Expression of Interest for the RVH Site

Envisioning the McGill University Health Sciences Campus
Submitted by the **Faculty of Medicine**, February 12, 2016

Introduction

The historic Royal Victoria Hospital (RVH) site represents an exceptional opportunity for the McGill Faculty of Medicine to fully realize its vision of a modern Health Sciences Campus for inter-professional, inter-disciplinary and inter-faculty education and research, as well as community outreach. Equally important, it offers a once-in-a-lifetime solution to the University's crippling space constraints, one that would enable McGill to continue recruiting top talent in the health sciences, grow and lead, nationally and internationally. We welcome the opportunity to express our keen interest, which includes input from our students, and we thank the Principal's Task Force for considering this submission.

1. The Faculty of Medicine in the 21st Century

The Faculty of Medicine is evolving from its historical origins as a medical school into a Faculty of Health Sciences, providing education in multiple health professional schools, along with strong biomedical, clinical and health education research programs. Health care in the 21st century is increasingly inter-professional, which requires that students from different professions share learning activities in anticipation of working in teams throughout their careers. Similarly, leading research programs in biomedicine are necessarily inter-disciplinary. The best science brings together researchers from multiple backgrounds to form teams around scientific questions instead of traditional disciplines. To position McGill solidly at the forefront of health education and science in this century, the Faculty of Medicine envisions a modern Health Sciences Campus (HSC) that would house all its schools and a significant part of its research portfolio. In addition to the academic advantages this would offer, close proximity of health professional schools and research would allow us to optimize educational and research infrastructure. Co-location would also open opportunities to more effectively translate scientific discoveries into our educational programs.

The RVH site is a prime location for the HSC, and the Faculty of Medicine has already carried out an extensive preliminary study of this possibility, with a formal proposal submitted in 2012. The RVH offers numerous academic and practical benefits, and would allow the Faculty to regroup the majority of its activities into a world-class health sciences hub or "neighbourhood" on the slopes of Mount Royal. Of utmost importance, it would preserve the Faculty's close links to the University and increase the opportunities for collaboration and interaction with other faculties and units. Given the many sites currently occupied by the Faculty of Medicine, consolidation into a HSC would also liberate significant space that McGill could repurpose.

2. Creating a Modern Health Sciences Campus

The campus the Faculty of Medicine envisions would include all of the health professions currently being taught at McGill, namely the undergraduate and postgraduate education programs in Medicine, the Ingram School of Nursing, the School of Physical and Occupational Therapy, and the School of Communication Sciences and Disorders. In addition, the Faculty of Dentistry would be invited to join, once its current lease has expired. These schools would be supported by the presence of key units, including the Steinberg Centre for Simulation and Interactive Learning, Faculty Development, Continuing Professional Development, Assessment and Evaluation, Admissions and Accreditation. The Centre for Medical Education, which houses the health professional educational research unit of the Faculty, would be located here as well.

In addition to these schools and units, two of the Faculty's important strategic research initiatives would be part of the HSC. We are currently working on a proposal to establish a School of Population and Global Health, encompassing the Department of Epidemiology, Biostatistics and Occupational Health, the Institute for Health and Social Policy, Global Health, Biomedical Ethics and the Department of Social Studies of Medicine. A new Institute for Computational Medicine would also be established at the HSC. This Institute, while ensuring our clinical trainees are offered the highest quality education in health informatics and related fields, would spearhead McGill's initiatives in Systems Medicine, Biomedical Engineering and related fields, which are outcomes of the Strategic Research Plan of the Faculties of Medicine and Dentistry, published in 2013.

An integral part of our proposal for the HSC is student space, the details of which have been collaboratively scoped and submitted by the students representing Medicine, Nursing, Physical & Occupational Therapy, Speech Language Pathology and Dentistry. This space would include a main study/social area focused on inter-professional learning, together with offices branching off from the main space to house the students' associations. Two conferences rooms would be added, to be shared by the associations.

The administrative offices of the Faculty and its schools would also be moved to the new HSC, which would create opportunities for savings and synergies by bringing isolated administrative units into closer proximity to collaborate and share resources.

