



ASSOCIATION
QUÉBÉCOISE
DES DOULAS

BUSINESS REPORT

25
—
26

UNITED TO MAKE DOULAS SHINE

A MESSAGE FROM THE CHAIR

To our members and allies,

Some journeys can only be fully understood by taking some time to reflect.

It was **two years ago that the QAD was revived**. In the year that followed, we reflected, organized, and defined a shared direction.

This year, we took action and brought that vision to life.

For us, 2025–2026 was an important year—a year of consistency, and, above all, a year of delivery.

The **priorities we collectively identified began to take shape**, through our public speaking, in the relationships we built with other actors in the community, in the tools we developed, and in the resources we created for the community.

The transition from intention to action is demanding. It hasn't been easy for the board members. It has been tiresome and challenging. It required us to make choices—to adapt, to slow down, and to persevere despite the uncertainties. We had to **accept that not everything moves at the same pace**.

But here we are today, proud of the work we have accomplished. What we see today is **an association taking its rightful place, without compromising**. An association that is part of its ecosystem, that builds relationships, that empowers its members, and that contributes, to the best of its ability, towards changing the practice and the perspectives. This work is not the result of a single year, nor of a single group of people. It is **the result of a continuous effort, driven by those who help bring the QAD to life, strengthen it, structure it, and today, help it grow**.

We would like to acknowledge the commitment of the Board of Directors, the committees, all the volunteers, and our members for their support and trust. **What we are building here is the result of joint efforts, often subtle, yet profoundly impactful**.

Above and beyond our actions, there is what unites us: **a shared commitment to supporting, evolving and raising awareness around the doula practice, with all its richness and complexity**.

Thank you for being part of this journey.

In solidarity,

Barbara Finch-Beccafico & Anne Lapierre



Rapport 25-26

SUMMARY



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Introduction to the Association

The Quebec Association of Doulas (QAD) was founded from a desire to bring together those who support families during pregnancy, childbirth, and the postpartum period. Since its founding in 2013 (under the name AQAN), the QAD has served as a point of reference for doulas in Quebec: a space for solidarity, collective representation, organizing, and professional recognition.

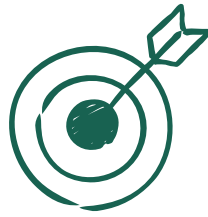
Built on values of trust, respect, autonomy, collaboration, ethical and inclusive practices, as well as feminism, the QAD works both within the doula community and with the families it serves, advocating for both the standards of practice and the rights of individuals to make their own choices throughout their perinatal journey.

In 2025–2026, the association entered a new phase in its history: one of tangible results. Following a revival, as well as a year of reflection and reorganization, plans began to take shape. Strategic planning for 2025–2030 began to translate into tangible actions, through public advocacy, connections forged with Quebec's perinatal ecosystem, and tools created for and with its members.

Today, the QAD is firmly established in its community with clarity and conviction, supported by a growing community and driven by a collective commitment to raising awareness around the doula practice in all its glory.



About the Association



Mission

We represent, advocate and develop the practice of doulas to positively transform the perinatal experience in Quebec.

Doulas working around pregnancy and childbirth come together under the banner of the Québec Association of Doulas (QAD) to promote perinatal support. Together, they create a space for shared experiences, collaboration, and mutual support.



Vision

United to make doulas shine.

To raise awareness and promote the role of doulas throughout the perinatal and reproductive journey, positioning them as key players for families and the healthcare system.



Values

Trust

Ethical and inclusive practice

Respect

Autonomy

Team spirit

Feminism

Board of Directors



Anne Lapierre
(she)
Vice-president



Barbara Finck-Beccafico
(they)
Présidence



Cindy Pétrioux
(she)
Treasury



Kimberley Lavoie
(she)
Secretary



Martine Filiatrault
(she)
Administrative



Jade Arsenault Bérubé
(she)
Administrative



Alexandra Hébert
(she)
Administrative



Clémence Marchand
(she)
Administrative

**Thank you Alexandra
for your commitment**

Governance

Summary of the Board of Directors' Meeting

The 2025–2026 year was marked by a significant reinforcement of the QAD's position within Quebec's perinatal ecosystem, along with the concrete implementation of our strategic plan's priorities.

