PPS Mission Statement
To champion the success of the physical therapist in business.

PPS aligns with the Vision Statement of the APTA
Transforming society by optimizing movement to improve the human experience.
Table of Contents

- Leadership
- Strategic Plan
- Section Activities
- Membership
- Financials
- Volunteers
Officers

MIKE HORSFIELD, PT, MBA
President | Bettendorf, IA

AMY SNYDER, PT, DPT
Vice President | Milwaukee, WI

JENNIFER LESKO, PT, DPT
Treasurer | Seattle, WA

STACEY ALBERTS, PT, MPT
Secretary | Grinnell, IA

Directors

CRAIG JOHNSON, PT, MBA
Oakdale, MN

BILL PFISTER JR., PT, DPT
Puyallup, WA

KELLY SANDERS, PT, DPT, ATC
Atascadero, CA

ALI SCHOOS, PT
Bellevue, WA

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

Like your businesses, the chaos of the past “too many” months created operational challenges and financial uncertainty for our Section. The capacity to handle crisis is dependent on prior preparation. Investments in people and process focused on purpose—essentials often transparent under ordinary conditions but illuminated in trying times. Infrastructure that strengthens under stress. Thanks to an amazing team and selfless volunteers it is my pleasure to report that your Section has not only weathered this storm but is in a better position than ever to champion your success.

The financial stewardship of past leadership is critical to this successful navigation. We were able to draw on our reserves to serve you more when you needed us most. The current Board continues to be dedicated to this level of service and fiscal responsibility. Committed to creating a budget process with sustainable operations that provides you all the resources you need today and the capital to invest in making future ownership easier.

If crisis doesn’t create character but rather reveals it—wow are we surrounded by the right cast of characters! This begins with you. Your engagement this past year was motivating. Our team’s execution was inspiring. You shared. We listened. Everyone delivered. As the fire got hotter you all got cooler. The unprecedented list of webinars, deliverables and advocacy efforts highlighted in this report are evidence of what “better together” looks like in practice.

To the prior and current Board Members, thanks for caring more than you should. To Carrie Stankiewicz (our COO), thanks for sharing your executive mind and servant heart with us. To Kat Castillo, Christen Denson, Kristen Cox, Kim Koteff, Porter Rice, Kira Jones, Jess Farrell, Sarah Black, Krista Cornew, Silvana Lamillari, Alpha Lillstrom Cheng, and Bob Hall (our amazing team)—thanks for believing in our mission and sharing your many talents with us.

To the selfless volunteers on page 21 (and countless others), thanks for providing both the perspiration and inspiration that makes this Section so special. Watching you all for a year has left me with no doubt that . . . We Got This!

Giddy Up,

Mike Horsfield, PT, MBA | President | Private Practice Section, PPS
Advocate
Promote an advantageous payment, regulatory, and business environment.

- **ECONOMICS & REGULATION**: Target and engage in opportunities to increase payment and reduce administrative burden.
- **PAYMENT MODELS**: Influence the development of innovative practice and payment models.
- **LOBBYING**: Drive legislative and regulatory change through proactive lobbying and grassroots efforts.
- **COLLABORATION**: Foster strategic alliances with key stakeholders in the business and health care communities.

Educate
Develop and deliver resources that promote business excellence across varied practice settings.

- **EXCELLENCE**: Define performance benchmarks and educate and promote best business practice to members.
- **DELIVERY CHANNELS**: Optimize education delivery through multiple channels.
- **MARKETING MATERIALS**: Develop marketing resources and materials for members to promote their practice to the consumer.

Connect
Facilitate a diverse community for members to engage and connect.

- **FORUMS**: Provide signature in-person forums to increase awareness, engagement, and collaboration.
- **LEADERSHIP**: Develop future leaders in PPS and the community of private practice physical therapists.
- **MEMBERSHIP**: Gather and use data to address members needs and support growth initiatives at all stages of practice development.
- **ENGAGEMENT**: Facilitate easy access for members to benefit from PPS’s unique resources.
Advocate

The **PPS’ 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 PPS 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 a primary care provider for neuromusculoskeletal dysfunction and promote the physical therapy profession as a point of entry into the medical model for movement disorders.

**Highlights of lobbying and advocacy efforts**

Focused on the core goal of permanently mitigating Medicare payment policies that undermine the importance and value of physical therapist and physical therapist assistant care as well as its impact on patients and their communities:

- Challenged 9% cut to Medicare reimbursement proposed by CMS
- Reduced severity of planned 9% cut to a 3.6% cut with enactment of *Consolidated Appropriations Act, 2021*
- Compelled retraction of NCCI edits that CMS reinstated in October 2020
- Successfully delayed return of Medicare’s 2% sequestration cut until December 31, 2021

Advocated for COVID-19 Public Health Emergency (PHE) legislation to provide necessary support to physical therapists as essential healthcare providers who are also small business owners; provided timely and tailored information to support you and your business as you navigated the impact of the ongoing PHE:

