



Canadian
Physiotherapy
Association

Annual Report 2024

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A message from the CPA Board President **Allison Stene**

For over a century, Canadian physiotherapy professionals have been called upon to address some of the most pressing global health challenges the world has ever encountered. When World War I soldiers were wounded and shell-shocked, the founder of the Canadian Association of Massage and Remedial Gymnastics — which would later become the Canadian Physiotherapy Association (CPA) — Enid Graham, recognized the important role rehabilitation played in regaining mobility following fractures, injuries, surgery, and long periods of immobilization. After the war, Graham advocated for an increased role for physiotherapy in “civilian medicine.”

A hundred years later, populations around the world were gripped by a global pandemic, exacerbating the challenges faced in a health-care system that was already strained to its limits. In the years since the onset of the pandemic, physiotherapy professionals have once again risen to the challenge by providing innovative solutions to the greatest problems in Canadian health care. By equipping the profession with evidence, influencing key decision-makers to improve access to physiotherapy, and enhancing partnerships to support interprofessional innovation and collaboration, we are seeing once again what can be collectively accomplished when we come together as one profession, with one united voice.

True to Enid Graham’s spirit, and guided by our progressive *2023–2025 Strategic Plan*, the CPA defined a path forward for the Association and its members, thanks in large part to the leadership and direction set by the CPA’s Board of Directors, Branches, Divisions, and Assemblies. Our forward-thinking Strategic Plan, which launched in March 2023, provided us with an ambitious roadmap for the following three years by identifying advocacy, professional partnerships, and organizational growth and sustainability as priorities.

The CPA’s *2024 Annual Report* tells the story of how the Association has operationalized the *2023–2025 Strategic Plan* to cement its position as the trusted authority on the advancement of the physiotherapy profession in Canada. Of course, none of this progress would have been possible without our members, volunteers, and partners. We are sincerely grateful for the commitment and dedication of our Board, staff, Branches, Divisions, and Assemblies, and our valued members, whose contributions have been behind all the successes captured in this report.

Building on Enid Graham’s legacy, we can once again set our sights firmly on the future of physiotherapy in Canada, just as she did over a century ago.



A handwritten signature in black ink that reads "AStene".

Allison Stene
President
Canadian Physiotherapy Association
Board of Directors



A message from CPA Chief Executive Officer Krissy Bell

As I reflect on another incredible year of growth, innovation, and collaboration, I am humbled by the many ways we — our staff, Board of Directors, Branches, Divisions, Assemblies, and our members — came together to transform the physiotherapy profession.

Never in recent memory have we seen this kind of momentum for physiotherapy in Canada. Thanks to our collective efforts, physiotherapy is now not only viewed as a sought-after solution to challenges across the health-care system, but also as a leader and an authority within the health sector.

My first two years as the CPA's Chief Executive Officer have been marked by the incredible grassroots efforts of our members, who have gone above and beyond to enhance the profession, standards of care, and physiotherapy community. I have been constantly inspired by the passion and conviction of our clinicians, researchers, educators, and physiotherapy professionals, who have dedicated their lives to ensuring that patients across Canada have increased access to the exceptional care that only physiotherapy professionals can provide.

Through its focus on advocacy, partnerships, and optimizing business operations, our *2023–2025 Strategic Plan* gave us a shared sense of purpose as a profession, and a set of achievable goals that charted the way forward.

And what a year it's been!

In 2024, the CPA delivered formal Pre-Budget recommendations to the House of Commons Standing Committee on Finance that would serve to reduce wait times and increase access to equitable, cost-effective, high-quality patient care. We saw major scope of practice wins across the country, including physiotherapists in Nova Scotia and Prince Edward Island being permitted to order x-rays and diagnostic imaging. We enhanced partnerships within the profession and across the broader health-care system. We released two landmark reports, [*The Economic Impact of Physiotherapy in Canada*](#) and [*Physiotherapy Scope of Practice: Optimizing Care for People in Canada*](#), and demonstrated through evidence and actions the immense social and economic value of physiotherapy. We fostered a better understanding of the benefits physiotherapy can provide to the system, all while adopting innovative and inclusive processes and operations that enrich the overall experience for CPA members.

To echo Allison's sentiments, I am sincerely grateful for the dedication demonstrated by our staff, Board, Branches, Divisions, Assemblies, members, and partners in health. Looking ahead, we will remain agile and responsive to the needs of Canada's health-care system — its patients, physiotherapy professionals across the country, and you, our members. I am confident that by continuing to work together, we can challenge the status quo and fulfill our mission as a vital partner for the profession that leads, advocates, and inspires excellence and innovation to promote health.



