Supporting Regulatory Excellence:
Common Purpose; Optimal Outcomes.

ANNUAL REPORT 2011

Canadian Alliance of Physiotherapy Regulators
Alliance canadienne des organismes de réglementation de la physiothérapie
The Canadian Alliance of Physiotherapy Regulators

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)
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Chief Executive Officer’s Message

I am very pleased to be writing to you for the first time as the new CEO of The Alliance. The Alliance exists as an independent agency created to support our members in meeting their mandates to protect the public through the efficient and effective regulation of physiotherapy practice. Our main business is to assess the qualifications of individuals to ensure they have the minimum competencies required to provide physiotherapy services safely and effectively.

There is no question in my mind that the need for physiotherapy and physiotherapists is increasing. With the aging and growing of our population, the demand for physiotherapy services and physiotherapy care is going to grow. This is happening at a time when the most recent Canadian census tells us that immigration accounted for two-thirds of Canada’s population growth during the last 10 years compared to only one third attributable to natural growth from births and deaths. This trend is expected to continue, such that within the next 15-25 years, all Canadian population growth will be the result of immigration. And we will need to be ready for that change.

We have already seen that credentialling volumes continue at a very high level. What we thought last year might be a “blip” in increased volumes appears to now be our “new normal.” The high volumes of applicants, as well as the increasing complexity of educational assessments, underscore the imperative for creating a nimble, responsive and efficient credentialling and examinations system. The completion of The Alliance’s credentialling review, the CPR-V, in early 2011 was an important step in moving in this direction - identifying best practices for the credentialling process. My highest priority as the new CEO has been overseeing their implementation and addressing credentialling challenges. The continuing review of credentialling needs and the creation of a new process – streamlined to current needs yet valid and rigorous to ensure public safety - will continue as a main priority in the months to come.

2011 was a year of change for the organization. Jan Robinson, the CEO and Registrar of the College of Physiotherapists of Ontario very graciously stepped in as the interim-CEO in January. I would personally like to thank Jan for her leadership and care of the organization ahead of me and for thoroughly orienting me to the many issues and initiatives currently underway.

As 2012 begins, we enter our 20th year as an organization. This is a time to reflect, review and think about our next steps. As the world has changed in these past 20 years, so too must our organization. In the months to come, I will continue to work with the Board, our Committees, our volunteers and our staff to define future needs and how best to meet them. I look forward to a very exciting and fruitful time with The Alliance.

Katya Masnyk Duvalko
CEO
President’s Message

2011 was certainly a year of transitions for The Alliance, with new leadership, new credentialling policies and many new projects and initiatives.

With the resignation of The Alliance CEO, Joseph Vibert, at the end of 2010, the Executive Committee focused its work on the recruitment of a new CEO to lead The Alliance. Katya Duvalko joined The Alliance as the new CEO at the end of July continuing the tradition of regulatory leadership. Katya comes to The Alliance with over 10 years of experience in the regulatory world of Ontario, serving as the Director of the Executive Office and Policy at the College of Physicians and Surgeons of Ontario. Katya also held lead roles with the Ontario Health Quality Council and the Cancer Quality Council. She brings with her renewed energy, expertise in policy, health services research and quality and continues the passion for regulatory excellence and commitment to the public interest that are so integral to The Alliance’s work. We are very excited to have Katya join us. Welcome to our team!

The good work of The Alliance would not be possible without the dedication of the Board of Directors and Board Committees, the hard work and commitment of The Alliance staff, and the time and expertise of the numerous volunteers who assist the examination and credentialling programs and other projects and initiatives. A heart felt “Thank you” to all!

It has been a very busy year. Our 2011 Annual Report highlights the many accomplishments of the past months. This is my last year as President of The Alliance. After 6 years in this position it is time for me to pass the torch. I am very proud of our many accomplishments and I wish the new President all the best in taking the Alliance forward in its quest for continuous improvement and growth. I look forward to many more fruitful years participating on the Board and together successfully addressing any and all challenges as they arise.

