

CAOT

Canadian Association of Occupational Therapists

Annual Report 2022-2023



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WELCOMING CAOT'S NEW PRESIDENT

Phillip Wendt began his two-term term as CAOT's President on October 1, 2022. An occupational therapist with 20+ years of experience assisting people with arthritis and other chronic health conditions, Phillip works with Arthritis Society Canada's Arthritis Rehabilitation and Education Program. He also owns and operates a small private practice where he provides trauma-focused therapy for PTSD and helps people with psychosocial barriers return to work.

A natural connector, Phillip has taken the initiative to hold hundreds of online and in-person chats with OTs, OTAs, and students across Canada. These conversations have helped him better understand the joys, challenges, and aspirations of those in the profession. A few of Phillip's priorities for his term are evolving the narrative on the purpose and value of occupational therapy, ensuring that the Board is accountable to CAOT members and partners, and continuing to foster a sense of community and belonging in occupational therapy.

LEADERSHIP MESSAGE





As we look back at the past year, one of the most meaningful experiences was collaboratively developing our Strategic Plan with the Board of Directors, staff, and our members. A moment that stood out during this process was the series of online sessions that demonstrated the extraordinary commitment the occupational therapy community has towards their profession. We had the privilege of hosting occupational therapists (OTs) and occupational therapist assistants (OTAs) from across Canada who gathered virtually during our planning sessions to share their invaluable ideas, concerns, and hopes for the future.

Passionate discussions echoed across virtual offices, living rooms, and kitchens – it was truly inspiring to witness the vast range of perspectives and experiences shared with each person contributing a unique piece to our collective vision. It's moments like these that remind us of the incredible power we possess when we come together as a community.

The input we received during these sessions played a pivotal role in shaping our new [Strategic Plan 2023-2026](#). Your voices guided us to identify key areas of focus and enabled us to develop initiatives and goals that address the pressing concerns and aspirations of the profession. It is through such collaboration that we can collectively shape the future, ensuring the continued growth and success of occupational therapy in Canada.

The new Strategic Plan reflects the voices of OTs and OTAs across the country, while addressing the changing realities of the Canadian health care system, the evolving needs of clients, and the emerging needs in occupational therapy practice. It is a roadmap that will guide the direction and operations of CAOT into our 100th anniversary in 2026.

Following consultations with CAOT's Board of Directors and more than 1,700 occupational therapy professionals and partners across Canada, we created a new mandate that focuses on a healthier, more inclusive world through occupational therapy practice and influence with four main priorities:

-  Mobilize strategic partners for equitable, sustainable, and accessible health and social systems;
-  Advance relationship-focused occupational therapy practice and innovation;
-  Support OTs and OTAs as leaders and influencers; and
-  Nourish a thriving and inclusive occupational therapy community and workforce.

These priorities are reflected in the many accomplishments, events, and resources that are recorded in this Annual Report, including the announcement of an Occupational Therapy Truth and Reconciliation Commission (TRC) Joint Commitment Statement. This document was developed with leadership from Canada's leading occupational therapy organizations and the Occupational Therapy TRC Task Force to reaffirm their dedication to Indigenous Peoples in Canada. This commitment to change embedded in each organization's respective mandates also acknowledges the harmful colonizing narratives, policies, and practices in the Canadian occupational therapy profession.

At CAOT, we remain dedicated to advancing the research that underpins occupational therapy practice and our commitment to advocacy is unwavering. We continue to champion the crucial role that OTs and OTAs play in health

care by influencing policy decisions to ensure a sustainable and inclusive system. Through strategic partnerships, we are dedicated to creating greater awareness about the value and impact of occupational therapy services, facilitating increased access and recognition for all Canadians.

We aim to meet the diverse needs of OTs and OTAs across Canada by supporting continuous growth and development through a wide range of resources that empower our members to excel in their professional endeavours. Our team is proud to deliver an array of professional development activities throughout the year, as well as new resources, podcast episodes, and free webinars to support your career. We understand the importance of staying informed and updated on the latest advancements in our field. We were also excited to launch a new Chapter in Saskatchewan, where we celebrated the occupational therapy community, knowledge translation, and the unveiling of the new Strategic Plan at our annual conference in Saskatoon.

As we embark on this journey of new beginnings with a focus on the future, we extend our deepest gratitude to our members, volunteers, partners, and staff for their unwavering support. It is your commitment, passion, and dedication that propels CAOT forward. Looking ahead, we are excited about the opportunities and possibilities that lie before us. With the new Strategic Plan as our compass, we are confident that we will continue to be at the forefront of advancing occupational therapy and delivering real impact.



PHILLIP WENDT
CAOT PRESIDENT



HÉLÈNE SABOURIN
CHIEF EXECUTIVE OFFICER

CAOT STRATEGIC PLAN 2023-2026

MANDATE: A healthier, more inclusive world through occupational therapy practice and influence

PURPOSE: Occupational therapy will be fully energized as a transformative practice for health promotion, participation, belonging, quality of life, justice, and equity with clients (including individuals, families, groups, and communities) and systems. Occupational therapists (OTs) and occupational therapist assistants (OTAs) will be seen as both an essential part of Canadian health and social systems and as profound influencers for a more inclusive, healthier society.

PRIORITIES:



Mobilize strategic partners for equitable, sustainable, and accessible health and social systems



Advance relationship-focused occupational therapy practice and innovation



Supporting OTs and OTAs as leaders and influencers



Nourish a thriving and inclusive occupational therapy community and workforce

GUIDING PRINCIPLES:

Position occupational therapy as fundamental for health promotion, participation, belonging, and quality of life

Maintain quality of practice, member value, and financial sustainability

Embed justice, equity, diversity, inclusion, and sustainability into all activities

Facilitate safer spaces for the profession to have important conversations

WHO WE ARE AND WHAT WE DO

Serving the profession since 1926, CAOT is the national professional organization that gives voice to the more than 20,000 occupational therapists (OTs), occupational therapist assistants (OTAs) and students who study or work in Canada.

CAOT is a member-based organization that invites input from all corners of the profession to guide our direction and set our priorities. We are pleased to celebrate the support of more than 11,000 members, as together we make our profession stronger.

CAOT members improve the health and well-being of Canadians by working in partnership with people and communities to help them participate more fully in activities that are important to their everyday lives. With our national office located in Ottawa and regional chapters in British Columbia, Québec, Saskatchewan, and Northern Canada, CAOT works on behalf of its members by:

- Fostering a sense of community of members that encourages pride in and strengthens the profession through networking, innovation, knowledge exchange, and volunteer engagement;
- Advocating for change with government and health care decision-makers for better recognition of occupational therapy and the contributions OTs and OTAs bring to the health of Canadians;
- Advancing excellence through professional development and practice resources that are current, relevant, and affordable; and
- Stewarding and safeguarding the profession through the accreditation of Canadian occupational therapy education programs and administration of the National Occupational Therapy Certification Exam (NOTCE).

Each section in this annual report aligns with two, three, or all four of CAOT's Strategic Plan Priorities. Look for these four icons.



