



KENTUCKY BOARD OF EMERGENCY MEDICAL SERVICES

2018 Attrition Report

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2018 Attrition Report

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Sample Statistic	Description
\bar{X}	Sample Mean
\tilde{X}	Sample Median
p	The p-value is the level of marginal significance within a chi-square (X^2) test. The chi-square test for independence is used to determine the statistical significance between two categorical variables; determining correlation.

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Introduction

BACKGROUND

To better understand provider turnover and to conduct provider retention efforts, the Kentucky Board of Emergency Medical Services began studying EMS attrition with the first annual Kentucky EMS Attrition Report in 2016. In 2018, Kentucky EMS provider attrition was the lowest it's been in 4 years, accounting for only 13% of providers.

Kentucky EMS Provider Attrition Rates

2015	16%
2016	21%
2017	14%
2018	13%

PURPOSE STATEMENT

This report presents the findings of the KBEMS' 2018 Attrition Survey and the 2019 Agency/TEI Employee Statistics Survey. The primary objective of this report is to gain insight on the trends and determining factors that contribute to Kentucky EMS employee attrition while also investigating entry level pay for EMS personnel throughout the commonwealth.

METHODS

KBEMS' 2018 Attrition Survey: In 2019, the Kentucky Board of Emergency Medical Services conducted a survey of EMS providers who allowed their EMS License/Certification to expire the previous year. The 21-question survey was administered to 950 previously active providers by means of email. There were 110 participants (11.57% response rate), including 84 (77%) Males and 25 (23%) Females. The survey contained several demographic questions along with a 5-point-lickert scale measuring provider perceptions and attitudes. The data was analyzed using statistical software SPSS; Chi Square Test of Independence was used to determine significant correlation between variables.

2019 Agency/TEI Employee Statistics Survey: In 2019, KBEMS collected Agency/Training and Educational Institution (TEI) data in relation to entry-level pay for EMTs, AEMTs, Paramedics, Educators, & Managerial Personnel. Participation was voluntary and all responses were anonymous. The 15 question survey was administered to 220 Agencies and 170 TEIs. The survey received 99 Agency responses (45% response rate) and 79 TEI responses (46% response rate). The data was analyzed using SPSS; descriptive analysis was used to determine measures of central tendency.

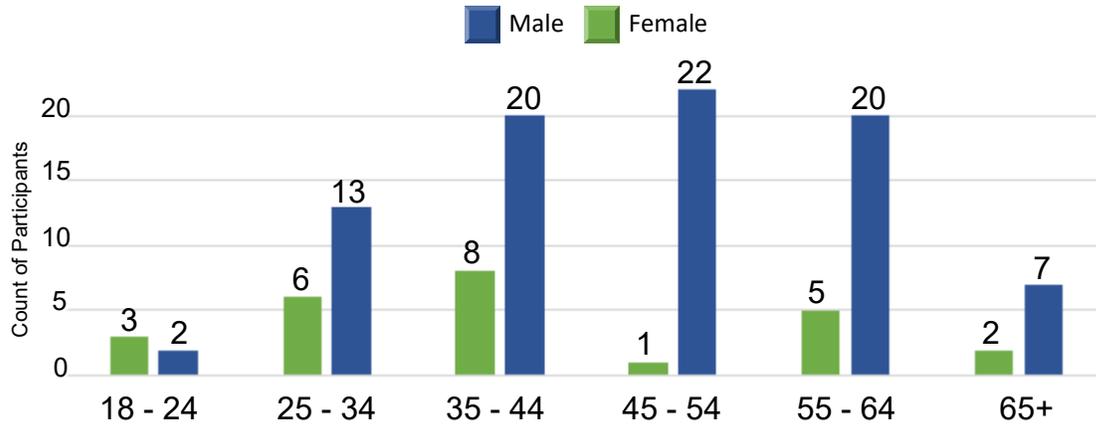
CONTACT

If you have any questions please contact KBEMS Deputy Director, Chuck O'Neal, or Data Analyst, Monica Robertson, at (859) 256-3565.

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Participant Demographics

Age Range & Gender

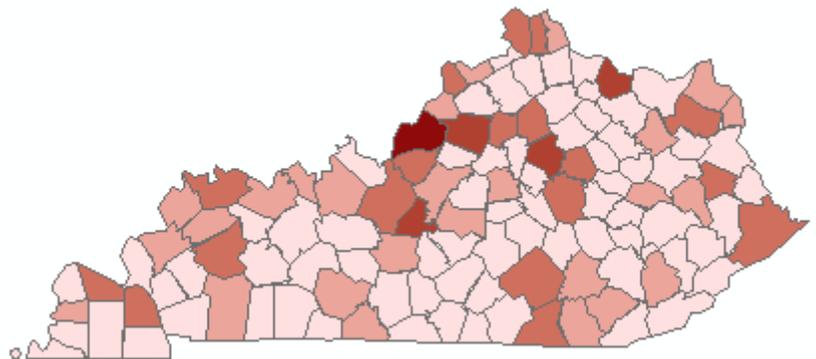


Age Range & Gender

Patient Age Range	Female		Male		Total	
	#	%	#	%	#	%
18 - 24	3	12%	2	2%	5	5%
25 - 34	6	24%	13	16%	19	17%
35 - 44	8	32%	20	24%	28	26%
45 - 54	1	4%	22	26%	23	21%
55 - 64	5	20%	20	24%	25	23%
65 +	2	8%	7	8%	9	8%
Total	25	100%	84	100%	109	100%

Residence

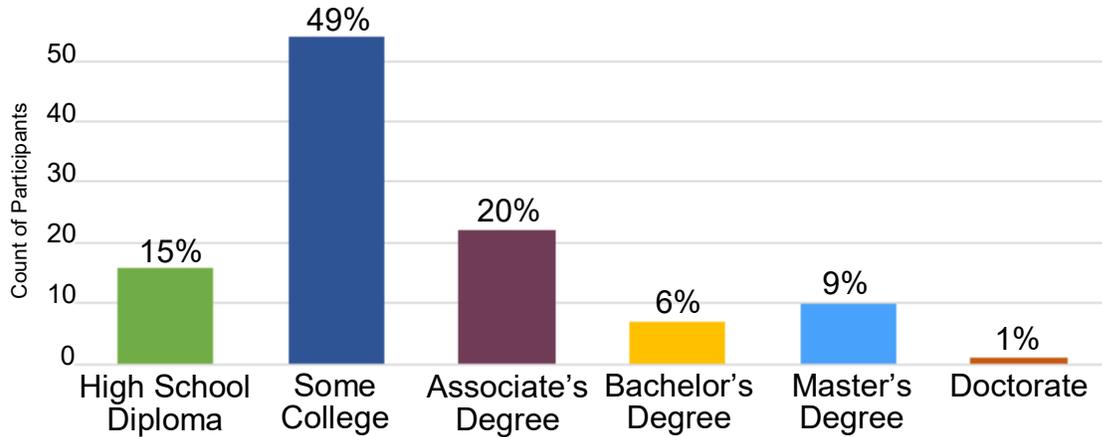
Residence	#	%
Kentucky	79	75%
Out of State	27	25%
Total	106	100%



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Participant Demographics

Education



Education	#	%
High School Diploma	16	15%
Some College; No Degree	54	49%
Associate's Degree	22	20%
Bachelor's Degree	7	6%
Master's Degree	10	9%
Doctorate	1	1%
Total	110	100%

According to the US Census Bureau: In 2016, Kentucky ranked 46th nationally for educational attainment and 26th for quality of education. Kentuckians achieved the below educational attainments:

- 87% High School Diploma
- 23% Some College Credit
- 22% Bachelor's Degree
- 9.3% Advanced College Degree

Additional Licensure/Certifications

License/Certifications	#	%
Not Maintaining License/Certification	80	76%
NREMT Only	6	6%
NREMT and Other State(s)	15	14%
Another State Only	4	4%
Total	105	100%

10% of Participants are working as an EMS provider in another state.

14% of Participants are in Active Status with NREMT.

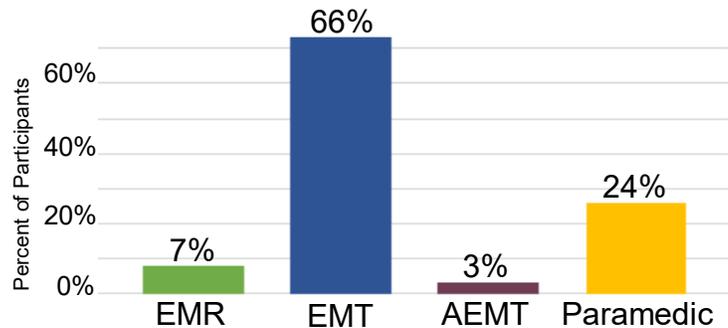
The National Registry, established in 1970 as a non-profit organization, is the Nation's Emergency Medical Services Certification organization.

