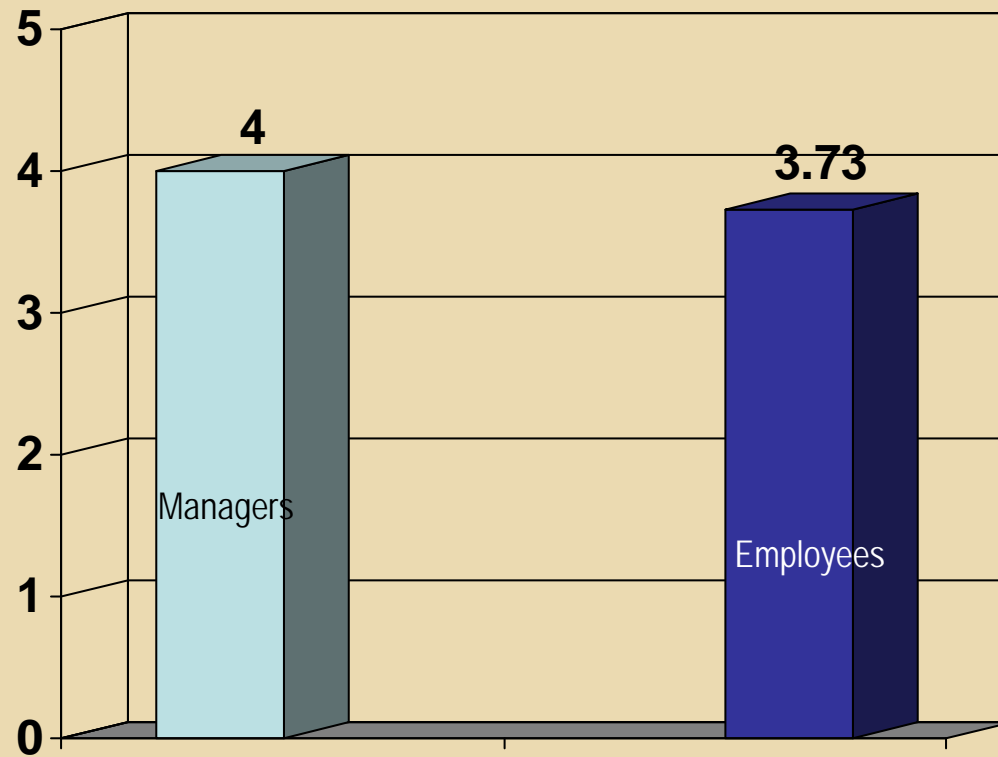
On scale of 1 to 5, with 1 being strongly disagree and 5 being strongly agree.



