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A healthcare workplace that nurtures and inspires.

New Jersey Organ and Tissue Sharing Network
New Providence, New Jersey

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Steelcase

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A healthcare workplace that nurtures and inspires.

The work of organ donation and procurement is based on the trust developed between organ donors, their families, and the healthcare professionals who facilitate the donation process. It's a relationship developed in person, often during trying times for both families and staff. The environment can help everyone involved deal with the ramifications of a decision that is always hopeful, but seldom easy.



For healthcare workers, it is stressful, difficult work. Employee turnover at organ procurement organizations in the U.S. can exceed 25%. In addition to the many medical issues, organ procurement agencies and other healthcare organizations also deal with the same issues faced by any knowledge work organization: supporting group and individual work; finding the right balance of private and open work spaces; and providing an environment that is effective, engaging, and that helps retain highly skilled workers.

The new facility of the New Jersey Organ and Tissue Sharing Network (NJSN), a non-profit organ procurement organization responsible for the recovery of organs and tissue for the more than 4,500 New Jersey residents currently awaiting transplantation, exemplifies a successful approach to addressing these issues. The organization began by

carefully evaluating their existing space, then setting ambitious goals for their new work environment. After designing and building the new office, NJSN measured their new workplace's performance. Based on these results, feedback from internal and external users, and several months of working in the new space, it's clear that NJSN has created a high performance, nurturing, and inspiring work environment.

EVALUATING THE WORKPLACE

From the start, president and CEO of NJSN, Joseph S. Roth, had ambitious objectives. "First of all, we needed a better space for everyone involved in the process of organ donation and procurement. We wanted a space that was more collaborative and open. We needed space that was flexible and would change easily. We also wanted to change the

way our people work." The organization's 180 employees, like many healthcare professionals, work in a wide range of disciplines and a range of different shifts, some on site every day, others only sporadically. "We'd gotten into a silo mentality and needed better communication, and we needed a space that would give our staff ways to collaborate more and provide more informal ways to work together," says Roth.

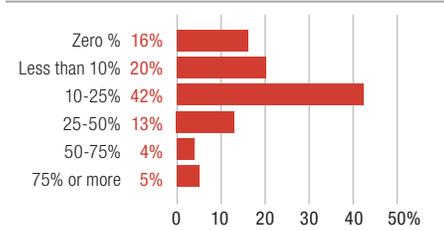
To quantify NJSN's workplace needs and objectives, Steelcase surveyed the entire NJSN staff "so we could best learn what the workplace issues were, how we could improve workplace satisfaction, the kind of environment people needed for the organ procurement process, all of the information the team needed to create this space," says Roth.

The surveys, research-based tools developed by Steelcase, covered four key areas:

- collaboration
- workplace satisfaction
- privacy
- work processes

Survey questions probed workers' current and preferred work processes and workstyles; the amount of time spent working individually and in groups; activities involved in group work; confidentiality requirements; how workers stayed connected; and other important issues.

TIME SPENT WORKING IN GROUPS OF 3-6 PEOPLE:

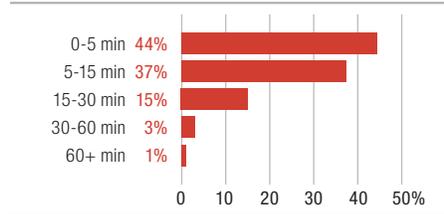


Detailed analysis of the surveys provided the organization's leadership with a clear picture of worker attitudes overall, and also defined by department, position tenure, organization tenure, and generation (Gen Y, Gen X, etc.). Each issue's importance was also rated.

The survey results demonstrated how NJSN's then-current workplace affected work performance. For example, just 53% of workers said their current workplace offered a variety of spaces to meet their different work needs, and only 54% said the office provided space for unplanned and impromptu meetings. Even fewer workers, just 48%, said there were enough quiet, private spots for confidential conversations. Less than half of workers, 45%, said when it was time for a short break from a stressful situation, that there were enough spaces to retreat to relax and reenergize.

In a business where communication is crucial, simply finding places for meetings, either planned and impromptu, was a problem. Locating meeting space took from a few minutes to an hour:

OLD WORKPLACE FINDING A PLACE TO MEET



In any organization, the lack of meeting space creates waste: wasted time and effort in the search, in transition and in reconvening the group, in reconnecting to technology. In a healthcare organization it also becomes a potential legal issue when workers lack places for confidential conversations. HIPPA and other laws require healthcare providers to maintain the confidentiality of patient information.

