

STRATEGIC PLAN OF THE IDIBGI 2013-2017



**Girona
Biomedical
Research
Institute**

WORKING PAPER

Girona, September 2013

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1. INTRODUCTION

The Girona Biomedical Research Institute (IDIBGI) has its origins (2005) in the Dr. Josep Trueta Private Foundation (1995). Since 2008, with the participation of the Generalitat in the organs of government, it has been a public body and it is currently a centre affiliated to the CERCA programme.

The IDIBGI is made up of research groups from the following institutions:

- ✓ Dr. Josep Trueta University Hospital of Girona
- ✓ University of Girona
- ✓ Institute of Image Diagnosis
- ✓ Catalan Institute of Oncology
- ✓ Institute of Primary Care/Catalan Institute of Health in Girona
- ✓ Institute of Health Assistance

The mission described in the statutes of the IDIBGI determines that its purpose is to promote, develop, manage and disseminate research, scientific and technical knowledge, teaching, and training in the field of life and health sciences.

This year, in the light of the IDIBGI's progress, it has been considered essential to undertake the process of drawing up its first strategic plan.

To this end, the definition and implementation of the **Strategic Plan for 2013-2017** has to commit itself to supporting and consolidating quality biomedical research with the aim of responding to the health problems of the community within a complex socioeconomic context.

This effort will allow the institute to consolidate its relationship with the Generalitat of Catalonia and its continuance within the CERCA system.

In this respect, the plan has to meet the following challenges:

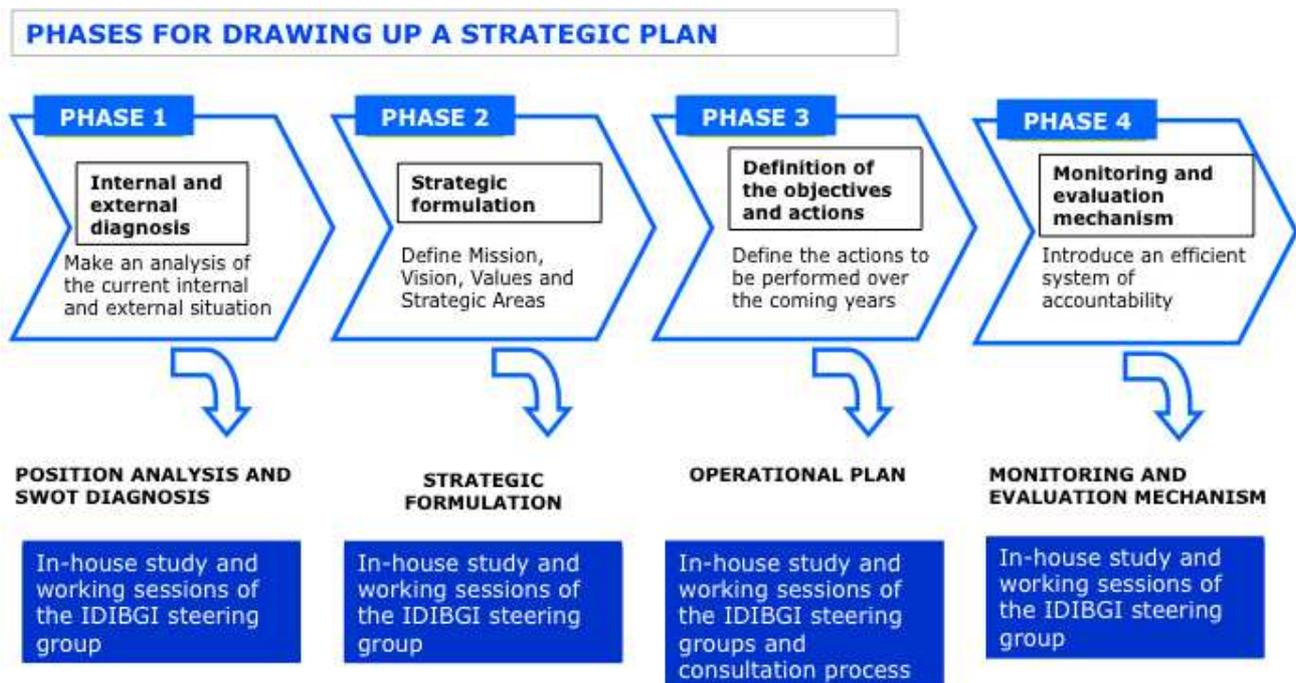
- ✓ External challenges:
 - Governance Plan for 2011-2014 (Area 1.10 Research and Development) Ministry of Economy and Knowledge, Generalitat of Catalonia
 - Strategic Plan for Research and Innovation in Health for 2012-2015, Ministry of Health of the Generalitat of Catalonia
 - State Plan for Scientific and Technical Investigation and for Innovation for 2013-2016, Ministry of Economy and Competitiveness of the Government of Spain
 - Horizon 2020 Programme, European Union

