RCC ROUNDTABLE 2022
BUILDING RELATIONSHIPS ACROSS DIFFERENCES
FOR MULTI-LEVEL SYSTEMS CHANGE

NOV. 4-5, 2022
BOSTON, MA

OPTIONAL WORKSHOPS NOV. 6
Roundtable Program

Preconference: Thursday Nov. 3

6:00-9:00 Informal Welcoming Reception at Bell in Hand Tavern

Welcome to Boston! Meet the Host committee! Join us at the oldest tavern in America - the Bell in Hand.

Day 1: Friday Nov. 4

Suffolk University, Sargent Hall, 120 Tremont Street, Boston

8:00-9:15 Registration, Breakfast, Welcome from the Host Committee Chairs and the Dean

_Wale Olaleye, Deloitte Human Capital; The Heller School, Brandeis University_  
_Yaminette Diaz-Linhart, MIT Sloan School of Management_  
_Amy Zeng, Dean, Sawyer Business School, Suffolk University_

9:30-10:45 Research & Practice Sessions 1a-1c

_1a: Building Relationships Across Differences for Multi-Level Systems Change (Classroom 275)_

Facilitators: Wale Olaleye, Deloitte Human Capital, The Heller School, Brandeis University & Rebecca Inzana, Massachusetts General Hospital, MGH Institute of Health Professions

_Darren McLean_, Gold Coast Health Systems. Using Relational Coordination and Translation Simulation to Improve Relationships in a Clinical Team with Diverse Professional Identities

_Tyler Reimschisel_, Case Western Reserve University, Cleveland Clinic. Relating Across Differences: An Improvement Process for Clinical Units
Melanie K. Prengler, Darden School, University of Virginia. Navigating Allyship Failure: An Emergent Theory of Allyship Resilience

Ryan Scott Teschner, University of Texas Dallas. Changing the Default: Identity Disclosure Prior to Relational Coordination

1b: Relational Ecosystems for Social and Environmental Innovation (Classroom 285)

Facilitators: Ina Sebastian, MIT Center for Information Systems Research & Yaminette Diaz Linhart, MIT Sloan School of Management

Loic Ple, Mekhail Mustak & Kellan Nguyen, IESEG Paris. Beyond Institutions: A Relational Perspective on Coordinating Service Ecosystems

Carlos Rufin, Suffolk University, Jen Stevenson Zepeda & Sari Kayyali, Climable. Sustaining Resilient Networks in Low-Income Communities of Color Using Clean-Energy Enterprises

Erik Nicholson, Pandion Strategy. The Future of our Food System: Farmworkers, Equity and Digital Technology

1c: Creating Resilient Communities Through Multi-Sector Collaboration (Classroom 205)

Facilitators: Lauren Hajjar & Brenda Bond, Suffolk University

Carsten Hornstrup, Joint Action Analytics. Resilient Communities: Understanding System Level Relational Coordination

Thuong Nong, The Heller School, Brandeis University. A Multi-sector Collaboration Model to Enhance Treatment and Support Services for People with Substance Use Disorders

Samantha Lai & Tracy Dodd, Adelaide Business School, University of Adelaide, Sonder Health. A New Model of Systems Integration in Youth Mental Health: An Expanded Relational Coordination View

Richard Wylde, Claire Kenwood & Eddie Devine. Leeds and York Partnership NHS Foundation Trust. Transitions from Child and Adolescent Mental Health Services to Adult Mental Health Services

11:00-12:15 Research & Practice Sessions 2a-2c

2a: Partnering for Equitable Health Outcomes (Classroom 275)

Facilitators: Jennifer Perloff, The Heller School, Brandeis University & Kenny Cole, Ochsner Health (invited)

Rob Kahn, Susan Spriggs & Adrienne Henize, Cincinatti Childrens Medical Center. Partnering Between Health and Law for Child Health Equity

Jessica Coolidge, Massachusetts Department of Children and Families. Rethinking How We Ensure the Healthcare Needs of Children in Foster Care are Met: Solving a Public Health Crisis Through a Relational Model of Change Within a Child Welfare Organization
Bill Gunn, Relationship Centered Health Care. Coordinating Stakeholder Efforts to Achieve Equitable Health Outcomes