The NJSN research findings, ranging from air and lighting quality to how well the workspace enables the creation of new ideas, informed the design of the new building, furniture selection, and change management planning. The results also painted a detailed picture of how important the workplace can be to the organization's ability to retain talent. When workers were asked whether NJSN's workplace helped attract and retains workers, only 43% of the staff said yes.

Clearly, the NJSN workplace needed dramatic improvement.

RESEARCH-INSPIRED PLANS

After completing the survey work, NJSN leadership and their design firm, Posen Architects LLC, travelled to Steelcase global headquarters to gather more research-based insight into workplace design and planning, and discuss how the new workplace could help change how the organization worked. Later, a meeting of management and key staff members at NJSN began a strategic change management process, engaging workers to help plan the new workplace and make the transition to it as easy as possible.

Here again, survey data were helpful. Research showed NJSN's staff was getting younger, as boomers left the organization and younger, Gen Y workers came in. In the year-and-a-half between the pre-occupancy and post-

occupancy surveys, Gen Y grew from 19% to 27% of the workforce, Gen-Xer numbers dropped slightly, and boomers went from 41% to 36% of the staff. Understanding the generational makeup of their workforce and leveraging Steelcase's generations research helped NJSN plan a workplace attuned to the workstyles and attitudes of the staff.

"They really embraced the design process and thinking outside the box. In fact, they embraced the whole process of creating a new workplace with a great deal of passion and commitment," says Lori Klein, manager of interiors at Posen Architects.

NJSN leadership also visited the Steelcase WorkLife Center in New York City. "As we worked with Posen, we saw different furniture concepts, but when we visited Steelcase we saw furniture that really fit our vision," says Roth. "I was surprised at the amount of research that they do in workspace design and how people work. Their R&D has paid off in terms of the furniture they have. I have seen other furniture makers that have attempted to do the same, but they miss the mark."

"They understood who we are and what our organization is about before they presented potential solutions," says Melissa Honohan, Director of External Relations and Operations.

“Steelcase R&D has paid off in terms of the furniture. Other furniture makers attempt to do the same, but they miss the mark.” —Joe Roth, President and CEO, NJSN

Five months into the process, the team had a clear understanding of what the organization needed, a space design that emphasized openness and flexibility, furniture choices to complete the vision, and a change management plan in place.



“Employees who are only in the office one or two days a week enjoy connecting with colleagues, hearing what’s going on,” says Honohan. c:scape furniture’s low screens define workspaces and offer seated privacy, but keep sight lines open.

“YOU HAVE ARRIVED!”

In November, 2009, just nine months after completing the initial survey research, NJSN opened its new workplace, a mix of open workspaces, private rooms, and public areas. Every staff member has a home base—an assigned workspace or one they share from a group of on-demand workspaces—as well as a wide range of enclaves, touchdown spaces, and small group and team spaces. With this many choices, these professionals were told, “Work where you need to, where you want to.”

There were other changes. Most workers had private offices in the old space, now less than a quarter of the staff has them, and all have glass walls. “There’s only one completely enclosed space and that’s the board room,” notes Honohan.

Some workers—transplant teams who transport organ donations to hospitals, technicians, and other staff—work in unassigned

workspaces. They choose their work location on those days they are in the office. These free address workspaces provide seated privacy in a small footprint, and are easily reconfigured or moved. (See photo above.)

The entire workplace is designed for a dynamic organization like NJSN, and includes modular walls, raised access floor, systems furniture, and an open ceiling. “We limited the number of walls we put up, and even the number of different materials used in the space. We used the same fabrics and colors on different pieces of furniture so they can move things around and it will still look great,” says Klein. “When we want to reconfigure, it’s easier and less expensive, and more timely, and it takes a lot less planning to do it,” notes Roth.

The look and feel of the NJSN space is open and welcoming. Much of it is due to the wide variety of individual and group spaces available to the staff, volunteers, families and friends:

- enclaves—five small rooms, scattered throughout, available on demand for short durations
- touchdown spaces—a dozen comfortable lounge areas for quiet, personal times
- team and conference rooms—ten rooms intended for larger groups and more formal meetings
- pantries—small break areas with food; as the welcome booklet notes, “today’s 21st century water coolers”
- cafeteria—a place for meals, relaxation, or as an alternative place to work

Roth says the variety of spaces has given workers “a sense of freedom and empowerment.” There’s much more interaction between workers and departments, yet overall “there is a feeling of serenity in the building, a calmness we didn’t have in our old place.”