The year was also marked by strong community engagement. We witnessed a significant increase in membership, reflecting a growing interest in the Association and in the doula practice in Quebec.

Overall, this year marks an important transition: one of an association undergoing re-structuring and consolidating, toward an association that takes action, positions itself, and establishes a lasting presence within its ecosystem.

This work is the result of a collective commitment. It rests on the involvement of the Board of Directors, the committees, and all members, all of whom contribute, each in their own way, to shaping the evolution of doula practice in Quebec.



9 meetings

1 Management retreat

Governance

A few updates of the Strategic Planning

The 2025–2026 marked the first concrete implementation of our strategic plan. The results are promising. Of the three priorities for the year, two were fully completed and one made significant progress.

Three of the four components of **“Consolidating Our Foundations”** were completed: the revision of the general rules and regulations, the development of a shared practice philosophy, and the overhaul of the website and membership management.

Revenue diversification had to be put on hold while we brought the association’s accounting records up to date for the past several fiscal years. Nonetheless, a first step has been taken: 5% of our revenue now comes from non-membership sources.

Thanks to the QAD's luncheons, our **focus on community life** has made good progress, while the symposium project, given insufficient manpower, awaits further development in 2026.

Our efforts at **establishing our reputation** have made progress through public speaking engagements; the statistical birth index remains a future goal.

In terms of strategic directions, the outlook is very positive: the three priorities of “Networking and Structure,” “Inspire,” and “Respect & Diversity” have been achieved or significantly progressed by the various committees.

What was not achieved this year is not lost. It is simply better understood—and better equipped for the road ahead. In the following pages, you will discover how each committee, in its own way, has contributed to bringing this vision to life and giving it concrete form.

Governance

Changes to the Charter

This year, the QAD updated its charter, a move that is both symbolic and transformative.

The name change from AQAN to QAD, adopted by members in 2021, had never been formally incorporated into the charter. It was time to correct this and fully embody what this transition represents: an inclusive association, open to all doulas, in all the diversity of their practices. The association's goals have also been updated to better reflect the reality, notably by adding commitments to equality, diversity, and inclusivity.

In addition, the number of seats on the board of directors is increasing from 6 to 9. Without a paid staff member to handle the association's administrative work, the workload on the shoulders of volunteers is significant. Expanding the board allows for a better distribution of this responsibility and ensures more stable and sustainable management board.



7 BOD SEATS
9

MISSION STATEMENT
Equality | Diversity | Inclusion

Governance

Turning the code of ethics into a philosophy of practice

Following the strategic planning process, it became clear that we should position ourselves more as an association than as a professional regulatory body. Consequently, it was decided to revise the current code of ethics and replace it with a philosophy of practice

Choosing a philosophy of practice over a charter means opting for a dynamic, reflective approach rather than imposing rules of conduct.

A philosophy of practice is a process that involves thinking for yourself and transforming the way you work, as a community.

A charter is a fixed document that is signed once. The philosophy of practice, on the other hand, is an ongoing process. It enables people to adapt to complex situations by developing critical, independent, and “self-correcting” thinking, rather than mechanically applying a set of rules.

The philosophy of practice aims to help individuals embrace values, leading to greater internal coherence (between ideas and actions), rather than merely conforming.

It is based on Socratic questioning, a community of research and exchange, fostering a climate of dialogue and the search for meaning—unlike a charter, which closes off discussion by establishing a definitive answer.

Governance

Changes to the general rules and regulations

This year, the QAD proceeded with a thorough review of its general rules and regulations—a major undertaking, but one that was necessary to ensure our guidelines accurately reflect who we are and how we operate.

Among the most significant changes: the recognition of Indigenous territory, an increase in the AGM quorum from 15% to 20% of voting members, and a complete update of membership types.

