

# ANNUAL REPORT

## 2025-2026

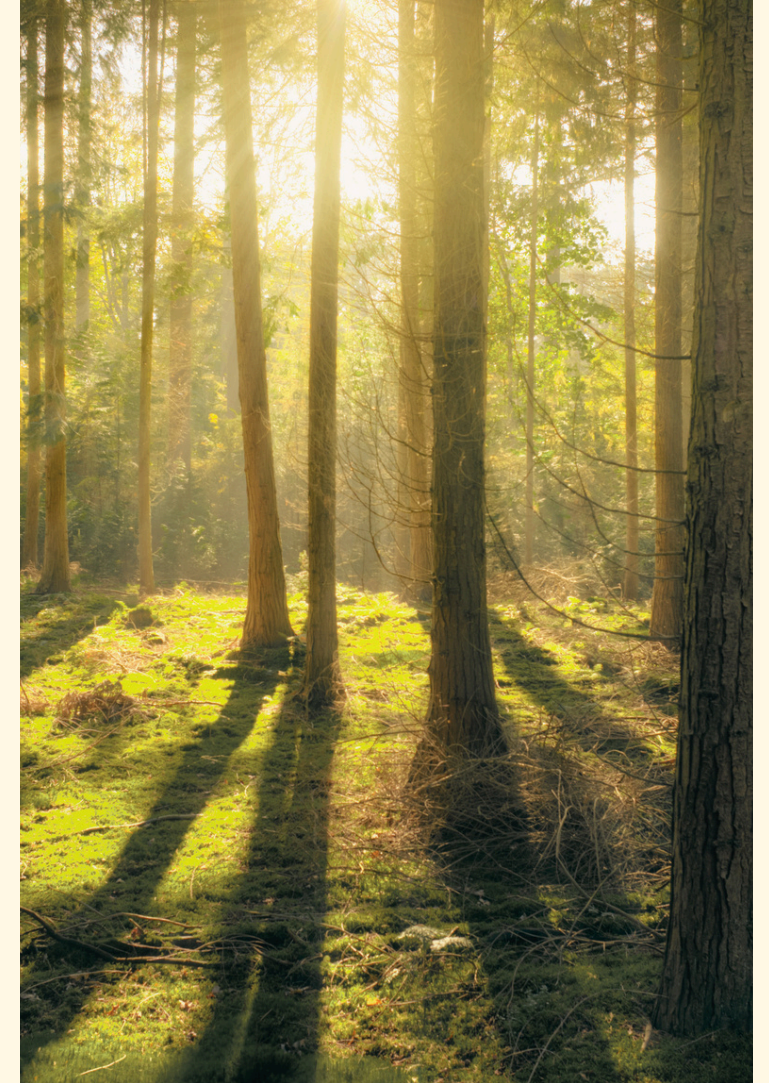
(April 1, 2025 – March 31, 2026)



# Territorial Acknowledgement

Our office is located on the traditional territory of many Indigenous 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.



# Our Work

As the regulator for physiotherapists in Ontario, we set standards and develop programs to ensure physiotherapists practice in the best interest of the public.

Every patient should have access to competent, safe and ethical physiotherapy care. We work to protect the rights of patients by supporting over 13,700 physiotherapists across the province to continually improve their practice.



# How We Meet Our Public Interest Mandate

## Inspiring confidence in the profession:

Physiotherapists must be registered with the College and have appropriate qualifications to practice in Ontario.



## Helping patients make informed decisions about their care:

We keep an up-to-date list of all physiotherapists in the province called the Public Register. It has important details about a physiotherapist's education, professional conduct history and specialized areas of practice to help the public make informed decisions.



## Ensuring quality physiotherapy care:

We set the standards that physiotherapists must follow and make sure they are committed to ongoing learning and development.



## Investigating concerns and taking appropriate action when necessary:

We consider all complaints or concerns about physiotherapists. We may take further action to help ensure a physiotherapist is practicing safely, ethically and in accordance with the standards.

# Letters from Leadership



Gary Rehan, PT, CHE  
Chair of the Board of Directors



Craig Roxborough, PhD  
Registrar & CEO

Thank you for reading the College's 2025 – 2026 Annual Report.

