

# THE PULSE

*Program Administrator Newsletter*



## Professional Development - Do What You Think You Can't!

*By Krysti Lantz, C-TAGME*

"You must do the things you think you cannot do." Those are great words of wisdom from Eleanor Roosevelt and likely a sentiment we often pass along to our residents when they need motivation (granted, perhaps not as eloquently.) How often do we give ourselves this same advice? I can't speak for anyone other than myself, but in my short 3.5 years in this role I have noticed an immense amount of encouragement from the entire GME community for program administrators/coordinators/[insert title here] to engage and participate in professional development. I have yet to attend a conference since Spring of 2019 that didn't have at least one, if not several, workshops devoted to this exact topic. So what is stopping us? Is it scary? Does it seem like too much extra work on top of the thousands of other tasks we are constantly trying to manage? Do we not feel adequately prepared? Do we not feel adequately supported in our role? Are we just too burnt out? All of the above?

If I've learned anything it is that I am not alone. We are not alone. There is a whole entire community of people out there who share those thoughts, with similar, if not some of the same exact stressors

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going on in the background. In the spirit and excitement of last year's AAIM Week, I committed to applying for a spot on the PA Member Engagement Committee. The idea was exciting at first – okay, finally doing something for myself here! But then I started thinking “what in the world are you doing?? How can you add one more thing to your plate and what can you even actually bring to this committee?” But, alas, I had already submitted the application and soon heard back that I was in. Then I thought, “well... I'll probably never be able to make it to a meeting, this was a mistake.” Guess what – everyone is in the same boat, and everyone is **incredibly** supportive. It isn't a burden, it's a mechanism of support. Does it scare you? Try it.

Have you considered sitting for the TAGME certification exam? Does it feel overwhelming? Are you a bad test-taker? Do you feel like you can't put another single thing on your plate right now? Are you tired of hearing about it? Understandably, it isn't for everyone, but it is a great professional development opportunity. You will notice more and more institutions are making it a requirement of their program admins, and honestly, if you were to be looking to transition somewhere else, it's going to give you an edge over applicants who don't have it – plain and simple. Even if you have no intentions of ever going anywhere else – there is satisfaction in completing it and maintaining it. It is the only industry standard we have to work with as of now so it's worth the time and effort (but no pressure). I was eligible to sit for it last year and I let all of the negative thoughts talk me out of it. I felt unprepared, inadequate, way too overwhelmed with everything else going on, [insert any other excuse you can come up with here]. Sound familiar? Let me just stop you right there and bring something to your attention: you are one of the most resourceful people you, and probably anyone around you, has ever met. I say that without hesitation even though I don't know you personally. I say it with confidence because there is no way you are in this position if it weren't true. There is no more essential trait to being a program admin, in my opinion; job essential #1. Do you need to be prepared for the TAGME exam? Of course you do. Just like with



everything else we do they are going to send you a million different very specific instructions you need to abide by and make sure you handle correctly – have you ever administered the In Training Exam, completed the ADS update, organized and managed interview season, prepared for CCC or PEC, [insert literally any other major task you complete during the year]?? Do you hear what I'm saying here? This. Is. What. We. Do. Read the instructions you are provided, familiarize yourself with the study guide they give you (they give you every single thing you will need), and have faith in your ability to do your job! It is an open-book/note exam. So yes, are you going to be asked about things you've maybe never dealt with before – absolutely. And it's also going to point you to exactly which section of the study guide it's pulling from so you know exactly where to flip to. Your biggest enemy is your time limit, so just make sure you are familiar enough with the content that you know where you need to go to find the answer you need. Is that not what we do every single day? Does it scare you? Try it.

Finally, for now at least, can we talk about how amazing you are and how easy it can be to share that? While we are often stuck feeling alone in

