

Association  
chiropratique  
canadienne



Canadian  
Chiropractic  
Association

# Annual Report 2025

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Move Like it Matters. Because it Does.



# 11+ Million Canadians

Neuromusculoskeletal (NMSK) conditions impact over 11 million Canadians each year, making them a **leading cause of disability** and a significant driver of healthcare utilization. As primary spine, muscle, and joint care experts, chiropractors are uniquely positioned to help address this growing burden through evidence-based, patient-centred care.

# 01

## Our Purpose

### Supporting Chiropractors for a Healthier Canada

Representing more than **8,000 chiropractors** across the country, the Canadian Chiropractic Association (CCA) is dedicated to supporting chiropractors for a healthier Canada.

We strive towards that purpose in all that we do, including:

#### Changing the conversation

Through advocacy and awareness building efforts, the CCA will enhance the public's understanding of chiropractic, influence improved patient access to care, inform public policy, and advance the profession as evidence-based, people-centred, interprofessional, and collaborative.

#### Supporting our members

The CCA will strive to exceed members' expectations of their national association by providing tailored professional support, enhancing member benefit offerings, creating learning opportunities, investing in improved technologies, and cultivating country-wide relationships.

#### Strengthening our partnerships

The CCA will nurture relationships with provincial associations, the Canadian Chiropractic Protective Association (CCPA), chiropractic interest holders, and other healthcare professions to further integrate chiropractic care into Canada's healthcare system and work collaboratively on behalf of members.

#### Empowering our team

The CCA Board of Directors and staff will be provided with timely and relevant tools, resources, opportunities, and training to deliver the best possible member experience.

# 02

## Message from the Chair



**Dr. Russell Baron**

Chair, Canadian  
Chiropractic Association

The Canadian Chiropractic Association exists to represent, advocate for, and champion our members – some of the most passionate chiropractors I have had the privilege to meet.

Canada's healthcare system continues to face growing pressure, whether from increasing demand and workforce challenges to a rising burden of neuromusculoskeletal conditions. In this environment, strong governance and clear strategic oversight are essential to ensuring the profession is well positioned to contribute to patient care and system sustainability.

In 2025, we made great progress across several key areas, including national advocacy, strengthened partnerships, and continued investment in research, education, and member programs. We also approved updated by-laws aligned with the Canada Not-for-Profit Corporations Act, reinforcing modern governance practices and enhancing member representation.

At the heart of this work is the strength of our membership. The CCA represents a national community of chiropractors committed to advancing patient care, supporting one another, and shaping the future of the profession. Together, our collective voice enables meaningful progress and reinforces our shared responsibility to patients and the healthcare system. Please do not underestimate the impact of your voice and involvement.

As Chair of the Canadian Chiropractic Association Board of Directors, it is my honour to work alongside a dedicated group of Directors, providing stewardship and oversight on behalf of our members. As we enter the final year of our 2024–2027 strategic plan, we remain focused on our priorities, committed to accountability and transparency, and dedicated to delivering meaningful value in a complex and evolving landscape.

On behalf of the Board of Directors, I thank our members, partners, interest holders, CEO, and the CCA staff team for their continued engagement and trust. Together, we are supporting a stronger profession and a healthier Canada.

# 03

## Message from the CEO



**Dr. Ayla Azad**

CEO, Canadian  
Chiropractic Association

In 2025, the Canadian Chiropractic Association continued to strengthen its role in supporting chiropractors for a healthier Canada – at a time when the healthcare system is facing increasing pressure and evolving demands.

Against this backdrop, our focus was on building a more connected, responsive, and effective organization – one that delivers meaningful value to members while advancing the profession’s role within the broader healthcare system. Key progress included enhancing member programs, strengthening partnerships, and improving how members engage with us, including the launch of the integrated renewal process with the Canadian Chiropractic Protective Association (CCPA).

We also saw measurable results across our priorities. Advocacy efforts elevated the profession’s presence in national healthcare discussions, while strong participation in the CCA Learning Lab, mentorship program, and member offerings reflected growing engagement. Improvements in member satisfaction further demonstrate the impact of our efforts.

The CCA’s national campaign, Move Like it Matters, launched to reinforce the importance of movement and neuromusculoskeletal health for Canadians. Through sustained promotion and collaboration with provincial partners, the campaign expanded our reach and strengthened public understanding of chiropractic care.