PRIORITY #1 – STRATEGIC PARTNERSHIPS



PRIORITY #2 – ADVANCING RELATIONSHIP-FOCUSED OT

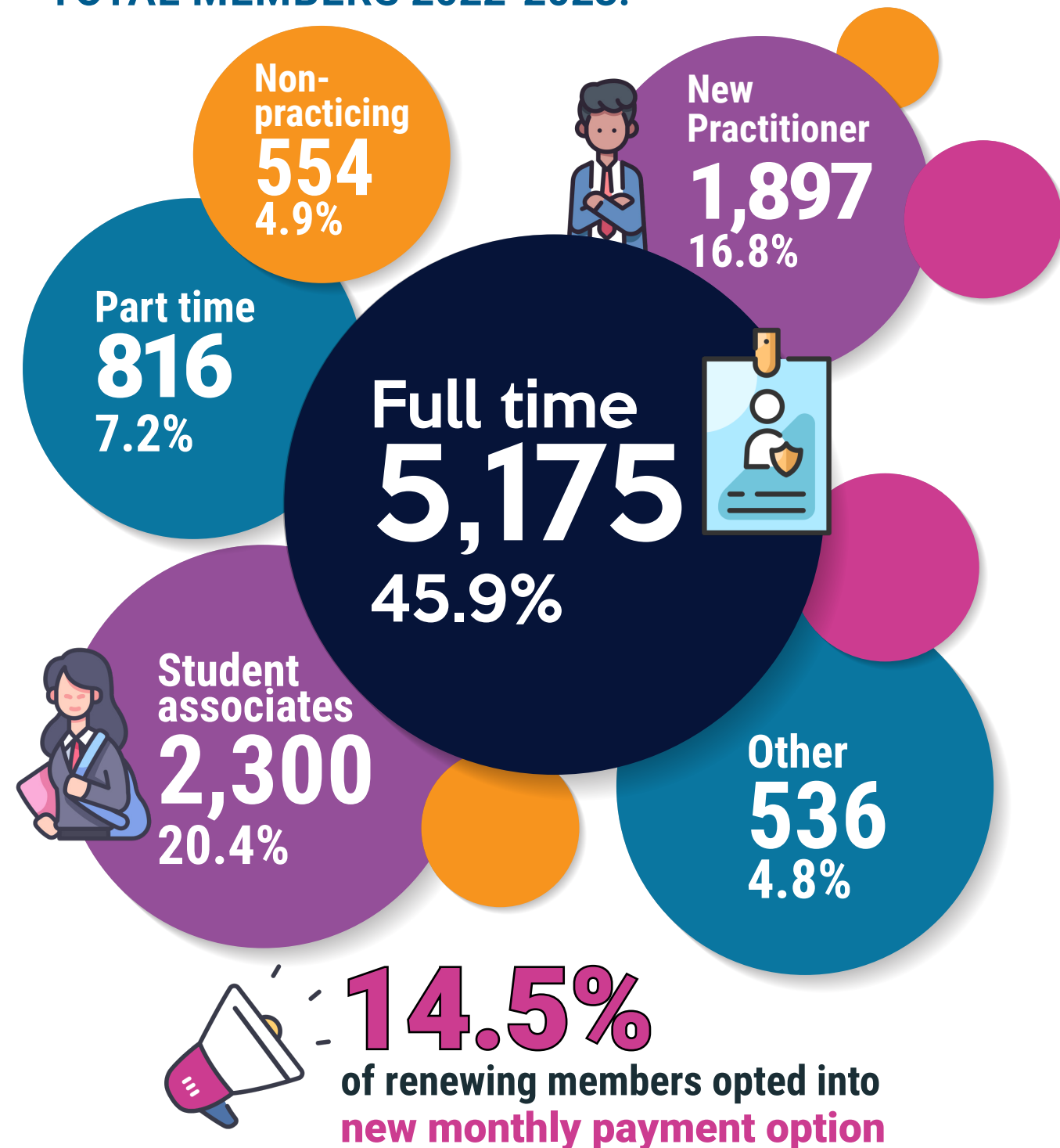


PRIORITY #3 – LEADERS AND INFLUENCERS



PRIORITY #4 – COMMUNITY

TOTAL MEMBERS 2022-2023:





TRUTH AND RECONCILIATION ADVOCACY



TRUTH AND RECONCILIATION COMMITMENT STATEMENT SIGNALS A NEW PATH FORWARD

Canada’s leading occupational therapy organizations reaffirmed their dedication to Indigenous Peoples in Canada on September 30, the National Day for Truth and Reconciliation, by addressing the Truth and Reconciliation Commission (TRC) of Canada’s Calls to Action with the announcement of an Occupational Therapy TRC Joint Commitment Statement.

The document was developed with leadership from the Occupational Therapy Canada (OTC) TRC Task Force’s Co-Chairs and Métis OTs, Angie Phenix and Kaarina Valavaara, along with invited allies and representatives from the CAOT’s Boards of Directors, the Canadian Occupational Therapy Foundation (COTF), the Alliance of Canadian Occupational Therapy Professional Associations (ACOTPA), the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO), and the Association of Canadian Occupational Therapy University Programs (ACOTUP).

The organizations acknowledged that “transforming our colonial reality must be a responsibility shared by all Canadians” and the Commitment Statement represents “beginning steps in embracing this shared responsibility” with acknowledgement of the harmful colonizing narratives, policies, and practices in the Canadian occupational therapy profession and a commitment to change within their respective mandates.

[Read the full statement.](#)



“We want to recognize the TRC Task Force’s collective will and their commitment to working together and building relationships while creating a shared way forward with actions that we hope will be a catalyst for continued, creative collaborations,” said Angie and Kaarina, who called upon all OTs, OTAs, students, and readers of the Commitment Statement to take responsibility and action to support the respective leadership organizations.”

NEW SCHOLARSHIP TO SUPPORT INDIGENOUS OT STUDENTS

The Canadian Occupational Therapy Foundation (COTF) and CAOT partnered with Gowan Consulting to announce the new [Gowan Health Indigenous Scholarship](#). This program is aimed at providing financial support to Indigenous students pursuing graduate education in occupational therapy in Canada and empowering the next generation of Indigenous OTs. Two Indigenous academics who wish to obtain their graduate degree in the occupational therapy master’s program within Canada will be awarded \$1,500.

“The Gowan Health Indigenous Scholarship is an example of an amazing initiative that makes all of us at CAOT incredibly proud to partner with COTF,” says Phillip Wendt, CAOT President. “This scholarship is not only an important first step in demonstrating the dedication and commitment of OTs and OTAs across the country to Canada’s Indigenous Peoples, but also a shining example of how we can work together towards creating a more equitable, sustainable, and accessible health care system for all.”

ADDRESSING EQUITY AND JUSTICE

We continued to finalize a Joint Position Statement on Equity and Social Accountability in partnership with several other Canadian occupational therapy organizations. The document will name and redress the systemic and intertwined oppressions that lead to inequities across health, social, and economic systems, as they relate to, and can be actioned by, the occupational therapy community.

The Joint Position Statement on Equity and Social Accountability will complement the new Competencies for Occupational Therapy in Canada and replace the 2014 Joint Position Statement on Diversity. It will be finalized in 2024.



INFLUENCING CHANGE ADVOCACY



OTC REFLECTION DAY TACKLES HHR

The Occupational Therapy Canada (OTC) Reflection Day took place in-person for the first time since 2019 to discuss health human resources (HHR); specifically, the topics of building capacity for succession planning, leadership, and professional engagement and involvement nationally. The OTC Reflection Day was tied to the human resource strategy identified by the OTC in 2012 that included a focus on capacity, retention, leadership, diversity, succession planning, volunteerism, professional engagement, mentorship, and involvement. The main goal was to change the dialogue and challenge the myths about what these roles are like and who is qualified to be in them.



ADDRESSING SUICIDE PREVENTION AND RECOVERY

CAOT's new Position Statement, [Occupational Therapy to Prevent and Support Recovery from Suicide](#), was launched to coincide with World Suicide Prevention Day on September 10. As best put by a focus group participant during its development phase: "OTs help people to live, not only to stay alive." The document highlights the meaningful role of occupation across the suicide prevention continuum. Along with its new vision, the document includes five calls to action guiding the advancement of suicide prevention work by engaging occupation and occupational therapy professionals and equips decision-makers with an overview of why occupational therapy is important. CAOT is grateful to the members of the Addressing Suicide in Occupational Therapy Practice Network for all their energy and expertise in creating a timely document of great importance to the profession.

HONOURING THE HOME MODIFICATION TASK FORCE

After years of hard work, the Home Modification Task Force (HMTF) wrapped up its mandate and transitioned over the past year to a Practice Network. Special thanks to Marnie Courage, Lesya Dyk, Janet Craik, and Tanya Fawkes for their leadership, expertise, and numerous volunteer hours. With the goals of advocacy and promotion, building occupational therapy capacity, and creating partnership and collaborations, the HMTF's successes included professional development opportunities, new partnerships, and collaborations. Other victories were the inclusion of both occupational therapy assessments in the BC Rebate for Accessible Home Adaptations (BC RAHA) and the Manitoba Government's Home Modifications grant program for seniors and seniors with disabilities.



PROMOTING OCCUPATIONAL THERAPY IN CANADA ADVOCACY



We are proud to represent and promote the occupational therapy profession to key partners, including government officials, community partners, and other influencers. We participated in various events, including many provincial and federal meetings, with the purpose of highlighting the value of occupational therapy in a wide range of areas. Here are some examples:



PRIORITIZING GOVERNMENT ADVOCACY

CAOT participated in more than 20 meetings with Ministers, Parliamentary Secretaries, members of the Standing Committee on Health, staffers from the Prime Minister's and Ministers' offices and federal departments to discuss the value proposition of occupational therapy and to compellingly advocate for OT coverage in health plans. This included Canada's first Chief Accessibility Officer, Stephanie Cadieux, to discuss increasing the accessibility and inclusion of Canadians with disabilities.

HIGHLIGHTING THE ROLE OF OCCUPATIONAL THERAPY

CAOT submitted briefs to the Government of Canada advocating for the role of occupational therapy in multiple policy areas, including those related to Student Loan Forgiveness and Children's Health. We strongly recommended that the eligible list of health care professionals to receive loan forgiveness be expanded to include OTs and OTAs and recommended that funding be provided for the development of interdisciplinary guidelines for the treatment of Long COVID in pediatrics, the development of a national primary care strategy, the recognition of OTs as mental health providers, and the inclusion of OTs in a National Autism Strategy.