our thoughts of dread and doubt, for whatever reason we also feel like all of the amazing and wonderful things we do every day are just “part of my job” and probably no different than what anyone else is doing. I guarantee you that you are doing MANY things that are either unique, innovative, more efficient, more effective, or just generally HELPFUL to the rest of us out here. Figure out what one of those things is and share it! Sharing is caring, guys. ACGME and APDIM (as well as all of the other associations we may belong to) provide us the opportunity to present to each other and spread the wealth. Take advantage of that! What do you have to lose in submitting a workshop proposal or a poster or abstract? It seems like a lot of work and it’s scary... those were my initial thoughts. I come from a training and development background so the presenting part doesn’t bother me as much as it may others, but I totally understand not ever wanting to present in front of people – consider teaming up with someone who doesn’t mind taking on the bulk of the presenting part? That’s the thing – you don’t have to do any of this alone and, in fact, you are encouraged to collaborate. Balance out your strengths with someone else’s strengths! Even for those of us who don’t mind speaking, it can be intimidating to think about putting together 60 minutes worth of content and preparing for that. You know what happened when I was putting together my first proposal? They give you a template and some insight into how to fill it out – again, all the resources you need. Along the way it asked for a timeline breakdown – what will the session look like? My partner and I had to construct that and map out our presentation time versus interactive time for the audience, etc. We ultimately walked away saying “we may not have enough time to speak!” All of a sudden this proposal that felt so intimidating and scary felt so much more manageable, and we knew we could do it! It was scary, but we tried it – and we got accepted! Now we are working on putting our presentation together and for a brief time it feels impossible again, but with each bit of progress there is an immense sense of accomplishment and with each new hurdle I think “does this scare me?” Do it.

*Eleanor Roosevelt*



*"You need to be aware  
of what others are  
doing, applaud their  
efforts, acknowledge  
their successes, and  
encourage them in  
their pursuits.*

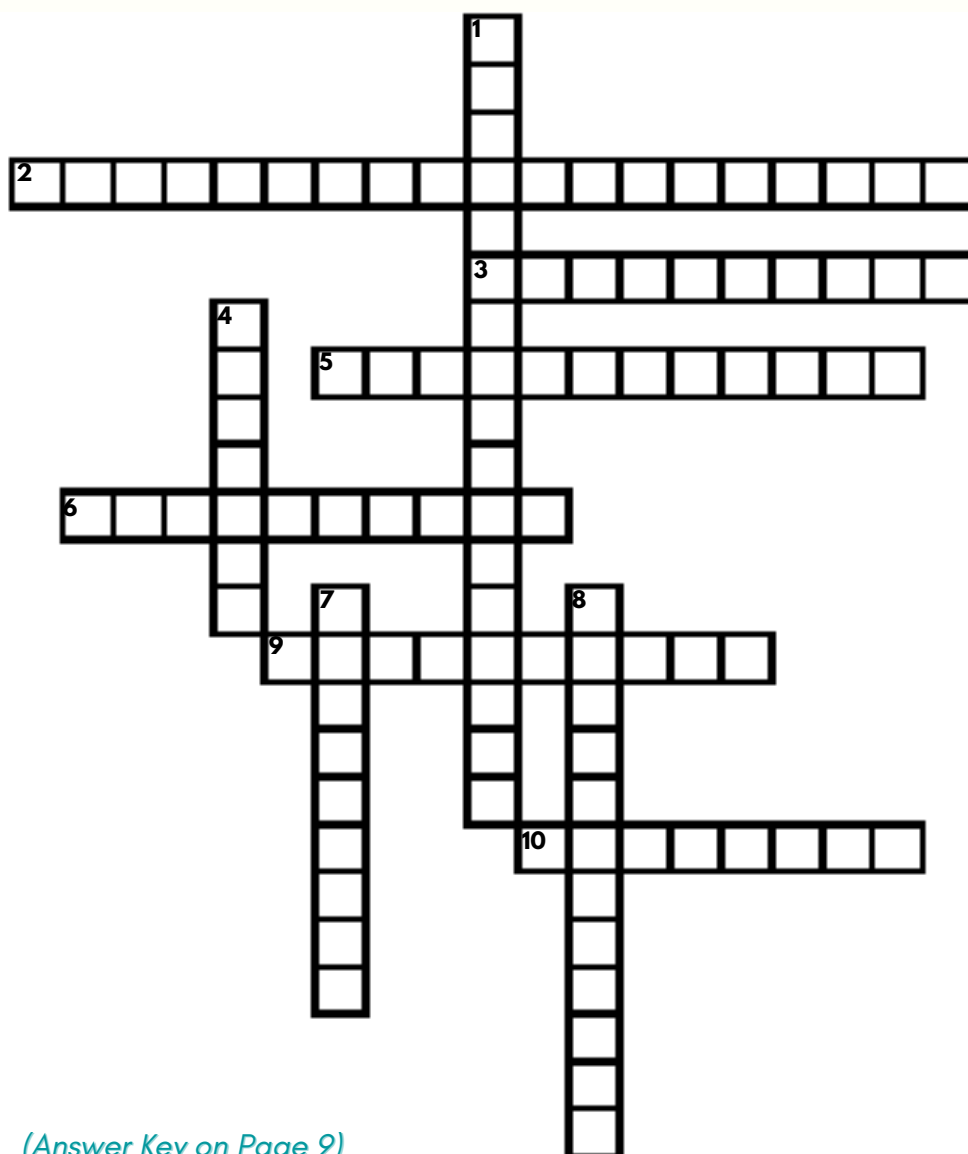
*When we all help  
one another,  
everybody wins."*