As the healthcare landscape continues to evolve, so too must our approach. Looking ahead, we remain focused and use this momentum to advance advocacy, expand our research agenda, and enhance the programs and services that matter most to members – while shaping the next strategic plan to reflect the changing needs of both the profession and the system it supports.

Thank you to our members, partners, and interest holders for your continued trust and engagement in the CCA. Together, we are strengthening chiropractic and creating a healthier Canada.

# 04

## Year at a Glance

### 2025 by the Numbers

#### MEMBERSHIP METRICS

8,598

CCA members

1,203

SCCA National student members

Continued **year-over-year growth** across both memberships



#### PUBLIC AWARENESS

1.1m

social media impressions

345,000

digital advertising impressions

1

podcast launched with 6 episodes



#### ADVOCACY REACH

22

government meetings and engagement

2

national Health Workforce Advisory Group involvements

5

national insurance conference presentations

36

workplace NMSK health education sessions



## CE & LEARNING

# 3,900+

total members have engaged with the CCA Learning Lab with...

# 2,200

active course enrollments in 2025

# 12 + 4

new English + French courses, offering ...

# 24 CE

credit hours across clinical, research and practice-support topics

# 135

1:1 mentorship pairings



## CHIROPRACTIC STUDENTS

# 18

student engagements at chiropractic institutions across North America

# 1

convocation speech to the Northeast College of Health Sciences' graduating class

# 6

online exam preparation sessions



## YOUR INSIGHTS IN ACTION

### 2025 CCA MEMBER SATISFACTION SURVEY RESULTS

# 7.08/10

overall member satisfaction score, significant improvement from 2023

Top CCA member value drivers:

Education;  
Advocacy; Access  
to CCPA; Research;  
Community

Opportunities for improvement:

- ▶ Chiropractic community is in demand, but in-person event engagement is challenging
- ▶ CCA Plus preferred rates are valued but underutilized

# 05

## Advocacy & Government Relations

### Change the Conversation

Canada's healthcare system continues to face growing pressure. In 2025, the CCA worked to strengthen the profession's voice and advocate for chiropractors to be recognized as part of the solution.

Through sustained engagement with government, healthcare leaders, and system partners, the CCA elevated awareness of the role chiropractors play in improving neuromusculoskeletal (NMSK) health and supporting patients across Canada.



### Our Top Policy Priorities

The CCA's advocacy efforts focused on four key federal priorities:

#### 1. Student Loan Forgiveness

Advocating for chiropractors to be included in the Canada Student Loan Forgiveness program, which supports those who work in eligible occupations within rural and underserved communities. Including chiropractors would help expand care in areas where patients need it most.

#### 2. Restoring Chiropractic Coverage Under NIHB

Working with Indigenous partners to restore chiropractic care under the federal Non-Insured Health Benefits (NIHB) program, which would improve access to NMSK care for First Nations and Inuit patients.

#### 3. Disability Tax Credit Assessments

Advocating for chiropractors to be recognized as authorized assessors for the Disability Tax Credit, which would allow patients with serious NMSK conditions to receive assessments from healthcare providers who treat these conditions every day.

#### 4. Improve Access for Canadian Armed Forces (CAF) Members

Advocating to remove the requirement of a physician referral and the cap on the number of treatment visits as well as to remove referral and visit limits, which would ensure faster, more effective treatment, reduce chronic pain risk, and maintain readiness.

## Connecting with Government

In 2025, Canadians elected a new federal government, creating an important opportunity for the CCA to engage with newly elected and returning parliamentarians on issues affecting the profession and patient care.

Meeting directly with policymakers is an important part of the CCA's work. During our October Hill Days in Ottawa, CCA representatives met with many Members of Parliament and Senators to discuss issues affecting the profession and patient care. Discussions focused on the top policy priorities and included a press conference calling for the restoration of chiropractic coverage under NIHB. While in Ottawa, the CCA hosted a policy reception where MP Dr. Helena Jaczek, former Ontario Minister of Health, made remarks on the importance of collaboration in shaping strong, patient-centred health policy, while other healthcare leaders and policymakers discussed the future of NMSK care and patient access.

These conversations help ensure decision-makers understand the value chiropractors bring to the healthcare system.

## Working with Insurers and Employers

Improving access to chiropractic care requires collaboration across many systems. Throughout the year, the CCA met with insurers, employer groups, and industry organizations to discuss issues affecting coverage and patient access. The CCA's MSK Toolkit – "Healthier Workforce, Stronger Business," which launched on World Spine Day in 2024, continues to be a valuable resource to these engagements, providing insights on how NMSK health can impact business success.