Krissy Bell
Chief Executive Officer
Canadian Physiotherapy Association

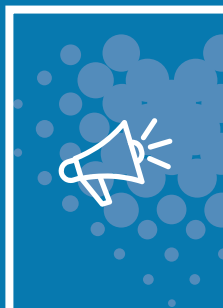


2023–2025 CPA Strategic Plan

Practical Vision

By 2025, the Canadian Physiotherapy Association is recognized by government representatives, insurers, policymakers, regulators, and other organizations as an influential thought-leader and the most important authority regarding the advancement of physiotherapy in Canada. In collaboration with our provincial and territorial Branches, we are the voice for physiotherapy in Canada.

Our Strategic Imperatives



Advocacy | Become a health-care thought-leader

Our focused, co-operative, and evidence-based approach to national advocacy will solidify our position as an influential thought-leader and authority regarding the advancement of physiotherapy in Canada and ensure we are providing innovative solutions to the greatest challenges facing the Canadian health-care system.



Partnerships | Be a collaborative leader of the profession

Our collaborative approach to building and strengthening strategic relationships with key stakeholders will increase the value of membership and amplify the impact of our advocacy.



Operations | Optimize business operations

Our innovative, inclusive and adaptive approach to modernizing and streamlining our business structures, processes, and operations will enrich the overall member experience and enable us to build recognition as a leader and driver in the profession.





Advocacy Highlights

Becoming a health-care thought-leader

Physiotherapy professionals have the expertise to help correct the course of a health-care system in crisis. Now, more than ever, we need to drive greater funding and access for physiotherapy, while promoting the critical role physiotherapists can play in primary care to provide meaningful solutions in a stretched Canadian health-care system.

In 2024, the CPA's focused, co-operative, and evidence-based approach to national advocacy increased physiotherapy funding and access, and provided innovative solutions to the greatest challenges facing the Canadian health-care system. It also helped us elevate physiotherapy's position and influence within the health-care sector and demonstrate the value of physiotherapy being included at key decision-making tables.

Equipping the profession with evidence

Over the course of 2024, representatives from the CPA **met with key decision-makers from across the health-care landscape** — from Members of Parliament, Senators, and government leaders, to insurers and third-party providers, to health-care sector partners — to share research and evidence that proves that expanded access to physiotherapy care has the potential to not only improve the lives of millions of people across the country and help relieve pressure on our overburdened health-care system, but also to save the Canadian economy billions of dollars every year.

In May, we **published a landmark report prepared for the CPA by Deloitte Consulting, [The Economic Impact of Physiotherapy in Canada](#)**, which provided the critical evidence we needed to advocate for the cost-effectiveness of physiotherapy and demonstrate the profession's immense impact on the economic burden of illness. The report showed, for example, that while physiotherapy is already reducing the financial burden of osteoarthritis, back pain, and coronary heart disease by \$232 million per year, the impact of increasing the supply of physiotherapy could have the potential to further reduce the burden of illness in Canada by billions of dollars.

May also marked the **release of our profession-informed [Physiotherapy Scope of Practice](#) report**, which supported advocacy efforts that led to major scope of practice wins across the country, including physiotherapists in Nova Scotia and Prince Edward Island being permitted to order x-rays and other diagnostic imaging.

Later in 2024, the CPA initiated two valuable new research projects to further strengthen our evidence base — the first to **develop a position paper on the role and value of physiotherapy assistants and physiotherapy technologists**, and the second to **undertake an insurance advocacy landscape scan**.





Advocacy Highlights continued

Influencing key decision makers to improve access to physiotherapy

In 2024, the CPA [delivered three formal Pre-Budget recommendations](#) to the federal Department of Finance that would serve to reduce wait times and increase access to equitable, cost-effective, high-quality patient care.

Thanks to our extensive advocacy efforts on student loan forgiveness, including meetings with the Prime Minister's Office and the Ministry of Finance, we were able to celebrate a major victory with the **announcement that physiotherapists would be included in Canada's Student Loan Forgiveness program**. To support the extension of Student Loan Forgiveness to physiotherapy students, the CPA [addressed the Standing Committee on Finance](#) about the benefits of the program and its inclusion of physiotherapy in the 2024 Budget.

