Welcome to the
RISE Innovation Lab
Community Gathering

11.18.19
Tonight’s Goals

What is RISE?  Why an Innovation Initiative?

Reframing Organizations

Coming Attractions
COMMUNITY OF PRACTICE
A diverse, inclusive and collaborative community of innovators will solve problems, share best practices, foster professional development and drive innovation.

WHO AND WHAT
PEOPLE
ACTIVITIES
CULTURE
What We Heard...

2019 Culture of Innovation Survey Results

In response to these results, RISE will work to deconstruct barriers to innovation and better inform aspiring innovators how and where to become involved.
Why Innovation? What We Heard...

Education improvement is an important part of our work, but creativity is often constrained by the “reality on the ground”

Education can be a risk-adverse culture

Innovation in medical and graduate education occurs infrequently in pockets and disconnected silos

Medical and Graduate Educators are not deliberately developed to creatively innovate in teaching and learning.
Thesis: Our usual improvement work in education is limited by real and perceived constraints.

A new, deliberately supported set of innovation activities has the potential to break through these constraints, influencing them along the way, and also influencing the trajectory of existing programs as they improve.
RISE Innovation Labs – Community Sessions

Goal: To develop a community of practice interested in generating new knowledge and skills for education innovation experimentation and implementation while bolstering engagement, fun, excitement and shared values among community members.
RISE Community Gatherings

- Innovation Labs – Topics
  - Change Management (11/18)
  - Translational Education (12/2)
  - Design Thinking (1/27)
  - “Gamification”
  - Networking
  - Implementation Science
  - Measuring Change
  - Innovator Panels

- Ideation Sessions – tied to “calls for innovations” (CMEIF – 12/2)
- Social Events (TBD)
- Health Sciences Education Innovation Symposium: 2020-2021

We would LOVE your ideas for future sessions!
RISE Innovation Journal
Change Management
The “How” of Changing Education

Rajesh S. Mangrulkar, M.D.
Executive Director, R.I.S.E.
“Common Sense” Change Management Curriculum

- Situational Awareness
- Innovation Culture Assessment
- Institutionalizing Change, Scaling
- Making the Case for Change
- Experimentation
3 Frameworks


1. Establishing a sense of urgency
2. Forming a powerful coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short-term wins
7. Consolidating the improvements and producing still more change
8. Institutionalizing new approaches
Today - Organizational Analysis*

- Process of reviewing the environment, personnel, operations of a program or unit, in order to manage potential or upcoming change.
- Promotes “Situational Awareness” or “pre-game planning”

Framing and Reframing

“The world simply can’t be made sense of, facts can’t be organized, unless you can alter it along the way as information comes in. But you can’t begin to learn without some concept that gives you expectations or hypotheses.”

- Goran Carstedt, CEO Volvo

- Frames: a mental model, a set of ideas and assumptions, to help understand and negotiate a particular organizational issue
- Frames: help provide an image of what’s happening and promote situational awareness
- Frames are windows on a terrain, tools for navigating its contours
Organizational Analysis*

• Process of reviewing the environment, personnel, operations of a program or unit, in order to manage potential or upcoming change.

• Promotes “Situational Awareness” or “pre-game planning”

• Frames of Analysis used as individual lenses to understand behavior and issues, consolidated at times to bring together a broader view

<table>
<thead>
<tr>
<th>Structural</th>
<th>Human Resources</th>
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<tbody>
<tr>
<td><em>(the Rational Model)</em></td>
<td><em>(the Sociotechnical Model)</em></td>
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<tr>
<td>• Organizations are understood by role definitions and clear hierarchy.</td>
<td>• Organizations exist to serve society; they are places for growth and development.</td>
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<td>• Problems come from overlapping responsibilities and unclear instructions.</td>
<td>• Problems occur when people are not motivated or trained sufficiently.</td>
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<td>• Focus is on the architecture of the organization, design of units and subunits, rules and roles, goals and policies</td>
<td>• Emphasis is on understanding people, their strengths and foibles, reason and emotion, desires and fears</td>
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Four Frames – Political and Symbolic

Political (Power)
• Organizations are cutthroat jungles, where only the strongest survive.
• Problems come from poor power coalitions or overly centralized power.
• Analysis centers on assuming scarcity of resources, with competing interests, and struggles for power and advantage.

Symbolic (Anthropological Model)
• Organizations are deeply symbolic, and successful business is about the representation of genuine meaning.
• Problems occur when actors fail to play their parts, and the culture is not supportive.
• Understanding centers on issues of meaning, putting ritual ceremony, story, play and culture at the heart of organizational life.
### Four Frame Model – Important Constructs*

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<td>Roles, goals, strategies, policies, technology, environment</td>
<td>Needs, skills, relationships</td>
<td>Power, conflict, competition, politics</td>
<td>Culture, myth, meaning, metaphor, ritual, ceremonies, stories, heroes</td>
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<td><strong>Image of Leadership</strong></td>
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Exercise 1 - The FBI and the CIA: A Four-Frame Story

• USA’s 2 major intelligence agencies, charged with combatting espionage and terrorism

• Long history of head-butting and conflicts

• FBI – housed in Department of Justice, reports to Attorney General, primary authority is over the United States

• CIA – reports through the Director of National Intelligence to the President, primary authority is outside the United States

• Issues: turf battles, lack of coordination
  • Critical incidents: JFK Assassination, Iran-Contra scandals, 9/11 attacks, Russian interference (?)

DISCUSS
HOW MIGHT EACH OF THE FOUR FRAMES RELATE TO EACH ORGANIZATION?
Exercise 2 – Our Own Stories

THINK: Identify the educational unit where you are most likely to try and implement a new idea in health science education.

PAIR

DISCUSS
Exercise 2 – Our Own Stories

THINK: Identify the educational unit where you are most likely to try and implement a new idea in health science education.

PAIR: Describe your unit to your partner in some detail

DISCUSS: Identify the dominant frame which governs how that unit operates. Also, pick the least relevant frame.
Why frame-centered thinking and planning?

• Help “sort through the noise”
• Promotes understanding
• Sources of new questions
• Filters for sorting essence from trivia
• Maps that aid navigation
• Tools for solving problems
RISE: Coming Attractions
RISE Principle: Translational Education (December 2)

Dr. William McGaghie (Northwestern University):
**Translational Education** – how can we push ourselves to design innovation in education that improves health?
RISE milestones

• December 2, 2019 at 4PM: CME Innovations Fund Brainstorming Sessions (co-sponsored by Office of CME and Lifelong Learning, OMSE, Fast Forward Medical Innovation)

• December 2, 2019 at 5:30PM: RISE Innovation Lab: Translational Education

• December 2019: Call for second cohort of RISE Innovation Fellows (application deadline in March 2020)

• January 8, 2020 at 4PM: RISE Fellowship Brainstorming Session

• January 27, 2020 at 5:30PM: RISE Innovation Lab: Design Thinking
THE MICHIGAN MEDICINE RISE MISSION

The focus of the Research, Innovation, Scholarship, Education (RISE) unit is to build the foundation for an innovation Community of Practice that engages in bold new translational educational practices for both physicians and scientists to improve learning and teaching for better health.

Our work aligns with the Education Pillar of the Michigan Medicine Strategic Plan, to cultivate a learning community that engages all in bold and innovative education for the advancement of science, health and health care delivery.

https://rise.med.umich.edu
thank you
RISE: Common Sense Change Management Curriculum

Key Readings

### Situational Awareness - Four Frames

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Notes: