Table of contents

3  Letter from the Alliance leadership
4  Who we are
5  Board, committee, staff and members
6  By the numbers
8  Vision/Mission/Values
9  Strategic plan
10 Highlights from evaluation services
14 Governance review highlights
15 Our partners
18 Award of distinction
19 Demonstrating accountability
20 Financial statements
22 Interjurisdictional labour mobility
23 Celebrating our volunteers

“Alone we can do so little; together we can do so much”

HELEN KELLER.
GROWING, LEARNING, SHARING, CELEBRATING:

2013 was the year of growth and learning. We launched a new strategic plan for The Alliance in February and set about implementing plans to achieve 3 of the 5 strategic goals:

1) Excellence in Evaluation Services  
2) Improved organizational capacity  
3) Board excellence through effective and efficient governance and a sustainable funding model

It was a very ambitious agenda and ultimately a successful one.

By the end of 2013 we had:

- fully implemented the new streamlined credentialling standard
- reviewed over 800 PLAR applications that had stalled
- cleared the credentialling backlog
- significantly decreased credentialling timelines
- administered just over 2600 exams (a 36% increase over 2012)
- strengthened exam policies and processes
- implemented structured quality improvement processes in each area of The Alliance
- modernized the IT infrastructure and revamped financial reporting
- increased public reporting through our website
- completed a governance review with clear, actionable recommendations that will ensure on-going excellence in Board leadership and financial stewardship

Most importantly, the ultimate outcome of our 2013 activities is faster access to highly competent, high quality physiotherapists for the benefit of the Canadian public. As our work continues, so too will the commitment to continuous learning, accountability, transparency and open communication with all of our stakeholders.

This work would not be possible without the tremendous input of many people. So as we take a moment to reflect and celebrate our achievements, we would like to acknowledge the leadership of our Board, the hard work of all our volunteer committee members and the tremendous dedication of The Alliance staff. A big thank you to all of you.

Dianne Millette  
President

Katya Masnyk  
CEO
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 the administration of 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.

The Alliance Board consists of 21 Directors, one appointed Alliance representative and the Registrar/Executive Director from each regulated provincial territorial jurisdiction, one representative from Yukon, as well as an affiliate member from the Federation of State Boards of Physical Therapy from the United States. Led by a small elected Executive team, the Board meets at least twice a year to set the strategic direction for the organization and oversee policy. In addition, the Board has four standing committees:

- **The Evaluation Services Committee** provides strategic advice and makes recommendations to the Alliance Board on matters respecting their programs. The Evaluation Services Committee provides oversight for the Credentialling and Examination programs and is responsible for setting and monitoring their performance standards and assuring the effective delivery of those services.

- **The Governance and Nominations Committee** considers and enhances the functioning of the Board, its committees and working groups. It does this by monitoring and reviewing governance policies, committee structures and terms of reference, providing oversight to the nominations and elections processes, and managing Board and committee orientation, development and evaluation.

- **The Registrars’ Committee** leads the main policy work of the organization. It supports Member Registrars and Executive Directors, scans the regulatory environment, identifies emerging trends across jurisdictions and makes recommendations to the Board on issues of pan-Canadian scope.

- **The Specialty Certification Recognition Committee** oversees the specialty certification recognition process and advising The Alliance Board of Directors on its implementation, including the development of recommendations and policies regarding acceptable specialty certification programs and the identification of actions required by The Alliance and its member regulators to implement a pan-Canadian process for recognition of physiotherapy clinical specialties.
Board, committee, staff and members

BOARD OF DIRECTORS

Yukon
Sheryl-Ann Wasson (to April 2013)
Ruth Koenig
Fiona Charbonneau

British Columbia
Brenda Hudson
Annick DeGooyer

Alberta
Dianne Millette
Greg Cutforth (to Sept 2013)
Grant Irwin

Saskatchewan
Tim Eichholz
Brandy Green

Manitoba
Brenda McKechnie
Tanya Kozera

Ontario
Shenda Tanchak
John Spirou

Québec
Claude Laurent
Lucie Forget

New Brunswick
Rebecca Bourdage
Mark Davidson

Nova Scotia
Joan Ross
Ann Read

Prince Edward Island
Sarah Gaudet
Rose Delaney

Newfoundland and Labrador
Josephine Crossan
Deborah Noseworthy

EXECUTIVE COMMITTEE

Dianne Millette, President:  May 2012 – May 2013
May 2013 – May 2014

Brenda McKechnie, Vice President:  May 2012 – May 2013
May 2013 – May 2014

Deborah Noseworthy, Treasurer:
May 2012 – May 2013

John Spirou, Treasurer:
May 2013 – May 2014

Shenda Tanchak, Member-at-Large:
June 2012 – May 2013
May 2013 – May 2014

REGULATOR MEMBERS

Consumer Services, Government of Yukon
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)

