2018 APDIM
Program Administrators’ Survey

Kelly Spielmann, MS, C-TAGME
PA Survey Committee Chair
# Survey Committee

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- Alliance for Academic Internal Medicine Staff
  - Michael Kisielewski, MA
  - Survey and Data Manager
Quality control check of APDIM member roster
Survey launch: Tuesday, January 9, 2018
Survey closed: Friday, February 16, 2018

Sent to 862 APDIM “Program Administrators”
- 9 bounced back
- 22 opted out
- 4 no longer in position

<table>
<thead>
<tr>
<th>Total PA's</th>
<th>827</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Programs Represented</td>
<td>355</td>
</tr>
<tr>
<td>PA Response Rate</td>
<td>407/827=50%</td>
</tr>
<tr>
<td>Program Response Rate</td>
<td>240/355=68%</td>
</tr>
</tbody>
</table>
Demographics
Survey Respondents by US Census Bureau Region

- West: 53 (13%)
- Midwest: 113 (28%)
- South: 124 (31%)
- Northeast: 117 (29%)
PA by US Census Bureau Region

- **NORTHEAST:** CT, MA, ME, NH, NJ, NY, PA, RI, VT
- **SOUTH:** AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV
- **MIDWEST:** IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI
- **WEST:** AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY

- **117**
- **124**
- **113**
- **53**
PA by US Census Bureau Region

- **NORTHEAST:** CT, MA, ME, NH, NJ, NY, PA, RI, VT (13%)
- **SOUTH:** AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV (29%)
- **MIDWEST:** IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI (28%)
- **WEST:** AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY (31%)
# PA by US Census Bureau Region

<table>
<thead>
<tr>
<th>REGION</th>
<th># OF RESPONSES</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NORTHEAST:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT, MA, ME, NH, NJ, NY, PA, RI, VT</td>
<td>117</td>
<td>29%</td>
</tr>
<tr>
<td><strong>SOUTH:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV</td>
<td>124</td>
<td>31%</td>
</tr>
<tr>
<td><strong>MIDWEST:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI</td>
<td>113</td>
<td>28%</td>
</tr>
<tr>
<td><strong>WEST:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY</td>
<td>53</td>
<td>13%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>407</td>
<td>100%</td>
</tr>
</tbody>
</table>
Gender of Program Administrator

95.5% (384) Female

4.5% (18) Male
In your current position, which of the following do you primarily support?

- The core internal medicine residency program
- The fellowship program
- Both the core internal medicine residency program and the fellowship program

124 (31%)
37 (9%)
246 (60%)
Fellowship PA’s:
What sub-specialties do you support in your position?

- Cardiovascular Disease: 51
- Gastroenterology: 42
- Hematology: 39
- Oncology: 37
- Nephrology: 36
- Pulmonary Disease: 35
- Infectious Disease: 30
- Endocrinology, Diabetes, and Metabolism: 32
- Rheumatology: 27
- Allergy and Immunology: 13
- Other: 78
Fellowship PA's:  
What sub-specialties do you support in your position? Breakdown of “Other”

- Meds-Peds: 3
- Transplant Nephrology: 4
- Transplant Hepatology: 4
- Sleep Medicine: 5
- Cardiac Electrophysiology: 11
- Advanced Cardiac: 11
- Hospice and Palliative Care: 14
- Interventional Cardiology: 16
- Critical Care/Pulmonary and Critical Care: 16
- Geriatric Medicine: 18
Core Internal Medicine PA's:
Please indicate the programs for which you have direct administrative responsibility

- Other residency programs: 10
- Other combined programs: 27
- Internal Medicine/Pediatrics: 12
- Transitional Year: 14
- Preliminary Internal Medicine: 132
- Categorical Internal Medicine: 198
Length of time in current position

- Less than 1 year: 6% (19)
- 1 to 5 years: 46% (180)
- 6 to 10 years: 23% (74)
- 11 years or more: 25% (134)
Time in Position 2013-17

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 Year</td>
<td>10</td>
<td>6</td>
<td>8</td>
<td>6</td>
<td>5</td>
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<tr>
<td>1-5 Years</td>
<td>41</td>
<td>44</td>
<td>42</td>
<td>43</td>
<td>44</td>
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<tr>
<td>6-10 Years</td>
<td>26</td>
<td>23</td>
<td>21</td>
<td>22</td>
<td>18</td>
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<tr>
<td>&gt; 10 Years</td>
<td>23</td>
<td>27</td>
<td>29</td>
<td>29</td>
<td>33</td>
</tr>
</tbody>
</table>
Education level