Brenda Hudson
President

2011 Board of Directors

Yukon
Ruth Koenig, Fiona Charbonneau

British Columbia
Brenda Hudson, Annick deGooyer

Alberta
Dianne Millette, Simon Cooke

Saskatchewan
Tim Eichholz, Melissa Turk

Manitoba
Brenda McKechnie, Sean Gupta

Ontario
Jan Robinson, Lori Neill

Québec
Claude Laurent, Lucie Forget

New Brunswick
Rebecca Bourdage, Annie Boudreau

Nova Scotia
Joan Ross, Ann Read

Prince Edward Island
Joyce Ling, Marilyn Clark

Newfoundland and Labrador
Josephine Crossan, Deborah Noseworthy

Executive Committee
Brenda Hudson – President
Dianne Millette – Vice President
Deborah Noseworthy – Treasurer
Jan Robinson – Member-at-Large
Incorporated in 1992, the Canadian Alliance of Physiotherapy Regulators (The Alliance) stands as a unique and vibrant organization committed to excellence in services to its eleven member regulators and hundreds of annual applicants seeking evaluation on the road to licensure as a physio/physical therapist.

As a pan-Canadian collaborative, The Alliance is proud to have its members span all 10 provinces and Yukon while also forging collegial relationships with the as yet unregulated jurisdictions of the North West Territories and Nunavut.

VISION
The Alliance is a respected leader recognized nationally and internationally for excellence in evaluation services and regulator policy development.

MISSION
The Canadian Alliance of Physiotherapy Regulators provides leadership and support to assist its members in fulfilling their public interest mandate through its core activities of:

- Evaluation Services
- Knowledge Management
- Project Management
- Representation

The Evaluation Services Committee provides strategic advice and makes recommendations to The Alliance Board on matters respecting the Credentialling and Examination programs. The Evaluation Services Committee provides oversight for the Credentialling and Examination Programs and is responsible for setting and monitoring performance standards of the credentialling and Examination programs 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 structure and terms of reference, providing oversight to the nominations and elections processes, and managing Board and committee orientation, development and evaluation.

The Registrars’ Committee provides support to 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 committee contributes to advancing strategic initiatives as requested by the Board of Directors and identifies and contributes to opportunities to develop Board capacity and understanding.

Task Forces are set from time to time to assist in accomplishing short-term, specific outcomes. In 2011, one task force was struck in partnership with the National Physiotherapy Advisory Group (NPAG) to review the practice of Physiotherapy Assistants and develop a document capturing their core competencies. Additionally, a task force was created in 2011 on the recognition of Specialty Certification.
The External Environment

All organizations are affected by the changing organizational and external contexts in which they operate. For The Alliance, the provincial, federal and territorial economic and policy agendas are particularly influential. Changes in healthcare systems, including physiotherapy practice are also very important. In 2011, the external landscape continued to be dominated by the economic agenda – fiscal restraint related to the recent recession and economic downturn, federal government focus on economic renewal and strength, including free movement of goods and services on a global level. Boundaries are coming down, training and licensing systems are changing, and with them so too must our approach. We are experiencing increased pressure for the Alliance to be nimble, responsive, transparent, and accountable. Internally, significant changes in Alliance leadership and staff played an important role in the Alliance’s work.

**Key factors affecting the work of The Alliance included:**

- Increased focus on language as a key variable determining success in the credentialling, examinations and licensing processes. This has led to the development of an Ontario partnership between physiotherapists and occupational therapists and the initiation of a project to develop a profession-specific language assessment tool. There is growing interest among diverse professional regulators to share best practices in this regard.

- Physiotherapy practice continues to evolve. Physiotherapy specialization will now be possible with the title Specialist recognized in Ontario, and soon to be recognized in Alberta. The Alliance will have a role to play in determining comparability of various specialty certification programs – starting with the United States and Canada certification processes.

- We have also seen the growing need for consistency in practice by physiotherapy assistants (PAs). Together with our partners, The Alliance completed a practice analysis of physiotherapy assistant practice and is working on developing a core competencies document reflecting practice changes for PAs.

