

CANADIAN ALLIANCE OF *PHYSIOTHERAPY* REGULATORS

ANNUAL REPORT

OCTOBER 2001

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2000-2001 BOARD OF DIRECTORS

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

Lise Dupont, 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

Ghislaine Aumont, Examination Materials Officer

Alison Cooper, Director of Education, Practice and Research

Tabasom Eftekari, Senior Credentialling Officer and Treasurer

Laura Ferguson, Examination Administrative Officer

Barb Gawlik, Credentialling Officer

Susan Glover Takahashi, Executive Director

Jennifer Kozak, Administrative Officer

Lynn Scott, Senior Member Services Officer

HONOURING CONTRIBUTORS

Each year, the Board of Directors honours with its Recognition Awards individuals who have made a significant contribution to The Alliance. This year, we also honour many other contributors to The Alliance by listing on pages 4 and 5 those who belong to key committees and workgroups and the many who participate in the Examination Programs.

RECIPIENTS OF RECOGNITION AWARDS, 2000

Marnie Deighton, Saskatchewan
 Peter Dilworth, Ontario
 Diane Hiscox, Ontario
 Hilary Jebson, British Columbia
 Elisa Macri, Quebec
 Agnes Makowski, Ontario
 Laura May, Alberta
 Donna McIntrye, British Columbia
 Liz Rogers, Nova Scotia
 Deanna Stewart, New Brunswick
 Sandra Webber, Manitoba

RECIPIENTS OF RECOGNITION AWARDS, 1995-1999

1995	1996	1997	1998	1999
Janet Cornwall, Ontario	Cathryn Beggs, Ontario	Marel Fielding, Ontario	Valerie Goodman, Manitoba	Rodger Cummins, Ontario
Hélène Corriveau, Quebec	Wendy Brook, Alberta	Gloria Gallant, Manitoba	Kim Hunter, Saskatchewan	Brenda Hudson, British Columbia
Ann Gordon, Ontario	Robert Cohen, Ontario	Brenda McKecknie, Manitoba	Marilyn MacKay-Lyons, Nova Scotia	Sally Lawler, Manitoba
Pat Hartnett, Ontario	Ken Dornstauder, New Brunswick	Mary Ann O'Brien, Ontario	Cindi Pederson, Saskatchewan	Janet Lundie, British Columbia
Dianne Millette, Ontario	JoAnn Horne, Alberta	Diane Paulin, New Brunswick	Kathleen Rogers, Alberta	Marla Nayer, Ontario
Cheryl Peitsch, Manitoba	Sylvia Jones, Saskatchewan	Lyn Roche, Newfoundland	Joyce Vogelgesang, Alberta	Mireille Ouellet, New Brunswick
Rhona Wolpert, Ontario	Steve Lawless, Ontario	Gail Wainwright, Nova Scotia		Sue Pirie, Nova Scotia
	Dianne Parker- Taillon, Ontario			Ernie Skakun, Alberta
	Arthur Rothman, Ontario			
	Joseph Vibert, United States			

OTHER CONTRIBUTORS

MEMBERS OF THE CANDIDATE DEMOGRAPHIC STUDY OVERSIGHT GROUP Leila Abboud Jonathan Clay Tabasom Eftekari Susan Glover Takahashi Catherine Laurier Ernie Skakun **MEMBERS OF THE CREDENTIALLING REVIEW COMMITTEE** Prof. Lesley Bainbridge Irena Blodgett Madelaine Cherry Barbara Denny Tabasom Eftekari Susan Glover Takahashi Maryann Jefferies Brenda McKechnie **CREDENTIALLING SERVICE PROVIDERS/CREDENTIALLING EVALUATORS/RESEARCH ASSISTANTS** Irena Blodgett Madelaine Cherry Tabasom Eftekari Ann Gordon Janice Miller Kathleen Morrow Collette Shannon Suzanne Smith Jeff Stull Jamila Valli Sandra Zarate **EXAMINERS NOVEMBER 2000 PNE** Beverley Agur Mary Ann O'Brien Marilyn Atkins Michele Badour Susan Bagley Lorna Banting Karen Basilio Ingrid Beam Marj Belot Suzanne Bergsten Sharon Bernhaut Mahrukh Billimoria Jane Boardman Rosemary Brander Koren Brett Asuko Brittain Colleen Britton Jim Brohman Jeremy Buchan Julie Budd Louise Carriere Greg Cassap Herve Cavanagh Darryl Caves Deanne Cheer Nancy Cho Rhona Clarke Natalie Connell Judy Cook Linda Cousins Heidi Cunningham Valerie Dalzell Leanne Daneyko Jennifer Degrasse Lyne Denis Brigid Dilworth Peter Dilworth Micheline Dionne Jill Dollimount Pamela E Williams Nancy E. 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REPORT OF THE BOARD OF DIRECTORS

MARGARET WARCUP

As another year comes to an end it is time to reflect on all the activities The Alliance and our member organizations have dealt with in this past year.

The Board of Directors dealt with its duties with both face-to-face and teleconference meetings.

Working with individual Colleges to sponsor face-to-face sessions appears to make us very productive in our joint ability to address issues. Entry to practice, continuing competence, and the internal trade agreement have demanded attention in this past year. I look forward to the annual meeting, where we will address governance, conflict of interest, and set priorities for our areas of emphasis for the coming year.

It appears that each year there are demanding priorities to deal with in our regulatory environment. We have accomplished much this year, and I would like to express, on behalf of the Board and our members, our appreciation for the continued dedication and hard work of the staff at our Alliance administrative office.

At the conclusion of the October 2001 annual meeting, Karen Lycan steps down from her position as a Member at Large on the Board of Directors. Karen's many contributions over the past four years are much appreciated. As the Board Liaison for the Physiotherapy Competency Examination, Karen helped guide the restructuring of the examination into the shortened staged examination. Over the past two years, as Board Liaison for Organizational Effectiveness, Karen has helped establish the Nominations and Elections Policy, Nominations and Election Committee, the (Alliance Staff) Human Resources Committee and the Framework for Ethics and Conflict of Interest.

As the profession, health care and the role of regulation continue to evolve, our priorities change. I look forward to some stimulating discussions and express my thanks to all participants for their commitment to the workload their involvement necessitates.

Thank you to the Nova Scotia College for hosting our annual general meeting in 2001. I look forward to fall colours in the east and a chance to develop more insights and understanding of every regulator's needs as we work together in the interest of the public.

