

Annual Report

FISCAL YEAR 2023



Mission Statement

To champion the success of the physical therapist in business.

APTA Private Practice aligns with the Vision Statement of the APTA

Transforming society by optimizing movement to improve the human experience.

Vision

Empowered physical therapy business leaders creating healthy communities.

10-Year Target

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

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



We are committed to providing the advocacy, education, and connection necessary to champion your success.

Dear Friends,

Your success is our mission because your mission matters. Each day you answer the call when your patients, co-workers and community reach out and ask for help. You solve problems that make a difference in people's lives. APTA Private Practice is honored to work alongside you to make that worthwhile work a little easier. We are committed to providing the advocacy, education, and connection necessary to champion your success.

Improving access and payment for your services makes everything else you do a lot easier. It is the focus of our advocacy efforts and has been the impetus behind our Board's reorganization and resource reallocation. Recent payer wins in several states, coupled with rising demand for your services, provides optimism that this increased investment will lead to a future where it is easier to take great care of your co-workers AND your patients.

Leadership can be lonely. Connection is how we try to ensure you never feel alone. Our signature conferences and Peer2Peer Networks continue to convert strangers into life-long friends. PT Business Bootcamp has made it easier for new members to connect sooner. Connecting more colleagues to "their person" is the next step in us growing our community so we can ensure every person in every community has access to the care they need.

Education is woven into everything we do and is the fabric of who we are. Education by members for members. Business and life lessons paid forward. It is the way many of you generously and beautifully give back to this wonderful profession. Finding new and innovative ways of packaging these gifts in formats that meet your needs is the focus of your education team.

Helping you help others is what APTA Private Practice does. Worthwhile work made much easier (and a lot more fun) by "many hands." Cheers to our talented APTA Private Practice team, a committed Board and the countless volunteers who make it happen . . . YOU!

Together . . . we got this!

A handwritten signature in black ink that reads "Mike". The signature is stylized and cursive.

Mike

Leadership

Board of Directors

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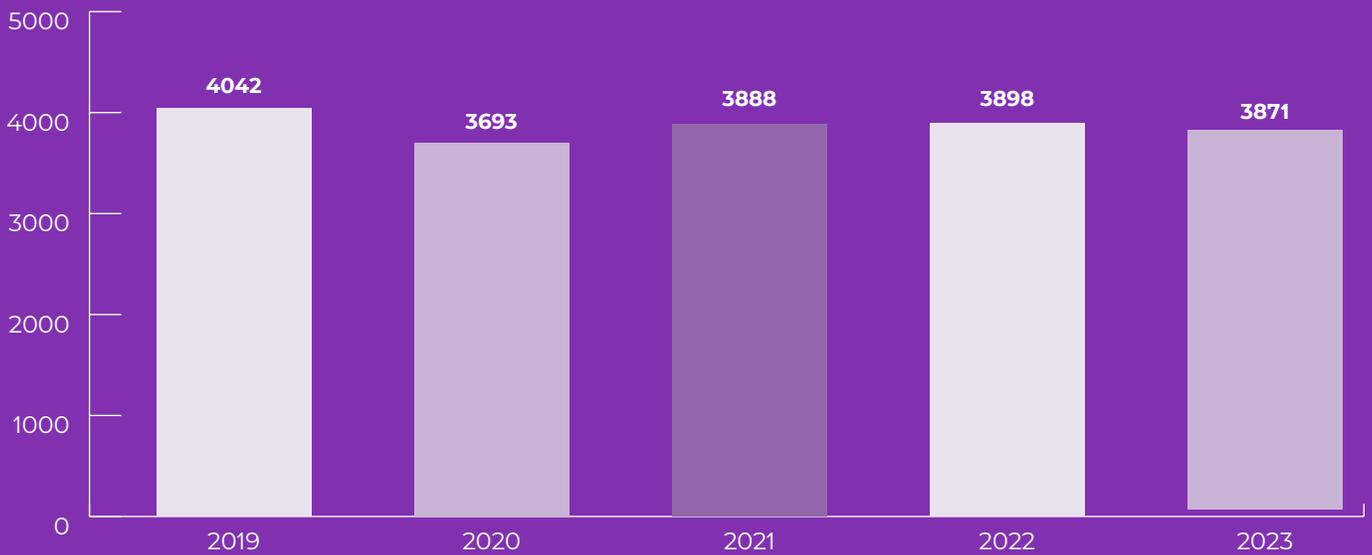
KELLY SANDERS, PT, DPT, ATC
Atascadero, CA