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Participant EMS Background

License/Certification Level

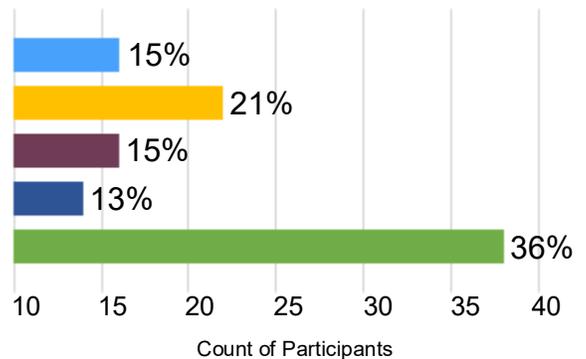
Certification/ License Level	#	%
EMR	8	7%
EMT	73	66%
AEMT	3	3%
Paramedic	26	24%
Total	110	100%



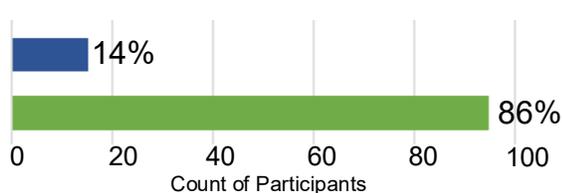
Total 2018 Licensed EMS Providers: 13,592
EMR (599), EMT (9,136), AEMT(155), & Paramedic (3,702).

Length of Service

Length of Service	#	%
1 - 3 Years	16	15%
4 - 9 Years	22	21%
10 - 15 Years	16	15%
16 - 20 Years	14	13%
21+ Years	38	36%
Total	106	100%

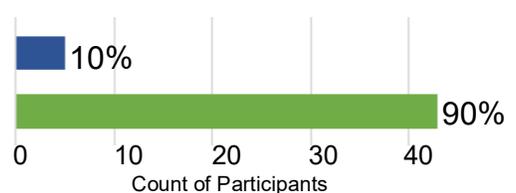


Educator/Evaluator



	#	%
Yes	15	14%
No	95	86%
Total	106	100%

Declared Disabled



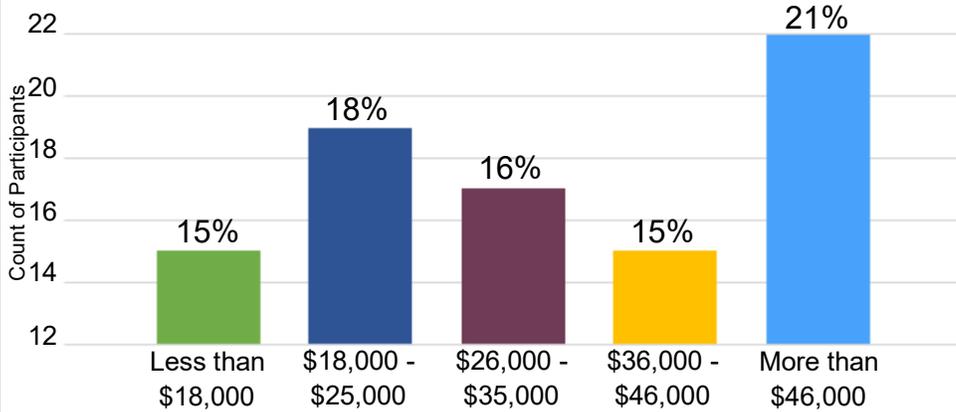
	#	%
Yes	5	10%
No	43	90%
Total	48	100%

*62 participants skipped the question due to survey logic.

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Participant Recent EMS Employment

Annual Salary



According to the US Census Bureau:
In 2017, Kentucky was the fifth poorest state with a medium household income of \$46,535 and a per capita income of \$25,888.

Annual Salary

	#	%		#	%
Less than \$18,000	15	15%	\$36,000 - \$46,000	15	15%
\$18,000 - \$25,000	19	18%	More than \$46,000	22	21%
\$26,000 - \$35,000	17	16%			
Total				88	85%

*The remaining 15%= Unpaid Volunteer: 9% (9), Did Not Work in EMS: 6% (6)

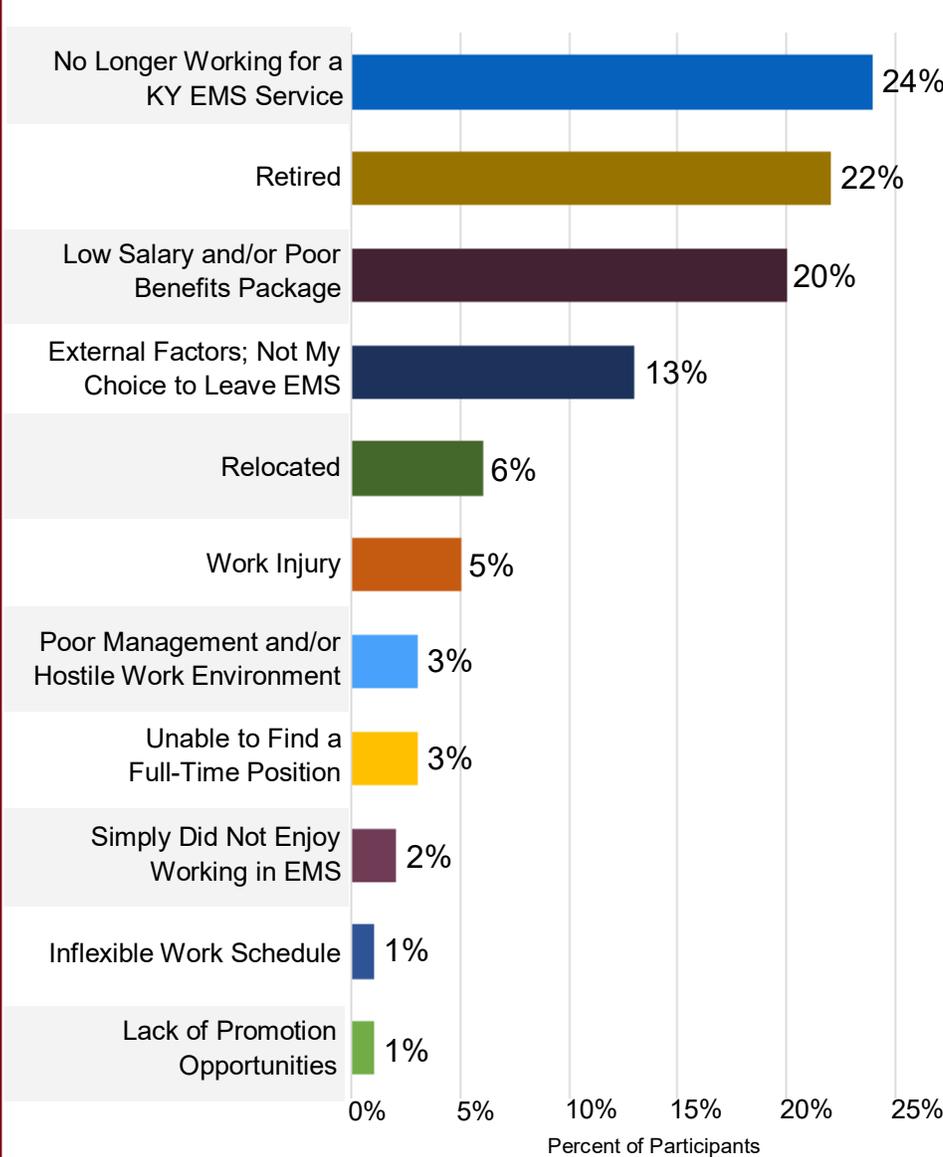
Organization Type & Schedule

	8 Hour Shift	12 Hour Shift	24/48 Hour Shift	24/72 Hour Shift	Other	Did Not Work in EMS	Total	%
Air Medical	0	1	2	0	1	0	4	4%
Fire Department	5	3	18	0	6	5	37	35%
Government, Non-Fire	1	6	10	1	5	0	23	22%
Hospital	0	6	3	0	2	0	11	10%
Private, Non-Hospital	0	11	7	2	4	0	24	23%
Did Not Work in EMS	0	0	0	0	0	7	7	6%
Total	6	27	40	3	18	12	106	100%
%	6%	25%	38%	3%	17%	11%	100%	

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Participant Next Chapter

Primary Reason for Allowing License/Certification to Expire



Previous Attrition Reports

2016	
1. Retirement	26%
2. Low Salary and/or Poor Benefits Package	24%
3. Relocated	16%
4. External Factors; Not My Choice to Leave EMS	10%
5. Poor Management and/or Hostile Workplace	10%
2017	
1. Retirement	28%
2. External Factors; Not My Choice to Leave EMS	26%
3. Relocated	14%
4. Low Salary and/or Poor Benefits Package	14%
5. Poor Management and/or Hostile Workplace	5%

