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## **CAREER SUMMARY**

I am currently a full-time treating PT Clinician, a PT Private Practice Owner and a PT Expert Witness. In 2011, I obtained a Doctorate Degree in Physical Therapy with emphasis in Executive Private Practice Management from the EIM – Institute of Health Professions. In 2011, I was nominated for the prestigious Athena Award for my commitment to my community and the advancement of women in business. . In 2005, I began consulting as an expert witness in the physical therapy industry, and I own PhysicalTherapyExpertWitness.com. In May 2002, I purchased a local fitness studio, currently known as Game Shape – Physical Therapy & Sports Performance Center in Manalapan, New Jersey. Game Shape is an exclusive one-on-one personal training facility combined with a fitness membership clientele. In June 2002, I opened a premier physical therapy facility, Professional Sports & Orthopaedic Rehabilitation Associates, LLC, inside of the Game Shape location. In 1990, I established a healthcare practice management-consulting firm, now known as Physical Therapy & Fitness by Design, LLC, to assist small businesses looking to gain insight from my expertise and network base. I have consistently risen through increasing levels of responsibility within the rehabilitation services industry. I possess 28 years of “hands-on” clinical experience, as well as, a wide array of business skills in the areas of: strategic planning, financial management, operations, marketing, project management, human resource management, and business development. I have over 19 years of experience opening and directing start-up physical therapy facilities located throughout New Jersey for other healthcare organizations. In addition, I have 10 years of experience as a Physical Therapy & Fitness Expert for both plaintiff and defense cases; providing expert opinion reports, depositions and court testimony.

## **PROFESSIONAL EMPLOYMENT**

May 2002 – Present

**Professional Sports & Orthopaedic Rehabilitation Associates, LLC**  
**Game Shape, LLC – Physical Therapy & Sports Performance Center**  
**Owner / Director**

Acquired an existing personal training business in May 2002 and completed full renovations in 2003. Established a full-service physical therapy company which now employs 2-4 Physical Therapists. Currently responsible for 16 employees within the two companies. There are 2 directors who are my direct reports. My time is primarily divided between patient care, marketing, sales, and new business development. I oversee all aspects of the business. We have developed a base of over 265 referring physicians in the tri-state area. Visit: [www.GameShapeOnline.com](http://www.GameShapeOnline.com)

April 2001 – May 2002

**Central Jersey Spine & Wellness, LLC, Freehold, New Jersey**  
**Director of Physical Therapy & Rehabilitation**

Established a physical therapy department in a multidisciplinary practice. Developed internal policies and maintained compliance with state and federal regulations. Responsible for credentialing each professional in the practice. Assisted with collections activities. Initiated marketing directives and had over 60 local physicians referring to the practice.

May 1999 – May 2002

**Practice Management Consulting, Freehold, New Jersey**  
**President**

Founder of a healthcare consulting company specializing in business performance improvements, cost containment, new business development, and turn-around strategies. Services include: practice management and consulting, seminars, clinical program development, information hotline, and assistance with business start-ups, including marketing and infrastructure development. Clients include private PT practices, outpatient rehabilitation facilities, and multidisciplinary practices.

September 1998 – April 1999

**Select Management Services, P.A., Central New Jersey**

**Regional Director of Clinical Services**

Developed three outpatient rehabilitation start-ups in the Central and Southern regions of New Jersey. Responsible for financial management, P&L, patient accounts, proposals & budgeting, location selection, vendor relations, business development, marketing, human resource management, health and safety, and quality assurance. In addition, directed a multidisciplinary team of professionals and staff, established policies and procedures, and developed clinical programs. Achievements in this position include:

- Hudson Physical Therapy, a subsidiary of Select Management Services, expanded into new regions of the state through these efforts, enlarging the company by over 10%.
- Served on the APTAnj Legislative Committee.

