



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

Equity, Diversity and Inclusion

2024-2025 Report

Territorial Acknowledgement

We acknowledge the land our office is on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are honouring these lands as part of a deeper commitment to Indigenous communities in Ontario. As provincial health regulators, we have a large role to play in reconciliation to meet the broader goal of public protection.





How well we achieve **our mission** to **protect the public interest** depends wholly on our ability to **cultivate a climate** in which everyone feels like they **belong**.

*Statement of Awareness around Equity, Diversity and Inclusion (EDI)
by the College of Physiotherapists of Ontario*

Message from Leadership

Advancing safe, welcoming and equitable physiotherapy care requires that we acknowledge and address direct and systemic discrimination within our health systems and broader communities. Both types of discrimination lead to barriers that exclude many people from participating in health systems based on identity factors like race, ethnicity, gender identity and expression, sex and sexual orientation, age, ability levels, and physical appearance. Discrimination often goes unaddressed, resulting in continued inequity and marginalization.

This is our second formal report on the College's ongoing Equity, Diversity and Inclusion journey, and we are excited to share the progress we have made over the past year. We continue to approach this work with humility and an understanding that we are at the beginning of a long journey. We will continue to pursue incremental improvements while acknowledging that work towards achieving equity, diversity and inclusion is never truly done.

We remain steadfast in our commitment to equity, diversity and inclusion as an organization. We will continue to strive to make our organization a safe, welcoming and inclusive place for all those who interact with us, and to support our registrants in delivering safe, welcoming and equitable physiotherapy care.

We are proud of our achievements in the past year — making strides towards embedding equity, diversity and inclusion into how we think about our work and putting the infrastructure in place to ensure our progress continues into the future.



Katie Schulz
Chair, Board of Directors



Craig Roxborough
Registrar and CEO



Equity, Diversity and Inclusion is a foundational pillar in our **strategic plan**, and our EDI initiatives are connected to our **mission, vision and values**.

Strategic Plan



Mission

To protect the public interest by ensuring physiotherapists provide **competent, safe, and ethical care.**



Vision

Inspiring **public confidence** in the physiotherapy profession.



Values

Integrity
& Trust



Inclusion
& Respect



Transparency
& Accountability



Collaboration

Strategic Plan

Focus on Equity, Diversity and Inclusion (EDI)

Embrace a culture where an Equity, Diversity and Inclusion (EDI) lens is intentionally incorporated into all levels of decision making at the College.

Regulation & Risk

Effectively regulate the physiotherapy profession in Ontario and advance its statutory work through a risk-based approach.

INITIATIVES

Create, implement and maintain a culture grounded in risk-based assessments and evidence-informed decision making.

Assess the pathways to licensure to ensure that they are appropriate and fair to both Canadian trained and internationally educated physiotherapists.

Engagement & Partnerships

Collaborate, partner and engage with the public, profession, and other stakeholders in a clear, transparent and timely manner to enhance trust and credibility.

INITIATIVES

Engage in purposeful and meaningful engagement, collaboration and partnerships which further our strategic goals and statutory mandates.

People & Culture

Promote a collaborative environment and a culture based on equity, diversity and inclusion principles while ensuring staff and Council have the resources they need to do their best work.

INITIATIVES

Develop and maintain an organizational infrastructure which supports our statutory obligations and strategic priorities.

Performance & Accountability

Implement strong corporate and governance structures and systems that include effective data, technology, and processes to enable informed decision-making and progressive corporate performance to extend CPO's work and impact.

INITIATIVES

Develop and maintain an enterprise risk management strategy which supports organizational, governance and statutory activities of the College.

Develop and implement a Data Management Strategy to support risk-based and evidence-informed decision making.



Focus on Equity, Diversity & Inclusion (EDI)

Embrace a culture where an Equity, Diversity and Inclusion lens is intentionally incorporated into all levels of decision making at the College.



Improve Governance Based on Government Direction and Best Practices

Create a governance framework which meets or exceeds industry standards as assessed against our regulator peers.

