

Tools for Measuring Collaboration

Note: This is a collection of sample tools to provide ideas about how to measure collaboration. This is not a recommendation to use any one particular tool, but a selection of references that may be helpful in thinking about collaboration.

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Tools for Measuring Collaboration

Working Together

Collaboration Survey

Collaboration Survey

Current Practices	Scale
1. How frequently do you participate in collaborative projects or activities?	Hourly Daily Weekly Monthly Less than monthly
2. How many collaboration projects do you have underway at a typical point in time?	0 1 2-5 6-10
Recent experiences	Scale
1. What was the scope of your ONE recently completed collaboration experience?	Drop-down menu (select one)
2. How many people were directly involved in your recently-completed collaboration experience?	2 3-5 6-10 11-20 More than 20
Viewpoint on Collaboration	Scale
1. How would rate the value of collaboration to the success of your business?	Useless, Helpful in some circumstances, Essential business practice in selected instances, Essential across the board
2. My organization WANTS its employees to collaborate	1= "Not at all", 2, 3, 4, 5, 6, 7 = "Extremely high"

Collaboration Survey measures perceptions of collaboration. The Collaboration Survey is able to provide organization with insights as to where employees perceive things are going and where additional attention is needed 21 different items that are relevant to collaboration effectiveness and operations.

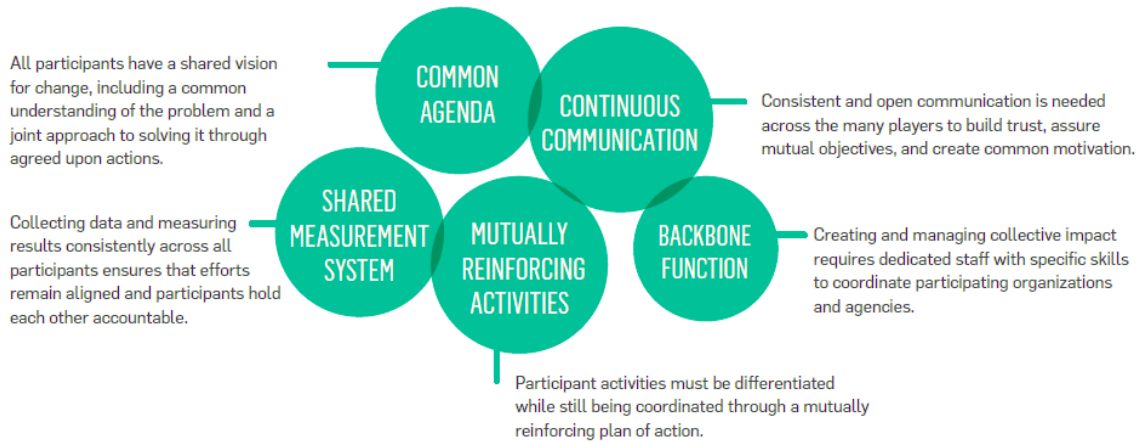
Source:

<http://www.utexas.edu/research/cswr/survey/new/wordpress/products/employee-engagement/collaboration-survey>

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Collective Impact



Collective Impact is a structured approach to problem solving. The Framework can be used to support performance measurement and evaluation.

Source: <http://www.fsg.org/publications/guide-evaluating-collective-impact>

Interagency Collaboration Activities Scale (IACAS)

Interagency Collaboration Activities Scale (IACAS)

Collaborative Activities: to what extent does your organization <i>SHARE</i> with other like serving organizations in:					
Items	Scale (1 to 5) "Not at all" to "Very much"*				
<i>Financial and Physical Resources:</i>					
1) Funding.	1	2	3	4	5
2) Purchasing of services.	1	2	3	4	5
<i>Program Development and Evaluation:</i>					
3) Developing programs or services.	1	2	3	4	5
4) Program evaluation.	1	2	3	4	5
<i>Client Services Activities:</i>					
5) Diagnoses and evaluation/assessment.	1	2	3	4	5
6) Common intake forms.	1	2	3	4	5
<i>Collaborative Policy:</i>					
7) Formal written agreements.	1	2	3	4	5
8) Voluntary contractual relationships	1	2	3	4	5

