
Fiscal Year

2020

Annual Report



THE PRIVATE PRACTICE SECTION OF THE AMERICAN PHYSICAL THERAPY ASSOCIATION

PPS Mission Statement

Champion the success of the physical therapist in business.

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

Leadership

**Strategic
Plan**

Membership

Financials



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President's Message

I am pleased to present to you the Private Practice Section's Annual Report for FY2020 (July 1, 2019 – June 30, 2020). The Annual Report is designed to outline the key accomplishments of the Section's leadership, committees, and staff, demonstrating the value you receive as a member and bringing awareness to new services, resources, and benefits you may have missed during the year.

As I reflect on the past year, the COVID-19 pandemic manages to consume the majority of my thoughts. As I weed through the fall-out that the pandemic made us all face, I sense a welcome feeling of hope.

On September 1, 2019, PPS was officially managed by Association Headquarters. Today, PPS is fully staffed and led by our Chief Operating Officer, Carrie Stankiewicz. Carrie and her team are executing on the many initiatives designed to bring value to your membership. They have also been nimble and responsive during the COVID-19 pandemic, while making sure our business as usual continued.

PPS consultants, Lobbyist Alpha Lillstrom Cheng, JD, MA, and Senior Payment Consultant Robert Hall, JD, MPAff, have worked tirelessly on your behalf, navigating through policy that affects our livelihoods and access for our patients and clients.

PPS member, Jeff Ostrowski, stated this in a recent email to me, "The PPS handling of the COVID crisis was our finest hour. The Board's leadership was remarkable." I had to share these words from Jeff with you as I cannot find any words that provide the visual these words do. Your board members rolled up their sleeves and went to work recruiting a team of experts who all worked around the clock to provide us with accurate and up-to-date

information. Information we all needed was delivered to us, so we didn't have to search on our own as we were trying to manage the disruption from the pandemic in our personal and professional lives. Words cannot describe my personal appreciation of the sacrifices many made for the good of others. But that is exactly what being a member of PPS means. No surprise there.

The phrase "how can we do this better" has been spoken many times over the past seven months and within PPS there are a few silver linings resulting from the pandemic. The primary silver lining is the success of the COVID-19 Advisory Committee and moving this format of collaborative work from amazingly smart and passionate members to the structure of our Super Committee. There are so many more examples and not enough space to share in written word here, so keep an eye on the future and be vocal about your needs. The pandemic has proven that the strength in our section is the collaborative work of its members — something we should all be proud and thankful for.

Though we are not in person this year, I look forward to connecting with you virtually at the PPS Annual Conference. If you have any questions that arise from this report, please direct them to PPS Staff at info@ppsapta.org and they will notify one of the board members or committee chairs to answer your question.

God bless,

SANDRA NORBY, PT, DPT

President

Private Practice Section, APTA



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 practices to members.



Delivery Channels

Optimize education delivery through multiple channels.



Marketing Materials

Develop marketing resources and materials for members to promote their practices 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

Promote an advantageous payment, regulatory, and business environment

Objectives

- **Economics and 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

Lobbying

Driving legislative and regulatory change through proactive lobbying and grassroots efforts

PPS uses its Legislative and Advocacy Priorities for the 116th Congress to guide advocacy efforts on behalf of the PPS membership. These priorities have been communicated to Congress as well as to other policy makers such as the Centers for Medicare and Medicaid Services (CMS) and the White House.

- **Influence payment reform proposals and continue to fight for fair and equitable payment for physical therapists and physical therapist assistants in private practice across the healthcare continuum.** PPS filed a comment letter with CMS in opposition to the proposed cut and engaged members in grassroots advocacy, resulting in 4 letters from Members of Congress to CMS which expressed strong opposition to

and encouraged regulatory action to prevent or delay the proposed 8 [9] % cut. Between September 2019 and August 2020 and beyond, PPS and its members challenged the 8 [9] % cut via innumerable direct communications, as well as 5 coalition-based letters to Members of Congress which requested legislative action to prevent or delay the cut.

- **Continue to pursue the expansion of the locum tenens provision of Medicare to include physical therapists practicing all communities.** Responding to PPS’ urging, bill champions Rep. Ben Ray Lujan (NM-3) and Rep. Gus Bilirakis (FL-12) requested a CMS report on how many private practice physical therapists used a locum tenens as well as how many patients were ensured uninterrupted access to care as a result. Bipartisan legislation [H.R.5453](#) was introduced, with 16 co-sponsors, which would allow for nationwide application of this policy.
- **Eliminate administrative barriers for Medicare beneficiaries to optimize access to physical therapists for treatment.** Legislation introduced in the House; endorsed and gained cosponsors (14) for the [Outpatient Therapy Modernization and Stabilization Act \(H.R. 7154\)](#). PPS filed a response to CMS’ RFI re: Reducing Administrative Burden to Put Patients over Paperwork. [PPS led a joint letter](#) with APTA requesting regulatory changes to modify plan of care signature requirement, change PTA supervision from direct to general,

allow for PTAs to perform maintenance therapy, make telehealth coverage of physical therapy permanent, and prevent the 8 [9] % cut (June 2020).

