Assessment Report for the research of NIVEL 2004-2009

November 2010

Preface

This report describes the independent external assessment of the research conducted at the Netherlands Institute for Health Service Research, NIVEL on October 14th and 15th. The assessment covers the period 2004-2009 and was conducted according to the Standard Evaluation Protocol 2009-2015.

The quality assessment was carried out by a review committee consisting of a chair and four members with expertise in the relevant areas of research.

As chair of the committee, I greatly appreciate the expertise, the commitment, and the excellent cooperation of my colleagues. The Committee wants to thank the director and the staff of the NIVEL for the thorough preparation and support of the review.

Prof. dr. André Knottnerus
Chair of the committee

1 Introduction

1.1. Scope and context of the assessment

The external assessment of the Netherlands Institute for Health Services Research, NIVEL covers the research conducted over the period 2004-2009. The assessment is part of a national evaluation system for publicly funded research in the Netherlands. Scientific quality, productivity, societal relevance of the research, and its vitality and prospects have been evaluated. The aims of this procedure are:

− To provide independent expert feedback and recommendations to support the board and director of NIVEL in their policy and decision making and to contribute to optimizing research management and leadership;

− Accountability to funding agencies, government, stakeholders and society at large.

− Improvement of the quality of research through an assessment carried out according to international standards of quality and relevance.

1.2. The Review Committee

The Review Committee has been appointed by the supervisory board of NIVEL in august 2010 and consists of: Prof.dr. André Knottnerus, chairman, Prof. dr. Rob Horne, Prof. dr. Walter Ricciardi, Prof.dr.Pauline Meurs, and dr. Janneke Hoekstra. Dr. Ad Prins was appointed secretary.
A brief curriculum vitae of each of the members is included in addendum 1 to the report.

1.3. Independence of the committee

All members of the Committee declared that they would assess the research in an unbiased and independent way. The Committee concluded that there were no unacceptable relations or dependencies and that there was no specific risk in terms of bias or undue influence.

1.4. Data provided to the Committee

The Review Committee received the following documentation:

- Self-evaluation 2004-2009
- Five key publications
- CWTS, Bibliometric Study of NIVEL 1991-2009
- SIAMPI report on Health
- Standard Evaluation Protocol 2009-2015
- Curriculum vitae of Program coordinators, postdocs and PhD students interviewed during the site visit
- Curriculum vitae of stakeholders interviewed during the site visit.

Furthermore, NIVEL provided an extensive secure website for the committee. A list of the names of program coordinators, post docs, PhD students and stakeholders interviewed during the site visit is presented in addendum 2.

NIVEL has asked to be evaluated as an institute with one research program encompassing the various research lines.

1.5. Procedures followed by the Committee

The Committee was asked to conduct the assessment according to the Standard Evaluation Protocol 2009-2015, issued by the Association of Dutch Universities (VSNU), the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Netherlands Organization for Scientific research (NWO).

The assessment of NIVEL is based on documentation provided by the Institute and on interviews held during the site visit. The Committee has taken into consideration relevant recent developments within and outside NIVEL as much as possible. The interviews with the director and the former management, and with a delegation of program coordinators, a delegation of post docs, a delegation of PhD students and several stakeholders were held on October 14th and October 15th. The programme of the site visit is included in Addendum 3.

After a presentation by the director of NIVEL and a discussion with the management team, the committee held its first discussion in a closed meeting on October 14th. After the interviews on October 15th the committee held another closed meeting to decide on the final assessment.
A draft has been sent to the director of NIVEL on 17 November with the request to make factual corrections if necessary. Any comments were discussed among the members of the committee. The review has been submitted to the supervisory board of NIVEL on 22 november.

1.6. Aspects and Assessment Scale

The Standard Evaluation Protocol 2009-2015 was used to assess the institute and its research on four main aspects:

- Quality (international recognition and innovative procedures)
- Productivity (scientific output)
- Relevance (scientific and societal impact)
- Vitality and feasibility (flexibility, management and leadership).

The Committee presents its judgments on these criteria according to a five-point scale:
Excellent (5), very good (4), good (3), satisfactory (2), unsatisfactory (1).