*1= "Not at all" 2= "Little" 3="Somewhat" 4= "Considerable" 5= "Very Much"

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The IACAS is a self-reporting questionnaire used to measure interagency collaborative activities in the following four areas: Financial and Physical Resources (interagency sharing of funding, purchasing of services, facility space, and record keeping and management information system data), Program Development and Evaluation (interagency collaboration related to developing programs or services, program evaluation, staff training, and informing the public of available service), Client Services (interagency collaborative activities related to diagnoses and evaluation/assessment, common intake forms, participation in standing interagency committees, and information about services), Collaborative Policies (interagency collaboration involving case conferences or case reviews, informal agreements, formal written agreements, and voluntary contractual relationships).

Source: <http://rtckids.fmhi.usf.edu/rtcpubs/study01/CollaborationScaleVersion6.pdf>
 (The Research and Training Center for Children’s Mental Health (Paul E. Greenbaum & Robert F. Dedrick)

IDEA Partnership Success Rating Scale

Feature of our interaction Our state community. . .	It is reasonable to expect this. ✓	Our partnership status Not present ← Always present	Influence on our success No influence ← Great influence	No Opinion ✓
1. <u>Established</u> a clear, shared sense of direction	X	7	8	
2. <u>Shares leadership</u> among members based on the challenges we face	X	3	5	
3. <u>Encourages</u> contributions from all members	X	10	10	
4. <u>Values group</u> achievement over individual achievement	X	10	7	
5. <u>Communicates</u> frequently and effectively among members	X	4	6	
6. <u>Communicates</u> frequently and effectively with outside stakeholders	X	3	5	
7. <u>Invests time</u> in creating a shared agenda, developing and implementing common strategies to achieve partnership mission	X	10	10	
8. <u>Uses tensions</u> within the partnership as a way of growing				
9. <u>Makes key decisions</u> and solves problems as a full partnership	X	7	7	
10. <u>Assesses progress</u> by setting meaningful goals and milestones that are clear, measurable, and realistic	X	8	9	
11. <u>Uses credible evidence</u> gained through continuous progress monitoring to guide planning.	X	6	8	

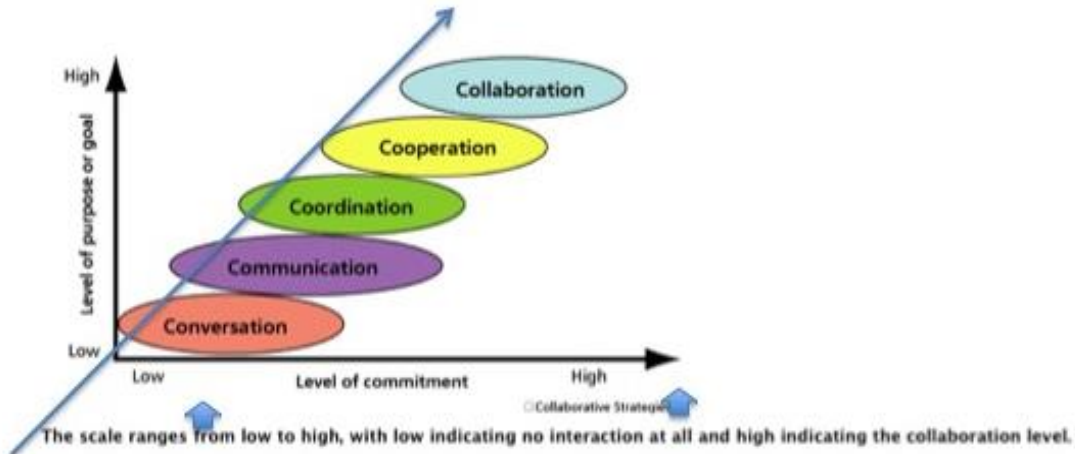
IDEA Partnership Success Rating Scale is used to assess partnerships, looking at several features of successful and collaborative partnerships. The goal is to learn about the partnerships’ successes and determine what technical assistance is needed to improve the partnership.

