



# Annual Report 2007



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

The Canadian Alliance of Physiotherapy Regulators (The Alliance) is the national federation of provincial physiotherapy regulators committed to the development and improvement of regulatory standards of practice for physiotherapists.

## **Vision**

The Alliance is a respected leader recognized nationally and internationally for excellence in evaluation services and regulatory 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:

### **Evaluation Services**

- To administer the Physiotherapy Competency Exam,
- To administer the Credentialing program, and
- To undertake related research, development, implementation, evaluation and improvement.

### **Knowledge Management**

- To collect data and serve as an information source for member regulators (e.g. national aggregate health human resource data), and
- To analyze, interpret, summarize and communicate information relevant to regulation in a way that transforms information to knowledge and increases its value to member regulators and other stakeholders.

### **Project Management**

- To coordinate and facilitate the establishment and completion of projects of mutual interest and high priority to member regulators, and
- To enable consistency in competency standards and practice requirements for member regulators for whom that has importance.

### **Representation**

- To provide a cohesive voice on issues related to physiotherapy regulation nationally and internationally.

## **Values**

The Alliance believes in:

- Being just, fair, respectful, honest and open
- Being responsive to stakeholders
- Ethical conduct and behaviour
- Fiscal responsibility
- Protection of the public interest directing our decision making
- Working in partnership with others
- Respecting confidentiality
- Being proactive, flexible, dynamic and innovative
- Self-regulation for the profession
- Respect for diversity of opinion
- Equity and accessibility
- Building consensus

## **Regulator Members**

Yukon Consumer Services  
College of Physical Therapists of British Columbia  
College of Physical Therapists of Alberta  
Saskatchewan College of Physical Therapists  
College of Physiotherapists of Manitoba  
College of Physiotherapists of Ontario  
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**

Federation of State Boards of Physical Therapy

## **Board of Directors 2007/2008**

Fiona Charbonneau, Yukon  
Ruth Koenig, Yukon  
Marilyn Atkins, British Columbia  
Brenda Hudson, British Columbia  
Harry Davis, Alberta  
Dianne Millette, Alberta  
Donna Fracchia, Saskatchewan  
Lesley Stamatinos, Saskatchewan  
John Parry, Saskatchewan  
Brenda McKechnie, Manitoba  
Gisèle Pereira, Manitoba  
Jan Robinson, Ontario  
Karen Lee, Ontario  
Louise Bleau, Québec  
Paul Castonguay, Québec  
Rebecca Bourdage, New Brunswick  
Andrea Bragdon, New Brunswick  
Tara Mercier, Nova Scotia  
Joan Ross, Nova Scotia  
Sarah Gaudet, Prince Edward Island  
Joyce Ling, Prince Edward Island  
Raeleen Baggs, Newfoundland and Labrador  
Deborah Noseworthy, Newfoundland and Labrador

## **Partners**

Accreditation Council for Canadian Physiotherapy  
Academic Programs  
Canadian Physiotherapy Association  
Canadian Universities Physical Therapy Academic  
Council

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## President's message

As I end my second term as President and Chair of the Canadian Alliance of Physiotherapy Regulators (The Alliance), I would like to thank the Board of Directors for the confidence they have placed in me by allowing me to serve in this role. I have been committed to respecting the unique qualities, needs and contributions of the individual members while working towards the betterment of the organization as a whole.

Regulatory roles and responsibilities are ever evolving. It is important for The Alliance to reflect on the implications of globalization and pressures from stakeholders to facilitate integration of the internationally educated physiotherapist while ensuring that standards of practice are maintained. As a strategic organization, we need to be mindful of these issues and formulate and implement strategy to carry us into the future.

As an organization committed to excellence in evaluation services, The Alliance has completed or initiated a number of important projects with this in mind. Credentialing standards were revised following the completion of the Best Practices IV project. The Analysis of Practice will provide us with an updated blueprint for the Physiotherapy Competency Examination. The plain language review of communication documents for applicants and candidates and the addition of a position to address client service will positively contribute to operations.

The Alliance has and continues to collaborate with partners in initiatives that address the integration of internationally educated physiotherapists in the development of examination skills preparation resources, a common orientation program on the Canadian health system and a comprehensive bridging program.

In October 2007, Yukon Consumer Services became the newest Member of The Alliance with the

expansion of the Board of Directors from 20 to 22. On behalf of the organization, I wish them a warm welcome.

The Alliance depends on the work of many volunteers who contribute to its success. Without those individuals, much of the progress made would not have occurred. I would like to thank the Board and committee members and chairs for their work over the past year. I extend my appreciation to our Directors who have left office: Alison Baldwin (Manitoba), Andrea Bragdon (New Brunswick), Margaret Butler (Newfoundland and Labrador), Donna Fracchia (Saskatchewan) and Lori Ferrish (Prince Edward Island). Thanks as well to the members of the Executive Committee for their time and efforts.

On behalf of the Board of Directors, I would like to express appreciation to The Alliance staff for their continued dedication and hard work.

I wish to commend Joseph Vibert for his hard work, dedication and energy, who in 2007 ably served The Alliance and the profession as Chief Executive Officer on a contract basis. I am very happy that he will continue in that position on a permanent basis.

I look forward to our 2008 annual meetings in Saint John, where we will determine priority activities in order to strategically move the organization ahead. Thanks are due to the College of Physiotherapists of New Brunswick for hosting these meetings. We should all be proud of our accomplishments so far and continue to collaborate and work together to achieve the goals of The Alliance.