Our EDI Strategy

An internal EDI strategy was developed to support the implementation of the EDI goal in our strategic plan.

- » Increase diversity and representation among people who do work for the College so they reflect the diversity of the profession and society at large.
- » Empower individuals to identify and address unconscious bias so they do not lead to inequitable or unfair decisions.
- » Design our processes to support equitable outcomes and equitable access for all individuals.
- » Meaningfully engage with groups who are impacted by our work to understand their needs and address them.
- » Support registrants in incorporating EDI principles in their practice to advance safe, welcoming and equitable physiotherapy care.
- » Always pursue incremental improvements, acknowledging that work towards achieving equity, diversity and inclusion is never truly done.

Our EDI Team

The pursuit of our EDI strategy is supported by staff at all levels of the organization. The implementation of the EDI strategy continues to be guided and championed by the College's senior leadership team. We also have an internal staff committee focused on incorporating EDI principles into our workplace culture.

Internal EDIB Committee

In late 2024, the College formed an internal Equity, Diversity, Inclusion and Belonging Committee made up of staff from across the College.

The Committee supports the strategy of promoting a collaborative environment and a culture based on equity, diversity and inclusion principles. The goal is to create a psychologically safe working environment where equity, diversity, inclusion and belonging are ingrained in the culture.

The Committee's role is to advise senior leadership on actions and programs that promote Equity, Diversity, Inclusion and Belonging in the College as a workplace, and to be ambassadors for this work within the organization.

Group Membership

Equity, Diversity, Inclusion & Belonging (EDIB) Committee

Diane Daley, Chair People & Culture	Jennifer Ramoutar-Ali, Member Professional Practice
Sameera Merchant, Deputy Chair Practice Advice	Jimmi Bhatti, Member Information Technology
Faith Muchena, Treasurer Organizational Effectiveness	Joyce Huang, Internal Advisor Strategy
Maria Beck, Secretary Quality Assurance	Craig Roxborough, Executive Sponsor Executive Office

Embedding Equity, Diversity and Inclusion into the College's Work

To support our commitment to incorporate an equity, diversity and inclusion lens into all aspects of our work, we implemented an EDI self-assessment and action planning framework across the organization in 2024. The framework assesses performance along a continuum from “Inactive” to “Progressive”.

In 2023, the Health Profession Regulators of Ontario (HPRO) developed an EDI Organizational Self-Assessment and Action Guide, which includes a toolkit to assist health regulatory organizations in developing their own Equity Impact Assessments (EIA).

We leveraged this toolkit to conduct a team EDI self-assessment and action planning exercise.

The purpose is to help departments reflect on their work from an EDI lens and identify concrete actions we can take to achieve incremental improvements toward our EDI goals. We conducted this exercise in the fall of 2024 and the results of the exercise are embedded in the College's operational plan and resourced as part of the budget for 2025-2026.

The intention is to repeat this process annually to ensure progress is consistently being made.



1

Targeted recruitment of Quality Assurance assessors to ensure that our assessors reflect the diversity of registrants who are participating in the Quality Assurance program

The Quality Assurance team completed analysis of the make-up of our assessor pool as compared to that of our registrant base and conducted a targeted recruitment in October 2024 for new assessors based on the results.

In particular, it was identified that we need to increase the proportion of physiotherapists who were educated outside of Canada among applicants for the position.

During the last assessor recruitment in 2022, 18% of applicants were physiotherapists who were educated outside of Canada. The team set a target of 30% for this round of recruitment. In the end, 47% of applicants were physiotherapists who were educated outside of Canada, which exceeded the team's target.

The team hired eight new assessors, three of whom are physiotherapists who were educated outside of Canada and the others also help increase the diversity of the assessor pool in other domains.



2

Plain language review to ensure information is accessible to all audiences

In September 2024, all staff participated in a plain language writing workshop to support the use of more accessible language throughout the organization.

The Practice Advisors received additional individual training and have applied their learning to revise frequently used responses in the service. This makes the advice provided more accessible, which benefits all users, and aligns with our efforts to better support physiotherapists who were educated outside of Canada.



