

CANADIAN ALLIANCE OF *PHYSIOTHERAPY* REGULATORS

ANNUAL REPORT

OCTOBER 2000

CANADIAN ALLIANCE OF *PHYSIOTHERAPY* REGULATORS

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REPORT OF THE BOARD OF DIRECTORS

MARGARET WARCUP

As the close of my second year as Alliance Chair approached, I took some time to reflect on the year past. In doing so, I observed that while much work has been completed, even more needs to be done.

In reflecting on the work done this year, it is notable that we will have a chance at this year's annual meeting to address some of the governance issues raised at last year's meeting. An extensive consultation process has been used to reach this point, and appreciation is extended to all those who provided the input and feedback requested. I am hopeful that our deliberations will set the path for the next few years with a governance model that allows us to continue to do our work effectively. There is a lot of work to be done, and deciding what to do first will not be an easy task.

I would like to thank the Board members with whom I have had the privilege of working this past year. Their effort and dedication is greatly appreciated. This year, Diane Hiscox stepped down near the end of her term. An extra thank you to Diane for all her dedication and work for The Alliance.

The Alliance staff has continued to be a dedicated and valued team enabling the mission and goals of The Alliance to be successful. A special thank you for their support and work.

Many committee members have dedicated their time and expertise to the work we do. I would like to stress in particular the time and energy needed to move toward compliance with the Agreement on Internal Trade (AIT). Staff and member regulators alike deserve considerable thanks for their dedication in this area.

I look forward to the annual meeting, and I see it as a time when, face to face, we can develop more understanding and insight into each and every regulator's needs as we work together in the public's interest.

1999-2000 BOARD OF DIRECTORS

Margaret Warcup, Chair

Barbara Denny, Member at Large
Liaison for National Consistency of Registration Requirements

Diane Hiscox, Member at Large
Liaison for National Consistency of Standards

Karen Lycan, Member at Large
Liaison for Organizational Effectiveness

Sue Turner, Director of Finance
Liaison for Physiotherapy Competency Examination

ALLIANCE STAFF

Alison Cooper, Director of Education, Practice and Research

Tabasom Eftekari, Senior Credentialling Officer and Treasurer

Laura Ferguson, Credentialling Officer

Barb Gawlik, Receptionist

Susan Glover Takahashi, Executive Director

Shana Ionica, Senior Member Services Officer

Kim Pham, Exam Materials Officer

RECOGNITION AWARDS

Each year, the Board of Directors honours individuals who have made a significant contribution to The Alliance.

RECIPIENTS OF RECOGNITION AWARDS, 1999

Rodger Cummins, Ontario
Brenda Hudson, British Columbia
Sally Lawler, Manitoba
Janet Lundie, British Columbia
Marla Nayer, Ontario
Mireille Ouellet, New Brunswick
Sue Pirie, Nova Scotia
Ernie Skakun, Alberta

RECIPIENTS OF RECOGNITION AWARDS, 1995-1998

| 1995 | 1996 | 1997 | 1998 |
|-----------------------------|-----------------------------------|---------------------------------|---|
| Janet Cornwall, Ontario | Cathryn Beggs, Ontario | Marel Fielding, Ontario | Valerie Goodman, Manitoba |
| Hélène Corriveau, Quebec | Wendy Brook, Alberta | Gloria Gallant, Manitoba | Kim Hunter, Saskatchewan |
| Ann Gordon, Ontario | Robert Cohen, Ontario | Brenda McKecknie, Manitoba | Marilyn MacKay-Lyons, Nova Scotia |
| Pat Hartnett, Ontario | Ken Dornstauder, New Brunswick | Mary Ann O'Brien, Ontario | Cindi Pederson, Saskatchewan |
| Dianne Millette, Ontario | JoAnn Horne, Alberta | Diane Paulin, New Brunswick | Kathleen Rogers, Alberta |
| Cheryl Peitsch, Manitoba | Sylvia Jones, Saskatchewan | Lyn Roche, Newfoundland | Joyce Vogelgesang, Alberta |
| Rhona Wolpert, Ontario | Steve Lawless, Ontario | Gail Wainwright, Nova Scotia | |
| | Dianne Parker-Taillon, Ontario | | |
| | Arthur Rothman, Ontario | | |
| | Joseph Vibert, United States | | |

REPORT OF THE EXECUTIVE DIRECTOR

SUSAN GLOVER TAKAHASHI

Once a year, I pause to look back, reflect on the year's accomplishments, explore key trends and consider what the future might hold. As I looked back this time, I noticed a shift in focus among The Alliance Board, members and staff. This year no new external projects were undertaken. Rather, additional work focused on projects already started, and significant efforts went into internal projects and issues.

The Alliance has accomplished much this year. Projects started in other years were moved forward — completing and releasing *National Guidelines for Support Workers in Canada*; considering the implications of the approved *National Framework for Assuring the Continuing Competence of Physiotherapists in Canada*; and assisting in the development of the Mutual Recognition Agreement for compliance with the Agreement on Internal Trade.

Similarly, several internal projects were completed — improving communication with Alliance representatives; hosting a bimonthly teleconference of Registrars; engaging in broad dialogue about how organizational governance can best serve the mandate; revising budgeting processes; and developing new nominations and elections policies and procedures.

There have been considerable administrative and operational accomplishments in the examination and credentialling programs. A shortened staged examination was implemented. Separating the timing of the written component from the clinical component required seven exam weekends as opposed to two, and six or eight mailings to each candidate instead of three. Results were tabulated seven times in the past year, not twice. All this and more, with the same human and financial resources!

The Credentialling Program, which evaluates the educational equivalence of the non Canadian-educated physiotherapist, underwent a significant restructuring of its evaluation processes, with Alliance staff doing more of the work. Another accomplishment is the development of the Prior Learning Assessment and Remediation (PLAR) Program, which allows many unsuccessful credentialling applicants to upgrade their education so that it is substantially equivalent to that of the Canadian-educated physiotherapist. PLAR has grown from approximately 23 applicants in 1998 to an expected 100 in 2000.

