

Relational Model of Organizational Change (RMOC)

What is it?

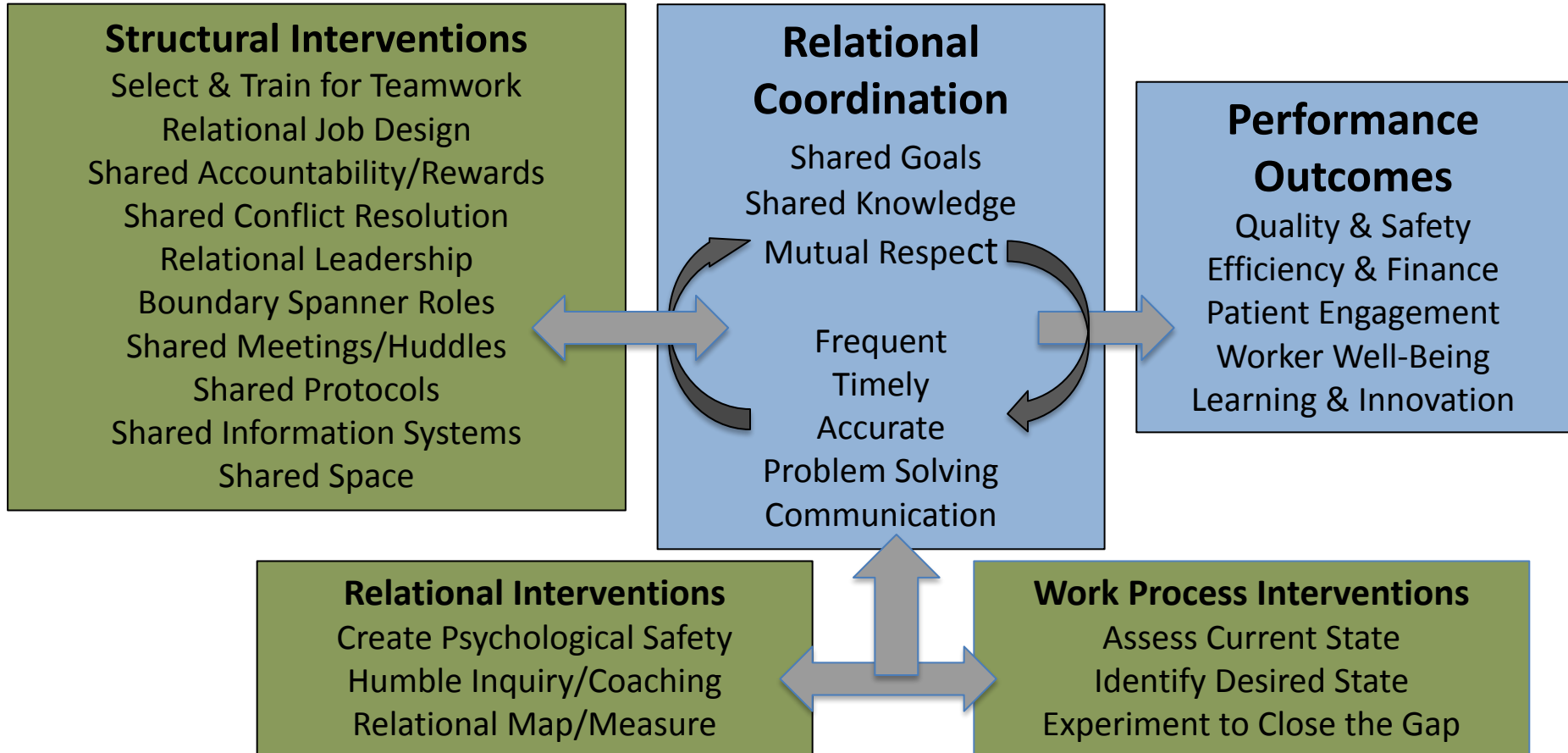
Communication and relationship patterns are deeply embedded in professional identities and organizational cultures, and not easily changed.

The Relational Model of Organizational Change was developed by researchers and practitioners involved in the Relational Coordination Collaborative to identify relational, structural and work process interventions as leverage points for changing deep-seated patterns of interaction.

What is it used for/ Purpose?

The RMOC is used, along with the Six Stages of Change, to help people in organizations or cross organizational collaboratives to identify relational, structural and work process interventions as leverage points for changing deep-seated patterns of interaction.

Relational Model of Organizational Change



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



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

Stage 2: Create change team



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?

