

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

Item Score Summary

Item Text	Score	Std. Dev.
The organizations in our collaborative group allocate the right amount of time to our projects.	3.50	0.966
People involved in our collaboration are willing to arrive at a compromise on important aspects of our projects.	3.71	0.832
People working in our collaboration trust and respect one another.	3.82	0.945
When the group makes major decisions, members confer with their colleagues.	3.73	0.827
People in this collaborative group understand their roles and responsibilities.	3.68	0.996
There are effective procedures in place to guide team and support collaboration.	3.46	0.985
Employees are given the opportunity to do their best work.	3.81	0.913
We have the financial resources needed for this collaboration's tasks.	3.47	0.953
People are open to discussing different options.	3.83	0.720
Collaboration participants are committed to the process of working together.	3.80	0.877

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.

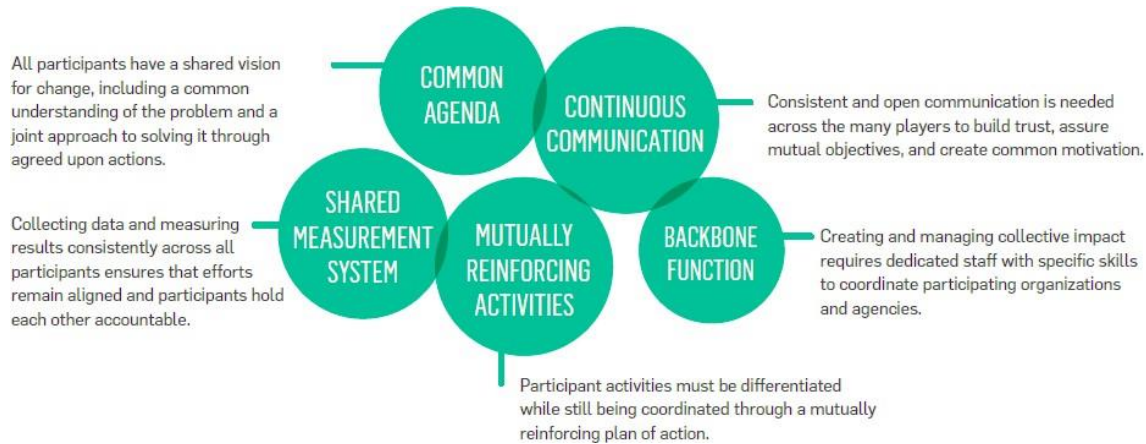
Source:

<https://survey.utexas.edu/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>

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Interagency Collaboration Activities Scale (IACAS)

Collaborative Activities

To what extent does your organization SHARE with other child-serving organizations in:

	Not at all	Little	Somewhat	Considerable	Very Much	Don't Know
1. Funding.	1	2	3	4	5	DK
2. Purchasing of services.	1	2	3	4	5	DK
3. Facility space.	1	2	3	4	5	DK
4. Record keeping and management information systems data.	1	2	3	4	5	DK
5. Developing programs or services.	1	2	3	4	5	DK
6. Program evaluation.	1	2	3	4	5	DK
7. Staff training.	1	2	3	4	5	DK
8. Informing the public of available services.	1	2	3	4	5	DK
9. Diagnoses and evaluation/assessment.	1	2	3	4	5	DK
10. Common intake forms.	1	2	3	4	5	DK
11. Child and family service plan development.	1	2	3	4	5	DK
12. Participation in standing interagency committees.	1	2	3	4	5	DK
13. Information about services.	1	2	3	4	5	DK
14. Case conferences or case reviews.	1	2	3	4	5	DK
15. Informal agreements.	1	2	3	4	5	DK
16. Formal written agreements.	1	2	3	4	5	DK
17. Voluntary contractual relationships.	1	2	3	4	5	DK

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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. Established a clear, shared sense of direction	X	7	8	
2. Shares leadership among members based on the challenges we face	X	3	5	
3. Encourages contributions from all members	X	10	10	
4. Values group achievement over individual achievement	X	10	7	
5. Communicates frequently and effectively among members	X	4	6	
6. Communicates frequently and effectively with outside stakeholders	X	3	5	
7. Invests time in creating a shared agenda, developing and implementing common strategies to achieve partnership mission	X	10	10	
8. Uses tensions within the partnership as a way of growing				
9. Makes key decisions and solves problems as a full partnership	X	7	7	
10. Assesses progress by setting meaningful goals and milestones that are clear, measurable, and realistic	X	8	9	
11. Uses credible evidence 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: <https://www.nasponline.org/>

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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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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.