STAFF

Katya Masynk, CEO
Fidelma Serediuk,
   Program Manager, Examinations
Diana Sinnige,
   Program Manager, Credentialling
Rebecca Chamula
Lindsay Cooper
Rohini D’Cunha
Erin Gollaher
Keisha Gudge
Rachel Leger

Shereen Mir-Jabbar
Nancy Osadetz
Eric Pearce
Delon Pereira
Sara Reguly
Shabnam Sarwary
Adam Sayers
Helen McKay,
   Special PT Advisor

2013 Annual Report
By the numbers

ABOUT **19,500** PHYSIOTHERAPISTS IN CANADA

- **36%** INCREASE IN EXAM ADMINISTRATION COMPARED TO 2012
- **1141** CREDENTIALLLING APPLICATIONS PROCESSED
- **63%** IMPROVEMENT IN CREDENTIALLING WAIT TIMES
- **46** SOURCE COUNTRIES FOR CREDENTIALLING
2656 exams administered

114 board, committee members and volunteers

46 special need accommodations implemented during examinations

800 PLAR candidates reviewed

95% average written exam pass rate for first time Canadian graduates

11 regulatory members

21 board members
Vision, Mission, Values

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 fostering 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 instil confidence among Members, governments, employers, applicants, partner organizations and the general public.

**Year 1:**
1) Eliminate credentialling backlog and decrease timelines
2) Implement new credentialling standard
3) Explore additional solutions to expediting IEPT credentialling
4) Review and document evaluation services policies
5) Develop and implement ongoing quality improvement methodologies
6) Improve communication with stakeholders
7) Ensure The Alliance has the capacity for planning, research and analysis in support of evaluation-services policy

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.

**Year 1:**
1) Build a culture of engagement and empowerment that enables staff and volunteers to perform at their best.
2) Develop a regular reporting system through using metrics and indicator dashboard
3) Identify and implement a new information technology and information management infrastructure
4) Review and update the Alliance HR policies

GOAL 3: GOVERNANCE AND FUNDING

Implement effective and efficient governance and sustainable funding models that are acceptable to Members.

**Year 1:**
1) Review skill sets in Board Committees
2) Review governance policies
3) Complete Board governance and fee structure review, assessing current policies and structure against best practice
4) Revise and update articles of incorporation and Alliance bylaws
Highlights from Evaluation Services

CREDENTIALLING
2013 was a very fruitful and exciting year for the Credentialling Program. It saw the successful transition to a modernized credentialling process - processing over 1100 new credentialling applications (almost double the amount in 2012) and 800 Prior Learning and Recognition (PLAR) participant cases. Use of the Physiotherapist Self-Assessment Readiness Tool (SART) spiked after we featured the tool more prominently in our application forms, guide and website instructions. In the second half of 2013, we maintained wait times at or below benchmark ranges, and addressed a number of systems improvements. Staffing levels, which had been increased in 2012, were reduced in 2013 due to efficiencies gained through the modernization of our credentialling systems.

EXAMINATIONS
Improvements in the credentialling process led to an increase of candidates ready to challenge the physiotherapy competency exam. The number of exams administered in 2013 increased by 36% over 2012. The exam program completed a review of all current processes – taking into account information received from exam candidate surveys, feedback from internal and external stakeholders and findings from a continuous quality improvement process. As a result, a number of exam policies were strengthened. Chief among these were policies to ensure that exam candidates took the exam as soon as possible after completion of training to increase the likelihood of success. Exam pass rates for first time test-takers improved slightly as a result, starting an upward trend after lower pass rates in 2012.

