



Physiotherapy Education Accreditation Canada
Agrément de l'enseignement de la physiothérapie au Canada

BOARD GOVERNANCE HANDBOOK

2024

PREFACE

This handbook is intended as a resource for members of the Board of Directors of Physiotherapy Education Accreditation Canada (PEAC) and others interested in understanding the governance model and the governance and financial policies of PEAC.

The handbook includes general information about federal not-for-profit corporations in Canada, and specific information about PEAC governance and Board evaluation processes. All PEAC policies and procedures are available on the PEAC website for review.

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THE PURPOSE OF COMMUNITY GUIDELINES IS TO SUPPORT INCLUSIVE GROUP PROCESSES CONSISTENT WITH PEAC VALUES. THE BOARD OF DIRECTORS AND EACH COMMITTEE DEVELOPED COMMUNITY GUIDELINES TAILORED TO THEIR SPECIFIC NEEDS AND PREFERENCES. FROM THESE DOCUMENTS, GENERAL COMMUNITY GUIDELINES (SEE APPENDIX B) WERE DEVELOPED FOR ALL OTHER PEAC GROUP ACTIVITIES AND MEETINGS. .	7
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ABOUT PHYSIOTHERAPY EDUCATION ACCREDITATION CANADA

Physiotherapy Education Accreditation Canada (PEAC) is a federally incorporated not-for-profit organization.

Vision

PEAC is recognized for excellence in the accreditation of health professional education programs.

Mission

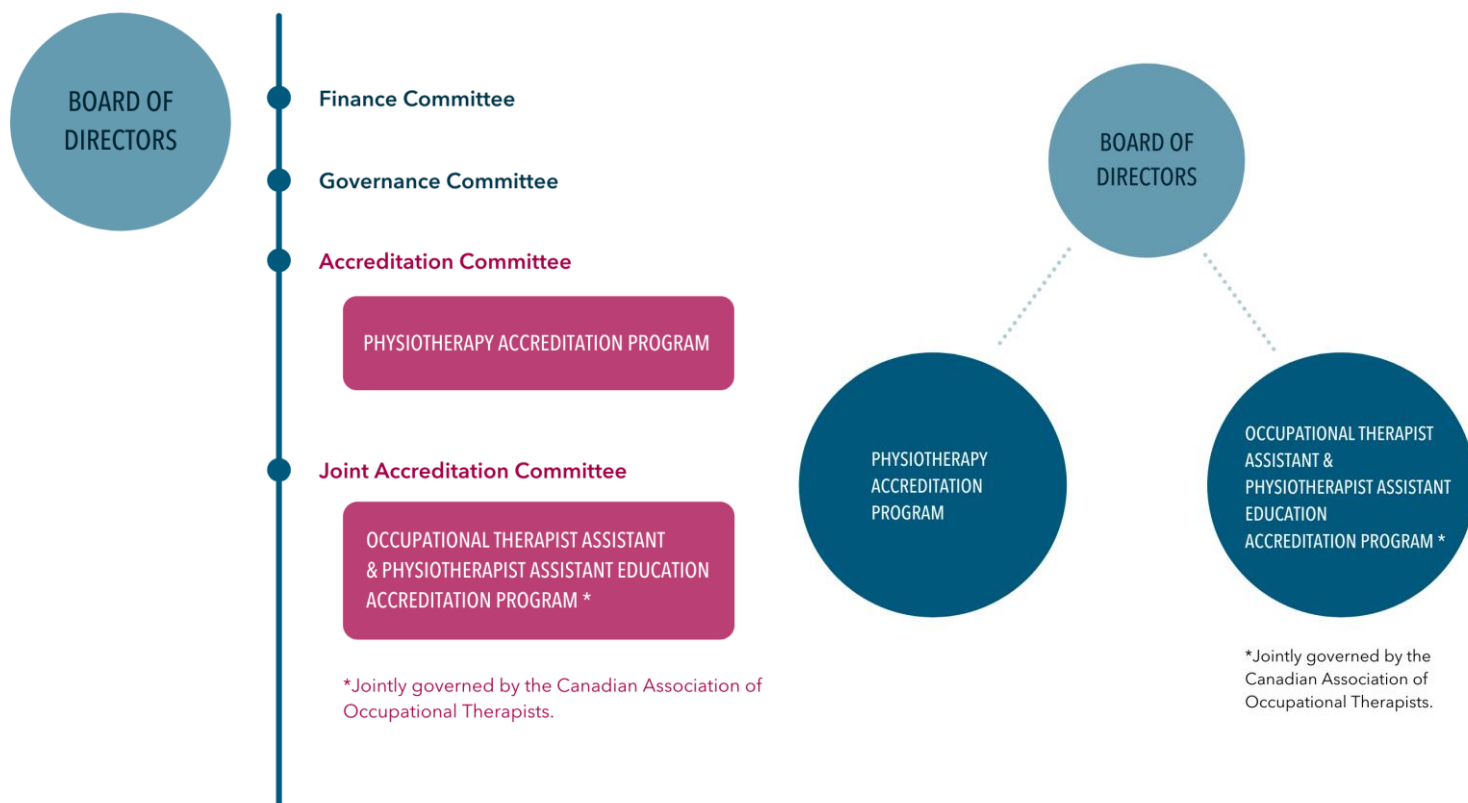
Ensuring quality health professional education through accreditation.

Governance

The governance of PEAC is outlined in its Bylaws. An Executive Director is appointed by the Board, and the Board and the Executive Director work in collaboration to achieve the strategic goals.

The program structure and governance relationships for PEAC are depicted in Figure 1 below.

