

Step by Step:

Creating and Implementing a Coordinator Career Ladder



ACC.17 – FACET Program Administrators Sessions

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Disclosures

Yeah, right! I don't think so 😊



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Outline & Goals

- Why propose a career ladder?
- An outline of our process.
- Sharing of finalized career ladder and milestones.
- Highlight limitations and lessons learned.

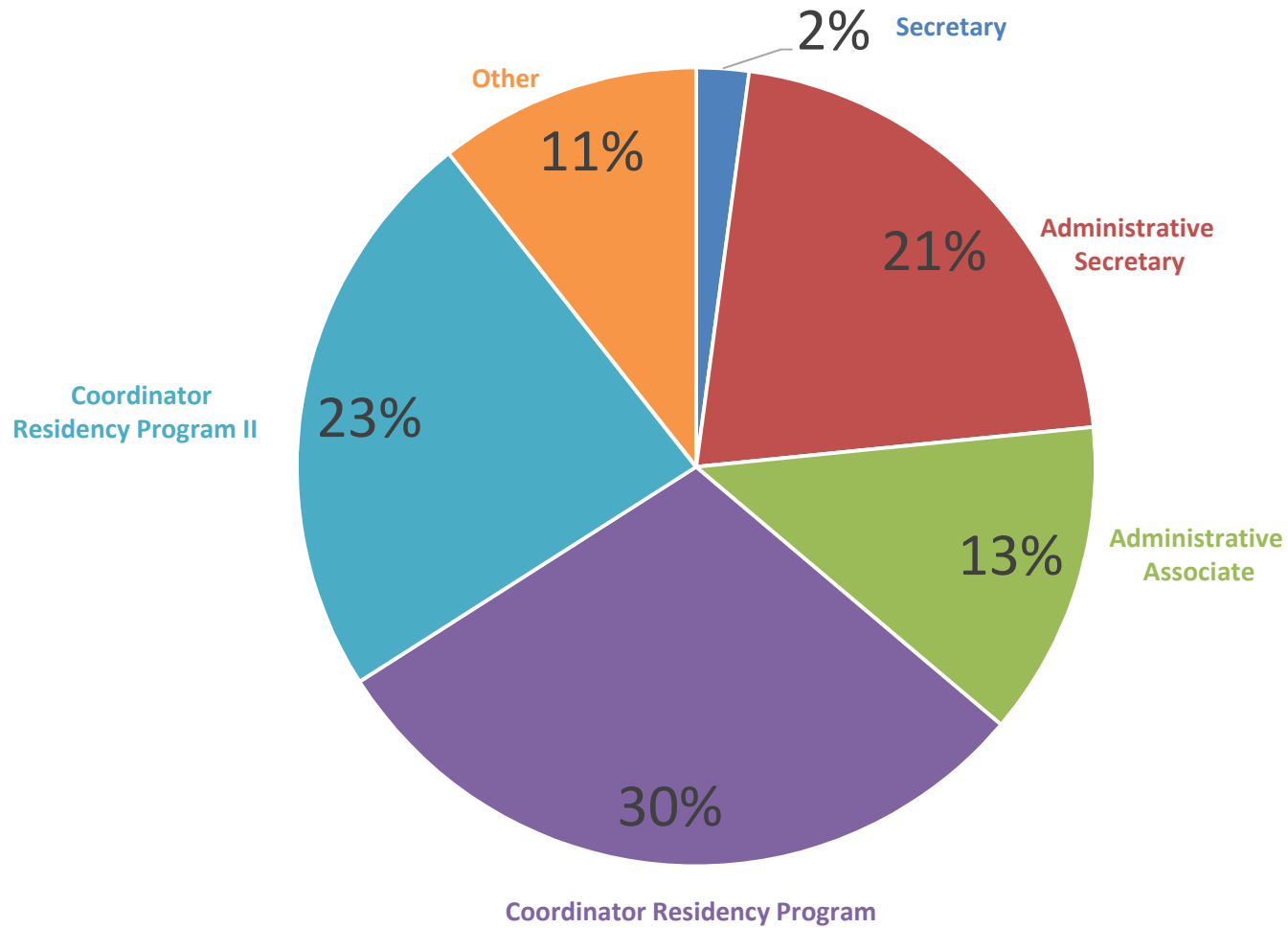


Why Propose a Career Ladder?