To start, I would like to recognize the significant contributions of Katie Schulz, who served as Chair of the Board of Directors during the period covered by this report.

As Vice-Chair, I was asked to take over as Chair when Katie stepped down to pursue another opportunity. While this letter is under my name, it is important to acknowledge Katie's time on the Board and celebrate her accomplishments.

Under Katie's leadership, our Board engaged in many key activities, including the development of our new strategic plan, navigating an evolving entry-to-practice landscape that included changes to examinations and the introduction of new pathways, and supporting a multi-year process to modernize our standards, which has resulted in a total of 17 new and updated standards.

Our standards are now consistent with those of physiotherapy regulators across the country, and we will turn our attention to developing and approving two new standards related to equity, diversity, inclusion, and Indigenization.

I am excited to take on this role and continue to build on these accomplishments. As a long-standing Board Director and former President (what we now call Board Chair), I fully appreciate the critical role we play as a provincial health regulator.

This is a pivotal time for the profession, with some highly anticipated shifts on the horizon. While we welcome these changes and are prepared to support physiotherapists, the public, and others as we navigate them, we must keep our public-interest mandate at the forefront and continue to enable all physiotherapists to provide competent, safe, and ethical care.

I would like to thank our Board and committees, Craig and his staff, and our partners for their commitment to this work. I would also like to thank our registrants for their unwavering commitment to the physiotherapy profession.

I look forward to continuing this journey with you.

A handwritten signature in black ink, reading "Gary Rehan". The signature is fluid and cursive, with a large, sweeping initial "G" and "R".

Gary Rehan, PT, CHE  
Chair of the Board of Directors

Each year I compile highlights, accomplishments and even lessons from the last 12 months in a brief letter for our annual report. While it is challenging to condense an entire year into a few paragraphs, I always appreciate this opportunity for reflection.

This report highlights our key initiatives, but it also grounds our work in our public interest mandate and articulates our fundamental priorities.

This past year, the Board developed and approved a new strategic plan that will guide our work from 2026 to 2030. As we welcome the new plan, you will see an intentional shift from building a sound and purposeful framework to using these tools to employ a risk-based, proactive and compassionate regulatory approach that helps inspire public confidence in physiotherapy.

We will continue to support physiotherapists throughout their careers as we work together to strengthen the profession and ensure the delivery of competent, safe and ethical care. A crucial part of this work is staying on top of the evolving landscape. We must listen, learn and be intentional with things like our artificial intelligence (AI) guidance to help physiotherapists navigate these changes.

Equity, diversity and inclusion will remain a priority going forward. Our new strategic plan also explicitly commits us to making progress on our commitment to reconciliation and Indigenization by weaving First Nations, Métis and Inuit knowledge, experiences and worldviews into our work in respectful and ethical ways.

Our work requires a holistic approach, and we have taken care to solidify our relationships with system partners to work together to help improve licensure and entry to practice, prepare for an anticipated scope expansion, and support internationally educated physiotherapists starting their careers in Ontario.

I would like to thank the Board and committees for their guidance, College staff for their continuous work, independent contractors for bringing our exam, quality assurance and practice enhancement programs to life, system partners for their ongoing support and other regulators for their collaboration. Everything we completed in the past year was only possible because of your contributions and support.

Thank you.

A handwritten signature in black ink, appearing to read 'CR', is positioned above the name and title of the signatory.

Craig Roxborough, PhD  
Registrar & CEO



## Strategic Plan

Our work is guided by a strategic plan developed and approved by our Board of Directors. The strategic plan anchors our work in our vision, mission and values, and sets out measurable and actionable objectives to be completed within a specific timeframe.

This past year marked the final year of our previous plan. On April 1, 2026 we officially transitioned to a new plan that will guide our work through to 2030. We look forward to sharing our progress with you.