CAOT also submitted a Pre-Budget Consultation Brief in advance of the 2023 Budget to the Standing Committee on Finance (FINA). Based on feedback we received from our members and current health care system concerns, we outlined recommendations related to primary care, the health human resources crisis, the occupational therapy role in emergency preparedness and crisis management efforts, and the inclusion of occupational therapy within health care plans.

CONFRONTING THE HHR CRISIS

CAOT presented to the Government of Canada's Committee on Health Workforce sub-committee, Retention, and Mental Health of Health Human Resources. We shared potential solutions for the Health Human Resources (HHR) crisis that include establishing an occupational therapy school in Saskatchewan, which included supported Indigenous students to join the occupational therapy profession; exploring satellite education programs to support rural and remote recruitment and retention; increasing recognition of OTs as mental health providers; providing coverage for occupational therapy services within extended health care benefits; and integrating OTs on primary health care teams across the country.





CAOT’s advocacy team met with representatives from the Interim Federal Health Program (IFHP) to discuss program coverage based on feedback from CAOT members. We advocated for the inclusion of occupational therapy coverage for braces/splints, highlighted compensation rate discrepancies, and provided feedback on the process to become a program provider. Our input was well received and will be reviewed by the program.

HSO RELEASES ANTICIPATED LONG-TERM CARE SERVICES STANDARD

The Health Standards Organization (HSO) published its [Long-Term Care Services Standard](#), based on extensive consultations, literature reviews, and clinical expertise. The Standard is in response to the devastation the long-term care sector experienced during the COVID-19 pandemic. We would like to thank Dr. Ben Mortenson, PhD, OT, who was selected as part of the expert panel that developed the Standard, for his expertise and leadership on this important document.



““ It was an honour to be part of the 32-member technical panel, which included residents, family members, residential care facility staff, administrators and researchers,” said Ben. “As a group we were dedicated to reimagining how residential care should be provided. We had a strong emphasis on justice, equity, diversity, and inclusion for residents, their essential care partners, and staff.””

ADDRESSING THE OPIOID CRISIS

We attended bi-monthly meetings of the Opioid Harm Response Community to present the merits of evidence-based, clinically effective, non-pharmacological occupational therapy pain management interventions as one way to tackle the opioid crisis.

UNITING FOR A STRONG CANADIAN HEALTH CARE SYSTEM

CAOT continues to be actively engaged in a number of coalitions, such as HEAL (Organizations for Health Action – CAOT CEO H el ene Sabourin was Co-Chair until December 2023); the Extended Health Professionals Coalition (EHPC); the Canadian Coalition for Public Health in the 21st Century (CCPH21); the Palliative Care Coalition of Canada (PCCC); and recently has joined the Canadian Pain Care Forum and the Canadian Alliance on Mental Illness and Mental Health (CAMIMH).





COLLECTIVE VOICES ADVOCACY



REGIONAL ADVOCACY IN ACTION

CAOT's Chapters are the regional collective voice of occupational therapists in their respective regions. The Chapters are guided by CAOT's Strategic Plan, mission, and vision, in their endeavour to strengthen and build excellence for the profession while ensuring that Chapter activities are reflective of the regional community and responsive to local needs and issues. Here is an overview of their advocacy and stakeholder engagement activities over the past year.



OCCUPATIONAL THERAPY PERSPECTIVE REPRESENTED FOR ACCESSIBILITY STANDARDS

CAOT-BC Regional Director Tanya Fawkes was appointed to one of the two Technical Committees that will create BC's first Accessibility Standards. These Accessibility Standards will help remove and prevent barriers that restrict people with disabilities from equally participating in their community. The committees will study barriers such as non-inclusive policies, restrictive technologies, or inaccessible infrastructure to develop more effective regulations and policies.

10TH ANNIVERSARY CELEBRATIONS

A hybrid event was held in Vancouver to celebrate CAOT-BC's 10th anniversary and the 20th anniversary of the College of Occupational Therapists of BC (COTBC). Harmony Johnson, a leader in Indigenous health, governance, and human rights, gave a speech addressing racism in health care, especially Indigenous-specific prejudice. BC OTs Carmen Gendron and Simone Starr also discussed what occupational therapy professionals can all do to provide safer health care and improve our learnings in our practice and as humans.

ADDRESSING PEDIATRIC ACCESS AND PRIMARY CARE

Tanya continued to focus the Chapter's advocacy efforts on the value of occupational therapy in pediatric care in BC and the need for OTs on Primary Care Teams as they are implemented throughout the province. She attended many meetings about pediatric access and funding,

including with representatives from the Ministry of Children and Family Development (MCFD) and other health association partners to consult on the establishment of a workforce issues working group, and collaborative partners (health care providers, families, and disability groups). A toolkit about primary care and occupational therapy was also developed.

CLARIFYING CHANGES TO BC REGULATION

Work continued with the Coalition of Health Professions of BC to develop a website that explains the implications that the Health Professions and Occupations Act (Bill 36) and the resulting Regulatory model changes can have on occupational therapy practice as implementation moves forward.

INSURANCE CONSULTATIONS

CAOT-BC sent a letter to Minister Sheila Malcolmson, the Minister of Social Development and Poverty Reduction, and municipal leaders to ask that community centres stop charging excessive fees that function as a barrier to access to quality health care. This issue was also discussed at meetings with health representatives and the management of the Insurance Corporation of BC (ICBC). In addition, meetings took place with ICBC Health Care Providers Advisory Group and the ICBC Injury Recovery Design Panel.



ADDRESSING HHR CRISIS IN THE NORTH

CAOT-North attended several advocacy sessions related to the HHR crisis to represent the impacts to occupational therapy professionals in the Territories and discuss the impacts they have experienced and what can be done to improve the situation.

CREATING LONG COVID RESOURCES

CAOT-North continued to participate in the Yukon Government's post COVID-19 condition (PCC) Working Group, which created a curation of resources on their website providing information and supports for those experiencing Long COVID as well as their family, friends, and caregivers. Additionally, CAOT-North is participating in efforts to produce Canadian guidelines for Long COVID, with a focus on advocacy for support in rural and remote locations.





ADDRESSING HHR CHALLENGES

Melissa Croskery, CAOT-North’s Regional Director, led a Conversations that Matter session at CAOT Conference 2023 to discuss recruitment and retention in northern, rural, and remote practice. Many ideas were shared about the Health Human Resource (HHR) challenges, including large caseloads, new graduates taking on sole-charge and remote positions without support, the need for improved HR practices, such as prioritizing hiring to fill leaves and vacant positions and being transparent about the lifestyle (i.e. outdoors, adventures, the need to be flexible and have good problem solving skills, etc.), and the lack of housing and fleet vehicles for travel.



ADVOCATING FOR OCCUPATIONAL THERAPY IN RURAL AND REMOTE HEALTH CARE

CAOT-North attended the Annual Canadian Rural and Northern Healthcare Conference to promote occupational therapy in primary care and mental health, as well as to advocate for better human health resource practices in the North. A letter was also sent to each of the northern provincial and territorial Ministers, as well as federal Ministers, to advocate for improved health care services in the North, with a focus on recruitment and retention of health care professionals, including OTs.



LEADERSHIP TRANSITION

In late 2022, we celebrated CAOT-Qc’s Regional Director France Verville and her many contributions to the association and profession upon her retirement. She was a pillar of our organization, bringing invaluable expertise and constant dedication to our mission of promoting excellence in occupational therapy and advancing the profession.

Soëla Bandaly, an occupational therapist with extensive experience in private practice, advocating for mental health, and mentoring new OTs, took over the Regional Director role in early 2023. She has been providing dedicated support to

Québec members and serving as the regional representative at many meetings and events, including the 12th annual colloquium of l’Ordre des ergothérapeutes du Québec in Lévis. Soëla has also been actively involved with le Réseau International des Associations Francophones d’Ergothérapie (RIAFE) and in organizing its conference in Belgium, where she will present in 2024.

SHARING LONG COVID KNOWLEDGE

CAOT-Qc collaborated with l’Ordre des ergothérapeutes du Québec and the Association québécoise des ergothérapeutes en pratique privée to launch the Long COVID Community of Practice in Québec. The goal is to provide a forum for sharing expertise and experience related to Long COVID rehabilitation to advance excellence in occupational therapy and offer quality care to the public.