All private offices include a space for meeting with others and glass walls that transmit natural light into the workplace.





One of NJSN's media:scape worksettings, designed for plug'n'play information sharing, is located right in Roth's office. "They've been terrific," says Roth. "People use them every day for meetings."

Given the involvement of the staff in developing the new workplace, the surveys, the change management efforts, it's not surprising that the organization's transition to the new building has offered few surprises. "If anything was surprising, it's how quickly the staff have adapted to the change in the workplace," says Roth. "You see a lot of people meeting at desks, having quiet conversations. We never used to see that. People have really bought into this new open workspace. They're using the space, standing around talking more. A lot of silos are broken down that way.

"We're seeing more and more use of media:scape, which has been terrific." media:scape combines furniture and technology for a "walk up and connect" experience, making it easy for people to share information on an integrated flat screen monitor. "People use them every day for meetings. If you have a presentation, just plug in your data stick and let's look through it."

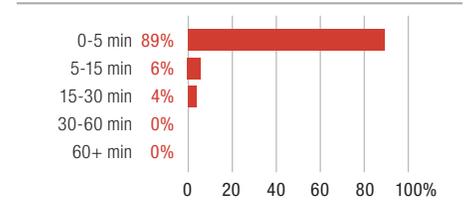
"The media:scape in the center of the office is used for every new employee orientation. We also use it for training, and we team up on webinars with media:scape. It's very effective at encouraging conversation and sharing information," says Honohan. Roth has a media:scape setting in his office "which we've hooked up to do more than originally intended. Besides a computer, we can drive video from our servers, and we have cable TV hooked up to it, too. This isn't how we intended to use it. It's a new use, and a good example of how quickly people have adopted the new tools and this new workplace," he says.

"One of the nicest and most surprising things is seeing how many people are out and about, working at a table, not necessarily at their own workstation. The space is doing what it should. People who used to sit behind doors in the old space are now out and collaborating," says Klein.

How the NJSN workplace addresses the stand out issues identified in the early planning stages, helps explain its success:

-a variety of spaces to meet different needs There are 29 different meeting, touchdown, and enclave spaces. "Everyone has their own home base, but the entire facility is available to them. They have lots of choices about where to work," says Roth. The time it takes to find a place to meet has been dramatically reduced.

NEW WORKPLACE FINDING A PLACE TO MEET



-quiet, private spots for confidential conversations In addition to conference and team rooms, and private offices that can be used for private discussion, five enclosed enclaves can each hold four to six people,



Team spaces and small enclaves, built with full height Privacy Walls and scattered throughout the space, are available on demand.

and there are 14 touchdown spaces for two to four people that are tucked into niches and corners and offer informal places or a quiet discussion.

–space for unplanned or impromptu meetings Workstations, the cafeteria, enclaves and touchdown spaces are all available at a moment’s notice. “The office is designed for collaboration, with all kinds of informal spaces that are convenient touch points,” notes Klein.

–casual spaces when people need to reenergize “Sometimes a team has been up for as long as 24 hours straight and they need some time to decompress. We have a lot of different spaces where people can relax, reflect on their experiences, connect with each other and share stories, take time to heal. It addresses the human needs around what we do and helps people who are here during a tough time,” says Honohan.

–a workplace that helps attract and retain employees The NJSN workplace makes difficult work a bit easier, and overall “It’s a very inspiring space,” says Roth. “Everyone feels connected to the space and the organization. The space has improved staff satisfaction and it will help us attract and retain people.”

MEASURING WORKPLACE PERFORMANCE

Management might be expected to speak highly of a new workplace they helped plan, but the staff at NJSN is equally enthusiastic. Six months after the move, Steelcase conducted a follow-up survey. Some representative findings, comparing the old and new workplaces, are listed below:

The survey results, which were shared, of course, with all workers at an all-staff meeting, don’t surprise Roth and Honohan. They see the results every day. Places for a private chat? “They happen all over. You can

	PERCENTAGE OF STAFF THAT AGREE WITH EACH STATEMENT	
	OLD WORKPLACE	NEW WORKPLACE
PERSONAL WORKSPACE		
Have the right furniture and tools to do my job comfortably and safely	67%	89%
Have access to private, quiet spaces for work requiring concentration	47%	75%
I am pleased with the views I have from the spaces I work the most	39%	76%
TEAM WORKSPACE		
Have access to space for unplanned or impromptu meetings	54%	95%
Meeting spaces are available when trying to schedule a meeting	66%	96%
Have access to spaces that support sharing and exchanging of ideas with others	76%	94%
Team space has furniture that can easily be changed or moved to support needs of the team	46%	83%
OVERALL WORKPLACE		
Have access to quiet, private spots for confidential conversations	48%	81%
Have a variety of spaces available that meet the needs of different activities	53%	94%
Have access to casual spaces when people need to reenergize	45%	93%
Workplace helps attract and retain employees	43%	71%

