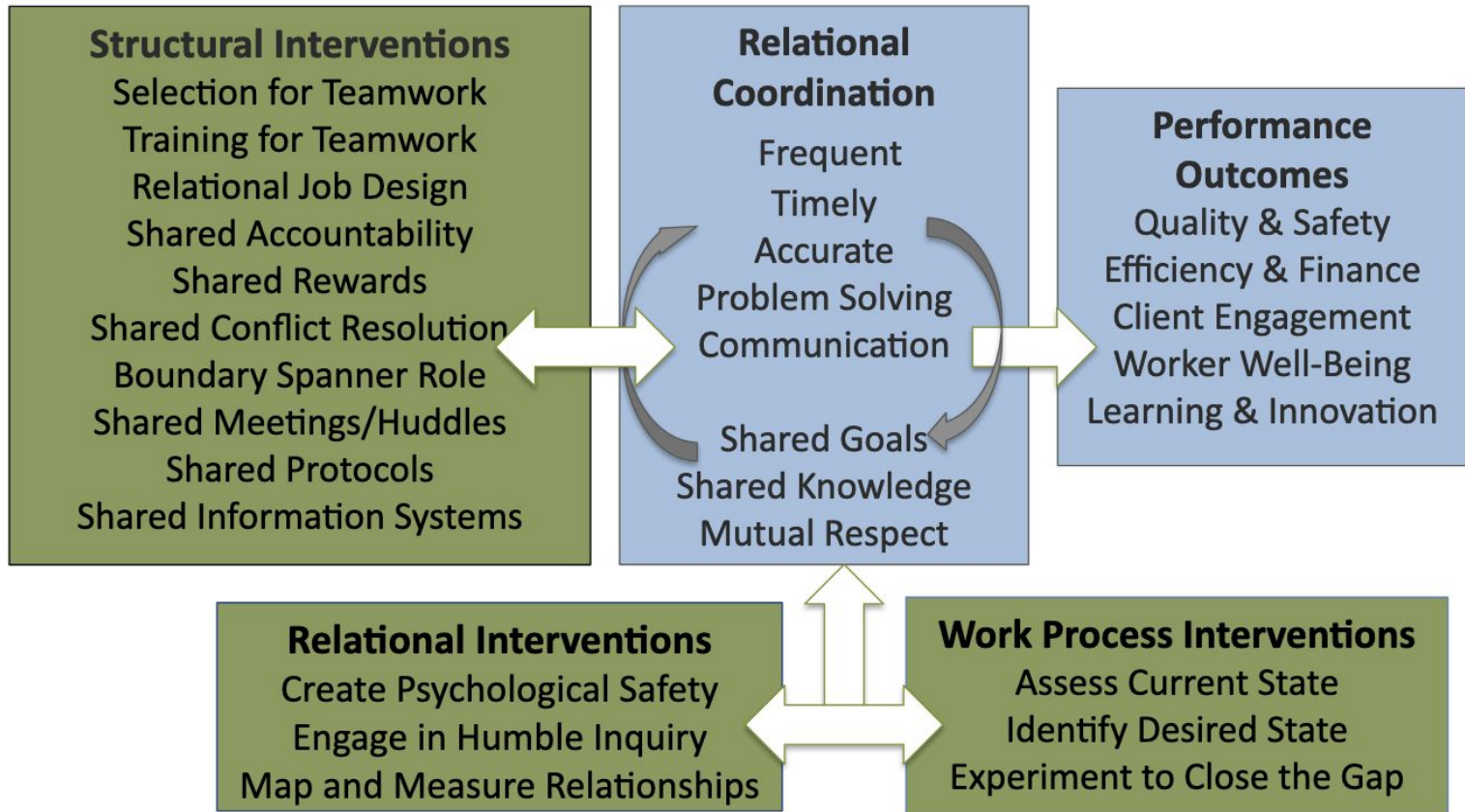# Relational Model of Change (RMOC)

What is it?

The Relational Model of Change (RMOC) is a model showing three types of interventions - relational, structural and work process - that are needed for sustainable changes in relational coordination and desired performance outcomes.

What is it used for/ Purpose?

The RMOC is used to help people to identify interventions as leverage points to strengthen relational coordination and achieve their desired performance outcomes.

The RMOC can be used with the Six Stages of Change, a cycle of improvement for assessing the current state, identifying a desired state, and testing interventions to get from here to there.