- **Pursue favorable Medicare standards for supervision of assistive personnel across physical therapy settings.** [Requested](#) CMS to recognize the value and benefit of modifying the supervision requirement from direct to general supervision for physical therapist assistants in private practice settings, as such modification would better promote unrestricted, non-delayed access to therapy interventions.
- **Address and mitigate the negative effects associated with physician self-referral.** Legislation introduced in the House; endorsed and gained cosponsors for the [Promoting Integrity in Medicare Act \(H.R.2143\)](#). Sent [AIM Coalition letter](#) to House Ways & Means and House Energy & Commerce Committees asking them to take up H.R.2143. This issue was brought to Congress by PPS Key Contacts during September 2019 fly-in. PPS filed a [comment](#) on CMS proposed rule on modernizing self-referral regulations in December 2019.
- **Achieve legislation that allows physical therapists to privately contract with Medicare patients.** Legislation introduced in the Senate; endorsed and gained cosponsor for the [Medicare Patient Empowerment Act \(S.2812\)](#).



Advocate

- Achieve legislation that requires Medicare and federal health plans to provide parity for both coverage and payment for physical therapist services through telehealth.** Legislation introduced in the House; endorsed and gained cosponsors for the [Outpatient Therapy Modernization and Stabilization Act \(H.R. 7154\)](#), as well [CONNECT for Health Act \(H.R.4932/S.2741\)](#). This issue was brought to Congress by PPS Key Contacts during the September 2019 fly-in. In May 2020 President Trump issued an Executive Order entitled “Regulatory Relief to Support Economic Recovery” in which he directed federal agencies to remove regulatory barriers to economic recovery as well as identify actions taken in response to COVID-19 which would promote economic recovery if made permanent. In response, PPS joined a [rehabilitation therapy coalition letter](#) urging CMS to recommend making permanent the ability for rehabilitation therapists to provide and be reimbursed for Medicare beneficiary care provided via telehealth (June 2020).
- Advocate for standardized processes to promote administrative simplification.** Endorsed and gained cosponsors for [Paycheck Protection Small Business Forgiveness Act \(S.4117, H.R.7777\)](#) which would allow for efficient forgiveness of PPP loans of \$150,000 or less.
- Address physical therapy workforce issues including cost of education; pursue federal programs to reduce student loan burden and Support legislation that promotes the use of physical therapist services as non-pharmacological treatment options in response to the opioid crisis.** Legislation introduced in both

chambers; endorsed and gaining cosponsors for [Physical Therapy Workforce and Patient Access Act \(H.R.2802/S.970\)](#) which would authorize physical therapists to participate in the National Health Service Corps (NHSC) Loan Repayment Program. Access to this program would support recruitment of new therapists as well as improve patient access to essential physical therapy services in health professional shortage areas.

- Monitor, respond to, and participate in tax reform efforts to benefit physical therapists in private practice.** PPS initiated Action Alerts for grassroots advocacy pursuing a goal of tax-free forgiven PPP expenses to also be deductible business expenses and for the Provider Relief Funds allocated by the CARES Act to be non-taxable.

Economics and Regulation

Target and engage in opportunities to increase payment and reduce administrative burden

PPS continues to develop and promote payment resources, including a set of tools to assist members in increasing payment and reducing administrative burden:

- PPS has sent multiple individual and joint letters with APTA to payers, including 10/1/20, 6/22/20, and 3/23/20 letters.
- PPS also submitted survey information to APTA for inclusion in the AMA’s creation of CPT code 99072
- Communicating the Section’s Advocacy Priorities to Regulatory Agencies**
In FY 2020, PPS submitted eight letters to the Centers for Medicare and Medicaid Services (CMS) at the Department of Health and Human Services. All official comment letters are posted on PPS’ advocacy page.

- Regulatory and Legislative Efforts to Prevent the 9% cut to Physical Therapy**
PPS has worked to fight this cut since it arose in 2018 through letters to CMS, congressional lobbying, and grassroots advocacy through the Key Contact program and all PPS members. Details of the activities are on the [PPS website](#).

Payment Models

Influence the development of innovative practice and payment models

PPS also offers resources and activities targeting practice and payment.

- Advocate for inclusion of physical therapists as eligible providers of telehealth.
- PPS and other advocates succeeded in including PTs as eligible providers with the five largest private payers throughout the spring and summer of 2020. Multiple extensions of the deadlines for these policies were achieved, and now each of the large payers recognizes December 31, 2020, as the deadline for PTs to continue using telehealth.
- PPS staff developed and disseminated a [suite of materials](#) for PPS members to use in their interactions with payers to support telehealth reimbursement. These materials include an introductory video, talking points, a one-page “leave behind,” an annotated bibliography, an infographic, a powerpoint for PPS members to present evidence-based arguments to stakeholders, and letters for PTs to send to payers and for patients to send to payers or HR departments.
- Background, education and examples of value-based payment.



Advocate

- PPS conducted a webinar on Value-based payment and contracting with over 200 attendees 9/14/20.
- PPS staff have actively participated in AIM/Anthem meetings with APTA, as well as the ASH/PAHAC meetings.
- PPS monitors upcoming Merit-Based Incentive Payment System (MIPS) proposals specific to physical therapists, and volunteers have created a pre-conference course on MIPS criteria for delivery at the 2020 Annual Conferences.