- ✓ Internal challenges:
 - Guide, support and coordinate all of the activities of research in the field of biomedicine and health of the institutions that make up the IDIBGI
 - Facilitate the supply of resources to promote R+D+I activities
 - Foster the scientific excellence of the research groups
 - Promote the translation of clinical and public health research into regular practice
 - Strengthen the position of the IDIBGI in biomedical research internationally
 - Promote measures to recruit and retain research talent

2. METHODOLOGY

Strategic planning is a process by which the strategy of an organisation is designed. After performing a diagnosis of the internal organisation and the setting in which it operates, a set of actions are agreed upon which, once undertaken, will enable the desired objectives and future scenarios to be achieved.

The drawing up of the IDIBGI's Strategic Plan consists of four phases. This methodological process together with the results which are to be expected in each phase are presented below.



PHASE 1. MAKING THE DIAGNOSIS



OBJECTIVE:

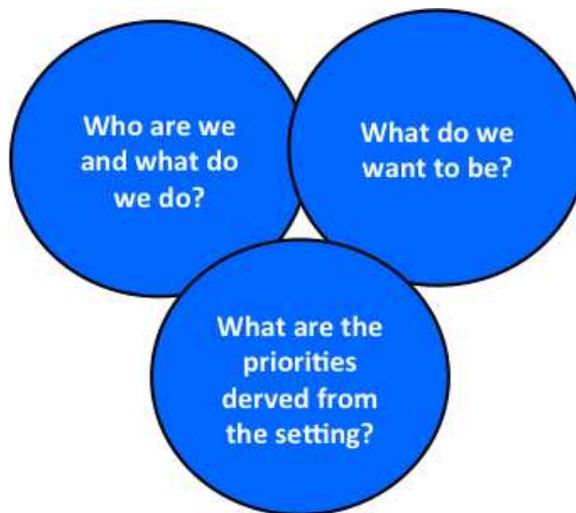
To identify and report the starting position of the institute, agreeing an analysis of the baseline so as then to be able to make an analysis of its real current internal (Strengths and Weaknesses) and external (Opportunities and Threats) situation.

In order to fulfil this objective, a steering group was established with the participation of the following:

- ✓ Area Manager of the Catalan Institute of Health (ICS) in Girona and the Institute of Health Assistance (IAS)
- ✓ Vice-Rector of Research and Transference of the University of Girona
- ✓ Head of Research and Innovation of the Ministry of Health of the Generalitat of Catalonia
- ✓ Director of the Catalan Institute of Oncology - Girona (ICO)
- ✓ Head of Research of the Institute of Primary Care of Girona, acting also in representation of the Jordi Gol Primary Care Research Institute
- ✓ Director of the IDIBGI

