

Annual Report

FISCAL YEAR 2022



Mission Statement

To champion the success of the physical therapist in business.

Vision

Empowered physical therapy business leaders creating healthy communities.

10-Year Target

By 2031, we will build a community of 8,000 business leaders.

APTA Private Practice aligns with the Vision Statement of the APTA

Transforming society by optimizing movement to improve the human experience.

Our Core Values

Integrity

We've got your back!

Passion

We're committed to our profession and your success.

Innovation

We challenge ideas in a changing landscape

Collaboration

We are better together.

President's Message

Mike Horsfield, PT, MBA



Embracing accountability and measuring impact rather than output has guided our vision, led to our plan and resulted in an aspirational 10-year target

The disproportionate impact each of you have on our profession and your communities drives our mission. The combination of your therapist heart and entrepreneurial mind makes you a special subset of an amazing group of humans. APTA Private Practice is honored to be a part of your story and we are committed to helping to champion your success so you can do the same for those you serve.

Our focus these past two years have been in developing the team, infrastructure, measures and systems that will be essential in helping you succeed in a quickly evolving and increasingly complex healthcare environment. There is nothing usual about the pressures facing your businesses and so a “business as usual” association strategy is also no longer acceptable. Necessary, difficult and productive board conversations have focused on ensuring we use our limited resources to impact the issues that matter most to you. This has only been possible through our shared values of integrity, passion, innovation and collaboration that govern all our interactions.

Embracing accountability and measuring impact rather than output has guided our vision, led to our plan and resulted in an aspirational 10-year target. A future where we see 8,000 empowered business leaders working together to create healthier communities. A tomorrow where effective advocacy, enlightening education and meaningful connections make it easier for you to run your businesses and provide the care all your neighbors deserve.

Together . . . we got this!

A handwritten signature in black ink, appearing to read "Mike".

Mike

Leadership

Board of Directors

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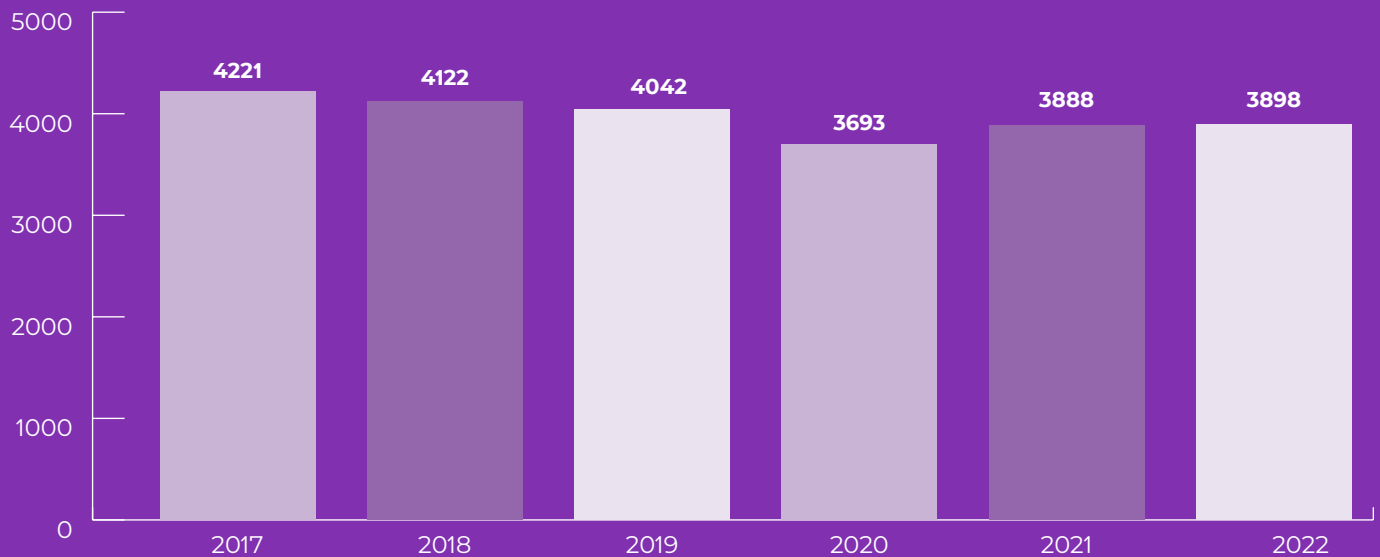
ALI SCHOOS, PT
Bellevue, WA