- **PPS State of Affairs document** updated weekly for first several months of COVID-19 pandemic, then as-needed
- **Provided and regularly updated guides** for the utilization of newly created federal programs
  - Paycheck Protection Program (PPP) loans
  - Provider Relief Funds (aka HHS Stimulus payment)
  - Economic Injury Disaster Loans (EIDL)
  - Medicare Accelerated and Advance Payment Program
  - Main Street Loan Programs
  - Employee Retention Tax Credit (ERTC)
- Legislation enacted to improve PPP program: additional funding for and extension of the PPP program (including a Second-Draw loan) through June 2021, achieved tax-deductible status of business expenses paid with forgiven PPP loan funds, and a single-form process to forgive PPP loans of $150,000 or less
- Achieved tax-free, $5000 emergency grants to businesses with fewer than 10 employees through Targeted EIDL Advance program

Pursued legislation to reduce obstacles to payment and patient care (117th Congress unless otherwise indicated):

- **Outpatient Therapy Modernization and Stabilization Act (H.R. 7154) (116th Congress)** to mitigate the 9% cut, provide permanent coverage for telehealth, and modify the plan of care signature requirement
- **Prevent Interruptions in Physical Therapy Act (S. 2612/H.R. 1611)** to expand the *locum tenens* provision of Medicare to allow physical therapists practicing all communities to hire a qualified substitute on a *per-diem* basis; this effort builds on our 2016 success of enacting a law to enable the use of *locum tenens* in rural, medically underserved, and health professional shortage areas
- **Medicare Sequester COVID Moratorium Act (H.R.315)** to hold off the Medicare sequester for the duration of the PHE; achieved reprieve until at least December 31, 2021
- **Eliminating Provider Relief Fund Tax Penalties Act (H.R.2079)** to override 2020 IRS guidance which stated provider relief fund grants are taxable as gross income
- **Medicare Patient Empowerment Act (S.826/H.R.3322)** to increase patient choice of both providers and settings for Medicare and Medicare Advantage (MA) beneficiaries; enactment of this legislation would achieve PPS’ goal of allowing physical therapists in private practice to opt-out of Medicare and privately contract with Medicare patients

Pursued legislation and regulatory changes to reduce administrative burdens:

- **Improving Seniors’ Timely Access to Care Act (H.R.3173)** to reduce administrative burden by requiring a streamlined and standardized process by which MA plans use prior authorization
- **Submitted recommendations to Administration to remove plan of care signature requirement and replace direct supervision of PTAs with general supervision**
- Successfully shepherded permanent authorization of PTAs to perform maintenance therapy
- **Achieved regulatory change** that enabled PTs to review and verify documentation entered by others instead of re-documenting information

Advocated for legislative and regulatory changes to provide coverage of physical therapy via telehealth:

- **Expanded Telehealth Access Act (H.R.2168)** to permanently add physical therapists, PTAs, and other rehabilitation therapists to the statutory list of distant site providers that Medicare pays for telehealth
- **Achieved waivers granting coverage** for physical therapy via telehealth for duration of PHE
- **Argued to allow for general supervision of PTAs**; achieved approval to use audio/visual technologies to satisfy direct supervision requirement through the end of the year in which the PHE ends
COMMUNICATING THE SECTION’S ADVOCACY PRIORITIES TO CONGRESS

In addition to one-on-one meetings with Members of Congress and their staff, between July 2020 and June 2021, PPS joined with coalitions to send 9 advocacy letters to lawmakers:

- PPS and 35 other stakeholders call on Congress to prevent CMS from implementing drastic cuts to physical therapy (August 2020)
- PPS joins 108 other business-focused stakeholders writing to ask House and Senate Leaders to pass legislation to create a one-page form forgiveness process of PPP loans of $150,000 or less (S.4117/H.R.7777) before they adjourn for the elections at the end of the month (September 2020)
- PPS pleased that 229 Members of Congress are now on record asking Speaker Pelosi and Minority Leader McCarthy to pass legislation before the end of the year in order to mitigate the 9% cut (October 2020)
- PPS and 73 other organizations write in support of H.R.8702 which would prevent the 9% cut to PT slated for January 1, 2021 (November 2020)
- PPS and 25 other organizations call on Congress to not reinstate the 2% Medicare sequestration cuts until the Public Health Emergency is over (November 2020)
- PPS is one of 43 organizations calling on Congress to delay the return of the 2% Medicare sequester until after the Public Health Emergency (February 2021)
- PPS and 74 other stakeholders thank Representatives for reducing Medicare cuts in 2020, while arguing for additional relief (February 2021)
- PPS and 48 other stakeholder organizations urge Congress to extend the 2% Medicare sequester moratorium and waive PAY-GO requirements to protect Medicare (March 2021)
- PPS recruits Members of Congress to advocate for CMS to change PTA supervision changes and exempt rural practices from PTA differential (May 2021)
COMMUNICATING THE SECTION’S ADVOCACY PRIORITIES TO REGULATORY AGENCIES

All official advocacy and comment letters filed are posted on PPS’ advocacy page. On behalf of the membership PPS submitted 6 advocacy letters to the Centers for Medicare and Medicaid Services (CMS) at the Department of Health and Human Services:

- PPS pushes back on CCI edits requesting they be deleted entirely or at least delayed until the end of the public health emergency (September 2020)
- PPS Comments on CY2021 Medicare Physician Fee Schedule, including challenging 9% cuts, NCCI edits, and administrative burdens, while encouraging permanent coverage of physical therapists providing care via telehealth (October 2020)
- PPS and 46 other groups representing 1.4 million physician and non-physician providers send a letter to CMS challenging drastic cuts to reimbursement (October 2020)
- PPS cites Public Health Emergency as reason for CMS to reverse course and remove NCCI edits imposed on October 1, 2020 (October 2020)
- PPS requests review of reinstated NCCI edits in light of extended Public Health Emergency (October 2020)
- Prior Authorizations Regulation Comment Letter (January 2021)

Join the Advocacy Effort!

PPS members as constituents, business owners, and providers are encouraged to participate in these advocacy efforts. By June 2021, PPS had 435 Key Contacts dedicated to educating Members of Congress about the value of physical therapy provided in a private practice setting. Join the chorus! 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 PPS 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 them 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.

| 9 coalition letters |
| 635 partnerships with other stakeholders |
| 6 letters to CMS |
| 435 Key Contacts |

Growth of the Key Contact Program

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAM STARTED</td>
<td>127</td>
<td>171</td>
<td>230</td>
<td>258</td>
<td>320</td>
<td>354</td>
<td>398</td>
<td>435</td>
</tr>
</tbody>
</table>
Payment Advocacy and Education

Webinars
The Payment Policy Committee and its four Task Forces (Value-Based Models, Utilization Management, Telehealth, and Regulations Review) produced multiple webinars dealing with various issues related to payment, administrative simplification, and revenue maximization:

- Strategies to Advocate – How to Make Telehealth Work in your State (July 6, 2020)
- Insurance Contracts During COVID (September 14, 2020)
- Alternative Payment Models (November 9, 2020)
- CMS Final Rule Deep Dive (December 22, 2020)
- Advocacy and You (March 16, 2021)
- Fighting for Your Patients (March 22, 2021)
- Post-Pandemic Telehealth: What’s Next on the Horizon (June 17, 2021)

Engagement in New Payment Models
Payment models beyond fee for service have proliferated in the private sector as COVID paused their spread in Medicare and with other government payers. Aspects of alternative payment models that did progress with the government, however, include the creation of a low back pain cost measure, fostering the use of telehealth, and Tricare’s low back pain demonstration project.

- Active engagement with Tricare on its low back pain alternative payment model
- Low Back Pain Cost Measure Meetings (January 14, 2021; May 20, 2021)
- Meetings with Payer Business Group on Health, ERISA Industry Committee to discuss direct to employer payment models
- Work with FOTO to gauge success of telehealth growth in PT

Review and Analysis of Published Payer Policies
In FY 2021, PPS invested in an online service that crawls the web to uncover payer policies across the country. Each business day, Policy Reporter produces a report for PPS staff review that highlights and links to every updated policy for hundreds of state-based and national payers for any change to physical therapy or telehealth policy. Over the course of the first six months of 2021 alone, PPS staff reviewed 485 payer policies.

Direct Meetings with Payers
PPS 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.

- anthem, july 28, 2020
- experian, august 13, 2020
- ash october 7, 2020
- aim november 17, 2020
- anthem, march 12, 2021
- anthem, may 12, 2021
- paahac (cigna) may 13, 2021

7 webinars
2 Annual Conference sessions
7 meetings with private payers
485 payer policies reviewed
8 Impact Magazine articles

| 7 webinars |
| 2 Annual Conference sessions |
| 7 meetings with private payers |
| 485 payer policies reviewed |
| 8 Impact Magazine articles |
Annual Conference
The PPS Annual Conference is the premier meeting for physical therapists in private practice. Sessions range from practical marketing techniques to coding courses to telehealth advocacy. This year because of the COVID pandemic, all sessions were held via webinar/videoconference, but attendance for payer advocacy sessions was still strong.

- Annual Payment and Reimbursement Update: The Payment Policy Committee runs a pre-conference for the Annual Conference that is well-attended. The Pre-Conference in 2020 provided a deep dive into the Medicare fee schedule and other hot topics in payment.
- Emerging Topic: The APM Train has Left the Station. Are you on Board? This popular session helped spread the word regarding the proliferation of alternative payment models, what APMs require, and practical steps PT private practices can use to get on the train.

Impact Magazine
Impact Magazine is the premier venue for long-form information sharing with the private practice physical therapy community. Payer policy was reflected in many articles published by Impact this fiscal year focused on advocacy, payer policies, COVID’s effect on practices, telehealth, and alternative payment models.

- Utilization Management in the COVID-19 Era (July, 2020)
- Administrative Burden and Burn-Out in the COVID-19 Era (August, 2020)
- APMs and Physical Therapy: Four Pillars for Private Insurance APMs (September, 2020)
- Gaming Out a Post-COVID PT Market (October, 2020)
- Passion Drives Advocacy (March, 2021)
- Interlocking Advocacy (May, 2021)
- One Year On (July, 2021)

Educate
During FY 2021, the Education Committee continued to work to address the knowledge needs of PPS members. New content was added to the PPS Learning Center, which is continually refined and organized to help members find relevant content. In FY2021, through the work of several committees, PPS continued to produce new webinar content, focusing on member defined hot topics.