July 1993 – August 1998

**NovaCare Outpatient Rehabilitation - NovaCare, Inc., Howell, New Jersey**

**Director / Center Manager / Physical Therapist**

Contributed to financial growth of NovaCare, raising revenues of \$500,000 in 1993 to \$3.1 million in 1998. Coordinated expansion and redesign of a contemporary 5,000 sq.ft. office, including installation of therapeutic aquatic pool. Managed business development, marketing, daily operations, financial budgets and P&L, research and design of clinical programs, policies & procedures, OSHA health and safety, legislative and regulatory issues, utilization, documentation, and outcome studies. Utilized a multidisciplinary team approach, including: physical therapists, occupational therapists, speech therapists, massage therapists, psychologists, social workers, and medical doctors. Achievements in this position include:

- Held the position of New Jersey Clinical Services Coordinator at NovaCare in 1995 and 1996, leading over 240 employees. Improved customer satisfaction and clinical outcomes and implemented a company-wide shared value system.
- Introduced innovative services to consumers that improved profit margins by more than 13% in 1997 – 1998.
- Improved consumer awareness of sports medicine and the athletic industry, and provided a service to the community by serving on medical teams for racing and sporting events held throughout New Jersey.
- Established clinical programs for NovaCare, Inc. such as: the Quality Improvement Program, Utilization Review, the Post-rehab Fitness Program, a Massage Therapy Business, Work Conditioning and a Spine School.
- Participated on committees for Patient Care, Quality Assurance, Utilization Review, Speakers Bureau and Howell Chamber of Commerce.

October 1987 - June 1993

**Various Rehabilitation Corporations, New Jersey**

**Physical Therapist / Athletic Trainer**

Worked within multidisciplinary teams as a senior physical therapist. Provided physical therapy and athletic training services to professional athletes as well as amateur athletes within the community. Assisted in managing the facilities and developing businesses. Mentored student physical therapists, providing internships and career guidance. Achievements include:

- Writer / Author of Sports Medicine and Orthopedic Articles
- Guest lecturer at the NY School of Podiatric Medicine and Robert Wood Johnson Hospital in New Brunswick, NJ.
- **Worked for Medical Team of NY Giants - Ronnie Barnes, ATC, Russell Warren, MD and Thomas Wickiewicz, MD as a staff PT for their company: "Meadowlands SportsCare". Provided physical therapy to professional athletes from the New York Giants, the New York Mets, the New York Jets, the New Jersey Devils, and other teams from the Meadowlands Sports Complex.**
- Initiated a Lift America program to benefit the Special Olympics, sponsored by the NSCA, and used as a promotional contest in the Jersey Shore community.

**PROFESSIONAL CONSULTING**

September 2005 – Present

**Physical Therapy & Fitness by Design, LLC**

**PhysicalTherapyExpertWitness.com**

**Managing Member / Owner**

Managing consulting projects in the physical therapy & fitness industries. Helping driven physical therapists own and successfully operate, manage, finance and grow their private practice business, in order to gain greater equity and respect in the industry. To specialize in boutique outpatient PT owned practices, with or without add-on fitness center / personal training studio options. In addition, I provide expert opinion and / or testimony to the legal community on behalf of plaintiff or defendants. Cases have involved product liability, malpractice, negligence or personal injury issues.

## **ACADEMIC ACHIEVEMENTS**

Won First Place in a Business Development Contest through the 2011 EIM Doctorate Program in Executive Private Practice Management. Our Business Plan achieved the highest honors and seed money to start AppsbyTeamVision, a marketing tool for developing Mobile Apps for businesses in the PT and Fitness Industries.

Honored as a Nominee for the prestigious 2011 Athena Award presented by the Greater Monmouth Chamber of Commerce.

Achieved #1 rank among graduating MBA students at Monmouth University, West Long Branch, New Jersey. Received the Academic Achievement Award for Excellence. Completed the MBA program in two years with a GPA of 4.0.

Honored as a Beta Gamma Sigma inductee at Monmouth University's commencement ceremonies in May 2001. Beta Gamma Sigma is the honor society for AACSB Accredited Business School Programs.

Received induction to "Who's Who Among Students in American Universities and Colleges". Was the only graduate student receiving this award at Monmouth University. (2000 – 2001)

Nominee for the "New Jersey Women in Business Award". (2000)

Participant in Stakeholders' Conference, Monmouth University, West Long Branch, New Jersey. (2000 - 2003)

## **LEADERSHIP POSITIONS**

Member of the New Jersey APTA Legislative Committee. (2000 – 2006)

Founder and Officer of the "School of Business Administration Scholarship and Development Society" to fund faculty research and build relationships with businesses in the community, Monmouth University, West Long Branch, New Jersey. (2001)

New Jersey Clinical Services Coordinator. Led over 240 employees to improve customer satisfaction and clinical outcomes. Engaged employees in a corporate-wide shared value system. NovaCare Outpatient Rehabilitation. (1995 - 1996)

## **PAPERS AND PUBLICATIONS**

Coauthor of a research paper on Personal Equipment Replacement using Stochastic Dynamic Programming which was submitted to a refereed journal on Management Science and Operations Research during 2001

## **LICENSURE AND CERTIFICATIONS**

**New Jersey Licensed Physical Therapist**  
**National Certified Athletic Trainer**  
**Certified Strength and Conditioning Specialist**

License # 40QA00391100, by the New Jersey State Physical Therapy Board  
Certification # 02-1996, by the National Athletic Trainers Association  
Certification #87-11-11-001, by the National Strength and Conditioning Assoc.

