**NAVIGATING THE ORGANIZATIONAL LANDSCAPE WORKSHOP**

**HANDOUT 2: Analyzing an Organizational Problem/Opportunity**

**Directions**: *When examining the case, consider the following questions from the frame you were assigned: (1) Structural, (2) Human Resources, (3) Political, (4) Symbolic*

**Case Study***:* Last July the detention of families at the US border was dominating the news as there had recently been a couple of child deaths. Faculty and staff in your Department of Pediatrics want to take action. You convene a town hall and are surprised to find that people from outside of the Department responded including internal medicine, OB/GYN and the emergency department. In addition people from outside of school medicine came - from the undergraduate campus and even local high schools.   The result of the town hall is a commitment to support the refugees in Tijuana.  There are two workgroups: those organizing supplies and donations and those who wish to go to the border to provide clinical care. As a part of this process, we have had to work with the Stanford Global Health leadership for accreditation/certification requirements (malpractice coverage etc) required to begin the program. We have made three trips to the border to do needs assessments and build partnerships. So far we have partnerships with a clinic in Tijuana, a couple of UCSD global health faculty, and a UCSD student run group providing direct services and donating supplies in the shelters and tent camps. We have a GoFundMe site and have our first donations (neb machine, kids books, etc) ready to send. The current plan is to begin sending teams down in November.

* Use your frame to analyze the situation and consider barriers and facilitators to bringing about the desired change.
* How would multiple frames help guide analysis and action?
* What should be her next set of actions based on your frame? Be prepared to share your top 3 recommendations with the large group.