

External assessment of research quality

Tranzo
Scientific Centre for Transformation in Care and Welfare
Tilburg University

Review period 2001-2006

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Foreword

This report reviews the research carried out at Tranzo (acronym for: Transformatie in de zorg, Transformation in Health care) in the Faculty of Social and Behavioural Sciences (FSBS) at Tilburg University from 2001 through 2006. The review was conducted on behalf of the University board of Tilburg University. The focus is on the content, progress, and results of the research conducted at Tranzo in the period 2001-2006. In addition, attention is given to the research management and research policy.

The previous external evaluation of the Tilburg Faculty of Social and Behavioural Sciences took place in 2001. The current assessment is the second for Tranzo. The previous external research evaluation of Tranzo was in 2003. The evaluation committee's opinion of Tranzo was positive, which led to its continuation and incorporation in Tilburg University as a department within the Faculty of Social and Behavioural Sciences. Because of the short evaluation period, no report was written by then.

As chairman of the committee, I would like to thank the researchers and the Board of the Faculty and Tranzo for their willingness to share their thoughts about the processes and results. We assume that our report will be considered carefully by the researchers, the research director and the department of the faculty as well as the board of the university as an aide to maintain and possibly improve the level of quality of the research of Tranzo.

Ernst Roscam Abbing

Chapter 1. Introduction

This report presents the results of Tranzo's evaluation executed by an international review committee. The assessment covers the activities and the research at Tranzo in the period 2001-2006.

1.1 Committee

The committee's task was to assess the quality of Tranzo on the basis of the information provided by Tranzo and the FSBS by means of a self-report and a site visit at 20th December 2007.

The composition of the committee was as follows:

Prof. Ernst W. Roscam Abbing, chairman

Dr. Dirk Ruwaard

Prof. dr. Helmut Brandt

Dr. Jeanet Bruil, program manager team Prevention ZonMw, was appointed as secretary to the committee.

1.2 Research review: Aims and protocol

The review was conducted according to the Standard Evaluation Protocol for Public Research Organizations (henceforth: SEP), which was developed in 2003 by the Royal Netherlands Academy of Arts and Sciences (KNAW), the Netherlands Organization for Scientific Research (NWO), and the Association of Universities in the Netherlands (VSNU) as a framework for evaluating publicly funded research in the Netherlands. The SEP provides guidelines for the organization of self-evaluation documents and describes the parameters to be used in the evaluation.

According to the SEP, the evaluation has three objectives:

- Improvement of the quality of research through an assessment carried out according to international standards of quality and relevance.
- Improvement of research management and leadership. Accountability to higher levels of the research organizations and funding agencies, government, and society at large.

The guidelines laid down in the SEP have been followed as closely as possible. The SEP provides guidelines to evaluate traditional university research institutes and their research programs. For the purpose of comparability SEP was also used in this review. However, Tranzo is not a traditional university research institute. The mission of Tranzo is to build a bridge between science and practice in the management and coordination of demand and supply in care. Tranzo aims both at academic excellence as well as societal value (“valorisation”) of the research program. In the self evaluation report not only the academic results but also the professional publications, network activities and professional meetings are included. It would not do justice to Tranzo to restrict this assessment to the scientific excellence of research only. The committee therefore included societal relevance as of equal importance in the review of the institute, its strategy and the research programs.

The committee used in her review the self-evaluation report¹ as well as information provided by the institute during the site visit that took place at 20th December 2007. A list of conference and symposium talks, of review activities and publications was provided in the self-evaluation report. The number of publications in journals included in international citation indices (ISI) are distinguished from journals not included.

The preparation of the self-evaluation report at the program and faculty level was coordinated and supervised by the Chair and the Management Team of the Tilburg Faculty of Social and Behavioural Sciences’ (FSBS) Oldendorff Research Institute. The coordinator of Tranzo delivered the program evaluation report; the Research Institute provided the documentation for the FSBS as a whole. The final version of the self-evaluation report has been submitted to the Faculty Board, the Faculty Council, and the university’s Executive Board.

¹ Self-evaluation report 2001-2006. Faculty of Social and Behavioural sciences, research in social sciences. Tilburg University, November 2007.

During the site visit, the committee talked to the following persons:

- As an introduction, prof.dr. Frank van der Duyn Schouten, Rector Magnificus of Tilburg University.
- Management team of Tranzo: Prof dr. Henk Garretsen Professor of Health care policy and chairman of Tranzo, Dr. Ien van de Goor Research manager, Dr. Evelien Brouwers Research manager, Drs. Jacqueline Frijters Manager Business Operations.
- Management team of the faculty of social and behavioural sciences of Tilburg University: Prof. dr. Theo Verhallen, dean of the faculty, Prof. dr. Fons van de Vijver, vice dean for research, Dr. Ton Heinen, Policy director of the Oldendorff research institute.
- Professors of Tranzo: Prof.dr Richard Janssen Professor of Economics and the organisation of Health Care, Prof. dr. Hans van Oers, Professor of Public Health Care Prof. dr. Johan Polder Professor of Economic aspects of health and care. Prof dr. Aad de Roo, Professor of strategic health care management / managing director of SWOOG, Prof dr. Gert Westert Professor of Health Services Research.
- PhD students: Drs. Marie Jeanne Aarts (PhD student), Drs. Caroline de Blok (PhD student), Drs. Carin Rots (science practitioner GGD West Brabant), Judith Zeegers, MScN (science practitioner Amphibia Hospital Breda).

After the site visit, the committee discussed the main conclusions and scores for Tranzo as a whole and the research programmes and made draft texts. A draft version of the report was sent tot the management of the FSBS for factual corrections and comments. The final version was presented on 31 march 2008.

In chapter 2 a short description of the mission, strategy and policy of the Faculty of Social and Behavioural Sciences and Tranzo is given. In chapter 3 the review of Tranzo as institute and its policy is given. In chapter 4 the assessment of the research program of Tranzo is given.