The Business Education Leadership Task Force finalized its Leadership Curriculum and redefined focus to include not only university PT schools, but also PPS member personas to be used to increase PPS member engagement and drive retention and recruitment. The Education Committee continues to work to inform new PPS members on the resources available to them within the Section, and to maximize members’ engagement in the Section.

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 2020 PPS Annual Conference was held virtually and had over 750 attendees. The Work Group worked quickly to pivot the conference program to a virtual format to meet the needs of PPS members during nationwide travel restrictions. The 2020 conference brought in a dynamic keynote speaker, Seth Mattison. The Work Group reviewed 100 presentation proposals to deliver programming to meet member needs. The conference once again included innovative, discussion-based formats with Solution Rooms to allow attendees time to interact and learn from one another. In addition, all of the presented content was recorded, and made available post-conference to allow participants to view all program content to maximize CEU opportunities. The maximum number of CEU credits increased to 2.0.

Helping Members Market Their Practices
The Marketing and PR Committee strives to provide a diverse range of resources and tools to support PPS members.

- The Marketing Resources webpage continues to be widely accessed by members. FY2021 saw notable increases in pageviews and usage by the PPS membership.
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. Recent content focused on the TRICARE pilot, on population health and PT’s as primary Musculoskeletal providers, and on recruiting PTs and administrative staff. The monthly Marketing Toolkit page was updated to improve access and use of the toolkit, organizing each month’s content together into a package.

The marketing blog saw an 82.9% year over year increase in users. The blog post, “Imaging Can Improve Physical Therapy Treatment” was the most popular blog with 1,130 unique pageviews.

The committee uploaded 25 new marketing ideas, plus filmed, edited and released 5 COVID-specific marketing ideas.

Members can now brand FitFactor with their practice logo and track analytics. The committee continues to update and streamline the FitFactor, which has increased in popularity since the advent of COVID.

Additional marketing resources produced during the year:

- Several Marketing articles were printed through the year in Impact, including a monthly marketing column authored by committee member Peter Decoteau.
- Webinar – It’s time to Establish and Define your Role in the Community A Guide to PPS’s Marketing and PR Resources (March 9th, 2021)
- Webinar – Let’s Talk Population Health: Opening Your Mind to New Marketing Opportunities (May 25, 2021)
- 2020 Virtual Annual Conference – Spaghetti Throwing Marketing is Over

Impact Magazine

Published 11 times each year, Impact magazine remains a top-rated benefit by PPS members providing expert insights into starting and operating a private physical therapy practice. The Impact Editorial Board meets twice each year to set a strategy for the magazine and to analyze readership trends. With guidance received from Impact readership surveys and input from member satisfaction surveys and other data collected by PPS, the Editorial Board plans the annual editorial calendar and recruits new and returning authors to deliver the quality content readers have come to expect. PPS built upon the successes of the previous year by continuing outreach and engagement efforts across social media, which in turn have played an important role in driving traffic to Impact online.

In FY 2021, the digital edition saw 4,880 total issue views and nearly 69,000 page views across all issues.

Online, the most popular content centered on Medicare, practice management, marketing, and revenue diversification.

This year, Impact also announced the Impact Awards, recognizing authors with an Editors’ Choice or Readers’ Choice award as a way to thank authors and continue to engage contributors in this valuable member resource.
**2021 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. This year, we’re pleased to introduce the Impact Awards and recognize the excellence for which *Impact* content has come to be known.

Both awards, the Editorial Board’s Choice and Reader’s Choice, are selected from all issues published between July 2020 and August 2021. 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**

Sam Huey, PT, DPT  
*Becoming Relevant*  
The behaviors and actions that build strong business relationships  
April 2021

---

**READER’S CHOICE**

Nathan Risley  
*Consistency in Patient Scheduling*  
July 2020

---

**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.

---

**2021 IMPACT EDITORIAL BOARD**

Kristen Wilson, PT, DPT  
Managing Editor  
Action Potential  
West Chester, PA

Craig Phifer, PT, MHA  
Assistant Managing Editor  
Rehabilitation and Performance Institute  
Owensboro, KY

Phil Cadman, PT, DPT  
Premier Physical Therapy Services  
Cincinnati, OH

Matt Slimming, PT  
STAR Physical Therapy and STAR Fitness  
Louisiana

Ingrid Sparrow, PT  
Sound Physical Therapy  
Seattle, WA

Steve Stalzer, PT, MSPT  
Axis Sports Medicine & Martin Healthcare Advisors  
Vail, CO