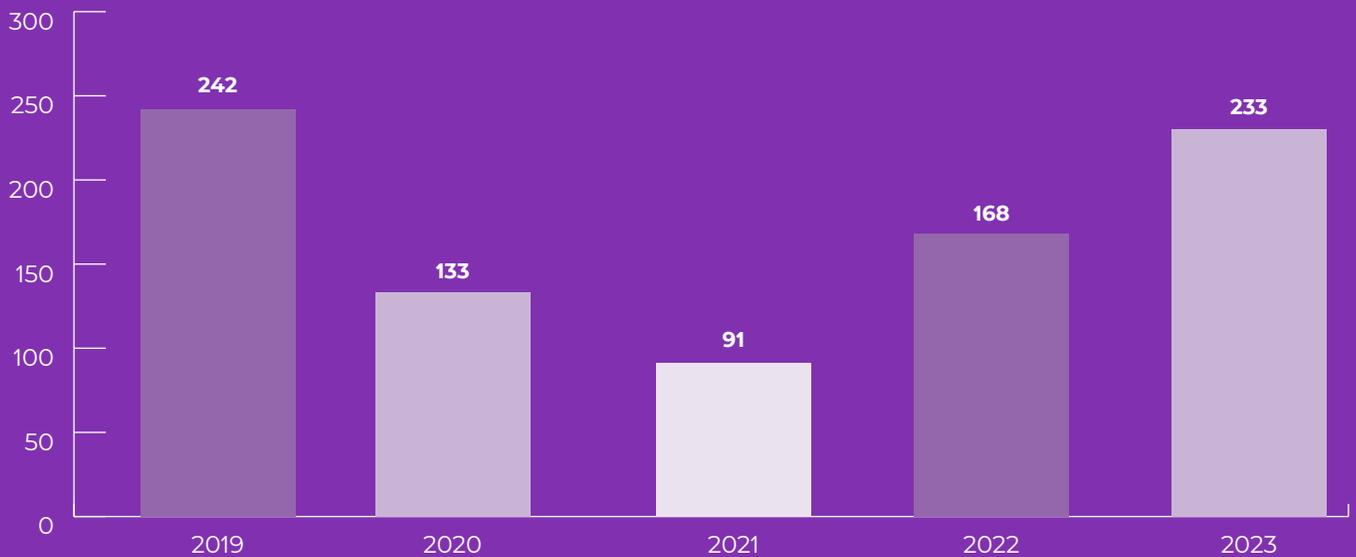
ROB WORTH, PT, DPT, MS, ATC/L
Appleton, WI

Membership

APTA Private Practice Membership



Administrators' Network Members



Section Activities

Federal Advocacy

The [APTA Private Practice's legislative and advocacy priorities](#) for the 118th Congress (2023 and 2024) were determined in January 2023 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's membership. We also urge policy makers to consider physical therapists **as a primary care provider for neuromusculoskeletal dysfunction** while we promote **the physical therapy profession as a point of entry into the medical model for movement disorders**.

Lobbying and advocacy efforts focus on the needs of small business owners who are physical therapists in private practice. This is achieved by advocating for policies that build healthy communities through sustainable economic policy that empowers physical therapists in business to provide accessible, cost-effective, high-quality care to their neighbors.

To that end, the Section focused on legislation to:

- » Ensure patients have timely access to physical therapy by protecting the financial viability of physical therapists in small businesses who provide crucial community-based care.
- » Enable patients to utilize physical therapy first and early to improve outcomes while reducing healthcare spending and downstream economic costs.
- » Enable reliable patient access to care by ensuring that the therapy workforce is robust enough to meet patient needs in every community