Relational model of change

Structural Interventions
Selection for Teamwork
Training for Teamwork
Relational Job Design
Shared Accountability
Shared Rewards
Shared Conflict Resolution
Boundary Spanner Role
Shared Meetings/Huddles
Shared Protocols
Shared Information Systems

Relational Coordination
Frequent
Timely
Accurate
Problem Solving
Communication

Shared Goals
Shared Knowledge
Mutual Respect

Performance Outcomes
Quality & Safety
Efficiency & Finance
Client Engagement
Worker Well-Being
Learning & Innovation

Relational Interventions
Create Psychological Safety
Engage in Humble Inquiry
Map and Measure Relationships

Work Process Interventions
Assess Current State
Identify Desired State
Experiment to Close the Gap

Six stages of change

- Stage 1: Explore the context

- Stage 2: Create change team

- Stage 3: Assess current state

- Stage 4: Reflect on findings

- Stage 5: Develop interventions

- Stage 6: Implement and assess

A cycle of continuous improvement

Developed with Dr. Tony Suchman, Relationship Centered Health Care

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Stage 1: Explore the context

- Start with the context
- Identify the performance outcomes we are trying to change
- Who are the key stakeholders?
- What are the frameworks that might be helpful to address our challenges?
- RC might be helpful if there are challenges of coordination, interdependence, systemness

Stage 2: Create change team

- Who should lead the change process?
- Create a change team that represents key stakeholders – choosing individuals who are ready to *be the change*
- Motivate stakeholders from distinct perspectives/power to contribute effort to change process
- Facilitate sensitive discussions with a "safe space" to disagree respectfully
- Engage in relational mapping to visualize the work to be done

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Stage 2: Create change team

Stage 2: Create change team

- Where does relational coordination currently work well?

- Where does it work poorly?

- What are the underlying causes?

- How does this impact our performance outcomes?

- Where are our biggest opportunities for change?

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Stage 3: Assess the current state

- Assess relationships, structures and outcomes

- Invite stakeholders to engage in RC survey to assess the current state of coordination accurately and inclusively

- Survey takes 10-20 minutes to complete and results remain anonymous

- Results are shared as a basis for designing interventions in an inclusive process
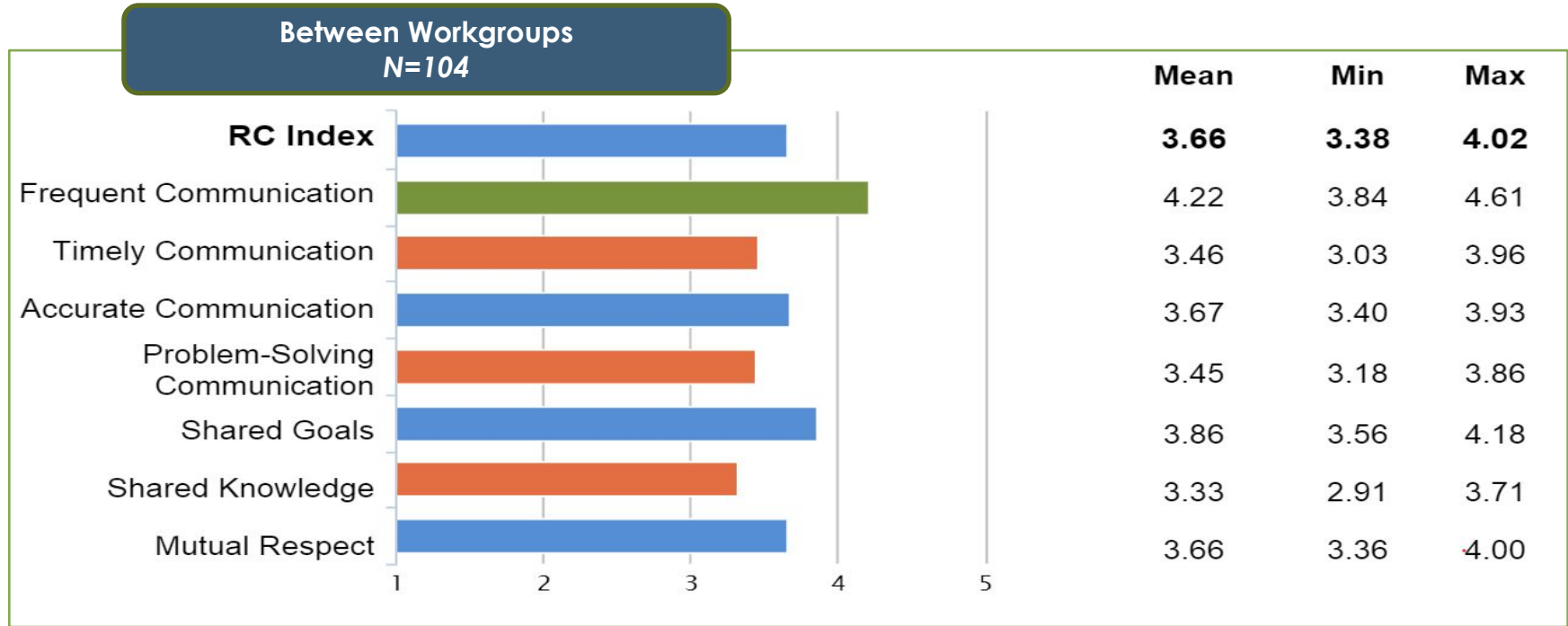
Stage 3: Assess the current state