CREDENTIALLING: NUMBER OF APPLICANTS BY PRIMARY SOURCE COUNTRIES 2011 TO 2013

<table>
<thead>
<tr>
<th>Country of Education</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>375</td>
<td>407</td>
<td>293</td>
</tr>
<tr>
<td>Philippines</td>
<td>79</td>
<td>88</td>
<td>80</td>
</tr>
<tr>
<td>UK: Eng/Scot/Wales/Ni</td>
<td>61</td>
<td>34/24/1/2</td>
<td>75 - 40/30/5/0</td>
</tr>
<tr>
<td>Australia</td>
<td>37</td>
<td>29</td>
<td>45</td>
</tr>
<tr>
<td>USA</td>
<td>31</td>
<td>32</td>
<td>38</td>
</tr>
<tr>
<td>Pakistan</td>
<td>28</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>Iran</td>
<td>20</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Brazil</td>
<td>11</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Nigeria</td>
<td>11</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Ireland, Republic of</td>
<td>10</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>Total - All Countries</td>
<td>741</td>
<td>773</td>
<td>606</td>
</tr>
<tr>
<td>Number of Countries</td>
<td>46</td>
<td>42</td>
<td>n/a</td>
</tr>
</tbody>
</table>

CREDENTIALLLING TOP SOURCE COUNTRIES 2013 [TOTAL APPLICANTS 741]

- India: 375
- Philippines: 79
- UK: Eng/Scot/Wales/Ni: 61
In addition to completing 1141 credential assessments in 2013, Alliance staff also re-assessed the cases of 795 IEPTs engaged in the Prior Learning and Assessment and Recognition program. Assessment using the new 2013 standards resulted in the following outcomes.

### OUTCOME OF CREDENTIALLING ASSESSMENTS FROM JANUARY 1 - DECEMBER 31, 2013

<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>554</td>
<td>49%</td>
</tr>
<tr>
<td>Eligible Pending Physiotherapy in Canadian Context (2yr)</td>
<td>182</td>
<td>16%</td>
</tr>
<tr>
<td>Eligible Pending Improved Language only (2yr)</td>
<td>19</td>
<td>1.7%</td>
</tr>
<tr>
<td>Eligible Pending Canadian Context &amp; Improved Language (2yr)</td>
<td>221</td>
<td>19%</td>
</tr>
<tr>
<td>Eligible Pending Other (2yr) · Degree Verification +/- other</td>
<td>6</td>
<td>0.5%</td>
</tr>
<tr>
<td>Additional Documents Required:</td>
<td>6</td>
<td>1%</td>
</tr>
<tr>
<td>Language Test Score +/- Clinical Hours Info (60 days)</td>
<td>138</td>
<td>12%</td>
</tr>
<tr>
<td>Unsuccessful - No Mechanism</td>
<td>21</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>1141</td>
<td>100%</td>
</tr>
</tbody>
</table>

### OUTCOMES OF ASSESSMENTS COMPLETED IN 2013

<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>191</td>
<td>24%</td>
</tr>
<tr>
<td>Eligible Pending Physiotherapy in Canadian Context (2yr)</td>
<td>232</td>
<td>29%</td>
</tr>
<tr>
<td>Eligible Pending Improved Language only (2yr)</td>
<td>31</td>
<td>4%</td>
</tr>
<tr>
<td>Eligible Pending Canadian Context &amp; Improved Language (2yr)</td>
<td>27</td>
<td>3%</td>
</tr>
<tr>
<td>Additional Documents Required:</td>
<td>303</td>
<td>39%</td>
</tr>
<tr>
<td>Language Test Score +/- Clinical Hours Info (60 days)</td>
<td>314</td>
<td>39%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>795</td>
<td>100%</td>
</tr>
</tbody>
</table>

### HIGHLIGHTS

- **736** ELIGIBLE FOR EXAM*
- **240** ELIGIBLE BUT DID NOT MEET LANGUAGE REQUIREMENTS*
- **144** A LANGUAGE TEST RESULT OR OTHER DOCUMENTATION IS REQUIRED
- **21** EDUCATION IS SUBSTANTIALLY DIFFERENT

* SOME APPLICATIONS MAY STILL NEED TO COMPLETE THE CANADIAN CONTEXT COURSE
Highlights from Evaluation Services

