

# 2023 Candidate Statement – Candidate for Treasurer



Dan Mills, PT, MPT

**Question:** While balancing current pressures of the profession with the needs of the association, how would you advise the Board of Directors to prioritize financial resources in support of the strategic plan?

**Response:**

As I've considered this opportunity to serve APTA, I gratefully appreciate the influences of my numerous mentors. From my interactions with a vast array of APTA board members, component leaders, and delegates over the past 20 years, I've learned about responsibility and leadership. From physiotherapists I've worked with in humanitarian efforts around the world I've gained insight about the importance of diverse perspectives. My experiences have strengthened my desire to serve at this time as Treasurer. And, such opportunities and circumstances make me a unique candidate.

I have been an active participant on the APTA Board for the last 5 years. During this time, I participated in the development of the recent APTA Strategic Plan. I appreciate the intent and full budgetary implications for implementing the goals, outcomes, and connected operational plans unique to this strategic plan.

I've had experience working with the last two APTA CFO's along with finance staff in multiple capacities for other organizations inside and outside APTA in the last 14 years. I appreciate and have an understanding of the work they do. Financial duty requires trust and a Treasurer has a fiduciary responsibility to oversee the use of member dollars. The specific duties of the Treasurer, including working as a member of the executive committee, is a role I am familiar with.

My experience with committees at the national level started as a finance committee member and eventually treasurer of APTA Private Practice. That service led to serving on the APTA Finance Committee where I was mentored further by Connie Hauser and Elmer Platz. I was appointed by Sharon Dunn to be the inaugural chair of the Scientific and Practice Affairs Committee. This increased my understanding of the budgeting for, and structure and assessment of, committee work at APTA. Additionally, as the 5th member of the Executive Committee (EC), I saw firsthand the work and expectations of the EC.

The fiduciary responsibility of the board is not to be the accountants of the organization, rather, we are charged to be strategic and visionary in how the funds and assets are managed. What I appreciate about former Treasurer Jeanine Gunn was her constant encouragement to become more strategic and resist "getting into the weeds." The board's ability to think this way has improved the quality of the board's work. I intend to continue this journey of moving towards a more strategic board.

We need to continue to find new/unique ways to embrace other groups of physical therapists that are not members. I believe there are common goals or values that would allow us to work together in new ways. APTA should be the voice of the entire profession. Recently with the intensification of digital health, APTA led out by creating a type of "good-housekeeping seal of approval" which immediately created an industry standard requiring licensed physical therapists to provide digital care. We need more of APTA playing this role.

I pledge to continue ongoing discussions regarding solving issues associated with the cost of education.

I am determined to continue ongoing advocacy on the Hill to address the impact of administrative burden.

APTA's financial resources are best understood in their broadest sense. I believe in the careful use of all APTA resources including the Reserve Funds, the annual budget, the Centennial building, and our human resources (staff and volunteers). Here are 3 ways I will approach APTA finances:

- Financially sound investments and care not to become dependent on stock returns for budget shortfalls.
- A careful understanding of APTA's financial lessons of the past (good and bad). This includes honest discussion about the risk and benefits as we approach new activities and budgetary requests.
- Seeking additional non-dues revenue opportunities. As APTA Private Practice Treasurer, we increased member services, increased non-dues revenue, and made no increase in membership dues. I'm hopeful that we can find opportunities to offset or decrease the cost of membership with non-dues revenue.

The execution of the strategic plan must be tangible. APTA staff and board attempt every year to connect virtually every activity and dollar to our strategic plan. This ensures accountability to ourselves and all stakeholders for use of APTA resources. This shift over the last ten years has dramatically increased the accountability of staff for use of member resources. These strategic plan categories: Member Value, Sustainable Profession, Quality of Care, Demand and Access and their associated goals, outcomes, and connected operational plans capture the current work of APTA. I am dedicated to this path and continuing forward in this direction.