



Cyclical Program Review Final Assessment Report and Implementation Plan for the Academic Programs Offered by the School of Rehabilitation Therapy

Programs Reviewed:

GDip (AGHE)	Aging and Health Graduate Diploma
MSc (AGHE)	Aging and Health Master of Science
PhD (AGHE)	Aging and Health Doctor of Philosophy
MSc (OT)	Occupational Therapy Master of Science
MSc (PT)	Physical Therapy Master of Science
DSc (RHL)	Rehabilitation and Health Leadership Doctor of Science
MSc (RHBS)	Rehabilitation Science Master of Science
PhD (RHBS)	Rehabilitation Science Doctor of Philosophy

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report provides a synthesis of the external evaluation, internal responses, and assessment of the above programs. This report identifies the significant strengths of the programs, and opportunities for program improvement.

An implementation plan is attached that identifies:

- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

[Final Assessment Report: Executive Summary](#)

Summary of Review

- 1) The School of Rehabilitation Therapy produced a self-study document that was reviewed by the Dean, Faculty of Health Sciences, the Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs, and the Vice-Provost (Teaching and Learning). The self-study was approved on November 7, 2022.
- 2) The review team visit took place on March 13-14, 2023. The review team members were:
 - i. Dr. Patricia Solomon, Professor Emeritus, Rehabilitation Science, McMaster University
 - ii. Dr. Lili Liu, Dean, Faculty of Health, University of Waterloo
 - iii. Dr. Bradley Stoner, Head, Department of Public Health Sciences, Queen's University

- 3) The visit included meetings with
 - i. Student representatives from the Rehabilitation Therapy Student Society and from Research and Post-Professional Programs
 - ii. Faculty members (tenured, tenure-track, continuing and term adjuncts).
 - iii. Program Managers, administrative and financial staff
 - iv. Vice-Dean (Health Sciences) and Director, School of Rehabilitation Therapy
 - v. Associate Directors of the programs under review
 - vi. Dean, Health Sciences
 - vii. Vice-Dean (Nursing) and Vice Dean (Clinical), School of Medicine
 - viii. Health Sciences Librarian
 - ix. Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs
 - x. Vice-Provost (Teaching and Learning)
- 4) The review team reported on April 4, 2023. The School of Rehabilitation Therapy, Faculty Dean and the Vice-Provost and Dean (School of Graduate Studies) provided responses to the review team report.
- 5) The Senate Cyclical Program Review Committee considered all the documentation, and a draft Final Assessment Report and Implementation Plan, at its meeting on September 18, 2023. The Report and Plan was approved on October 30, 2023.

The following strengths were noted:

- Faculty members are committed and actively engaged in scholarship.
- A new Director who is working with faculty and community to develop strategic foci for the School and is committed to EDIIA initiatives.
- A nimble School which can launch creative new programs to meet societal and professional needs, at the same time generating some revenue.
- Supportive and dedicated continuing adjunct instructors, term adjunct instructors and staff.
- Notable research strengths, including aging and health, and disability inclusive development.

The following opportunities for enhancement were noted:

- With a new strategic vision and a change in leadership, both broadly within Queen's Health Sciences and in the School, there is an opportunity to examine new ways of operating and collaborating to innovate and create new partnerships and efficiencies.
- Although a new building may be a long-term plan at this stage, the School may wish to examine its branding to align with advancement efforts. Consideration could be given to updating the School of Rehabilitation Therapy's name.
- There is duplication of courses - finding efficiencies across the faculty in terms of content will help provide opportunities for interprofessional education.
- Develop different models of clinical education and expansion.

- Consider value and viability of having five separate program streams, and re-imagine different structures:
 - Is the MSc necessary, since students can go directly into the PhD without it.
 - Could students be allowed to self-fund their own programs.
- There appear to be some concerns about the allocation of resources that impact the quality of the programs' teaching and learning and the School's mission.
- Embed EDIIA and decolonize the curriculum, and make sure there is increased diversity at student & faculty level.
 - Consider accessing different funding streams to support Indigenous training.
 - Consider conducting a space audit for accessibility (such as the Rick Hansen Accessibility Audit/Certificate) to identify accessibility issues.
- Clinical education housed at the health hub may be strengthened by nurturing, identifying, and building alignment with primary care initiatives at QHS more broadly, including the Periwinkle initiative.
- Opportunity for the Weeneebayko Area Health Authority to involve Occupational Therapy and Physical Therapy as key clinical training participants in this exciting initiative.

Summary of Review Team Recommendations

The review team made eight recommendations in the following areas:

- Continuation of existing program evaluation and performance evaluation of faculty members.
- Prioritization of fundraising for a new building for the School of Rehabilitation Therapy.
- Streamlining of graduate programs. Evaluation of the benefits and risks of continuing to offer the MSc Rehabilitation Science.
- Consideration of offering "service courses" to undergraduate students.
- Develop creative approaches to increasing fieldwork/placement capacity.
- Maximization of admission capacity in the Occupational Therapy and Physical Therapy programs.

Status

The academic programs in the School of Rehabilitation Therapy have been approved to continue.