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





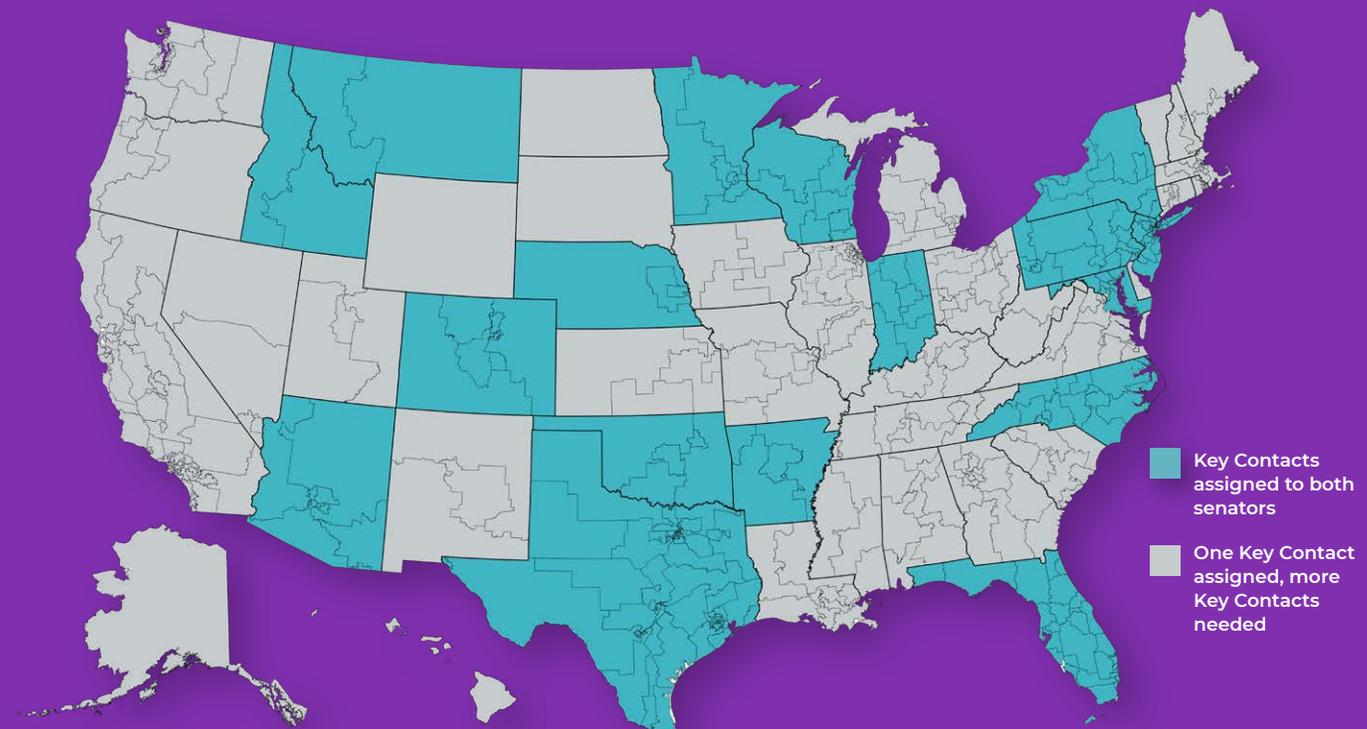
APTA Private Practice's strong relationships on Capitol Hill have inspired Members of Congress to weigh in on behalf of physical therapists:

- » 46 Senators declared support for Congressional action to prevent deep cuts to the physician fee schedule's conversion factor (November 2022)
- » 83 Republicans call on House leadership to avert Medicare reimbursement cuts while noting that economic challenges of providers are putting patient access at risk (December 2022)
- » 113 Representatives sent a bipartisan letter to House and Senate leadership as well as President Biden calling for a total mitigation of the CY2023 Medicare payment cuts (December 2022)

