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CAREER SUMMARY

I am currently a practicing Physical Therapist, a PT Private Practice Owner, and a PT Expert Witness / Consultant. In 2011, I obtained a Doctorate Degree in Physical Therapy with emphasis in Executive Private Practice Management from the EIM – Institute of Health Professions, to compliment my undergraduate clinical degree in Physical Therapy (Ithaca College, 1987). In May 2002, after working in several prestigious clinical practices in the Northeast, I purchased a local fitness studio in Manalapan, New Jersey. Game Shape Fitness Center is an exclusive one-on-one personal training facility combined with a fitness membership clientele. In June 2002, I opened the highly regarded physical therapy facility, known as Professional Sports & Orthopaedic Rehabilitation Associates, LLC, inside of the Game Shape location. Since 2005, I have been sought out as an “Expert Witness” in the physical therapy and fitness industries, and I own Physical Therapy Expert Witness Services (PhysicalTherapyExpertWitness.com). In 2011, I was nominated for the respected Athena Award for my commitment to my community and the advancement of women in business. In 2017, I merged the two businesses into Game Shape Physical Therapy & Fitness Center. I have consistently risen through increasing levels of responsibility within the rehabilitation services industry. I possess over 32 years of “hands-on” clinical experience specializing in orthopedics and sports medicine, as well as, a wide array of business skills in the areas of: strategic planning, financial management, operations, risk management, human resource management, marketing, and business development. To date, I also have over 15 years of experience as a Physical Therapy & Fitness Expert for both plaintiff / defense malpractice and negligence cases, as well as, in billing and compliance matters; while providing expert opinion reports, depositions, and court testimony. I am truly dedicated to my profession and committed to helping my community.

PROFESSIONAL EMPLOYMENT

May 2002 – Present

**Professional Sports & Orthopaedic Rehabilitation Associates, LLC dba,
Game Shape, LLC Physical Therapy & Fitness Center**
CEO / Owner

Acquired an existing personal training business in May 2002 and completed extensive renovations in 2003 and 2016. Established a full-service physical therapy company which now employs 4 Doctors of Physical Therapy, and 15-16 employees overall. There is an upper management team, who reports to me while managing all the daily operational activities. My time is primarily divided between patient care and enhancing the patient experience, human resources (employee satisfaction), and new business development. We have developed a base of over 265 referring physicians in the tri-state area, and see over 12,000 patient visits per year. Visit: www.GameShapeOnline.com

May 1999 – Present

Physical Therapy and Fitness By Design, Freehold, New Jersey
CEO / Owner

Founder of a healthcare consulting company specializing in business performance improvements, cost containment, new business development, and turn-around strategies in the physical therapy & fitness industries. Services include: practice management and consulting, seminars, clinical program development, and assistance with business start-ups, including marketing and infrastructure development. Focus is to assist driven physical therapists to own and successfully operate, manage, finance and grow their private practice business, in order to gain greater equity and respect in the industry. I specialize in boutique outpatient PT owned practices, with or without add-on fitness center / personal training studio options. Clients include private PT practices, outpatient rehabilitation facilities, and multidisciplinary practices.

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.

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 Expert Witness Services

PhysicalTherapyExpertWitness.com

CEO / Owner

Since 2005, I have been retained as an “Expert Witness” in the physical therapy and fitness industries. During the past 15 years, I have worked on over 130 cases as an Expert for both plaintiff and defense matters; while providing expert opinion reports, depositions, and court testimony. I work closely with the legal community on behalf of plaintiffs and defendants. Cases have mostly involved malpractice, negligence, personal injury, and billing fraud, all with respect to the Standard of Care.

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)

BOOKS AND PUBLICATIONS

Author of the Book: "Direct Access to Physical Therapy: The Secret Revealed. How to Relieve Pain & Restore Function without Medications, Injections, or Surgery". The Book is available on Amazon and Kindle.

LICENSURE AND CERTIFICATIONS

New Jersey Licensed Physical Therapist

National Certified Athletic Trainer

Certified Strength and Conditioning Specialist

Group Fitness Instructor

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.

Certification #F28458, by the American Council on Exercise

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

“Physical Therapy Ethics VII: Making Sense of It All” - by Beth Sarfaty, PT, MBA of Educational Solutions, LLC on October 29, 2020

“Lower Extremity Orthopedic and Sports Injuries in the Young Athlete” – by Jeffery Taylor-Hass, PT, DPT, OCS, CSCS, North American Seminars, Inc. and HealthClick.com, 15.5 CEUs, Freehold, NJ (2019)

“Examination and Treatment of Shoulder Injury in the Overhead Athlete” - by Eric Bellm, PT, DPT, OCS, North American Seminars, Inc. and HealthClick.com, 15 CEUs, Freehold, NJ (2019)

“Evidence-Based Practice in Sports and Exercise” - Athletic Trainer 360, 10 CEUs, Distance Learning (2019)

“Evidence-Based Approach to Surgery and Rehabilitation of ACL Injuries” - DSW Fitness by HumanKinetics.com, 5.25 CEUs, Distance Learning (2019)

“Evidence-Based Use of Therapeutic Modalities” - DSW Fitness by HumanKinetics.com, 5 CEUs, Distance Learning (2019)

“Complete Guide to Foam Rolling” – by Guy Andrews, MA, CSCS*D, Exercise Etc, Inc. 10 CEUs, Distance Learning (2019)

“Conditioning to the Core” – by Guy Andrews, MA, CSCS*D, Exercise Etc, Inc. 10 CEUs, Distance Learning (2019)

“Golf Wellness Specialist” – GMP Fitness .5 CEUs, Distance Learning (2019)

“A Master Clinicians Approach to Advanced Concepts in Examination and Treatment of the Shoulder Complex” – by George Davies, DPT, MEd, PT, SCS, ATC, CSCS, North American Seminars, Inc. and HealthClick.com, 15 CEUs, Englewood, NJ (2017)

“NYSSOS Symposium – What’s New in Orthopaedic Surgery” – Hospital for Special Surgery, online live streaming, 7 CEUs, (2017)

“Orthopedic Certification Specialist Exam Preparatory Course” – by Eric Wilson, PT, DSc, OCS, SCS, CSCS, FAAOMPT, Motivations, Inc. Sterling, VA, 16 CEUs, (2017)

“Self-Regulation Strategies & Techniques for Calming Children with Autism & ADHD”, by PESI. online streaming, 1 CEU, (2017)

“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 Jesie 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 Sports Medicine 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)

"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 Counterstain 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 / Onsite Program with Focus in Executive Private Practice Management & Evidenced-Based Practice

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 EMR Healthcare Software Applications (Systems4PT, WebPT, AdvancedMD, PT Turbo), and in statistical analysis using MS Excel. Strong understanding of the Internet, including Websites / SEO, Social Media Marketing. User of both Windows and Apple Operating Systems.

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