As I pass the torch to my successor, I wish him/her and The Alliance every success for the future.

Paul Castonguay  
President

### Executive Committee

Paul Castonguay, President  
Brenda Hudson, Vice-President  
Jan Robinson, Treasurer  
Gisèle Pereira, Member-at-Large  
Joseph Vibert, CEO

## Chief Executive Officer's message

The 2007/2008 business year was a busy time for The Alliance. A number of key initiatives were completed and several new projects were started. We continued to implement the new governance model that was approved in 2006; opportunities for improvement were identified and priorities designated; and we remained dedicated to our role in supporting our members' public interest mandates through our many activities.

The recommendations for credentialing requirement changes that ensued following the completion of the Best Practices IV project were implemented in January 2008. A systems audit was completed in early 2008 and changes to improve efficiency are in various stages of implementation. A Client Services Coordinator position was approved by the Board in December and the position was filled in spring 2008. We look forward to improved applicant satisfaction with services and reduced turnaround time for credentialing assessments as the Credentialing Officers will be able to devote all their time to applying standards.

The Analysis of Practice was completed and an updated examination blueprint will be implemented by 2009. A plain language review of documentation for evaluation services will be performed over the next year. These activities help us to ensure that we continue to provide quality and relevant credentialing and examination services.

The Alliance assumed the Chair of the National Physiotherapy Advisory Group in 2008. Exciting initiatives are underway with that group including the development of a Model of Practice for Physiotherapy in Canada and the revision of the competency profile. There is high degree of collaboration among the members that speaks to the

strength of our partnerships within the profession.

I am always impressed by the desire to give back to the profession that is embodied by the numerous physiotherapists who volunteer their time to assist The Alliance in its many activities. A heartfelt thank you to those who create items and stations at the local and national levels, to those who set passing scores and to those who assisted with the Analysis of Practice.

The past year saw the passing of two of our dedicated contributors – Laura May, who chaired the Evaluation Services Committee and Avchen Pinkard who participated on the Written Test Development Group. We value their contributions and offer sincere condolences to their families and to the communities in which they lived and worked.

I am grateful to The Alliance staff members for their commitment and service to the organization. Paula Pregent, Becky Chamula, Laura Ferguson, Barb Gawlik, Tracy Hovey, and Sara Rapp are to be commended for their hard work. And we'd like to give a warm welcome to Shana Ionica, our newest addition to The Alliance staff. My appreciation goes to Tabasom Eftekari and Alison Cooper for their efforts that go above and beyond the call of duty in their management of The Alliance Evaluation Services as Director of Credentialing and Corporate Services and Director of Examinations.

I look forward to continuing our tradition in striving to provide the highest quality of services to our customers and positioning The Alliance strategically for success in the future.

Joseph Vibert  
Chief Executive Officer

### The Alliance Staff

Paula Pregent, Executive Assistant / Communications Coordinator  
Tabasom Eftekari, Director of Credentialing and Corporate Services  
Becky Chamula, Credentialing Officer  
Barb Gawlik, Credentialing Officer  
Tracy Hovey, Administrative Officer  
Alison Cooper, Director of Examinations  
Laura Ferguson, Coordinator of Exam Administration  
Sara Rapp, Exam Clerk  
Shana Ionica, Client Services Coordinator

## Evaluation Services Committee

The Evaluation Services Committee (ESC) provides oversight to the Credentialing and Examinations programs of The Alliance. The ESC is responsible for setting and monitoring performance standards for these programs and ensuring effective delivery of services. In addition, the ESC provides strategic advice and makes recommendations to the Board of Directors with respect to these programs.

The Evaluation Services Committee had five teleconferences during the business year 2007/2008 and dealt with a full agenda that included:

- Review of the terms of reference for examination workgroups
- Review of the implementation of modified credentialing requirements following the Best Practices IV project
- Review and revision of the credentialing principles and quality monitoring framework
- Review of special cases for credentialing and special needs requests for examinations
- Recommendation for appointment to the Ethical Review Committee
- Review of the Examination Security Plan

- Review of quality monitoring activities including examination feedback and incident reports and the credentialing administrative audit
- Input regarding the plain language review project and the Analysis of Practice

Priorities for the ESC for the upcoming year are the plain language review of credentialing and examination communications for candidates and applicants, implementation of the Analysis of Practice outcome, and monitoring the implementation of the new credentialing requirements.

The Evaluation Services Committee gratefully acknowledges the leadership and vision of Laura May in her role as Chair of the committee. Sadly, Laura passed away in January 2008 and our thoughts go out to her family and friends, as well as to her colleagues at the University of Alberta.

The ESC thanks The Alliance staff for their ongoing assistance and support, which has been invaluable over the past year.

