

Program Coordinator Burnout: Building Support and Job Satisfaction through GME

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2013 Survey: Introduction

There has been a great deal of discussion among national organizations in the past few years regarding Program Coordinator titles, compensation, and essential duties. Recent ACGME requirement changes have expanded the role.

A 2013 survey conducted by the University of Utah Graduate Medical Education (GME) office showed wide variation across University of Utah GME programs regarding Program Coordinators' job duties and compensation and revealed a high level of frustration and job dissatisfaction among the coordinators. Survey results included:

- 72% of respondents reported they were overwhelmed with job duties
- 37% were not satisfied with their pay
- 39% were considering resigning
- 14 different job titles
- No support for career development
- Lack of back-up coverage



Coordinator Advocacy Committee

The GME Office formed a committee called the Coordinator Advocacy Committee (CAC) to address the issues raised in the survey.

The committee:

- Includes seven program coordinators and three GME staff
- Meets monthly to determine and prioritize problems, outlines solutions, and creates materials

The goals of the committee:

- To build strong leadership among the coordinators at the University of Utah
- To provide a forum for coordinators to advocate for themselves
- To educate Program Directors, Administrators, and others on ways to support coordinators
- To tackle the issues raised in the 2013 survey

CAC Accomplishments

- Two job descriptions (i.e. Coordinator & Manager)
- Salary recommendations
- Dedicated FTE recommendation
- GME new coordinator ½ day training
- Monthly coordinator meetings
- Opportunities for coordinators to present and share expertise
- Mentorship program
- Coordinator forum through E-Value
- Recommendation letters to Department Chairs, Program Directors, and Administrators
- Subcommittee exit interviews
- Quarterly brown bag luncheons for coordinators
- Annual Program Director Retreat and GMEC presentations

Job Descriptions and Salary Recommendations

GME Academic Manager Detailed Job Description HR Job Title: Academic Program Manager, Job Code: 2059, Grade E Exempt

Job Summary - Develops and administers academic program by designing curriculum, negotiating contracts and program funding, solving related problems and evaluating and redesigning programs. Manages resident/fellows, collaborates with departments and faculty to develop course, academic and research programs.

Grade E	First Quartile	Second Quartile	Third Quartile	Fourth Quartile
Annual	\$37,000 - \$45,949	\$45,950 - \$53,999	\$54,000 - \$62,049	\$62,050 - \$70,100

GME Administrative Coordinator & GME Academic Coordinator Detailed Job Description

**HR Job Titles: Administrative Assistant, Job Code: 0513, Grade D Non-Exempt
Administrative Program Coordinator, Job Code: 0247, Grade D Exempt**

Job Summary - Oversees and coordinates a variety of departmental academic and student programs, which may include budgeting and/or complex program or record keeping responsibilities under the direction of a department chair, or administrator.

Grade D	First Quartile	Second Quartile	Third Quartile	Fourth Quartile
Annual	\$30,900 - \$37,449	\$37,450 - \$43,999	\$44,000 - \$50,549	\$50,550 - \$57,100
Hourly	\$14.86 - \$17.99	\$18.00 - \$21.14	\$21.15 - \$24.29	\$24.30 - \$27.45

FTE Recommendation

Dedicated FTE Chart for Academic Coordinator and Academic Program Manager

# Training Programs	# Trainees (All Training Programs)										
	1-5	6-10	11-20	21-30	31-40	41-50	51-70	71-90	91-110	111-150	151+
1	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00
2	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25
3	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50
4	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75
5	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75	4.00

2015 Survey: Follow-up

A follow-up survey in 2015 revealed the following:

- 46% of respondents had discussed the CAC recommendation with their Program Director or Administrator
- 40% received a job reclassification and salary increase
- 100% of those were highly satisfied or satisfied with their new job title
- 73% were highly satisfied or satisfied with their new salary
- 100% of new coordinators had received the new coordinator ½ day training
- 31% reported their department hired additional residency/fellowship administration support

Mentorship program comments:

- I love having a mentor.
- Love it! Developed a real friendship too.
- I appreciate having a mentor. She makes herself available when I need advice and tips.
- Very good experience. A mentor helps ensure processes and wisdom are passed along.

Additional Comments:

- The committee improvements have given the coordinators help to advocate for positive changes to our workload.
- I appreciate the time and energy spent by the Coordinator Advocacy Committee. I think it has been helpful for those that have wanted a voice.
- Having the support of CAC and GME leadership seemed to give me more leverage when asking for a reclassification.
- I appreciate all the committee does.
- This committee is great, thank you for taking the time to make positive changes that increase our job satisfaction.
- Thank you for your efforts – it is appreciated!

Conclusion

The Coordinator Advocacy Committee has clearly made a difference in fostering continuity among coordinators, improving coordinator job satisfaction, and educating training programs and Program Directors on how to provide proper support to Program Coordinators at the University of Utah. The Coordinator Advocacy Committee model could easily be adapted for use within other institutions.

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