

**Cyclical Program Review of Academic Programs in the School of Rehabilitation Therapy  
One Year Progress Report on Implementation Plan**

**Date:** April 24, 2017

<b>Recommendation</b>	<b>Proposed Follow-up</b>	<b>Responsibility for Leading Follow-up</b>	<b>Timeline for Addressing Recommendation</b>	<b>Please indicate whether the implementation is on target and on time, and provide a brief description.</b>
<p>1. Over the past several years the physical space housing the School of Rehabilitation Therapy has been identified as inadequate. Of particular concern is the lack of any dedicated laboratory space to support clinical skills in the occupational therapy program. This laboratory deficit is impeding OT students' ability to prepare adequately for clinical placements because they lack the opportunity to have hands-on training in the techniques that will be required in those placements. If this and other space issues are not addressed, the academic quality of the programs offered by the School of Rehabilitation Therapy will be impacted. Therefore, it is recommended that the Faculty of Health Sciences develop a detailed strategy on how it plans to address the space deficits in both the short-term (over the next 6 months to a year) and the long-term (one to five years).</p>	<p>Develop detailed strategy; Consult with Schools of Medicine and Nursing about future collaborations and use of space</p>	<p>Dean of Health Sciences in consultation with the director of the SRT and Campus Planning</p>	<p>Dean of Health Sciences' <i>annual report</i> to the provost 2016</p>	<p>Implementation is moving forward. Please see attached narrative for details.</p>

<b>Recommendation</b>	<b>Proposed Follow-up</b>	<b>Responsibility for Leading Follow-up</b>	<b>Timeline for Addressing Recommendation</b>	<b>Please indicate whether the implementation is on target and on time, and provide a brief description.</b>
2. Future growth and program development in the School of Rehabilitation Therapy's professional programs (PT and OT) should be explored in light of resources including, but not limited to: physical space; availability of clinical placements; IT support; faculty; and support staff.	Initiate meeting with relevant associate deans (Health Sciences and Graduate Studies)	Director, SRT in consultation with the deans of Health Sciences and Graduate Studies	Dean of Health Sciences' <i>annual report</i> to the provost 2016  Vice-Provost and Dean, School of Graduate Studies <i>annual report</i> to the provost 2016	Implementation is on target and on time.  Please see attached narrative for details.

**Additional Notes:** *Please note any additional issues affecting progress, if necessary.*

**Progress on Space Strategy Recommendation: That the Faculty of Health Sciences develop a detailed strategy on how it plans to address the space deficits in both the short-term (over the next 6 months to a year) and the long-term (one to five years).**

The strategy for addressing the space deficits in the School of Rehabilitation Therapy has involved the investigation of two short-term options and four long-term options. The short term solutions investigated included:

1. *Renovation of a portion of the lower level of Bracken Library.* Meetings regarding this option occurred from May 2015 through to December 2015 and involved Dr. Finlayson, Dr. Medves (School of Nursing), Denis Bourguignon (FHS CAFO) and Kevin McKegney (FHS building management). The final conclusion was that making the space suitable for teaching labs would require significant renovations, including the construction of new entry ways into the space from the lower level by the cafeteria. Renovation work would require significant funds, and therefore the engagement of donors. Finding donors to support temporary space would be difficult. The School does not have adequate reserves to cover the renovation costs on its own. The presence of support columns throughout the space would be problematic for sight-lines for classroom work. As a result, even if donors could be engaged, the final product would not produce good quality teaching space. Therefore, the core problem of inadequate space would remain unresolved.
2. *Relocation of the Physical Therapy Clinic out of the LDA and into a rented community location off campus.* This option would allow renovation of the current clinic space into another teaching lab that could be dedicated to the occupational therapy program. The risks of this option revolve around the investments needed to find an affordable space for the clinic and the potential loss of revenue by taking the clinic off-campus (much of the business of the clinic comes from faculty, staff and students and KGH employees who simply walk over). Since the revenues from the clinic support many School equipment purchases and contribute to some staff salaries, loss of revenue could have a significant negative impact on the School's overall budget. As a result, this option is considered risky and one that could negatively influence the financial feasibility of long term space solutions. Relocating the Physical Therapy Clinic to create space in the LDA has not been rejected outright at this time as it may need to be pursued if a long-term solution to the space problem cannot be found.