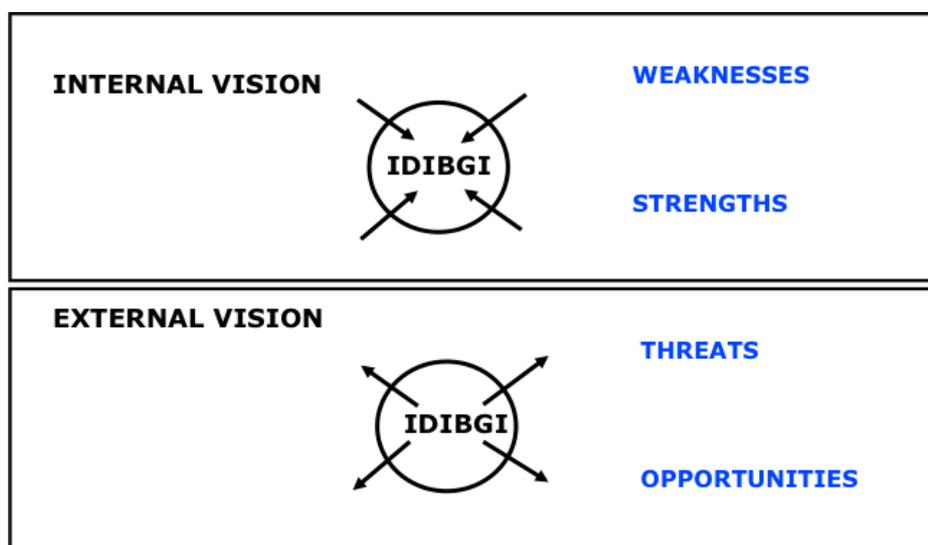
There are essentially three reasons for beginning the first phase in the drawing up of the Strategic Plan of the IDIBGI with a position analysis: firstly, because it has been considered of interest to share a starting position between the different bodies that make up the steering group; secondly, given that this is the first strategic plan of the institution and the fact that the institutions that most collaborate with the IDIBGI are represented on the steering group of the Strategic Plan, it has been considered essential to know the different expectations that they have for it; and finally, this position analysis is an important collective exercise given that the institute has recently appointed a new director.

The process of joint reflection is undertaken by asking three key questions. Graphically:



Once this position analysis has been performed, an internal and external diagnosis of the current situation of the IDIBGI is performed:

- In the internal analysis (Weaknesses and Strengths), the capacities are identified with the aim of approaching the future challenges with confidence, being aware of those aspects of the organisation that need to be improved and/or strengthened.
- In the external analysis (Threats and Opportunities), the changes arising from the setting are identified which directly or indirectly affect the development of the activity of the organisation or which are key to the improvement of the competitive position of the institute.



The process of reflection on the analysis of the real current situation is undertaken around the different operational areas:

- **R+D+I Policy**
- **Human Resources**
- **Spaces and infrastructures**
- **Internationalisation and Alliances**
- **Financing**
- **Organisation**
- **Communication and dissemination**
- **Quality, ethics and good scientific practice**

RESULT:

SWOT diagnosis (Strengths, Weaknesses, Opportunities, and Threats) based on the main conclusions reached in the analytical process.

PHASE 2. STRATEGIC FORMULATION



OBJECTIVE:

To formulate a mission, vision and values that characterise and define the institute in a future setting in which the organisation projects itself by following the strategic plan that is being proposed. The strategic priorities are also to be identified in this phase, in other words, the central mainstays of the objectives and the actions of each of the operational areas of the institute.

• **MISSION:**

This deals with the purpose of the organisation. Answers to the following questions should be found in order to facilitate its definition:

- *Who are we?*
- *What is our business?*
- *What differentiates us?*
- *Why and for what do we do what we do?*
- *Who do we do it for?*
- *How do we do it?*
- *What values do we respect?*

• **VISION:**

This attempts to describe the organisation in 2017, which should correspond with the date planned for the finalisation of the strategic plan. The following questions are to be answered in defining this:

- *What and how do we want to be in 2017?*
- *What do we want to become?*
- *Who will we be working for?*
- *What will differentiate us?*
- *What values will we respect?*

- **VALUES:**

The objective in defining the corporate values is to have a reference framework that will inspire the life of the organisation. To this end, it is important to decide on a set of principles, beliefs and shared norms that characterise the organisational culture. In other words, to agree on the priorities for the functioning of the institute.