Sue Murphy  
Interim Chair, Evaluation Services Committee

<p><b>Evaluation Services Committee</b>            Laura May (Chair)            Sue Murphy, (Interim Chair)            Louise Bleau (Board representative)            Dwight Harley            Mark Hall            Steve Lawless            Janelle Van Heeren            Doris Yee            Joseph Vibert            Alison Cooper            Tabasom Eftekari</p> <p><b>Appeals Resource Group</b>            Elyse Bouchard            Louise Courtois            Judy King            Joan Loomis            Joyce Vogelgesang            Sandy Wiseman</p> <p><b>Ethical Review Committee</b>            Katherine Harman            Murray Maitland            Nancy Ryan-Arbez</p> <p><b>Exam Steering Group</b>            Nancy Cho            Alison Cooper            Peter Dilworth            Bev Lundgren</p>	<p><b>Board of Examiners</b>            Arlene Brandt            Victor Brittain            Peter Dilworth            Jean-Pierre Dumas            E. Marie Earl            Frances Jamieson            Steve Lawless            Neil MacHutchon            Joyce Sharum            Diana Sinnige</p> <p><b>Analysis of Practice            Practice Partners Reference Group</b>            Cathryn Beggs            Dawn Burnett            Brenda Hudson            Jenneth Swinamer</p> <p><b>Analysis of Practice            Subject Matter Expert Group</b>            Victor Brittain            Louise Courtois            Vanina Dal Bello-Haas            Robyn Davies            Katherine Harman            Joy MacDermid            Melissa Merritt            Gary S. Miller            Iain Muir            Camille Poulin            Barb Shay            Margaret Warcup</p>	<p><b>Clinical Test Development Group</b>            Peter Dilworth (Chair)            Bev Lundgren (Interim Chair)            Brenda Corie            Brenda Dean            Cheri Gunn            Diana Hopkins-Rosseel            Judy King            Barbara Pollock            Liz Rogers            Deanna Stewart</p> <p><b>Written Test Development Group</b>            Nancy Cho (Chair)            Darryl Caves            Rachel de Souza            Karla Galloway            Sharon Ho            Neil MacHutchon            Gillian Manson            Manuela Materassi            Jo Ann McKenzie            Avchen Pinkard</p> <p><b>Analysis of Practice            Oversight Group</b>            Alison Cooper            Peter Dilworth            Laura May            Sue Murphy            Joseph Vibert</p>
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## Examination Program

The Examination program continues to deliver reliable and valid examination results to our exam candidates and to the Regulator Members. The strength of our program lies in the work ethic of our office staff, the dedication of our committee members, and the skills of the contractors who administer examinations across the country.

Candidate numbers in 2007 were similar to 2006, with 898 attempts on the Written Component and 778 attempts on the Clinical Component. The Written Component was administered 6 times and the Clinical Component was administered twice.

The Evaluation Services Committee has reviewed and accepted the technical report on examination operations in 2007. They had no concerns other than to confirm that corrective actions have been taken for identified issues.

A major focus of activity in 2007 was the Analysis of Practice. Considerable time and resources were devoted to preparation of the survey for this important foundational document. A report on the survey results and recommendations will be presented to the Board of Directors at the Annual Meeting in 2008. We anticipate that implementation of the approved recommendations will be completed for administrations of the examination in 2009.

Our collaboration on the Exam Skills Preparation Program continued through 2007 with delivery and evaluation of the pilot program. The hypothesized improvement in pass rates did not occur; however, participants in the modules provided feedback indicating that they felt better prepared and more confident facing the examination after completing the modules. The Exam Skills Preparation Program will continue through 2008 under the leadership of the College of Physiotherapists of Ontario, with input from The Alliance on content issues.

Every year we thank our volunteers for their ongoing commitment to the examination program, and this year they deserve an extra round of applause. Several of our examination committees were challenged by the loss of committee members because of illnesses, changing jobs and retirements. We are thankful for the dedication of the remaining members, who gave extra time to keep activities moving along and make sure essential jobs were completed.

Alison Cooper  
Director of Examinations

## Credentialing Program

The Credentialing program maintained effective operations in 2007 and continued its commitment to quality improvement thanks to the dedication of our staff, the expertise of our physiotherapist assessors and the great services of the credentialing agencies with whom we work.

Applicant numbers in 2007 were higher than 2006, with 436 applications received by December 31<sup>st</sup>: 346 evaluations were completed; 141 applicants were successfully credentialed; and 205 were unsuccessful, with 171 eligible for the Prior Learning Assessment and Recognition (PLAR) program, 26 pending additional information from schools or applicants, and 8 applications rejected.

The Evaluation Services Committee reviewed and accepted the 2007 reports on credentialing operations, administrative audit and blinded audit. The committee confirmed the corrective actions taken for identified issues.

An important program focus in 2007 was to evaluate the credentialing program including such features as program goals, objectives, standards, infrastructure and service delivery to identify potential concerns and make recommendations for improvements in standards. Time and resources were dedicated to this project - Best Practices IV. New standards were developed and reviewed and approved by The Alliance Board of Directors in November 2007. New standards were implemented in 2008.

Since 2006, The Alliance has been collaborating with a number of professions to develop an orientation program on the Canadian health care system, culture and context for Internationally Educated Health Professionals (IEHP). In 2007, the work began on development, implementation and evaluation of the program that consisted of ten 3-hour sessions for small groups of 10-20 IEHPs including pharmacists, occupational therapists, physiotherapists, nurses, medical laboratory technologists and medical radiation technologists. The program was piloted in 2008.

A review of the appropriateness of language used in communications was recommended by the Integrating Internationally Educated Physiotherapists and Best Practices IV reports. A grant for a 14-month project to perform this review was received from Human Resources and Social Development Canada in 2008.

Tabasom Eftekari  
Director of Credentialing and Corporate Services

## Governance & Nominations Committee

**Meetings** The Governance and Nominations Committee (GNC) met four times in the past business year by teleconference.

**Policy review** The committee considered in substance several policies for modification and recommendations for proposed changes to be presented to the Board of Directors for approval.

**Board Competencies and Evaluation** The committee continued to facilitate the evaluation of member and board effectiveness providing results for use by Directors. The GNC developed a discussion paper on some of the items of concern identified for discussion at the May 2008 business meeting.