2. Description of NIVEL

2.1. Position, mission and strategy

NIVEL is a non-profit independent research organization for health services research. NIVEL carries out research activities on national[1] and international[2] level in various related subjects such as health care needs (health status, life style, social environment, norms and attitudes), health care provision (volume, capacity, organizational structure, quality and efficacy), care processes (provider-patient communication, compliance, guideline adherence), and health policy (legislation, regulations, financing and insurance).

NIVEL has a dual mission, scientific and societal. Its goal is to perform applied research relevant for policy makers and the various other parties involved in health care and health service, while also contributing to scientific literature in this field.

NIVEL is a network organization, both with regard to its internal organization and with respect to its relations with external parties. As an organization it has various research lines with each a staff of several researchers, for which programme coordinators are responsible as heads. The units are specialized, but sometimes work together on various contracts. Externally, NIVEL maintains an

[1] See NIVEL's national portal on www.nivel.nl
[2] See NIVEL's international portal www.nivel.eu

extensive network of contacts with various organizations, and, on several projects, works with research organizations with similar expertise[3].

Research areas at NIVEL comprise various fields such as labor market and human resources in health care, patient evaluation of care (consumer quality indexes), communication in health care, evaluation of guidelines, and the improvement of internal organization of hospitals. NIVEL has various databases that are maintained on a continuous basis. Having started as a research institute under the auspices of the Dutch College of General Practitioners (NHG) in 1965, and having become independent in 1971, NIVEL still is involved in research on performance and efficacy of general practice, for which it maintains a database (LINH) collecting information of the care provided by some 85 general practices, caring for 340.000 patients. Morbidity in the practice population, contacts and services by GPs can thus be monitored according to medical diagnosis, which for instance can be used in the evaluation of medical guidelines or the analysis of health care costs. Large health care user panels collect information through periodical questionnaires. These include among others the National Panel of Chronically Ill and Disabled, and the Dutch Health Care Consumer Panel. A large database of videotaped provider-patient contacts provides in-depth information on care processes. Human resource registers for several professional groups provide the basis for human resource projections.

2.2. Funding and Staff

As a sizeable institute with about 90 researchers and a budget of M€ 11, NIVEL obtains from less than a third (2004) to just less than half (2009) of this budget as a subsidy of the Dutch Ministry of Health (MoH) for specified activities related to NIVEL's national function in the knowledge infrastructure of the Ministry of Health. The rest comes from contracts from various sources. The commissions are project related grants. They cover the whole range from projects directly related to policy problems that may arise at various organizational levels in the health care system or to priorities set by the Ministry of Healthon the one side, to scientific projects on the other side. Grants may come from research grants organizations (such as ZonMw and NWO), or public societies or charities, promoting the interests in research in specific areas such as heart diseases or cancer. Grants may also come from health care and health insurance organizations[4] and their umbrella organizations. Internationally, NIVEL receives grants from the EU and WHO.[5]

Until 2008, NIVEL received its subsidy from the ministry on the basis of yearly activity plans. As the activity plans were increasingly detailed, and were felt to limit the room for free or strategic research, NIVEL sought new ways in defining the relationship with the Ministry. A new four-year covenant (2008-2011) specifies four areas of activities. The largest (over half of the subsidy) concerns national databases, panels and monitors. Each of these databases, panels, and monitors has its own steering group, consisting of relevant stakeholders, usually with the Ministry of Health at arms' length. The second area of activity is known as strategic orientation and gives room for strategic research and matching of EU and charity projects. The third one is the NIVEL Centre for Knowledge Exchange. Finally, there is a small designated budget for a yearly agenda of research priorities agreed upon with the MoH.

In order to be able to perform free strategic research aimed to strengthen scientific performance and to safeguard availability and continuity of the necessary expertise, the Ministry of Education has provided an extra grant of 1.5 million Euros. The grant is used for new PhD projects, for extending or finishing projects based on commissioned research with a PhD, to improve the international visibility of health services research, and for international collaboration and conferences.