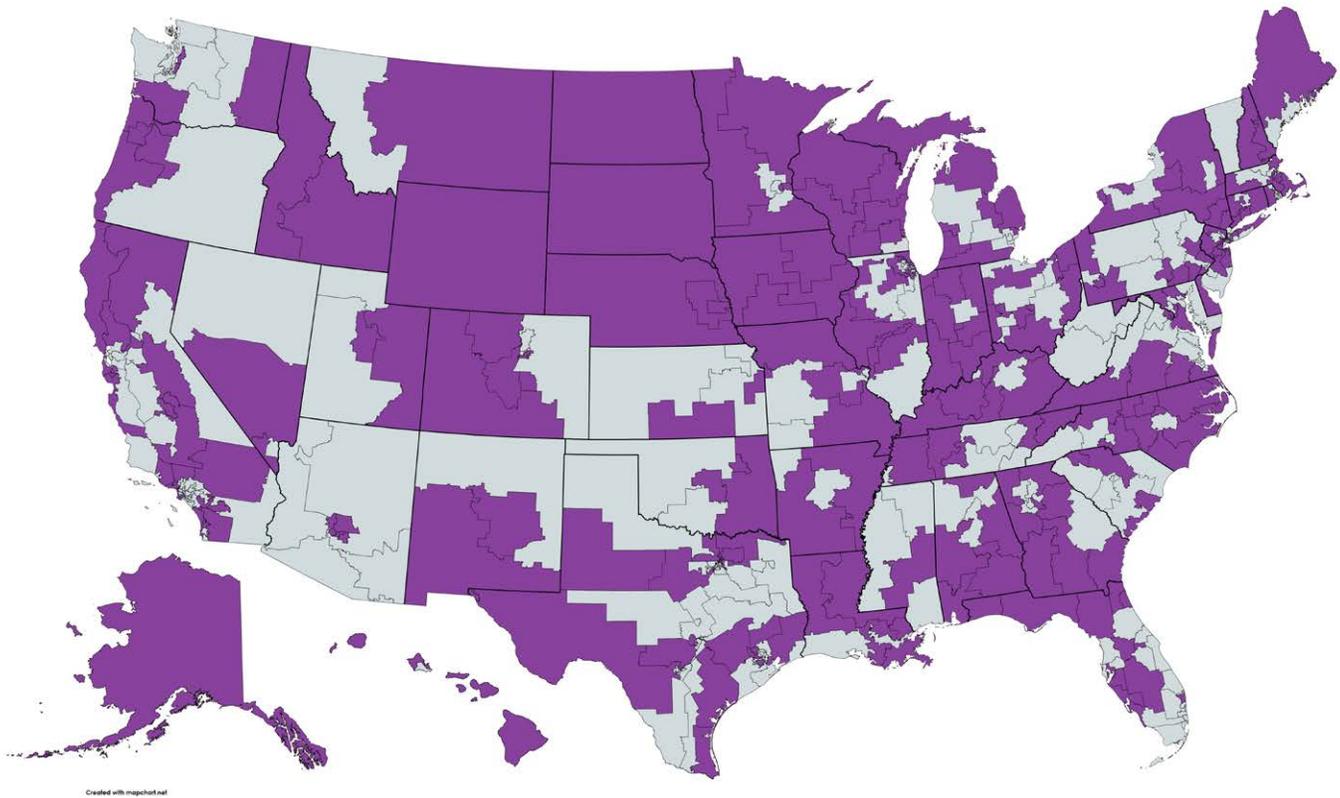
Join the Advocacy Efforts — BE A KEY CONTACT!

As constituents, business owners, and providers, APTA Private Practice members are encouraged to participate in these advocacy efforts. By June 2023, the Section had 422 Key Contacts. 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. 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.

APTA Private Practice Key Contacts (Senate)



APTA Private Practice Key Contacts (Representatives)



Coalition Letters sent to Congress

LETTER	COALITION PARTNERS
Medicare Physician Fee Schedule Coalition calling for Congress to pass legislation to provide another buffer to the Conversion Factor and other economic supports of Medicare reimbursement (July 2022)	100
Letter sent to Congressional leadership requesting a 4.5% funding boost to completely offset the Medicare Physician Fee Schedule conversion factor cuts in 2023 (December 2022)	100
Physician and non-physician providers point out the need for substantive Medicare payment reform and call on Congress to hold hearings and begin long-term payment reform efforts. (January 2023)	103
Wrote to Congress in support of the Strengthening Medicare for Patients and Providers Act (H.R.2474) which seeks to create an annual inflationary update to Medicare's reimbursement rate. (May 2023)	106
APTA Private Practice and other rehabilitation therapy organizations thank Senator Carper (D-DE) for introducing S.5 to remove Medicare's direct supervision requirement for PTAs and OTAs in private practice settings (November 2022)	7
Medicare Physician Fee Schedule: A Joint Statement From AOTA, APTA, ASHA, and APTA Private Practice on Outpatient Therapy Reform (June 2023)	4

Payment Advocacy and Education

In addition to federal advocacy, APTA Private Practice works with APTA to advocate for PT interests with private national and state-regulated payers to educate them about the impact of their decisions on patients and PT practices. Many of these APTA-hosted meetings are face-to-face and include discussions of queries produced by APTA Private Practice leaders. They provide an important forum to improve open and frank communication 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 (Direct to Employer, Utilization Management, Digital Health, and Regulations Review) also meet regularly throughout the year to design advocacy resources and hammer out payment policy priorities. The results of these efforts also help educate members on various issues related to payment, administrative simplification, and best practices.