With regard to this last point, several types of members (students, organizations, honorary members, schools) were already in place, but were never formally incorporated into the bylaws. This revision has corrected that. But beyond the formalities, updating the membership criteria represents a particularly important change. Although the name change to “Association québécoise des doulas” was intended specifically to include all doulas in their diverse practices, the membership criteria had never been updated accordingly. In practical terms, certain types of doulas simply could not become members. This has now also been corrected.

The new criterias are based on the definition of a doula, which was defined last year, reaffirming the quality and consistency of the QAD's support, open and inclusive in its membership, and rigorous in its standards.

Membership

A GROWING COMMUNITY

The 2025–2026 year saw a significant increase in membership, and this is no coincidence. This growth reflects the trust that doulas in Quebec place in their association.

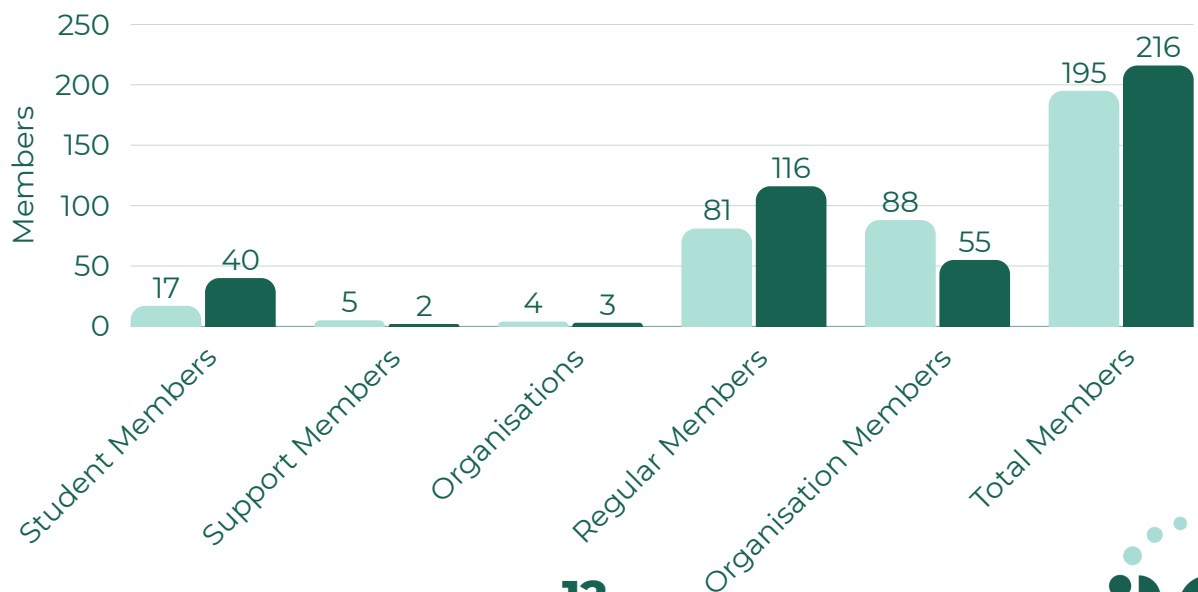
QAD's initiatives speak for themselves: access to professional liability insurance, partners offering discounts in several regions, a series of online workshops, a resource toolkit, and exciting new projects in development. But beyond the tangible benefits, it is also the QAD's active engagement with institutions and governments that sends a strong message: that the association is there to support all doulas in Quebec, no matter where they practice.

With 216 members, the QAD is now the largest doula association in Canada. We see this growth as a sign of recognition for an association which is taking its place, listens to its members, and takes action.