RESULT:

A defined and validated strategic formulation, together with the establishment of shared strategic priorities.

PHASE 3. DEFINITION OF THE OPERATIONAL PLAN



OBJECTIVE:

To define the objectives and actions to be developed over the coming years in agreement with the previously defined strategic formulation.

- **Operational areas:**

The objectives and actions are established by operational areas. These correspond to thematic blocks of activity that are considered essential fields of action given that they are vital elements for the daily functioning of the institution and allow the mission of the institute to be achieved.

- **Objectives:**

Their definition should correspond to the identification of general actions considered as being required to achieve the desired future setting. In other words, they are the results that are aimed at for each of the operational areas.

- **Actions:**

To establish the actions that will make it possible to achieve the objectives that are proposed in a much more operative format, given that these are the specific activities that are to be performed in order to achieve the objectives. Therefore, the actions respond to the final implementation of the strategic plan and so should allow for responsibilities, the resources required, schedules, indicators, etc. to be agreed. For this reason, it is recommended that the actions be realistic and it is important only to select those that are strictly necessary.

Methodology including consultation of investigators:

With the aim of seeking internal consensus and of involving investigators of the organisation in carrying out the strategic plan, it is proposed that two sessions be held to contrast and validate the document: firstly, with leading investigators of the institution and, secondly, opening a consultation process of all of the investigators, distributing the strategic plan working paper drawn up by the steering group and holding a joint plenary meeting to contrast and agree the plan.

RESULT:

Finalise and validate the operational plan

PHASE 4. MONITORING AND EVALUATION



OBJECTIVE:

Create a system of accountability to facilitate the evaluation of the actions and projects undertaken over the years, as well as to implement efficient monitoring of the day-to-day functioning of the IDIBGI

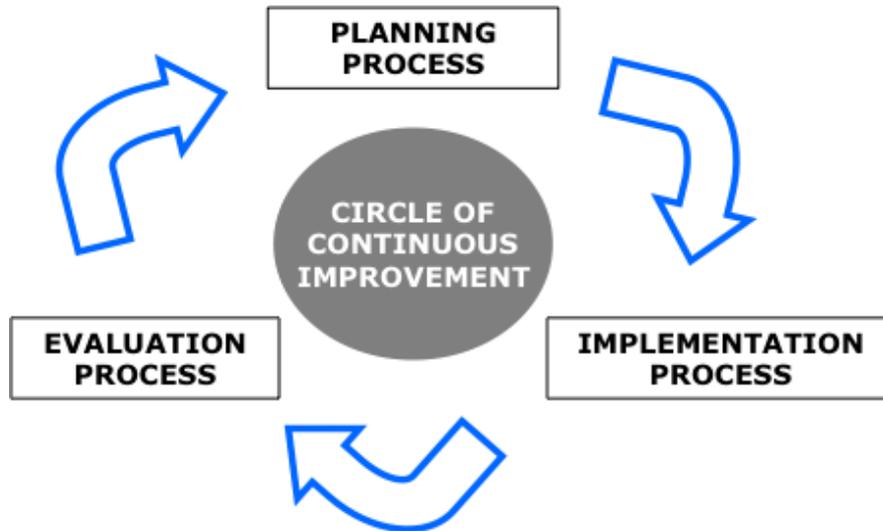
In this last phase, an integrated management framework is to be drawn up that allows each of the actions included in the operational plan to be identified:

- the monitoring indicators
- those who bear direct responsibility
- the budget for the actions
- the starting position
- the expected result
- a schedule for each of the projects