A major occupational accomplishment was the relocation of The Alliance office in March 2000. In 1994 the College of Physiotherapists of Ontario (CPO) "lent" The Alliance space. By 1996, The Alliance sublet space from CPO. Being sponsored and then assisted by CPO while Alliance programs grew and matured has been of great benefit to The Alliance. The generosity and hospitality of both the College Council and the College over these past six years are truly appreciated.

When I reflect on trends, I see a growing number of people committed to the work of The Alliance. The commitment and hard work of The Alliance Board of Directors is truly commendable. Margaret Warcup, the Chair, is only ever an e-mail away from a note of encouragement, a comment that guides, a response to an important issue. Sue Turner has shared her passion for the protection of the public and the value of collaboration in The

Alliance's mission through her generous willingness to provide input to our documentation. Barbara Denny was new to the Board and has jumped into her portfolio with interest and energy. Karen Lycan has enthusiastically and without complaint carried the heavy portfolio related to Organizational Effectiveness, guiding new committee projects and documents. The Board and member regulators were well served by the kind and wise guidance of Diane Hiscox. Diane resigned a few months before the completion of her term and was missed in the home stretch of the year.

The staff of The Alliance office serves the organization extremely well. Each member of the team — Alison Cooper, Tabasom Eftekhari, Laura Ferguson, Barb Gawlik, Shana Ionica and Kim Pham — works diligently and with enthusiasm under tight timeframes on many projects, program and services, and is always mindful of how to improve results and enhance customer satisfaction.

The number of committees and work groups has grown each year. In addition to the Board of Directors, the following worked on behalf of member regulators this year: the National Written Component Test Construction Committee, eight local Written Component Test Construction Committees, national Clinical Component Test Construction Committees, eight local Clinical Component Test Construction Committees, the Exam Advisory Group, the Exam Steering Group, the Candidate Advisory Group, the Credential Review Committee, the Analysis of Practice Oversight Group, the Support Workers Project Workgroup, the Continuing Competency Workgroup, the Human Resources Committee, and the Nominations and Elections Committee. This group is joined by the hundreds of invigilators, Physiotherapist Examiners, Standardized Patients, and other staff involved in administering and scoring the examination. The intensity of these people's commitment is truly humbling.

There are two special notes about people committed to The Alliance that I want to make. The first relates to Beth Maloney, who died tragically in December 1999 as the result of head injuries from a car accident. With humour and courage, Beth served the Canadian public through her work in British Columbia, as well as in her many contributions to The Alliance and its mission. We have missed Beth both personally and professionally over the past year. Beth's contributions will continue to guide us and to remind us of what is important.

The second concerns Cathryn Beggs. For the past 12 years, Cathryn has been the Chair of the Written Component Test Construction Committee. She has been a constant source of positive energy, building the written exam and guiding the examination process. Cathryn has accepted all the challenges that have come her way — building the exam bank up to a fully sustainable level, revising thousands of test items, and working on two analysis of practice and three exam blueprints. Cathryn is leaving her many exam-related roles with everything in terrific order. We look forward to collaborating with Cathryn in her new role as the Executive Director of the Accreditation Council of Canadian Physiotherapy Academic Programs.

So, where to from here? It is essential to the mission of The Alliance that we continue to attract and nurture high-quality volunteers and staff. It is also important to focus on the regulatory issues and projects associated with the fast-changing health-care environment. It is with much pleasure that I serve this wonderful organization and the mission of The Alliance. I value the many opportunities I have to meet and work with so many people committed to the serving the public interest well.

REPORT ON ALLIANCE INITIATIVES: THE YEAR IN REVIEW

The following pages summarize key accomplishments and outcomes in terms of the four strategic areas of The Alliance:

- National Consistency of Registration Requirements
- National Consistency of Standards
- Physiotherapy Competency Examination Program
- Organizational Effectiveness

NATIONAL CONSISTENCY OF REGISTRATION REQUIREMENTS

BARBARA DENNY, LIAISON FOR NATIONAL CONSISTENCY OF REGISTRATION REQUIREMENTS

This past year was my first year as the Liaison for the National Consistency of Registration Requirements. It has certainly been a challenge, with the major focus on the Agreement on Internal Trade (AIT) and the Credentialling Program.

The Alliance has committed considerable time and energy to AIT, and member regulators have made significant strides toward compliance with the labour mobility chapter of the Agreement. Similarly, The Alliance has made great strides with the Credentialling Program, an essential aspect of consistent national standards.

Throughout the year, National Consistency of Registration Requirements projects received invaluable amounts of time and expertise from both Alliance staff and countless volunteers.

STRATEGIC AREA GOALS

- To facilitate consistent application of entry and re-entry to practice requirements.
- To assist member regulators in their implementation of fair and consistent approaches to ensuring the continuing competency of their registrants.
- To assist physiotherapy regulators in decreasing or eliminating labour mobility barriers.

HIGHLIGHTS OF ACTIVITIES AND PROJECTS

- Focused on improving services for applicants to the Credentialling Program, as well as on developing the monitoring and evaluation of the credentialling program:
 - Streamlined Credentialling Program procedures to facilitate evaluation of educational equivalency.
 - Established a Credential Review Committee to monitor the Credentialling Program and advise staff and Board on improvements to the credentialling and Prior Learning and Remediation (PLAR) program standards, policies and procedures. The Credentialling Review Committee meets quarterly and assists in the fair and consistent application of eligibility requirements to the Physiotherapy Competency Examination for Canadian and non-Canadian educated physiotherapists by reviewing policies and procedures and providing advice on improvements.

