

Caroline Jenette “CJ” Morrow PT, DPT, CPHQ

Board Certified Clinical Specialist in Orthopaedic Physical Therapy

My mission is to be a catalyst for growth to elevate the quality of the human experience:

- Innovative healthcare professional passionate about leveraging artificial intelligence and digital technologies to transform patient care and clinical outcomes
 - Driven by a mission to create compassionate, data-driven solutions that bridge clinical expertise with cutting-edge technological innovation
 - Empathetic and resilient transformative leader, embracing psychological safety as a key to innovation and positive, engaging team culture.
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Healthcare and Technology Leadership Experience

Hinge Health, May 2023 - Sept 2025

Quality Consultant III

Remote, July – Sept 2025

- Implemented AI-based quality audits to drive efficiency, responsiveness, and data accuracy, while advocating for monitoring systems to ensure ongoing output reliability.
 - Led AI Audit program including stakeholder management, resource management, data analysis and report
- Contributed to quality assurance processes for AI implementation

Senior Clinical Quality Analyst

Remote, Oct 2024 – June 2025

- Conducted statistical analysis and data preparation on clinical performance data to identify quality improvement opportunities
 - Led statistical analysis and classification of large clinical datasets using AI tools
 - Conducted AI empowered audits of asynchronous messaging and charts.
 - Communicated findings to enable process improvements for patient care and provider efficiency
- Developed and revised quality rubrics and prompts for autonomous quality assurance processes, optimizing AI-driven review accuracy and clinical relevance.
- Assumed Analyst position during second team restructuring, leveraging clinical insight and experience to co-develop and scale quality systems aligned with the clinical team's rapid growth and evolving standards of clinical excellence.

Care Team Quality Manager

Remote, April 2024 – Oct 2024

- Steered post-restructured team recovery following team reduction in force, applying inclusive and situational leadership strategies to rebuild trust, evolve operational capabilities, and realign team priorities.
 - Achieved a 77% team engagement score within one month.
 - Built advanced AI implementation capabilities within the team

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- Leveraged AI to improve team efficiency and enhance the accuracy of clinical data analysis.
- Built a foundational quality program that transformed legacy quality assurance processes into a more agile, data-centric system supporting a large care team.
 - Significantly improved patient oversight
 - Established scalable quality infrastructure
 - Aligned with clinical growth and regulatory standards
- Conducted quality oversight of AI assistants embedded in care team workflows, ensuring accuracy, effectiveness, and consistent alignment with care standards.
 - Developed team governance protocols to monitor AI review performance, address system vulnerabilities, and reinforce safeguards for ethical, safe integration within clinical workflows.
 - Contributing inventor on AI quality assurance patent application

Clinical Quality Program Manager

Remote, May 2023 – April 2024

- Centralized the Clinical Quality Assurance program to standardize best practices, facilitating data-driven decision-making for optimal care delivery.
- Transformed foundational Clinical Incident Reporting, enhancing data analysis capabilities.
- Assisted in audit readiness initiatives, ensuring quality documentation and program compliance
- Coordinated and delivered Mental Health First Aid training to support the holistic development of the care team and contribute to a psychologically safe, member-centered clinical culture.

American Physical Therapy Association, 2023-Present

Co-Chair, Frontiers in Rehabilitation, Science and Technology Engagement Network

(2-Year Volunteer Position) Jan 2024 – Present

- Organizing and leading webinars focused on emerging tech solutions in physical therapy, facilitating discussions that empower PTs to enhance patient care through modern tools and approaches.
- Contributing expertise on AI ethics and implementation through educational sessions and consultative input, emphasizing clinician-centered design and ongoing oversight in applied settings.
- Collaborating with APTA Magazine to promote tech-forward articles accompanied by panel discussions, broadening the council's reach and influence in advancing technology in physical therapy.

Digital Health Co-Lead, Frontiers in Rehabilitation, Science and Technology Engagement Network

(Volunteer) Jan 2023 – Dec 2023

- Presented on “AI in Physical Therapy” to educate members on the potential of artificial intelligence in enhancing patient outcomes, treatment personalization, and efficiency within clinical practice.
- Curated and provided ongoing updates on current digital health topics, keeping committee members and the broader PT community informed on emerging trends and innovations impacting patient care and clinical workflows.

Johnson & Johnson Inc., 2008 – 2012

Quality Assurance and Control Supervisor

Animas Corp, Diabetes Care Franchise

West Chester, PA, Dec 2011 – Aug 2012

- Supervised a quality control team supporting manufacturing for Class III Medical Device (Insulin Pump).

