



EXECUTIVE SUMMARY

IDIBGI

Strategic Plan

2023-2027

Version: SAB Review March 2023

LEGENDS

- **BSC:** Barcelona Supercomputing Center
- **CNAG:** Centre Nacional d'Anàlisi Geonòmica
- **ISCIII:** Instituto de Salud Carlos III
- **IIS:** Instituto de Investigación Sanitaria
- **UDG:** Universitat de Girona
- **ICO:** Institut Català d'Oncologia
- **ICS:** Institut Català de la Salut
- **IAS:** Institut d'Assistència Sanitària
- **KTT:** Knowledge and technology Transfer
- **HUJT:** Hospital Universitari Josep Trueta
- **IDI:** Institut de Diagnòstic per la Imatge
- **OECD:** Economic Cooperation and Development
- **SDG:** Sustainable Development Goals
- **RRI:** Responsible Research and Innovation
- **R&D:** Research and Development
- **DORA:** Declaration on Research Assessment
- **HSR4R:** Human Resources Strategy for Researchers
- **SWOT:** Strenghts, Weaknesses, Opportunities and Threats

1 EXECUTIVE SUMMARY

This strategic plan has been developed to provide clarity of vision across IDIBGI, HUJT, UDG, IAS, ICO, IDI and other key stakeholders regarding the future direction and organisation of research and translation activities managed by the Institute. It aims to serve as a blueprint for organisational changes and priority activities in the coming years, providing a logical and coherent base upon which managers at all levels can make decisions and prioritise resources.

Although this plan spans 2023-2027, it is the strong recommendation of the Director and senior management that an update of the plan be undertaken midway, by the end of 2025 to define the actions of the second period of this plan. This is due to four key factors with significant uncertainties, two internal and two external, that are expected to resolve significantly over the next two years:

1. **The IIS-ISCIII accreditation**, which is expected to be applied by 2025. Obtaining or not this accreditation may impact in the funding of the Institution and in the scientific policies depending on institutional funds.
2. **The alignment of recruiting policies with HUJT, IAS and ICO**. As described in detail in this plan, analysis has identified a major generational and structural issue that puts in doubt the mid/long-term viability of the historical figure of researcher-clinician that has been at the heart of IDIBGI success. Changing external factors and funding priorities create a complex scenario that requires detailed discussions.
3. **The construction of a new Health Campus in the Girona Area**. There is currently the possibility that a New Health Campus is built in the coming years close by the Santa Caterina Hospital campus (Parc Hospitalari Martí I Julià) where IDIBGI has the headquarters. This new campus should put together the main hospitals, the Schools of Medicine and Nursing of the UDG as well as IDIBGI. This is a strategic opportunity which holds great potential for fostering strong synergies and promote biomedical research in a highly effective manner.
4. **The economical situation is currently very uncertain at state and international levels** creating huge uncertainties around funding levels and priorities for research, as well as from the costs point of view. Although the current opportunities of funding from the Next Generation strategy, the impact on research funding is still uncertain. It is hoped that by 2025 some stability will have returned and an update of the strategic plan at this time will enable actions to be more aligned to the Catalan and Spanish research priorities.

This strategic plan puts an emphasis during the first three years to resolve the first two issues above, which are within the control of IDIBGI management and patrons, and seeks to prepare IDIBGI for the most likely scenarios of the last two issues, which although uncertain in outcome nevertheless have some indicating trends.

IDIBGI Vision: Returning to the main purpose of this plan, which is to provide clarity of vision to all involved with the Institute, the vision for IDIBGI (being an ambitious expression of what the Institute will become in 5-10 years) is *To become a biomedical research institute of excellence contributing to improve people's Health and care, through transformative changes, while committed to the Sustainable Development Goals* thereby delivering on the Mission as outlined in IDIBGI constitution: *Promote translational research of excellence to preserve and improve people's health and care.*

IDIBGI is committed to the following SDG's:



The key elements of this vision are **improve the health and care of people**, meaning to ***ensure that translation occurs and that the scientific results are converted into treatments, prevention and care that are disseminated worldwide.***

This plan proposes to extend and redefine the 11 IDIBGI key objectives in its statutes by the definition of eight new ones that should be achieved in the period 2023-2027.