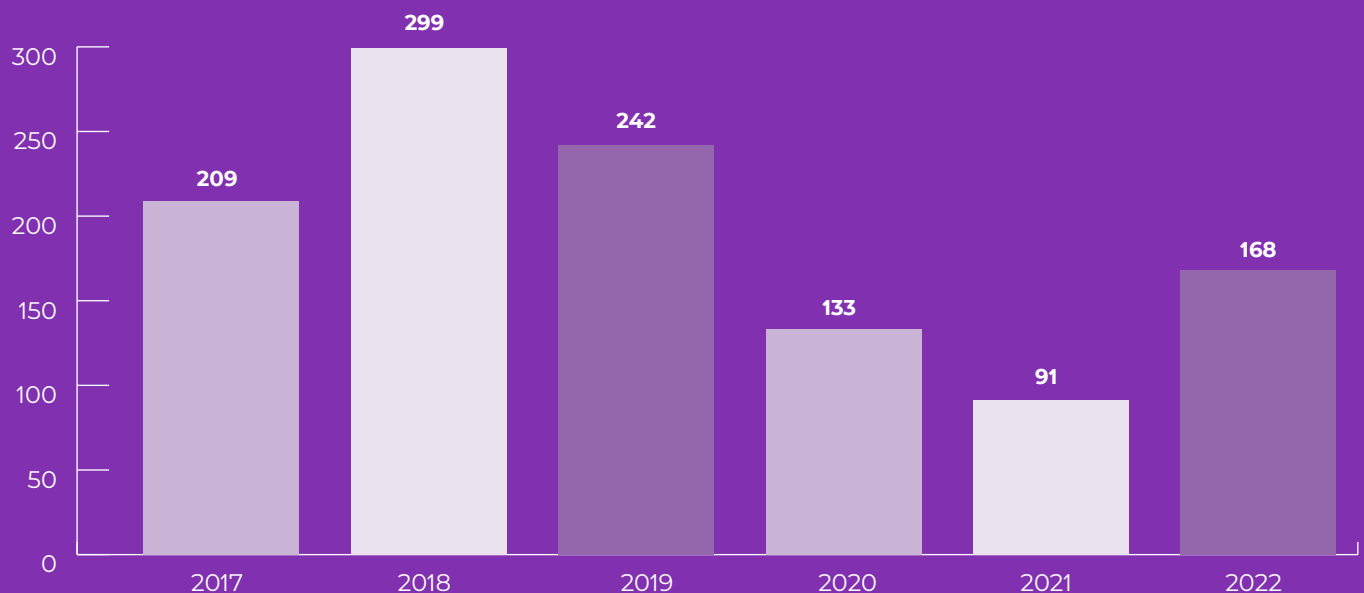
ROB WORTH, PT, DPT, MS, ATC/L
Appleton, WI

Membership

APTA Private Practice Membership



Administrators' Network Members



Section Activities

Federal Advocacy

The [Section's legislative and advocacy priorities](#) for the 117th Congress (2021 and 2022) were determined in December 2020 by the Board of Directors and the Government Affairs Committee (GAC). The Section's lobbyist uses these priorities to guide advocacy efforts on behalf of APTA Private Practice membership—through communications to Congress, the White House, and Agencies such as the Centers for Medicare and Medicaid Services (CMS). We continually remind policy makers that physical therapists should be seen **as primary care providers for neuromusculoskeletal dysfunction** and promote **the physical therapy profession as a point of entry into the medical model for movement disorders**.

Lobbying and advocacy efforts focused on the core goal of permanently mitigating Medicare payment policies that undermine the importance and value of a physical therapist and physical therapist assistant care as well as its impact on patients and their communities.

Additionally, the Section:

- » Pursued legislation to improve payment and reduce obstacles to patient care.
- » Pursued legislation and regulatory changes to reduce administrative burdens.
- » Advocated for legislative and regulatory changes to provide coverage of physical therapy via telehealth.