Growing the Key Contact program at the Federal Level

PPS' Key Contact Program has expanded rapidly since its establishment in 2013. The goal of the program is to have a PPS member assigned to every Member of Congress, especially those who are in leadership or sit

on a committee of health jurisdiction (Senate Finance Committee, Senate Health Education Labor and Pensions (HELP) Committee, House Ways and Means Committee, and House Energy and Commerce Committee). Now 374 members strong, with the current roster, PPS has filled its top-tier recruitment needs for 32 states¹. Forty-four states have a PPS Key Contact for both of Senators.²

A monthly Legislative Update is sent to PPS Key Contacts and ensures that they have the most up-to-date news regarding the legislative efforts and activity on Capitol Hill. The Legislative Updates also include Advocacy Opportunities to empower and focus the energies of the grassroots network. When timely issues arise, additional advocacy alerts and updates are pushed out to either PPS Key Contacts or all PPS. In order to provide additional easy access to all members, all of these communications are also published monthly in the form of a [blog](#) on the PPS website.

In support of PPS' advocacy efforts and in order to train new PPS Key Contacts, a select group of 68 Key Contacts were sponsored by the Section to come to Washington, D.C. for a fly-in on September 23-24, 2019. Forty states were represented which covered 83 unique House districts for a total of 164 Hill meetings. New PPS Key Contacts were provided with in-depth training to give them tools and skills necessary to be strong advocates for the profession; the program also featured the expertise and mentorship of seasoned PPS Key Contacts. Key Contacts who are matched with a Member of Congress serving on a committee whose jurisdiction directly impacts PPS members were also included in the fly-in.

Members of the PPS Key Contact Subcommittee recorded 26 bite-sized training vignettes, and these are available to all PPS members wishing to learn more about advocacy.

1 This is an improvement of 8 states; the states listed in bold had their top tier needs fulfilled as result of recruitment this past year. AK, AL, **AR**, AZ, CO, IA, ID, **IN**, KS, KY, LA, **MD**, ME, MN, MT, ND, **NE**, **NJ**, NM, NV, OH, **OK**, OR, RI, **SC**, SD, TN, UT, VT, WA, **WV**, and WY.

2 A Key Contact is needed for one of the Senators in CA, ME, NC, NH, VT, and WV in order for the PPS Key Contact program to have full coverage of the U.S. Senate.



Educate

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

Objectives

- **Excellence**—Define performance benchmarks and educate and promote best business practices to members
- **Delivery**—Optimize education delivery through multiple channels
- **Marketing**—Develop consumer-ready marketing materials for members to promote their practices to the consumer

During FY 2020, 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 FY2020, through the work of several committees, PPS produced over twenty new webinars to add to the PPS Learning Center. The Private Practice Essentials video series continues to be popular, and in FY 2020, PPS added two new series to the existing three: Human Resources 101 and Operations 201 (“KPI’s for Operational and Financial Excellence”). In total, the five series, including the original three -- Marketing 101, Operations 101, and Finance 101 -- have garnered over 1200 views.

The Business Education Leadership Task Force is developing a curriculum that university PT schools can use as part of course work for PT students. The curriculum would help PT schools cover fundamental business principles and could be used by schools and by Private Practice members serving as adjunct faculty. 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 2019 PPS Annual Conference at the Rosen Shingle Creek had over 1500 attendees and brought in two outstanding Keynote speakers in Ryan Estis and David Avrin. The Work Group reviewed 110 presentation proposals to deliver programming to meet member needs. The conference once again included innovative, discussion-based formats with Solution Rooms and Buzz Sessions to allow attendees time to interact and learn from one another. In addition, the six-part course work for the Administrators Certificate program was offered, followed by the exam; a total of 76 practice administrators achieved their certificates in FY 2020.

The **Combined Sections Meeting (CSM) Program Work Group** worked diligently over the past year to provide cutting edge educational content at CSM that reaches new prospective members and promotes business excellence in physical therapy practice management. A total of 14 PPS-sponsored sessions were offered at the 2020 CSM.

Now in its fourth year, the **PPS Key Performance Indicator (KPI) Benchmarking Study** is open to all PPS members. The study results paint a clear picture of how participants’ KPI metrics stack up against similar practices in each region and nationwide. In 2019, the study had 155 practice owners participating.

Helping Members Through the Pandemic

As the COVID-19 pandemic began to spread across the United States, and regulations rapidly evolved, PPS leapt into action to help members stay current on the evolving situation. The PPS Board formed the COVID Advisory Committee to rapidly address the issues facing members as both healthcare providers and business owners. Through the work of committee members, consultants, and staff, PPS provided members with daily updates on changing regulations, guidance on financial management and human resources, strategies for implementing telehealth, advocacy opportunities, marketing resources, and eventually guidance for re-opening practices. In addition to countless news articles and alerts the committee produced 14 webinars to help members navigate the complex and changing environment.

Advancing Payment Policy for Members

(PPS Payment Policy Committee)

A suite of resources provides members guidance through the complicated payment environment via the PPS Website. This suite includes resources for assessing and communicating the value of physical therapy, payer contract, telehealth, and billing and coding:

- Milliman Level 1, designed to educate member therapists on the landmark 2018 Milliman study
- Milliman Level 1B, customizable slide deck on the value of PT, suitable for presentation to payers



Educate

- Milliman Level 2, slide deck with a deep dive of Milliman study details
- Milliman Level 3, PowerPoint presented at 2019 Annual Conference: Analyze and Market Your Practice for Value-Based Care and APMs Additional online resources for members include the following:
- Model Contract Checklist for managed care provider agreements
- An FAQ, “Medicare Advantage Billing Rules,” regarding out-of-network and cash-based delivery of physical therapy, is a ready resource for PTs. The FAQ was presented at the 2019 Annual Conference.

