



APTA Private Practice
2023 Annual Conference
and Exhibition

The Premier Event Designed for
Physical Therapy Business Management

November 2-5, 2023 | Austin, Texas



The 2023 APTA Private Practice Annual Conference Qualifies for a Maximum of 1.5 CEUs (15 Contact Hours/CCUs)

State Approvals

As a Component of the APTA, the APTA Private Practice's courses are accepted in the following jurisdictions, as allowed by the type of course requirements in state regulations: AL, AZ, CO, CT, DC, DE, FL, GA, HI, IA, ID, IL, IN, KS, KY, LA, MI, MN, MO, MS, MT, NC, ND, NE, NH, NY, OR, PR, RI, SC, SD, TN, UT, VA, VT, WA, WI, WV, and WY.

This activity has been approved by the Arkansas State Board of Physical Therapy (Approval #APTA-AR 1765), the New Mexico Board of Physical Therapy and the Texas Physical Therapy Association (Provider #2610027TX).

The APTA Private Practice is seeking approval for the program in California, Nevada, Maryland, New Jersey, and Ohio. Please refer to [this page](#) for updates as states issue approvals.

Those in Oklahoma may apply individually for credit. Alaska and Pennsylvania do not accept credits for content related to practice management



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Statement Regarding Relevance

The APTA Private Practice Annual Conference strives to provide the most current business management education available to Physical Therapists and their staff working in Private Practice. Conference speakers represent a wide variety of backgrounds, including practitioners, faculty in academic programs, researchers, and professional product vendors.

Conference attendees benefit from the section's focus in areas such as advocacy; education on practice management, business, marketing, and public relations; and legislative, regulatory, compliance, and payment policy. The content of this activity will cover areas from the APTA Code of Ethics Principles #4, #5, #6, #7, and #8.



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Target Audience & Educational Levels

The online Call for Proposal ask questions about the target audience and the level of presentation. The speaker determines the educational level for their proposal. The Program Work Group reviews the conference proposals for accuracy.

Prerequisites, educational level, and target audience are posted online on the conference schedule of events page.



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Annual Conference Schedule at a Glance

Thursday, November 2, 2023

Pre-Conference Workshops		CEUs	Contact Hours
11:30 AM – 5:00 PM	PC 100. Kickstarting Your Private Practice	0.5	5.0
1:00 PM – 5:00 PM	PC 102. Jump Start Your Employee Engagement Strategy: How to Create a Successful Engagement Program	0.4	4.0

Administrators Certificate Program

12:30 PM – 2:00 PM	AC 001. Business Operations (Module 1 of 7)	0.15	1.5
2:30 PM – 4:00 PM	AC 002. Human Resources (Module 2 of 7)	0.15	1.5

4:00 PM-5:00 PM Conference Bootcamp for New Attendees

5:30 PM-6:30 PM Awards Ceremony

6:30 PM-7:30 PM President's Reception

Friday, November 3

General Session		CEUs	Contact Hours
7:30 AM-9:00 AM	Breakfast, General Business Meeting		
9:00 AM – 10:30 AM	100. Keynote Breakfast-The Loyalty Loop		

Administrators Certificate Program

11:00 am – 12:30 pm	AC 003. Financial Management (Module 3 of 7)	0.15	1.5
2:30 pm – 4:00 pm	AC 004. Billing & Coding (Module 4 of 7)	0.15	1.5

Concurrent Educational Sessions

11:00 am – 12:30 pm	101. Engage Hire: Success with Proactive Candidate Recruitment	0.15	1.5
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11:00 am – 12:30 pm	102. How to Get Your Clinicians to Sell without Losing Sight of Patient Care	0.15	1.5
11:00 am – 12:30 pm	103. Positioning Rehab Providers at Forefront of Care in MIPS Value Pathways & Value Based Care	0.15	1.5
11:00 am – 12:30 pm	104. Taking the Driver's Seat in Succession Planning: Keys to Building and Optimizing Value	0.15	1.5
11:00 am – 12:30 pm	105. The State of the Physical Therapy Industry: A Growing Profession Facing New Pressures	0.15	1.5
11:00 am – 12:30 pm	106. Whole Person Care for Aging Adults: A Missed Opportunity in Private Practice Physical Therapy	0.15	1.5

12:30 pm – 2:30 pm Lunch in the Exhibit Hall

Concurrent Educational Sessions

2:30 pm – 4:00 pm	107. Continuing Education: Money Pit or ROI for Recruiting, Staff Development and Leadership?	0.15	1.5
2:30 pm – 4:00 pm	108. Designing Effective Employee Compensation Models. A case study approach.	0.15	1.5
2:30 pm – 4:00 pm	109. Digital MSK - a Blockbuster Moment for PT or the Beginning of a New Era?	0.15	1.5
2:30 pm – 4:00 pm	110. Marrying the Clinical and Financial Sides of PT: Tools for a Lasting Relationship.	0.15	1.5
2:30 pm – 4:00 pm	111. Physical Therapy in Mental Health: Opportunities for Innovation and Practice Expansion	0.15	1.5
2:30 pm – 4:00 pm	112. The Blue Ocean on TikTok: How an Overlooked Platform Can Become Your Competitive Advantage	0.15	1.5

Saturday, November 3

8:00 am – 10:30 am Breakfast with Exhibitors

Administrators Certificate Program		CEUs	Contact Hours
10:30 am – 12:00 am	AC 005. Legal Compliance (Module 5 of 7)	0.15	1.5

4:15 PM – 5:45 PM	AC 006. Marketing (Module 6 of 7)	0.15	1.5
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Concurrent Educational Sessions

10:30 am – 12:00 am	201. ALF: A New Frontier for Diversifying Your Private Practice Rehab Therapy Revenue	0.15	1.5
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10:30 am – 12:00 am	202. A Tale of Two Orgs: How Decisions Can Make or Break A Practice’s Financials	0.15	1.5
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10:30 am – 12:00 am	203. Creating a “Burnout-Free” Workplace: Practical Solutions To Transform Your Practice	0.15	1.5
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10:30 am – 12:00 am	204. Maximizing Your Profitability Through Real Estate	0.15	1.5
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10:30 am – 12:00 am	205. Using Data and AI to Develop Benchmarks for Running an Efficient Practice	0.15	1.5
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12:00 pm – 2:00 pm	Lunch in the Exhibit Hall		
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General Session

2:00 pm – 4:00 pm	206. Annual Conference Payment Update	0.20	2.0
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Concurrent Educational Sessions

4:15 pm – 5:45 pm	207. Cracking the Cash-Based Code: Fearless Marketing When Insurance Contracts Become Obsolete	0.15	1.5
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4:15 pm – 5:45 pm	208. How Can You Boost Your Valuation in 2024? Here’s What The Top Acquirers Are Saying	0.15	1.5
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4:15 pm – 5:45 pm	209. How to Use AI & ChatGPT for Web Pages, Social & Blogs Posts & More	0.15	1.5
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4:15 pm – 5:45 pm	210. Physical Therapy Practice: Malpractice Data Trends, Case Studies, and Recommendations	0.15	1.5
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7:00 pm – 11:00 pm	Closing Party!		
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Sunday, November 5

Administrators Certificate Program

8:30 am – 10:30 am	AC 007. Front Desk (Module 7 of 7)	CEUs 0.20	Contact Hours 2.0
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Concurrent Educational Sessions

8:30 am – 10:30 am	301. 3 Proven Plug and Play Strategies to Grow your Practice Through Video Marketing	0.20	2.0
8:30 am – 10:30 am	302. "PT First" Part III-A Health Plan Benefit & Direct-To-Employer Strategy	0.20	2.0
8:30 am – 10:30 am	303. Recruitment For Retention: Crafting An Employee Magnet That Transforms Your Trajectory	0.20	2.0
8:30 am – 10:30 am	304. Remote Therapeutic Monitoring for Outpatient Physical Therapy in 2024	0.20	2.0
TOTAL		1.5	15



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Session Description, Learning Objectives, and Content References

The APTA Private Practice Annual Conference strives to provide the most current business management education available to Physical Therapists and their staff working in Private Practice. Conference speakers represent a wide variety of backgrounds, including practitioners, academics, researchers, and commercial vendors. While some of the educational content comes from proprietary sources, all information provided to attendees at the APTA Private Practice Annual Conference is intended to be unbiased.

Thursday, November 2, 2023

11:30 AM - 5:00 PM **PC 100. Pre-Conference Workshop: Kickstarting Your Private Practice**
Robert P. Worth, PT, DPT, OCS, MTC, LAT (Advanced Physical Therapy & Sports Medicine)
Lynn A. Steffes, PT, DPT (Steffes & Associates Consulting Group, LLC)
Paul J. Welk, PT, JD (Tucker Arensberg)

.5 CEUs/ 5 Contact Hours

Course Level: Beginner

This interactive preconference session is designed to help new practitioners gain the foundational knowledge and skills needed to start a private practice or take their existing private practice to the next level of success. Guided by a team of experts sharing key information and tips on best practice, participants evaluate their practice to identify their greatest strengths, areas needing attention, and opportunities for growth.

Upon completion of this course, the participant should be able to:

1. Develop or enhance vision, mission, short/long-term goals for future business; develop/ enhance business plan including vision, executive summary, market analysis, marketing , service description, human resources, and facility layout/design.
2. Describe how new practices can choose business structures that match state regulations, strategic vision, and financial plans for the organization
3. Create a marketing plan and define the needs of health care consumers that influence health care buying decisions.

4. Identify areas of risk within business structure and systems, funding options, various types of contracts, and the basics of billing and collections.

Content References:

1. Nielsen Report on Consumer Purchasing Behaviour 2016
2. Health Capital Topics - Health Capital Consultants (Health Capital Press, LLC Publishers 2018)
3. Compliance 101. Debbie Troklus and Sheryl Vacca (Health Care Compliance Association 2016)
4. "Social Media Use in 2021." Pew Research Center, Washington, D.C. (APRIL 7, 2021) <https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021>
5. The Stark Law - Comprehensive Analysis and Practical Guide (7th Edition), Charles B. Oppenheim, Ben A. Durie, and Amy M. Joseph (American Health Lawyers Association, 2021)
6. Medical Directorship and On-Call Compensation Report. Data Solutions Advisory Group (MGMA 2017)
7. Refounder: How Transformational Leaders Take What's Broken and Make It Better. Patrick Collett; Per Capita Publishing, 2021.

1:00 PM - 5:00 PM

PC 102. Jump Start Your Employee Engagement Strategy: How to Create a Successful Engagement Program
Brian Hartz, MPT, DPT (HARTZ Physical Therapy)

.4 CEUs/ 4 Contact Hours

Course Level: Intermediate

The COVID-19 pandemic has had a significant impact on our businesses and employees creating major challenges in recruiting and retaining staff. These experiences and hardships encountered while running a business have brought with it some valuable lessons about how to boost employee engagement that should not be forgotten. The importance of employee engagement in a post-COVID-19 environment cannot be understated. Across all industries, and especially the healthcare field, the primary focus in 2023 for owners and managers is building company culture, increasing employee engagement and staff retention. Clinic owners and managers have an opportunity to create an environment in which employees feel connected, recognized, and supported by ensuring they understand why we do what we do. Now, more than ever, your business needs to thrive and having an energized and engaged team will help make this a reality! Starting an objective employee engagement strategy may seem like a daunting task; however, it doesn't need to be. Participating in this preconference course will provide an opportunity to create your next successful employee engagement strategy and give you all the tools to implement your plan immediately following the Austin APTA Private Practice conference. By creating an objective plan, you will be able to effectively measure your return on investment. Once initiated, your team will be fully engaged to help your practice succeed all while promoting your practice, giving back to the community and

growing both professionally and personally. I've perfected this strategy over the past 20 years, and you will be able to avoid all the mistakes I've made and you will be set up for success on day 1!

Upon completion of this course, the participant should be able to:

1. Identify opportunities to incentivize your staff to promote employee engagement and company culture
2. Understand best practices for implementing coaching strategies to increase employee growth both personally and professionally.
3. Identify limitations with cash-based incentive strategies and traditional team building activities.

Content References:

1. Chapman G, White P. The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People. Northfield Publishing. 2019.
2. Chanana, N., Sangeeta. Employee Engagement Practices During COVID-19 Lockdown. Journal of Public Affairs. 2021; 21:1-8.
3. Kang J., et al. Relationships Among Organizational Values, Employee Engagement, and Patient Satisfaction in an Academic Medical Center. Mayo Clinic Proceedings: Innovations, Quality and Outcomes. 2020; 4 (1): 8-20.
4. Knight, C. et al. Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. Journal of Organizational Behavior, J. Organizational Behavior 2017; 38, 792–812.
5. Kosaka, D. and Sato, H. Employee Engagement and Work Engagement: Same Wine, Different Bottles? Annals of Business Administrative Science. 2020; 19: 227–239.
6. Kurdi, B. et al. The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. Management Science Letters. 2020; (10) 3561–3570.
7. Scott, G. et al. Exploring the Impact of Employee Engagement and Patient Safety. International Journal for the Quality in Health Care. 2022; 34(3), 1-8.
8. Suomi K. et al. Employee Engagement and Internal Branding: Two Sides of the Same Coin? Corporate Reputation Review. 2021; (24), 48–63.
9. Popiela, A. et al. DNA of engagement: How Organizations Create and Sustain Highly engaged Teams. The Conference Board. 2019.
10. Stein, D. et al. How Companies Can Improve Employee Engagement Right Now. Harvard Business Review. October 13, 2021.
11. Stanier MB. The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever. Box of Crayons Press. 2016.
12. White P. The Vibrant Workplace: Overcoming the Obstacles to Building a Culture of Appreciation. Northfield Publishing. 2017.

12:30 PM - 2:00 PM

AC 001. Practical and Compliant Revenue Cycle Management Systems

Connie L. Zicarelli (Guidepost Consultants & Mentoring)

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

Administrators' Certification Program: Business Operations (Module 1 of 7): This session will offer practice administrators education on the critical success factors that directly impact the bottom line and improve overall operations. We will be taking an in-depth look at practical solutions that apply to single-site clinics and multiple-location practices in business management. In addition, we will discuss managed care, accounts receivable management, leadership, and team development strategies and end with the OIG Seven Element of a Compliance Plan.

Upon completion of this course, the participant should be able to:

1. Understand how the entire team influences the financial health of the practice.
2. Identify how to maintain healthy accounts receivable.
3. Understand the reports necessary to manage benchmarks and exceed goals.
4. Discover the value of auditing your contracts and fee schedules to assure accurate and complete payments.

Content References:

1. Medicare Provider Supplier Enrollment. CMS. Gov. <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/Become-a-Medicare-Provider-or-Supplier>. Accessed January 16, 2019.
2. Quality, Safety and Oversight – Certification and Compliance. CMS.Gov. <https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/CertificationandCompliance>. Accessed January 16, 2019.
3. Medicare Enrollment for Physicians, NPPs and Other Part B Suppliers. CMS Medicare Learning Network. <https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/EnrollmentResources/provider-resources/provider-enrollment/Med-Prov-Enroll-MLN9658742.html>. February 2019.
4. Brandt, Julianne. “The Revenue Cycle and Clinical Excellence.” PPS Impact Magazine The Revenue Cycle and Clinical Excellence Comments, APTA Private Practice, a section of the American Physical Therapy Association, 9 Sept. 2021, www.ppsimpact.org/the-revenue-cycle-and-clinical-excellence/.
5. Johnson, Bryanne, and Dominique Zordich. “Strong from the Start.” PPS Impact Magazine Strong From the Start Comments, APTA Private Practice, a section of the American Physical Therapy Association, 9 Sept. 2021, www.ppsimpact.org/strong-from-the-start/.
6. Gallagher, Brian. “Accounting Reports 101 for Private Practice Billing & Finance.” PPS Impact Magazine Accounting Reports 101 for Private Practice Billing Finance Comments, 9 Sept. 2021, www.ppsimpact.org/accounting-reports-101-for-private-practice-billing-finance/.
7. Cassano, Don. “5 Strategies to Help You Squeeze Your Bottom Line in Your Private Practice.” PPS Impact Magazine , APTA Private Practice, a section of the American Physical Therapy Association, 9 Sept. 2021, www.ppsimpact.org/5-strategies-to-help-you-squeeze-your-bottom-line-in-your-private-practice/.

2:30 PM - 4:00 PM

AC 002. Human Resources: Putting the Human Back in Human Resources'
Anny Henry, SHRM-CP (Human Resources Director, Movement for Life)

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

Administrators' Certification Program: Human Resources (Module 2 of 7): Starting an HR Department can be an overwhelming task. In this 90 min session, come learn the basics HR functions for your organization. You will discover resources and tools on how to set up a successful department. Topics we will cover include, Recruiting, Onboarding- New Hires, Benefits, Performance Review, Employee Engagement, Termination, and HR Laws/ Resources

Upon completion of this course, the participant should be able to:

1. Understand the basic tasks of Human Resources.
2. Understand how to onboard, engage and retain employees.
3. Utilize guidelines to set up Human Resources department.
4. Implement specific ways to be more efficient with the Human Resources functions.
5. Know where to find information on the HR laws and regulations. Specific resources for further HR development and study.