THE NEW JERSEY SHARING NETWORK SPACE INCLUDES A COMPLETE CLINICAL LABORATORY

where a staff of 34 professionals work around the clock conducting tests to match organ donors and recipients. “We build what is called a Human Leukocyte Antigen profile, colloquially known as a Transplant Antigen Profile of the recipient who is awaiting a transplant. We do the same kind of testing on the donor to see how well they are matched, because a well-matched donor and recipient combination obviously works much better, has a greater survival rate, and therefore assures the recipient of a longer, and higher quality life,” says Prakash Rao, PhD, the laboratory director.

The lab also determines if the recipient has antibodies to the donor organ. If the antibodies are present, a desensitization process may bring down the level of antibodies so the transplant can take place. The lab continually measures the level of antibodies, helping to streamline the process and affording the best chance of a successful transplant.

The work is exacting, stressful, and dependent on a close, collaborative workstyle. In planning the new lab, says Dr. Rao, “we felt it had to be absolutely open, so people didn’t feel constrained creatively, professionally, or personally. If you stand at one end of the lab you can see everyone on the team. You have to have collaboration, because the complexity of what we do is so high that if you don’t work as a team you can’t succeed. We can’t afford mistakes. In this business if you make a mistake, somebody dies.”

“There is a lot of consultation among the team members, there has to be. If someone has a question, they have access to others with more experience, or senior staff members. It’s top-down, bottom-up, a continual collaboration and cooperation that works across the lab.”

The lab furniture is modular, so it can be easily reconfigured to accommodate new technology or other changes in the lab procedures or work processes. “We all love the new lab,” says Dr. Rao, who adds that NJSN is one of the few organ procurement organizations with an in-house laboratory. “I believe that you could hold up this lab against any lab, and the modular concept, the open layout, and of course our staff, add up to one of the best labs in the country.”



“The space is doing what it should. People who used to sit behind doors in the old space are now out and collaborating.”

— Lori Klein, Posen Architects

easily have a private conversation just about anywhere,” says Honohan. Finding a place to meet? Ten or fifteen minutes was a common time frame for finding meeting space in the old office; now, 89% of the staff says it takes less than 5 minutes. Roth says the survey results are also reflected in how well the staff is maintaining the just-moved-in look of the office. “They’ve become rather concerned about keeping the space clean. We adopted protocols that Steelcase and Posen suggested, and the staff has embraced them. They don’t eat at their desks, for instance; they use the cafeteria, and that just furthers the communication and collaboration,” notes Roth.

“We’ve changed how we work through furniture. I would have never imagined that could happen.”

— Melissa Honohan
Director, External Relations and Operations

Honohan sees a workplace that has changed an organization. “We changed how we work through furniture. I would have never imagined that could happen that way. It’s changed how we communicate with each other.”

Other constituencies are important, too.

“This is a very public space. People need to be able to walk in and understand what the agency does, what organ procurement is all about, why it’s important, and how they can help,” says Klein.

“Our space reflects our mission: the importance of what we do, our philosophy, the culture of the organization. We’re very passionate and dedicated to what we do, and our space reflects that. People feel comfortable here: volunteers, board members, other healthcare professionals who work here. It makes us a better organization. Outside organizations are interested in using our conference spaces, so we’re now developing relationships with groups we haven’t worked with before to promote our mission,” says Honohan.

Roth says the new NJSN workplace, “between the architects’ vision, the design, the furniture, is a nice legacy to leave for anyone who works here in the future.”

PRODUCTS

Steelcase® Privacy Wall, c:scape® furniture, Answer® and Elective Elements®6 systems furniture, media:scape™ collaborative furniture and technology, Post and Beam architecture framework
Leap®, Amia®, Cachet® i2i, and cobī seating, Duo™ and Universal storage
Lab Bench
Turnstone Alight™, Scoop and Sweeper seating, and Groupwork™ tables
Vecta tables
Details Walkstation
DesignTex surface materials
Coalesse Bix™ workbooths, Archipelago™, Capa, Passerelle, and Topo® seating