One of PPS’s objectives is to promote current and emerging payment ideas that could impact the private practice of physical therapy, and to provide resources to educate business owners in compliant delivery of services. To that end, the following resources have been developed for members’ use as best practices and broadly disseminated via the PPS website, webinars, *Impact* magazine and presentations at the Annual Conference and CSM and before stakeholder groups:

- FAQ addressing cash-based practice and out of network participation by physical therapists.
- Promoting available benchmark data including the Milliman study and the PT Value Based Proposition, on the PPS website and elsewhere:
- Presented Milliman data to Aetna in October, 2019
- Education regarding the practice of physical therapy via telehealth to be delivered in one session at the 2020 Annual Conference.
- Monitoring the development of dry needling CPT code and communicating appropriate use to members.

Helping Members Market Their Practices

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

- At the 2019 Annual Conference the committee launched the new benchmarking/ categorization system to help members measure the return on investment of their marketing initiatives. This system will be integrated into future deliverables to support members’ objectives related to marketing.
- The tiered categorization system for new patients developed the previous year (a common language for practices to use for performance benchmarking of marketing initiatives) was launched in the October 2019 edition of *Impact*, followed by a presentation “Marketing Benchmarks” at the 2019 Annual Conference. In February 2020, the webinar version of this presentation was offered, and a second *Impact* article was printed.
- The committee produced four different webinars:
 - » Marketing Benchmark E-Learning (February 19, 2020)
 - » Out with Marketing, It’s time to Engage. Engaging with our Communities During a Pandemic (April 14, 2020)
 - » Marketing for Private Practice Physical Therapy: Bridging the Gap to the New Normal (May 18, 2020)
 - » Leveraging the Fit Factor (June 29, 2020)
- 25 video clips were filmed at the 2019 Annual Conference and will be added to the PPS marketing resource page.
- The COVID-19 pandemic resulted in launching a COVID-19 Marketing Resources page with tools and

resources for physical therapists to engage with the communities they serve. The page contains innovative ideas and resources for patients, templates for communicating with local media, and written and video content for members to use in their own website, newsletters and social media pages.

- 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.
- The PPS Monthly Marketing Toolkit continues to be a popular resource, accessed by about 31% of the membership on a monthly basis.

Impact Magazine

Impact magazine remains a top-rated benefit by PPS members. In FY 2012 PPS published 11 issues of *Impact*, plus one special online-only COVID issue in March 2020, working with authors to craft valuable content targeted to PTs in private practice. The COVID special issue garnered over 7,000 views. The **Impact Editorial Board** meets twice each year to set 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 FY2019 by continuing outreach and engagement efforts across social media, which in turn have played an important role in driving traffic to *Impact* online. The most popular magazine issues included “COVID-19 Special” (March 2020), “The Profit” (July 2020), “The Data” (June 2019), and “The Revenue” (May 2020).



Connect

Facilitate a diverse community for members to engage and connect.

Objectives

- **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
- **Engage**—Facilitate easy access for members to benefit from PPS’s unique resources

Year after year, PPS members report that their number one reason for attending the PPS Annual Conference is networking. The 2019 Annual Conference was no exception, with over 1500 members of the physical therapy community and stakeholders convening at the Rosen Shingle Creek for 4 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. **PPS After Hours** continue monthly and are a welcome connection point for members to share their struggles, questions, 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 150 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. In FY2020, the Peer2Peer Summit was conducted virtually, bringing together members for specific 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.

APTA Combined Sections Meeting (CSM)

Within the framework of the annual APTA-wide Combined Sections Meeting (CSM), PPS maintains a significant footprint, including both structured educational sessions and informal opportunities for members to connect and learn from each other. In addition, the well-attended PPS reception at CSM focuses on engaging and recruiting new members to the Section.

At APTA’s 2020 Combined Sections Meeting, PPS held three one-day pre-conference workshops, sponsored eleven conference educational sessions, and co-sponsored three additional sessions with other APTA components. The event was capped by a PPS reception for both prospective and current members, which drew nearly 200 attendees.

Graham Sessions

The **Institute of Private Practice Physical Therapy** successfully hosted the 13th Annual Graham Sessions in Nashville, TX in February 2020. Close to 150 participants were in attendance at this “think tank” style event.

The Administrators Network

The Administrators Network occupies a unique niche in delivering PPS membership benefits, serving as an education and networking tool for nearly 150 administrators of PPS members’ practices.

The Network is 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 and Advanced Administrators Courses at PPS Annual Conference. Administrators keep informed about PPS resources through quarterly newsletters, and the monthly Administrator’s Edge column in *Impact* magazine. In addition, the **Administrators Network Council** appoints 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.