Content References:

1. Smith, Steven J. The Hiring Tree: Laws of Applicant Attraction. Hiring Tree, LLC, 2023.
2. SHRM. "How to Retain Your Talent." SHRM, 9 Aug. 2023, www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/how-to-retain-your-talent.aspx.
3. Falcone, Paul. "How to Deliver Constructive Feedback Effectively." SHRM, 30 Mar. 2023, www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-to-deliver-constructive-feedback-effectively.aspx.
4. Caers, Ralf. Human Resource Management : Basics. 3rd ed. Antwerp: Intersentia, 2021.
5. Scott, Kim. Radical Candor: Be a Kick-ass Boss Without Losing Your Humanity. Fully revised & updated edition. New York, St. Martin's Press, 2019.

Friday, November 3, 2023

9:30 AM - 10:30 AM

100. Keynote Breakfast: The Loyalty Loop
Andrew Davis

.00 CEUs/ 0.0 Contact Hours

Course Level: Beginner

We spend a lot of time telling our clients how different we are. But conduct an online search for the services we provide and you'll quickly find that you and your competitors all sound the same. It's time we stop telling people we're different. Start showing them you're different.

It turns out one of the most effective ways to grow our business isn't filling a funnel with low-quality leads. Instead, treat your loyal clients as your most valuable asset. It's time to exploit your loyalty loop. The loyalty loop leverages your existing clients to drive a steady stream of highly valuable, high-margin, new business.

In this exhilarating, hour-long, keynote address, best-selling author and marketing guru Andrew Davis, will help you harness the power of the new consumer experience. You'll learn how to build anticipation, harness the honeymoon period, and drive inspirational moments that result in new business. Whether you're interested in increasing demand or increasing awareness for the products and services you sell, the Loyalty Loop is designed to build a powerful engine that never sleeps.

You'll leave inspired to re-think the way you win over new clients and transform the way you service the customers you already own.

Upon completion of this course, the participant should be able to:

Content References:

11:00 AM - 12:30 PM

AC 003. Business & Financial Management

Chris Albanese, PT, MSPT (Access Physical Therapy & Wellness)

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

Administrators' Certification Program: Financial Management (Module 3 of 7): This session addresses current topics in leadership and focuses on business management, personality assessments, patient experience, business development, growth, financial analysis, revenue cycle management, and how they apply along the patient care continuum. Topics focus on daily operations as well as building and managing a high-performing team. Topics include leadership qualities beyond the P&L, including how leaders help their team to reach their fullest potential. The course also illustrates how to be a grateful leader and when to exercise creative tension.

Upon completion of this course, the participant should be able to:

1. Understanding of the Income (Profit & Loss) Statement.
2. Understanding of the Balance Sheet.
3. Understanding of the Cash Flow Statements.
4. Understanding of the lead indicators that help predict financial success.
5. Improve your financial intelligence and understand how to improve the financial health of your clinics.

Content References:

1. Britt, John. "therapy services: from ancillary to necessary." Healthcare financial management : journal of the Healthcare Financial Management Association vol. 70,5 (2016): 42-5.
2. Landry, Michel D et al. "Workforce Projections 2010-2020: Annual Supply and Demand Forecasting Models for Physical Therapists Across the United

- States.” Physical therapy vol. 96,1 (2016): 71-80. doi:10.2522/ptj.20150010
3. Sabus, Carla, and Ellen Spake. “Innovative physical therapy practice: a qualitative verification of factors that support diffusion of innovation in outpatient physical therapy practice.” Journal of healthcare leadership vol. 8 107-120. 1 Dec. 2016, doi:10.2147/JHL.S115772
 4. Westby, Marie D et al. “Emerging Role of Quality Indicators in Physical Therapist Practice and Health Service Delivery.” Physical therapy vol. 96,1 (2016): 90-100. doi:10.2522/ptj.20150106
 5. Santo Domingo, Ian. Private Practice Section American Physical Therapy Association, Alexandria, VA, 2019, pp. 1–30, PPS KPI BENCHMARKING STUDY.
 6. TTI Success Insights, 1 Dec. 2022, <https://www.ttsi.com/>.

11:00 AM - 12:30 PM

101. Engage Hire: Success with Proactive Candidate Recruitment
Brian J. Weidner, MBA (Career Tree Network)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Jobs, jobs, jobs. Everybody is hiring. Quality candidates for all positions are in short supply. At the same time, the success of your business depends on your ability to employ great people. Effective recruitment must include a proactive approach to attract, engage, and fill the talent pipeline. Posting a job and hoping that it is seen by the right candidates is not a winning strategy. We must go beyond the job posting to actively nurture a talent pipeline. Within this session, we will explore proven candidate-focused strategies to leverage proactive recruitment for both Physical Therapist hires and support roles. The best clinic leaders and managers are skilled in proactive recruitment. They’ve learned the tools and techniques to fill open positions with the highest quality candidates. This session will focus on the Attract - Engage - Hire model to breakdown the hiring process to key actionable moments.

Upon completion of this course, the participant should be able to:

1. Evaluate your current hiring process to identify weak points and targeted areas of improvement.
2. Identify what candidates are seeking from employers today and refine your employer value proposition to meet the needs of future employees.
3. Design a proactive approach for hiring at your organization to attract top talent for key roles.
4. Analyze inflection points within the hiring process to better engage and support the candidate experience to result in higher numbers of applicants for open positions.
5. Formulate a checklist / action plan to increase your effectiveness in obtaining accepted job offers.

Content References:

1. Gladwell, Malcolm. Blink: The Power of Thinking Without Thinking. Back Bay Books/Little, Brown & Company, 2019.
2. Grant, Adam. Think Again: The Power of Knowing What You Don't Know. Viking, 2021

3. Pink, Daniel. When: The Scientific Secrets of Perfect Timing. Riverhead Books, 2018.
4. Gladwell, Malcolm. Blink: The Power of Thinking Without Thinking. Back Bay Books/Little, Brown & Company, 2019.
5. Grant, Adam. Think Again: The Power of Knowing What You Don't Know. Viking, 2021.
6. Gartner, Inc. Advancing Recruiting's Value Through Uncertain Times. 734002. 2021

**11:00 AM - 12:30 PM 102. How to Get Your Clinicians to Sell without Losing Sight of Patient Care
Darryl Yardley (Clinic Accelerator)**

**.15 CEUs/ 1.5 Contact Hours
Course Level: Intermediate**

Having a thriving practice and providing even better outcomes for patients is directly linked to the ability of your clinicians to book care plans, cross-refer and sell products effectively. Unfortunately, many clinics struggle with getting their clinicians to overcome their fear of "sales", which can have a detrimental impact on the financial health of the practice. The good news is, there is a solution! In this session, we will provide attendees with the knowledge and tools they need to encourage clinician buy-in and effectively convey the benefits of care plans and additional services to patients. We will also discuss how to incorporate cross-selling in a way that is professional, patient-centred, and not "salesy". With the strategies and tactics shared in this session, attendees will leave with a clear understanding of how to effectively grow revenue and improve the financial health of their practice. Don't miss out on this opportunity to learn how to take your practice to the next level and secure its future.

Upon completion of this course, the participant should be able to:

1. Define how to get your clinicians to book full care plans, sell products, and cross-refer to additional services.
2. Describe how to get buy-in from your clinicians so they implement what you learned.
3. Demonstrate how to implement and measure operational strategies to improve the financial health of your practice.
4. Define ways to promote care plans and additional services in a non-salesy way.
5. Define how to effectively train clinicians on how to promote your additional services in your clinic.

Content References:

1. Diener, Ina et al. "Listening is therapy: Patient interviewing from a pain science perspective." *Physiotherapy theory and practice* vol. 32,5 (2016): 356-67. doi:10.1080/09593985.2016.1194648
2. Wiering, B et al. "Meeting patient expectations: patient expectations and recovery after hip or knee surgery." *Musculoskeletal surgery* vol. 102,3 (2018): 231-240. doi:10.1007/s12306-017-0523-7
3. Borthwick, Derek. *How to Talk to Anybody: Learn the Secrets to Small Talk, Business, Management, Sales & Social Skills & How to Make Real Friends*. 2022.
4. Meurisse, Thibaut. *Master Your Emotions & Motivation: 2 Books in 1*. 2020.
5. Caponi, Todd. *The Transparency Sale: How Unexpected Honesty and Understanding the Buying Brain Can Transform Your Results*. Ideapress Publishing, 2020.
6. Salz, Lee B. *Sales Differentiation: 19 Powerful Strategies to Win More Deals at the Prices You Want*. AMACOM, 2018.

11:00 AM - 12:30 PM 103. Positioning Rehab Providers at Forefront of Care in MIPS Value Pathways & Value Based Care

Susan Lofton, MPT (Outcomes and Clinical Transformation & WebPT)

Melissa Modde, MSN, PhD (WebPT)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Value-based care (VBC) is transforming how healthcare is purchased and delivered in the United States. Although the shift toward VBC has been slow, and fee-for-service reimbursement models remain relatively dominant, the recent pandemic highlighted that transformation is necessary—and that change can occur much faster than we ever imagined possible. That said, the timing is ripe for the rehab therapy industry to position ourselves as primary players in the movement towards delivering optimal quality and value in the broader healthcare ecosystem. The Centers for Medicare and Medicaid (CMS) has taken note and is continuing their mission to initiate ways to foster participation in new care models. In this session, Susan Lofton and Melissa Modde will provide an overview of the evolving healthcare landscape, and a discussion of how CMS is facilitating participation and change via the evolution of the Merit-based Incentive Payment System (MIPS) to MIPS Value Pathways (MVPs).

Upon completion of this course, the participant should be able to:

1. Demonstrate why the current fee for service model is not working.
2. Articulate lessons learned from past and current healthcare delivery models.

3. Compare the similarities and differences between the current MIPS model and the MIPS Value Pathways (MVPs) model.
4. Formulate strategies on how to transition to MVPs and similar payment models.
5. Defend why the time is ripe for rehab professionals to participate in value-based care initiatives.

Content References:

1. 2023 Quality Payment Program Final Rule Resources - Centers for Medicare & Medicaid Services. (2023). Retrieved from <https://qpp.cms.gov/resources/resource-library>
2. 2023 Quality Quick Start Guide - Centers for Medicare & Medicaid Services. (2023). Retrieved from <https://qpp.cms.gov/resources/resource-library>
3. 2023 MVPs Implementation Guide - Centers for Medicare & Medicaid Services. (2023). Retrieved from: <https://qpp.cms.gov/resources/resource-library>
4. Emanuel EJ, Gudbranson E, Van Parys J, Gørtz M, Helgeland J, Skinner J. Comparing Health Outcomes of Privileged US Citizens With Those of Average Residents of Other Developed Countries. *JAMA Intern Med.* 2021;181(3):339–344. doi:10.1001/jamainternmed.2020.7484
5. Erickson, S., Outland, B., Joy, S., et.al. (Jan 2020). Envisioning a Better U.S. Healthcare System for All: Healthcare Delivery and Payment System Reforms. Retrieved from: <https://www.acpjournals.org/doi/10.7326/M19-2407>

11:00 AM - 12:30 PM 104. Taking the Driver's Seat in Succession Planning: Keys to Building and Optimizing Value
Steve Stalzer, PT, MBA (8150 Advisors)
Emily Bagby (Mill Creek Consulting)

.15 CEUs/ 1.5 Contact Hours
Course Level: Advanced

The focus of this session is on building practice value to help owner take the driver's seat in succession planning. By understanding the drivers of practice value, we will help owners establish a plan that leverages strengths and mitigates risk to build value over time. We will teach participants how to leverage return on investment to prioritize growth initiatives. We will discuss practical ways to establish evidence-based marketing and recruiting strategies and discuss the benefits of playing offense when building value. We will also discuss strategies to optimize value in a sale.

Upon completion of this course, the participant should be able to:

1. Articulate the drivers of practice value and why value creation should be an owner's top priority.
2. Describe recent M&A trends and the impact of external factors such as competition and interest rates on practice value.
3. Integrate practical solutions to assess marketing return on investment.
4. Outline strategies for value creation by leveraging strengths and mitigating weaknesses within a practice.
5. List effective strategies to optimize value in a sale.

Content References:

1. Hellen, Tupper and Sarah Ellis. It's Time to Reimagine Employee Retention. Harvard Business Review. June 04, 2022.
2. Keswin, Erica. 3 Ways to Boost Retention Through Professional Development. Harvard Business Review. April 5, 2022.
3. Stalzer, Steve. M&A Secrets: 7 Myths About Selling Your Physical Therapy Practice. PPS Impact. October 10, 2022.
4. Riegel, Deborah. 8 Ways Leaders Delegate Successfully. Harvard Business Review. August 15, 2019.
5. Stalzer, Steve. Improving Your Marketing Effectiveness. APTA Private Practice IMPACT. August 8, 2023.

2:30 PM - 4:00 PM

105. The State of the Physical Therapy Industry: A Growing Profession Facing New Pressures

Justin Moore, PT, DPT (American Physical Therapy Association)

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

The physical therapy profession emerged from the COVID public health emergency changed. Disruptions in delivery through digital technologies to meet increasing demand amidst labor shortages and payment challenges created pressures and potentials that will shape the next decade of physical therapy. Learn strategies APTA and APTA Private Practice are producing and promoting to position physical therapy to realize its value in the health care system and create a practice environment and career ready for its next generation of professionals and leaders.

Upon completion of this course, the participant should be able to:

1. Identify three challenges facing the profession.
2. Identify two strategies to address current challenges to deploy in their practice.
3. Identify three resources to deploy in their practice.

Content References:

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2. Benchmark Report: Hiring Challenges in Outpatient Physical Therapy Practice. APTA and APTA Private Practice. September 2022. Report | APTA Benchmark Report: Hiring Challenges in Outpatient Practices | APTA
3. Physical Therapy Market Overview. A Report. Harris Williams. July 13, 2022. Accessed at hw_pt_market_overview_q2_2022.pdf (ctfassets.net). Accessed on July 9, 2023
4. U.S. Occupational & Physical Therapy Services Market. Fortune Business Insight. November 2022 Access at U.S. Occupational & Physical Therapy Services Market Report (fortunebusinessinsights.com)
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10. Three Years of Physical Therapy in a Public Health Emergency: The Impact of the COVID-19 Pandemic on the Physical Therapy Profession. A Report. American Physical Therapy Association. Alexandria VA. Published May 23, 2022. Access at The Impact of the COVID-19 Pandemic on the Physical Therapy Profession | APTA Accessed on July 9, 2023.
11. US News and World Report. Best Jobs. Physical Therapists. Accessed at Physical Therapist - Career Rankings, Salary, Reviews and Advice | US News Best Jobs
12. The Impact of Administrative Burden on Physical Therapist Services. Infographic. American Physical Therapy Association. March 2023. Accessed at The Impact of Administrative Burden on Physical Therapist Services | APTA. Accessed on July 9, 2023

13. Centers for Disease Control and Prevention. Long COVID or Post-COVID Conditions. Updated December 16, 2022. Accessed at Long COVID or Post-COVID Conditions | CDC.

11:00 AM - 12:30 PM 106. Whole Person Care for Aging Adults: A Missed Opportunity in Private Practice Physical Therapy

Cathy H. Ciolek, PT, DPT (Living Well With Dementia, LLC)

Gregory W. Hartley, PT, DPT (University of Miami)

Eva Norman, PT, DPT (Live Your Life Florida, LLC)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

This session will present projected demographics of the US population through 2060 and how physical therapy practices must adapt to meet societal needs and provide whole person care to attract and maintain their client base. An overview of how ageism impacts everything from patient outcome to personal income will provide a foundation for subsequent content. Screening aging adults in the areas of balance/falls, bone health, cognition/mental health, physical activity, and health promotion/wellness can lead to identification of critical issues that physical therapists can and should be addressing. Promoting an annual physical therapy visit using a standardized format will be presented to create data tracking to identify early onset of challenges that can be addressed with skilled physical therapy and/or wellness opportunities for your practice. Speakers will discuss how to operationalize clinical practice guidelines while promoting both business growth and evidence-based population health. Discussion will be focused on how to handle results of these screenings to build a new revenue stream, promote growth, and create sustainable patient/client relationships that extend beyond a single episode of care and develop an additional entry point into your practice.

Upon completion of this course, the participant should be able to:

1. Discuss the importance of whole person care, the “5-M’s” of geriatrics, and agism as a source of poor outcomes in physical therapy.
2. Describe the importance of routine screenings among all aging adults as a professional obligation to society.
3. Perform evidence-based screenings for balance/falls, bone health, cognition/mental health, physical activity, and health promotion/wellness in aging adults.
4. Implement evidence-based practice for falls and osteoporosis based on published clinical practice guidelines.
5. Describe models of practice designed to retain a patient/client base while following accepted evidence-based guidelines in Medicare or cash-based systems.