3

Firmly integrate EDI principles into Board and Committee recruitment processes

We now explicitly include EDI elements, such as practice experience and certain demographic factors, in Committee recruitment and composition planning.



4

Integrate a stronger EDI-lens into our consultation process

While conducting reviews of the College's standards and Code of Ethical Conduct, the College captured EDI perspectives obtained through the consultations process.

The College routinely invited and received feedback from groups representing diverse physiotherapy communities.

The registrant consultation process also provides different avenues for responding to ensure anonymity.

The College also engaged the Citizen Advisory Group, a diverse panel of patient and public perspectives.



5

Begin to develop EDI-focused standards (cultural safety and anti-discrimination)

We were not able to deliver on this commitment.

We committed to begin development on two standards that support registrants to incorporate EDI principles into their practice: Health Equity and Anti-Discrimination, and Indigenous Cultural Safety and Humility.

In 2024, the College completed research into best practices for engaging with Indigenous communities to inform our approach to collaborating with Indigenous communities in Ontario during the development of the Indigenous Cultural Safety and Humility Standard.

The development of these two standards is planned to begin in 2025 instead.

6

Create an internal EDIB strategy for staff

In fall 2024, the College established an Equity, Diversity, Inclusion and Belonging (EDIB) Strategy to guide our work internally.

The EDIB Strategy focuses on key activities to meet our objective of creating a psychologically safe working environment where equity, diversity, inclusion and belonging is ingrained in our culture.

EDIB initiatives will be developed and initiated over the next two years for us to move towards our objective, and staff involvement will be critical to our success as we shift our culture in the right direction. Once policies, programs and procedures are implemented, they will be assessed on an ongoing basis to ensure that they meet the needs of our staff and the goals of the EDIB strategy.





Other Actions to Advance EDI in 2024-2025

ONGOING TRAINING AND LEARNING

We continued to support our staff to engage in ongoing learning about equity, diversity and inclusion topics.

- » During Truth and Reconciliation week, staff participated in the lunch and learn sessions offered by the National Centre for Truth and Reconciliation. Staff also shared various resources and learning opportunities with each other.
- » In September and October, staff completed the 2SLGBTQ Foundations Course offered by Rainbow Health to learn about the unique challenges this community faces in the healthcare system and how to make care more inclusive and equitable.
- » To deepen knowledge in support of reconciliation, our management team completed the San'yas Indigenous Cultural Safety Online Training course in March 2025, which provides learners with a deep understanding and knowledge about the history of Indigenous peoples in Canada and the legacy of colonialism. We then offered staff the opportunity to share their reflections on that learning as it relates to their work and more broadly.



COMPLIANCE MONITORING COACHES



We welcomed applications from physiotherapists educated both in and outside of Canada to join the coach team. Among the new coaches hired in 2025, two out of four were educated outside of Canada, demonstrating our commitment to have our coaching team reflect the diversity of our registrants.



We aim to foster an inclusive and supportive coaching environment, ensuring that all individuals feel heard, valued and respected. We held two coach workshops with an external facilitator, integrating evidence-informed coaching techniques, such as compassion, active listening, empathy and awareness of bias.



SUPPORTING SAFE, WELCOMING AND EQUITABLE CARE

» We continued to share resources and information with registrants to help them provide safe, welcoming and equitable care to patients.

» In our [September 2024 newsletter](#), in recognition of Truth and Reconciliation week, we shared information about webinars hosted by the National Centre for Truth and Reconciliation, in particular highlighting the one about Health-Related Impacts of the Residential School System.

» In our [February 2025 newsletter](#), we highlighted resources that celebrate Black physiotherapists and healthcare professionals and to learn more about Black history.

» In our [March 2025 newsletter](#), we shared a resource from TransHealthTO about practical changes physiotherapists can make to provide inclusive care for trans patients.