Source: <http://www.nasponline.org/advocacy/toolsforsuccess.pdf>

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Levels of Collaboration Scale



The purpose of the Level of Collaboration Scale is to assess collaboration among grant partners. Collaboration can be reported as the mean level of perceived collaboration across all respondents.

Source:

<https://www.teamsciencetoolkit.cancer.gov/public/TSResourceMeasure.aspx?tid=2&rid=467>

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Strategic Alliance Formative Assessment Rubric (SAFAR)

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SAFAR is used as an assessment tool that captures central principles of collaboration. SAFAR represents multiple levels of integration and their varying purposes such as: strategies/tasks, leadership/decision-making, and interpersonal and communication characteristics.

Source: <http://aje.sagepub.com/content/25/1/65.abstract>

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Tools for Measuring Collaboration

Wilder Collaboration Factors Inventory

Wilder Collaboration Factors Inventory

Wilder Collaboration Factors Inventory (WCFI)	Sample questions	Scale 1 to 5 *				
		(1	2	3	4	5)
Environment	The political and social climate seems to be "right" for starting a collaborative project like this one	1	2	3	4	5
Resources	The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	1	2	3	4	5
Membership	My organization will benefit from being involved in this collaboration	1	2	3	4	5
Purpose	The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish (shared vision)	1	2	3	4	5
Communication	People involved in our collaboration always trust one another (have open and frequent communication)	1	2	3	4	5
Process & Structure	There is a lot of flexibility when decisions are made; people are open to discussing different options	1	2	3	4	5

*Likert format, graded from 1= "strongly disagree" to 5= "strongly agree"

The Wilder Collaboration Factors Inventory (WCFI) measures collaboration. The WCFI includes 40 items in six categories: environment, resources, membership, purpose, communication, and process and structure. It is adapted for use by collaborations between different organizations and to identify areas that need attention in order for collaboration to work.

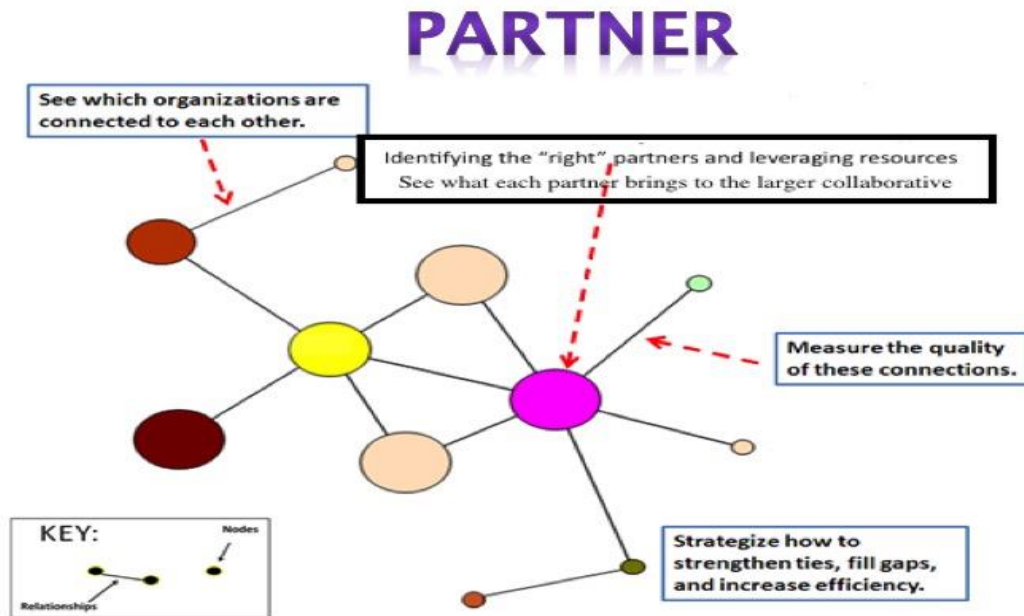
Source: <http://wilderresearch.org/tools/cfi/form.php>
(Mattessich et al, 2001)

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Networks

PARTNER



PARTNER is a social network analysis tool designed to measure and monitor collaboration among people & organizations. It is designed for use by collaboratives/coalitions to demonstrate how members are connected, how resources are leveraged and exchanged, the levels of trust, and to link outcomes to the process of collaboration.