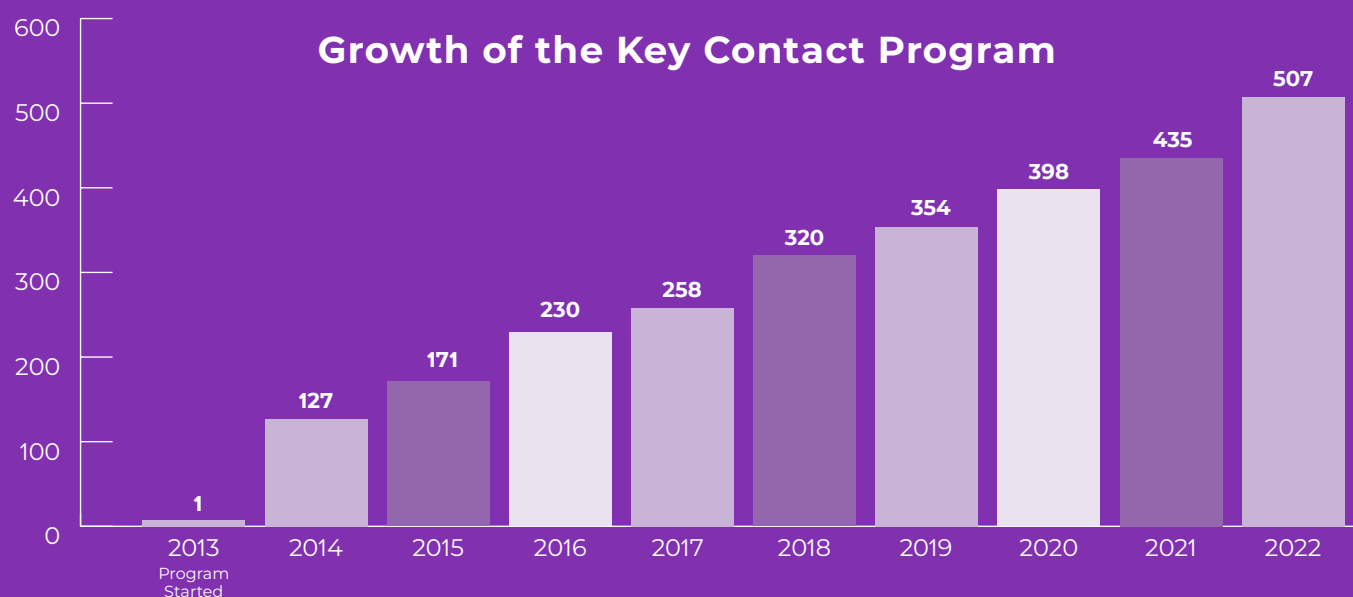
[Learn more about the specific initiatives in these areas on the Advocacy Blog.](#)