[3] NIVEL is part of two interuniversity research schools, the Netherlands School of Primary care Research (CaRe) and Psychology & Health.

[4] NIVEL is co-founder and partner in a so-called 'academic research workplace' with insurance organization UVIT and the Open University.

[5] NIVEL is WHO collaborating centre for primary health care and National Lead Institute for the European Observatory on Health Systems and Policies.

Funding	2004	2005	2006	2007	2008	2009	
	K€	K€	K€	K€	K€	K€	% (in 2009)
MoH subsidy	3.120	4.589	3.664	3.942	4.932	6.164	47%
Scientific research grants	1.122	1.604	1.882	2.057	2.218	2.787	21%
Subsidies and contracts	5.696	5.522	5.193	4.193	3.515	3.556	27%
International	1.080	645	758	983	906	643	5%
Total funding	11.018	12.359	11.496	11.175	11.570	13.150	100% = € 13.150

Staff in FTE's	2004	2005	2006	2007	2008	2009
Tenured staff	32	34,5	32,9	30,5	32	32
Non-tenured staff	43,3	47,8	50	46,2	49,3	54,5
Of which PhD-students	7,2	7,1	4,8	5,3	5,4	5,3
Total research staff	75,3	82,3	82,9	76,7	81,3	86,5
Research support staff	30,7	29,5	32	28,8	27,9	29,9
Other support staff	16,9	16,8	15,6	16,9	17,2	19
Total staff	122,9	128,6	130,5	122,4	126,4	135,4
Share of scientific staff	61%	64%	64%	63%	64%	64%

2.3. Numbers of publications

In the period of 2004-2009 NIVEL produced a total of 1637 publications, about half of which as scientific output (contributions to journals, chapters and books and PhD theses), and half was societal output such as reports and contributions to professional journals. Other output of NIVEL is in the form of press releases, factsheets and two websites (www.nivel.nl, and www.nivel.eu). As part of its publication policy to publish all outcomes of all research projects, the reports and publications of NIVEL are accessible through these websites

	2004	2005	2006	2007	2008	2009
Scientific publications:						
Articles*	95	109	158	123	99	131
- of which in journals with Impact Factor	55	65	100	80	59	86
Scientific books	1	3	2	1	7	5
Scientific book chapters	10	11	28	9	10	9
PhD theses						
- **NIVEL PhD theses**	2	4	1	3	4	9
- **Other PhD theses****	1	2	5	4	1	4
Total scientific publications	109	129	194	140	121	158
Societal publications:						
Articles	57	52	41	48	32	36
NIVEL reports	66	72	79	62	68	72
Professional books	10	5	8	6	10	7
Professional book chapters	14	6	9	5	9	12
Total societal publications	147	135	137	121	119	127
Total publications	256	264	331	261	240	285

* Including letters, editorials etc.
** These are PhD theses of non NIVEL employees, supervised by NIVEL staff.

3. Evaluation according to the SEP framework

3.1. Findings of the committee regarding quality

Quality of research

According to its dual mission, NIVEL performs societally relevant work and scientific research in the field of health services research. Its output follows from this mission. It consists of policy oriented reports and scientific publications, where the latter are rooted in policy oriented work. NIVEL has established an extensive infrastructure of large databases, archives and panels, providing data for reports and publications. Its scientific work, resulting in PhD theses, chapters and journal articles reinforce the quality and innovation of this infrastructure, as is visible for instance in the video archive of consultations. This contributed e.g. to a scientific project leading to new guidelines used by practitioners in the communication with cancer patients.