2b: Relational Ecosystems for Health and Social Change (Classroom 285)

Facilitators: Kim Lucas, Northeastern University & Farbod Hagigi, ClinicalBox

Nyasha Kamera, Northern Territories. Using Relational Coordination to Help Solve the Nunavut Housing Crisis

Anna Perlmutter, Case Western Reserve University. Bridging Institutional Logics: Small-Scale Landlord (Dis)engagement in the Low-Income Rental Housing Sectors

Amy Smith, Cambridge Health Alliance, Feed to Heal. Feed to Heal: Developing a Multi-Stakeholder Relational Ecosystem to End Hunger

2c: Human Resource Management for Interprofessional Teamwork (Classroom 205)

Facilitators: Yaminette Diaz-Linhart, MIT Sloan School of Management & Kartik Trivedi, The Heller School, Brandeis University

Hao Gong, University College London, Orchestration Capital & Qian Zhang, Telfer School of Management, University of Ottawa. Managing Interprofessional Teamwork: Strategic Relational Human Resources Management and Relational Coordination

Elli Meleti, University of Glasgow. Human Sustainability as a Relational Process in Organizations

Kirsten Dawson, NAV Canada. Relational Coordination at NAV CANADA: Navigating the Intersection of Structures, Professional Identity, and Culture

12:30-2:00 Lunch and Keynote Speaker

Sam Hyun - Building Community in a Time of Heightened Division - Why Cancel Culture Doesn't Work

Director of Federal Relations, Mayor’s Office, City of Boston
Facilitated by Jody Hoffer Gittell, The Heller School, Brandeis University

2:00-2:45 Poster Presentations and Discussions

Poster Presentations in Reception Area with Coffee and Cookies

Brenda J. Bond-Fortier & Jennifer Glickman, Suffolk University
Is Organizational Social Status an Impediment to Change? An Exploratory Study of the Intersection Between Perceived Organizational Support, Professional Identity and Organizational Social Status in Hierarchically Structured Institutions

Kent Haythorn, Scripps Health
Using Relational Coordination and Network Analysis to Understand Roles and Relationships in the Operating Room
Kartik Trivedi, The Heller School, Brandeis University
Towards Relational Algorithms – Building Algorithmic Decision Systems for Better and More Just Organizations

Camille Gladieux, Maya Davis, Erica Horowitz, Marsha Calloway-Campbell & Irene Ghobrial, Dana Farber Cancer Institute
Multi-Level System Change to Address Disparities in Early Cancer Detection and Interception

Jacob A. Brown, Boston College
More Me, For Thee: Toward a Theory of Connective Authenticity in Regulated Environments

Rachel Boaz Gorham, Kristine M. Chapman, James Huffman, Anas Banah, Elly Lambertson, Chelsea Smith & Katie Beadon, Dell Medical School, University of Texas Austin
Value-Based Approach to the Management of Inflammatory Neuropathies: Incorporating Objective Outcome Measures in Clinical Care

Alankrita Pandey & Jillian Graves, Eastern Michigan University
Relational Coordination as a Resource for Caregivers

Fiona Edwards, University of San Francisco
Perceptual Blindness and the Burdens of Ancestral Happiness

3:00-4:15 Research & Practice Sessions 3a-3c

3a: Developing a Relationally Coordinated Healthcare Workforce (Classroom 275)

Facilitators: Tony Suchman, Relationship Centered Health Care & Darren McClean, Gold Coast Health

Sherita House, Indiana University Health. Assessing the Feasibility and Acceptability of a Relational Coordination Training Intervention among Healthcare Professionals in an Army Medical Center: A Pilot Study Protocol

Mary Ottolini, The Barbara Bush Children’s Hospital at Maine Medical Center. Using Innovative Technology to Decrease the Disparity in Outcomes of Neonatal Resuscitation in Rural Hospitals Throughout Maine

Birgitte Tørring, University College Northern Denmark, Act2Learn. Using Relational Coordination Theory and Methods for Improving Cross-Sectoral Collaboration Through Clinical Training in Nursing Education: An Intervention Study
3b: Relational Ecosystems and the Role of Digital Transformation (Classroom 285)

Facilitators: Nils Fonstad, MIT Center for Information Systems Research & Ben Kragen, The Heller School, Brandeis University