Chapter 2. Faculty of Social and Behavioural Sciences

Tranzo is one of the ten research programs in the FSBS. The assessment of Tranzo is more clearly understood if placed within the context of the policy of the University and Faculty as a whole. The mission and organization structure of the FSBS is therefore shortly presented in this chapter. Thereafter a description of Tranzo is given.

2.1 Research area and mission of the Faculty of Social and Behavioural Sciences

Tilburg University has stated its mission as follows: 'Tilburg University is an inspiring university. It offers an environment that stimulates and challenges students, staff members and alumni. The university is authentic; it highly values academic freedom and constantly aims at progress. In its top-quality education and research in the field of social sciences and humanities, the university devotes itself to contribute to the quality of society on a national as well as an international level. This is achieved by training people for responsible positions in society and by contributing to socially sustainable solutions. Tilburg University draws on a rich tradition which leaves room for reflection and which also encourages the community's awareness of its philosophy of life in relation to science.'

The mission statement of the university serves as a guideline for its strategy. In its strategic plan 2005-2008, the university has translated its mission into the following more concrete and down-to-earth goals:

- Improvement of the quality of research and education
- Internationalization
- Increase of societal visibility through valorisation
- Investment in infrastructure

The Faculty of Social and Behavioural Sciences (FSBS) is one of the faculties of Tilburg University², which was founded in 1927. The

² Tilburg University consists of the Faculties of Humanities, Economics and Business Administration, Law, and Social and Behavioural Sciences.

faculty itself was founded in 1963 and at the moment has about 345 employees (equivalent to about 250 full-time employees) and more than 3000 students from both the Netherlands and abroad.

The above mentioned items are also the main issues in the strategy of the FSBS. In its research and educational programs, the Tilburg Faculty of Social and Behavioural Sciences addresses pivotal questions that emerge both from the latest developments in science and from contemporary societal needs. In its efforts to generate sustainable solutions to the latter problems, the faculty follows a more direct route as far as Tranzo is concerned and a more indirect route as far as the other programs is concerned.

With respect to research, the faculty pursues the following goals:

- Offering an environment that stimulates researchers.
- Striving for the continual production of high-quality research in several substantive core areas of the social and behavioural sciences and in psychometrics and sociometrics.
- Stimulating the dissemination of the results of this high-quality research by means of articles in high-impact international refereed journals and in book chapters with internationally renowned publishers, while also paying ample attention to the valorisation of the knowledge gained. Stimulating the interest and providing a stimulating education of prospective high-potential young researchers.
- Informing public discourse on topics that are within the domain of expertise of staff members and disseminating knowledge that can help to solve problems in society (valorisation). This component is particularly important for Tranzo.

Cooperation, local

The FSBS has joined forces with the Faculty of Humanities in the interfaculty research institute Babylon, the Centre for Studies of the Multicultural Society. There is also an intensive and growing cooperation with the Faculty of Economics and Business Administration. Researchers from the FSBS in the field of Social Psychology have established joint projects with researchers in the field of Marketing

and Experimental Economics. The foundation of the interdisciplinary research institute Tiber has been one of the consequences of these joint interests. In 2008, researchers from the department of Organisation Studies together with their colleagues from the Department of Strategy and Organisation from FEB will participate in the new Center for Innovation Research (CIR). Finally, the Faculty of Social and Behavioural Sciences participates in the new Netspar initiative. Netspar is a new high-profile network for research and education in the field of saving, pensions, aging, and retirement. This institute is chaired by the Faculty of Economics and Business Administration.

Cooperation, national and international

At both the national and international levels, the FSBS has entered into partnerships with a large number of universities, faculties, and other education and research institutions. In addition, the FSBS has become a more prominent player in the valorisation process. Some research groups have extensive networks of relationships with profit and non-profit organizations. The valorisation component is particularly important for Tranzo. Tranzo cooperates with various research institutes and is also active in research.

Since the introduction of the University Government (Modernization) Act (*MUB*) in 1999, all Dutch universities must have integral management, which means that official responsibility for all matters concerning the university as a whole and the individual faculties lies with the Executive Board. The Executive Board has delegated all responsibilities at the faculty level to the faculty deans.

The academic preconditions for research are laid down by the Executive Board of Tilburg University, which is supported by the central department of Institutional Policy. The preconditions are also based on national reference frameworks defined by the national government (Ministry of Education and Science) and the national research organizations NWO and KNAW.

Faculty Board

The Executive Board of the university has delegated all formal responsibilities at the faculty level to the faculty deans. The dean is the chair of the Faculty Board (*Management Team*, henceforth FB), which consists of the dean, the vice-deans for education and research and the managing director of the faculty. The managing directors of the research institute and the institute for education serve as advisors for the FB. The dean is ultimately responsible for all aspects of research, such as research policy and priorities, the quality and supervision of research and researchers, the provision of facilities, the recruitment of researchers, and the drawing-up of budgets. The vice-dean for research and the managing director of the Oldendorff Research Institute support the dean in these tasks.

Research programs and program leaders

The faculty consists of four departments in social sciences, one department in Methodology and Statistics and three departments in psychology. There are ten research programs in the faculty; five will be involved in a quality assessment in the coming period, of which Tranzo is the first.

The dean appoints the coordinators of the research programs, preferably from the pool of full professors. These full professors also supervise the day-to-day operations of the research programs carried out by the tenured and non-tenured researchers participating in the programs. The chair of the department does not necessarily execute the function of program coordinator. If advisable and convenient, however, both functions are executed by the same person. The research coordinator (often in coordination with the vice-dean for research and the manager of the research institute), supervises the internal cohesion and progress of the research programs, decides who participates in the program, stimulates cooperation within the group and outside the group, sets up discussions, ensures that junior researchers and Ph.D. students are supervised adequately, and stimulates and facilitates the production of international publications, internal and external research proposals, sabbatical leave, etc. The research coordinator is also responsible for the conference-travel budget and the

division of the conference travel funds of the research program.