STATE PAYER ADVOCACY RESOURCE CENTER (SPARC)

A JOINT INITIATIVE BROUGHT TO YOU BY



AND



APTA and APTA Private Practice collaborated to bring you 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.

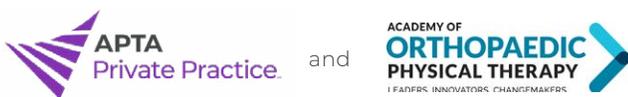
Watch this growing space for more resources to help with prior authorizations, utilization management hassles and telehealth. Together we can make a difference.

[Get involved today!](#)

Top 10 Payment Policy Activities

- 1 | Creation of a new Payment Consortium with the Association of Orthopaedic Physical Therapy to develop, implement, and scale strategies to increase payment and reduce administrative burden for PT practices
- 2 | Payment Consortium is focusing on utilization management, improved contracting and Medicaid access and aims to join forces with the largest APTA Component (AOPT) to amplify payer advocacy efforts
- 3 | Advocacy consulting support provided to State leaders in CA, GA, IA, IN, NE, ME, RI, TX, WA, WI
- 4 | 20+ meetings with national payers and utilization management sub-contractors
- 5 | Three national private payers will either eliminate prior authorizations for physical therapy or significantly limit it by 1/1/24 (Aetna, United and CIGNA, but ASH proliferation limits the impact of CIGNA's decision)
- 6 | 21 new resources uploaded to the State Payment Advocacy Resource Center; downloaded hundreds of times by APTA and APTA Private Practice members
- 7 | Seven federal regulatory comments drafted and submitted (Medicare Fee Schedule, MSK MIPS Value Pathway, Medicare Advantage Prior Authorizations, Health IT Interoperability, Coding Data Exchange Standards, Medicaid Access, Equity)
- 8 | More than 60 individual member questions answered within 24 hours
- 9 | Pre-publication reviews of multiple APTA resources
- 10 | General Session at 2023 Annual Conference: Saturday payer advocacy session made available to all conference attendees.

THE PAYMENT CONSORTIUM



Working together to develop, implement, and scale strategies to increase payment and reduce administrative burden for PT practices.



Educate

APTA Private Practice volunteer members have worked hard to develop several new educational activities for members.

How-To Series

Highlighting the APTA Private Practice How-To Manual, this series aims to enhance learning opportunities and keep up-to-date with changing trends in all 13 chapters. Each chapter is presented as a 60-90-minute pre-recorded presentation, with the chapter content serving as the general outline for our discussion. This series enhances both the How-To Manual chapter's detail and the impact on both new and experienced practice owners.

Save & Bundle by purchasing all 13 chapters of the How-To Series!

EARN UP TO .85 CEUS (8.5 CONTACT HOURS)

[Visit the Learning Center for more details!](#)

Direct-to-Employer Services Designation

This new program is designed for APTA Private Practice members who are contemplating providing direct-to-employer (D2E) services as well as those just starting down this path. This designation program will help you begin the process with greater confidence and avoid mistakes others have made, therefore increasing your likelihood of success! The Direct-to-Employer Services Designation program consists of three modules delivered in synchronous and asynchronous formats.

[Register Now!](#)

THE MODULES OF THE PROGRAM INCLUDE:

MODULE 1:

“Effectively Connecting and Meeting with Employers to Pursue Direct Services”

MODULE 2:

“Understanding the Business of Direct-to-Employer Contracting”

MODULE 3:

“Legal Considerations for Direct-to-Employer Services”

Front Desk 101

The Front Desk 101 webinar series is designed to help your administrative staff implement best practices in your clinic. This 10-module series was developed as an orientation course for administrative staff, designed to include people with experience and persons with absolutely no experience performing administrative duties in an outpatient therapy clinic. These courses, along with your clinic-specific training, will help you implement consistent training for all new staff. Each module builds upon the information learned in the previous modules, so it is important to take the modules in order. All modules (except for HIPAA) are 30 minutes or less in length — this allows for the modules to be performed in short bouts, which is better for learning and absorbing new material. This also helps your staff to fit this training in among other duties.

