# Table of contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Letter from Alliance leadership</td>
</tr>
<tr>
<td>5</td>
<td>Who we are</td>
</tr>
<tr>
<td>6</td>
<td>Launching the strategic plan</td>
</tr>
<tr>
<td>8</td>
<td>External environment</td>
</tr>
<tr>
<td>9</td>
<td>Service excellence</td>
</tr>
<tr>
<td></td>
<td>Membership</td>
</tr>
<tr>
<td></td>
<td>Credentialling</td>
</tr>
<tr>
<td></td>
<td>Examinations</td>
</tr>
<tr>
<td></td>
<td>Statistics</td>
</tr>
<tr>
<td>13</td>
<td>Valuing partnerships</td>
</tr>
<tr>
<td>14</td>
<td>Demonstrating accountability</td>
</tr>
<tr>
<td>15</td>
<td>Financials</td>
</tr>
<tr>
<td>17</td>
<td>Award of distinction</td>
</tr>
<tr>
<td>18</td>
<td>Celebrating our volunteers</td>
</tr>
<tr>
<td>19</td>
<td>Board, committee, staff and members</td>
</tr>
</tbody>
</table>

“We are what we repeatedly do. Excellence then, is not an act, but a habit.”

~ Aristotle
Modernization, transformation, practising excellence.
These are the words that best describe 2012.

A little over a year ago, we found ourselves in a situation where wait times for credentialling had increased and remained stubbornly long, leading to frustrations for credentialling applicants, Alliance staff, Canadian employers and patients throughout Canada without access to a physiotherapist. To address this, The Alliance Board underwent a fundamental review of its business—asking ourselves to question the usefulness of all our policies and practices, and demanding answers rooted in best available evidence. The result has been a complete modernization of our credentialling process and a transformation of how we do business. We updated our policies, hired more staff, changed outdated procedures, opened up phone lines and started a very real commitment to measurement and reporting of our processes and outcomes. Results were almost immediate. By the end of 2012, our wait times had improved by 37 percent for credentialling reviews from educational programs with a precedent; 23 percent from educational programs without a precedent. Satisfaction among applicants and employers increased along with staff morale and productivity. Most importantly, performance data is now regularly reported on our website.

In the two final quarters of 2012, The Alliance Board also underwent a strategic review of its mandate and its work that assessed both our core strengths, as well as any external and internal threats to our success and viability. This led to the development and approval of a new strategic plan summarized on pages 6 and 7. The Alliance Board underscored its commitment to excellence in evaluation services and knowledge sharing. We also explicitly committed to a culture and practice of continuous quality improvement, measurement and openness about performance.

Through these commitments, we are building on our organization’s core strengths and investing in the practice of excellence. It is these commitments that will ensure The Alliance is nimble enough to meet the challenges of our next decade. We look forward to reporting on the full impact of these changes in our next annual report.

To close, we thank The Alliance Board for its guidance and support in this time of tremendous change, as well as The Alliance staff for their hard work and commitment in making these changes happen.

Dianne Millette
President

Katya Masnyk Duvalko
CEO

To support this work, The Alliance also began a review of its information technology (IT) infrastructure. This too needed modernization and transformation. The Alliance is well-positioned to be a hub for data collection and information sharing about both Internationally- and Canadian-trained physiotherapists. However, in order to do this, we have to be able to access our very rich data pools efficiently and we need confidence in the validity and reliability of that data. The IT transformation project begun in 2012 is the first step towards building that capacity.
Who we are

The Canadian Alliance of Physiotherapy Regulators (The Alliance) is a pan-Canadian alliance of provincial and territorial organizations that regulate the practice of physiotherapy.

The Alliance’s core business is to administer evaluation, knowledge brokering and policy services on behalf of its regulatory Members. Evaluation services include credentialling the education and qualifications of internationally-educated applicants and the administration of the Physiotherapy Competency Examination to determine a candidate’s readiness for safe, effective and independent physiotherapy practice.