The 11 IDIBGI key objectives as per its statutes are:

1. Identify and promote the major areas of research in the biomedical field of the geographical area of Girona, promoting the closest interrelationship between basic, translational, clinical, epidemiological and health services research.
2. Stimulate interdisciplinary collaboration between the different research groups in Girona, and with other public or private institutions and entities in the field of life sciences and health.
3. Facilitate the financing, administration and management of the research process that are carried out in the biomedical and health institutions and entities of the regions of Girona, by obtaining and applying the funds obtained the Foundation, including those from the provision of services to third parties, and the organization of its physical, human and financial resources.
4. Producing and disseminating scientific advances to society, as well as facilitating research and innovation, managing the legal protection of its results and its transfer of technology to the productive sector obtaining, where appropriate, a remuneration in the terms and conditions established in the applicable regulations, as well as promoting, supporting and, where appropriate, participating in companies that are created around the Foundation with these objectives.
5. Promote teaching and the specialized training of researchers, technicians, health personnel and teachers.
6. Grant scholarships, bursaries and other financial aid for carrying out research work and stays in laboratories of other national and foreign centers and institutions, and for the acquisition and maintenance of equipment and research tool.
7. Provide research support services in the interest of researchers and research groups from the various member centers and institutions.
8. Ensure compliance with ethical imperatives in relation to research.
9. Participate in the coordination policies of biomedical research in Catalonia, research projects and networks of excellence at national and international level.
10. Provide analysis and diagnostic services in the biomedical field.
11. In general, any other related to the provision of services and human, scientific, technical and economic resources to support research and innovation.

The 8 IDIBGI new and redefined strategic objectives, in order of priority, are the following:

1. To achieve the Instituto de Investigación Sanitaria recognition from ISCIII.
2. To achieve impact through promotion of Innovation and transfer.
3. To increase IDIBGI's scientific and social profile through internationalization and implementation of RRI oriented to accomplish SDG goals.
4. To promote excellence in biomedical research (clinical, translational and epidemiological) and promote transversal projects between groups.
5. To attract and retain talent in accordance with institutions from the Board of trustees.
6. To achieve access to all needed infrastructures and increase the resources.
7. To strengthen the alliances with institutions and companies from the territory (specially with those who have to shape and promote the new Girona Health campus) and contribute in a tangible manner to the transformative changes aimed at improving the citizenship's health.
8. To dimension the short and mid term growth to optimize the resources and guarantee the sustainability from IDIBGI.

IDIBGI Values: This Strategic Plan also seeks to promote and reinforce IDIBGI values, which are:

- Integrity
- Commitment
- Equity
- Continuous improvement
- Teamwork
- Sustainability
- Transparency

IDIBGI Values Statement is:

IDIBGI should always place first the health and wellbeing of patients and the community above any economic or intellectual advancement. IDIBGI should exemplify and promote the highest level of scientific integrity, public accountability, and social responsibility in the conduct of science.

These values will be integrated into internal communications and as criteria when making investment and promotion decisions.

Governance: The IDIBGI values underpin the governance of the Institute. IDIBGI is aligned with no tolerance of any form of misconduct, therefore the governance of IDIBGI must be impeccable, ensuring that **transparency, integrity and accountability** are first and foremost in every decision, and that the focus remains firmly on the efficient use of public resources for scientific research and translation oriented to societal needs.

An extensive SWOT analysis has been developed, which identifies that the main strengths of IDIBGI come from **being the only biomedical research center in the Girona area, recruiting few but talented and motivated researchers and being a small-manageable institute**. Weaknesses arise mainly from **not being accredited as an Instituto de Investigación Sanitaria by the Instituto de Salud Carlos III, low institutional budget, high clinical workload of researchers and the small collaboration with UDG**. The main threats are **potential failure to attract talent and failure to achieve the strategic positioning at the national and international levels**. The main opportunities are potential ways to address the aforementioned weaknesses and threats.