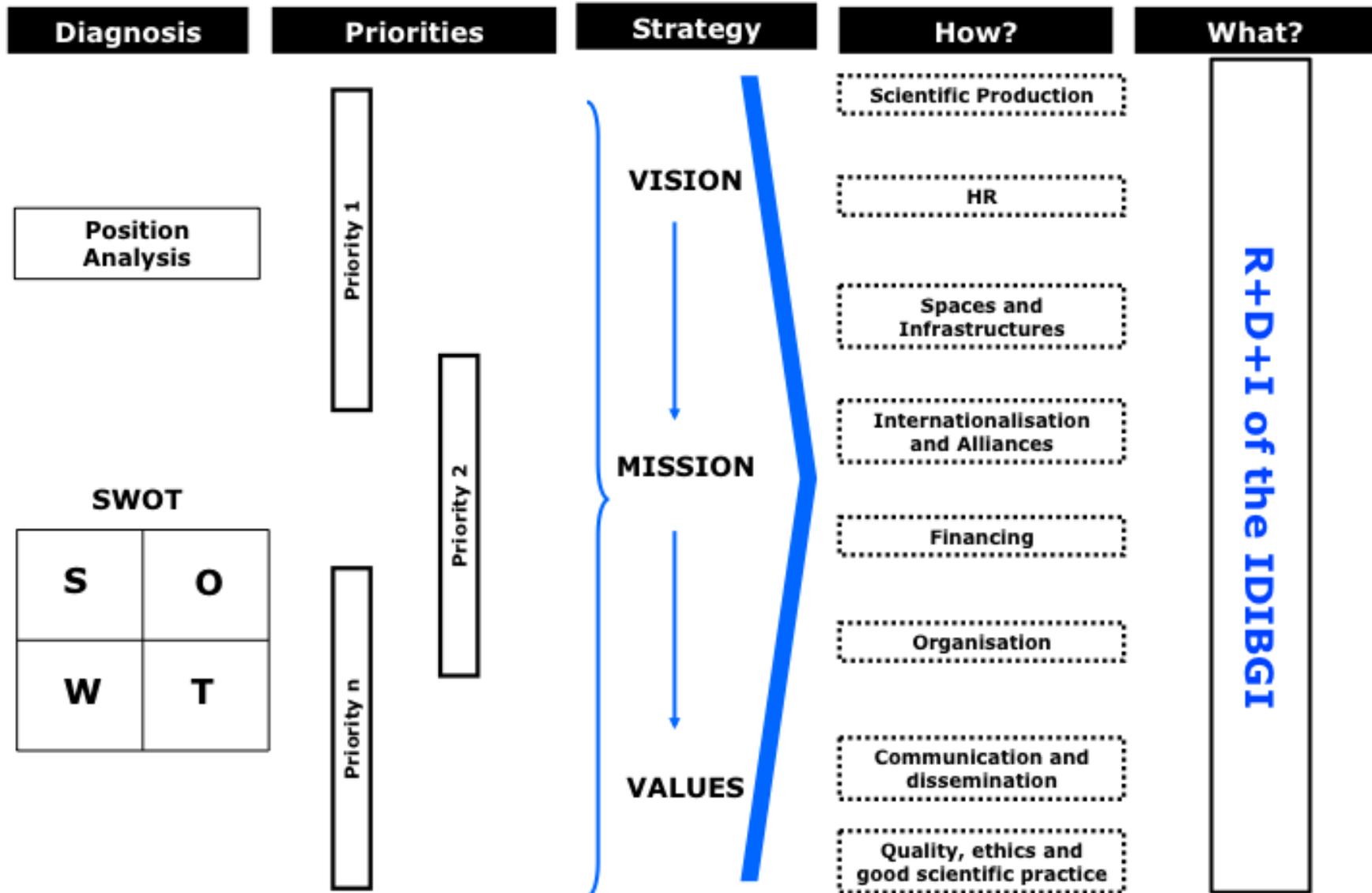
This is a tool to facilitate the monitoring and assessment of the progress that the institute makes, to guarantee coherence in the day-to-day functioning of the centre and to facilitate the alignment of the research groups and the management around a common objective.