As a pan-Canadian collaborative, The Alliance’s activities span all ten provinces and Yukon and serve hundreds of credentialling and examinations applicants each year.

2012 by the numbers

773 Credentialling applications received
42 Number of source countries for credentialling this year
1959 Exams administered
15 New policies /position statements passed
100+ Non Board volunteers supporting Alliance work
Launching the strategic plan

In 2012, The Alliance completed its strategic planning process, culminating in a new 3-year strategic plan. The Alliance has reaffirmed its commitment to excellence in evaluation services – in particular to the modernization and continuous quality improvement of credentialling and examination services – as its chief priority in the years to come. This work forms a critical and essential contribution to ensuring sufficient numbers of physiotherapists in Canada at a time when demand is rapidly increasing.

**VISION**
Competent physiotherapists contributing to a healthy and productive society by optimizing the function and mobility of Canadians.

**MISSION**
The Alliance supports Members, applicants and partner organizations through the provision of evaluation, policy and knowledge brokering services contributing to a sufficient supply of competent physiotherapists in Canada.

**VALUES**
The foundational supports for The Alliance vision and mission are found in our organizational values:

- **Public Interest** – ensuring that the regulatory role of public protection is paramount in all of our decisions.
- **Excellence** – setting high standards, providing high quality and timely customer service, using best practices, and being seen as a desirable place to work and volunteer.
- **Integrity** – interacting with others respectfully, communicating honestly, maintaining confidentiality, making impartial, fair and sound decisions, fulfilling our corporate social responsibility, and pursuing fair practices.
- **Good Governance** – excellent financial stewardship including establishing responsible budgets and fees and planning for the long-term, publicly reporting on performance and taking ownership for decisions made.
- **Collaboration** – working together with partners and each other to accomplish our vision and mission.
- **Engagement** – promoting an engaging work environment that includes humour and fun that fosters loyalty and commitment among staff and volunteers.
GOALS AND DIRECTIONS
The goals and strategic directions of The Alliance outline what we will achieve over the next three years. While we realize that each goal is equally important, we have prioritised them roughly in order of implementation sequence.

Goal 1: Evaluation Services
Provide high quality evaluation services that instill confidence among Members, governments, employers, applicants, partner organizations and the general public.

Goal 2: Organizational Capacity
Ensure that The Alliance has the organizational capacity and infrastructure to achieve its strategic goals and attract, retain and support great staff, volunteers and partners.

Goal 3: Governance and Funding
Implement effective and efficient governance and sustainable funding models that are acceptable to Members.

Goal 4: Information Sharing
Support pan-Canadian awareness of regulatory, education, practice and other matters in Canada and in international jurisdictions in order to inform local and national activity

Goal 5 Regulatory Policy
Develop pan-Canadian regulatory policy positions on issues of importance to Members to inform physiotherapy regulation at the provincial/territorial level.

Moving Forward
The planning process of this Strategic Plan drew on the results of consultations with our Members, key partners, and The Alliance’s management and staff. Its implementation will be regularly reviewed by the Board of Directors and progress reported publicly. A new strategic plan will be developed at the end of three years.

The President and CEO acknowledge the role of the strategic planning Planning Committee whose work was instrumental in drafting an initial strategic framework as well as the subsequent plan. Many thanks go to:

Rebecca Bourdage (NB)
Greg Cutforth (AB)
Brenda Hudson (BC)
Brenda McKechnie (MN)
Dianne Millette (AB)
Deborah Noseworthy (NL)
Ann Read (NS)
John Spirou (ON)
Shenda Tanchak (ON)
Katya Duvalko (CEO)
External environment

Even the most cursory glance at the news underlines the tremendous amount of change taking place in Canada and the world. So much so, that change appears to now be the new normal. The context in which The Alliance works is no exception:

• **Growing demand:** There is no doubt that the need for physiotherapy and physiotherapists is increasing. The aging of Canada’s population, increased rates of obesity and other chronic conditions, demands from aging “boomers” for active lifestyles, increased complexity of care with increased dependence on health care teams (including physiotherapists) to address complex care needs, substitution of allied health providers to provide health and wellness care that used to be the sole territory of physicians – all of these contribute to the need for greater numbers of physiotherapists.

