



**Primary Care Dietitians' Association**  
Association des Diététistes de soins Primaires



**Annual Report 2024-2025**

# **Celebrating 5 Years of Connection and Impact**

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# President's Report



As we celebrate 5 years as the Primary Care Dietitians Association (PCDA), I want to begin with optimism and gratitude.

First, a big shoutout to founder Marg Alfieri and other founding members, Alicia Sauve and Kimberly Crowther, who had the vision, courage, and

dedication to create this platform for primary care dietitians to stay connected, grow, and be seen. I am beyond grateful to have had this experience and to have been a part of this legacy.

Thank you to all members who show up in various ways and who are making a solid contribution to our mission and vision.

This year has been one of growth, engagement, and renewed strategic direction for the PCDA, even throughout unexpected stumbling blocks all young organizations face. Like any new organization, we are learning, adapting, and will continue to evolve. This is what makes us stronger and makes it so much more rewarding. With this new wave of leaders coming forward, I believe we have plenty of great years ahead.

This past year marked the end of our two-year strategic plan, and there are plenty of successes to acknowledge. We continue to deliver on what members report to be key membership benefits, including access to peer support, resources, evidence-based subscriptions, and free or subsidized professional development opportunities through our webinars and the annual conference.

Some key highlights for the year included:

- **Hosting our Annual Virtual Conference with over 140 attendees**
- **Knowledge Transfer & Exchange (KTE) sessions on:**
  - Perimenopausal and Menopausal Care in Nutrition
  - Towards a Weight-Inclusive Approach in Public Health
  - Ramadan Nutrition Essentials: A Dietitian's Guide to Ramadan
  - Nutrition Month: Recipe Video Creation with Spark Nutrition Communications
- **Establishing and renewing meaningful partnerships**
- **Increased visibility and engagement through our online presence**
- **Increased number of student members and an added student mentorship in governance**
- **Growth in total membership**
- **Increased diversity in where our members come from and where they practice**
- **Established collaborations with 3 new sponsors who are excited to support nutrition professionals and education initiatives**



Throughout the year, we actively engaged over 402 members through a variety of channels, including participation in Knowledge Exchange Events, accessing website resources, and involvement in the peer support listserv. This is a demonstration of the strength of our growing community and that dietitians value what the PCDA offers.

A major milestone was the update and completion of a comprehensive Strategic Direction Report, which integrated findings from member surveys, an environmental scan, and targeted consultations. This document will guide our future priorities and ensure that our work remains member-informed and impact-driven.

We've also deepened our commitment to future leadership. In addition to a noticeable increase in student member engagement, we introduced mentorship for future dietitians who are interested in Board Governance. This is an intentional step to foster sustainability and support the growth of younger dietitians into leadership.

Our social media reach has grown, and we're encouraged by the rising number of sponsors and partners who've approached us to collaborate. These are clear and promising signs of increasing visibility and impact in the primary care landscape.

I'm grateful to Laurie Michael, Past President, and Christina Tran, Treasurer, for their knowledge and consistent support this past year. We have had important conversations during virtual tea dates and made thoughtful adjustments, all while staying focused on our purpose and values. Thank you to the entire Board of Directors and contract staff who contributed to carrying out the successes we have had. Together, we're shaping a strong and inclusive future for primary care dietitians in Canada.

As I wrap up my term as President, please know that I will still be here, cheering, offering support, and lifting up dietitians everywhere and every chance I get.

Cheers to the future!

**Tameika Shaw**  
President

## Mission

Encouraging primary care dietitians to become highly skilled in providing equitable and inclusive medical nutrition therapy, disease prevention, and health promotion through collaboration, education, and mentorship. We advocate for access, capacity, and integration of dietitians within comprehensive primary care.

## Vision

Primary care dietitians are the leaders in equitable and inclusive medical nutrition therapy for our communities and clients.