*– Jim Stovall*



# TAGME Prep Crossword

## Glossary of Terms



(Answer Key on Page 9)

### Across:

2. Decision made based on review and assessment of a Sponsoring Institution or program's compliance with the requirements

3. Number of residents or fellows approved per year and/or per program based on availability of adequate resources

5. Specific knowledge, skills, behaviors, and attitudes in six designated domains

6. Provides advanced training in progressive levels of sub-specialization following completion of training in a primary specialty

9. Description of performance level residents and fellows are expected to demonstrate in competency domains

10. A finding that an Institution or program has failed to comply substantially with accreditation or recognition requirement

### Down:

1. An organization providing educational experiences or educational assignments/rotations for residents or fellows

4. The group of individuals (both physician and non-physician) assigned to teach and supervise residents and fellows

7. Systemic instruction by means of planned learning experiences

8. Voluntary, compensated work performed beyond a resident or fellow's clinical experience and education hours

## TAGME - Training Administrators for Graduate Medical Education

*Promoting excellence in management of graduate medical education training programs through certification*



For more information on  
TAGME certification and  
deadlines, please visit  
[TAGME.org](http://TAGME.org)





## 2022 APDIM Fall Meeting Recap

By Kara Westmas

The 2022 APDIM Fall Meeting was a fantastic opportunity for not only Program Directors, Associate Program Directors, and faculty but also for new or seasoned Program Administrators of Internal Medicine residency or fellowship programs. Held September 22nd through the 24th at the Sheraton Hotel and Marina in sunny San Diego, CA, fifty-nine Program Administrators attended the one-day precourse and/or the APDIM Fall Meeting. The precourse was held on Thursday, September 22nd and offered 14 sub-sessions for those new to residency leadership. Following the precourse, the fall meeting kicked off that evening with a welcome reception on the terrace facing the beautiful Pacific marina coastline.

Friday morning began with the President's Plenary, ***Being Human in Healthcare: Suffering, Vulnerability and Compassion***, given by Nicole Piemonte, PhD, Assistant Dean of Student Affairs and Jaya M. Raj, MD, FACP, APDIM Council President and Residency Program Director, both of Creighton University School of Medicine. Following the plenary, participants selected from sixteen workshops on current topics ranging from inclusivity and belonging to antiracism, patient safety and resident remediation, all before lunch! The afternoon offered open forums on wellness, primary care, clinical educator tracks, program administrators, the APDIM assembly meetings, and a selection of nine workshops. A poster reception showcased thirty programmatic innovations on Friday evening.



Saturday morning started off with award-winning podcast host Mark Shapiro, MD and physician-writer Sayed Tabatabai, MD, co-hosts of #MedLasso from ***Explore the Space Podcast*** before the group broke for the final workshop session of the meeting. The closing plenary rounded out the event with updates from the American Board of Internal Medicine (ABIM) and ERAS given by Richard Peng, ERAS Lead Program Relations Specialist from AAMC and Furman McDonald, MD, MPH, Senior Vice President for Academic and Medical Affairs from ABIM.

One of the greatest benefits of attending the Fall APDIM meeting is the opportunity to network and learn from others doing the same work and solving the same problems across the country. We love to see so many Program Administrators attending AAIM conferences and we hope that you'll join us in 2023!