# Outgoing Plan: 2022 – 2026

## Mission, Vision & Values



### 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

## 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.



# Accomplishments

## from the Last Four Years

- Regulation and Risk
- Engagement and Partnerships
- People and Culture
- Improve Governance Based on Government Direction and Best Practices
- Equity, Diversity and Inclusion (EDI)
- Performance and Accountability



## Regulation and Risk

- Provided access to licensure while ensuring entry-level competence by offering the Ontario Clinical Exam.
- Created resources to help physiotherapists educated outside Canada successfully transition to practice in Ontario — some in collaboration with our system partners.
- Modernized our standards and supported practice consistency across Canada by adapting national standards. This included helping physiotherapists understand 17 new and updated standards through webinars and new resources.
- Enhanced consistent, risk-based decision-making by implementing new policies, tools, and processes in our regulatory program areas.



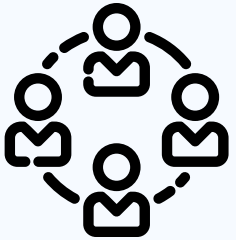
## Performance and Accountability

- Modernized our IT systems and practices, and strengthened cybersecurity systems and procedures.
- Embedded a risk-based approach to operations with an Enterprise Risk Management policy.
- Supported data-informed decision making by building infrastructure and dashboards to make data more accessible and create usable insights.
- Adopted a continuous improvement mindset and embedded those practices across the organization.



## Engagement and Partnerships

- Engaged with the profession through conferences, in-person and virtual town halls, webinars, workshops, and partner events.
- Conducted a registrant survey to better understand the needs of physiotherapists and implemented changes based on the results.
- Supported applicants and registrants through the Practice Advice service, resources, webinars, and educational content.
- Engaged with the physiotherapist assistant (PTA) community through presentations to Ontario PTA programs.
- Shared information and collaborated with system partners including associations, academic programs, employers, and other regulators.
- Consulted the Citizens Advisory Group to help incorporate patient and public perspectives into our work.
- Modernized our website and moved toward plain and compassionate language to make our information more accessible.



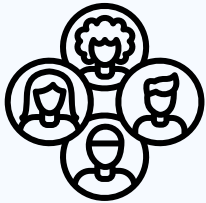
## Equity, Diversity and Inclusion (EDI)

- Implemented an annual organization-wide EDI self-assessment and action planning framework.
- Improved diversity and representation among decision-makers and updated recruitment processes for committee members, assessors and coaches.
- Encouraged diverse perspectives and reached out to EDI partners in standard consultation and development.



## Improve Governance Based on Government Direction and Best Practices

- Completed an external review of our governance practices and pursued most recommended actions.
- Adopted leading practices and made continuous improvements to our governance practices including a refreshed Board and Committee Code of Conduct, modernized meeting procedures, enhanced orientation and education opportunities, and ongoing improvements to the dashboard and risk register.



## People and Culture

- Strengthened our organizational capacity by adopting a more scalable organizational structure and building staff strategic capacity.
- Ensured smooth Board and Committee operations by working with the government to support timely public member appointments.
- Fostered a positive and psychologically safe workplace by doing regular assessments and implementing improvements based on the results.
- Implemented an internal Equity, Diversity, Inclusion and Belonging strategy and did a comprehensive review of our human resource policies and practices to ensure fairness, consistency and accountability.
- Supported workforce effectiveness through ongoing training and development.

# STRATEGIC PLAN 2026-2030





### Regulation & Risk

Effectively regulate the physiotherapy profession in Ontario through a risk-based, proactive, and compassionate approach that ensures competent practice.

Initiatives in this area will:

- Serve the public interest by supporting competent practice throughout physiotherapists' careers.
- Enable physiotherapists educated outside Canada to successfully transition to practice in Ontario.
- Integrate compassionate, trauma-informed and plain language practices in our work.
- Enable the College to identify and respond to emerging issues and risks in the environment.



### Engagement & Partnership

Meaningfully collaborate and engage with the public, the profession, and other partners to advance shared goals and to foster trust and credibility.

Initiatives in this area will:

- Strengthen the support system for physiotherapists educated outside Canada through collaboration with system partners.
- Effectively deliver messaging and increase engagement with registrants on topics most relevant to them.
- Create feedback mechanisms for physiotherapists who are participating in College processes.
- Advance shared goals and objectives through collaboration with system partners such as patients, employers, associations, other regulators, and others.



### People & Culture

Enable our people to do their best work by having enough resources, a collaborative environment, and a culture based on equity, diversity and inclusion principles.