Notably, the CCA was involved in Benefits Canada's 2025 Healthcare Survey, ensuring the inclusion of key questions about NMSK conditions in the workplace, and completed a six-week pilot project with the Canadian Automobile Association Club Group of Companies (CCG) examining the impact of a chiropractor-led education and exercise program for their employees across the country.

This work helps to strengthen chiropractic's role in workplace health and employee benefits programs.

## Raising Awareness

The CCA continues to promote the value of chiropractic care across healthcare and community settings. Our involvement in educational presentations, community health events, and healthcare conferences – including the Family Medicine Forum, Globe & Mail Women's Health event focused on bridging the gaps in knowledge and care, and Reena Foundation Fair – provide opportunities to share information about preventing and managing NMSK conditions.

NMSK conditions are one of the most common causes of pain and disability in Canada. Access to chiropractic care helps patients receive safe, non-pharmacological treatment and can reduce pressure on other parts of the healthcare system.



*Family Medicine Forum (FMF),  
November 2025, Winnipeg, MB.*

# 06

## Member Value

### Supporting Our Members

Supporting members at every stage of practice remained central to the CCA's work in 2025. From continuing education and mentorship to expanded member benefits and new ways to engage, our goal is to help members strengthen their practices, grow professionally, and continue delivering high-quality care to patients across Canada.

#### CCA Learning Lab: Continuing Education for Practice

The CCA Learning Lab continues to grow as a leading source of evidence-based continuing education for chiropractors.

Courses cover clinical knowledge, research updates, and practical tools that help members strengthen patient care and stay current with evolving evidence. With an average course rating of **4.4 out of 5**, some of the most popular courses in 2025 included:

- 1 Cracking the Code of Hip Pain: Key Clues for Differential Diagnosis
- 2 Chiropractic Research: A Solution for the Overwhelmed Emergency Room
- 3 CCA and CCPA Respond: Practitioner Safety – Common Experiences and Important Actions
- 4 Simple Integration of Biopsychosocial Principles in Daily Chiropractic Practice

#### Learning Together: CCA & CCPA Roadshows

The CCA & CCPA Roadshows brought practical, hands-on learning directly to members across Canada. In 2025, events were held in London, ON, Edmonton, AB, and Moncton, NB.

# 175

 members

participated in these interactive workshops focused on best practices for patient communication, clinical reasoning, and applying evidence-based approaches in everyday practice.

#### Mentorship that Strengthens the Profession

The 2025 CCA 1:1 Mentorship Program connected 55 experienced chiropractors with 84 early-career practitioners for 135 individual mentorship matches. Member participation and interest continue to grow in this program, with the next mentorship cycle scheduled for July–November 2026.

# 135

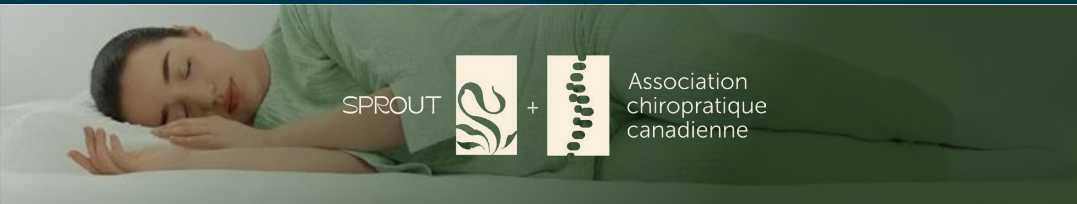
 mentorship matches

## Expanding Support for Francophone Members

The CCA continues to increase access to services and resources for French-speaking chiropractors. In 2025, this included:

- Expanded French and bilingual CCA Learning Lab courses
- Increased bilingual communications and member resources
- More targeted outreach to members based on primary language

These efforts help ensure members across Canada can access resources in the language that is most preferred.



## New CCA Endorsement: Sprout Sleep

In 2025, the CCA announced its official endorsement of Sprout Sleep. As a Canadian company that designs and manufactures its sleep products locally, Sprout Sleep collaborated closely with the CCA to create resources and educational materials for members to use with their patients.

