RELATIONAL COORDINATION ANALYTICS

MEASURE · CONNECT · TRANSFORM

Transforming Relationships for High Performance

Introduction to
Relational Coordination Analytics

- About Us
- Overview of Relational Coordination
- RC Survey 2.0
- RCA Service Offerings

2016

Relational Coordination Analytics (RCA)
About Us

- We make the relationships that drive performance visible.

- Our diagnostic tool identifies concrete, actionable opportunities to improve and strengthen how teams work together in the context of their daily work.

- Our customers:
  - Consultants/Practitioners
  - Healthcare Providers
  - Social Service Providers
  - Researchers
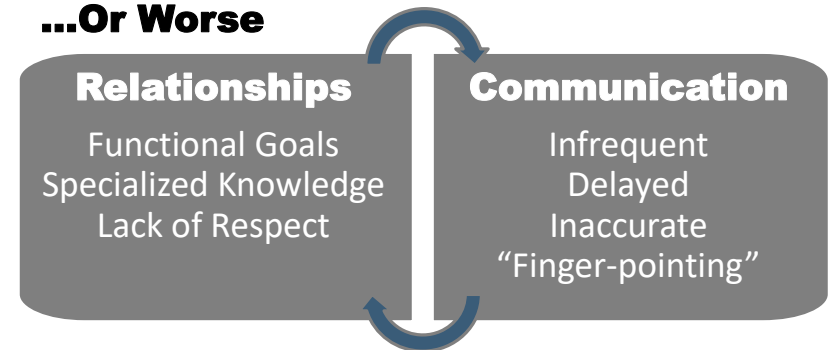
About Relational Coordination (RC)

- Communicating and relating for the purpose of task integration.

- Matters most for work that is interdependent, uncertain and time constrained.

- Focuses attention on role relationships rather than personal relationships.

- Describes the relationship and communication ties through which coordination occurs.

Relational Coordination Impacts Performance
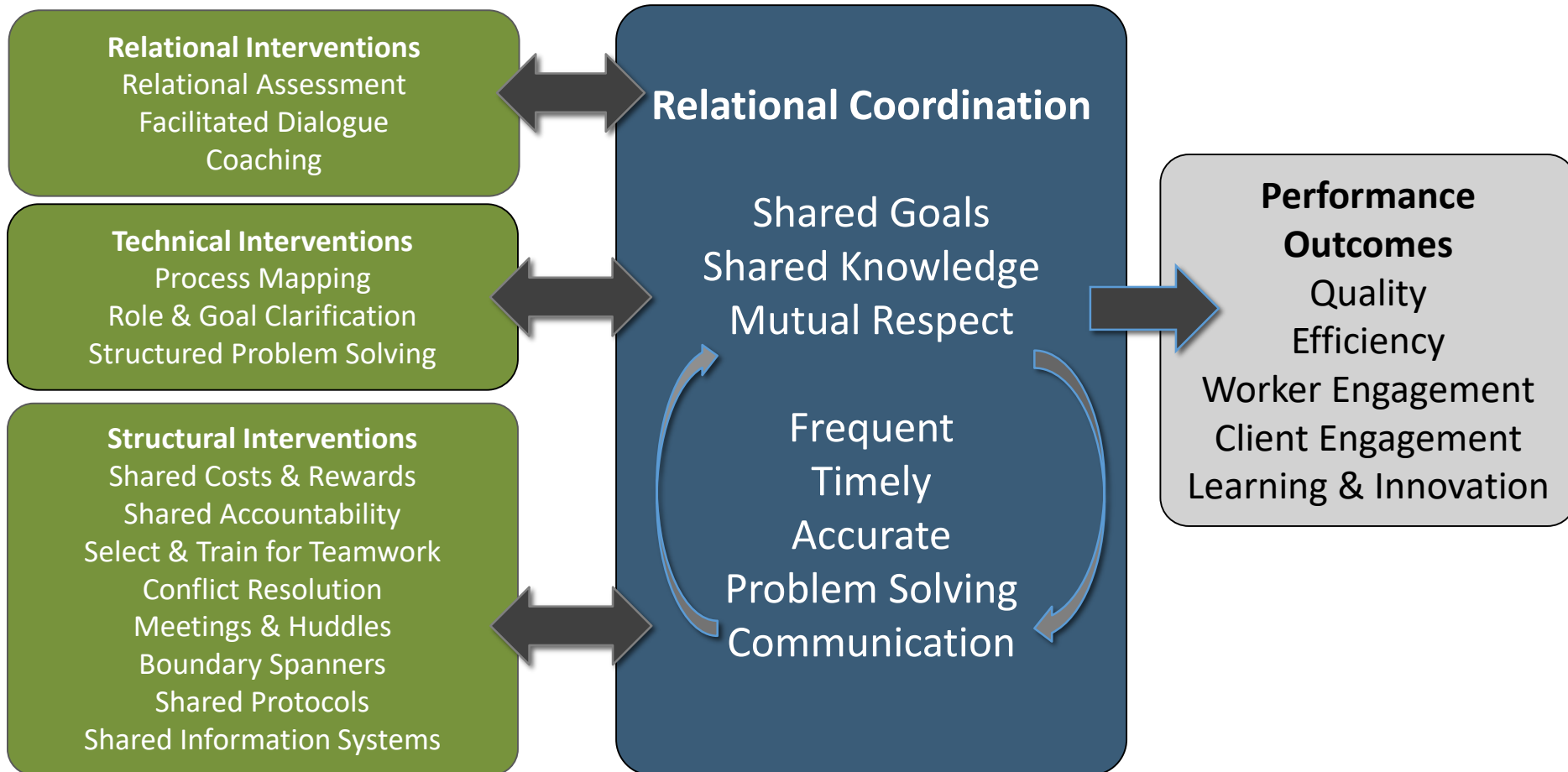
For Better...