Fig. 1: PEAC Program Structure and Committees



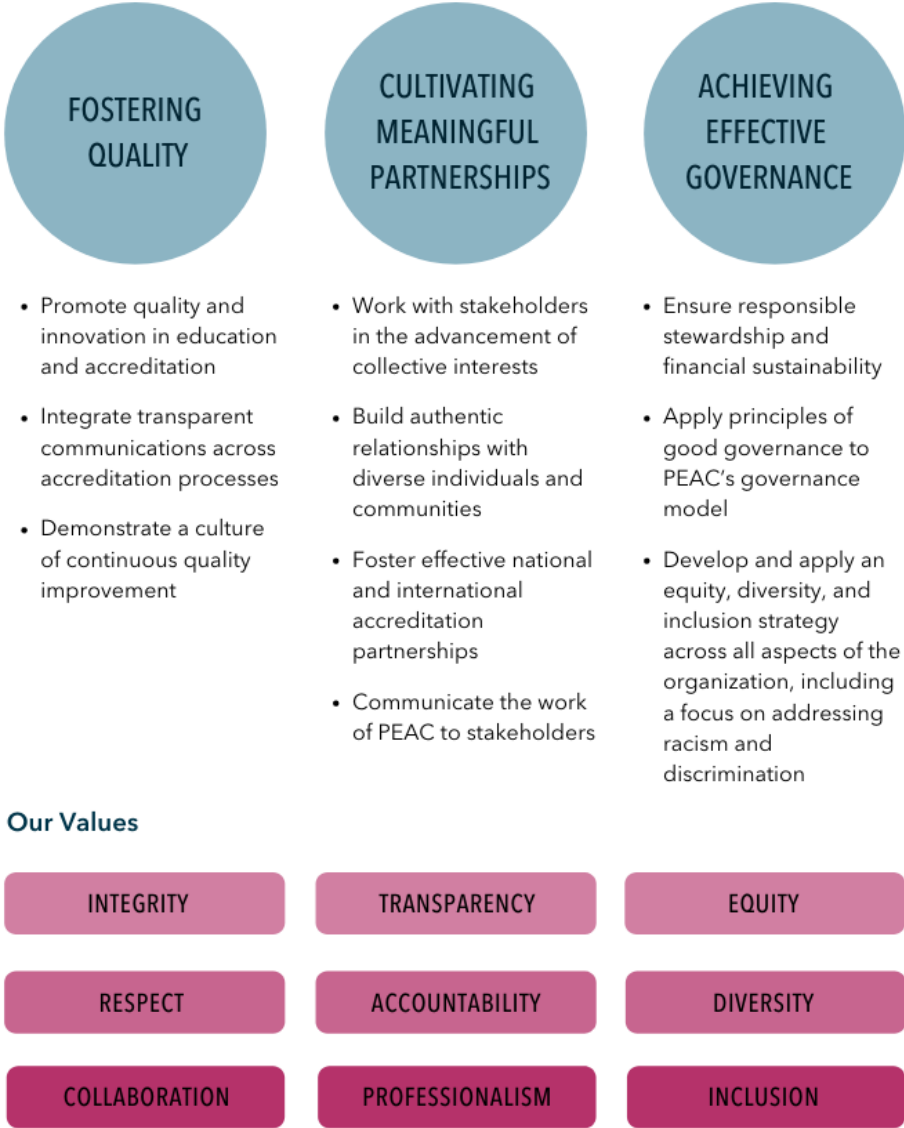
Strategic Priorities

PEAC’s current Strategic Framework was approved in November 2020. While there are several strategic priorities articulated, the guiding principle for our work is described here.

Given the diversity of the populations served by the profession it is crucial that equity, diversity, and inclusion be at the forefront of our minds. Together we are working to make PEAC a more diverse, equitable, and inclusive organization which flourishes on the exchange of ideas from different perspectives, cultural backgrounds and systems of knowing.

PEAC’s Strategic Framework and Priorities are depicted in Figure 2 below.

Fig. 2: PEAC Strategic Framework and Priorities



ABOUT THE BOARD OF DIRECTORS

Board members (Directors) of Physiotherapy Education Accreditation Canada (PEAC) are recruited by the Governance Committee of PEAC. Potential Directors can be approached by the Governance Committee directly regarding their interest in joining the Board, they may have expressed interest independently, or they may have responded to a call for applications. Potential Directors of any organization should be aware of the commitment involved, the liability they assume, and the financial and cultural health of the organization prior to agreeing to serve. Accepting a position on a board means making a commitment to the organization and understanding the obligations and potential liabilities. It is wise to be fully informed about the role and responsibilities being assumed.

It is expected that Directors understand the responsibility and authority they hold, and that they fully understand the decisions made by the Board and by any committees (e.g. Accreditation Committee, Joint Accreditation Committee, Governance Committee, Finance Committee) to which responsibility and authority is delegated.

Directors participate in the governance of PEAC by focussing on:

- strategic leadership rather than administrative detail
- collective rather than individual decisions
- the future rather than the past
- being proactive rather than reactive

Code of Conduct

PEAC prides itself on its long-standing collaborative, inclusive, and collegial culture, which all committee members, Directors, and staff uphold and protect. PEAC's Code of Conduct is not intended as a stand-alone document. It does not answer every ethical question or concern that might arise. Rather, it is one element of a broader effort to create and maintain a quality organization that gives ethical conduct the highest priority. This Code will be reviewed periodically.

Directors are committed to effective decision-making and, once a decision has been made, speaking with one voice. Toward this end, Directors will consider:

Confidentiality

- understand and uphold PEAC's confidentiality policy
- respect confidentiality of information received in the course of meetings and activities

Conflict of interest

- understand and uphold PEAC's conflict of interest policy
- declare potential conflict of interest and refrain from discussion and voting when applicable

Professionalism

- conduct the activities of the PEAC in good faith and with honesty, integrity, due diligence, and reasonable competence
- treat staff and fellow Directors with respect
- endeavour to build on other's ideas or offer alternative points of view as options to be considered and invite others to do so
- be balanced in one's effort to understand other Directors and to make oneself understood
- commit the time required to prepare for and attend all required Board and committee meetings and to ensure uninterrupted participation in PEAC activities

Representation of the organization

- refrain from speaking for the organization unless authorized to do so by the Board
- be familiar with the organization's values
- represent PEAC in a positive manner and be thoroughly familiar with materials and documents relevant to its work

Board Culture

The Board of Directors of PEAC is a group of up to six individuals who come to meetings prepared and eager to discuss agenda items. Directors genuinely enjoy each other's company and often choose to spend an evening together at dinner or at theatre or sporting events when in-person meetings are held. Discussions are open, collegial, and respectful. Directors consistently listen to everyone's input, and decisions are made after thorough consideration of all perspectives. While this sounds like the ideal, it is a true description of the PEAC experience. The culture has existed over the years through consistently skilled leadership demonstrated by Board presidents and a strong effort from operational support to ensure Directors are well-informed and prepared for the work and responsibility they assume. Despite turnover at both the committee and the Board as terms expire, the PEAC culture perpetuates. Directors consistently report they enjoy coming to meetings and spending time in such a productive and courteous atmosphere. It is our goal to ensure that this culture continues for many years into the future.

Statement of Commitment

PEAC commits to transformative systems change. We commit to building our own competency in using anti-oppressive/anti-racism frames within the systems of PEAC, the accreditation work we do, and our processes and policies.

PEAC is committed to taking an anti-oppression/anti-racism* approach in our work, including its processes and policies. To do this, transformative change at the personal, interpersonal and systemic levels is required. Transformative change is one that recognizes that our society and institutions (including PEAC) are structured by

intersecting systems of inequity, in Canada in particular, by colonialism and racism. By committing to transformational change, we are committing to understanding and interrupting these systems of inequity, and to working towards a more just world.

*we used anti-oppression/anti-racism purposefully to foreground the centrality of anti-racist action in all anti-oppression work.

Social Justice Strategy

Recognizing that equity, diversity and inclusion (EDI) are not end goals but means toward achieving social justice, PEAC commits implementing a Social Justice Strategy (see Appendix A). The goal of the strategy is to embed anti-oppressive and inclusive practices throughout PEAC and the organizational culture in a way that ensures that they remain apparent and integrated regardless of turnover in staff and volunteers in the future.

Inclusive Groups Processes

The purpose of Community Guidelines is to support inclusive group processes consistent with PEAC Values. The Board of Directors and each committee developed Community Guidelines tailored to their specific needs and preferences. From these documents, general Community Guidelines (see Appendix B) were developed for all other PEAC group activities and meetings.

