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CAPR
Canadian Alliance
of Physiotherapy
Regulators

ACORP
Alliance canadienne des
organismes de réglementation
de la physiothérapie

INNOVATION
+ COLLABORATION
= TRANSFORMATION

LEADERSHIP
3 MESSAGE FROM THE PRESIDENT
4 OUR BOARD, REGULATOR MEMBERS AND COMMITTEES

ABOUT US
5 OUR TEAM

CAPR IN 2020
6 STRATEGIC OBJECTIVES
7 CREDENTIALLING PROGRAM
7 CREDENTIALLING PROGRAM STATISTICS
9 EXAMINATIONS PROGRAM
10 EXAMINATIONS PROGRAM STATISTICS
11 REGISTRARS COMMITTEE
12 CAPR THANKS

13 FINANCIAL INFORMATION

MESSAGE FROM THE PRESIDENT

“WITHOUT CHANGE, THERE IS NO INNOVATION, CREATIVITY, OR INCENTIVE FOR IMPROVEMENT. THOSE WHO INITIATE CHANGE WILL HAVE A BETTER OPPORTUNITY TO MANAGE THE CHANGE THAT IS INEVITABLE.”
— WILLIAM POLLARD

As I think back on the past year and reflect, I realize that in 2019 we were already preparing to embrace the changes that 2020 brought to the world. We had built a solid foundation as an organization and were ready to transition into the innovation phase of our strategic plan—whatever that would look like.

When the COVID-19 pandemic hit the world, and emergency measures and public health restrictions were put in place, it became obvious that clinging to ‘the old way’ of delivering our services was not an option, and we recommitted to and accelerated our priorities of innovation and collaboration.

At CAPR, we are fortunate to have a bold, visionary leader, who embraced the thought of navigating

the organization through uncharted waters. Our innovation phase began sooner than planned, but CAPR was ready and equipped to move forward with the goal of creating safe and valid alternatives to the existing exam-delivery process and demonstrating inventiveness in the continuing delivery of our evaluation services.

By August, the online, remotely proctored Written Component of the Physiotherapy Competency Exam (PCE), which is necessary for new graduates and internationally-educated candidates to be eligible for provisional licensure in most jurisdictions, was up and running. The focus for the Exams Program then quickly shifted to innovating the delivery of the PCE Clinical Component, a weighty initiative that continued into 2021.

In spite of a global pandemic, and the abrupt need to reorganize our priorities, we made considerable progress toward our organization’s strategic goals. We continued to deliver all credentialing services, taking care to understand the challenges being faced by our clients due to the pandemic. We also made progress on planned initiatives, such as the completion of an independent, third-party review of the Credentialing Program and the internal launch of CAPR’s new electronic-records management system.

Through all this, CAPR’s communications team continued to build on efforts to engage with stakeholders through a growing repertoire of communications channels, and our CEO and our Lead Psychometrician presented on CAPR’s work at the Canadian Network of Agencies of Regulation (CNAR), the Council on Licensure, Enforcement and Regulation (CLEAR) and others.

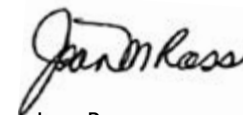
CAPR is known for excellence in evaluation services, and I can see it becoming the leader amongst its peers in the future. The organization will continue to cultivate regulatory excellence and effectiveness nationally, through harmonized regulatory processes and policies. CAPR’s engagement of stakeholders and collaborative policy work will further enable regulators to better protect the public interest.

All of this is possible because we have a strong leader, who has staffed our organization with talented and knowledgeable people able to foster creativity and innovation. Our staff are outstanding, and without them, we would not be able to achieve the things we do and manage the changes needed.

“FOR INNOVATION TO FLOURISH, ORGANIZATIONS MUST CREATE AN ENVIRONMENT THAT FOSTERS CREATIVITY; BRINGING TOGETHER MULTI-TALENTED GROUPS OF PEOPLE WHO WORK IN CLOSE COLLABORATION TOGETHER — EXCHANGING KNOWLEDGE, IDEAS AND SHAPING THE DIRECTION OF THE FUTURE.” — LINDA NAIMAN

I would like to extend my sincere gratitude to our CEO, Katya Masnyk, and to our staff and committees who have all done an incredible job this year, and who continue to carry me along on their shoulders as I carry out my duties as President.

