



**HORIZON HEALTHCARE  
SERVICES, INC.**  
CORPORATE STRATEGY  
& DEVELOPMENT  
NEWARK, NJ

DEALER: **DANCKER, SELLEW & DOUGLAS**

**\$100K**  
ANNUAL SAVINGS IN  
REAL ESTATE COSTS



SPACE SUPPORTS ALMOST  
TWICE AS MANY STAFF

## **MORE WORK IN LESS SPACE**

Horizon Healthcare Services, the oldest and largest health insurer in New Jersey, faced a challenge not uncommon in business: how could they accommodate more people in less real estate, yet create a workplace that better supports how people work today?

“Simply moving people into smaller workstations would be a real morale buster. We needed to do something creative with the work environment,” says Donna Celestini, vice president of strategy and development.

Steelcase Workplace Surveys were used to develop insights about how people used the current work environment, what was missing from it, how their work has changed, etc. A key finding: only 20% of worker’s time was spent in heads-down work, while 80% was spent in collaboration with others, and most of that time was with two to four people. “Many of the people here are project managers. They lead teams of people who work on enterprise initiatives, so they’re in meetings with different departments on different floors throughout the day,” says Celestini.

Clearly, the new 6,500 square foot work environment—a one-floor beta site to test new furniture and planning concepts—would have to be designed around a collaborative workstyle. It would also need to accommodate 65 people in a space where just 34 had worked before. Plus, the project was on a very fast track.

“It required a real collaborative effort, and the team’s attitude was ‘there are no problems, only solutions,’” says Jacquie Diaz, director for facilities services provider ISS, who partnered with Dancker, Sellew & Douglas and Steelcase to complete the project in less than 90 days from the initial survey research through design, build-out, and furniture installation.

# **CUSTOMER STORY**

All enclosed offices use glass Privacy Wall, sharing natural light with the interior and reflecting the company's space-sharing approach. "When I'm not in my office, anyone can use it as a conference room. This isn't my space, it's a community space," says Donna Celestini, vice president of strategy and development.



## DESIGN

Based on the survey results and the company's business needs, the Horizon Healthcare Services space needed to:

- effectively reuse current space and accommodate future growth
- lower panel heights while controlling noise levels
- create an inspiring space with more natural light
- better support technology
- provide spaces for small group collaboration
- produce a space that helps attract and retain great talent

Horizon Healthcare Services involved their staff in helping to design the new work environment, and a group of employees from different parts of Celestini's organization travelled to the Steelcase showroom in New York to see specific furniture applications and how they would fulfill the company's needs.



Touchdown spaces provide mobile workers with a convenient place for individual work or impromptu meetings, and easy access to colleagues. A media:scape collaborative setting in a Privacy Wall office makes information sharing as simple as plug 'n play.

## SOLUTION

c:scape furniture accommodates smaller workstation footprints without panels, creating a more open environment that supports both individual work and impromptu discussion.

Collaboration and privacy coexist comfortably. In personal workspaces, c:scape storage provides visual privacy but also acts as a stand-up worksurface between workers. Rolling whiteboards work as adjustable privacy screens and are used for mini meetings at workstations. Nearby, employees have access to enclosed group workspaces built with Privacy Wall, a moveable wall that can be reconfigured when organizational needs change.

"There is a lot of collaboration happening here. Some of it is behind doors in meeting rooms, some is out in the open spaces, and often it's just people standing up at their desk and working together," says Rick Pastore, vice president for ISS.

Two worksettings with media:scape collaborative furniture and technology help workers share information easier than ever before. "Our people said the technology we had didn't support how they needed to work," notes Celestini. "media:scape has been very beneficial. People can simply plug in their laptops, share information on the screen and go through their projects together. In the past they would have to go from one area to another and it would take much more time."

"You don't need to increase the overall footprint if you incorporate a variety of collaborative spaces within the workplace," notes Diaz.

Other workplace enhancements include eno interactive markerboards, and the Walkstation, a unique combination of height adjustable worksurface and low-speed treadmill. It's a place where employees can perform normal business tasks as they walk at a comfortable pace and get some beneficial exercise.

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## RESULTS

“We expect this single workplace will save in excess of \$100,000 a year in real estate costs,” says Bill Frantel, assistant vice president, facilities and administration. A floor where 34 people worked now accommodates 65, yet the work environment is more effective, more collaborative, and a much more inspiring place to work. Frantel says a post-occupancy survey of worker satisfaction with their new work environment shows dramatic improvements. (See chart.)

“This is a more functional workplace. People can work better here. They enjoy the openness, the fact that there’s so much daylight for everybody in the space. This office will help us attract the kind of talented people we want in the organization,” says Celestini.

### WORKPLACE SATISFACTION + SAVINGS

The new Horizon Healthcare Services workplace doesn’t use one additional square foot of real estate—yet staff satisfaction is up across a wide variety of key workplace issues and the company is realizing significant savings.

	NEW	PREVIOUS
Square Footage	6,500	6,500
Staff Supported	65	34
<b>Sample staff responses on key workplace issues:</b>		
Workspace enables employee communication	98%	65%
Access to spaces for sharing and exchanging ideas	94%	43%
Access to the right tools and technology	94%	70%
Workspace enables learning from peers and leaders	80%	57%
Spaces available to support different activities	74%	52%
Access to space for unplanned/impromptu meetings	72%	43%

By creating a workplace that accommodated **90% more people**, in a more effective work environment, Horizon Healthcare Services will **save more than \$100,000** the first year alone, and will continue to save that amount—or more—in successive years.

#### STEELCASE PRODUCTS

- Privacy Wall and Privacy Wall GS  
c:scape®
- Elective Elements® 6  
media:scape®
- cobi®, i2i®, Leap®, and Think® seating
- Turnstone® Campfire™ Big Table and Scoop stools
- ēno® interactive whiteboard
- SOTO™ LED lighting
- Details® Walkstation

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