At the beginning of each Board meeting, the guidelines are acknowledged and there is an opportunity to revisit and revise to continually create a brave, judgement free and accountable space marked by respect. A space where diversity of ideas, curiosity, and open mindedness are valued and viewed as an important part of group processes. Members are co-creators of the inclusive process as well as of knowledge and learning.

Conflict of Interest

PEAC expects individuals who conduct business on its behalf to avoid real, potential, or perceived conflict of interest in all aspects of the work completed. Details about the steps taken to ensure avoidance of conflict of interest are provided in policy *COUN-01 Conflict of Interest*.

Confidentiality

Participation in meetings and all related processes and materials are considered to be highly confidential in nature. Therefore, Directors are not authorized to discuss Board activities or processes except with other Directors, operational support, and other PEAC representatives as required in the performance of their duties. Documentation relating to Board work must be protected through use of locked filing cabinets, password protection on computers/laptops, secure USB keys, password protection of confidential documents transmitted via email, and exclusive use of PEAC-approved third party servers (these exclude data service providers such as Google Drive, DropBox, Gmail, Mobile Outlook, among others).

All Directors are asked to review policy *COUN-02 Confidentiality* upon election to the Board. A confidentiality agreement is signed annually by all Directors and confidentiality expectations are reviewed at each meeting.

IMPORTANT

Directors must store confidential information only with PEAC-approved third-party data service providers. Third-party data service providers **to be avoided** are:

- Some website and email hosting providers
- Some online fax services
- Some off-site back up services
- Online survey companies (Survey Monkey)
- Cloud-based document viewers/editors (Google Drive, OneDrive, DropBox, Microsoft 365, etc.)
- Cloud-based email servers – Mobile Outlook, Gmail, Yahoo, etc.

Directors must store confidential information on computers (desktop/laptop/tablets) to which access is **password protected**, and use only USB keys which are password protected (i.e. which require the use of a password in order to access the files saved on the USB key). When transmitting a confidential document via email, the document itself must be password protected AND the password must be sent in a **separate** email.

Use of PEAC's third-party service provider (Sync: <https://www.sync.com/your-privacy/>) is the **preferred method** used to provide and share confidential documents. Directors will receive training and access to PEAC's Sync platform.

Time Commitment

The Board of Directors of PEAC meets virtually every two months and in-person once annually. Each virtual meeting is scheduled to last three hours. Prior to Board meetings, time is required to read through the agenda and meeting materials to be fully informed and prepared to contribute to the discussions. PEAC expects Directors to arrive at meetings prepared and with a clear understanding of the issues to be discussed and resolved. Directors may also be required to serve on standing Board committees such as the Governance Committee, the Finance Committee, the Accreditation Committee or on time-limited ad-hoc committees struck for specific purposes or projects.

Length of Term

The Board includes one to three Members-at-Large and the offices of President, the Director of Finance, the President-Elect/ Past-President.

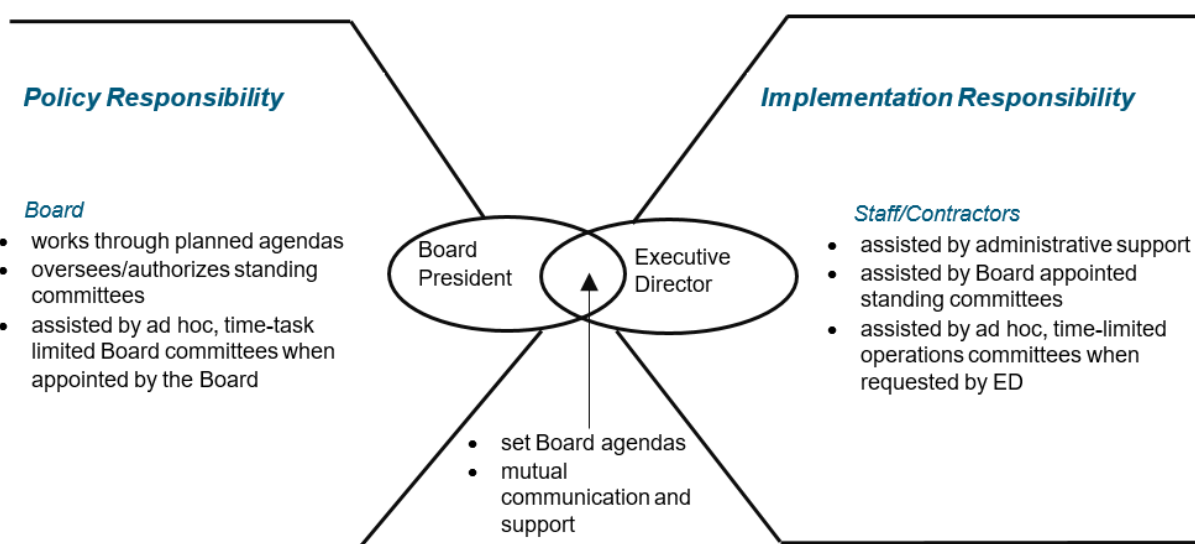
The term of office for the President is two years. Prior to serving as the President, a Director would serve one year as President-Elect followed by two years as President and one year as Past-President for a total of four years. The term of office for the Director of Finance and for each of the Members-at-Large is three years. If re-elected, a Director may serve a maximum of nine consecutive years.

Director Responsibilities

PEAC administers two accreditation programs, one for physiotherapy (PT) education programs in Canada and the other for occupational therapist assistant (OTA) and physiotherapist assistant (PTA) education programs in Canada. The accreditation of OTA & PTA education programs is jointly governed by PEAC and the Canadian Association of Occupational Therapists (CAOT).

The Board as an entity is responsible for all aspects of PEAC as an organization, including overseeing its operations and holding the Executive Director accountable for management of the Corporation. A Board is required to make decisions that are in the organization’s best interests. In reaching any decision, the Board must be able to demonstrate that it took into account the decision’s impact on the organization and its stakeholders. Figure 3 illustrates PEAC’s governance model.

Figure 3: PEAC’s Governance Model



Each individual Director on the board has a fiduciary duty to the organization comprised of two main duties¹:

Duty of care: to act with the competence and diligence that a reasonably prudent person with similar knowledge and expertise would exercise in comparable circumstances.

¹ Taylor, D. (2014). *Governance for Not-for-profit organizations: Questions for directors to ask*. Chartered Professional Accountants Canada.

Duty of loyalty: to act honestly and in good faith in the best interests of the organization.

Each Director's role is as a member of the Board but their responsibility is as an individual and they cannot delegate this responsibility. This implies that Directors are entitled to request any information they require to fulfill their fiduciary duty. The Executive Director is expected to respond to any request and provide the necessary information to ensure each Director is meeting their responsibilities.

Risk Management

The Board is responsible for risk management of the corporation. All organizations carry risks that must be identified and mitigated. Key risks to PEAC include financial risk, reputational risk, legal risk, and business continuity risks (in particular, human resources – staff and volunteer) among others. The Board must ensure systems are in place to mitigate risk and ensure there is a succession plan for key roles within PEAC, especially for that of the Executive Director.

