

Individual models

Client:

Master of Health Profession Education,
University of Michigan

Je Seok Lee

Project Description

Client: Master of Health Professions Education

List of Users Interviewed as of Friday, February 27, 2015:

ID	Position	Description	Inter viewer	Date
U1	On-campus Learner	Interpreter for UMHS Only non-MD learner in the program English as Second Language	Kaipeng Da	2/24/2015
U2	Distance Learner	Second Cohort MD learner Lives in Massachusetts	Mitch Kaipeng	2/23/2015
U3	Mentor	Mentor for two learners Need most support in the program	Jeseok Fengmin	2/19/2015
U4	Committee Member	Give feedbacks to student's assignments Communicate results to learners and mentors	Da Naomi Fengmin	2/20/2015

Cultural Model

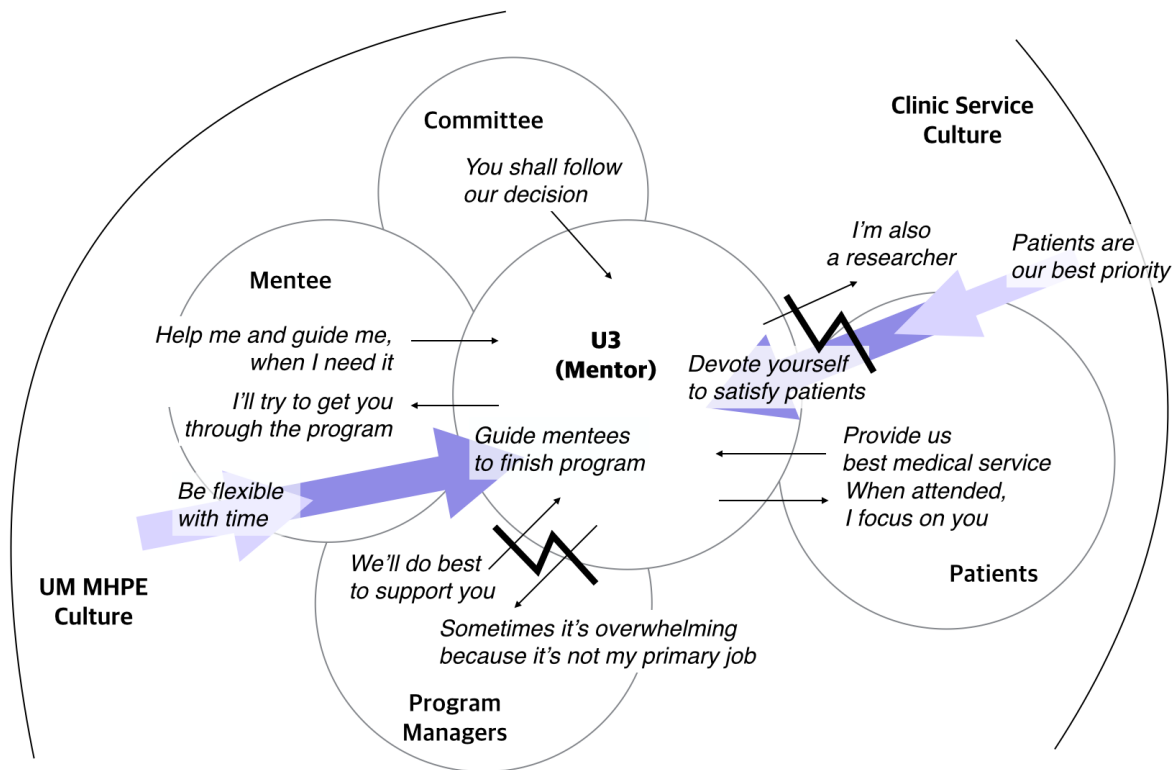


figure 1. Cultural model of UM MHPE

Introduction and description

Mentors in UM MHPE are basically researchers, and are also working for external clinic as well. In our contextual inquiry with one of mentors in UM MHPE, she identified herself as a researcher. Her office is located in Ann arbor, but she also works in a clinic in Detroit. In addition, she has to guide her two mentees regularly. To sum up, they have three other jobs at the same time. Based on the idea that they have different work place and different influencers, I would like to analyze their job experience by employing cultural model, and identify which influences they receive from and push back to each cultural influencer.