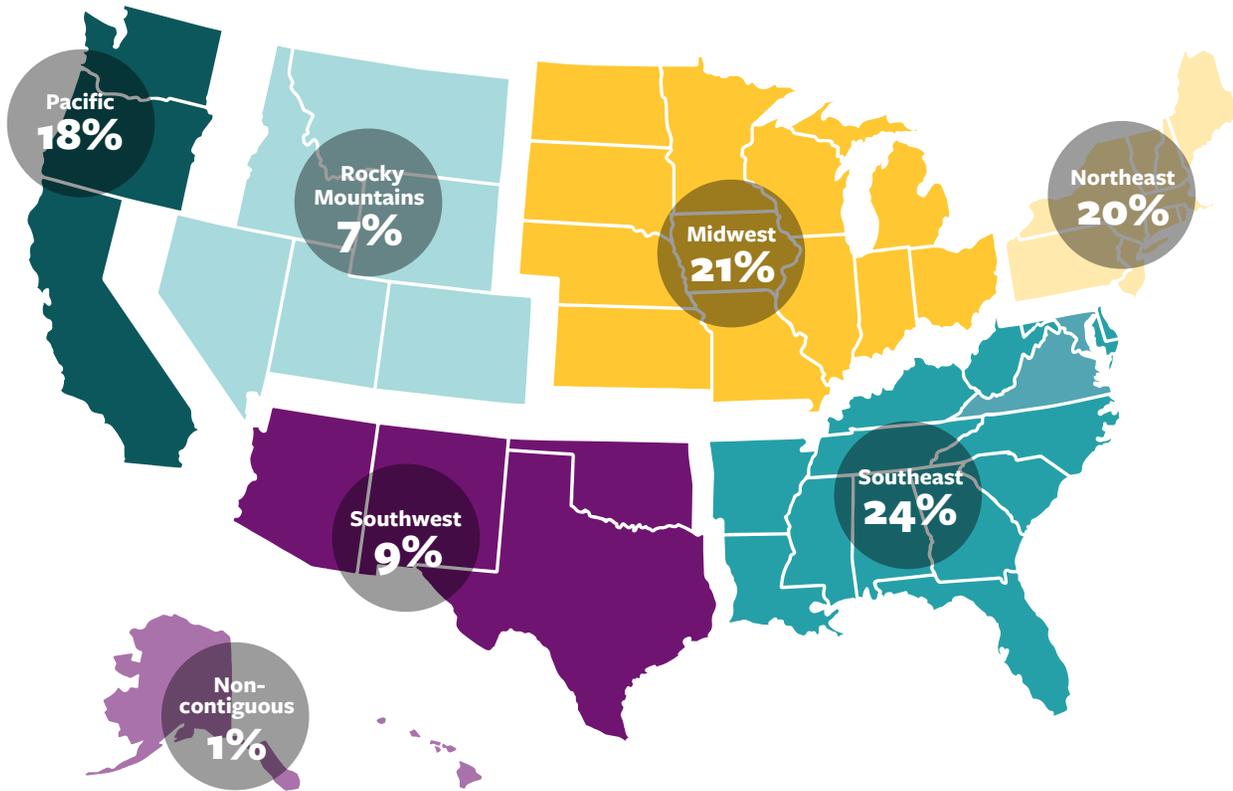
Leadership and Recognition

The **Nominating Committee** presented a slate of outstanding candidates for the PPS Board of Directors at the Fall 2019 Annual Conference. The **Awards Committee** selected the best of the best to receive the Section’s highest honors, including the Robert G. Dicus award, which was awarded to Mark Anderson, PT, in October 2019. Michelle Collie, PT, DPT, and Connie Zicarelli received the Board Service Award.