Research group	Coordinator
Human Resources Practices	Prof. J. Paauwe
Latent Variable Models for Complex Data from Comparative Research	Prof. K. Sijtsma
Innovation, Intra- and Inter-Organizational Networks and Institutions	Prof. P. Kenis
Social and Cultural Dynamics	Prof. M. Kalmijn
Tranzo	Prof. H. Garretsen

The vice-dean for research and managing director of the research institute meet the program coordinators regularly. Besides formal meetings concerning recent research policy decisions, the institute organizes sometimes informal lunch discussions with all the full professors of the faculty at which various research issues can be discussed.

2.2 Tranzo

Tranzo (acronym for *Transformatie in de Zorg*, Transformation in Care) is a scientific interfaculty, interdisciplinary research program in the area of health care and welfare. Tranzo has a special status in the FSBS in that its mission and research programs attempt to integrate basic scientific research with important societal developments. Compared to the other research programs in the social sciences, the Tranzo program is closer to the everyday practice than any of the other research programs; valorisation is an essential goal of Tranzo. Its mission is to build a bridge between science and practice in the management and coordination of demand and supply in the area of care and welfare. Tranzo aims both at academic excellence and societal value ("valorisation") of the research program. In addition, Tranzo attempts to initiate and coordinate discus-

sions with experts on the rapid changes in the health care sector. Tranzo was started in 2001 as a research programme. At the time, the Foundation for the Promotion of Academic Training and Research in Health Care (SWOOG) and Tilburg University (the Executive Board and the Faculty of Social and Behavioural Sciences) decided to jointly set up and support a four year programme. A first evaluation was carried out in 2003 according to the standard protocol of the KNAW/NWO/VSNU. On the basis of this (positive) evaluation the decision was taken to convert the status of Tranzo from temporary project organization to permanent department. Tranzo is now a department of the Faculty of Social and Behavioural Sciences (FSBS).

Tranzo has the task of building a bridge between science and practice in the field of health care and welfare by means of long-term collaborations in research and the exchange of knowledge. This collaboration takes place in "academic workplaces". University staff and staff from collaborating organisations (care organisations, local governments, research institutes, centres of expertise etc.) work together in these workplaces. An important part is played by what they call the "science practitioners", professionals who are employed part-time by these organisations and part-time by Tranzo to conduct (PhD) research within the university. For Tranzo, both scientific output and the dissemination of scientific knowledge are important. On the one hand, Tranzo should be assessed against the usual standards of high quality output: PhD results, research funds acquisition (NWO, ZonMw), and (inter)national publications. On the other hand, Tranzo should also be assessed on its level of success in achieving its own mission - the building of a bridge between science and practice.

Tranzo has no educational task at the moment, although post academic training is given. In addition, Tranzo is actually involved with the preparation of a master track in Organisation and Policy in Health Care and Welfare.

In the period to be assessed, Tranzo has developed from a research programme involving a small number of researchers to a large interdisciplinary department of approximately 70, including (special)

Professors, (senior) researchers, PhD students, science practitioners, and support staff who participate in academic workplaces. Some of the researchers participating in Tranzo come from other departments of FSBS and from the Faculty of Economics and Business Administration. Besides PhD students employed by the university, many of the PhD researchers who are participating (part time) in Tranzo (the science practitioners) are on detachment from national institutes, care organisations, preventive health care.

Chapter 3. Assessment of Tranzo at Institutional level

3.1 Introduction

The core aspects of Tranzo research are “designing and building the bridge” in the research field of health care and welfare. In “designing and building the bridge” the key is how science and practice are linked. The generation of knowledge (empirical research), the integration of knowledge (the gathering, analysis, and integration of knowledge), and the application and implementation of knowledge are all of crucial importance. Theoretical research on the implementation of interventions is necessary in this. Activities relate to the development of suitable and rigorous research methodology and analysis, process and effect evaluation, research into aspects of implementation, and research into the process of sustaining of interventions. Tranzo research activities are focused on the organisation, implementation, and evaluation of innovations and changes in the policy and practice of (health) care and welfare.

The activities mentioned above are performed in the research field of care and welfare. Within Tranzo the following core themes are distinguished:

- supply and demand issues in (Dutch) healthcare. Special attention for the position of the person needing care, and for issues relating to the control of supply and demand in the care sector
- quality of life, partly as a basis for research into the demand side of care
- quality of care (welfare/policy), including research into the health care chain and networks
- outcome evaluation, evaluation of delivered services.

The research programmes are developed within the Tranzo academic workplaces.

The committee holds the opinion that Tranzo has succeeded in setting up a research program that builds a bridge between science and practice in the management and coordination of demand and supply in care. The committee considers this strategy as an example for other universities and local health care institutes. Tranzo has succeeded in building a relation with (local) health care organizations, but also

with other research institutes (RIVM), universities and other departments within FSBS. Researchers within universities and research institutes as well as health care organizations are willing to join the research projects. It is clear that the researchers as well as research institutes (RIVM) and the health care organizations recognize the added value of working together. The way Tranzo is organized will allow the mobilization of a large multidisciplinary group of researchers. The committee believes that as a result of this practice based research, the institute will be better able to meet the requirements placed on projects by health care organizations. In addition, by aiming to have projects with academic excellence as well as societal value ("valorisation") Tranzo will be better able to meet the requirements placed on subsidy applications by ZonMw and NWO.

The committee has awarded the following grades for Tranzo as a whole:

Leadership	5
Mission and goals	5
Strategy and policy	4
Adequacy of resources	4
Academic reputation	4
Societal relevance	5

The subjects mentioned above will be described in greater detail in the sections below.