REPORT OF THE EXECUTIVE DIRECTOR

SUSAN GLOVER TAKAHASHI

At this time of year, I pause from the business of day-to-day work and reflect on the past year and consider what the future might hold.

2001 has been declared the international year of the volunteer. The number of volunteers willing to assist The Alliance has continued to grow. There are dozens of Alliance committees, workgroups and projects. The majority of our volunteers work in isolation of one another with little support or recognition — meeting in their own community on assigned tasks such as examination design or administration, or as part of a committee or workgroup that meets by teleconference. The many people who “work” on exam day are also essentially volunteers — receiving a modest stipend while contributing to maintaining the profession's standards.

The volume and quality of volunteers that The Alliance has been able to attract over the past decade is truly inspiring. I draw your attention to the “wall of names” of those who have contributed to the mission of The Alliance in the past year. Please recognize these hundreds of individuals, from all corners of Canada, as we extend a sincere thank you for the generous giving of their time.

In addition to the many who have contributed over the past year, The Alliance honours, through its Recognition Awards, those who have given of their time and talents over a number of years or on a variety of projects or portfolios. Again, there are many who are nominated and considered for their long service to the public interest. This past year, we recognized the following individuals for their many contributions to the work of The Alliance: Hilary Jebson (British Columbia), Donna McIntyre (British Columbia), Laura May (Alberta), Marnie Deighton (Saskatchewan), Sandra Webber (Manitoba), Peter Dilworth (Ontario), Agnes Makowski (Ontario), Diane Hiscox (Ontario), Elisa Macri (Quebec), Deanna Stewart (New Brunswick) and Liz Rogers (Nova Scotia). A heartfelt thanks to each of you.

Over the past year, a new award was initiated. This award, given by the Chair of the Alliance Board of Directors, is given to a person who has made an extraordinary contribution to the mission and goals of The Alliance. This award was named the Beth Maloney Memorial Award, in honour of Beth, who died tragically in December 1999 in a car accident. With humour and courage, Beth served the Canadian public through her work as the Registrar in British Columbia, as well as in her many contributions to The Alliance and its mission. It is fitting that this award was named after Beth to honour those who have also provided exceptional contributions to serve the public interest through the mission and goals of The Alliance.

The first Beth Maloney Memorial Award was proudly awarded to Cathryn Beggs. For more than 12 years, Cathryn was been the Chair of the Written Component Test Construction Committee. She was a constant source of positive energy, building the written exam and guiding the examination process. Cathryn 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. Congratulations and thank you Cathryn.

In reflecting on the past year, I have the impression that the volume and quality of the work accomplished through The Alliance continues to be superb. Given the limited human and financial resources — of The Alliance, the individual member regulators, and our partners — our ability to work collaboratively has allowed us to achieve more together than each might have on our own.

The other group of people who contribute to achieving the mission and goals of The Alliance are the staff working at the administrative office. The staff serves the organization extremely well. Each member of the team — Alison Cooper, Tabasom Eftekhari, Laura Ferguson, Barb Gawlik, Jennifer Kozak, Ghislaine Aumont and Lynn Scott — works diligently and with enthusiasm under tight timeframes on many projects, program and services, and is always alert to how to improve results and enhance customer satisfaction.

So, what does our future hold? The Alliance is approaching the next cycle for our strategic plan. I have a sense that our successes over the past years are linked to situations where we focused on achieving the mission through the goals that were collectively set. When, from time to time, we were distracted by the issues of the day or by those who did not support the collective goals, we were less successful.

Over the upcoming year, we will reflect on the past few years and start to consider what sort of work we want to do together in the future. It is clear that there are many challenges and opportunities for the physiotherapy regulators and for The Alliance. The many that are integral to our work — the patients, physiotherapists, other health care colleagues, employers, funders, governments — all have a differing perspective on our role and the priorities. As we revisit our mission and our goals, we will be once again choosing the ways we want to serve the public interest through physiotherapy regulation. We will need to choose those regulatory issues and projects that will best serve the fast-changing health-care regulatory environment. It will be most interesting as we choose our path for the next few years.

As we move forward, our future success rests on our ability to continue to attract and nurture talented volunteers and staff. I serve the mission of The Alliance with pride, and I am honoured to work with so many people committed to serving the public interest.

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, BOARD LIAISON FOR NATIONAL CONSISTENCY OF REGISTRATION REQUIREMENTS

My second year as the Liaison for the National Consistency of Registration Requirements has been quite busy with the two main areas of work being the development of a Mutual Recognition Agreement (MRA) for the Agreement on Internal Trade (AIT) and the area of Continuing Competency.

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. With respect to the Continuing Competency area, we co-hosted a Continuing Competency Roundtable in partnership with the College of Physical Therapists of British Columbia.

The Credentialling Program, which evaluates the educational equivalence of the non Canadian-educated physiotherapist, continues to grow. Efforts to improve customer service and evaluation processes continue under the watchful eye of the Credentialling Review Committee. The Prior Learning Assessment and Remediation (PLAR) Program success continues at a very quick pace. PLAR allows many previously unsuccessful credentialling applicants to fill “small gaps” in their education so that it is substantially equivalent to that of the Canadian-educated physiotherapist.

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 efforts to improve service for credential program applicants and develop the monitoring and evaluation aspects of the Credentialling Program:
 - Improved customer service to Credentialling Program applicants.