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

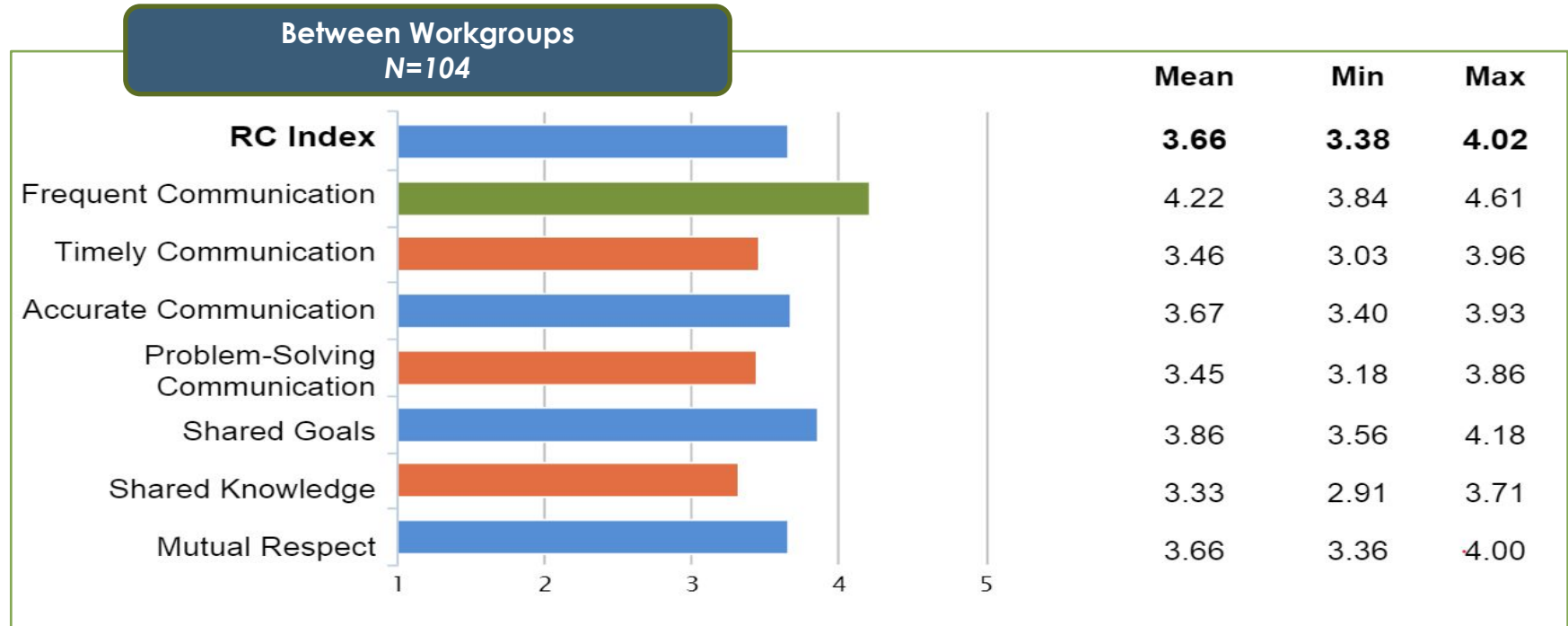
Stage 3: Assess the current state

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 ?