3.2 Leadership

The Department Board consists of Prof. dr. H.F.L. Garretsen (Chairman), dr. E. Brouwers, dr. L. van de Goor, and, for the administrative tasks, drs J. Frijters (Administrative Manager). Prof. dr. A.A. de Roo is responsible for the post academic training. Processes with respect to internal communication, supervision, and quality control require specific attention because there are many part-timers working within Tranzo who often work on different fixed days of the week.

The committee concludes that the management team of Tranzo is doing a good job. The professors are enthusiastic about their part-

time job at Tranzo and the link they can make between local and national research projects. The PhD students are positive about the relation between empirical and theoretical work.

The committee notes that Tranzo hosts a comparatively small tenured staff with a relatively large group of part-time professors and researchers. Tranzo has increased from 3 PhD students in 2001 to 32 PhD researchers in 2007, from 2 professors in 2001 to 8 in 2007. The committee is impressed by the productivity and quality of the products that Tranzo has achieved until now. Although part of the publications also stem from work conducted before the start of Tranzo, considering the research time available the productivity is impressive.

The management team, and specifically the coordinator Prof. H. Garretsen who is mainly responsible for the implementation and growth of Tranzo, was perceived by the committee to provide strong, social and energetic leadership. The major threat stems from the fact that the tenured staff is rather small and dependency on the leadership and results of the coordinator seems to be strong. The committee stresses the importance of adequate staff development to guarantee the prosperity of the quality level so far reached. Investment in (full time) staff is crucial to keep the research flourishing.

The atmosphere at Tranzo is positive, stimulating and is characterized by solidarity. There is a great willingness to help each other. This is noted by the employees working most of their time at the office of Tranzo, but also by the science practitioners who are only part-time at the office. In addition, the PhD students appreciate the open-door-policy.

3.3 Mission and goals

The mission of Tranzo is to build a bridge between science and practice in the management and coordination of demand and supply in the area of care and welfare. Tranzo aims both at academic excellence and societal value ("valorisation") of the research program.

The committee holds the opinion that Tranzo has succeeded in setting up a research program that builds a bridge between science and practice in the management and coordination of demand and supply in care. The committee considers this strategy as an example for other universities and local health care institutes. The oral report reveals that the professors are positive about the combination of their two jobs: combining national research with local efforts. The work in both areas is interrelated. They consider their work as relevant for local as well as national policy making. There is also enough opportunity to work internationally. There is a good quality access and it is a challenge to write in good ISI journals. The professors note, however, a constraint in time in this. There is a large spin off noted in the collaboration and they feel no tensions in loyalty towards both employers.

The oral report reveals that the research projects within the programs within Tranzo mainly originate from needs within health care organisations. The committee considers this on the one hand as positive considering the societal value. At the other hand, the committee underlines the vulnerability of this construction. The policy of the University is to strive towards being competitive in the academic field of excellence, whereas the faculty as well as Tranzo itself place the second aim (societal valorisation) as of equal importance. At the moment this is the strength of Tranzo. At the same time, this can be seen as a threat. Serving both aims can be too hard to attain, especially considering the small staff. In addition, it is noted that there are no criteria available to score the societal impact, in contrast to academic excellence, and the committee suggests Tranzo to build a set of criteria. Preferable this should be based on research.

3.4 Strategy and policy

The work of Tranzo is conducted within academic workplaces where the collaboration with organisations in the field of health care and welfare and local governments takes place. An academic workplace is a formalized, long-term collaboration with the objective of achieving the development of scientific knowledge and innovation in (care) provision in the sector involved. The collaboration takes place on

the basis of a long-term research programme jointly agreed by the university and the institution involved. The oldest Tranzo workplaces have now existed for about four years. It is policy to develop and carry out the research programmes together with the health care and welfare organisations. The focus of the programmes of the various Tranzo workplaces can therefore be very diverse.

Processes in research

Internal communication, supervision, and quality control require specific attention because there are many part-timers working within Tranzo who often work on different fixed days of the week. The most important forms of contact and supervision within Tranzo which contribute to quality control and methodological safeguarding are as follows:

- Direct supervision of the staff takes place mainly within the academic workplaces.
- The Department Board meets once every two weeks. Workplace coordinators provide the link between the Department Board and the workplaces. The workplace coordinators meet together once every five weeks. The Department Chairman has periodical, bilateral meetings with all the Special Professors and programme leaders (frequency varies).
- Consultation between all the dissertation supervisors of the PhD researchers is held twice a year.
- Science practitioners involved in PhD research participate in (varying) training and courses (both from FSBS, UvT and other universities) to develop academic and research skills.
- Tranzo Team meetings for all employees are held every month incorporating a general part as well as a research colloquium in which usually a PhD student, presents his/her own research and receives feedback.
- At least four times a year, a mini-symposium ("zorgsalon") is organised for Tranzo's own employees and interested others to exchange information and to stimulate debate.
- Once a year an elaborate outside meeting of about 1½ days is organised for all Tranzo staff, and additionally an afternoon meeting is organised once or twice a year.

- All PhD researchers (PhD students and science practitioners working on their PhDs) are invited to join PhD groups of 5 to 8 members. Practically everyone takes advantage of this. Anything at all can crop up in these groups according to the wishes of the participants.
- All PhD researchers (both students and science practitioners) have regular contact with their (co-) dissertation supervisors.
- A special Tranzo web page (developed by the UvT Library service) supports (new) researchers. This page holds, for example, relevant literature and advice on how to conduct a literature search, where to find relevant website and databases and key literature on research methodology.
- Informal contacts within Tranzo are very good (and frequent) which contributes to an excellent social and professional climate in the department.

The large growth during the review period is of concern. The committee approves the fact that investment is oriented towards 4 academic workplaces instead of 5 and 3 central themes are designated.

The committee approves the policy to also strive towards ISI publications, especially possible by the PhD students, to strengthen the relations within the faculty, with local organisations and other universities, and to strengthen the strategic relation with RIVM.