Recognizing that all Canadians — irrespective of their location, language, or circumstance — have the right to equitable and accessible health care, the CPA [addressed the Senate Committee on Official Languages](#) in 2024, highlighting the efforts physiotherapist professionals across the country have made to ensure that language is not a barrier to care.

CPA staff were also **leading voices in conversations on health workforce planning and the primary care crisis** at [Health Workforce Canada's inaugural symposium in Montreal](#) and the [CSA Policy Pathways Conference in Toronto](#). A highlight of our year in advocacy was welcoming [Minister Mark Holland to Congress 2024](#) to celebrate the budget, mark the beginning of [National Physiotherapy Month](#), and endorse our [Physiotherapy Scope of Practice](#) report.



Above: CEO Krissy Bell addresses the Senate Committee on Official Languages

Right: Federal Minister of Health, Mark Holland, attends Congress 2024





Partnership Highlights

Becoming a collaborative leader of the profession

The CPA built on a number of longstanding partnerships in 2024, and nurtured new collaborations to develop sustainable solutions for the Canadian health-care system. By fostering multi-sector collaborations that drive innovation, we contributed to the kind of systemic changes necessary to stimulate inclusive and equitable health care reforms.

Our collaborative approach to building and strengthening strategic relationships with key stakeholders also increased the value of membership and amplified the impact of our advocacy.

Enhancing partnerships to support innovations and collaboration

By **enhancing partnerships with our Branches, Divisions, and Assemblies**, we supported stronger collaboration on important processes from business administration to advocacy, which amplified our impact on the profession and issues of national importance to our members.

At the same time, in 2024, we **strengthened mutually beneficial partnerships with health associations, public agencies, businesses, and community organizations** to share research, evidence, innovation, and services. We continued to partner with the National Physiotherapy Advisory Group (NPAG), which includes physiotherapy regulators, and we engaged with internationally educated PTs, the BBIPOC PT Student Collective, Queer Physiotherapy Collective, and other key players that advance the CPA's position in the greater Canadian health-care landscape.

Recognizing the leadership and expertise the CPA can bring to conversations about insurance and extended health benefits — a topic of great interest to our members — **we worked with our partners in health insurance** to leverage our collective resources, explore new areas for collaboration, and develop effective strategies that drive meaningful outcomes for both physiotherapy professionals and insurers.

Also in 2024, we worked to expand partnerships throughout the health-care sector and across corporate Canada. With the aim of enacting changes in health-care services that contribute to the future supply of physiotherapy professionals, the resilience of our health-care system, and the vibrancy of the Canadian economy, **we met with partners across the health-care landscape** to discuss intersections of health workforce planning, recruitment and retention, scope, labour mobility, foreign credential recognition, and supply and demand.

Member of Parliament Yasir Naqvi, Parliamentary Secretary to the Minister of Health, asserted his support for physiotherapy professionals when he met with CPA President Allison Stene, CEO Krissy Bell, members of provincial and territorial Branch associations, and physiotherapy leaders from across Canada at the Canadian Physiotherapy Association Components Summit in Ottawa in November 2024.



Parliamentary Secretary to the Minister of Health, Yasir Naqvi (centre), joined CPA President Allison Stene and CEO Krissy Bell for the CPA's Components Summit in November 2024

We continued to **add value to our interprofessional partnerships** as an active member of the Organizations for Health Action coalition (HEAL) and Extended Healthcare Professionals Coalition (EHPC), and by **strengthening partnerships** with organizations such as the Canadian Medical Association, Canadian Orthopaedic Association, Canadian Nurses Association, and the Canadian Association for Long Term Care, Children's Healthcare Canada, and the Canadian Armed Forces.





Operations Highlights

Optimizing business operations

The CPA's members are the heart and soul of the Association, and in 2024 we strived to add more value to their membership than ever before. Our innovative, inclusive, and adaptive approach to modernizing and streamlining our business structures, processes, and operations enriched the overall member experience and enabled us to build recognition as a leader and driver in the profession.

Optimizing internal processes and procedures

With our *2023–2025 Strategic Plan* wrapping up in just over a year, a lot of work was happening behind the scenes in 2024 to **prepare for the development of our next strategic plan** and ensure that it builds on the tremendous momentum we've created for the profession over the course of the current plan. In 2024, to help inform the development of the *2026–2030 Strategic Plan*, the CPA Board and executives **met with CPA members and staff; representatives from our Branches, Divisions, Assemblies; and key partners** to discuss everything from the current physiotherapy landscape, to operational reviews, to member survey results, to our goals for the future of the Association.