Content References:

1. Criss MG, Wingood M, Staples WH, et al. APTA Geriatrics' guiding principles for best practices in geriatric physical therapy: an executive summary. *J Geriatr Phys Ther.* 2022;45:70-75. <https://doi.org/10.1519/JPT.0000000000000342>
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4. Avin KG, Nithman RW, Osborne R, Betz SR, Lindsey C, Hartley GW. Essential components of physical therapist management of patients with osteoporosis: a Delphi study. *J Geriatr Phys Ther.* 2022;45:E120-E126. <https://doi.org/10.1519/JPT.0000000000000347>
5. Avin KG, Hanke TA, Kirk-Sanchez N, et al. Management of falls in community-dwelling older adults: a clinical guidance statement from the Academy of Geriatric Physical Therapy of the American Physical Therapy Association. *Phys Ther.* 2015;95:815-34. <https://doi.org/10.2522/ptj.20140415>
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7. Koonin LM, Hoots B, Tsang CA, et al. Trends in the use of telehealth during the emergence of the COVID-19 pandemic — United States, January–March 2020. *MMWR.* 2020;69:1595-1599. <https://doi.org/10.15585/mmwr.mm6943a3>
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2:30 PM - 4:00 PM

AC 004. Running a Successful and Compliant PT Practice in 2024

Rick Gawenda, PT (Gawenda Seminars & Consulting, Inc.)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

This session will thoroughly explain how to complete the Advance Beneficiary Notice of Noncoverage (ABN) form and when you can and can't issue an ABN to a Medicare beneficiary. The session will discuss the Good Faith Estimate (GFE) requirement and provide participants what physical therapy clinics must do to be in compliance with the GFE requirement. The session will provide answers to the commonly asked questions about Medicare Advantage plans, whether in-network or out-of-network, and the prohibition of balance billing dually eligible Medicare beneficiaries in the Qualified Medicare Beneficiary program. Finally, the session will explain when a private practice physical therapist can and can't bill the Medicare program for a Medicare beneficiary in hospice.

Upon completion of this course, the participant should be able to:

1. Describe when you can and can't bill Medicare for outpatient physical therapy services for a Medicare beneficiary in hospice.
2. Understand what a physical therapy practice must do in order to be in compliance with the Good Faith Estimate requirement.
3. Describe how Medicare Advantage (MA) plans reimburse therapists who are not enrolled in the MA plan.
4. Identify when it is and is not appropriate to issue an ABN to a Medicare beneficiary.
5. Comprehend how to accurately complete an ABN for services you feel Medicare will not reimburse for.

Content References:

1. CMS Pub 100-02, Medicare Benefit Policy Manual, Chapter 15 – Covered Medical and Other Health Services, Section 220-230.6 – Accessed January 17, 2023 <http://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Downloads/bp102c15.pdf>
2. CMS Pub 100-04, Medicare Claims Processing Manual, Chapter 5 – Part B Outpatient Rehabilitation and CORF Services - Accessed January 17, 2023 <http://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Downloads/clm104c05.pdf>
3. Current Procedural Terminology 2024, Professional Edition, American Medical Association, copyright 2023.
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7. UnitedHealthcare, Commercial Reimbursement Policy, Telehealth/Telemedicine Policy, Professional, Policy Number 2021R0046A,

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<https://www.uhcprovider.com/content/dam/provider/docs/public/policies/comm-reimbursement/COMM-Telehealth-and-Telemedicine-Policy.pdf>

8. Centers for Medicare and Medicaid Services, Medicare-Medicaid Care Coordination, Medicare-Medicaid Care Coordination Office, Qualified Medicare Beneficiary (QMB) Program, Accessed online on January 17, 2023, <https://www.cms.gov/Medicare-Medicaid-Coordination/Medicare-and-Medicaid-Coordination/Medicare-Medicaid-Coordination-Office/QMB>
9. Centers for Medicare and Medicaid Services, Regulations & Guidance, Manuals, Internet-Only Manuals, Publication 100-16 - Medicare Managed Care Manual, Accessed online on January 17, 2023, <https://www.cms.gov/Regulations-and-Guidance/Guidance/Manuals/Internet-Only-Manuals-IOMs-Items/CMS019326>
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11. Code of Federal Regulations, Part 149 – Surprise Billing and Transparency Requirements, Subpart G – Protection of Uninsured or Self-Pay Individuals, Accessed online on January 17, 2023 <https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-B/part-149>
12. Centers for Medicare and Medicaid Services, No Surprises Act, Overview of Rules and Fact Sheets, Accessed online on January 17, 2023, <https://www.cms.gov/nosurprises/policies-and-resources/overview-of-rules-fact-sheets>

2:30 PM - 4:00 PM

107. Continuing Education: Money Pit or ROI for Recruiting, Staff Development and Leadership?

Adriaan Louw, PT, PhD (Evidence in Motion)

Laurence N. Benz, PT, DPT, MBA (Confluent Health)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

In physical therapy continuing education the main event of the traditional weekend course is...learning another technique. Sure, innovations in clinical care need to be disseminated to clinicians, supported by research and evidence-based practice. Emerging evidence show that post-professional education, including mentorship, residencies and fellowships do yield positive results regarding patient outcomes. What if these positive clinical acquisitions are not the main event, but take a backseat to other often overlooked positive impacts including staff development, recruiting, leadership, motivation, burnout, longevity of employment and more? Practice owners must make decisions on development

of their professional staff - give an allowance as a benefit or create a residency? Buy an online platform for all employees or have a formal mentorship? Does it matter? Does it help as an attractor in recruitment or merely serve as a requirement? Burnout rates are reported around 30% and a recent PT industry-led survey reported 70% of PTs are looking at making a professional change in employment. Emerging non-clinical research is showing that post-professional education positively influence burnout, employment duration and professional development. Combine this with CE providing an opportunity for clinics to come together socially, connect with team members and peers, create an event that may help with recruiting, team building and motivation, we may have been looking at CE wrong all along. This presentation will show the research on the benefits of post-professional education, but also make the case why these events may be far more than “just learning a new technique.”

Upon completion of this course, the participant should be able to:

4. Become familiar with the published research on post-professional education in physical therapy.
5. Detail types and pros/cons of development opportunities from purely online to talent management strategies.
6. Recognize how benefits from post-professional education are spilling over from traditional clinical benefits to potential critical staffing and business benefits.
7. Familiarize themselves with emerging needs of the current and future PT workforce and how post-professional education may help meet those needs.
8. Reimagine traditional PT weekend continuing education, including the need for in-person, personal and social events versus online education-only.

Content References:

1. Rodeghero J, Wang YC, Flynn T, Cleland JA, Wainner RS, Whitman JM. The impact of physical therapy residency or fellowship education on clinical outcomes for patients with musculoskeletal conditions. *J Orthop Sports Phys Ther.* Feb 2015;45(2):86-96. doi:10.2519/jospt.2015.5255
2. Williams A, Rushton A, Lewis JJ, Phillips C. Evaluation of the clinical effectiveness of a work-based mentoring programme to develop clinical reasoning on patient outcome: A stepped wedge cluster randomised controlled trial. *PLoS One.* 2019;14(7):e0220110. doi:10.1371/journal.pone.0220110
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7. Hart DL, Dobrzykowski EA. Influence of orthopaedic clinical specialist certification on clinical outcomes. *J Orthop Sports Phys Ther.* Apr 2000;30(4):183-93. doi:10.2519/jospt.2000.30.4.183
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11. Elvén MD, E. Factors influencing physical therapists' clinical reasoning: qualitative systematic review and metasynthes. *Physical Therapy Reviews.* 2017;22:60-75.
12. Osborne R, Janson C, Black L, Jensen GM. Motivations to Pursue Physical Therapy Residency Training: A Q-Methodology Study of Stakeholder Perspectives. *Phys Ther.* Jan 23 2020;100(1):57-72. doi:10.1093/ptj/pzz142
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2:30 PM - 4:00 PM

108. Designing Effective Employee Compensation Models. A case study approach

Jason M. Wambold, MSPT (OnusOne/Pay for Performance Solutions, LLC)

Jason Lobb, PT, MPT (Mountain Land Physical Therapy)

Drew A. Pennington, PT, MPT (PNW Sports Institute)
LaRissa Shaps, PT, DPT (Spooner)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Today's workforce carries an unprecedented debt load, demands higher salaries, and cites "work-life" balance as a top priority. Most employees expect pay to be commensurate with experience/knowledge/clinical skill rather than production. However, most practice owners agree that the traditional "full salary" compensation model historically utilized by our profession is not a good strategic fit, and conflicts with third party reimbursement methodology. Notwithstanding, the "full salary" model continues to be the prevailing compensation model across the country. Practice owners/executives often lack the time or knowledge to make a change, and many fear how staff will perceive a compensation approach that guarantees anything less than a full salary irrespective of individual performance.

This session will provide an overview of the current literature on this topic, a detailed description of the strategic decisions that need to be made when designing alternative compensation models, ethical and regulatory considerations, and an overview of best practice rollout strategy. Through a case study approach, 3 separate practice owners/executive from AZ, WA, and UT will present a summary of the types of alternative compensation models they have introduced at their respective companies, along with a summary of the behavioral and objective metric changes that have occurred as a direct result of the introduction of their compensation models. They will also discuss the process through which they ensured that introducing alternative variable compensation models protected/enhanced practice profitability regardless of individual therapist performance. Ample time for audience Q and A will be provided at the end of the presentation.

Upon completion of this course, the participant should be able to:

1. Describe at least 2 conclusions consistently described in the literature regarding the relative effectiveness of traditional (full salary+bonus) compensation models.
2. List at least 3 key components of an effectively designed variable compensation model.
3. Describe 3 best practice communicative strategies as it relates to the introduction of alternative compensation models.
4. Describe the role that "compensation as a % of revenue" plays in designing variable compensation models which protect practice profitability.

5. Describe the role that the Dept of Labor-Minimum Salary Requirement plays in designing variable compensation models for Physical Therapists.

Content References:

1. Ogbonnaya, C., Daniels, K., and Nielsen, K. (2017) Does contingent pay encourage positive employee attitudes and intensify work?. Human Resource Management Journal, 27: 94–112. doi: 10.1111/1748-8583.12130.
2. Morgan, Jacob. “Why the Millions We Spend on Employee Engagement Buy Us So Little.” Harvard Business Review, 10 Mar. 2017, <https://hbr.org/2017/03/why-the-millions-we-spend-on-employee-engagement-buy-us-so-little>
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4. Nigusie, G. T., & Getachew, H. (2019). The effect of reward system on employee creativity. Journal of Higher Education Service Science and Management (JoHESSM), 2(1).
5. Matějka, M., & Ray, K. (2017). Balancing difficulty of performance targets: Theory and evidence. Review of Accounting Studies, 22, 1666-1697.

2:30 PM - 4:00 PM

109. Digital MSK - a Blockbuster moment for PT or the beginning of a new era?
Zachary Walston, PT, DPT (PT Solutions Physical Therapy)
Scott Hebert
Ellen Morello, PT, DPT (Second Door Health)

.15 CEUs/ 1.5 Contact Hours
Course Level: Intermediate

Changing the future for how all people recover from musculoskeletal injury and pain.

Upon completion of this course, the participant should be able to:

1. Develop a digital health strategy for their physical therapy practice.
2. Pitch value propositions for digital health MSK solutions to local employees, employers, and payors.
3. Identify pain points and MSK service gaps for local employers.
4. Create digital MSK content that can be integrated into a hybrid care model.
5. Determine a competitive pricing and structure contracts for digital MSK solutions.

Content References:

1. Arensman R, Kloek C, Pisters M, Koppelaar T, Ostelo R, Veenhof C. Patient Perspectives on Using a Smartphone App to Support Home-Based Exercise During Physical Therapy Treatment: Qualitative Study. *JMIR Hum Factors*. 2022 Sep 13;9(3):e35316. doi: 10.2196/35316. PMID: 36098993; PMCID: PMC9516363.
2. Beresford L, Norwood T. Can Physical Therapy Deliver Clinically Meaningful Improvements in Pain and Function Through a Mobile App? An Observational Retrospective Study. *Arch Rehabil Res Clin Transl*. 2022 Feb 24;4(2):100186. doi: 10.1016/j.arrct.2022.100186. PMID: 35756979; PMCID: PMC9214340.
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4. Denninger TR, Cook CE, Chapman CG, McHenry T, Thigpen CA. The Influence of Patient Choice of First Provider on Costs and Outcomes: Analysis From a Physical Therapy Patient Registry. *J Orthop Sports Phys Ther*. 2018 Feb;48(2):63-71. doi: 10.2519/jospt.2018.7423. Epub 2017 Oct 26. PMID: 29073842.
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8. Prall J, Ross M. The management of work-related musculoskeletal injuries in an occupational health setting: the role of the physical therapist. *J Exerc Rehabil*. 2019 Apr 26;15(2):193-199. doi: 10.12965/jer.1836636.318. PMID: 31111000; PMCID: PMC6509454.

2:30 PM - 4:00 PM

110. Marrying the Clinical and Financial Sides of PT: Tools for a Lasting Relationship

Kathleen Hickman, PT (Main Street Therapy Partners)

Tim Hickman, BS Economics (Main Street Therapy Partners)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Physical Therapy clinic owners often face challenges and pushback from staff when implementing their budgets. Due to budgetary concerns, staff therapists often feel limited in their growth and career opportunities. However, setting and abiding by a budget is imperative, especially in the current state of the industry with annual reimbursement cuts and initiatives. Learn tools to help “marry” the clinical and financial sides of Physical Therapy from a husband-and-wife team who are the CFO and Director of Clinical Services for a successful and growing Outpatient Physical Therapy Practice with over 15 clinics.

Upon completion of this course, the participant should be able to:

1. Develop an understanding of the challenges that outpatient physical therapy clinic owners face when incorporating a clinical model that allows the clinic to remain profitable.
2. Demonstrate the most impactful aspects of developing and implementing a budget in an outpatient clinic.
3. Understand how to use variance analysis to make timely and appropriate adjustments to your financial model.
4. Develop tools to educate clinical staff on the importance of maintaining budgetary guidelines.
5. Demonstrate how utilizing the same qualities that create a good marriage will also create good staff relationships.

Content References:

1. Cantu R PT, EdD, MBA, MTC. Physical therapists' perception of workplace ethics in an evolving health-care delivery environment: a cross-sectional survey. *Physiother Theory Pract.* 2019 Aug;35(8):724-737. doi: 10.1080/09593985.2018.1457744. Epub 2018 Mar 30. PMID: 29601224.
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Date of access 1.11.23

2:30 PM - 4:00 PM

111. Physical Therapy in Mental Health: Opportunities for Innovation and Practice Expansion

Joe Tatta, PT, DPT (Integrative Pain Science Institute)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Physical health and mental health are inseparably interconnected. One in five U.S. adults live with a mental illness (51.5 million people). The COVID-19 pandemic caused substantial increases in self-reported behavioral health symptoms such as stress, anxiety, and depression. Currently there is a significant shortage of mental health professionals. More than 150 million Americans live in federally designated mental health professional shortage area. To meet the national shortage of health professionals necessary to improve mental wellbeing, PTs are discovering new practice opportunities. It is within the scope of physical therapist practice to screen for and address behavioral and mental health conditions (HOD P06-20-40-10) and the World Health Organization recommends non-specialist mental healthcare providers as an effective strategy to increase provision and capacity. Surveys of physical therapist working in general practice report treating comorbid mental health problems daily (41%) and weekly (76%). This session will introduce the growing practice area of physical therapy in mental health. Scope of practice considerations, epidemiological trends, and areas of innovation will be discussed. By the end of the session, attendees will understand how PTs can use physical, integrative health, and/or low-intensity psychological interventions to promote mental wellbeing for individuals or groups with a range of physical health and/or mental health conditions.

Upon completion of this course, the participant should be able to:

1. Define physical therapy in mental health.
2. Describe how exercise and physical activity improve mental wellbeing.
3. Identify new practice areas at the intersection of physical and mental health.

4. Describe complementary and integrative health interventions that improve mental wellbeing.
5. Describe low-intensity psychological interventions within the scope of PT practice that improve mental wellbeing.