Relationships	Communication
Shared Goals	Frequent
Shared Knowledge	Timely
Mutual Respect	Accurate
	Problem-solving

...Or Worse

Relationships	Communication
Functional Goals	Infrequent
Specialized Knowledge	Delayed
Lack of Respect	Inaccurate
	"Finger-pointing"

How Can Organizations Shape RC?

Relational Interventions
Relational Assessment
Facilitated Dialogue
Coaching

Technical Interventions
Process Mapping
Role & Goal Clarification
Structured Problem Solving

Structural Interventions
Shared Costs & Rewards
Shared Accountability
Select & Train for Teamwork
Conflict Resolution
Meetings & Huddles
Boundary Spanners
Shared Protocols
Shared Information Systems

Relational Coordination

Shared Goals
Shared Knowledge
Mutual Respect

Frequent
Timely
Accurate
Problem Solving
Communication

Performance Outcomes
Quality
Efficiency
Worker Engagement
Client Engagement
Learning & Innovation

RC and Performance Outcomes

Quality
- Increased patient satisfaction with care
- Reduced family complaints
- Reduced medication errors
- Reduced hospital acquired infections
- Improved quality of chronic illness care
- Strengthened self-management support
- Improved on-time performance

Efficiency
- Reduced turnaround time
- Increased employee productivity
- Increased profits, sales and market share
- Reduced length of hospital stay
- Reduced total cost of hospital care
- Reduced costs of chronic care

Performance Outcomes

Client Engagement
- Increased family preparation for caregiving
- Increased family engagement in evaluation and retention
- Increased trust and confidence in care team
- Reduced parenting stress

Worker Engagement
- Increased job satisfaction
- Increased career satisfaction
- Reduced burnout/emotional exhaustion
- Increased work engagement
- Increased reciprocal learning
- Increased collaborative knowledge creation

How Can RC Results Facilitate Change?

Relational Coordination Survey Report → Relational Interventions, Technical Interventions, Structural Interventions → **Performance Outcomes** Quality, Efficiency, Worker Engagement, Client Engagement, Learning & Innovation

How is RC Measured?