Source: <http://www.partnertool.net>

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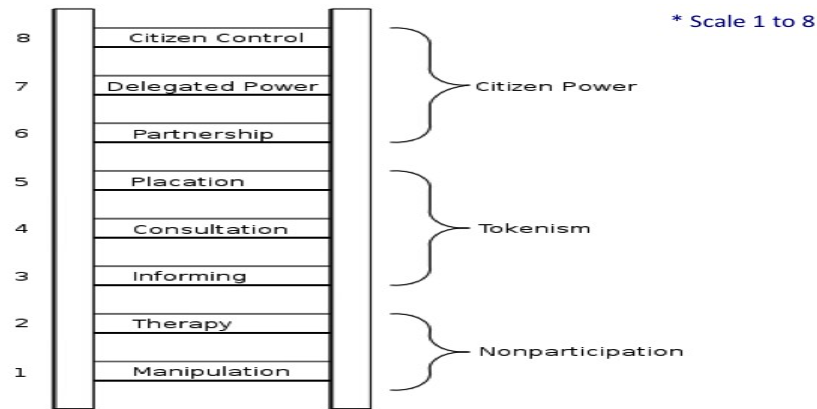
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Tools for Measuring Collaboration

Participation

Ladder of Participation Scale

Ladder of Participation Scale



The Ladder of Participation Scale examines participation. The ladder consist of: Non-participation- *Manipulation & Therapy* (to enable power-holders to 'educate' or 'cure' the participants), *Tokenism* – Informing, Consultation, and Placation (allow the have-nots to hear and to have a voice), and *Citizen Power*- *Partnership, Delegated Power, and Citizen Control* (Partnership that enables negotiation and engage in trade-offs with traditional power holders).

Source: <http://www.comminit.com/early-child/content/ladder-participation>

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Tools for Measuring Collaboration

Relationships, Communication and Trust

Collaborative Practice Scale (CPS)

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For each statement below, circle the response that best reflects your personal opinion or perception	Scale: 0 = "Never" to 6 = "Always"
Scale 1 : Nurses	
1. I ask physicians about their expectations regarding the degree of my involvement in health care decisions.	0 1 2 3 4 5 6
2. I negotiate with the physician to establish our responsibilities for discussing different kinds of information with patients.	0 1 2 3 4 5 6
3. I discuss with physicians the degree to which I want to be involved in planning aspects of patient care.	0 1 2 3 4 5 6
Scale 2: Physicians	
4. I reinforce the value of nursing care when talking to the patient.	0 1 2 3 4 5 6
5. I consider nurses' opinions when developing a treatment plan.	0 1 2 3 4 5 6
6. I work towards consensus with RN's regarding the best approach in caring for a patient.	0 1 2 3 4 5 6

CPS is designed to measure collaborative practices behavior as it is reported by nurses and physicians. Collaborative practices behavior is defined as "interactions between nurses and physicians that enable the knowledge and skills of both professionals to synergistically influence the patient care being provided". CPS has two distinct self-report measures: Nurses (Scale 1) and Physicians (Scale 2).