1. Frequent Communication	How **frequently** do people in each of these groups communicate with you about **post-operative care procedures for our surgical patients**?
2. Timely Communication	Do they communicate with you in a **timely** way about **post-operative care procedures for our surgical patients**?
3. Accurate Communication	Do they communicate with you **accurately** about **post-operative care procedures for our surgical patients?**?
4. Problem-Solving Communication	When there is a problem with **post-operative care procedures for our surgical patients?**, do people in each of these groups blame others or work with you to **solve** the problem?
5. Shared Goals	Do people in each of these groups **share your goals** for **post-operative care procedures for our surgical patients?**?
6. Shared Knowledge	Do people in each of these groups **know** about the work you do with **post-operative care procedures for our surgical patients?**?
7. Mutual Respect	Do people in each of these groups **respect** the work you do with **post-operative care procedures for our surgical patients?**

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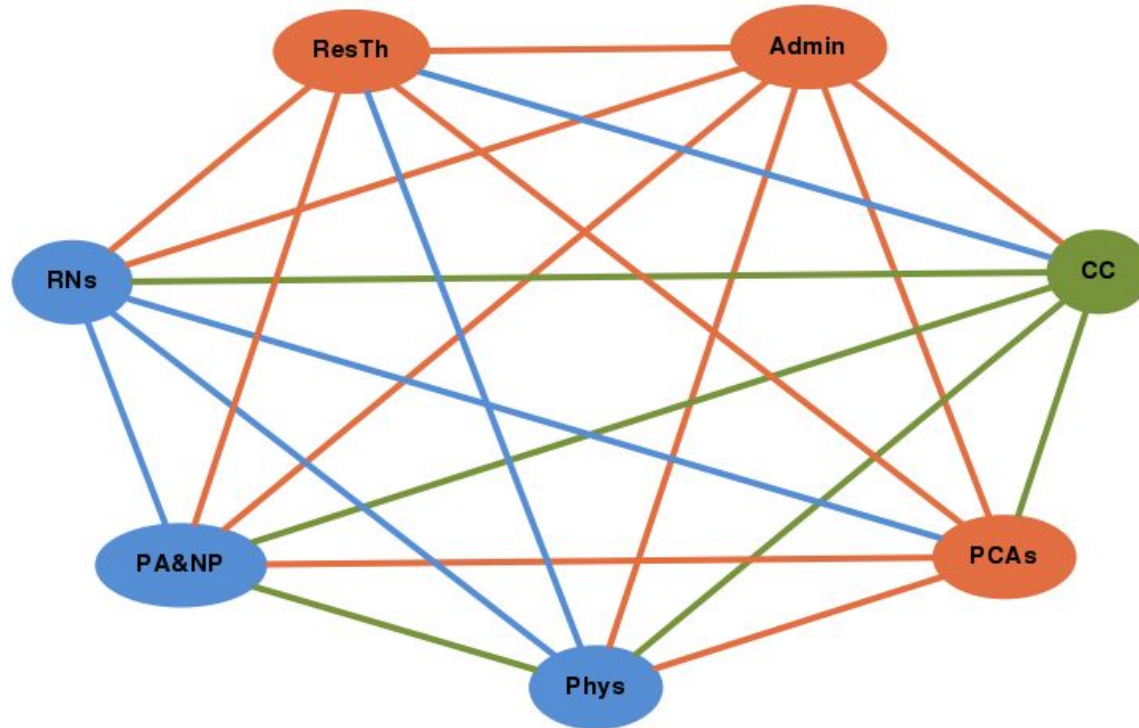
Stage 4: Reflect on findings

- Change Team shares baseline measures with key stakeholders
- "Looking into the mirror"
- "Putting the elephant on the table"
- A starting point for new conversations
- A starting point for reflection and change

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Stage 4: Reflect on findings