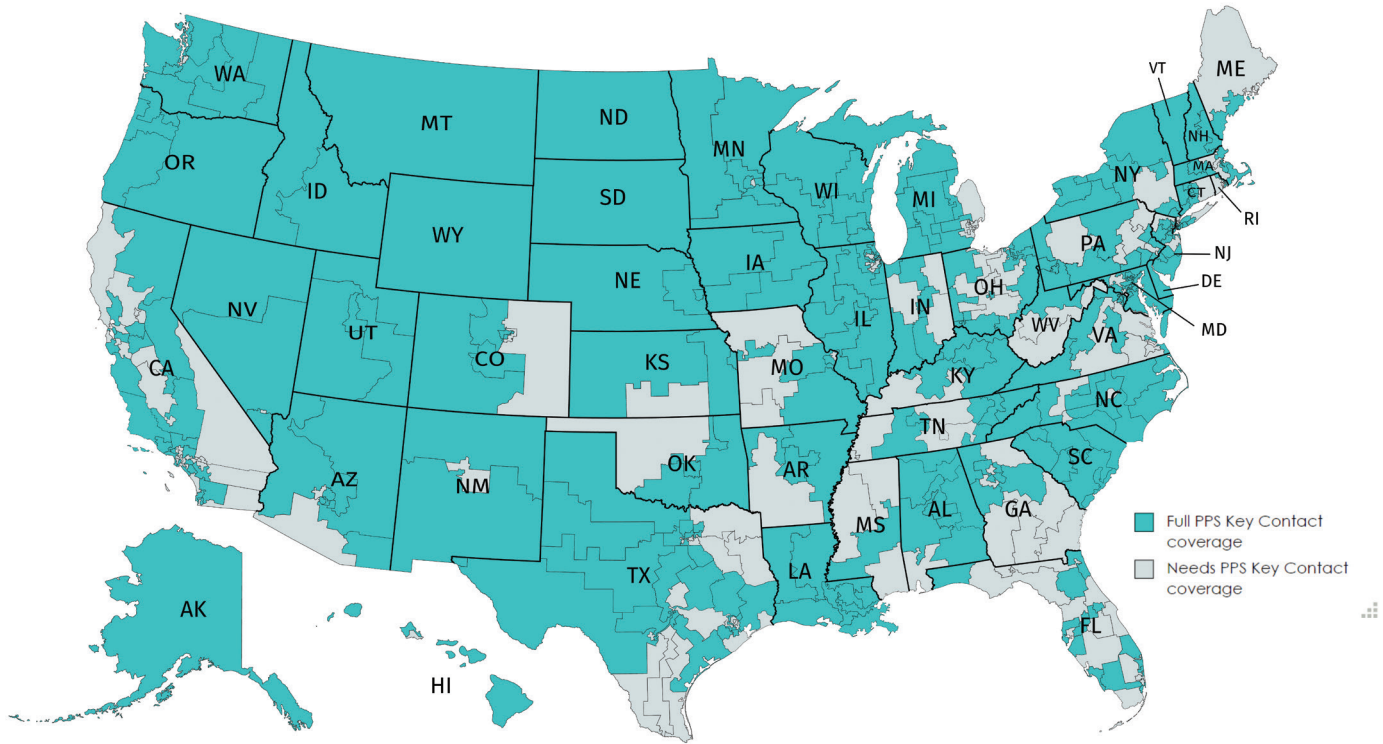


Join the Advocacy Efforts — BE A KEY CONTACT!

As constituents, business owners, and providers, APTA Private Practice members are encouraged to participate in these advocacy efforts. By June 2022, the Section had 507 Key Contacts—adding 72 since June 2021. [Join](#) the chorus of Key Contacts who are effectively educating Members of Congress about the value of physical therapy provided in a private practice setting. The most effective advocacy is that which reaches as many lawmakers as possible, then maintains the rhythm of conversation through follow-up and continued engagement. The more people a given lawmaker hears from the more likely they are to act upon the request. Follow prompts from the Section to use APTA's Action Center to write to your Members of Congress or check the [Advocacy Blog](#) for the most recent call to action. Be sure to remind lawmakers that their support for the Section's priority policies will enable you to serve your patients, support your impactful community-based business, and provide good jobs for their constituents.



House of Representatives PPS Key Contacts



Coalition Letters sent to Congress

LETTER	COALITION PARTNERS
Statement for the Record to House Energy and Commerce Subcommittee on Oversight and Investigations for the hearing entitled, "Protecting America's Seniors: Oversight of Private Sector Medicare Advantage Plans"	6
Organizations urge Congress to keep 2% Medicare sequester on hold for the rest of the Public Health Emergency	48
Organizations urge Congressional health care committees to examine potential reforms to the Medicare Physician Fee Schedule	95
Rehabilitation stakeholders urge Congressional leaders to include the Stabilizing Medicare Access to Rehabilitation and Therapy (SMART) Act (H.R. 5536) in the upcoming Continuing Resolution	11
Rehabilitation therapy organizations send a letter of support to Reps. Bobby Rush (IL) and Jason Smith (MO) thanking them for introducing the Stabilizing Medicare Access to Rehabilitation and Therapy (SMART) Act which seeks to mitigate the impact of the impending Medicare 15% payment differential for services furnished by physical therapist assistants (PTA) and occupational therapy assistants (OTA) beginning on Jan. 1, 2022.	16
Organizations urge Congressional leadership to maintain stability within the MPFS by retaining 2021's 3.75% increase to the conversion factor through at least 2022 and 2023	108

Payment Advocacy and Education

In addition to federal advocacy, APTA Private Practice works with APTA to educate payers about what their decisions mean for physical therapists in private practice. These important face-to-face discussions help iron out disagreements and keep the lines of communication open between private practice physical therapists and large private payers. Along with the Section's Senior Consultant on Payment, the **Payment Policy Committee and its four Task Forces (Value-Based Models, Utilization Management, Telehealth, and Regulations Review)** work throughout the year to advocate on these issues and to educate members on various issues related to payment, administrative simplification, and revenue maximization:

STATE PAYER ADVOCACY RESOURCE CENTER (SPARC)

A JOINT INITIATIVE BROUGHT TO YOU BY



AND



APTA and APTA Private Practice collaborated to bring you new materials to help you succeed with payer advocacy in your state. These resources will arm you with the tools you need to succeed in advocating for your patients with state-regulated payers. Watch this growing space for more resources to help with prior authorizations, utilization management hassles and telehealth.

Together we can make a difference.