Liability

Acting as a Director of any organization is a responsibility. It is important that every Director understands and accepts the liabilities they assume and informs themselves about how to manage risk and avoid liability.

PEAC carries not-for-profit organization liability insurance for its Directors. This insurance protects the Directors and the organization if PEAC is found legally responsible for causing a wrong or harm. Should this situation arise, PEAC as its own legal entity would be responsible to pay damages or compensation and would therefore open a claim with its liability insurance provider to cover the cost.

Individual Directors could be found personally liable in some situations. Liability insurance is extended only to individuals acting on behalf of the organization. If individuals are found not to have acted in accordance with the duties and responsibilities of Directors or are found to have not ensured the safety of others (e.g. sexual harassment situations or preventable accidents), they can be found personally liable. If the organization is found not have proper policies in place (or the Board did not ensure existing policies were implemented/enforced), individual Directors can be found personally liable.

Limiting liability

There are steps that individuals can take to limit liability both of the Board as an entity and their individual liability. Directors should be aware of legal responsibilities:

- Financial record keeping and reporting

The Board is responsible to ensure accurate information is being kept and filed with Canada Revenue Agency and Corporations Canada.

- Minutes

Directors should ensure the minutes of the meetings accurately reflect the reason for a decision. If a Director has concerns or disagrees with a decision made, dissent should be recorded in the minutes.

- Be informed

Directors should learn about the organization, in order to make informed decisions and identify potential problems.

- Be proactive

Identify potential problems and take steps to prevent them through policy or process. Discuss concerns openly during Board meetings.

Officer Responsibilities

Specific roles and responsibilities of the officers (President, President-Elect/Past-President, Director of Finance) of the Board of Directors are outlined below in accordance with the PEAC Bylaws.

The President:

- serves as chair of the Board and presides at all meetings
- performs the duties of the Executive Director in the absence or disability of the Executive Director
- has such other duties and powers as specified by the Board

The President-Elect/Past-President:

- presides at meetings should the President of the Board be absent
- has such other duties and powers as specified by the Board

The Director of Finance:

- supervises and scrutinizes the financial processes of the Corporation
- provides a report of the transactions of the Corporation and a statement of its financial position in collaboration with the Executive Director
- chairs the Finance Committee
- has such powers and duties as specified by the Board

The Executive Director:

- is the chief executive officer of the Corporation
- is responsible for duties and responsibilities as determined by the Board, including implementing the strategic plan and the policies of the Corporation
- enters the minutes of all meeting proceedings in the Corporation's minute book
- gives notices to Directors, the public accountant, and members of committees
- keeps full and accurate accounts of all the assets, liabilities, receipts, and disbursements of the Corporation in the books belonging to the Corporation, in collaboration with the Director of Finance
- is the custodian of all books, papers, records, documents and other instruments belonging to the Corporation

COMMITTEES

Standing committees

There are four standing committees of the Board of Directors:

1. **Finance Committee:** The Director of Finance chairs this committee. It is responsible to review, comment upon and/or make recommendations to the Board of Directors regarding:
 - Annual financial statements prior to the Annual General Meeting
 - Monthly financials/review of expenditures completed through random audit of all materials provided to the committee members at each meeting
 - Proposed PEAC budget prior to presentation to the Board of Directors for discussion and approval
 - Contracts/Agreements/Insurance documents
2. **Governance Committee:** A Board member chairs this committee. Its responsibilities are focussed in the following areas:
 - Governance policy review
 - Board competency matrix
 - Succession planning
 - Board member recruitment
 - Board member orientation and development

- Board evaluation
3. **Accreditation Committee:** A Board member may attend any meeting as an official observer. The committee’s activities are focussed on the accreditation of entry-to-practice physiotherapy education programs in Canada including to:
 - implement the accreditation process in accordance with established accreditation policies and procedures
 - review and make recommendations for substantive revisions to accreditation standards and criteria as directed by the Board of Directors
 - review and make recommendations for substantive revisions policies and procedures related to the accreditation of physiotherapy education programs for the purposes of ongoing quality assurance
 - review accreditation reports and award accreditation status to physiotherapy education programs
 - provide information and, when appropriate, options and implications, to the Board of Directors on matters relating to physiotherapy education and accreditation
 4. **Joint Accreditation Committee:** The Executive Director is a non-voting member of the committee as PEAC staff liaison. All recommendations from the committee are jointly approved by the Board of PEAC and the Board of the Canadian Association of Occupational Therapists. The committee’s activities are focussed on the accreditation of occupational therapist assistant and physiotherapist assistant education programs in Canada including to:
 - review applications and award candidacy status to education programs demonstrating compliance with candidacy status criteria
 - review accreditation reports and make accreditation award recommendations
 - review and make recommendations for revisions to accreditation standards
 - review and make recommendations for revisions to policies and procedures related to the OTA & PTA EAP
 - present accreditation award recommendations, standards revisions, and policy and procedures revisions to the Boards of Directors of PEAC and CAOT for review and approval

Ad-hoc committees

The Board can choose to appoint any other committee or advisory body, as necessary to achieve a specific purpose or for a specific project.

Component Roles and Responsibilities

Table 1 summarizes the roles and responsibilities of each component in PEAC’s governance structure.

Table 1. Roles and Responsibilities of Components of Governance

PEAC Component	Accountability	Primary Role	Responsibilities
<u>Board of Directors</u> <ul style="list-style-type: none"> • President • Director of Finance • Past-President/ President-Elect • Members-at-Large 	To the membership	<p>Provide strategic leadership</p> <p>Hold responsibility and liability for the actions of the Corporation</p>	<ul style="list-style-type: none"> • Supervise, control, and direct the affairs and business of the Corporation • Appoint and delegate responsibility to the ED
<u>Finance Committee</u>	To the Board of Directors	Make recommendations to the Board of Directors with respect to financials (annual financials, quarterly financials, budgets, and contracts)	<ul style="list-style-type: none"> • Review finance-related documentation and make recommendations • Director of Finance reports to the Board at each meeting • Director of Finance reports at the AGM
<u>Governance Committee</u>	To the Board of Directors	Review governance matters of the Board and the Corporation and assist the Board in governing the organization effectively	<ul style="list-style-type: none"> • Governance policy review, revision, and recommendations • Board succession planning • Board orientation and development
<u>Accreditation Committee</u>	To the Board of Directors	Awards accreditation status to physiotherapy education programs and makes recommendations to the Board of Directors for new and substantive changes to PT accreditation policies and standards	<ul style="list-style-type: none"> • Review PT accreditation reports and award accreditation status • PT accreditation standards review, revision, and recommendations • PT accreditation policy review, revision, and recommendations
<u>Joint Accreditation Committee</u>	To the Board of Directors of PEAC and the Board of Directors of CAOT	Make recommendations to the Board of Directors with respect to accreditation of occupational therapist assistant and physiotherapist assistant education programs (accreditation status, standards, and policy)	<ul style="list-style-type: none"> • Review OTA & PTA accreditation reports and make accreditation award recommendations • OTA & PTA accreditation standards review, revision, and recommendations • OTA & PTA accreditation policy review, revision, and recommendations
<u>Executive Director</u>	To the Board of Directors	Manage the day-to-day business of PEAC	<ul style="list-style-type: none"> • Act as the chief executive officer of the Corporation • Hold responsibility for such duties and responsibilities as are determined by the Board, including implementing the strategic plans and policies of the Corporation • Serve as the secretary of all meetings of the Board, the membership, and the committees of the Board • Enter or cause to be entered in the Corporation's minute book minutes of all proceedings at such meetings • Give, or cause to be given, as and when instructed, notices to membership, Directors, the public accountant, and members of committees • In collaboration with the Director of Finance, keep full and accurate accounts of all the assets, liabilities, receipts, and disbursements of the Corporation in the books belonging to the Corporation