Relational Coordination is measured with RC Survey 2.0, a diagnostic survey customized to focus on a specific work process or client population, and tailored to align with the needs of the organization.

The RC Results provide a comprehensive view of how distinct roles and units coordinate their work.

RC Matrix

		Ratings of							
		Workgroup 1	Workgroup 2	Workgroup 3	Workgroup 4	Workgroup 5	Workgroup 6	Workgroup 7	Workgroup 8
Ratings by	Workgroup 1	--	4.00	4.86	4.43	4.00	4.57	4.43	4.29
	Workgroup 2	3.43	--	3.00	3.14	3.86	3.71	4.29	4.71
	Workgroup 3	4.00	3.57	--	3.71	4.71	4.00	4.00	3.86
	Workgroup 4	4.29	4.00	4.57	--	4.43	4.43	4.43	4.00
	Workgroup 5	4.00	4.00	4.43	3.86	--	3.71	4.00	4.00
	Workgroup 6	4.86	3.86	5.00	4.71	4.57	--	4.43	4.86
	Workgroup 7	4.43	3.14	4.00	4.00	3.57	3.71	--	4.00
	Workgroup 8	4.86	4.00	4.71	3.57	3.43	4.71	3.43	--

	Within Workgroups	Between Workgroups
Weak	< 4.0	< 3.5
Moderate	4.0 – 4.5	3.5 – 4.0
Strong	> 4.5	> 4.0

RC Average Ties Map
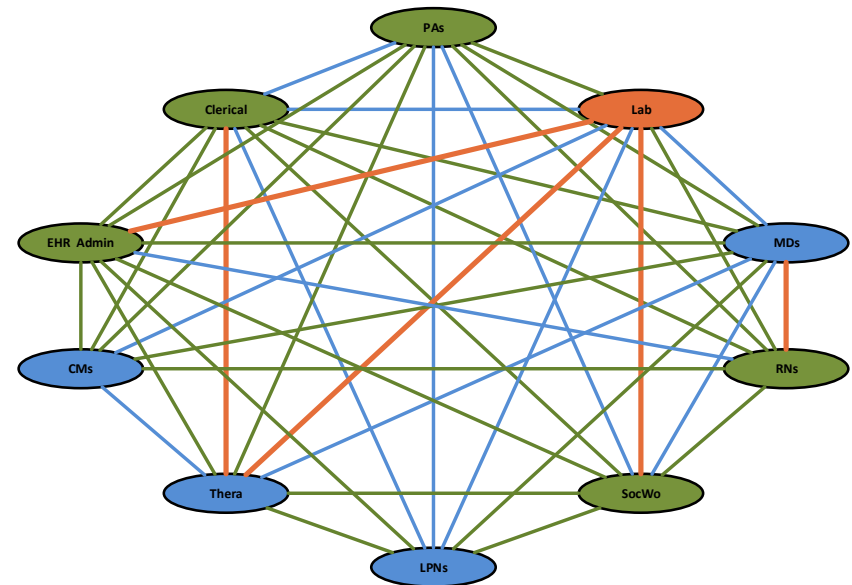
RC Survey Questions

COMMUNICATION

1. Frequent Communication	• How *frequently* do people in each of these groups communicate with you about [**focal work process**]?
2. Timely Communication	• Do they communicate with you in a *timely* way about [**focal work process**]?
3. Accurate Communication	• Do they communicate with you **accurately** about [**focal work process**]?
4. Problem Solving Communication	• When there is a problem in [**focal work process**], do people in each of these groups blame others or work with you to *solve* the problem?

RELATIONSHIPS

5. Shared Goals	• Do people in each of these groups *share your goals* for [**focal work process**]?
6. Shared Knowledge	• Do people in each of these groups *know* about the work you do with [**focal work process**]?
7. Mutual Respect	• Do people in each of these groups *respect* the work you do with [**focal work process**]?

RC Questions From Respondent's View

RCS: Sample, RC Survey 2.0 Questions

Timely Communication

Do they communicate with you in a **timely** way about **[work process]**?