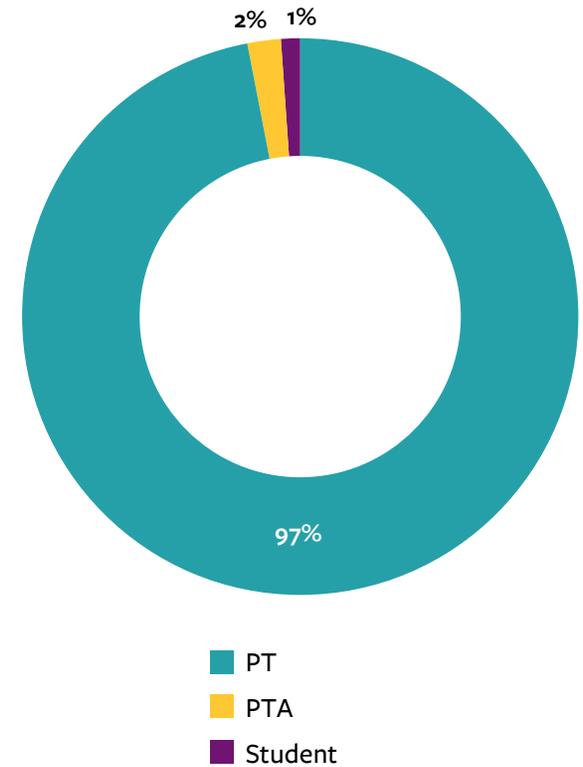


Secretary's Report — Amy Snyder, PT, DPT

PPS Members by Region



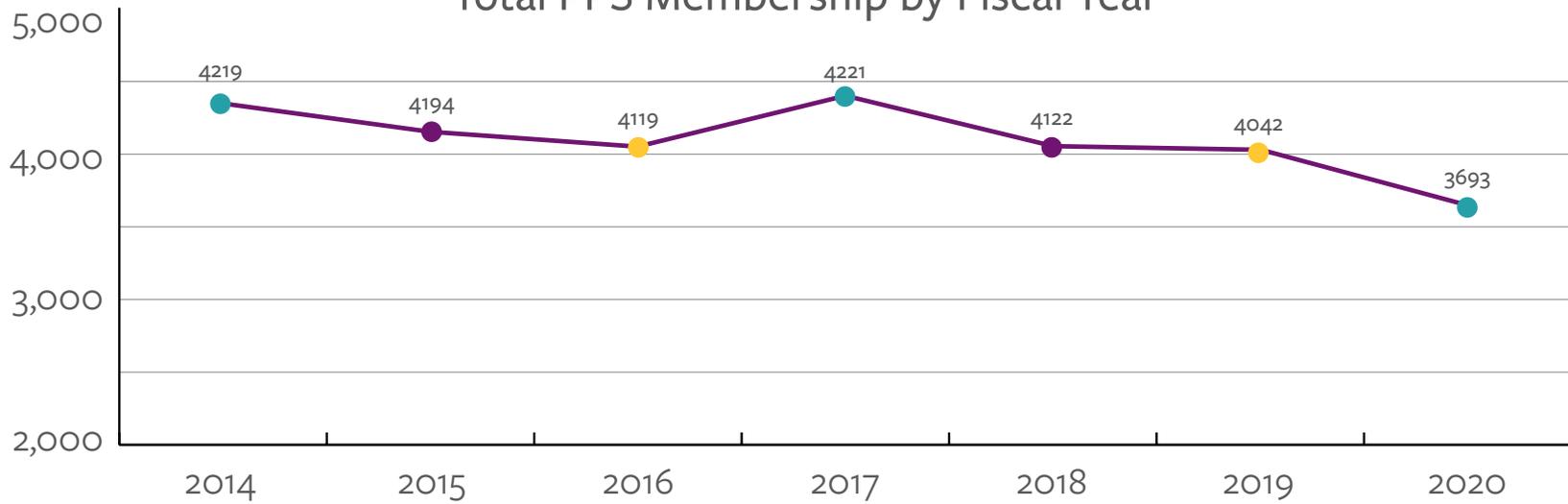
PPS Members by Member Type



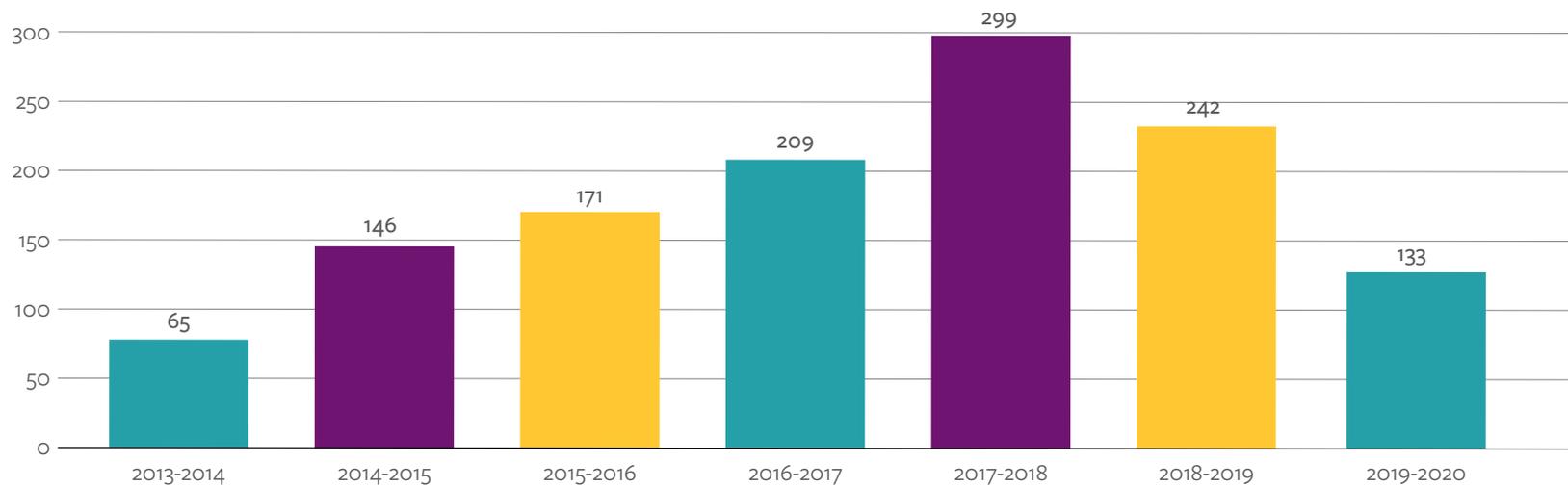
Not included in the PPS membership statistics above are 133 Administrators' Network members who are active participants in Section volunteerism, educational programming, and events.



Total PPS Membership by Fiscal Year



Administrators' Network Members





Treasurer's Report

Jennifer Lesko, PT, DPT

The Board of Directors seeks to deploy our financial resources in ways to optimize the value of membership, move the physical therapy industry in a positive direction, and run the section responsibly and efficiently. With that said, I am pleased to report to you our Fiscal Year 2020 (July 2019 through June 2020) results.

Recognizing our good financial footing due to our growing reserves and a desire to effectively invest those reserves, in May 2019, the Board approved a FY2020 budget with a \$357,000 deficit in order to invest in valuable resources for members. Actual results for 2019 resulted in a net loss of about \$384,000, after including nonoperational items such as investment dividends.

On the revenue side, Fiscal Year 2020 continued a succession of sound financial performance for PPS, though with the advent of the COVID pandemic in March 2020 we did experience a decrease in membership dues revenue. Beginning in March 2020, APTA offered all members a 90-day grace period on their dues renewal. As a result, we will not be able to assess final membership numbers until December 2020. Our vendor partners helped us generate over \$1.28 million in revenue from advertisements, exhibit booth fees,

and more. This is a great sign of the vitality of our section and our industry. The popularity of our Annual Conference and programs such as Peer2Peer generated \$1.1 million in member-generated revenue. Our investment portfolio is conservatively allocated, is carefully monitored by the Finance Committee, and continues to deliver excellent returns. Like most investment portfolios, we experienced a decline in our investments in the spring but were able to see those funds bounce back over the summer.