• **Supply:** Statistics Canada has released reports indicating that Canada’s natural growth rate due to births and deaths is plateauing. Currently, immigration accounts for two-thirds of annual population growth. This trend is expected to continue in the future so that within the next 15-25 years, most if not all of Canadian population growth will be the result of immigration. This trend has important implications for the credentialling and licensure of internationally-trained physiotherapists. Canada needs more physiotherapists and a large number of these practitioners will be trained overseas.

• **Global mobility:** Economic challenges and uncertainty in the past 5 years have underscored the need for global cooperation. Labour mobility has now become an important piece of the economic recovery and viability strategy in this country. Canada is about to enter into a new trade agreement with the European Union. Other trade initiatives will follow. As part of these discussions, regulators are asked to consider mutual recognition agreements or other licensing accords to support and facilitate the rapid movement of professions and trades across world boundaries.

Imigration policy will affect The Alliance’s work:

Major changes in Canada’s immigration processes were announced this year resulting in the need for the primary applicant for the federal skilled worker program to go through an assessment of their educational degree through a designated agency before applying for immigration. The Alliance, which also conducts these assessments, is collaborating with assessment agencies to ensure that immigrants through the federal skilled workers program do not need to be assessed twice.

Immigration policy changes have also included an increased focus on language ability. The Alliance has also recognized the importance of language proficiency in passing the licensure exam and successfully integrating into Canadian practice. The Alliance’s language requirements were raised in 2012 to more closely resemble realistic language abilities that will be required in the workplace. Federal government initiatives are following closely behind.

In the near future, we expect to see additional changes announced by the Ministry of Citizenship and Immigration. The “Expression of Interest” (EOI) program will develop and promote a self-assessment process where applicants from select professions and trades who are interested in applying for immigration will complete a self-assessment while still in their home country and be linked with interested employers. The Alliance is monitoring the development of this program to ensure regulatory requirements are taken into consideration as the program evolves.
Evaluation Services Committee

The Evaluation Services Committee (ESC) is appointed by the Board of Directors and provides oversight to the Credentialling and Examinations programs. The ESC sets and monitors performance standards for programs and assures effective delivery of services. In addition, the ESC provides strategic advice and makes recommendations to the Board about these programs. In 2012, the primary focus of the Evaluation Services Committee was on the review of credentialling standards, and the consideration of all related policies. The Committee also made recommendations to the Board regarding language proficiency, distance education and exam policy changes. These policy changes were prepared for implementation in 2013.

Under the leadership of The Alliance Board of Directors and Evaluation Services Committee, 2012 was a year of tremendous modernization and change for Alliance evaluation services.

Practicing excellence, and committing to the constant review and enhancement of quality – these have been the goals of the Evaluation Services program in 2012. Starting off with a significant backlog in credentialling applications at the beginning of 2012, and ending within sight of our benchmarks has been a tremendous accomplishment. We have already seen increases in the number of candidates who are now eligible for the licensing exam as a result. The Alliance accomplished this transformation through 3 key steps:

1) a process review and mapping of both the examination and credentialling programs to identify and implement efficiencies

2) a fundamental review and change of the credentialling standard based on best evidence and a concurrent review and updating of examination policies and

3) consistent collection and monitoring of data to inform our next steps.

These steps have resulted in measurable improvements to program processes and outcomes.

Credentialling

Credentialling is the process of assessing and validating the education and qualifications of an internationally-educated physiotherapist (IEPT) to ensure that their education and qualifications are not substantially different from that of a Canadian-trained physiotherapist. 2012 saw the continuing increase in credentialling application volumes from IEPTs for a total of 773 applications received - up 28% compared to previous years and from a broader array of countries around the world. Top Source countries continue to be India, the Philippines and the United Kingdom. 2012 saw higher numbers than previously of applications from physiotherapists trained in Europe.