PEAC Component	Accountability	Primary Role	Responsibilities
			<ul style="list-style-type: none"> Be the custodian of all books, papers, records, documents, and other instruments belonging to the Corporation.

MEETING PROCEDURES

Directors have the following responsibilities while attending meetings:

- to arrive on time and be prepared to participate
- to address comments and questions through the chair
- to ensure that any disagreement is expressed related to ideas and motions, not between individuals

Quorum

Quorum at meetings of the Board of Directors is a simple majority of members of the Board.

The Meeting Chair

The chair of the meeting (usually the president) is responsible to guide participants through the meeting and accomplish meeting objectives. Specific duties of the chair are to:

- be familiar with all items on the agenda and the reason for their discussion at the meeting
- start and adjourn the meeting according to the agenda schedule
- conduct the meeting according to the Bylaws and rules² for meetings
- introduce guests or observers at the beginning of the meeting
- ensure that all participants are given full opportunity to express their opinions
- limit discussion to matters within the scope of the meeting and decide when there has been sufficient debate on each item or motion
- call for votes on motions
- declare the results of voting
- ensure that proper minutes of the meeting are kept

Meeting Agendas

The Board of Directors uses a consent agenda approach to meeting agendas, which groups the routine, non-controversial motions, and other items that don't require discussion into a separate document. Those motions are then presented together and the Board "approves the consent agenda" in a single motion unless a Director requests

² Stanford, G. (2011). *Bourinot's Rules of Order: A Manual on the Practices and Usages of the House of Commons of Canada and on the Procedure at Public Assemblies, Including Meetings of Shareholders*. McClelland & Stewart.

that one or more motions be moved from the consent agenda to the full agenda for individual discussion. For more information see [this link](#).

Examples of the types of motions that the Board may move to a consent agenda include:

- approval of minutes of previous meetings
- acceptance of reports from committees

Voting

While PEAC follows Bourinot's Rules of Order³, we make an exception to these rules with respect to voting. At all meetings of the Board, every motion is decided by a simple majority of the votes cast on the motion, including that of the chair. In case of an equality of votes, the motion is lost.

GOVERNANCE ELEMENTS

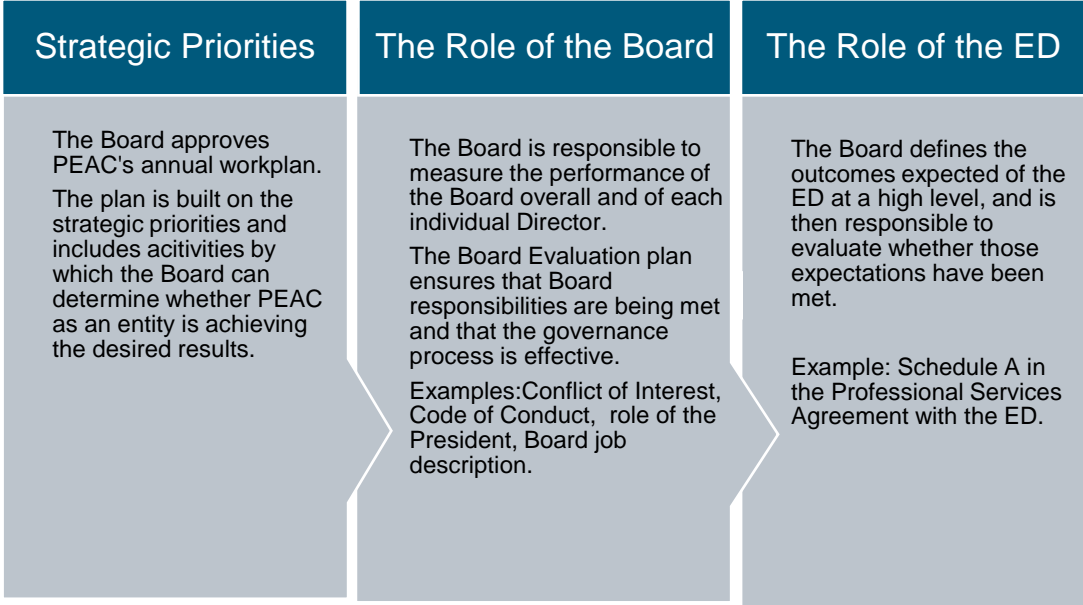
PEAC's Board of Directors is considered to be a governance board, with the President available to the Executive Director (ED) for operational support and oversight. The Board as a whole has responsibility for policy and sets the boundaries for the organization on ethics, direction, and risk. Operations are the responsibility staff/operational support. The principles of PEAC's governance model are:

1. The Board does not manage *how* things get done, but instead focusses on defining desired results.
2. Defining the role of the Executive Director enables the Board to stay focussed at a high level.

The work of the Board is defined by these three interrelated elements (see Figure 4).

³ Stanford, G. (2011). *Bourinot's Rules of Order: A Manual on the Practices and Usages of the House of Commons of Canada and on the Procedure at Public Assemblies, Including Meetings of Shareholders*. McClelland & Stewart.

Figure 4: Elements describing the work of the Board⁴



Board Composition Matrix

Annually, the Board identifies required competencies of individual Directors and of the Board as a whole to guide Board member recruitment for the following year. These competencies are identified with consideration given to the annual workplan and the strategic priorities. The Governance Committee develops a draft Board composition matrix each year prior to Board discussion and approval of the matrix.

Reporting/Monitoring

The performance of the executive director will be reviewed annually by measuring/reflecting on performance in relation to the standards established at the beginning of the year and identifying professional development opportunities.

An annual meeting (preferably before the end of the calendar year) between the Executive Director and President will take place to discuss performance and a Professional Development Plan. In preparation of this meeting, the President and Executive Director will review the previous year assessment and the current job description. The President will solicit feedback from others within the organization (as necessary) who have a working relationship with the Executive Director.

A summary of the discussions will be provided to the Executive Director and shared with the Board.