Top New Career Fields Previous EMS Providers are Now Working

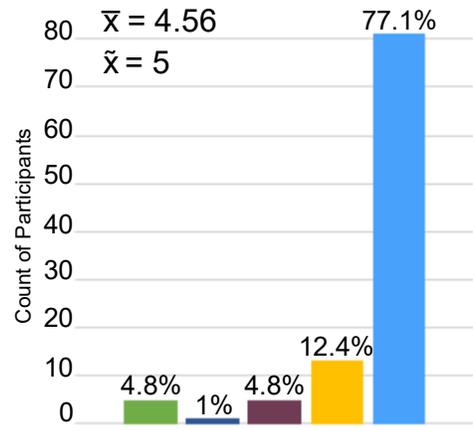
1. Health & Medicine	22%	7. Fire	5%
2. Manufacturing	14%	8. Transportation	5%
3. Self-Employed	12%	9. Homemaker	4%
4. Government	7%	10. Student; Continuing Higher Ed	4%
5. Sales	7%	11. Engineering & Computer Science	3%
6. Education & Teaching	5%	12. Finance & Insurance	3%

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Perceptions & Attitudes

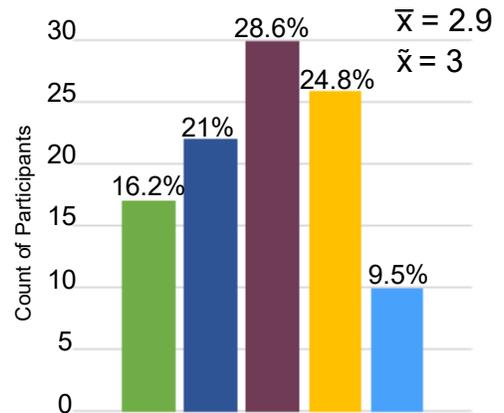
Q1: I believe that EMS providers deserve a higher annual salary.

	Frequency	Percent
Strongly Disagree	5	4.8%
Disagree	1	1%
Neutral	5	4.8%
Agree	13	12.4%
Strongly Agree	81	77.1%
Total	105	100%



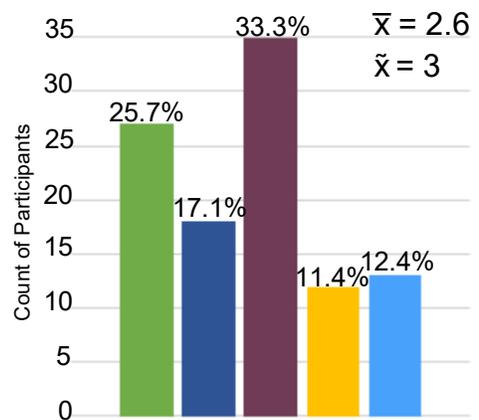
Q2: If a friend asked me, I would recommend that they take a job in EMS.

	Frequency	Percent
Strongly Disagree	17	16.2%
Disagree	22	21%
Neutral	30	28.6%
Agree	26	24.8%
Strongly Agree	10	9.5%
Total	105	100%



Q3: I will more than likely reinstate my EMS license.

	Frequency	Percent
Strongly Disagree	27	25.7%
Disagree	18	17.1%
Neutral	35	33.3%
Agree	12	11.4%
Strongly Agree	13	12.4%
Total	105	100%

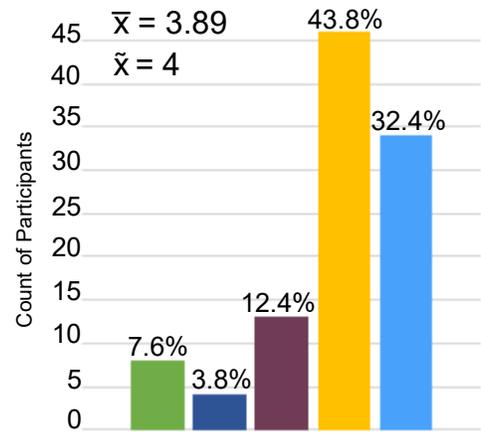


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Perceptions & Attitudes

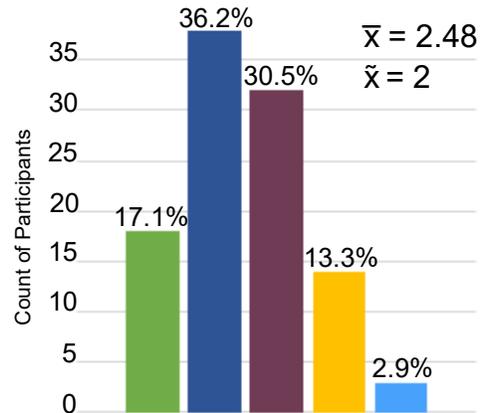
Q4: Working as an EMS provider is a rewarding and meaningful career.

	Frequency	Percent
Strongly Disagree	8	7.6%
Disagree	4	3.8%
Neutral	13	12.4%
Agree	46	43.8%
Strongly Agree	34	32.4%
Total	105	100%



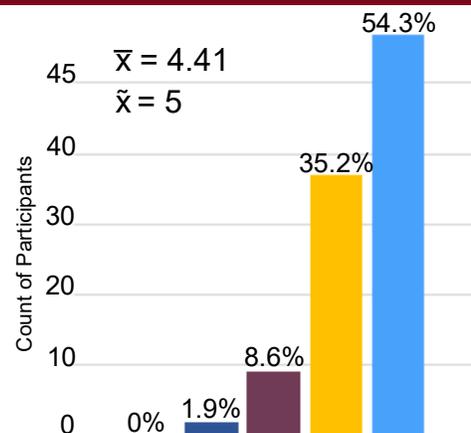
Q5: There are plenty of opportunities for advancement in the EMS field.

	Frequency	Percent
Strongly Disagree	18	17.1%
Disagree	38	36.2%
Neutral	32	30.5%
Agree	14	13.3%
Strongly Agree	3	2.9%
Total	105	100%



Q6: I believe that working as an EMS provider is highly stressful.

	Frequency	Percent
Strongly Disagree	0	0%
Disagree	2	1.9%
Neutral	9	8.6%
Agree	37	35.2%
Strongly Agree	57	54.3%
Total	105	100%

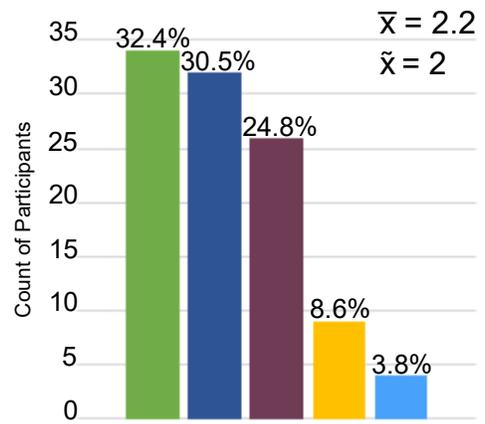


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Perceptions & Attitudes

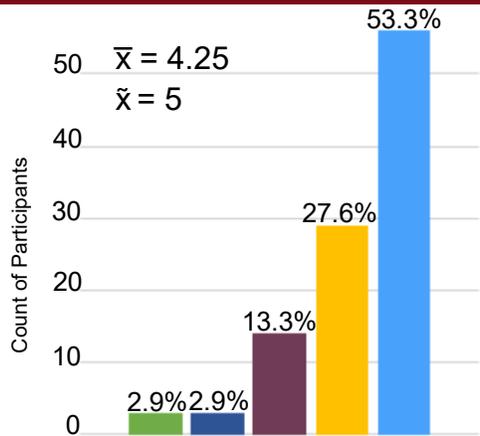
Q7: I believe that most EMS providers receive an excellent benefits package (health insurance, retirement plan, etc.)

	Frequency	Percent
Strongly Disagree	34	32.4%
Disagree	32	30.5%
Neutral	26	24.8%
Agree	9	8.6%
Strongly Agree	4	3.8%
Total	105	100%



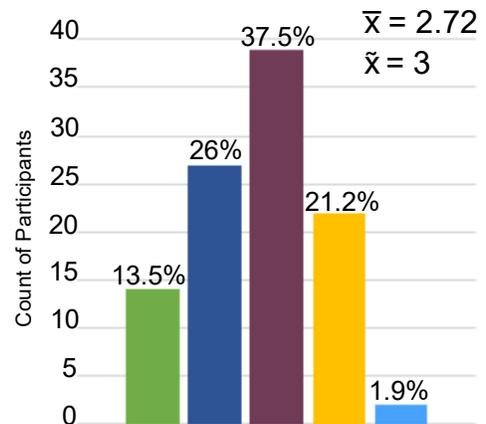
Q8: I believe that EMS providers are exposed to more personally disturbing incidents than other health care workers.