Interdisciplinary collaboration

Research within Tranzo demands interdisciplinary collaboration. A number of core competences are required, such as theoretical and practical knowledge of quality of life, the process leading from need for help to request for help, strategic management, supply chain management, and network control. Various research methods and methods of data collection are applied, including epidemiological studies, intervention research, survey research, and various methods of qualitative research.

All of this means that a number of disciplines have to be represented within Tranzo: psychology, sociology, epidemiology, statistics,

medical science, economics, and the interdisciplinary subject areas of health sciences and organisational sciences. Medical expertise is underrepresented in the research group of Tranzo (only one of the Professors is a Medical doctor). Therefore, collaboration is established with the Medical Faculties of the University of Amsterdam, the Radboud University Nijmegen, the Erasmus University Rotterdam, and Maastricht University, among others.

National and international collaboration

There is collaboration with these and other universities on much PhD research (there has been collaboration with all the universities in the country, with the exception of two technical universities). There is also collaboration with the important national institutes such as the RIVM, NIVEL, the Trimbosinstituut, Prismant, NIGZ, IVO, the CBS, and the Verwey Jonkerinstituut. The collaboration focuses on themes such as (measuring) quality of life, (indicators for) quality of care, implementation of protocols in health care, developing performance indicators, development in (care for) alcohol and drug use and addiction. There is bilateral international collaboration in addition to that in projects.

Project collaborations are:

- OECD Health Care Quality Indicator Project (Westert)
- Project Network European Researchers in the Use of Drugs and other Addictive behaviours (Garretsen)
- European Monitoring Centre on Drugs and Drug Addiction (Garretsen)

The oral reports reveal that the staff is not concerned about a lag of medical knowledge within the team because of the cooperation with experts in this field within the workplaces and other universities. The staff does not meet any difficulties in the entrance in health care organisations and lag of knowledge is easily added to the team by external experts. The economic specialists within the staff can be a link with the economic department of the university. The oral reports also reveal that the board of the university would like to have a closer and official cooperation between the department of Economics and Tranzo. The board of the faculty and Tranzo are, however, not con-

vinced that this would be beneficial although cooperation where needed is acknowledged. Tranzo needs to serve academic excellence as well as societal impact. In former days, there was not much approval of applied research; the board of Tranzo feels that this is changing. The committee notes however that the university board sticks mainly to the aim of academic excellence.

The disciplines covered by Tranzo are social sciences and economics. While there is no question that the cooperation with other organizations and disciplines works well, the committee has reservations about the under representation of disciplines within the staff. The committee notes that it would be beneficial to incorporate also the medical discipline as well as behavioural sciences. The committee recommends reconsidering the composition of the staff with respect to the under representation of specifically the medical and behavioural disciplines.

Training

Concerning educational tasks, Tranzo only organizes post academic training. Very recently, however, Tranzo is involved in the preparation of a master track in Organisation and Policy in Health Care and Welfare. It is expected by the management team of the FSBS that interest in this master will be high.

Specifically because the staff is relatively small considering the large number of research activities and PhD students, the committee suggests urgently the management of Tranzo as well as the management of FSBS to allocate enough resources to organize this master. The committee was pleased to hear that this is acknowledged by the management team of Tranzo as well as by the management team of FSBS.

The PhD students are positive about the open atmosphere in Tranzo and its open-door-policy. According to the PhD students and science practitioners, there are enough opportunities to follow courses within the university and in other institutes, although understandably budget is not unlimited. A number of courses are organized for

every PhD student within the Oldendorff institute. Next to general PhD students (bound at the university) Tranzo has science practitioners. Their embedment within the organization is various. Their opportunities to follow training are more limited, because of time constraints. The committee notes that the combination of clinical work with one or two days of research within Tranzo is a difficult task to master, it might even be too difficult. When research is not the main task, it costs time to focus on the research and to keep in contact with the seniors as time to get in contact is limited. It costs time and a lot of effort to combine both worlds and perspectives. Also the contact with the other PhD students is more limited for the part-time science practitioners. The committee notes that, given the strategy of Tranzo to incorporate science practitioners as core business, more effort should be put in the coaching, education and embedment of these science practitioners within Tranzo.

The oral reports reveal that the PhD students feel positive about Tranzo facilitating the transfer of knowledge from practice into the university world and vice versa. It is however noted that the PhD students experience a constraint in time available for supervision caused by the large number of students versus the small number of staff members. In addition, it is not easy for some students, specifically the part-time science practitioners, to get in contact with their supervisor. There has been made a guidance protocol which, according to the students, should be followed more closely. The students are however positive about the attention of the staff for this point.

3.5 Adequacy of resources

According to the self-evaluation report, until 2005 the amount of research funds was small. The increase in total budget is due to the growth in research funds and contracts. The majority of research funds comes from three grants acquired in 2006 and will be continued for four years (until 2010) and new research funds are recruited in 2007. Not accounted for are those research funds recruited by Tranzo but which are administratively received by organisations that participate in academic workplaces.

Based on the past years performance and the experience and expertise present in the Tranzo group (in particular the tenured staff and the special Professors) the expectation is granted that Tranzo will be able to keep up about 85% of funding by research funds and contracts in the future. The present collaborating organisations in the academic workplaces ensure for structural funds in terms of contributions for special chairs, financing of PhD-research projects and providing science practitioners as PhD researchers. Two third of the FSBS external funding was retrieved by Tranzo.

The committee compliments Tranzo by being successful in acquiring external funding. The large part of external funding in different projects can, however, also be a threat to the continuity of the institute. Although contract research is not of high priority in the policy of the University and FSBS, it fits the mission of Tranzo. According to the committee, this should be taken into account when evaluating the financial resources. To strengthen the financial stability and to be able to perform extra tasks in developing a master track, according to the committee, the structural budget provided by the university should be enlarged.