**Board Orientation and Development Program** The committee worked with the CEO in the development of a Board orientation program to The Alliance and to the evaluation services mandate of The Alliance. The session was piloted with new board members in November with favourable results.

**Nominations** The committee initiated the identification of nominees for the positions of Directors, standing committee members and chairs and Executive positions as per its mandate. A slate of nominees will be presented for the meetings in May.

**Summary Comments** The committee has worked diligently on the items identified for development this year. The group has been committed to its task and worked as well as a teleconference format allows on complex topics such as policy revision, board competencies, evaluation, development and orientation. The committee has been ably supported by our CEO Joseph Vibert through all its tasks and would like to offer its thanks to him for his help.

The committee looks forward to the reaction of the Directors to the work and suggestions for change that will be presented at the year end meeting. This reaction will affirm the work to date and/or present reaction to help focus the work of the committee for the ensuing year.

Harry Davis  
Chair, Governance and Nominations Committee

### Governance and Nominations Committee

Harry Davis, Chair  
Andrea Bragdon  
Karen Lee  
Brenda McKechnie  
Paul Castonguay  
Joseph Vibert

## Registrars' Committee

The Registrar's Committee (committee) is a standing committee of the Board of Directors (BOD) of the Canadian Alliance of Physiotherapy Regulators (The Alliance).

The mandate of the committee is to provide support to Registrars and Executive Directors, scan the environment, identify emerging trends across jurisdictions and make recommendations to the BOD on issues of national scope. The committee contributes to advancing strategic initiatives as requested by the BOD and identifies opportunities to develop BOD capacity and understanding. The committee meets at least 4 times per year.

**Report of Activities since May 2007** The committee held three teleconferences between June 1, 2007 and March 7, 2008. A face to face meeting was held in December 2007 and another will be held in May 2008.

The Registrars' Committee focused on the review and revision of the Mutual Recognition Agreement (MRA) resulting in a revised agreement submitted to each provincial Council for approval. At this time, no further work related to labour mobility has been identified as a priority action.

The committee has initiated a policy review related to temporary/provisional registration requirements. Background information is being collected from provinces in an effort to identify common and varying elements. The summary data will be reviewed with a view to minimizing variation in policy.

The Registrars identified several governance issues, including Board of Directors meeting criteria, participation, and format and frequency, that could benefit from Board of Director discussion. A request was made to the Governance and Nominations Committee to consider ensuring that BOD evaluations include an opportunity to provide feedback on these issues. In addition, some Colleges would like a review of The Alliance funding formula and membership fee to be completed. This request was made to the Executive Committee.

Dianne Millette  
Chair, Registrars' Committee

### Registrars' Committee

Dianne Millette, Chair	Louise Bleau
Ruth Koenig	Rebecca Bourdage
Brenda Hudson	Joan Ross
Donna Fracchia	Joyce Ling
John Parry	Deborah Noseworthy
Brenda McKechnie	Joseph Vibert
Jan Robinson	

## Accreditation Council for Canadian Physiotherapy Academic Programs

The mission of the Accreditation Council for Canadian Physiotherapy Academic Programs (ACCPAP) is to assure the quality of physiotherapy education in Canada through accreditation. ACCPAP's vision is to be recognized for excellence and innovation in physiotherapy education accreditation. The following are highlights of ACCPAP activities from 2007-2008, which focus on some of the six key strategic directions:

### Accreditation Standards & Decision-Making

Following a broad consultation the Council will complete its review of the standards by the fall of 2008. Currently one program is pilot testing the revised standards, which include an increased focus on outcomes, and explanatory notes and examples of evidence to guide programs in the preparation of Self-Study Reports. The Council also approved the revised *Policy and Procedures for Decision-Making about a Program's Accreditation Status* (circulated in December 2007, and posted on the web site – [www.accpap.ca](http://www.accpap.ca)).

**Governance** At its Annual General Meeting in March 2008, the Council approved a new governance structure to facilitate succession planning and continuity in conducting its business. As a result the Council will now elect a Vice-President every two years; and the Board of Directors will now include a Vice-President and Past-President position. The Governance Committee (formerly the Nominating Committee) also has an increased mandate for succession planning and to conduct governance policy review, and Board and Council development and evaluation.

## Manual Therapy Steering Committee

The Canadian Physiotherapy Association's Manual Therapy Steering Committee (MTSC) oversees the planning and implementation of CPA's strategic initiatives related to the practice of manual therapy and manipulation in Canada. The MTSC reports directly to CPA's Chief Executive Officer. It includes representation from: CPA's Orthopaedic Division, Sport Physiotherapy Canada, the Canadian Academy of Manipulative Therapists (CAMT), the Canadian Universities Physiotherapy Academic Council, and the Canadian Alliance of Physiotherapy Regulators.

**Activities of MTSC - 2007** In 2007, the College of Physical Therapists of Alberta initiated a review and re-validation of the April 2000 document, *Competencies Required to Safely Perform Spinal Manipulation as a Physical Therapy Intervention*. Members of the MTSC participated in this process either through the face to face meeting held in Toronto in November 2007 or through follow-up focus group teleconferences.

MTSC also struck a sub-committee to review the 2005 *Selected Resources on the Use of Cervical Manipulation as a Physiotherapy Intervention*. This committee met on several occasions and has recommended substantive revisions and additions to the *Selected Resources*. It is anticipated that the revised document will be completed and made available in 2008.