3. Space Allocation Over Two Phases

We expect this project would be developed in a phased manner. Based on discussions with Central Facilities, the Faculty of Medicine has envisioned two hypothetical phases with estimates of space utilization, described in Appendix 1, presented for the purposes of illustration only. Precise space allocation would be dependent on a rigorous analysis of needs.

Phase 1 would be housed in the refurbished buildings of the RVH that must be preserved due to their heritage status. As proposed in Appendix 1, it involves liberation of several buildings, which could potentially be reused or sold, as well as significant rental space. The rental costs for Advancement, Communication Sciences and Disorders, and Nursing would be recovered.

Phase 2 represents entirely new construction on parts of the property where the current buildings are slated for demolition. This part of the proposal requires additional study but, as proposed, it would free up both the Strathcona, Anatomy & Dentistry and Lyman Duff buildings, allowing for their reuse and/or demolition.

Other possibilities, which would require additional study, include the transfer of historical collections to the RVH site. The Maude Abbott Medical Museum, currently housed in the Strathcona building, would be an excellent fit. Although more complex, it may also be possible to move the Osler Library to this site, reinforcing the historical nature of the location.

This proposal also assumes that a Convocation Hall, long needed by the University, would be part of the project. The Faculty believes that development of an adjoining conference centre and possibly a hotel should also be considered, in partnership with a private operator or with McGill Residences. The number and frequency of conferences and visitors hosted by the Faculty of Medicine alone may justify the investment. There are currently no such facilities in proximity to this part of downtown.

4. Advancing the Mission, Synergies and Partnerships

For the Faculty of Medicine, the creation of the HSC would provide unprecedented potential for inter-professional and inter-disciplinary education and research, while addressing a severe space crisis. As noted above, the Faculty is currently spread over numerous buildings, many of which are repurposed homes unsuitable for modern educational approaches. The HSC would enable McGill to offer, for the first time, state-of-the-art facilities to all of its health professions, while significantly enhancing the learning environment for graduate and postdoctoral students.

Establishing the HSC at the RVH site would liberate significant space, specifically, the Dean's Offices at 3605 de la Montagne, Lady Meredith House, Lady Meredith Annex, Charles Meredith House, Purvis Hall, Hosmer House and Coach House, Davis House and Hugesson House would all be available for other uses. While some heritage buildings could be sold to help defray the cost of the overall project, significant space would be liberated in high quality buildings, such as 3605 de la Montagne and Lady Meredith House, as well as on the first six floors of the McIntyre Medical Sciences Building. An additional benefit would be relief from rental costs.

The creation of a critical mass of health professional schools in a single location would also open opportunities for McGill's other faculties. Although Dentistry is currently very well served by its rented space on McGill College, once this lease ends, including Dentistry in the HSC

project should be considered. Another potential partner would be the School of Social Work, to reflect the important relationship between social services and health care.
The establishment of the School of Population and Global Health (Appendix 1, Phase 1) and the Institute for Computational Medicine (Phase 2) on a site adjacent to the main campus would also facilitate interaction with groups of shared interest.

For the School of Population and Global Health, the key adjacencies would be the School of Public Policy, as well as other units in the Faculty of Arts. Given the importance of health policy, as well as the close links with the Institute of Health and Social Policy, including the School of Public Policy on the HSC should be considered as well. Additionally, given that one of the concentrations of the School of Population and Global Health involves Occupational and Environmental Health, the HSC may also serve as a potential location for activities related to the environment in other faculties, such as Engineering, Science, and Agriculture and Environmental Sciences.

For the Institute of Computational Medicine, the HSC would provide reasonable proximity to the Genome and Innovation Centre, Computer Science, Physics and Engineering. The Institute requires space to consolidate a critical inter-disciplinary mass that includes groups currently dispersed, and to allow for planned expansion. The synergies created by bringing these groups together would increase the scientific impact and attractiveness to funding agencies and donors. Moreover, Computational Medicine is emerging as a key component of Population and Global Health, and co-localization will facilitate interactions across these disciplines. The HSC site provides sufficient space to relocate potentially all or a portion of the Calcul Québec high-performance computing facilities that already work closely with Computational Medicine and are currently making long-term plans to consolidate to a single site.