CAOT’S NEWEST CHAPTER

We were pleased to begin officially representing occupational therapists and occupational therapist assistants residing in Saskatchewan under the CAOT-SK name as of October 3, 2022, with Christine Fleming taking on the role as its Regional Director. Christine has been actively involved in both CAOT and the Saskatchewan Society of Occupational Therapists (SSOT) for her entire career. Most recently, Christine served as the CAOT Board Director for Saskatchewan from 2015-2018, and the Vice Chair from 2016-2022.

ADVOCATING FOR A PROVINCIAL OCCUPATIONAL THERAPY SCHOOL

CAOT-SK’s advocacy efforts focused on the need for an occupational therapy program in the province. Many meetings and information sessions were held and attended, and media outreach was highly successful. A survey in collaboration with the University of Saskatchewan’s School of Rehabilitation Science was also distributed following the announcement that the school was in the proposal stage for a new program in occupational therapy.



CUTTING-EDGE CAREER TRAINING PROFESSIONAL DEVELOPMENT

We're proud to provide high-quality professional development for occupational therapy professionals across Canada. This access to current knowledge, skills, and behaviours is the key to using best practices in occupational therapy. Each year, we poll our members to determine their professional development needs. In 2022-2023, all 82 of our professional development activities were available at discounted rates or free to CAOT members.

2022-2023 PROFESSIONAL DEVELOPMENT TOPICS



BY THE NUMBERS



NEW LEARNING MANAGEMENT SYSTEM CREATES ACCESS TO PROFESSIONAL DEVELOPMENT

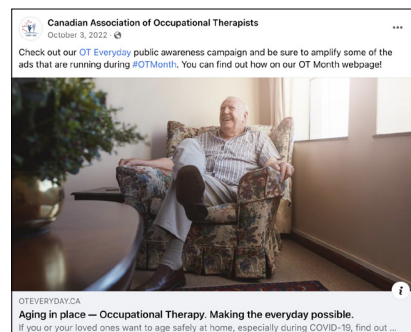
We launched an easier way for our members to access professional development at www.education.caot.ca with a one-stop learning management system (LMS). Our new online platform streamlines the CAOT learning experience by providing access to online courses and on-demand webinars immediately, along with easy access to handouts and a certificate of completion.



INCREASING PUBLIC AWARENESS COMMUNICATIONS & MARKETING

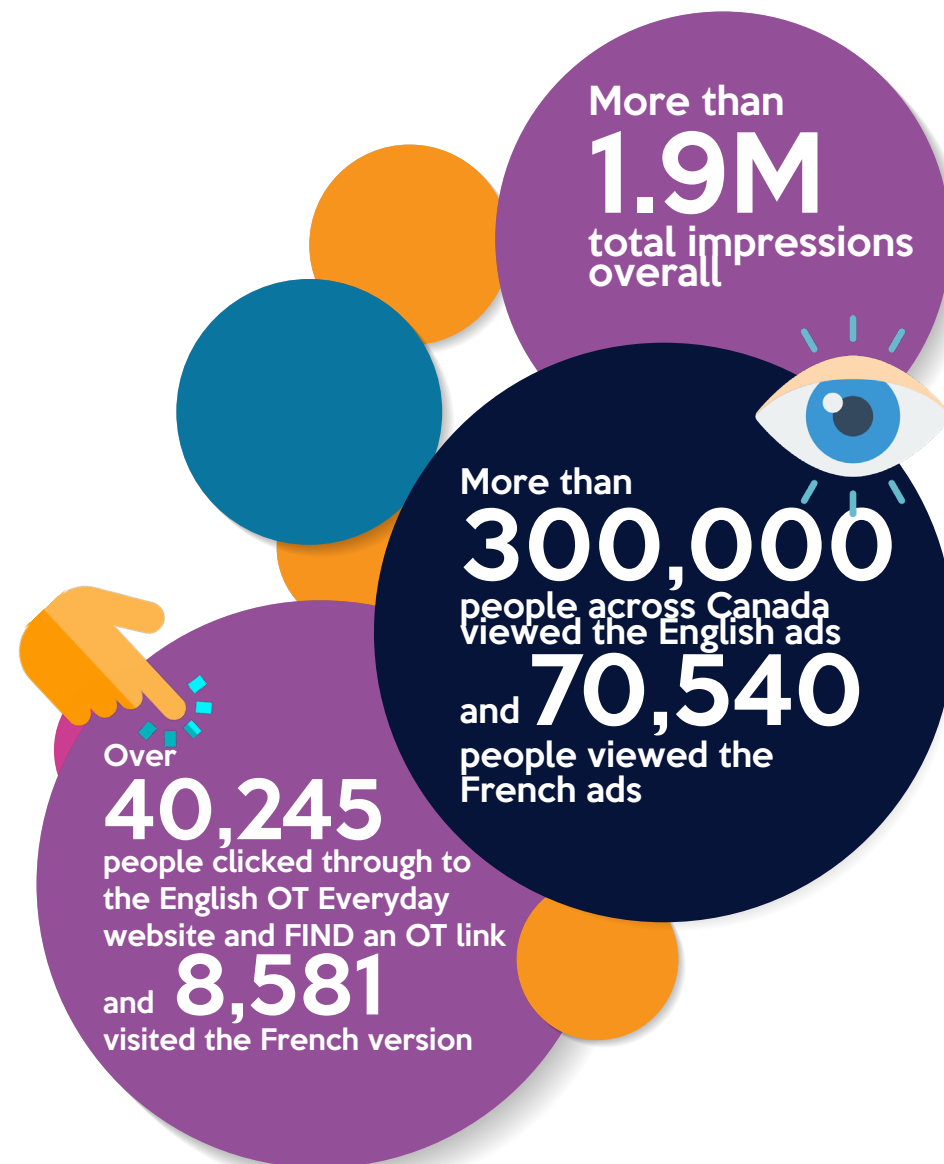
CELEBRATING 'OT EVERYDAY'

We completed a project to drive traffic to our "OT Everyday" general awareness website (www.OTEveryday.ca) with digital ads to increase awareness about what occupational therapy is and what OTs and OTAs do. This ongoing public awareness campaign is in collaboration with the Association of Canadian Occupational Therapy Professional Associations (ACOTPA).



The successful campaign, which ran from June 2022 to December 2023, featured digital ads that focused on aging in place and mental health. The campaign also included French ads that were selected from the top performing aging in place and mental health ads from the English content. The French ads received 266,206 total impressions, more than 70,540 people viewed these ads, and 8,581 people clicked to visit the French version of the website.

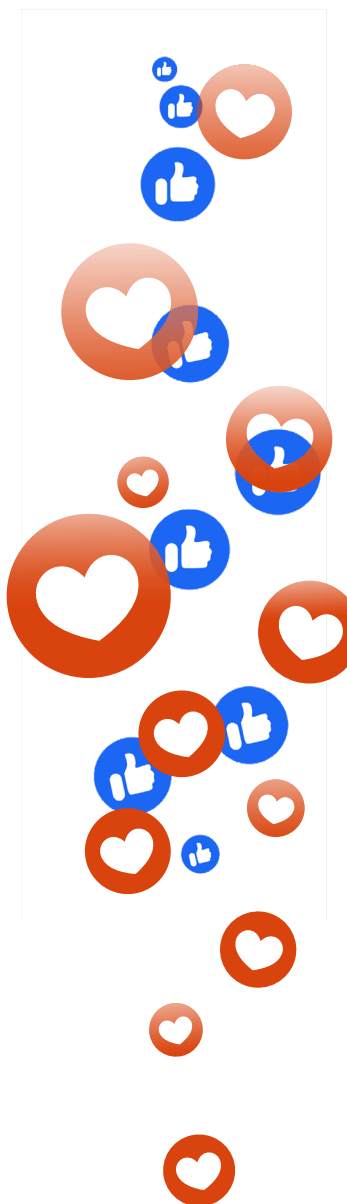
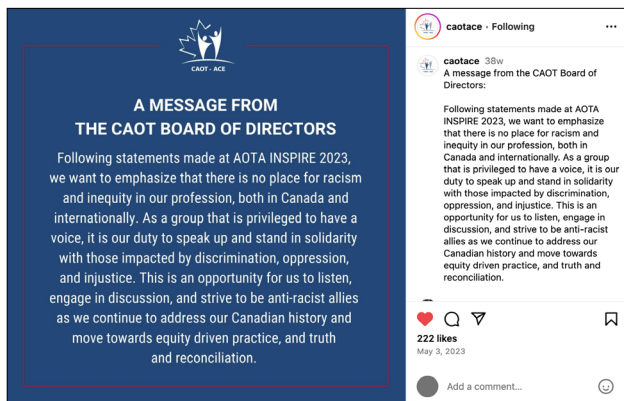
BY THE NUMBERS





