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Our sense of community is strong. In our most recent membership survey, we asked Canadian Association of Occupational Therapists (CAOT) members whether they felt that they belonged to the CAOT community and 84% of respondents replied that they did. This positive result points to the growing success of CAOT’s membership engagement activities - a primary source of input for setting our direction. CAOT exists to serve the needs of its national and provincial membership and, through active listening and response, we continue to advance excellence in the profession of occupational therapy in Canada. In my cross-country travels over the past year I was privileged, along with CAOT staff, to participate in a number of member Knowledge Exchanges, field member questions during the March ‘Open-Mic’, provide association updates at the ‘Annual General Meeting’ and the ‘President’s Breakfast’, and reflect on the profession’s historic strides in my closing address at the CAOT conference. These meetings and events generated grist for our strategies and provided sounding boards for our priority setting. On behalf of the CAOT Board of Directors, thank you to CAOT members for attending and contributing so thoughtfully to your professional association representing occupational therapy across Canada.

A major initiative in 2015-16 was the development of CAOT-QC, a new membership chapter to represent the interests of Quebec occupational therapists to their provincial government and to help them thrive professionally and practice optimally. CAOT responded to a request from concerned Quebec occupational therapists regarding the representational gap and undertook discussions with over 300 Quebec practitioners through a series of dedicated forums to identify what was needed and how best to structure a chapter. With the October 1st 2016 launch, CAOT is poised to not only strengthen the Quebec occupational therapy community through the addition of CAOT-QC, but to connect all Canadian occupational therapists professionally, from coast to coast.

After 10 years serving on the Board, including two as President, I still find myself continually in awe of the valuable, purposeful work that occupational therapists provide to the health and well-being of Canadians. Despite numerous challenges facing our profession and health care in general, there is never any doubt that resilient and professional occupational therapists are front and centre in delivering caring, client-centred, effective service to Canadians. It’s a profession to which I’m profoundly proud to belong. I wish my CAOT successor, Nicola MacNaughton, all the best as she moves forward with the strategies mapped out in our new CAOT Strategic Plan. I would also like to sincerely thank Janet Craik, who in a short span of time as CAOT Executive Director, has deftly positioned the association for future success.

Thank you!
Lori Cyr, President
CAOT turned 90 years old in 2016. This major milestone was marked by initiatives in keeping with a mature association operating strategically on behalf of a highly valued and growing membership base. The CAOT Board of Directors completed a thorough governance review, providing a new, robust framework to ensure the growth and sustainability of CAOT for many years to come. An enterprise risk management system was introduced, providing the necessary processes and tools to allow CAOT to understand, assess and manage organizational-level risks. To articulate CAOT ambitions and guide our actions, a new strategic plan for the years 2016-2019 was developed and introduced; a significant effort backed by member input and Board deliberations spanning eighteen months. A Board review of CAOT values yielded the addition of ‘diversity’ to our list; timely in light of shifts in the Canadian population and aligned with the increasing Government of Canada policy focus on refugees, immigration, seniors, Veterans and Indigenous people.

At the national office, membership survey work continued to inform program choice and direction. New programs including ‘FIND an OT’ and the ‘Product Recognition Program’ became more embedded as CAOT member benefits. The membership services team placed welcome calls to all new CAOT members, ensuring a warm introduction to the CAOT community. A small communications team was formed to help strengthen the impact of our key messages through traditional and social media. Work began on a new corporate website. An enhanced ‘Balanced Scorecard’ system was adopted by CAOT staff, linking the plans to activities to outcomes in a measurable way.

An unprecedented number of advocacy opportunities were created and attended to, with a new government and slate of elected officials reached and introduced to the benefits of occupational therapy. Key messages surrounding the need to have occupational therapists funded and included on integrated health teams were relayed to many, with good follow-up and outcomes resulting. A satisfying new level of understanding was reached between CAOT, provincial regulators and our educators regarding standard setting, professional competencies and exam administration, with increased collaboration supporting our common aim of excellence in the profession. Professional excellence was further supported through the delivery of a record number of CAOT workshops and webinars to a record number of participants, enabling lifelong learning relevant to practice innovation and growth.