Respectfully submitted,



Joan Ross

OUR BOARD, REGULATOR MEMBERS AND COMMITTEES

BOARD OF DIRECTORS 2020

Joan Ross (NS), *President*
Denis Pelletier (QC), *Vice President*
Joyce Vogelgesang (AB) *Treasurer*
Katya Masnyk (CAPR CEO) *Secretary*

Chris Boodram (YK)
Dianne Millette (BC)
Brandy Green (SK)
Brenda McKechnie (MB)
Gary Rehan (ON)
Ellen Snider (NB)
Sonia Chaudhary (PEI)
Kelli O'Brien (NL)
Mark Hall (ESC)

REGULATOR MEMBERS

Professional Licensing and Regulatory Affairs, 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
Ordre professionnel de la physiothérapie du Québec
College of Physiotherapists of New Brunswick/ Collège des physiothérapeutes du Nouveau-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)

2020 COMMITTEES OF THE BOARD

EVALUATION SERVICES COMMITTEE

Mark Hall, *Chair*
Dragana Susic
Roger Hur
Marla Nayer
Ann Read
Janelle Van Heeren
Joyce Vogelgesang
Cheri Gunn
Kristin Taylor

GOVERNANCE AND NOMINATIONS COMMITTEE

Dianne Millette, *Chair*
Joan Ross
Brandy Green
Brenda McKechnie
Sonia Chaudhary

CEO REVIEW COMMITTEE

Joan Ross
Denis Pelletier
Joyce Vogelgesang

ABOUT US

OUR TEAM

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he Canadian Alliance of Physiotherapy Regulators (CAPR) is a non-profit organization founded in 1992

to provide centralized evaluation services to the provincial and territorial physiotherapy regulators of Canada.

In service to our Regulator Members, CAPR verifies the education and qualifications of physiotherapists educated outside of Canada and administers the Physiotherapy Competency Examination (PCE) to all candidates seeking eligibility for independent physiotherapy licensure in Canada.

CAPR also provides knowledge brokering and policy services to advance harmonized regulatory practices and support labour mobility across Canada and collaborates with other organizations in the Canadian physiotherapy community on regulatory projects with national and international scope.

OUR VISION

EVERY PHYSIOTHERAPIST IS
A COMPETENT AND ETHICAL
PHYSIOTHERAPIST.

OUR MISSION

TO SUPPORT THE
PHYSIOTHERAPY COMMUNITY
IN PROTECTING THE PUBLIC.

OUR VALUES

SERVING THE PUBLIC INTEREST
GOOD GOVERNANCE
EXCELLENCE
INTEGRITY
COLLABORATION
TRANSPARENCY

SENIOR LEADERSHIP

Katya Masnyk, Chief Executive Officer

Derek Rodrigues, Director, Finance and Operations *(until March)*

Monique Porlier, Director, Finance and Operations *(from June)*

Heather Campbell, National Director, Evaluation Services *(until September)*

Adam Sayers, Interim Director, Evaluation Services *(September-November)*

Siu Mee Cheng, National Director, Evaluation Services *(from November)*

Diana Sinnige, Director, Policy and Communications

Wanda Trottier, Human Resources Manager

STAFF MEMBERS

Adam Sayers

Adryan Malcom-Zorec

Anna Wolska

Carena Tran

Colleen Reid

Jennifer Cupid

Jens Pelagio

Elena Alexandrova

Erin Gollaher

Fallon Allen

Gillian Japal

Gina Maio

Kelly Casey

Kelly Piasentin

Keshia Gudge

Lakeysa Campbell

Laura Segal

Lindsay Weidelich

Lyons Pereira

Mamadou Diallo

Margaret Barnes-Ahlbrand

Navnit Bains

Nimfa Bodino

Rajiv Maraj

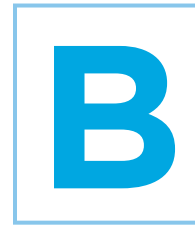
Rebecca Chamula

Shereen Mir-Jabbar

Sophie Hunter

Troy Bell

CAPR IN 2020



Back in 2017, the CAPR Board listened to feedback from stakeholders and committed to launching an innovation agenda. The intention of this new agenda was to take CAPR's assessment services from following best practices to leading the industry in innovation.

This mandate to innovate, supported by the exploratory and preparatory work undertaken by CAPR staff in the years since its inception, allowed our organization to face the incredible challenges brought on by a global

pandemic in 2020 with a sense of direction and purpose. While we had envisioned a multi-year rollout of systematic change in the way we delivered our services, CAPR was able to make the leap from planning to developing and implementing in the space of one year—a feat that could not have been achieved without the cooperation, energy and talent of our supporters from across the Canadian physiotherapy community.