INCREASING PUBLIC AWARENESS COMMUNICATIONS & MARKETING

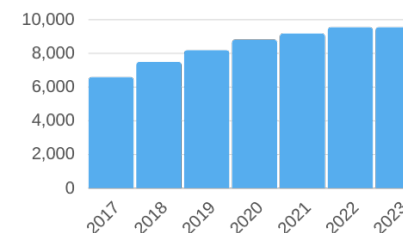
TOP SOCIAL MEDIA POSTS (OCT 2022-SEPT 2023)



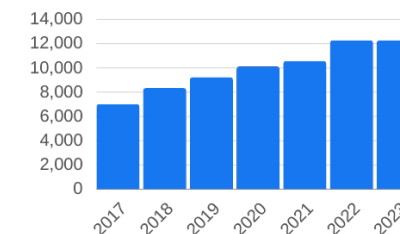
SOCIAL MEDIA NUMBERS AS OF SEPT 30, 2023:



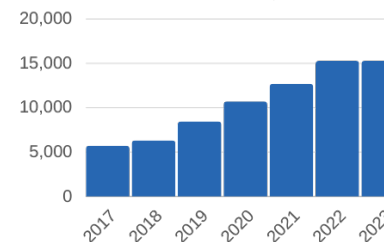
TWITTER
9,557 (1.3% decrease
over 2022 results)



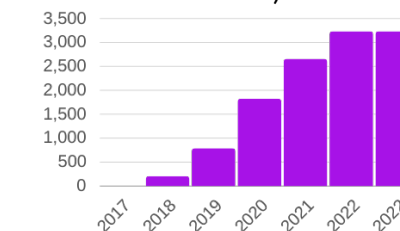
**FACEBOOK
FOLLOWERS**
12,279 (0.7% increase)



LINKEDIN
15,286 (20.4%
increase)



INSTAGRAM
3,235 (20.8%
increase)





SUPPORT FOR YOUR PRACTICE PRACTICE RESOURCES

In addition to our established library of publications, references, and tools available at www.caot.ca to support you and your practice, we launched several new resources in 2022-2023.

THE VALUE OF MENTORSHIP



CAOT's new mentorship program, **Find an Occupational Therapy (OT) Mentor**, launched during OT Month. It features the ability for mentor-mentee relationships to be self-matched using specified criteria and allows OTs and OTAs to work together free of any financial commitment. This new program also enables mentors and mentees to self-identify in different ways, as they wish, within categories such as sexual orientation, race, ethnicity, or practice experience. This allows under-represented occupational therapy professionals to connect, support and learn with and from each other.

PRIVATE PRACTICE FEE SCHEDULE RELEASED

The Alliance of Canadian Occupational Therapy Professional Associations (ACOTPA) released the **2023 National Occupational Therapy Private Practice Fee Schedule** to inform public partners and better support advocacy efforts by provincial associations. Thank you to all the private practice occupational therapists who filled out the ACOTPA National Fee Survey to help us collect information on fees charged in private practice across Canada.

ADDRESSING CLIMATE CHANGE AND PLANETARY HEALTH

In recognition of the impact of climate change and planetary health on occupational participation, we added new resources to the **Practice Resource Hub**, attended several events, and featured OTs on this topic in *Conversations that Matter: The Podcast*. The promotion of sustainable occupations and the preservation of ecosystems are essential components in fostering occupational justice.

CARFIT: FIND COMFORT BEHIND THE WHEEL



CarFit is a free educational program for drivers offered by CAOT in partnership with the Canadian Automobile Association (CAA), which was initially developed by the American Automobile Association (AAA), the American Association of Retired Persons (AARP), and the American Occupational Therapy Association (AOTA). It's designed to help drivers "fit" in their cars. During the last year, CarFit offered many sessions both in-person and virtually, including during CAOT Conference, with new information kits thanks to a grant from the New Horizons for Seniors Program (NHSP). The team also met with staff from the Public Health Agency of Canada (PHAC), Division of Aging, Seniors, and Dementia to discuss current projects and national partnerships, including CarFit, driving and dementia, accessibility, and advocating for older adults and older drivers in the context of aging in place and participation in meaningful occupations.



KEEPING YOU INFORMED PRACTICE RESOURCES

CAOT'S PODCAST CELEBRATES SECOND YEAR

CAOT's *Conversations that Matter: The Podcast* observed its second anniversary in June 2023 with our team adding 12 new socially accountable discussions with everyday working OTs and OTAs across Canada over the past year. The monthly podcast is available on Spotify and CAOT's website. The episodes focused on a wide range of topics, including leadership, neurodiversity, reflexive practice, strengthening OT and OTA relationship-building, planetary health, sustainable occupational therapy practice, and the intersections of sustainable food systems and occupational participation.

BY THE NUMBERS

432 minutes of new content

233% increase in followers

276% increase in listeners

Listeners from **41** countries

300% increase in streams

TOP EPISODE OF THE YEAR



EPISODE 15

**Promoting Occupational Participation:
Collaborative Relationship-Focused
Occupational Therapy - A discussion with the editors**

FEATURING MARY EGAN AND GAYLE RESTALL



CONVERSATIONS THAT MATTER THE PODCAST



EPISODE 20: GROWING OCCUPATIONAL THERAPY LEADERSHIP WITH SHIYEN SHU AND GILLIAN BARRIE

“When I think about leadership, it's not a tradition role or a title – leadership is so much about understanding who you are as a person so that means anyone can benefit from leadership courses. The more self-awareness you have about who you are, how you operate, your strengths, your weaknesses, your triggers, your values, it's going to help you to function better at work, at home, in the community.”
– Shiyen Shu

EPISODE 22: PLANETARY HEALTH: WHAT ROLE DO WE PLAY? WITH GIOVANNA BONIFACE AND FAMILY PHYSICIAN DR. MYLES SERGEANT



“Climate change and the solutions are absolutely rooted in decolonization and going back to the land and having a really strong connection to the land. It's about understanding how it's part of who we are – we're not users of the land, we're guests of the land and we should really respect that.”
– Giovanna Boniface



KEEPING YOU INFORMED PRACTICE RESOURCES

OT NOW WELCOMES NEW EDITOR

Elizabeth Pooley began her term as the new **Occupational Therapy Now (OT Now)** Managing Editor following a smooth transition, thanks to the dedication of its past editors, Naomi Hazlett and Flora To-Miles. Six times a year, CAOT's practice magazine provides OTs and OTAs with information to meet the challenges of their day-to-day practice. The practice theme of the March/April 2023 issue was dedicated to and for students, entitled "Learning Together," and there was a special consumer issue for July/August called "Valued Lived Experience." A redesign of OT Now also began over the past year with a focus on storytelling, knowledge translation, inclusive language, and an increase in interactive content.

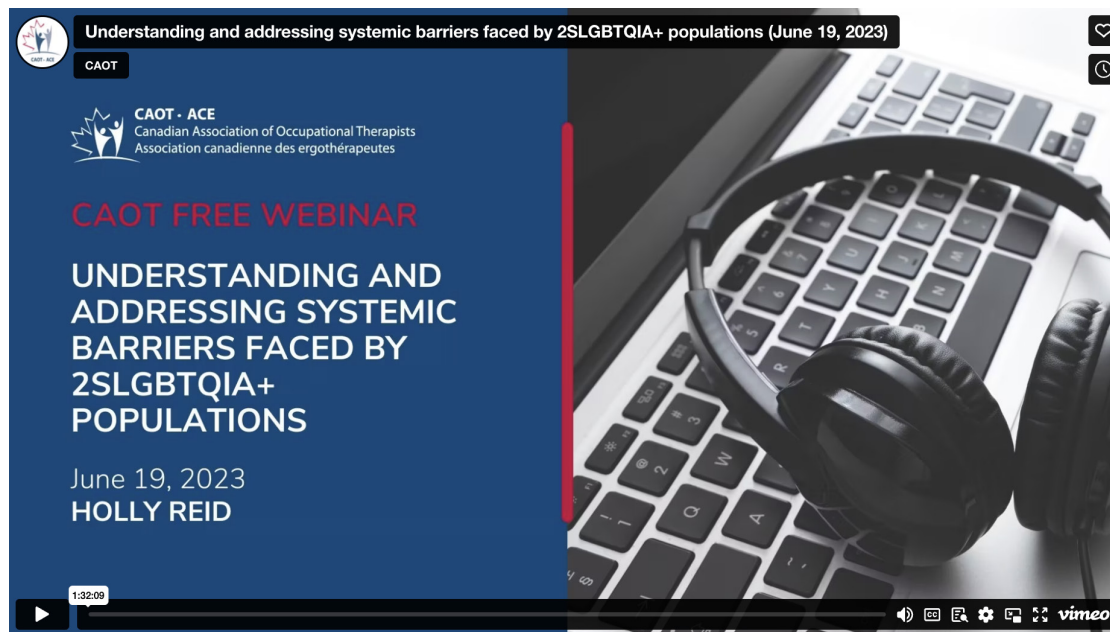


CJOT CELEBRATES ITS 90TH ANNIVERSARY

The September 2023 issue of the **Canadian Journal of Occupational Therapy (CJOT)** marked the 90th anniversary of the highly regarded publication. Founded in 1933, CJOT was created seven years after CAOT came into existence with the goal of publishing professional material about occupational therapy on a quarterly basis. The official peer-reviewed bilingual journal publishes four times a year to foster advancement and growth in occupational therapy scholarship. In 2022, CJOT's impact factor increased again with the rank in rehabilitation science moving up 10 spots and the social science rank moving up 12 spots.