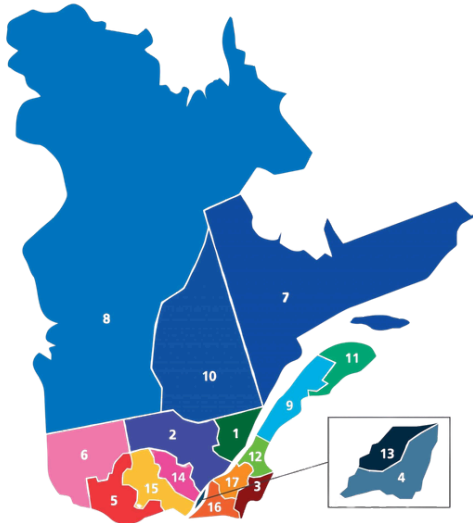
And we know this is just the beginning.

+110%
an increase in the number of
QAD members represented

+150%
an increase in the number
of paying QAD members



Regional Committee



General direction of the 25-26 Action Plan:
Organize ourselves around a solid associative structure

Specific tasks for the committee:
Structure our representative network across the regions

Action completed:
Creation of a Regional Committee in October 2026 and launch of a discussion channel among the various representatives.

Portes-paroles Régional-es de l' ASSOCIATION QUÉBÉCOISE DES DOULAS

<p>1 CAPITALE-NATIONALE VACANT</p>	<p>6 ABITIBI - TÉMISCAMINGUE VACANT</p>	<p>11 GASPÉSIE - ÎLES-DE-LA-MADELEINE Karine Le Sage lesagesaccompagnement@outlook.com</p>	<p>16 MONTÉRÉGIE Caroline Michel caromdoula@gmail.com</p>
<p>2 MAURICIE Mélodie Gagné melimelodoula@gmail.com</p>	<p>7 CÔTE-NORD Carol-Ann Boudreault cab.accompagnante@gmail.com</p>	<p>12 CHAUDIÈRE - APPALACHES Marie-Hélène Plourde mariehelenedoula@gmail.com</p>	<p>17 CENTRE-DU-QUÉBEC Kate Petittlerc info@concevoir.ca</p>
<p>3 ESTRIE Roxane Arès roxane@loctobre.ca Cynthia Veilleux cynthialadoula@cynthialadoula.com</p>	<p>8 NORD-DU-QUÉBEC VACANT</p>	<p>13 LAVAL Karine Gagné karinesimplementdoula@gmail.com</p>	<p>Rôle des Porte-Par</p> <p>S'assurer d'une juste représentation des doulas dans sa région et de leur rôle spécifique auprès de l'...</p> <p>Être une personne de référence pour les doulas dans sa région et assurer leur disponibilité pour faire le lien entre elles et l'AQD</p> <p>Participer activement au réseau de communication inter-régional établi...</p>
<p>4 MONTREAL Carole Jones caroleaccompagne@gmail.com</p>	<p>9 BAS-SAINT-LAURENT Tiffanie Devarenes tiffaladoula@gmail.com Marie-pier R. Lamoureux mprlamoureux@gmail.com</p>	<p>14 LANAUDIÈRE Martine Filiatraut martinetadoula@outlook.com</p>	
<p>5 OUTAOUAIS Ann-Marielle Tinkler annmadoula@gmail.com</p>	<p>10 SAGUENAY - LAC-SAINT-JEAN VACANT</p>	<p>15 LAURENTIDES Stéphanie Benoit info@mouvementmontagne.ca</p>	

Enrichment Committee



FÉV. 12 10H À 11H30

FORMATION

OSE TON VRAI PRIX:
L'ATELIER QUI
LIBÈRE TA VALEUR
DE DOULA

ANIMÉE PAR **MARIE-NOËL RICHER**
DOULA ET ENTREPRENEURE

General guidance in the 25-26 Action Plan:

Fostering an ethical and high-quality doula practice

ACTIONS COMPLETED:

The committee, consisting of three volunteers, met three times during the year. A great deal of individual work was also done to organize three training sessions, which brought together 37 participants and generated \$825 in revenue for us this year. In addition, guidelines were established to identify our community's training desires.