Content References:

1. Heywood SE, Connaughton J, Kinsella R, Black S, Bicchi N, Setchell J. Physical Therapy and Mental Health: Scoping Review [published online ahead of print, 2022 Aug 4]. *Phys Ther.* 2022;pzac102. doi:10.1093/ptj/pzac102
2. Alvarez E, Garvin A, Germaine N, Guidoni L, Schnurr M. Use of Mental Health Interventions by Physiotherapists to Treat Individuals with Chronic Conditions: A Systematic Scoping Review. *Physiother Can.* 2022;74(1):35-43. doi:10.3138/ptc-2020-0066
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5. Lennon O, Ryan C, Helm M, et al. Psychological Distress among Patients Attending Physiotherapy: A Survey-Based Investigation of Irish Physiotherapists' Current Practice and Opinions. *Physiother Can.* 2020;72(3):239-248. doi:10.3138/ptc-2019-0010
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2:30 PM - 4:00 PM

112. The Blue Ocean on TikTok: How An Overlooked Platform Can Become Your Competitive Advantage

Chad Madden, PT, MSPT (Madden PT and Breakthrough)

Carl Mattiola (Breakthrough)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Many service professionals in other industries are successfully growing their businesses through TikTok advertising. Yet data shows that physical therapists are underutilizing the social network. Unlike other platforms like Facebook and Instagram, your competitors are likely not advertising on TikTok. That means it's a Blue Ocean: You can reach your target audience with little competition. And there's a good chance you can get more eyeballs on your content at a lower cost than other, more saturated channels.

Think your target patients are not active on TikTok? You'd be surprised. The fastest-growing audience segment on TikTok is baby boomers. In fact, the amount of baby boomers on TikTok has doubled each year in the last two years.

Practice owners who are looking to include digital marketing channels in their promotional strategy should consider evaluating and testing TikTok advertising. Join this session to learn the advantages and disadvantages of marketing on TikTok, gain details about who is using TikTok and how they're using it, discover how to create high-performing TikTok content, and find out how to measure the ROI of TikTok advertising.

Plus, see real-world case studies demonstrating how PT practice owners are using TikTok to drive new patient generation.

Upon completion of this course, the participant should be able to:

1. Find out if your target patient market is active on TikTok and determine if TikTok fits into your practice's marketing strategy and budget.
2. List the advantages and disadvantages of advertising on TikTok to attract new physical therapy patients.
3. Apply best practices to create your own content for TikTok advertising.
4. List the steps for building out your own TikTok advertising campaign.
5. Measure the ROI from a TikTok advertising campaign.

Content References:

1. Ng, R, PhD, Indran, N. Not Too Old for TikTok: How Older Adults are Reframing Aging. *The Gerontologist*, 2022, Volume 62, Issue 8: 1207–1216, <https://doi.org/10.1093/geront/gnac055>
2. House of Marketers Team. Creating TikTok Content that Converts Older Demographics. 2022. Accessed Jan 18, 2023: <https://www.houseofmarketers.com/creating-tiktok-content-that-converts-older-demographics/>
3. Rittenhouse, L. TikTok's explosive ad revenue growth will overtake YouTube by 2024. Its next target: Facebook. *Business Insider*. 2022. Access Jan 18,

2023: <https://www.businessinsider.com/tiktok-could-compete-with-facebook-meta-2022-5>

4. Geysler, W. Top 64 TikTok Stats You Need to Know in 2023. 2023. Accessed Jan 18, 2023: <https://influencermarketinghub.com/tiktok-stats/>

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Saturday, November 4, 2023

10:30 AM - 12:30 PM AC 005. Your HIPAA Risk: Practical Tips for Identification and Mitigation
Lanchi N. Bombalier, JD/MPH, PT (Arnall Golden Gregory LLP)
Madison M. Pool, JD (Arnall Golden Gregory LLP)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Compliance with the applicable standards, implementation specifications, and requirements of the HIPAA Security, Privacy, and Breach Notification Rules can be a daunting task for all health care providers, both large and small. However, failure to comply may have serious consequences, including but not limited to breaches, fines and penalties, enforcement actions from the HHS Office for Civil Rights, operational disruptions, and patient complaints. This session is designed to help smaller providers that may not have robust IT and compliance resources to identify and assess common areas of risk under the Security, Privacy and Breach Notification Rules, as well as practical approaches for mitigating those risks. The presentation will also review recent enforcement actions and regulatory guidance that may provide further insight into OCR's current focus areas.

Upon completion of this course, the participant should be able to:

1. Describe the key areas for HIPAA compliance for all health care providers.
2. Recognize potential HIPAA risk areas for your practice.
3. Recognize common risk mitigation strategies and identify which strategies may work for your practice.
4. Develop an action plan for HIPAA compliance for your practice.
5. Describe trends in HIPAA enforcement actions and OCR focus areas relevant to your practice.

Content References:

1. Goldstein, Melissa, and Pewen, William. "The HIPAA Omnibus Rule: Implications for Public Health Policy and Practice." Public Health Reports, vol. 128, no. 6, 2013, pp. 554-558, <https://doi.org/10.1177/003335491312800615>. Content last reviewed September 13, 2019 . Accessed 12 Jan. 2023.
2. Code of Federal Regulations, Title 45, Section 160

3. HIPAA Compliance and Enforcement, <https://www.hhs.gov/hipaa/for-professionals/compliance-enforcement/index.html>
4. HIPAA Guidance for Small Providers, Small Health Plans, and other Small Business, <https://www.hhs.gov/hipaa/for-professionals/privacy/guidance/small-providers-small-health-plans-small-businesses/index.html>
5. Office for Civil Rights, Dept. of Health and Human Services, Omnibus HIPAA Final Rule (current law as of 2023), available at: <https://www.govinfo.gov/content/pkg/FR-2013-01-25/pdf/2013-01073.pdf>
6. Office for Civil Rights, Dept. of Health and Human Services, HIPAA Guidance for Small Providers, Small Health Plans, and other Small Businesses (current guidance as of 2023), available at: <https://www.hhs.gov/hipaa/for-professionals/privacy/guidance/small-providers-small-health-plans-small-businesses/index.html>
7. Office for Civil Rights, Dept. of Health and Human Services, 2021 Report to Congress on HIPAA Privacy, Security, and Breach Notification Rule Compliance (2023), available at: <https://www.hhs.gov/hipaa/for-professionals/compliance-enforcement/reports-congress/index.html>
8. Office for Civil Rights, Dept. of Health and Human Services, 2021 Report to Congress on Breaches of Unsecured Protected Health Information (2023), available at <https://www.hhs.gov/hipaa/for-professionals/breach-notification/reports-congress/index.html>
9. Office for Civil Rights, Dept. of Health and Human Services, Notice of Expiration of Certain Notifications of Enforcement Discretion Issued in Response to the COVID-19 Nationwide Public Health Emergency (4/13/2023), available at <https://public-inspection.federalregister.gov/2023-07824.pdf>
10. Office for Civil Rights, Dept. of Health and Human Services, various Resolution Agreements and Civil Money Penalties (with a focus on applicable actions from 2016-2023), available at <https://www.hhs.gov/hipaa/for-professionals/compliance-enforcement/agreements/index.html>

10:30 AM - 12:00 PM

201. ALF: A New Frontier for Diversifying Your Private Practice Rehab Therapy Revenue

Mikki Lindstrom, PT (Net Health)

Ellen R. Strunk, PT, MS (Rehab Resources & Consulting)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Milk and cookies. Summer and sunshine. Cats and the internet. Seniors and physical therapy.

Some things just fit together perfectly. Yet in the case of seniors and physical therapy – more specifically, private practice rehab therapy clinics and their local

senior living communities – few are taking advantage of the potential that exists from mixing the two.

At a time when private practice rehab therapists are continually searching for ways to diversify programs, revenue and referral sources, senior living communities (such as assisted living facilities, or ALFs) represent a “new frontier” for the delivery of therapy – a hotbed for patients and administrators with a continual need for the services you offer.

Just how great is the potential in creating mutually beneficial partnerships with senior and assisted living facilities in your service area? What might such a partnership look like? What models might you use to address the needs of ALF residents and administrators? Do needs require specialized training or payer/billing considerations? How do such relationships start, and what’s in it for each organization?

Presenters will answer these and other questions about how to capitalize on the largely untapped potential of ALF partnerships. Attendees will not only be able to identify such opportunities within their own service areas; they will understand how to compellingly approach administrators to begin productive discussions about partnership possibilities.

Upon completion of this course, the participant should be able to:

1. Thoroughly describe the potential that exists for private practice therapists to boost revenue and referral sources by creating mutually beneficial partnerships with senior / assisted living facilities.
2. Develop a strong knowledge base for what is or may be required of one's private practice clinic (i.e., staffing, billing, operational model, facility needs) to successfully establish such a partnership.
3. Articulate the steps clinicians can take to identify and convincingly pursue such opportunities and partnerships within their own service areas.
4. Weigh the pros and cons of the various partnership models available with senior living communities and ALFs, with the goal of determining where their clinic best aligns.
5. Determine whether exploring an ALF partnership is a worthwhile step for your private practice therapy clinic in 2024.

Content References:

1. Senior Housing News, "'Devastating' Medicare Cuts Threaten Access to Therapy in Senior Living," Dec. 14, 2020. <https://seniorhousingnews.com/2020/12/14/devastating-medicare-cuts-threaten-access-to-therapy-in-senior-living/>
2. Senior Housing News, "Joint Venture Brings Rehab Plus Wellness Model to Senior Living," Jan. 28, 2018. <https://seniorhousingnews.com/2018/01/28/joint-venture-brings-rehab-plus-wellness-model-senior-living/>
3. National Center for Assisted Living, "A Conversation About Falls in Assisted Living," 2023. https://www.ahcanca.org/Assisted-Living/Provider-Resources/Documents/Falls_Consumer.pdf
4. McKnights Senior Living, "Resident falls cost providers \$380,000 per year, on average: report," Sept. 28, 2022. <https://www.mcknightsseniorliving.com/home/news/resident-falls-cost-providers-380000-per-year-on-average-report/>
5. GlobeSt, "Senior Living's New Lease on Life," Dec. 22, 2022. <https://www.globest.com/2022/12/22/senior-livings-new-lease-on-life/?slreturn=20230018152548>

10:30 AM - 12:00 PM 202. A Tale of Two Orgs: How Decisions Can Make or Break A Practice's Financials

Erik Nystrom (Health & Rehab Solutions (HRS))

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

When and who do I hire? Can I afford to hire? When should I phase out of treatment to focus on growing my practice? In this presentation, we are going to look at common scenarios every practice owner encounter and demonstrate how

a company's financials should inform proper decision making in order to achieve the desired outcome. Attendees will learn how to look at financials through a new lens to bridge past performance to future goals. This new fiscal perspective will give you an additional tool to evaluate if a decision will help, or hurt, your practice's growth. Then, a live model will be used to mockup common scenarios and demonstrate the "make or break" affect a seemingly simple decision has on the financial performance of the model company.

Upon completion of this course, the participant should be able to:

1. Understand how a practice's financial performance affects the outcome of future decisions.
2. Know how to use your practice's financials to inform decision making in order to achieve your desired outcome.
3. Recognize specific factors that contribute to a decision "making or breaking" the financial performance of a company.
4. Apply financial data to common scenarios every practice owner encounter in order to achieve the desired outcome.
5. Anticipate the proper timing of a decision to optimize financial performance.

Content References:

1. The Corporate Finance Institute (CFI), Financial Modeling, Accessed January 10, 2023, <https://corporatefinanceinstitute.com/resources/financial-modeling/what-is-financial-modeling/>
2. The Corporate Finance Institute (CFI), Fixed and Variable Costs, Accessed December 14, 2021, <https://corporatefinanceinstitute.com/resources/knowledge/accounting/fix-ed-and-variable-costs/>
3. Gartner Finance Glossary, Accessed December 30, 2022, <https://www.gartner.com/en/finance/glossary>
4. Consumer Financial Protection Bureau (CFBP), Financial Terms Glossary, Accessed January 4, 2022, <https://www.consumerfinance.gov/consumer-tools/educator-tools/youth-financial-education/glossary/>
5. U.S. Securities and Exchange Commission, Beginners' Guide to Financial Statements, Accessed January 4, 2022, <https://www.sec.gov/oiea/reportspubs/investor-publications/beginners-guide-to-financial-statements.html>

10:30 AM - 12:00 PM 203. Creating a "Burnout-Free" Workplace: Practical Solutions To Transform Your Practice
Stephanie Weyrauch, PT, DPT, (Physical Therapy and Sports Medicine Centers)
Allison Smith, PT, DPT, PhD (Harris Health System)
Ellen Z. Anderson, PT, PhD (Rutgers University School of Health Professions)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Burnout is a growing problem in healthcare. In May 2019, burnout was officially recognized by the World Health Organization as “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.” Burnout has many negative consequences for employees, employers, and patient care. It is a major contributor to increased employee absenteeism and attrition, decreased quality of healthcare provided and patient satisfaction, increased healthcare costs, and erosion of company loyalty. To prevent burnout and improve well-being in the workplace, leaders must recognize intrinsic and extrinsic risk factors that may contribute to or protect against the development of stress and burnout in employees. Assessing multiple dimensions of well-being such as burnout and stress allows organizations to evaluate their relationship with other key performance indicators. This educational session will provide private practice physical therapists and organizational leaders with the tools to recognize burnout, measure risk factors contributing to burnout, implement strategies to prevent burnout from affecting company culture, and improve employee well-being.

Upon completion of this course, the participant should be able to:

1. Articulate the impact of burnout on clinician, employer, and patient stakeholders and deduce the importance of addressing burnout to improve company culture.
2. Identify the causes of burnout in the workplace.
3. Recognize the signs and symptoms of unmanaged stress and burnout in oneself and in employees.
4. Collect and evaluate workplace data to predict risk factors for employee burnout.
5. Implement evidence-based solutions to mitigate burnout risk in the workplace.

Content References:

1. Ambler SB, Jette DU, Nordstrom T. Return on investment in physical therapy: professional tension. *Phys Ther.* 2020;100(12):2227-2230.
2. Anderson EZ. Stress and burnout in physical therapists [dissertation]. <https://rucore.libraries.rutgers.edu/rutgers-lib/47324/>. Accessed Dec 1, 2022.
3. Berry JW, Hosford, CC. A regional survey: analysis of burnout among physical therapists in frontier counties. *PT-PAL.* 2015;15(3):1-11.
4. Carrau D, Janis JE. Physician Burnout: Solutions for Individuals and Organizations. *Plast Reconstr Surg Glob Open.* 2021;9(2):e3418. Published 2021 Feb 16. doi:10.1097/GOX.0000000000003418

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7. De Hert S. Burnout in Healthcare Workers: Prevalence, Impact and Preventative Strategies. *Local Reg Anesth.* 2020;13:171-183. Published October 28, 2020. doi:10.2147/LRA.S240564
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11. Nagoski E, Nagoski A. *Burnout: The Secret to Unlocking the Stress Cycle.* Ballantine Books; 2019.
12. National Academies of Sciences, Engineering and Medicine. *Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being.* National Academies Press; 2019. doi:10.17226/25521
13. Reis E. Beating Burnout. *APTA Magazine.* <https://www.apta.org/apta-magazine/2019/02/01/beating-burnout> . Published February 2019. Accessed Dec 1, 2022.
14. Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: Nine organizational strategies to promote engagement and reduce burnout. *Mayo Clinic Proceedings.* 2017;92(1):129-146. doi:10.1016/j.mayocp.2016.10.004
15. Shanafelt, T., Trockel, M., Ripp, J., Murphy, M. L., Sandborg, C., & Bohman, B. (2019). Building a Program on Well-Being: Key Design Considerations to Meet the Unique Needs of Each Organization. *Academic medicine : journal of the Association of American Medical Colleges,* 94(2), 156–161. <https://doi.org/10.1097/ACM.0000000000002415>
16. Smith A, Ellison J, Bogardus J, Gleeson P. Factors contributing to burnout and well-being in physical therapist students. *Journal of Physical Therapy Education.* 2022;36(3):205-209. DOI: 10.1097/JTE.0000000000000222
17. Smith A, Ellison J, Bogardus J, Gleeson P. Development of burnout in physical therapist students and associated factors: A study during COVID-19. *Journal of Physical Therapy Education.* 2022;36(3):210-216. DOI: 10.1097/JTE.0000000000000239
18. Smith A, Ellison J, Bogardus J, Gleeson P. Reliability and validity of the student version of the Oldenburg Burnout Inventory in physical therapist students.

Journal of Physical Therapy Education. 2022;36(3):217-224. DOI: 10.1097/JTE.000000000000238

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10:30 AM - 12:00 PM

204. Maximizing Your Profitability Through Real Estate

Mike Jorgenson (CARR)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

In today's economy, maximizing profitability is crucial to staying in business. In addition to increasing production, managing overhead is vital. For most medical practices, real estate is typically one of their three highest expenses. There are dozens of factors that determine the outcome in every purchase or lease negotiation. A properly or poorly negotiated transaction can impact a practice by tens to hundreds of thousands of dollars over a ten-year period. With this much at stake, it is paramount to maximize every commercial real estate opportunity through essential strategies.

Upon completion of this course, the participant should be able to:

1. Understand the implications of real estate on a practice's bottom line.
2. Understand how to identify the pros and cons of leasing vs purchasing commercial office space and the considerations of both.
3. Understand what impacts demographics, traffic counts, competition studies, population data, etc... has on choosing the most successful location for a practice.
4. Understand how to create leverage and posture in negotiating against landlords and sellers for your healthcare commercial real estate.
5. Understand the timing and steps needed to maximize your practice's profitability through real estate.