These included an interactive Sleep Habit Assessment, a webinar on the connection between sleep and NMSK health, a chiropractor sleep toolkit, and a 20% discount on Sprout Sleep products.



## The Chiropractic Playbook Podcast

The Chiropractic Playbook, a business-focused podcast hosted by CCA CEO Dr. Ayla Azad, and CCA Board Director Dr. Matthew Williams (New Brunswick), launched in 2025. The series offers practical insights for chiropractors and entrepreneurs, exploring what it takes to build a practice and understand the business foundations behind chiropractic care.

Six episodes were released, all available on Spotify and to watch on the CCA Learning Lab. The podcast has quickly become a valuable resource for students, recent graduates, and new entrepreneurs preparing to kick-start their career and business as well as for seasoned practitioners looking to strengthen their business acumen.

## 2025 New CCA Plus Providers for Increased Member Savings



Nutraceuticals



Vehicle Purchasing & Leasing



Financial & Tax Planning



Guaranteed Issue Life Insurance



Health & Dental Insurance, Group & Individual Plans



Nature Prescriptions

# 07

## Collaboration & Collective Impact

### Strengthening Our Partnerships

#### Canadian Chiropractic Protective Association

In 2025, the CCA and the Canadian Chiropractic Protective Association (CCPA) successfully launched an integrated renewal portal.

**This collaborative initiative was designed with a clear goal: to simplify the member experience by modernizing our systems and renewal process.**

The successful launch of the joint portal demonstrates how partnership, thoughtful change management, and a shared commitment to members can drive meaningful progress for chiropractors across Canada.

#### Canadian Chiropractic Research Foundation

With support from the CCA and provincial chiropractic associations, the Canadian Chiropractic Research Foundation (CCRF) has awarded

**\$3M in grants to 60 research projects**

that aim to improve patient care, inform government advocacy, and amplify evidence-based decision-making. CCRF actively pursues strategic partnerships to secure matching funds and expand grant opportunities, including a notable recent collaboration with the Canadian Institute for Military and Veteran Health Research.

#### Provincial Associations

CCA collaborates closely with the 10 provincial associations who

**advocate at the regional level on behalf of chiropractors and patients.**

Forums occur at the national and provincial association level amongst the CEOs bimonthly, Communications and Government Relations teams biannually, the Governors three times a year, and during an annual in-person meeting with both the CEOs and Governors.

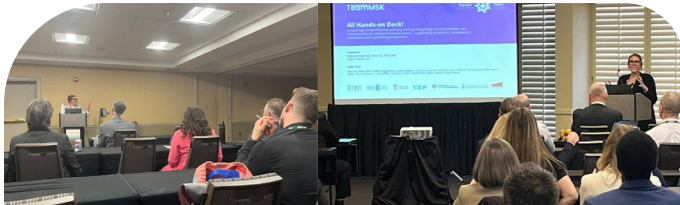
*Thank you to the New Brunswick Chiropractic Association for hosting the annual Pan Canadian Meeting in October 2025.*



## Academic Collaborations

Canada has two chiropractic educational institutions – the Canadian Memorial Chiropractic College (CMCC) in Toronto, ON, and Université du Québec à Trois-Rivières (UQTR) in Trois-Rivières, QC. Combined, approximately 300 new chiropractors graduate each year to provide NMSK care to patients in communities across the country. The CCA is a proud supporter of both institutions.

In December 2025, CCA CEO Dr. Ayla Azad was honoured to deliver the keynote speech during Northeast College of Health Sciences' convocation ceremony. She shared three key lessons from her chiropractic journey with the graduating class: Define success, clarity shapes your path; build your legacy, every action influences someone else's; tie their shoes, excellent patient care lives in the small details.



## Advancing Evidence and Quality

To help advance evidenced-based chiropractic care, the CCA presented Team Primary Care research at the Association of Chiropractic Colleges' Research Agenda Conference. In May, a CCA-CCGI collaborative research project on the patient experience was also presented at the World Federation of Chiropractic Congress.

The launch of All Hands-On Deck, a course developed from the Team Primary Care project, was made available for members and non-members working in primary care environments. Additional research initiatives also informed our efforts to provide further supports to members so they are best positioned to deliver excellent patient care. These included research on women in chiropractic and a first-of-its-kind study on the psychological well-being among Canadian chiropractors, led by the late Dr. Greg Kawchuk.