Glenn Omanio, Bavarian Nordic. A Case Study on Public-Private Collaboration in Response to the Global Monkeypox Outbreak

Ina Sebastian, MIT Center for Information Systems Research, Loic Ple, IESEG Paris & Jody Hoffer Gittell, The Heller School, Brandeis University. Creating Relational Ecosystems to Solve Grand Challenges

Thomas Haskamp, Hasso Plattner Institute, University of Potsdam & Ina Sebastian, MIT Center for Information Systems Research. Overcoming Organizational Inertia in Digital Transformation through Relational Coordination

3c: Technical and Relational Responses to Organizational Challenges (Classroom 205)


John McMackin & Patrick Flood, Dublin City University. Putting Relationships at the Heart of Lean Implementation

Judy Morris, Hôpital du Sacré-Coeur de Montreal, Université de Montréal, Canada. Introduction of Relational Coordination to a Canadian Emergency Department Team in the Context of a ‘LEAN’ Quality Improvement Process

Meredith Graf, Marsha Maurer, Lauren Hajjar, Julius Yang & Izzy Beckley, Suffolk University, Beth Israel Lahey Medical Center. Relationships and Resilience: Use of Incident Command System to Improve Capacity Among Providers

4:30-5:30 Professional Development Workshops

Relational Mapping as a Facilitation Tool

Facilitators: John Paul Stephens, Case Western Reserve University, Lauren Hajjar, Suffolk University, Aislinn Mayfield, Regeneron & Agnes Nkansah, The Heller School, Brandeis University

Relational Mapping is a facilitation tool that has emerged to support the practice of Relational Coordination. It provides a powerful opportunity for colleagues to identify the multiple interdependent stakeholders who are involved in a particular context, and to visualize the strength of relational coordination among them using color-coded network graphs. Relational Mapping is typically carried out through conversations in groups ranging from 2 to 10, either physically using sheets of paper and markers around a table, or virtually using electronic templates over zoom.

In this workshop you will work in groups to create relational maps, guided by four knowledgeable facilitators, then debrief your learning. You will take with you a template
for doing Relational Mapping on your own. You will also take away insights into the
different ways to carry out Relational Mapping in the context of process improvement,
organizational change and/or community change, based on case examples, with or without
the Relational Coordination Survey as a follow-up for more detailed and inclusive maps.

Social System Mapping and the Relational Model of Organizational Change: Broadening Inquiry

Presenter: Jim Best, Independent Consultant

As scholars and practitioners of complex adaptive social system change we use a variety of
ways to detect entity and interaction characteristics and their emergent patterns. We focus
a multi-level system lens on the aspects of system transformation that our theories of
change (ToCs) lead us to believe are significant. In this work we share as part of the
Relational Coordination Collaborative community, the Relational Model of Organizational
Change (RMOC) guides our inquiry. We use the Relational Coordination Survey at the
inter-role level to detect the ultimate impacts of our relational, structural, and work
process interventions. We make sense of them using the RC Survey maps.

What is difficult to see in the role-role RC Survey maps are the actual relationships between
people that condition their attitudes about different roles and link them to the changes that
we see at the role-role level. We often use personal and group interviews to make that
richness more visible. On the other hand, a Social System Map (SSM) – a visual
representation of people-to-people and people-to-role connections – make those
relationships and relationship structures visible in a way that is not possible otherwise. A
dual-level person-and-role map with their relationships (person-person, person-role) is
built from participant survey responses about themselves and their relationships with each
other, in real time. The role-role relationships are visualized in the usual way simply using
the data collected from the RC Survey. The person-person and person-role level survey
questions are created to allow the SSM “spotlight” to make visible the relationships that
the scholar-practitioner and participant community feel are most relevant to their ToC at
the intervention level. That ToC can be centered around the Relational Model of
Organizational Change (structural, relational, work process interventions) and/or delve
more granularly into specific aspects of the scholar-practitioner’s particular ToCs, perhaps
augmenting the Relational Model of Organizational Change.

Importantly, the act of collective sensemaking is in itself a transformative activity at the
personal and collective levels that can augment the systemic (relational, structural, work in
progress) interventions. Working with an SSM tends to shift the focus from individuals to
the relationships between individuals. The SSM is designed to be dynamically updated as
the participants’ relationships, attitudes, and activities evolve during particular
interventions. This visible evolution itself becomes an opportunity for sensemaking. Time
tagging the responses allows a T0 to T1 comparison relative to an intervention.

