



CAPR
Canadian Alliance
of Physiotherapy
Regulators

ACORP
Alliance canadienne des
organismes de réglementation
de la physiothérapie

Annual Report 2021

Initiating Change

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ABOUT US

The 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

MESSAGE FROM THE PRESIDENT

Navigating Challenges

As President of CAPR's Board of Directors I want to begin by acknowledging the hard work CAPR, its members and partners put in and our resilience in the face of challenges as we navigated one of the most difficult years in our history. I would like to formally thank all who supported CAPR and the entire physiotherapy community across Canada especially the impacted credentialing and examination candidates who placed their trust in us.

Despite the challenges of 2021, I believe it was a teaching moment that we can never forget. We have learned a great deal that can help us meet and exceed best practice standards in evaluation services and the development of robust regulatory policy.

Like other assessment agencies, CAPR learned bitter lessons this year as technology was not quite ready to deliver virtual examinations as intended. CAPR was bold in making efforts to meet the needs of candidates and others; however, our attempts did not result in a positive experience for us and the candidates. The lessons learned continue to be at the forefront of many discussions, with focus placed on the merits and future of physiotherapy competency assessment and ways in which we can advance evaluation practices.

Throughout 2021, CAPR Board of Directors remained committed to advancing its strategic priorities through our re-commitment to ongoing conversations. With our focus on transparency and good governance, CAPR proceeded with a governance review as well as a revision of the Evaluation Services Committee terms of reference, to ensure an improved dialogue with the whole physiotherapy community. We also initiated the creation of an Expert Advisory Panel with a highly diverse and expert group of panel members to guide our future progress and the implementation of a new model of evaluation services. The Registrars Committee efforts were focused on shared regulatory projects and coordinated pandemic-response measures.

In closing, I wish to thank the Board of Directors for their steadfastness in navigating the challenges that were brought to the CAPR Board of Directors discussions in 2021. Let me re-emphasize my appreciation for the work done by the CAPR and staff, led by Katya Masnyk with whom it has been a pleasure to work and learn from.

Respectfully submitted,

Denis Pelletier, *President*

MESSAGE FROM THE INTERIM CEO

Through the Worst and the Best

It is my pleasure to fill the role of Interim Chief Executive Officer (CEO) of CAPR, bridging to the arrival of a new CEO. CAPR is well positioned for this transition thanks to the leadership and contributions of Katya Masnyk, CEO for more than 10 years, the remarkable leadership shown by Denis Pelletier, CAPR's President and the Members of our Board of Directors.

We would like to recognize Katya's devotion to advancing the work of CAPR, to building relationships and collaborations within and beyond physiotherapy and to supporting thousands of candidates in their process to becoming licensed to practice physiotherapy across Canada.

The entire staff of CAPR is most deserving of our praise and sincere thanks for their determined efforts to maintain and evolve our services in the face of pandemic restrictions and to respond to an unexpected surge in demand for our credentialling and examination services. Each member of our staff sacrificed a great deal during this year of uncertainty and challenges. We continue to be devoted to supporting candidates

through their journey and regret that their progress to licensure has been disrupted during the pandemic.

Through it all, we acquired new competencies and continued to improve our practices and services. We are excited for the future which will emerge from the governance review and the Evaluation Services Committee's advice to inform re-imagining the future of evaluation services.

I believe that during 2021 we saw the worst of external factors and the best of CAPR efforts. We thank you - our supporters - for your trust in CAPR and look forward to your continued engagement.

Respectfully submitted,

Monique Porlier, *Interim Chief Executive Officer*



BOARD OF DIRECTORS

Officers

Denis Pelletier (QC), *President*

Dianne Millette (BC), *Vice President*

Joyce Vogelgesang (AB), *Treasurer*

Katya Masnyk (CEO), *Secretary*

Directors

Chris Boodram (YK), *(until, August)*

Laurianne Grenier-Deschenes
(YK) (from August)

Dale Pitura (SK)

Jennifer Billeck (MB) *(until December)*

Brenda McKechnie (MB) *(from December)*

Gary Rehan (ON)

Ellen Snider (NB)

Kristin Taylor (NS)

Jennifer Buote (PEI)

Michael Kay (NL)

Mark Hall *(Evaluation Services Committee)*



COMMITTEES OF THE BOARD

Evaluation Services Committee

Mark Hall, *Chair*

Ann Read

Cheri Gunn

Dragana Susic

Janet Bowring

Janelle Van Heeren

Joyce Vogelgesang

Kristin Taylor

Marla Nayer *(until May)*

Roger Hur

Governance and Nominations Committee

Dianne Millette, *Chair*

Brenda McKechnie

Denis Pelletier

Gary Rehan

Joyce Vogelgesang

CEO Review Committee

Denis Pelletier, *Chair*

Ellen Snider

Joyce Vogelgesang



MEMBERS

Regulators

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 Physiotherapy

Newfoundland and Labrador College of Physiotherapists

Affiliate

The Federation of State Boards of Physical Therapy (United States)



OUR HISTORY

Leading to Innovation

The year, 2021, was tough and transformational. While the COVID-19 pandemic challenged the delivery of CAPR services, it presented opportunities for new growth, building on the seeds of change sown years earlier.