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- Initiated and managed a second shift to meet production demands, minimize QC backlog, and maintain output during a large-scale product recall, contributing to continuity and operational efficiency.
- Prioritized and managed incoming material inspections, supporting manufacturing needs and minimizing backorders of essential medical devices.
- Led the “Do It Right” program to reduce in-house and internal supplier manufacturing errors and improve procedural quality through targeted change management and LEAN Six Sigma principles
- Partnered cross-functionally to support product development, operational improvement and manufacturing, delivering regular KPI progress updates to cross-functional teams.

Quality Engineer

Animas Corp, Diabetes Care Franchise

Aug 2010 – Dec 2011

- Managed cross-functional project teams to implement Six Sigma and LEAN methodologies, enhancing manufacturing and quality control processes resulting in 17% through-put production rate improvement, reducing inefficiencies and errors.
- Led product recall initiatives from logistics to quality inspections, ensuring swift and comprehensive response to regulatory requirements and safeguarding product integrity.
- Supported regulatory audit preparedness by leading remediation activities, strengthening compliance efforts, and reinforcing audit readiness across operations.

Management Development Trainee

Global Operations Leadership Development Program

Jun 2008 – July 2010

- Graduated a highly competitive program with specialized training in multiple business sectors and divisions, including specialized training for administration, communications and project management.
- Completed three intensive 8-month rotations in supply chain, quality, and project management roles:

Supply Chain Planner

Neutrogena, Los Angeles, CA

Dec 2009 – July 2010

- Ensured continuous raw material and product availability for consumer products and devices, balancing domestic and international supply chain demands to support production timelines and maintain inventory stability.

Flawless Project Execution Gold Associate (Project Manager)

J&J Consumer Products WW, Skillman, NJ

Feb – Nov 2009

- Led brainstorming sessions for the Band-Aid® Franchise, creating innovative project proposals for stakeholders.
- Developed internal project management training materials to support high-impact execution for Flawless Project Execution.

Quality Engineer

Animas Corporation, West Chester, PA

July 2008 – Feb 2009

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- Contributed to teams managing recall and audit processes, implementing quality improvements, and producing metric updates for quality initiatives in medical device manufacturing.

Clinical Experience

Hinge Health, 2021 – 2023

Physical Therapist, Care Enablement Team

Dec 2022 – May 2023

- Collaborated with Health Coaches to deliver seamless, high-quality asynchronous care, ensuring exceptional member experiences through coordinated support
- Triageed medical incidents and adverse events, prioritizing patient safety in a virtual setting
- Revised team based QA metrics, anticipating and establishing new standards
- Supported clinical product development initiatives
- Conducted state practice act reviews

Flex Physical Therapist, Acute Program

Dec 2021 – Dec 2022

- Evaluated and treated patients via telehealth with a consistent patient satisfaction score of 5/5 and an Net Promoter Score of 84/100, demonstrating excellence in virtual care.
- Served as the clinical team’s subject matter expert (SME) for Elbow, Wrist, and Hand, specializing in comprehensive telehealth-based evaluations for these areas.
- “Most Likely to Have Just Finished a CEU” Award – Honored for embodying the Learn-It-All Leadership Principle (Q3 2022)
- “Helpful Phalange Award” – Recognized for knowledge-sharing and mentoring on Elbow-Wrist-Hand (Q2 2022)

Moss Rehab, Einstein Healthcare Network, 2015 – 2022

Per Diem Physical Therapist, Outpatient

Montgomery and Philadelphia Counties, PA

June 2019 – May 2022

- Provided coverage for physical therapists across various clinics, rapidly adapting to different patient treatment needs, patient cases, documentation requirements, and clinical environments to ensure uninterrupted patient care.

Physical Therapist, Outpatient

Elkins Park, PA

October 2015 – May 2019

- Treated diverse patient population, with a 75% focus on orthopedic and 25% on neurologic cases, incorporating technology-based solutions to enhance treatment outcomes.
 - Specialized in Wheelchair Clinic, collaborating with Assistive Technology Professionals (ATPs) from local and national organizations to prescribe durable medical equipment and draft Letters of Medical Necessity.
- Wrote and awarded grant to implement a Bariatric Exercise Group (June 2018)

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- Certified Clinical Instructor, mentoring students and contributing to professional growth.
- Internal resident in the Moss Rehab Orthopedic Residency Program (2018–2019).
- Recognized for clinical excellence, nominated for Clinician of the Year (2017) and Novice Clinician of the Year (2016, 2017).