- Managed the growing PLAR component of the Credentialling Service. Planning a project to develop additional tools for the PLAR Program.
- Developed a brochure that answers a variety of frequently asked questions about evaluating educational equivalence (that is, the Credentialling Program and the PLAR Program).
- Took various steps to reduce or eliminate barriers to labour mobility:
 - Provided the secretariat support to the Recognition Project to Eliminate Labor Mobility Barriers. Nancy McKay, of Management Dimensions, is the project leader for this project.
 - Convened meetings of all regulators, as well as provincial and federal policy personnel, in June 1999, October 1999 and February 2000 and teleconferences in March 1999, April 1999 and June 2000.
 - Coordinated the development of a briefing package related to the Agreement on Internal Trade.
- Participated in a variety of meetings and projects to monitor and improve national consistency of registration requirements, including the following:
 - Participated in a research project of the College of Physical Therapists of Alberta that describes the competencies for performing spinal manipulation.
 - Collaborated with a project of the Canadian Physiotherapy Association that reviewed physiotherapy practice in Canada.
 - Participated in the Manual Therapy Steering Committee, a committee of the Canadian Physiotherapy Association, to monitor activities related to manual therapy and manipulation.
 - Prepared *National Framework for Assuring the Continuing Competence of Physiotherapists in Canada*, approved in October 1999, for publication. Convened a Continuing Competency Work Group to identify and prioritize the next steps for The Alliance and prepare recommendations for member regulators to consider.
 - Monitored the environment and reported as appropriate to member regulators, Board of Directors, Committee Chairs, etc.
 - Participated in relevant national and international meetings.
 - Communicated regularly with member regulators.

NUMBER OF PHYSIOTHERAPY REGISTRANTS IN CANADA, 1995-99*

| Province | Number of Registered Physiotherapists | | | | |
|-------------------------|--|---------------|---------------|---------------|---------------|
| | 1995 | 1996 | 1997 | 1998 | 1999 |
| British Columbia | 2,451 | 2,368 | 2,558 | 2,607 | 2,658 |
| Alberta | 1,595 | 1,610 | 1,691 | 1,718 | 1,778 |
| Saskatchewan | 407 | 414 | 457 | 491 | 504 |
| Manitoba | 457 | 483 | 498 | 495 | 519 |
| Ontario | 4,977 | 5,051 | 5,100 | 5,264 | 5,371 |
| Quebec | 2,943 | 3,003 | 3,077 | 3,137 | 3,215 |
| New Brunswick | 321 | 344 | 368 | 386 | 392 |
| Nova Scotia | 382 | 401 | 411 | 424 | 453 |
| Prince Edward Island | 44 | 49 | 42 | 50 | 45 |
| Newfoundland & Labrador | 170 | 177 | 154 | 180 | 187 |
| TOTAL | 13,747 | 13,900 | 14,356 | 14,752 | 15,122 |

* Data for all years refer to number of registrants as of December 31.

NATIONAL CONSISTENCY OF STANDARDS

DIANE HISCOX, LIAISON FOR NATIONAL CONSISTENCY OF STANDARDS

Achieving national consistency in standards requires both monitoring trends that may affect national standards and clarifying standards as needed. Monitoring trends is essential for any regulatory body. I have enjoyed working in this area this year, completing numerous projects started last year.

As in other years, The Alliance carried out both types of activities in 1999. Regarding the clarifying of standards, the need for national standards for support personnel was identified, and national guidelines for their use were developed and approved for distribution.

STRATEGIC AREA GOALS

- To scan, analyze and communicate trends that may have implications for national standards.
- To advocate the role of physiotherapy regulators in standard setting.
- To clarify and communicate the role of physiotherapy regulators in conflict of interest, funding models and business practices.
- To clarify and communicate the role of support personnel in physiotherapy practice.
- To develop a definition of the roles and responsibilities of the physiotherapist in their relationship with support personnel and facilitate its consistent application.
- To explore the need and possible nature of a relationship between physiotherapy regulators and support personnel.

HIGHLIGHTS OF ACTIVITIES AND PROJECTS

- Participated in a variety of meetings and projects to monitor and improve national consistency of standards, including the following:
 - With the input of a Support Worker Work Group, prepared the National Guidelines for the Use of Support Workers, approved in October 1999, for distribution.

- Collaborated in the revision of the Terms of Reference for the National Physiotherapy Advisory Group (NPAG) and the Roles and Responsibilities Document (for NPAG).
- Read appropriate newsletters, books and journals to monitor evolution and trends in regulation.
- Monitored the environment and reported as appropriate to member regulators, Board of Directors, Committee Chairs, etc.
- Participated in relevant national and international meetings.
- Communicated regularly with member regulators.

PHYSIOTHERAPY COMPETENCY EXAMINATION PROGRAM

SUE TURNER, LIAISON FOR THE PHYSIOTHERAPY COMPETENCY EXAMINATION

Over this past year, I served as the Board Liaison for the Physiotherapy Competency Examination. This was a new role for me. While I did not bring technical exam expertise to this role, I did bring a keen sense of the importance of the exam to the candidates, the regulators and the Canadian consumers of physiotherapy.

Over the past year, I came to understand the complexity of the examination development and administration. With that growing awareness is a deep respect for the quality of the Physiotherapy Competency Examination. The use of the examination has grown considerably, as has the strength and quality of the exam. In addition, the Monitoring and Evaluation Program focuses on the quality assurance for the exam and is highly commendable. The Physiotherapy Competency Examination is truly a product to be proud of!

STRATEGIC AREA GOALS

- To have the competency examination used throughout Canada.
- To ensure that the national examination program continues to be a valid, reliable and cost effective means of evaluating safe, effective entry to practice.

HIGHLIGHTS OF ACTIVITIES AND PROJECTS

- Effectively implemented a shortened, staged examination including the following:
 - Offered the Written Component 5 times in 2000 at 13 sites (one or more times at each site during the year).
 - Offered the Clinical Component 2 times at 6 sites (one or more times at each site during the year).
 - Provided the Written Component for 561 candidates (489 Canadian-educated candidates, 72 non Canadian-educated candidates) and the Clinical Component for 602 candidates (518 Canadian-educated candidates, 84 non Canadian-educated candidates).
 - Revised candidate, site and administrative resources.
 - Implemented a revised examination blueprint.