## Supporting the Next Generation

Student engagement remains a key priority for the CCA. Through the Student Canadian Chiropractic Association (SCCA National), student membership grew to 1,203 members in 2025. It now includes three active school chapters plus individual members enrolled in accredited chiropractic programs in schools around the world, which provides the opportunity to support students as they prepare for life after graduation, deliver Canadian-centric business resources, engage in research initiatives, and host networking events.

The CCA team, through SCCA National, connected with students through 18 virtual and in-person engagements across chiropractic schools including CMCC, UQTR, University of Western States, Northeast College, Logan University, and Northwestern University. These connections help future chiropractors build early relationships with the profession and prepare for practice in Canada.



## Interprofessional Connections for a Healthier Canada

The CCA continued to develop relationships with complementary national health associations to advance the profession's key advocacy priorities.

Through her role as Co-Chair of the Organization for Health Action (HEAL), CCA CEO Dr. Ayla Azad lead national dialogue on strengthening Canada's healthcare system and advocating for improved patient access alongside leading health organizations from across the country.

Throughout 2025, the CCA also maintained a strong presence within the Extended Health Care Professions Coalition (EHPC), helping shape collaborative advocacy strategies and processes with other health sector partners to advance our shared policy priorities and elevate chiropractic's role in improving patient care and health system sustainability.

# 08

## Public & Patient Impact

### Making an Impact Beyond Our Membership



Creator Day,  
October 2025, Toronto, ON

Throughout 2025, the CCA's work delivered value beyond its membership – supporting better care, stronger evidence, and greater access for patients across Canada. Through organic stories and national awareness campaigns, the CCA continued to bring the human side of care to life by sharing experiences from patients, students, and practitioners across Canada.

Our World Spine Day campaign in October encouraged Canadians to prioritize spinal health through movement, prevention, and everyday self-care. The campaign reached more than 65,000 Canadians through social media, generated over 36,000 video views, and drove meaningful member interaction through engagements, toolkit downloads, and shared resources.

The CCA's always-on Search Engine Optimization (SEO) campaign also played an important role in building public awareness by ensuring people can find trusted, evidence-based NMSK health information when they were actively searching for it.

Ongoing collaboration with regulatory and clinical interest holders continued to strengthen quality assurance, improve consistency in care, and enhance the overall patient experience.

Equity and access remained a critical focus. Through member-led caucuses, the CCA continued to advance inclusive advocacy and culturally informed care.

#### Women's Chiropractic Caucus (WCC)



Development of practical resources such as practitioner safety initiatives, parental leave planning tools, supporting women's health research.

#### Indigenous Chiropractic Caucus (ICC)



Advancement of cultural competency, strengthening connections with Indigenous students, and supporting ongoing advocacy to restore access to chiropractic care through the NIHB program.

# 09

## Organizational Foundation

Empowering Our Team to Deliver the Best Member Experience



**Back Row (L – R):** Dr. Matthew Williams (NB), Dr. Glenn Guilderson (NS), Dr. Randy Follett (NL), Dr. Philippa Carrie (BC), Dr. Jennifer Ward (MB), Dr. Ceara Higgins (ON), Dr. Doug Pattison (SK), Dr. Camille Dallaire (QC), Dr. David Whitty (PEI), Dr. Brad Kane (AB)

**Front Row (L – R):** Dr. Jaipaul Parmar (1st Vice Chair, BC), Dr. Russell Baron (Chair, MB), Dr. Ayla Azad (CEO), Dr. Judy Forrester (Past Chair, AB), Dr. Clark Mills (2nd Vice Chair, AB)

The CCA is guided by a strong governance framework led by its volunteer Board of Directors, which provides strategic direction and oversight for the organization. Supporting the Board are key committees, including the Governance, Management and Resource Committee (GMRC) and the Audit and Finance Committee (AFC), which play an essential role in shaping priorities and ensuring sound governance and financial stewardship. The CCA Chair works in close partnership with both the Board and its committees, while the CEO is responsible for operational leadership and execution. Together, this structure ensures that strategic vision is effectively translated into action across the organization.

Led by CEO Dr. Ayla Azad, the CCA staff team brings together expertise from across public affairs and government relations, governance, operations, technology, professional practice, member experience, and marketing and communications. Each functional area is led by experienced professionals who work collaboratively to deliver programs, resources, advocacy, and services that support members and advance the profession.