## Values

- Evidence Based Practice
- Interprofessional Health Care
- Collaboration & Sharing
- Continuous Learning & Improvement
- Transparency
- Diversity, Equity & Inclusion
- Mentorship and Preceptorship

# Our Board of Directors



**Tameika Shaw**  
President



**Christina Tran**  
Secretary/Treasurer



**Rawan Aljbour**  
Director



**Laurie Michael**  
Director



**Ashley Lyons**  
Director



**Melissa Arsenault**  
Director



**Asma Musa**  
Director

## Leadership in Action



The Primary Care Dietitians Association is proud to be guided by a dedicated and diverse Board of Directors. Each member brings a unique blend of clinical expertise, strategic insight, and a shared commitment to advancing the role of dietitians within the primary care system. Their collective leadership ensures that PCDA continues to advocate for equitable, evidence-based nutrition care and professional growth across Canada.

As we celebrate five years of impact, we recognize the contributions of current and past board members whose passion and vision have shaped the foundation of our work. The Board remains focused on supporting our members through governance excellence, mentorship, and forward-thinking strategies that respond to the evolving landscape of healthcare and community nutrition.



Feature Marg Alfieri - PCDA Founder

## 5 years of Impact

Marg is the founder of the PCDA. Marg's passion for dietetics was sparked by seeing her father's diabetes dietitian in action. She learned that helping patients make one meaningful change is key to supporting them in achieving their health goals.

Marg loves working in team-based primary care because everyone collaborates to support the patient's needs, wants, and goals. She also loves learning from other health professionals, which has broadened and enhanced her scope of practice.

Marg loves any food that she can make from scratch for her family to enjoy—whether it's baking cinnamon buns or seafood risotto, a homemade meal always hits the spot.

Thank you, Marg, for your vision and courage to create a space for dietitians in primary care. You planted seeds that continue to take root and flourish, and we are grateful to be standing on the foundation you built.



*The PCDA was created with a bold vision: to expand the vibrant professional community that primary care RDs in Ontario have cherished for over a decade, and to share its strength across Canada. By going national, we are uniting dietitians in a shared mission, to advance evidence-based medical nutrition therapy and transform patient care.*

*At the heart of PCDA is an unwavering commitment to the free exchange of knowledge and resources—toolkits, presentations, handouts, and videos—so every RD has what they need to make a difference. Grounded in the values of food security and cultural inclusion, PCDA stands as a catalyst for connection, collaboration, and meaningful change.*

**Marg Alfieri,**  
Founder of the Primary Care Dietitians Association



Primary Care, Powerful Impact:

## Celebrating Our Members

This year, we were proud to highlight the contributions of several outstanding Registered Dietitian members whose diverse backgrounds, passions, and areas of practice reflect the depth and impact of our profession.

Their stories showcased unique paths into dietetics, the communities they serve, and the values that continue to inspire their work.

From rural health and community food programs to advocacy, culturally safe care, and data-driven approaches, these members brought attention to the important role of nutrition in advancing health equity, food sovereignty, and patient-centred care.

By sharing their journeys, we are reminded that dietetics is not one-size-fits-all. The leadership and dedication of our members strengthen the vision of PCDA and highlight the many ways dietitians contribute to healthier communities across Canada.



*We thank each featured dietitian for their dedication and leadership, and we continue to celebrate the many ways dietitians help build healthier communities every day.*



Donna is a Registered Dietitian at South East Grey CHC whose career has been shaped by her agricultural upbringing and love of local food. She integrates this background into patient care by emphasizing nutrition that connects to community and culture, while supporting individual goals through evidence-based practice.

Whether she is guiding clients through chronic disease management or collaborating with healthcare colleagues, Donna prioritizes building trust and fostering long-term relationships.

Outside of her professional role, she continues to stay grounded in farming and food systems, often helping on her family's farm. Donna's dedication reflects PCDA's vision of dietitians as leaders who bring knowledge, compassion, and connection to primary care practice.



Rawan Aljbou serves on the PCDA Board of Directors and is the founder of Leaders of Diet, a social media initiative that combines science, creativity and personal passion to deliver nutrition information that is credible, visually appealing, and socially meaningful. Leaders of Diet inspires followers to eat healthier while feeling connected and motivated.

She is passionate about culturally inclusive care and believes that food has the power to strengthen relationships and build community. In her practice, Rawan integrates cultural food traditions into nutrition counselling, ensuring care is responsive, respectful, and meaningful for diverse populations.