Between Workgroups
N=104

	Mean	Min	Max
RC Index	3.66	3.38	4.02
Frequent Communication	4.22	3.84	4.61
Timely Communication	3.46	3.03	3.96
Accurate Communication	3.67	3.40	3.93
Problem-Solving Communication	3.45	3.18	3.86
Shared Goals	3.86	3.56	4.18
Shared Knowledge	3.33	2.91	3.71
Mutual Respect	3.66	3.36	4.00

	Within Workgroups	Between Workgroups
Weak	<4.1	<3.5
Moderate	4.1-4.6	3.5-4.0
Strong	>4.6	>4.0

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Stage 4: Reflect on findings

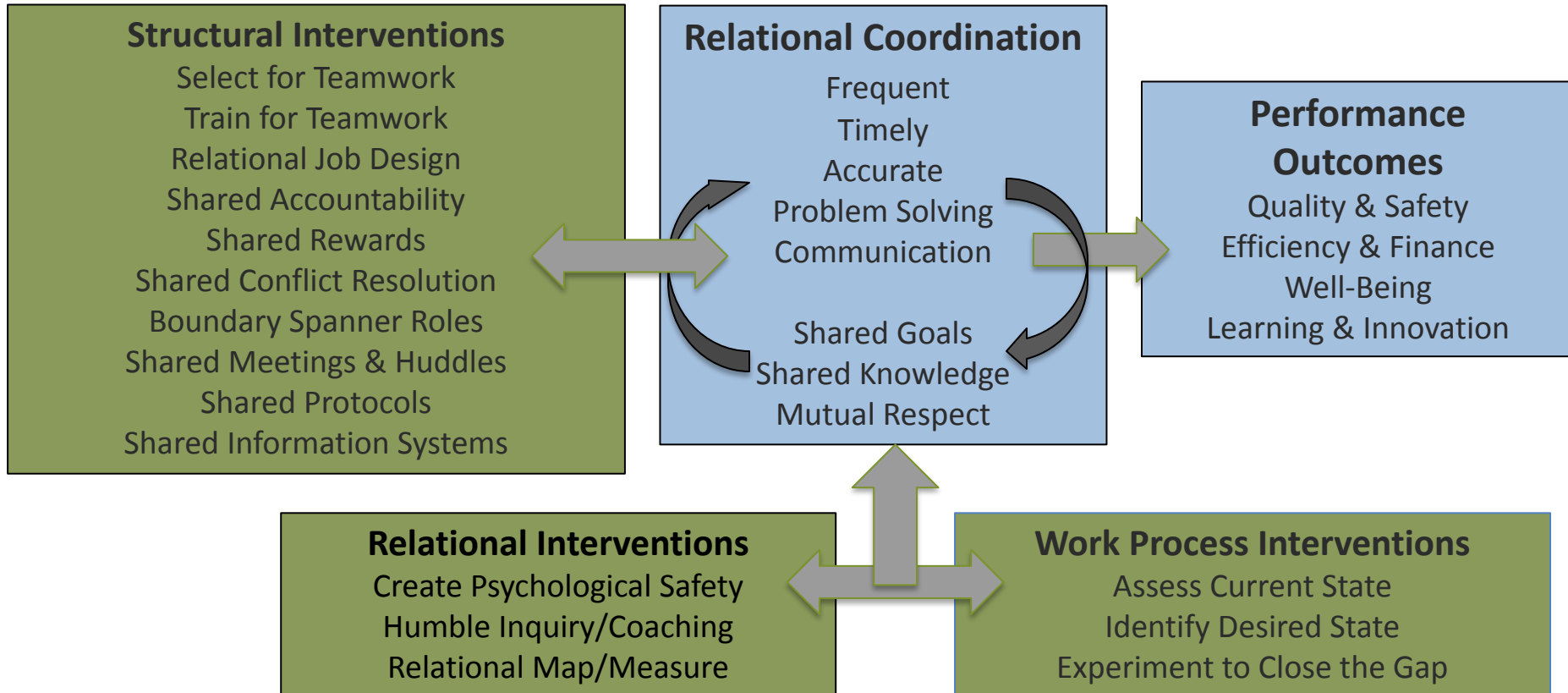|	Within Workgroups	Between Workgroups
Weak	<4.1	<3.5
Moderate	4.1-4.6	3.5-4.0
Strong	>4.6	>4.0