I am immensely proud of this progress and feel CAOT is poised for an exciting and dynamic next chapter as we move from 90 to 100 years old. On a personal note, I would like to sincerely thank the Board of Directors, President Lori Cyr and my talented CAOT staff for their energy and commitment throughout the year.

Janet Craik, Executive Director
Who we are and what we do

Serving the profession since 1926, the Canadian Association of Occupational Therapists (CAOT) is the professional organization that gives voice to the more than 16,000 occupational therapists who work or study in Canada. CAOT members improve the health and well-being of Canadians by creating solutions that 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 and Quebec, CAOT works on behalf of its members to:

• Foster a sense of community that encourages pride in, and strengthening of, the occupational therapy profession through networking, innovation, knowledge exchange, and caring.

• Improve access to, and utilization of, occupational therapy by advocating to government and health care decision-makers for better recognition of the contribution occupational therapy brings to the health and well-being of Canadians.

• Advance and enhance career opportunities with professional development and practice resources that are current, relevant and affordable.

• Steward and safeguard the profession by accrediting occupational therapy programs in Canada and administering the National Occupational Therapy Certification Exam (NOTCE).

Mission
Advance excellence in occupational therapy.

Vision
Occupational therapy is valued and accessible across Canada.

Values
Integrity, Accountability, Respect, Equity, Innovation, Transparency, Diversity, Collaboration.

Strategic Priorities 2016-2019
1. Support occupational therapists in the evolution of their practice and the pursuit of excellence.
2. Advance awareness, understanding, and use of occupational therapy.
3. Position CAOT as the knowledge and resource hub for occupational therapy practice in Canada.
4. Foster a vibrant and sustainable CAOT.
Fostering a community of members

- 2016 was a year of celebration, reflection and pride of profession as the Canadian Association of Occupational Therapists had its 90th anniversary. As a surprise for members, 90 webinars were offered for a special price of $90.

- ‘FIND an OT’ was launched in January and builds better connectivity for the public and the profession by offering members a personalized directory listing so they are easily found by individuals searching for occupational therapy services.

- The ‘#31dayOTChallenge’ social media campaign was introduced during occupational therapy month. To build public awareness, OTs were encouraged to speak to one person each day about occupational therapy during October 2015 to educate and inform using their own stories. The challenge generated over 10 million social media impressions created through 7500 messages posted on Twitter and Facebook.

- CAOT members participated in ‘Knowledge Exchanges’ as CAOT President and senior staff spent the fall and winter months visiting 18 communities across Canada, from Whitehorse to Charlottetown, to discuss matters of mutual importance.

- Association updates were delivered to CAOT members at the ‘Annual General Meeting’, during the ‘Open Mic’ held online in March, in the mid-year report in OT Now and during the ‘President’s Breakfast’ at conference. A new student-only forum was held at conference, ensuring questions were addressed regarding the NOTCE, professional liability insurance and more.

- CAOT-BC kept members active and visible holding ‘Networking & Education Days’ in October and April, a gathering for OT learning and sharing. ‘Talk to an OT’ was piloted in select home health and pharmacy locations, with in-store OT volunteers engaging the public in discussion about OT services and benefits.