- Internally, the resignation of CEO Joseph Vibert led to staffing changes. Interim leadership was very ably provided by Jan Robinson, the Registrar of the College of Physiotherapists of Ontario during the search for the new CEO. The new CEO began at the end of July 2011. Immediate internal priorities focused on capacity building and increased efficiency within the organization.
Exam

The Physiotherapy Competency Examination (PCE) is the entry-to-practice exam used by all regulators in Canada (except Quebec) for both Canadian-educated and internationally educated practitioners.

The PCE provides evidence to the regulators about the demonstrated competence of physiotherapists to practice independently in Canada. It does this through a two-part exam process (a Written Component and a Clinical Component) that assesses the knowledge, skills and abilities of physiotherapists.

Exam development and maintenance is a rigorous process involving many experts to ensure that the exam continues to meet international standards and best practices for high stakes examinations. Activities include the Analysis of Practice, item generation and review, psychometrics and scoring, and administration and logistics.

The Examination Program undergoes periodic external reviews as an integral part of its Continuous Quality Improvement measures. Currently, we are finalizing the implementation of recommendations from a recent review completed in 2009.

Additionally, the exam’s continuous improvement activities include:

- The addition of a Client Services Associate position to provide information for exam candidates,
- On-line results report for exam candidates and regulators,
- A plain language review of all communications to candidates.

An on-going concern in any high-stakes exam program is the security of exam materials and the confidentially of the exam content. Compromises in exam security affect the value of the credential and have serious implications for the validity of the exam results. We have seen this year how our US partners have recently been met with these challenges, and we strive to learn from one another. The Alliance has full confidence in our examination security measures, but we must maintain constant vigilance.

Several measures related to exam security have been implemented in recent years including:

- A security audit to identify strengths and weaknesses in exam security,
- Development of a security plan that outlines issues, procedures and responses,
- Monitoring the internet to identify and respond to suspicious activity,
- Development of information for registrants about cheating,
- Changing the identification requirements for exam candidates to improve exam day security,
- Communicating with colleagues in other countries and in other professions about security issues and responses.

In 2011, the Alliance had to address one case of suspected cheating.
### Setting The Standard – Examination Program

#### Written Component

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>n</td>
<td>%</td>
<td>n</td>
</tr>
<tr>
<td>Total candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>755</td>
<td>76</td>
<td>766</td>
</tr>
<tr>
<td>Fail</td>
<td>244</td>
<td>24</td>
<td>237</td>
</tr>
<tr>
<td>Canadian-educated candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>555</td>
<td>94</td>
<td>568</td>
</tr>
<tr>
<td>Fail</td>
<td>37</td>
<td>6</td>
<td>35</td>
</tr>
<tr>
<td>Internationally educated candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>200</td>
<td>49</td>
<td>200</td>
</tr>
<tr>
<td>Fail</td>
<td>207</td>
<td>51</td>
<td>202</td>
</tr>
</tbody>
</table>

For the Written Component, the pass rates are consistent with the annual pass rates for the past two years.

#### Clinical Component

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>n</td>
<td>%</td>
<td>n</td>
</tr>
<tr>
<td>Total candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>758</td>
<td>85</td>
<td>801</td>
</tr>
<tr>
<td>Fail</td>
<td>134</td>
<td>15</td>
<td>110</td>
</tr>
<tr>
<td>Canadian-educated candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>538</td>
<td>96</td>
<td>585</td>
</tr>
<tr>
<td>Fail</td>
<td>24</td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>Internationally educated candidates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>220</td>
<td>67</td>
<td>183</td>
</tr>
<tr>
<td>Fail</td>
<td>110</td>
<td>33</td>
<td>79</td>
</tr>
</tbody>
</table>

For the Clinical Component, the pass rate for Canadian-educated candidates is slightly lower than expected. This is likely due to the change in timing for the Canadian-educated candidates. Many of these candidates were repeating the exam, had previously failed the Written Component, or had deferred the exam for other reasons.