	Frequency	Percent
Strongly Disagree	3	2.9%
Disagree	3	2.9%
Neutral	14	13.3%
Agree	29	27.6%
Strongly Agree	56	53.3%
Total	105	100%



Q9: EMS providers have access to flexible work schedules.

	Frequency	Percent
Strongly Disagree	14	13.5%
Disagree	27	26%
Neutral	39	37.5%
Agree	22	21.2%
Strongly Agree	2	1.9%
Total	104	100%

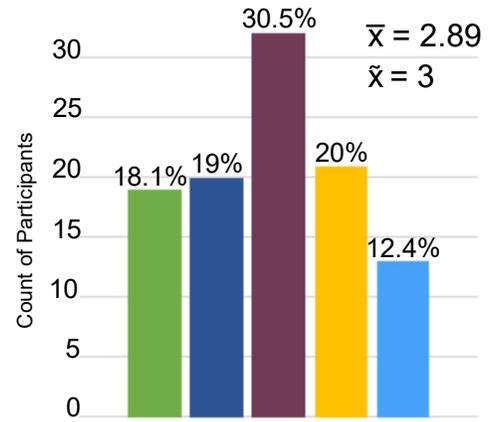


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Perceptions & Attitudes

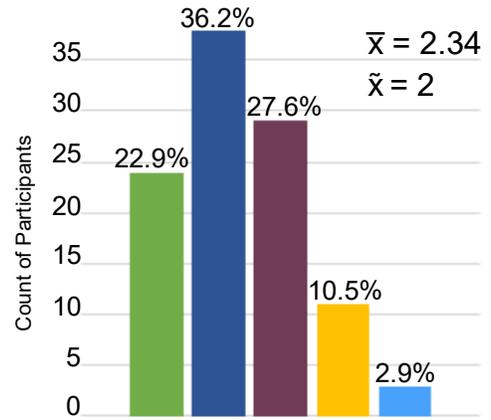
Q10: I believe that women EMS providers are treated differently than their male counterparts.

	Frequency	Percent
Strongly Disagree	19	18.1%
Disagree	20	19%
Neutral	32	30.5%
Agree	21	20%
Strongly Agree	13	12.4%
Total	105	100%



Q11: EMS providers are highly regarded in the medical field.

	Frequency	Percent
Strongly Disagree	24	22.9%
Disagree	38	36.2%
Neutral	29	27.6%
Agree	11	10.5%
Strongly Agree	3	2.9%
Total	105	100%



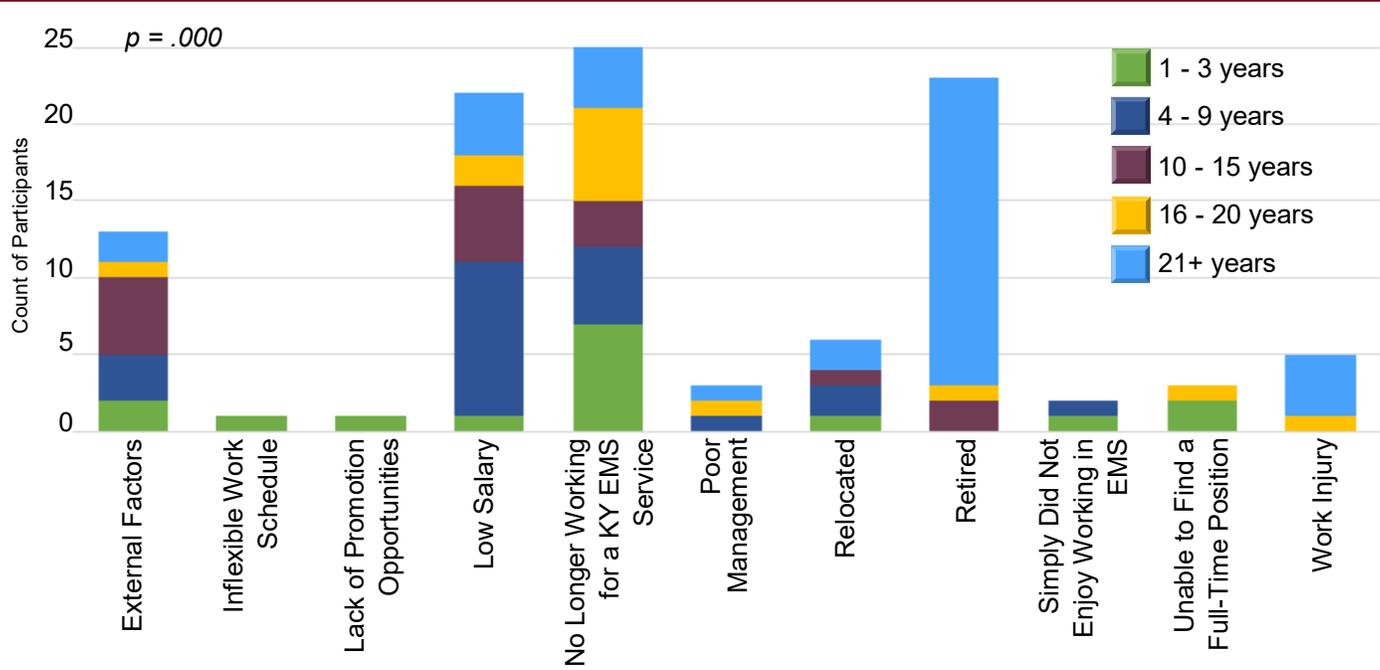
Averages for all Perception & Attitude Questions (Pages 7-10)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
Strongly Disagree	5	17	27	8	18	0	34	3	14	19	24
Disagree	1	22	18	4	38	2	32	3	27	20	38
Neutral	5	30	35	13	32	9	26	14	39	32	29
Agree	13	26	12	46	14	37	9	29	22	21	11
Strongly Agree	81	10	13	34	3	57	4	56	2	13	3
Average	4.6%	2.9%	2.6%	3.9%	2.5%	4.4%	2.2%	4.3%	2.7%	2.9%	2.3%

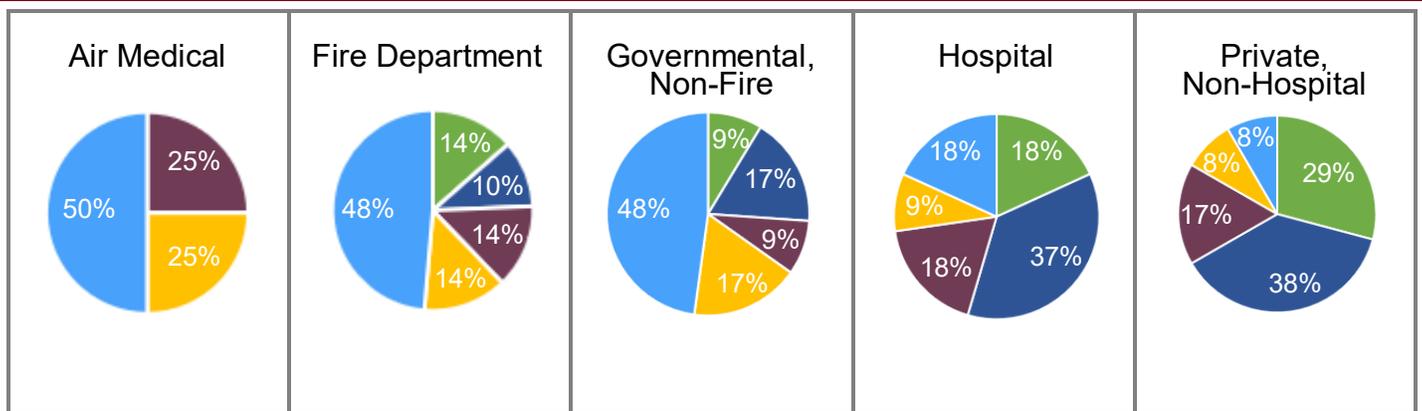
2018 Attrition Report

Significant Findings: Length of Service

Provider Length of Service & Primary Reason for Allowing License/Certification to Expire



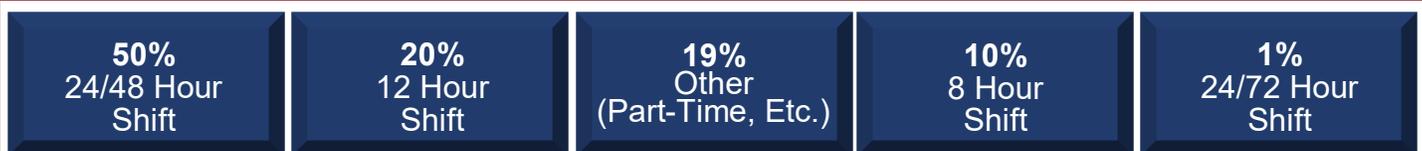
Provider Length of Service & Most Recent Organization Type