- High school: 22
- High school plus some college coursework: 91
- Two-year college/Associate's degree: 67
- Bachelor's degree: 112
- Graduate degree: 84
- Some graduate coursework: 27
- Other: 3
Sponsoring Institution

- University-based: 54%
- Community-based: 7%
- Community-based, University-affiliated: 38%
- Military-based: 1%
Residency Program Size
Number of R4≤ Chief Residents

- None: 40
- 1: 25
- 2: 46
- 3: 28
- 4: 39
- 5: 15
- 6: 5
- 7: 2
- 8: 1
- 10 or more: 1
Fellowship Program Size

- 120 programs in the 1-25 size range
- 19 programs in the 25-50 size range
- 2 programs in the 51-75 size range
- 5 programs in the 76-100 size range
- 5 programs in the 101-150 size range
- 3 programs in the >150 size range
Has your training program increased the number of total training positions in the last 5 years?

70% Remained about the same
28% Increased
2% Decreased
What percentage has your program size increased in the last five years?

- 1-10%: 68
- 10-20%: 17
- 20-40%: 3
- 40-50%: 7
- >50%: 5
Was additional administrative staff hired or allocated to support the increased size of the training program?

- 13% Yes
- 87% No
Salary Information
Hourly or Salaried

38% Hourly
62% Salaried
Hourly or Salaried
Change from 2015-17
## Salary/Hourly Wage

If you feel comfortable sharing it, please enter your exact salary/hourly wage, rounded to the nearest whole number.

<table>
<thead>
<tr>
<th>Salary</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents: 113</td>
<td>Respondents: 86</td>
</tr>
<tr>
<td>Mean: $62,916.40</td>
<td>Mean: $23.60</td>
</tr>
<tr>
<td>Standard Deviation: 19,834.30</td>
<td>Standard Deviation: 4.0</td>
</tr>
<tr>
<td>Minimum: $33,000.00</td>
<td>Minimum: $14.00</td>
</tr>
<tr>
<td>Maximum: $195,250.00</td>
<td>Maximum: $40.00</td>
</tr>
<tr>
<td>Median: $60,000.00</td>
<td>Median: $23.00</td>
</tr>
</tbody>
</table>
Annual Salary

*Only salaried PA’s

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>$30,000-$39,999</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>$40,000-$49,999</td>
<td>36</td>
<td>14%</td>
</tr>
<tr>
<td>$50,000-$59,999</td>
<td>67</td>
<td>26%</td>
</tr>
<tr>
<td>$60,000-$69,999</td>
<td>71</td>
<td>28%</td>
</tr>
<tr>
<td>$70,000-$79,999</td>
<td>36</td>
<td>14%</td>
</tr>
<tr>
<td>$80,000-$89,999</td>
<td>22</td>
<td>9%</td>
</tr>
<tr>
<td>$90,000-$99,999</td>
<td>7</td>
<td>3%</td>
</tr>
<tr>
<td>$100,000 and above</td>
<td>11</td>
<td>4%</td>
</tr>
</tbody>
</table>
### Range of annual earnings - hourly employees

*Only hourly PA’s*

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $30,000</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>$30,000 - $39,999</td>
<td>26</td>
<td>17%</td>
</tr>
<tr>
<td>$40,000 - $49,999</td>
<td>69</td>
<td>45%</td>
</tr>
<tr>
<td>$50,000 - $59,999</td>
<td>40</td>
<td>26%</td>
</tr>
<tr>
<td>$60,000 - $69,999</td>
<td>12</td>
<td>8%</td>
</tr>
<tr>
<td>$80,000 - $89,999</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>
Employment Status

Part time: less than 30 hours per week  
6

Full time: 30 hours per week or more  
401
Salary all US Census Bureau regions 4 year comparison

*Both salaried and hourly PA’s
Annual salary (salaried and hourly) by US Census Bureau regions

- Under $30,000
- $30,000 - $39,999
- $40,000 - $49,999
- $50,000 - $59,999
- $60,000 - $69,999
- $70,000 - $79,999
- $80,000 - $89,999
- $90,000 - $99,999
- $100,000 and above

Regions:
- Midwest
- Northeast
- South
- West
Salary by region - NORTHEAST

*Both salaried and hourly PA’s
Salary by region - MIDWEST

*Both salaried and hourly PA’s
Salary by region - SOUTH

*Both salaried and hourly PA’s
Salary by region - WEST

*Both salaried and hourly PA’s
How many hours per week (above your 40 hour week) are you working while at the office?