- Convened quarterly meetings of the Credentialling Review Committee. The purpose of the Credentialling Review Committee is to assist in the fair and consistent application of eligibility requirements to the Physiotherapy Competency Examination for Canadian and non-Canadian educated physiotherapists.
 - Responded to the strong growth in applications to the Prior Learning and Remediation (PLAR) Program of the Credentialling Program. Initiated a program review of the use of an independent study approach to remediation of “small gaps” in physiotherapy education. This program review is being led by an external consultant and is being guided by an Oversight Group that consists of Sr. Sarah Quackenbush, Joseph Vibert, Karen Clerkin, Marty Scales and Sue Murphy.
 - Developed a brochure that answers a variety of frequently asked questions about evaluating educational equivalence (that is, the Credentialling and Prior Learning Assessment and Remediation Program)
 - Initiated a Candidate Demographic Study to determine what demographic factors are correlated with successful completion of the examination. This program review is being guided by an Oversight Group consisting of Dr. Ernie Skakun, Leila Abboud, Catherine Laurier and Jonathan Clay.
- Took various steps to reduce or eliminate barriers to labour mobility:
- Provided secretariat support to the Recognition Project to Eliminate Labor Mobility Barriers. Nancy McKay, of Management Dimensions, is the project leader.
 - Convened meetings of all regulators, as well as provincial and federal policy personnel, in June 1999, October 1999, February 2000 and April 2001; held teleconferences in March 1999, April 1999, June 2000, January 2001, May 2001 and June 2001.
 - Coordinated the development of a briefing package related to the Agreement on Internal Trade.
 - Completed the development of a Mutual Recognition Agreement (MRA) that improves mobility for physiotherapists in Canada and forwarded the MRA to the appropriate governmental working group (the federal-provincial Labour Mobility Coordinating Group [LMCG]) for approval.
- Participated in a variety of meetings and projects to monitor and improve national consistency of registration requirements, including the following:
- Completed the application for “official marks” on behalf of the provincial physiotherapy regulators. Established an Ad Hoc Committee to guide the implementation and communication of the “official marks” to member regulators and their registrants.
 - Collaborated with the Canadian Physiotherapy Association (CPA) project on the review of the description of physiotherapy practice in Canada.
 - Released the *National Framework for the Continuing Competence of Physiotherapists in Canada* (approved October 1999) and developed a *Companion Document to the National Framework*. In June 2001, co-hosted, with the College of Physical Therapists of British Columbia, a national roundtable on continuing competency.
 - 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.

NATIONAL CONSISTENCY OF STANDARDS

LISE DUPONT, 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.

As in other years, The Alliance carried out both types of activities. Regarding the clarifying of standards, The Alliance worked with the Canadian Physiotherapy Association, which led a project to describe the competencies of support workers. Recent work has been done on drafting standards for the use of title and credentials. As well, work has been initiated to start to explore the issues and options for the role of regulators in physiotherapists' business practices and the role of regulators with third-party funders. In the near future, The Alliance and the College of Physiotherapists of Ontario plan to co-host a forum to explore future roles and the relationship of the regulator with support workers.

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:
 - Released the *National Guidelines for the Use of Support Workers in Physiotherapy* (approved October 1999).
 - Collaborated in the revision of the Terms of Reference for the National Physiotherapy Advisory Group (NPAG) and the Roles and Responsibilities Document (for NPAG).
 - Developed a discussion paper and drafted standards on the use of title and credentials.
 - Developed a draft discussion paper that explores the issues and options of regulators in physiotherapists' business practices and the role of regulators with third-party funders.

- Developed a plan for The Alliance and the College of Physiotherapists of Ontario to co-host a forum to explore future roles and the relationship of the regulator with support workers.
- Worked with NPAG on the Physiotherapy Entry-Level Education Project, including the development of a discussion paper on the future of physiotherapy entry-level education in Canada; assisted in the developing of materials for cross-Canada focus group discussions; co-hosted a national consensus meeting in Calgary in June 2001.
- Collaborated with the Canadian Physiotherapy Association (CPA) project on the description of the competencies of support workers in physiotherapy practice in Canada.
- Participated in the Manual Therapy Steering Committee, a committee of CPA, to monitor activities related to manual therapy and manipulation.
- Participated in the Animal Therapy Steering Committee, a committee of CPA, to monitor activities related to therapy for animals.
- 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've continued to serve as the Board's Liaison for the Physiotherapy Competency Exam.

The Alliance continues to provide information to member regulators on the use of the examination as an entry-to-practice requirement. I'm pleased to report that the examination is required for entry to practice in six provinces, with a seventh soon to be added.

Many examination committees and advisory groups work on the examination. They oversee research activities, develop examination items, review administrative policies and provide guidance on communication strategies. These committees are chaired and staffed by volunteers. Each committee member contributes a tremendous amount of time and knowledge to ensure that the examination continues to be a valid, reliable and cost-effective means of evaluating safe and competent practice at the entry level. Committee members are instrumental in making the Physiotherapy Competency Examination a high-quality product, and The Alliance deeply appreciates the time and talent unselfishly provided.

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

- Administered the Physiotherapy Competency Examination, including the following:
 - Offered the Written Component 4 times in 2001 at 12 sites (one or more times at each site during the year).
 - Offered the Clinical Component 2 times in 2001 at 6 sites (one or more times at each site during the year).
 - Provided the Written Component for 619 candidates (519 Canadian-educated candidates, 100 non Canadian-educated candidates) and the Clinical Component for 623 candidates (523 Canadian-educated and 100 non Canadian-educated).
 - Implemented an adjustment to the passing score for the Written Component of the examination.
 - Revised candidate, site and administrative resources.
 - Completed the revisions to the examination blueprint resulting from the Analysis of Practice.
 - Revised the Clinical Component Test Sheets to address issues in scoring of the examination.
 - Revised and distributed the *Written Component Administration Manual* and the *Clinical Component Administration Manual*.
 - Initiated a full review of the *Written Component Administration Manual*.
 - Recruited and selected examination site and site staff for the Written Component and Clinical Component, including new site staff for 3 clinical sites.
 - Recruited, selected and assisted in the training of the Chief Examiners and the Physiotherapist Examiners for the Clinical Component.
 - Scored the 2001 Written and Clinical Component examinations; convened the Board of Examiners to determine the results; prepared and distributed the results to candidates and member regulators.
 - Prepared and distributed rescoring reports, file reviews and appeal reports to candidates.
 - Prepared and distributed program reports to Canadian physiotherapy programs.
- Ensured regular communication and input from stakeholders:
 - Revised and distributed the 2002 *Candidate's Handbook* in spring 2001.
 - Distributed the exam brochure to physiotherapy programs.
 - Convened quarterly meetings of the Exam Advisory Group.
 - Convened 3 meetings of the Candidate Advisory Group.
 - Provided information to the College of Physical Therapists of Saskatchewan on the use of the examination as a requirement for entry to practice.

- Ensured the ongoing validity and reliability of the examination:
 - Generated new Written and Clinical Component test items and revised previously used test items.
 - Conducted and reported on quality assurance (QA) activities.
 - Completed a survey to update the Analysis of Physiotherapy Practice in Canada. The completed report will be available shortly.
 - Reviewed and revised the examination blueprint based on the results of the Analysis of Practice.
 - Completed and submitted a paper for publication in *Physiotherapy Canada*.
 - Continued to prepare for publication findings on the study on gender bias.
 - Initiated a project to review the Safe, Professional Practice criterion for the Clinical Component.
 - Convened a meeting of bilingual physiotherapists to conduct a comprehensive review and revision of the translation standards for the Written and Clinical Components and to update and expand The Alliance lexicon of English-French physiotherapy terms.
 - Developed an Ethical Review Committee, including the development of Terms of Reference and the recruitment and appointment of members.
- Facilitated exam-related committees that work to ensure the Physiotherapy Competency Examination is an appropriate standard for safe, effective physiotherapist entry-level practice:
 - Recruited, appointed and oriented new chairs to the Written Component Test Construction Committee and the Clinical Component Test Construction Committee.