Initiatives in this area will:

- Ensure our human resource strategy enables us to deliver on our commitments.
- Support talent retention.
- Continue to advance equity, diversity and inclusion principles.
- Enable us to efficiently use shared resources with our space-sharing partners.



### Performance & Accountability

Sustain effective, efficient, nimble, and data-informed operations with clear performance and accountability mechanisms in service of our organizational goals.

Initiatives in this area will:

- Modernize the financial management framework with effective and efficient practices and processes.
- Ensure data is effectively collected, analyzed, and used to advance our work.
- Support measurement and reporting on impact and effectiveness.
- Achieve sustained efficiency through continuous process improvement.



### Equity, Diversity, Inclusion, and Indigenization

Take meaningful action to identify and address barriers, promote inclusive practices, and advance reconciliation.

Initiatives in this area will:

- Support the profession to develop cultural sensitivity and awareness generally and Indigenous cultural competency specifically.
- Bring in diverse voices and perspectives to inform our work and decision-making.
- Enable us to consistently consider equity, diversity and inclusion in all aspects of our work.



### Effective Governance

Continually enhance our governance practices to support effective decision-making which fosters public trust and accountability.

Initiatives in this area will:

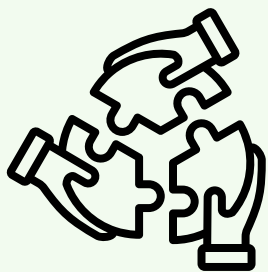
- Ensure effective succession planning that considers current and future needs.
- Ensure our by-laws and governance policies effectively meet our needs.
- Support continuous improvement of governance processes and practices.

A background image showing a group of business professionals in a meeting. One person is holding a document with various charts, including a line graph and two pie charts. On the table, there is a clipboard with another document featuring a bar chart and three pie charts. The scene is set in a modern office environment with a wooden table.

## Evolving How We Regulate

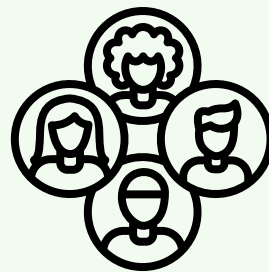
The new strategic plan continues key themes, but it also incorporates fresh ideas.

As always, we will share updates in several ways as we continue to action this plan. Follow our website, social media, newsletters and Board meetings for more.



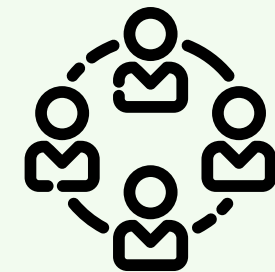
## Working Together

- Ongoing collaboration with the profession, the public and system partners will be critical to the success of the plan.
- As a regulator, we recognize that we can play a supportive role — serving the public interest while enabling physiotherapists in the delivery of competent, safe and ethical care.
- We will continue to work as a proactive regulator which includes developing resources to help physiotherapists be their best.



## A Compassionate Approach

- We are committed to approaching our work with compassion. We have a legal responsibility to ensure competent practice, but we can also strive to be kind while carrying out regulatory requirements.
- We will keep working to update the language and tone of our communications to make sure we are being clear and supportive, and decision-making is fair and reasonable.



## Furthering Our EDII Commitment

- We will build on our commitment to equity, diversity, inclusion and Indigenization. Our new plan includes direction that will help us move from intention to meaningful action. This includes identifying and addressing barriers and promoting inclusive practices.
- The plan explicitly recognizes our responsibility as a regulator to support reconciliation with Indigenous peoples. This includes working to incorporate First Nations, Métis and Inuit knowledge, experiences, and worldviews into our work.

# Highlights

from April 2025 – March 2026

Learn More About  
Physiotherapists in Ontario



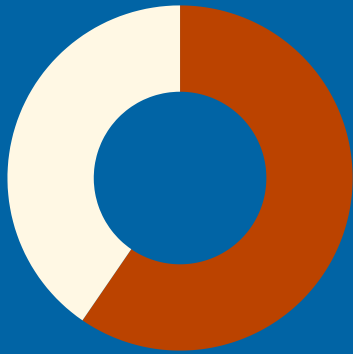
# Registration

The profession is growing and we are seeing numbers increase in many registration areas.