- Sparked by interest among occupational therapists in Quebec, CAOT-QC progressed from being an idea for CAOT to consider to a new CAOT provincial membership chapter, poised to better serve the representational needs of Quebec occupational therapists as of October 1, 2016. More than 1300 occupational therapists in Quebec have already expressed interest in CAOT-QC, through 22 in-person forums and seven webinars in both official languages.
Advocating for change

• 338 letters of congratulation were sent to the full slate of new federal MPs, post-election, with specific wording sent to those with mandate letters most aligned with occupational therapy issues. An unprecedented number of federal government meetings and invitations from representatives of all political parties resulted, notably with the Parliamentary Secretary to the Prime Minister, Celina Caesar-Chavannes, and the Conservative Critic for Seniors, MP Mark Warawa. MP Warawa initiated plans for a co-hosted parliamentary reception on October 26th, providing CAOT members and staff a platform for our key message: ‘occupational therapy improves lives and saves money.’ Ongoing consultations with decision-makers at a number of key departments including Defence and Veterans Affairs are timely in anticipation of the promised re-opening of nine Veterans’ affairs offices.

• CAOT led and contributed to collaborative advocacy initiatives aimed at the federal government as an active member of several health care coalitions, including HEAL (the Health Action Lobby), G8 (8 associations advocating to the federal government for improved health care solutions), and CCPH21 (Canadian Coalition for Public Health in the 21st Century). Common health care aims of policy change, system improvement, population health and quality of care increased in visibility and volume by leveraging the collective voice of multiple stakeholders. Progress has been made, with CAOT and occupational therapy now better positioned for inclusion as health accord meetings get underway.

• CAOT’s motion made the shortlist to be considered for debate during the Great Canadian Healthcare Debate, a unique event where delegates debate and pass policy resolutions aimed at addressing key health care policy challenges.

• A presentation to the ‘Health Care of the Elderly Committee’ of the College of Family Physicians of Canada (CFPC), furthered CFPC’s stated interest in having occupational therapists more accessible – and funded – as part of integrated health teams.

• A first-ever advocacy event for CAOT-BC was ‘Occupational Therapy Day at the BC Legislature,’ featuring an entire day of activities sponsored by BC’s Minister of Health, giving CAOT unprecedented access to Members of the Legislative Assembly (MLAs) and other influencers.
Advancing excellence

• Almost 1500 occupational therapists took new skills or knowledge from our workshops or webinars back to their practice, a 40% increase in professional development attendees versus the previous year. In the same timeframe, the number of CAOT workshops increased from 13 to 21.

• CAOT Conference 2016, themed Inspired for higher summits was held at the historic Fairmont Banff Springs Hotel. It convened a record 704 delegates, 56 exhibitors, 60 volunteers, provided over 330 learning opportunities, and generated over 11 million twitter impressions.

• A free public conference, titled Safety behind the wheel with arthritis, featured an expert panel discussing driving fitness and safety for people with musculoskeletal conditions and arthritis, in turn advancing research, practice, training and policy regarding this pressing topic.

• CAOT-BC members gained valuable access to the ‘Electronic Health Library of BC’ (e-HLbc) as a member benefit, enabling searches of CINAHL, Medline, PsycINFO and more in support of evidence-based practice.

• To date 12 products have received the ‘CAOT Seal of Recognition,’ doubling the number of recipients in just the second year of the ‘CAOT Product Recognition Program.’ Applicant products receive a rigorous professional review and, if accepted, have a consumer report published and receive the ‘Seal’ for use in their organization’s advertising, providing occupational therapists and consumers a resource for making informed choices.

• Karen Whalley-Hammel was awarded the prestigious Muriel Driver Memorial Award as CAOT celebrated excellence in the occupational therapy profession by recognizing over 40 recipients during the 2016 Awards Ceremony, held at CAOT Conference 2016.
Safeguarding the profession

• CAOT participated in a visioning exercise regarding **entry-to-practice standards** with partners at the Association of Canadian Occupational Therapy Regulatory Organizations (ACOTRO) and the Association of Canadian Occupational Therapy University Programs (ACOTUP). Next steps, to work together towards the common aim of practice excellence, were outlined.

• Website posting of accreditation policies, operations and committee member names was initiated, in response to Association of Accrediting Agencies of Canada (AAAC) guidelines requesting increased transparency and accountability regarding CAOT accreditation processes.