Written Component Test Construction Committee (WCTCC), Nancy Cho, 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 April 2001 examination.
- Recalibrated the passing score on the Written Component.
- Recruited and oriented new Chairs for 3 local Written Item Generation Subcommittees (Vancouver, Winnipeg and Hamilton).

Clinical Component Test Construction Committee (CCTCC), Peter Dilworth, 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 2001. Modifications were based on statistical analysis of the performance of the station, as well as feedback from examiners, standardized clients, trainers and examination administrators.

- Recruited and oriented new Chairs for 2 local Clinical Item Generation Subcommittees (Edmonton and Hamilton).

Examination Advisory Group

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

Board of Examiners

- Met three times following each administration of the Clinical Component (in June and November).
- Reviewed all 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 examination after considering the statistical performance of the examination, the administration of the examination and the relative difficulty and content of each examination.
- Met to consider the recommendation of the WCTCC to adjust the passing score on the Written Component and approved the adjustment as recommended by WCTCC.

Candidate Advisory Group

- Provided input on the *Candidate Handbook* for 2002.
- Provided input on revisions to the Orientation Resource for 2002.
- Began development of a "Viewer's Guide" to the PCE video.

Ethical Review Committee

- Implemented an Ethical Review Committee for ethical review of research activities.
- Recruited members for the Ethical Review Committee.
- Developed Terms of Reference and procedures for ethical review of projects. Used these to review the Safe, Professional Practice Criterion project.

ORGANIZATIONAL EFFECTIVENESS

KAREN LYCAN, LIAISON FOR ORGANIZATIONAL EFFECTIVENESS

Over the past year, as the Board Liaison for this area, I have worked with others on a variety of projects designed to improve the functioning of the organization. For example, The Alliance's bylaws were revised to reflect decisions made at last year's annual meeting.

Organizational Effectiveness also looks at 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. Over the past year, the Nominations and Elections Committee has included Wendy Brook and Andrea Bragdon. A new initiative involved exploring the issues of ethical conduct and conflict of interest as these topics relate to Alliance volunteers and staff. Marilyn Atkins and Jackie Schleifer-Taylor have assisted me in this work. My thanks to both of these teams for their efforts.

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

- Focused efforts to ensure regular communication with stakeholders and partners:
 - Continued regular communication, between Board of Directors Members and Alliance Representatives following each Board of Directors meeting, to discuss emerging issues and activities.
 - Convened bi-monthly teleconferences between The Alliance office and the provincial Registrars to discuss emerging issues and activities.
 - Distributed copies of a brochure that answers a variety of frequently asked questions about The Alliance in hard copy and posted it on the Website.
 - Prepared five Alliance Update Newsletters.
 - Participated in meetings and appropriate initiatives of the National Physiotherapy Advisory Group (NPAG), Canadian Physiotherapy Association (CPA), Canadian Universities Physical Therapy Academic Council (CUPAC), the Accreditation Council of Canadian Physical Therapy Academic Programs (ACCPAP) and the Federation of State Boards of Physical Therapy (FSBPT).
- Facilitated the collection and distribution of annual data:
 - Complaints and discipline data has been collected since 1999 for use by the Registrars 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 physiotherapists' practice in Canada.
 - Conducted a review of what information can be collected from all member regulators and revised the collection form accordingly.

- Ensured that there is a common understanding of future strategic directions:
 - Revised the annual Alliance Action Plans based on the priorities indicated by member regulators in October 1999.
 - Revised the governance and bylaws of The Alliance in October 2000 and approved further changes for implementation in 2001.
 - 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.
 - Convened a working group to develop an Ethical Conduct Framework for Alliance volunteer and staff personnel.
 - Convened regular Human Resources Committee meetings to review and revise volunteer and staff policies and procedures.
 - Established an Ethical Review Committee of Chris Carpenter, Dr. Murray Maitland and Dr. Katherine Harman.
 - Established a Nominations Committee and Nominations and Elections Procedures. Convened meetings of the Nominations Committee to recruit and nominate suitable candidates to the Board of Directors. Communicated with member regulators on nomination and election matters, including calls for nominations and reporting on recruitment of nominees.

REPORT OF THE FINANCE COMMITTEE

SUE TURNER, DIRECTOR OF FINANCE

The Finance Committee continued to meet quarterly by telephone.

As the Director of Finance, I work with the Board of Directors and the Finance Committee to ensure the financial interests of the member regulators and the exam and credentialling program customers are met. I wish to thank the other members of the Finance Committee: Archie Cuke, CA, who provides wise advice and direction to the overall finances; Tabasom Eftekari, The Alliance corporate treasurer, who carefully attends to the day-to-day management of Alliance finances; and Susan Glover Takahashi, who is attentive to balanced budgets and the financial affairs of our organization.

Key activities included the following:

- reviewing and updating The Alliance's Financial Policy Framework
- reviewing The Alliance's investment strategy
- monitoring cash flow, investments and monthly financial operations

The Alliance has three revenue-expense streams: The Alliance General Fund, the Exam Fund and the Credentialling Fund. This allows the Finance Committee and Board of Directors to monitor the financial affairs of the Alliance General account, the Credentialling Program and the Exam Program.

The audited financial statements appear on pages 25 through 35.

I offer the following observations on the financial statements.

GENERAL FUND

Revenue in The Alliance's General Fund showed a large decrease between 1999 and 2000. Essentially all of the decrease is attributable to the following:

- a difference in grant funds from Human Resources Development Canada (HRDC). The HRDC grant is a federal grant for a project related to the Agreement on Internal Trade (AIT).
- a decrease in interest income as a result of funds being transferred to the Reserve Fund in 1999.
- an increase in membership fees as a result of a small increase in registrants.

Expenses increased in office supplies and administration primarily as a result of additional costs incurred in the relocation of the office. Salaries increased because of a reallocation of staff costs to better reflect work done on Alliance activities.