The Board of Directors and Executive Leadership Team (ELT) maintain a proactive and disciplined approach to risk management. Through a structured risk and oversight framework, they continuously monitor emerging issues, regulatory changes, and broader healthcare system developments that may impact the profession. This forward-looking approach enables timely, measured responses and supports informed decision-making.

In 2025, the CCA further strengthened its organizational foundation through the successful approval of revised by-laws at a Special Meeting of Members held on September 29. Initiated in Fall 2024, the review ensured full alignment with the Canada Not-for-Profit Corporations Act (CNCA), modernized language, and introduced important enhancements to membership rights. Key updates included the addition of a practice interruption membership category, the ability for Regular Members to observe Annual General Meetings, and improved representation of the Territories within the Delegates. Together, these changes reflect CCA's ongoing commitment to transparency, inclusivity, and modern governance.

# 10

## Financial Snapshot

### Report of the Independent Auditor on the Summary Financial Statements

To the directors of

#### CANADIAN CHIROPRACTIC ASSOCIATION

##### Opinion

The summary financial statements, which comprise the summary statement of financial position as at December 31, 2025 and the summary statement of operations for the year then ended, and related notes, are derived from the audited financial statements of Canadian Chiropractic Association for the year ended December 31, 2025.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, on the basis described in Note 1.

##### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

##### The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated May 7, 2026.

##### Management's Responsibility for the Summarized Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described in Note 1.

##### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

**Welch LLP**

*Chartered Professional Accountants  
Licensed Public Accountants*

**Ottawa, Ontario  
May 7, 2026**

Canadian Chiropractic Association  
Summarized Statement of Financial Position  
December 31, 2025

**ASSETS**

	2025	2024
<b>CURRENT ASSETS</b>		
Cash	\$ 3,882,263	\$ 1,488,353
Restricted investments	1,650,000	1,650,000
Unrestricted investments	577,393	3,131,818
Accounts receivable	169,888	131,510
Prepaid expenses	186,191	120,988
	6,465,735	6,522,669
<b>UNRESTRICTED INVESTMENTS</b>	251,453	346,561
<b>CAPITAL ASSETS</b>	240,234	239,154
	\$ 6,957,422	\$ 7,108,384

**LIABILITIES AND NET ASSETS**

<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 369,062	\$ 245,867
Deferred revenue	4,306,825	4,779,031
	4,675,887	5,024,898
<b>DEFERRED RENT LIABILITY</b>	119,246	118,948
	4,795,133	5,143,846
<b>NET ASSETS</b>		
Unrestricted net assets	314,223	167,627
Internally restricted net assets	1,650,000	1,650,000
Canadian Chiropractic Guideline Initiative (CCGI) (2013-2026)	198,066	146,911
	2,162,289	1,964,538
	\$ 6,957,422	\$ 7,108,384

*(See accompanying notes)*

Canadian Chiropractic Association  
Summarized Statement of Operations  
Year Ended December 31, 2025

	2025	2024
<b>REVENUE</b>		
Membership	\$ 5,006,149	\$ 4,783,631
Convention revenue	-	487,865
Other	371,608	440,616
CCGI	255,813	290,985
	5,633,570	6,003,097
<b>EXPENSES</b>		
Staff, professional services and operations	2,947,928	2,834,215
Membership, technology needs and requirements	649,266	753,713
Public affairs and communications	535,580	353,586
Research	399,872	395,356
Board of directors	322,314	371,840
Allied organizations	205,046	165,740
Amortization	100,370	171,835
Convention	25,372	555,222
CCGI expenses	250,071	468,483
	5,435,819	6,069,990
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>		
	\$ 197,751	\$ (66,893)

*(See accompanying notes)*

Canadian Chiropractic Association  
Notes to the Summarized Financial Statements  
Year Ended December 31, 2025

**1. Summarized Financial Statements**

The summary financial statements are derived from Canadian Chiropractic Association's complete audited financial statements. The complete audited financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and members can obtain a copy of the complete audited financial statements by contacting the Canadian Chiropractic Association.

In Canada, there are currently no generally recognized criteria for preparing summary financial statements and in these circumstances management is required to establish the criteria to apply.

Canadian Chiropractic Association's management has applied the following criteria in preparing these summary financial statements:

- The financial statements have been identified as summary financial statements and their summary nature has been adequately disclosed.
- The note to the summary financial statements adequately describes where the complete audited financial statements can be obtained.
- The summary financial statements are in agreement with the related information in the complete audited financial statements.
- The summary financial statements contain sufficient information and are at an appropriate level of aggregation so as not to be misleading.