• The first **satellite program accreditation** review was completed at the University of Calgary.

• Enhanced collaboration was marked as representatives from ACOTRO and ACOTUP attended the full business meeting of the Certification Examination Committee (CEC) to collectively discuss CAOT’s ongoing management of the **National Occupational Therapy Certification Exam (NOTCE)**.

• A record number of requests for special exam accommodations such as a quiet room or extra time requiring extra invigilators were administered, on behalf of NOTCE candidates.
Outcomes

Membership

• CAOT added 643 new occupational therapist voices to our membership in 2015-2016.

• In research, 84% of members agreed that they felt a sense of community within CAOT.

• More than 92% of members participate in the CAOT Professional Liability Insurance program.

• At year-end, CAOT had 9,308 members.

Social Media

Social media impressions grew significantly over the year.
As of September 30th, 2016:

- **Facebook**: 6,421 page likes an increase from 4,655 in 2015
- **Twitter**: 5,307 followers an increase from 3,871 in 2015
- **LinkedIn**: 5,372 followers an increase from 4,155 in 2015

Membership 2015-2016

- **Full Time**: 55%
- **Student Associate**: 22%
- **New Member**: 7%
- **Non Practicing**: 4%
- **Part Time**: 10%
- **Other**: 2%
Awards

Excellence in the profession of occupational therapy was recognized at the awards ceremony at CAOT Conference 2016 in Banff, Alberta:

CAOT Award
Muriel Driver
Helen P. LeVesconte
Life Membership
Fellowship
Leadership in Occupational Therapy
Award of Merit
Innovative Practice
Golden Quill
CAOT-BC Outstanding Occupational Therapist of the Year

2016 Recipient
Karen Whalley Hammell, PhD
Sandra Hobson
Lynda Lowry Rayner
Paulette Guitard, PhD
Judith Friedland, PhD
Kathy Corbett
Briana Zur, PhD and Julie Entwistle
Alison J. Gerlach
Patti Erlendson

A full list of recipients, by award category, can be viewed at www.caot.ca, in “About CAOT> CAOT Awards”.
Financial

CAOT ensures that all activities and resources of the Association are used effectively to address strategic initiatives and member services and supports.

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (USD)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership/Exam Fees</td>
<td>2,215,441</td>
<td>51%</td>
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<tr>
<td>Publications</td>
<td>601,512</td>
<td>14%</td>
</tr>
<tr>
<td>CAOT Conference</td>
<td>402,668</td>
<td>9%</td>
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<tr>
<td>Membership Services</td>
<td>521,278</td>
<td>12%</td>
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<tr>
<td>Investments</td>
<td>8,063</td>
<td>0%</td>
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<tr>
<td>Insurance Premiums Earned</td>
<td>477,842</td>
<td>11%</td>
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<td>Rent</td>
<td>48,146</td>
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<tr>
<td>Product Recognition</td>
<td>35,220</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>22,672</td>
<td>1%</td>
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<td><strong>Actual Total Revenue</strong></td>
<td><strong>4,332,842</strong></td>
<td><strong>100%</strong></td>
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### Expenses

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<th>Description</th>
<th>Amount (USD)</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>National Office Expenses</td>
<td>1,413,669</td>
<td>31%</td>
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<tr>
<td>Publications</td>
<td>708,760</td>
<td>16%</td>
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<td>CAOT Conference</td>
<td>386,224</td>
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<td>Membership Services</td>
<td>1,085,193</td>
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<td>Governance</td>
<td>134,647</td>
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<td>Divisions/Committees</td>
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<td>Representation/Communications</td>
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<td>Property Expenses</td>
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<td>Claim Expenses</td>
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<tr>
<td>Insurance Commission Paid</td>
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<td>Insurance Administration</td>
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<td>Product Recognition</td>
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<tr>
<td><strong>Actual Total Expenses</strong></td>
<td><strong>4,543,540</strong></td>
<td><strong>100%</strong></td>
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</table>

| Budget                           | 4,154,737    |

| Special Project Spending         | 164,723      |
| **2014-2015 Actual**             | **4,125,474**|
| **2014-2015 Special Projects**   | **68,788**   |
| **Net Revenue 2015-2016**        | **($375,421)**|