Stage 4: Reflect on findings

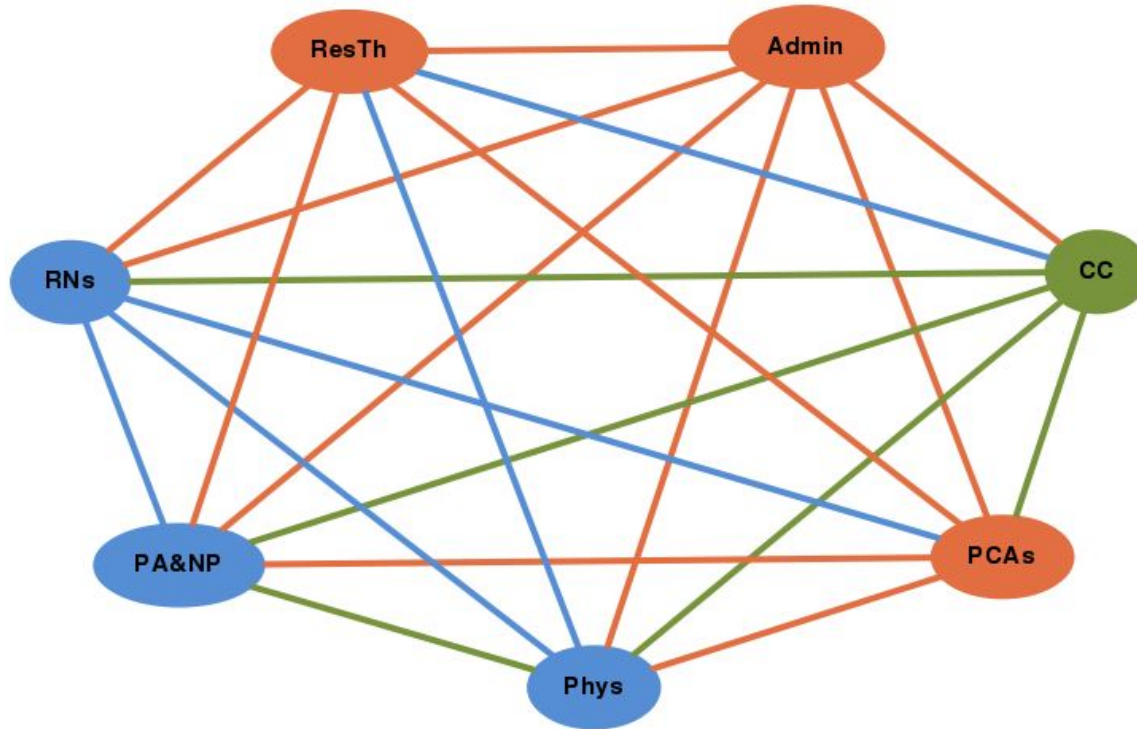
- Change Team shares baseline measures with key stakeholders
- “Looking into the mirror”
- “Putting the elephant on the table”
- A starting point for new conversations
- A starting point for reflection and change

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



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

Stage 4: Reflect on findings

		Ratings of						
		Admin	CC	PCAs	Phys	PA&NP	RNs	ResTh
R a t i n g s b y	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

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

Stage 5: Design interventions

Middle & Top Leadership

Structural Interventions

- Select for Teamwork
- Train for Teamwork
- Relational Job Design
- Shared Accountability
- Shared Rewards
- Shared Conflict Resolution
- Boundary Spanner Roles
- 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
- Patient Engagement
- Worker Well-Being
- Learning & Innovation

Frontline
Leaders,
Co-Workers &
Patients

Relational Interventions

- Create Psych 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, org structures and performance outcomes

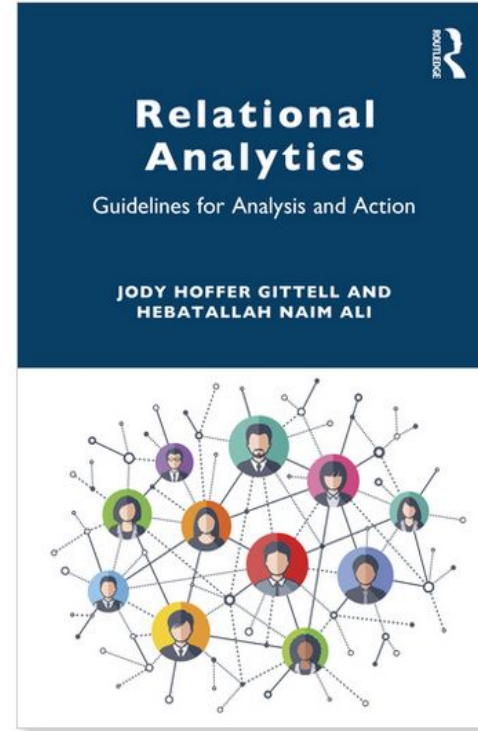
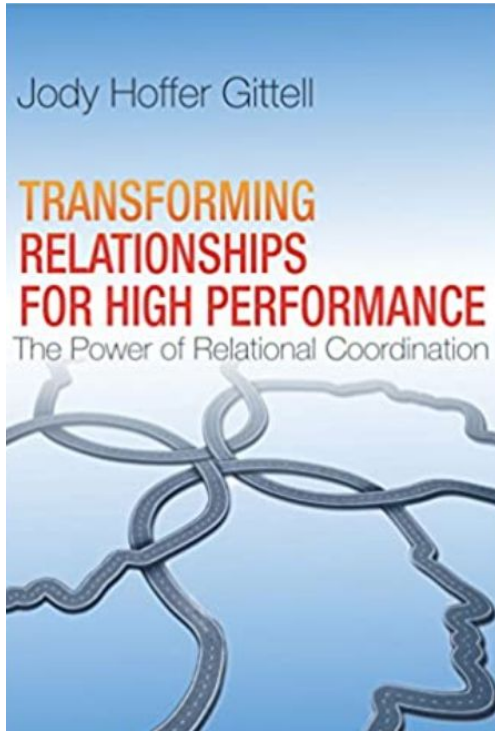
Six stages of change

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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

