Aim: Assess and improve relational coordination by building shared goals, shared knowledge and mutual respect along with frequent, timely, and accurate communication.

What: Care processes that need improvement.

Who: Representatives of all workgroups in the target care process.

When: Initial meeting (2 hours).

Instructions: Use worksheet provided to assess relational coordination in the target care process, identifying strengths and opportunities for improvements.

1. Map Work Process: Create a process map (a visual representation of a sequence of events in a workflow or care process) including all workgroups involved. Clarify and reflect on roles.

2. Map Relationships: Create a relationship map with the same workgroups, similar to the figure below. Consider the following questions when assessing each relationship:

   - How frequently do people in these workgroups communicate with each other?
   - How timely is their communication?
   - How accurate is their communication?
   - When problems occur, do they blame each other or solve the problem?
   - How much do they share the same goals?
   - How much do they know about each other’s work?
   - How much do they respect each other’s work?

3. Based on the answers to these questions, assess relational coordination between workgroups.

   Use GREEN pen to indicate POSITIVE relational coordination
   Use BLACK pen to indicate NEUTRAL relational coordination
   Use RED pen to indicate NEGATIVE relational coordination

4. Discuss: How do these relationship patterns impact patients and families? Workers? Business performance? What caused the relationship patterns to look this way?

Assessment Worksheet

6. **Change Ideas to Consider:** Start with work process and relational interventions to *improve* performance outcomes. Follow up with structural interventions to *sustain* performance improvements. See Relational Approach to Organizational Change.

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**A RELATIONAL APPROACH TO ORGANIZATIONAL CHANGE**

**Structural Interventions**
- Selection
- Training
- Conflict resolution
- Performance measures
- Rewards
- Boundary spanners
- Meetings
- Protocols
- Information systems

**Relational Coordination**
- Shared goals
- Shared knowledge
- Mutual respect
- Frequent communication
- Timely communication
- Accurate communication
- Problem-solving communication

**Performance Outcomes**
- Quality
- Efficiency
- Patient satisfaction
- Worker satisfaction

**Work Process Interventions**
- Process mapping
- Goal and role clarification
- Structured problem solving

**Relational Interventions**
- Relationship mapping
- Coaching/role modeling
- Psychological safety