In that sense, I draw two big area of culture: **UM MHPE Culture** and **Clinic Service Culture**. Each area represents the field the user belongs to. Thus, **Mentee**, **Program Managers**, and **Committee** are important influencers in UM MHPE Culture area. In Clinic Service area, **Patients** are the most important influencer. Among several influencers, I grouped them to show relatedness of them if they

belong to same group. Two couples of big blue arrows are influence that each Culture area gives to influencers and user. Small arrows represent influence and push back happening between the user and influencers.

Strength and opportunity

According to the contextual inquiry we have conducted, the user mention that she only puts 10% of her life. Even though we are conducting research on UM MHPE, it turned out that it is not a great portion of their core users' daily life. Basically, MHPE is a program that is designed for profession who is still at work, and they can finish the program while working. Admitting that doctors cannot abandon their life as clinicians, the program encourages people to study part time. Thus, as a mentor, she can use time for her mentees with much flexibility. They have weekly meeting, but even this is not in regular basis. If mentees need help in doing their assignment, they request help and discussion to their mentor. As we see on the influence flow from UM MHPE Culture through Mentee to Mentor, the program's intention is well reflected in their education progress. This is very efficient process of learning that can attract professionals to come back to learning.

Breakdown

On the other hand, relationships between the user and influencers who are committed to their Culture group show breakdown in my model. Program managers of UM MHPE are prepared to serve their participants(mentors, mentees) because they have responsibility of running the program. But sometimes, it becomes a burden for some mentors if their information delivery goes too overwhelming.

In clinic's side, it wants mentors to devote more to clinic through some methods such as putting in more time or receiving more patients. Of course mentors are willing to provide high quality medical service to the patients and focus on them as clinic wants them to be. But mentor's primary occupation is research job, and they even have a job as a mentor in UM MHPE. In this situation, mentors cannot spare more effort to the clinic. and there happens breakdown between them.

Constraints

In our model, it turned out that there is no push back coming from mentors to committee. From our interview with a mentor/committee member user, we could find out that there is little communication going on between mentors and committee members. Since committee has a power to change and announce policy, they certainly influences mentors. But in the other direction, there should be more feedback and that will enrich the content of program.