When answering this question, be sure to consider all forms of communication, including in-person meetings, phone calls, e-mails, etc.

	Never	Rarely	Sometimes	Often	Always
Workgroup/Individual 1	○	○	○	○	○
Workgroup/Individual 2	○	○	○	○	○
Workgroup/Individual 3	○	○	○	○	○
Workgroup/Individual 4	○	○	○	○	○
Workgroup/Individual 5	○	○	○	○	○
...	○	○	○	○	○
Workgroup/Individual N	○	○	○	○	○

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Survey Administration
Survey Set-up Process

ASSESS

Understand Context
- Setting
- Background
- Purpose
- Goals/aims
- Understand how use of survey adds value
- Preliminary identification of work process or client population and key workgroups
- Preliminary discussion of other questions or topics to explore in RC Survey

DESIGN

Gather Additional Information
- Refine work process and workgroups
- Decide whether to include custom questions
- Refine goals, aims and/or metrics as needed

SET-UP

Create Web-Based Survey
- Work process/client population; workgroups
- Customize invitation, welcome and finish page

Review
- Send draft for feedback and input; final revisions
- Test launch to confirm content and IT

DEPLOY

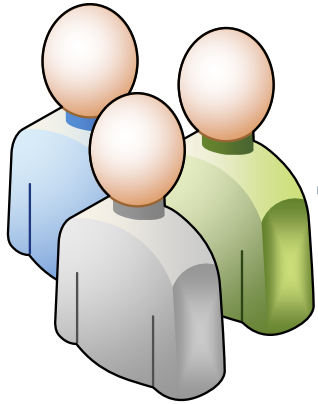**Launch Survey**
- Weekly reminders
- Check-in

Analyze Results
- RC survey reports
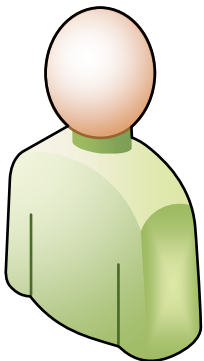- RC survey data and tables
- RC survey debrief

Survey Administration
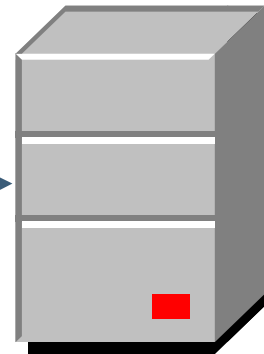## Data Collection Process

Workgroups

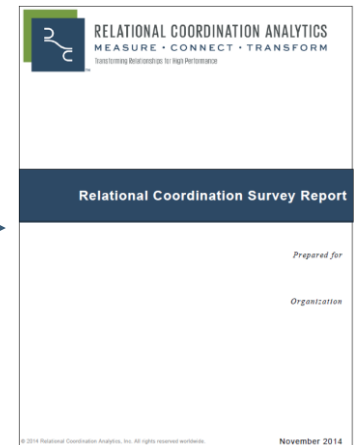*The primary method of data collection is through our web-based survey.*

Individual

Complete Survey

Secure Server & Database

RC Survey Report

RC Survey Sample Results
Organization/Department/Unit/Team

Between Workgroups

	Mean	Min	Max
RC Index	3.47	3.28	3.69
Frequent Communication	4.03	3.62	4.46
Timely Communication	3.34	3.03	3.65
Accurate Communication	3.53	3.31	3.76
Problem-Solving Communication	3.28	3.03	3.51
Shared Goals	3.62	3.44	3.87
Shared Knowledge	3.07	2.79	3.29
Mutual Respect	3.41	3.24	3.68

Within Workgroups

|	Mean	Min	Max
RC Index	4.09	3.71	4.35
Frequent Communication	4.72	4.00	5.00
Timely Communication	3.99	3.75	4.40
Accurate Communication	4.06	3.60	4.40
Problem-Solving Communication	3.67	2.60	4.20
Shared Goals	4.13	3.40	4.61
Shared Knowledge	4.11	3.75	4.60
Mutual Respect	3.92	3.38	4.43