CAPR has a longstanding commitment to adopting and implementing best practices in evaluation services, regulatory policy and governance. It continually assesses its principles against best practice standards using external audits. CAPR hired external experts to conduct reviews of the Credentialling Program in 2012 and again in 2020; of CAPR governance in 2013; of the exam security in 2014/15; and of the Examination Program in 2015/16.

These external audits have helped CAPR adopt best practices, modernize our systems and deliver efficient and secure services while governing effectively. Changes made following the Credentialling Program audit of 2012 led to a 70 percent decrease in credentialling wait times. The governance review spurred CAPR to adopt new governance practices in 2013 including a smaller, more nimble Board, and a commitment to ongoing Board evaluation and benchmarking. In 2015, the Written Component of the Physiotherapy Competency Examination (PCE) was updated from a pencil and paper exam to a computer-based exam.

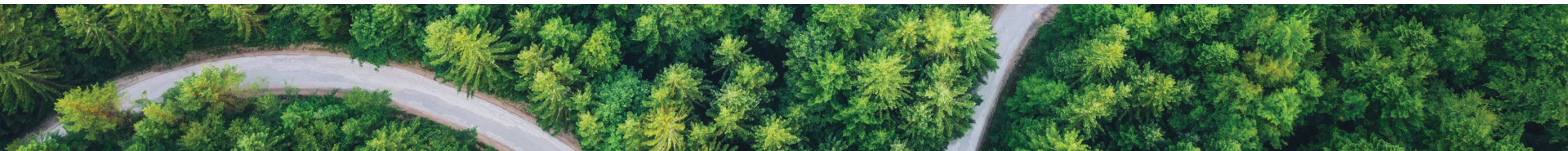
OUR HISTORY

In 2017, the Board of Directors saw the opportunity to move beyond simply following best practices. It wanted CAPR to be a leader in the field of evaluation services. At the heart of the 2018-2023 strategic framework was an ambitious Innovation Agenda. In preparation, the foundations in capacity and operational infrastructure were strengthened in 2018 and innovation planning commenced in 2019. In 2020, the COVID-19 pandemic forced CAPR to adjust. Some innovation plans were postponed, and others accelerated – for example, remote proctoring was quickly adopted, allowing candidates to attempt the Written Component of the PCE on a computer in a safe and secure location of their choice. Plans were made to deliver the Clinical Component in 2021 in a virtual format allowing candidates, standardized patients and examiners to participate from the safety of their own homes.

Unfortunately, the launch of the 2021 virtual Clinical Component did not go as planned. Despite trying two different delivery platforms, the technological

challenges of delivering a virtual clinical exam could not be overcome. Late in 2021, with safe, in-person exam delivery still not possible, CAPR, like many other professional exam-delivery organizations, cancelled clinical examinations entirely.

One might describe 2021 as a 'long teaching moment' and a year of preparation for transformational change. With our focus on continuing to advance the 2018-2023 strategic plan, we have relaunched the Innovation Agenda aimed at strengthening best practice standards through innovation and evidence-based policies. The end of 2021 saw CAPR continuing its mandate to become a leader in the field of professional evaluation services. Preparations have begun to launch the next externally audited governance review in 2022 and to recruit an extraordinarily accomplished Expert Advisory Panel. Let the innovation begin!





SENIOR LEADERSHIP

Chief Executive Office,
Katya Masnyk

Corporate Director, Finance and Operations,
Monique Porlier

National Director, Evaluation Services,
Kathy Davidson *(From October)*
Carole Beauvais *(From March to July)*
Siu Mee Cheng *(January)*

Lead, Policy and Governance
Diana Sinnige

Manager, Human Resources,
Lovel Dhir *(From October)*
Wanda Trottier *(Until August)*



STAFF MEMBERS

Adam Sayers

Adryan Malcom-Zorec

Aimee Leung

Ayanna Vaughan

Carena Tran

Chia-Jung Yang

Cintia Medina

Colleen Reid

Jens Pelagio

Diana Sinnige

Elena Alexandrova

Erin Gollaher

Gillian Japal

Gina Maio

Kelly Casey

Kelly Piasentin

Keshia Gudge

Lakeysa Campbell

Laura Segal

Mamadou Diallo

Margaret Barnes-Ahlbrand

Melanie Ventura

Navnit Bains

Nicole Prieto

Nimfa Bodino

Rebecca Chamula

Shereen Mir-Jabbar

Sophie Hunter

Troy Bell



2021 YEAR IN REVIEW

Evaluation Services

During this year, CAPR's Board of Directors revised the terms of reference of its Evaluation Services Committee (ESC) to increase transparency and collaboration. Leading professional organizations will put forward nominees to serve on the Committee.