- Revised and distributed the Clinical Component Administration Manual and the Written Component Administration Manual.
- Recruited and selected examination sites and site staff for the Written Component and the Clinical Component.
- Recruited, selected and assisted in the training of the Chief Examiners and the Physiotherapist Examiners.
- Scored the examinations; convened the Board of Examiners (to determine the results); prepared and distributed the results.
- Ensured regular communication and input from stakeholders:
 - Developed a brochure that answers a variety of frequently asked questions about the examination.
 - Revised and distributed the 2001 Candidate's Handbook in Spring 2000.
 - Convened quarterly meetings of the Exam Advisory Group.
 - Convened 3 meetings of the Candidate Advisory Group.
- Ensured the ongoing validity and reliability of the examination:
 - Generated new written and clinical test items and revised previously used test items.
 - Completed a review of the Monitoring and Evaluation Program and approved revised priorities for examination quality assurance and research (that is, the Monitoring and Evaluation Program).
 - Conducted and reported on quality assurance (QA) activities.
 - Initiated a survey to update the Analysis of Physiotherapy Practice in Canada. The report will be available late in 2000.
 - Completed a paper on the post Analysis of Practice research. The first author of this paper is Joseph Vibert, Chair of the Clinical Component Test Construction Committee. The paper has been accepted for publication in *Physiotherapy Canada*.
 - Completed a study on gender bias. The paper has been presented at the Canadian Physiotherapy Association and American Physical Therapy Association meetings in spring 2000 and is being prepared for submission to a peer-reviewed journal.
 - Identified publication priorities for publishing the research related to the exam program.
- Facilitated the work of a variety of exam-related committees that work to ensure the Physiotherapy Competency Examination is an appropriate standard for safe, effective physiotherapist entry-level practice.
 - Written Component Test Construction Committee (WCTCC), Cathryn Beggs, Chair*
 - Reviewed and approved newly generated items and vignettes for the Written Component Test Item Library.
 - Reviewed the performance of items used in the administration of the 1999 exams.
 - Completed a review of the level of difficulty of Written Component Items. This review will be used to recalibrate the passing score for the Written Component.

- Documented the procedures for translation and translation verification of Written Component items.
- Revised and updated the Written Component Test Construction Committee Manual and distributed this to all WCTCC members.

Clinical Component Test Construction Committee (CCTCC), Joseph Vibert, Chair

- Reviewed and approved newly generated items for the Clinical Component Test Item Library.
- Reviewed the performance of previously used items in the test item library.
- Approved stations for use on the examinations in November 2000 and June 2001. Modifications were based on statistical analysis of the performance of the stations, as well as feedback from examiners.

Examination Advisory Group

- Met quarterly to review reports of the quality assurance activities and research projects.
- Provided advice to the Board of Directors on improvements to examination procedures and policies.
- Monitored the environment related to entry-level competency assessment.

Board of Examiners

- Met three times following each administration of the Clinical Component.
- Reviewed any actions or behaviours that were identified by the Physiotherapist Examiners as unsafe or unprofessional and determined if these actions or behaviours were of a nature or number that the minimal entry to practice standard had not been met.
- Set the pass/fail cut score points for each Clinical Component examinations after considering the statistical performance of the examination, the administration of the examination and the relative difficulty and content of each exam.

Candidate Advisory Group

- Recruited three new members to the Candidate Advisory Group (one physiotherapist who has recently passed the Physiotherapy Competency Examination, and two physiotherapy students).
- Provided input on the Candidate's Handbook for 2001.
- Revised the Orientation Resource for 2001.

ORGANIZATIONAL EFFECTIVENESS

KAREN LYCAN, LIAISON FOR ORGANIZATIONAL EFFECTIVENESS

In my first year as the Board Liaison for this area, we have worked hard on a variety of projects designed to improve the functioning of the organization. This year, for example, The Alliance's bylaws were reviewed to determine which ones need revision.

Organizational Effectiveness also looks at the components of The Alliance infrastructure and Alliance resources, both financial and human, to ensure they can support the strategic plan. To this end, The Alliance has established a Human Resources Committee that meets regularly by telephone to review staff and volunteer human resources policies, practices and procedures.

Another busy area relates to recruitment for the Board and elections procedures. This has led to the establishment of a Nominations and Elections Committee, which includes Marilyn Atkins, Jackie Schleifer-Taylor and me. My thanks for their efforts to develop this committee.

STRATEGIC AREA GOALS

- To ensure periodic review of The Alliance's Strategic Framework and its integration into all aspects of the organization
- To ensure the infrastructure, financial and human resources necessary to fulfill The Alliance's Strategic Plan.
- To coordinate the collection and dissemination of information to member regulators.
- To maintain effective liaison with the Canadian Physiotherapy Association, the Canadian Universities Physical Therapy Academic Council, the Federation of State Boards of Physical Therapy (United States) and the Accreditation Council of Canadian Physiotherapy Academic Programs.

HIGHLIGHTS OF ACTIVITIES AND PROJECTS

- Focussed efforts to ensure regular communication with stakeholders and partners:
 - Initiated a new communication strategy where each Board of Director member took direct responsibility to communicate with Alliance Representatives following each Board of Directors meeting to discuss emerging issues and activities.
 - Initiated a bi-monthly teleconference between the Alliance office and the provincial Registrars to discuss emerging issues and activities.
 - Developed a brochure that answers a variety of frequently asked questions about The Alliance.
 - Distributed the revised Decision Document and Roles and Responsibility Document approved in October 1999.
 - Prepared 4 Alliance Update Newsletters.
 - Participated in meetings and appropriate initiatives of the National Physiotherapy Advisory Group, Canadian Physiotherapy Association, Canadian Universities Physical Therapy Academic Council, the Accreditation Council of Canadian Physiotherapy Programs, and the Federation of State Boards of Physical Therapy.
- Facilitated the collection and distribution of annual data, including the following:
 - Complaints and discipline data has been collected since 1999 for use by the Registrar's to identify trends in complaints and discipline incidents.
 - Human resources data has been collected for over twenty years for use by the provincial regulators as well as interested external parties to understand the demographics of physiotherapist's practice in Canada.

- The Alliance Board of Directors and Alliance Representatives have concentrated their efforts to ensure that there is a common understanding of the future strategic directions:
 - Developed the annual Alliance Action Plans based on the priorities indicated by member regulators in October 1999.
 - Initiated consultations about the governance and bylaws of The Alliance.
 - Prepared a revised bylaw for consideration at the October 2000 annual meeting.
 - Identified governance-related issues for future discussion and consideration.
 - Initiated projects and activities as indicated in The Alliance Action Plans.
- Developed the infrastructure of The Alliance as an organization:
 - Implemented the revised exam governance.
 - Revised budgets and financial reports to reflect 3 revenue and expenditure centres.
 - Reviewed and revised Alliance Representative orientation materials and procedures based on an October 1999 workshop.
 - Drafted an Ethical Conduct Framework for Alliance personnel.
 - Developed policies and procedures related to the Release of Information and Data and the Ethical Review of Research.
 - Established a Human Resources Committee, including the development of Terms of Reference.
 - Initiated a review and revision of Board of Directors Recruitment and Election, and Recognition Procedures, established a Nominations and Elections Committee and piloted new procedures for recruitment and election.

