



IMPROVING WORK PROCESSES WITH RELATIONAL COORDINATION: *INTEGRATING THE RC SURVEY INTO INTERVENTIONS*



This advanced workshop will help you learn how to use the Relational Coordination (RC) Survey in interventions to improve work processes and collaboration across the continuum from small co-located work groups to virtual teams to whole organizations and inter-organizational consortia. If you are an organizational leader or an internal or external consultant and want to take your understanding of RC to a higher level, we invite you to join us. This program will also help you prepare for the RC Certification.

Effective teamwork takes more than a group of individuals skillfully carrying out their specialized tasks. It requires interdependence: the ability of the team members to understand how their work processes intersect and to respond to each other's changing needs and circumstances. What's more, they need to be able to do this on their own in real time, under conditions of performance pressure and uncertainty, and without waiting for direction from a supervisor. This is the relational core of teamwork and, at a higher level of scale, of successful system function.

Brandeis University professor Jody Hoffer Gittel named this quality of high-performing teams and organizations "Relational Coordination" and developed a theory to explain how it impacts performance and how organizations support or undermine its development. She also developed a survey instrument to measure it. Her groundbreaking research has demonstrated that work processes with high levels of Relational Coordination achieve higher quality and efficiency, better satisfy their customers or patients, and foster greater worker satisfaction and resilience.

Since 2009, clinician-consultant-researchers Tony Suchman and Margie Godfrey have been working with Jody to develop practical workplace applications of RC theory and the RC Survey, creating a powerful interventional approach for improving work processes, fostering positive work environments and improving performance. To share what they've been learning, they have developed this program for organizational leaders and both internal and external consultants.

PROGRAM DESCRIPTION

The program is in three parts. It begins with some brief independent study that presents foundational knowledge about the Relational Coordination model and its research base. Part 2 consists of a 1.5-day workshop that provides instruction and practice in defining work processes to be studied, setting up the survey, interpreting it, sharing back the survey results and planning follow up activities that both foster RC and embody its principles of partnership and engagement. The third part consists of three two-hour video conference calls to discuss and learn from participants' actual work in progress. To tailor the session to your needs, we will ask you to submit brief reports before each conference call describing the stage and progress of a project that involves measuring and improving RC. (Having a project is not a requirement for participation; lots can be learned from others' cases.)

COMMENTS FROM PREVIOUS PARTICIPANTS

“It was a very useful workshop that has broadened my understanding of the use of relational coordination in the workplace and the techniques for facilitating the intervention.”

“I learned to more clearly determine the focus of the survey and align with client context and goals.”

“The review of the survey development process was critical for me.”

“It was useful to learn how to interpret the data and consider appropriate interventions.”

“Doing the role plays helped me recognize how I might really enact the process and the barriers/realities I might encounter.”

“The course was very concrete; the combination of examples and evidence based knowledge made it an eye-opener in many ways.”

“I valued the discussions of real practices; structural problems.”

“I appreciated the engaging nature of the learning environment fostered by the instructors and the participants.”

“It was a pleasure to see two very skilled facilitators — working together in a highly professional manner, making more synergy.”

“I liked the organization of the workshop, the knowledge exchanged and the open-mindedness of all the attendees.”

FACULTY

Marjorie M. Godfrey, PhD, MS, BSN, FAAN is Co-Director of The Dartmouth Institute Microsystem Academy and Lecturer for The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine at Dartmouth, Lebanon, New Hampshire. Dr. Godfrey is a national and international leader of designing and implementing improvement strategies targeting the place where patients, families and care teams meet-the clinical microsystem. She has led interprofessional quality improvement education and practice with collaboration with academic nursing and interprofessional colleagues, front line systems of care, health care organizations, national professional organizations and health care systems around the world. Margie is co-author of two textbooks *Quality by Design 2007* and *Value By Design 2011* along with peer reviewed publications in national and international professional journals. She is the founder of The Dartmouth Institute Microsystem Academy and co-developed The Microsystem Coaching Academy in Sheffield, UK.

Anthony L Suchman, MD, MA is a primary care physician, Clinical Professor of Medicine at the University of Rochester, and senior consultant and founder of Relationship Centered Health Care. Drawing upon diverse interests and experiences, Tony’s work focuses on improving human interaction and collaborative decision-making across all levels of healthcare – from the front lines of patient care to the executive suite and boardroom. His most recent book, *Leading Change in Healthcare: Transforming Organizations Using Complexity, Positive Psychology and Relationship-Centered Care*, has recently been published by Radcliffe Publishing. Dr. Suchman received his MD degree from Cornell University and an MA in Organizational Change from the University of Hertfordshire.