The pass rate for internationally educated candidates is consistent with the annual pass rates for the past two years.
Credentialling is the process of assessing and validating the education and qualifications of an internationally educated physiotherapist to determine if their education and qualifications are substantially equivalent to that of a Canadian educated physiotherapist before the applicant is granted permission to apply for the Physiotherapy Competency Examination (PCE).

Credentialling provides evidence to the Canadian physiotherapy regulators about the comparability and substantial equivalency of the education and qualifications of an applicant. It does this through an eight step process, from verifying the applicant’s documentation, assessing general, professional and clinical education, to reviewing language proficiency, previous membership status as a physiotherapist in the country of education and evidence that the applicant has knowledge of context of physiotherapy practice in Canada.

In 2010-2011, as a part of its continuous quality improvement process, The Alliance completed an external Best Practice Review titled, “Credentialling Program Review V – CPR-V”. This review covered the credentialling process up to the application for the Physiotherapy Competency Exams (PCE). The staff, the Evaluation Services Committee, the Registrars, and the Board of Directors reviewed the recommendations of the CPR-V and have begun implementing priority recommendations.

Several important policy changes have been approved by the Alliance Board and will go into effect January 1, 2012. These policies included changes to the language proficiency requirements to increase recency of assessment, increased validation required of the Context of Physiotherapy Practice in Canada course and changes to the proof of eligibility to practice as a physiotherapist in the country of education requirement.

More importantly, the strategic recommendations from the CPR-V will form the core of a comprehensive review of The Alliance’s educational assessment standards and procedures called, “Improving and Enhancing Credential Assessment Tools and Processes for IEPTs.”
## Setting The Standard – Credential Evaluation Program

### Credentialing Applications

<table>
<thead>
<tr>
<th>Category</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Applicants</td>
<td>399</td>
<td>568</td>
<td>606</td>
</tr>
<tr>
<td>Education and Qualifications Substantially Equivalent (eligible for exam)</td>
<td>95</td>
<td>65</td>
<td>93</td>
</tr>
<tr>
<td>Education and Qualifications with Minor Gaps (eligible for PLAR)</td>
<td>252</td>
<td>114</td>
<td>255</td>
</tr>
<tr>
<td>Incomplete Documentation</td>
<td>48</td>
<td>387*</td>
<td>253*</td>
</tr>
<tr>
<td>Education and Qualifications Substantially Different</td>
<td>4</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

*High number of “incomplete” applicant files due to significant backlog in processing*

### PLAR Applications

<table>
<thead>
<tr>
<th>Category</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Applicants</td>
<td>216</td>
<td>241</td>
<td>228</td>
</tr>
<tr>
<td>Successfully Completed the Program</td>
<td>104</td>
<td>31</td>
<td>41</td>
</tr>
<tr>
<td>Working Towards Completing Requirements</td>
<td>112</td>
<td>210</td>
<td>187</td>
</tr>
<tr>
<td>No Progress - Inactive Files</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Country of Education

<table>
<thead>
<tr>
<th>Country</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>140</td>
<td>267</td>
<td>293</td>
</tr>
<tr>
<td>Philippines</td>
<td>81</td>
<td>85</td>
<td>80</td>
</tr>
<tr>
<td>Australia</td>
<td>30</td>
<td>42</td>
<td>45</td>
</tr>
<tr>
<td>UK</td>
<td>31</td>
<td>29</td>
<td>50</td>
</tr>
<tr>
<td>USA</td>
<td>27</td>
<td>29</td>
<td>38</td>
</tr>
<tr>
<td>Brazil</td>
<td>14</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Nigeria/Iran</td>
<td>Nigeria 10</td>
<td>Iran 12</td>
<td>Nigeria 12</td>
</tr>
</tbody>
</table>
Recognizing the importance of its ‘one stop’ assessment service, The Alliance continued its commitment to on-going quality improvement in customer service, putting in place recommendations from a study conducted in 2009 related to its customer service. Client Services staff have been added to both the Credentialling and Examinations Programs and an “Intake” unit has been created for The Alliance to improve communication with applicants and the management of applicant files. Additional bilingual staff have been hired. These changes permit a full-time focus on addressing questions and providing guidance to our ever-increasing numbers of applicants in a more effective and efficient manner.