## **PROFESSIONAL AND EDUCATIONAL MEMBERSHIPS**

Who's Who Among Students in American Colleges and Universities (2000 – Present)

Certified Group Fitness Instructor, American Council on Exercise (1989 – Present)

Certified Member, National Athletic Trainers Association. (1988 - Present)

Professional Member, National Strength and Conditioning Association. (1987 - Present)

Professional Member, American Physical Therapy Association: NJ Chapter, Orthopedic & Private Practice Sections, and the National Society. (1985 - Present)

## CONTINUING EDUCATION & TRAINING

**“SI Joint and the Pelvic Girdle”** – by Michael Reiman, PT, DPT, OCS, North American Seminars, Inc. and HealthClick.com, 15 CEUs, Somerset, NJ (2015)

**“Concussion and Post-Concussion Syndrome – The Role of the Physical Therapist”** – by PTWebucation, 3 CEUs, Home Study (2015)

**“Cervico-Thoracic Pearls”** - by Jessie Podolak, PT, DPT and PESI, 6.25 CEUs, Edison, NJ (2015)

**“Current Updates on Treatment of Low Back Pain”** – by Cross Country Education, 6 CEUs, Edison, NJ (2015)

**“Selective Functional Movement Assessment (SFMA) Certification”** – by Advances in Clinical Education and North American SportsMedicine Institute, 16 CEUs, Somerville, NJ (2015)

**“Current Updates in Orthopedic and Sports Medicine Seminar”** by North Jersey Orthopaedic Specialists, PA, 7 CEUs, Teaneck, NJ (2014)

**“Kinesiology Taping: Movement Assessment and Corrective Exercise”** - by Rick Daigle, PT, DPT and Medical Minds in Motion, 7 CEUs, Saddle Brook, NJ (2014)

**“Common Shoulder, Knee and Hip Surgeries: Evidence Based Rehabilitation”**- by Jeremiah Tate, PT, PhD and Academy Medical Systems, 9 CEUs, Home Study (2013)

**“Practical Evidence-Based Practice: Applying the Evidence to Your Patients”** - by Gannett Education, 1 CEU, Home Study (2013)

**“Ten Tips for Better A/R Management”** – by Tom Ambury, PT and WebPT, 1 CEU, NY (2012)

**“Comply or Die: The Evolution of Documentation in Physical Therapy”** – Tom Ambury, PT and WebPT, 1 CEU, NY (2012)

**“Documentation – What is the Point”**, by Richard Stoneking, PT, APTANJ, 1 CEU, Freehold, NJ (2012)

**“Medical Fitness Association – NorthEast Regional Chapter Meeting”** – 7 CEUs, Mercerville, NJ (2011)

**“PT and PQRS”**, by the NJ APTA, 3 CEUs, Robbinsville, New Jersey (2011)

**“Physical Therapy and Outcome Measures: What are they and How to use them”** - by APTANJ, 1 CEU, Robbinsville, NJ (2011)

**“Financial Management – Parts I/II”**, Michael Weinper, PT through Educata, 4 CEUs, Home Study (2010)

**“Evidence-Based Physical Therapy Practice: Charting a Course for Your Success”**, through EIM and The Foundation for Physical Therapy, 12 CEUs, Home Study (2010)

**“Orthopedic Care: It’s Just Not Broken Bones”** by Scott Evans, PA-C through PESI HealthCare, 8 CEUs, Edison, NJ (2010)