Outcome is measure of commitment

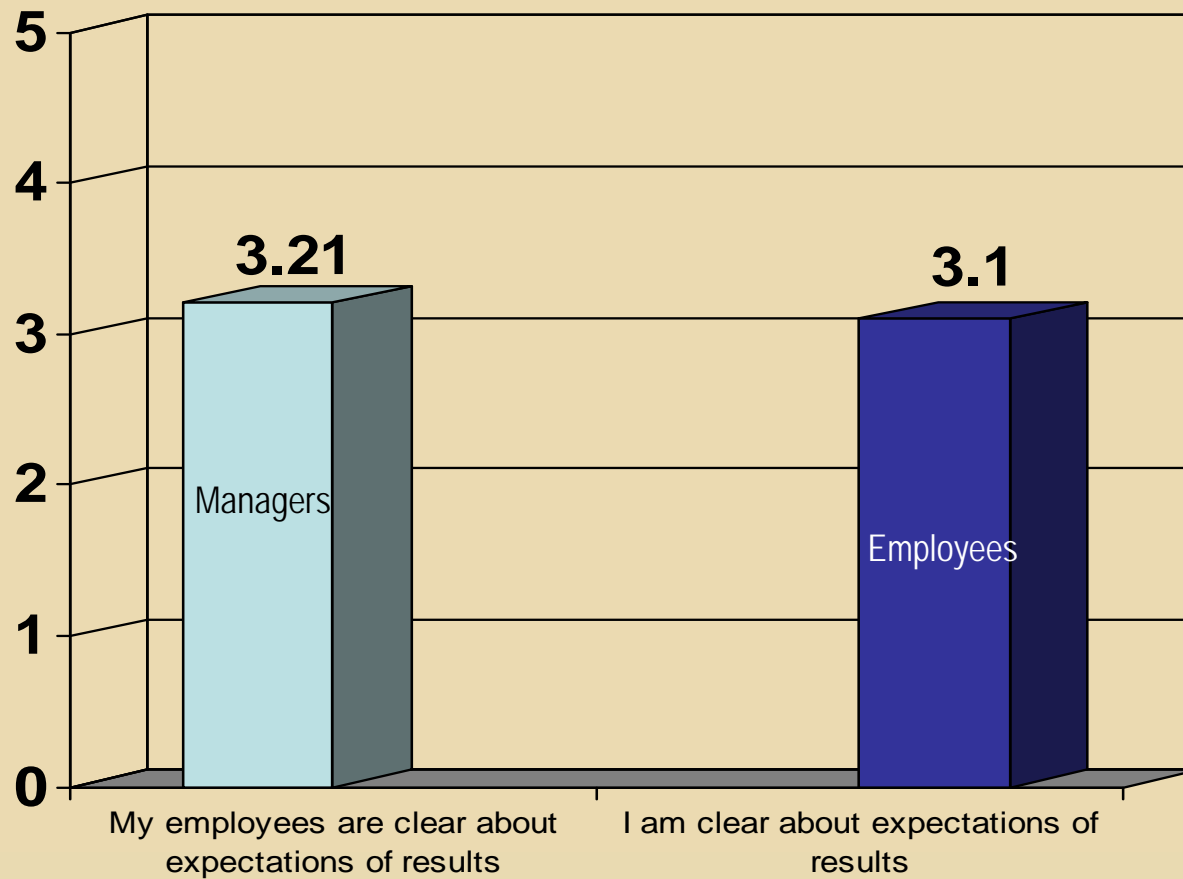


Think differently about work



I now think about the workweek differently than I did 6 months ago

Expectations of results



What employees are saying about ROWE

“I think more about results, less about hours in the office.”

“Work is something I do, not someplace I go.”

“It’s much more about the assignments, not the hours. I feel less like a drone, more like a professional. I’m paid for what I do, not for sitting in my cube.”

“I like my job much more now.”

What employees are saying about ROWE

“I’ve always been an early person. There is much more acceptance for the hours I choose.”

“Greater productivity. More control of my time without concern of getting ready and the commute.”

“Saving time and money by not sitting in rush hour traffic is priceless!”

“I believe our customers are receiving faster turn-around on requests. Another major experience is the amount of time saved by less meetings. Meetings now have clear agendas and expected outcomes.”

What employees are saying about ROWE

“Some mornings my son gets up and wants to spend 30 minutes with dad. Now I don’t feel like I have to tell him, “Sorry. Dad doesn’t have time for you. I have to get to work.’”

Now we can sit and visit and then I go to work. Yeah, I might be 30 minutes later to the office, but I started out the day right.”

What managers are saying about ROWE

“Work that doesn’t add value to the outcome has fallen away. Employees are given the freedom to work whenever they need to; you can see their joy in having more space to balance life/work.”

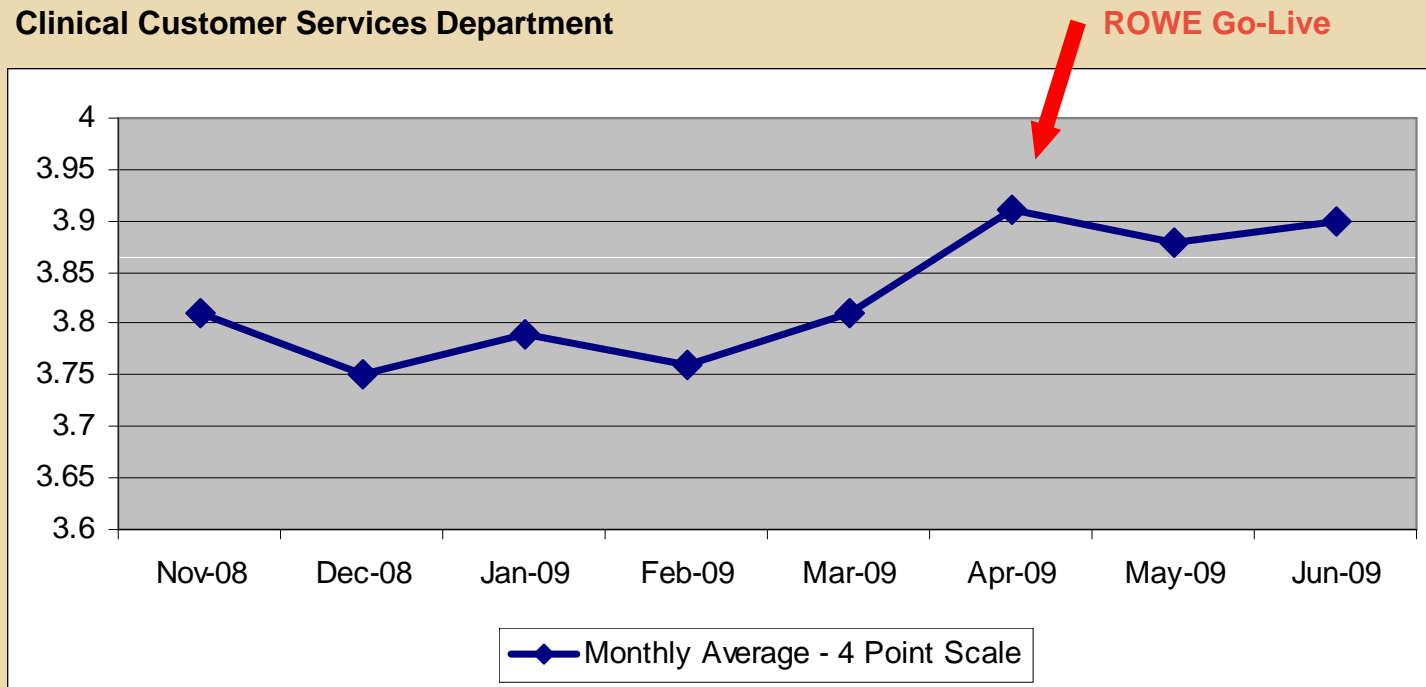
“I feel less pressure to be visible first thing in the morning and at the end of the day. My physical presence in the office is no longer about simple ‘presentism.’”