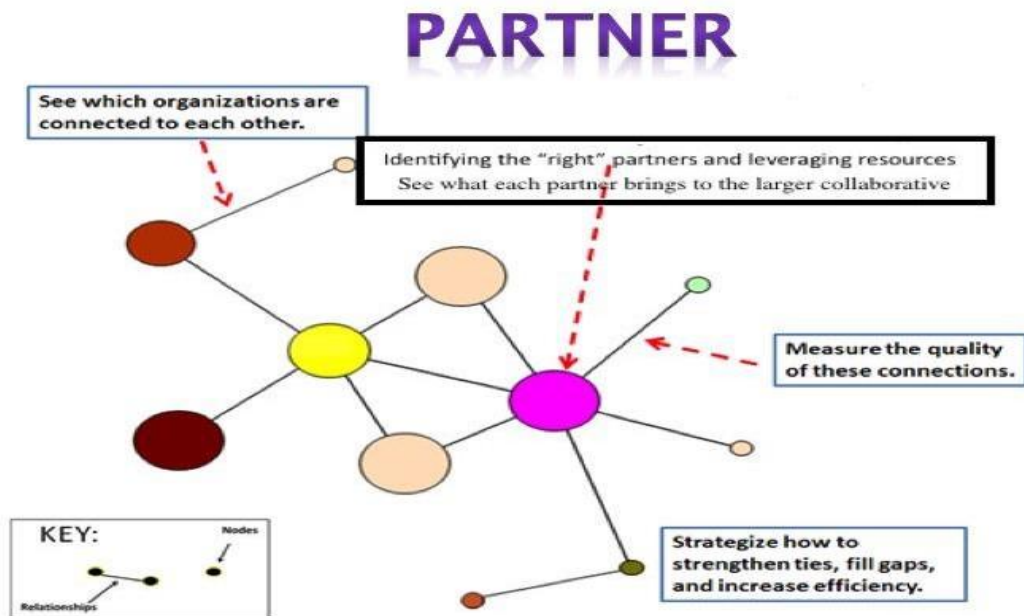
Source: <http://wilderresearch.org/tools/cfi/form.php>
(Mattessich et al, 2001)

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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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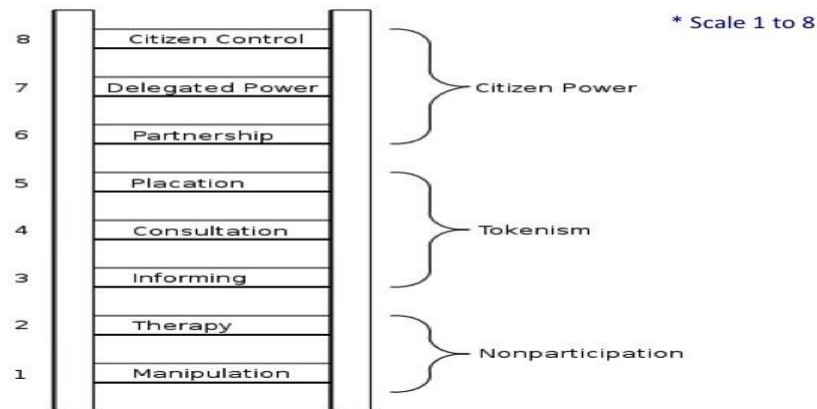
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Participation

Ladder of Participation Scale

Ladder of Participation Scale



The Ladder of Participation Scale examines participation. The ladder consists 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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Relationships, Communication and Trust

Collaborative Practice Assessment Tool

Mission , Meaningful Purpose, Goals	Strongly Disagree	Mostly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Mostly Agree	Strongly Agree
1. Our team mission embodies an interprofessional collaborative approach to patient/client care.							
2. Our team’s primary purpose is to assist patients/clients in achieving treatment goals.							
3. Our team’s goals are clear, useful and appropriate to my practice.							
4. Our team’s mission and goals are supported by sufficient resources (skills, funding, time, space).							
5. All team members are committed to collaborative practice.							
6. Members of our team have a good understanding of patient/client care plans and treatment goals.							
7. Patient/client care plans and treatment goals incorporate best practice guidelines from multiple professions.							
8. There is a real desire among team members to work collaboratively.							
General Relationships							
9. Respect among team members improves with our ability to work together.							
10. Team members care about one another’s personal well being.							
11. Socializing together enhances team work effectiveness.							
12. It is enjoyable to work with other team members.							
13. Team members respect each other’s roles and expertise.							
14. Working collaboratively keeps most team members enthusiastic and interested in their job.							
15. Team members trust each other’s work and contributions related to patient/client care.							
16. Our team’s level of respect for each other enhances our ability to work together.							

The Collaborative Practice Assessment Tool is designed to measure collaborative practices behavior as it is reported by members of a patient care team.

Source: <https://www.wrha.mb.ca/professionals/collaborativecare/files/S2-Queen-CPAT.pdf>

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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

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

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 Survey

Organizational Trust Survey

Instructions: Following are statements about your organization. Please circle the response that best indicated the extent to which the statement describes the current state of your organization.

How much the statement describes my organization:

	VERY LITTLE	LITTLE	SOME	GREAT	VERY GREAT
1. I can tell my immediate supervisor when things are going wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My immediate supervisor follows through with what he/she says.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am highly satisfied with the organization's overall efficiency of operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My immediate supervisor listens to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I feel connected to my peers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am free to disagree with my immediate supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Top management is sincere in their efforts to communicate with employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My immediate supervisor behaves in a consistent manner from day to day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I feel connected to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Organization Trust Index (OTI) measures organizational trust by addressing five dimensions:

- Competence
- Openness and Honesty
- Concern for Employees
- Reliability
- Identification

Source: <https://www.uccs.edu/trustresearch/organization-trust-index>

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