Relational Coordination Mapping

How well does relational coordination currently work in your organization?

<table>
<thead>
<tr>
<th>RC Dimension</th>
<th>Survey questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Frequent communication</td>
<td>How frequently do people in these groups communicate with you about [insert work process]?</td>
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<tr>
<td>2. Timely communication</td>
<td>How timely is their communication with you about [insert work process]?</td>
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<tr>
<td>3. Accurate communication</td>
<td>How accurate is their communication with you about [insert work process]?</td>
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<tr>
<td>4. Problem solving communication</td>
<td>When there is a problem in [insert work process], do people in these groups blame others or try to solve the problem?</td>
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<tr>
<td>5. Shared goals</td>
<td>How much do people in these groups share your goals in [insert work process]?</td>
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<tr>
<td>6. Shared knowledge</td>
<td>How much do people in these groups know about the work you do with [insert work process]?</td>
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</tbody>
</table>
| 7. Mutual respect             | How much do people in these groups respect the work you do with [insert work process]?

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**Relational Coordination**

Relational coordination (RC) is a mutually reinforcing process of communicating and relating for the purpose of task integration. RC is particularly useful when work is highly interdependent, uncertain due to variability of inputs or demand and time-constrained due to time-sensitive needs or resources.

**Relational Coordination Mapping of Current State**

The Relational Coordination Map displays a bird’s-eye view of the strength of ties within and between workgroups.

1. Identify a work process that needs better coordination – for example “delivering patient care.”
2. Which workgroups are involved? Maybe physician, nurse, care coordinator, administration, physical therapist. Fill in the circles on the map with the workgroups.
3. Color in the circle depending on how well we are coordinating within each workgroup. Draw lines between the workgroups to show how well we are coordinating between workgroups. You can draw one line or two depending on whether the coordination is the same or different between both workgroups. WEAK RC = RED, MODERATE RC = BLUE, STRONG RC = GREEN

**Assessing current state**

- Which dimensions of relational coordination are currently working well? Which are working poorly?
- How does this impact our outcomes?
- What are the underlying causes?
- Where are our biggest opportunities for change?

The Relational Coordination survey and mapping aim is to assess the seven dimensions of relational coordination in organizational processes and not individual people.

**References:**

- **Relational Coordination**
- Impact of Relational Coordination on Quality of Care, Postoperative Pain and Functioning and Length of Stay: A Nine-Hospital Study of Surgical Patients. Medical Care 38, 8: 807-819

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