

# Highlights from Het Nieuwe Rijnveste



**In 2012 Rivierduinen, a mental health institution in The Netherlands, moved into brand new premises - Het Nieuwe Rijnveste.**

Rivierduinen asked Estuarium to implement a range of projects two of which feature in this brochure; the development and institution of new facility management and space and fit-out project management for all the users of the new buildings.

### *The client*

Rivierduinen is made up of six regional healthcare centers that treat both adults and the elderly, four national specialist centers and a center focused especially on youth and child patients.

'Beter binnen bereik', 'Better within reach'.

Rivierduinen's vision and slogan is 'Beter binnen bereik' and Het Nieuwe Rijnveste is an excellent example illustrating these. The new buildings and services are better located and arranged so that more patients can more easily benefit. Positioned close to the centre of Leiden, next to the main transport hubs and adjacent to Leiden's large university general hospital, brings care to a far larger number of people as well as widening the skill talent pool. Het Nieuwe Rijnveste is multi-tenanted housing together with Bureau Jeugdzorg, GGZ Leiden, GGZ Kinderen en Jeugd, Centrum Autisme and Kristal Centrum Psychiatrie en Verstandelijke Beperking. Six hundred different medical specialists work together for those with acute and severe psychic and psychiatric problems.

A whole range of care options has been made available within Het Nieuwe Rijnveste: No-where else in The Netherlands can so many related specialists be found working together, in one location, in one building.

Coming from locations with individual identities and approaches has meant a re-think of how all services should be delivered. Amongst and central to these are the delivery of facility services and how these are organised.

### *Development and implementation of the Facility Management concept*

Centralising required the altering of the old ways. On behalf of all the centers, third-party tenants and staff Estuarium supported, suggested and guided the vision, development and implementation of a new common, facility services concept. Coupling the concept to Rivierduinen's vision Estuarium integrated the needs of the different centers at the strategic, tactical and practical levels achieving sign-off with the many decision approvers and stakeholders. The new facility services concept married with the center needs as well as respecting and highlighting how these were now both better and within reach, 'Beter binnen bereik'.

The concept was fully captured in a vision document and implementation plan under seven key groupings; patient-focused, professional, open, safe, identity, interaction and development. These captioned the concept as 'Meer dan vanzelfsprekend', 'More than obvious'.

**'Estuarium was central and key; we are pleased and proud of the results achieved'**

*Teammanagers polikliniek Rijnveste*



‘More than obvious’ stimulated enthusiasm and increased expectation. We recognised this changed the existing services teams into one team delivering beyond expectation. Our goal was to pleasantly surprise and delight patients and staff with the service levels achieved as well as Rivierduinen’s management with lower than expected costs.

With a well-developed facility services concept we took staff through a structured process of change. Quantifying in detail routine and non-routine tasks new roles and responsibilities were prepared. These illustrated how services could be delivered dependably, on-time by staff in control of the situation. From this the facility services team was formed and implemented respecting the common HR issues as economies are made. The new services organisation included new activities such as receptionists, security and a new information management system to record and track service requests.

Integration of service staff was expanded to include main suppliers under Estuarium’s One-Team concept. For internal clients and patients this provided seamless, coordinated services no matter which party had made the final delivery

The changes made were extensive with Rivierduinen opting to make Estuarium totally responsible. This meant managing staff and guaranteeing ongoing service delivery during the entire change period.

Change involved selection, training and new systems. Metrics were established and tracked performance showed an increase in efficiency for much lower unit costs.

#### **Representing users of the new building**

From the different centers, tenants and stakeholders, Estuarium collected and represented user needs. We were positioned as the de facto client for architects and builders. We operated at all levels of engagement; strategic, tactical and practical accepting on behalf of Rijnveste the handover of the building. As intermediary we operated as the linking pin amongst all involved. During the end-phases of construction and hand-over we took on and completed many open items left over from the building phase working with Rivierduinen on complex contractual situations impeding the shift to operations.

Estuarium proposed and agreed with users all fit-out details. This included all bed-rooms, living rooms, consultancy rooms, way-finding, lighting, restaurants and kitchens. With this complete we managed the moves of patients and staff from 15 locations into the new premises all on-time and in budget.

#### **More information**

If you would like more information or would like to know more about what Estuarium can do for you then please contact:

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**‘Meer dan  
vanzelfsprekend’**