Observations

- Opportunities for improvement between workgroups include:
  - Timely-Communication
  - Problem-Solving Communication
  - Shared Knowledge
  - Mutual Respect
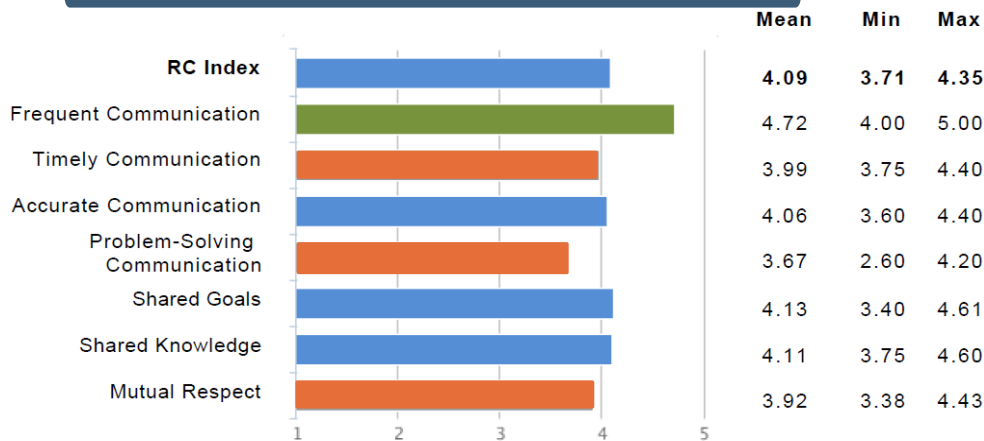
- Opportunities for improvement within workgroups include:
  - Problem-Solving Communication
  - Mutual Respect

Legend:

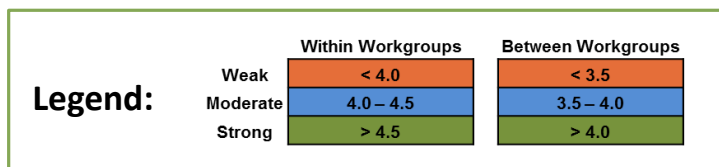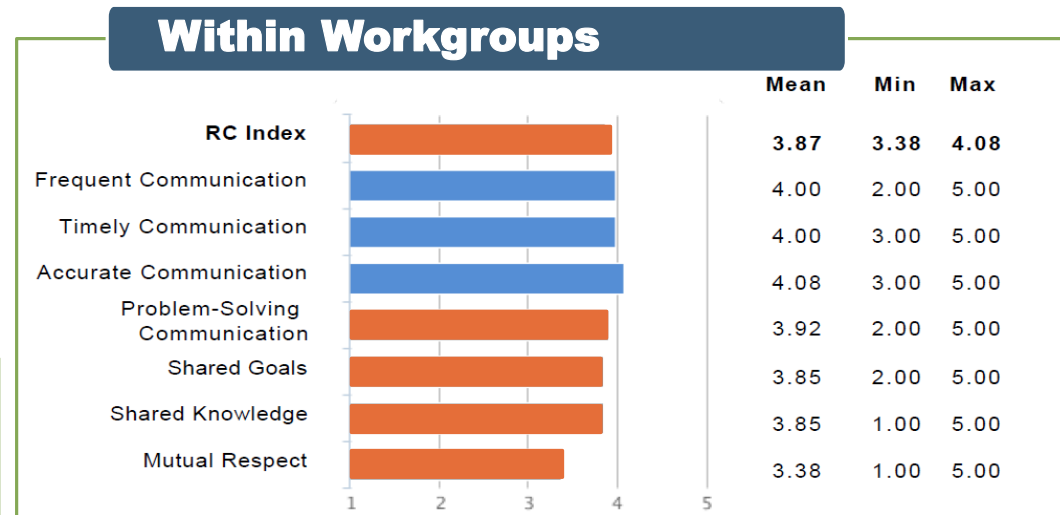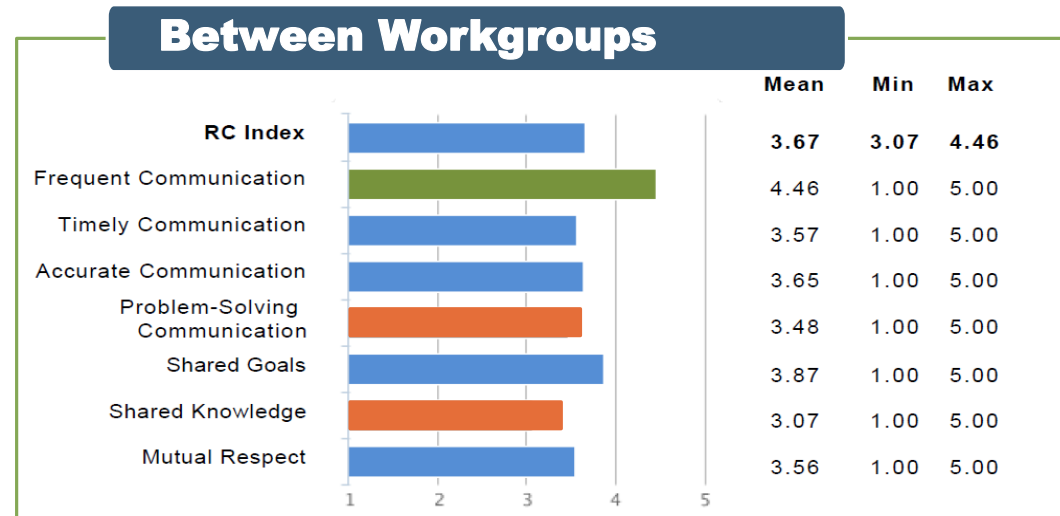|	Within Workgroups	Between Workgroups
Weak	< 4.0	< 3.5
Moderate	4.0 – 4.5	3.5 – 4.0
Strong	> 4.5	> 4.0