Content References:

1. Carr, Colin. "How to Renegotiate Your Building Lease." *MedicalEconomics*, 27 Oct. 2022, www.medicaleconomics.com/view/how-to-renegotiate-your-building-lease.
2. Carr, Colin. "How to Lower Your Monthly Rent during a Lease Renewal Negotiation." *Physicians Practice*, 28 Sept. 2022, www.physicianspractice.com/view/how-to-lower-your-monthly-rent-during-a-lease-renewal-negotiation.

3. Carr, Colin. "Real Estate Transactions Offer Opportunity to Maximize Profits, but Require Skilled Approach." HMP Global Learning Network, 1 Jan. 2022, www.hmpgloballearningnetwork.com/site/bhe/perspectives/real-estate-transactions-offer-opportunity-maximize-profits-require-skilled.
4. Carr, Colin. "Real Estate Transactions Offer Opportunity to Maximize Profits, but Require Skilled Approach." Hmpgloballearningnetwork.Com, HMP Global, 1 Mar. 2022, www.hmpgloballearningnetwork.com/site/bhe/perspectives/real-estate-transactions-offer-opportunity-maximize-profits-require-skilled.
5. Carr, Colin. "5 Things to Consider before Negotiating a Healthcare Real Estate Deal." Chief Healthcare Executive, MJH Life Sciences, 18 July 2021, www.chiefhealthcareexecutive.com/view/5-things-to-consider-before-negotiating-a-healthcare-real-estate-deal.

10:30 AM - 12:00 PM 205. Using Data and AI to Develop Benchmarks for Running an Efficient Practice

Ravi Atreya, MD, PhD (PredictionHealth)

Chris Hoekstra, PT, DPT, PhD (Therapeutic Associates Inc.)

Kelly Brown, PT, DPT (PredictionHealth)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Current professional benchmarks often do not factor in the realities of provider workflows or your patient population. Busy owners and leaders need realistic targets and help sifting through practice data to effectively track their performance.

Our AI has analyzed millions of visits from across the country – including unstructured free-text not included in common benchmarks. We identified realistic benchmarks that target performance and time-efficient care. To help reduce burnout, code more effectively to improve revenue, and improve care quality to support value based contracts, we defined benchmarks for documenting more efficiently. These insights will help organizations establish professional standards and requirements.

In this session, we review our recommended target benchmarks and how providers tend to compare. We show you how to track the patterns our AI has identified in your own practice to improve care and revenue. We will demonstrate how you can implement a process to monitor, identify, and implement these opportunities for improvement in your practice.

Upon completion of this course, the participant should be able to:

1. Identify key benchmarks that target performance and time-efficiency that have been identified through AI analysis of millions of visits from

across the country.

2. Analyze your practice data to track your performance against target benchmarks and identify opportunities for improvement in care quality and revenue.

3. Articulate to your practice team why it is important to work towards the target benchmarks.
4. Apply a plan to address specific opportunities for improvement with your practice team.
5. Execute a process at your practice to regularly monitor, identify, and implement these opportunities for improvement in your practice.

Content References:

1. Baker DW, Yendro S. Setting achievable benchmarks for value-based payments: no perfect solution. *JAMA*. 2018 May 8;319(18):1857-8.
2. Stevans JM, et al. Evidence-based practice implementation: case report of the evolution of a quality improvement program in a multicenter physical therapy organization. *Physical therapy*. 2015 Apr 1;95(4):588-99.
3. Powis M, Sutradhar R, Gonzalez A, Enright KA, Taback NA, Booth CM, Trudeau M, Krzyzanowska MK. Establishing achievable benchmarks for quality improvement in systemic therapy for early-stage breast cancer. *Cancer*. 2017 Oct 1;123(19):3772-80.
4. Hribar MR, et al. Secondary use of electronic health record data for clinical workflow analysis. *Journal of the American Medical Informatics Association*. 2018 Jan;25(1):40-6.
5. Conway PH, et al. The future of quality measurement for improvement and accountability. *Jama*. 2013 Jun 5;309(21):2215-6.
6. Ohno-Machado L. Data science and artificial intelligence to improve clinical practice and research. *Journal of the American Medical Informatics Association*. 2018 Oct;25(10):1273-.
7. Westby MD, et al. Emerging role of quality indicators in physical therapist practice and health service delivery. *Physical therapy*. 2016 Jan 1;96(1):90-100.
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2:00 PM - 4:00 PM

206. Annual Conference Payment Update

Janet M. Shelley, DPT (Therapy Partner Solutions)

Rick Gawenda, PT (Gawenda Seminars & Consulting, Inc.)

Robert T. Hall, JD/MPA (APTA Private Practice)

.2 CEUs/ 2.0 Contact Hours

Course Level: Beginner

Join payment advocacy experts as they provide an update on cutting-edge and timely issues. Topics will include the annual Medicare update focused on the fee

schedule and any changes it will require in your billing and coding, as well as new issues for the year related to the use of remote therapeutic monitoring codes and other digital health issues such as the APTA-ORCHA project. The update will also include a review of the significant changes to utilization management policies set forth by private payers, Medicare, and Medicaid. The update will also include a focus on the publication of an APTA Value of PT Report planned for release in the summer of 2023 and a preview of the APTA Private Practice Direct to Employer Services Designation Program.

Upon completion of this course, the participant should be able to:

1. Articulate 2024 Medicare Physician Fee Schedule Updates and Coding Changes.
2. Identify APTA Private Practice Payment and Advocacy Resources.
3. Acknowledge ways to use the new APTA Value Report.
4. Engage in the APTA Private Practice Direct to Employer Designation Program.
5. Understand the recent changes in Utilization Management and Digital Health.

Content References:

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12. Direct-to-Employer Services: How to Engage in Employer Outreach, Accessed August 8, 2022,
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16. <https://www.ama-assn.org/practice-management/payment-delivery-models/contract-terms-direct-employer-arrangements>
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AC 006. Marketing Your Practice

Lynn A. Steffes, PT, DPT (Steffes & Associates Consulting Group, LLC)

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

Marketing and Customer Service are key functions in a private practice clinic. Practice Administrators have an outstanding opportunity to impact practice development and growth through marketing knowledge and skill development. This program provides immediately actionable ideas for practice growth.

Upon completion of this course, the participant should be able to:

1. Outline 3-5 key consumer concepts on how to meet or exceed their expectations through the practice personnel, culture, environment, and systems.
2. List 5 ways to activate great word-of-mouth marketing.
3. Identify 3-5 opportunities to reach out to referral sources.

Content References:

1. "Social Media Use in 2021." Pew Research Center, Washington, D.C. (APRIL 7, 2021) <https://www.pewresearch.org/internet/2021/04/07/social-media-use-in-2021>
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6. "Physical Therapists Industry in the US - Market Research Report." IBISWorld (February 23, 2023) <https://www.ibisworld.com/united-states/market-research-reports/physical-therapists-industry/>

4:15 PM - 5:45 PM

207. Cracking the Cash-Based Code: Fearless Marketing When Insurance Contracts Become Obsolete

Kyle Krupa, DPT, CSCS (KRU PT and Performance Lab, LLC)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Growing a cash-based physical therapy practice can come with unique challenges in staffing, outfitting your facility, and most importantly generating quality leads that keep your company vision moving forward. The purpose of this course is to analyze your own marketing tactics, identify opportunities for new market capture, optimizing existing market capture, and hone in on smaller stepping stones that lead to larger patient volume. Key takeaways will improve your marketing funnel with some new tools in your toolbox, refine KPI selection, and maximize your ROI by through price elasticity.

Upon completion of this course, the participant should be able to:

1. Analyze your pre-existing market strategy and its effectiveness for new market capture.
2. Implement new marketing tactics that reflect your expertise and cultivate meaningful relationships.
3. Articulate your inherent value as a specialized physical therapist that consumers value and seek-out in a cash-based model.
4. Identify patterns in consumer behavior that influence decision making in the cash-based medical model.
5. Design and execute a new marketing strategy that is targeted towards quality leads that improve your ROI.

Content References:

1. Chia, Lionel et al. "Mastering the Topic, the Message, and the Delivery: Leveraging the Social Marketing Mix to Better Implement Sports Injury Prevention Programs." The Journal of orthopaedic and sports physical therapy vol. 52,2 (2022): 55-59. doi:10.2519/jospt.2022.10839
2. Pulford, Kyle et al. "Service Utilization and Costs of Patients at a Cash-Based Physical Therapy Clinic." The health care manager vol. 38,1 (2019): 37-43.

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3. Briley, Donnel et al. "Cultivating Optimism: How to Frame Your Future During a Health Challenge." (2017).
4. Farsi D. Social Media and Health Care, Part I: Literature Review of Social Media Use by Health Care Providers. J Med Internet Res. 2021 Apr 5;23(4):e23205. doi: 10.2196/23205. PMID: 33664014; PMCID: PMC8056296.
5. Freire Y, Sánchez MG, Suárez A, Joves G, Nowak M, Díaz-Flores García V. Influence of the use of social media on patients changing dental practice: a web-based questionnaire study. BMC Oral Health. 2023 Jun 6;23(1):365. doi: 10.1186/s12903-023-03078-9. PMID: 37277765; PMCID: PMC10243041.
6. Rolls K, Hansen M, Jackson D, Elliott D. How Health Care Professionals Use Social Media to Create Virtual Communities: An Integrative Review. J Med Internet Res. 2016 Jun 16;18(6):e166. doi: 10.2196/jmir.5312. PMID: 27328967; PMCID: PMC4933801.

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208. How Can You Boost Your Valuation in 2024? Here's What The Top Acquirers Are Saying

Paul J. Martin, MPT, CSCS, CBI, M&AMI (Martin Healthcare Advisors)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Many owners were surprised when The Rehab M&A Market changed this year. Unfortunately, they weren't monitoring how acquirers continuously adjust to changing economic conditions. These changes will continue, and accelerate, in 2024 as this market matures and the economy weakens.

We are the only firm in America in regular dialogue with top acquiring CEO's and we will share our proprietary market experience and insights in this presentation, including:

- There will be more sellers chasing fewer active acquirers. You will learn what you must do to "stand out" from the crowd and go to the top of the list of companies the best acquirers are pursuing.

- We will show you how to limit the impact inflation, interest rates and staffing shortages can have on your valuation.

- You will learn which of your company's strengths will be most attractive to top acquirers next year so that you can "double down" on them now.

- The investors who fund the acquirers will raise your valuation if you can lower their risk in the deal. We'll show you how to do that.

- Multiples are going to do down. You can compensate for that by increasing your company's performance. We will offer several strategies you can use to increase your operational and financial performance, boost your valuation and win your dream deal, even in a down market.

This presentation offers owners a competitive advantage – the ability to

anticipate and serve the needs that “move the valuation needle” for top acquirers.

Upon completion of this course, the participant should be able to:

1. Describe how acquirers are seeking something different in this market than we have ever seen in the past.
2. Define how acquirers are seeking very specific attributes in the current market, and to determine the right partner fit for your company.
3. Define how and why the current economic conditions impact acquirers, and how to minimize risk in your business to achieve a higher valuation.
4. Define your strengths from the acquirers perspective and motivate your team to "double down" and capitalize on those strengths.
5. Execute strategies to improve your company's performance and enable you to have multiple options for your succession.

Content References:

1. La Forgia, AM. The Impact of Management on Clinical Performance: Evidence from Physician Practice Management Companies. 2022. Management Science (Online) pubsonline.informs.org
2. Clark, MA and Ayala, AZ. Determining the Factors of Success in Private Practice. 2022
3. Spellman, MI. Financial Management: Becoming a Healthcare Entrepreneur. 2021. Physician Leadership Journal
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5. MarketData, US Physical Therapy Clinics: An Industry Analysis. 2022

4:15 PM - 5:45 PM

**209. How to Use AI & ChatGPT for Web Pages, Social & Blogs Posts & More
David Straight, DPT (E-rehab, LLC)**

.15 CEUs/ 1.5 Contact Hours

Course Level: Beginner

AI and chatbots, like ChatGPT, are powerful tools that can help physical therapy business owners with their marketing materials. By using natural language processing and machine learning, AI can create personalized content for marketing materials. This can help a physical therapy business reach more potential patients and increase their visibility online.

AI can help create engaging and informative content for a practice's website. For example, ChatGPT can write descriptions of different physical therapy services, improve and format staff biographies, answer frequently asked questions about physical therapy and more. Additionally, ChatGPT can be used to create social media posts, blog posts, video scripts that will grab the attention of potential customers.

AI can also help physical therapy practices by managing customer interactions on social media platforms like Facebook and Instagram. By using natural language processing and machine learning, ChatGPT can understand customer questions and provide helpful and accurate responses. This can help a physical therapy

owner and support staff save time, raise awareness, and increase customer satisfaction.

Upon completion of this course, the participant should be able to:

1. Understand AI better, and the framework to create engaging/informative content for a variety of marketing media.
2. Utilize cases that can help streamline your marketing effort.
3. Upon completion of this course, you have an outline of areas you can apply this technology.
4. Develop a framework to create content and blog posts on your website.
5. Create engaging/informative print media

Content References:

1. Haleem, Abid, et al. "Artificial Intelligence (AI) Applications for Marketing: A Literature-Based Study." *International Journal of Intelligent Networks*, vol. 3, 2022, pp. 119-132, <https://doi.org/10.1016/j.ijin.2022.08.005>.
2. "Google Research: Themes from 2021 and Beyond." Edited by Jeff Deam, Google Research Blog, 18 Jan. 2023, ai.googleblog.com/2022/01/google-research-themes-from-2021-and.html.
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5. Cook, Chad E et al. "Benefits and Threats to Using Social Media for Presenting and Implementing Evidence." *The Journal of orthopaedic and sports physical therapy* vol. 48,1 (2018): 3-7. doi:10.2519/jospt.2018.0601

4:15 PM - 5:45 PM

210. Physical Therapy Practice: Malpractice Data Trends, Case Studies, and Recommendations

Jennifer Flynn, CPHRM (HPSO)

Trish Harmon, BSN, MM, CPHRM (CNA Insurance)

.15 CEUs/ 1.5 Contact Hours

Course Level: Intermediate

Physical Therapy practices that employ physical therapists have a great deal of responsibility when it comes to patient treatment and care. Because of this, PT Practices are identified in medical malpractice claims. Despite all the years of hard work and service to the community, one lawsuit can jeopardize your practice's reputation. Prevention is a core concept among physical therapy professionals

and practices. It is also the key to risk education. PT malpractice data can be used to inform and address areas of clinical improvement as well as improve quality of care and patient safety. The presentation will give insights into the most frequent and financially severe claims against PTs and PT Practices. This session will also include claim scenarios and risk recommendations to help create a safe environment for PTs and their patients.

Upon completion of this course, the participant should be able to:

1. Identify the leading allegations made against physical therapy practice and physical therapy professionals in malpractice lawsuits.
2. Identify key risk management tools that practices, and professionals can incorporate into their practice to help improve patient safety, enhance quality of care, and reduce risk and error.
3. Identify the costs to defend physical therapy practice and physical therapy professionals in malpractice lawsuits.

Content References:

1. Siegal, D., Swift, J., Forget, J., & Slowick, T. (2020). Harnessing the power of medical malpractice data to improve patient care. *Journal of Healthcare Risk Management*, 39(3), 28-36.
2. CNA & HPSO. (2021). Physical Therapy Professional Liability Exposure Claim Report: 4th Edition. Retrieved from: <https://www.hpso.com/getmedia/843bca04-caa8-47aa-be5d-52d307495944/physical-therapy-claim-report-fourth-edition.pdf>
3. The American Physical Therapy Association. (2020). Code of Ethics for the Physical Therapist. Retrieved from: <https://www.apta.org/apta-and-you/leadership-and-governance/policies/code-of-ethics-for-the-physical-therapist>
4. The American Physical Therapy Association. (2020). Standards of Ethical Conduct for the Physical Therapist Assistant. Retrieved from: <https://www.apta.org/apta-and-you/leadership-and-governance/policies/standards-of-ethical-conduct-for-the-physical-therapist-assistant>
5. TeamSTEPPS® Pocket Guide App. Content last reviewed April 2018. Agency for Healthcare Research and Quality, Rockville, MD. <https://www.ahrq.gov/teamstepps/instructor/essentials/pocketguideapp.html>

Sunday, November 5, 2023

8:30 AM – 10:30 AM AC 007. DROP OFFS, NO SHOWS, CANCELS: The Short Term cashflow killer, The Long Term Value Destroyer
Jerry Durham, PT (Client Experience Company)

.2 CEUs/ 2 Contact Hours

Course Level: Beginner

An ARRIVE, PAY and STAY mindset, along with the systems and processes to support this thinking, is the blueprint for short and long-term practice success. The days of “just getting people scheduled,” leaving all the work up to the providers for completed plans of care, and blaming patients are dead and gone! Drop-offs, No Shows, and Cancels are the biggest result of this old thinking, and it is killing your top and bottom line!