[Get involved today!](#)

Top 10

Payment Policy Activities

- 1 | **Twelve** meetings with national private payers
- 2 | **Six** largest payers extend telehealth coverage for physical therapy
- 3 | **Hundreds** of payer policy changes reviewed
- 4 | **Six** Webinars on topics ranging from telehealth to the PTA differential to insurance claim appeals and reviews
- 5 | **One** MIPS Value Pathway proposal submitted to CMS
- 6 | **Five** meetings with the Centers for Medicare and Medicaid Innovation to leverage their \$10 billion funding for a PT-specific alternative payment model
- 7 | **Three** learning modules drafted to educate members regarding how to contract directly with employers
- 8 | **Hundreds** of downloads of 20+ new SPARC materials on Utilization Management, claims appeals and review, and title and term protection
- 9 | **Thirty-two** member questions answered within 24 hours
- 10 | **Four** presentations at Annual Conference attended by 200+ members

Educate

Helping Members Market Their Practices

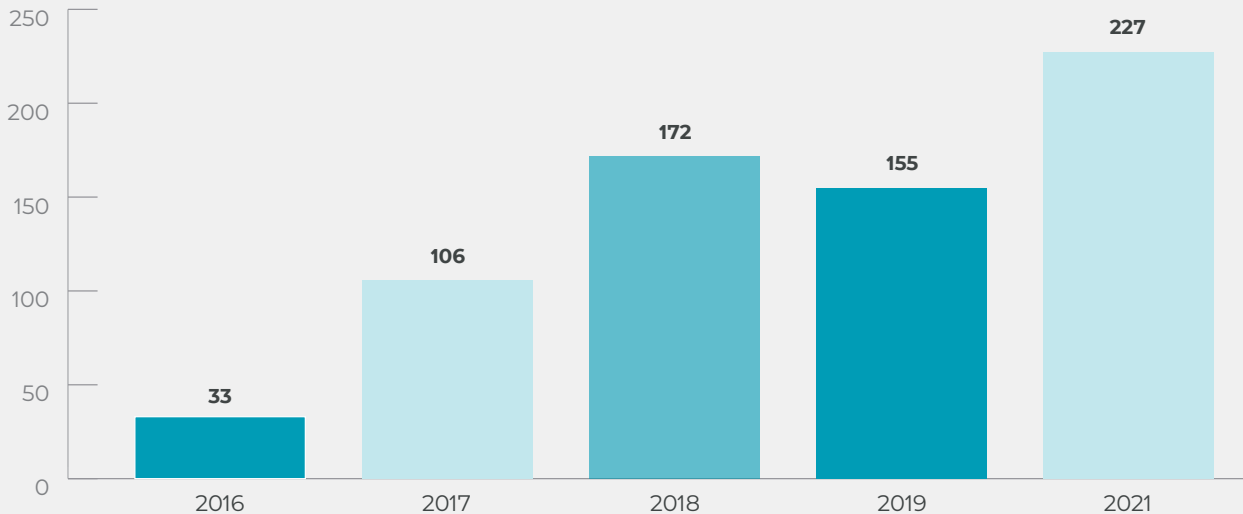
The Marketing and PR Committee strives to provide a diverse range of resources and tools to support section members.

The **Monthly Marketing Toolkit** is made up of free, ready-to-share content for marketing your physical therapy practice to your community. The toolkit features newsletter articles, press releases, and social media shareables complete with suggested text and images. The Toolkit continues to be very popular among members with over 2500 clicks on the website. Two of the most popular Toolkits were from July of 2021, *Returning to Activity After a Pandemic* and June of 2022, *Your PT Can't Do Your Exercise for You*.

KPI Benchmarking Study

Now in its 5th year, the Key Performance Indicator (KPI) study provides participants with valuable data to better assess the health of their practices. The study continues to grow year over year, with 227 participants submitting 2021 data.

KPI Participants over time



2020 Data was not collected due to variability caused by the COVID pandemic.

[Learn more and participate!](#)

Other Marketing Committee Activities:

- » Webinar - *Building Your Brand as the Provider of Choice in COVID-19 Care and Recovery*, presented by Chris Leck, Karen Litzy, Scott Wick, and Michelle Collie (10/26/2021) with 168 registered and 69 live attendees
- » *How to get the most out of your Community Events*, presented by Brian Hay (5/17/22) with 182 registered and 82 live attendees. Free to members and available on the Learning Center. <link to <https://player.vimeo.com/video/715978093>>
- » Monthly marketing article in Impact Magazine, authored by committee member Peter Decoteau.