Her commitment reflects PCDA's value of equity and inclusion, as well as the potential of dietitians in advancing health for all.





Denis is a Registered Dietitian recognized for his innovative, data-driven approach to chronic disease management. His focus is on leveraging evidence and analytics to improve patient outcomes, particularly for individuals living with long-term health conditions.

Denis combines medical nutrition therapy with a deep respect for patient relationships, ensuring that every care plan is both clinically effective and personally meaningful. He values the collaboration that comes with primary care, working closely with interdisciplinary teams to support comprehensive health services.

Beyond practice, Denis emphasizes the importance of evaluation and continuous improvement in dietetic care. His work reflects PCDA's mission to advance equity, integration, and excellence in nutrition across healthcare systems.



Sarah Sandham is dedicated to advancing equitable access to Registered Dietitians within primary care. With a background rooted in both science and service, she brings compassion and advocacy together in her professional practice.

Sarah believes that every patient deserves access to specialized nutrition support, and she champions system-level changes to increase dietitian staffing across primary care organizations. Her practice emphasizes patient-centred care and the importance of addressing barriers to access so that more communities benefit from the expertise of dietitians.

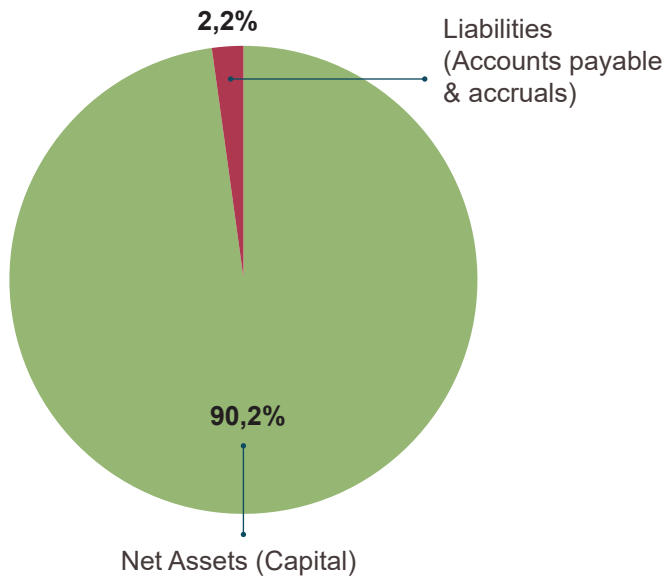
By combining clinical skill with advocacy, Sarah demonstrates PCDA's vision for a stronger, more inclusive healthcare system where nutrition is recognized as a vital component of patient wellbeing.