EXAMINATION FUND

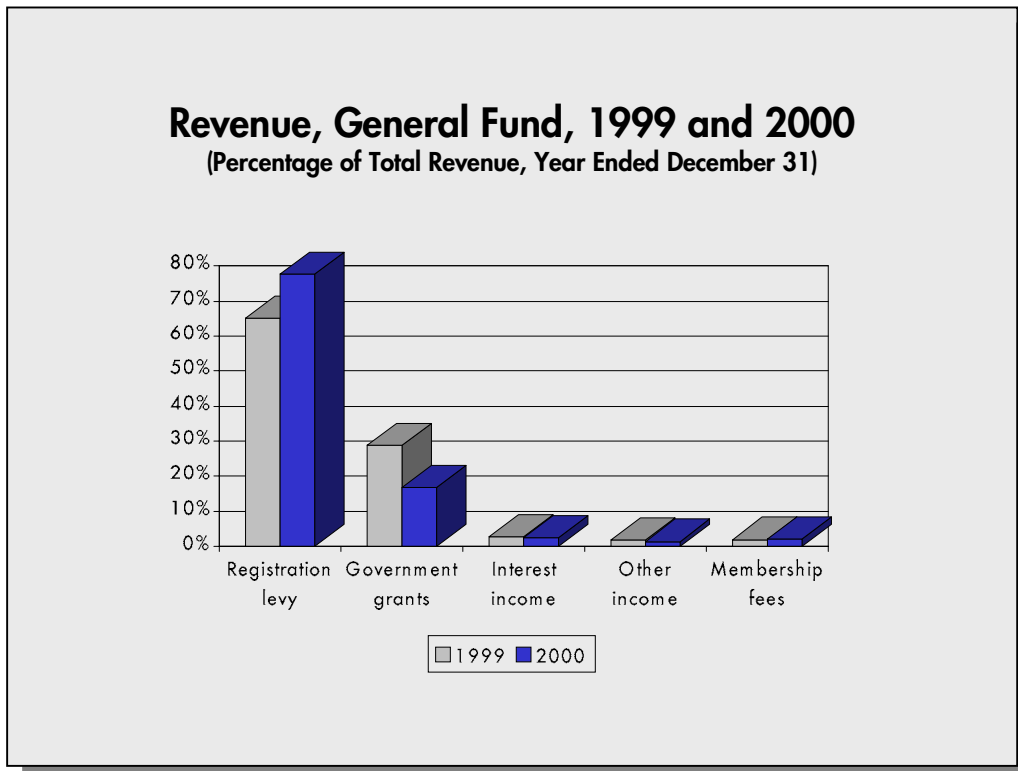
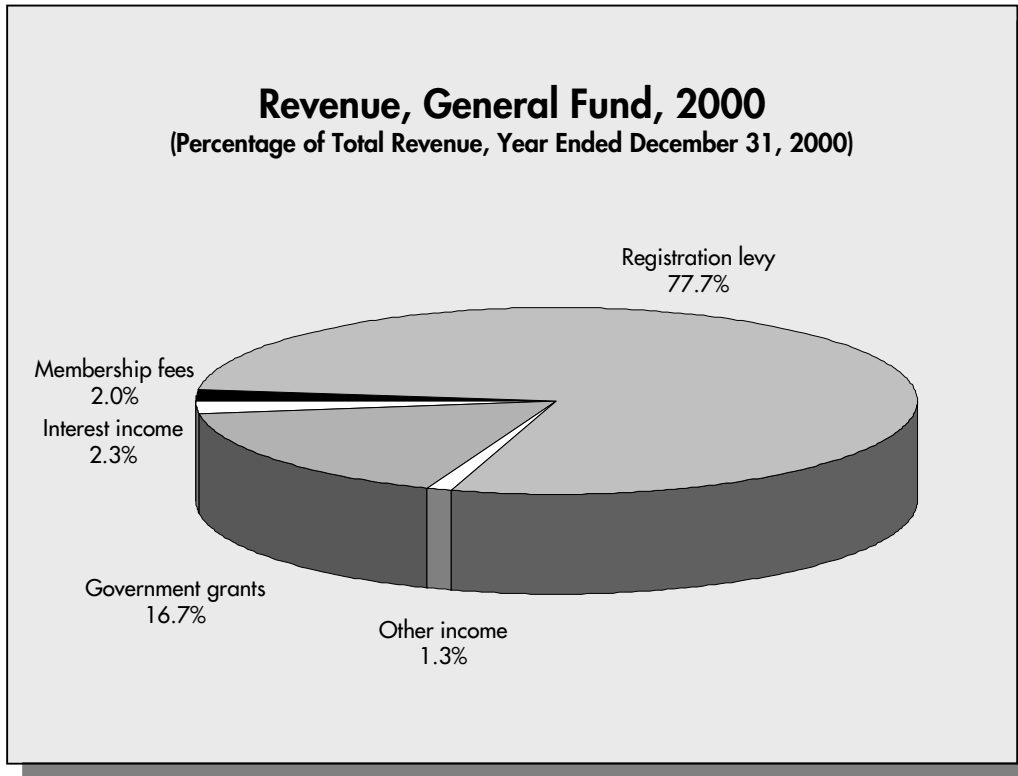
The Examination Fund saw an increase in revenue of 1.3% in 2000 — after Credentialling Fees are excluded. Nineteen fewer candidates took the Clinical Component. Miscellaneous Income, which was higher (+\$18,000), includes fees previously recorded under “exam fees” such as cancellation fees, site-change fees, file-review fees and appeal fees. Interest income decreased as funds were transferred to the Reserve Fund in 1999.

Overall expenses were lower. The introduction of the staged exam came with additional costs associated with including five administrations of the Written Component instead of two. Consistent with the above, office supplies and administration costs were also higher because of costs incurred in the relocation of the office. An additional \$5,700 was directed to the Exam Quality and Research Program.