# 42

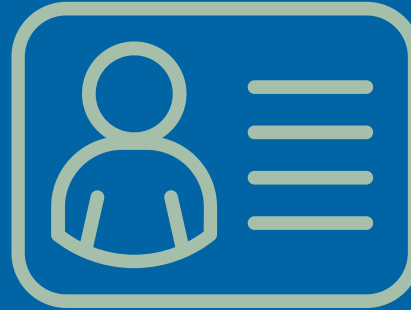
## Canadian Labour Mobility

42 individuals registered in Ontario used the Canadian Free Trade Agreement (CFTA) provisions.



## Registrants

Educated in Canada: **8,213**  
Educated outside Canada: **5,575**



# 1,339

Newly registered physiotherapists



# 13,788

Registered physiotherapists

# Country of Education

Top five countries of  
education for  
internationally trained  
physiotherapists



- |   |                      |
|---|----------------------|
| 1 | India — 3,101        |
| 2 | United Kingdom — 634 |
| 3 | United States — 334  |
| 4 | Philippines — 282    |
| 5 | Australia — 236      |



# Racial Identity

During registration renewal, the optional question about racial identity was answered by approximately 36% of registrants. The voluntary data does not provide a complete picture of the diversity of identities and lived experiences that exist within the profession.

As racial identity is multi-faceted, physiotherapists are given a multi-select field and an open text box to capture the various racial identities they identify with.

There is a wide variety of data provided and this is just a summary of the most frequent responses from those who answered the question. Response categories with less than 1% value were grouped together to preserve confidentiality.

This information supports data for the Canadian Institute for Health Information (CIHI). The data elements are set by CIHI to capture an accurate picture of Canada’s health systems and used to identify and accelerate improvements.

|                                                                                                                                                                                                            |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Another Race Category (including self-identification)                                                                                                                                                      | 5.4%  |
| Black (African descent, Afro-Caribbean, African Canadian descent)                                                                                                                                          | 1.8%  |
| East Asian (Chinese, Korean, Japanese, Taiwanese descent)                                                                                                                                                  | 5.9%  |
| Latino (Latin American, Hispanic descent)                                                                                                                                                                  | 1.1%  |
| Middle Eastern (Arab, Persian, West Asian descent [e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish])                                                                                           | 2.7%  |
| Other Racial Identities (Includes those who identify as First Nations or Métis; those who identify as a racial identity not listed in the options; and those who identify with multiple racial identities) | 3.1%  |
| Prefer Not to Answer or Do Not Know                                                                                                                                                                        | 6.3%  |
| South Asian (South Asian descent (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean))                                                                                                  | 23.4% |
| Southeast Asian (Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent)                                                                                                         | 5.3%  |
| White (European descent)                                                                                                                                                                                   | 45.0% |

# Registration Committee

The Registration Committee considered 8 cases.

- 1 applicant was granted an Independent Practice Certificate.
- 5 applicants were granted an Independent Practice Certificate with terms, conditions, and limitations.
- 1 applicant will be granted an Independent Practice Certificate if they successfully complete an exam directed by the panel.
- 1 applicant was denied an Independent Practice Certificate of Registration.



There were zero appeals to the Health Professions Appeal and Review Board (HPARB).



# Quality Assurance

As part of our commitment to ensuring physiotherapists in Ontario are providing safe, ethical and competent care, physiotherapists may be selected for a one-hour screening interview with a College assessor. Physiotherapists are eligible for selection if they have been registered in Independent Practice for two years and deliver patient care.

This year there were

880 screening interviews completed.



27 physiotherapists participated in an assessment based on the results of their screening interview.



8 physiotherapist residents participated in a practice assessment.



# Quality Assurance

|                                                             |    |
|-------------------------------------------------------------|----|
| Decisions made by the Quality Assurance Committee           | 45 |
| Closed with no action                                       | 4  |
| Closed with advice/recommendations                          | 17 |
| Specified Continuing Education and Remediation Program      | 6  |
| Referral to the Inquiries, Complaints and Reports Committee | 1  |

Of the physiotherapists who contacted the Quality Assurance team during the screening interview or assessment process:



**94%**

Said the Quality Assurance team answered their questions in a timely way.