**Communications & Media Strategy** In the fall 2007 the Council worked with a Communications Specialist to conduct a situational analysis, develop key messages, and prepare an ACCPAP Communications Strategic Plan (CSP). A follow-up session focusing on finalizing the CSP and media training will be held in the fall of 2008. Outcomes of this work have been revisions to the ACCPAP web site and increased communication with stakeholders via Board and Council updates; plans are also underway for a "plain language" review of ACCPAP documents.

**Accreditation Internationally and of Physiotherapist Support Personnel Education** Consideration is continuing about accreditation of physiotherapist education programs in Australia and the Northern United States in response to requests received and about development of an accreditation program for physiotherapist support personnel education programs (in collaboration with the Canadian Association of Occupational Therapists). Discussions with physiotherapy regulatory authorities are an important component of these initiatives and will be ongoing.

As The Alliance representative to ACCPAP, the work is always fascinating and intensive. Just as the regulatory world presents an entirely different facet of the physiotherapy profession, so does the accreditation world. However, the two organizations are very complementary and together, work for the betterment of the profession.

Brenda McKechnie,  
The Alliance Representative to ACCPAP

MTSC member and CAMT President Lisa Carlesso had drafted a Cervical Manipulation Information Sheet (CMIS) as a resource for physiotherapists as part of her Masters' degree. At her request, MTSC reviewed the CMIS and proposed revisions to enhance its use and application for physiotherapists who use cervical manipulation in their practice. The document will be made available through a number of venues in 2008.

CPA, the Orthopaedic Division and MTSC monitored a coroner's inquest in Quebec into the death of a young woman following chiropractic manipulation. All parties were willing to support l'OPPQ upon request depending on the outcome of the inquest. CPA and l'OPPQ were in communication throughout. No action was required.

MTSC met with a member of CPA Practice and Policy Department and provided recommendations for presenters for a series of teleconferences related to the use of manual therapy in physiotherapy practice. As well, MTSC is currently negotiating with CPA for a place on the CPA website that will serve as a communications vehicle as well as a repository for materials related to the practice of spinal manipulation. It is anticipated that this will be in place by the end of 2008.

Marilyn Atkins  
The Alliance Representative to MTSC

## National Physiotherapy Advisory Group

The National Physiotherapy Advisory Group (NPAG) is a coalition of national physiotherapy-related organizations including:

- Accreditation Council for Canadian Physiotherapy Academic Programs,
- Canadian Alliance of Physiotherapy Regulators,
- Canadian Physiotherapy Association, and
- Canadian Universities Physical Therapy Academic Council.

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

The group meets several times throughout the year to conduct brief environmental scans and share information and insights about current and evolving issues affecting the profession. As a result the group is able to take on a leadership role to develop strategies to address identified issues. However, NPAG does not make decisions or chose directions in isolation and is dependent upon collaboration with physiotherapists, physiotherapy groups and stakeholders from across the country.

Based on stakeholder input, NPAG has developed Physiotherapy Vision 2020:

***Physiotherapists are essential, accessible, primary health care professionals who lead in the promotion, improvement and maintenance of the mobility, health and well-being of Canadians.***

NPAG's strategic framework identifies areas of focus and desired outcomes that will guide activities over

the next three years to accomplish this vision, including:

- Accountability - all physiotherapists demonstrate accountability for actions and decisions;
- Best Practice - best practice is evident in all sectors of the profession; and
- Health Human Resources – an inter-professional service based workforce includes physiotherapists.

During 2007 the group's primary focus was in the area of Best Practice and developing a practice model that meets population health needs and reflects an evolving health system. A forum was held in Toronto April 29-30, 2007 to initiate dialogue about various aspects of a model of practice including the purpose and focus, key concepts, core components, roles and relationships, scope of practice, advanced practice and specialties, and implications. A draft model of practice was developed that incorporates the outcomes of the forum discussions, and describes physiotherapy practice that is responsive to population needs within a context that is client-centered and evidence-based.

The model was distributed to stakeholders in the physiotherapy community for their feedback early in 2008. NPAG will hold a session at the CPA Congress in June 2008 to provide a forum for further discussion about the model.

NPAG identified activities for 2008 include further development of the model of practice and strategic framework, and review and revision of the essential competencies profile for Canadian physiotherapists.

Joseph Vibert  
Chair, NPAG

## Recognizing Our Leaders

The Alliance relies on the dedication and expertise of volunteers and staff to fulfill the mission and vision of the organization. The awards program allows us to recognize some of those individuals each year who have made a significant contribution to The Alliance.

### Beth Maloney Award

Established in 2000, the Beth Maloney Memorial Award is presented by the President of The Alliance Board of Directors 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. Her ethical problem solving was highly valued as was her effective decision-making, calm demeanour, wisdom and guidance to colleagues.

In the spirit of Beth's work, the Beth Maloney Memorial Award recognizes the contribution of a member of the physiotherapy regulatory community who exemplifies professionalism and has demonstrated a commitment to public interest values and ethical conduct.

**2007 Margaret Warcup, BC**

**2006 Susan Glover Takahashi, ON**

**2005 Louise Bleau, QC**

**2004 Sue Turner, AB**

**2003 Steve Lawless, ON**

**2002 Brenda McKechnie, MB**

**2001 Marilyn Atkins, BC**

**2000 Cathryn Beggs, ON**

## Recognition Awards

The Recognition Awards are one way that The Alliance recognizes and values the significant contribution of each volunteer. These awards are presented to those who have completed their volunteer commitment to the organization.