Other specific improvements included a plain language review and update of all materials, an update to the frequently asked questions document of both the credentialling and examinations handbooks, information focused on candidates repeating an exam, and the development of a members’ section of the website for improved communication and information sharing with regulator members.

Additionally, The Alliance seeks to add value to its regulatory members by:

- Providing environmental scanning services and information on emerging trends or important happenings of interest to regulators,
- Providing information to support fair registration practices for provinces with Fairness Commissioners,
- Providing information serving as evidence of support of the Pan-Canadian Framework for jurisdictions required to report on foreign-credential recognition,
- Liaising with stakeholders and governments to promote initiatives that further the public interest,
- Serving as the public interest/regulatory voice within the national leadership of the physiotherapy profession, as well as delivering a third annual Registrars’ Day focused on aligning and harmonizing provincial and national assessment policies and practices.
National Physiotherapy Advisory Group (NPAG)
Comprised of the Canadian Physiotherapy Association (CPA), the Academic Council, and Physiotherapy Education Accreditation Canada. After many years of leading NPAG, The Alliance handed over chairmanship of NPAG to the CPA when Joseph Vibert resigned as CEO at the end of 2010. Activities include:
- Coordinating a profession visioning forum in early 2011,
- Sponsoring a review of the current practice of physiotherapist support personnel, their current competencies and the resulting implications on accreditation practice standards and regulation.

Canadian National Network of Associations of Regulatory Authorities
The member organization considers emerging regulatory trends and issues and promotes collaboration and learning among professional regulators. Activities include:
- Engaged in on-going environmental scanning on matters relevant to regulation including developing relationships with key federal decision makers,
- The creation of Communities of Practice for collaboration and joint problem-solving on topics of common interest and priority (for example, the development of competency-based assessment procedures and tools, the development of mutual recognition agreements),
- Hosting and participating in annual policy conference for all professional regulators.

Foreign Credential Recognition Office
The Alliance has been an active participant in numerous activities related to the Pan Canadian Framework for Foreign Credential Recognition since 2009. As one of the first eight professions chosen to engage in next steps to continually improve access to registration for internationally educated professionals, The Alliance works closely with the Foreign Credentials Recognition Offices on all projects affecting internationally-trained health professionals. These projects include improved communication with international applicants, reviews of existing policies to find system improvements, reviews of registration categories across jurisdictions to allow for seamless implementation of the Agreement on Internal Trade, accommodations for changes in immigration policies and the like. The Alliance focused its Annual Registrars’ Day on strategic discussions and initiatives related to the Pan-Canadian Framework.

Projects generously funded by Governments:

Federal Government
The Office of Foreign Credential Recognition has generously funded an independent review of The Alliance’s Credentialling Program. Known as CPR-V, this is the fifth such review since 1998. Project completion is expected by March 2011 and recommendations will form an integral part of the Alliance’s strategic policy development in future years.

Ministry Of Citizenship And Immigration (Ontario)
Within its mandate to facilitate registration of competent internationally educated physiotherapists, The Alliance has been the partnered recipient of a multi-year, multi-phased project on language assessment.

Language
The Alliance, in partnership with the College of Physiotherapists and the College of Occupational Therapists of Ontario is developing a profession-specific language assessment tool. Demonstrated to significantly improve the likelihood of success on competency examination and licensing, profession-specific language abilities are of paramount importance to the internationally-trained. A multi-year project, this initiative includes funding for a benchmarking study analysing profession specific use of the English language; the development, validation and pilot-testing of the tool itself; the completion of a feasibility study to better understand possibilities of implementing the tool across Canada; and an external validation study increasing the psychometric strength of the tool as either a low- or high-stakes language assessment. Completion of all phases is expected by February 2012.
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, 2011, and the summary statement of operations for the year then ended, are derived from the audited financial statements of the The Canadian Alliance of Physiotherapy Regulators for the year ended December 31, 2011 and for the year then ended on which we expressed an unmodified opinion in our report dated April 18, 2012. 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 generally accepted accounting principles. 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 Canadian generally accepted accounting principles.