RC Survey Sample Results
Workgroup/Individual Profile: Critical Care Nurses

Observations

- Other work groups identify opportunities for **Critical Care Nurses** to improve
  - Problem-Solving Communication
  - Shared Knowledge

- **Critical Care Nurses** identify opportunities to improve with each other
  - Shared Goals
  - Shared Knowledge
  - Mutual Respect

Between Workgroups

	Mean	Min	Max
RC Index	**3.67**	**3.07**	**4.46**
Frequent Communication	4.46	1.00	5.00
Timely Communication	3.57	1.00	5.00
Accurate Communication	3.65	1.00	5.00
Problem-Solving Communication	3.48	1.00	5.00
Shared Goals	3.87	1.00	5.00
Shared Knowledge	3.07	1.00	5.00
Mutual Respect	3.56	1.00	5.00

Within Workgroups

	Mean	Min	Max
RC Index	**3.87**	**3.38**	**4.08**
Frequent Communication	4.00	2.00	5.00
Timely Communication	4.00	3.00	5.00
Accurate Communication	4.08	3.00	5.00
Problem-Solving Communication	3.92	2.00	5.00
Shared Goals	3.85	2.00	5.00
Shared Knowledge	3.85	1.00	5.00
Mutual Respect	3.38	1.00	5.00

| Legend:		Within Workgroups	Between Workgroups
	Weak	< 4.0	< 3.5
	Moderate	4.0 – 4.5	3.5 – 4.0
	Strong	> 4.5	> 4.0

How do RC Results Support Change?

- Captures the quality of team performance from the perspective of key stakeholders—patients, caregivers, care teams and leaders.
  - Not a report card but a starting point for reflection.
  - Sets the stage for difficult conversations and change.
- Monitors key behaviors and progress within units, between units and over time.