In 2020, CAPR experienced a year of innovation and collaboration like no other. And it has been transformational for our operations and culture.

STRATEGIC OBJECTIVES 2018-2022

ENSURE EXCELLENCE IN EVALUATION SERVICES

CULTIVATE REGULATORY EXCELLENCE

ENGAGE STAKEHOLDERS

CREDENTIALLING PROGRAM

T

hrough 2020, the Credentialling Program balanced strategic, program-improvement projects with new initiatives undertaken to respond to the exceptional circumstances of the pandemic.

ADAPTATIONS ON THE FLY

In the first months of the pandemic, the program announced the temporary acceptance of tele-rehabilitation clinical placements for Internationally-educated physiotherapists (IEPTs) and the acceptance of the TOEFL Special Home Edition English language proficiency test. Program staff also met virtually with administrators from international institutions to gain a better understanding of how the pandemic was impacting students.

AN INDEPENDENT PROGRAM REVIEW

In May, CAPR launched an independent program review, its first since 2012, led by UK- and Canada-based consultancy firm CamProf Inc. The rigorous process included interviews with industry informants, personnel from comparable organizations, recent applicants and Credentialling Program staff, as well as a thorough desk review of all CAPR credentialling policies, procedures and requirements.

CamProf concluded that CAPR's Credentialling Program enjoys a positive reputation amongst its stakeholders, who characterized the program as fair, responsive and

"embody[ing] the characteristics of being innovative and implementing continuous improvement." In 2021, CAPR will develop a plan to act on key CamProf recommendations to further enhance and innovate the Credentialling Program.

AN ELECTRONIC-RECORDS MANAGEMENT SYSTEM

In October, the Credentialling Program launched an

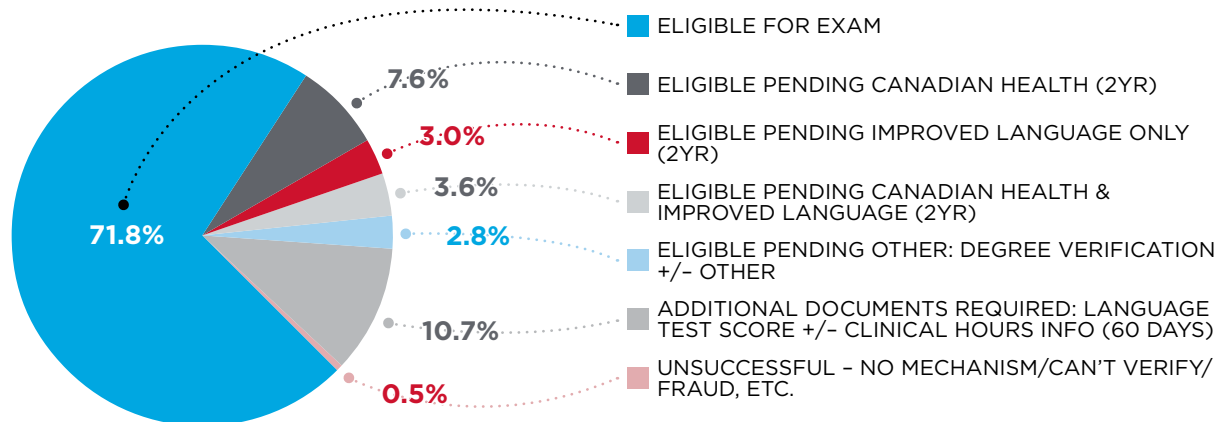
electronic records management system, achieving a modernization milestone for CAPR. Credentialling staff were engaged in each stage of the process, including design, data conversion, testing and training.

The launch of the system lays the groundwork for an online client portal and for the CAPR Examinations Program to join the Credentialling Program on the new cloud-based system in 2021.