**97%**

Strongly agreed that the assessor communicated in a timely way.



**93%**

Said their issue was addressed appropriately.



**99%**

Strongly agreed that the assessor was respectful.

# Ontario Clinical Exam



1,209 candidates took the exam in the last fiscal year.



On average, 92% of Canadian-educated candidates passed on their first attempt.



On average, 82% of candidates educated outside Canada passed on their first attempt.



A special thank you to over 270 examiners supporting the program.

# Practice Advice

## Providing Guidance on Physiotherapy Practice

The Practice Advisors offer a safe place for physiotherapists, students, patients, employers and others to ask questions about physiotherapy practice.



# Practice Advice



Physiotherapists had the most inquiries with 64%, followed by patients/public, PT residents, and physiotherapists educated outside Canada.

The Practice Advisors helped with 4,666 inquiries this year. 52% by phone and 42% by email.



**4,666**

INQUIRIES



**52%**

TELEPHONE



**42%**

EMAIL

(6% unspecified)

# Top themes for questions from physiotherapists:



## **Professional obligations:**

- Responsibilities and considerations when starting and leaving a practice
- Liability insurance
- How to manage short-term leaves of absence



## **Business practices:**

- Funding, fees and billing
- Conflict of interest
- Advertising and marketing



## **Patient care:**

- Scope of practice
- Privacy
- Record keeping



## **Workplace concerns:**

- Working with physiotherapist assistants
- Supervising PT Residents

## **Patient/ Caregiver Inquiries:**

- How to find a physiotherapist
- Assessment, diagnosis, treatment and reassessment
- Fees and billing

# Outreach



## Universities

Practice Advisors visited all five universities in Ontario that offer a physiotherapy program. The Registrar also joined some presentations focused on the role of regulation for health-care providers.

- McMaster University
- Queen's University
- University of Ottawa
- University of Toronto
- Western University



## PTA Programs

Practice Advisors engaged accredited PTA programs in the province about the expectations for physiotherapists when working with PTAs. This included virtual presentations to the following schools:

- College Boreal
- Conestoga College
- Durham College
- Fleming College
- Georgian College
- Humber Polytechnic
- Mohawk College
- Niagara College

**By request: 6 virtual presentations on professional standards to physiotherapy teams at hospitals across the province.**

# The Inquiries, Complaints and Reports Committee

## Investigating Concerns

Common issues considered by the committee include:

- Allegations of sexual abuse, boundary violations and inadequate communication
- Patient care, treatment concerns and consent to treatment
- Documentation and incomplete records
- Supervision of PTAs



# Decisions by the Inquiries, Complaints and Reports Committee

\*Some decisions may include more than one outcome

| Decisions and Outcomes                                         | 2025–2026 |
|----------------------------------------------------------------|-----------|
| Number of decisions issued                                     | 115       |
| No Action                                                      | 29        |
| Frivolous and Vexatious                                        | 3         |
| Advice and Recommendations                                     | 33        |
| Acknowledgement and Undertaking                                | 35        |
| Acknowledgement and Undertaking and Advice and Recommendations | 0         |
| Acknowledgement and Undertaking and Caution                    | 0         |

| Decisions and Outcomes                                               | 2025–2026 |
|----------------------------------------------------------------------|-----------|
| Caution                                                              | 0         |
| Specified Continuing Education and Remediation Program               | 5         |
| Specified Continuing Education and Remediation Program and a Caution | 5         |
| Refer to Discipline Committee                                        | 4         |
| Withdrawal                                                           | 1         |
| Investigator appointments                                            | 40        |

# ICRC

## **Appeals and Outcomes:** Health Professions Appeal and Review Board (HPARB)



9 Cases appealed  
to HPARB



The College received 0  
decisions from HPARB.

# Discipline Summaries

On January 1, 2026 the College joined the Health Professions Discipline Tribunal (HPDT) as a part of a one year pilot. This report includes matters heard by both the College's Discipline Committee and the HPDT. Seven discipline matters concluded in the 2025-2026 fiscal year — six were managed by the College and one was managed by the Health Professions Discipline Tribunal.