NIVEL is an independent research institute that is well connected with the health policy and health care field as well as the scientific community. Nine researchers (programme leaders and MT members) are part time professors at several universities, thus strengthening the relationship of NIVEL with academia. Also, there are frequent collaborations in the national context, e.g., with RIVM (National Institute for Public Health and the Environment), Trimbos Institute (Netherlands Institute of Mental Health and Addiction) and numerous other parties. The committee learned that NIVEL is now involved in building a consortium of institutes (in particular with iBMG, IQ-health) aimed at a research program in quality of health care. In the past years, NIVEL has increasingly been involved in international collaboration, particularly in 10 EU projects (DG SANCO, DG Research) in which NIVEL is the principle executor of 4 projects. NIVEL is a WHO collaborating centre, and is the home base of three international network organizations; the European Public Health Association (EUPHA), the European Association for Communication in Health Care (EACH), and the European Forum for Primary Care (EFPC), Furthermore, NIVEL has intensive connections with a wide variety of parties in health care including patient organizations, NGOs, and health insurance companies. In cases where NIVEL is involved in implementation, its policy is to take a role of independent evaluator rather than change agent.

Leadership

On 1 January 2009, NIVEL changed its management structure, with a new director and in due course also a new governance structure. In the course of a smooth transition of management, the Board of Governors was replaced by a Supervisory Board supervising the management, and a Societal Advisory Board that assists in maintaining connections with the health care field. The Societal Advisory Board represents at the level of management crucial national organizations of health care providers, insurers and patients and NGOs. The management structure of the institute consists of a Management Team, including next to the director also four Heads of Research Departments and the Deputy Director of General Affairs. The Heads of research departments supervise a number of the 14 research lines each led by its program coordinator. The continuity of projects is, however, with each of the coordinators of the fourteen research lines, which are the smallest units within NIVEL.

NIVEL holds the principle that it is an organization of researchers led by active researchers. In this philosophy, program leaders are responsible for the continuation of the various programs. Research proposals from the programs are peer reviewed in the institute broad peer review meetings and assessed and monitored in the Management Team.

As part of its management strategy to maintain trusted and well connected relations in the field of health care and health services, regular consultation rounds are held with the various stakeholder organizations.

Academic Reputation Nationally and Internationally

The international academic reputation of NIVEL is illustrated by the prominent position in international collaborations and the increasing number of publications in international journals. Bibliometric analysis by CTWS reports that the average citation rates are somewhat above world average. However, the rates seem to decrease slightly. The reasons for this are not very clear. In the past years NIVEL has put increasing emphasis on publishing in high impact journals, and succeeded in doing so. However, the committee understands that in publishing in academic fields relevant to their work, researchers especially in the growing number of health care disciplines that have been stimulated to publishing

only recently, have also published in younger journals with lower impact ratings, which has contributed to the above mentioned outcome. Also, not all of these scientifical fields are well covered by the Web of Science database. In other words, the success of NIVEL in fulfilling its mission in stimulating new disciplines towards scientific publishing, has inevitably resulted in publications in younger journals with still relatively low impact factors.

Resources

The databases, panels and video archives of NIVEL are extensively detailed and with a long history. Some of the panels – such as the Panel for People with an Intellectual Disability (Panel Samen Leven) are unique in the world. These resources offer ample possibilities for high quality research of high societal relevance, and for extensive national and international collaboration. The maintenance of the databases, archives and panels is of great importance to keep these resources up to date and reliable. This explains the substantial infrastructural support needed by the institute.

NIVEL has benefited from the MoH grant for strategic research and the MoE grant for scientific research. These grants have enabled the funding of PhD work based on policy oriented research, e.g. within the research lines on the evaluation of health law. The grants also enabled international collaboration, for instance through matching of EU projects. The committee applauds this combined grant strategy, which would be important to maintain also in the future.

As a research environment, NIVEL is very attractive and is highly appreciated by the PhD students and Post Docs. The PhD students and Post Docs are motivated to do research and build a career at the interplay between health services research, society, and policy and therefore have chosen to work at NIVEL. In this context, the strategic alliances between NIVEL and a large number of universities, reflected in 8 special chairs and one ordinary chair, providing a high level connection between NIVEL and academia, are of vital importance and very successful.