JANV. 15 12H À 13H30

FORMATION

LES TRAVAILLEURS
AUTONOMES ET LA
FISCALITÉ

ANIMÉE PAR **REVENU QUÉBEC**

Tarif membre : 0\$
Tarif non membre : 10\$

*Pour plus d'informations et pour s'inscrire,
rendez-vous sur le site de l'AQD*



SEPT. 29 9H À 13H

FORMATION

COMPRENDRE ET BIEN
ACCUEILLIR LES
PERSONNES TRANS ET
NON-BINAIRES (TNB)
EN PÉRINATALITÉ

ANIMÉ PAR  **COALITION DES
FAMILLES LGBT+**
CFGLBT+ - Family Coalition

Specific Orientation:

Enhance members' supporting skills

Orientation Committee



General guidance in the 25-26 Action Plan:

Fostering an ethical and high-quality doula practice

Specific Orientation:

Co-create inspiring and unifying points of reference for the practice

Actions completed

The committee, which initially consisted of eight volunteers, has changed over the course of the year and currently has four volunteers. The committee met three times to distribute tasks and monitor ongoing projects. Its major achievement this year was making a toolkit available to the QAD members. With this, they have access to practical documents for setting their rates as self-employed workers, as well as a bookkeeping tool designed to make life easier for the QAD members, allowing them to focus on their area of expertise: supporting families in Quebec.

Event Committee



General guidance in the 25-26 Action Plan:

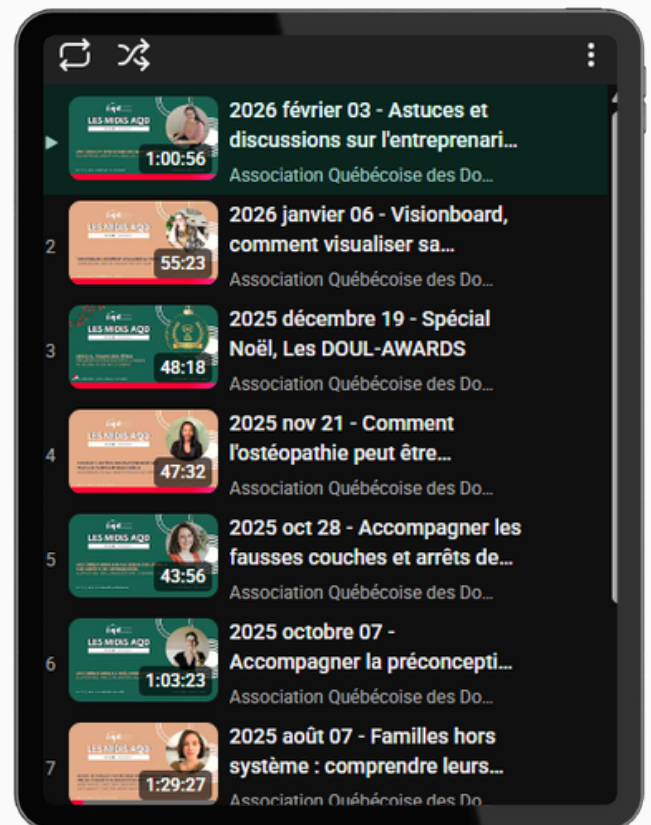
Fostering an ethical and high-quality doula practice

Specific Orientation:

To provide a rich, stimulating, and supportive community life

Actions completed:

The committee's volunteers fluctuated between 6 and 3 volunteers over the past year, and it held 7 meetings, which made it possible to create an excellent lineup for the QAD's luncheons as well as begin planning the first QAD symposium, whose date had to be postponed. The QAD luncheons attracted 137 participants, including a few non-members. Compared to the year the QAD luncheons were launched, when 77 participants attended 7 events, this year's turnout was significantly higher. Recordings of past QAD's luncheons are now available in the members-only section of our website, completely free of charge and exclusively for QAD members.



Communications Committee



AGA | AGE 2026 : votre voix compte

L'Association québécoise des doula vous invite à participer à son Assemblée Générale Annuelle (AGA) et à son Assemblée Générale Extraordinaire (AGE).