OUTCOMES OF PLAR FILE REVIEWS COMPLETED IN 2013

423
- ELIGIBLE BUT NEEDS IMPROVED LANGUAGE PROFICIENCY SCORE

58
- ELIGIBLE BUT DID NOT MEET LANGUAGE REQUIREMENTS*

314
- ADDITIONAL DOCUMENTATION REQUIRED

* SOME APPLICATIONS MAY STILL NEED TO COMPLETE THE CANADIAN CONTEXT COURSE

IMPROVEMENT IN CREDENTIALLING WAIT TIMES SINCE PEAK

Files with precedent established
- Summer Peak 2012: 27 weeks
- Year End 2012: 17 weeks (a 37% improvement)
- Year End 2013: 10 weeks (a 63% improvement)
- Benchmark: 12 – 14 weeks

Files without a precedent
- Summer Peak 2012: 53 weeks
- Year End 2012: 41 weeks (a 27% improvement)
- Year End 2013: 15 weeks (a 72% improvement)
- Benchmark: 20 – 22 weeks

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

WAIT TIMES IN 2013 FILES WITH A PRECEDENT

WAIT TIMES IN 2013 FILES WITHOUT A PRECEDENT

WAIT TIMES IN 2013

FILES WITH A PRECEDENT

FILES WITHOUT A PRECEDENT

NUMBER OF WEEKS

JANUARY TO DECEMBER 2013

NUMBER OF WEEKS

JANUARY TO DECEMBER 2013

Benchmark = 12 – 14 weeks

Benchmark = 20 – 22 weeks
CANDIDATES WHO DID NOT PASS 2013 EXAMS SUBMITTED REQUESTS FOR THE FOLLOWING:

- Re-scoring requests:
  Total for 2013 = 94
- Administration Reconsiderations:
  Total for 2013 = 30 (Denied = 13, Not eligible = 4)
- Appeals: Total 1 request and was not granted
- File Reviews:
  Total for 2013 = 136

### TABLE 1: 2010-2013 YEAR TO YEAR COMPARISON OF EXAMS ADMINISTERED

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Exams</th>
<th>Pass</th>
<th>Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1914</td>
<td>766</td>
<td>237</td>
</tr>
<tr>
<td>2011</td>
<td>1871</td>
<td>761</td>
<td>230</td>
</tr>
<tr>
<td>2012</td>
<td>1959</td>
<td>821</td>
<td>184</td>
</tr>
<tr>
<td>2013</td>
<td>2656</td>
<td>1043</td>
<td>285</td>
</tr>
</tbody>
</table>

### TABLE 2: WRITTEN COMPONENT PASS / FAIL BREAKDOWNS BY GROUP

<table>
<thead>
<tr>
<th>Component</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Total Exams administered</td>
<td>1003</td>
<td>100</td>
<td>1005</td>
<td>100</td>
<td>1043</td>
</tr>
<tr>
<td>Pass</td>
<td>766</td>
<td>76</td>
<td>821</td>
<td>82</td>
<td>758</td>
</tr>
<tr>
<td>Fail</td>
<td>237</td>
<td>24</td>
<td>184</td>
<td>18</td>
<td>285</td>
</tr>
<tr>
<td>Canadian-Educated Pass</td>
<td>603</td>
<td>100</td>
<td>640</td>
<td>100</td>
<td>606</td>
</tr>
<tr>
<td>Fail</td>
<td>568</td>
<td>94</td>
<td>603</td>
<td>94</td>
<td>567</td>
</tr>
<tr>
<td>Internationally-educated</td>
<td>402</td>
<td>100</td>
<td>365</td>
<td>100</td>
<td>437</td>
</tr>
<tr>
<td>Pass</td>
<td>200</td>
<td>50</td>
<td>232</td>
<td>64</td>
<td>191</td>
</tr>
<tr>
<td>Fail</td>
<td>201</td>
<td>50</td>
<td>133</td>
<td>36</td>
<td>246</td>
</tr>
</tbody>
</table>

*IEPT Written Exam average pass rate for 2010 to 2013 is 53%.

