

Appendix 4 – Readiness for collaboration survey

Assessing your climate for collaboration

Background to our survey

Much is made about the pressing need to collaborate and work better together across organisational boundaries. This survey is based on research funded by the National Institute for Health Research (NIHR) to better understand how and why inter-organisational collaborations in healthcare can work to improve services. This is drawing on findings from both literature review and interview-based studies.

The findings from our research identified some 'key ingredients' for collaboration that included the importance of building trust, having faith, and instilling confidence in any collaborative endeavour. The findings also identified notable contextual factors which are likely to affect these ingredients. This survey seeks to translate these findings into the formulation of questions which you can use to establish how and why collaboration may or may not be conducive to your organisation. The survey will ask you a series of questions that will gauge your opinion about where you feel your organisation is against the key ingredients we have identified.

Who is the survey designed for?

This survey is intended for all those involved in implementing a collaboration between organisations in a health and social care context. It is designed to be taken after you have identified which partner(s) you will be working with and are about begin the process of collaborating.

What is it trying to achieve?

This survey is intended to inform you on where it might be important to focus your efforts to improve your chances of success prior to beginning your collaboration. It is not intended to act as a performance or benchmarking tool for comparing healthcare organisations.

Why should I take this survey?

Based on your results, you will receive feedback to support any learning and improvements needed for further successful collaboration. This is intended to provoke discussion and reflection within your team and organisation rather than for allowing comparisons between organisations. Although it may give scores for individual mechanisms such as trust and faith, this is to allow you to understand where to direct efforts rather than as a definitive answer to where your organisation is genuinely at.

End of Block: Block 5

Start of Block: Participants_PreCheck

This section will ask you questions about your role in your organisation and collaboration, before moving on to the assessment questions in the next section.

Q1 Are you a member of the leadership team or a key architect of the collaboration, or otherwise a member of the wider workforce?

Leader/key architect (1)

Workforce (2)

Q2 Are you a member of clinical or managerial staff, or both?

Clinical (1)

Managerial (2)

Both (3)

Q3 Which organisation are you from? (Optional)

Q4 How long have you been working at your organisation?

- Less than one month (1)
 - 1-3 months (2)
 - 3 months to a year (3)
 - More than a year (4)
-

Q5 How long have you been aware of/working on the collaboration?

- Less than one month (1)
- 1-3 months (2)
- 3 months to a year (3)
- More than a year (4)

End of Block: Participants_PreCheck

Start of Block: Initial trust_PreCheck

Q6 There are legal agreements in place that either mandate a certain level of collaborative behaviour (mandated or highly integrative collaborations) or allow for altruistic collaborative behaviour to naturally emerge (non-mandated collaborations)

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q7 There are problems with the way your collaborator(s) are perceived in your organisation

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
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Q8 Do you have a positive or negative history of collaboration with your partner(s), or no history?

- Extremely negative (1)
 - Negative (2)
 - Neither positive nor negative or no history (3)
 - Positive (4)
 - Extremely positive (5)
-

Q9 There is a history of competition with your partner(s)

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q10 There a history of high-profile failures to meet standards in the local health system

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q11 I perceive the balance of power in the collaboration to be balanced

- Strongly disagree (1)
 - Somewhat disagree (2)
 - Neither agree nor disagree (3)
 - Somewhat agree (4)
 - Strongly agree (5)
-

Q12 Our organisations are geographically close together (i.e., <30 mins. drive)

- Yes (1)
- No (2)

End of Block: Initial trust_PreCheck

Start of Block: Perceived legitimacy_PreCheck

Q13 Is the collaboration mandated or voluntary?

- Mandated (1)
 - Voluntary (2)
-

Q14 Patient or public representatives are involved in the planning of the collaboration

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

End of Block: Perceived legitimacy_PreCheck

Start of Block: Initial faith/task complexity_PreCheck

Q15 My organisation is large compared to other organisations in my health system

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q16 There is a large number of organisations involved in our partnership

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q17 I feel there is sufficient financial resource for the effective implementation of the collaboration

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q18 I feel there is sufficient workforce and time available for the effective implementation of the collaboration

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q19 Is the financial resource to implement the collaboration being sourced from a third-party organisation (e.g. regulator)?

- Yes, fully (1)
 - Partially (2)
 - No (3)
-

Q20 Would you describe the overall regulatory environment as favourable (enabling, presenting few barriers) or unfavourable (presenting many barriers) to collaboration?

- Very favourable (1)
 - Favourable (2)
 - Neither favourable nor unfavourable (3)
 - Unfavourable (4)
 - Very unfavourable (5)
-

Q21 Legislative requirements for the type of collaboration we are implementing make it difficult to do properly

- Strongly disagree (1)
 - Disagree (2)
 - Neither agree nor disagree (3)
 - Agree (4)
 - Strongly agree (5)
-

Q22 My organisation has a strong sense of identity and is likely to be resistant to change

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

End of Block: Initial faith/task complexity_PreCheck

Start of Block: Ease of cultural integration_PreCheck

Q23 The collaboration involves organisations from multiple sectors (e.g., both acute and social care) or within the same sector (e.g., only acute care).

- Many sectors (1)
 - Within sector (2)
-

Q24 Cultural due diligence has been performed to gain an understanding of where and how the collaborating organisations differ

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

Q25 Staff turnover in our organisation is typically high

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

End of Block: Ease of cultural integration_PreCheck

Start of Block: Conflict resolution_PreCheck

Q26 Robust independent conflict resolution mechanisms are in place

- Strongly disagree (1)
- Disagree (2)
- Neither agree nor disagree (3)
- Agree (4)
- Strongly agree (5)

End of Block: Conflict resolution_PreCheck

Start of Block: Clear_Vision_PreCheck

Q27 I feel that the planned aims and objectives of the collaboration are clear

- Strongly disagree (1)
 - Somewhat disagree (2)
 - Neither agree nor disagree (3)
 - Somewhat agree (4)
 - Strongly agree (5)
-

Q28 I feel that there is a clear path towards achieving the improvements sought by the planned collaboration

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

End of Block: Clear_Vision_PreCheck

Start of Block: SharedVision_PreCheck

Q29 My organisation and the potential partner(s) agree on the aims and objectives of the collaboration

- Strongly disagree (1)
 - Somewhat disagree (2)
 - Neither agree nor disagree (3)
 - Somewhat agree (4)
 - Strongly agree (5)
-

Q30 My organisation and the potential partner(s) agree on how to achieve the aims and objectives of the collaboration

- Strongly disagree (1)
- Somewhat disagree (2)
- Neither agree nor disagree (3)
- Somewhat agree (4)
- Strongly agree (5)

End of Block: SharedVision_PreCheck