Flow Model

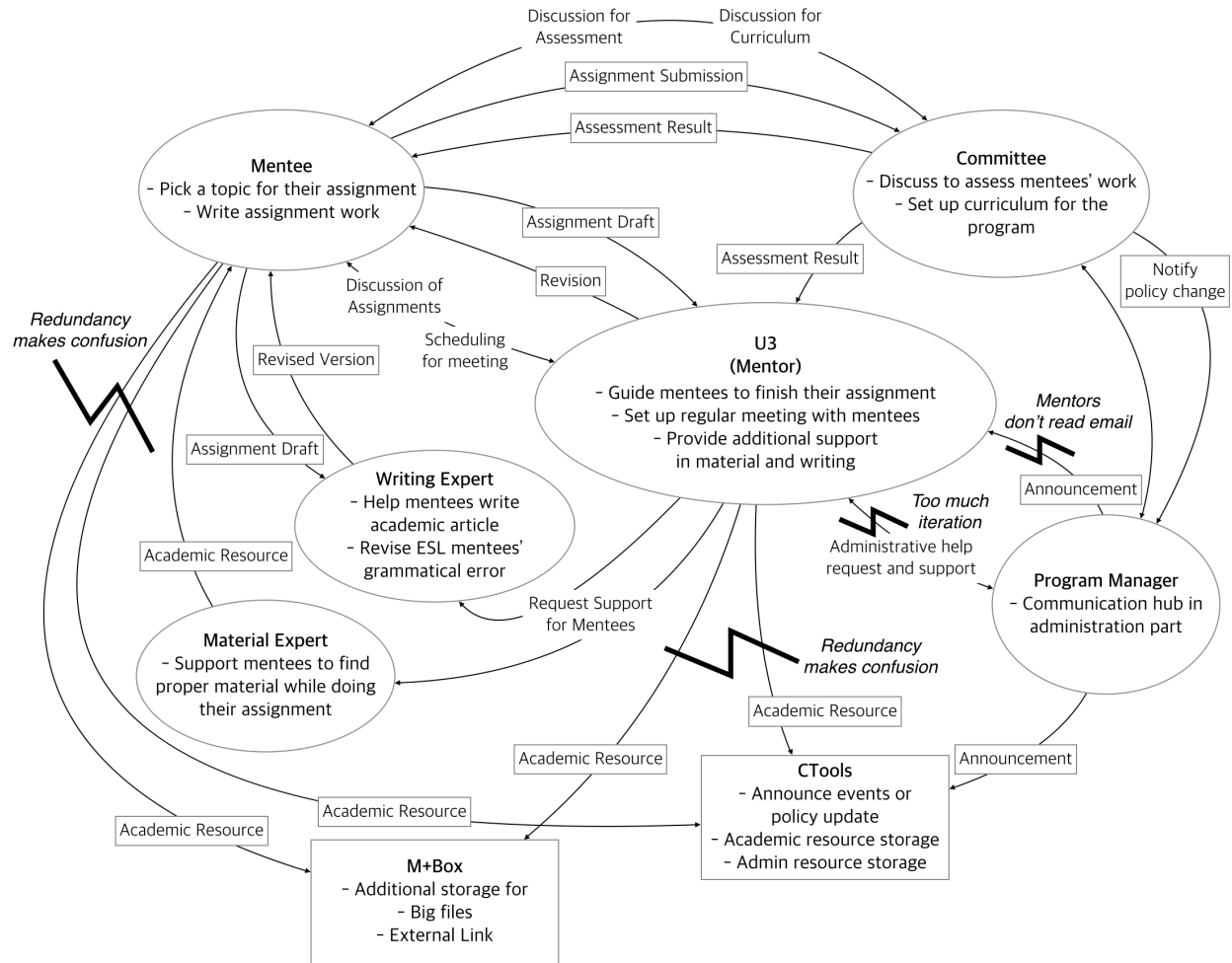


figure 2. Flow model of UM MHPE

Introduction and description

In the flow model, I illustrated communication flow across the user and the people coordinating with the user. In case of UM MHPE, mentors mainly communicate with mentees and program managers. While interacting with mentee, they receive support from material experts and writing experts. In addition, they receive important information from committee if something happens.

To illustrate the relationship of mentor and mentee, there is no concept of course or class in UM MHPE. Educational professional activities(EPA) is the curriculum that mentees have to accomplish,

and it is composed of series of writing assignments about each topic. Mentees are supposed to be able to select a topic and conduct individual research on that. What mentors do for mentees is helping them out to finish these assignments. Much of communication between mentor and mentee is conducted through in person meeting. Otherwise, they use e-mail to schedule meeting, send files, and ask urgent question.

If there is a need for additional help about academic resource or scientific writing, mentors can request material experts or writing experts to help their mentee. They are people who are hired for that specific purpose in the program.

After a mentee finishes the assignment, it will be notified to committee and going to be assessed by them. Result of the assignment will be sent both to mentee and his/her mentor.

In this program, CTools is used as the most important source and archive of information. Unlike usual CTools website consists as units of courses, UM MHPE has only one CTools website for the whole program. Our interviewee mentioned that there are individual sections categorized by each mentor. Every participant also uses CTools as a storage for academic resource or assignment progress file. M+Box is also used for storing big files or creating link to a file which should be accessible to people outside the university.

Strength and opportunity

It is encouraging that they have additional experts for specific purpose. As a matter of course, experts can help mentee and mentor in enriching content of their paper. Furthermore, it can increase efficiency of their communication flow. Without help, there will be amount of redundancy and misunderstanding between mentor and mentee. Experts can mediate and give solution to potential problems that users may encounter.

In addition, I found the relationship between mentor and mentee is pretty strong tied. According to the interview with a mentor, she mentioned that she has been teaching two mentees for two years. Since they meet in person every week, they feel intimate with each other even personally. If they had every session with telephone or Skype, this relationship would not have been constructed. This will generate synergy effect while both work together to finish one paper.

Breakdown

Breakdown mainly happens between mentor and program manager. If program manager makes an announcement, mentors don't read email promptly. It delivers another breakdown, which is too much iteration of question and answer process between mentors and program managers. This is especially stressful for program managers because they have to correspond with all members of mentor group for every question they make.

Another breakdown happens in CTools and M+Box. Since they have two methods of storage, it confuses users. To prevent the confusion, some faculty members asks others to upload on to both of them. Then it makes redundancy in interaction process, which is very inefficient for uploaders.

Constraints

One thing that I found as constraint here is same as what I found in cultural model. There lacks of communication between mentors and committee. Actually, each mentors and committee members are working in different buildings in the campus, so they hardly meet each other. This prevents communication between those two groups, but they might still not be likely to meet regularly without critical issue.

Another thing is that they have two different method of file storage. Problem is that currently there's no service solution which provides all functions. Since CTools is going away in soon time, our client proposed to make a new platform. The new platform should be able to include great accessibility, and function of publishing external link and uploading files of huge size.