This presentation and discussion will give and show you the ways to connect the dots of your patient's journey within your practice so that you can successfully use those sales techniques every step of the way. From the first phone call all the way through a completed plan of care, we must embrace these 3 sales cycles in our practices to leverage more patients who will Arrive, Pay and Stay...increasing your short and long-term value.

To be the practice that will thrive and strive into 2024, you must look beyond Marketing, your providers, and billing (payment). There is NO new software required, No New equipment, NO new products, and NO new hires needed to implement the changes that I will bring to you. In the 90 mins we spend together, I will give you the steps and show you the objectives; you will then do the work to see the change for more Arrive, Pay, and Stay.

Upon completion of this course, the participant should be able to:

1. Describe the 4 steps of the Patient's Lifecycle within your practice, and the 3 sales cycles within them.
2. Describe this patient's journey in its smaller steps and smaller pieces in your practice.
3. Analyze and develop the tasks and objectives that must be included in this patient's journey, every step.
4. Describe the metrics of success for the steps in their journey.
5. Integrate and reproduce this learning over and over in your clinic for more Arrive Pay and Stay.

Content Reference:

1. McChesney, Chris, et al. The 4 Disciplines of Execution: Achieving Your Wildly Important Goals. Simon & Schuster, 2022.
2. Brooks, Mike. Power Phone Scripts: 500 Word-for-Word Questions, Phrases, and Conversations to Open and Close More Sales. John Wiley & Sons, 2017.
3. Kennedy, Dan S., and Shaun Buck. No B.S. Guide to Maximum Referrals & Customer Retention. Entrepreneur Press, 2016.
4. Broitman, Adam, et al. “Marketing in Healthcare: Improving the Consumer Experience.” McKinsey & Company, 15 Mar. 2023, www.mckinsey.com/industries/healthcare/our-insights/marketing-in-healthcare-improving-the-consumer-experience.

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8:30 AM – 10:30 AM 301. 3 Proven Plug and Play Strategies to Grow your Practice Through Video Marketing

Karen Litzzy, PT, DPT (Karen Litzzy Physical Therapy, PLLC)

Jenna Kantor, PT, DPT (Jenna Kantor Physical Therapy PLLC)

Pam Neuharth, PT, DPT (Orthopedic Sports Therapy)

Maria Aguila, PT, DPT (Life in Motion Physical Therapy)

Brian Hay, PT, DPT (Highbar)

.2 CEUs/ 2 Contact Hours

Course Level: Beginner

Marketing your private practice can be time-consuming and challenging, especially if you do not have a dedicated marketing department. Not only do the Marketing and PR Committee members understand this challenge, but we are also often experiencing the same issues in our practices.

When it comes to marketing your practice, the options are endless. In this presentation, we will focus on using video marketing as a critical strategy to relay your company values to your ideal customers, driving more business to your practice.

According to Wyzowl's State of Video Marketing 2022 report, 92% of professional marketers say that video marketing is an essential aspect of their overall marketing strategy. Over 80% of marketers stated that videos have helped them increase overall traffic, dwell time, understanding of their products, potential leads, and, most importantly, sales.

The purpose of this session is to explain how to utilize video marketing in your specific area and niche of physical therapy. This is a step-by-step guide on using the APTA Private Practice website's free resources. We provide templates that break down the video editing process in a manageable way.

Upon completion of this course, the participant should be able to:

1. Apply three successful video marketing strategies.
2. Utilize plug-and-play templates for video strategies for any population.
3. Understand how to measure if your strategies are working.
4. Describe how to troubleshoot if your measurements do not measure up.
5. Demonstrate how to use the APTA Private Practice Marketing and PR Committee resources on the APTA Private Practice website.

Content References:

1. Madathil KC, Rivera-Rodriguez AJ, Greenstein JS, Gramopadhye AK. Healthcare information on YouTube: A systematic review. Health Informatics J. 2015 Sep;21(3):173-94. doi: 10.1177/1460458213512220. Epub 2014 Mar 25. PMID: 24670899.
2. Gheorghe CM. The importance of using video marketing in ophthalmology. Rom J Ophthalmol. 2022 Apr-Jun;66(2):107. doi: 10.22336/rjo.2022.21. PMID: 35935077; PMCID: PMC9289773.
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5. Costa Sánchez, C. (2017). Online video marketing strategies: typology according to business sectors. Communication & Society, 1. <https://doi.org/10.15581/003.30.1.17-38>
6. Hayes, A. (2022, January 26). What Video Marketers Should Know in 2022, According to Wyzowl Research. HubSpot Blog | Marketing, Sales, Agency, and Customer Success Content; HubSpot. <https://blog.hubspot.com/marketing/state-of-video-marketing-new-data>
7. Examining the effectiveness of video marketing based on consumer attitudes: Differences between Generation Zers and baby boomers. Inquiry Journal. (2022, April 13). Retrieved January 18, 2023, from <https://www.unh.edu/inquiryjournal/spring-2022/examining-effectiveness-video-marketing-based-consumer-attitudes-differences-between>

8:30 AM – 10:30 AM **302. "PT First" Part III-A Health Plan Benefit & Direct-To-Employer Strategy**
Laurence N. Benz, PT, DPT (Confluent Health)
John Childs, PT, PHD, MBA (Evidence In Motion)

.2 CEUs/ 2 Contact Hours
Course Level: Intermediate

This presentation is the third part of an ongoing dialogue about the experiences, successes, and challenges of a "PT First" pathway model of care for a large self-insured employer and direct-to-employer initiatives. We will present the most

recent data on savings, learnings, and keys to success. Substantial evidence demonstrates that early access to physical therapists (PT) for musculoskeletal (MSK) conditions improves quality and reduces opioid utilization and costs of care. Yet, we continue to have a paucity of data, sharing of experiences, and case studies implementing this approach as an insurance benefit or private practice strategy. We have partnered with an insurance company and self-insured employers in a multi-state pilot that incentivized "PT First" for MSK by eliminating or reducing PT co-pays to encourage early and prompt access. This session will provide an update on the outcomes of the "PT First" health plan benefit pilot and focus on the lessons learned and how other PT employers might consider adopting a similar strategy. We will place particular emphasis on the use of omnichannel strategies and experiences.

Upon completion of this course, the participant should be able to:

1. Describe the results of a large healthcare company's "PT First" health plan.
2. Outline the key variables encountered in a "PT First" Pathway, including data, personnel, execution risk, and employee training
3. Understand the impact of early results using a digital physical therapy "PT First" strategy and understand the talking points for addressing a direct-to-employer strategy.
4. Gain key insights into what body regions (i.e., low back, neck, upper extremity, lower extremity, etc.) produce the most significant savings with a "PT First" approach
5. Discuss co-pay strategies that generate the most significant attractors for new patients

Content References:

1. "Initial Treatment Intervention and Average Total Medicare A/B Costs For ..." APTQI, May 2017, www.ap tqi.com/Resources/documents/APTQI-Complete-Study-Initial-Treatment-Intervention-Lumbago-May-2017.pdf. Accessed December 24, 2019.

2. Childs, John D et al. "Erratum to: Implications of early and guideline adherent physical therapy for low back pain on utilization and costs." BMC health services research vol. 16,1 444. 26 Aug. 2016, doi:10.1186/s12913-016-1681-2
3. Marrache M, Prasad N, Margalit A, Nayar SK, Best MJ, Fritz JM, Skolasky RL. Initial presentation for acute low back pain: is early physical therapy associated with healthcare utilization and spending? A retrospective review of a National Database. BMC Health Serv Res. 2022 Jul 2;22(1):851. doi: 10.1186/s12913-022-08255-0. PubMed PMID: 35778738; PubMed Central PMCID: PMC9250203.
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6. Horn ME, Fritz JM. Timing of physical therapy consultation on 1-year healthcare utilization and costs in patients seeking care for neck pain: a retrospective cohort. BMC Health Serv Res. 2018 Nov 26;18(1):887. doi: 10.1186/s12913-018-3699-0. PubMed PMID: 30477480; PubMed Central PMCID: PMC6258489.

8:30 AM – 10:30 AM 303. Recruitment For Retention: Crafting An Employee Magnet That Transforms Your Trajectory

Brandon Seigel (Wellness Works Management Partners)

.2 CEUs/ 2 Contact Hours

Course Level: Intermediate

Over the last 5 years, the Bureau of National Affairs reported that over 11 Billion dollars are lost annually due to employee turnover. According to APTA's Workforce Data, the industry is on track to have a shortage of 26,560 Physical Therapists by 2025, which is only 2 years away. Private practices are experiencing trends in employee morale declining, patients getting less attention, higher voluntary employee turnover, more mistakes occurring, and increased lawsuits. In addition, insurance reimbursements have been primarily stagnant or declining over the last decade, influencing higher productivity expectations.

One of the viable solutions to this epidemic in today's work environment is a combination of recruiting the right employees, engaging those employees, and the utilization of an employee roadmap to align the employee's professional and personal goals with the goals of an organization. According to Qualtrics, "employees whose managers consistently acknowledge them for good work are 5x more likely to stay at their company. Those who managers consistently help

manage their workload are 8x more likely to stay, though only approximately half of managers effectively accomplish either.”

The problem is that when we don't recruit the right employees, we are the effect vs. cause of our employee outcomes. By creating an appropriate recruitment magnet, we can attract the ideal employee, empower that employee, and create a roadmap that results in retention and greater patient outcomes. This session will unleash strategies on how to build a recruitment magnet that transforms your bottom line and empowers greater work retention.

Upon completion of this course, the participant should be able to:

1. Identify key contributors to improving work retention.
2. Create a recruitment magnet that attracts the optimal employee-fit candidates.
3. Create an employee roadmap that optimizes a 5-year trajectory.
4. Implement creative employee accountability and empowerment strategies.
5. Identify metrics that matter related to employee retention.

Content References:

1. American Physical Therapy Association, A MODEL TO PROJECT THE SUPPLY AND DEMAND OF PHYSICAL THERAPISTS 2010-2025 <http://www.apta.org/WorkforceData/ModelDescriptionFigures/>
2. APTA. "Model to Project the Supply and Demand of Physical Therapists ... - Apta." A MODEL TO PROJECT THE SUPPLY AND DEMAND OF PHYSICAL THERAPISTS 2010-2025, 14 Apr. 2017, www.apta.org/contentassets/a4421580b60141b2a4c80ff9a05fc0a3/projecting-the-supply-and-demand-of-physical-therapists.pdf.
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4. Bridger, Emma. Employee Engagement: A Practical Introduction (HR Fundamentals, 19). Kogan Page Limited, 2018.
5. Seigel, Brandon. Private Practice Survival Guide: A Journey to Unlock Your Freedom to Success. Rebel Press, 2019.

8:30 AM – 10:30 AM 304. Remote Therapeutic Monitoring for Outpatient Physical Therapy in 2024
Rick Gawenda, PT (Gawenda Seminars & Consulting, Inc.)

.2 CEUs/ 2 Contact Hours
Course Level: Intermediate

Effective with dates of service on and after January 1, 2022, physical therapists and physical therapist assistants can provide and be reimbursed for remote therapeutic monitoring (RTM) services by the Centers for Medicare and Medicaid Services as well as some Medicare Advantage plans and other commercial/private insurance carriers. This session will thoroughly explain the 6 RTM CPT codes, including defining what is a medical device and how and when you can bill for each RTM CPT code, and what you should document to support the billing of each CPT code. Case scenarios will be presented to assist participants in determining how the RTM codes can be utilized and billed correctly.

Upon completion of this course, the participant should be able to:

1. Recite the description of each of the 6 RTM codes.

2. Understand if the therapy threshold and multiple procedure payment reduction policy apply to the RTM codes.
3. Identify which RTM codes the de minimis standard applies to and thus have payment reduced if provided in whole or in part by a PTA or an OTA.
4. Discuss the formats in which an interactive communication can occur in order to be compliant with CPT codes 98980 and 98981.
5. Calculate how to determine when CPT codes 98980 and 98981 can be billed and for how many units.

Content References:

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3. Medicare and Medicaid Programs; CY 2023 Payment Policies under the Physician Fee Schedule and Other Changes to Part B Payment and Coverage Policies; Medicare Shared Savings Program Requirements; Implementing Requirements for Manufacturers of Certain Single-dose Container or Single-use Package Drugs to Provide Refunds with Respect to Discarded Amounts; and COVID-19 Interim Final Rules, Accessed January 16, 2023, [federalregister.gov/d/2022-23873](https://www.federalregister.gov/d/2022-23873)
4. American Medical Association, CPT Changes 2023: An Insider's View
5. American Medical Association, CPT Changes 2022: An Insider's View
6. American Medical Association, CPT Assistant, February 2022



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Speaker Biographies

Maria Aguila, PT, DPT

Maria Cauilan-Aguila, PT, DPT owns private practices that serves multicultural communities in Jersey City and the Bronx. She received her BSPT degree from the Philippines and migrated to the US in 2002. Prior to practicing as a physical therapist in the US, she worked for a multinational pharmaceutical company, starting in sales and eventually in marketing. She is an Adjunct Instructor at the Rutgers DPT Program, Faculty at the University of Montana/Rehab Essentials. She is part of the PR and Marketing Committee of the Private Practice Section. She served in APTANJ Council of Directors and is currently the Lead Contact for the Multicultural PT Catalyst Group of the ALI, and APTA's Leadership Scholars recipient for 2023. She is past President and founding Trustee of a non-profit organization, FUTURE Foundation, which aims to advocate for the PT Profession globally. She has participated and lectured in various topics related to clinical practice, DEI and community service locally and Internationally. In 2019, she was a recipient of the Societal Impact Award from the APTA National and Distinguished Alumni Award from Rutgers. Maria and her husband Ben, with their Jersey boy Christian and girl Chelsea, serve in their local parish in Livingston, NJ.

Christopher Albanese, PT, MS (he/him/his)

Christopher Albanese is a founding partner of ACCESS PT, a rehab organization with over 50 centers across 4 states. He is a metrics-driven entrepreneur, analyzing clinical, cultural, operational, & financial data. His main areas of focus lie in Culture, Strategy, Finance and Growth. Chris is passionate about developing leaders that can prosper in this challenging health care environment and private practice. He inspires other therapists and practice owners to grow personally and professionally through his speaking engagements. He has been a speaker at APTA PPS Business Management (2015-2023) and APTA CSM on Business Management (2018).

Ellen Z. Anderson, PT, PhD (she/her/hers)

Dr. Anderson is Professor Emerita from Rutgers University School of Health Professions. A PT for 40 years and a former private-practice owner, she earned a PhD in Health Science while studying stress and burnout in PTs. Dr. Anderson is an international speaker on using mindful practices for improving health and has contributed to the development of a self-care video series for healthcare providers through the Mental Health Technology Transfer Center. She is the co-author of the textbook, *Complementary Therapies for Physical Therapy* and is Co-Owner of YogiAnatomy, a continuing education company focused on integrative strategies for physical and mental health.

Ravi Atreya, MD, PhD

Ravi is a clinical data scientist who developed his clinical and informatics skills at the MD/PhD program at Vanderbilt in the Biomedical Informatics department. His graduate research was focused on mining patterns of breast cancer care from EMR data to develop shared decision-making aids. He has also published and presented on other topics ranging from clinical informatics to systems biology during his time at Vanderbilt. After learning about the challenges facing healthcare during his training, Ravi co-founded PredictionHealth to help support healthcare providers take great care of patients through organizing and extracting insights from

messy healthcare data.

Emily Bagby

Emily works directly with outpatient physical therapy clinics, with a primary focus on establishing and implementing growth strategies. She partners with clients to support and train strategic growth efforts including but not limited to referral development, prospecting for new clinic opportunities, recruiting new referral sources, retention of existing referral sources and the management of the entire intake process from point of referral to final conversion. She has a proven ability to successfully promote, improve brand recognition and strategically position health care for viable growth and development.

Laurence N. Benz, PT, DPT, OCS, MBA, FAPTA

Dr. Larry Benz is the co-founder, president and CEO of Confluent Health, a network of physical therapy, education, and occupational healthcare companies dedicated to developing highly effective clinicians, strengthening private practice, and reducing healthcare costs. A frequent lecturer at physical therapy programs, national conferences, and MBA programs throughout the country, he is a nationally recognized award recipient for his expertise in private-practice physical therapy and occupational medicine.

Lanchi N. Bombalier, JD/MPH, PT

Lanchi is a partner in the Healthcare practice of Arnall Golden Gregory LLP with 20+ years of experience in the healthcare industry. Lanchi provides a unique vantage point in partnering with her clients to navigate the complexities of the healthcare industry as a result of a joint degree in law and public health and her prior experience as a practicing physical therapist. She represents providers before state and federal agencies and is known for her technical acuity and comprehensive understanding of payor and reimbursement issues, Medicare/Medicaid certification, voluntary disclosures, state licensure, and healthcare regulatory matters, among others.