⁴ Adapted from Leading Resources Inc. <https://leading-resources.com/governance/strategic-policy-governance/>

Board Evaluation

The Board is committed to Board evaluation, the purpose of which is to provide Directors with an opportunity each year to examine how the Board, the Board President and the Board's Committees are performing, and to identify opportunities for improvement. Each year, the Governance Committee will recommend to the Board the specific evaluation process to be undertaken.

The objective of the Board evaluation process is to assist the Board to:

- assess the overall performance of the Board and measure the contributions made by the Board to PEAC;
- evaluate the mechanisms in place for the Board to operate effectively and make decisions in the best interests of PEAC;
- add value to PEAC; and
- enhance and maintain best governance practices.

Board evaluation is designed to review the effectiveness of the Board. Typical assessments will evaluate the following areas:

- the appropriateness of the Board composition;
- the quality of Board meetings including appropriateness, effectiveness, and sufficiency of topics, time allocation, pre-meeting information packages, and presentations;
- Board dynamics, including the quality of the discussion; the appropriateness and sufficiency of the financial and operational reporting;
- the quality of the relationship between the Board and management;
- the effectiveness of the Committees and President;
- the effectiveness of the Board's processes with respect to strategic planning, risk review, ED evaluation, management development and succession.

FINANCIAL FRAMEWORK

The financial framework ensures PEAC applies sound financial practices. The framework outlines the strategies used by the Board to mitigate financial risk. In the 2021-2025 Strategic Plan, the strategic priority of Achieving Effective Governance includes applying the principles of good governance, and ensuring responsible stewardship and financial sustainability.

Financial Principles

PEAC's financial practices are based on the following principles:

- All activities related to PEAC finances are carried out upholding the Bylaws.
- The Strategic Framework provides direction for the allocation and management of financial resources.
- The business of PEAC is conducted with honesty and fairness.
- All reasonable efforts are made by PEAC to maintain and safeguard the assets of PEAC.

Financial Risk Management

- Not-for-Profit liability insurance is maintained for Directors and General liability insurance is maintained for the Corporation.
- Pre-approval is required from the President or Director of Finance for payment of any invoice in an amount over \$10,000.
- Pre-approval is required from the President or Director of Finance of payment for invoices paid to the Executive Director.
- Three quotes will be sought for any external contracts anticipated at a value greater than \$10,000.
- Review of Executive Director's credit card statement and rationale for expenses.
- Finance Committee conducts a monthly bank statement reconciliation.
- Contingency Funds with targeted amount of six months operations expenses to allow for unexpected financial requirements.

Responsibilities

PEAC Members

In accordance with the [Canada Not-For-Profit Corporations Act S.C. 2009, c.23](#) the responsibilities of the members related to financial matters include consideration of financial statements and appointment of an auditor. The Directors of PEAC are the members of PEAC. Membership terminates when a member ceases to be a Director (Bylaws section 2.2).

Board of Directors

The responsibilities of the Board of Directors of PEAC related to financial matters include the supervision, control and direction of the affairs and business of the Corporation. The Board reviews the quarterly and annual financial statements, approves

the budget, and considers the impact that financials decisions will have on financial resources.

Director of Finance

The Director of Finance chairs the Finance Committee. The responsibilities of the Director of Finance relating to financial matters, in collaboration with the Finance Committee, are:

- Supervision and scrutiny of the financial processes of the Corporation
- Pre-approval of payment for invoices greater than \$10,000
- Pre-approval of payment for invoices paid to the Executive Director
- Monthly bank statement reconciliation
- Monthly review of Executive Director's credit card statement with rationale for expenses
- Review of investment statements quarterly
- In collaboration with the Executive Director, provide an accounting of the transactions and a statement of the financial position upon request of the Board

The Executive Director

- Oversight of the financial operations of the Corporation and responsible for accuracy of records, appropriateness of expenditures, and compliance with bylaws and regulations
- Approval of Program Manager and Administrative Assistant invoices
- Prepares draft annual budget, as well as monthly reports and forecasts
- Liaison with bookkeeper and accountant
- Facilitates reporting and Annual Financial Review/Audit requirements
- Maintains full and accurate accounts of all the assets, liabilities, receipts, and disbursements of the Corporation in the books belonging to the Corporation

Finance Committee

The Finance Committee is responsible to review, comment upon and/or make recommendations to the Board of Directors regarding:

- Annual financial statements prior to the Annual General Meeting
- Monthly financials/review of expenditures completed through random audit of all materials provided to the committee members at each meeting
- Proposed PEAC budget prior to presentation to the Board of Directors for discussion and approval
- Contracts/Agreements/Insurance documents

The Director of Finance acts Chair of the committee and liaison between the committee and the Board of Directors. They also report at the Annual General Meeting.

Signing Authority

The President, President-Elect/Past President, Director of Finance and Executive Director are delegated signing authorities to manage the affairs of the Corporation. Pre-approval is required from the President or Director of Finance for payment of any invoice in an amount over \$10,000.

Financial Accountability

Federal Government Requirements

PEAC is incorporated federally under the Canada Not-for-Profit (NFP) Corporations Act and is required to report its financial position in accordance with the Act. (See Bylaws section 1.7 and NFP Act, Part 11, section 172). The materials presented at the Annual General Meeting include comparative financial statements for review and approval by the members.

Budgets and Accounts

PEAC’s fiscal year is from January 1 to December 31. The budget includes revenues and expenses allocated to three programs: OTA PTA Accreditation, PT Accreditation, and PEAC Corporation. PEAC receives revenue from several sources:

- accreditation fees paid by the physiotherapy education programs (revenues allocated to PT Accreditation)
- accreditation fees paid by the OTA & PTA education programs (revenues allocated to OTA PTA Accreditation)
- interest from investment

The Board of Directors has the responsibility and authority to set accreditation fees. One year’s notice has been promised to education programs should fees be increased more than outlined in *GUIDE-03: Fee Schedule* (OTA & PTA programs) and *GUIDE-10: Fee Schedule* (PT programs).

Administrative Fees

PEAC Corporation receives revenue in the form of an 18% administrative fee from the revenues of each of the PT Accreditation program and the OTA PTA Accreditation program. The administrative fee covers administrative costs of Corporation activities, including:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Time spent by the Executive Director and Administrative Assistant • Board and governance tasks • financial management • bookkeeping and accounting | <ul style="list-style-type: none"> • Not-for-Profit liability insurance • general liability insurance • Corporation-related legal costs • in-kind meeting time of Board and committee members |
|---|---|

- travel and accommodation expenses of Board and committee members on Corporation-related work
- expenses incurred during onboarding of new staff
- Executive Director/Administrative Assistant travel costs to governance- or Corporation-related meetings
- other unforeseen or unexpected corporation-related expenses

Budget Development and Approval

The budget serves as the primary reference point for the operational activities of PEAC and is considered the key measure of the effectiveness of the organization's financial management. Overall, the objective of budget planning is to ensure that there is a balanced budget over a three-year period. This will accommodate the normal fluctuations in operational expenses from year to year and specifically the fluctuations that are due to the variance in the number of accreditation reviews each year.