### TABLE 3: CLINICAL COMPONENT PASS / FAIL BREAKDOWNS BY GROUP

<table>
<thead>
<tr>
<th>Component</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Total Exams administered</td>
<td>911</td>
<td>100</td>
<td>866</td>
<td>100</td>
<td>916</td>
</tr>
<tr>
<td>Pass</td>
<td>801</td>
<td>88</td>
<td>720</td>
<td>83</td>
<td>663</td>
</tr>
<tr>
<td>Fail</td>
<td>100</td>
<td>12</td>
<td>146</td>
<td>17</td>
<td>253</td>
</tr>
<tr>
<td>Canadian-Educated Pass</td>
<td>517</td>
<td>100</td>
<td>601</td>
<td>100</td>
<td>593</td>
</tr>
<tr>
<td>Fail</td>
<td>485</td>
<td>95</td>
<td>557</td>
<td>93</td>
<td>520</td>
</tr>
<tr>
<td>Internationally-educated</td>
<td>317</td>
<td>100</td>
<td>287</td>
<td>100</td>
<td>323</td>
</tr>
<tr>
<td>Pass</td>
<td>183</td>
<td>70</td>
<td>163</td>
<td>62</td>
<td>143</td>
</tr>
<tr>
<td>Fail</td>
<td>79</td>
<td>30</td>
<td>102</td>
<td>38</td>
<td>180</td>
</tr>
</tbody>
</table>

*IEPT Clinical Exam average pass rate for 2010 to 2013 is 58%.
The Board of Directors of The Alliance includes 21 Directors representing 11 Member organizations. Collectively, the Board provides oversight and direction to The Alliance.

Board members are nominated by each Member regulator and elected at the Annual General Meeting by the Members. Each Board member brings their own perspective to the discussions and each is committed to acting in the interest of The Alliance as a federation of regulators across Canada.

In 2013, the Board focused its attention on renewing the governance model. In September 2013, a special meeting of the Board was held to discuss and decide on a new model that will be implemented in 2014. This new model will see a reduction in the number of Directors and a restructuring of Board Committees in an effort to make the Board more nimble yet focused on the core business of policy and evaluation services.

The Alliance has had the privilege of leadership under a committed and knowledgeable Board. Connecting, sharing and ongoing learning is not only the focus of this Annual Report but is the foundation on which this Board has functioned.

**GOAL:**
Effective and efficient governance model – acceptable to members, financially stable and built on best practices for a highly functioning policy Board.

**PROCESS:**
3 face-to-face meetings, 3 teleconferences, 2 discussions with the Board of Directors

**OUTCOME:**
- Renewed structure of Board of Directors and Committees
- Increased focus on Board policy, strategic planning, stewardship and financial oversight as key Board functions
- Streamlined Governance Manual, improved clarity of roles
- New structure incorporated into Articles of Continuance and renewed Alliance by-laws

**IMPLEMENTATION:**
May 2014

---

**Governance review highlights**
NATIONAL PHYSIOTHERAPY
ADVISORY GROUP

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 – such as the Competency profile for physiotherapists (2009) or physiotherapy assistants (2012).

NPAG members:
• The Alliance
• Canadian Physiotherapy Association - the professional association for physiotherapy, striving to achieve excellence in value for members and in PT practice, as well as in Canadians’ appreciation of the benefits of physiotherapy.
• Physiotherapy Education Accreditation Canada - conducts accreditation reviews of Canada’s fourteen Physiotherapy education programs
• Canadian Council of Physiotherapy University Programs – with representatives form Canada’s 14 academic and clinical training programs, CCPUP provides leadership in topics, trends and issues pertinent to physiotherapy academic and clinical education and research.

INTERNATIONAL NETWORK OF PHYSICAL THERAPY REGULATORY AUTHORITIES

INPTRA is organized and operated to support physiotherapy regulation around the world through educational and collaborative activities, communication, and interaction. Its purpose is to provide a forum for existing and emerging physiotherapy regulatory authorities and related organizations, to participate in furthering understanding of regulatory systems, issues and opportunities internationally.

The Alliance is a founding member of INPTRA and is currently an active member of the INPTRA Board. Together with other physiotherapy regulators around the world, in 2013 The Alliance President and CEO supported and actively participated in webinars and conferences on regulatory issues, as well as leading an initiative on improved understanding of credentialling and registration issues worldwide.