REPORT OF THE FINANCE COMMITTEE

SUE TURNER, DIRECTOR OF FINANCE

The Finance Committee has continued to meet quarterly by telephone. Key activities included reviewing and updating The Alliance's Financial Policy Framework, reviewing The Alliance's investment strategy and monitoring cash flow, investments and monthly financial operations.

The Alliance restructured its operations into three revenue-expense streams in 1999: The Alliance General Fund, the Exam Fund and the Credentialling Fund. This allowed the Finance Committee and Board of Directors to monitor the financial health of the Credentialling Program, the examination program and general operations. The audited financial statements appear on pages 20 through 27.

- Revenue in The Alliance's General Fund showed a large increase between 1998 and 1999. There were three reasons for this increase: Quebec (OPPPQ) rejoining The Alliance in 1999, a small increase in registrants in other jurisdictions, and a federal grant for a project related to the Agreement on Internal Trade (AIT).
- General Fund expenses decreased in office supplies and administration. The salaries category shows an increase because of a re-allocation of staff expenses to better reflect work done on Alliance activities and projects.
- The Examination Fund saw an increase in revenue (7.4%) in 1999 over 1998. The largest revenue increase was in the Credentialling Program. There was also a small increase in the total number of candidates between 1998 and 1999.
- The Written and Clinical Committee expenses increased as efforts to build the exam question bank continued. Additional staff for both the examination and credentialling programs were needed during the year to match demand. Credentialling expenses increased in proportion to the number of applications received.
- Exam site costs, office supplies and administration showed small increases, reflecting both inflation and an increase in the number of credentialling applicants and exam candidates.
- Most special-project expenses relate to AIT work.
- The increase in legal fees relates to a trademarking special project.

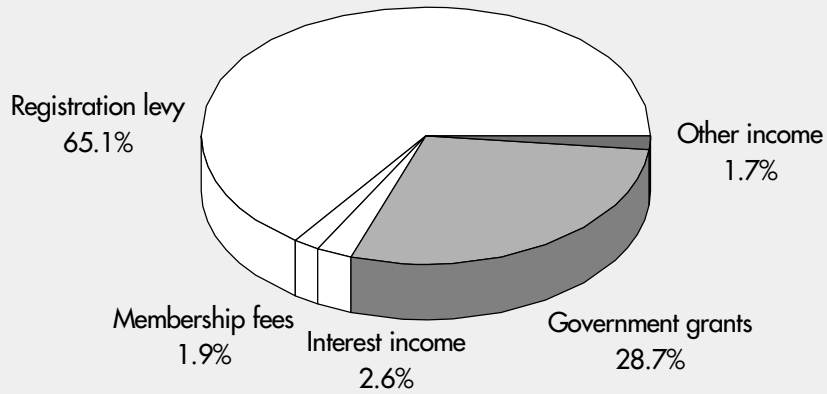
Over the past couple of years, The Alliance has worked hard to ensure financial stability. Everyone involved with The Alliance has contributed to achieving our financial goals, and we are very proud of our progress.

The Finance Committee said goodbye and thank you to John Bain, Accountant, who moved to a career in computers, and welcomed Archie Cuke, CA, to the finance team.

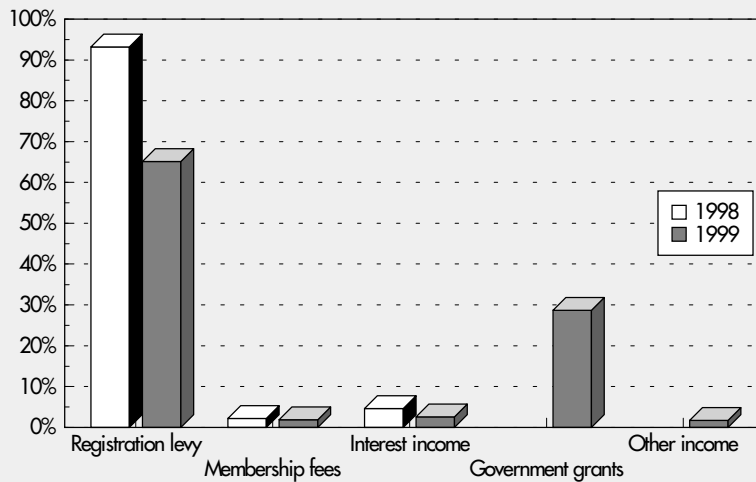
I would like to thank Tabasom Eftekari, The Alliance corporate treasurer, for her day-to-day management of Alliance finances, and Susan Glover Takahashi for her attention to balanced budgets and the financial health of our organization. Thank you both.

FINANCIAL CHARTS

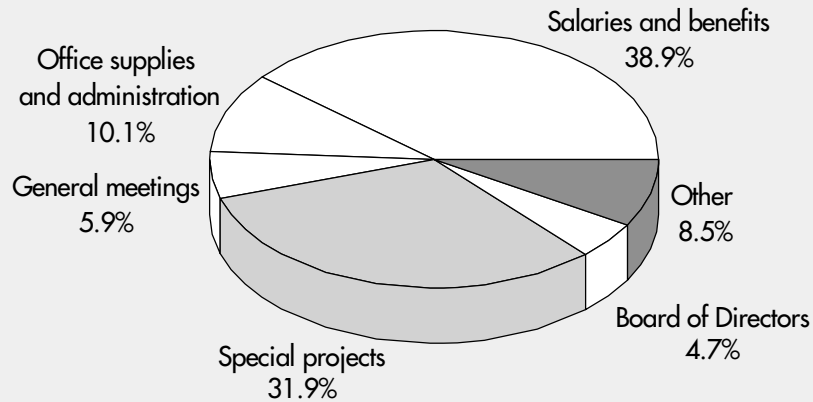
Revenue, General Fund, 1999
 (Percentage of Total Revenue, Year Ended December 31, 1999)