Dates monitoring reports due:	Summer 2025, Late Fall 2027
Date of next review:	2029 – 2030 academic year
Prepared by Vice-Provost (Teaching and Learning)	September 8, 2023
Approved by the Senate Cyclical Program Review Committee	October 30, 2023



Implementation Plan

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
1. Continue with program evaluation of the Occupational Therapy and Physical Therapy programs to monitor student satisfaction, enrolment trends, and performance and competency at graduation.	Continue with program evaluation processes currently in use.	Director, School of Rehabilitation Therapy	Maintenance of staffing resources to support evaluation.	Ongoing
2. Continue with program evaluation and post-graduate surveys as appropriate for the other six graduate programs (two course-based and four thesis-based).	Continue with program evaluation processes currently in use. Review of data by revised governance structures for research and professional programs.	Director, School of Rehabilitation Therapy	Revised Research and Professional Programs governance structure. Requirement for ongoing administrative staffing to	Revised governance implemented by end of 2023 – 2024 academic year. Agreement on methods of collecting feedback from graduates: September 2024.

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
	Explore methods for gathering feedback from recent graduates.		conduct evaluations.	
3. Continue to monitor and document human resource as it relates to faculty members' progression through the ranks, research input and output, external awards, and research personnel, including graduate students and postdoctoral fellows.	Annual reviews with all tenure-track faculty. Collaborate with Health Sciences initiatives on monitoring research input and output.	Director, School of Rehabilitation Therapy, working with Vice-Dean (Research), Health Sciences	none	Ongoing
4. As improved space plays an important role in quality of teaching and learning, a new building for SRT should be a campaign priority. Consideration of the School's identity may take place in the context of this goal.	Ongoing attention to fundraising, advocacy, collaboration across Queen's. Continuing to refine plans for space needs.	Planning and Fundraising: Dean, Health Sciences with Directors, SRT and School of Nursing. School's Identity: Director, SRT.	Very significant resource implications; major fundraising needed for a new building.	Continued planning and fundraising. Consideration of School's identity and possible 'rebranding': Fall 2023 to Fall 2024.
5. Streamline the number of graduate programs. Stakeholders feel	Restructure governance of research and post-	Director, SRT and Associate	Changes to current	New governance structure

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
<p>strongly about keeping the four new graduate programs, however, decisions to keep these should be based on evidence. Evaluate the benefits and risks of eliminating the MSc Rehabilitation Science.</p>	<p>professional (RPP) programs to promote collaborative decision-making about curriculum, program evaluation and other processes amongst more faculty members.</p> <p>MSc Rehabilitation Science: Initiate a comprehensive consultation plan involving all stakeholders to gain deeper insight into the program's accomplishments and challenges. Review the program's original objectives and its relevance in the current context.</p>	<p>Director, Research and Post-Professional Programs</p>	<p>governance structure.</p> <p>Faculty and staff resources needed to review and consult on MSc Rehabilitation Science.</p> <p>Faculty member engagement needed in consideration of program streamlining.</p>	<p>implemented in 2023-2024 academic year.</p> <p>Streamlining program offerings: By Spring 2024, agree on evidence base for decision making.</p> <p>By 18-month progress report, identify times when the 4 programs will be reviewed.</p> <p>Review and consultation on the MSc Rehabilitation Science: complete by end 2025-2026 academic year.</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
<p>6. Consider offering “service” courses to large classes of undergraduate students on campus to generate revenue and as a way to recruit students to one of the graduate programs. This may also increase teaching assistantships for graduate students.</p>	<p>Explore the contribution of “service courses”, considering resource investments vs. return. Potentially create a business case.</p>	<p>Director, SRT.</p>	<p>Faculty and staff time at the exploratory stage.</p> <p>Term adjunct hiring implications if course(s) to be developed and offered.</p>	<p>2023-2024 academic year.</p>
<p>7. Creatively increase fieldwork capacity; consider forming partnerships and agreements with OT and PT programs in other provinces; target students from provinces that can agree to locate placements for students in their home provinces; create some international placements for those that wish to travel abroad; reciprocate by offering one placement in Queen’s catchment area for three placements in another</p>	<p>Conduct a collaborative and comprehensive mini-strategic planning process specifically related to strengthening clinical education at the School. Community members to be included as stakeholders in the process.</p>	<p>Director, SRT, to identify co-leads of planning process.</p>	<p>Faculty and staff time.</p>	<p>Planning process: July 2023 – June 2024.</p> <p>Implementation: 2026, aligned with SRT strategic plan.</p>

Recommendations	Proposed Follow-up	Responsibility for Leading Follow-up	Resource or Governance Implications	Timeline for Addressing Recommendation
province that has a rich pool of placements.				
8. Maximize the admission capacity in order to obtain government grant and student tuition for 80 in each OT and PT cohort. This must be done in tandem with Recommendation 7.	Explore possible expansion of enrolment in the PT and OT programs. Create a plan in context of SRT Strategic Plan.	SRT Director in close consultation with the SRT Leadership Team and the QHS Executive.	There would be significant resource implications if enrolment were increased.	July 2023 – June 2024

The Dean of Health Sciences is responsible for monitoring the implementation plan. The details of progress made will be presented in monitoring reports to the Vice-Provost (Teaching and Learning), submitted to the Senate Cyclical Program Review Committee for approval and to Senate for information. All monitoring reports will be posted on the university web site.

Final Assessment Report & Implementation Plan

Approved by the Senate Cyclical Program Review Committee
October 30, 2023


Vice-Provost (Teaching and Learning)


Signature

Vice-Provost and Dean, School of Graduate Studies


Signature

Dean, Faculty of Health Sciences



Signature

**Final status of academic programs in the
School of Rehabilitation Therapy**

Approved to Continue

Date of next program review

2029 - 2030 Academic Year

Next Steps for Department

Monitoring reports to be submitted 18 months and 4 years after receipt of the signed Final Assessment Report: Summer 2025 and late Fall 2027. The provost's office will remind the department of the deadlines nearer the time and provide a template for these reports.