Alicia Backer, PTA  
Rehab Authority  
Thief River Falls, MN

Michael Oslor, PT, DPT  
Rock Valley Physical Therapy  
Bettendorf, IA

Lisa Mackell, PT  
Newtown Square, PA

Jane Oeffner  
KEY Functional Assessments Network  
Media, PA

Hope Clauhs, SPT  
Neumann University DPT student  
West Chester, PA

**Administrators’ Network Liaison**

Kim Stamp  
IRG/ South Sound Physical & Hand Therapy  
Olympia, WA

**Board Liaison**

Bill Pfister Jr., PT, DPT  
RET Physical Therapy Group/ Meridian Physical Therapy  
Puyallup, WA
Providing Resources During a Pandemic

Formed in March 2020, the 26 members of the COVID-19 Advisory Committee provided content expertise to guide PPS staff and board members in responding to the COVID-19 pandemic and the national public health emergency. The advisory committee, along with PPS staff and consultants, reviewed and responded to regulations and information from over 9 different government agencies, synthesizing and interpreting critical information for PPS members. The COVID Advisory committee, along with the Board and other committees provided resources for:

- getting started with – and paid for – providing telehealth, including state and national telehealth payment policies, and advocacy materials;
- finding and properly using PPE, and evolving guidelines as time progressed;
- budget and cash flow modeling in a changing landscape;
- navigating the financial options of various emergency loans and grants, their tax implications and regulations, and tracking tools for compliance;
- reopening a practice after the initial shutdown;
- human resources guidance;
- managing exposure scenarios;
- vaccine information and resources;
- executive summaries for practice owners from the APTA PACER Series;
- marketing resources for connecting with your community; and
- weekly updates of the “COVID-19 State of Affairs.”

Agencies that PPS Monitored

- Centers for Medicare and Medicaid Services
- Small Business Administration
- Department of the Treasury
- Department of Labor/ OSHA
- Environmental Protection Agency
- Health and Human Services
- Centers for Disease Control and Prevention
- Internal Revenue Service

PPS Critical Resources for Managing Your Business During the Pandemic

- 100+ COVID updates
- 10+ Webinars
- 9+ government agencies
- 9 telehealth advocacy tools
- 18 Marketing videos
- 50+ Links to other resources
Connect

Year after year, PPS members report that their number one reason for attending the PPS Annual Conference is networking. In 2020, the Annual Conference brought over 750 members of the physical therapy community and stakeholders together online for 2 days of education and networking.

Following are additional highlights of PPS accomplishments toward the objective of facilitating a diverse community to engage and connect.

With the advent of the COVID pandemic, the PPS Board of Directors began a series of town-hall-style meetings with PPS members. Conducted 11 times in FY2021, PPS After Hours were a welcome connection point for members to share their struggles, questions, and ideas and opportunities with one another and with PPS leadership.

Peer2Peer NetWorks Program, a mastermind concept, is a PPS signature member benefit that leverages the networking strengths of PPS. 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 190 PPS 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 PPS Annual Conference in the Fall. This year, Peer2Peer members were able to come together in June 2021, for specific educational sessions and discussions with Peers in the same program year. The focus of these meetings has been on ensuring each group has the time and tools necessary for effective collaboration. 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 PPS 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.

Graham Sessions

The Institute of Private Practice Physical Therapy hosted the 14th Annual Graham Sessions online, through a series of What I Believe speeches, and Hot Topic Panel Discussions, conducted monthly from April to October. Over 700 registrants tuned in view the online events.

Leadership and Recognition

The Nominating Committee presented a slate of outstanding candidates for the PPS Board of Directors at the 2020 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, and the Friend of Private Practice Award. The Awards committee also announced a NEW award which will be awarded for the first time at the 2021 Annual Conference.

Introducing the Community Impact Award

Presented to a PPS member who demonstrates the core values of excellence, integrity, social responsibility, altruism and professional duty. They have developed a unique and sustainable program that positively impacts their community.

The Administrators’ Network occupies a unique niche in delivering PPS membership benefits, serving as an education and networking tool for nearly 140 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 PPS Annual Conference, and webinars specifically for practice administrators. Administrators keep informed about PPS resources through quarterly newsletters, and the monthly Administrator’s Edge column in Impact magazine. In addition, the Administrators’ Network has liaisons to the Annual Conference Program Work Group, Government Affairs Committee, Impact Editorial Board, Marketing and PR Committee, and Payment Policy Committee to ensure that the insights and skill sets of these valuable members of the PPS family are shared.
Not included in the PPS membership statistics are 91 Administrators’ Network members who are active participants in Section volunteerism, educational programming, and events.
MEMBERSHIP

PPS Administrators’ Network Members

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2014</td>
<td>65</td>
</tr>
<tr>
<td>2014-2015</td>
<td>146</td>
</tr>
<tr>
<td>2015-2016</td>
<td>171</td>
</tr>
<tr>
<td>2016-2017</td>
<td>209</td>
</tr>
<tr>
<td>2017-2018</td>
<td>299</td>
</tr>
<tr>
<td>2018-2019</td>
<td>242</td>
</tr>
<tr>
<td>2019-2020</td>
<td>133</td>
</tr>
<tr>
<td>2020-2021</td>
<td>91</td>
</tr>
</tbody>
</table>