- 1-4 Hours: 23%
- 5-10 Hours: 22%
- 11-15 Hours: 3%
- 16 Hours or More: 48%
- None: 3%
How many hours per week (above your 40 hour week) are you working while at Home?

- 1-4 Hours: 41%
- 5-10 Hours: 7%
- 11-15 Hours: 1%
- 16 Hours or More: 2%
- None: 49%
How many hours per week (above your 40 hour week) are you working while at Work and Home?
Do you receive overtime pay or compensating time off for the additional hours worked?

33% Yes
67% No
Reasons for working above 40 hours per week

- Cyclical nature of the job requires me to work more at certain times of the year: 248
- There is not enough administrative support for the training program: 142
- I'm required to attend program meetings and/or events outside of normal work hours: 120
- High turnover in administrative staff: 29
- I receive additional compensation and or time off: 13
- Other: 54
Have you received a salary increase within the:

*Both salaried and hourly PA’s*
Salary increase was due to:

- **Annual increase**: 177
- **Performance/Merit increase**: 146
- **Cost of living increase**: 77
- **Promotion or job change**: 55
- **Equity increase**: 14
- **Retention**: 13
- **Union contract**: 11
- **Other**: 25
Salary by Job Title

- Under $30,000
- $30,000 - $39,999
- $40,000 - $49,999
- $50,000 - $59,999
- $60,000 - $69,999
- $70,000 - $79,999
- $80,000 - $89,999
- $90,000 - $99,999
- $100,000 and above

- Program Specialist
- Other
- Director
- Manager
- Supervisor
- Fellowship Coordinator
- Program Coordinator
- Program Administrator
- Administrative or Executive Assistant
Assistant & Administrative Assistant or Executive Assistant

*Both salaried and hourly PA's

Assistant:
- 33% Under $30,000
- 67% $30,000 - $39,999

Administrative Assistant or Executive Assistant:
- 11% Under $30,000
- 22% $30,000 - $39,999
- 45% $40,000 - $49,999
- 11% $50,000 - $59,999
- 11% $60,000 - $69,999
- 11% $70,000 - $79,999
- 0% $80,000 - $89,999
- 0% $90,000 - $99,999
- 0% $100,000 and above
Program Administrator & Program Coordinator

*Both salaried and hourly PA’s

Program Administrator:
- Under $30,000: 4%
- $30,000 - $39,999: 7%
- $40,000 - $49,999: 1%
- $50,000 - $59,999: 20%
- $60,000 - $69,999: 4%
- $70,000 - $79,999: 25%
- $80,000 - $89,999: 1%
- $90,000 - $99,999: 4%
- $100,000 and above: 1%

Program Coordinator:
- Under $30,000: 1%
- $30,000 - $39,999: 1%
- $40,000 - $49,999: 9%
- $50,000 - $59,999: 33%
- $60,000 - $69,999: 14%
- $70,000 - $79,999: 4%
- $80,000 - $89,999: 4%
- $100,000 and above: 36%
Program Specialist & Fellowship Coordinator

*Both salaried and hourly PA’s

Program Specialist:
- Under $30,000: 20%
- $30,000 - $39,999: 10%
- $40,000 - $49,999: 10%
- $50,000 - $59,999: 50%
- $60,000 - $69,999: 3%
- $70,000 - $79,999: 3%
- $80,000 - $89,999: 3%
- $90,000 - $99,999: 3%
- $100,000 and above: 3%

Fellowship Coordinator:
- Under $30,000: 35%
- $30,000 - $39,999: 12%
- $40,000 - $49,999: 10%
- $50,000 - $59,999: 5%
- $60,000 - $69,999: 32%
- $70,000 - $79,999: 3%
- $80,000 - $89,999: 3%
- $90,000 - $99,999: 3%
- $100,000 and above: 3%
Supervisor & Manager

*Both salaried and hourly PA’s

**Supervisor**
- Under $30,000: 13%
- $30,000 - $39,999: 37%
- $40,000 - $49,999: 13%
- $50,000 - $59,999: 13%
- $60,000 - $69,999: 7%
- $70,000 - $79,999: 7%
- $80,000 - $89,999: 5%
- $90,000 - $99,999: 7%
- $100,000 and above: 20%

**Manager**
- Under $30,000: 7%
- $30,000 - $39,999: 18%
- $40,000 - $49,999: 18%
- $50,000 - $59,999: 20%
- $60,000 - $69,999: 7%
- $70,000 - $79,999: 7%
- $80,000 - $89,999: 18%
- $90,000 - $99,999: 25%
- $100,000 and above: 18%
Director & Other