Additionally, the Evaluation Services Committee began recruitment of members for an Expert Advisory Panel. The Panel will apply a hub and spoke model to gather and review input from a broad range of stakeholders, and will collaborate with: CAPR Clients – internationally and Canadian educated physiotherapists; academics in entry-to-practice PT education; leaders and participants in bridging programs; Canadian Physiotherapy Association including National Student Assembly; physiotherapy regulators; CAPR committees - Written Test Development Group, Clinical Test Development Group, Board of Examiners and ESC; and internal CAPR staff.

With its strategic partners, the Panel will lead the exploratory background work and preparatory research towards re-envisioning CAPR's goal in exceeding best practice standards in evaluation services. The Panel will craft recommendations to present to the Evaluation Services Committee and the CAPR Board of Directors in 2023. The recommendations will be the foundation of CAPR's innovations for the future.

2021 YEAR IN REVIEW

Counselling for Candidates

The stresses placed on candidates by the pandemic have not gone unnoticed by CAPR. To support candidates impacted by the cancellation of the Virtual Clinical Component in 2021, we provided access to professional Employee and Family Assistance Program counselling support for candidates and their family members.

Electronic Records Management

In late 2021, CAPR's Examination Program transitioned to a new electronic records management system following implementation by the Credentialling Program in late 2020. This transition from paper to digital file management is another innovation that positions CAPR for the future of assessment and will lead to a self-service portal for clients resulting in an improved experience.



2021 YEAR IN REVIEW

Blueprint for the PCE

During the year, the decision was made to finally implement the 2018 PCE Blueprint, beginning with the May 2022 administration of the Written Component. The 2018 Blueprint is based on the Competency Profile for Physiotherapists in Canada (2017) published by the National Physiotherapy Advisory Group (NPAG). It was scheduled for implementation in 2020 but was delayed due to the additional changes necessary for the PCE to adapt to the pandemic. The previous Blueprint was developed in 2009.

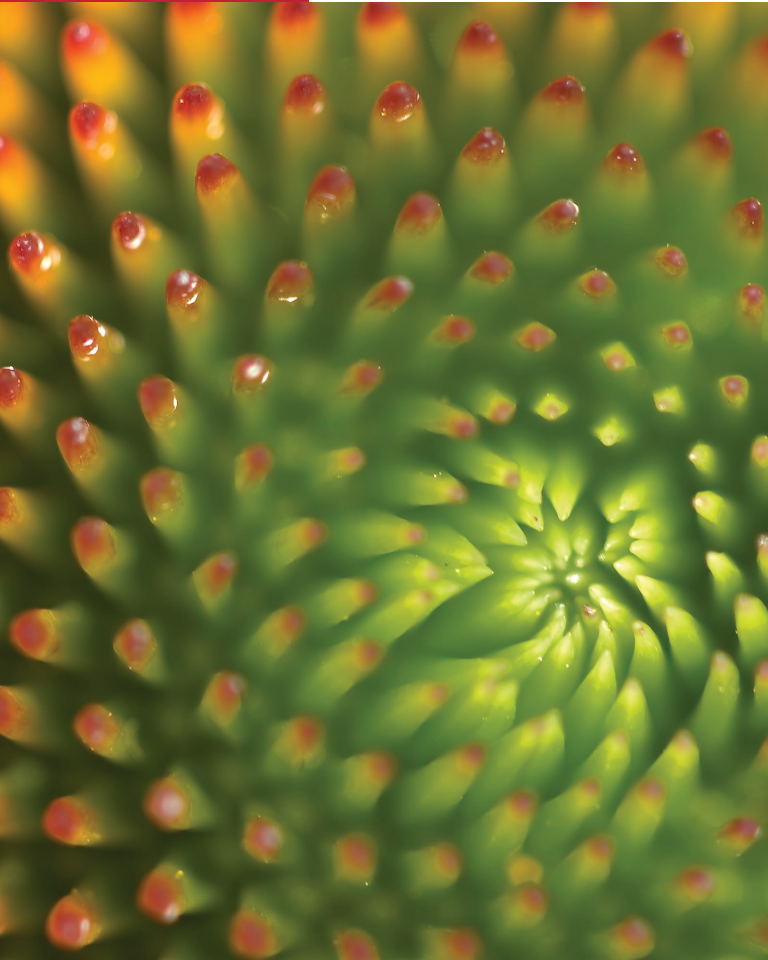
A Blueprint provides candidates with guidance on the knowledge and skills they need to successfully demonstrate competence at the entry-to-practice level. It provides information about the content and structure of the exam as well as the areas of practice, conditions, and activities that are included on the exam.

