

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



This advanced distance learning 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 highly interactive "online" program consists of three parts. After an initial 1.5-hour welcome and orientation on Zoom, participants will pursue some brief independent study to gain foundational knowledge about the Relational Coordination model and its research base. Part 2 consists of three 4-hour online sessions on 3 consecutive days that will provide videos, case examples, instruction and practice in defining work processes to be studied, relational mapping, 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. Part 3 consists of three 1.5-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.) Faculty will provide reflections and offer insights to support your development over the course of this program.

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 Executive Director of the Institute for Health and Social System Excellence. 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 three textbooks *Quality by Design* 2007, *Value By Design* 2011 and *Quality by Design* 2nd edition (in press) along with peer reviewed publications in national and international professional journals. She is the founder of the Institute for Health and Social System Excellence, 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.

LOGISTICS/ONLINE PROGRAM

Schedule	Orientation	Thursday, March 25, 2021, 4:00-6:00 pm ET *
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* Times subject to change based on participant time zones.

Instructional Blocks	Thursday, April 8, 2021, 12:00-5:00 pm ET Friday, April 9, 2021, 12:00-5:00 pm ET Saturday, April 10, 2021, 10:00-2:00 pm ET
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Follow-up Group Coaching	Friday, May 21, 2021, 4:00-6:00 ET Thursday, July 15, 2021, 4:00-6:00 ET Thursday, September 16, 2021, 4:00-6:00 ET
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Essential to your success in this “online” program is a computer, a web cam so we can enhance our communication by seeing each other, a secure internet and time to test your browser and fire walls to ensure 100% full uninterrupted participation.

The registration fee includes all sessions and materials. Discounts are available for students and for multiple participants from the same organization. Please contact iehss.admin@unh.edu with registration questions or to inquire about a discount. If you need to cancel your course registration, please note that we cannot offer refunds for workshop registrations; however, we can transfer the registration fee to another course or to another person.

Online registration instructions:

1. Go to <https://learnforlife.unh.edu/portal/events/reg/participantTypeSelection.do?method=load&entityId=151852826> .
2. Scroll to Registration.
3. Enter the quantity of participants.
4. Enter registrant information for each participant.
5. Enter billing information. Contact iehss.admin@unh.edu for groups with multiple participants from the same organization.

If you are not able to register online, please contact iehss.admin@unh.edu .

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 (asuchman@rchcweb.com or 585.721.9187) or Margie Godfrey (margiegodfrey@gmail.com or 603.387.0317).

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