# NEW MEMBER SPOTLIGHT !

By Whitney Harper

## Meet Sharon (Sherri) Aufman

Sherri joined the Allegheny Health Network in December 2019 to support 110 IM residents and to lead the administrative team. When the pandemic hit, she found herself navigating the PA world due to staffing shortages, and has since assumed the PA role in GI, Nephrology, ID and Heme/Onc. Sherri has a background in higher education and credits her ability to learn on the fly and Googling acronyms to her success in taking on these unexpected roles. Based on her experience and talking to colleagues, Sherri sought new ways to improve training and onboarding for PAs with a secondary goal of increasing retention, engagement, and development. In 2021, she launched PCED: Program Coordinator Education & Development, "an initiative to foster a collaborative and collegiate environment." While I do not know her well, my guess is Sherri would be a delight to collaborate with on areas of professional development for PAs!

In her spare time, Sherri says you can find her soldering pipe, hanging drywall, or framing a wall (she and her husband renovated their home themselves!). She participates in a wine and gourmet club, volunteers at a local cat rescue, and enjoys cozying up with a good book.

Thank you, Sherri, for sharing with us! We hope to see you at upcoming AAIM events and meetings!



## Reading Recommendations

By Judi Hansjon, C-TAGME

#1 NEW YORK TIMES BESTSELLER

WHEN  
BREATH  
BECOMES



Finalist  
for the  
Pulitzer  
Prize

air

PAUL KALANITHI

FOREWORD BY ABRAHAM VERGHESE

***When Breath Becomes Air*** is an autobiography written by Dr. Paul Kalanithi as he was dying from lung cancer. Dr. Kalanithi became terminally ill in his last year of Neurosurgical residency at Stanford. Despite his acute symptoms and devastating diagnosis, he completes his residency training and finds a path forward in his life. This is the story of a doctor who becomes a patient and a man who navigates the end of a magnificent and productive life far earlier than he had ever expected. He shares his journey in this profoundly moving memoir.

This year the Member Engagement Committee has hosted a series of Zoom seminars entitled, "What Would You Do?" The book we chose for our inaugural book club raised the same question. Dr. Kalanithi documents his thoughtful decision making with great grace; leading many of us to wonder what we would do in similar circumstances.

Have a suggestion for a great read? [Let us know!](#)



*(For more information on any section, click the title to be taken to the AAIM website)*

## **Recommendations to Promote Inclusion and Equity in the Interview Process**

In fall 2022, the Alliance released recommendations on how to promote equity and inclusion in the residency interview process. These recommendations can be readily adapted for the fellowship interview process. Because implementation will be challenging for any program given the scope of recommendations, this summary provides programs a roadmap for how to prioritize strategies. AAIM recommends that each program conduct a needs assessment and decide which recommendations are most implementable in the near-term, and which ones may need to be developed for the future.

The [full recommendations](#) will be published in the December 2022 issue of AAIM Perspectives in The American Journal of Medicine.

## **AAIM Releases Interview and Post-Interview Communication Guidelines for GME IM**

The Alliance has adopted the guidelines for communication related to graduate medical education recruitment in internal medicine. The three main components include a program statement, annual training, and structured initial communication with applications. Developed by a work group with representation from ASP Council, APDIM Council, and the AAIM Medical Student to Resident Interface Committee, these guidelines seek to overcome current challenges with inappropriate communication, transparency, and trust in internal medicine recruitment, as noted in recent studies. (1,2)

To assist with faculty development in a time of constrained resources, the Alliance has provided training templates, including a PowerPoint for annual training, FAQs, role-playing scripts, and an attestation form. Program statements address stances on adherence to standards, applicants' expectations for on-site communication, post-interview communication protocols, and second looks. Programs are strongly encouraged to read the policy and make adjustments to improve the recruitment experience for residency and fellowship applicants in internal medicine.

1—Cornett PA, Williams C, Alweis RL, et al. [Problematic communications during 2016 fellowship recruitment in internal medicine](#). J Community Hosp Intern Med Perspect. 2017;7(5):277-281. Published 2017 Oct 18. doi:10.1080/20009666.2017.1381546

2—Williams, CM, Alweis, RL, et al. [Inappropriate Communication During Internal Medicine Fellowship Recruitment: A Mixed-Methods Analysis](#). Am J Med. 2019. June 2019.