FREE WEBINAR DISCUSSES HOW OTS CAN BE ALLIES AND ACCOMPLICES TO 2SLGBTQIA+ POPULATIONS

To coincide with Pride Month, a **free English webinar** about understanding and addressing systemic barriers embraced by 2SLGBTQIA+ was created. Presenter Holly Reid gives an overview of the basics of gender, sex, sexual orientation, and inclusive language to equip participants with the knowledge and language to support 2SLGBTQIA+ populations. The webinar also describes the historical context of systemic barriers and wraps up with a story of occupation-based joy and resilience from within the 2SLGBTQIA+ community.





KNOWLEDGE TRANSLATION RESEARCH INTO ACTION

Knowledge translation is an important part of our mandate to help strengthen the profession through the advancement of occupational therapy research. Each year, we collaborate with researchers, clinicians, and partners to share the latest developments to move knowledge into action and bring research into practice.



NEW RESOURCES TO ACCOMPANY PROMOTING OCCUPATIONAL PARTICIPATION

For OT Month, *OT Conversations That Matter: The Podcast* released its **15th episode** as a special extended discussion focusing on the new textbook, *Promoting Occupational Participation: Collaborative Relationship-Focused Occupational Therapy*. For this episode, our host Justine Jecker was joined by Gayle Restall and Mary Egan, editors of the new textbook that represents 40 authors. Through answering questions from our members about the new book, this episode explores the fundamental purpose of occupational participation and the book's emphasis that occupational therapy is focused on collaborative relationships with individuals, families, communities, and populations.

Three free webinars were also created to support learning about the new Canadian Model, Approach, and Framework. In the first free webinar, Mary addresses the Canadian Model of Occupational Participation (CanMOP) and the fundamental purpose of occupational therapy – helping others to gain access to, initiate, and sustain occupational participation.

The second free webinar, presented in English by Gayle and French by Mary, explains that the collaborative relationship-focused approach as an evolution from client-centred practice that incorporates contemporary knowledge and understanding. She discusses the four key characteristics of this approach and shares key critical reflective questions to consider when working with individuals or with a community.

Dr. Restall also led the third free webinar in English where she addressed the Canadian Occupational Therapy Inter-Relational Practice Process (COTIPP) and provided a guide for collaborative relationship-focused processes of doing occupational therapy. Mary led the French version about COTIPP.



“ We see that occupational participation is at the centre of everything. . . It makes it clear that our aim is not to fix people, that our focus is not on improving strength, balance, attention, or any other performance component with the hope that they will eventually get to the place where they can do an occupation instead. Instead, we are interested in what they want to do and what they need to do from the very beginning.”
– Mary Egan, co-editor, *Promoting Occupational Participation*, and presenter in Webinar 1: “Canadian Model of Occupational Participation.”

PRIORITIZING MUSCULOSKELETAL HEALTH

The Occupational Therapy for Musculoskeletal Conditions and Arthritis James Lind Alliance **Priority Setting Partnership** was completed with the top 10 research priorities identified and launched in September-October 2023 to coincide with Arthritis Month and OT Month. The project is a collaboration with the Canadian Institutes of Health Research's Institute of Musculoskeletal Health and Arthritis (CIHR IMHA), Alliance of Canadian Occupational Therapy University Programs (ACOTUP) and Canadian Occupational Therapy Foundation (COTF). It brought together patients, caregivers, and clinicians to identify unanswered questions for **occupational therapy research priorities** for patients living with musculoskeletal health and arthritis conditions. A research report will be published in 2024.

ADDRESSING LONG-TERM EFFECTS OF COVID-19

A Long COVID National Working Group was created to help identify, advocate for, and promote the occupational therapy clinical and research priorities. The group consists of researchers and clinicians that are involved with research or clients with Long COVID.



FREE LONG COVID WEBINARS

Two evidence-informed webinars were created over the past year to address the impact of Long COVID. The French webinar, “[Saisir l’opportunité d’aider la clientèle vivant avec le syndrome post-COVID](#),” was presented by Jacinthe Beauregard Millaire, who discussed the issues at stake for those living with post-COVID syndrome, along with strategies for providing safe, quality services, and where to find available resources. The English webinar, called “[Long COVID and Episodic Disability: Considerations for Rehabilitation](#),” featured presenters Helen Skiffington and Kelly O’Brien who translated and exchanged knowledge on episodic disability and the role of rehabilitation in the context of Long COVID. Specifically, episodic disability experienced among adults living with Long COVID and the role and considerations for occupational therapy will be discussed. The free webinar drew from an international study exploring experiences of episodic disability among 40 adults living with Long COVID in Canada, United Kingdom, U.S., and Ireland.



PRIMARY CARE PROJECT UNDERWAY

A team led by Catherine Donnelly, in collaboration with CAOT, received a \$150,000 grant from the Foundation for Advancing Family Medicine to develop a suite of online modules and resources to enhance the capacity of occupational therapy learners and practitioners to practice in collaborative primary care teams. The project is to be completed by March 31, 2024. An Advisory Committee was established, and a consensus-building exercise was held with other disciplines, including dietitians, physiotherapists, speech therapists, social workers, and other health care professionals.



“OTS have an important role in working with this population [those living with Long COVID] and are critical in understanding the episodic, multi-dimensional and sometimes unpredictable and invisible nature of disability and are well positioned to inform evidence-based and safe approaches to maximizing function and well-being.”
– Kelly O’Brien, co-presenter of the webinar entitled “Long COVID and Episodic Disability: Considerations for Rehabilitation.”



SAFEGUARDING THE PROFESSION QUALITY EDUCATION AND ACCREDITATION



As part of our commitment to steward and safeguard the profession, CAOT oversees accreditation of Canadian occupational therapy education and administers the National Occupational Therapy Certification Examination (NOTCE), which assesses the written application of academic knowledge and professional behaviour of individuals entering the occupational therapy profession in Canada.

NEW NOTCE EXAM SCHEDULE UNDERWAY

The NOTCE, with its new schedule of three exams each year, took place in November 2022, April 2023, and September 2023. Candidates continued to be able to choose from online or in-person options.

ENACTING THE NEW OT COMPETENCIES

Work proceeded to incorporate the new Competencies for Occupational Therapists in Canada into the NOTCE, including publishing the proposed Blueprint on the NOTCE website, recoding of the item bank, and new item generation. Discussions continue with the Competency Coordinating Committee, Certification Exam Committee, and Exam Oversight Committee about the updated NOTCE implementation, which will take place over the next few years.

ACCREDITATION UPDATES

An accreditation Steering Committee made up of members from CAOT, the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) and Association of Canadian Occupational Therapy University Programs (ACOTUP) worked with a project consultant to examine university accreditation models. The new Accreditation Standards for occupational therapists were published online in early 2023 and will require programs to map their curriculum to the relevant provincial competency document. Programs across Canada with upcoming accreditation have the option of following the 2019 or 2022 Standards until December 31, 2025.

The CAOT Board approved new Accreditation Standards for the Occupational Therapist Assistant and Physiotherapy Assistant Education Accreditation Program (OTA and PTA EAP). A taskforce worked to update the OTA Practice Profile to harmonize with the new Competencies for Occupational Therapists in Canada. The new Competencies for Occupational Therapist Assistants were also approved by the CAOT Board and will be published on the CAOT website in 2024.



BUILDING COMMUNITY CELEBRATING OTS AND OTAS

OT MONTH CELEBRATIONS

OTs, students, OTAs, clients and other health professionals had a lot to celebrate during OT Month in October 2022 and on World OT Day on October 27. The 2022 gOT Spirit challenge to create a video that shows the world what occupational therapy is all about was won by Western University. Other OT Month activities included:

- CAOT-SK held two in-person OT Month events in Saskatoon and Regina and CAOT-North began a book club to read and discuss *Promoting Occupational Participation: Collaborative Relationship-Focused Occupational Therapy*.
- OTs, OTAs, students and retired OTs were invited to share a photo that represents occupational therapy in Canada to have the chance to have it published on the cover of OT Now magazine, Canada's national occupational therapy practice magazine.
- We celebrated OTA Appreciation Day on October 12, 2022, to raise awareness about what OTAs do and the value they add.