$p = .197$

■ 1 - 3 Years
 ■ 4 - 9 Years
 ■ 10 - 15 Years
 ■ 16 - 20 Years
 ■ 21+ Years

Percent of Provider's With 10 + Years of Service & Their Corresponding Shift Schedule

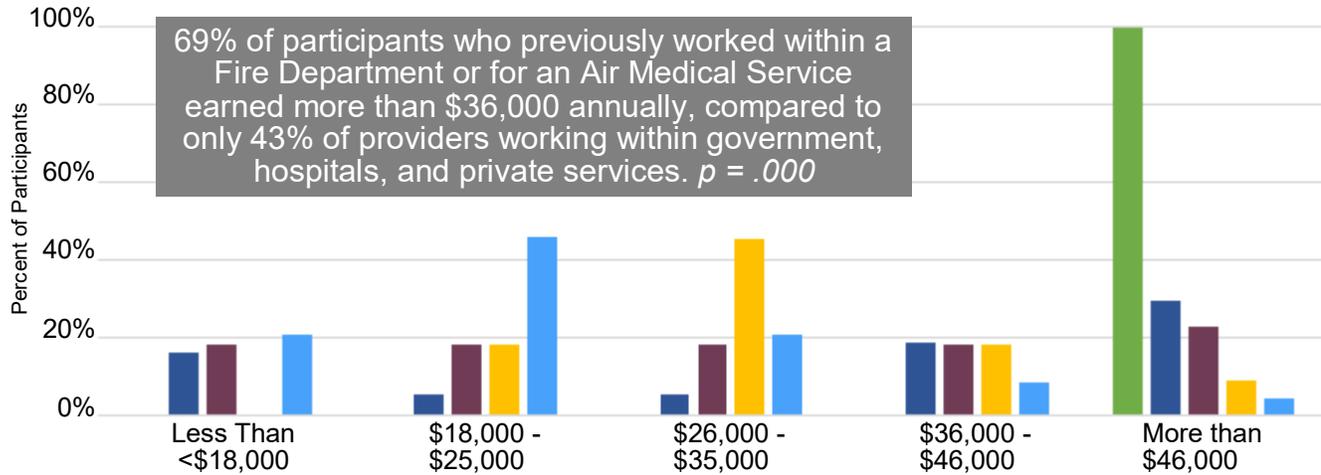


**Not including those who indicated that they 'Did Not Work in EMS'.*

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Significant Findings: Recent Employment

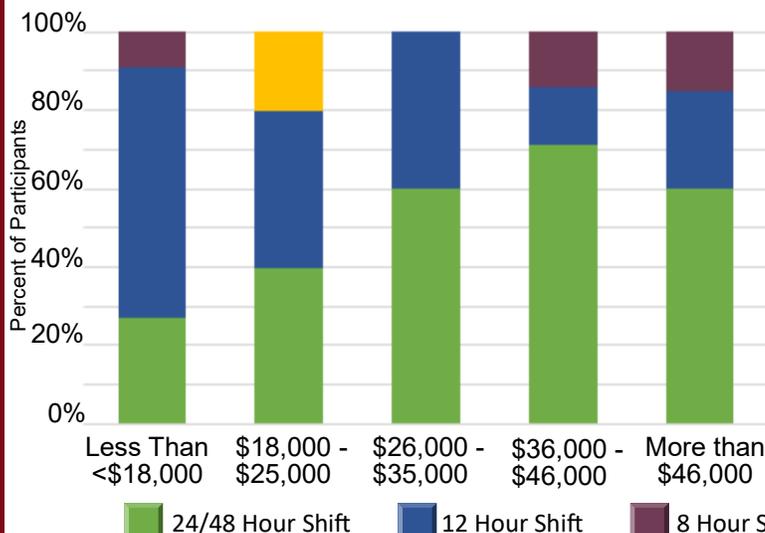
Provider Annual Salary & Most Recent Organization Type



	<\$18,000	\$18,000 - \$25,000	\$26,000 - \$35,000	\$36,000 - \$46,000	> \$46,000	Total
Air Medical	0%	0%	0%	0%	100%	100%
Fire Department	16%	5%	5%	19%	30%	75%
Governmental, Non-Fire	18%	18%	18%	18%	23%	95%
Hospital	0%	18%	45%	18%	9%	90%
Private, Non-Hospital	21%	46%	21%	8%	4%	100%

*The remaining %= Fire Department: Unpaid Volunteer 19% & Did Not Work in EMS 6%, Governmental, Non-Fire: Unpaid Volunteer 5%, Hospital: Unpaid Volunteer 10%

Provider Annual Salary & Work Schedule



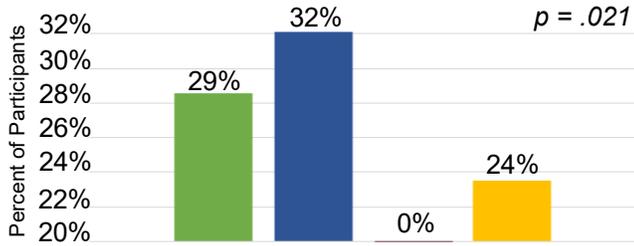
	24/48 Hour Shift	12 Hour Shift	8 Hour Shift	24/72 Hour Shift
< \$18,000	27.3%	63.6%	9.1%	0%
\$18,000 - \$25,000	40%	40%	0%	20%
\$26,000 - \$35,000	60%	40%	0%	0%
\$36,000 - \$46,000	71.4%	14.3%	14.3%	0%
> \$46,000	60%	25%	15%	0%

$p = .000$

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Significant Findings: Retirement

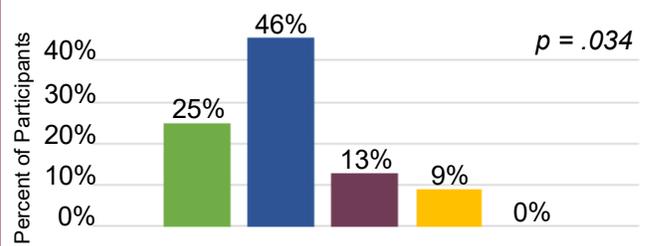
Retirement by License/Certification Level



Retired Participants			% Not Retired
Certification/License Level	#	%	
EMR	2	29%	71%
EMT	18	32%	68%
AEMT	0	0%	100%
Paramedic	4	24%	76%

*Not including providers who indicated that they 'No Longer Work For a KY EMS Service'.

Retirement by Organization Type



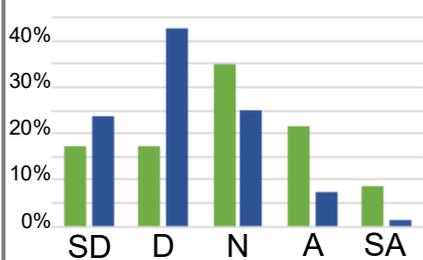
Retired Participants			% Not Retired
Organization Type	#	%	
Air Medical	1	25%	75%
Fire Department	16	46%	54%
Governmental, Non-Fire	3	13%	87%
Hospital	1	9%	91%
Private, Non-Hospital	0	0%	100%

*Not including providers who indicated that they 'No Longer Work For a KY EMS Service'.

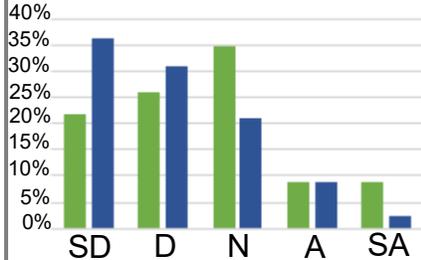
Career Satisfaction : Retired Vs. Not Retired

Strongly Disagree= SD, Disagree= D, Neutral= N, Agree= A, Strongly Agree= SA

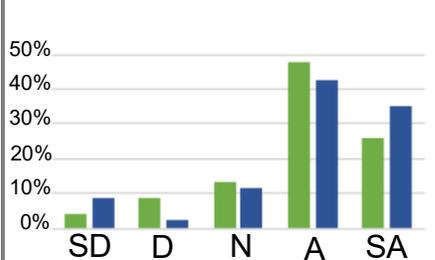
I believe that EMS providers are Highly Regarded in the medical field.



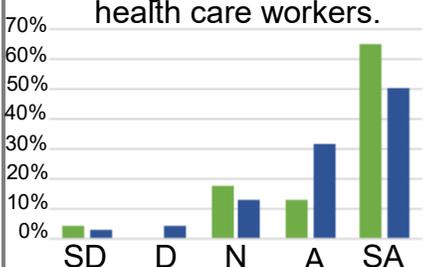
I believe that most EMS providers receive an excellent benefits package.