<table>
<thead>
<tr>
<th>Country of Education</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>407</td>
<td>293</td>
<td>267</td>
</tr>
<tr>
<td>Philippines</td>
<td>88</td>
<td>80</td>
<td>85</td>
</tr>
<tr>
<td>UK - Eng/Scot/Wales</td>
<td>75 - 40/30/5</td>
<td>50</td>
<td>29</td>
</tr>
<tr>
<td>USA</td>
<td>32</td>
<td>38</td>
<td>29</td>
</tr>
<tr>
<td>Australia</td>
<td>29</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Ireland</td>
<td>19</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Egypt</td>
<td>14</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Pakistan</td>
<td>13</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Brazil</td>
<td>12</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Nigeria</td>
<td>12</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Total - All Countries</td>
<td>773</td>
<td>606</td>
<td>568</td>
</tr>
</tbody>
</table>
As a result of the changes made over the course of 2012, Alliance credentialling wait times decreased on average by a third by the end of year, with further improvements expected in 2013. Applicants are now receiving their assessment results in a timelier manner and the Alliance is on track to meet its benchmark processing times by early spring 2013. This has also led to significant improvements in both applicant and employer satisfaction with the credentialling process.

The Pan-Canadian Federal Foreign Qualification Recognition Framework Goal is 52 weeks.

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<thead>
<tr>
<th></th>
<th>Summer Peak 2012</th>
<th>October 2012</th>
<th>Year-end 2012</th>
<th>Improvement</th>
<th>Benchmark</th>
<th>Expected by Q1 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Precedent files</td>
<td>27</td>
<td>22</td>
<td>17</td>
<td>37%</td>
<td>12-14 wks</td>
<td>12</td>
</tr>
<tr>
<td>Files without precedent</td>
<td>53</td>
<td>48</td>
<td>41</td>
<td>23%</td>
<td>20-22 wks</td>
<td>25</td>
</tr>
</tbody>
</table>

The Alliance completed 594 credentialling assessments in 2012 with the following results:

<table>
<thead>
<tr>
<th>Outcome of Credentialling Assessment</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible for Exam</td>
<td>120</td>
<td>20 %</td>
</tr>
<tr>
<td>Eligible for Exam – Pending Physiotherapy in Canadian Context</td>
<td>97</td>
<td>16 %</td>
</tr>
<tr>
<td>Eligible for Exam – Pending Language or other issues</td>
<td>12</td>
<td>2 %</td>
</tr>
<tr>
<td>Additional documents required from school/applicant</td>
<td>56</td>
<td>9 %</td>
</tr>
<tr>
<td>Eligible for Prior Learning Assessment &amp; Recognition</td>
<td>303</td>
<td>51 %</td>
</tr>
<tr>
<td>No mechanism through the Alliance</td>
<td>6</td>
<td>1 %</td>
</tr>
<tr>
<td>Total</td>
<td>594</td>
<td>100 %</td>
</tr>
</tbody>
</table>
The Examination Program

The Physiotherapy Competency Examination (PCE) is the entry-to-practice exam used by all regulators in Canada (with the exception of Quebec) for both Canadian-educated and internationally-educated practitioners. The PCE provides evidence to regulators about the demonstrated competence of physiotherapists to practice independently in Canada. It does this through a two-part exam process – a written multiple choice component and a clinical exam called an OSCE (Objective structured clinical examination).

Exam development and maintenance is a rigorous process involving experts to ensure the exam meets international standards and best practices for high stakes examinations. Activities in this regard include an analysis of physiotherapy practice, continuous psychometric review and validation, new item generation and review, and continuous security monitoring and review. This year, the examination program focused in particular on policy updates needed to ensure exam security and effectiveness in light of credentialling standard changes. The entire exam handbook was reviewed and updated with new policies developed regarding minimum language proficiency, exam eligibility periods, retake policies and clarity around special needs accommodation.