3.2. Evaluative remarks regarding the quality of NIVEL's research.

The committee values the quality of NIVEL's research as very good. Both nationally and internationally, its research provides unique and detailed insights in health care and health services, based on detailed information that is derived from patients, clients as well as health care professionals. NIVEL has a unique position as a research institute because of its longstanding relations with health care professionals and patient organizations, in which NIVEL has acquired a position with high credibility and trust among these organizations both because of its independence and its efforts in regular consultation for the demands, needs, experiences, and ideas of professionals and patients. These resources enable projects and investigations that are highly relevant for science and policy making alike. The combined feature, of connectedness to the varied world of professionals and patients, and of thoroughly built databases, enables NIVEL to function as a crucial knowledge base for the Ministry of Health and policy makers at other levels, including international forums. The committee values the position of NIVEL as a knowledge centre in the Knowledge Chamber to the Ministry of Health, and is convinced that with its unique resources NIVEL is an institute other countries could wish for.

The committee understands that the dual mission of NIVEL, of scientific research and societally relevant work, is a combined and entwined goal. The two goals are not just competing entities in need of balance of time and resources, but, even more so, mutually dependent perspectives on related activities: NIVEL's scientific output is developed out of issues, questions and approaches that arise in practical and societal domains of health care, health service and policy making, and the societal added value for these societal domains is based on the scientific approaches NIVEL offers. The committee therefore highly values the variety and multidisciplinary composition of scientific expertise available at NIVEL addressing the multidimensional issues that arise in the practices of health care and policy making. It also underlines the importance of scientific as well as societal contributions to younger research fields with – in early stages of development - lower academic status, in order to maintain and develop the necessary scientific expertise for these fields, which contributes to the processes of professionalization in these fields and represents a vital investment to achieve increasing scientific impact in the future. Scientific status is for NIVEL not a goal in itself, but an absolute necessity to be of relevance to society. In order to avoid possible negative influences on citation scores on the shorter term, the committee emphasizes the importance and opportunities of an integrated strategy: (1) using the increasing scientific impact of the already more advanced research domains to create room and time for development for less advanced domains; (2) problem oriented multidisciplinary research in which the specific contributions of disciplines of various stages of

development are combined also to promote one another's scientific impact; and (3) international, multidisciplinary scientific collaboration based on the unique strengths of NIVEL data infrastructure.

The expertise of NIVEL extends to 14 research lines for which the program coordinators are responsible. The committee is aware that this is very broad, but notes also that in terms of comprehensiveness this range is necessary to be able to relate to the variety of issues arising in the policy domain, and also to develop and renew its expertise by internal cross fertilization. Also, the range of expertise allows the vital combination of macro, meso and micro level evaluation in health care. However, the comprehensiveness of expertise does raise issues of focus and profile, also as a basis for visibility and recognizibility in the national and international research field. The committee is of the opinion that NIVEL could benefit from greater clarity about its specific strengths and focus. The committee understands this to be about the effects and consequences of changes and interventions in health care and health services on *people*, that is, patients, professionals, and decision makers. The committee suggests this focus on people to be considered as a crucial unifying element in the program lines. Whereas NIVEL as an institute and in its respective research lines does pay attention to this perspective, the program as a whole and the development of existing and new lines of research could benefit from efforts to bring this focus more explicitly to the fore. This is also relevant in defining NIVEL's position in relation to other health service research institutes.

In the period under evaluation, NIVEL has been successful in establishing new collaborations. Through it, the institute has acquired a pivotal and trusted place in the field, with a potential for a more explicit authoritative position, nationally and internationally. The committee notes in this respect that NIVEL has established a network of productive collaboration with other national research institutes and universities. NIVEL's scientific potential might also be further developed by seeking more direct collaboration with international academic parties who – e.g., in relation to the international attractiveness of the enormous opportunities of its databases - might work not only with but also at NIVEL, such as through invitational lectures and by attracting part time researchers from outside. This will benefit the work of PhDs and post docs and scientific impact.

Regarding the role chosen in collaboration, the committee is aware that NIVEL is careful not to be involved in direct attempts at implementation. The institute often seeks the role of evaluator in the collaboration with change agents, which the committee understands. However - given its pivotal and trusted position in the scientific, professional and consumers field, which is often essential for effective implementation - a further reflection on NIVEL's possible role and involvement as a change agent itself or as supportive contributor in the implementation phase, might be useful. Such a role may become more relevant in an era in which subject matter oriented expertise in ministries is decreasing in favour of more general management expertise. The committee also notes NIVEL's policy to transparently report and publish all outcomes of research, which underlines its independence and makes NIVEL robust enough to seek also collaborations with market parties if this fits its mission.