SUPPORTING PHYSIOTHERAPISTS EDUCATED OUTSIDE OF CANADA

The College aims to provide better support to physiotherapists who were educated outside of Canada to successfully transition to practice in Ontario. The following activities occurred in 2024-2025 in support of this goal, and this work will continue in 2025-2026.

SUPPORTING PHYSIOTHERAPISTS EDUCATED OUTSIDE OF CANADA

OUR WEBSITE

Based on feedback that credentialing, examination and licensure information on our website was missing or difficult to understand, we made updates to that content and other parts of the site as part of our website re-design in 2024.

RESEARCH AND ANALYSIS

The College conducted research and analysis to identify areas where physiotherapists educated outside of Canada may need additional support.

FOCUS GROUP

We conducted two focus group discussions with physiotherapists educated outside of Canada to hear their perspectives and experiences to inform actions to support them in the future.

The first discussion sought to understand which parts of the process to licensure and practice are most challenging for physiotherapists educated outside of Canada and what kinds of supports would help address those challenges.

The second discussion sought to understand how to effectively offer different types of supports and resources, so that they are offered at the right time and in the right way to maximize their benefits.

NAVIGATION TOOL

The College collaborated with the Canadian Physiotherapy Association and the Canadian Alliance of Physiotherapy Regulators to create a [navigation tool](#) that helps physiotherapists who were educated outside of Canada see the full pathway to licensure at the beginning of the process and help them navigate through the different steps.



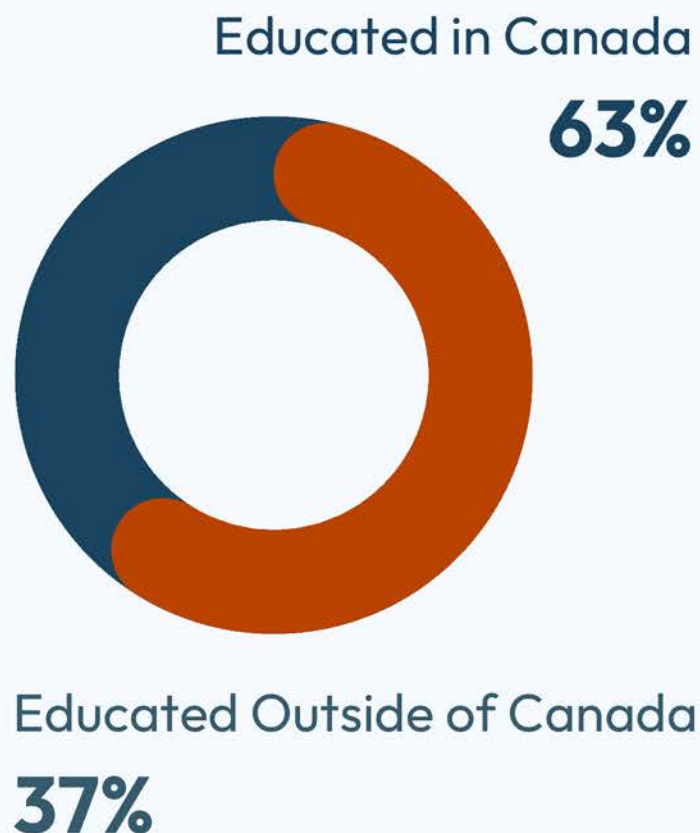
Continuing the Conversation Around Collection of Demographic Data

We recognize the **important role of data**, particularly **demographic data**, to **help us understand** who comprises the profession, and to help us **identify and address** potential **equity and inclusion issues**.

We currently collect a small number of demographic data points from our registrants on a mandatory basis, and we ask registrants to provide additional data on a voluntary basis. We recognize that we have not always collected and shared demographic data in a respectful, safe and inclusive way, and we are working to correct this. For example, in 2025, we updated the options available for individuals to indicate their gender to use more correct terminology for gender identity. The changes were informed by perspectives shared by those who have interest and expertise on this issue.

Based on data that we have now, here's what we know about who makes up the physiotherapy profession in Ontario.