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 year ended December 31, 2011 are a fair summary of those financial statements, in accordance with Canadian generally accepted accounting principles.

Cowperthwaite Mehta
Chartered Accountants
Licensed Public Accountants

April 18, 2012
Toronto, Ontario
## Summary Statement of Financial Position – as at December 31, 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</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>$167,739</td>
<td>$153,933</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>2,331,879</td>
<td>2,957,724</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>41,254</td>
<td>20,674</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>28,975</td>
<td>30,705</td>
</tr>
<tr>
<td><strong>Total Current assets</strong></td>
<td><strong>2,569,847</strong></td>
<td><strong>3,163,036</strong></td>
</tr>
<tr>
<td>Capital assets</td>
<td>232,273</td>
<td>55,739</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,802,120</strong></td>
<td><strong>$3,218,775</strong></td>
</tr>
</tbody>
</table>

| **Liabilities And Net Assets** | 2011       | 2010       |
| Current liabilities     |            |            |
| Accounts payable        | $265,148   | $182,884   |
| Deferred revenue        | 503,782    | 919,891    |
| **Total Current liabilities** | **768,930** | **1,102,775** |

| Net assets             | 2011       | 2010       |
| Invested in capital assets | 232,273    | 55,739     |
| Net assets internally restricted for contingencies | 1,402,403 | 1,302,403 |
| Net assets internally restricted for evaluation and research | 76,878 | 130,000 |
| Unrestricted           | 321,636    | 627,858    |
| **Total Net assets**   | **2,033,190** | **2,116,000** |
| **Total Liabilities And Net Assets** | **$2,802,120** | **$3,218,775** |
### Summary Statement of Operations For The Year Ended December 31, 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination fees</td>
<td>$1,832,580</td>
<td>$1,923,725</td>
</tr>
<tr>
<td>Government grants</td>
<td>507,690</td>
<td>341,068</td>
</tr>
<tr>
<td>Credentialling fees</td>
<td>465,935</td>
<td>433,760</td>
</tr>
<tr>
<td>Registrant levies and member fees</td>
<td>277,998</td>
<td>270,747</td>
</tr>
<tr>
<td>Prior Learning Assessment and Recognition (&quot;PLAR&quot;) fees</td>
<td>171,025</td>
<td>184,085</td>
</tr>
<tr>
<td>Investment income</td>
<td>59,208</td>
<td>63,931</td>
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<tr>
<td>Other</td>
<td>31,018</td>
<td>27,573</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>3,345,454</td>
<td>3,244,889</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,002,917</td>
<td>901,162</td>
</tr>
<tr>
<td>Clinical examination</td>
<td>839,817</td>
<td>836,077</td>
</tr>
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<td>Government grant programs</td>
<td>507,690</td>
<td>341,068</td>
</tr>
<tr>
<td>Administration, office and general</td>
<td>190,262</td>
<td>170,009</td>
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<tr>
<td>Occupancy</td>
<td>164,481</td>
<td>121,603</td>
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<tr>
<td>Special projects</td>
<td>159,512</td>
<td>99,265</td>
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<tr>
<td>Written examination</td>
<td>134,709</td>
<td>135,276</td>
</tr>
<tr>
<td>Travel and meetings</td>
<td>110,847</td>
<td>93,353</td>
</tr>
<tr>
<td>Credentialling expenses</td>
<td>95,783</td>
<td>77,070</td>
</tr>
<tr>
<td>Exam quality and research</td>
<td>49,734</td>
<td>12,443</td>
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<tr>
<td>Bank charges</td>
<td>46,537</td>
<td>56,149</td>
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<tr>
<td>Professional fees</td>
<td>36,182</td>
<td>53,062</td>
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<tr>
<td>Communication and translation</td>
<td>18,957</td>
<td>13,818</td>
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<tr>
<td>PLAR expenses</td>
<td>8,185</td>
<td>4,620</td>
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<tr>
<td>Credentialling program quality and research</td>
<td>3,388</td>
<td>6,249</td>
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<tr>
<td>Amortization</td>
<td>59,263</td>
<td>66,692</td>
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<td><strong>Total Expenses</strong></td>
<td>3,428,264</td>
<td>2,987,916</td>
</tr>
<tr>
<td><strong>Excess (Deficiency) Of Revenue Over Expenses For The Year</strong></td>
<td>$(82,810)</td>
<td>$256,973</td>
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</table>
The Award of Distinction was initially established in 2000 as the Beth Maloney Memorial Award in memory of Beth Maloney. Beth was the first Registrar of the College of Physical Therapists of British Columbia and a past president of the Physiotherapy Association of British Columbia. She was actively involved in the formation of The Alliance and contributed significantly to the development of the regulatory community in Canada.