Marketing Ideas for your Physical Therapy Practice

99 MARKETING IDEAS is a series of video vignettes designed to inspire the marketing strategies of physical therapy practices. Viewers are invited to seize this unique opportunity to listen to real physical therapists share their best marketing practices with the industry.

[Learn more!](#)

2022 *Impact* Awards

Impact is made possible by the dedicated volunteers of the Impact Editorial Board and a long list of authors who share their expertise with readers issue after issue. As such, we're pleased to announce the 2022 Impact Awards winners.

Both awards, the Editorial Board's Choice and Reader's Choice, are selected from all issues published between July 2021 and August 2022. All articles are eligible for consideration. The Reader's Choice article is determined using metrics from ppsimpact.org and the digital edition of Impact; the Editor's Choice article is voted on by members of the Impact Editorial Board.

EDITORIAL BOARD'S CHOICE

RaeAnn Thomas, PT, DPT, MS

*The Drama-Free Workplace
Reducing workplace drama starts with a foundation of psychological safety and a commitment to a gossip-free work zone*

AUGUST 2022



READER'S CHOICE

Bridgit A. Finley, PT, DPT

*5 Strategies to Retain Your Employees
The biggest challenge CEOs face after hiring top talent is retaining them*

APRIL 2022



WANT TO MAKE AN
Impact?

Impact seeks experts to share their expertise with readers on a wide range of topics, including:

- Business finance
- People and team management
- Novel business and payment models

IF YOU OR SOMEONE YOU KNOW HAS EXPERTISE TO SHARE, CONTACT EDITOR@PPSAPTA.ORG.

Education FOR BUSINESS LEADERSHIP

CORE COMPETENCIES FOR
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Education for Business Leadership

FREE RESOURCE! The Education for Business Leadership publication holds the key to core competencies for professional education. This informative guide will give you resources and objectives to master curriculum at every level.



Board of Directors addresses the membership during the Thursday morning general session

Conferences

2021 Annual Conference, Dallas, TX

1100 attendees, 162 exhibitors and sponsors, 35 educational sessions, 2 inspiring keynotes, 4 days of networking and education.

The **Annual Conference Program Work Group** continues its long history of success in presenting an outstanding program to attendees of the Section's signature educational event. The 2021 PPS Annual Conference was held in Dallas, TX, and additionally featured an online component, with 108 virtual attendees. The Work Group reviewed 100 presentation proposals to deliver programming to meet member needs. The conference also featured multiple networking events providing time for attendees to connect with colleagues, make new friends, and network with exhibitors to find solutions for their businesses.



Keynote Speaker Adam Markel

2022 APTA Combined Sections Meeting, San Antonio, TX

The **Combined Sections Meeting (CSM) Program Work Group** worked diligently over the past year to provide cutting edge educational content during the Combined Sections Meeting that reaches new prospective members and promotes business excellence in physical therapy practice management. A total of 11 APTA Private Practice sponsored sessions were offered at the 2022 CSM, along with the ever-popular workshop "Kick-Starting Your Private Practice: A Day of Interactive Consulting"

Submit a proposal for the next conference!

APTA Private Practice accepts submissions for the Annual Conference and for APTA Combined Sections Meeting. Submissions for the Annual Conference are due in January 2023, and submissions for 2024 CSM will be due in the spring of 2023.

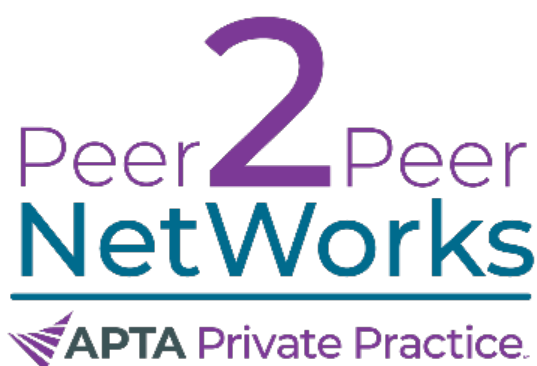
Connect

Peer2Peer NetWorks

The Peer2Peer NetWorks program, a mastermind concept, is a signature member benefit that leverages the networking strengths of APTA Private Practice. Small groups of top executives from non-competing practices come together to share best practices, discuss hot topics, establish key metric benchmarks, analyze operations, hold each other accountable, and build lasting friendships. First launched in June 2015 with an 11-member Peer2Peer pilot group, the program has grown to over 150 members who are in top leadership in their businesses.