In 2012, the Alliance had to address two cases of suspected cheating on the exam, as well as reviewing 3 appeals.

As in previous years, The Alliance continues to see a fairly large discrepancy in pass rates for both the written and clinical components of the exam between Canadian-trained versus internationally-trained physiotherapists. We anticipate that the new credentialling standard and higher language proficiency requirements will help close the gap in future years. The Alliance is also monitoring and investigating the higher-than-expected fail rates on the clinical exam of both Canadian and internationally-trained physiotherapists. While variability in annual pass rates is expected, as it is affected by normal variability in the cohort taking the exam, the Alliance works to ensure that no systemic factors are at play that may lead to lower pass rates. Ongoing reliability and validity checks of the PCE are an integral part of the exam’s annual review process.
Interjurisdictional Labour Mobility Statistics

In 2009, the federal, provincial and territorial governments signed revisions to the Agreement on Internal Trade (AIT), removing restrictions to movement between jurisdictions in Canada related to differences in registration standards. The Alliance began gathering mobility data across jurisdictions in 2010—showing how many new physiotherapy registrants in each province were originally registered somewhere else in Canada. Three years later, we see that physiotherapists benefit from mobility across and between provinces in Canada. British Columbia continues to be the province of choice with the highest number of registrants from other jurisdictions, followed closely by Alberta and Ontario. The Maritime Provinces show the lowest numbers of registrants from other provinces. In the three years that The Alliance has been gathering data, only one registration application has been denied.
Valuing partnerships

Successful completion of the work of The Alliance would not be possible without close collaboration with key partners.

1. NPAG: The National Physiotherapy Advisory Group (www.npag.ca) is a coalition of pan-Canadian physiotherapy related organizations:
   • Canadian Alliance of Physiotherapy Regulators (The Alliance),
   • Canadian Council of Physiotherapy University Programs (CCPUP),
   • Canadian Physiotherapy Association (CPA), and
   • Physiotherapy Education Accreditation Canada (PEAC)

   The mission of NPAG is to promote the provision of quality physiotherapy services and positive health outcomes for Canadians through collaboration and communication on matters of mutual interest.

   Together, the Alliance and our partners in NPAG meet numerous times throughout the year to share information and insights about current and evolving issues affecting the profession. Activities in 2012 included
   • completion of the Essential Competency Profile for Physiotherapist Assistants in Canada (2012)
   • work towards a common vision for the physiotherapy profession in Canada
   • continuous knowledge exchange and collaboration on areas of common interest.

2. Bridging programs – especially the Ontario Internationally Educated Physical Therapy Bridging Program and the Alberta Internationally Educated Physiotherapists Bridging Program:

   Bridging Programs are designed to provide educational opportunities for physical therapists educated outside of Canada, who already possess specified qualifications, to develop the additional knowledge, skills and clinical reasoning required to meet Canadian entry-to-practice standards. The Bridging Programs across Canada provide cultural and workplace orientation to facilitate success in licensure and integration into the workplace. The Alliance, as well as the individual bridging programs across Canada, have collaborated to ensure consistency in requirements and approach when dealing with internationally-educated PTs. Together, we have developed a common language proficiency standard, a common approach to support towards licensure and clear communication about registration requirements and entry to practice standards for physiotherapy in Canada.

3. CNNAR: The Canadian Network of National Associations of Regulators (www.cnnar.ca) is the federation of national organizations whose provincial and territorial members are identified in legislation as responsible for protection of the public through the self-regulation of professions and occupations.

   The Alliance is an active member in this network and an integral part of its leadership team. Together, we promote the importance of self-regulation, communicate with government regarding issues of regulatory importance, share information and best practices about a variety of common topics – such as competency-based assessment, assessment of continuing competency post licensure, language proficiency assessment and the like.