# NEWS AND NOTES

*(For more information on any section, click the title to be taken to the AAIM website)*

## **AAMC Shares Update on Supplemental ERAS Application Pilot**

Over 50,000 applicants began receiving unique email invitation links to complete the supplemental ERAS application on August 1. The system closed September 16 and participating programs will be able to view responses when the PDWS opens on September 28. The update shares information about the pilot evaluation work group, plans to survey program directors, resources for programs, and three proposals to change the residency application process.

[Read the update](#)

## **AAIM Provides Feedback on Unintended Consequences of New ACGME FTE Requirements**

September 2022—Through the work of a cross-council writing group, the Alliance developed a letter summarizing many of the concerns about the new program requirements for core faculty support of internal medicine residency and fellowship programs. Sent September 8, the letter to ACGME acknowledges the shared goal of providing outstanding training and the mutual commitment to prioritizing resources for education. However, the new requirements have raised several financial challenges and potential repercussions for training, compensation, and research that AAIM hopes to ameliorate through cooperation with ACGME and other key stakeholders.

**Update:** In a September 21 response, ACGME shared that in response to the input from the Alliance and others, the current core faculty member FTE requirements for internal medicine subspecialties will not be enforced in 2023 and that they will be revised as part of the major revision of subspecialty program requirements currently underway.

[Read the letter](#) | [Read the ACGME response](#)





# NEWS AND NOTES

*(For more information on any section, click the title to be taken to the AAIM website)*

## Foundational Competencies for Undergraduate Medical Education

The Association of American Medical Colleges (AAMC), the American Association of Colleges of Osteopathic Medicine (AACOM), and the Accreditation Council for Graduate Medical Education (ACGME) are co-sponsoring an initiative to create a common set of foundational competencies for use in undergraduate medical education programs in the United States. These foundational competencies would potentially align horizontally among UME programs and vertically across the medical education continuum.

[Learn More](#)

## APDIM Residency and Fellowship Program Administration Surveys

The Alliance launches an annual survey each January of GME program administrators/coordinators and other non-physician professionals involved in residency and fellowship administration. Survey development is overseen by the APDIM Program Administrators (PA) Survey and Scholarship Committee with input from the APDIM PA Advisory Council.

APDIM PA survey results are used to help members

1. better understand their profession by collecting essential data about US internal medicine residency and fellowship program administration, and
2. make informed decisions about professional development opportunities.

Survey results are presented at Academic Internal Medicine Week and during webinars for members. Results are also made available to members as summary reports, and results are used by the Alliance to inform comments to stakeholders.

## TAGME PREP CROSSWORD ANSWER KEY

**Across:** 2. accreditationstatus 3. complement 5. competencies 6. fellowship 9. milestones 10. citation

**Down:** 1. participatingsite 4. faculty 7. didactics 8. moonlighting

# ASK "AMIE"

Dear Amie -

*I have a coworker who was told by her program director that she should be more maternal to her trainees. Thoughts???*

*PS This program administrator is one of the kindest people I've ever met.*

*Sincerely,*

*Empathic Bystander*

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Dear Empathetic Bystander,

I am so sorry to hear that your coworker was given this feedback. As someone who has personally been told something similar, I find it problematic that there is an expectation that program administrators should be expected to be "motherly" in any capacity. When I received this feedback, I asked myself several questions:

- Would a male PA ever be given this feedback?
- Where in my job description would "maternal" be found?
- Are there any other professionals in similar capacities that are expected to be motherly as part of their job function?

You can probably guess my answers at the time to my own rhetorical questions.

Now let's be clear - I do not have a problem with PAs who have a desire to be maternal towards their trainees. Nor would I have a problem with PAs who have a desire to be paternal towards their trainees. I have a problem with it being an expectation. Just because the majority of PAs are women, it is presumptive and gender normative to assume that a woman is either ready, willing or able to be maternal personally or in the workplace. Additionally, it diminishes the professional demands of this work. We are content experts who are doing a job. While supporting others is an intrinsic component to being a PA, caretaking is distinctly different and not part of the job description (at least not at my institution).

Plus let's not forget the obvious - my trainees wouldn't actually want me to be motherly towards them because their actions would have consequences. No one gets to have just one side of the coin - parenthood isn't all fun and games and comforting. Obviously, I have thought about this quite a bit.

All of that said, this very well could have just been a poor choice of words. Perhaps the PD was trying to pinpoint a trait normally associated with parents - empathy, care, compassion...the list could be endless and all of those are valid points of feedback for the professional complexities of this work. But feedback should remain in the domain of professional expectations.