Country of Education

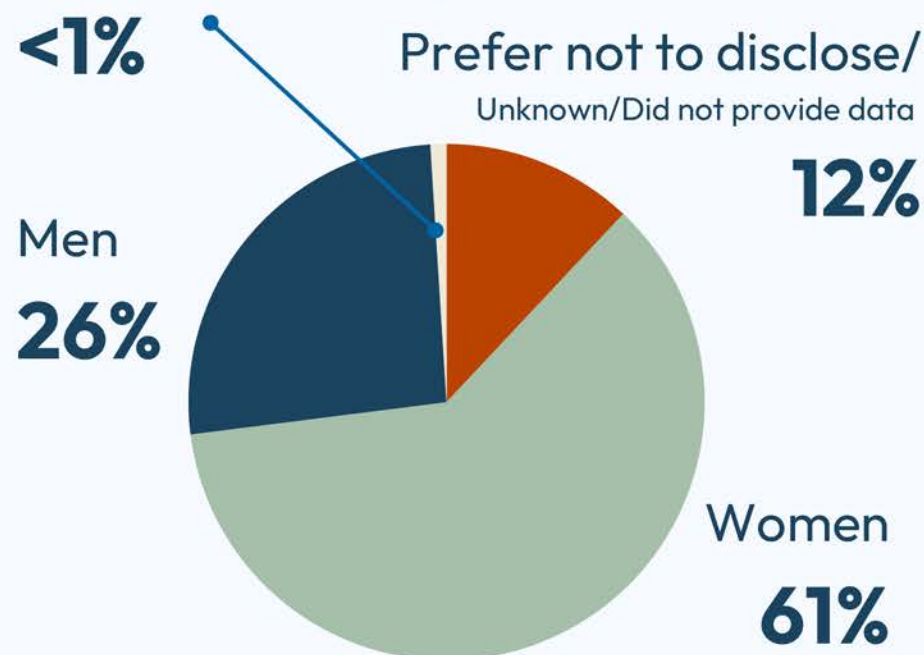


About this data: This information is collected on a mandatory basis at the time of application.

Gender

Other Genders

Including non-binary, another gender, and those who selected more than one gender identity



About this data: This information is collected on a mandatory basis at the time of application. Registrants have the ability to update the information during annual renewal and at any time on the PT Portal. The field allows someone to select more than one option.

Racial Identity

About this data:

- This information is collected voluntarily at the time an individual creates their PT Portal profile.
- Registrants have the ability to update the information at any time on the PT Portal.
- The field allows someone to select more than one option.
- About 29% of registrants provided data.
- Response categories with less than 1% value were grouped together to preserve confidentiality.

Black (African descent, Afro-Caribbean, African Canadian descent)	1.7%
East Asian (Chinese, Korean, Japanese, Taiwanese descent)	5.9%
Latino (Latin American, Hispanic descent)	1.2%
Middle Eastern (Arab, Persian, West Asian descent (e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)	2.6%
Other Racial Identities (Includes those who identify as First Nations or Metis; those who identify as a racial identity not listed in the options; and those who identify with multiple racial identities)	6.6%
Prefer Not to Answer or Do Not Know	6.4%
Southeast Asian (Filipino, Vietnamese, Cambodian,Thai, Indonesian, other Southeast Asian descent)	6.2%
South Asian (South Asian descent (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean)	15.5%
White (European descent)	53.8%

The Demographic Data

The demographic data we do have has contributed to advancing equity, diversity and inclusion in our work.