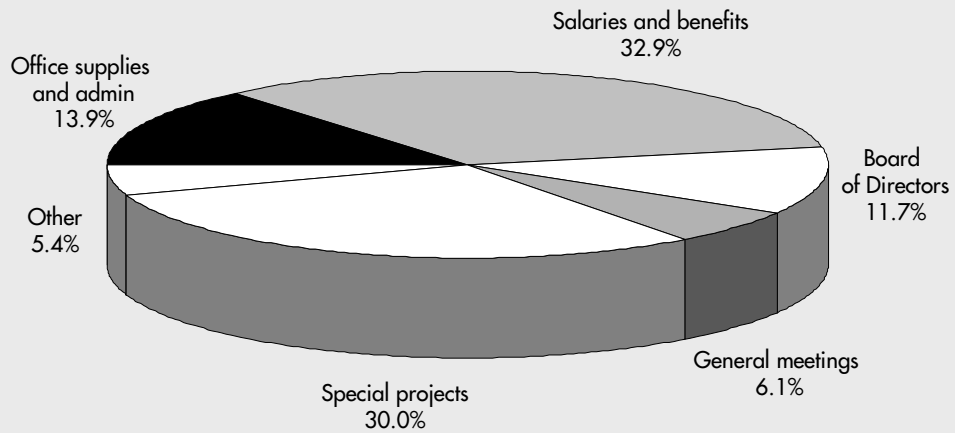
CREDENTIALLING FUND

In 1999, credentialling income (see the Statement of Operations for the Examination Fund) was \$154,290. This includes fees from the Credentialling Program, the Prior Learning Assessment and Remediation (PLAR) Program and Miscellaneous Income. In 2000, revenue in the Credentialling Program Fund was \$25,000 higher. The increase was due to an increase in the number of both credentialling and PLAR applicants. Regarding the Credentialling Program Fund, expenditures for 2000 are shown, but no details for 1999 are available.

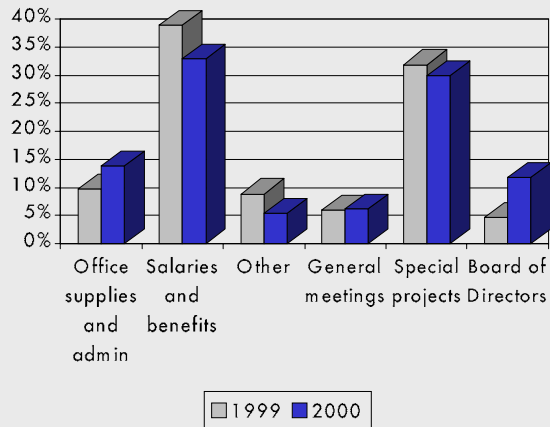
FINANCIAL CHARTS



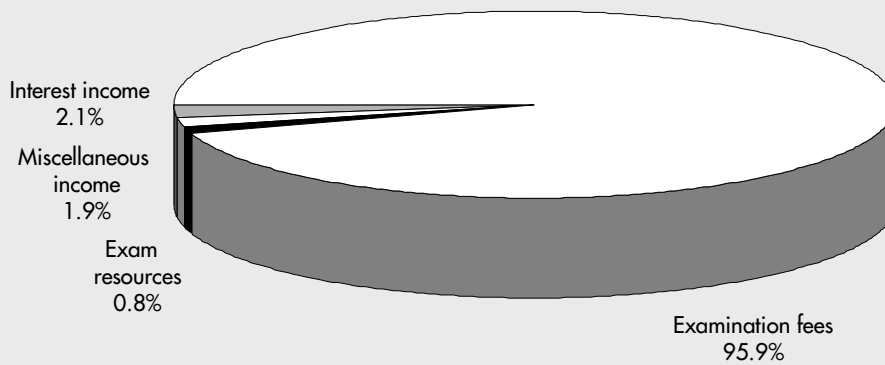
Expenditure, General Fund, 2000 (Percentage of Total Expenditure, Year Ended December 31, 2000)



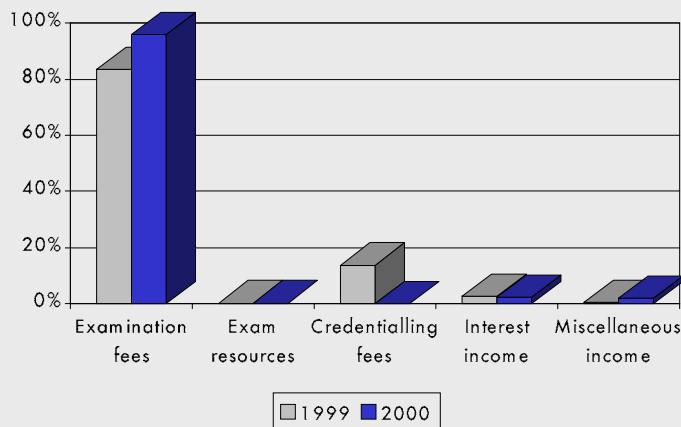
Expenditure, General Fund, 1999 and 2000 (Percentage of Total Expenditure, Year Ended December 31)



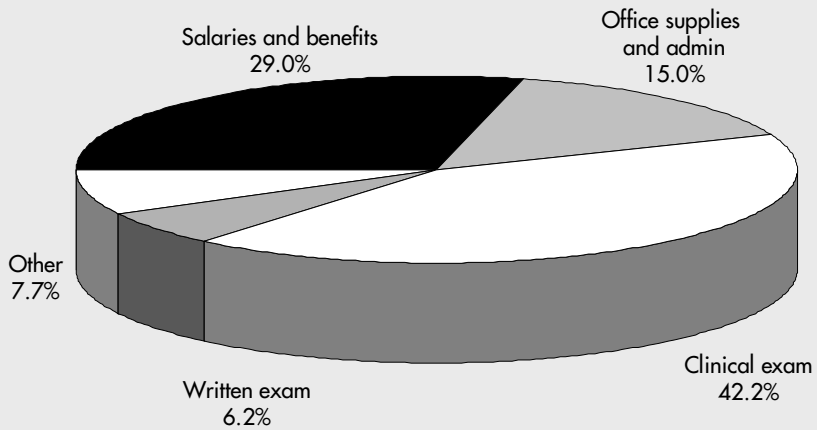
Revenue, Examination Fund, 2000 (Percentage of Total Revenue, Year Ended December 31, 2000)



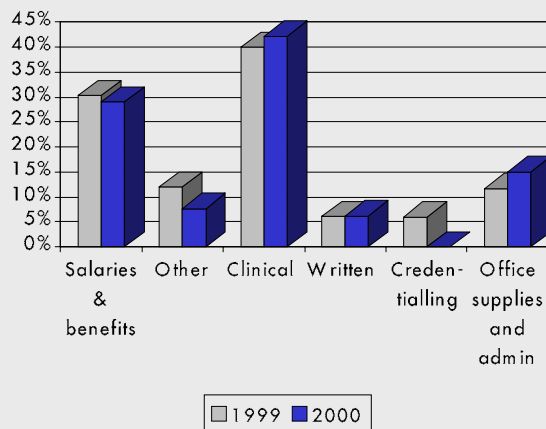
Revenue, Examination Fund, 1999 and 2000 (Percentage of Total Revenue, Year Ended December 31)