- Disparities in Residency Coordinator position titles.



Disparities in Residency Coordinator Position Title



Why Propose a Career Ladder?

- Disparities in Residency Coordinator position titles.
- Disparities in Residency Coordinator position job description.
- Disparities in assignment of Coordinator 1 and Coordinator 2 titles.
- Turnover of Residency Coordinators.



Our Process and Timeline

- GME Office decides to Initiate Creation of a Ladder
- GME Office identifies Project Leaders
- Solicitation of information from YOU!
- Creation of Career Ladder and Milestones
- Revisions to Career Ladder and Milestones
- Meetings with Human Resources and Operations Directors
- Creation of PDQs
- Meetings with Human Resources and Operations Directors (yes, again)



Our Process and Timeline

- First suggested to GME by Pediatrics Program Director.
- GME Initiates Creation of Ladder and Appoints Project Leaders:
 - Three Program Coordinators
 - Two Program Directors
 - GME Manager
 - DIO



1 Week

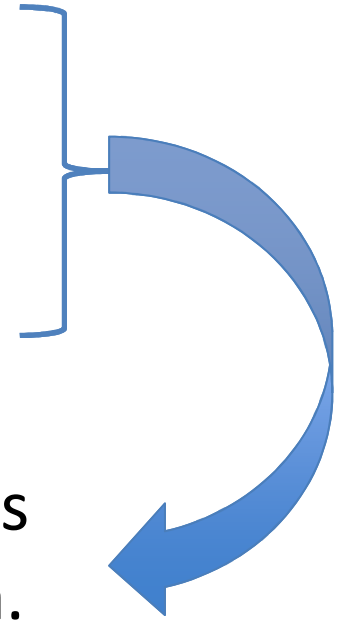


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Our Process and Timeline

- Solicit information from FACET group.
- Examine current job descriptions.
- Consider examples from other programs.
- Creation of a career ladder and milestones by Program Coordinators on Project Team.



~ 4 Months



Our Process and Timeline

- Revisions to the career ladder and milestones.
 - After meeting with Program Directors and GME Project Team members



~1 Month



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Our Process and Timeline

- GME Leadership meetings with Human Resources and Operations Directors.



~5 Months



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Our Process and Timeline

- Creation of Position Description Questionnaires (fondly known as PDQs) by Program Coordinators.



~5 Months

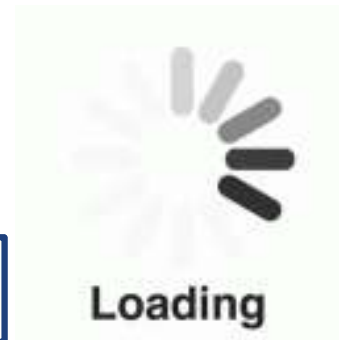


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Our Process and Timeline

- GME Leadership meetings with Human Resources and Operations Directors.



Our Process and Timeline

- Total Time Commitment (to date):
 - Approximately one and a half years



~ 1.5 Years



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Career Ladder

- Position Title/Level Recommendations
 - Level 1: GME Program Assistant
 - Level 2: GME Program Administrator
 - Level 3: Senior GME Program Administrator
 - Level 4: GME Program Specialist
- Education Requirement Recommendation
 - Bachelor's Degree Required to be hired at Level 2
 - Associate's Degree accepted only if:
 - candidate is advancing internally from Level 1, or
 - the external candidate has specific GME experience