Stage 4: Reflect on findings

Ratings by \ Ratings of	Admin	CC	PCAs	Phys	PA&NP	RNs	ResTh
Administrative Support	**1.79**	1.79	1.79	1.79	1.79	1.79	1.79
Care Coordination	4.43	**4.86**	4.29	4.52	4.71	4.67	3.86
Personal Care Assistants (PCAs)	2.62	2.40	**4.02**	2.29	2.29	3.50	2.40
Physicians	3.58	4.26	3.47	**4.25**	4.19	3.84	3.50
Physicians' Assistants and Nurse Practitioners (PAs & NPs)	3.75	4.29	3.39	4.30	**4.55**	3.96	3.20
Registered Nurses	3.37	4.08	3.70	3.55	3.98	**4.22**	3.49
Respiratory Therapy	2.57	2.57	2.57	3.14	3.14	3.43	**4.00**

	Within Workgroups	Between Workgroups
Weak	<4.1	<3.5
Moderate	4.1-4.6	3.5-4.0
Strong	>4.6	>4.0

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Stage 5: Design interventions

- Change team creates a plan of action for improving relational coordination and performance outcomes

- Change team designs interventions based on findings, in partnership with key stakeholders

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Stage 5: Design interventions

Structural Interventions
Select for Teamwork
Train for Teamwork
Relational Job Design
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Performance Outcomes
Quality & Safety
Efficiency & Finance
Well-Being
Learning & Innovation

Relational Interventions
Create Psychological Safety
Humble Inquiry/Coaching
Relational Map/Measure

Work Process Interventions
Assess Current State
Identify Desired State
Experiment to Close the Gap

Stage 6: Implement and assess

- Change team implements the interventions they have designed in partnership with key stakeholders

- Assesses progress with periodic assessments of RC, organizational structures and performance outcomes
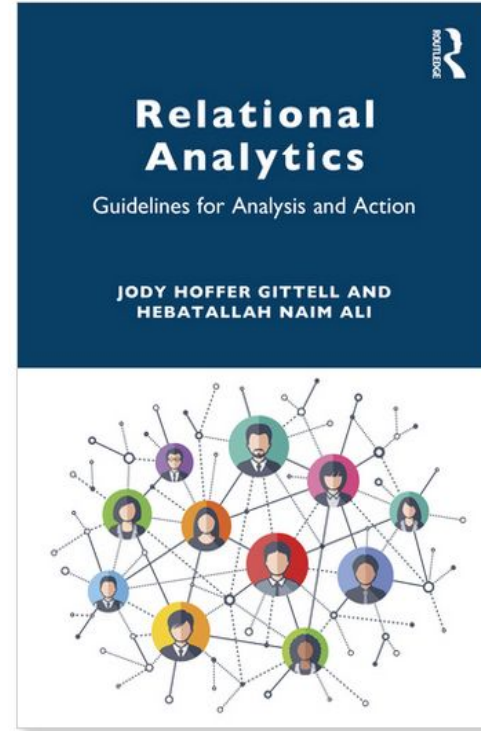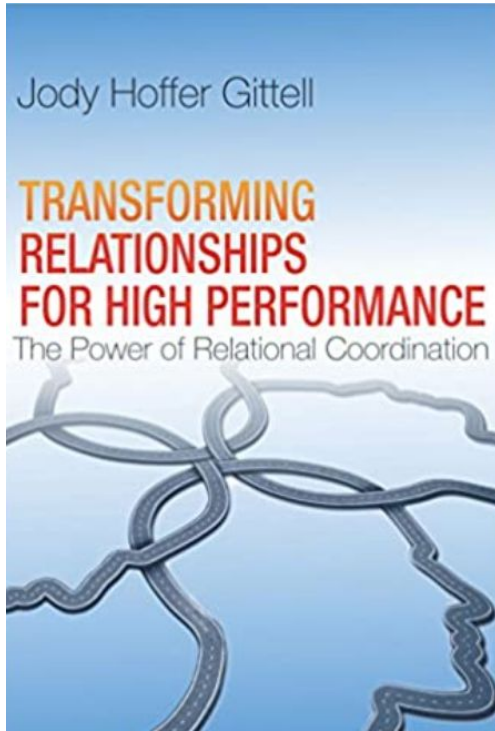
Six stages of change

- Stage 1: Explore the context

- Stage 2: Create change team

- Stage 3: Assess current state

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- Stage 6: Implement and assess

A cycle of continuous improvement

Developed with Dr. Tony Suchman,
Relationship Centered Health Care

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Principles for leading RC change

⌘ Be the change; you can't use the old culture to create the new one

⌘ Use data to open up conversations, not to close them down

⌘ Engage people in doing the work for themselves rather than doing it for them