Kelly Brown, PT, DPT, OCS

Kelly has extensive experience as a practicing PT, Clinic Director, and Regional Director in Private Practice PT. She received her Doctor of Physical Therapy degree from University of Montana. Additionally, Kelly completed the Executive Program in Practice Management through Evidence in Motion which gave her invaluable knowledge about the ins and outs of a private practice PT clinic. Kelly joined the PredictionHealth team in January 2022 after working closely with the company as they developed their AI technology for the Physical Therapy industry. Kelly is passionate about improving the PT industry through transparency in data and efficient workflows within companies.

John Childs, PT, PHD, MBA, FAPTA

Dr. Childs is a Co-Founder of Evidence In Motion (EIM) and partner in Confluent Health, including EIM, a network of 625+ outpatient physical therapy centers in 35 states, and Fit for Work, which provides workplace injury prevention services focused on reducing workers' compensation claims. A Distinguished Graduate of the U.S. Air Force Academy (1994), he completed a Masters in Physical Therapy from Baylor University (1996), an MBA from the University of Arizona (2000), and a Ph.D. from the University of Pittsburgh (2003). Dr. Childs is a Fellow of the American Academy of Orthopaedic and Manual Physical Therapists. Having served 20 years in the Air Force, Dr. Childs has collaborated on more than \$10 million in grant funding and published more than 150 papers in leading scientific journals. He served ten years as Associate Editor for the Physical Therapy and Journal of Orthopaedic and Sports Physical Therapy journals. Dr. Childs has received numerous research, education, and business awards, including being an Ernst & Young Entrepreneur of the Year finalist and San Antonio "Health Care

Hero." He is the youngest-ever Fellow of the APTA, the profession's highest honor recognizing individuals for professional excellence and making a profound impact in advancing the profession.

Cathy H. Ciolek, PT, DPT, FAPTA (she/her/hers)

Cathy Ciolek, has been a physical therapist for 30+ years providing geriatric care across the healthcare continuum including acute care, home health, outpatient, and SNF/rehab and as co-owner of Ciolek Physical Therapy. She has been recognized as a Catherine Worthingham Fellow of APTA, Lucy Blair Service Award, and the Joan M Mills awardee and serves as President of APTA Geriatrics. Currently, Cathy is President/owner of Living Well With Dementia®, LLC, providing education and consultation to promote well-being and create positive expectations for aging adults. Dr. Ciolek serves as an expert witness supporting person-centered care practices.

Jerry C. Durham, PT

Jerry Durham is a speaker, author and consultant with a singular passion for leveraging the entire practice team towards improved patient outcomes while boosting the practice bottom line. A Physical Therapist with over 25 years of experience and 20+ years of business ownership, Jerry has spent significant time on the front line, answering calls and learning why patients think and act the way they do when interacting with the front desk. Jerry now leads The Client Experience Company, focused on improving both patient outcomes and practice profitability through the leveraging of the Patient Lifecycle through the Front Desk

Jennifer Flynn, CPHRM

Jennifer Flynn, CPHRM, is Vice President and Risk Manager for Healthcare Providers Service Organization in the Healthcare Division of Aon's Affinity Insurance Services, Inc. Specializing in risk management and having worked in the health care insurance business for over 22 years, Jennifer is dedicated to educating health care professionals on professional liability risks and offers strategies to mitigate those risks by supporting patient safety principles and developing quality management programs. Jennifer is a Certified Professional in Healthcare Risk Management and is a licensed Property & Casualty agent. She earned a BA in Psychology from Arcadia University in Glenside, Pennsylvania.

Rick Gawenda, PT

RICK GAWENDA is a licensed physical therapist with over 30 years of experience and currently serves as the President of Gawenda Seminars & Consulting, Inc. He has provided valuable education and consulting to hospitals, private practices, and rehabilitation agencies in the areas of CPT and ICD-10 coding, billing, documentation compliance, revenue enhancement, and practice management related to outpatient therapy services. Mr. Gawenda is the author of "The How-To Manual for Rehab Documentation: A Complete Guide to Increasing Reimbursement and Reducing Denials" and "Coding and Billing for Outpatient Rehab Made Easy: Proper Use of CPT Codes, ICD-9 Codes and Modifiers".

Robert T. Hall, JD/MPAff (he/him/his)

Bob Hall works for the APTA Private Practice by serving as the Senior Consultant handling payment issues. He helps health professionals maximize their collective impact as Executive Chair of a solo consulting firm focused on improving access to quality, affordable health care. From 2016-2018, Bob was the Director of Government Relations at the American Academy of Family Physicians. Bob directed all legislative and regulatory advocacy for the AAFP, including oversight of the Academy's Center for State Policy. Bob was also elected to represent AAFP as the first Co-Chair of the Partnership for Medicaid, a nonpartisan, nationwide coalition made up of 23 organizations representing doctors, health care providers, safety net health plans, counties, and labor. Bob spearheaded the access to care portfolio at the American Academy of Pediatrics

from 2006-2016, leading efforts to improve insurance coverage for children. Prior to his tenure at AAP, he served as Director of Government Relations for the National Coalition for Cancer Survivorship, Counsel to US Senator Mark Dayton, Attorney Advisor to the US Securities and Exchange Commission and Chief Clerk to the Texas House of Representatives Insurance Committee. He holds a Masters in Public Affairs from the LBJ School of Public Affairs, a Juris Doctor from the University of Texas School of Law and a BA from Haverford College.

Trish Harmon, BSN, MM, CPHRM (she/her/hers)

Patricia Harmon, BSN, RN, MM, CPHRM

Patricia Harmon serves as a Risk Control Consulting Director for Allied Health Providers providing analysis and evaluation of patient safety risk exposures and offering risk mitigation strategies for our insured clients. Patricia is a national speaker at professional industry associations and has co-authored several risk control publications including claim studies and white papers.

Prior to joining CNA, Patricia worked for a large academic health system in various roles providing clinical risk management, risk control and claims management services for the system's captive insurance company. Her clinical background includes medical-surgical acute care, dialysis, obstetrics, physician office practice and pediatric nursing.

Patricia holds a Bachelor of Science degree in Nursing from the University of Rhode Island and a Master's degree in Healthcare Management from Cambridge College in Boston, Massachusetts. She also maintains the designation of Certified Professional in Healthcare Risk Management from the American Hospital Association.

Gregory W. Hartley, PT, DPT, FAPTA (he/him/his)

Dr. Hartley is Associate Professor of Physical Therapy and Medical Education at the University of Miami Miller School of Medicine. He is a Board Certified Geriatric Clinical Specialist, a Fellow of the American Physical Therapy Association (APTA), and a Distinguished Fellow of the National Academies of Practice. He is the founding Program Director of the first accredited geriatric physical therapy residency in the world. Dr. Hartley is the immediate Past-President and current Vice President of the Academy of Geriatric Physical Therapy. He co-authored the Academy's evidence-based documents for falls screening and bone health. Clinically, he has practiced in home health, outpatient, sub-acute rehab, long-term care, acute care, and rehabilitation hospital settings. He also has 20+ years' experience in administration and management. He has been an invited speaker at more than 125 national and international presentations. Dr. Hartley's clinical and research interests are in geriatrics, interprofessional education/care, health systems science, clinical reasoning, and professional and post-professional education.

Brian Hartz, MPT, DPT, OCS, CSCS

Brian Hartz, DPT, OCS, has been in private practice physical therapy for 23 years as the owner of HARTZ Physical Therapy. His employee engagement strategies have helped his business thrive in an extremely competitive market all while having very low staff turnover. He has spoken nationwide about his one-of-a-kind employee engagement and retention strategies, which will turn your employees into masters of marketing all while building unparalleled company culture. He founded Employees First Consulting in 2018 to help business owners and managers empower their employees to grow both personally and professionally all while becoming better advocates for their business.

Brian Hay, PT, DPT, OCS

Dr. Brian Hay PT, DPT, MS has served as Communications Officer and as Regional Director at Highbar with over 20 clinics and growing in RI & MA. Brian has been a practicing PT for 19 years as well as serving as a member of the PPS Marketing & PR committee for the last 2 years.

Scott Hebert**Anny Henry, SHRM-CP**

A lifelong passion for people and physical fitness brought Anny to the Movement for Life team in 2015 as the Director of Human Resources. Originally from Quebec, her career carried her to Silicon Valley where she spent fifteen years collaborating to help make others successful at Apple, Microsoft, and several start-ups.

Her high-energy approach and specific experience in benefits administration, payroll and HRIS management, employee relations, and retention, combined with recruiting, hiring, and onboarding result in someone who believes strongly in “team” and looks for ways to make that a reality every day.

Anny is a three-time Canadian national age group bronze medalist in two cycling disciplines and a certified fitness instructor and personal trainer. Anny enjoys training so she spends her free time running, cycling, and teaching a weight lifting class. When she is finished working out she also enjoys traveling, discovering the central coast and Welsh Corgis.

Kathleen Hickman, PT

Kathleen Hickman, PT: Kathy received her BS degree in Exercise Science and her MS in Physical Therapy, both at Northern Arizona University in Flagstaff, Arizona. Kathy is currently the Director of Clinical Services for Mainstreet Therapy Partners. She has 15+ years' experience delivering program development and education, compliance including co-developing an audit tool/legend, incident investigations, financial management education, and development of a “Champion” tiered program for clinicians to become experts & instructors in specialty areas. She has presented at 9 State or National Health Care Conventions in Ohio, Pennsylvania, Kentucky, West Virginia and Texas.

Tim Hickman, BS Economics

Tim received his bachelor's degree in Economics. As the CFO of Main Street Therapy Partners, Tim developed and oversaw the financial performance metrics required to grow the company from 1 clinic to 15.

He is also CEO of Hickman & Associates, which advises small businesses on financial, budgeting, and strategic growth initiatives. He acquired a distressed brewery and returned it to profitability before selling it to a strategic buyer. He has also been the Director of Acquisitions for a public company and owned and sold a solid waste company which he grew from \$7M to 29M in sales.

Chris Hoekstra, PT, DPT, PhD, OCS, FAAOMPT

Dr Hoekstra is an executive, practitioner, educator, research, and data analyst with deep expertise in organizational behavior and technology adoption. He currently serves at the Chief Clinical Transformation Officer for Therapeutic Associates and an Adjunct Assistant Professor in the Department of Medical Informatics and Clinical Epidemiology at the Oregon Health & Science University, School of Medicine. He participated in the PT Outcomes Registry as a member of the inaugural Scientific Advisory Panel. He has published in the areas of outcomes improvement,

measure psychometrics, and technology adoption to improve clinical outcomes. Chris teaches in courses in PT and medical professional and post-professional programs including organizational behavior, qualitative research methods, and business administration. In addition to his clinical, research, and teaching responsibilities he consults with physical therapy and medical practices related to EHR optimization and implementation, business intelligence and data analytics, and leadership development.

Mike Jorgenson

Mike Jorgenson is the Southeast Regional Director at CARR, the nation's leading provider of commercial real estate services for healthcare tenants and buyers. Every year, thousands of healthcare practices trust CARR to help them achieve the most favorable terms on their lease and purchase negotiations.

Mike joined CARR in 2016 with the intent to grow markets in Alabama, Mississippi, Louisiana, and the Florida Panhandle. Due to his success in growing CARR's presence in the those states, Mike now gets to engage with agents across the Southeast region, training them how to help healthcare professionals Maximize Their Profitability Through Real Estate®. The Southeast has continued to grow consistently due in part to the foundation Mike has laid and his ongoing work with agents and healthcare providers in the region.

Mike has a passion to help doctors achieve business ownership and higher profitability by leveraging their real estate.

His public speaking experience includes venues all over the Southeast on a variety of topics, ranging from the basics of business to leadership development. Mike now uses his combined experiences to educate healthcare providers on the importance of solid real estate transactions.

Jenna Kantor, PT, DPT (she/her/hers)

Jenna Kantor is a physical therapist and a performer. Jenna is the owner of Jenna Kantor Physical Therapy PLLC, which specializes in rehabilitating performing artists. She is also the co-founder of the nonprofit organization, Fairytale Physical Therapy (FTPT), which brings musical theatre shows to children in hospitals while teaching choreography that is secretly composed of therapeutic exercises. APTA involvement: APTA PA Finance Committee, APTA PA HOD Alternate, APTA PA Annual Conference Sustainability Task Force, APTA PPS PR & Marketing Committee, APTA PPS Key Contact, NYPTA SSIG Co-Founder, NYPTA SSIG Advocacy Chair, NYPTA Student Conclave Committee, NYPTA GNY Legislative Task Force, NYPTA Social Media Committee, and NYPTA Public Policy Committee Student Liaison. On social media, she advocates for the PT profession, provides regular content for performing artists, and runs an online health course for performers, Powerful Performer. She hosts for the podcasts "Healthy, Wealthy, and Smart" and "Physiotherapy Performance Perspectives" and has published two books, "Advocating in Physical Therapy" and "The Grind." Dr. Kantor has spoken on advocacy, social media, how to give an effective presentation, vestibular rehab for dancers, leadership, research, and participated in two Oxford debates at CSM, PPS, multiple Student Conferences, and SSPT Live. Learn more at www.jennakantorpt.com.

Kyle Krupa, DPT, CSCS

Kyle Krupa owns KRU PT and Performance Lab, a series of hybrid out-of-network and self-pay private practice clinics located in South Florida. In 2016, he co-founded Athletix Rehab and Recovery, LLC and grew the practice to three locations, a performance training facility, and online platform for mobile programming. As a Physical Therapist and Certified Strength and Conditioning Specialist, Dr. Krupa has treated and trained a multitude of athletic populations

addressing both orthopedic injury and elite athletic performance. Outside of his patient treatment, Dr. Krupa is focused on growing the self-pay sector, consulting with current and future business owners on team development, practice operations, marketing and sales. Dr. Krupa has presented at professional conferences for the American Physical Therapy Association on topics such as change leadership, entrepreneurship in the self-pay model, and employee accountability and motivation.

Mikki Lindstrom, PT

Mikki Lindstrom is a licensed Physical Therapist with extensive C-suite operational, sales, and management experience in hospitals through entire post-acute therapy settings. She is well-versed in current healthcare reimbursement and, therefore, able to lead a healthcare team to be successful with new and forthcoming regulations and payment models. Mikki is currently an account executive with Net Health Senior Living, with a focus on working with rehab therapists within the ALF space.

Karen Litzy, PT, DPT (she/her/hers)

Dr. Karen Litzy, PT, DPT is a licensed physical therapist, international speaker and owner of Karen Litzy Physical Therapy, PLLC.

As the host of Healthy Wealthy & Smart, a top 200 podcast on Apple Podcasts, she has interviewed influencers in the worlds of health, medicine, and entrepreneurship. She also shares how she has prevailed with her own experience of chronic pain.

Karen's expertise has been featured in The Washington Post, Time Magazine, Well + Good, and more. She was recently added to the Medical Advisory Board of Prevention Magazine.

Jason Lobb, PT, MPT, OCS

I am currently employed as the Chief Operating Officer for Mountain Land Rehabilitation. Mountain Land was founded in 1984 and is a provider of Physical, Occupational, and Speech Therapy throughout the inter-mountain west. With 41 outpatient clinics, and a handful of inpatient contracts, Mountain Land is a diverse organization that demands a strong operational structure in order to be successful. My role provides me the opportunity to work alongside our CEO as we create and manage the operational structure across all lines of service that support our core values.

Susan Lofton, MPT

Susan Lofton is a physical therapist with 25 years of experience in clinical care, operations, and senior-level management. Susan has worked in multiple healthcare settings including acute, IRF, skilled nursing, home health and outpatient, giving her exceptional insight into the transitional needs of patients and the inner workings of the healthcare ecosystem. Susan is passionate about improving health care and has deep expertise in regulatory compliance and optimizing strategies for success. Susan serves as VP, Outcomes and Clinical Transformation for WebPT and is ED of Keet Outcomes Qualified Clinical Data Registry (QCDR) for participation in MIPS and quality payment programs.

Adriaan Louw, PT, PhD

Adriaan earned his undergraduate, master's degree and PhD in physiotherapy from the University of Stellenbosch in Cape Town, South Africa. He is an adjunct faculty member at St. Ambrose University and the University of Nevada Las Vegas and has taught throughout the US and internationally for 25 years at numerous conferences. He has authored and co-authored over 100 peer-reviewed articles, completed his Ph.D. on pain neuroscience education and is the Director of the Therapeutic Neuroscience Research Group. Adriaan is a senior faculty, pain

science director and vice-president of faculty experience for Evidence in Motion.