Either way, I would say that this feedback requires a conversation between your coworker and their PD. It is important to figure out the intention and set expectations - for both your coworker and her PD. If you're interested in taking some steps, perhaps you can engage your GME leadership with how some gendered expectations are showing up at your institution. While I don't expect that there was any negative intention, the notion is rooted in gender bias and it is important for our programs to recognize when our expectations are not equitable or reasonable in the workplace.

Want to learn more about "invisible work" that many professional women are left with? Read more [here](#).

Always,

*Amie*

\*All questions are anonymous - the thoughts and opinions expressed here are the author's alone.

**Want to Ask Amie something? Submit your questions [here](#).**

# APDIM Program Administrator Committees

*Who are we and what do we do?*

*Have a question or suggestion for one of the committees? Click the names below to email the Chair/Vice Chair!*

## Member Engagement Committee

*Whitney Harper (Chair), Tennille Doyle (Vice Chair)*

Our committee hopes to foster PA community engagement and collaboration. We host quarterly "What Would You Do?" (a recap/best practices series) events, as well as other virtual events throughout the year. Our next series event is on PA Wellness and will be held virtually on November 14 at 2 PM EST - we hope to see you there!

## Professional Development & Certification Committee

*Rebecca Young, C-TAGME (Chair)*

The APDIM Program Administrators Professional Development Committee is charged with the intent to provide the PA community with professional skills and career development opportunities to achieve their current and future goals.

## Program Planning Committee

*Lisa M. Williams, MA (Chair), Stefanie Cordoue (Vice Chair)*

We are a committee that consists of 15 members representing residencies, fellowships, and university and community-based programs. We are a devoted group of volunteers that work hard to bring the PA community exciting and relevant plenaries, workshops, and networking available to our Spring and Fall meetings. We had a wonderful Fall meeting in San Diego and are ready to see more of you at the AAIM 2023 meeting in Austin, Texas!

## Survey & Scholarship Committee

*Stephanie Ogando, MBA, C-TAGME (Chair)*

The APDIM PA Survey and Scholarship Committee is charged with developing an annual survey of residency and fellowship program administrators to further understand timely and emerging issues in graduate medical education program administration and identifying administrator professional development needs, through dissemination of results at professional conferences, and the AAIM website.

## Program Administrators Advisory Council (PAAC)

*Lisa M. Miller, MPA, C-TAGME (Chair), Julie L. Byington, C-TAGME (Chair-Elect)*

The APDIM Program Administrators Advisory Council (PAAC) was established to assist in the promotion of excellence in internal medicine residency education and training. The group works to represent and advocate for the program administrator constituency within the organization. The PAAC seeks to enhance the efficiency and effectiveness of residency training program administration, and promote career development, satisfaction, and retention of program administrators.

**Interested in joining an  
APDIM PA committee?**

**Call for volunteers coming March 2023!**



# GET TO KNOW YOUR MEMBER ENGAGEMENT COMMITTEE!



## Whitney Harper

### Committee Chair

*(Program Operations Specialist,  
Internal Medicine Residency -  
University of Washington)*

Hi Everyone! This is my third year as Chair of the APDIM PA Member Engagement Committee and I'm so excited to continue this work with such an amazing group of people! I started working in medical education in 2010 when I was hired to be the backup clerkship administrator for Ob/Gyn. Within six months I became the full-time clerkship administrator, and a year later the Maternal-Fetal Medicine fellowship program was added to my plate. Another fellowship program fell into my workload as well as some faculty HR work. Soon, I was overwhelmed and burnt out. In 2017 I was able to move to the IM residency program and have appreciated the singular focus of one group of trainees! I manage schedules for our residency program of 169 residents (plus 13 chief residents) and also work with our APDs for primary care and subspecialty medicine. My main area of interest is the transition to residency. I've worked hard to try to build intentional schedules for our new RIs that set them up for success as much as possible. Additionally, I am currently working on a Doctorate of Education; my dissertation topic is "Perspectives of First-Year Internal Medicine Residents on Evaluating Medical Students." I hope to study how working with and evaluating medical students impacts the transition to residency for my program's interns. Additionally, I find myself drawn to the topics of PA wellness, burnout, and professional development. I think there are so many resources we can provide our residents and faculty on these subjects, but there is often not much available to us. I hope that I can bring change to this in my role as Chair of this committee and as a member of the PAAC.