Governance Review

In this preparation year, CAPR arranged for an external review as part of its commitment to good governance. The last such review was conducted in 2013 and led to constructive changes. The current review, to take place in 2022, will be conducted by the Institute on Governance and includes a focus on the principles of justice, equity, diversity and inclusion.

As Board President Denis Pelletier said, “We are looking at our current obligations and performance to clearly identify ways this alliance can improve, evolve and innovate on behalf of all our stakeholders.”





CREDENTIALLING PROGRAM

A Record Year for Applications

For the first time in CAPR history, we received over 1,000 applications for credentialling, a 36 per cent increase over the number of applications received last year.

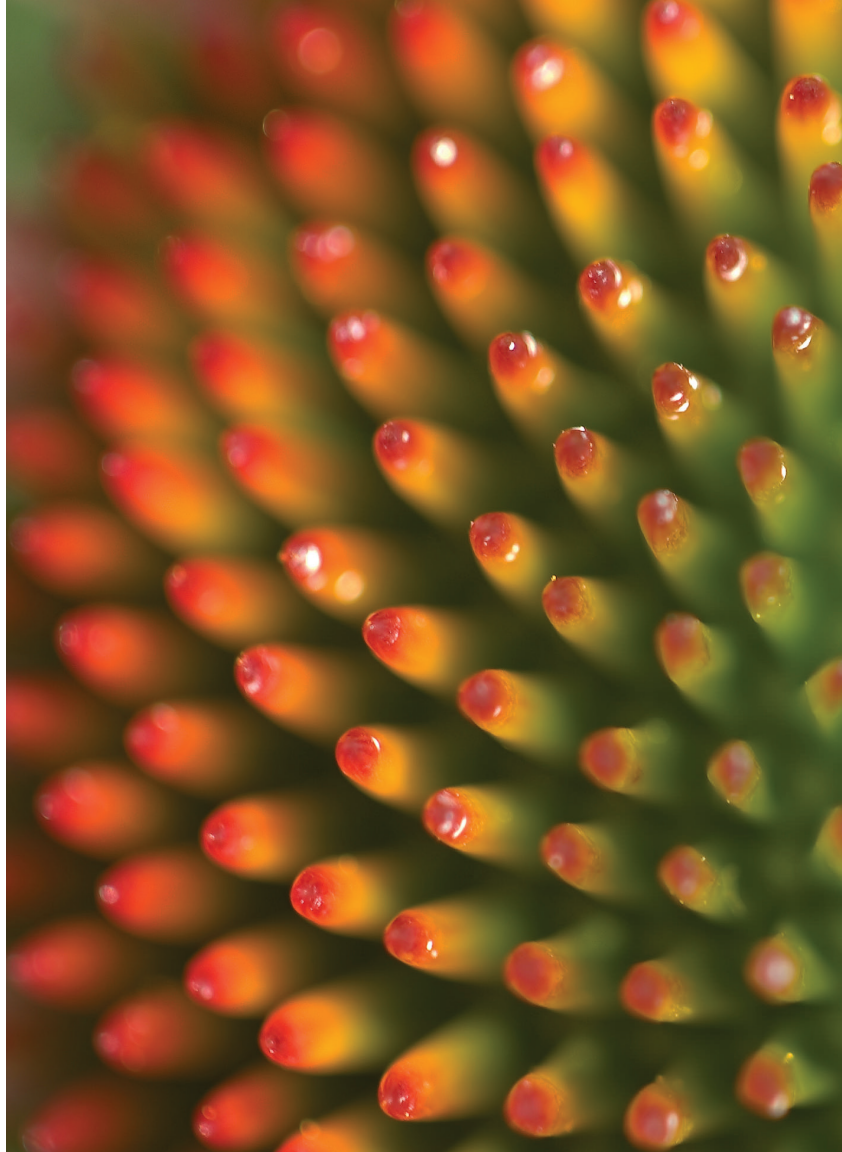
During 2021, our department focused on reducing the backlog impacted by several converging factors, including the COVID-19 pandemic. We learned that we were not alone in this regard as credentialling agencies across Canada experienced similar challenges. We continued to attempt to process files within published timelines and to work with key credentialling partners such as World Education Services (WES) and International Credential Assessment Service of Canada (ICAS). We worked to manage document collection, processing of mail, responding to applicant inquiries while balancing the need to work remotely. Credentialling Officers and Client Service Coordinators remained committed to delivering excellence in credentialling services and responding to applicant questions in a timely manner.

We completed our first full year of working in iMIS, our new client record

CREDENTIALLING PROGRAM

management system. Processes have evolved as we strived to achieve efficiencies. Now that all applicant information, assessment documentation and communication is imbedded into this system we look forward to introducing a client self-service portal for both our credentialling and examinations clients.