*Both salaried and hourly PA’s

**Director**
- Under $30,000: 14%
- $30,000 - $39,999: 14%
- $40,000 - $49,999: 15%
- $50,000 - $59,999: 57%
- $60,000 - $69,999: 8%
- $70,000 - $79,999: 8%
- $80,000 - $89,999: 38%
- $90,000 - $99,999: 4%
- $100,000 and above: 27%

**Other**
- Under $30,000: 15%
- $30,000 - $39,999: 15%
- $40,000 - $49,999: 8%
- $50,000 - $59,999: 8%
- $60,000 - $69,999: 38%
- $70,000 - $79,999: 15%
- $80,000 - $89,999: 4%
Salary by Program Size

*Both salaried and hourly PA’s*
Salary by Sponsoring Institution

*Both salaried and hourly PA’s*
Salary by Educational Level

*Both salaried and hourly PA’s
Salary by time in position

*Both salaried and hourly PA’s*
Core Program and Fellowship Administration
What is your primary role in the training program?

- Core Internal Medicine Program Administrator/Coordinator/Specialist: 184
- Fellowship Program Administrator/Coordinator: 108
- Both Core Internal Medicine and Fellowship Program Administrator/Coordinator: 15
- Core Internal Medicine Administrative Support Staff (e.g., Administrative Assistant; Assistant...): 3
- Fellowship Program Administrative Support Staff (e.g., Administrative Assistant; Assistant Coordinator): 3
- Other: 28
How many programs do you have daily responsibility for? (Fellowship or both Core Internal Medicine and Fellowship)

- 0: 2
- 1: 54
- 2: 41
- 3: 24
- 4-5: 20
- 6-8: 4
- 9-10: 7
- 11 or more: 9
How many residents do you oversee?

- 1 residents: 1
- 1-25 residents: 31
- 25-50 residents: 85
- 51-75 residents: 43
- 76-100 residents: 23
- 101-150 residents: 64
- >150 residents: 34
Do you or your staff have responsibilities outside the residency program?

- Medical Student Clerkships: 34%
- Observerships: 25%
- Project Management: 25%
- Faculty Assistance: 47%
- Patient Scheduling: 3%
- Clinical Administrative Work (Patient Contact): 5%
- Finance Responsibilities: 42%
- No: 24%
How many fellowships are you responsible for?

- 2: 31
- 3: 21
- 4: 6
- 5 or more: 23
Have you assumed new or additional fellowship responsibilities in the past year?

47.5% Yes

52.5% No
Was additional administrative staff hired or allocated to offset the new or additional fellowship responsibilities you assumed?
Are you responsible for multiple fellowship programs?

58% Yes

42% No
How are your subspecialty fellowship programs supported?

- Each fellowship program has an assigned coordinator: 114
- Administrative support for each division provides support: 6
- PA for internal medicine core program provides support: 4
- A central pool of coordinators: 2
- No sub-specialty program: 2
- Other: 11
How many fellows do you oversee?
What responsibilities do you or your staff have outside of your fellowship training programs?

- Faculty assistance: 22%
- Finance responsibilities: 19%
- Medical student clerkships: 15%
- Project management: 14%
- Central GME (Graduate Medical Education) office: 10%
- Observerships: 10%
- Clinical administrative work (patient contact): 2%
- Patient scheduling: 2%
- Other: 7%
<table>
<thead>
<tr>
<th>Total respondents</th>
<th>402</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>2.6</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>2.5</td>
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<tr>
<td>Minimum</td>
<td>0</td>
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<tr>
<td>Median</td>
<td>2</td>
</tr>
<tr>
<td>Maximum</td>
<td>18</td>
</tr>
</tbody>
</table>
Program Staff FTE by Program Size

- 1 and higher
- 5 to 6.5
- 3.6 to 4.5
- 2.2 to 3.5
- 1.2 to 2
- 1

- 0
- 1-25
- 25-50
- 51-75
- 76-100
- 101-150
- >150
Program Staff FTE by program size
What percentage of your time is devoted to graduate medical education?

- 51% or more: 71%
- 41-50%: 6%
- 31-40%: 4%
- 21-30%: 4%
- 11-20%: 7%
- 5-10%: 7%
Medical Student Clerkships

Does your Institution have a separate unit which is responsible for clerkships?

- Yes: 92%
- No: 8%

Do you or a member of the program staff coordinate medical student clerkships or elective rotations?

- Yes: 69%
- No: 31%
What Department do you report to?

- Department of Medicine: 208
- GME Office: 172
- Residency Program: 127
- Sub-specialty Division: 66
- Academic Affairs: 15
- Other: 10
Academic Affairs / GME Office

Does your Office of Academic Affairs or GME Office have regular meetings with Coordinators?