Email [Whitney](#).



## Tennille Doyle

### Committee Vice Chair

*(Fellowship Program Coordinator,  
Hospice & Palliative Medicine and  
Gastroenterology -  
AdventHealth Orlando)*

Hello all ! I joined the APDIM PA Member Engagement Committee in July of 2022 and was recently chosen as Vice Chair, which I'm very excited about! While I may be new to AAIM and the committee, I'm no stranger to the GME world. I started my career in GME way back in 2008 as an Administrative Assistant in the GME office for Partners Healthcare (Brigham and Women's Hospital/ Massachusetts General Hospital) in Boston. After a year, I took on the role of Program Coordinator for our integrated OB/GYN residency and I haven't looked back since! Over my GME career I've worked for several of the largest teaching hospitals in Boston before moving to Florida in 2019 where I joined AdventHealth Orlando. I've worked in a variety of diverse specialties (OB/GYN, Anesthesiology, Neurology/Neurosurgery, and Cardiology) before finding my current home with Hospice & Palliative Medicine and Gastroenterology. One of my main GME interests is helping grow and support Coordinator/Program Administrator groups so I'm thrilled that I'm here on the Member Engagement Committee! Over the years I've served on committees and boards for many national Coordinator groups and I'm excited to bring my knowledge and skillset to APDIM to help grow our community here. We're a small national army and we need to support and advocate for each other, no matter our specialty. Working with our amazing chair Whitney and this committee has been wonderful so far and I'm looking forward to taking over the reins as Chair next year. I can't wait to get to know everyone in our community and I'm excited for our future initiatives!

Email [Tennille](#)



# UPCOMING EVENTS

## Don't Forget...Academic Internal Medicine Week is Back! Registration opens November 7th!

### AAIM Webinars

26  
OCTOBER

AIM SIG Webinar: Hospital Medicine  
Webinar (Open)  
Oct 26, 02:30 PM - 03:30 PM (ET)

8  
NOVEMBER

AIM SIG Webinar: Endocrinology  
Webinar (Open)  
Nov 8, 02:30 PM - 03:30 PM (ET)

#### AIM SIG Webinar: Geriatrics and Palliative Care

Dec 1, 02:00 PM - 03:00 PM (ET)  
Registration will open November 11.

#### Teaching Clinical Reasoning in the Clerkship

Jan 30, 03:00 PM - 04:00 PM (ET)  
Registration opens January 6

#### Rural Internal Medicine Residencies as Workforce Pipelines

Jan 23, 03:00 PM - 04:00 PM (ET)  
Registration opens December 29

#### Purposing Resident Retreats for Productivity and Fun

Feb 1, 03:00 PM - 04:00 PM (ET)  
Registration opens January 9

### APDIM Member Engagement Committee

#### "What Would You Do?" Series

Monday, 11/14/22 from 2 - 3 PM EST  
*Wellness* - [Click here to join us!](#)

February 2023

"Quiet Quitting" - Link coming soon!



## Coming January 2023! New Education Administrator Course

The AAIM Board of Directors has approved the development of a 12-week online course for Residency, Fellowship and Clerkship Administrators and Coordinators who are new to their role (less than 3 years).  
More information to come soon, so keep your eyes peeled!



We hope you've enjoyed the first issue of ***The Pulse!***

If you have suggestions on what you may like to see in future editions (topics, features, information you think you would be helpful) please let us know. Certain sections will be recurring features but this newsletter is for our community and we want to focus on what is most helpful and informative. Please feel free to [email Tennille](#) with any feedback, suggestions, or questions you may have. We'll see you in the next issue!

*This newsletter is brought to you by your*

## **APDIM PA MEMBER ENGAGEMENT COMMITTEE**

Whitney Harper (*Chair*), Tennille Doyle (*Vice Chair*), Andrea Mortley,  
Kathy Glenn, Lisa Thornton, Beth Boord, Kara Westmas,  
Shandala Monroe, Regina Steffen, Marie Housey, Lynsey Easley,  
Krysti Lantz, Hillary Barraza, Alexandra Werbin, Judi Hansjon