This presentation will illustrate how the SSM theory of transformation, as a process and
tool, can support the scholar-practitioner’s use of the Relational Model of Organizational
Change. A hypothetical dual-level map with multiple views will be demonstrated.
The Power of Building High Quality Career Connections in a Hybrid Working World

Presenter: Rebecca Otis Leder, Opportunities Knock

After conducting 6 years of research, including that of Dr. Jane Dutton and Dr. Monica Worline from the University of Michigan’s Center for Positive Organizations, co-authors of 'Awakening Compassion at Work', and first-hand interviews with individuals who built a school, developed global non-profits to combat hunger and create an artist community for those touched by cancer, a financial advisor who went the extra mile to support his clients, a corporate leader who found a way to pitch a new idea at a global corporation that has touched hundreds of thousands of lives, The Knock Method was designed and developed by Rebecca Otis Leder. Rebecca is the bestselling author of KNICK: How to Open Doors and Build Career Relationships that Matter. Her five-step methodology unlocks the power of collective impact through relational coordination, demonstrating prosocial behavior and "other-centeredness", helping career growers (those developing their careers and emerging/growing in leadership), career builders (students, graduates, and entrepreneurs), and career changers (those who have been a part of "The Great Resignation" and those seeking to make a meaningful career change), build High Quality Connections in their careers.

Rebecca put this methodology into practice when she led a cross-functional team at Salesforce, bringing together teams who seldom worked closely together to develop new digital learning tools that helped 200K+ customers learn professional skills at work. Over 1,000 students and professionals have been trained in The Knock Method, in partnership with Aon, Amazon, Salesforce, UW-Madison TAMID, UT Austin McCombs AMA Chapter, and non-profits and workforce development organizations, Year Up, and JewishColorado. The methodology and book have been recognized by FastCompany, Inc. Magazine, NPR, and PBS, and news stations across the country.

In this session, Rebecca will lead a group through an interactive workshop to experience The Knock Method framework, build deeper connections with session participants to grow their professional network, and identify strategies to put into practice in daily work as you build meaningful careers through the power of mutually-beneficial, long-term, relational coordination. She will highlight real-world stories about how she "unlocked" doors among internal teams at Salesforce to achieve relational coordination that made a larger collective impact than would have been possible had the teams acted alone.

Evaluating Relational Coordination Change

Facilitators: Jennifer Perloff, Heba Naim Ali & Jody Hoffer Gittell, The Heller School, Brandeis University; Relational Coordination Analytics

Increasingly people are using the Relational Coordination Survey as a tool for both facilitating change and evaluating change. The Relational Coordination Survey is well-suited to play this dual purpose due to 1) its credibility and face validity with practitioners, and 2) its validity as a measurable construct for researchers. In this workshop, three experts in RC measurement and evaluation design will share several diverse case examples of using this tool to inform the change process and to evaluate the change process over
time, informed by principles of Participatory Action Research. Examples will include community organizing, [inpatient care](https://heller.brandeis.edu/relational-coordination/roundtables/Sustaining%20improvements in relational coordination following team training and practice change: A longitudinal analysis.), construction industry, and partnering to address the social determinants of health.

You will take away with you a worksheet outlining four designs: 1) simple pre-post design, 2) difference in difference design, 3) interrupted time series design and 4) complex pattern matching design.

5:30-6:00 Scenic Walk Across Charles River on the Longfellow Bridge to Reception at MIT Sloan

6:00-7:30 Reception and Celebration at MIT Sloan

Come join us for conversation, food and drinks! Hosted by Tom Kochan, Yaminette Diaz-Linhart, Ina Sebastian and Jody Hoffer Gittell at the MIT Sloan School of Management, E-62

Day 2: Saturday Nov. 5

Suffolk University, Sargent Hall, 120 Tremont Street, Boston

8:00-9:15 Breakfast and Opening Remarks by Host Committee Members

Lauren Hajjar, Suffolk University
Ina Sebastian, MIT Center for Information Systems Research