Furthermore, this system of monitoring and accountability should be articulated, complementarily, from the usual method of the organisation (periodical drafting of reports, specific sessions within the management of the institute, others). Therefore, it is necessary to record the results obtained for each action periodically and to report on them to the corresponding person in a structured fashion in order to monitor and control the achievement of the planned objectives. This method will allow the plan to be continuously evaluated and for modifications to be made systematically where appropriate in such a way as to ensure continued coherence with the real situation of the institution and its setting.

Graphically,



In summary, the process followed in developing the IDIBGI's strategic plan is as follows:



3. SWOT ANALYSIS

<p style="text-align: center;">S</p> <ul style="list-style-type: none"> - Excellence of specific IDIBGI research groups - Ability to influence training in R+D+I amongst healthcare staff and junior researchers - Ability to encourage the setting up and development of emerging groups - Being able to depend on the alliance between a hospital and a university - Being affiliated to CERCA - Ability to set up transversal programmes in the R+D+I organisational model - The setting up of an external scientific committee - Ability to promote policies of communication, dissemination and internal awareness of R+D+I activity - The IDIBGI has the ability to guide, reinforce, support, and coordinate the biomedical research of the different participating institutions 	<p style="text-align: center;">O</p> <ul style="list-style-type: none"> - Will and involvement of all of the stakeholders in defining the IDIBGI from 2012-16 - Alliance on functional foods with CERCA centres (IISPV; IRB Lleida; IRTA, etc.) and others (e-MTA,...) - Shared information system within the health region and connection between the hospital and primary care services - Horizon Strategy 2020 and internationalisation (development of a cross border technological alliance, amongst others) - ISS accreditation - UdG Medical Sciences and Nursing research in growth phase - Talent incorporated to the UdG through the Serra Hunter Programme - Recruitment of talent through national and international programmes
<p style="text-align: center;">W</p> <ul style="list-style-type: none"> - Lack of R+D promotional and awareness activities - The requirements for setting up IDIBGI research groups have not been defined - Criteria and ground rules for access to IDIBGI support services have yet to be set - Little transfer and translational activity both in terms of medical technology and clinical guides, etc. - Greater synergies must be sought between the support units for conducting clinical trials - Career development insufficiently defined - Lack of space and specific infrastructures and need for greater connection between them - Lack of internationalisation of the activities of the IDIBGI - Lack of communication, dissemination and internal and external awareness of the IDIBGI 	<p style="text-align: center;">T</p> <ul style="list-style-type: none"> - Difficulties in locating the IDIBGI, the hospital and the medical and nursing faculties of the UdG at one single site - High external competition (from the rest of the state and internationally) - Economic uncertainty: <ul style="list-style-type: none"> ▪ Difficulty in introducing the translational research model in the face of reduced resources in the health sector ▪ Reduction in national and state public end resources for research - Difficulties in sustaining the CERCA model

4. STRATEGIC FORMULATION: Mission, Vision, Values and strategic priorities

The definition of the purpose of the institute is as follows:

Mission

To support and develop quality biomedical and health research, promoting its translation into regular practice, with the aim of responding to the health problems of the community.

Vision

To have a significant impact on people's health and quality of life, producing and transferring excellence in knowledge permitting the institute to become a point of reference in biomedical research.