   In 2012, the Alliance sponsored and successfully led the first CNNAR symposium for regulators on a common understanding of language assessment. Future work will include a lead role for the Alliance in the development of a Community of Interest in follow-up to this symposium.
Demonstrating accountability

Report of the independent auditor on the summary financial statements

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2012 and December 31, 2011, and the summary statement of operations for the years then ended, are derived from the audited financial statements of The Canadian Alliance of Physiotherapy Regulators for the years ended December 31, 2012 and December 31, 2011 on which we expressed an unmodified opinion in our report dated March 28, 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of The Canadian Alliance of Physiotherapy Regulators.

Management’s Responsibility for the Summarized Financial Statements
Management is responsible for the fair summarization of the audited financial statements in accordance with the criteria disclosed in the summary financial statements.

Auditor’s Responsibility
Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810 “Engagements to Report on Summary Financial Statements”.

Opinion
In our opinion, the summary financial statements derived from the audited financial statements of The Canadian Alliance of Physiotherapy Regulators for the years ended December 31, 2012 and December 31, 2011 are a fair summary of those financial statements, in accordance with the criteria disclosed in the summary financial statements.

Cowperthwaite Mehta  Chartered Accountants | Licensed Public Accountants
March 28, 2013. Toronto, Ontario
Final audited financial statements for 2012

SUMMARY STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2012 AND DECEMBER 31, 2011

**ASSETS**

Current assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,129,060</td>
<td>$167,739</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>919,284</td>
<td>2,331,879</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>22,112</td>
<td>41,254</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>28,211</td>
<td>28,975</td>
</tr>
<tr>
<td>Capital assets</td>
<td>209,008</td>
<td>232,273</td>
</tr>
</tbody>
</table>

Total current assets: $2,307,675

**LIABILITIES AND NET ASSETS**

Current liabilities

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$267,233</td>
<td>$265,148</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>343,750</td>
<td>503,782</td>
</tr>
</tbody>
</table>

Total current liabilities: $610,983

Net assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets</td>
<td>209,008</td>
<td>232,273</td>
</tr>
<tr>
<td>Net assets internally restricted for contingencies</td>
<td>1,142,403</td>
<td>1,402,403</td>
</tr>
<tr>
<td>Net assets internally restricted for evaluation and research</td>
<td>25,878</td>
<td>76,878</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>319,403</td>
<td>321,636</td>
</tr>
</tbody>
</table>

Total net assets: $1,696,692

Applied criteria in the preparation of the financial statements

The criteria applied by management in the preparation of these summary financial statements are as follows:

a) the information in the summarized financial statements is in agreement with the related information in the complete financial statements; and

b) the summarized financial statements contain all the information necessary to avoid distorting or obscuring matters disclosed in the complete financial statements, including the notes therein.

Management determined that the statement of changes in net assets and the statement of cash flows do not provide additional useful information, and as such has not included them as part of the summary financial statements.
### SUMMARY STATEMENT OF OPERATIONS
FOR THE YEARS ENDED DECEMBER 31, 2012 AND DECEMBER 31, 2011

#### REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination fees</td>
<td>$1,933,108</td>
<td>$1,832,580</td>
</tr>
<tr>
<td>Credentialling fees</td>
<td>651,945</td>
<td>465,935</td>
</tr>
<tr>
<td>Prior Learning Assessment and Recognition (&quot;PLAR&quot;) fees</td>
<td>302,895</td>
<td>171,025</td>
</tr>
<tr>
<td>Registrant levies and member fees</td>
<td>290,346</td>
<td>277,998</td>
</tr>
<tr>
<td>Investment income</td>
<td>54,378</td>
<td>59,208</td>
</tr>
<tr>
<td>Other</td>
<td>32,255</td>
<td>31,018</td>
</tr>
<tr>
<td>Government grants</td>
<td>23,935</td>
<td>507,690</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>3,288,862</strong></td>
<td><strong>3,345,454</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>1,557,850</td>
<td>1,002,917</td>
</tr>
<tr>
<td>Clinical examination</td>
<td>886,239</td>
<td>839,817</td>
</tr>
<tr>
<td>Administration, office and general</td>
<td>224,885</td>
<td>190,261</td>
</tr>
<tr>
<td>Occupancy</td>
<td>202,895</td>
<td>164,481</td>
</tr>
<tr>
<td>Written examination</td>
<td>133,698</td>
<td>134,709</td>
</tr>
<tr>
<td>Credentialling expenses</td>
<td>131,911</td>
<td>131,650</td>
</tr>
<tr>
<td>Travel and meetings</td>
<td>76,507</td>
<td>144,920</td>
</tr>
<tr>
<td>Special projects</td>
<td>1,142,403</td>
<td>1,402,403</td>
</tr>
<tr>
<td>Bank charges</td>
<td>59,211</td>
<td>46,537</td>
</tr>
<tr>
<td>Professional fees</td>
<td>58,029</td>
<td>36,182</td>
</tr>
<tr>
<td>Credentialling program quality and research</td>
<td>55,748</td>
<td>3,388</td>
</tr>
<tr>
<td>Government grant programs</td>
<td>29,435</td>
<td>507,690</td>
</tr>
<tr>
<td>Exam quality and research</td>
<td>8,051</td>
<td>49,734</td>
</tr>
<tr>
<td>Translation</td>
<td>8,050</td>
<td>12,747</td>
</tr>
<tr>
<td>PLAR expenses</td>
<td>3,143</td>
<td>8,185</td>
</tr>
<tr>
<td>Amortization</td>
<td>70,634</td>
<td>59,263</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>3,625,360</strong></td>
<td><strong>3,428,264</strong></td>
</tr>
</tbody>
</table>

#### EXCESS OF EXPENSES OVER REVENUE FOR THE YEAR

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess of expenses over revenue for the year</td>
<td>$(336,498)</td>
<td>$(82,810)</td>
</tr>
</tbody>
</table>
THE ALLIANCE AWARD OF DISTINCTION IS PRESENTED TO AN INDIVIDUAL WHO HAS MADE AN OUTSTANDING CONTRIBUTION TO A REGULATORY ORGANIZATION AND/OR TO PHYSIOTHERAPY REGULATION IN GENERAL. BASED ON BOARD, COMMITTEE AND MEMBER COUNCIL NOMINATIONS, AN INDIVIDUAL IS SELECTED FOR THE AWARD OF DISTINCTION THAT BEST REPRESENTS THE FOLLOWING CHARACTERISTICS:

- exemplification of professionalism
- commitment to promoting public interest values and ethical conduct
- commitment to best practice in conducting regulatory affairs
- ethical problem solving and decision making
- commitment to mentoring, guidance and sharing with colleagues

THE 2013 AWARD OF DISTINCTION IS PRESENTED TO BRENDA MCKECHNIE

The award is presented in recognition of Brenda’s long standing contribution as a regulatory member on the Council of Physiotherapy Education Accreditation Canada (PEAC). Brenda joined the PEAC Council as the regulatory member in 2004. She served for three consecutive terms for a total of nine years. She served as a Council member and as PEAC Secretary from 2006-2012. She also participated on various peer review teams.

Brenda is recognized for bringing key regulatory issues forward to PEAC for consideration and always contributing to accreditation award discussions. Further demonstration of her commitment is that during her tenure, Brenda never missed a meeting. PEAC will miss Brenda’s wisdom, knowledge and experience.

Brenda graduated as a physiotherapist from the University of Manitoba and holds a Master’s of Business Administration also from the University of Manitoba. She has been the Registrar of the College of Physiotherapists of Manitoba since 1990 during which time the College has grown into a respected regulator in Manitoba and Canada. In 2006 Brenda decided to return to clinical practice and works part time for Home Therapy Services.