It is expected by the management team that funding from NWO and KNAW will be problematic, but that funding from ZonMw will be more in line with the mission of Tranzo. The committee notices that this funding strategy should in that case be equally acknowledged as valuable.

The oral report reveals that the faculty board is positive about the growth of Tranzo and its status as department of the faculty. The strategy of the management of Tranzo is fully supported by the managerial staff of the faculty. The staff believes that funding by the faculty will grow, and increase further by funding for teaching tasks. It is their expectation that the planned master track will be popular. The staff is optimistic about the growth and prospects of Tranzo. It might be problematic to get funding for more fundamental research at for instance NWO, but the more applied programs of ZonMw are

in line with the ambitions of Tranzo³.

3.6 Academic reputation and societal relevance

As noted above, during the review period, Tranzo was successful in building an institute that combines academic excellence with societal relevance. Although according to the policy of Tranzo societal relevance is as important, or possibly more important, than academic relevance, the university policy rates academic relevance at a higher level. The committee stresses the importance of accomplishing a closer fit between these two policies. The PhD projects fit well within the university policy and the number of successful PhD projects has grown fast. Therefore, according to the committee, it is the responsibility of the university to also support these projects⁴.

Most publications fit the research lines within Tranzo, but the committee warns for too much diversity. It is seen by the committee as a challenge to strive towards academic as well as societal excellence and relevance. Probably within the field of social sciences, where empirical research is an important basis for publishing results, academic excellence and societal relevance can be linked more easily. The management of Tranzo also believes that publications in ISI journals fit well with the empirical research done by Tranzo so that the two lines are not too difficult to combine.

The committee was pleased to hear that the FSBS also acknowledges impact factors as the total amount of funding, the number of workshops with the field, recognition by the health care organizations, attention retrieved from media and membership of committees.

³ Also at ZonMw more fundamental research in this field can be financed (for instance at the TOP programme)

⁴ See also the following report: Advisory Council on Health Research. Research that matters. Responsiveness of university medical centres to issues in population health and health care. The Hague: Advisory Council on Health Research (RGO), 2007; publication no. 57.

Also the faculty staff notes that scoring on societal impact is difficult as no proper impact factors exist. Criteria might be amount of external funding, number of workshops organized for and with the field, recognition of importance by field on a national but also regional level. The committee notes the number of media contacts but also membership of scientific committees.

Chapter 4. Evaluation research programmes

4.1 Description of the research programmes within the academic workplaces

As stated, research programmes are developed within the Tranzo academic workplaces. The research programmes within the academic workplaces are:

A. Mental Health Care ("Geestdrift")

Within the academic workplace "Geestdrift" the following research lines have been given priority jointly by the university, the Eindhoven and the Kempen Institute for Mental Health, and the Breburg Mental Health Care Association.

- Recovery, rehabilitation, and socialisation of patients with serious and long-term psychiatric problems
- 'Hands-on' expertise (expertise based on experience), (in collaboration with the Knowledge Centre for Selfhelp and 'Hands-on'expertise)
- Forensic Mental Health care
- Information management in Mental Health care.
- At present there are nine PhD research projects in progress within Geestdrift, all of which are being carried out by science practitioners. In a few of them there is collaboration with the academic workplace Public Health Care.

B. Public Health (Openbare Gezondheidszorg)

The academic workplace Public Health is developing a research programme in close collaboration with the university, the regional public health services (GGD) Hart voor Brabant and West-Brabant and the National Institute for Public Health and the Environment (RIVM).

The research programme is concentrated around two central lines of research:

- a. the support and promotion of evidence-based local health policy;
- b. the support and promotion of evidence-based initiatives in prevention and health promotion.

The research programme includes four PhD projects and several short-term research projects. Furthermore, there are another four PhD projects connected to the academic workplace within the RIVM and in collaboration with other academic workplaces in Tranzo (Quality of General Practitioner and Hospital Care, Geestdrift).

C. Quality of General Practice and Hospital Care

The academic workplace Quality of General Practitioner and Hospital Care has been in operation since June 2005. The university, the RIVM, General Practitioners, Medical Specialists, and Hospitals are the main collaborators in this academic workplace. The objective of this academic workplace is to develop a research programme in which scientific knowledge is applied in the regional care marketplace.

The two cornerstones of the research programme are:

Quality of Health care. This involves three themes: effectiveness of care (following guidelines, performance indicators), quality of the chain (alignment issues; the logistics of care) and transparent information on the quality of care (feedback information for care providers and public information on supply and demand). The data on the quality of care (including current registrations) is collected from care providers and from patients (including measurements of client experience).

Prevention in Health care. The objective is to carry out research into the unused possibilities for and barriers to preventive activities in normal health care (General Practitioner, Hospital Specialist). In this line of research there is collaboration with the academic workplace 'Public health care' and the General Practitioners in Brabant. At present, the academic workplace has collaborative links in current projects with De Ondernemende Huisarts (Eindhoven), KOEL (Kwaliteit en Opleiding Eerste Lijnzorg, Zuid-Holland), Zorgnetwerk Midden Brabant, Amphia Hospital Breda, Prismant, NIVEL, Brabant Medical School.

D. Chronic Care

The Tranzo academic workplace Chronic Care has existed since early 2004. The different phases of aging are studied from various perspectives. This results in research topics such as overcoming limita-

tions, and preventing illnesses and handicaps; frailty; demand as the basis for organising health care processes; the influence of the "portrayal of mankind" on official decision-making processes in health care; Wmo (Dutch law of societal support); the effect of small-scale living for those suffering from dementia. In addition to the elderly, the mentally handicapped are a subject of research in this academic workplace. Topics of research include the quality of health care and services from the perspective of the client, and the way in which management can influence quality of life, satisfaction, and integration. At present, four PhD students and five science practitioners are carrying out PhD research in this academic workplace.