We were pleased to host an online information session for prospective CAPR clients who are students at Glasgow's Caledonia University. The University, one of the largest in Scotland, offers an accelerated Master of Science Degree in Physiotherapy with graduates working throughout the U.K. and abroad.



CREDENTIALLING PROGRAM

Credentialling applications received in 2021 and prior years

Credentialling applications have almost doubled since 2010.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
# new applications	568	606	773	741	668	754	708	636	697	819	780	1,074

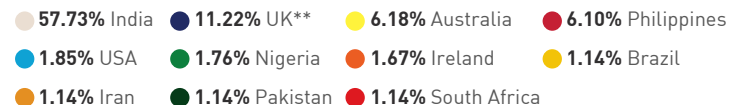
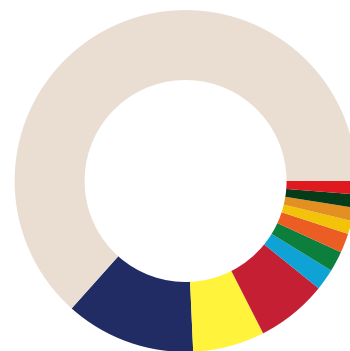
Total 48 Countries

Top Source Countries for Credentialling Candidates

Country of Education	Number
India	653
UK**	127
Australia	70
Philippines	69
USA	21
Nigeria	20

Country of Education	Number
Ireland	19
Brazil	13
Iran	13
Pakistan	13
South Africa	13

**includes UK-England, UK-Scotland, UK-Ireland and UK-Wales



CREDENTIALLING PROGRAM

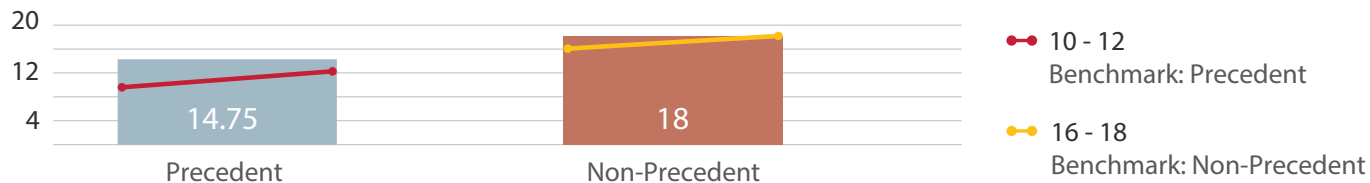
Outcomes of Completed Assessments

Successful: Eligible for Exam	81.31%	●
Unsuccessful - No Mechanism/Can't verify/Fraud, etc.	0.41%	●
Eligible Pending Canadian Health (2yr)	5.95%	●
Eligible Pending Improved Language only (2yr)	4.31%	●
Eligible Pending Canadian Health & Improved Language (2yr)	4.00%	●
Eligible Pending Other - Degree Verification +/- other	1.03%	●
Additional Documents Required: Language Test Score +/- Clinical Hours Info (60 days)	2.99%	●
Total	100%	

792 successfully credentialed candidates



Wait Times - Number of Weeks to Process Credentialling Applications





EXAMINATIONS PROGRAM

The Goal in Sight

In 2021, the Examination Program through CAPR staff's extraordinary commitment and dedication continued to adapt to the pandemic environment.

The Written Component

The Written Component was delivered without disruption due to the 2020 initiative which added the option of remotely proctored administrations, in addition to the existing in-person exam centres. The remote proctoring option allowed approximately 70% of candidates to take the exam when public health restrictions otherwise limited access to exam centres. Given its success, this delivery innovation will continue.

EXAMINATIONS PROGRAM

The Clinical Component

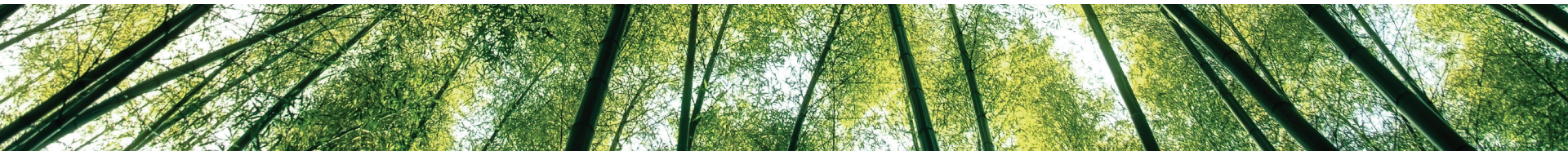
CAPR's Clinical Item Generation Teams and the Clinical Test Development Group adapted existing content (almost 50 stations) to the online environment in little over a year. The Clinical Component Innovation Advisory Group, comprised of subject matter experts in physiotherapy, education, regulation, and virtual assessment, provided oversight to that work.