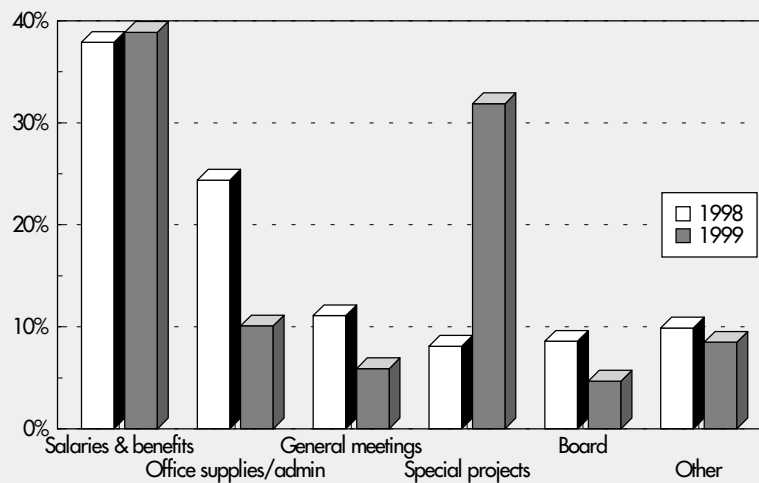
Revenue, General Fund, 1998 and 1999
 (Percentage of Total Revenue, Year Ended December 31)



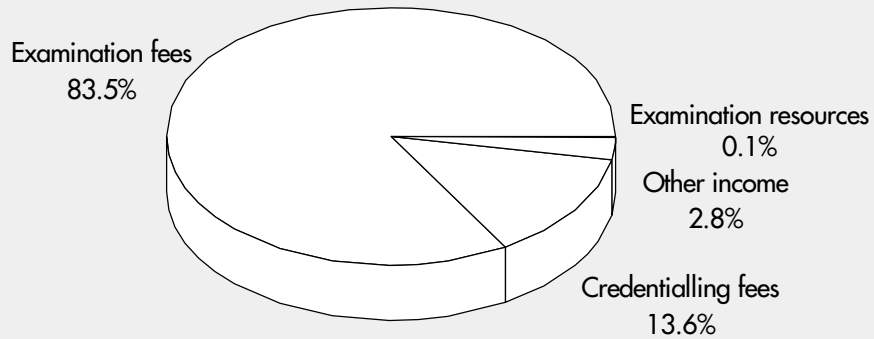
Expenditure, General Fund, 1999
 (Percentage of Total Expenditure, Year Ended December 31, 1999)



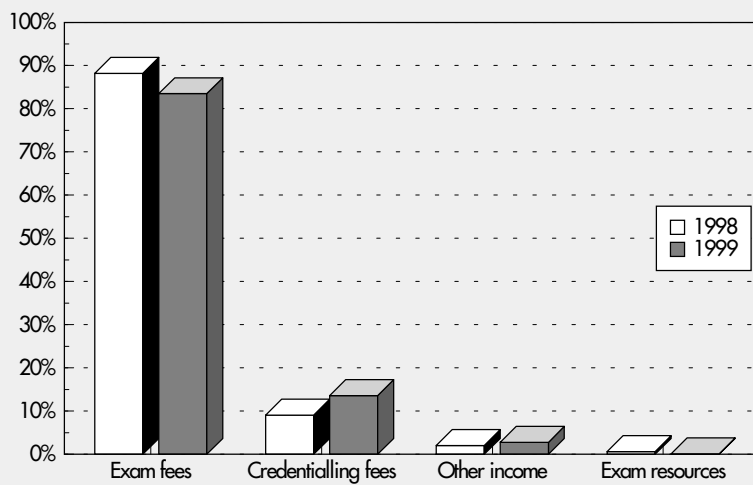
Expenditure, General Fund, 1998 and 1999
 (Percentage of Total Expenditure, Year Ended December 31)



Revenue, National Examination Fund, 1999
 (Percentage of Total Revenue, Year Ended December 31, 1999)

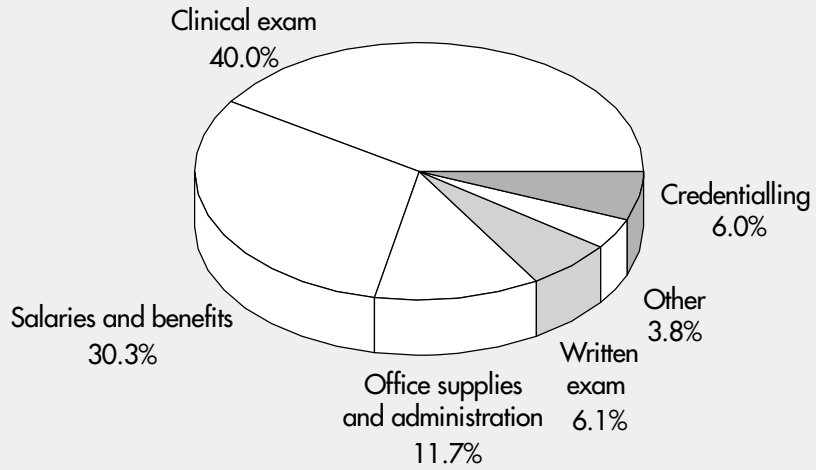


Revenue, National Examination Fund, 1998 and 1999
 (Percentage of Total Revenue, Year Ended December 31)