Running PPS is a big business. Expenses came in at \$3.57 million. We continue to invest in new programs and support successful existing activities specifically to drive value to members.

Our section is a driving force for improvement 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



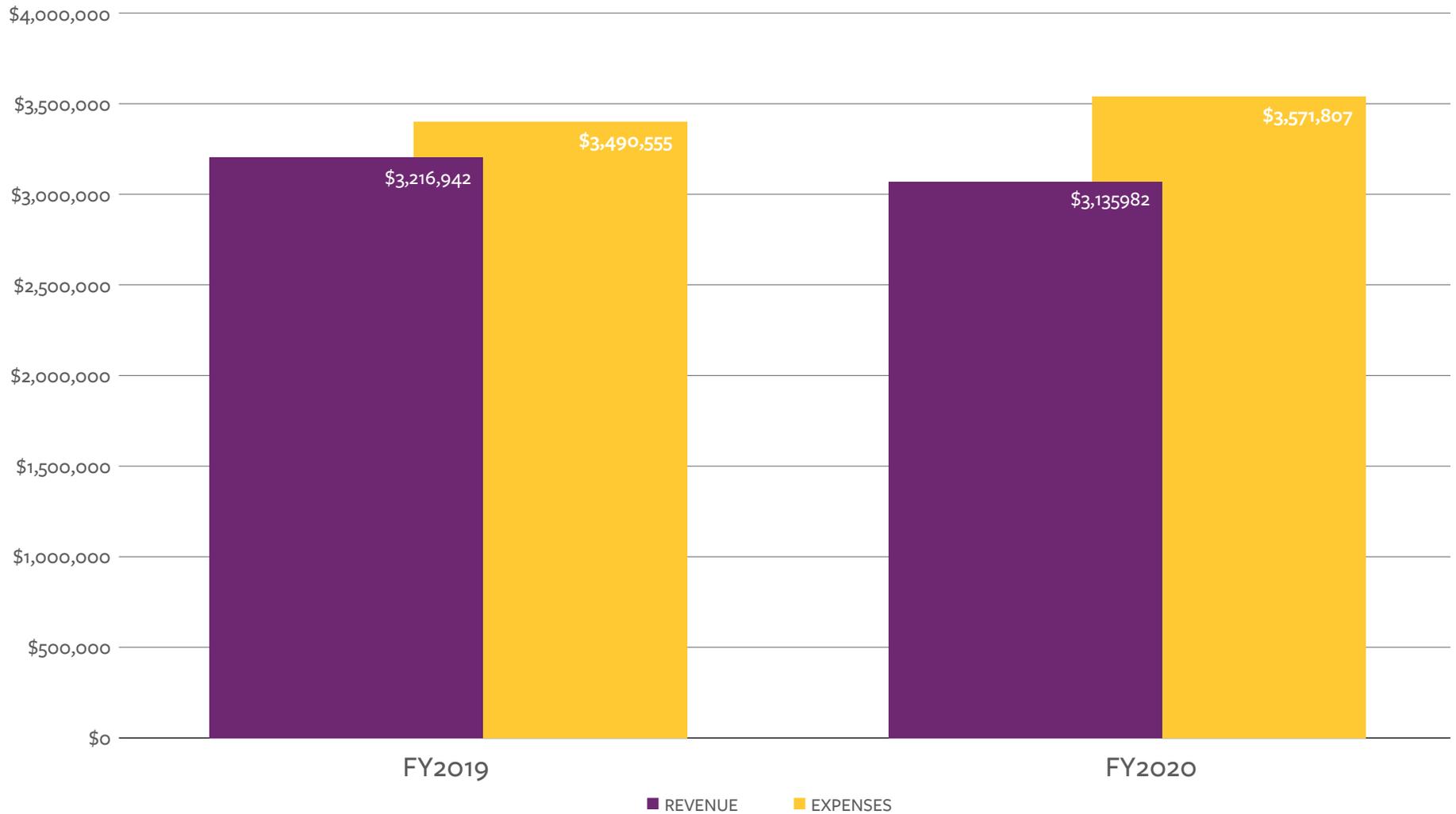
Private Practice Section | Statement of Financial Position | 6/30/2020

ASSETS	
CURRENT ASSETS	
Cash	\$276,552.00
Accounts Receivable	
Impact Advertising	\$51,087.75
Membership Dues	\$39,811.77
Other, net	\$63,966.50
Total Accounts Receivable	\$154,866.00
Prepaid Expenses	\$191,661.00
Total Current Assets	\$623,079.00
FIXED ASSETS	
Your Membership Database	\$18,000.00
Accumulated Amortization	-\$1,500.00
Total Fixed Assets	\$16,500.00
OTHER ASSETS	
PIMCO All Asset Fund	\$731,040.00
Vanguard funds	\$3,065,453.00
Total Other Assets	\$3,796,493.00
TOTAL ASSETS	\$4,436,072.00