IDIBGI has identified two **sustainable competitive advantages** that need to be promoted, and improved:

- **New Girona Health Campus: The strong complementarity of the institutions in the New Campus Trueta** working in Health Sciences (Clinical assistance, Education and Research); the close association with Hospital Trueta, Hospital Santa Caterina, ICO Girona and potentially, UDG; the creation of an innovative health hub attracting also industry. Although this is beyond the decisions of IDIBGI, it is crucial for its future.
- **Catalonia as a Biomedical Research Hub:** Strategic alliances with local institutions (e.g. BSC, CNAG, ALBA, among others) have the potential to significantly enhance the research performance of IDIBGI.

Considering IDIBGI's overall Mission and Vision, the International and Spanish R&D priorities, the current context of institutional organisation and priorities of the Catalan government, **IDIBGI's core strategic objectives** (based on SMART- specific, measurable, assignable, realistic and time-related- criteria) for the period of this plan are:

1. PLAN AND ACHIEVE IIS-ISCIII ACCREDITATION

To plan and achieve the IIS-ISCIII accreditation ensuring that all indicators are fulfilled and that the evaluation will be positive. This is a priority in this strategic plan since many funding opportunities are currently missed because the lack of this accreditation.

2. ACHIEVE IMPACT THROUGH INNOVATION AND TRANSFER

To foster a culture of innovation, in particular as regards to improving clinical practice, to achieve positive impacts in healthcare both locally and worldwide. To create an operational environment that facilitates innovation and technology transfer, including reducing administrative barriers for licensing and spinoff activities, and extending collaborations with leading companies.

3. TO INCREASE IDIBGI'S SCIENTIFIC AND SOCIAL PROFILE THROUGH INTERNATIONALIZATION AND IMPLEMENTATION OF RRI ORIENTED TO ACCOMPLISH SDG GOALS.

To grow and consolidate the IDIBGI's profile locally, nationally and internationally, proactively developing strategic alliances with relevant complementary reference centres, regional stakeholders, private companies and taking leadership roles in national and international fora. IDIBGI needs to further align its activities towards the citizenship's needs and promote societal involvement and contribute to achieve the sustainable development goals stated by the 2030 agenda.

Besides these three core strategic objectives, IDIBGI will have to face also the following strategic objectives:

4. TO PROMOTE EXCELLENCE IN BIOMEDICAL RESEARCH (CLINICAL, TRANSLATIONAL AND EPIDEMIOLOGICAL) AND PROMOTE TRANSVERSAL PROJECTS BETWEEN GROUPS.

To drive a culture of excellence throughout the organisation in order to achieve internationally recognised scientific impact and technology translation, with particular focus on effective organisation and management of people and resources, leadership in project consortia, optimisation of processes, and quality training of young scientists. Transversal collaborative projects should be encouraged given the successful previous experience of the Imagenoma project.

5. ATTRACT AND RETAIN TALENT IN ALLIANCE WITH INSTITUTIONS FROM THE BOARD OF TRUSTEES

To provide an internationally attractive and competitive work environment, creating an inspiring workplace with a strong sense of community, that offers recognition and career advancement for achievement in both research and translational activities and thereby attracts and retains talent at a

global level. To work on long-term strategies with HUJT, IAS, ICO and IDI to recruit and promote best clinician scientists and with UDG to recruit best biomedical researchers, to achieve a sustainable and stable profile of researcher cohort, with particular regards to age, experience and gender.

6. TO ACHIEVE ACCESS TO ALL NEEDED INFRASTRUCTURES AND INCREASE RESOURCES.

To provide researchers with all needed infrastructures as achieving the connectivity and computational calculation capacity that is needed through the connection to the scientific ring or through an agreement with the BSC, or others and promote collaboration with other institutions that have the necessary infrastructure. Obtain those infrastructures that cannot be shared with other institutions through calls for projects and institutional networks. Explore new funding avenues. In parallel, to optimise internal processes, organisational structures and the allocation of resources to improve productivity and support the achievement of other objectives.

7. TO STRENGTHEN THE ALLIANCES WITH INSTITUTIONS AND COMPANIES FROM THE TERRITORY (PARTICULARLY WITH THOSE THAT HAVE TO SHAPE AND PROMOTE THE NEW GIRONA HEALTH CAMPUS) AND CONTRIBUTE IN A TANGIBLE MANNER, TO THE TRANSFORMATIVE CHANGES AIMED AT IMPROVING THE CITIZENSHIP'S HEALTH.