Each group meets face-to-face at the annual Peer2Peer Summit in the spring and at the Annual Conference in the Fall. Outside of the face-to-face meetings, groups meet virtually or in person, to provide feedback and accountability for the goals established at the annual Summit and address topics that emerge throughout the year.

Networking has long been identified by members as a key benefit of APTA Private Practice membership that helps them build more successful practices. Peer2Peer NetWorks take networking to the next level through structured meetings that focus on each member's individual success.



Leadership and Recognition

The **Nominating Committee** presented a slate of outstanding candidates for the PPS Board of Directors at the 2021 Annual Conference. The **Awards Committee** selected the best of the best to receive the Section's highest honors, including the Robert G. Dicus award, the Board Service Award, the Friend of Private Practice Award, and the new Community Impact Award, awarded for the first time at the 2021 Annual Conference.



**Nominate your
colleague!**

Nominations due in May 2023

The Administrators' Network occupies a unique niche in delivering PPS membership benefits, serving as an education and networking tool for over 160 administrators of PPS members' practices.

The Network continues to remain committed to ensuring that PPS members have access to numerous resources to train their administrative staff, which is shown through the ongoing development and improvement of the Administrators Certificate program, identification of advanced courses for administrators at the Annual Conference, and other activities for practice administrators. Administrators keep informed about Section resources through quarterly newsletters, and the monthly Administrator's Edge column in *Impact* magazine.



Graham Sessions

The **Institute of Private Practice Physical Therapy** hosted the 15th Annual Graham Sessions in Tucson, AZ. Close to 150 participants attended this "think tank" style event.

Treasurer's Report

Michelle Collie PT, DPT, MS

Orthopedic Board Certified Clinical Specialist



It is essential that we are prudent in our fiscal management and oversight to ensure we have a section that can provide value to members and operate with sustainability. We are dedicated to moving forward to a position where we do not rely on investments and reserves for operations, while remaining committed to our profession and your success

In fiscal year 2022 we entered year three of a pandemic. Our Section, just like our practices, was faced with new challenges; however, due to several years of careful financial planning and wise investing, led by past treasurer Jennifer Lesko, PT, DPT, the Section weathered these challenges successfully. I am pleased to present the financial results for APTA Private Practice fiscal year 2022 (July 2021 through June 2022).

In May 2021, the Board approved a FY2022 budget with a \$753,000 deficit. This budget ensured there would be an ongoing significant investment into valuable resources for members whilst working to improve and diversify revenue streams. A healthy investment fund and reserve enabled the ongoing member services throughout the pandemic and into the recovery.

While the operating net loss ended with a favorable variance, the actual results including investing activities were less than favorable. Operating net loss was approximately \$665,000. This was an improvement of \$148,000 (18%) from a budgeted operating net loss of \$813,000. Investment activities resulted in a net loss of \$375,400. The market value of the investments as of June 30, 2022, was \$3,036,285, a decrease of \$1,125,401 or 27% from prior year. As a result, APTA Private Practice ended the year with a total net loss of about \$1,065,000.

A successful annual conference was the key factor in APTA Private Practice exceeding the budgeted total revenue for FY2022 by \$198,000 or 12%. In addition, exceptional diligence by the staff and volunteers resulted in a favorable variance in expenses of \$215,000 or 14%.

The Board is committed to *Championing the Success of the Physical Therapist in Business*. It is essential that we are prudent in our fiscal management and oversight to ensure we have a section that can provide value to members and operate with sustainability. We are dedicated to moving forward to a position where we do not rely on investments and reserves for operations, while remaining committed to our profession and your success. In a changing landscape we encourage innovation and collaboration and welcome your ideas. Afterall – we are better together.

Michelle Collie PT, DPT, MS
Treasurer
APTA Private Practice

Financials

Statement of Financial Position

as of 6/30/2022

ASSETS

CURRENT ASSETS

Cash	511,246
Accounts Receivable	64,995
Due From Institute	51,170
Prepaid Expenses	318,493
Total Current Assets	945,904

FIXED ASSETS

Your Membership Database	18,000
Accumulated Amortization	(13,500)
Total Fixed Assets	4,500

OTHER ASSETS

PIMCO	853,733
Vanguard	2,182,552
Total Other Assets	3,036,285

TOTAL ASSETS	3,986,689
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts Payable	0
Accrued Expenses	89,825
Deferred Revenue	1,287,349
Due to Institute	41,276
Total Current Liabilities	1,418,450