9:30-10:45 Research & Practice Sessions 4a-4c

4a: Human Dignity and Authentic Security: A Multidisciplinary Approach to Relational Ecosystems and Global Citizenship (Classroom 275)

Facilitators: Jacob Brown, Boston College & Maura Koutoujian, Brigham & Women's Hospital

Masami Tabata-Kelly, The Heller School, Brandeis University. Developing a Relational Intervention for Equitable Patient- and Family-Centered Surgical Care: Theoretical Applications of Dependent Origination & Daisaku Ikeda’s Dialogic Ethos

Toko Itaya, DePaul University. Awakening the Dignity and Realizing the Potential of Immigrant Children in Japan

Anna Lane, DePaul University. Creating Trust through Professional Development Training in Family Engagement
4b: Building Healthcare Ecosystems for High Value Outcomes (Classroom 285)

Facilitators: Farbod Hagigi, Clinical Box & Hao Gong, Orchestration Capital, University College London

Trude Senneseth, Helse Bergen, Western Norway University of Applied Sciences. Building an Ecosystem for Innovation to Increase Value of Public Sector Services Across Organizations

Ge Shi, Xinhua Hospital, Shanghai Jiao Tong University School of Medicine. Designing Collaborative Ecosystems: Medical Alliances in China

Heidi Sjoberg, Brianne Morgan, Brigid Connelly, Rachael Kenney, Christine D. Jones, Catherine Battaglia & Heather Gilmartin, Veterans Health Administration. Implementing and Adapting Relational Facilitation for Two National Care Coordination Programs During COVID-19

4c: Strengthening Relational Coordination from Leadership to the Frontline of Care (Classroom 205)

Facilitators: Kathy McDonald, Johns Hopkins University & Alice Andrews, The Value Institute for Health and Care, University of Texas Austin

Kenny Cole, Ochsner Health. Redesigning Care with Relational Coordination: 65 Plus Clinics at Ochsner Health

Samuel Edwards, Avery Laliberte, Brian Park & Martha Gerrity, Veterans Health Administration, Portland. Understanding Teamwork Within and Across Service Lines in a Vertically Integrated Department of Veterans Affairs Medical Practice Group

Shellie Ellis, Andrew Godwin, Jeffrey Thompson, Heather Nelson-Brantley, Daniel Farrell, Joaquina Baranda, Chao Huang, Rashna Madan & Jody Hoffer Gittell, University of Kansas School of Medicine. Building Relational Coordination Through TEAMSPORT: A Quasi-Experimental Trial and Adaptation of a Precision Oncology Reflex Testing Implementation Toolkit to Address Geographic Disparities

11:00-12:15 Research & Practice Sessions 5a-5c

5a: Relational Coordination and Social Movements (Classroom 275)

Facilitators: Callie Watkins Liu, MGH Institute of Health Professions & Erik Nicholson, Pandion Strategy

Kyle Dobson, Andrea Dittmann & David Yeager, University of Texas Austin. A Transparency Statement Transforms Community-Police Interactions

Emily Thoman, The Heller School, Brandeis University. Thick Solidarity and Cross Cultural Social Movements: From Theory to Practice

Zachary Hylton, The Heller School, Brandeis University. System Transformation in Action
5b: Developing Relational Competencies in Leaders (Classroom 285)

Facilitators: Darren McLean, Gold Coast Health System & Rocco Ricci, Concord Hospital

**Alexandra Suchman**, Barometer Interactive & **Anthony Suchman**, Relationship Centered Health Care. Using a Simulation Game to Help an Interprofessional Leadership Team Learn About its Interdependencies and Develop a Systems Perspective


**Claus Jøbsen**, BI Norwegian Business School, AS3 Norg. Developing Leaders to Engage in Collaborative Practice

5c: Building Relational Coordination for Worker Well-Being and High Performance (Classroom 205)

Facilitators: John Paul Stephens, Case Western Reserve & Laura Montville, Montville Associates

**Inger-Marie Wiegman**, **Flemming Pedersen** & **Karen Albertsen**, Team Working Life. Relational Coordination at the Construction Site

**Aislinn Mayfield**, **Agnes Nkansah** & **Amanda Zhang**, The Heller School, Brandeis University. Relational Coordination for Critical Care Transport

**Daniel H. Slater**, Pediatrics Atrius Health. Improving Relational Coordination in a Regional Triage Program at Atrius Health