While CAPR ultimately experienced extreme disappointment when the decision was made to cancel the virtual delivery of the Clinical Component, to our knowledge, we were the first assessment organization to make attempts to launch a virtual clinical examination. This required incredible effort. Our hard work drew a commendation from Ontario's Fairness Commissioner; Irwin Glasberg who wrote: "I also believe that the Canadian Alliance of Physiotherapy Regulators (CAPR) acted responsibly in deciding to develop, and later make available, a virtual

clinical examination for physiotherapy candidates as a substitute for in-person sessions." Mr. Glasberg noted, "I believe that CAPR acted reasonably in engaging a third-party consultant to explore why the examination platform was not able to support the examination."

This development and the attempt to deliver the content required a huge commitment from our partners. These advisory committee members deserve gratitude: Chris Boodram, Brandy Green, Alison Greig, Mark Hall, Adillah Hanaa, Berni Martin.

Our gratitude goes out to staff, stakeholders, technical experts, content providers, standardized patients and examiners who worked with two different technology platforms with the goal of delivering a successful virtual clinical exam.

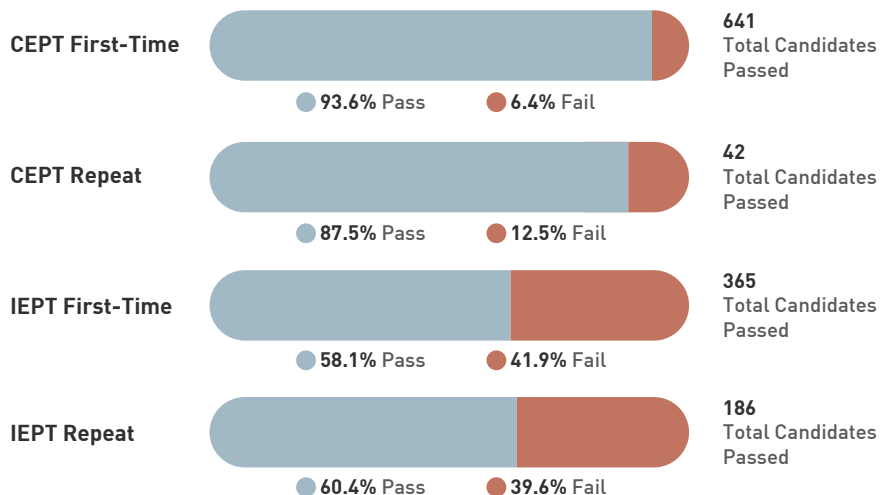
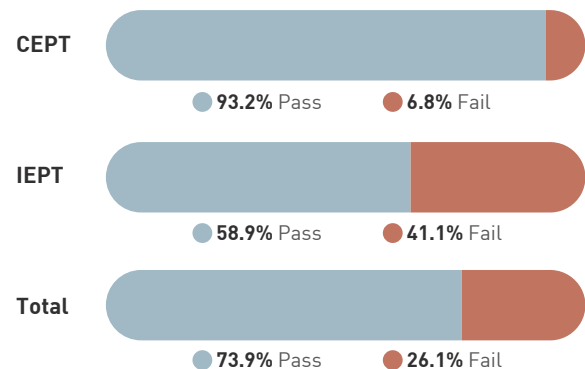


EXAMINATIONS PROGRAM

Written Component Program

1,669 Exams Administered

Overall 1,243 candidates passed and 435 failed

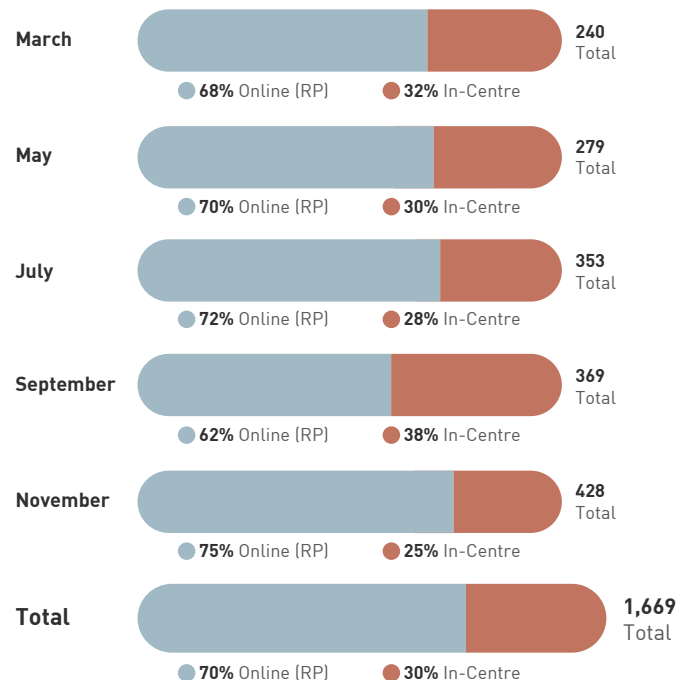


CEPT: Canadian-Educated Physiotherapist IEPT: Internationally-Educated Physiotherapist