“Employees are taking accountability for their commitments.”

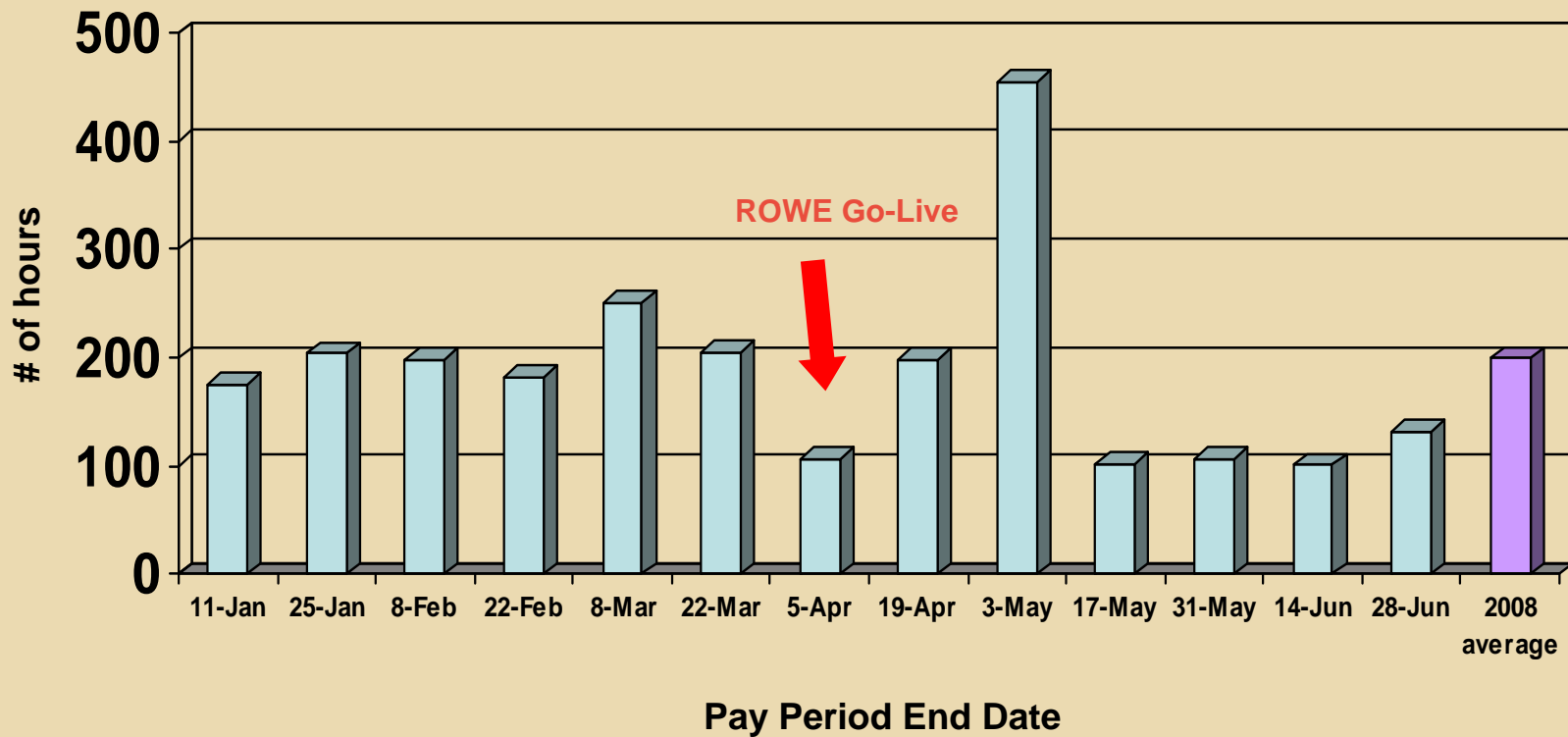
“The biggest challenge is turning off the clock in my head. It’s taking practice to get used to the new way of thinking.”

Results: customer satisfaction

Clinical Customer Services Department



Results: decreased overtime



More results

- Less leased office space needed?
 - Individuals giving up work desks/cubes
 - Still too early to know
- Maintained very low staff turnover rates
- Increased employee engagement
- Improved goal-setting competency
- More focus around outcomes and measurement
- Staff asking for more work

Challenges of ROWE

- Shifting the mental model from telecommuting to results
- Communication within/between teams
- Measurement and goal setting
- Check-in Survey Feedback – some miss the face-to-face interaction

What's ahead

- Six month audit to measure, gain insight
- Further refinement and organizational alignment of goal setting and measurement
- Continued tracking of financial, human benefits and costs of ROWE
- Evaluate ROWE for other Fairview departments