

REPORT ON THE DHU FRAMEWORK  
PROGRAM:  
Départements Hospitalo-Universitaires (DHU)

UNDER THE SUPERVISION OF  
THE FOLLOWING INSTITUTIONS  
AND RESEARCH BODIES:

Assistance Publique - Hôpitaux de Paris  
Institut National de la Santé et de la Recherche  
Médicale - INSERM  
Université Paris Descartes  
Université Pierre et Marie Curie  
Université Paris Diderot  
Université Paris-Sud - UPSud  
Université Paris-Est Créteil Val de Marne - UPEC  
Université Paris 13  
Université de Versailles Saint-Quentin-en-Yvelines  
- UVSQ

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**EVALUATION CAMPAIGN 2017-2018**  
GROUP D



In the name of Hcéres<sup>1</sup>:

Michel Cosnard, President

In the name of the expert committee<sup>2</sup>:

Hervé Le Marec, Chairman of the committee

Under the decree No.2014-1365 dated 14 November 2014,

<sup>1</sup> The president of Hcéres "countersigns the evaluation reports set up by the expert committees and signed by their chairman." (Article 8, paragraph 5);

<sup>2</sup> The evaluation reports "are signed by the chairman of the expert committee". (Article 11, paragraph 2).

This report is the sole result of the unit's evaluation by the expert committee, the composition of which is specified below. The assessments contained herein are the expression of an independent and collegial reviewing by the committee.

## PRESENTATION OF THE FRAMEWORK PROGRAM

**Name:** University Hospital Departments at AP-HP  
**Starting date** 2010-2014

## COMMITTEE MEMBERS

**Chair:** Mr Hervé Le Marec, CHU/Université de Nantes

**Vice-Chair:** Ms Liana EULLER-ZIEGLER, CHU/Université de Nice

**Experts:** Mr Mathias CHAMAILLARD, Institut Pasteur Lille  
Ms Geneviève CHENE, Université de Bordeaux  
Mr Jean-François DEMONET, CHU de Lausanne, Suisse  
Ms Helen DOLK, Ulster University, Ireland  
Mr Andréas KLEINSCHMIDT, CHU de Genève, Suisse  
Ms Mélanie Koenigshoff, Université de Denver, USA  
Mr Massimo LEVRERO, Inserm/CNRS, Lyon  
Ms Birgit LORENZ, Université de Giessen/Marburg, Germany

**HCERES scientific officer:**

Mr Gilles DEFER

**Representatives of supervising institutions and bodies:**

Ms Corine ALBERTI, Inserm  
Ms Catherine BOILEAU, AP-HP  
Ms Florence FAVREL-FEULLADE, DRCI AP-HP  
Mr Bertrand FONTAINE, AP-HP,  
Ms Elisabeth GUILLAUME, DRCI AP-HP  
Mr Martin HIRSCH, AP-HP  
Mr Yves LEVY, Inserm

Ms Valérie MAZEAU-WOYNAR, Inserm

Ms Anne NOAH, DRCI APHP

Mr Bruno Riou, UPMC

## INTRODUCTION

### HISTORY AND SUPERVISING INSTITUTIONS OF THE FRAMEWORK PROGRAM

The aim of the "Marescaux commission" was to propose a new scheme of the university-hospital organization to promote the development of biomedical research, the organization of training and their integration into medical care. In addition to the few University-Hospital Institutes (IHU) that have later on benefited from a specific call including a very significant funding from the "investment for the future" plan (PIA1), and in light of previous local initiatives such as the institutes of Nantes University Hospital, the "Marescaux commission" has proposed to bring together high-level healthcare structures and strong research activity within University Hospital Departments (DHU). Although they could constitute a considerable force for the development of biomedical research and excellence in care in France, these structures have not been the subject of a national call and did not receive specific funding from the national investment plan.

Thus, following its 2010-2014 strategic plan, scheduling the restructuring of university-hospital research, AP-HP proposed the creation of DHUs in collaboration with Inserm and universities.

### OBJECTIVES OF THE FRAMEWORK PROGRAM

As part of the structuration of university-hospital research, the University-Hospital-Departments (DHU) were created with the aim to renew relations between AP-HP, Inserm and universities, to boost research, and to improve the quality of care, by more rapid dissemination of innovations. The stated objective of this new organization was to support teams selected for their scientific excellence as drivers of university-hospital dynamics. The aim was to transform the landscape of biomedical research by promoting new synergies between units, by providing innovative and structuring organizations within an integrated project of care, teaching and research. By their association, the three partners had the ambition to build in specific medical domains 16 DHUs of world-class level.

### WORKFORCE AND FUNDING SPECIFICALLY ALLOCATED TO INDIVIDUAL FEDERATIVE STRUCTURES

DHUs merge forces from the three associated institutions (University Hospital/AP-HP, University and Inserm

To support their structuration, APHP has provided to each selected DHU a specific funding of 100K €/year for a period of 5 years. The assessment of this specific support needs a complete view of the resources of the DHUs but the report did not provide any information concerning the workforces and the actual resources engaged by the 3 institutions.

The major funding attractiveness was the unique opportunity to apply to the highly funded "RHU" call of the "Plan Investissement d'avenir", as the two first calls were open only for DHUs or FHUs, thus creating a strong opportunity for the DHUs of AP-HP that were already in place. Indeed 50% of the AP-HP DHUs obtained a RHU funding.

### GLOBAL ASSESSMENT OF THE FRAMEWORK PROGRAM

Bringing together clinicians and scientists sharing a common objective is a powerful strategy to foster translational biomedical research, education and care. Therefore, the creation of the DHUs represents by itself a quite promising initiative.

The Hcéres committee has unanimously appreciated the high scientific and medical value of the DHUs, confirming the interest of merging under the same management high level of care and high level of research. Undoubtedly this success could not have been achieved without the very strong commitment of the medical and scientific community and especially the coordinators of the DHU. This comment is highlighted in the specific assessments of each DHU.

The DHU process brings together forces coming from AP-HP, Inserm and University. This process implies a strong commitment and a strong collaboration between the three institutions and should lead to a tightening of their links. However, the DHU process, enthusiastically supported by the medical and scientific community, was hampered by a weak management of the framework program that did not associate sufficiently the three partners.

Assessing the real research funding requires the availability of a complete list of the resources. This was not provided in the report. Funding from University and Inserm, in particular workforces, were not provided and

AP-HP has not provided any information to the Hcéres committee concerning the amount of MERRI (its main research funding) generated by DHU and the way they were dispatched between DHUs.

The creation of a productive "DHU" collaboration is a lengthy process. Although a five years timeline is certainly too short to reap the rewards of this new organization, most of the DHUs have met the scientific, medical and educational expectations. In the light of the first results, the extension of the DHU process is highly recommended by the Hcéres committee. The extension will need a stronger, well-balanced and more transparent cooperation between the institutions associated in managing the DHU program.

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