Ce moment important de la vie associative permettra notamment :

- Présenter le bilan de la dernière année
- Échanger sur les orientations de l'Association
- Voter les nouveaux règlements généraux
- Adopter la philosophie de pratique doula

Votre participation est essentielle afin de contribuer aux décisions de l'Association et de la pratique doula et de l'AQD.

📅 21 avril 2026 de 9h30 à 13h

📍 Rencontre en ligne

[Inscrivez-vous dès maintenant en cliquant ici](#)

General guidance in the 25-26 Action Plan:

Speaking out on behalf of doula while respecting the uniqueness of their individual practice

Specific Orientation:

Raise public awareness and understanding of doula services

Action completed:

Over the past year, the Communications Committee has faced challenges in mobilizing its volunteers, ending the year with just two members and six meetings in the books. Despite this, the numbers show that the AQD has not neglected its communications efforts. Here are a few figures to prove it:

NEWSLETTER

15

WERE SENT OUT

554

SUBSCRIBERS

62%

OPEN RATE

24-25

18

SENT OUT

404

SUBSCRIBERS

50%

OPEN RATE

Communications Committee



Blog

The QAD launched its blog in 2025–2026; since then, only two articles have been posted due to a lack of volunteerers. However, those two articles generated 112 views and 21 comments on the QAD website. A few posts and stories were also published for the blog, generating just over 5,000 views and 107 interactions on our social media platforms.



Design of promotional materials

It refers to all efforts aimed at fostering and maintaining a positive image through the communication interaction management in relation to the media, interested parties, and the general public.



Conference at the 'Salon éveil périnatal'

It is the art of creating a brand's identity through its values, personality, and perceptions, in order to set it apart and spark an emotional connection with its audience.

Communications Committee



Communauté AQD Community >
Groupe (Privé) · 141 membres

120
STORYS

72
PUBLICATIONS

↑ 34%
SUBSCRIBERS



↑ 54.7%
SUBSCRIBERS

↑ 41%
VISITS

↑ 53.8%
INTERACTIONS

↑ 44.8%
CLICKS



↑ 262.5%
SUBSCRIBERS

↑ 49.3%
VISITS

↑ 100%
INTERACTIONS

↑ 66.7%
CLICKS

Representative Committee

A GREATER PRESENCE IN CONSULTATION FORUMS

This year, the QAD furthered and strengthened its advocacy efforts. Our participation in the Midwives' General Assembly was a pivotal moment, allowing us to bring the voices of doulas to a forum that shapes the future of perinatal care.

We have also established ties with the 'Ordre des sages-femmes du Québec' and the 'Regroupement Les Sages-femmes du Québec', paving the way for closer dialogue and future collaborations.

In an effort to expand our collaboration opportunities within hospitals, discussions have also begun with the CHUM's Equity, Diversity, and Inclusion Department.

Finally, the QAD was selected to join the national perinatal consultation group, a significant recognition of our role as a legitimate voice within provincial policy-making bodies.

These collaborations provide concrete support for doulas in their practice while contributing to the recognition of the profession in various settings.

General guidance in the 25-26 Action Plan:

Speaking out on behalf of doulas while respecting the uniqueness of their individual practice

Specific Orientation:

Represent doulas to government and health care institutions AND strengthen our partnerships in the field of perinatal care



Representative Committee

6 meetings

4 volunteers

LINK TO 'L'ORDRE DES SAGES FEMMES' & 'LE RSFQ'
(DISCUSSIONS ABOUT UNASSISTED BIRTHS)

ATTENDANCE AT THE 'SALON ÉVEIL PÉRINATAL'

ATTENDANCE TO THE 'ÉTATS GÉNÉRAUX SAGE FEMME'