Values

The commitment and determination of the organisational culture of the institute are defined in the following set of values:

- Proximity to the territory and the different levels of care
- Orientation towards citizens' health
- Excellence and talent
- Scientific awareness and dissemination
- Transversal and multidisciplinary approach
- Knowledge valorisation
- Integrity and ethics

Strategic priorities

In agreement with the formulation of the mission and the vision of the IDIBGI, the strategic priorities for the period from 2013-2017 are as follows:

- Scientific excellence
- Internationalisation (within the European Union)
- R+D+I organisation
- Resources: talent and spaces
- Specialisation

The strategic priorities are set out in the objectives and actions defined in the present strategic plan

5. OBJECTIVES AND STRATEGIC ACTIONS

In agreement with the result of the SWOT analysis of the different strategic areas and based on the strategic formulation, a first proposal of objectives and future actions grouped by operational areas is made below:

1. Scientific production and Evaluation

2. Human Resources

3. Spaces and infrastructures

4. Internationalisation and Alliances

5. Financing

6. Organisation

7. Communication and dissemination

8. Quality, ethics and good scientific practice

1. Scientific production and Evaluation

Objective 1.1. Promote R+D+I activities in the care and academic setting of the IDIBGI

Action 1.1.1. Organise R+D+I awareness and promotional activities amongst the health professionals working in the care setting

Action 1.1.2. Coordinate R+D+I awareness and promotional activities in the field of health and biomedicine with the UdG

Action 1.1.3. Define a blueprint for getting started in R+D+I activities working from a training plan and mentoring actions (continued support, supply of resources, tools, etc.)

Action 1.1.4. Define the research support services that are offered

Action 1.1.5. Establish clear rules of access to the research support resources

Action 1.1.6. Make a commitment to and foster the development of emerging groups

Objective 1.2. Foster scientific excellence amongst IDIBGI research groups

Action 1.2.1. Define a general framework with entrance requirements that allow for "consolidated" and emerging research groups to be established

Action 1.2.2. Evaluate the consolidated and emerging research groups through the External Scientific Committee

Action 1.2.3. Obtain the recognition and accreditation of the research groups by the Generalitat of Catalonia

Action 1.2.4. Prioritise and increase the quality of the scientific production of the research groups

Action 1.2.5. Promote research groups undertaking R+D+I activities in the areas of primary care and public and community health

Action 1.2.6. Incorporate the result of the CERCA assessment and obtain accreditation as a Health Research Institute

Objective 1.3. Enhance the research of the IDIBGI

Action 1.3.1. Develop an institutional policy that allows the demands and needs of the sector to be identified and recorded in collaboration with the hospital, primary care centres, etc.

Action 1.3.2. Identify and promote value-generating and translational research activities with the research groups and develop a transference blueprint for each case (intellectual property strategy, interaction with the private sector, ...)

Action 1.3.3. Encourage the participation of the research groups in validated international clinical protocols

Action 1.3.4. Seek the cooperation of the OTRI of the UdG and other related units specialised in innovation services with the aim of implementing transference to society

Objective 1.4. Support the performance of clinical trials

Action 1.4.1. Establish a methodological, organisational and clinical support structure for the performance of clinical trials

Action 1.4.2. Coordinate the clinical trial support units of the different organisations that make up IDIBGI

Action 1.4.3. Incentivise clinical trials generated by the research groups themselves, complementing those originating in the pharmaceutical industry

2. Human Resources

Objective 2.1. Promote the recruitment and retention of talent

Action 2.1.1. Foster activities promoting scientific culture amongst professionals with specialised health training

Action 2.1.2. Facilitate doctoral training amongst the healthcare staff

Action 2.1.3. Promote mechanisms to intensify R+D+I activity amongst the healthcare professionals

Action 2.1.4. Introduce together with the ICS and the IAS 50/50 and 20/80 (care/research) contracts

Action 2.1.5. Promote the recruitment of junior and senior talent through different national and international programmes as well as incentivise the participation in biomedical research of lecturers/investigators of the UdG incorporated through the Serra Hunter programme

Objective 2.2. Create a human resources policy

Action 2.2.1. Define a scientific career structure within the institute itself

Action 2.2.2. Introduce an induction plan consisting of scientific training as well as non-scientific skills aimed at new pre- and post-doctoral investigators