2020 BREAKDOWN OF OUTCOMES OF COMPLETED ASSESSMENTS

TIME PERIOD: JANUARY 1, 2020 TO DECEMBER 31, 2020

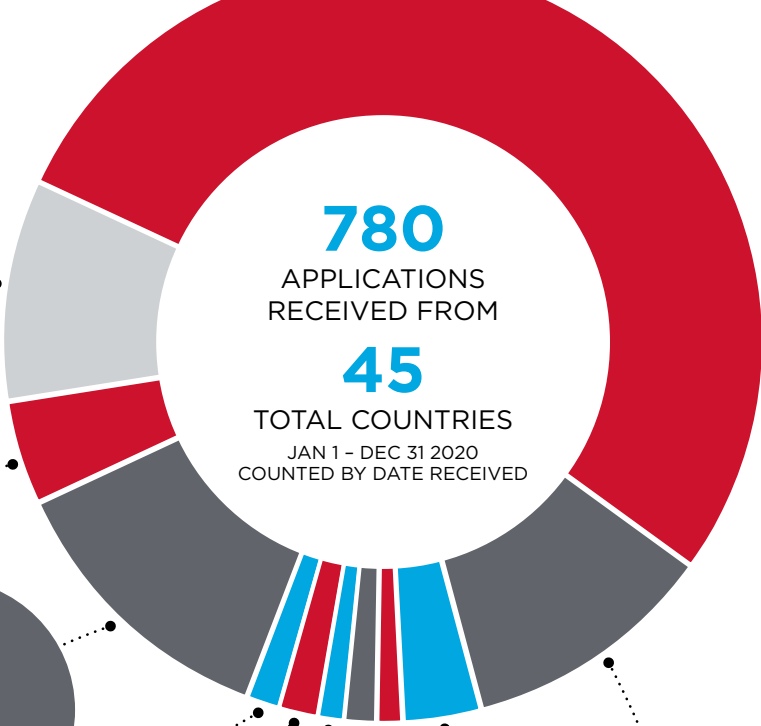
TOTAL NUMBER OF COMPLETED ASSESSMENTS **607**



SOURCE COUNTRIES

CREDENTIALLING APPLICATIONS RECEIVED

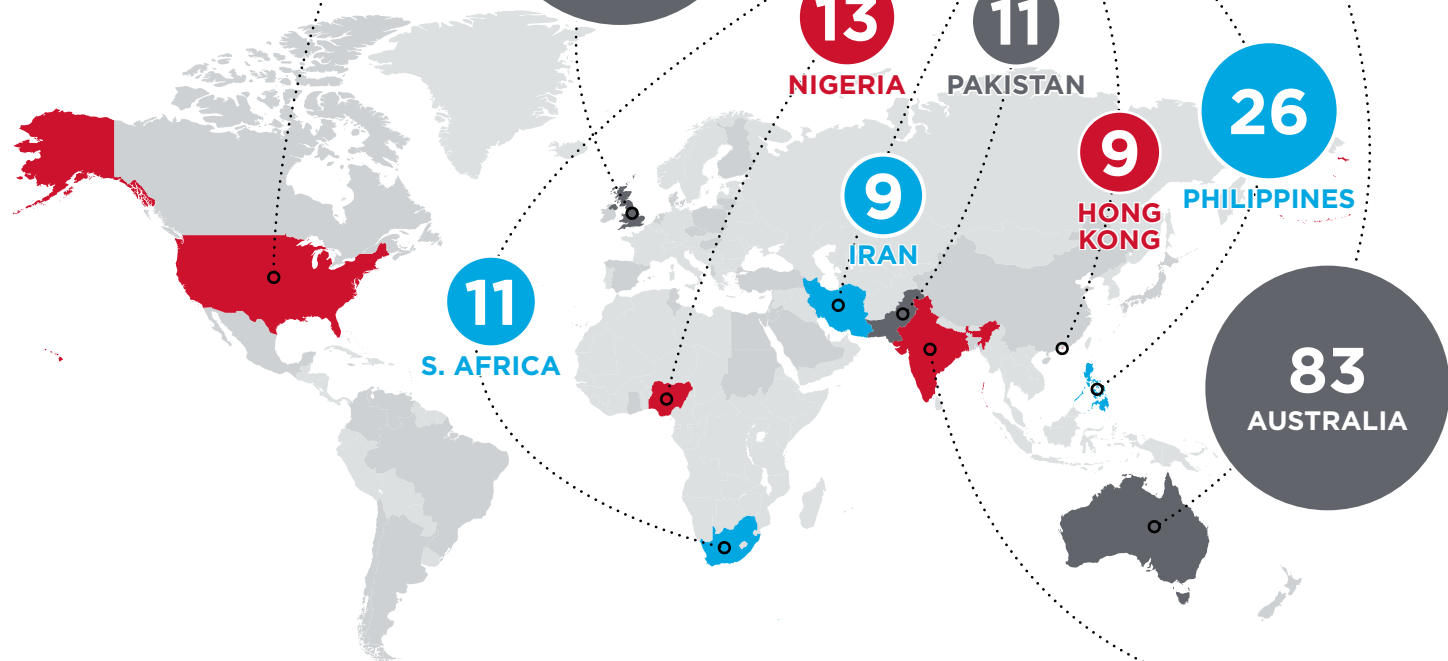
2020	780
2019	819
2018	697
2017	636
2016	708
2015	754
2014	668
2013	741
2012	773
2011	606
2010	568