In the end, both short term solutions were problematic (e.g., poor quality space; risk of financial losses) and would still fail to solve the core space problems that the School faces. These results led to a strategic decision to focus on long term solutions that will serve both the School of Rehabilitation Therapy and the School of Nursing, which also suffers from inadequate space. Investigating long term solutions has occupied a considerable amount of time for the Director of the School, the Director of the School of Nursing, the Dean of Health Sciences, and numerous other Queen's administrators and staff, and particularly over the past year.

The efforts to secure a long term solution have been complex and multi-faceted and have been pursued through meetings that have occurred at monthly (on average) since February 2014. Key participants in these meetings have been Dr. Finlayson, Dr. Medves (School of Nursing), Yvonne Holland, Ken Roth, and Tony Gkotkis (all from Campus Planning). Other individuals have been involved at various points in the process, including Dean Luce-Kapler (Faculty of Education), staff from Shoalts and Zaback Architects, Ltd., and Advancement staff from Faculty of Health Sciences. Dean Reznick has been given regular updates about progress. Most recently, Megan Sheppard and Donna Janiec have become involved.

The four long term options have been explored:

1. A new build north of Douglas McArthur Hall on west campus, along Sir John A. McDonald.
2. An in-fill build in the courtyard area of Douglas McArthur Hall on west campus.
3. A new build on the same site as the current Louise D. Acton Building.
4. Purchase of St. Mary's on the Lake building and site.

For all options, we worked with Yvonne Holland, Ken Roth, and Tony Gkotkis to identify the space needs if the School of Rehabilitation Therapy and School of Nursing were to co-locate. Data from comparator programs in Ontario were used as benchmarks, as well as data from COU.

Shoalts and Zaback Architects, Ltd. were contracted to develop initial architectural drawings and preliminary costs estimates for the first three options. The most expensive option was a new build on the current LDA site (option 3), with very rough estimates suggesting a price of over \$75 million given the constrained building site and the need to find temporary space for the School during the build. While this site is the most preferred, it is the most unrealistic and was rejected. The options on west campus were less expensive, but still high, with very rough estimates suggesting \$45-50 million.

The most recent, and most viable option to date, has been the possible purchase of St. Mary's of the Lake Hospital from Providence Care. A proposal to pursue this option was presented to VPOC in January 2017 by Dr. Medves and Carolyn Davis (former VP for Facilities). Feedback received at this meeting and ones that occurred subsequently have resulted in a series of due diligence reports that are currently underway regarding the site and the building. Central Advancement has become involved, as has Megan Sheppard (Budget Office), Donna Janiec (Finance and Administration), the Principal and Provost. At this point, the Faculty of Health Sciences team continues to be engaged, providing information and supporting efforts of central staff and administrators. The Dean of the Faculty of Health Sciences has recently launched new fundraising cabinet, and a new home for SRT and SON has been identified as the top fundraising priority.

At this point, it is unknown whether these efforts will ultimately resolve the space needs of the School of Rehabilitation Therapy.

**Progress on Future Growth and Development of the OT and PT programs: Recommendation that growth be considered in light of resources including physical space; availability of clinical placements; IT support; faculty; and support staff.**

At the time of the QUQAPS review, the OT and PT programs were already large (72 students per cohort, per program). The numbers have increased by two students for each program, and are now at 74 students per cohort/per program.

We have used the QUQAPS recommendation to guide our decision to stop any further growth to our professional rehabilitation programs because of limitations of space and clinical placements. As already discussed, our space problems remain unresolved so growth would only create further space concerns. We have limited options for clinical placements for our students, and are facing increased competition for placements because of planned growth in programs at University of Toronto, Western University, and new programs planned for Laurentian University.

Because of these realities, the School of Rehabilitation Therapy has focused its growth in other areas, most notably the launch of the Aging and Health programs (GDip, MSc, PhD) and the development of the Doctor of Science in Rehabilitation and Health Leadership. These programs do not have on-campus space needs and will not compete for placements. The Aging and Health programs launched in the fall of 2015 and the DSc program was approved by Senate in April 2017. If approved by the Ministry, it will launch in May 2018.