ALBERTA AND ONTARIO INTERNATIONALY-EDUCATED PHYSIOTHERAPIST BRIDGING PROGRAMS

The Bridging Programs in Alberta and Ontario are designed to provide educational opportunities for physical therapists educated outside of Canada (IEPTs), who already possess specified qualifications, to develop the additional knowledge, skills and clinical reasoning required to meet Canadian entry-to-practice standards.

The Alliance sits on the Advisory Committees of the Alberta and Ontario bridging programs to ensure constant communication and collaboration between its work and that of the bridging partners. The Alliance provides data to the bridging programs about candidate performance, provides advice about entry requirements and curriculum and serves as a communication vehicle between appropriate credentialling and exam candidates with the bridging programs.

2013 also saw the development of the first bridging program in Quebec at the Université du Montreal.
GOVERNMENT OF CANADA

- Employment and Social Development Canada (previously HRSDC), Foreign Credential Recognition Office
- Citizenship and Immigration Canada

Through both Federal and Provincial grant funds available through the Foreign Credential Recognition Office and its partners, The Alliance partnered on two studies in 2013 – the first assessing the comparability of international physiotherapy accreditation approaches and standards in 4 countries with those in Canada; and the second on the development of a pilot Evaluating Exam to assess core physiotherapy knowledge. Findings from the accreditation study have been shared at international meetings as well as through The Alliance website.

The Alliance also participates regularly in Government of Canada consultations on mutual recognition agreements with Europe and Australia, as well as on immigration policy reform – specifically the development and implementation of the Foreign Skilled Worker Program and the proposed Expression of Interest program. The Alliance coordinates its credentialling assessment work with the foreign skilled worker program to ensure efficiency and avoid duplication of effort for applicants.

CANADIAN NETWORK OF NATIONAL ASSOCIATIONS OF REGULATORS

The Canadian Network of National Associations of Regulators (CNNAR) 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 a founding member of CNNAR where the CEO serves on the Board of Directors, promoting the interests of physiotherapy regulators and the broader regulatory community throughout Canada. In 2013, the Alliance participated in the planning Committee of CNNAR’s annual regulatory conference, helped plan the fall Symposium on Continuing Competency and developed terms for the first regulatory Community of Interest on language proficiency, which the CEO Chairs.
THE 2014 AWARD OF DISTINCTION IS PRESENTED TO
MONIKA (MONI) FRICKE FROM WINNIPEG, MANITOBA.

Moni is both a well-known and well-liked physiotherapist seen around the University of Manitoba, at the Physiotherapy Congress and around the world. She graduated with a BMPT from the University of Manitoba in 1987 and then went on to earn her Masters of Science Degree in Community Health Sciences in 1998. She is currently working on her PhD in Community Health and Preventive Medicine and is at the stage of conducting her research study.

Besides being a wife and mother to two young children, Moni works at the University of Manitoba teaching physiotherapy students in subject areas such as ethics, epidemiology, social determinants of health, professional issues and qualitative research methodology. Moni’s research interests include Indigenous health and disability; primary health care and physical therapy; diversity within the physical therapy student and clinician population; interprofessional education for collaborative patient-centered practice; and the predictability of admission criteria in the outcome of physical therapy students. She has been a strong supporter of the profession especially related to evolving roles for physiotherapists.

In addition to her teaching responsibilities at the University, Moni is also well-published. Among her works are a paper on Primary Health Care—Evolving Opportunities as well as articles on “Physiotherapy Services in the Kivalliq Region of Nunavut” in conjunction with the JA Hildes Northern Medical Unit of the Faculty of Medicine, University of Manitoba.

Moni has served on the Council of the College of Physiotherapists of Manitoba (CPM), and as the Chairperson of CPM’s Legislative Committee. Her work on that committee moved CPM towards closer fulfilment of the new Regulated Health Professions Act in Manitoba. Additionally, Moni exemplifies commitment to mentoring, guidance and sharing with colleagues. This is evidenced by her time on Council and with her work to bring physiotherapy students onto Council and Committees to learn and to provide feedback from a student perspective.