NET ASSETS

Net Assets Without Donor Restrictions

Undesignated Net Assets	(206,092)
Designated Net Assets (Reserve Fund)	2,774,331

Total Net Assets Without Donor Restrictions	2,568,239
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TOTAL LIABILITIES AND NET ASSETS	3,986,689
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Draft, unaudited financial statements as of October 2022

Financials

Statement of Activities

OPERATING ACTIVITIES - REVENUE

Communication	51,460
Finance	40
Partners Programs	41,750
Fulfillments	13,907
Membership	623,058
Annual Conference	1,800,022
Combined Sections Meetings	45,911
Publications	296,797
Administrators Network	8,903
Education	139,784
Total Revenue	3,021,632

OPERATING ACTIVITIES - EXPENSES

Governance	165,790
Administration	973,444
Communication	56,263
Finance	109,289
Partners Programs	11,470
Fulfillments	0
Membership	7,506
Legislative	192,742
Annual Conference	1,747,958
Combined Sections Meetings	46,516
Publications	252,670
Payment and Policy Committee	5,236
Administrators Network	10,995
Education	96,077
APTA New Centennial (2021)	10,500
Total Expenses	3,686,456
OPERATING NET INCOME (LOSS)	(664,842)

Non-Operational Items

Investment Dividends & Interest	119,380
Unrealized Gain / (Loss)	(618,866)
Realized Gain / (Loss)	124,085
Legal Aid Grants	(25,000)
Total Non-Operating Activities	(400,401)
TOTAL NET INCOME (LOSS)	(1,065,225)

Thank You

THANK YOU TO THOSE SERVING ON COMMITTEES

Annual Conference Program Work Group

Robbie Leonard, PT, DPT - Chair
Robert Babb, PT, MBA
Thomas Barba, PT
Julie Ellis PT
Brenda Grumley
Thomas Hammett, DPT
David Hunt, PT, DPT
Ron Masri, PT, DPT, ATC

Administrators' Network

Brenda Grumley - Chair
Heidi Bender
Peter Decoteau
Stephanie Kurt
Berni Willis

Awards Committee

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Mark A. Anderson, PT
Terence Brown, PT, DPT
Andrew Clarke, PT
Steven Davidson, PT

CSM Program Work Group

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Michael Connors, PT, DPT, PhD
Carrie Lamb, PT, DPT
Kate Spencer, PT, DPT

Education Committee

Thomas Carlton, PT, DPT - Chair
F. Scott Feil, PT, DPT, EdD
Ira Gorman, PT, PhD
Amy Gullledge, PT
Zainab Ibrahim, PT
Yogi Matharu, PT, DPT, MBA
Darrin Schober, PT, DPT, EdD

Finance Committee

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Chris Albanese, PT, DPT
Kevin Hulsey, PT, DPT
Jenelle Lauchman, PT, DPT
Anuj Shah, PT, MA

Government Affairs Committee

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Eileen Carter, PT, DPT, MBA
Cristina Faucheux, PT
Patrick Graham, PT, MBA
Katie Hohman, PT, DPT
Stephanie Kurt
Teresa Marko, PT, DPT, MS
Eva Norman, PT, DPT

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Heidi Bender, PT MHA
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Hope Clauhs, PT, DPT
Emily Hoertz, SPT
Lisa Mackell, PT, MPT
Jane Oeffner, PT, DPT, MBA
Michael Osler, PT, DPT
Elizabeth Plowman, PT, DPT, LMT
Matt Slimming, PT, DPT
Ingrid Sparrow, PT

Marketing and PR Committee

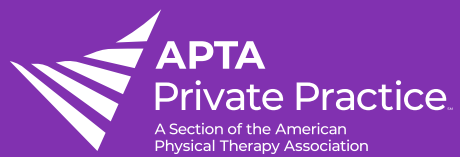
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Brian Hay, PT, DPT
Jenna Kantor, PT, DPT
Chris Leck, PT, DPT
Adrian Miranda, PT, DPT
Pamela Neuharth, PT, DPT

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Carrie Hall, PT, DPT
Kendell Jno-Finn, PT, DPT

Payment Policy Committee

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Joshua Bailey, PT, DPT
Helene Fearon, PT, FAPTA
Holly Johnson, PT, DPT
Rick Katz, PT, DPT, MA
Bill Lewis, PT, DPT
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