### 2007

Alison Baldwin, MB  
Margaret Butler, NL  
Nancy Cho, BC  
Lori Ferrish, PE  
Al MacVicar, ON  
Gisèle Pereira, MB  
Avchen Pinkard, BC

### 2006

Bobbie Bailey, NL  
Irena Blodgett, AB  
Wendy Brook, AB  
Madelaine Cherry, ON  
Nancy Cho, BC  
Marnie Deighton, SK  
Dwight Harley, AB  
Katherine Harman, NS  
Elaine Hartley, ON  
Maryanne Jefferies, ON  
Wilma Jelley, ON  
Steve Lawless, ON  
Jim Leithead, AB  
Laura May, AB  
Brenda McKechnie, MB  
Sue Murphy, BC  
Ann Nelson, NS  
Gisèle Pereira, MB  
Gale Pryznyk, SK  
Jackie Schleifer Taylor, ON  
Dena Shulman, ON  
Anne Marie Sneath, ON  
Gareth Sneath, ON  
Diane St-Pierre, QC  
Janelle Van Heeren, AB  
Margaret Warcup, BC

### 2005

Wendy Brook, AB  
Janet Lundie, ON  
Mariane Manoli, QC  
Michèle Murphy, ON  
Glenys Perry, MB  
Barbara Stokes, ON  
Jenneth Swinamer, MB

### 2004

Chris Carpenter, BC  
Kari Elliott, AB  
Sarah Lowe, ON  
Mike MacDougall, NS  
Kath McKenzie, AB  
Dianne Parker-Taillon, ON  
Arthur Rothman, ON  
Diana Sinnige, ON

### 2003

Alice Aiken, ON  
Wendy Brook, AB  
Marnie Deighton, SK  
Barbara Denny, SK  
Kari Elliott, AB  
Diana Hopkins-Rossee, ON  
Mariane Manoli, QC  
Alison McDonald, NS  
Mary Ann O'Brien, ON  
Gale Pryznyk, SK  
Pamela Rock, AB  
Jackie Schleifer Taylor, ON  
Susanne Schmiesing, BC  
Susan Wakefield, NS  
Sandra Webber, MB

### 2002

Donna Arsenault, ON  
Irena Blodgett, AB  
Sandy Brunham, BC  
Nancy Cho, BC  
Brenda Dean, SK  
Brigid Dilworth, ON  
Lise Dupont, QC  
Amy Holt, ON  
Kyla Jonah-Hourihan, NB  
Mike McDougall, NS  
Karen McIntosh, AB  
Linda Nickerson, NL  
Mireille Ouellet, NB  
Gisèle Pereira, MB  
Barb Pollock, ON  
Sue Turner, AB

### 2001

Bobbie Bailey, NL  
Lesley Bainbridge, BC  
Frances Jamieson, NS  
Judy King, ON  
Deanna Landry, NS  
Mariane Manoli, QC  
Karen Lycan, NS  
Helen McKay, ON  
Nancy McKay, NB  
Nancy Milligan, AB

### 2000

Marnie Deighton, SK  
Peter Dilworth, ON  
Diane Hiscox, ON  
Hilary Jebson, BC  
Elisa Macri, QC  
Agnes Makowski, ON  
Laura May, AB

Donna McIntyre, BC  
Liz Rogers, NS  
Deanna Stewart, NB  
Sandra Webber, MB

### 1999

Rodger Cummins, ON  
Brenda Hudson, BC  
Sally Lawler, MB  
Janet Lundie, BC  
Marla Nayer, ON  
Mireille Ouellet, NB  
Sue Pirie, NS  
Ernie Skakun, AB

### 1998

Valerie Goodman, MB  
Kim Hunter, SK  
Marilyn MacKay-Lyons, NS  
Cindi Pederson, SK  
Kathleen Rogers, AB  
Joyce Vogelgesang, AB

### 1997

Marel Fielding, ON  
Gloria Gallant, MB  
Mary Mahoney, NS  
Brenda McKechnie, MB  
Mary Ann O'Brien, ON  
Diane Paulin, NB  
Lyn Roche, NL  
Gail Wainwright, NS

### 1996

Cathryn Beggs, ON  
Wendy Brook, AB  
Robert Cohen, ON  
Ken Dornstauder, NB  
JoAnn Horne, AB  
Sylvia Jones, SK  
Steve Lawless, ON  
Dianne Parker-Taillon, ON  
Arthur Rothman, ON  
Joseph Vibert, US

### 1995

Janet Cornwall, ON  
Hélène Corriveau, QC  
Ann Gordon, ON  
Pat Hartnett, ON  
Dianne Millette, ON  
Cheryl Peitsch, MB  
Rhona Wolpert, ON

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**THE CANADIAN ALLIANCE OF PHYSIOTHERAPY  
REGULATORS**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2007**

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**AUDITORS' REPORT**

To the Members,  
The Canadian Alliance of Physiotherapy Regulators:

We have audited the statement of financial position of the The Canadian Alliance of Physiotherapy Regulators as at December 31, 2007 and the statements of changes in net assets, operations and cash flows for the year then ended. These financial statements are the responsibility of the Alliance's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Alliance as at December 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Cowperthwaite Mehta*