[Visit the Learning Center for more!](#)

KPI Benchmarking Study

Now in its 6th year, the APTA Private Practice Key Performance Indicator (KPI) study provides participants with valuable data to better assess the health of their practices.

[Learn more and participate!](#)

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.

NEW! Marketing Video Clips Library

The APTA Private Practice Marketing & PR Committee has created for you professionally shot and edited video clips that you can access for FREE. These video clips are intended for PT business owners to repurpose as marketing materials to attract patients to their clinic. The APTA Private Practice professional video clips give every member, regardless of clinic size, access to an affordable high-end marketing solution.

[Learn more!](#)



NEW! PT Awareness Calendar

The PT Awareness Calendar is a free resource to help members develop and enhance their marketing campaigns while raising awareness towards a variety of health conditions (both big and small) and remind patients to be proactive and stay on top of their health. Throughout the calendar members can find idea prompts for blogs and social media pitches.

[Access the calendar here](#)

2023 Impact Awards

Impact flourishes because of the dedicated volunteers of both the Editorial Board and incredible list of authors who share their expertise every issue. Thus, we're pleased to announce the 2023 *Impact* Awards winners.

Both awards, the Editorial Board's Choice and Reader's Choice, are selected from all issues published between July 2022 and August 2023. All articles are eligible for consideration. The Editor's Choice Award is voted on by members of the *Impact* Editorial Board. The Reader's Choice award is determined using metrics from ppsimpact.org and the digital issue of *Impact*.

EDITORIAL BOARD'S CHOICE

Kenny Erb, PT

Secret Sauce Recipes
A blueprint to identify your practice's differentiators

OCTOBER 2022



READER'S CHOICE

Jill Marlan, PT, MSPT

Winning Moves: Thinking Two Steps Ahead
Five concrete actions to thrive in a competitive market

APRIL 2023



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.



Conferences

2022 Annual Conference, Aurora, CO

1250 attendees, 164 exhibitors and sponsors, 38 educational sessions, 1 inspiring keynote, 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 2022 Annual Conference was held in Aurora, CO and featured 4 days of educational sessions along with 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 Clint Pulver



2023 APTA Combined Sections Meeting, San Diego, CA

The **Combined Sections Meeting (CSM) Program Work Group** worked diligently over the past year to provide cutting edge educational content for those in private practice during the APTA Combined Sections Meeting. A total of 11 APTA Private Practice sponsored sessions were offered at the 2023 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 2024, and submissions for 2025 CSM will be due in the spring of 2024.



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 takes networking to the next level through structured meetings that focus on each member's individual success.

[Join Peer2Peer](#)

Peer²Peer
NetWorks

 APTA Private Practice.

Leadership and Recognition

The **Nominating Committee** presented a slate of outstanding candidates for the 2022 APTA Private Practice Board of Directors and nominating committee. 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 Community Impact Award.



2023
 APTA Private Practice
AWARDS
 Nominate your colleague!
 Nominations due in May 2024

The Administrators' Network occupies a unique niche in delivering Section membership benefits, serving as an education and networking tool for over 200 administrators of APTA Private Practice members' practices.

The Network remains committed to ensuring that 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.

PT Business Bootcamp

Beginning in July 2022, the PT Business Bootcamp has offered members the opportunity to get acquainted with the section's many offerings and form connections with fellow members. The program is designed for new members, but open to any member who wants to join! In its first year, 180 members signed up to participate.

[Learn more and get connected](#)

THE **GRAHAM** SESSIONS

APTA Private Practice

Graham Sessions

The **16th** Annual Graham Sessions was held at the Hotel Monteleone in New Orleans, Louisiana. Over 100 participants attended this "think tank" style event.

Treasurer's Report

Michelle Collie PT, DPT, MS
Orthopedic Board Certified Clinical Specialist



With this commitment comes the responsibility of ensuring we invest in and provide valuable resources for members whilst being diligent to the fiscal management of our section to maintain financial strength.

The APTA Private Practice board is committed to *Championing the Success of the Physical Therapist in Business*. With this commitment comes the responsibility of ensuring we invest in and provide valuable resources for members whilst being diligent to the fiscal management of our section to maintain financial strength.