86% Yes
14% No

Does your Office of Academic Affairs or GME Office provide help with best practices and/or professional development?

67% Yes
26% No
7% Not Sure
Please indicate the level of financial support your institution provides to attend national meetings

- One meeting per year: 85
- Two meetings per year: 61
- Three or more meetings per year: 18
- None: 49

Program Administrator/Coordinator: 195
Other Program Staff: 100

Legend:
- Program Administrator/Coordinator
- Other Program Staff
Are you "Training Administrators of Graduate Medical Education" (TAGME) Certified?

16% Yes
84% No
Has your TAGME certification resulted in a pay increase or title change?

- Pay increase: 11%
- Pay increase and title change: 6%
- No change in pay or title: 84%
Are you interested in pursuing a Training Administrators of Graduate Medical Education (TAGME) certification?

Yes: 47%
No: 21%
Maybe: 32%

Does your institution provide financial support to take the TAGME certification?

Yes: 44%
No: 25%
Maybe: 31%
Verification of Training

Does your program charge for verification of training?

- 26% Yes
- 74% No

How much does your program charge for verification of training?

- 33% $25 or less
- 14% $26-$45
- 37% $46-$65
- 10% $66-$85
- 6% $86-$100
Recruitment
On average, how many applicants do you interview for each residency position?
Does your program pay for any applicant interview expenses?

75% Yes
25% No
Please indicate what expenses your program pays for applicants.

- Dinner night before or on the interview day: 184
- Parking: 130
- Hotel: 67
- Plane flight: 1
- Other (please specify): 70
Interview Scheduling

- ERAS: 162
- Interview Broker: 86
- No online program: 53
- In-house system: 18
- Thalamus: 14
- Pick a Time: 2
- Other: 6
Residency Management Systems
Indicate the management system you use for the following:
Have you changed Residency Management Systems in the past 2 years?

- Yes: 36
- No: 302
Technology
Does your Institution/Program provide a PDA or other smart device (iPad, tablet, etc.) to residents/fellows?

- Smart Phone: 30
- iPad: 47
- Tablet: 15
- Other: 42
Burnout
In the past year have you considered resigning from your position?

42% Yes
58% No
Considered resigning by length of time in position

- Less than 1 year: 2% Yes, 6% No
- 1 to 5 years: 2% Yes, 16% No
- 6 to 10 years: 20% Yes, 16% No
- 11 years or more: 32% Yes, 37% No
Considered resigning from your position by program size
How often do you feel...

- Callous to people since taking this job
- Burned out from work

- Every day
  - Callous: 20
  - Burned out: 19

- Few times a week
  - Callous: 40
  - Burned out: 32

- Once a week
  - Callous: 14
  - Burned out: 16

- Few times a month
  - Callous: 55
  - Burned out: 59

- Once a month
  - Callous: 23
  - Burned out: 25

- Few times a year
  - Callous: 159
  - Burned out: 160

- Never
  - Callous: 27
  - Burned out: 32
How long have you been an APDIM member?

- Less than 1 year: 8%
- 1 to 5 years: 48%
- 6 to 10 years: 19%
- 11 years or more: 21%
- Not sure/Don't know: 4%
What do you find most rewarding about APDIM membership?

- Networking with other professionals: 204 votes
- Volunteering (participating in workshops, committees, etc.): 40 votes
- Best Practices: 156 votes
- Program Information: 199 votes
- Training/Professional Development: 162 votes
- Certification: 35 votes
- Other: 18 votes
Areas of Concern/Comments

- Survey: 4
- Data: 4
- Scheduling System: 5
- Mentorship: 7
- TAGME: 8
- Career Growth: 12
- Wellness: 15
- Meetings: 16
- Training & Education: 19
- Salary Support: 21
- Roles & Responsibilities: 23
- PA:Trainee Ratio: 24
- Best Practices: 47
- Professional Support: 85
Interviewing for a program coordinator position

“In five years, I see myself with the same job title, about the same salary, and significantly more responsibilities.”
“I know you’re overworked, so I’m giving you more to do. Staying busy will keep your mind off how stressed you are.”
“Frank just up and exploded. I hope I never get that burned out.”
The GOOD news is that we've created SIX new jobs....and the BETTER news is that they're ALL YOURS!

Celia, it's 3:14 time for you to start your job asphalting the carpark.
“She’s overworked, underappreciated, and full of anxiety ... but she’s fine.”
"Yes, yes, I get the symbolism, Mr. Sanchez. You can wear many hats. Very clever."
Questions!
Contact Information

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