**DISCUSSION WITH THE CHUM'S DEPARTEMENT OF
EQUILITY DIVERSITY ET INCLUSION (EDI)**

**MAINTAINING RELATIONSHIPS WITH 'LA DIRECTION DE LA
SANTÉ MÈRE ENFANT**

CONSULTATIVE COMMITTEE ON PERINATAL CARE FORUMS

ATTENDANCE AT 'ENSEMBLE ON ACCOMPAGNE' (3X)

**ASSOCIATION PICKS TO PARTICIPATE AT THE
'CONCERTATION NATIONALE PÉRINATALE'**

ATTENDANCE TO THE GRAND 'RASSEMBLEMENT DU MAE'

ATTENDANCE TO THE 'ASSEMBLÉE GÉNÉRALE DU MAE'

ATTENDANCE TO THE 'ASSEMBLÉE GÉNÉRALE DU RNR'

**DEFINITION OF A DOULA VS. A MIDWIFE ASSISTANT
FOR THE MIDWIFE'S WEBSITE**

ORAL PRESENTATION TO FIRST YEAR MIDWIFE STUDENTS



Representative Committee

- Interview with CBC regarding the closure of the Notre Dame birthing unit
- Interview on the Vent de Fraicheur podcast to discuss the world of doulas
- Interview with the Quebec newspaper following the closure of St-Eustache



Le journal de québec

PARTAGE



Selon l'accompagnatrice à la naissance Amélie Blanche, le stress est déjà important auquel font face ces dernières semaines.

«Tous ces changements ajoutent beaucoup de stress et de pression pour les parents, explique-t-elle. Déjà il y a beaucoup d'inconnu à préparer à accueillir un bébé. Le stress a un impact clair et même sur leur santé physique.»

«C'est sûr qu'on se pose des questions, parce que quand on voit des familles qui fréquentent un lieu, on se demande au moment de la fermeture de ces espaces ce que ça va créer, ajoute-t-elle. Y aura-t-il des alternatives ?»

Treasury Committee

OBJECTIVE 26-27

The Finance Committee's goal for 2025–2026 was to draw up a three-year projected budget in order to effectively plan for the future of the QAD. Unfortunately, no projected budget was prepared due to the discovery, after reviewing the finances, that numerous tax returns had not been filed over the past four fiscal years. A lengthy process has begun to reconstruct a history of what has and has not been done and to establish a recovery plan for the coming years. Before drawing up a projected budget, it is essential that the QAD have an accurate and up-to-date accounting system.

General guidance in the 25-26 Action Plan:

Organize ourselves in a solid network based on a strong organizational structure

Specific Orientation:

Set up a medium/long-term financing strategy

2 meetings

3 volunteers

3 full day's work

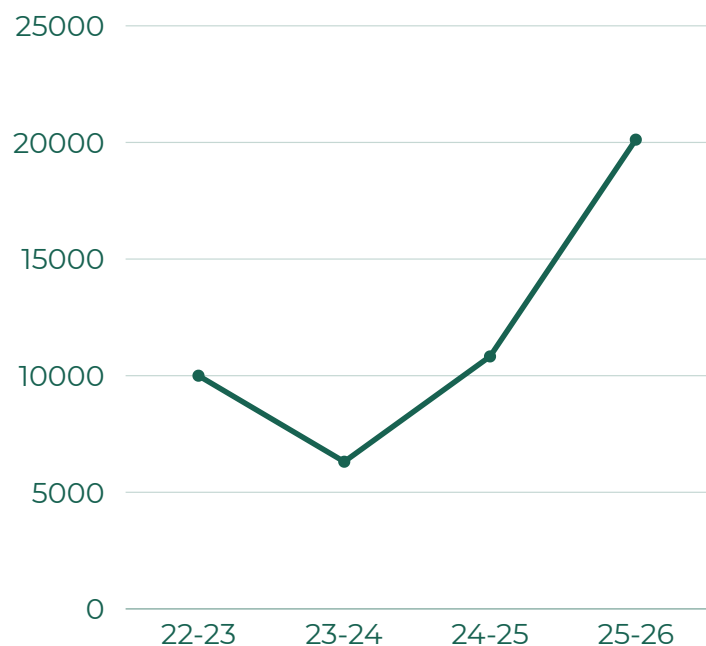
Action completed:

- Complete the compliance process for the last four fiscal years.
- Optimize our internal procedures.
- Establish a solid medium- and long-term financial management system to allow other committees to develop their projects.
- Draw up a provisional budget in collaboration with the other committees



Treasury Committee

REVENUES



Source

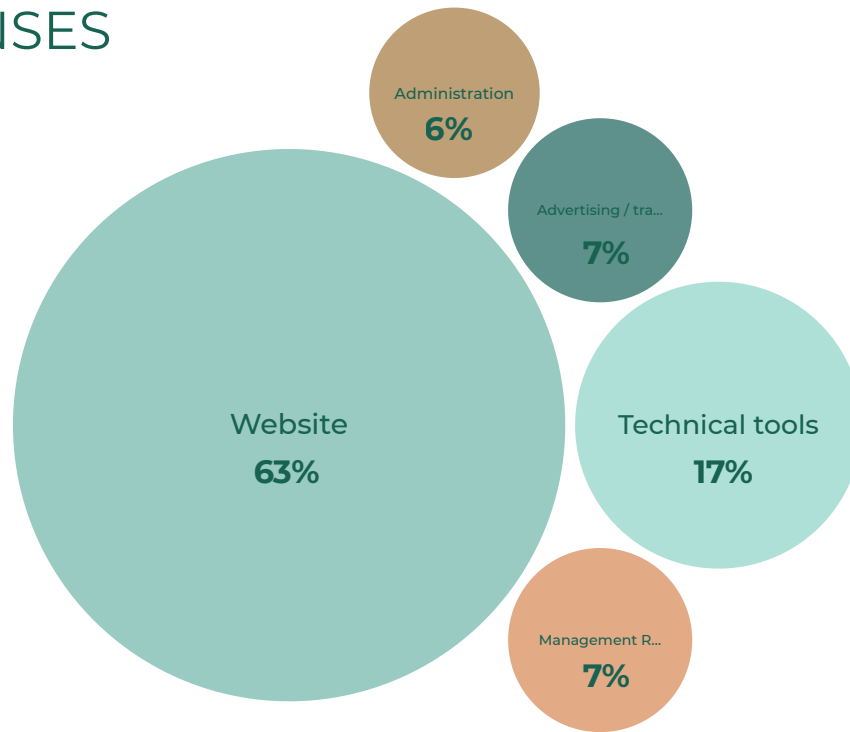
MIDI AQD / QAD'S luncheons	0.22%
FORMATIONS / traingins	4.1%
ADHÉSIONS / m,emberships	95.68%
	20 120\$

Growth that speaks for itself

Our revenue report confirms the increase in membership over the past year, with our revenue having climbed 184%. Since revenue diversification is part of our strategic planning objectives, it was not a priority last year, but we can see that the first steps toward diversification have begun.

Treasury Committee

EXPENSES



11 854,47\$

Total expenses for the year amounted to \$11,854.47. The majority of this was spent on redesigning the website (63%), a strategic investment to modernize our online presence and facilitate membership management. The remainder was allocated to technical tools (17%), the management retreat, and advertising/training (7% each), and administration (6%).

POSITIVE ASSESSMENT

With revenues of \$20,120 and expenses of \$11,854.47, the QAD ended the year with a positive balance of \$8,648. This strong financial position reflects sound management and an association that is growing on a solid foundation, a promising sign for our ambitions in the coming years.



ASSOCIATION
QUÉBÉCOISE
DES DOULAS

United to make doulas shine

We'd like to extend a heartfelt thank you to the photographers who provided us with stunning images over the past year:

@lebokehpique_birthphotographer

(dont les photos se retrouve dans ce rapport)

@withbarbara_doulaphotographer

@mariepier_birthphotographer

Odile Finck-Beccafico



WWW.AQDOULAS.CA