We also spent time **improving and enhancing our internal business processes and operations** — including our Human Resources, Finance, Information Management, and Governance operations — to ensure they are inclusive, equitable, and adaptive to changes in the profession, our membership, and the broader health ecosystem.

We worked closely with the Board of Directors for the Physiotherapy Foundation of Canada to chart a course forward that would support the foundation in fulfilling its unique operational mandate.

For CPA employees, we **adopted a progressive, and permanent, work-from-home policy and undertook a workspace transformation project** that included finding a new office space that's more aligned to our needs as a remote-first workplace. We also **developed a volunteer management plan to help attract, engage, recognize, and support the CPA's exceptional network of volunteers**, who are the lifeblood of the association and serve as vital contributors and subject matter experts in our professional development and member engagement initiatives.

Engaging our Divisions & Assemblies

In 2024, we continued to work with Division and Assembly volunteers across the Association on our Division Transformation Project, which will better **align our Divisions and Assemblies to our national structure and elevate their position as CPA's subject matter experts on physiotherapy** — helping to reduce administrative burdens so they can focus their energy on what will have the greatest impact: creating high-quality professional development content and acting as a trusted source for member engagement.

As the Division Transformation Project continues into 2025 and beyond, it will result in some exciting changes for our members, including more **seamless access to Division and Assembly content, insights, and networking opportunities** — creating a more integrated, enriched membership experience.





Operations Highlights continued

Enhancing our member experience

In 2024, we took a major step forward in delivering value to our members by **making professional development more accessible** and tapping into the expertise of our Division and Assembly members and volunteers to **create dynamic learning resources, enrich member experiences, and power evidence-based advocacy**.

We also began the process of **enhancing our membership platform** to help streamline the membership renewal process and make it easier for members to access their membership information and benefits.

When members reached out to share concerns regarding the recent increase in audit activity for professional physiotherapy services this year, we were proud to respond by **introducing a brand-new [insurance benefit for financial protection against audits](#)**, which was provided to our members at no additional cost for the 2024–2025 policy term, as well as a new resource document to help members understand what to expect when undergoing an insurance audit.

In May, we proudly **hosted [Congress 2024](#)**, the CPA's flagship event and a cornerstone of our professional community. In addition to keynote speakers Dr. Michel Landry, President of World Physiotherapy; Stephanie Lurch, contemporary physiotherapist and Assistant Professor at the University of Toronto; and André Picard, health columnist at *The Globe and Mail*, Congress 2024 convened a dynamic community of clinicians, researchers, and educators who are bridging research and practice, and leading critical conversations shaping the future of health-care delivery across Canada.

Congress 2024 offered physiotherapy professionals valuable opportunities to enhance their skills, expand their professional networks, develop evidence-informed best practices, collaborate with peers, and celebrate the impact of their work across the health-care sector. A standout moment from the event was the **[Enid Graham Memorial Lecture delivered by Elaine Maheu](#)** — a distinguished leader and advocate for the profession, and the 2023 recipient of the Enid Graham Memorial Lecture Award.

In addition to the Enid Graham Award, we **presented a full slate of [CPA Awards](#)** to members who have made a distinguished contribution to the profession. We also witnessed the community growing and changing in positive ways as we **added new CPA Awards for Mentorship, Partnership, and Student Leadership** — helping us better recognize our members for the incredible work they do to advance the profession.

And in an effort to connect, inspire, and engage in conversations of importance to the physiotherapy community, in 2024 the CPA **created more meaningful opportunities for members to engage with us and with colleagues across Canada**. In addition to **hosting our [CPA Annual General Meeting](#)**, we **celebrated the many contributions of physiotherapy professionals during [National Physiotherapy Month](#)**, and we **provided more frequent [updates from our CEO, Krissy Bell](#)**, to help members keep their fingers on the pulse of what's happening in the profession. And in October 2024, CPA President Allison Stene and CPA CEO Krissy Bell **held a thoughtful and inspiring [Town Hall discussion with CPA members](#)** about the future of the Association and the physiotherapy profession in Canada.



Left: Attendees at CPA Congress 2024 | Right: Elaine Maheu delivering the Enid Graham Memorial Lecture at Congress 2024



Congratulations to the 2024 CPA Award Winners!