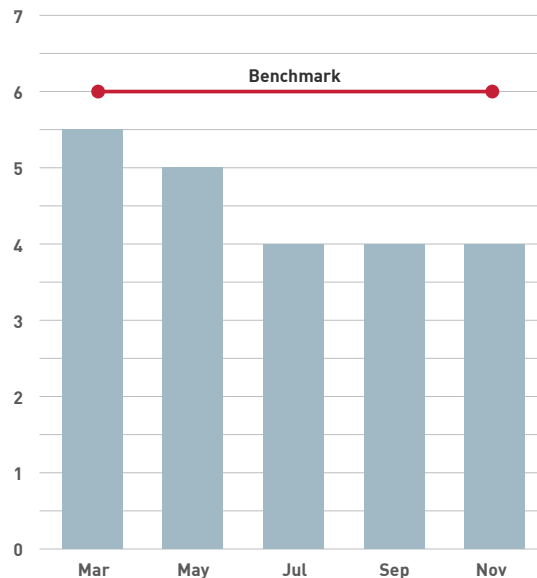
EXAMINATIONS PROGRAM

Written Component Program

Of the 1,669 candidates, 1,161 took the written component online while 508 were in-person



Weeks to Release Exam Results





REGISTRARS COMMITTEE

Meeting Challenges - Together

The Registrars Committee serves as a forum for knowledge exchange among the 11 Canadian physiotherapy regulators. It supports policy development on issues of national importance, and serves as an advisory committee to the CEO, providing regional and regulatory expertise on evaluation services issues being considered by the Board of Directors.

The continuing absence of a clinical competency assessment to inform entry-to-practice licensure, required regulators to be creative and flexible in their efforts to manage the provisional and independent licensing of physiotherapists through the pandemic. Each jurisdiction needed to adapt their licensing processes while maintaining pan-Canadian consistency quickly and continually in standards to support labour mobility and preserving public protection. The Registrars Committee meetings provided a forum to coordinate these efforts, to collaborate and to support each other. The Registrars Committee met 19 times in 2021 as opposed to their normal schedule of four times a year. All these meetings were hosted and supported by CAPR.

While pandemic response dominated most of the Committee's efforts in 2021, the Registrars were able to participate as a group in consultation with the National Association for Clinical Education in Physiotherapy (NACEP) regarding possible updates to clinical education for Canadian-trained physiotherapists. The Committee also took preliminary steps towards a common set of values for the profession of physiotherapy and a common, pan-Canadian language for data collection regarding issues of professionalism. These projects will continue in 2022.

REGISTRARS COMMITTEE

Chair:

Jody Prohar

College of Physiotherapists of Alberta

Members:

Government of Yukon

Chris Boodram (*until August*)

Laurianne Grenier-Deschenes (*from August*)

College of Physical Therapists of British Columbia

Dianne Millette

Saskatchewan College of Physical Therapists

Brandy Green (*Interim, until October*)

Jason Vogelsang (*from October*)

College of Physiotherapists of Manitoba

Brenda McKechnie

College of Physiotherapists of Ontario

Rod Hamilton

l'Ordre professionnel de la physiothérapie du Québec

Denis Pelletier

Marie-France Salvat

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

Ellen Snider

Nova Scotia College of Physiotherapists

Joan Ross

Prince Edward Island College of Physiotherapy

Jennifer Buote

Newfoundland and Labrador College of Physiotherapists

Michael Kay





THANKS TO OUR CONTRIBUTORS

Board Of Examiners

Kristin Taylor, *Chair*

Alice Yu

Anita Gohel

Cheri Gunn

Leanne Loranger

Lynn Sutter

Moni Fricke

Roel Buenaventura

Tyler Friesen

2021 Appeals Resource Group

Cindy Ellerton

Diane Dufour

Élise Bouchard

Gareth Sneath

Greg Heikoop

Kedar K. Mate

Kenneth Gilfoy

Nancy Cho

Susan Murphy

Victorina Baxan

THANKS TO OUR CONTRIBUTORS

Written Test Development Group, Written Item Generation Teams

National Chair

Janet Bowring

British Columbia

Helen Bolton, *Chair*

Kelsey Van Stolk

Marian Cayer

Sophia Zhao

Alberta

Karen McIntosh, *Chair*

Julie Stenner

Saskatchewan

Bonnie MacLean, *Chair*

Jocelyn Krieg

Lacey Nairn Pederson

Manitoba

Rudy Niebuhr, *Chair*

Allison Klassen

Mirei Belton

Toronto

Janet Bowring, *Chair*

Erin Beange

Felicia Chow

Gina Lam

Tiara Mardosas

Quebec

Katharina Ciobanete, *Chair*

Amanda Lee

Raji Cambow

Sharon Ho

Ottawa

Melissa Cormier, *Chair*

Benjamin Tobali

Carole McMaster

Chloe Lauzon-Ganthier

Rachel Goard

THANKS TO OUR CONTRIBUTORS

Clinical Test Development Group, Clinical Item Generation Teams

National Chair

Cheri Gunn

British Columbia

Maria Bertoni, *Chair*

Andre Siqueira

Dee Malinsky (Porter)