Strong and Weak Ties Map Time 1
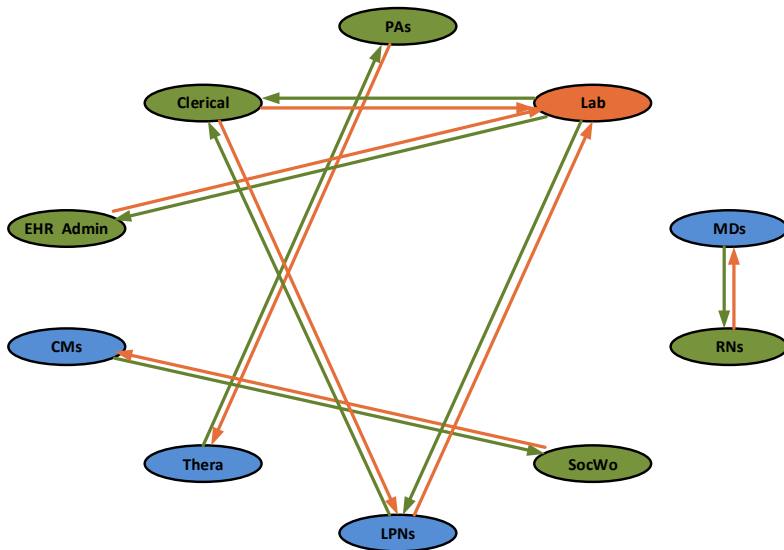
Strong and Weak Ties Map Time 2
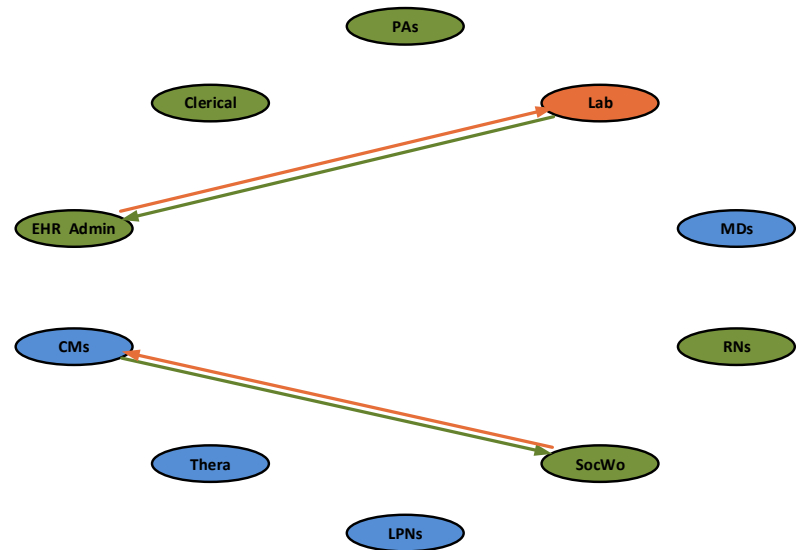
RC Results Facilitate Change

"People are starting to feel comfortable talking about these things and I guess the numbers didn't look as bad as we thought. I also give credit to the leadership retreat we did with the unit leaders in December. The unit leaders are starting to feel like a team and that was never true before. It is a huge change for us here."

– Surgeon Leader

"The surgeons were surprised by the RC results! Their ratings of others were pretty high, but the ratings of them were not as high. It was an eye opener for them. I also did one-on-one's with all the surgeons to show them what we need from them with the After Visit Summaries. Everybody's AVS' have improved."

– Internal Coach

RCA Service Models

RCA supports three flexible service models that can be customized to best meet the needs of our customers.

Wraparound Survey Support	Training and Licensing	Relational Coordination Consultation

• Fully facilitated and coached engagement designed to bring a client through the entire set-up process, from assessment to results
 	
• Engagements are scoped on a per-project basis
 	
• Designed for small to medium engagements
	• Designed to build internal capacity and provide users with the conceptual, technical, and logistical background to manage RC Survey projects on their own
	
	• Licenses are granted on an annual or per project basis
	
	• Designed for high volume use
		• Add-on client support utilizing Relational Coordination results to facilitate change
		
		• Includes:
		  ▪ Presentation development and support
		  ▪ Change management consultation
		  ▪ Results coaching

Contact RCA

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