The intent of the Award of Distinction is to recognize a member of the physiotherapy regulatory community who has made an outstanding contribution to physiotherapy regulation, exemplifies professionalism, a demonstrated commitment to public interest values and ethical conduct and best practice in regulatory conduct, as exemplified by Beth Maloney.

The Award recipient is nominated by the physiotherapy community from among volunteers and stakeholders who have completed a volunteer commitment to the organization or Board or Committee members who have made an outstanding contribution to the organization or the regulatory community.

2011

The 2011 Award goes to Joyce Vogelgesang from Alberta.

Joyce Vogelgesang is the Director of Registration and Corporate Services for Physiotherapy Alberta – College + Association. Joyce has been involved in physiotherapy regulation in a variety of roles since 1989 and, over time, has become very knowledgeable about regulation and related registration policy across Canada. She has served the Alliance in many roles. For over 10 years, Joyce volunteered to collect, tabulate and report on physiotherapy health human resource data. This was not an easy task in the early days and she spent much time and effort in developing a system for collection and reporting on behalf of the Alliance. Joyce has been involved in a variety of credentialling activities including applicant appeals, acting as a panel Chair as required, and most recently, participating in the evaluation of the credentialling program. She participated in the Communications Task Force developing key messages related to the Mutual Recognition Agreement and Labour Mobility Platform. She has been a contributor to evaluation services discussions along with Registrars over the past three years.

In her current position at Physiotherapy Alberta, Joyce is responsible for the management and administration of the registration processes for physiotherapists in Alberta as well as supporting the development, implementation and evaluation of regulatory policy, programs and activities. Joyce has a particular interest in workforce planning and has been involved in a number of health human resource initiatives, both provincially and nationally, which are critical to evidence-informed policy-making and research projects on the supply and distribution of physiotherapists in Canada.

Joyce may well be the most tenured non-physiotherapists involved in physiotherapy regulation. She is an example of a person who has dedicated herself to learning, contributing and valuing regulation and that is demonstrated not only in her contributions in Alberta but also within the Alliance community.

There is no such thing as spare time in Joyce’s life. When she is not at work Joyce is in her kitchen making gourmet meals, planning the next renovation project, speed reading, or working on her business management degree.
The 2012 Award goes to Lori Neill, President of the College of Physiotherapists of Ontario for her outstanding contribution to physiotherapy regulation in general, as well as to the Alliance specifically. Lori is a practicing physiotherapist from Peterborough, Ontario, who through her work and daily life actively demonstrates outstanding professionalism, integrity and ethics, commitment to the public interest and a commitment to the growth of others through mentorship and sharing.

Born and raised in Ontario, Lori graduated from the McMaster Mohawk program in 1988. She also has a Bachelor’s degree in Physical Education/Kinesiology, an Advanced Graduate Diploma in Business Management and a Masters of Business Administration.

