

Candidate Statement – Candidate for Director



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Question: What uniquely qualifies you for the role of Director, and how does that contribute to the association's vision, mission, and strategic plan?

Response:

In reflecting upon the professional and life experiences that have shaped me and will undoubtedly influence the way in which I would fulfill my duties as an APTA Director, I have concluded that I am driven by grit, energetic enthusiasm, empathy, faithfulness, curiosity, big-picture thinking, service to others, and a shared sense of purpose. It is these qualities that characterize the way I approach every major endeavor. As a teenager, I was inspired by a plaque on my wall that stated "Your calling is where your deep gladness and the world's deep hunger meet." I have been fortunate to find so many fulfilling ways to serve and make a difference in my community and my profession.

Serving on the Michigan Chapter's Board of Directors for 14 years as Legislative Director, Vice President, and President, in addition to being a Chapter Delegate, allowed me to engage with leaders in all operational areas on significant challenges and strategic objectives, including legislative, payment, professional development, conferences, communications, and membership. I understand the multifaceted, collaborative approach between APTA and its components to meet members' needs, society's needs, and to ultimately achieve our Vision. It is through this collaborative approach that the Michigan Chapter was able to gain direct access, improve the legal context for dry needling, allow physical therapists to make disability determinations, implement a paid payment specialist position, lead a campaign against prior authorization, grow our membership, create a direct-to-consumer marketing campaign, and guide our members through the COVID-19 pandemic.

As a practicing clinician in the hospital setting, a faculty champion of interprofessional collaboration at an academic institution, and an active, productive researcher, I see the challenges and opportunities in building a robust community that advances the profession and demonstrates the critical and unique role of physical therapy in the health care delivery system. Every encounter with a payer, policymaker, or other provider is an opportunity to demonstrate our value. Ensuring the prominence and success of physical therapy, including private practice, in an era of health care delivery and payment reform is a critical, if not the most critical, element of our Strategic Plan.

As an educator, I value the collaboration between and unique perspectives and roles of APTA, ACAPT, and CAPTE. Physical therapist and physical therapist assistant education must keep pace with advances in practice, yet, there are many ways in which education drives practice. How we equip and prepare our future colleagues provides an opportunity to develop agents of change who will not only help accomplish our current mission, but who will also inspire those who refine and shape our future Vision. We must continue to confront the issues that underlie excessive student debt and find ways to diversify our workforce to reflect the individuals we serve.

Developing and executing on a strategic plan has been a fundamental aspect of many of my leadership experiences. As APTA Michigan President and Vice President, our strategic plan was used to prioritize our

activities, develop our budget, and structure our meeting agendas. As a specific example of the way in which I hope to have a lasting impact on our Association by implementing the strategic plan is by finding innovative ways to increase systematic outcome measurement in support of value-based payment. Increasing payment is ultimately a key driver of other important issues including the worsening student debt-to-income ratio, our lack of workforce diversity, our professional identity as movement system experts, and recognition as providers of choice. Addressing these critical issues will impact all areas of the strategic plan. Outcome measurement and a focus on delivery of value in the healthcare system are critical for Stewardship, Quality, and Value and for maintaining Relevance for our members who highly value payment advocacy.

As a flight instructor, mission pilot, and squadron commander in the US Air Force Auxiliary, the Civil Air Patrol, I have become intimately familiar with the need for ongoing risk assessment while coordinating planning, logistics, finances, and operations in support of completing a mission. Perfection cannot stifle progress. Perfection is a continual and iterative process that requires forward motion. Our celebration of APTA's centennial is great opportunity to reflect on our past successes. However, it is also an opportunity for us to steady our gaze on the horizon and steel ourselves for executing on a strategic plan and mission to realize our potential as a profession. We cannot afford to remain stagnant. We must *Move Forward*. I feel called to serve on the APTA Board of Directors to help make it happen.

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