In Brenda’s spare time, she enjoys piano lessons, spoiling her three grandchildren and rumor has it she can be found driving a hot Camaro around Winnipeg.
Celebrating our 2013 volunteers

WRITTEN TEST DEVELOPMENT GROUP
- Nancy Cho (Chair)
- Rachel de Souza
- Nancy Durrant
- Karla Galloway
- Sharon Ho
- Catherine Le Cornu Levett
- Bonnie Maclean
- Gillian Manson
- Manuela Materassi
- Jo Ann McKenzie
- Rudy Neibuhr

WRITTEN ITEM GENERATION TEAMS
- Barbara Adams
- Angelique Beaudette
- Mirei Belton
- Helen Bolton
- Gail Creaser
- Rachel de Souza
- Heidi Devon
- Marnie Deighton
- Susy S. Dias
- Nancy Durrant
- Melanie Fernandes
- Jon Gabbai
- Karla Galloway
- Jane Goldberg
- Sharon Ho (Interim Chair)

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- Sue Murphy (Chair)
- Marla Nayer
- Janelle Van Heeren

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- Catharine Bradley
- Brenda Corie
- Brenda Dean
- Peter Dilworth (Chair)
- Cheri Gunn
- Diana Hopkins-Rosseel
- Jan Lowcock
- Barbara Pollock

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- Lianne Batista
- David Benterud
- Karen Benterud
- Catharine Bradley
- Mary Clare Burton
- Brenda Corie
- Brenda Dean
- Tom Doulas
- Vicki Fraser-McDougall
- Mona Giratalla
- Cheri Gunn
- Diana Hopkins-Rosseel
- Kim Hunter
- Rosalyn Jones
- Melissa Koenig
- Jan Lowcock
- Gillian Manson
- Alison McDonald
- Helen McKay
- Jo Moorhen
- Kelly Munshaw
- Janice Palmer
- Catherine Patterson
- Lucie Pelland
- Barbara Pollock
- Joseph Putos
- Judith Richardson
- Liz Rogers
- Suzanne Taylor
- Bronwen Thomas
- Susan Tupper
- Megan Wormald

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- Jocelyn Krieg
- Catherine Le Cornu Levett
- Adrienne Legett
- Michael MacDougall
- Bonnie Maclean
- Gillian Manson
- Manuela Materassi
- Jenny McEwan
- Karen McIntosh
- Stacey McPhail
- Corey Nelson
- Rudy Niebuhr
- Tammy Nighswander
- Leigh Ann Niven
- Janice Owen
- Giuseppe Pazienza
- Blake Richardson
- Jacqueline Strauss
- Catherine Van Der Knaap
- Vincent Yip
- Sophia Zhao
- Joyce Sharum
- Margaret Warcup

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- Elyse Bouchard
- Gareth Sneath
- Joyce Vogelgesang

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- Peter Dilworth

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- Kathy Davidson
- Shari Hughes

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- Fiona Campbell, Chair
- Melissa Anderson
- Jenn Billeck
- Lynn Kuffner
- Ann Lowe
- Susan Paul
Board, committee, staff and members

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Nova Scotia
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Dianne Millette – Vice President
Deborah Noseworthy – Treasurer
Jan Robinson/Lori Neil – Members-at-Large

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Keshia Gudge
Eric Pearce
Adam Sayers
Helen McKay

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College of Physical Therapists of British Columbia
Physiotherapy Alberta – College + Association
Saskatchewan College of Physical Therapists
College of Physiotherapists of Manitoba
College of Physiotherapists of Ontario
L’ordre Professionnel de la Physiothérapie du Québec
College of Physiotherapists of New Brunswick
Nova Scotia College of Physiotherapists
Prince Edward Island College of Physiotherapists
Newfoundland and Labrador College of Physiotherapists

AFFILIATE MEMBER:
The Federation of State Boards of Physical Therapy
(United States)