MEMBER APPRECIATION DAY 2023 was celebrated on February 22, 2023, with a video message from CAOT's President, Phillip Wendt, and a social member outreach campaign to thank CAOT members, along with several opportunities for members to win prizes during the day of celebration. Here are some of the examples of occupational therapy in culture – books, movies, blogs and more – that our members shared:

BOOKS

- Still Alice**
by Lisa Genova
- Left Neglected**
by Lisa Genova
- Inside the O'Briens**
by Lisa Genova
- You, Me and My OT**
by Paulette Bourgeois
- The Disappearing Patient**
by Margaret Drake

MOVIES AND TV

- Downsizing**
- Coronation Street**
- The Other Side of the Mountain**
- Gaz Bar Blues**
- Gorillas in the Mist**
- Regarding Henry**
- The Untouchables**
- The Secret Life of Walter Mitty**

PODCASTS

- OT Conversations that Matter: The Podcast**
- The OTs Gone Rogue Podcast with Melissa LaPointe**
- The OT Lifestyle Movement**
- Two Sides of the Spectrum Podcast**
- OT Potential Podcast**
- Mind Your OT Business**



LEST WE FORGET: HONOURING CANADA'S VETERANS

Faren Hodgson, an occupational therapist who works for Veterans Affairs Canada, attended the National Remembrance Day ceremony as our representative. Faren laid a wreath at the National War Memorial in Ottawa on behalf of occupational therapists across the country. OTs have a long history of working with active Canadian Armed Forces (CAF) military members and veterans. CAOT is forever grateful for the sacrifices of those who serve our country.



CAOT PRESIDENT SHARES THE CANADIAN OCCUPATIONAL THERAPY PERSPECTIVE WITH INTERNATIONAL OTS

CAOT President Phillip Wendt met with officials from the Federal Democratic Republic of Ethiopia with the aim of sharing information to help strengthen the occupational therapy profession in Ethiopia. During the event, which was hosted at Queen's University, Phillip provided a discussion on an "Overview of Occupational Therapy (OT) in Canada," and Catherine Donnelly shared a presentation on an "Overview of the Canadian Health System, OT within the Health System, OT Populations and Settings." We are pleased to be able to support this initiative which led to the development of a new occupational therapy program and advances research for inclusive education and community based rehabilitation in Ethiopia.



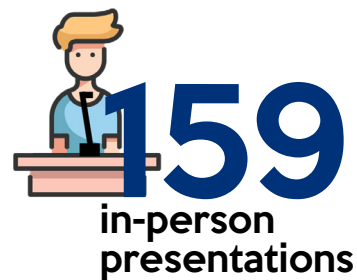
BUILDING COMMUNITY CAOT CONFERENCE

Each year, we organize special events to help bring together the occupational therapy community across Canada to celebrate our profession and promote learning and sharing of the latest advancements in occupational therapy information. This year, we were thrilled to offer our flagship annual conference in a hybrid format for the second year in a row.

CAOT CONFERENCE 2023: HYBRID

Thanks to everyone who joined us for CAOT Conference 2023: Hybrid, which was held from May 10-12, 2023, in Saskatoon, Saskatchewan. Our 87th conference offered the first-ever clinician stream, featuring presentations from occupational therapy practitioners who shared their knowledge and strategies for promoting occupational participation, advocating for change, introducing innovations, influencing health care delivery, and more. Here are some of the conference highlights:

BY THE NUMBERS





The conference featured many highlights, such as the diverse ranges of topics during the 17 Conversations that Matter, the COTF Lunch with a Scholar, and the Featured Speaker, Moira Peña, who gave a presentation about neurodiversity. Here are some other notable events:

DISMANTLING WHITE BENEVOLENCE

The Plenary Panel, entitled “The Imperative to Dismantle White Benevolence as We Advance Truth and Reconciliation in Occupational Therapy,” travelled in the footsteps of previous conference learning and unlearning about white supremacy. This discussion was introduced by Kaarina Valavaara, plenary moderator and Co-Chair of the Occupational Therapy Truth and Reconciliation Commission (TRC) Task Force, who welcomed four panelists: Sheelah McLean and Amanda Gebhard, anti-racism scholars, authors, and editors of *White Benevolence: Racism and Colonial Violence in Helping Professions*; Angie Phenix, Métis occupational therapist and Co-Chair of the OT TRC Task Force; and Sheela Ivlev, OT and founder of DisruptOT. Each panelist discussed how white settlers working in health care continue to shape, defend, and uphold institutional racism and colonialism, and recommended actions.

[Watch the video of the panel to hear the important discussion.](#)

IMPLEMENTING THE COMPETENCIES

A Professional Issue Forum (PIF) was held to discuss the integration of the Competencies for Occupational Therapists in Canada within diverse practice environments. Hélène Thériault, Margie Collingwood, Sandra Carter, and Shaminder Dhillon shared their knowledge and experiences with incorporating many of its concepts, such as co-creation, leadership, equity, and occupational participation within occupational therapy interactions. [Read the full PIF report.](#)

MANAGING THE HHR CRISIS

The second PIF focused on the shortages in health human resources (HHR) that have been growing for decades across Canada. Dr. Ivy Bourgeault, a leading researcher and national voice for HHR in Canada, brought her expertise, along with Tami Turner, who presented the HHR occupational therapy landscape in the province of Saskatchewan. Jaime Jones shared her experience working in interjurisdictional practice, Monique Lizon presented about the current state of mental health within HHR in Canada, and Dobrochna Litwin discussed the role and the need for occupational therapy services within Long COVID rehabilitation. For more details, [read the full PIF report.](#)



“ One of the greatest joys of going to conferences and meeting other occupational therapists and students is learning other ways of being, doing, and learning — all of which I look forward to at future conferences too!” said Holly Reid, who celebrated their experience at CAOT 2023 Conference: Hybrid in an OT Now article about learning from students and using curiosity as a practice. ”

We are fortunate to have a generous and supportive group of conference sponsors, many who are also exhibitors, corporate associates, and providers of many valued member benefits.

DIAMOND SPONSOR



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BUILDING COMMUNITY 2023 AWARDS

CAOT recognizes the accomplishments and contributions of occupational therapy researchers, practitioners, trainees, educators, and advocates from across Canada each year. In 2023, winners for the awards were announced at the CAOT Annual General Meeting and celebrated at CAOT Conference in Saskatoon.

MURIEL DRIVER LECTURE: Gayle Restall



“Gayle is a most worthy nominee for the Muriel Driver Memorial Lectureship Award,” said Phillip Wendt, CAOT’s President. “Her research career has highlighted unmet long-term needs and limited access to rehabilitation supports by marginalized and underserved communities. She has developed ethical and reciprocal knowledge exchange relationships with communities and organizations reflecting the health interests and policy orientations of First Nations, Métis, and Inuit peoples, and with consumer and professional organizations involved in disability and provision of rehabilitation services.”

HELEN P. LEVESCONTE AWARD FOR VOLUNTEERISM: Natalie MacLeod Schroeder



AWARD FOR LEADERSHIP IN OCCUPATIONAL THERAPY: Leanne LeClair



AWARD FOR MERIT: Cyd Courchesne, Patricia Mortenson, and the members of the Saskatchewan Pediatric Occupational Therapy (SPOT) Practice Network: Maureen Blight, Lynn Lundell, Loralie Clark, Erin Britz, Kirsten Dinsdale, Angela Gervais, and Kimberly Bitz

FELLOWSHIP AWARD: Jacinthe Savard



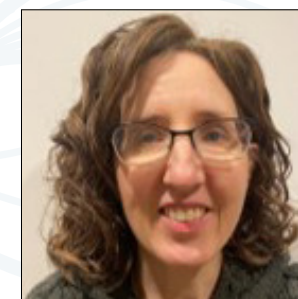
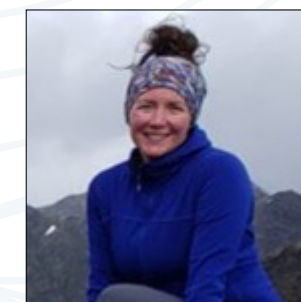
CAOT-SK OUTSTANDING OT OF THE YEAR: Loralie Clark