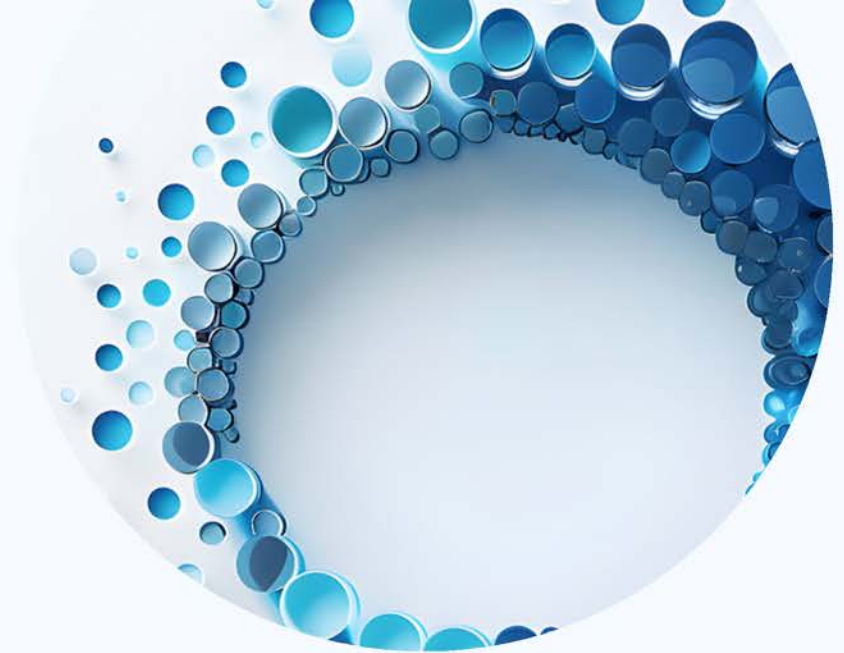
We consider representation of demographic and practice diversity when we propose composition for our Committees.

We consider representation of demographic and practice diversity when we recruit quality assurance assessors and practice enhancement coaches.

We noted a consistent increase in the number of applicants who were educated outside of Canada in the last several years, which prompted us to work on ways to support them to successfully transition to practice in Ontario.

Continuing the Conversation around Data Collection

We heard clearly from physiotherapists through our past consultations that we do not yet have their trust to collect additional demographic information about them. We recognize that, for us to collect more data about our registrants to help advance our equity, diversity and inclusion work, we first have to build trust.



We have continued to engage registrants in a dialogue about this topic, through recent blogs, which outlined how the College protects physiotherapists' privacy*, and an update on changes we will be making to our data collection practices** (timed to align with annual renewal). We want to thank those who have shared their thoughts with us so far, and we hope you will continue to do so.

*[Blog Post: Let's Talk Data: How We Protect Your Privacy](#)

**[Blog post: Let's Talk Data: An Update on Our Journey](#)

Future Actions: 2025–2026

Based on the EDI self-assessment and action planning exercise, we have identified various actions to take into the operating plan and budget for 2025–2026. Areas of focus will include:

Training and Education

Increase awareness and understanding of types of bias and discrimination and how they impact our work.

Examples of activities:

- Training and education on various EDI topics to those who work on the College's behalf. Includes Board and Committee members, staff, assessors, examiners and coaches.

Supporting EDI in Care

Help physiotherapists incorporate EDI principles to advance safe, welcoming and equitable care.

Examples of activities:

- Lay the groundwork for the potential development of two EDI-focused standards: Indigenous Cultural Safety and Humility, and Health Equity and Anti-Discrimination.

Inclusive Communication

Use inclusive and accessible communication and intentionally communicate our EDI commitments.

Examples of activities:

- Review our communications to ensure use of plain, compassionate and trauma-informed language.
- Create an inclusive language guide.
- Intentionally incorporate our EDI commitment into communications.

EDI Data Strategy

Assess the role of data in advancing EDI goals.

Examples of activities:

- Catalogue EDI data we currently collect and consider future data needs.
- Critically assess how we present EDI data to reduce harm and support inclusion.

EDI in the Workplace

Foster an equitable and inclusive workplace.

Examples of activities:

- Review human resource policies from an EDI lens.
- Implement the internal equity, diversity, inclusion and belonging strategy focused on workplace culture.



Keep in Touch

We look forward to sharing our ongoing Equity, Diversity and Inclusion (EDI) journey with you, and your thoughts are always welcome.



www.collegept.org

Visit the College website for updates and information about new and existing resources.



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Contact us with any feedback on this report or questions about our EDI work: cpo@collegept.org



Follow us on social media for more information about our EDI initiatives.