## Matters managed by the College

- [Patricia Vogel – Registration #13677](#)
- [Kelly-Lynne Neale – Registration #11947](#)
- [Sramit Basnet – Registration #17625](#)
- [Spruha Vaishnav – Registration #17518](#)
- [Joseph Clement – Registration #13216](#)
- [Richard Kung – Registration #14827](#)

## Matters managed by the Health Professions Discipline Tribunal

- [Antoine Daher – Registration #22471](#)



See a complete list of past [Discipline Hearings and Decisions](#) on our [website](#) or by visiting [CanLII.org](http://CanLII.org).



Be sure to visit the College's Public Register, also known as Find a Physiotherapist, to see important information before visiting a physiotherapist.

# Patient Relations

The College maintains a program to provide financial assistance for therapy or counselling for patients who have been sexually abused by a physiotherapist.

In 2025–2026, individuals who met the criteria were entitled to \$17,940 over a five-year period. This number increased to \$20,470 as of April 1, 2026.

Visit the [Make A Complaint](#) section of our website to learn more and access resources.



8 new requests for funding for therapy and counselling. All requests were approved by staff on behalf of the Patient Relations Committee.





**Katie Schulz**, Elected Director  
Chair of the Board of Directors  
(until June 2026)



**Gary Rehan**, Elected Director  
Vice-Chair of the Board of Directors

# College Board and Committees

The Board of the College of Physiotherapists of Ontario is the governing body for the province's physiotherapists. It includes eight elected physiotherapists from regions across Ontario, two academic representatives and seven members of the public appointed by the government.

The 17-member Board sets the strategic policy direction for the College and supports our ongoing mandate to protect the public interest by regulating the more than 13,700 physiotherapists in Ontario.

For more information about the Board, visit our [website](#).

# Board of Directors

## (April 1, 2025 to March 31, 2026)

### **Elected Directors**

Frank DePalma

Kate Moffett

Dennis Ng

Kirsten Pavelich

Gary Rehan

Katie Schulz

Theresa Stevens — until June 22, 2025

Maureen Vanwart

Heather Weber — from June 23, 2025

### **Public Directors**

Carole Baxter

John Belyea — from January 15, 2026

Jesse Finn

Mark Heller

Frank Massey

Richard O'Brien

Christopher Warren

### **Academic Directors**

Sinéad Dufour

Sarah Hazlewood — from September 25, 2025

Trisha Lawson — until June 22, 2025



# Discipline Committee

## **(After January 1, 2026: Ontario Physiotherapists Discipline Tribunal)**

Jim Wernham, Professional Member (Chair until December 31, 2025, Vice-Chair from January 1, 2026)

Angelo Karalekas, Professional Member (Vice-Chair until December 31, 2025)

Raj Anand, Adjudicator — from January 1, 2025

Carole Baxter, Public Member

Frank DePalma, Professional Member

Sinéad Dufour, Professional Member

Jesse Finn, Public Member

Nicole Graham, Professional Member

Sue Grebe, Professional Member

Sarah Hazlewood, Professional Member — from December 8, 2025

Mark Heller, Public Member

Theresa Kay, Professional Member

Trisha Lawson, Professional Member — until June 22, 2025

Sherry Liang, Adjudicator — from January 1, 2025

Sophie Martel, Adjudicator — from January 1, 2025

Frank Massey, Public Member

Kate Moffett, Professional Member

Daniel Negro, Professional Member — until June 22, 2025

Dennis Ng, Professional Member

Richard O'Brien, Public Member

Kirsten Pavelich, Professional Member

Gary Rehan, Professional Member

Richa Rehan, Professional Member

Jennifer Scott, Adjudicator — from January 1, 2025

Jay Sengupta, Adjudicator — from January 1, 2025

Theresa Stevens, Professional Member — until June 22, 2025

Maureen Vanwart, Professional Member

Christopher Warren, Public Member

Heather Weber, Professional Member — from June 23, 2025

David Wright, Adjudicator, (Chair from January 1, 2026)

# Fitness to Practise Committee

Jim Wernham, Professional Member (Chair)

Angelo Karalekas, Professional Member (Vice-Chair)