**“Physical Therapist Clinical Performance Instrument for Students”** by APTA Learning Center, Home Study (2010)

**“New Manual Approaches to Back Stabilization”**, by Cross Country Education, 8 CEUs, New Brunswick, NJ (2010)

**“Certified Clinical Instructor”** course through Ithaca College, Home Study (2010 - Present)

**“Orthopedic Care: It’s Not Just Broken Bones”** by PESI Healthcare and Scott Evans, PA, 6 CEUs, Edison, NJ (2010)

**“New Manual Approaches to Back Stabilization”** - by Cross Country Education, 6 CEUs, New Brunswick, NJ (2010)

**“PPS Annual Conference”** - by PPS APTA, 17 CEUs, Washington, DC (2010)

**“How IT Can Help Save Your Practice: Understanding HITECH”** – NJSIPT, 3 CEUs, NJ (2010)

**"Financial Management Made Easy for the Healthcare Professional"** – by Educata, 1 CEU, Home Study (2010)

**"Physical Therapist Clinical Performance Instruction for Students"** – APTA Learning Center, 2 CEUs, Home Study (2010)

**"Postsurgical Rehabilitation Guidelines: Sports Medicine"** - by Home CEU Connections, 20 CEUs, Home Study (2008)

**"Orthopedic Physical Assessment: Knee, Shoulder, Lumbar, Cervical"** - by Home CEU Connections, 24 CEUs, Home Study (2008)

**"Vestibular, Oculomotor and Balance Rehabilitation: Pathophysiology, Evaluation, Treatment and Program Development"** – Therapeutic Services, Inc., 14 CEUs, Englewood, NJ (2007)

**"PPS Annual Conference"** - by PPS APTA, 19 CEUs, San Diego, CA (2007)

**"APTA Credentialed Manual Therapy Fellowship Program"** by Robert DuVall / Sports Medicine of Atlanta, 16 CEUs, Philadelphia, PA (2007)

**"Orthopedic Spinal Grand Rounds"** – by NJ Spine Group, 2 CEUs, Long Branch, NJ (2007)

**"Differential Diagnosis of Movement Impairment – Keys to Direct Access & Autonomous Practice"** by Robert DuVall / Sports Medicine of Atlanta, 15 CEUs, Philadelphia, PA (2006)

**"Direct Access in Action: How to Get Started Today (an Evidence-Based Seminar)"** - by Robert DuVall / Sports Medicine of Atlanta, 15 CEUs, Atlanta, GA (2006)

**"Sports Nutrition Consultant"** - by American Aerobic Association International (AAAI) and International Sports Medicine Association (ISMA), 8 CEUs, Atlantic City, NJ (2004)

**"Weight Management Consultant Certification"** - by American Aerobic Association International (AAAI) and International Sports Medicine Association (ISMA), 8 CEUs, Atlantic City, NJ (2004)

**"Nutrition for Professionals: The Nutrition Specialist Course"** – by Lifestyle Management Associates, 18 CEUs, NJ (2004)

**"FIRE UP Your Personal Training - Where Business Meets Technique"** – by NorthEast Seminars, 8 CEUs, NY (2004)

**"NJ Strength & Conditioning Association's Annual Conference"** – by NJ NSCA, 7 CEUs, NJ (2004)

**"Advanced Training in Weight Management for Health & Fitness Professionals"** – Beyond Fitness, 6 CEUs, Philadelphia, PA (2004)

**"Hand / Wrist Splinting"** - Shore Conference of Athletic Trainers, 3 CEUs, NJ (2003)

**"Plyometrics"** - - Shore Conference of Athletic Trainers, 3 CEUs, NJ (2003)

**"HSS Advances in the Management of the Athlete's Shoulder"** – by Hospital for Special Surgery, 14 CEUs, NY (2003)

**"Throwing Injuries & Rehabilitation"** - Shore Conference of Athletic Trainers, 3 CEUs, NJ (2002)

**"Highmark Medicare Teleconferences and Meetings"** (2002 – 2010)

**"Electronic Commerce Strategy"** – Wharton Executive Education, Philadelphia, PA (2001)

**"Making Sales: How to Jump Start Your Selling Career"** – by Dale Carnegie Training, NY (2001)

**"Ethics and Jurisprudence"** - by APTANJ (2000 - Present)

**"Active Isolated Stretching"** – by Aaron Mattes, 24 CEUs, Sarasota, FL (1999)

**"Basic Splinting"** – by National Center for Wellness and Health Promotion, 7 CEUs, Philadelphia, PA (1999)

**"Introduction to Hand Therapy"** – by National Center for Wellness and Health Promotion, 7 CEUs, Philadelphia, PA (1999)

**"Twelfth Annual ATSNJ Sports Medicine Symposium"** - by NATA, 10 CEUs, Somerset, NJ (1998)

**"Strength Training Design: New Concepts & Clinical Applications"** – by Northeast Seminars, 15 CEUs, Atlantic City, NJ (1997)