72
35 OTHER COUNTRIES

97
UK
ENGLAND
SCOTLAND
N. IRELAND
WALES

35
USA



416
INDIA

WAIT TIMES (WEEKS)
AS OF THE LAST DAY OF THE QUARTER

PRECEDENT
11
BENCHMARK • 10-12 WEEKS

NON-PRECEDENT
16
BENCHMARK • 16-18 WEEKS

EXAMINATIONS PROGRAM

In 2020, the Examinations Program's exploratory work toward "innovating the PCE" leapt from theory into practice. CAPR delivered one traditional administration of the Written Component the same week the World Health Organization declared the novel coronavirus a global pandemic.

On March 20, CAPR postponed administrations of the Written Component scheduled for May and July, as well as the Clinical Component scheduled for June 2020. From that date forward, the Examinations Program took an all-hands-on-deck approach to selecting, developing and implementing innovative ways to deliver the two components of the PCE through the continuing pandemic.

THE WRITTEN COMPONENT

Safely and quickly relaunching the Written Component was the priority of the Examinations Program through the spring. By the end of June 2020, CAPR solidified plans to offer the Written Component online, through remote proctoring, in addition to at in-person test centres, where public health guidelines allowed.

The Examinations Program, in collaboration with test delivery vendor, Prometric, successfully relaunched the Written Component in August 2020. Restoring access to this qualifying exam was critical, as successful candidates can obtain a provisional/interim licence and enter the workforce. CAPR successfully administered the exam to more than 1500 candidates by the end of the year.

THE CLINICAL COMPONENT

Concurrent with efforts to relaunch the Written Component, CAPR's Physiotherapist Advisor and Lead Psychometrician began exploring the feasibility of various structural changes to the Clinical Component to safeguard the November administration against further

disruption. Among their recommendations subsequently approved by the CAPR Board were reducing the exam from 16 stations to 12 and eliminating the written portion of the 5+5-minute couplet stations—measures aimed at lowering the number of people required at each exam site while maintaining the psychometric validity of the exam.

At the end of September, CAPR and its Board concluded that it would be impossible to guarantee the delivery of any form of an in-person practical exam while the pandemic continued. A week after cancelling the Clinical Component for 2020, the CAPR Board approved an initiative to deliver a virtual iteration of the Clinical Component. The project was a collaboration between CAPR staff and a multidisciplinary Innovation Advisory Committee composed of subject matter experts in physiotherapy, education, regulation and virtual assessment.

CAPR's goal was to administer the virtual Clinical Component four times in 2021 and to deliver the exam to more than 2000 candidates in the course of the year.

MEMBERS OF THE INNOVATION ADVISORY COMMITTEE

- Chris Boodram
- Brandy Green
- Allison Grieg
- Mark Hall
- Bernadette Martin
- A recently licensed physiotherapist and bridging-program graduate

2020 EXAMINATIONS PROGRAM STATISTICS



TOTAL NUMBER OF WRITTEN EXAMS ADMINISTERED

CAPR DID NOT DELIVER THE CLINICAL COMPONENT IN 2020

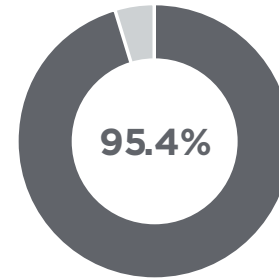
1508

WRITTEN COMPONENT RESULTS WAIT TIMES (WEEKS)