PPS Members

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4,194</td>
</tr>
<tr>
<td>2016</td>
<td>4,119</td>
</tr>
<tr>
<td>2017</td>
<td>4,221</td>
</tr>
<tr>
<td>2018</td>
<td>4,122</td>
</tr>
<tr>
<td>2019</td>
<td>4,042</td>
</tr>
<tr>
<td>2020</td>
<td>3,693</td>
</tr>
<tr>
<td>2021</td>
<td>3,888</td>
</tr>
</tbody>
</table>

2015 | 4,194 Members
2016 | 4,119 Members
2017 | 4,221 Members
2018 | 4,122 Members
2019 | 4,042 Members
2020 | 3,693 Members
2021 | 3,888 Members

PS APTA | 2021 FISCAL YEAR ANNUAL REPORT | 15
The PPS Board is committed to investing in new programs and supporting successful existing activities specifically to drive value to members.

The Board of Directors seeks to utilize our financial resources in ways to optimize the value of membership, move the business of physical therapy in a positive direction, and run the Section responsibly and efficiently. With that said, I am pleased to report to you on the results of our Fiscal Year 2021 (July 2020 through June 2021).

Recognizing the uncertainty of budgeting during a pandemic, the Board approved a budget with conservative revenue estimates, and sought to reduce expenses across the organization where possible. PPS has maintained a healthy reserve fund over the past several years, and as a result, was able to continue to provide vital member services to you during the Pandemic.

In May 2020, the Board approved a FY2021 budget with a $1 million deficit in order to invest in valuable resources for members even while anticipating significant reductions in revenue through membership dues, meeting registration, and exhibits and sponsors. Actual results for FY2021 were more favorable than predicted, resulting in an operating net loss of approximately $500,000 (about 50% better than budgeted). The operating net loss was offset by the high performance of the investment market, so PPS ended the year with a total net income including investments of about $316,000.

In Fiscal Year 2021, PPS experienced the predicted reduced revenue in membership dues, conference registrations, and exhibits and sponsorships. However, net revenue came in at just 3.7% beneath the budgeted targets. Due to the diligence of PPS staff, leadership, and volunteers in reducing expenses where possible, our operating expenses ended the year with a favorable variance to budget of 23%.

The PPS Board is committed to investing in new programs and supporting successful existing activities specifically to drive value to members. As a section we continue to strive to use our reserves intelligently and responsibly – while remaining prepared for the next unknown financial need – and operate sustainably.

Our section is a driving force for improvement and innovation in our industry. We encourage you to share your ideas on how we can continue to effectively and responsibly use our resources towards your individual success and our collective prosperity in health care today and tomorrow.

Jennifer Lesko, PT, DPT | Treasurer | Private Practice Section, APTA
### Financials

#### Statement of Financial Position

**As of 6/30/2021**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>505,064</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>59,100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Due From Institute</td>
<td>31,365</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>246,436</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>841,965</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **FIXED ASSETS**   | 10,500  |          |          |          |          |          |          |          |
| Your Membership Database | 18,000  |          |          |          |          |          |          |          |
| Accumulated Amortization | (7,500) |          |          |          |          |          |          |          |

| **OTHER ASSETS**   | 4,161,686 |          |          |          |          |          |          |          |
| PIMCO              | 947,064  |          |          |          |          |          |          |          |
| Vanguard           | 3,214,622 |          |          |          |          |          |          |          |

| **TOTAL ASSETS**   | 5,014,151 |          |          |          |          |          |          |          |

| LIABILITIES & NET ASSETS |          |          |          |          |          |          |          |          |
| **CURRENT LIABILITIES** |          |          |          |          |          |          |          |          |
| Accounts Payable      | 12,605   |          |          |          |          |          |          |          |
| Accrued Expenses      | 111,091  |          |          |          |          |          |          |          |
| Deferred Revenue      | 1,244,989 |          |          |          |          |          |          |          |
| Due to Institute      | 12,000   |          |          |          |          |          |          |          |
| **Total Current Liabilities** | 1,380,685 |          |          |          |          |          |          |          |

| **NET ASSETS**       |          |          |          |          |          |          |          |          |
| Undesignated Net Assets | 1,291,278 |          |          |          |          |          |          |          |

| **DESIGNATED NET ASSETS** |          |          |          |          |          |          |          |          |
| Board Designated Fund   | 384,083  |          |          |          |          |          |          |          |
| Nine Month Reserve Fund | 1,958,105 |          |          |          |          |          |          |          |
| **Total Designated Net Assets** | 2,342,188 |          |          |          |          |          |          |          |

| **TOTAL LIABILITIES AND NET ASSETS** | 5,014,151 |          |          |          |          |          |          |          |
Private Practice Section
FY Statement of Activities (P&L) Comparison

OPERATING REVENUE AND EXPENSE (EXCLUDING INVESTING ACTIVITIES)

<table>
<thead>
<tr>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Expenses</td>
</tr>
<tr>
<td>$3,135,982</td>
<td>$1,479,183</td>
</tr>
<tr>
<td>$3,571,807</td>
<td>$2,028,790</td>
</tr>
</tbody>
</table>