Chad Madden, PT, MSPT (he/him/his)

Chad Madden is the Co-Founder of Breakthrough and Owner of Madden PT. Since opening his private practice in 2003, Chad has scaled it across 6 clinic locations and recently received a valuation of \$20.5 Million. Through Breakthrough, Chad helps hundreds of physical therapists increase profitability and grow their practice. Chad is the host of the Grow Your Practice Podcast and author of 3 Books: Pain Free Motion™ for Your Lower Back: Relief without Medications, Injections and Surgery; Killer Marketing Secrets; Back to Normal.

Paul J. Martin, MPT, CSCS, CBI, M&AMI

In 1993 Paul Martin decided to grow his 3-clinic rehab company in NJ. During the next 3 years he added 18 new clinics before partnering with NovaCare in 1996.

In 2000 Paul founded Martin Healthcare Advisors to provide consulting and M&A Advisory Services to the rehab industry. He and his team have helped more than 500 rehabilitation business owners grow, prosper and transition using MHA's preparatory consulting and deal execution.

As a consultant, mentor and speaker, Paul draws from his history of success in rehabilitation transactions, business development and operations to show business owners how to create significant organizational value.

Carl Mattioli (he/him/his)

Carl is the former Head of Online Sales for Tesla Motors, where he helped them go from \$625,000/week to \$60,000,000/week in online sales.

In 2013, he took his decade of Silicon Valley experience and co-founded Breakthrough with the mission to help people in pain get back to normal naturally without pharmaceuticals, injections, or dangerous and unnecessary surgeries. He believes physical therapy is the best solution for providing the care needed to help people who are suffering get back to living normal, pain-free life. At Breakthrough, he works with hundreds of private practice owners increase profitability, grow their practice, and transform their communities.

Melissa Modde, MSN, PhD

Melissa Modde, PhD, is a registered nurse with 10+ years of experience in patient care, management, and leadership. Melissa has been responsible for the execution, performance, and coordination of value-based care initiatives, working with network providers in quality payment programs to streamline cost-effective, quality care. She has worked with outpatient cross-functional teams to develop protocols for process improvement, and to drive procedural adherence for accreditation. In 2021, Melissa earned her PhD. with a focus on public health policy and change management, arming her with the insight to help organizations in the transformation of care in the new health economy.

Justin Moore, PT, DPT

Justin Moore, PT, DPT, is Chief Executive Officer of the American Physical Therapy Association. Prior to being named CEO, Justin served APTA as its Executive Vice President, Public Affairs, and before that, served in several government affairs positions including work as the association's lead lobbyist on Capitol Hill. He received his Doctor of Physical Therapy from Simmons College in Boston, his Masters of Physical Therapy degree from the University of Iowa, and his Bachelors of Science in Dietetics from Iowa State University.

Ellen Morello, PT, DPT (she/her/hers)

Ellen Morello, PT, DPT, is a pioneer in the field of virtual physical therapy and direct care. Ellen earned her B.S. in Physiology and Neurobiology from the University of Connecticut and a Doctor of Physical Therapy degree from New York Medical College. During her academic journey, Ellen was awarded a full scholarship through the New York City Department of Education.

Ellen was an early employee of Physera, a venture backed virtual only Physical Therapy company, which was later acquired by Omada Health. At Physera, Ellen played a vital role in building the first nationwide network of fully virtual physical therapists. After Physera, Ellen built out the virtual PT Program for Nice Healthcare, a Direct Primary Care practice.

Currently, Ellen holds the position of Chief Operating Officer and Co-Founder at Second Door Health, a cutting-edge software platform that powers Direct Care for PT Practices. She is a member of the APTA FiRST Council Steering Committee. Ellen has been invited to speak on the topic of Virtual Physical Therapy for numerous esteemed organizations, including APTA, ACRM, ATA, and more. Audiences can expect to gain valuable insights and practical strategies for leveraging technology and direct care to improve patient outcomes.

Pam Neuharth, PT, DPT, OCS, FAAOMPT**Eva Norman, PT, DPT, CEEAA (she/her/hers)**

Dr. Eva Norman has been practicing physical therapy for over 20 years. She founded Live Your Life Physical Therapy, LLC in response to her passionate desire to offer to her clients and the public, services both in home and the community that could help them experience health, wellness, and a more active lifestyle throughout their life spans. Her team has done this through the creative applications of preventative and rehabilitative physical therapy, occupational therapy, speech therapy, personal training, acupuncture, massage, health coaching & dietary services. Her frustrations with the current health care system spending millions of dollars treating preventable disease have led to her passion to advocate for her patients and the profession. She currently serves as the FPTA/APTA Home Health Federal Affairs Liaison and FPTA PT PAC Ambassador.

Erik Nystrom

As the Vice President of Finance & Growth, Erik oversees and manages P&Ls exceeding \$40 million. In addition, he leads growth planning including budgeting and marketing research, and advises executive leadership in financial strategy. Prior to joining Health & Rehab Solutions, Erik served multiple combat deployments as a Military Intelligence Officer in the Army. He has extensive experience driving sustainable growth and streamlining overall operations in the healthcare, military, energy, construction, and mining industries. His strength is development of innovative forecasting models to grow businesses and identify and secure business opportunities including mergers and acquisitions.

Drew A. Pennington, PT, MPT, OCS

Drew is a Private Practice Owner in Washington with 10 orthopedic clinics in the Puget Sound Region. He has been in Private Practice since 2002 and has held positions at every level of the various organizations for which he worked. He implemented an alternative pay model in the Spring of 2021 and has seen the positive effects of changing the salary mindset to an earnings mindset. He's an adjunct faculty member for the University of Puget Sound's DPT program and lives near Seattle with his beautiful wife and two amazing daughters.

Madison M. Pool, JD

Madison is a partner in the Healthcare practice of Arnall Golden Gregory LLP. She focuses her practice on providing regulatory counseling for a variety of clients in the healthcare industry. She provides guidance on compliance with federal and state laws, with an emphasis on privacy and security (HIPAA/HITECH Act), including counseling clients in identifying and mitigating HIPAA risks, analyzing and responding to breach incidents, and navigating HHS Office for Civil Rights (“OCR”) HIPAA investigations. She routinely advises clients on implementation of HIPAA privacy and security requirements and understanding enforcement priorities of OCR.

Brandon Seigel

Brandon Seigel is a bestselling author, internationally recognized private practice guru, and the President of Wellness Works Management Partners. Seigel brings over twenty years of executive leadership experience. Throughout his storied career, Seigel has empowered healthcare systems and private practices throughout the United States to streamline operations, build winning teams, implement effective business models, and ultimately transform archaic systems into innovative success. Seigel consults with over 700 healthcare organizations and has built a revolutionary deconstructed MSO which is transforming the way healthcare is delivered.

LaRissa Shaps, PT, DPT, FAFS, CLT-UE

LaRissa Shaps, PT, DPT, FAFS, is the Director of Clinic Operations for Spooner and is also a member of their Executive Team. She has been with the Spooner team since graduating from Creighton University in 2010 and has been in leadership for the last ten years. LaRissa plays a key role in the success of Spooner’s company operations, as she has a wide variety of operational experiences. She has been the primary driver of the company’s transition to a performance pay model, which demonstrates her commitment to progressive practice and innovation. She is passionate about elevating the profession of physical therapy, and enjoys networking with like-minded professionals.

Janet M. Shelley, DPT

Janet Shelley is the Chief Disruption Officer at Therapy Partner Solutions (TPS). Prior to joining TPS, Dr. Shelley was a partner in an independent physical therapy practice, then subsequently founded Medical Billing Center (MBC), a therapy specific billing and collections company. Janet's success as a business leader is due, in part, to her willingness to dig deep in the healthcare space, and to her innate ability to recognize, and adapt, to new market trends. Janet is an appointed member of the APTA Public Policy and Advocacy Committee and serves as the Chair of the Private Practice Section Payment Policy Committee.

Allison Smith, PT, DPT, PhD, OCS, FAAOMPT (she/her/hers)

Dr. Allison Smith is an orthopedic physical therapist at Harris Health System in Houston, TX. She received her DPT at Washington University in St. Louis in 2014. Dr. Smith completed the Harris Health System orthopedic residency program in 2015 and the OPTIM manual therapy fellowship in 2017. In 2021 she completed her PhD at TWU in Houston after finishing her dissertation on burnout in DPT students. Dr. Smith teaches in the Harris Health System orthopedic residency program and is adjunct faculty at TWU. She enjoys doing advocacy work and serves as a delegate in the APTA House of Delegates

Steve Stalzer, PT, MBA

Steve is an industry expert in Physical Therapy M&A who helps owners with succession planning and practice sales. He is a past partner in a 30 clinic practice and has 25 years of experience within the rehabilitation industry. Steve's passion is helping owners build great practices and helping owners optimize value when the time is right to sell or partner. Following the successful sales of Proaxis Therapy to a strategic partner and Axis Sports Medicine to a team of staff, Steve

launched 8150 Advisors to create an industry leading advisory firm.

Lynn A. Steffes, PT, DPT

Dr. Lynn Steffes has over 40 years of experience as a physical therapist and over 30 years as a Healthcare Consultant, specializing in Private Practice Marketing, Compliance & Practice Management. She has served as adjunct or Guest Faculty for 6 Doctoral Physical Therapy Programs on business topics. Dr. Steffes has served on the Board of Directors for the Private Practice Section. She was a 2018 recipient of the PPS Dicus Award for Service.

She is also a frequent contributor to PPS Impact Magazine PPS Annual Conference & APTA CSM on marketing & a variety of business development topics.

David Straight, DPT

David Straight is a doctor of physical therapy, author, consultant, and co-owner of E-rehab, LLC. He and his company has helped over 2000 physical therapy private practice owners in the United States, Canada, and overseas, market their businesses online and offline since 2003. His has expertise in marketing strategy development, content marketing, website design & development, paid online advertising, SEO, video marketing, social media, and reputation marketing. He is particularly interested in how to use artificial intelligence to help private practices communicate their value to their respective communities.

Ellen R. Strunk, PT, MS, GCS, ACEEAA, CHC

Ellen has been a practicing physical therapist, working in the hospital, skilled nursing, home health, outpatient and cardiac rehab settings. For the past 15 years, Ellen has worked with dozens of clients as principal consultant and founder of Rehab Resources and Consulting, Inc., a company providing regulatory support, provider education, measure development, and regulatory compliance for post-acute care and community-based providers. Ellen is an expert at helping customers understand CMS clinical and billing requirements for all provider types. Her experience in both the home and community aspects of the post-acute care continuum gives her a unique perspective in finding solutions while insuring a patient-centered approach is not lost in translation. Ellen is an active member of the APTA, having served on the Payment Policy and Advocacy Committee where she advanced the agenda of physical therapy in post-acute care. As a long-time member of the APTA Academy of Geriatric Physical Therapy, the APTA Home Health Section and the APTA Health Policy & Administration Sections, she has served in senior leadership positions as well as authored multiple articles and educational tools for the sections. She serves on a state level as the Practice & Reimbursement Chair for the Alabama Physical Therapy Association.

Joe Tatta, PT, DPT

Joe Tatta, PT, DPT is the Founder of the Integrative Pain Science Institute, a cutting-edge health company reinventing pain care through evidence-based treatment, research, and professional development. His career achievements include scalable physical therapy practice models centered on health behavior change, integrative and lifestyle medicine, and methods that empower physical therapists to serve at the top of their scope of practice as primary care providers. He is a speaker, 3x author, trainer, podcast host, and adjunct professor. Dr. Tatta recently started the Physical Therapy in Mental Health Catalyst Group within the APTA Academy of Leadership and Innovation.

Zachary Walston, PT, DPT, OCS (he/him/his)

Zachary Walston, PT, DPT is a Board Certified Specialist in Orthopedic Physical Therapy and he currently serves as the National Director of Quality and Research and Orthopedic Residency Program Coordinator for PT Solutions Physical Therapy. He earned his BS in Human Nutrition,

Foods, and Exercise at Virginia Polytechnic Institute and State University, his Doctor of Physical Therapy from Emory University, and is a graduate of PT Solution's Orthopaedic Residency Program.

Dr. Walston lectures nationally and publishes research specific to orthopedic physical therapy. He develops and teaches weekend continuing education courses in the areas of plan of care development, exercise prescription, pain science, and nutrition.

Dr. Walston is an active member of the Orthopedic and Research sections of the American Physical Therapy Association and the Physical Therapy Association of Georgia. He is the recipient of the 2020 APTA GA Chapter Emerging Leader Award. He is an APTA Centennial Scholar, representing the Academy of Orthopedic Physical Therapy. He currently serves as treasurer for APTA GA, on the APTA Science and Practice Affairs Committee, and within the RM Barney Poole Leadership Academy. He is also the host of the Clinical Gap Podcast.

Jason M. Wambold, MSPT

Jason has 24 years of leadership experience in the rehab industry. In 2016 he cofounded OnusOne, an online employee compensation portal system currently used in 33 states in the US. He recently began to consult with newly developing physical therapy programs who desire to introduce curriculum content which will better prepare future therapists to excel under variable compensation models. Jason regularly speaks on the topic of variable compensation at national, state, and regional conferences. He has recently authored 2 APTA PPS Impact magazine articles, and regularly contributes to various podcasts and webinars in the US and abroad.

Brian J. Weidner, MBA

Brian Weidner is the President of Career Tree Network. Since 2007, Brian and his team have supported the recruitment and hiring efforts of over 425 healthcare organizations across 44 states. Brian graduated from Bradley University with a degree in Business Management and an emphasis in Human Resources. He later graduated from University of Wisconsin-Milwaukee with his Masters in Business Administration. Outside of the office, you might find him playing princess with his daughters, watching James Bond movies or eating sushi.

Paul J. Welk, PT, JD

Paul Welk, PT, JD is an attorney at Tucker Arensberg, P.C. in Pittsburgh, Pennsylvania. He focuses his legal practice in the areas of business and health care law and in this capacity frequently represents physical therapists, rehabilitation providers, and professional organizations. Paul is legal counsel for the Pennsylvania Physical Therapy Association and has provided legal services to the APTA and a number of its chapters. He is the founding author of The Legal Impact, a regular column in the APTA Private Practice Section's Impact Magazine. Paul lectures regularly at professional association events, colleges, and universities.

Stephanie Weyrauch, PT, DPT, MSCI (she/her/hers)

Dr. Stephanie Weyrauch is a physical therapist at Physical Therapy and Sports Medicine Centers in Orange, Connecticut. She received her Doctorate in Physical Therapy and Master of Science in Clinical Investigation from Washington University in St. Louis. Dr. Weyrauch has served in multiple leadership roles within the American Physical Therapy Association, currently serving on the APTA Nominating Committee. She has also served on APTA Private Practice Nominating Committee, Marketing and Public Relations Committee, and the Leadership Development Task Force. Dr. Weyrauch actively lobbies for healthcare policy issues at the local, state, and national levels of government. She has contributed to APTA Private Practice Impact Magazine on topics including burnout, generational issues, and leadership.

Robert Worth, PT, DPT, OCS, MTC, LAT

Dr. Worth graduated from the University of Wisconsin–LaCrosse, double majoring in physical therapy and psychology, received his Master's in Orthopedic Physical Therapy from the University of St. Augustine and his DPT from Massachusetts General Institute of Health Professions. He has been in private practice since establishing Advanced Physical Therapy & Sports Medicine in 1998, with 28 clinics in northeast/central Wisconsin, plus 8 on-site clinics at YMCA's and providing on-site care for 60+ companies and municipalities. Rob has presented at the APTA Innovation Summit and his practice was selected as the 2013 Private Practice of the Year by the APTA Private Practice Section. In addition to his private practice, teaching at two universities and an orthopedic residency program, and leading international medical missionary work, he is an active member of the American Physical Therapy Association, previously serving as the President of the American Physical Therapy Association Wisconsin, currently serves as Wisconsin Delegate to the American Physical Therapy Association and is a Director on the APTA Private Practice Board of Directors. Dr. Worth has also received the Outstanding Service Award from APTA Wisconsin and the IndUS International Award for cross-cultural contributions in healthcare.

Darryl Yardley, MScPT, MCISc(Manip)

Darryl has been a physical therapist for more than a decade. He is a clinic owner and the Chief Operating Officer for Clinic Accelerator where he supports 500+ clinic owners with their operations, recruitment and clinician performance. He has mentored and helped thousands of Physical Therapists become all-star clinicians, clinic directors, and equity partners. He is past chair of the Private Practice Section of the Canadian Physiotherapy Association, co-author of "Diagnosis and Management of Femoroacetabular Impingement", and is a professor of Business and Leadership in Physical Therapy at Western University.

Connie L. Zicarelli

Ms. Zicarelli has extensive healthcare management experience of more than 25+ years; she is a Revenue Cycle management expert who leads and mentors private practice entrepreneurs on efficient and compliant billing and collection strategies. Connie is a model of her teaching and champions a strong focus on patient relationship management. Through proven operations and systems, she offers multidisciplinary practice owners solutions to increase revenue and reduce costs on redundancies while staying compliant with rules and regulations. She is active in the APTA PPS section and a proud recipient of their Board of Directors Service Award in 2019.