The budget is intended to:

- support achievement of objectives as outlined in the Strategic Framework
- be in considerable detail, taking in all activities, resources and commitments
- include all costs in carrying out activities
- include all special projects outside the normal operating budget
- allow for some flexibility to accommodate changing circumstances

Steps in budget development include:

- the Executive Director prepares a draft annual operating budget five months in advance of the next fiscal year and as a component of a three-year forecast. Explanatory notes are provided as required.
- the draft budget is reviewed and revised by the Finance Committee
- the Director of Finance presents the proposed budget to the Board of Directors
- the draft budget is reviewed and revised and approved by the Board of Directors in September each year
- budgets are revised on an as needed basis

Adjustment of Expenses

Budget estimates for most line items will include an adjustment annually based on the Consumer Price Index as reported in September by the Government of Canada.

Contingency Funds

PEAC maintains two contingency accounts to ensure that funds are available on a contingency basis should the need arise. The annual amount budgeted for the contingency funds will be equivalent to at least 2% of the budgeted income amount except in years where there is an operational deficit or when the necessary contingency fund total has been reached.

Special Projects

Unless there are special circumstances, allocations will be made for Special Projects only as permitted by the amount of discretionary funds available.

Unexpected Expenses

Unexpected expenses are allocated according to the program (PT Accreditation, OTA & PTA Accreditation, or PEAC Corporation) incurring the expense. Allocations may also be split between programs.

External Contracts

Three quotes will be sought for any external contracts anticipated at a value greater than \$10,000.

Transition in staffing

Recruitment and orientation of new staff by the Executive Director is tracked and invoiced over and above contracted hours, contingent on Executive Director availability. Recruitment, orientation, and onboarding of a new Executive Director is the responsibility of the Board of Directors. Allocation of expenses related to recruitment and orientation of new staff are according to program (OTA & PTA EAP, PT Accreditation Program, PEAC Corporation), and divided between programs as determined by staff responsibility.

Accounting Systems

The financial accounting systems are put into place to:

- fulfill the requirement of financial accountability for funds entrusted to PEAC
- disclose the revenue and expenditures, financial position, and changes in financial position of PEAC
- provide adequate financial information to serve the purposes of decision-making and budgetary control

PEAC does not conduct full audits of its finances but conducts an Annual Financial Review Engagement as required by the NFP Corporations Act. The Annual Financial Review Engagement report is available for review by stakeholders upon request and is approved at the Annual General Meeting by the members.

REFERENCES AND RESOURCES

Governance

A Guide to Financial Statements of Not-For-Profit Organizations: Questions for Directors to Ask. Chartered Professional Accountants Canada.

<https://www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/nfp-financial-statements-guide-directors-questions>

Governance for Not-for Profit Organizations: Questions for directors to Ask. Chartered Professional Accountants Canada. <https://www.cpacanada.ca/en/business-and-accounting-resources/strategy-risk-and-governance/not-for-profit-governance/publications/governance-for-nfp-organizations-directors-questions>

Governing Good. Guides and Tools, Governance Guides.

<http://www.governinggood.ca/resources/governance-guides-dalhousie-collection/>

Primer for directors of not-for-profit corporations (Rights, Duties, and Practices).

Government of Canada resource. [https://www.ic.gc.ca/eic/site/cilp-pdci.nsf/vwapj/Primer_en.pdf/\\$FILE/Primer_en.pdf](https://www.ic.gc.ca/eic/site/cilp-pdci.nsf/vwapj/Primer_en.pdf/$FILE/Primer_en.pdf)

Governing Good. Guides and Tools, the Legal Responsibilities of Boards.

<http://www.governinggood.ca/wp-content/uploads/2013/07/Legal-Responsibilities-of-Boards-2016.pdf>

Welcome Aboard: A handbook for Board Members of Charities and Non-profit Organizations. <http://www.legal-info->

[legal.nb.ca/en/uploads/file/pdfs/Welcome_Aboard_Booklet_EN.pdf](http://www.legal-info-legal.nb.ca/en/uploads/file/pdfs/Welcome_Aboard_Booklet_EN.pdf)

Physiotherapy Accreditation Program

Policies:

Fee Schedule

Accreditation Decisions

Others

Handbooks:

Peer Review Team Accreditation Handbook

Program Accreditation Handbook

Accreditation Committee Handbook

OTA & PTA Education Accreditation Program

Policies

Fee Schedule

Accreditation Decisions

Others

Handbooks

Peer Review Team Accreditation Handbook
Program Accreditation Handbook
Joint Accreditation Committee Handbook

CONTACT INFORMATION

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Cassie Prochnau

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CPA member

Faculty member

Additional member

Faculty member

External accreditor member

Recent Graduate member

Public member

Additional member

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CAPR member

CCPUP member

Joint Accreditation Committee

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Kathy Corbett, Chair Delegate

Tracy Dignum

Elise Guest

Stefany Kawka

PEAC member

CAOT member

COPEC member

Public member

CAOT member

Sandra Lamb
Sean Murphy
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Vacant

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PEAC member
Private OTA PTA educator
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APPENDIX A: PEAC SOCIAL JUSTICE STRATEGY

Introduction

Physiotherapy Education Accreditation Canada (*PEAC*) is a federal not-for-profit corporation governed by a volunteer Board of Directors. PEAC administers accreditation programs for physiotherapy (PT) education programs and occupational therapist assistant / physiotherapist assistant (OTA/PTA) education programs (as the Occupational Therapist Assistant and Physiotherapist Assistant Education Accreditation Program, *OTA & PTA EAP*) in Canada.

One of the strategic priorities within PEAC's 2021-2025 Strategic Framework is to *develop and apply an equity, diversity and inclusion strategy across all aspects of the organization, including a focus on addressing racism and discrimination.*

Additionally, the 2021 PEAC Statement of Commitment indicates that PEAC commits to transformative systems change. PEAC commits to building competency in using anti-oppressive/anti-racist frameworks within the systems of PEAC, within accreditation work, and within processes and policies. To do this, transformative change at the personal, interpersonal and systemic levels is required. Transformative change is one that recognizes that our society and institutions (including PEAC) are structured by intersecting systems of inequity, in Canada in particular, by colonialism and racism. By committing to transformational change, we are committing to understanding and interrupting these systems of inequity, and to working towards a more just world.

Recognizing that equity, diversity and inclusion (EDI) are not end goals but means toward achieving social justice, this document is therefore a *Social Justice Strategy*. The goal of this strategy is to embed anti-oppressive and inclusive practices throughout PEAC and the organizational culture in a way that ensures that they remain apparent and integrated regardless of turnover in staff and volunteers in the future. Please note, for the purposes of this strategy, accessibility is considered an integral component of inclusion.

Social Justice strategy

For ease of accessibility to the reader, the PEAC *Social Justice Strategy* is categorized into eight areas. It is recognized that there is overlap between areas and that there is no hierarchy between them.

All of the processes and policies developed through this *Social Justice Strategy* will maintain consistency with existing organizational policies such as conflict of interest and confidentiality.