FINANCIALS

FY Statement of Activities (P&L) Comparison

Private Practice Section

18 | PPS APTA | 2021 FISCAL YEAR ANNUAL REPORT |
# Private Practice Section
## Statement of Activities
### As of 6/30/2021

<table>
<thead>
<tr>
<th>OPERATIONAL ITEMS • REVENUES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>51,685</td>
</tr>
<tr>
<td>Finance</td>
<td>97</td>
</tr>
<tr>
<td>Partners Programs</td>
<td>21,645</td>
</tr>
<tr>
<td>Fulfillments</td>
<td>10,801</td>
</tr>
<tr>
<td>Membership</td>
<td>624,113</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>279,720</td>
</tr>
<tr>
<td>Combined Sections Meetings</td>
<td>52,569</td>
</tr>
<tr>
<td>Publications</td>
<td>330,177</td>
</tr>
<tr>
<td>Administrators Network</td>
<td>6,168</td>
</tr>
<tr>
<td>Education</td>
<td>102,208</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>1,479,183</strong></td>
</tr>
</tbody>
</table>
## Private Practice Section Statement of Activities
### As of 6/30/2021

### Operational Items • Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>54,083</td>
</tr>
<tr>
<td>Administration</td>
<td>994,834</td>
</tr>
<tr>
<td>Communication</td>
<td>53,882</td>
</tr>
<tr>
<td>Finance</td>
<td>68,191</td>
</tr>
<tr>
<td>Partners Programs</td>
<td>3,780</td>
</tr>
<tr>
<td>Membership</td>
<td>3,788</td>
</tr>
<tr>
<td>Legislative</td>
<td>181,830</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>262,632</td>
</tr>
<tr>
<td>Combined Sections Meetings</td>
<td>2,942</td>
</tr>
<tr>
<td>Publications</td>
<td>307,940</td>
</tr>
<tr>
<td>Payment and Policy Committee</td>
<td>13,750</td>
</tr>
<tr>
<td>Education</td>
<td>73,638</td>
</tr>
<tr>
<td>APTA Centennial (2021)</td>
<td>7,500</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>2,028,790</strong></td>
</tr>
<tr>
<td><strong>Sub-Total of Operational Items</strong></td>
<td><strong>(549,607)</strong></td>
</tr>
</tbody>
</table>

### Non-Operational Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Dividends &amp; Interest</td>
<td>121,405</td>
</tr>
<tr>
<td>Unrealized Gain / (Loss)</td>
<td>632,335</td>
</tr>
<tr>
<td>Realized Gain / (Loss)</td>
<td>111,453</td>
</tr>
<tr>
<td><strong>Total Net Income (Loss)</strong></td>
<td><strong>315,586</strong></td>
</tr>
</tbody>
</table>
Thank You
TO THOSE SERVING ON PPS COMMITTEES

ANNUAL CONFERENCE PROGRAM WORK GROUP
Janet Albanese, PT, MSPT, MHCA – Chair
Thomas Barba, PT
Bryan Cummings, PT
Brenda Grumley
Deborah Gulbrandson, PT, DPT
Thomas Hammett, PT, DPT
Robbie Leonard, PT, DPT
Staci Lyons, PT

ADMINISTRATORS’ NETWORK
Brenda Grumley, Chair
Peter Decoteau
Stephanie Kurt
Kim Stamp
Berni Willis

AWARDS COMMITTEE
Mark A. Anderson, PT, MPT
Kelly McFarland Lawrence, PT, DPT, Chair
Terence Brown, PT, DPT
Andrew Clarke, PT
Steven Davidson, PT

CSM PROGRAM WORK GROUP
Audrey Finer, PT, DPT, Chair
Michael Connors, PT, DPT, PhD
Kendell Jno-Finn, PT, DPT
Carrie Lamb, PT, DPT
Roy Rivera, Jr, PT, PhD, DPT, MCHES

EDUCATION COMMITTEE
Jason Sanders, PT, DPT, Chair
Thomas Carlton, PT, DPT
Ira Gorman, PT, PhD
Amy Gulledge, PT
Zainab Ibrahim, PT
Yogi Matharu, PT, DPT, MBA
Darrin Schober, PT

FINANCE COMMITTEE
Jennifer Lesko, PT, DPT, Treasurer
Chris Albanese, PT
Kevin Husley, PT, DPT
Chris Leck, PT, DPT
Anuj Shah, PT, MA

GOVERNMENT AFFAIRS COMMITTEE
Mark Reitz, PT, Chair
Eileen Carter, PT, DPT, MBA
Cristina Faucheux, PT
Patrick Graham, PT, MBA
Stephanie Kurt
Teresa Marko, PT, DPT, MS
Kristi Saylor, PT, DPT
Brad Thuringer, PTA

IMPACT EDITORIAL BOARD
Kristen Wilson, PT, DPT, Managing Editor
Craig Phifer, PT, MHA, Assistant Managing Editor
Alicia Backer, PTA
Phil Cadman, PT, DPT
Hope Clause, SPT
Emily Hoertz, SPT
Lisa Mackell, PT, MPT
Jane Oeffner, PT, DPT, MBA
Michael Osler, PT, DPT
Matt Slimming, PT, DPT
Ingrid Sparrow, PT
Steve Stalzer, PT, MSPT
Kim Stamp