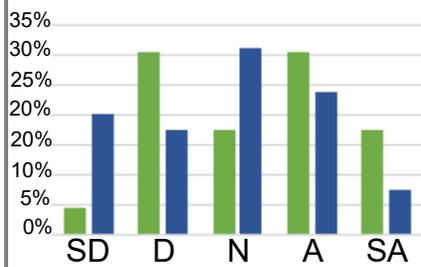
Working as an EMS provider is a rewarding and meaningful career.



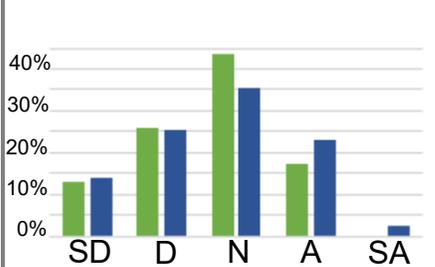
I believe that EMS providers are exposed to more personally disturbing incidents than other health care workers.



If a friend asked me, I would recommend that they take a job in EMS.



EMS providers have access to flexible work schedules.



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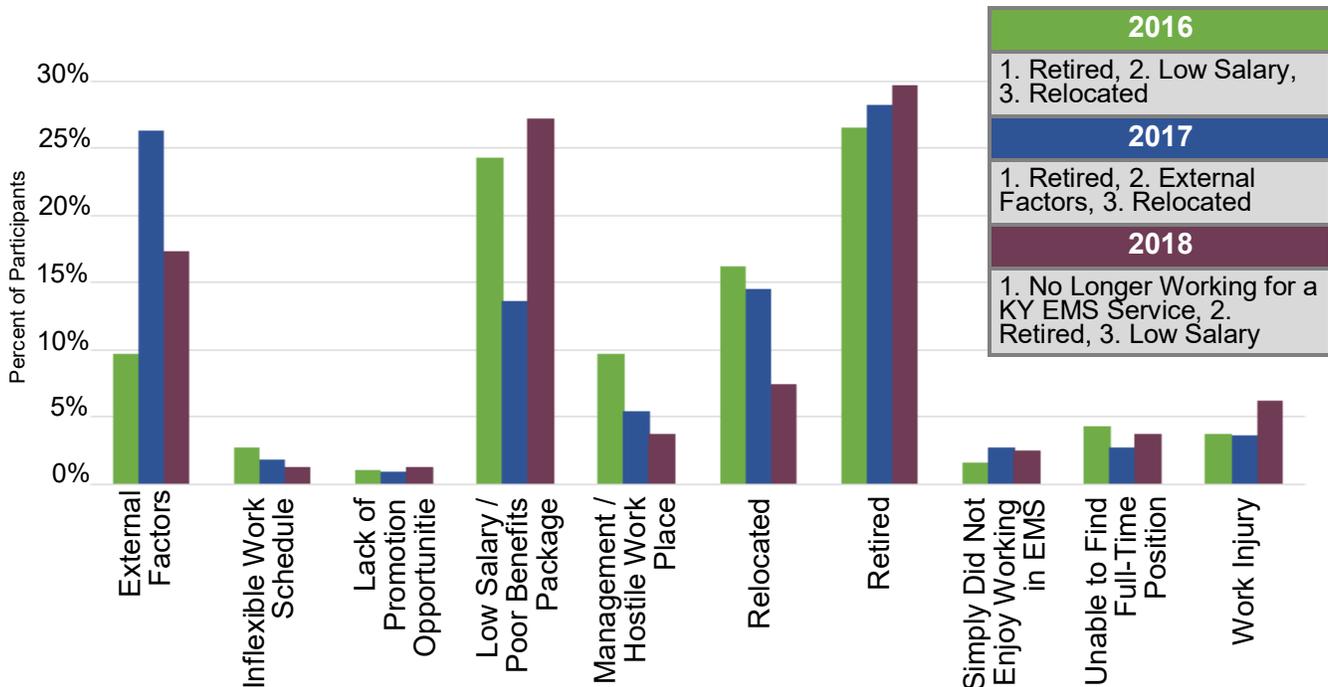
2016, 2017, Vs. 2018

2016 Attrition Rate= 21%

2017 Attrition Rate= 14%

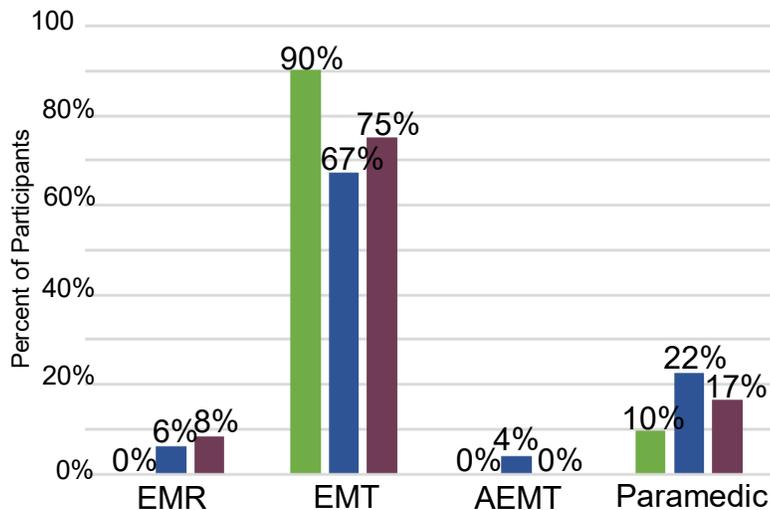
2018 Attrition Rate= 13%

Provider Annual Primary Reason for Allowing License/Certification to Expire



*Not included in the above: The 2018 survey included 'No Longer Working for a KY EMS Service' as a Primary Reason for those who might be working for an out of state agency.

Annual Provider Retirement Percentage by License/Certification Level



Annual Retirement Percentage by License/Certification Level

	2016	2017	2018
EMR	0%	6%	8%
EMT	90%	67%	75%
AEMT	0%	4%	0%
Paramedic	10%	22%	17%

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Attrition Survey Conclusion

The 2018 KBEMS Attrition Report was able to pinpoint several significant factors that attribute to employee turnover: relocation, retirement, employee compensation, & recent employment.

Relocation

25% of study participants no longer live within Kentucky. Of these participants, 44% of providers indicated that 'Relocation' was the reason for allowing their License/Certification to Expire and 18% indicated that 'They No Longer Work for a KY EMS Service'. In fact, 10% of participants indicated that they are working for an out-of-state agency. When asked their likelihood on reinstating 33% agreed that they will more than likely reinstate.

Retirement

Similar to previous years, retirement remains a leading factor of employee attrition among Kentucky EMS Providers. Not surprisingly, 83% of participants who indicated that retirement was the reason for not renewing their License/Certification earned towards the upper tier of the EMS pay scale, bringing home more that \$35,000 annually. Additional retirement indicators include: License/Certification level, employment organization type, and work schedule.

Employee Compensation

Across all demographics, majority of providers believe that EMS professionals are not compensated accurately. Only 21% of study participants earned an annual salary of more than \$46,000. In addition, a whopping 89% of participants believe that EMS providers deserve a higher salary and better benefits. When participants were asked the primary over-all reasoning for allowing their License/Certification to expire 1 in 5 noted that low salary/poor benefits package was to blame.

Recent Employment

Participant recent employment is a major determining factor of provider retention. Participants who were employed within a Fire Department (46%) are more likely to retire from EMS than their counterparts. Additionally, participants who worked a 24/48 hour shift were more than twice as likely to retire from EMS and those working an 8 hour shift are over 3 times as likely to retire from EMS.

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Agency Entry-Level Employee Statistics

The below data represents the findings of the '2019 Agency Employee Statistics Survey'. KBEMS collected agency data in relation to entry-level pay for EMTs, AEMTs, Paramedics, & managerial staff. Participation was voluntary by KY Agencies and all responses were anonymous. The survey received 99 Responses (45% Response Rate).

Provider Entry-Level Hourly Pay by License/Certification Level



EMT				AEMT				Paramedic			
\bar{x}	\tilde{x}	Max	Min	\bar{x}	\tilde{x}	Max	Min	\bar{x}	\tilde{x}	Max	Min
\$11.88	\$11.05	\$27.00	\$8.00	\$13.30	\$12.00	\$27.00	\$9.00	\$15.62	\$14.57	\$27.00	\$11.00

Agency Classification Specific Entry-Level Hourly Pay by License/Certification

Class I - Class I Ground Ambulance Services shall operate at the ALS or BLS level to provide emergency and nonemergency transportation.