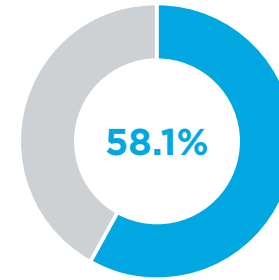
4.9

BENCHMARK 6 WEEKS

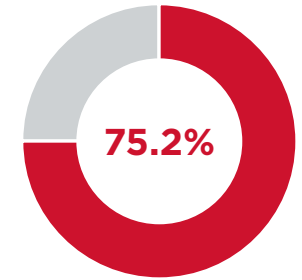
PASS RATES FOR WRITTEN COMPONENT



CANADIAN EDUCATED
691



INTERNATIONALLY EDUCATED
817

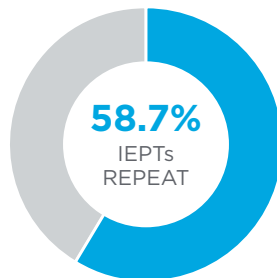
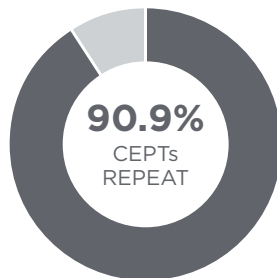
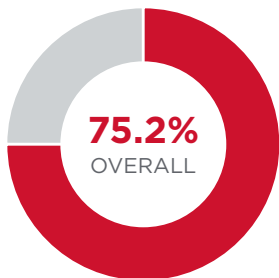
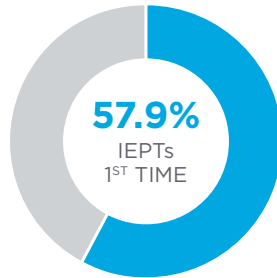
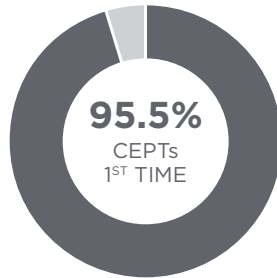


ALL CANDIDATES
1508



WRITTEN COMPONENT PASS RATES

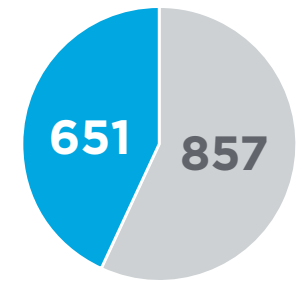
(FIRST-TIME AND REPEAT TEST TAKERS)



WRITTEN COMPONENT SHARE OF CANDIDATES

■ REMOTE/ONLINE (RP) VS. ■ IN-CENTRE (IC)

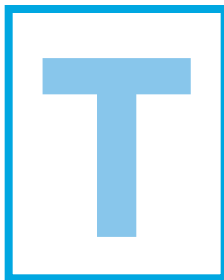
Month	Remote/Online (RP)	RP %	In-Centre (IC)	IC %	Total
MAR '20	209	100%	209		
AUG '20	164	55.2%	133	44.8%	297
SEPT '20	148	44.7%	183	55.3%	331
OCT '20	156	48.5%	166	51.5%	322
NOV '20	183	52.4%	166	47.6%	349



TOTAL 1508

THE ONLINE/REMOTELY PROCTORED WRITTEN COMPONENT WAS OFFERED FOR THE FIRST TIME IN AUGUST 2020.

REGISTRARS COMMITTEE: COLLABORATION LIKE NEVER BEFORE



The Registrars Committee serves as a forum for knowledge exchange among the 11 Canadian physiotherapy

regulators. It supports policy development on issues of national import and it serves as an advisory committee to the CEO, providing regional and regulatory expertise on evaluation services issues being considered by the Board.

In a pandemic year, this forum became more important than ever. Instead of meeting four times a year as usual, the Registrars Committee met 26 times in 2020. All of these meetings were hosted and facilitated by CAPR and provided Registrars the opportunity to support one another in responding to COVID-19.

Registration staff from the Colleges often attended these meetings also to participate in working through the nuts and bolts of the pandemic's

impact on interim/provisional licences, cross-border tele-rehabilitation, licence renewals, late fees and other registration-related challenges.

The committee also worked towards a cohesive and well integrated, profession-wide response to the pandemic by meeting on multiple occasions with major stakeholders, including Physiotherapy Education Accreditation Canada (PEAC), the Canadian Council of Physiotherapy University Programs (CCPUP) and the Canadian Physiotherapy Association (CPA). The expert advice the committee provided to CAPR's Exams and Credentialing programs was invaluable in responding quickly to the pandemic.

While the pandemic dominated most committee efforts in 2020, the Registrars were still able to create a new Tele-rehabilitation Practice Standard and agree in principle to an updated memorandum of understanding regarding the delivery of tele-rehabilitation services across borders within Canada.