Carole Baxter, Public Member

Frank DePalma, Professional Member

Sinéad Dufour, Professional Member

Jesse Finn, Public Member

Nicole Graham, Professional Member

Sue Grebe, Professional Member

Sarah Hazlewood, Professional Member — from December 8, 2025

Mark Heller, Public Member

Theresa Kay, Professional Member

Trisha Lawson, Professional Member — until June 22, 2025

Daniel Negro, Professional Member — until June 22, 2025

Dennis Ng, Professional Member

Frank Massey, Public Member

Kate Moffett, Professional Member

Richard O'Brien, Public Member

Kirsten Pavelich, Professional Member

Gary Rehan, Professional Member

Richa Rehan, Professional Member

Theresa Stevens, Professional Member — until June 22, 2025

Maureen Vanwart, Professional Member

Christopher Warren, Public Member

Heather Weber, Professional Member — from June 23, 2025

## Examinations Committee

Harikrishnan Gopalakrishnan Nair, Professional Member (Chair)

Alireza Mazaheri, Professional Member (Vice-Chair)

Lea Damata, Professional Member — until June 22, 2025

Enoch Ho, Professional Member

Greg Pope, Public Member

Marcos Rodrigues, Professional Member

Mira Toth, Professional Member — from September 25, 2025

## Executive Committee

Katie Schulz, Professional Member (Chair)

Carole Baxter, Public Member — until June 22, 2025

Mark Heller, Public Member

Frank Massey, Public Member — from June 23, 2025

Kirsten Pavelich — from June 23, 2025

Gary Rehan, Professional Member (Vice-Chair)

Theresa Stevens, Professional Member — until June 22, 2025

## Patient Relations Committee

Anna Grunin, Professional Member (Chair)

Kim Westfall-Conner, Public Member (Vice-Chair)

Shelley MacRae, Professional Member — from June 23, 2025

Einat Mei-Dan, Professional Member

## Quality Assurance Committee

Antoinette Megens, Professional Member (Chair)

Richard O'Brien, Public Member (Vice-Chair)

Mark Heller, Public Member

Dennis Ng, Professional Member

Halak Patel, Professional Member

Maureen Vanwart, Professional Member

# Inquiries, Complaints And Reports Committee

Gary Rehan, Professional Member (Chair)  
Greg Heikoop, Professional Member (Vice-Chair)  
Carole Baxter, Public Member  
John Belyea, Public Member — from March 26, 2026  
Frank DePalma, Professional Member — from June 23, 2025  
Diana Hatzoglou, Professional Member  
Mark Heller, Public Member- from June 23, 2025 — until March 26, 2026  
Christine Morris-Bolton, Professional Member  
Tammy Morrissey, Professional Member  
Amanda Perieria, Professional Member — from June 23, 2025  
Theresa Stevens, Professional Member — until June 22, 2025  
Christopher Warren, Public Member

# Risk, Audit & Finance Committee

Frank Massey, Public Member (Chair)  
Gary Rehan, Professional Member (Vice Chair)  
Jesse Finn, Public Member — from June 23, 2025  
Kate Moffett, Professional Member  
Katie Schulz, Professional Member

# Registration Committee

Juliana De Castro Faria, Professional Member (Chair)  
Sinead Dufour, Academic Member (Vice-Chair)  
Carole Baxter, Public Member — from June 23, 2025  
Jesse Finn, Public Member  
Yee Mei Mavis Fung, Professional Member  
Frank Massey, Public Member — until June 22, 2025  
Einat Mei-Dan, Professional Member

# Screening Committee

Theresa Stevens, Professional Member (Chair) — from December 10, 2025  
Carole Baxter, Public Member (Vice-Chair) — from December 10, 2025  
Frank DePalma, Professional Member — from December 10, 2025  
Danielle Elvikis, Public Member — from December 10, 2025  
Shabdit Shah, Professional Member — from December 10, 2025

# Financial Statements

(April 1, 2025 to March 31, 2026)

The Board approved the audited financial statements for the year ending March 31, 2026.

For a complete set of audited financial statements or an accessible format of the financial statements, email [finance@collegept.org](mailto:finance@collegept.org).



[View the College of  
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