The committee strongly supports proposals for a continuation of the grant for strategic research by the Ministry of Health and underlines also the necessity for the continuation of the grant of the Ministry of Education. Both grants will enable NIVEL to further develop its expertise. This is needed to maintain and further develop both scientifically strong and policy relevant work, also in view of the challenges faced by policy makers.

The committee rates quality as very good (4)

3.3. Findings on productivity, and evaluative remarks

The productivity of NIVEL is impressive, both in scientific and in societal output. The committee notes that productivity not only implies contributions in the form of reports and scientific publications. Notably, productivity is also achieved in the contributions to professional guidelines, in the production of tools and other products to be used by many parties, in contributing to many important advisory committees, and in communicating with stakeholders and the public. The variation in output is large, and might be expected to become even larger as new media become more widely available and used.

The committee applauds the strategy of NIVEL to be visible both in high impact journals and in academic fields that, if measured only in impact factors and citation scores, seem to have lower academic status at the moment. Where this may lead to diminishing chances to acquire higher averages in citations, the committee suggests a more explicit strategy for publications, in order to be

able to remain visible also in these fields with lower status. See also the suggestions made in the previous section.

The committee rates productivity as excellent, both in quantity and quality. (5)

3.4. Findings on societal relevance and evaluative remarks

Regarding societal relevance, NIVEL does more than each competitor in the field. The interaction with stakeholders is increasingly strong. NIVEL is leading in this respect and has a lot to offer to the field. The interaction with stakeholders is much more than dissemination: it reflects a two way process of exchange, understanding, and agenda setting. From stakeholders, the committee learned that NIVEL might benefit from an even more continuous interaction with stakeholders, also addressing what role NIVEL and stakeholders have in generating research questions and methods. This might also lead to a more flexible and programmatic form of consultation than the yearly consultation rounds.

The committee rates societal relevance as excellent (5)

3.5 Findings on vitality and feasibility; and Evaluative remarks

The committee appreciates the detailed SWOT analysis presented by NIVEL in the self-evaluation, and supports its analysis of strengths, weaknesses, opportunities and threats. The committee is aware of strategic challenges that NIVEL's management might face on the longer term. Given the national and international financial developments and the requirements for governments to address issues arising thereof, the committee foresees that NIVEL, as any other research institute, will eventually face a period with considerable challenges for funding. NIVEL has shown to be very able to address previous financial challenges, and the near future seems secure. However, considerable uncertainties for funding might emerge on the longer term. This poses issues of strategic choices, of diversification and focus, which the director and the management undoubtedly are aware of and have to address in the near future. This will also ask leadership by the NIVEL in developing and promoting innovative financial arrangements. For example, the NIVEL could take the lead in negotiating on and profiting from creating a substantial public research & development component as a percentage of the huge annual health care insurance budget, but also other arrangements should be explored. This could be done under the premise of the (vital) basic funding of the MoH and MoE, which is justified by the key role of NIVEL for the public good.

The committee rates vitality and feasibility as very good (4)

Conclusions

The committee concludes that NIVEL in the period 2004-2009 performs very good to excellent, both in terms of the quality of research and in terms of the organization of the institute.

Quality	Very Good (4)
Productivity	Excellent (5)
Relevance	Excellent (5)
Vitality and Feasibility	Very Good (4)

Based on the self-evaluation of NIVEL, other written sources, and on the interviews during the site visit, the committee also recommends the following:

1. Elucidate the focus of the institute and its research lines in order to strengthen the identity of the institute and its strategic vision for the future.
2. Address issues of strategic choices and management, related to focus and diversification of expertise.
3. Develop and promote innovative financial arrangements to strengthen future perspectives.
4. Reflect on the possible role and involvement in, or contribution to, implementation phases.
5. Develop an integrated publication strategy to account for possible negative influences of contributions in younger research fields on the citation scores.
6. Seek direct collaboration and exchange with international academic parties for lectures and part-time research positions, and capitalize the unique data base infrastructure in further developing international scientific collaboration.
7. The committee strongly supports a continuation of the research grants of the Ministry of Health and the Ministry of Education.

