

# Structural interventions

## What are they?

- Structural interventions focus on redesigning structures from siloed to collaborative to better connect the efforts of people who work in interdependent functions and roles.

## What are they used for/ Purpose?

- Structural interventions are a crucial part of the Relational Model of Change, together with relational and work process interventions
- Structural interventions are used to strengthen relational coordination and drive performance outcomes:
  - Quality/safety
  - Efficiency/finance
  - Worker well-being
  - Learning/innovation

# Examples of structural interventions

- Selecting & training for teamwork
- Relational job design
- Shared accountability & rewards
- Shared conflict resolution
- Boundary spanner roles
- Shared meetings & huddles
- Shared protocols
- Shared information systems
- Shared space

A summary of the evidence:  
Bolton, R., Logan, C., & Gittell, J. H.  
(2021). [Revisiting relational  
coordination: A systematic review](#).  
*The Journal of Applied Behavioral  
Science*, 57(3), 290-322.

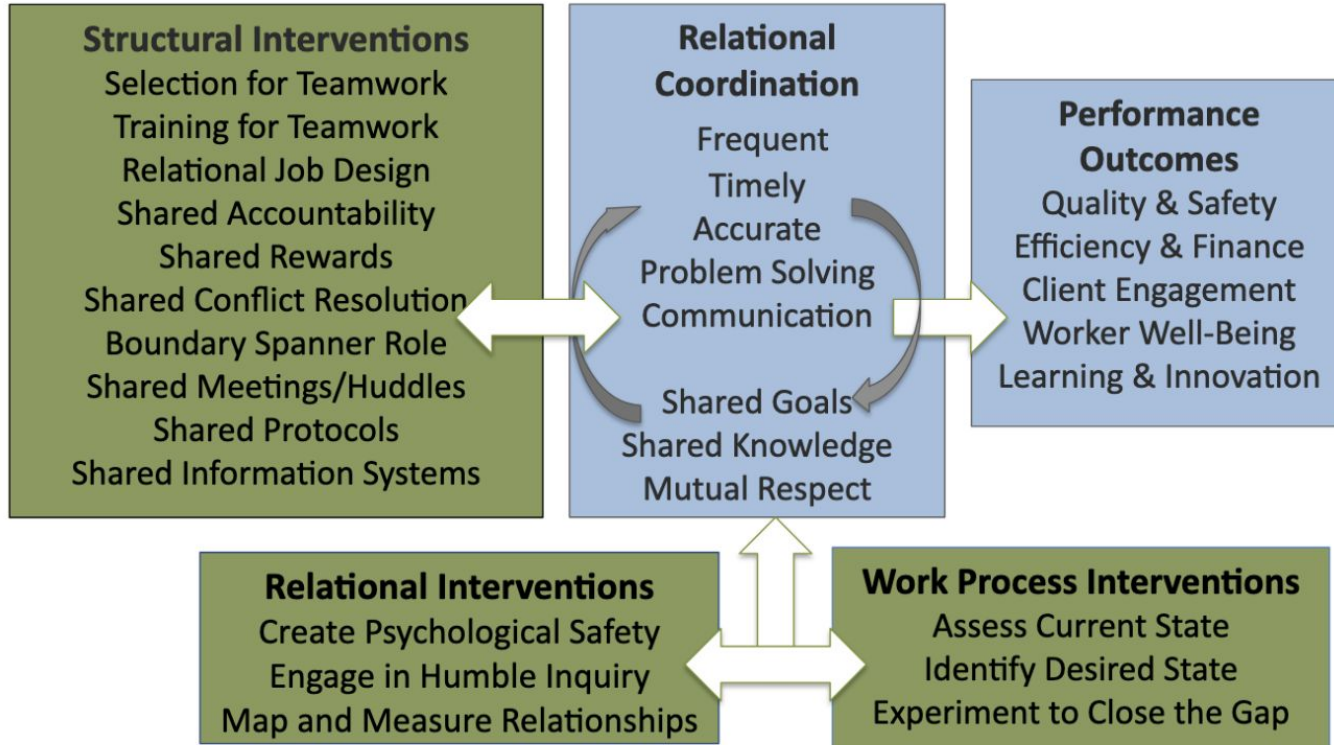
Gittell, J. H. (2016). [Structural interventions](#) in *Transforming relationships for high performance: The power of relational coordination*. Stanford University Press.

# Structural interventions can be relational

When designed and implemented in participatory, experimental ways, supported by relational interventions, structural interventions are even more likely to build relational coordination.

[See how it was done at Billings Clinic!](#)

# Structural interventions are key for Relational Model of Change



# Identify needs using the Org Structures Assessment Tool

Structures	Nurses	Case managers	Physicians	Residents	Physical therapy	Respiratory therapy
Selection for Teamwork	STRONG SUPPORT	STRONG SUPPORT	WEAK SUPPORT	WEAK SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT
Training for Teamwork	STRONG SUPPORT	STRONG SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Relational Job Design	MODERATE SUPPORT	MODERATE SUPPORT	WEAK SUPPORT	WEAK SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Shared Accountability	MODERATE SUPPORT	WEAK SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	WEAK SUPPORT
Shared Rewards	WEAK SUPPORT	WEAK SUPPORT	WEAK SUPPORT	WEAK SUPPORT	WEAK SUPPORT	WEAK SUPPORT
Conflict Resolution	STRONG SUPPORT	STRONG SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Boundary Spanner Role	STRONG SUPPORT	WEAK SUPPORT	WEAK SUPPORT	WEAK SUPPORT	MODERATE SUPPORT	WEAK SUPPORT
Shared Meetings & Huddles	STRONG SUPPORT	STRONG SUPPORT	WEAK SUPPORT	WEAK SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Shared Protocols	STRONG SUPPORT	STRONG SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Shared Info Systems	STRONG SUPPORT	STRONG SUPPORT	STRONG SUPPORT	STRONG SUPPORT	STRONG SUPPORT	STRONG SUPPORT
Shared Space	WEAK SUPPORT	WEAK SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	MODERATE SUPPORT	WEAK SUPPORT
	WEAK SUPPORT		MODERATE SUPPORT		STRONG SUPPORT	