1. Inclusive Group Processes

Develop Community Guidelines for Inclusive Process for board, committees, and reviewer teams, including systems of accountability for use. Develop overarching organizational Community Guidelines for Inclusive Process.

Develop systems to ensure new board members, committee members, reviewers and staff understand the Community Guidelines for Inclusive Process and how they are implemented.

2. Composition of Board and Committees

Develop a process to identify perspectives that are relevant and missing from the board and committees when making decisions. Develop systems to collaborate with community partners, including Indigenous communities, to access those perspectives, skills and experiences identified as missing from the board and committees (e.g. consultation processes). Develop mechanisms to evaluate the authenticity of these collaborations.

Develop a system to review board and committee applicant credentials and competencies that allows for the inclusion of individuals from a diversity of groups and perspectives, as well as nontraditional or other career paths.

3. Recruitment, Onboarding and Retention – Volunteers and Staff Board and Committees

Recruitment, onboarding, and retention of board and committee members shall be addressed after the board and committee compositions have been reviewed and revised.

Develop board and committee member recruitment and onboarding processes that support engagement and retention.

Develop long term succession planning for board directors, including officer roles (President, President-Elect and Director of Finance), that is consistent with the board competency matrix.

Develop training for board and committee members that supports social justice including but not limited to PEAC values and commitments, inclusive processes, social justice, and relationship building.

Staff

Develop inclusive staff recruitment policies and procedures that ensure equitable and inclusive processes. Develop a system of evaluating credentials and accessing references or other information that allows for the inclusion of individuals from a diversity of groups or perspectives, and nontraditional or other career paths.

Develop recruitment and onboarding processes that support staff engagement and retention. These processes shall include outreach and mentorship as well as long term succession planning.

Develop training for staff including but not limited to PEAC values and commitments, inclusive processes, social justice, and relationship building.

Develop systems that support staff professional development both during onboarding and on an ongoing basis.

4. Accreditation Review Processes

Composition of Accreditation Reviewer Teams

Review and revise accreditation reviewer team composition policies to support diversity of representation.

Develop a system to evaluate reviewer applicant credentials and competencies that allows for the inclusion of individuals from a diversity of groups and perspectives, as well as nontraditional or other career paths.

Accreditation Review Processes

Review and revise the accreditation review process to embed inclusive processes at all stages. Develop a system to evaluate the effectiveness of the inclusive processes.

Develop a process to identify perspectives that are relevant and missing from the accreditation reviewer team when making decisions. Develop systems to collaborate with community partners, including Indigenous communities, to access those perspectives, skills and experiences absent from the accreditation reviewer team. (e.g. consultation processes). Develop mechanisms to evaluate the authenticity of these collaborations.

Review and revise accreditation site review processes to embed inclusive processes and interactional justice such that there are alternate data collection methods (other than interviews) that are transparent and accountable.

Review and revise accreditation decision-making processes such that they are equitable and inclusive, including evaluation of consistency and continuity of decision-making.

Accreditation Reviewers

Review and revise accreditation reviewer recruitment and onboarding processes to support engagement and retention, including outreach and mentorship. Develop a process for accreditation reviewer succession planning.

Develop training for accreditation reviewers including but not limited to PEAC values and commitments, inclusive processes, social justice, and relationship building, and the application of inclusive processes in the context of an accreditation review site visit (e.g.

reviewer team, site visit interviews). Training of accreditation reviewers shall include guidance regarding development of interview questions, how to address challenging dialogues, and how to respond to different questions.

5. Policies and Processes

Review all policies for procedural and distributive justice and make appropriate changes. This shall include identification of policy gaps.

Review and revise policies and procedures to embed relational accountability to Indigenous Peoples and justice-driven and anti-oppressive practices.

Develop a strategy to manage risk to PEAC related to implementation of the PEAC *Social Justice Strategy*.

6. Relational Accountability to Indigenous Peoples and their Communities

Undertake an evaluative consultation process to identify mechanisms by which the organization may engage in relational accountability to Indigenous Peoples and their communities, and develop an action plan addressing truth and reconciliation.

7. Communications Strategy

Develop a communications strategy for inward and outward facing communications that minimizes risk to the organization. This strategy shall consider accessibility (e.g. plain language), transparency and accountability. The strategy shall also consider inclusive French language.

8. Ongoing Evaluation

Develop systems to ensure PEAC is accountable to its *Social Justice Strategy*.

Develop and implement an ongoing iterative evaluation plan to assess effectiveness of implementation of the PEAC *Social Justice Strategy*.

APPENDIX B: PEAC COMMUNITY GUIDELINES

Purpose

PEAC values integrity, respect, collaboration, transparency, accountability, professionalism, equity, diversity and inclusion.

The purpose of the PEAC Community Guidelines is to support inclusive group processes consistent with these values. These guidelines are revisited at the beginning of each meeting, and revised as needed, to continually create a brave, judgement free and accountable space marked by respect; a space where a diversity of ideas, curiosity, and open mindedness are valued and viewed as important parts of group processes. Group members are co-creators of the inclusive process as well as of knowledge and learning.

Leader Responsibilities

The leader of the meeting ensures all voices are heard by inviting to speak those who have not spoken. The leader will intervene if it appears that some members are not having the opportunity to speak. The leader is responsible for ensuring the guidelines are reviewed at the start of each meeting, followed throughout the meeting, and revised as needed. The leader is also responsible for ensuring the discussion remains within its intended scope.

Member Responsibilities

Group members are also responsible for ensuring the guidelines are followed throughout the meeting.

Discussions are meant to be respectful and free of judgement, to support a brave and accountable space that fosters trust.

Group members come from a place of learning, listen from a place of compassion, and practice cultural humility. Cultural humility is awareness of one's own cultural perspective and how it may influence one's experience of what another person says, which can result in misunderstanding.

Group members are accountable to their own perspective, using "I" statements.

Group members are cognizant of how often and how long they speak, to ensure there is space for others to speak as well.

Disagreements are expected and are to be managed respectfully. Group members can check-in with the group as needed throughout the meeting.

Private conversations (via Zoom chat or texting) about group process during the meeting can undermine group process and are best avoided. An exception may occur to communicate to the leader a request for a pause in the meeting.

Managing Conflict or Challenging Situations

Conflicts or challenging situations may happen at the individual or group levels; in both cases they impact the entire group.

Any members of the group can recognize the need for a pause in the meeting to reflect before coming back to a discussion point. A pause allows members to process if needed. A conflict is acknowledged in the moment, and then a decision is made as to whether to pause the meeting and come back to it or address it right away. At the end of meeting, the group identifies any conflicts that will be addressed at the next meeting (or otherwise).

If something potentially negative is witnessed during the meeting, anyone can step in to ask for clarification (“I heard [x], can you explain further?”), enabling dialogue. The event can be addressed as soon as it occurs. Bystanders have a responsibility to take action.

The individual perceived to be on the receiving end of a negative experience has the autonomy to clarify their experience.

Relationship Building

At the start of each meeting, there is time allocated for group members to connect with each other and develop and sustain relationships. The leader is responsible for ensuring this occurs. It may include a formal warm-up activity.