Career Ladder

GME PROGRAM ADMINISTRATOR CAREER LADDER - PAGE 1

| Title | Internal or External Hire | Education/Experience | Minimum Qualifications/Skills |
|---|---------------------------|--|--|
| Level 1: GME Program Assistant | Internal or External | Associate Degree AND Secretarial or Customer Service Experience | <ul style="list-style-type: none"> -Proficiency with computers, Outlook, Word, Excel, and PowerPoint -Excellent written and verbal communication skills -Time management skills -Ability to multitask -Attention to detail -Confidentiality and ethicality -Seeks mentorship from more experienced peers <ul style="list-style-type: none"> -Self-motivated, independent learner -Flexible and adaptive -Ability to maintain multiple calendars and schedules -Familiarity with reimbursements and budgets |
| Level 2: GME Program Administrator | Internal or External | Bachelor Degree OR Associate Degree plus min. 2 years GME experience if Bachelor's is not obtained | <p>If internally advancing from Level 1:</p> <ul style="list-style-type: none"> -All Level 1 qualifications and skills required, plus... -Meets "Early Learner" Program Administrator Milestones -Meets a portion of "Meeting Performance Standards" Program Administrator Milestones, demonstrating adequate competency to advance -Professional development through regular involvement in <u>institutional</u> GME meetings and functions -<u>Core fund</u> of knowledge of ACGME program requirements -<u>Guides</u> program compliance -Project management skills -Problem-solving skills <p>If externally hired as Level 2:</p> <ul style="list-style-type: none"> -All Level 1 qualifications and skills required, plus... -Project management skills -Problem-solving skills |
| Level 3: Senior GME Program Administrator | Internal | At least 2 years at Level 2 | <ul style="list-style-type: none"> -All Level 1 and 2 qualifications and skills required, plus ... -Meets "Meeting Performance Standards" Program Administrator Milestones -Meets a portion of "Seasoned Performer" Program Administrator Milestones, demonstrating adequate competency to advance -<u>Participate</u> in Professional development through regular involvement in <u>regional, state, and/or national</u> GME meetings and functions -<u>Apply in depth</u> knowledge of ACGME program requirements to program -<u>Manage</u> program compliance -<u>Educate</u> others of the ACGME program requirements -Leadership skills -<u>Manage</u> staff (direct supervision or indirect supervision) -TAGME certification or the equivalent (equivalent = 15 Education Credits (EC), where focus is GME and/or professional growth [1 hr = 1 EC] over the course of three years) |
| Level 4: GME Program Specialist | Internal | At least 5 years at Level 3 | <ul style="list-style-type: none"> -All Level 1, 2, and 3 qualifications and skills required, plus ... -Meets "Seasoned Performer" Program Administrator Milestones -Meets a portion of "Aspirational/Expert" Program Administrator Milestones, demonstrating adequate competency to advance -Mentor novice Program Administrators within Penn State Health and at an institutional, regional, state, and/or national level <u>Proficient</u> in all areas of residency program management Continued Professional Development -TAGME certification or the equivalent (equivalent = 20 Education Credits (EC), where focus is GME and/or professional growth [1 hr = 1 EC] and 2 Personal Professional Growth experiences [presentations at the national, regional, state, institution or department level; poster presentations or manuscripts published; having an active role in an activity or committee at the national, regional, state, or institutional level; or holding a leadership position at the department level] over the course of three years) |



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Career Ladder

- Pages 2 and 3 list Fundamental Functions and Routine Responsibilities of all GME Administrator Positions (Levels 2, 3, 4) in the following areas:
 - General Administrative Support
 - Finance and Budget Administration
 - Program Accreditation
 - Program Curriculum and Schedules
 - Evaluations
 - Personnel
 - Credentialing/Licensure/Compliance
 - Recruitment/Orientation/Graduation
 - Program Administrator Professional Development



Milestones

- Milestones were developed for each of the aforementioned areas.
- Competencies were created for each of the Fundamental Functions listed under each area.
 - Early Learner
 - Meeting Performance Standards
 - Seasoned Performer
 - Aspirational/Expert



Limitations & Lessons Learned

- Buy-in
 - GME Office
 - Human Resources
 - Operations Directors (or equivalent)
 - Program Directors
- Focused Approach
 - Work on one thing at a time
 - Pull individual pieces together
- Plan enough time
 - Bigger undertaking than perhaps expected
 - Human Resources works in their own time
- You can never underestimate the frustration of trying to adequately explain what a Program Coordinator does to those who don't understand



Limitations & Lessons Learned

- TO BE CONTINUED ...
 - Tune into FACET Forum, or
 - Come back to ACC.19 😊



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QUESTIONS?

Please feel free to contact me after today's session with any further questions or comments



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