REGISTRARS COMMITTEE 2020

CHAIR

Jody Prohar

Physiotherapy Alberta – College + Association

MEMBERS

Chris Boodram

Government of Yukon

Dianne Millette

College of Physical Therapists of British Columbia

Shelley Burwood (*until April 2020*)

Brandy Green (*Interim, as of April 2020*)

Saskatchewan College of Physical Therapists

Brenda McKechnie

College of Physiotherapists of Manitoba

Rod Hamilton

College of Physiotherapists of Ontario

Denis Pelletier

Marie-France Salvas

l'Ordre professionnel de la physiothérapie du Québec

Ellen Snider

College of Physiotherapists of New Brunswick/Collège des physiothérapeutes du Nouveau-Brunswick

Joan Ross

Nova Scotia College of Physiotherapists

Jennifer Kelly

Prince Edward Island College of Physiotherapists

Michael Kay

Newfoundland and Labrador College of Physiotherapists

CAPR THANKS

BOARD OF EXAMINERS

Kristin Taylor, *Chair*
Cheri Gunn
Tyler Friesen
Catherine Evans
Monica Fricke
Roel Buenaventura
Lynn Sutter
Leanne Loranger
Alice Yu
Anita Gohel

APPEALS RESOURCE GROUP

Nancy Cho
Élise Bouchard
Gareth Sneath
Greg Heikoop
Susan Murphy
Victorina Baxan
Diane Dufour
Kenneth Gilfoy
Kedar K. Mate
Cindy Ellerton

WRITTEN TEST DEVELOPMENT GROUP, WRITTEN ITEM GENERATION TEAMS

British Columbia
Helen Bolton, *Chair*
Sophia Zhao
Kelsey Van Stolk
Marian Cayer

Alberta
Karen McIntosh, *Chair*
Julie Stenner

Saskatchewan
Bonnie Maclean, *Chair*
Jocelyn Krieg
Lacey Nairn Pederson

Manitoba
Rudy Niebuhr, *Chair*
Mirei Belton
Allison Klassen
Vanessa Voth

Toronto
Janet Bowring, *Chair*
Gina Lam
Tiara Mardosas
Felicia Chow
Christina Simion

Quebec
Katharina Ciobanete, *Chair*
Sharon Ho
Amanda Lee
Raji Cambow

Nova Scotia
Kate Grosweiner, *Chair*
Mark MacKenzie
Nancy Walker
Reta MacDonald
Stephen Richey

Ottawa
Melissa Cormier, *Chair*
Benjamin Tobali
Carole McMaster
Rachel Goard
Chloe Lauzon-Ganthier

CLINICAL TEST DEVELOPMENT GROUP, CLINICAL ITEM GENERATION TEAMS

National Chair
Cheri Gunn

British Columbia
Maria Bertoni, *Chair*
Rosalyn Jones
Joseph Anthony
Trevor Moizumi

Alberta
Mona Iyizoba, *Chair*
David Benterud
Stacy Culbert
Tara Willes
Sheena Whyte

Saskatchewan
Soo Kim, *Chair*
Susan Tupper
Melissa Koenig
Kristen Quigley

Hamilton
Barbara Pollock, *Chair*
Gillian Manson
Denise Lai
Anastasia Newman

Toronto
Lisa Muc, *Chair*
Mavis Fung
Mindi Goodman
Catherine Patterson

Kingston
Diana Hopkins-Rosseel, *Chair*
Graeme Leverette, *Co-Chair*
(Tasos) Tom Doulas
Kate Attwood
Kyle Vader

Nova Scotia
Suzanne Taylor, *Chair*
Janice Palmer
Alison McDonald
Krista Sweet
Jessica Roy

Manitoba/
Northwestern
Ontario
Karen Malenchak, *Co-Chair*
Jessica Marasco, *Co-Chair*
Rachel Desrochers
Kim Okano
Cynthia Otfinowski
Madeleine Hongisto

PSYCHOMETRIC ADVISORY PANEL

Chris Beauchamp, PhD
Lorin Mueller, PhD
John Wickett, PhD

FINANCIAL INFORMATION

CAPR's financial results for 2020 were impacted by factors related to COVID-19. Revenues were significantly below budget due largely to the cancellation of all Clinical Component administrations planned for 2020. CAPR exercised strict control of discretionary expenditures to reduce operating expenses, while continuing to invest in our business modernization project, which will benefit CAPR's credentialling and examinations clients, as

well as our Regulator Members. Candidate fees held for future exam administrations are reported in Deferred Revenues, in accordance with Canadian accounting standards for not-for-profit organizations.

Despite reporting a \$1,065,000 deficit in 2020, CAPR has a good financial position on December 31, 2020, with over \$2.6 million in Net Assets to support the organization going forward.

