



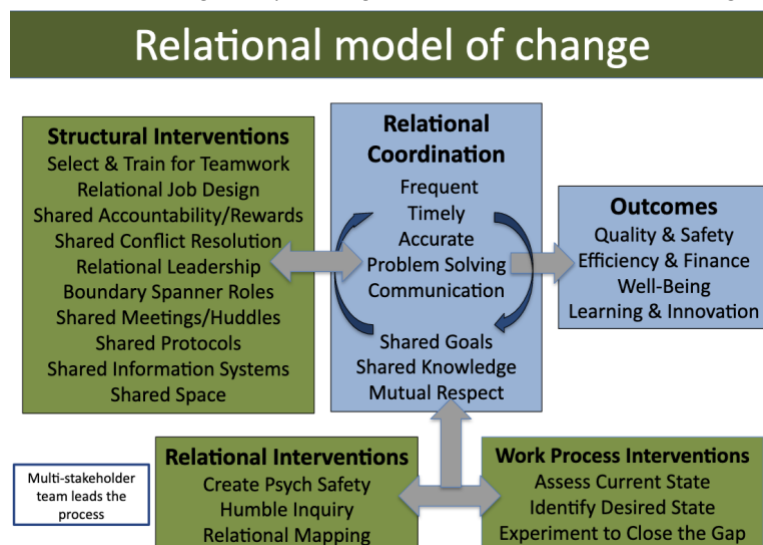
## **Building Relationships for High Performance: A Relational Coordination Workshop**

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Coordination is a challenge in any industry, but particularly in healthcare. Healthcare is complex, with high levels of specialization that are driven – perhaps inevitably - by the complexity of the human body, the human mind, and the social world in which we live. The complexity and fragmentation of healthcare make coordination exceedingly difficult. Even within the hospital setting, and especially for primary and other outpatient care, the responsibility for coordination often falls to the patient and his or her family members.

In this workshop we introduce the concept of relational coordination – coordinating work through frequent, timely, accurate, problem-solving communication, supported by shared goals, shared knowledge and mutual respect. We review findings regarding the impact of relational coordination on quality and efficiency performance, on client engagement and the well-being of staff. We apply relational coordination to your organization through the relational mapping exercise shown below.

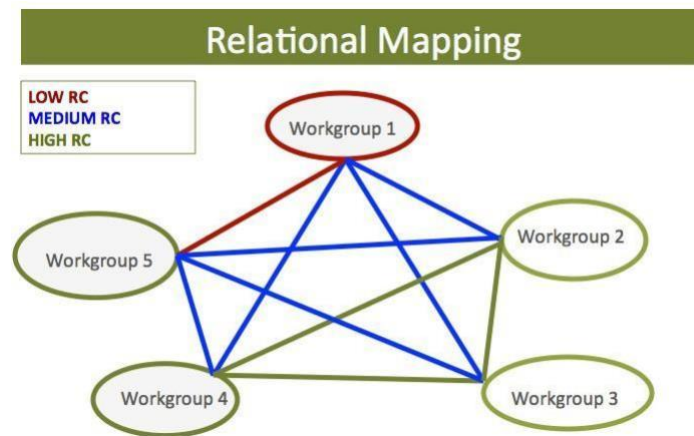
Participants will be introduced to the organizational structures that support relational coordination, for example selecting and training for teamwork, shared accountability and rewards, shared conflict resolution, shared information systems, etc. We then explore the change process, sharing case studies of organizations that are working to build relational coordination for high performance. To understand their journey, we introduce a Relational Model of Change that includes relational, work process and structural interventions that together drive positive, sustainable culture change. We conclude by exploring current and desired changes in your organizations, and how these insights can be applied.



## Relational Mapping

Participants will:

- Identify a core work process that requires coordination and identify the workgroups involved in the process
- Conduct a preliminary assessment of relational coordination across the workgroups involved in that process
- Visualize areas of strength and opportunity for improvement, as a precursor to measuring relational coordination
- Learn in a preliminary way the tools for measuring relational coordination and insights for using the results to create positive change.



## Learning Objectives

1. To expose participants to the concept of relational coordination
2. To explore the impact of relational coordination on quality and efficiency performance.
3. To map relational coordination in a core work process for your organization, and visualize areas of strength and opportunity, as a precursor to using the RC Survey to conduct a baseline assessment.
4. To understand how organizational structures can help to support relational coordination between workers, with their customers and with their leaders.
5. To explore the challenges and methods for getting from here to there, guided by the Relational Model of Change.

To prepare for this session, please read the following required readings, and take a peek at the optional readings later on, if you would like. As you read, consider the following questions:

1. Where would your work go better if you could build stronger relational coordination?
2. Which interventions (relational, work process, structural) would you use to build relational coordination in your context?
3. Who are the key stakeholders to consider including on your change team?

### **Required Readings**

- “Impact of Relational Coordination on Staff and Patient Outcomes in Outpatient Surgical Clinics,” *Health Care Management Review*, 2020 (by J.H. Gittell, C.K. Logan, J. Cronenwett, T.C. Foster, R. Freeman, M. Godfrey, D.C. Vidal)
- *Transforming Relationships for High Performance*. Palo Alto, CA: Stanford University Press, 2016 (by J.H. Gittell)
  - Chapter 11, Relational Interventions
  - Chapter 12, Work Process Interventions
  - Chapter 13, Structural Interventions

### **Optional Readings**

- "Purposeful Interprofessional Team Intervention Improves Relational Coordination Among Advanced Heart Failure Care Teams," *Journal of Interprofessional Care*, 2019 (by E. Blakeney, D.C. Lavalley, D. Baik, S. Pambianco, K.D. O'Brien, B.K. Zierler)
- “Relational Interventions for Organizational Learning: An Experience Report,” *Learning Health Systems*, 2021 (by N.M. Thygeson, C.K. Logan, C. Lindberg, J. Potts, A. Suchman, R. Merchant, R. Thompson)
- “Revisiting Relational Coordination: A Systematic Review,” *Journal of Applied Behavioral Science*, 2021 (by R. Bolton, C.K Logan, J.H. Gittell)