CERTIFICATION ON THE RELATIONAL COORDINATION SURVEY

This workshop can help individuals prepare for Certification on the Relational Coordination Survey. The topics covered in this program closely parallel the areas of knowledge and skill that are assessed in the certification process. This workshop is *not* a required prerequisite for certification, and completion of this course does not qualify participants for certification. This workshop and the certification process are separate and distinct programs. More information about the Certification Program is available at <http://rcrc.brandeis.edu/training-certification/certification.html>.

LOGISTICS

Workshop Location: The Heller School at Brandeis University
Waltham, MA

Schedule: Friday, April 3/full day — 8:00-4:30
Saturday, April 4/half day — 8:00-12:00
Continental breakfast is available both days at 7:30; lunch is included on April 3.
Follow-up video conferences (all 3-5 pm ET):
Thursday, June 11; Thursday, September 17;
Thursday, December 10; (While not required, we strongly encourage you to plan to attend all 3 sessions.)

Hotel Options: Please be aware that lodging costs in the Boston area are a bit higher than other parts of the United States. Below are hotels that are convenient to Brandeis and representing a range of rates.

If you wish to explore other hotel options, please go to <https://www.brandeis.edu/about/visiting/stay.html>

[Courtyard Boston Waltham](#) — [See map](#)

387 Winter Street
Waltham, MA 02451
866.296.2285 (toll free)

[Book your room at Courtyard Boston Waltham using this link](#) to receive special Brandeis rate.

[Crowne Plaza Boston Newton Hotel](#) — [See map](#)

320 Washington St
Newton MA 02458
866.257.7857

Call and request the "Brandeis University" rate (\$149) or book the special rate online.

[Westin Waltham-Boston](#)

70 Third Ave.
Waltham, MA 02451
781.290.5600
800.332.3773 (toll free)

Included in the registration fee of \$2,650 are the independent study materials; the course syllabus; breakfast and lunch provided on Day 1; breakfast on Day 2; and three two-hour follow-up video conference calls. You can register online at www.rchcweb.com or by completing and sending in the registration form below.

A 33% discount is available to full time graduate students and a 10% discount is available to partners of the Relational Coordination Research Collaborative. A discount is also available for multiple participants from the same organization. Please contact us if you'd like to arrange for one of these discounts.

There will be an optional networking dinner on Friday, April 3 (restaurant details to be announced). Please note that the cost of the networking dinner is not included in the registration fee. Let us know if you would like to join us.

We will process workshop applications in the order in which they are received. If you need to cancel after you register, we cannot offer refunds for workshop registrations, but you can transfer your fee to another course or to another person.

For more information, please contact Tony Suchman at asuchman@rchcweb.com or 585.721.9187.

Thanks for your interest. We hope to see you at the April workshop!

REGISTRATION FORM

IMPROVING WORK PROCESSES WITH RELATIONAL COORDINATION: *INTEGRATING THE RC SURVEY INTO INTERVENTIONS*

APRIL 3-4, 2030/THE HELLER SCHOOL AT BRANDEIS UNIVERSITY/WALTHAM, MASSACHUSETTS

Name: _____ Organization: _____

Title: _____ Address: _____

Phone: _____

Email: _____

Dietary Restrictions: _____

Standard Registration: The standard registration fee is \$2,650.

RCRC Partner Discount: A fee discounted by 10% (\$2,385) is available for current partners of the Relational Coordination Research Collaborative.

Graduate Student Discount: A fee discounted by 33% (\$1,775) is available for full-time graduate students.

RCRC Student Partner Discount: A special fee of \$300 is available for RCRC Student Partners.

Multiple Participant Discount: We offer a discount for 2 or more people from the same organization registering for this workshop; please contact us for details.

Please indicate your preferred method of payment

Credit Card (Invoice will come via PayPal)

Electronic Funds Transfer (Invoice will come via Quickbooks)

Check (mail a check for the appropriate amount, payable to Relationship Centered Health Care, to the address below)

Please submit your completed registration form by means of scanning and email (asuchman@rchcweb.com), fax (206.350.7113) or mail it to:

Relationship Centered Health Care, LLC
ATTN: Anthony Suchman, MD
277 Goodman Street North, Suite 311
Rochester, NY 14607

We will process workshop applications in the order in which they are received. If you need to cancel after you register, we cannot offer refunds, but you can transfer your fee to another course or to another person.

Thank you and we look forward to seeing you at our April workshop!