MARKETING AND PR COMMITTEE
Michelle Collie, PT, DPT, MS, Chair
Stephen Albanese, PT, DPT
Peter Decoteau
Jenna Kantor, PT, DPT
Darren Rodia, PT, MS, DPT
Scott Wick

NOMINATING COMMITTEE
Stephanie Weyrauch, PT, DPT, Chair
Carrie Hall, PT, DPT
Stephen Rapposelli, PT

PAYMENT POLICY COMMITTEE
Janet Shelley, PT, DPT, Chair
Steve Chenoweth, PT
Helene Fearon, PT, FAPTA
Rick Gawenda, PT
Holly Johnson, PT, DPT
Rick Katz, PT, DPT, MA
Bill Lewis, PT, DPT
Mark Milligan, PT, DPT
Yvonne Swanson, PT, DPT
Berni Willis

PPS COVID-19 ADVISORY COMMITTEE
Board Members
Amy Snyder, PT, DPT, CHAIR
Angela Wilson Pennisi, PT, MS
Stacey Alberts, PT, MS
Craig Johnson, PT, MBA
Bill Pfister, PT, MPT
Ali Schoos, PT
Rob Worth, PT, DPT, ATC/L, MS

Committee Members
Terry Brown, PT, DPT
Michelle Collie, PT, DPT, MS
Anthony DiFilippo, PT, DPT, MEd
Cristina Faucheux, PT
Helene M. Fearon, PT
Jeanine Gunn, PT, DPT
Stacy M. Menz, PT, DPT
Michael Horsfield, PT, MBA
Robbie Leonard, PT, DPT
Stacy M. Menz, PT, DPT
Mark Milligan, PT, DPT
Jeff Ostrowski, PT
Mark Reitz, PT
Daniel Rootenberg, PT, DPT
Kelly Sanders, PT, DPT, ATC
Janet Shelley, PT, DPT
Lynn Steffes, PT, DPT
Paul Welk, PT, JD
Kristen Wilson, PT, DPT

Thank You
TO THOSE SERVING ON PPS COMMITTEES

ANNUAL CONFERENCE PROGRAM WORK GROUP
Janet Albanese, PT, MSPT, MHCA – Chair
Thomas Barba, PT
Bryan Cummings, PT
Brenda Grumley
Deborah Gulbrandson, PT, DPT
Thomas Hammett, PT, DPT
Robbie Leonard, PT, DPT
Staci Lyons, PT

ADMINISTRATORS’ NETWORK
Brenda Grumley, Chair
Peter Decoteau
Stephanie Kurt
Kim Stamp
Berni Willis

AWARDS COMMITTEE
Mark A. Anderson, PT, MPT
Kelly McFarland Lawrence, PT, DPT, Chair
Terence Brown, PT, DPT
Andrew Clarke, PT
Steven Davidson, PT

CSM PROGRAM WORK GROUP
Audrey Finer, PT, DPT, Chair
Michael Connors, PT, DPT, PhD
Kendell Jno-Finn, PT, DPT
Carrie Lamb, PT, DPT
Roy Rivera, Jr, PT, PhD, DPT, MCHES

EDUCATION COMMITTEE
Jason Sanders, PT, DPT, Chair
Thomas Carlton, PT, DPT
Ira Gorman, PT, PhD
Amy Gulledge, PT
Zainab Ibrahim, PT
Yogi Matharu, PT, DPT, MBA
Darrin Schober, PT

FINANCE COMMITTEE
Jennifer Lesko, PT, DPT, Treasurer
Chris Albanese, PT
Kevin Husley, PT, DPT
Chris Leck, PT, DPT
Anuj Shah, PT, MA

GOVERNMENT AFFAIRS COMMITTEE
Mark Reitz, PT, Chair
Eileen Carter, PT, DPT, MBA
Cristina Faucheux, PT
Patrick Graham, PT, MBA
Stephanie Kurt
Teresa Marko, PT, DPT, MS
Kristi Saylor, PT, DPT
Brad Thuringer, PTA

IMPACT EDITORIAL BOARD
Kristen Wilson, PT, DPT, Managing Editor
Craig Phifer, PT, MHA, Assistant Managing Editor
Alicia Backer, PTA
Phil Cadman, PT, DPT
Hope Clause, SPT
Emily Hoertz, SPT
Lisa Mackell, PT, MPT
Jane Oeffner, PT, DPT, MBA
Michael Osler, PT, DPT
Matt Slimming, PT, DPT
Ingrid Sparrow, PT
Steve Stalzer, PT, MSPT
Kim Stamp

MARKETING AND PR COMMITTEE
Michelle Collie, PT, DPT, MS, Chair
Stephen Albanese, PT, DPT
Peter Decoteau
Jenna Kantor, PT, DPT
Darren Rodia, PT, MS, DPT
Scott Wick

NOMINATING COMMITTEE
Stephanie Weyrauch, PT, DPT, Chair
Carrie Hall, PT, DPT
Stephen Rapposelli, PT