Joseph Anthony

Alberta

Mona Iyizoba, *Chair*

David Benterud

Sheena Whyte

Stacy Culbert

Tara Willes

Saskatchewan

Soo Kim, *Chair*

Kristen Quigley

Melissa Koenig

Susan Tupper

Hamilton

Barbara Pollock, *Chair*

Anastasia Newman

Denise Lai

Gillian Manson

Jessica Pilon-Bignell

Toronto

Lisa Muc, *Chair*

Catherine Patterson

Mavis Fung

Kingston

Diana Hopkins-Rosseel, *Chair*

Graeme Leverette, *Co-Chair*

Kate Attwood

Nova Scotia

Suzanne Taylor, *Chair*

Alison McDonald

Janice Palmer

Jessica Roy

Krista Sweet

Manitoba/

Northwestern Ontario

Jessica Marasco, *Co-Chair*

Karen Malenchak, *Co-Chair*

Cynthia Otfinowski

Kim Okano

Madeleine Hongisto

Rachel Desrochers

Psychometric Advisory Panel

Chris Beauchamp, *PhD*

John Wickett, *PhD*

Lorin Mueller, *PhD*





FINANCIAL INFORMATION

CAPR's financial result for 2021 was a \$2.6 million deficiency of revenue over expenditures due to the on-going COVID-19 pandemic. As a result of the cancellation of all clinical examination administrations, revenues were dramatically reduced, and candidate fees were subsequently refunded. Furthermore, we incurred significant expenses because of the cost attached to the preparation of the virtual clinical examinations. To mitigate the financial impact, we exercised strict control of discretionary expenditures and took advantage of government pandemic assistance programs. We continued to invest in the business modernization project, which supports the full scope of operations for credentialling and examinations and will lead to the self-service portals for clients and regulator members in the coming year.

The deficiency and the refund of deferred candidate fees required the use of a large portion of our cash and investments.

Despite our financial status at the end of 2021, we took measures to address the future viability of the organization through an operating line of credit, which is secured by investments, and multi-year Member loans, based on agreements reached in January 2022.

FINANCIAL INFORMATION

2021 Revenue (\$3.8 million)



- 47% Examination fees
- 31% Credentialing fees
- 15% Registrant levies
- 6% Investment income
- 1% Other

2020 Revenue (\$3.2 million)



- 50% Examination fees
- 26% Credentialing fees
- 17% Registrant levies
- 6% Investment income
- 1% Other

2021 Expenses (\$6.4 million)



- 43% Employment
- 16% Administration and occupancy
- 9% Business modernization project
- 31% Examination & credentialling
- 1% Special projects

2020 Expenses (\$4.3 million)



- 49% Employment
- 19% Administration and occupancy
- 15% Business modernization project
- 14% Examination & credentialling
- 3% Special projects

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

FINANCIAL INFORMATION

Summary Statement of Operations

For the Year Ended December 31st (in thousands of dollars)

Revenue	2021	2020
Examination fees	\$1,769	\$1,580
Credentialing fees	\$1,183	\$837
Registrant levies	\$568	\$550
Investment income	\$227	\$201
Other	\$34	\$27
	\$3,781	\$3,195

Expenses	2021	2020
Employment	\$2,749	\$2,073
Examination and credentialling	\$1,992	\$619
Administration and occupancy	\$1,018	\$832
Business modernization project	\$576	\$624
Special projects	\$37	\$112
	\$6,372	\$4,260
Deficiency of revenue over expenditures	(\$ 2,591)	(\$ 1,065)

Summary Statement of Financial Position

As at December 31st (in thousands of dollars)

Assets	2021	2020
Cash	\$760	\$2,052
Investments	\$671	\$4,021
Accounts receivable	\$55	\$424
Prepaid expenses	\$73	\$176
Capital assets	\$277	\$353
	\$1,836	\$7,026

Liabilities	2021	2020
Accounts payable and accruals	\$896	\$713
Deferred revenue	\$669	\$3,413
Deferred lease inducements	\$171	\$209
	\$1,736	\$4,335
Net Assets	\$100	\$2,691
	\$1,836	\$7,026

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

CONTACT INFORMATION

For additional information

Visit our website

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Connect with us



CAPR
Canadian Alliance
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Regulators

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Alliance canadienne des
organismes de réglementation
de la physiothérapie