



Leadership Tools For New or Aspiring Heads of Office - Assuming the Head of Office Role

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Leadership

Leadership

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Power/Advancement

Leadership



FORBES



**CENTER FOR CREATIVE
LEADERSHIP**



**UNIVERSITY OF
NEBRASKA EXTENSION
OFFICE**

Influence

Leadership Philosophy

Servant Leadership

Servant leadership is a leadership philosophy that focuses on serving others, such as customers, employees, partners, and the community, instead of gaining power or control. It differs from traditional leadership, where the leader's main goal is the success of their organization or company.

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible. (Robert K. Greenleaf Center for Servant Leadership)

Leadership Philosophy

What brings you to work every day?

What is it about your job that you absolutely love/what frustrates you the most?

What would you like to accomplish/where would you like to be in 5-years?

What gaps have you identified within your job, department, unit, or at APTA as a whole/what opportunities exist?

What is one big, bold, bodacious idea that you have?

Any questions for me?

The Importance of Data - Consumers

Perception of PTs Remains Very Positive: 87% of users and 61% of nonusers hold a “positive” or “very positive” impression.

The ChoosePT Value Proposition Resonates: Key drivers for the “likelihood to see a physical therapist” align with the physical therapy value proposition. Personalized treatment strongly resonates with consumers.

APTA’s ChoosePT Consumer Messaging Tests Well: Physical therapists are movement experts who improve quality of life through hands-on care, patient education, and prescribed movement.

Challenge Telehealth: The vast majority of consumers, both users and nonusers, are reluctant to use telehealth for physical therapy, and see hands-on treatment as crucial.

Direct Access Vs. Referrals Challenge: Consumers rely on the wisdom of (and “seek permission” from) their Primary Care Physician to determine if they should see a PT.

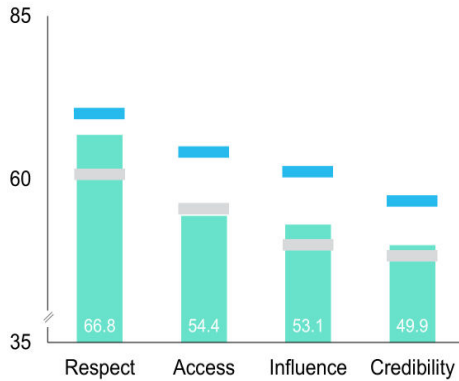
Patients don’t see desired collaboration between their PCP and PT: Consumers want the ideal state in which their physician and physical therapist work together to ensure the best care.

The Importance of Data – The Brand

APTA's Improvements Across Every Measure of Long-Term Reputation and Effectiveness Closed the Gap to Peers

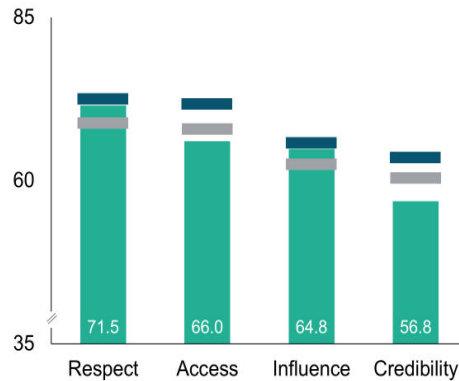
Measures of Reputation (2016)

APTA vs. Physicians and Assn. Avg. in 2016



Measures of Reputation (2022)

APTA vs. Physicians and Assn. Avg. in 2022

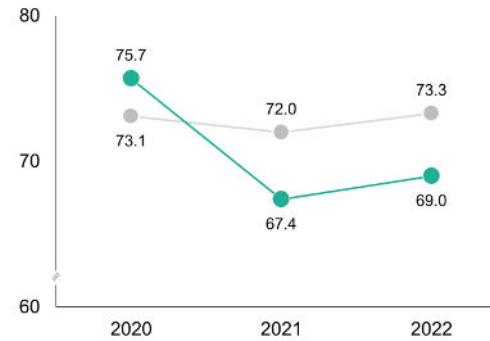


■ APTA ■ Physicians Avg. ■ Assn. Avg.

Source: Ballast Research survey & analysis. Interview verbatims edited slightly for clarity.

Grassroots: Does the Organization Effectively Mobilize Individual Stakeholders?

APTA vs. Assn. Avg. from 2020 to 2022



“ I know that APTA would generally have fly-in days...we would be setting up a meeting with the constituents and it will either be the member or the staff depending on that particular day. ”
— Chief of Staff, House (R)

● APTA ● Assn. Avg.

Source: Ballast Research survey

One Great Way To Build Credibility Across the Board is to Amplify Your Message Across Channels



“ The most effective organizations have a holistic and layered approach to their advocacy. They share their positions with white papers in journals to impact the discussion and have the technical staff and executives meet us to share their expertise on a particular issue. They have their local staff from the state lobby on the issue and they also have television campaigns. ”
You're more successful when you tie 'em all together.
— Counsel, Federal Agency

The Importance of Data – Members

Lack of public awareness is a primary barrier limiting the reach and influence of the profession

Respondents across all audience segments pointed to a **widespread lack of awareness among the public and within the healthcare community about the benefits of physical therapy**. Educating the public around the value of physical therapy will be critical to addressing a number of challenges facing the profession today.

“I can’t tell you how many times I’ve talked to patients about what I thought was common knowledge about PT and they have no idea.”
– Nonmember



“People just don’t understand what PTs can provide and most of them don’t understand that in many states, they can have direct access to a PT.”
– Nonmember

...and, there is widespread desire to see APTA act as the voice of the profession

Validated through market testing research, many would welcome enhanced APTA advocacy efforts and regular and frequent messaging to demonstrate APTA’s work in multiple arenas advocating on behalf of the profession and highlighting opportunities for involvement outside of the member community.

“APTA probably has a primary role in helping PTs in their local community and has the power in national outlets to talk about what therapists can do.”
– Member

“...providing high-quality evidence-based information in brochure formats that can be personalized by individual PT providers to put out to the public.”
– Stakeholder

Highest priority issues affecting the profession for the next 3-5 years that require action from APTA

Equitable and Consistent Reimbursement

Productivity Strains

High Student Loan Debt

“Insurance is making documentation harder, and to maintain the business side, you need to see more patients and that affects quality for patients.”
– Nonmember

“The Economic Value of Physical Therapy in the United States” – Project Impact Tracking

Short term measures

- One editorial opinion piece published in prominent health policy media outlet by 12/31/2023
- Obtain feedback data about functionality of the report and assets in various APTA surveys and document analysis by 12/31/2024.
- Demonstrate 50 downloads of the report or assets from the report website by 12/31/2024.
- Obtain 30 activity reports via the report website by individual members or clinics logging usage of report-related materials by 12/31/2024.
- Log 10 citations of the Value of PT Report in member of congress/agency press statements, letters, floor statements, or report language by 12/31/2024.

Long-term measures

- Obtain federal legislative or regulatory changes based on the data presented in the Value of PT Report.
- Obtain changes made by state public or private payers based on the data presented in the Value of PT Report.
- Log citations of the Value of PT Report in research articles.
- Congressional Budget Office scores are influenced based on the data presented in the Value of PT Report.

Thank You



Questions & Answers