This academic workplace is a collaboration between Tranzo and the Foundation for the Promotion of Academic Research in Chronic Care (SBWOCZ) that consists of a number of care providers in the field of care for the elderly, a housing corporation, and Zorgkantoor CZ/OZ⁵ for West and Midden Brabant. Various institutes for the mentally handicapped are also participating.

E. Welfare

The aim in this academic workplace is to achieve a change of paradigm in welfare work. Questions such as "To what extent is work in the welfare sector evidence-based?" and "How can this be promoted?" are central.

Since Tranzo strives to organize its research in a limited amount of substantial academic workplaces and welfare fits well with the content of the academic workplace in chronic care, by 2008 this workplace will be integrated in the academic workplace Chronic Care.

F. Policy on the Elderly

The following lines of research are distinguished:

- the older employee in an organisation
- the organisation of facilities for the elderly in the area of welfare and health care.

⁵ 'Zorgkantoren', as an extension of health care insurers, are responsible for a uniform, transparent, objective and neutral execution of the Exceptional Medical Expenses Act (ZWBZ) in their particular region of the Netherlands.

- inter-generational solidarity
- PhD researchers are also carrying out research projects on each of these themes.

G. Addiction

In the academic workplace Addiction there is inter-university collaboration with the Instituut voor Onderzoek naar Leefwijzen en Middelengebruik (IVO – Addiction Research Institute) in Rotterdam. The IVO is linked to the Erasmus University Rotterdam, Maastricht University, Tilburg University, and Radboud University Nijmegen. In Tilburg attention is devoted to both the quality of health and social care for the addicted and to policy and interventions in this area. A PhD research project into the quality and organisation of proactive care projects for addicts has recently been completed. A new post doc project elaborating on the results of this PhD project has recently received an external grant (from research funding by ZonMw/NWO). In this postdoc project three proactive care projects will be intensively followed and evaluated on both process and outcome measures. Furthermore preparations are underway for an international PhD research project into drug abuse, problems of alcohol and drugs, and the attitude towards policy and policy interventions in this area (anticipated start early 2008).

Within the research programmes the following core themes are distinguished:

- supply and demand issues in (Dutch) healthcare. Special attention for the position of the person needing care, and for issues relating to the control of supply and demand in the care sector
- quality of life, partly as a basis for research into the demand side of care
- quality of care (welfare/policy), including research into the health care chain and networks outcome evaluation, evaluation of delivered services.

4.2 Evaluation

The committee has awarded the following grades for the research programme as a whole:

Overall assessment	4.5
Relevance	5
Productivity	5
Quality	4
Vitality and feasibility	4

The research conducted is relevant both from an academic as a societal perspective. The committee acknowledges that especially in this field, empirical research with high societal relevance can, at the same time, be of academic importance and be published in a ISI journal. According to the committee, the productivity of the group is, taking into account the small staff, high and of good quality. The productivity is high in the academic area but also at the professional area. Tranzo is successful in acquiring external funding for research and contract research. There is a good balance between ISI publications and professional publications. Until 2007 8 PhD students finished their thesis, 31 amongst which science practitioners are still running. Furthermore, according to the oral report Tranzo is in the top 10 of media attention of the faculty. The group has a good atmosphere to work and to produce high-standard articles as well as practice relevant articles. The group has a very good leadership. The societal relevance is the most characteristics feature of the program, but also articles in good (ISI) journals have been published.

The quality of the conducted research is manifested in publications in several high-impact research journals as well as relevant professional journals. The total number of academic publications per research fte is 11, of which 3.7 publications in ISI journals (figures based on 2006). The committee is impressed by this quantity as well as academic quality. The number of professional publications is 7.6 per research fte. The committee is positive about the balance between academic and professional publications. The senior researchers, and especially the programme leader, are involved with key journals in the field and

have given invited addresses or edited key volumes. Considering the recent start of Tranzo, the number of dissertations is good. In addition professional as well as academic conferences and workshops were organized. According to the self-evaluation report, expectations are that the output will grow because of the running PhD projects. It should be noted, however, that the committee found it hard to assess the value of the productivity figures because of the difficulty to relate the number of publications to the input. Publications of scientists (science practitioners) not at the payroll of the university are also included in the figures. The committee noticed a good research climate, which attracts PhD students, professors of research institutes but also outsiders to be associated with.

The main worry in this respect is that the programme spreads its focus over a wide variety of subjects. According to the self-evaluation report, one of the improvements made in this respect is to strengthen the focus to less academic workplaces and only three research topics that link the research programs. The oral report has convinced the committee that there will be more focus and, according to the committee, this will improve the vitality of the group. It is to be expected that the research field will continue to be relevant from local as well as national point of view. The academic staff, however, is rather small and only part time working at Tranzo, so that the committee wonders whether this will be sufficient to conduct the research at this level in the long term.

According to the committee, the prospects of the programme are good, in the sense that there is a need for practical applied research so that it will be possible to keep a good level of research funding. There is a growing need of evidence based practice research, which is the core business of Tranzo. There is a good cooperation with other universities, institutes (for instance RIVM) and local organisations.

Yet there are some impediments to be overcome to keep the programme flourishing. The small number of staff members and relatively large number of part time researchers makes the construction vulnerable. It should also be noted that the programme leader is

very central. The science practitioners are seen as the link between science and professional work. The oral reports, however, reveal that especially for science practitioners working in the field as well as at Tranzo time to conduct research, to get support from staff and to excel in the academic arena is harsh.

Chapter 5. Summary of the committee's recommendations

The committee is impressed by the productivity, relevance and quality of the research within Tranzo. The research performed is of academic as well as societal relevance. In addition, the committee noticed a good atmosphere and motivated employees. To summarize the recommendations of the committee, the committee considers "keeping balance" as a central theme.