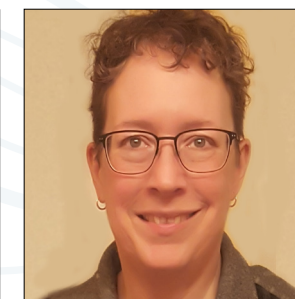
CAOT-QC OUTSTANDING OT OF THE YEAR: Laurie M. Snider



CAOT-NORTH OUTSTANDING OT OF THE YEAR: Arielle Meynen-Boyd



THE GOLDEN QUILL AWARD: Elizabeth Pooley and Brenda L. Beagan; Isla Te Ara o Rehua Emery-Whittington





STUDENT AWARD:

University of British Columbia – Elisabeth Gross

University of Alberta – Kristyn Smart

University of Manitoba – Tianna Flett

University of Toronto – Iqra Shah

Western University – Abigail Gartland

McMaster University – Aisha Hufnagel

Queen’s University – Kathleen Legassick

University of Ottawa – Melissa Black

McGill University – Sara Michelle Doyle

Université de Montréal – Justine Labourot

Université Laval – Gabrielle Létourneau

Université de Sherbrooke – Megan St-François

Université du Québec à Trois-Rivières – Catherine Gélinas

Dalhousie University – Megan Kieley

FIELDWORK EDUCATOR AWARD:

University of British Columbia: Jamie Wolff

University of Alberta: Linda Miller

University of Manitoba: Kristin Villanueva

McMaster University: Colleen O’Neill

University of Toronto: Heidi Reznick

Queen’s University: Richard Kellowan

University of Ottawa: Nathalie Cyr

Université de Montréal: Élizabeth Girard

Université Laval: Julie Lachance

McGill University: Willy Huynh

Université du Québec à Trois-Rivières: Sophie Guimont

Dalhousie University: Christina Crane

CITATION AWARD:

AGENCY, PROGRAM AND/OR INDIVIDUAL AWARD RECIPIENT

PROVINCIAL/CHAPTER NOMINATOR

Specialized Seating Department at Saskabilities

CAOT-SK

Jill Petrillo

MSOT

Carol Henry

NBAOT

Charles Levasseur

NBAOT

Workman Arts

OSOT

Victoria Burry

NLAOT

City of St. John’s Recreation Division
(Stacey Parsons and Outdoor Team)

NLAOT

Christena Copeland

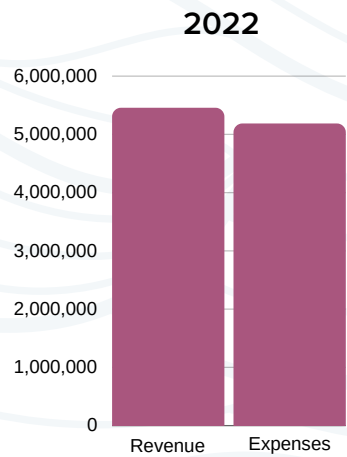
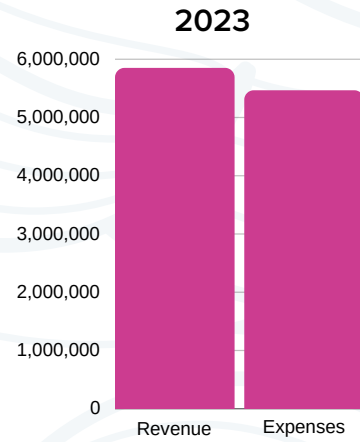
NSSOT



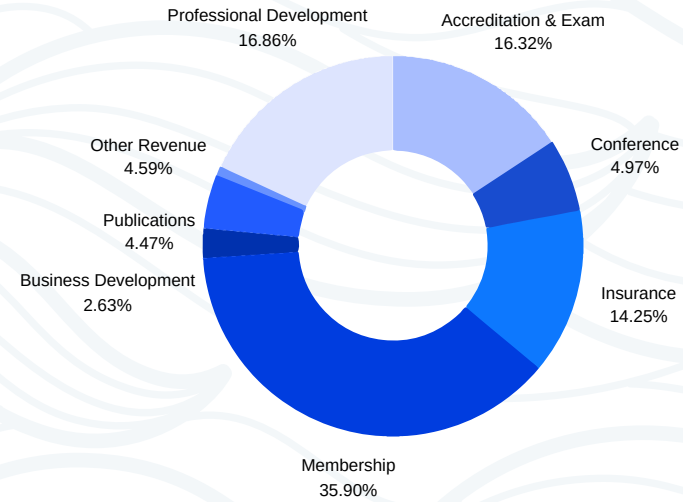
FINANCIAL HIGHLIGHTS 2022-2023

This information is intended as a brief summary of CAOT finances. CAOT members may request a copy of the audited financial statements by contacting national office at 1-800-434-2268 ext. 227 or by emailing finance@caot.ca. The report will be presented at CAOT's Annual General Meeting on March 18, 2024, from 12-1:30 p.m. Eastern Standard Time. For information, please visit www.caot.ca/agm.

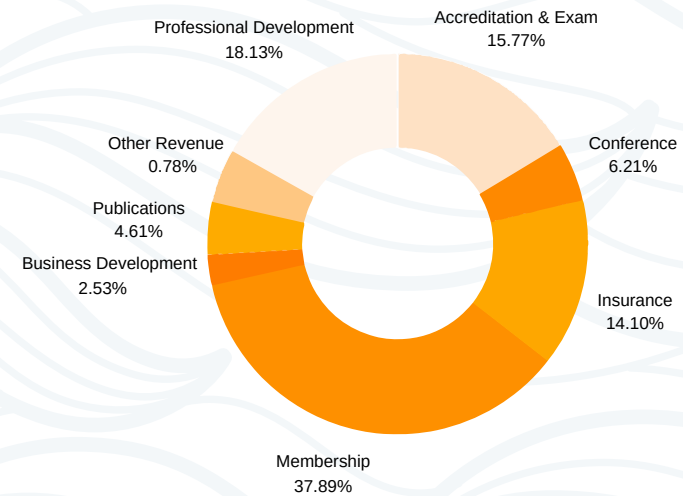
CAOT REVENUE AND EXPENSES (\$MILLIONS)



CAOT REVENUE ALLOCATION 2023



CAOT REVENUE ALLOCATION 2022



CAOT ACKNOWLEDGEMENTS

BOARD AND COMMITTEE CHAIRS AND STAFF

Thank you to the many volunteers who contributed their hours and expertise in support of the aims of CAOT. Your tireless work, often behind the scenes, and your passion for the profession, are what make this association truly strong, purposeful, and human.

CAOT BOARD OF DIRECTORS (TO SEPT. 30, 2023)

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Margaret Collingwood Treasurer	Karen Joudrey Nova Scotia (NS)
Sarah Burt-Hawco Secretary	Yvonne Thompson Prince Edward Island (PEI)
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Suzanne Lendvoy Saskatchewan (SK)	Debra Beach Ducharme External Director
Brenda Semenko Manitoba (MB)	Paulette Guitard Interim Director World Federation of Occupational Therapists (WFOT)
Karen Rebeiro Gruhl Ontario (ON)	

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Governance Sarah Burt-Hawco	CJOT Editorial Board Brenda Vrkljan
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Awards, Appeals, Complaints Lisa Diamond Burchuk	CAOT-QC Advisory Committee Marc Rouleau
Academic Credentialing Council Rose Martini	CAOT- North Advisory Committee Katherine Williams
Certification Examination Committee Leanne LeClair	CAOT-SK Advisory Committee Suzanne Lendvoy
Conference Scientific Program Committee Catherine Vallée	

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Croskery, Melissa Regional Director, CAOT-North	McGovern, Ryan Exam Services and Accreditation Officer
Dettwiler, Christine Membership Program Manager	Montour, Émilie Professional Practice Lead
Douglas, Alison Director of Standards	McMillan, Terry Creative Lead
Fawkes, Tanya Regional Director, CAOT-BC	Rochon, Stephane Customer Serv. Representative – Membership & Bus. Development
Fleming, Christine Regional Director, CAOT-Saskatchewan	Rose, Jenna Professional Development Coordinator (until September 2023)
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Harold, Kristin Director of Communications & Marketing	Séguin, Josée Director of Knowledge Translation Programs
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Jadayel, Zaina Member Outreach Administrator	Stewart, Maegan Executive Assistant
Jecker, Justine Director of Professional Practice	Talalaeva, Anna Professional Development Coordinator
Jolliffe, Tracy Business & Professional Development Coordinator	Taylor, Sonja Payroll & Finance Coordinator
Lafortune, Vicky Finance Coordinator	Tittonel, Karen Director of Finance
Lamontagne, Christina Professional Development Manager	Van Dam, Lauren Professional Practice Administrator
Lizon, Monique Policy Analyst	Verville, France
McEwen, Candice Policy Analyst	

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