LIABILITIES & NET ASSETS	
CURRENT LIABILITIES	
Accounts Payable	\$2,615.00
Accrued Expenses	\$61,016.00
DEFERRED REVENUE	
Impact Advertising	\$36,624.00
Admin Network Subscriptions	\$2,691.56
Membership Dues	\$314,412.71
Annual Conference	\$685,580.00
Total Deferred Revenue	\$1,039,308.00
TOTAL CURRENT LIABILITIES	\$1,102,939.00
UNRESTRICTED – UNDESIGNATED NET ASSETS \$48,434.00	
Designated Net Assets	
Board Designated Fund, 7/1/2019	\$451,701.00
Transfers To / (From) Board Designated Fund	(\$67,618.00)
TOTAL BOARD DESIGNATED FUND, YEAR-END	\$384,083.00
Nine Month Reserve Fund	\$2,900,616.00
Total Unrestricted-Designated Net Assets	\$3,284,699.00
Total Net Assets Without Donor Restrictions	\$3,333,133.00
TOTAL LIABILITIES AND NET ASSETS	\$4,436,072.00



FY Statement of Activities (P&L) Comparison





Private Practice Section | Statement of Activities | 6/30/2020

OPERATIONAL ITEMS – REVENUES	
Communication	\$20,000.00
Finance	\$6,299.00
Partners Programs	\$32,888.00
Fulfillments	\$16,465.00
Membership	\$639,474.00
Annual Conference	\$1,749,961.00
Combined Sections Meetings	\$106,070.00
Publications	\$454,327.00
Administrators Network	\$11,045.00
Education	\$99,453.00
TOTAL REVENUE	\$3,135,982.00



Private Practice Section | Statement of Activities | 6/30/2020 (continued)

OPERATIONAL ITEMS EXPENSES	
Governance	\$150,157.00
Administration	\$1,016,713.00
Communication	\$59,136.00
Finance	\$90,390.00
Partners Programs	\$52,000.00
Fulfillments	\$798.00
Membership	\$3,846.00
Legislative	\$344,455.00
Annual Conference	\$1,287,102.00
APTA Conference	\$255.00
Combined Sections Meetings	\$48,242.00
Publications	\$392,173.00
Payment and Policy Committee	\$2,890.00
Administrators Network	\$2,670.00
Education	\$120,980.00
Total Expenses	\$3,571,807.00
SUBTOTAL OF OPERATIONAL ITEMS	(\$435,825.00)
Non-Operational Items	
Investment Dividends/Interest	\$100,005.00
Unrealized Gain / (Loss)	(\$39,184.00)
Realized Gain / (Loss)	\$58,835.00
Board Designated Fund	(\$67,618.00)
TOTAL NET INCOME (LOSS)	(\$383,787.00)

Thank You to Those Serving on PPS Committees

Annual Conference Program Work Group

- Janet Albanese, PT, MSPT, MHCA, Chair
- Thomas Barba, PT
- Susan Clinton, PT, DScPT
- Bryan Cummings, PT
- Brenda Grumley
- Deborah Gulbrandson, PT, DPT
- Robbie Leonard, PT
- Staci Lyons, PT

Administrators' Network

- Connie Zicarelli, Chair
- Brenda Grumley
- Stephanie Kurt
- Kim Stamp
- Scott Wick
- Berni Willis

Awards Committee

- Kelly McFarland Lawrence, PT, DPT, Chair
- Andrew Clarke, PT, DPT
- Steven Davidson, PT
- Patrick Graham, PT, MBA
- Mark Anderson, PT

CSM Program Work Group

- Lisa Mackell, PT, Chair
- Jodi Barth, PT
- Audrey Finer, PT, DPT
- Teresa Marko, PT, DPT, MS
- Roy Rivera, Jr., PT, DPT, PhD

Education Committee

- Jason Sanders, PT, DPT, Chair
- Thomas Carlton, PT, DPT
- Ira Gorman, PT, PhD
- Amy Gullede, PT
- Yogi Matharu, PT, DPT, MBA
- Tim Vidale, PT, DPT

Finance Committee

- Jennifer Lesko, PT, DPT, Treasurer
- Chris Albanese, PT
- Chris Leck, PT, DPT
- Andrew J. Levy, PT, DPT, MBA
- Chet Sternfels, PT, DPT

Government Affairs Committee

- Mark Reitz, PT, Chair
- Eileen Carter, PT, DPT, MBA
- Cristina Fauchaux, PT
- Stephanie Kurt
- Jeff Jankowski, PT
- Kristi Saylor, PT, DPT
- Brad Thuringer, PTA

Impact Editorial Board

- Stacy M. Menz, PT, DPT, Managing Editor
- Kristen Wilson, PT, DPT, Assistant Managing Editor
- Richard Andrascik, PT
- Alicia Backer, PTA
- Phil Cadman, PT, DPT
- Hope Clause, SPT
- Olajide Kolawole, PT, PhD
- Craig Phifer, PT, MHA
- 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
- Jan Schorpion, DPT
- Scott Wick

Nominating Committee

- Karen Litzy, PT, DPT, Chair
- Stephen Rapposelli, PT
- Stephanie Weyrauch, PT, DPT

Payment Policy Committee

- Janet Shelley, PT, DPT, Chair
- Lanchi Nguyen Bombalier, PT, JD, MPH
- Steve Chenoweth, PT
- Helene Fearon, PT, FAPTA
- Rick Gawenda, PT
- Holly Johnson, PT, DPT
- Rick Katz, PT, DPT, MA
- Bill Lewis, 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, DPT
- 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 Fauchaux, PT
- Helene M. Fearon, PT
- Jeanine Gunn, PT, DPT
- Michael Horsfield, PT, MBA
- Robbie Leonard, PT
- 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



THE PRIVATE PRACTICE SECTION OF THE AMERICAN PHYSICAL THERAPY ASSOCIATION

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