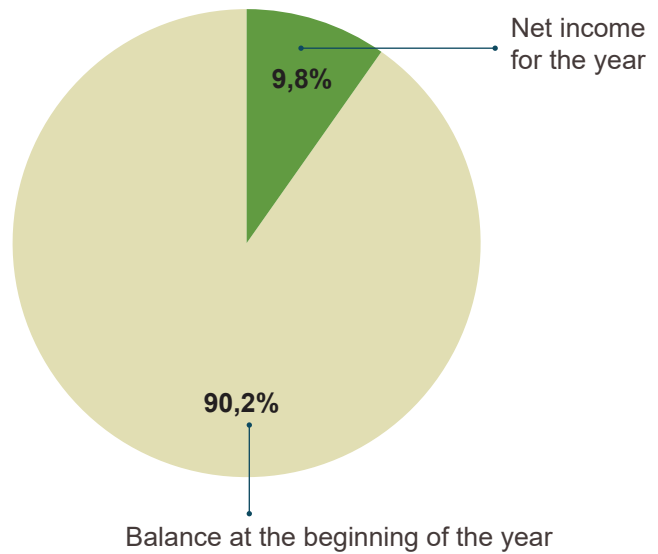


# Treasurer's Report

## GENERAL AND ADMINISTRATIVE EXPENSES



## STATEMENT OF CHANGES IN NET ASSETS



	Year Ended Mar. 31, 2025	Year Ended Mar. 31, 2024
<b>Revenue</b>		
Membership fees	19,255	19,881
Conference fees	10,273	9,648
Interest income	128	127
Sponsorship	2,100	1,600
	<b>\$ 31,756</b>	<b>\$ 31,256</b>
<b>General and administrative expenses</b>		
Consulting fees	11,447	9,162
Conference expenses	7,447	7,670
Insurance	2,873	2,873
Website	1,886	3,117
Professional fees	1,639	5,538
Nutrition Care Resources	1,070	1,051
Office expenses	327	450
Dues and subscriptions	323	323
Bank service charges	181	72
Honoraria	150	-
Awards	-	600
	<b>\$ 27,343</b>	<b>\$ 31,282</b>
<b>Net income (loss) for the year</b>	<b>\$ 4,413 \$</b>	<b>(26)</b>

# Strategic Plan Report

## Introduction

**In January 2023, the Board of Directors and Executive Director, Kristen Garland, of the Primary Care Dietitians Association (PCDA) initiated a strategic planning process to establish a two-year strategic plan (2023–2025). This plan aimed to define the organization’s priorities, align them with its mission and vision, and ensure its continued growth and impact within the healthcare system.**

The strategic planning process was designed to be data-driven and member-focused, incorporating input from stakeholders, financial considerations, an environmental scan, a gap analysis, and an assessment of the organization’s capacity. As part of this process, PCDA’s mission, vision, and values were reviewed and revised to ensure alignment with the organization’s evolving goals and member needs.

The result is a roadmap that will guide PCDA’s operational efforts, advocacy, and resource development over the next two years, ensuring that it remains a valuable and sustainable resource for primary care dietitians.

## Methods

To develop this strategic plan, PCDA employed a comprehensive, multi-step approach to gather insights, assess organizational strengths and challenges, and define key priorities.

The process included:

**1. Kick-off Meeting & Brainstorming Session** – The Board of Directors, Executive Committee, and Executive Director engaged in brainstorming discussions to review the current state of the organization and set the foundation for the strategic planning process. A work plan aligned with the Strategic Planning in Nonprofits work plan was chosen and adapted to guide the Board’s strategic planning process.

In between meetings, the Board of Directors was tasked with reflecting using a framework to identify the different operational activities and core governance strategies the organization should continue, start, or stop.

The 2023 Board of Directors, Executive Committee, and Executive Director met periodically to review key organizational documents. Stakeholders were identified for engagement and feedback. These included the current 2022–2023 Board of Directors, Executive Director, Past President of the Board, and members.

**2. Review of Key Organizational Documents & Financial Reports** – This step ensured alignment between the strategic plan and PCDA’s financial sustainability, including membership fees, conference revenue, and sponsorship opportunities.

**3. Member Survey** – Input from PCDA members was collected to understand their needs, priorities, and expectations for the organization. The results of this survey are summarized in the appendices.

**4. SWOT Analysis** – A structured evaluation of PCDA’s strengths, weaknesses, opportunities, and threats helped identify internal and external factors that could impact strategic direction.

**5. Environmental Scan** – A review of external trends, provincial healthcare policies, provincial differences in definitions of primary care, the professional landscape as it related to different types of primary care organizations, and the impact on dietitians' work and organizational support helped ensure that PCDA's strategic goals remain relevant in the evolving healthcare environment.

**6. Review & Revision of Mission, Vision, and Values** – The Board of Directors carefully examined PCDA's guiding principles to ensure they reflected the organization's growth, current priorities, and future aspirations.

From these data collection methods and generative discussions, seven key themes emerged as critical areas of focus for the organization. The Board of Directors reviewed and ranked these themes, ultimately selecting the top three strategic priorities for the next two years.