2023 Enid Graham Memorial Lecture Award

Elaine Maheu

In the absence of Congress, the Enid Graham Memorial Lecture Award was not presented during the 2024–25 awards cycle.

Life Membership Awards

Denis Pelletier

Trish Hopkins

Global Health Award

Jennifer O'Neil

Professional Contribution Award

Sarah Marshall

Mentorship Awards

Michael Morin

R. Kim Hall

Rachel Humphrey

Clinical Education Award

Janet Campbell

Partnership Award

The Running Clinic



CPA Board of Directors



Allison Stene
President



George Roumeliotis



Jason Nenzel



Johanna Lim



Jordan Burgess



Laura Kean



Maria Milioto



Dr. Sukhvinder Kalsi-Ryan



Dr. Vicki Wong



William Montminy

Allison Stene, President
Saskatoon, Saskatchewan

George Roumeliotis
Saint-Laurent, Québec

Jason Nenzel
Victoria, British Columbia

Johanna Lim
Toronto, Ontario

Jordan Burgess
Ottawa, Ontario

Laura Kean
Edmonton, Alberta

Maria Milioto
Laval, Québec

Dr. Sukhvinder Kalsi-Ryan
Toronto, Ontario

Dr. Vicki Wong
Ottawa, Ontario

William Montminy
Saint-Hyacinthe, Québec



Branches, Divisions & Assemblies

The work of the CPA is only made possible by the contributions and collaborations with our provincial and territorial Branches.

Alberta Association of Physiotherapy

Jennifer Panteluk, CEO

Association Québécoise de la Physiothérapie (AQP)

Jennifer Khalil, Directrice Générale

Manitoba Physiotherapy Association (MPA)

Susan Yurkiw, Executive Director

New Brunswick Physiotherapy Association (NBPA)

Lisa Pike, CEO

Newfoundland & Labrador Association (NLPA)

Lisa Pike, CEO

Nova Scotia Physiotherapy Association (NSPA)

Patricia Connors, Executive Director

Northwest Territories/Nunavut Physiotherapy Association (NWT-NU)

Vacant

Ontario Physiotherapy Association (OPA)

Sarah Hutchison, CEO

Physiotherapy Association of British Columbia (PABC)

Andrea Burton, CEO

Physiotherapy Association of Yukon (PAY)

Liris Smith

Prince Edward Island Physiotherapy Association (PEIPA)

Lisa Pike, CEO

Saskatchewan Physiotherapy Association (SPA)

Lorna McMillan, Executive Director

The CPA would like to recognize and thank the Division Chairs' Committee, the Knowledge Translation Committee Leads, and the Assembly Presidents for their commitment to the CPA and its members.

The Division Chairs' Committee on Dec. 31, 2024

- Alex Grant, Oncology
- Amanda Homen, Pelvic & Reproductive Health
- Caitlin Williams, Cardiorespiratory
- Christina (Tina) Ziebart, Seniors' Health
- Deanna Lentini, Paediatrics
- Derek Lai, Global Health
- Dominique Gilbert, Pain Science
- Donna Hennig, Animal Rehabilitation
- Jenna Smith-Turchyn, Oncology
- Karim Meghji, Private Practice
- Kiersten McMaster, Paediatrics
- Kylie Gibson, Sport Physiotherapy Canada
- Lyndal Solomons, Acupuncture & Dry Needling
- Meaghan Shearer-Adams, Neurosciences
- Meghan Curle, Orthopaedic
- Melissa Cursons, Division Chairs' Committee Chair

The Knowledge Translation Committee Leads on Dec. 31, 2024

- Brandyn Powelske
- Pasqualina Santaguida

The Assembly Presidents on Dec. 31, 2024

- Iris Wang, National Student Assembly
- Sandra Lamb, National Physiotherapist Assistant Assembly



Conclusion

As we reflect back on 2024, we are proud of the meaningful progress the CPA has made in advancing the profession, strengthening our community, and amplifying the voice of physiotherapy across Canada. None of this progress would have been possible without the passion, expertise, and unwavering commitment of our members, volunteers, and partners. Together, we are shaping the future of physiotherapy — driving innovation, fostering collaboration, and improving the health and well-being of Canadians from coast to coast to coast.

We want to express our sincere gratitude to all of our members, volunteers, and partners for their support over the past year. We look forward to continuing to work together to build on the momentum we've created together over the years to come.





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