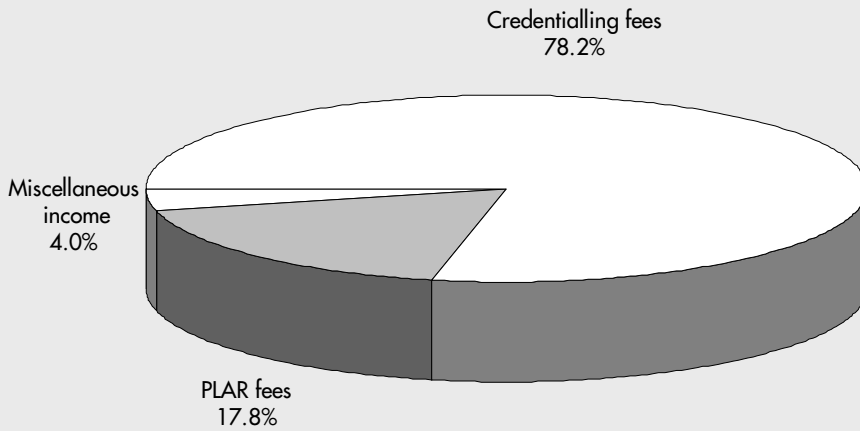
Expenditure, Examination Fund, 2000 (Percentage of Total Expenditure, Year Ended December 31, 2000)



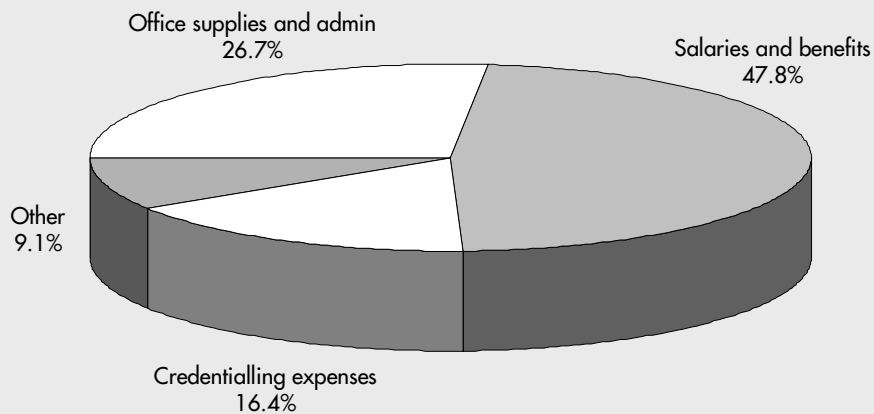
Expenditure, Examination Fund, 1999 and 2000 (Percentage of Total Expenditure, Year Ended December 31)



Revenue, Credentialling Program Fund, 2000 (Percentage of Total Revenue, Year Ended December 31, 2000)



Expenditure, Credentialling Program Fund, 2000 (Percentage of Total Expenditure, Year Ended December 31, 2000)



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, 2000 and the statements of operations and changes in net assets of the general, examination, credentialling program and reserve funds and changes in cash flows 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, 2000 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 28, 2001

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

BALANCE SHEET

AS AT DECEMBER 31, 2000

		2000	1999
	ASSETS		
CURRENT ASSETS:			
Short term investments	(Note 3)	\$ 801,399	\$ 741,152
Accrued interest receivable		23,595	7,961
Accounts receivable		30,178	11,162
Due from member boards	(Note 4)	1,146	1,146
Prepaid expenses		9,660	4,523
		<u>865,978</u>	<u>765,944</u>
CAPITAL ASSETS:			
Cost	(Note 5)	123,986	85,235
Less: accumulated depreciation		76,191	53,668
		<u>47,795</u>	<u>31,567</u>
		<u>\$ 913,773</u>	<u>\$ 797,511</u>
	LIABILITIES		
CURRENT LIABILITIES:			
Bank overdraft		\$ 32,682	\$ 77,148
Accounts payable and accrued liabilities		72,673	50,535
Deferred revenue	(Note 6)	270,338	182,509
		<u>375,693</u>	<u>310,192</u>
NON-CURRENT LIABILITIES:			
Loans from member boards	(Note 7)	16,684	16,684
		<u>16,684</u>	<u>16,684</u>
	MEMBERS' NET ASSETS		
MEMBERS' NET ASSETS:			
General fund	(Note 8)	(6,597)	11,660
Examination Fund		52,683	58,975
Credentiailling		20,636	0
Reserve Fund		454,674	400,000
		<u>521,396</u>	<u>470,635</u>
		<u>\$ 913,773</u>	<u>\$ 797,511</u>

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

STATEMENT OF OPERATIONS

GENERAL FUND

FOR THE YEAR ENDED DECEMBER 31, 2000

	2000	1999
REVENUE:		
Membership fees	\$ 4,720	\$ 5,163
Registration levy	184,024	178,375
Government AIT/HRDC project grant	39,637	78,653
Other income	2,988	4,646
Interest income	5,446	7,058
	<u>236,815</u>	<u>273,895</u>
EXPENDITURE:		
Office supplies and administration	35,406	27,271
Salaries and benefits	84,020	108,786
Depreciation	4,502	3,252
Executive committee / board of directors	29,923	13,059
General meetings	15,562	16,486
Special projects	76,456	89,067
Legal fees	1,757	12,908
Audit and accounting fees	3,745	2,969
Insurance	1,721	4,079
Bank charges	386	495
Membership fees	1,594	1,072
	<u>255,072</u>	<u>279,444</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE	<u>\$ (18,257)</u>	<u>\$ (5,549)</u>