### Net Assets, Beginning of Year

<table>
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<th>Amount (USD)</th>
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<td>2,864,465</td>
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### Net Assets, End of Year

<table>
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<th>Amount (USD)</th>
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<tbody>
<tr>
<td>2,489,044</td>
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</table>
Acknowledgements

Thank you to the many volunteers who contribute their hours and expertise in support of the aims of the Canadian Association of Occupational Therapists. 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

As of September 30, 2016:

Lori Cyr
President

Jean-Pascal Beaudoin
Treasurer

Leslie Smith
British Columbia

Judy Lee
Alberta

Christine Fleming
Saskatchewan

Lisa Diamond-Burchuk
Manitoba

Phillip Wendt
Ontario

Martine Brousseau
Quebec

Nicola MacNaughton
New Brunswick, Vice President

Carolyn Kelly
Nova Scotia

Marilee Miller
Prince Edward Island

Melissa Greene
Newfoundland and Labrador

Alison Sisson
Territories

Elliot PausJenssen
External Director

Andrew Freeman
World Federation of Occupational Therapists

The CAOT Board likes to hear from you. Please direct any inquiries to board@caot.ca
Acknowledgements

CAOT Committee Chairs

As of September 30, 2016:

Academic Credentialling Council
Claire-Jehanne Dubouloz-Wilner

Certification Examination Committee
Danielle Hogan

Conference Scientific Program Committee
Mary Forhan

OT Now Editorial Board
Janna MacLachlan

Executive Director Evaluation Committee
Lori Cyr

Nominations and Elections Committee
Paulette Guitard

Risk Management Committee
Jean-Pascal Beaudoin

Appeal Board
Sue Forwell

Awards Committee
Phillip Wendt

Complaints Committee
Huguette Picard

Conference Steering Committee
Lisa Sheehan

CJOT Editorial Board
Helene Polatajko

Policy Audit Committee
Les Smith

CAOT-BC Advisory Committee
Laura Bulk

CAOT-QC Interim Advisory Committee
Martine Brousseau
CAOT Staff

As of September 30, 2016:

Havelin Anand  
Director of Government Affairs and Policy

Mike Brennan  
Chief Operating Officer (COO)

Katelyn Bridge  
CAOT Intern

Giovanna Boniface  
National Director of Professional Affairs

Janet Craik  
Executive Director

Christine Dettwiler  
Membership Services Representative

Alison Douglas  
Director of Standards

Chantal Houde  
Communications Coordinator

Tracy Jolliffe  
Executive Assistant to COO

Tracy Kelso  
Membership Services Manager

Christina Lamontagne  
Professional Development Coordinator

Julie Lapointe  
Director of Professional Practice

Vicky Lafortune  
Business Administrator

Vickie Leblanc-Maisonneuve  
Membership Services Representative

Zoey Lin  
Business Administrator

Suzanne Maurice  
Human Resources Manager

Ryan McGovern  
Exam Services and Accreditation Coordinator

Breann Oneid  
Professional Development Administrator

Stéphane Rochon  
Publications Administrator

Jeanne Salo  
Project Coordinator

Andrea Santos  
Executive Assistant to Executive Director

Lisa Sheehan  
Conference and Events Manager

Sarah Slocombe  
CAOT-BC Service Coordinator

Danielle Stevens  
Graphic Design and Production Manager

Pat Underwood  
Director of Communications

France Verville  
CAOT-QC Managing Director

Jessica Walsh  
Business Development Manager

Vicky Wang  
Director of Finance

Diane Wessman  
Senior Manager, Marketing and Business Development