Chartered Accountants  
Licensed Public Accountants

February 22, 2008  
Toronto, Ontario

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2007

	2007	2006
<b>ASSETS</b>		
Current assets		
Cash (note 5)	\$ 98,365	
Marketable securities	1,629,907	\$ 1,232,883
Accounts receivable	3,244	101,611
Prepaid expenses	<u>20,700</u>	<u>10,640</u>
	1,752,216	1,345,134
Capital assets (note 6)	<u>83,530</u>	<u>119,519</u>
	<u>\$ 1,835,746</u>	<u>\$ 1,464,653</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities		
Bank indebtedness (note 5)		\$ 13,973
Accounts payable	\$ 91,566	64,789
Deferred revenue (note 7)	<u>347,247</u>	<u>298,050</u>
	<u>438,813</u>	<u>376,812</u>
Net assets		
Invested in capital assets	83,530	119,519
Net assets internally restricted for contingencies (note 9)	793,358	575,000
Net assets internally restricted for evaluation and research (note 9)	100,000	100,000
Unrestricted	<u>420,045</u>	<u>293,322</u>
	<u>1,396,933</u>	<u>1,087,841</u>
	<u>\$ 1,835,746</u>	<u>\$ 1,464,653</u>

see accompanying notes

**THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS**

**STATEMENT OF CHANGES IN NET ASSETS**

**FOR THE YEAR ENDED DECEMBER 31, 2007**

	2007			2006	
	Invested in capital assets	Contingency reserve (note 9)	Evaluation & Research (note 9)	Unrestricted	Total
Balance, beginning of year	\$ 119,519	\$ 575,000	\$ 100,000	\$ 293,322	\$ 1,087,841
Investment market value adjustment (note 3)				(9,159)	(9,159)
Excess of revenue over expenses				318,251	318,251
Purchase of capital assets	3,917			(3,917)	
Amortization	(39,906)			39,906	
Appropriations		218,358		(218,358)	
Balance, end of year	<u>\$ 83,530</u>	<u>\$ 793,358</u>	<u>\$ 100,000</u>	<u>\$ 420,045</u>	<u>\$ 1,396,933</u>
					<u>\$ 1,087,841</u>

see accompanying notes

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2007

	2007	2006
<b>REVENUE</b>		
Examination fees	\$ 1,514,265	\$ 1,480,525
Credentialing fees	311,623	227,488
Registration fees	248,640	242,536
Prior Learning Assessment and Recognition ("PLAR") fees	140,880	111,662
Investment income	85,502	68,490
HRSDC (note 8)	65,438	222,561
Other	27,909	23,204
Membership fees	4,580	4,571
	<u>2,398,837</u>	<u>2,381,037</u>
<b>EXPENSES</b>		
Clinical examination	654,857	609,220
Salaries and benefits	654,661	629,228
Written examination	96,008	93,552
Occupancy	92,187	95,943
Administration and office	85,482	117,307
Exam quality and research	65,550	35,387
HRSDC (note 8)	65,438	222,561
Special projects	59,816	3,222
General meetings	50,115	70,473
Credentialing expenses	41,612	34,035
Bank charges	28,744	30,096
Staff travel and development	23,461	30,916
Credentialing program quality and research	23,447	36,640
Accounting and audit	22,691	28,861
Executive committee	19,250	26,012
Legal fees	13,411	16,802
Membership fees	13,366	12,878
Communication	12,987	11,485
Translation	11,337	5,991
PLAR expenses	6,260	4,834
Amortization	39,906	47,236
	<u>2,080,586</u>	<u>2,162,679</u>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<u>\$ 318,251</u>	<u>\$ 218,358</u>

see accompanying notes

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2007

	2007	2006
<b>CASH INFLOW (OUTFLOWS)</b>		
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	\$ 318,251	\$ 218,358
Non-cash items		
Investment market value adjustment (note 3)	(9,159)	
Amortization	39,906	47,236
Net change in non-cash working capital items (below)	<u>164,281</u>	<u>(135,585)</u>
Cash provided from operations	<u>513,279</u>	<u>130,009</u>
<b>FINANCING ACTIVITIES</b>		
Bank indebtedness	<u>(13,973)</u>	<u>13,973</u>
Cash provided from (used in) financing activities	<u>(13,973)</u>	<u>13,973</u>
<b>INVESTING ACTIVITIES</b>		
Capital assets purchased	(3,917)	(124,109)
Increase in marketable securities	<u>(397,024)</u>	<u>(20,576)</u>
Cash used in investment activities	<u>(400,941)</u>	<u>(144,685)</u>
<b>NET CASH ACTIVITY FOR THE YEAR</b>	98,365	(703)
<b>CASH, BEGINNING OF YEAR</b>	<u>NIL</u>	<u>703</u>
<b>CASH, END OF YEAR</b>	<u>\$ 98,365</u>	<u>\$ NIL</u>
Net change in non-cash working capital items:		
Accounts receivable	\$ 98,367	\$ (87,398)
Prepaid expenses	(10,060)	(3,551)
Accounts payable	26,777	(9,018)
Deferred revenue	<u>49,197</u>	<u>(35,618)</u>
	<u>\$ 164,281</u>	<u>\$ (135,585)</u>

see accompanying notes

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2007

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### 1. THE ALLIANCE

The Canadian Alliance of Physiotherapy Regulators (the "Alliance") is a federation representing the provincial physiotherapy regulatory colleges to facilitate the sharing of information and to build consensus on national regulatory issues in order to assist member regulators in fulfilling their mandate of protecting the public interest. The Alliance administers the Physiotherapy Competency Examination and Credentialing Program and undertakes related research, development, implementation, evaluation and improvement.