# 11

## Early 2026 Highlights & Looking Ahead

### Supporting Chiropractors for a Healthier Canada

#### Strategic Planning for 2027-2029

As the current strategic plan concludes in 2026, the CCA is preparing for its next phase of growth and impact. Strategic planning work is underway to define the organization's priorities for 2027–2029, ensuring alignment with an evolving healthcare environment and members' needs.

#### Continued Advocacy

The CCA will expand its engagement across key health, workforce, and policy areas while strengthening collaboration with national and provincial interest holders to strengthen our efforts to change the conversation and position chiropractic to better support the greater healthcare system.

#### Research Agenda

We are advancing research in patient experience, mental health, and women's health. These efforts will help improve and elevate care, support healthcare providers in an overburdened system, and continue advocacy on women's health across all stages of life, including NMSK health during menopause. Continued research initiatives within the Professional Well-being Academic Consortium (convened by the Royal College of Physicians and Surgeons of Canada) will enhance interprofessional collaboration while prioritizing the well-being of CCA members.

On April 30, 2026, we proudly hosted our first-ever CCA Research Day in conjunction with the 2026 National Convention & Tradeshow (NCT'26), bringing together leading Canadian NMSK, rehabilitation, and healthcare researchers to share the latest evidence, insights, and innovations. The event was a strong success and has created a foundation for future gatherings that elevate Canadian research community and strengthen collaboration in our field.

Ongoing investment in research will support innovation, improve patient outcomes, and strengthen the profession's evidence base.



### Connecting With You at NCT'26: Hands-On Halifax

Thank you to the ~400 CCA members who joined us in Halifax at NCT'26! It was an amazing two days of learning, engagement, and connection with more hands-on programming than ever before, expert-led plenary sessions, and up to 11 hours of CE credit eligibility. The social events, including the Tradeshow Happy Hour and Gala Celebration, were notable highlights to celebrate the profession and allow members to build meaningful connections.

### Celebrating Excellence in the Profession

Every two years, the CCA recognizes outstanding members who contribute to patient care, research, leadership, and community service. The following 2026 CCA Award recipients were honoured during NCT'26 for their leadership and impact on the profession – congrats to all!



**Dr. Judy Forrester**  
National Medal of Merit



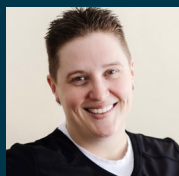
**Dr. Reginald Gates**  
Lifetime Achievement Award



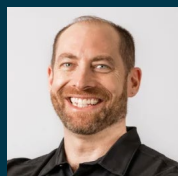
**Dr. Carol Cancelliere**  
Researcher of the Year Award



**Dr. Nora Bakaa**  
Dr. Greg Kawchuk Emerging Researcher Award



**Dr. Kara Haus**  
Opening Doors to Chiropractic Award



**Dr. Chuck Dauphinee**  
Distinguished Public Service Award



**Ahmad Sadek**  
Excellence in Student Leadership Award



### Hosting the World in Canada

The CCA is providing national support to the World Federation of Chiropractic (WFC) in planning its upcoming biennial congress in Vancouver, BC – happening from May 5-8, 2027. [REGISTRATION IS NOW OPEN](#) – we are excited to host chiropractic on this world stage!

# Move Like it Matters. Because it Does.



Our national marketing campaign remains in market and isn't going anywhere. From digital ads and social videos to organic and paid promotions throughout the year, Move Like it Matters is positioned as an always-on campaign that continues to reinforce the importance of movement.

While our earlier 2026 ad run benefited from a larger budget, thanks to collaboration with our provincial associations, we have continued to keep the campaign active and relevant in market through sustained promotion and engagement.

Move Like it Matters will also continue to be woven into future campaigns under different themes for years to come, ensuring this message remains a strong and lasting part of our national marketing efforts.



To learn more scan the QR code or visit  
[movelikeitmatters.ca](https://movelikeitmatters.ca)






**move**  
like it matters.



# Together, for a Healthier Canada

As we conclude another year of meaningful progress, we extend our sincere appreciation to our members. Your dedication to clinical excellence, patient care, and professional leadership continues to strengthen and advance the chiropractic profession across Canada.

## Stay Connected

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-  [@CanChiroAssoc](https://www.instagram.com/CanChiroAssoc)