Action 2.2.3. Encourage the participation of IDIBGI investigators in the training of new investigators

Action 2.2.4. Incentivise the participation of investigators and scientific support staff in mobility and exchange programmes based on institutional alliances

3. Spaces and infrastructures

Objective 3.1. Provide spaces and infrastructures for undertaking R+D+I activities

Action 3.1.1. Prepare new research spaces for consolidated and emerging groups to undertake R+D+I activities

Action 3.1.2. Prioritise and guarantee the proximity of these spaces to the hospital in order to optimise the efficiency of the clinical research

Action 3.1.3. Set up experimental operating theatres and animal facilities, as well as any infrastructure that is considered necessary for undertaking R+D+I activities

Action 3.1.4. Support the Biobank and those possible scientific platforms that may be considered necessary in the future

4. Internationalisation and Alliances

Objective 4.1. Foster and coordinate national and state alliances

Action 4.1.1. Create alliances with CERCA centres and university hospitals

Action 4.1.2. Establish alliances to use specific scientific infrastructures cooperatively, prioritising institutions from our own territory

Action 4.1.3. Define a set of actions to facilitate collaborative research based on the alliances

Action 4.1.4. Maintain and strengthen alliances made through the RETIC and CIBER research networks

Objective 4.2. Promote the internationalisation of the R+D+I of the IDIBGI

Action 4.2.1. Strengthen institutional alliances internationally with other R+D+I centres working in the area of health

Action 4.2.2. Encourage applications for competitive grants within the framework of Horizon 2020 (European projects, ERC grants, Marie Curie Fellowships, ...)

Action 4.2.3. Generate collaborative transnational research projects and involve investigators in international consortiums

Action 4.2.4. Promote the organisation of international scientific congresses

5. Financing

Objective 5.1. Promote additional ways of generating resources

Action 5.1.1. Increase income through clinical trials, collaborating with the pharmaceutical industry and promoting our own trials

Action 5.1.2. Committing ourselves to the participation and support of investigators in the presentation of competitive European projects within the framework of Horizon 2020

Action 5.1.3. Generate research projects with the participation of private bodies, through the organisation of specific transversal programmes by the IDIBGI

Action 5.1.4. Adopt an institutional policy on patronage

6. Organisation

Objective 6.1. Define the internal R+D+I organisation

Action 6.1.1. Define the criteria for the creation of transversal research programmes, amongst others:

- ✓ Requirements of excellence of the research staff
- ✓ Potential alliances with external centres
- ✓ Ability to generate public and private financing
- ✓ Aimed at responding to the health problems of the community

Action 6.1.2. Foster the creation of transversal research programmes to organise R+D+I activities, prioritising the most competitive fields

Objective 6.2. Give the IDIBGI strong participative assessment bodies

Action 6.2.1 Consolidate an internal scientific committee, an advisory committee for internal decision making

Action 6.2.2. Create an external scientific committee

Action 6.2.3. Define the composition and function of both committees

7. Communication and dissemination

Objective 7.1. Reinforce internally the feeling of belonging to the IDIBGI

Action 7.1.1. Convert the IDIBGI in the hub that orientates, supports, promotes and coordinates all of the health and biomedical research activity of the institutions that make up its board of trustees

Action 7.1.2. Define internal policies of communication, dissemination and awareness of the R+D+I activities

Objective 7.2. Improve the mechanisms of external communication of the institution

Action 7.1.1. Create a communication and institutional dissemination plan to cover all of the IDIBGI's target publics

8. Quality, ethics and good scientific practice

Objective 8.1. Establish a standardised methodology to guarantee good scientific practice

Action 8.1.1. Draw up a code of good scientific practice and put in place the corresponding training

Action 8.1.2. Create an ad hoc monitoring committee

Action 8.1.3. Introduce good laboratory practices (standardised notebooks)