The Alliance was incorporated by letter patent under the Canada Business Corporations Act on April 9, 1992 as a not-for-profit organization incorporated and, as such, is generally exempt from income taxes in Canada under section 149(1)(l) of the Income Tax Act.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The Alliance follows accounting principles generally accepted in Canada for not-for-profit organizations in preparing its financial statements. The significant accounting policies used are as follows:

#### Revenue recognition

The Alliance follows the deferral method of accounting for contributions. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership fees and registration levies are recognized as revenue in the year to which they relate. Registration fees are recognized as revenue in the year they are received. Examination fees are recognized as revenue in the period the exams are held. Credentialing fees are recognized as revenue in the year they are received.

The change in the fair value of the marketable securities held-for-trading for the year is included in investment income in the statement of operations.

Grants and other amounts received for purposes specified by the contributor are recognized as revenue as the related expenses are incurred. Unspent revenue at the end of the year is reported as deferred grant revenue.

#### Capital assets

Capital assets are recorded at cost in the year of acquisition. The cost of the assets is amortized over their estimated useful lives, as follows:

Furniture and fixtures	straight line over 5 years
Computer equipment purchased after 2006	straight line over 3 years
Computer equipment purchased before 2007	straight line over 5 years
Web site development	straight line over 5 years
Leasehold improvements	straight line over 5 years, or over the remaining term of the lease, if less.

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2007

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### Marketable securities held for trading

The Alliance's marketable securities are classified as held for trading. They are recorded at fair market value and unrealized gains and losses are recorded in income.

### Use of estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. An example of an estimate is the useful life of capital assets.

By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

### 3. CHANGE IN ACCOUNTING POLICY

The Alliance adopted the provisions of CICA Handbook Sections 3855, Financial Instruments - Recognition and Measurement, and 1530, Comprehensive Income, on January 1, 2007. These provisions address the classification, recognition and measurement of financial instruments in the financial statements. The Alliance has designated their investments as held for trading. As a result of adopting these new standards prospectively, the Alliance recorded a non-cash decrease in the carrying value of investments held for trading and net assets of \$9,159 as at January 1, 2007.

### 4. FINANCIAL INSTRUMENTS

The Alliance's financial instruments consist of cash, marketable securities, accounts receivable, accounts payable and accrued liabilities. The fair value of the marketable securities is approximately equal to their quoted market value. The fair value of the other financial instruments approximates their carrying value given their short-term maturity. Unless otherwise noted, it is management's opinion that the Alliance is not exposed to significant credit or interest rate risk arising from these financial instruments.

### 5. CASH/BANK INDEBTEDNESS

Cash is composed of:

	<u>2007</u>	<u>2006</u>
Bank deposits (indebtedness)	\$ 46,018	\$ (46,580)
Margin account at Scotia McLeod	52,047	32,307
Petty cash	<u>300</u>	<u>300</u>
	<u>\$ 98,365</u>	<u>\$ (13,973)</u>

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2007

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### 6. CAPITAL ASSETS

Capital assets, recorded at cost, are as follows:

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2007 Net</u>	<u>2006 Net</u>
Furniture and fixtures	\$ 123,452	\$ 120,439	\$ 3,013	\$ 4,720
Web site development	111,110	44,444	66,666	88,888
Computer equipment	<u>120,875</u>	<u>109,983</u>	<u>10,892</u>	<u>16,441</u>
	<u>\$ 355,437</u>	<u>\$ 274,866</u>	80,571	110,049
Leasehold improvements, net			<u>2,959</u>	<u>9,470</u>
			<u>\$ 83,530</u>	<u>\$ 119,519</u>

### 7. DEFERRED REVENUE

Deferred revenue is composed of:

	<u>2007</u>	<u>2006</u>
Examination fees	\$ 342,849	\$ 298,050
Membership fees and levies	<u>4,398</u>	<u>          </u>
	<u>\$ 347,247</u>	<u>\$ 298,050</u>

### 8. HRSDC

The Alliance received a grant from Human Resources and Skills Development Canada ("HRSDC") in late 2005 for financial assistance under the Foreign Credential Recognition Program, a program established to develop comprehensive, clear and consistent processes to assess and recognize the credentials of foreign-trained individuals in key occupations. The Alliance completed the project in 2007.

### 9. INTERNAL RESTRICTIONS ON NET ASSETS

The Board of Directors has determined that the Alliance will maintain a contingency reserve fund to ensure continued operations should the Alliance be confronted with a harmful financial burden. In 2007, the Board of Directors increased the reserve by \$218,358 to \$793,358.

In addition the Board of Directors has established a reserve to provide for non-operational expenditures related to approved evaluation and research projects.

Internally restricted amounts are not available for any other purposes without the approval of the Board of Directors.

# THE CANADIAN ALLIANCE OF PHYSIOTHERAPY REGULATORS

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2007

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### 10. OPERATING LEASE COMMITMENTS

The Alliance has obligations under operating leases for office equipment and space. The following are the annual lease commitments, including taxes and estimated charges for additional rent, parking and storage:

	<u>Office equipment</u>	<u>Office space</u>	<u>Total</u>
2008	\$ 12,312	\$ 93,994	\$ 106,306
2009	3,078	93,994	97,072
2010		93,994	93,994
2011		<u>39,164</u>	<u>39,164</u>
	<u>\$ 15,390</u>	<u>\$ 321,146</u>	<u>\$ 336,536</u>

### 11. COMPARATIVE FIGURES

Certain 2006 comparative figures, as audited by the Alliance's previous auditors, have been reclassified in order to conform with the financial statement presentation adopted in 2007.

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