	EMT	AEMT	Paramedic
Average Entry Level Hourly Pay	\$11.96	\$13.27	\$15.36

Class III - Class III ground ambulance services shall operate at the ALS level only to provide critical care, emergency or nonemergency transportation between health care facilities.

	EMT	AEMT	Paramedic
Average Entry Level Hourly Pay	\$13.36	\$13.58	\$17.75

Class VII - Class VII rotor wing air ambulance services may provide ALS emergency or nonemergency transportation. Fixed wing class VII services may provide ALS or BLS emergency or nonemergency transportation.

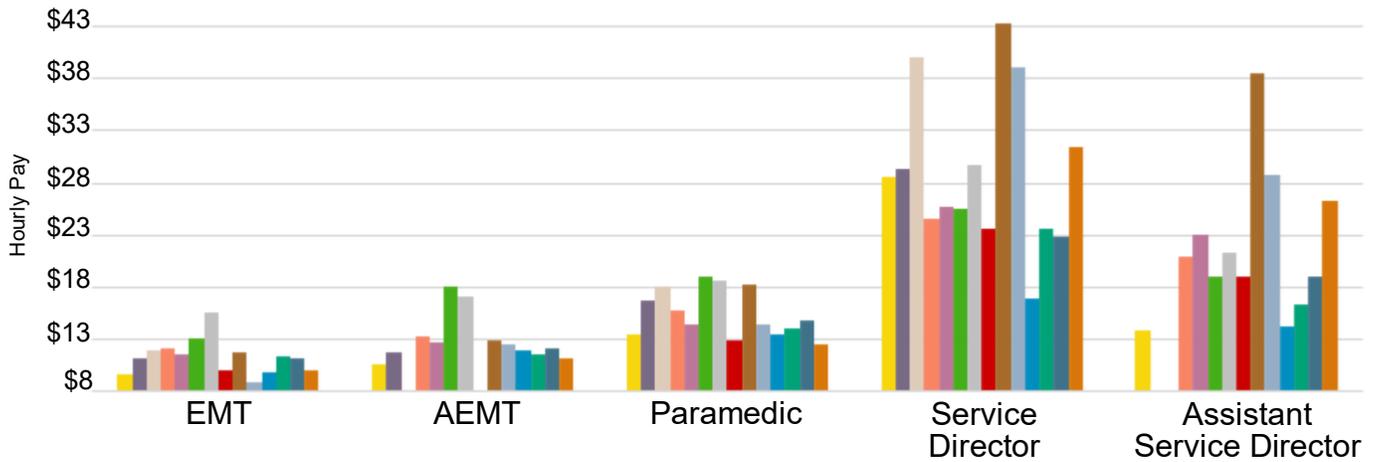
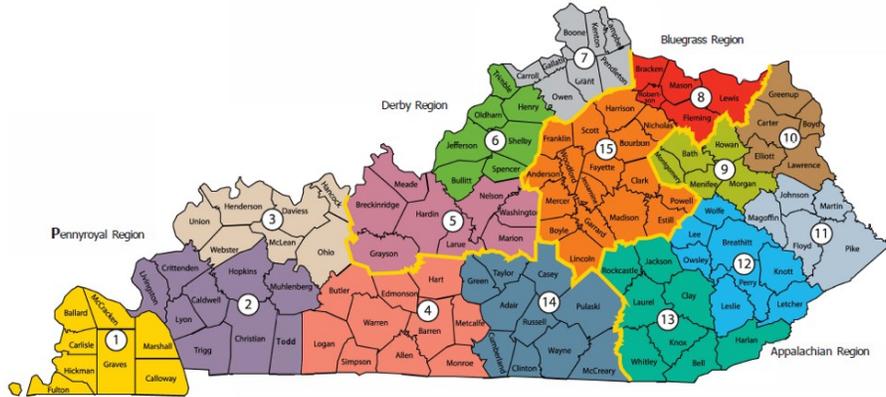
	EMT	AEMT	Paramedic
Average Entry Level Hourly Pay	NA	NA	\$22.94

*Currently no data specific to Class II, Class IV, & Class VIII have been submitted.

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Agency Entry-Level Employee Statistics

District Specific Average Entry-Level Hourly Pay by Personnel Level



District Entry-Level Pay								
	1	2	3	4	5	6	7	8
EMT	\$9.66	\$11.25	\$12.00	\$12.10	\$11.64	\$13.12	\$15.71	\$10.00
AEMT	\$10.65	\$11.75	N/A	\$13.27	\$12.73	\$18.16	\$17.21	N/A
Paramedic	\$13.58	\$16.81	\$18.18	\$15.84	\$14.39	\$19.10	\$18.60	\$13.00
Service Director	\$28.56	\$29.32	\$40.00	\$24.55	\$25.66	\$25.62	\$29.78	\$23.70
Assistant SD	\$13.83	N/A	N/A	\$21.02	\$23.00	\$19.00	\$21.30	\$19.00
	9	10	11	12	13	14	15	
EMT	N/A	\$11.73	\$9.00	\$9.84	\$11.45	\$11.22	\$10.18	
AEMT	N/A	\$13.00	\$12.50	\$12.00	\$11.66	\$12.16	\$11.20	
Paramedic	N/A	\$18.23	\$14.40	\$13.57	\$14.00	\$14.94	\$12.64	
Service Director	N/A	\$43.26	\$39.00	\$17.00	\$23.56	\$22.92	\$31.51	
Assistant SD	N/A	\$38.46	\$28.85	\$14.33	\$16.33	\$19.13	\$26.38	

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Agency Entry-Level Employee Statistics

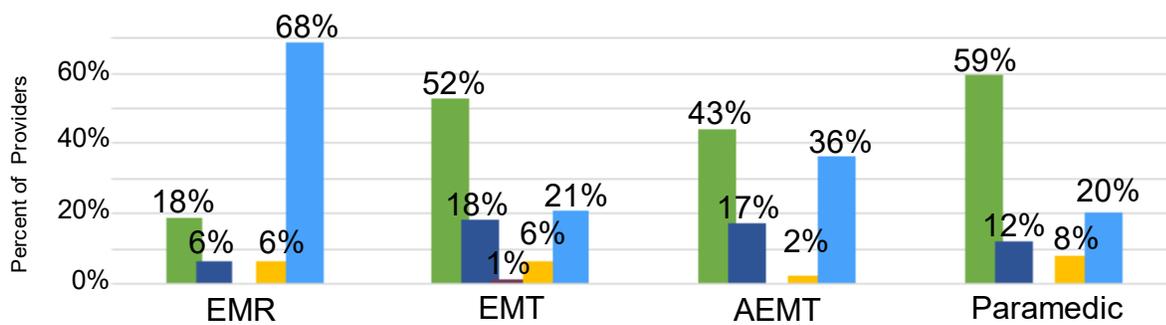
Organization Specific Entry-Level Hourly Pay by License/Certification Level



■ Private, Non-Hospital
 ■ Hospital
 ■ Fire Department
 ■ Community, Non-Profit OR Government, Non-Fire

	Private, Non-Hospital	Hospital	Fire Department	Community, Non-Profit OR Governmental, NON-Fire
EMT	\$12.65	\$13.06	13.94%	\$10.90
AEMT	\$13.75	\$12.73	16.17%	\$12.19
Paramedic	\$16.55	\$18.41	17.45%	\$14.28

Entry-Level Primary Work Schedule by License/Certification Level



	24/48 Hour	12 Hour	8 Hour	24/72 Hour	Other
EMR	18.75%	6.25%	0%	6.25%	68.75%
EMT	52.63%	18.42%	1.32%	6.56%	21.05%
AEMT	43.9%	17.07%	0%	2.44%	36.59%
Paramedic	59.46%	12.16%	0%	8.11%	20.27%

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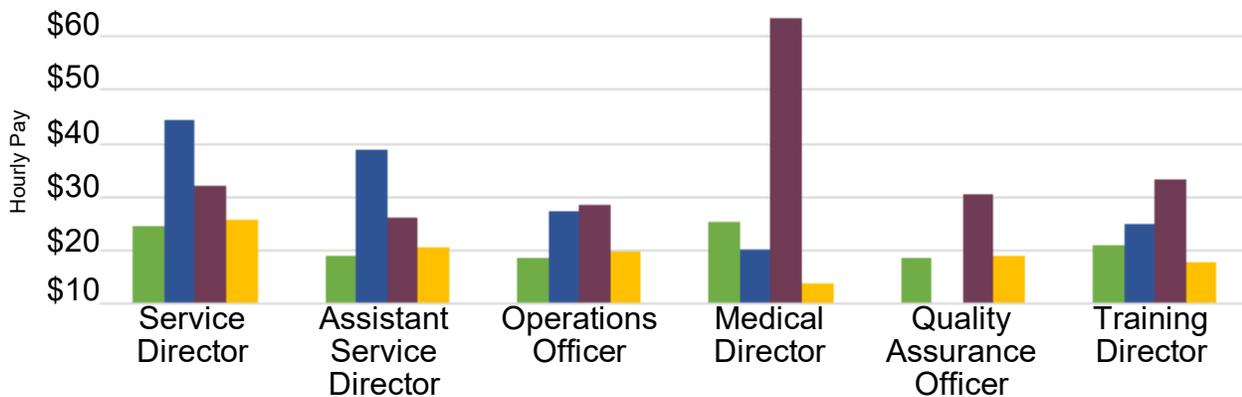
Agency Entry-Level Managerial Statistics