**"Scientific Symposium: The Future of Prosthetics"** – by NovaCare, Inc., 5 CEUs, NJ (1996)

**"Interaction Management Seminar"** by Development Dimensions International, hosted by NovaCare Outpatient Rehabilitation, King of Prussia, PA (1995)

**"Time Management and Team Building"** - by Dale Carnegie Training, hosted by NovaCare Outpatient Rehabilitation, King of Prussia, PA (1995)

**"Lower Extremity Kinetic Chain"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1995)

**"Therapeutic Exercises using the Swiss Ball"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1995)

**"Shoulder Rehabilitation: Treatment of Shoulder Instability and Rotator Cuff"** – By Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1995)

**"Mechanical Diagnosis and Therapy of the Lumbar Spine: The McKenzie Approach"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1995)

**"Functional Anatomy: A Cadaver Review"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1994)

**"Cyriax Approach: Focus on the Cervical Spine"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1994)

**"Work Hardening"** – by Rehab Training Network, Inc., 5.5 CEUs, Howell, NJ (1994)

**"Leadership Skills Workshop & Managing Personal Growth Seminar"** - selected attendee, hosted by NovaCare Outpatient Rehabilitation, 8 CEUs, King of Prussia, PA (1994)

**"The Australian Approach to: Physical Evaluation and Treatment of Neural Tissues in Disorders of the Neuromuscular System"** – by Robert Elvey, PT, GDMT, 17 CEUs, Philadelphia, PA (1994)

**"Strain and Counterstrain Technique – Level I & II"** – by The Jones Institute, 20 CEUs, Annapolis, MA (1994)

**"Muscle Energy Technique for the Pelvis, Sacrum, and Spine"** – by Sharon Weiselfish, PhD, PT and Dialogues in Contemporary Rehabilitation (DCR), 8 CEUs, West Hartford, CT (1994)

**"ATSNJ Athletic Trainers Annual Symposium of New Jersey"** – by NATA, 7 CEUs, NJ (1993)

**"Management Skills Training for New Supervisors"** – by SkillPath, Inc., 6 CEUs, Princeton, NJ (1993)

**"NSCA National Conference"** – by NSCA, 43 CEUs, Philadelphia, PA (1992)

**"NSCA Practice Principles of Strength and Conditioning"** – by NSCA, 36 CEUs, VA (1992)

**"Injuries in Baseball Conference"** – by Andrews, Dillman & Wilk, 21 CEUs, AL (1992)

**"Sports Trauma Convention"** – 8.5 CEUs, New Brunswick, NJ (1991)

**"AIDS Awareness Conference"** – 6.5 CEUs, New Brunswick, NJ (1991)

**"Shoulder Mechanics & Rehabilitation"** – Robert Donatelli, PT, Dogwood, Inc., 16 CEUs, NY (1991)

**"Orthopedic Management of the Knee"** - NY Society for Continuing Education, 15 CEUs, Albany, NY (1989)

**"Spinal Structural Diagnosis and Treatment"** - East Coast Continuing Education Center, Inc., 17 CEUs, NJ (1989)

## **ACADEMIC QUALIFICATIONS**

**Evidence in Motion** – Institute of Health Professions

Doctorate of Physical Therapy (DPT), (2011), GPA 4.0

Online Program with Focus in Executive Private Practice Management

Endorsed by the Private Practice Section of the APTA

**Winner:** Business Plan Competition – AppsbyTeamVision – Internet Startup Company for the Development of Mobile Apps for Business Marketing

**Monmouth University**, (AACSB Accredited) West Long Branch, New Jersey

Master of Business Administration (MBA), (1999-2000), GPA: 4.0

**Focus:** Strategic Management & Finance

**Honors:** Beta Gamma Sigma Business Award

Top Student in MBA Class of 2001

Excellence in Academic Achievement Award

Who's Who Among Students in American Colleges & Universities

**Ithaca College**, Ithaca, New York

Bachelor of Science, Physical Therapy, (1983-1987)

## **TECHNOLOGY / COMPUTER SKILLS**

Expertise in Microsoft Office suite of software. Versed in Business and Healthcare Software Applications (WebPT, AdvancedMD, PT Turbo), and in statistical analysis using MS Excel. Strong understanding of the Internet, including Social Media Marketing.

User of both Windows and Apple Operating Systems.

Updated: January 2016