## Emerging Themes:

- Establishing support for RDs, including peer-to-peer support, interest groups, networking, and mentorship for new RDs and students
- Strengthening the organization, focusing on governance, board recruitment, and collaboration with other organizations
- Enhancing and/or increasing continuing education offerings, such as a CDE prep course, varied KTE topics, an online library, and journal access
- Increasing communication and engagement with members through newsletters, blogs, and streamlined case consult processes
- Advocating for primary care dietitians, aligning priorities with the OHT (compensation, recognition, role protection, and funding)
- Increasing collaborations and partnerships with similar organizations
- Raising the profile of PCDA, ensuring it is recognized as the go-to organization for primary care matters and is called upon for national discussions



## Prioritization Process

The Board of Directors voted on their top three priorities, considering:

- Membership needs and survey results
- Findings from the SWOT analysis
- PCDA's financial health and sustainability
- Capacity to execute initiatives (staffing, volunteer involvement, existence and momentum of working groups and committees, and student engagement)
- Alignment with PCDA's revised mission, vision, and values
- Short-, mid-, and long-term impact of each priority

**Conclusion:** The final selection of priorities will inform PCDA's operational plans, ensuring that the organization remains focused, sustainable, and responsive to its members and the broader healthcare community. After reviewing the strategic report and assessing current organization needs and environment, the Board will update the Strategic Plan to add in a 4th priority, advocacy.

This update will consider Advocacy as a priority as members feel that they need strong support for advocacy efforts, particularly around fair compensation for RDs and raising public awareness of the role and value of the profession and of dietitians working in primary care.

2025-2026

# Strategic Priorities and Focus

**As we look ahead to 2026, the PCDA envisions a year of both rebuilding and growth. Building on our strategic priorities, we anticipate further strengthening of our governance with the new wave of leaders who come forward. We also anticipate continued growth in our membership as we observe increasing interest from nutrition students and dietitians from different areas of practice and from across the country.**

Our 2025–2028 priorities focus on sustainable growth, stronger governance, impactful learning, and a unified advocacy voice for dietitians nationwide.

## Strategic Focus: Enhance Revenue Streams

With a new Executive team and a renewed commitment from the Board, PCDA is prioritizing the development of diverse and sustainable revenue streams. This includes exploring new sponsorship models, fee-based professional development for non-members, and building strategic partnerships. Strengthening our financial foundation will allow us to better support our members, fund student bursaries, and invest in long-term impact initiatives.

## Strategic Focus: Strengthening Organization for Sustainability

This year, PCDA will prioritize a governance and organizational review to ensure we are structured for long-term success. With support from an external consultant, we'll strengthen Board roles, policies, and operations to build a stable foundation for growth, leadership renewal, and continued impact.

## Strategic Focus: Enhancing Continuing Education

We're building on the success of our past knowledge exchange events with a goal to offer more accessible, relevant, and high-impact continuing education. The new Board will focus on planning webinars, panels, and learning series that reflect member interests. We aim to create more peer-led content and collaborative learning opportunities that elevate dietitians working in primary care across the country.

## Strategic Focus: Advancing Advocacy

Advocacy will be recommended as a key priority for the year ahead. Member surveys, recent town halls, and the current momentum in primary care funding all point to the need for a strong, unified voice for dietitians. Elevating our presence in policy and system-level discussions will help ensure nutrition care is fully integrated into primary care expansion efforts.

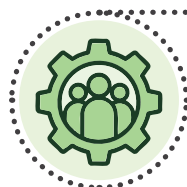


## Increasing and Diversifying Revenue Streams



- Explore new **sponsorship models**;
- Offer **fee-based professional development** for non-members;
- Build **strategic partnerships** to fund bursaries & initiatives.

## Strengthening the Organization



- Conduct **governance & policy review**;
- Refine **board roles & operations**;
- Support **leadership renewal & succession**.

## Enhancing Continuing Education



- Expand **webinars, panels, and learning series**;
- Create **peer-led and collaborative content**;
- Offer **accessible, high-impact training** reflecting member needs.

## Advancing Advocacy



- Advocate for **fair compensation & recognition**;
- Strengthen **policy and system-level presence**;
- Ensure **nutrition care is integrated into primary care expansion**.



*Our strategic priorities are more than goals. They are a commitment to the growth, sustainability, and recognition of dietitians in primary care. Together, we're building a future where nutrition is central to health.*

**Board of Directors**  
Primary Care Dietitians Association



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