Per Diem Physical Therapist, Inpatient

Elkins Park, PA, March 2016 – March 2019

- Provided inpatient care across critical rehab units, including Brain Injury, Spinal Cord Injury, and Stroke, ensuring comprehensive and specialized treatment for diverse needs.

Industry Leadership and Public Engagements

Recognized thought leader in AI integration and technological clinical empowerment within physical therapy.

- Embracing AI to Enhance Practice, [APTA Future of Rehab Therapy Summit](#), July 2025, *Panelist*
- [AI in PT Practice: What Are the Benefits, Risks, and Ethical Questions?](#), APTA's Ethics in Practice Series, Apr 2025, *Podcast Panelist*
- AI in the Clinic: New PT Graduate Implications - Physical Therapy Learning Institute, [Disruptive Innovations Summit \(April 2025\)](#), *Presenter*
- Redefining the Physical Therapist: Applying Clinical and Research Skills in New Industries, APTA Combined Sections Meeting 2025, *Presenter*
- “What AI is Available” – World Physiotherapy Confederation, North America and Caribbean Regions (Oct 2024), *Presenter*
- “[What's the Impact of AI on Physical Therapy?](#)” APTA Magazine, Dec 1 2023, *Interviewed*
- “[Privacy, Please: Ensuring Cybersecurity for Physical Therapy](#)” APTA Magazine, Aug 1 2023, *Interviewed*
- “What is AI?” – APTA FiRST Council (Apr 2023), *Host and Presenter*

Professional and Academic Education

Artificial Intelligence in Healthcare

MIT Management Executive Education, August- September 2025 (Upcoming)

Stanford University Online via Coursera, June - August 2025

Healthcare Management and Leadership

APTA Academy of Leadership and Innovation, LAMP School of Management

Feb 2025 – Present

- LAMP 101: Leading from Within, Feb 2025
- Management Essentials, Mar - Apr 2025
- Advanced Management Concepts May - June 2025

Doctor of Physical Therapy

Thomas Jefferson University

Sept 2012 – Aug 2015

- Alpha Eta Society
- Departmental Achievement: Student Life Award
- Class Representative (peer-elected)
- Committee of Student Advisors for DPT curriculum overhaul (faculty-appointed), *PT Representative*

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Bachelor of Science in Biological Anthropology and Anatomy

Duke University

Aug 2004 - May 2008

- Graduated with Distinction
- Division I Athlete: Crew (2004–2006).
- Honors thesis: “Carnivoran Masticatory Morphology and its Anthropogenic Implications”
 - Contributing author to [Bite Force Estimation and the Fiber Architecture of Felid Masticatory Muscles](#) in *The Anatomical Record*, Vol 285, Issue 8 (June 2012).

Professional Licenses and Certifications

Professional Licenses

- Active Pennsylvania Physical Therapy License: PT024786, 09/21/2015 - 12/31/2026
 - Previous Direct Access: DAPT004951, 02/08/2021 - 12/31/2024
- Multiple other state licenses previously held:
 - FL - Florida PT37195: 05/25/2021 - 11/30/2023
 - IN - Indiana 05014939A: 01/05/2023 - 06/30/2024
 - MA - Massachusetts, PTL26078: 04/21/2022- 11/06/2023
 - NJ - New Jersey 40QA02082400: 03/29/2022 - 01/31/2024
 - NV - Nevada 5084: 04/03/2023 - 04/02/2024
 - RI - Rhode Island PT03642: 02/20/2023 - 05/01/2024
 - TX - Texas 1266320: 09/02/2015 - 11/30/2024
 - ID - Idaho PT-8577: 04/04/2023 - 11/06/2024
 - MI - Michigan 5501301817: 01/26/2022 - 01/26/2024
- Provider NPI: 1144987918

Board and Professional Certifications

- Board Certified Clinical Specialist in Orthopaedic Physical Therapy: OR201124 (2020)
- Certified Professional in Healthcare Quality (2025)
- Board Certified Healthcare Executive (BCHE) - Candidate (Exam July 2025)

Specializations and Certifications

- Mental Health First Aid (2022), Instructor (2022-2024)
- Pain Reprocessing Therapy (2022)
- Graston® Provider (2018)
- Six Sigma Green Belt (2010)
- Flawless Project Execution, Johnson & Johnson Project Management (2009)