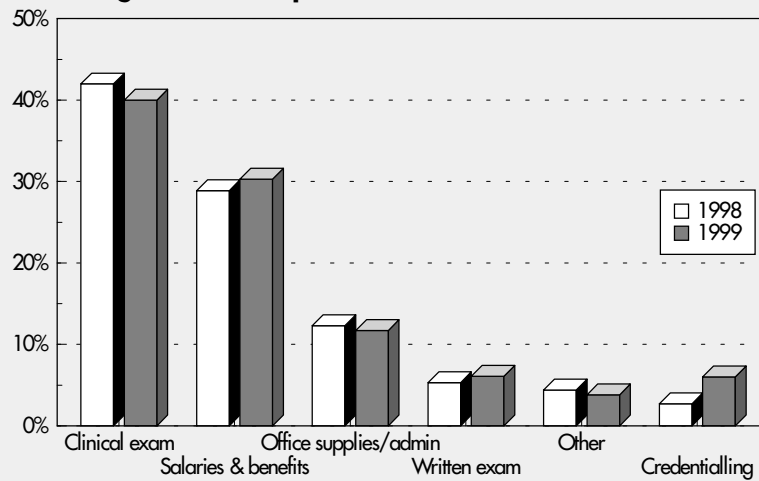
Expenditure, National Examination Fund, 1999

(Percentage of Total Expenditure, Year Ended December 31, 1999)



Expenditure, National Examination Fund, 1998 and 1999

(Percentage of Total Expenditure, Year Ended December 31)



AUDITED FINANCIAL STATEMENTS

AUDITORS' REPORT

To: The members of

Canadian Alliance of Physiotherapy Regulators

We have audited the balance sheet of the Canadian Alliance of Physiotherapy Regulators as at December 31, 1999 and the statements of members' net assets and operations of the general and national examination funds for the year then ended. These financial statements are the responsibility of the Board of Directors. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. These standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion these financial statements present fairly, in all material respects, the financial position of the Alliance as at December 31, 1999 and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

Leggett Weatherhead

CHARTERED ACCOUNTANTS

Milton, Ontario

March 23, 2000

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

BALANCE SHEET

AS AT DECEMBER 31, 1999

| | 1999 | 1998 |
|--|------------|------------|
| ASSETS | | |
| CURRENT ASSETS: | | |
| Cash | \$ 0 | \$ 153,490 |
| Short term investments (Note 3) | 741,152 | 412,244 |
| Accrued interest receivable | 7,961 | 822 |
| Accounts receivable | 11,162 | 0 |
| Due from member boards (Note 4) | 1,146 | 1,146 |
| Prepaid expenses | 4,523 | 0 |
| | 765,944 | 567,702 |
| | | |
| CAPITAL ASSETS: (Note 5) | | |
| Cost | 85,235 | 72,710 |
| Less: accumulated depreciation | 53,668 | 37,406 |
| | 31,567 | 35,304 |
| | \$ 797,511 | \$ 603,006 |
| LIABILITIES | | |
| CURRENT LIABILITIES: | | |
| Bank overdraft | \$ 77,148 | \$ 0 |
| Accounts payable and accrued liabilities | 50,535 | 29,872 |
| Deferred revenue (Note 6) | 182,509 | 189,758 |
| | 310,192 | 219,630 |
| | | |
| NON-CURRENT LIABILITIES: | | |
| Loans from member boards (Note 7) | 16,684 | 16,684 |
| | 16,684 | 16,684 |
| MEMBERS' NET ASSETS | | |
| MEMBERS' NET ASSETS: (Note 8) | | |
| Reserve fund | 400,000 | 0 |
| General Fund | 11,660 | 117,209 |
| National Examination Fund | 58,975 | 249,483 |
| | 470,635 | 366,692 |
| | \$ 797,511 | \$ 603,006 |

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

STATEMENT OF OPERATIONS

GENERAL FUND

FOR THE YEAR ENDED DECEMBER 31, 1999

| | 1999 | 1998 |
|--|--------------------|------------------|
| REVENUE: | | |
| Membership fees | \$ 5,163 | \$ 3,198 |
| Registration levy | 178,375 | 136,212 |
| Government AIT/HRDC project grant | 78,653 | 0 |
| Other income | 4,646 | 0 |
| Interest income | 7,058 | 6,751 |
| | <u>273,895</u> | <u>146,161</u> |
| | | |
| EXPENDITURE: | | |
| Office supplies and administration | 28,343 | 31,905 |
| Salaries and benefits | 108,786 | 49,473 |
| Depreciation | 3,252 | 2,909 |
| Executive committee / board of directors | 13,059 | 11,275 |
| General meetings | 16,486 | 14,493 |
| Special projects | 89,067 | 10,507 |
| Legal fees | 12,908 | 3,692 |
| Audit and accounting fees | 2,969 | 2,601 |
| Insurance | 4,079 | 3,293 |
| Bank charges | 495 | 361 |
| | <u>279,444</u> | <u>130,509</u> |
| | | |
| EXCESS OF REVENUE OVER EXPENDITURE | <u>\$ (5,549)</u> | <u>\$ 15,652</u> |

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

STATEMENT OF OPERATIONS

NATIONAL EXAMINATION FUND

FOR THE YEAR ENDED DECEMBER 31, 1999

| | 1999 | 1998 |
|---|-------------------|------------------|
| REVENUE: | | |
| Examination fees | \$ 947,597 | \$ 931,768 |
| Examination resources | 1,312 | 6,554 |
| Credentialling fees | 154,290 | 96,005 |
| Grants from Member Boards | 0 | 3,036 |
| Miscellaneous income | 3,305 | 5,722 |
| Interest income | 28,512 | 13,075 |
| | <u>1,135,016</u> | <u>1,056,160</u> |
| EXPENDITURE: | | |
| Written Examination | | |
| Test construction committee | 28,431 | 14,277 |
| Examination administration | 26,990 | 26,426 |
| Test consultants | 6,755 | 6,630 |
| | <u>62,176</u> | <u>47,333</u> |
| Clinical Examination | | |
| Test construction committee | 33,678 | 21,417 |
| Examination administration | 23,593 | 23,083 |
| Test consultants | 8,000 | 10,500 |
| Examination site costs | 344,668 | 319,384 |
| | <u>409,939</u> | <u>374,384</u> |
| Candidate Advisory Group | <u>173</u> | <u>241</u> |
| Translation and Translation Verification Committee | <u>3,640</u> | <u>2,210</u> |
| Exam Quality and Research | <u>22,508</u> | <u>37,055</u> |
| Other | | |
| Salaries and benefits | 311,128 | 257,630 |
| Office supplies and administration | 119,727 | 109,483 |
| Credentialling expenses | 61,261 | 23,866 |
| Audit and accounting fees | 4,669 | 2,601 |
| Bank charges | 1,249 | 1,472 |
| Insurance | 4,355 | 0 |
| Depreciation | 13,010 | 11,634 |
| Legal fees | 11,689 | 20,678 |
| | <u>527,088</u> | <u>427,364</u> |
| TOTAL EXPENDITURE | <u>1,025,524</u> | <u>888,587</u> |
| EXCESS OF REVENUE OVER EXPENDITURE | <u>\$ 109,492</u> | <u>167,573</u> |