We congratulate Moni on her excellent work and commitment to physiotherapy regulation!
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, 2013, 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 year ended December 31, 2013 on which we expressed an unmodified opinion in our report dated March 26, 2014. 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 2013

SUMMARY STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,774,880</td>
<td>$1,129,060</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>774,687</td>
<td>919,284</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>993</td>
<td>22,112</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>33,259</td>
<td>28,211</td>
</tr>
<tr>
<td></td>
<td>2,583,819</td>
<td>2,098,667</td>
</tr>
<tr>
<td>Capital assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible</td>
<td>143,757</td>
<td>151,843</td>
</tr>
<tr>
<td>Intangible</td>
<td>98,431</td>
<td>57,165</td>
</tr>
<tr>
<td></td>
<td>242,188</td>
<td>209,008</td>
</tr>
<tr>
<td></td>
<td>$2,826,007</td>
<td>$2,307,675</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$184,378</td>
<td>$267,233</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>696,608</td>
<td>343,750</td>
</tr>
<tr>
<td></td>
<td>880,986</td>
<td>610,983</td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invested in capital assets</td>
<td>242,188</td>
<td>209,008</td>
</tr>
<tr>
<td>Contingency reserve</td>
<td>1,117,403</td>
<td>1,142,403</td>
</tr>
<tr>
<td>Designated reserve</td>
<td>135,240</td>
<td>25,878</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>450,190</td>
<td>319,403</td>
</tr>
<tr>
<td></td>
<td>1,945,021</td>
<td>1,696,692</td>
</tr>
<tr>
<td></td>
<td>$2,826,007</td>
<td>$2,307,675</td>
</tr>
</tbody>
</table>
## SUMMARY STATEMENT OF OPERATIONS
### FOR THE YEAR ENDED DECEMBER 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination fees</td>
<td>$2,850,883</td>
<td>$1,933,108</td>
</tr>
<tr>
<td>Credentialling fees</td>
<td>618,845</td>
<td>651,945</td>
</tr>
<tr>
<td>Registrant levies and member fees</td>
<td>288,511</td>
<td>290,346</td>
</tr>
<tr>
<td>Prior Learning Assessment and Recognition (“PLAR”) fees</td>
<td>50,710</td>
<td>302,895</td>
</tr>
<tr>
<td>Investment income</td>
<td>39,370</td>
<td>54,378</td>
</tr>
<tr>
<td>Other</td>
<td>32,255</td>
<td>32,255</td>
</tr>
<tr>
<td>Government grants</td>
<td>34,152</td>
<td>23,935</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>3,882,471</strong></td>
<td><strong>3,288,862</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,536,146</td>
<td>1,557,850</td>
</tr>
<tr>
<td>Clinical examination</td>
<td>1,014,199</td>
<td>886,239</td>
</tr>
<tr>
<td>Administration, office and general</td>
<td>238,857</td>
<td>224,885</td>
</tr>
<tr>
<td>Occupancy</td>
<td>200,844</td>
<td>202,895</td>
</tr>
<tr>
<td>Written examination</td>
<td>144,360</td>
<td>133,698</td>
</tr>
<tr>
<td>Travel and meetings</td>
<td>119,537</td>
<td>119,074</td>
</tr>
<tr>
<td>Bank charges and credit card fees</td>
<td>73,243</td>
<td>59,211</td>
</tr>
<tr>
<td>Professional fees</td>
<td>70,857</td>
<td>58,029</td>
</tr>
<tr>
<td>Special projects</td>
<td>62,311</td>
<td>76,507</td>
</tr>
<tr>
<td>Credentialling expenses</td>
<td>49,359</td>
<td>131,911</td>
</tr>
<tr>
<td>Translation</td>
<td>14,098</td>
<td>8,050</td>
</tr>
<tr>
<td>Credentialling program quality and research</td>
<td></td>
<td>55,748</td>
</tr>
<tr>
<td>Government grant programs</td>
<td></td>
<td>29,435</td>
</tr>
<tr>
<td>Exam quality and research</td>
<td></td>
<td>8,051</td>
</tr>
<tr>
<td>PLAR expenses</td>
<td></td>
<td>3,143</td>
</tr>
<tr>
<td>Amortization</td>
<td>110,331</td>
<td>70,634</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>3,634,142</strong></td>
<td><strong>3,625,360</strong></td>
</tr>
</tbody>
</table>
| **Excess (Deficiency) of Expenses Over Revenue for the Year** | **$248,329** | $(336,498)**
Interjurisdictional labour mobility

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. Four years later, we see that physiotherapists greatly benefit from mobility across and between provinces in Canada.