Source:

http://apntoolkit.mcmaster.ca/index.php?option=com_content&view=article&id=58:collaborative-practice-scales-cps&catid=51:collaboration&Itemid=72

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Decision About Transfer Scale

Decision About Transfer Scale

Collaboration and satisfaction about care decisions	Scale: 1 = "No collaboration" to 7 = "Complete collaboration"
1. Nurses and physicians planned together to make the decisions about care for this patient	1 2 3 4 5 6 7
2. Open communications between physicians and nurses took place at this decision was made for this patient	1 2 3 4 5 6 7
3. Decision-making responsibilities for this patient were shared between nurses and physicians	1 2 3 4 5 6 7
4. Nurses and physicians co-operated in making this decision	1 2 3 4 5 6 7
5. Decision making for this patient was coordinated between nurses and physicians	1 2 3 4 5 6 7
6. How satisfied were you with the decision made for this patient	1 2 3 4 5 6 7

Decision About Transfer Scale measures collaboration and satisfaction (between nurses and physicians) focusing on specific decisions to transfer patients out of the medical intensive care unit. Collaboration in this case is defined as "open discussion between nurses and physicians and shared responsibility for problem solving and decision making".

Source: <http://www.ncbi.nlm.nih.gov/pubmed/10354239>

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Nursing Relationship Scale (NRS)

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Examples of the Thirty-four items asked on the NRS questionnaire
<i>1) I would take care, more than usual, to provide patient with an explanation about a nursing action or treatment</i>
<i>2) I would worry, more than usual, that this specific patient may become aggressive in the ward</i>
<i>3) I would be reluctant to work together with that specific patient to develop a care plan</i>
<i>4) I would expect that specific patient to be a more demanding patient than most</i>
<i>5) I would have some doubt that this specific patient could contribute significantly to his/her care plan</i>
<i>6) Compared with other patients, I would be very supportive to the caregivers of this specific patient</i>

NRS Measures interpersonal approaches in nursing care. There are four factors that NRS considers: Caring/Supportive Approach, Nursing Satisfaction, Authoritarian Stance, and Negativity.

Source: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2889861/>

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Organizational Trust Index

Organizational Trust Index

Mark the box for each of the following behaviors regarding how you feel, think, or intend to behave	Scale: 1 = "Strongly disagree" to 7 = "Strongly agree"
<i>I care about the people I work with.</i>	1 2 3 4 5 6 7
<i>I demonstrate respect and concern for everyone I interact with.</i>	1 2 3 4 5 6 7
<i>I possess the knowledge needed to succeed in my work.</i>	1 2 3 4 5 6 7
<i>I make everyone around me better.</i>	1 2 3 4 5 6 7
<i>I am a "go-to" person on our team.</i>	1 2 3 4 5 6 7
<i>I am an honest person.</i>	1 2 3 4 5 6 7
<i>I want the people I work with to win, not just myself.</i>	1 2 3 4 5 6 7

Organizational Trust Index is used to measure concepts similar to collaboration (trust adapting). Trust is a central component of collaboration because it reduces complexity and transaction costs more quickly than other forms of organization. Organizational trust refers to the degree of trust between units of an organization or between organizations. The questions used for measuring trust looks at how people: feel (affect), think (cognitive), and intend to behave (intent).

Source: http://news.iabc.com/index.php_s=56&item=97.html

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Tools for Measuring Collaboration

Provider Collaboration Survey (PCS)

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Consider your current experience of collaboration and current level of satisfaction or dissatisfaction with each statement	Scale: 1= "Strongly dissatisfied" to 6 = "Strongly satisfied"
1. The shared planning that occurs between you and the nurse practitioner while making decisions about resident care	1 2 3 4 5 6
2. The open communication between you and the nurse practitioner that takes place as decisions are made about resident care	1 2 3 4 5 6
3. The shared responsibility for decisions made between you and the nurse practitioner about resident care	1 2 3 4 5 6
4. Co-ordinate implementation of a shared plan for resident care	1 2 3 4 5 6
5. Co-operate in making decisions about resident care	1 2 3 4 5 6
6. Fully collaborate in making shared decisions about resident care	1 2 3 4 5 6
7. The amount of collaboration between you and the nurse practitioner that occurs in making decisions about resident care	1 2 3 4 5 6

PCS explores doctors and nurse practitioners collaboration. It consists of items that measure: the provider's experience of collaborative practice and the provider's satisfaction with the collaborative experience.

Source:

http://apntoolkit.mcmaster.ca/index.php?option=com_content&view=article&id=61:provider-collaboration-survey&catid=51:collaboration&Itemid=72

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