Co-location of programs and activities related to health care management, leadership, entrepreneurship, technology, politics and law, among others, offer many more exciting possibilities that would position us strategically for the future.

Another key adjacency for the HSC campus would be the buildings currently housing the Montreal Neurological Institute and Hospital (the Neuro). The Government of Quebec has stated publically that the Montreal Neurological Hospital, which is a part of the McGill University Health Centre (MUHC), will eventually be moved to the Glen campus of the MUHC. Although the details of how this move have yet to be determined, it is presumed the MNI will move at the same time. However, it is unclear when this move would take place, with some estimates from the Ministry of Health and Social Services suggesting completion no earlier than 2025. It is therefore possible that the Neuro would still be adjacent to the RVH once the McGill project is completed.

Whether the Neuro is there or not, the buildings across from the University and the RVH belong to McGill. If the Neuro moves, this would make available a significant amount of space suitable for wet-bench research. This could make it possible, for example, to bring much of the basic science research currently at the McIntyre building adjacent to the RVH site, enhancing the

research value of the HSC further, while providing substantial room for expansion of wet-bench activities by other faculties in liberated McIntyre space.
Alternatively, these adjacencies might create an opportunity to redistribute research space along inter-disciplinary, thematic, rather than departmental, lines.

5. Engaging and Serving the Community

The establishment of a Health Sciences Campus on the slopes of Mount Royal would create a hub of excellence in education, research and innovation, positioning McGill to continue its leadership in the health sciences into the 21st century. In addition to promoting collaborations within the University, the HSC would also provide an attractive neighbourhood for potential partners from both the private and public sectors.

McGill-led health care facilities on the HSC campus, similar to what has been done at the Faculty of Dentistry on Sherbrooke Street, should also be considered. Such facilities would provide health care and health promotion services to the McGill community, as well as to the general public through lectures, conferences and other outreach activities, while providing an enriched learning environment for our students.

Finally, there is an intangible benefit of moving health-related educational facilities to a location that has been historically linked to health care and McGill's medical history. Many members of the McGill community would consider the creation of the HSC on the RVH site consistent with the intention of the original RVH gift by Donald Smith and George Stephen. The McGill Health Sciences Campus would be received as a worthy use of space originally donated for a health care facility to serve our communities.

Appendix 1: Space allocation estimates*

Phase 1: Faculty space	25,000 GSM

Health Professional Schools — 15,000 GSM

- Undergraduate Medical Education
- Postgraduate Medical Education
- Nursing
- Physical & Occupational Therapy
- Communication Sciences and Disorders

Student space (representing approx. 4,000 of the GSM)

- Main study/social space for inter-professional learning
- Student association offices and 2 conference rooms

School of Population and Global Health — 6,200 GSM

Administration — 3,800 GSM

- Dean's Office
- Academic Affairs
- Health Affairs
- Educational Services
    - Learning Environment
    - Accreditation and Quality Improvement
    - Admissions
    - Assessment and Evaluation
    - Social Accountability
    - Inter-professional Education
    - Faculty Development
    - Centre for Medical Education
    - Continuing Professional Development
    - Rural Education
- Research Administration
- Graduate and Postgraduate Student Affairs
- Advancement
- Communications
- Administrative Excellence Units

Phase 2	40,000 GSM

Departments • Anatomy and Cell Biology • Microbiology and Immunology • Biomedical Engineering • Pathology	14,500 GSM
Steinberg Centre for Simulation and Interactive Learning	5,000 GSM
Institute for Computational Medicine (Combined wet and dry lab space)	5,000 GSM
Shared teaching, core, common space	10,500 GSM
Convocation Hall	5,000 GSM

*Space allocation estimates are for illustrative purposes only. Precise space allocation would be dependent on a rigorous analysis of needs.