Interestingly, in 2013, all jurisdiction with the exception of Alberta experienced lower inter-jurisdictional transfers than seen in the previous years. Transfers into Alberta remained quite high, with 42 certificates of registration granted in Alberta to physiotherapists from other provinces. Other provinces with consistently high transfers include British Columbia and Ontario. The Maritime Provinces show the lowest numbers of registrants from other provinces. The vast majority of registrations transferring from one jurisdiction to another are granted without conditions. In the four years that The Alliance has been gathering data, only one registration application has been denied.

Labour mobility data: number of new registrants by province of destination, category and year
Celebrating our 2013 volunteers

GOVERNANCE AND NOMINATIONS COMMITTEE
Brenda Hudson (Chair)
Greg Cutforth
Tim Eichholz
Joan Ross
Dianne Millette, Ex officio

EVALUATION SERVICES COMMITTEE
Sue Murphy (Chair)
Liliane Asseraf-Pasin
Mark Hall
Dwight Hurley
Brenda McKechnie, Board Liaison
Marla Nayer
Janelle Van Heeren

WRITTEN TEST DEVELOPMENT GROUP, WRITTEN ITEM GENERATION TEAMS
NATIONAL CHAIR
Nancy Cho

BRITISH COLUMBIA
Catherine Le Cornu Levett (Chair)
Helen Bolton
Beth Evans
Dolores Langford
Sophia Zhao

ALBERTA
Rachel Rouble (Chair)
Karen McIntosh
Tammy Nighswander
Jon Gabba

SASKATCHEWAN
Bonnie Maclean (Chair)
Corrie Nelson
Heidi Devon
Jocelyn Krieg

MANITOBA
Rudy Niebuhr (Chair)
Mirei Belton
Melanie Fernandes
Blake Richison
Angelique Beaudette

HAMILTON
Gillian Manson (Chair)
Leigh Ann Niven
Susy Dias

TORONTO
Nancy Durrant (Chair)
Adrienne Murawiecki
Jane Goldberg
Janice Owen
Vincent Yip

QUEBEC
Manuela Materassi (Chair)
Sharon Ho
Giuseppe Pazienza
Amanda Lee
Jean-Pierre Dumas
Catherine Vander Knaap

NOVA SCOTIA
Mark MacKenzie (Chair)
Shauna Fury
Nancy Walker

CLINICAL TEST DEVELOPMENT GROUP, CLINICAL ITEM GENERATION TEAMS
NATIONAL CHAIR
Peter Dilworth

BRITISH COLUMBIA
Jan Lowcock (Chair)
Joseph Anthony
Rosalin Jones
Judy Richardson
Jo Moorhen

SASKATCHEWAN
Soo Kim (Chair)
Rata Hafezi
Susan Tupper
Melissa Koenig
Kelly Munshaw

ALBERTA
Karen Benterud (Chair)
Brenda Corie
David Benterud
Mona Iyizoba

SASKATCHEWAN
Bonnie Maclean (Chair)
Corrie Nelson
Heidi Devon
Jocelyn Krieg

EVALUATION SERVICES APPEALS PANEL
Elyse Bouchard
Gareth Sneath
Joyce Vogelgesang

EXAM STEERING GROUP
Nancy Cho
Peter Dilworth

SPECIALTY CERTIFICATION COMMITTEE
Lori Neil (Chair)
Kathy Davidson, PEAC
Brenda Hudson
Shari Hughes
Ann Read

CONTINUING COMPETENCY COMMITTEE
Fiona Campbell (Chair)
Melissa Anderson
Jenn Billeck
Rebecca Bourdage
Tracy Dignum
Brenda Hudson
Lynn Kuffner
Audrey Lowe
Brenda McKechnie
Susan Paul

BOARD OF EXAMINERS
E. Marie Earl (Chair)
Arlene Brandt
Victor Brittain
Peter Dilworth
Jean-Pierre Dumas
Darryn Mandel
Neil MacHutcheson
Ricky Paggao
Joyce Sharum
Margaret Warcup