Addendum 1

Curriculum vitae of members of the committee

Prof.dr. André Knottnerus, chair of the committee
Professor of general practice, Faculty of Health, Medicine and Life Sciences, Maastricht University,
Chair of the Scientific Council for Government Policy
Chair of the European Science Advice Network for Health (EuSANH)
Chair of the Medical Section of the Royal Netherlands Academy of Arts and Sciences (KNAW)

Prof. dr. Rob Horne,
Director of the Centre for Behavioural Medicine, Department of Practice en Policy, University of London,

Prof. dr. Walter Ricciardi,
Director Institute of Public Health Catholic University of the Sacred Heart, Rome
Editor Oxford Handbook of Public Health
Member of the National Board of Medical Examiners (US)
Chair of EUPHA

Prof. dr. Pauline Meurs.
Chair of the Netherlands Organization for Health Research and Development (ZonMw),
Professor of Health Management, Erasmus University, Rotterdam
Member of the Senate of Dutch Parliament

Dr. Janneke Hoekstra,
Director of the Department of Knowledge and Innovation of the Ministry of Agriculture, Food Quality and Nature.

Addendum 2

The delegation of programme coordinators
- Prof. dr. Anneke Francke
- Dr. Mieke Rijken
- Dr. Cindy Veenhof
- Prof. dr. Peter Verhaak
- Prof. dr. Cordula Wagner

The delegation of Post Docs
- Dr. Dolf de Boer
- Dr. Mariëtte Hooijveld
- Dr. Maaike Langelaan
- Dr. Mark Nielen
- Dr. Margreet Reitsma- van Rooijen

The delegation of PhD students
- Ligaya Butalid
- Remco Coppen
- Joost Dusseljee
- Dionne Kringos
- Emmy van Muilwijk

The delegation of stakeholders
-Dr. Bert Boer, Executive member of the Health Care Insurance Board (CVZ)
- Prof. dr. Paul Robben, Health Care Inspectorate, Professor of Efficacy of Surveillance of the Quality of Health Care, Erasmus University Rotterdam
- Mrs. Atie Schipaanboord, director of V&VN, the Dutch Nurses' Association
- Arno Timmermans, MD President of the Dutch College of General Practitioners (NHG)
- Dhr. Kees Molenaar, Directorate Market and Consumer, Ministry of Health

Addendum 3

PROGRAMME OF THE SITE VISIT OF THE REVIEW COMMITTEE TO NIVEL
14-15 October 2010

Thursday 14 October (Location: NIVEL and/or restaurant in Utrecht)
17.00 – 18.00 h. welcome and presentation of the self-evaluation by the director of NIVEL
18.00 – 20.00 h. preparatory meeting of the review committee
20.00 – later dinner of the committee, the director and heads of department of NIVEL
(Location: restaurant in Utrecht)

Friday 15 October (Location: NIVEL)
08.30 – 09.30 h. interview with 5 programme coordinators
09.30 – 10.30 h. interview with 5 researchers (post docs)
10.30 – 11.00 h. extension time and break
11.00 – 12.00 h. interview with 5 PhD students
12.00 – 13.00 h. internal deliberation of the committee
13.00 – 14.00 h. lunch and consultation with NIVEL director and the former (until 2008) directors of NIVEL, Prof. Dr. Jozien Bensing, and Prof. Dr. Jouke van der Zee
14.00 – 15.00 h. interview with the former (2002-2009) chairperson of the board of governors, Mrs. Dr. Els Borst-Eilers, and current (from 2010) member, Prof. dr. Pieter Hooimeijer
15.00 – 16.30 h. interview with external stakeholders
16.30 – 17.30 h. internal deliberation of the committee
17.30 – 18.00 h. discussion of preliminary results with director
18.00 – 18.30 h. presentation of preliminary results of the site visit to NIVEL director and staff