First, the committee is concerned about the balance between striving towards societal impact on a national (or local) level versus academic excellence. Tranzo distinguishes itself from the other departments of the university by its mission to strive towards academic excellence as well as societal relevance. It is, however advisable, that this choice for societal relevance is supported by not only the board of FSBS, but also by the university board. The Committee recommends including more explicitly review criteria on societal impact and relevance in reviewing Tranzo. Work should be done to measure the output concerning the societal impact in a proper way. In this, also the networks with local organisations should be recognized.

Second, the committee is concerned about the balance between the numbers of part time professors versus number of members of the tenured staff. The committee recommends reconsidering the total number of research fte within Tranzo, given also the ambition to organize a master track. In addition, the committee advises to provide more time for supervision of the PhD students, specifically the science practitioners. The committee recommends reconsidering the organisation of the work of science practitioners as time that science practitioners as well as supervisors are physically present at Tranzo is limited.

Third, the committee is concerned about the interdisciplinary composition of the staff. The committee recommends adding experts with medical and behavioural backgrounds to the staff. The growth of Tranzo is impressive. The committee is worried of the consequences of the success: the output is impressive, applied research is within the

focus of external organisations as well as PhD students who are interested to work within Tranzo. The outcome in scientific productions is promising, but given the small staff also vulnerable and possibly harsh to sustain.

The committee endorses the policy to start a master track and to combine research and education needs. The committee would like to advise the university to provide the management of Tranzo more support and funding to make this goal attainable.

Appendix I. Programme leaders, starting dates, and affiliations

Programme leader Prof. dr. H.F.L. Garretsen (Chair of Tranzo) Starting date at Tranzo 2000.

Overview of academic workplaces, collaborating partners, and programme leaders:

- *Mental health Care*. Workplace set up in 2003. Core partners: Tilburg University, GGZ Eindhoven, GGZ Midden Brabant and GGZ Breda.
Special Professor: Prof.dr. Ch van Nieuwenhuizen. (Tranzo/FSBS and GGZ E)
Coordinators: dr. E Brouwers (Tranzo/FSBS, dr. J van de Bogaard (GGZ MB), drs. G. Verhaegh (GGZ E) and dr. M Rijckmans / dr. A van den Broek (GGZ Breda)
- *Public Health Care*. Workplace set up in 2003. Core partners Tilburg University, RIVM (National Institute of Public Health and the Environment), GGD Hart voor Brabant, GGD West Brabant.
Special Professor: Prof. dr. J.A. M. van Oers (Tranzo/FSBS and RIVM)
Coordinator: dr. L.A.M. van de Goor (Tranzo/FSBS)
- *Chronic Care*. Workplace set up in 2004. Core partners Tilburg University, institutes joined in the Foundation for the Promotion of Academic Research in Chronic Care (SBWOCZ), and two institutions for the mentally disabled: Pameijer Keerkring Rotterdam and Prisma Waalwijk.
Special Professor: Prof. dr. J.M.G.A. Schols (Tranzo/FSBS and Maastricht University)
Coordinator: dr. K.G. Luijkx (Tranzo/FSBS)
- *Quality of General Practice and Hospital Care*. Workplace set up in 2006. Core partners Tilburg University, RIVM, Amphiaziekenhuis Breda/Oosterhout and GP groups.
Special Professor: Prof. dr. G.P. Westert (Tranzo/FSBS and RIVM)
Coordinator: dr. ir. B.R. Meijboom (Tranzo/FEB)

- *Policy on the Elderly.* Tranzo workplace since 2003. Core partners Tilburg University, the Foundation for the special chair in policy on the elderly. (co-financer Province of Noord Brabant)
Special Professor and coordinator: Prof. dr. R. Schalk (Tranzo and Organisation Studies /FSBS)
- *Addiction.* Since 2000, working in collaboration with the Erasmus University Rotterdam (IVO, Addiction Research Institute), Maastricht University, and Radboud University Nijmegen in a joint inter-university programme.
Professor: Prof. dr. H.F.L. Garretsen (Tranzo/FSBS)
Coordinator: dr. L.A.M. van de Goor (Tranzo/FSBS)
- *Welfare.* Workplace set up in 2002. Core partners Tilburg University and the Twern, an organisation for social services in and around Tilburg.
Professor: Prof. dr. H.F.L. Garretsen (Tranzo/FSBS)
Coordinator: dr. K.G. Luijkx (Tranzo/FSBS)

In addition to the Professors named above, some other Professors lead projects that do not fall within a single academic workplace but that are in the general interest or "overlap" the workplaces. These are:

- *Prof. dr. R.T.J.M. Janssen*, Special Professor of Economics and the organisation of Health Care (Tranzo/FSBS and Mondriaan group)
- *Prof. dr. J. J. Polder*, Special Professor of Economic aspects of health and care. (Tranzo/FSBS and RIVM)

Post academic Training

Besides the research programmes listed above, Tranzo hosts three courses in a post academic teaching programme in Health Care and Management (SWOOG courses). Programme leaders in this post academic teaching programme are Prof. dr. J. Moen and Prof. dr. A.A. de Roo.

External affiliations

There is intensive collaboration with all the above mentioned insti-

tutes and organisations.

There is international collaboration in the:

- (OECD) Health Care Quality Indicator Project (Westert)
- Project Network European Researchers in the Use of Drugs and other Addictive Behaviours (Garretsen)
- (EMCDDA) European Monitoring Centre on Drugs and Drug Addiction (Garretsen)

Frequent bilateral contacts are maintained and projects are carried out with a large number of universities and foreign national institutes, such as the West of England University in Bristol and the Norwegian Institute for Alcohol and Drugs Research in Oslo.

There is collaboration on projects at a national level and on PhD research with the University of Amsterdam, Maastricht University, the VU Amsterdam, the Erasmus University Rotterdam, Radboud University Nijmegen, Prismant, the Trimbos Instituut, NIVEL, NIGZ, the Verwey Jonker institute, the CBS and the RIVM, and the Brabant Medical School.