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

STATEMENT OF OPERATIONS

EXAMINATION FUND

FOR THE YEAR ENDED DECEMBER 31, 2000

	2000	1999
REVENUE:		
Examination fees	\$ 925,736	\$ 947,597
Examination resources	790	1,312
Credentialling fees	0	154,290
Miscellaneous income	18,368	3,305
Interest income	20,592	28,512
	<hr/>	<hr/>
	965,486	1,135,016
EXPENDITURE:		
Written Examination		
Test construction committee	20,244	28,431
Examination administration	31,874	26,990
Test consultants	6,425	6,755
	<hr/>	<hr/>
	58,543	62,176
Clinical Examination		
Test construction committee	23,615	33,678
Examination administration	28,301	23,593
Test consultants	6,500	8,000
Examination site costs	343,132	344,668
	<hr/>	<hr/>
	401,548	409,939
Candidate Advisory Group	<hr/>	<hr/>
	104	173
Translation and Translation Verification Committee	<hr/>	<hr/>
	2,988	3,640
Exam Quality and Research	<hr/>	<hr/>
	28,280	22,508
Other		
Salaries and benefits	275,891	311,128
Office supplies and administration	142,782	119,727
Credentialling expenses	0	61,261
Audit and accounting fees	8,948	4,669
Bank charges	1,240	1,249
Insurance	5,594	4,355
Depreciation	14,639	13,010
Legal fees	11,221	11,689
	<hr/>	<hr/>
	460,315	527,088
TOTAL EXPENDITURE	<hr/>	<hr/>
	951,778	1,025,524
EXCESS OF REVENUE OVER EXPENDITURE	<hr/>	<hr/>
	\$ 13,708	\$ 109,492

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS
STATEMENT OF OPERATIONS
CREDENTIALLING PROGRAM FUND
FOR THE YEAR ENDED DECEMBER 31, 2000

	2000	1999
REVENUE:		
Credentiailling fees	\$ 140,976	\$ 0
PLAR fees	32,135	0
Miscellaneous income	7,174	0
	180,285	0
EXPENDITURE:		
Office supplies and administration	40,020	0
Salaries and benefits	71,463	0
Credentiailling expenses	24,513	0
PLAR expenses	3,342	0
Credentiailling review	784	0
Legal fees	2,625	0
Audit and accounting fees	1,882	0
Insurance	1,291	0
Bank charges	289	0
Depreciation	3,440	0
TOTAL EXPENDITURE	149,649	0
EXCESS OF REVENUE OVER EXPENDITURE	\$ 30,636	\$ 0

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2000

	2000	1999
GENERAL FUND:		
Members' net assets at the start of the year	\$ 11,660	\$ 117,209
Transfer to Reserve Fund (Note 8)	0	(100,000)
Excess (deficiency) of revenue over expenditure	(18,257)	(5,549)
MEMBERS' NET ASSETS AT THE END OF THE YEAR	\$ (6,597)	\$ 11,660
 EXAMINATION FUND:		
Members' net assets at the start of the year	58,975	249,483
Transfer to Reserve Fund (Note 8)	(20,000)	(300,000)
Excess of revenue over expenditure	13,708	109,492
MEMBERS' NET ASSETS AT THE END OF THE YEAR	\$ 52,683	\$ 58,975
 CREDENTIALLING FUND:		
Members' net assets at the start of the year	0	0
Transfer to Reserve Fund (Note 8)	(10,000)	0
Excess of revenue over expenditure	30,636	0
MEMBERS' NET ASSETS AT THE END OF THE YEAR	\$ 20,636	\$ 0
 RESERVE FUND: (Note 8)		
Members' net assets at the start of the year	\$ 400,000	\$ 0
Interest Income	24,674	0
Transfer from General Fund	0	100,000
Transfer from Credentialling Program Fund	10,000	0
Transfer from Examination Fund	20,000	300,000
MEMBERS' NET ASSETS AT THE END OF THE YEAR	\$ 454,674	\$ 400,000

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS
STATEMENT OF CHANGES IN CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2000

	2000	1999
CASH WAS PROVIDED BY (USED FOR):		
Operating Activities		
Excess (deficiency) of revenue over expenditure		
General Fund	\$ (18,257)	\$ (5,549)
Examination Fund	13,708	109,492
Credentialling Program Fund	30,636	0
Reserve Fund	24,674	0
	<u>50,761</u>	<u>103,943</u>
 Adjustment to reconcile to cash		
Depreciation	22,523	16,262
	<u>73,284</u>	<u>120,205</u>
 Changes in		
Accrued interest receivable	(15,634)	(7,139)
Accounts receivable	(19,016)	(11,162)
Prepaid expenses	(5,137)	(4,523)
Accounts payable	22,138	20,663
Deferred revenue	87,829	(7,249)
	<u>143,464</u>	<u>110,795</u>
 Investing Activities		
Purchase of capital assets	(38,751)	(12,525)
	<u>(38,751)</u>	<u>(12,525)</u>
 INCREASE IN CASH	 104,713	 98,270
 CASH POSITION AT THE START OF THE YEAR	 <u>664,004</u>	 <u>565,734</u>
 CASH POSITION AT THE END OF THE YEAR	 <u>\$ 768,717</u>	 <u>\$ 664,004</u>
 REPRESENTED BY:		
Cash	\$ (32,682)	\$ (77,148)
Short investments	801,399	741,152
	<u>\$ 768,717</u>	<u>\$ 664,004</u>

CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2000

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 proceeding 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 \$807,962.

4. DUE FROM MEMBER BOARDS

The amount due relates to a billing to a member board for the services of the P.C.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	2000 Accumulated depreciation	Net book value	1999 Net book value
Computer equipment	\$ 61,814	\$ 36,069	\$ 25,745	\$ 10,476
Furniture and equipment	62,172	40,122	22,050	21,091
	<u>\$ 123,986</u>	<u>\$ 76,191</u>	<u>\$ 47,795</u>	<u>\$ 31,567</u>

During the year \$11,906 in computer equipment and \$26,845 in office furniture and equipment was purchased.

6. DEFERRED REVENUE

	2000	1999
Grant from Human Resources Development Canada not yet used	\$ 0	\$ 1,789
Examination fees paid in advance	270,338	180,720
	<u>\$ 270,338</u>	<u>\$ 182,509</u>

7. LOANS FROM MEMBER BOARDS

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

8. RESERVE FUND

In 1999 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, credentialling program and examination funds. \$400,000 was transferred in the prior year and \$30,000 in the current year with the remainder to be transferred in future years.

9. LEASE COMMITMENTS

The corporation entered into a lease agreement for new premises for the period June 1, 2000, to May 31, 2006. The basic rent is as follows:

Years 1 & 2 \$30,360 per annum. (\$12 per square foot).

Years 3 & 4 \$32,890 per annum (\$13 per square foot).

Years 5 & 6 \$37,950 per annum (\$15 per square foot)

The additional rent, taxes, maintenance and insurance is estimated at \$14.08 per square foot for 2000.

10. COMPARATIVE FIGURES

For this year a new fund, the Credentialling Program Fund, was added. Prior year figures were not restated to allocate the figures to this fund for 1999. Consequently some comparative figures will not reflect a true comparison to the current year.