Agency Managerial Hourly Pay



	Average	Maximum	Minimum
Service Director	\$27.76	\$67.00	\$14.00
Assistant Service Director	\$21.42	\$47.18	\$12.00
Operations Officer	\$21.49	\$47.18	\$11.50
Medical Director	\$25.97	\$99.99	\$2.88
Quality Assurance Officer	\$20.29	\$47.18	\$11.50
Training Director	\$21.42	\$47.18	\$11.50

Organization Specific Managerial Hourly Pay



	Private, Non-Hospital	Hospital	Fire Department	Community, Non-Profit OR Governmental, NON-Fire
Service Director	\$24.72	\$44.61	\$32.04	\$25.72
Assistant Service Director	\$18.87	\$39.00	\$26.00	\$20.75
Operations Officer	\$18.64	\$27.33	\$28.45	\$19.95
Medical Director	\$25.40	\$20.00	\$63.36	\$14.00
Quality Assurance	\$18.71	N/A	\$30.39	\$19.08
Training Director	\$20.77	\$25.00	\$33.42	\$17.93

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TEI Entry-Level Employee Statistics

The below data represents the findings of the '2019 TEI Employee Statistics Survey'. KBEMS collected TEI data in relation to entry-level pay for Educators, Evaluators, & managerial staff. Participation was voluntary by KY TEIs and all responses were anonymous. The survey received 79 Responses (46% Response Rate).

Personnel Entry-Level Hourly Pay

TEI Administrator	
\bar{x}	\tilde{x}
\$23.60	\$25.00

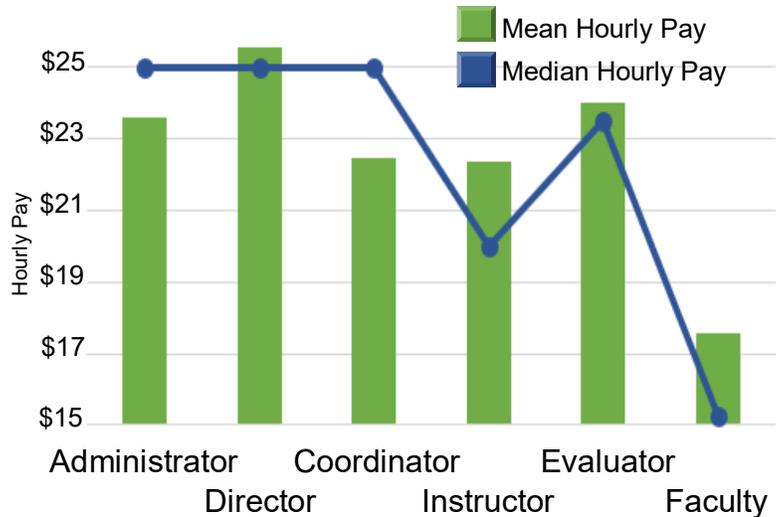
Lead Instructor	
\bar{x}	\tilde{x}
\$22.35	\$20.00

TEI Director	
\bar{x}	\tilde{x}
\$25.54	\$25.00

Evaluator	
\bar{x}	\tilde{x}
\$23.99	\$23.50

TEI Coordinator	
\bar{x}	\tilde{x}
\$22.47	\$25.00

Support Faculty	
\bar{x}	\tilde{x}
\$17.57	\$15.25



Entry-Level Hourly Pay by TEI Type

EMS-TEI 1= Certified to teach EMR.

	Administrator	Director	Coordinator	Instructor	Evaluator
Hourly Pay	N/A	N/A	N/A	\$20.00	\$25.00

EMS-TEI 2= Certified to teach EMR & EMT.

	Administrator	Director	Coordinator	Instructor	Evaluator
Hourly Pay	\$22.72	\$23.99	\$21.42	\$19.48	\$26.39

EMS-TEI 3= Certified to teach EMR, EMT, & AEMT.

	Administrator	Director	Coordinator	Instructor	Evaluator
Hourly Pay	\$21.40	\$21.93	\$20.95	\$18.95	\$24.20

EMS-TEI 4= Certified to teach EMR, EMT, AEMT, & Paramedic.

	Administrator	Director	Coordinator	Instructor	Evaluator
Hourly Pay	\$26.10	\$28.83	\$23.00	\$27.55	\$21.00

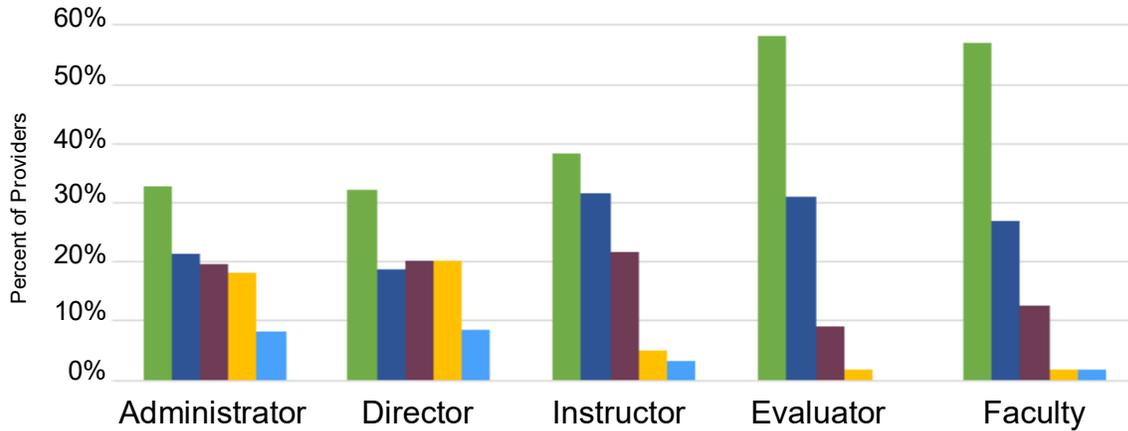
EMS-TEI CE= Certified to teach continuing education only.

	Administrator	Director	Coordinator	Instructor	Evaluator
Hourly Pay	\$26.10	\$28.83	\$23.00	\$27.55	\$21.00

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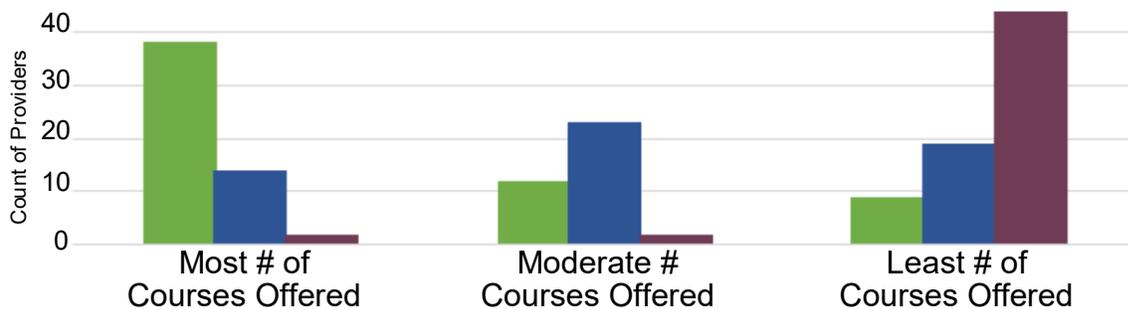
TEI Entry-Level Employee Statistics

Personnel Educational Requirements



	High School Diploma	Some College	Associate's Degree	Bachelor's Degree	Advanced Degree
Administrator	32.79%	21.31%	19.67%	18.03%	8.20%
Director	32.20%	18.64%	20.34%	20.34%	8.47%
Instructor	38.33%	31.67%	21.67%	5.0%	3.33%
Evaluator	58.18%	30.91%	9.09%	1.82%	0%
Faculty	57.14%	26.79%	12.50%	1.79%	1.79%

Course Types by Most, Moderate, & Least



	CE Courses	Initial Certification Courses	Other Allied Health Courses
Most # of Courses Offered	38	14	2
Moderate # of Courses Offered	12	23	2
Least # of Courses Offered	9	19	44



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