I'm proud to highlight the current board's prudent approach to moving to a neutral budget position. This means that investments and reserves are no longer necessary for day-to-day operations. In May 2022, the Board approved FY2023 budget, which projected a \$303,018 deficit. This was an ambitious budget considering the previous year's operating net loss of \$665,000. As a reminder, in 2022 we witnessed a 27% decrease in the market value of the investment portfolio, resulting in a total net loss of \$1,065,000.

I am pleased to present an overview of the 2023 (July 2022 through June 2023) financial highlights. As of June 30, 2023, we reported an operating net loss of \$231,672, which marked a notable improvement of \$71,348 or 24% from the budgeted loss. The investment portfolio balance closed the year at \$3.08 million, a slight increase of 1.5% compared to June 30, 2022. The portfolio generated \$244,511 in net income, a substantial 165% improvement from the previous year's investment net loss of \$375,401. The net income resulting from the investment activities significantly offset the operating net loss, resulting in a total net *gain* for this fiscal year of \$12,839.

The annual conference played a pivotal role in APTA Private Practice's revenue growth, which increased by 27% compared to the previous fiscal year. Exceptional diligence in managing discretionary costs ensured that operating expenses remained approximately 1% under the annual budget.

Our journey toward achieving a neutral budget will continue in 2024 and we are firmly committed to maintaining a healthy and appropriate reserve. We will use excess funds, when available, to benefit our members.

Financials

Statement of Financial Position

As of 6/30/2023

ASSETS

CURRENT ASSETS

Cash	\$469,644
Accounts Receivable	60,908
Prepaid Expenses	330,097
Total Current Assets	860,649

FIXED ASSETS

Your Membership Database	18,000
Accumulated Amortization	(18,000)
Total Fixed Assets	0

OTHER ASSETS

PIMCO	893,654
Vanguard	2,187,141
Total Other Assets	3,080,795

TOTAL ASSETS	\$3,941,444
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts Payable	37,040
Accrued Expenses	55,820
Deferred Revenue	1,326,601
Total Current Liabilities	1,419,461

NET ASSETS

Net Assets Without Donor Restrictions	2,521,983
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TOTAL LIABILITIES AND NET ASSETS	\$3,941,444
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Financials

Statement of Activities

OPERATING ACTIVITIES - REVENUE

Administration	\$3,661
Communication	31,095
Finance	0
Partners Programs	55,188
Fulfillments	10,360
Membership	623,378
Annual Conference	2,223,820
Combined Sections Meetings	87,818
Publications	241,835
Administrators Network	10,262
Education	151,932
Total Revenue	\$3,439,349

OPERATING ACTIVITIES - EXPENSES

Governance	145,856
Administration	828,288
Communication	48,425
Finance	142,529
Partners Programs	14,051
Fulfillments	0
Membership	5,789
Legislative	129,446
Annual Conference	1,700,455
Combined Sections Meetings	61,330
Publications	314,791
Payment and Policy Committee	146,479
Administrators Network	1,925
Education	131,657
Total Expenses	\$3,671,021
OPERATING NET INCOME (LOSS)	(\$231,672)

INVESTING ACTIVITIES

Dividends & Interest	98,788
Unrealized Gain / (Loss)	52,815
Realized Gain / (Loss)	92,907
Total Non-Operating Activities	\$244,511

TOTAL NET INCOME (LOSS) **\$12,839**

Thank You

THANK YOU TO THOSE SERVING ON COMMITTEES

Annual Conference Program Work Group

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

Administrators' Network

Brenda Grumley, Chair
Heidi Bender
Rebecca Vannoy
Berni Willis

Awards Committee

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Angela Pennisi, PT, DPT, MS, Dicus
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

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Thomas Carlton, PT, DPT - Chair
F. Scott Feil, PT, DPT, EdD
Ira Gorman, PT, PhD
Amy Gullledge, PT
Darrin Schober, PT, DPT, EdD
Neisha Wetzel, PT, DPT

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

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Patrick Graham, PT, MBA
Katie Hohman, PT, DPT
Teresa Marko, PT, DPT, MS
Eva Norman, PT, DPT
Kelly Reed, PT

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Ali Schoos, PT

Payment Policy Committee

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Jeremy Crow, PT, DPT
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Rick Gawanda, PT
Bill Lewis, PT, DPT
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Mark Milligan, PT, DPT
Yvonne Swanson, PT, DPT



1421 Prince Street, Suite 300 | Alexandria, VA 22314
www.ppsapta.org | 800-517-1167 | info@ppsapta.org