Lori has been a very active member of the Alliance Board since 2008 serving as both Chair of the Governance and Nominations Committee and as the member at-large on the Executive Committee. With the Governance and Nominations Committee, Lori oversaw the review of all Alliance governance policies and the creation of a Governance Manual. She was also instrumental in the development of governance e-modules for the benefit of the Alliance and all other PT stakeholders. Lori actively contributes to all Alliance Board meetings, taking her role as Board member very seriously – she is appropriately questioning and encourages open debate in order for issues to get to the right place. Other Alliance leadership included participation in a landmark Official Marks Task Force between the Alliance and the CPA as well as serving as a staunch supporter of a harmonized and evidence-based pan-Canadian approach related to physiotherapy support personnel. Most recently Lori has demonstrated leadership in the Board’s task force related to recognizing specialty certification. This has resulted in a framework for certification recognition, a national regulatory advisory committee committed to this purpose, and greater consistency among provinces.

Lori has also been extremely supportive of the International Network of Physiotherapy Regulatory Authorities (INPTRA), recognizing the importance of facilitating international cooperation and collaboration among physical therapy regulatory authorities around the world on issues and opportunities of mutual interest.

Within the Ontario context, Lori was elected to the Council of the College of Physiotherapy of Ontario in 2006, where she was elected as President each year from 2008 to 2012. She also served as the Chair of the College’s Quality Management Committee in 2007. Lori is the founding director and managing partner of a number of community-based multidisciplinary rehabilitation corporations in central eastern Ontario (Peterborough & Lindsay area). For this work, she was the recipient of the Outstanding Business of the Year Award in 2011 from the East Kawartha Chamber of Commerce. She was also appointed to the Board of Directors of Peterborough Regional Health Centre in 2011.

On a personal front, when not working, Lori enjoys spending time at the cottage with husband Scott, daughter Erica and son Thomas, and is well-known for her great love of cheese!
### Interjurisdictional Labour Mobility

<table>
<thead>
<tr>
<th>Original Jurisdiction</th>
<th>Applicants granted registration without conditions, meeting regular registration requirements</th>
<th>Applicants granted registration without condition, not meeting regular registration requirements</th>
<th>Applicants granted registration with conditions</th>
<th>Applicants granted registration into a different category from the one for which they applied</th>
<th>Applicants denied registration</th>
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<tbody>
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<td>YK</td>
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<td>BC</td>
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<tr>
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<tr>
<td>MB</td>
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<tr>
<td>ON</td>
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<tr>
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<td>NL</td>
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<td>0</td>
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<td>0</td>
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</tr>
</tbody>
</table>

In 2009, the federal, provincial and territorial governments signed revisions to the Agreement for Internal Trade, which aimed to further remove any restrictions to movement between jurisdictions related to the differences in registration standards. The Alliance began gathering data in interjurisdictional movement in 2010.
Celebrating Our Volunteers

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Rachel de Souza
Nancy Durrant
Karla Galloway
Catherine Le Corne Levett
Neil MacHutchon
Gillian Manson
Manuela Materassi
Jo Ann McKenzie
Rudy Niebuhr

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Susy. S. Dias
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Sharon Ho
Beth Hornblower
Stacey Hyndman
Lisa Inglis
Adrienne Legett
Janet Lowcock
Michael MacDougall
Bonnie Maclean
Jenny McEwen
Karen McIntosh
Stacey McPhail
Mirei Nguyen
Tammy Nighswander
Leigh Ann Niven
Janice Owen
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Jacqueline Strauss
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Mona Giratalla
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Rosalyn Jones
Janet Lowcock
Alison McDonald
Donna McIntyre
Kelly Munshaw
Janice Palmer
Lucie Pelland
Joseph Putos
Charlene Reynolds
Judith Richardson
Liz Rogers
Suzanne Taylor
Bronwen Thomas
Susan Tupper
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Kathleen Norman
John Pugsley
Jan Robinson
Joyce Vogelgesang
Gail Wainwright

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Brenda McKechnie
Carol Puri
Joan Ross
Shilo Tooze
Joyce Vogelgesang
Recognizing the Contribution of Our Staff

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Jan Robinson, Interim CEO
Lindsay Bellaire
Rebecca Chamula
Alison Cooper
Lindsay Cooper
Tabasom Eftekari
Debie Eze
Barb Gawlick
Erin Gollaher
Tracy Hovey
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Richard Prevost
Mary Thibodeau
Sara Reguly