

# 2025 Candidate Statement – Candidate for Secretary



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Question: How will the core attributes for elected leadership you possess impact your effectiveness in the role of the Secretary?

## Response:

My effectiveness as Secretary will be rooted in the core attributes for elected leadership—adaptive, courageous, futuristic, inclusive, integrity, and a strategic thinker—each of which I have cultivated through two decades of progressive leadership across clinical, academic, and association roles.

The Secretary plays a vital role in ensuring the integrity and continuity of APTA governance, serving as a link between the Board of Directors, the Executive Committee and the House of Delegates. The Secretary maintains accurate records, promotes compliance with bylaws and applicable laws, and fosters collaborative decision-making. My three years of leadership experience working closely with the APTA Secretary as member and Chair of the Reference Committee have prepared me to execute these responsibilities with diligence and to elevate the role through innovation, inclusion, and strategic insight.

As an adaptive leader, I thrive in complexity and change. Throughout my career, I've navigated the ever-shifting landscapes of healthcare delivery, policy, and payment—implementing creative, scalable solutions in multiple settings. I've supported the integration of innovative care models, like Remote Therapeutic Monitoring, and have responded proactively to external pressures with clarity, flexibility, and commitment to continuous improvement. I welcome feedback, reassess goals in real time, and guide teams through change with focus and resolve.

Courage has defined my leadership in moments of uncertainty. Whether as Chief Delegate, Vice President of APTA New Hampshire, or in my national service, I've consistently led through periods of transition with transparency and strength. I believe courage is not an absence of uncertainty, but a commitment to values in its midst. In my regulatory and compliance role, I navigate difficult decisions and complex payment recovery issues with advocacy at the forefront, facing obstacles directly, finding solutions without hesitation and remaining anchored by integrity and the organization's mission.

With a futuristic mindset, I lead with vision. I've presented nationally on emerging technologies and delivery models and actively champion strategies that modernize our profession. I view the Secretary not only as a recorder of actions, but as a steward of institutional memory and organizational foresight. Forecasting shifts in our environment and aligning today's work with tomorrow's opportunities are skills I've refined through leadership in dynamic healthcare settings. The Secretary's work should enable—not just document—our future.

Inclusion is a throughline in my leadership. I believe that shared governance must reflect shared voices. I've led diverse teams across disciplines and educational levels, valuing collaboration among individuals with perspectives shaped by a range of lived experiences. Whether in my service to my community or the profession, I center equity and belonging and create space for shared decision-making, ensuring that the work reflects the collective voice of the body.

Integrity is not just an attribute— it is a core identity. I bring a deep respect for process and an unwavering commitment to ethical leadership. As a member and Chair of APTA's Reference Committee and a member of the National Association of Parliamentarians, I am grounded in the procedural standards that support fair, transparent, and effective governance. Trust is the foundation of leadership—and I treat it as something earned daily through consistency, humility, and accountability. As Secretary, I will be a trustworthy steward of the Association's formal record, its processes, its Bylaws and the principles on which it stands.

As a strategic thinker, I lead with clarity, intention, and a long-range view. I have managed complex, multi-level operations and prepared academic coursework that required aligning people, policy, and process in service of advancing the profession. In every endeavor, I ask: how does this decision advance our collective goals? How do we ensure our systems support not only the task at hand, but our future? As Secretary, I will bring this mindset to bear—ensuring that every record, communication, and collaboration contributes to APTA's strategic priorities.

My leadership approach is informed by years of intentional service, reflection, and development. I understand that the work of the Secretary is not only procedural, but also relational and strategic. It demands diligence, discretion, and vision. It requires someone who values both precision and people—who understands the importance of both the words we record and the voices we uplift.

The core attributes of APTA leadership are not abstract ideals; they are daily practices. They guide how I lead teams, resolve challenges, and honor the trust of my colleagues. They will serve as the foundation of my work as Secretary—where I will strive to embody these principles with purpose and help shape an APTA that is forward-thinking, inclusive, and grounded in ethical excellence.