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 1999

| | 1999 | 1998 |
|---|-------------------|-------------------|
| GENERAL FUND: | | |
| Members' net assets at the start of the year | \$ 117,209 | \$ 101,557 |
| Transfer to Reserve Fund (Note 8) | (100,000) | 0 |
| Excess (deficiency) of revenue over expenditure | (5,549) | 15,652 |
| MEMBERS' NET ASSETS AT THE END OF THE YEAR | <u>\$ 11,660</u> | <u>\$ 117,209</u> |
| | | |
| NATIONAL EXAMINATION FUND: | | |
| Members' net assets at the start of the year | 249,483 | 81,910 |
| Transfer to Reserve Fund (Note 8) | (300,000) | 0 |
| Excess of revenue over expenditure | 109,492 | 167,573 |
| MEMBERS' NET ASSETS AT THE END OF THE YEAR | <u>\$ 58,598</u> | <u>\$ 249,483</u> |
| | | |
| RESERVE FUND: (Note 8) | | |
| Members' net assets at the start of the year | \$ 0 | \$ 0 |
| Transfer from General Fund | 100,000 | 0 |
| Transfer from National Examination Fund | 300,000 | 0 |
| MEMBERS' NET ASSETS AT THE END OF THE YEAR | <u>\$ 400,000</u> | <u>\$ 0</u> |

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS
STATEMENT OF CHANGES IN CASH POSITION
FOR THE YEAR ENDED DECEMBER 31, 1999

| | 1999 | 1998 |
|---|-------------------|-------------------|
| CASH WAS PROVIDED BY (USED FOR): | | |
| Operations | | |
| Excess (deficiency) of revenue over expenditure | | |
| General Fund | \$ (5,549) | \$ 18,561 |
| National Examination Fund | 109,492 | 164,664 |
| | 103,943 | 183,225 |
| Items not affecting cash | | |
| Depreciation | 16,262 | 14,543 |
| | 120,205 | 197,768 |
| Changes in | | |
| Accrued interest receivable | (7,139) | (360) |
| Accounts receivable | (11,162) | 0 |
| Prepaid expenses | (4,523) | 0 |
| Accounts payable | 20,663 | 14,315 |
| Deferred revenue | (7,249) | 84,632 |
| | (9,410) | 98,587 |
| Investing | | |
| Purchase of capital assets | (12,525) | (19,065) |
| Financing | | |
| Loan from member boards | 0 | (3,036) |
| | 0 | (3,036) |
| INCREASE IN CASH POSITION | 98,270 | 274,254 |
| CASH POSITION AT THE START OF THE YEAR | 565,734 | 291,480 |
| | 565,734 | 291,480 |
| CASH POSITION AT THE END OF THE YEAR | \$ 664,004 | \$ 565,734 |
| | 664,004 | 565,734 |
| REPRESENTED BY: | | |
| Cash | \$ (77,148) | \$ 153,490 |
| Short investments | 741,152 | 412,244 |
| | 741,152 | 412,244 |
| | \$ 664,004 | \$ 565,734 |

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1999

1. STATUS AND NATURE OF ACTIVITIES

The Corporation is a federation representing the provincial physiotherapy regulatory corporations to facilitate the sharing of information and build consensus on national regulatory issues in order to assist member regulators in fulfilling their mandate of protecting the public interest. The federation was incorporated by letters patent under the Canadian Corporations Act on April 9, 1992.

2. ACCOUNTING POLICIES

Fees, grants and expenditures are recorded on an accrual basis whereby they are reflected in the period in which they have been incurred.

3. SHORT TERM INVESTMENTS

Short term investments are held by Scotia McLeod in a variety of investments. The current market value is \$730,959.

4. DUE FROM MEMBER BOARDS

The amount due relates to a billing to a member board for the services of the P.N.E. coordinator.

5. CAPITAL ASSETS

Capital assets are recorded at cost. Depreciation is recorded on the straight line basis at the rate of 20% per annum.

| | Cost | 1999 Accumulated depreciation | Net book value | 1998 Net book value |
|-------------------------|------------------|-------------------------------------|-------------------|---------------------------|
| Computer equipment | \$ 50,266 | \$ 29,175 | \$ 21,091 | \$ 20,990 |
| Furniture and equipment | 34,969 | 24,493 | 10,476 | 14,314 |
| | <u>\$ 85,235</u> | <u>\$ 53,668</u> | <u>\$ 31,567</u> | <u>\$ 35,304</u> |

During the year \$10,155 in computer equipment and \$2,370 in office furniture and equipment was purchased.

6. DEFERRED REVENUE

| | 1999 | 1998 |
|---|-------------------|-------------------|
| Membership fees paid in advance | \$ 0 | \$ 1,563 |
| Annual registration levy paid in advance | 0 | 69,363 |
| Grant from Human Resources Development Canada not yet used | 1,789 | 18,000 |
| Examination fees paid in advance | 180,720 | 100,832 |
| | <u>\$ 182,509</u> | <u>\$ 189,758</u> |

7. LOANS FROM MEMBER BOARDS

The loans from member boards are unsecured, interest free and have no fixed repayment term.

8. RESERVE FUND

The board of directors recommended that a reserve fund be set up and that \$500,000 be transferred from the accumulated net assets of the general and national examination funds. \$400,000 was transferred in the current year with the remainder to be transferred in future years.

9. LEASE COMMITMENTS

The Alliance has a memorandum of agreement with the College of Physiotherapy for the use of office space. The agreement may be terminated by either party with six months notice. The base rent is \$10 per square foot for the 1000 square feet occupied.