**12:30-2:00 Lunch and Keynote Speaker**

**Dr. Wiljeana Glover** - *Innovating for High Performance - A Multi-Level Systems Approach*

Founding Director, KMH Center for Health Innovation and Entrepreneurship, Babson College
Facilitated by John Paul Stephens, Case Western Reserve University

**2:15-3:15 Leadership Panel: Leading Multi-Level Systems Change**

Facilitated by Tony Suchman, Relationship Centered Health Care
**Dr. Bisola Ojikutu**, Executive Director, Public Health Commission, City of Boston
**Dr. Martha Gerrity**, Chief of General Internal Medicine, Portland Veterans Health Administration
**Erik Nicholson**, Founding Partner, Pandion Strategy
**Marc Abelard**, Director of Strategic Partnerships, William James College
**Dr. Tyler Reimischel**, Founding Associate Provost, Cleveland Clinic & Case Western Reserve University
3:30-4:45 Research & Practice Sessions 6a-6c

6a: Technology Facilitated Relational Ecosystems for Health and Equity (Classroom 275)

Facilitators: Claus Jebsen, AS3 Norg, BI Norwegian Business School & Thomas Haskamp, Hasso Plattner Institute, University of Potsdam

Ben Kragen, The Heller School, Brandeis University. Impact of Secure Messaging on Health Equity and Care Coordination During the COVID-19 Pandemic

Farbod Hagigi, Clinical Box. Designing Coherent Technology Solutions for Care Coordination in Healthcare Ecosystems Using the Theory and Framework of Relational Coordination

Shaowei Wan & Heather Gilmartin, University of Colorado School of Medicine. A Conceptual Model of Multidisciplinary Urban-Rural Collaboration of Palliative Care Delivery Using the Relational Coordination Framework

6b: Improving Higher Education through Multi-Level Systems Change (Classroom 285)

Facilitators: Callie Watkins Liu, MGH Institute of Health Professions & Jon Jacob, The Heller School, Brandeis University

Jeff Grimm, University of Iowa. How First-Generation College Students Experience Decentralized Organizational Contexts

Caroline Shanti & Helen Gorgas Goulding, University of Southern Maine. Higher Education Advising: Trust, Ties, and Transitions

Marc Abelard, William James College, The Heller School, Brandeis University. Designing and Implementing Effective Behavioral Health Pipeline Programs in Higher Education

6c: Impacts of Social and Professional Diversity (Classroom 205)

Facilitators: Kyle Dobson, University of Texas Austin & Kartik Trivedi, The Heller School, Brandeis University

Christopher Stucky, Sherita House, Indiana University Health, Jamie Crandall & Margaret Wilmoth, University of North Carolina, Chapel Hill. Exploring Demographic Characteristics, Professional Roles, and Relational Coordination Among Healthcare Professionals in an Army Medical Center

Sana Shaikh, TimeED. Aligning Relational Coordination and Racial Identity to Center Teachers’ Narratives: A Mixed-Methods Study on Culturally Responsive Teaching

Hun Whee Lee, The Ohio State University, Jooyoung Kim, Deakin University & Maria Triana, Vanderbilt University. When Employee Gender Diversity Benefits Firm Performance: The Importance of Female Representation
5:00-6:00 Closing Reflections, Celebrations, and Toasts Led by Chair and Past Chair of the Relational Coordination Collaborative Advisory Board

John Paul Stephens, Case Western Reserve University
Kathryn McDonald, Johns Hopkins University

Day 3: Sunday Nov. 6
Suffolk University, Sargent Hall, 120 Tremont Street, Boston

9:30-12:00 Informal Conversations

Instead of the Post Roundtable Workshop described earlier, we will provide a free space for leisurely and productive conversations to reflect on what we’ve learned and plan next steps. Feel free to stop by the Suffolk conference venue (120 Tremont Street, Boston) anytime between 9:30 am and 12:00 pm. RCC Co-Founder and Faculty Director Jody Hoffer Gittell will be there with others to advise, ask questions and make helpful connections. Dunkin Donuts coffee and breakfast items will be provided throughout the morning or bring your own.

Or feel free to meet up in your own small groups, including local hikes if it’s another beautiful Fall day!