STATEMENT OF FINANCIAL POSITION

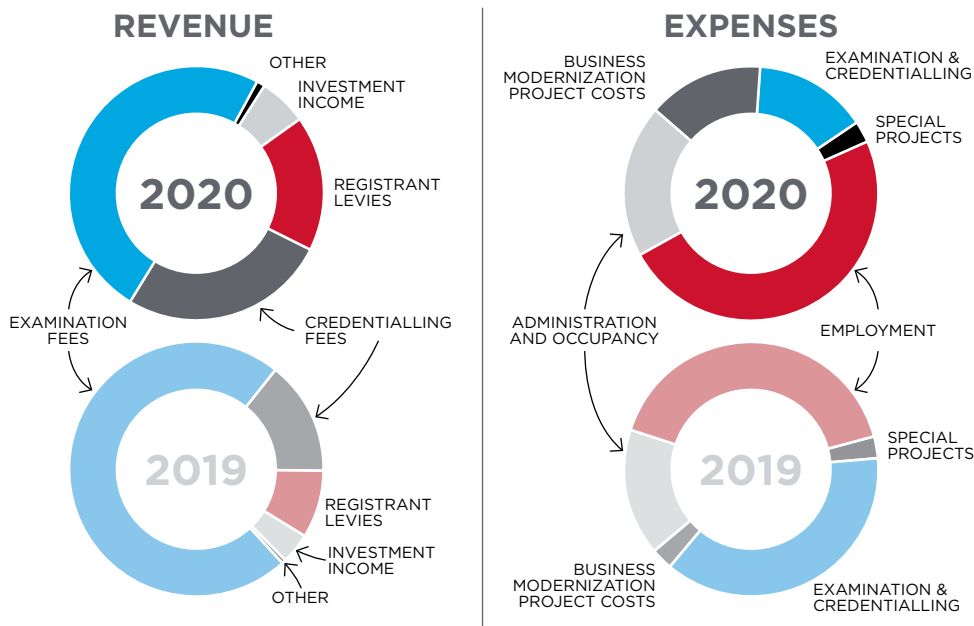
AS AT DECEMBER 31 (IN \$1,000s)

	2020	2019
ASSETS		
CASH	\$ 2,052	\$ 382
INVESTMENTS	4,021	5,123
ACCOUNTS RECEIVABLE	424	—
PREPAID EXPENSES	176	164
CAPITAL ASSETS	353	414
	<u>\$ 7,026</u>	<u>\$ 6,083</u>
LIABILITIES		
ACCOUNTS PAYABLE AND ACCRUALS	\$ 713	\$ 973
DEFERRED REVENUE	3,413	1,106
DEFERRED LEASE INDUCEMENTS	209	248
	<u>4,335</u>	<u>2,327</u>
NET ASSETS	<u>2,691</u>	<u>3,756</u>
	<u>\$ 7,026</u>	<u>\$ 6,083</u>

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31 (IN \$1,000s)

	2020	2019
REVENUE		
EXAMINATION FEES	\$ 1,580	\$ 4,458
CREDENTIALLING FEES	837	877
REGISTRANT LEVIES	549	522
INVESTMENT INCOME	201	246
OTHER	28	25
	<u>3,195</u>	<u>6,129</u>
EXPENSES		
EMPLOYMENT	2,073	2,578
ADMINISTRATION AND OCCUPANCY	832	1,026
BUSINESS MODERNIZATION PROJECT COSTS	624	175
EXAMINATION & CREDENTIALLING	619	2,359
SPECIAL PROJECTS	112	173
	<u>4,260</u>	<u>6,311</u>
DEFICIENCY OF REVENUE OVER EXPENDITURES	<u>\$ 1,065</u>	<u>\$ 182</u>



The audited financial statements of the Canadian Alliance of Physiotherapy Regulators can be obtained from the organization upon request.



CAPR
Canadian Alliance
of Physiotherapy
Regulators

ACORP
Alliance canadienne des
organismes de réglementation
de la physiothérapie

Cette publication est également offerte en français :
RAPPORT ANNUEL DE 2020

For additional information:
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Email: email@alliancept.org



IMPROVEMENT SHIP
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JOINT EFFORT T
METAMORPHOSIS
FRESH UNIQUE C
UNITY COOPERATIVE
MOVE WITH TH
UNPRECEDENTE
CONSULTATION C
IMPROVE ADAPTAT
NOVEL CHALLENGE
TANDEM JOINT E
MODERNIZE MOVE WIT
CHALLENGE INV