Update, establish and implement collaboration agreements with institutions and companies in the territory involved in the creation of the new health campus.

Participate in government strategies for transformative changes: participate in decision-making forums and country actions on digitization, precision medicine, etc.

8. TO DIMENSION THE SHORT AND MID TERM GROWTH TO OPTIMISE THE RESOURCES AND GUARANTEE THE SUSTAINABILITY OF IDIBGI.

To extend and stabilise funding sources to facilitate short and mid term planning for human resources and technical infrastructures, in particular through securing longer-term structural funding and diversifying funding sources, including donations and untapped funding strategies.

The above objectives will be achieved by implementing the following **actions (a detailed action plan is available at the end of this strategic plan summary)**, in broad order of priority. The total additional financial resources required for these actions are shown in Table 1 (aspirational budget) at the end of this executive summary.

1. Plan and achieve IIS-ISCIII accreditation

To achieve the accreditation, 160 indicators must be accomplished. Indicators are grouped into three main categories: 1) governance, 2) strategy, capabilities and scientific performance and 3) impact on society. A plan should be designed to achieve first all those objectives that need to be reached at least in the previous 5 years. The plan should be implemented and a commission to close monitor the progress, should be created. Everybody in IDIBGI should be committed to this strategic objective, including researchers, as well as partner organisations and trustees.

2. Promote innovation and transfer

First action should be to define an **innovation plan** for the same period as this strategic plan. This plan is the key document to be competitive in the biomedical industry but also, to improve quality and efficiency of research projects, reduce costs and increase productivity, adapt to changes in the market and establish a culture of innovation. Scientific results but, above all clinical practice, should be improved by means of promoting innovation and transfer.

The structure of the Innovation and transfer office should be consolidated and strengthened. IDIBGI's KTT must do all efforts to be admitted and funded by the national network ITEMAS in the next call (presumably, by the end of 2023).

An Innovation Council would be helpful to advice IDIBGI in all innovation strategies and to gain positioning in the private sector, where knowledge needs to be transferred.

The following actions are designed to help achieve *Objective 2 – Achieve Impact through Innovation and Technology Transfer*, as well as contribute to Objectives 4, 5 and 7.

Write an Innovation plan that includes, among others:

- a. Establish a Training Programme in Innovation and Technology Transfer.
- b. Recognise and Reward Innovation.
- c. Promote Innovation in Internal Communications.
- d. Promote Interaction with the Innovation Community.
- e. Facilitate Technology Transfer Activities.
- f. Strengthen the Capacities of the IDIBGI KTT Office.
- g. Develop Institutional Relationships with Industry.

3. Implement RRI oriented to accomplish SDG goals.

The challenge for IDIBGI is to implement the RRI aligned to accomplish the SDG goals of its vision. RRI has to be implemented in the Institution both at the managerial and scientific spheres. This directly addresses *Objective 3 – Increase IDIBGI's scientific and social profile through internationalization and implementation of RRI oriented to accomplish SDG goals*, as well as support generally the other strategic objectives:

- a. Promote and facilitate the achievement of scientific excellence through incentives based on DORA and scientific criteria.
- b. Spread the activity of IDIBGI among civil society and institutions and companies.
- c. Promote the culture of RRI.
- d. Integrate the vision of Sustainable Development Goals (SDG) into the institution and make a plan
- e. Ensure compliance with equality policies and actively promote diversity and inclusion.
- f. Promote policies that favour female leadership.

A number of these actions are supported via existing funding and resources allocated in other areas such as Communication and Outreach, HR Excellence in Research, etc.

4. Promote excellence

There is no one simple action that will on its own deliver these outcomes. This plan sets out a series of actions that in the mid-term should drive towards strong improvements in these key areas:

- a. Recognise and Reward Excellence
- b. Promote Scientific Leadership
- c. Promote Multidisciplinary and Basic-Applied Connections
- d. Optimise Research Organisational Structures
- e. Maintain the HSR4R accreditation
- f. Maintain the ISO accreditation
- g. Improve Excellence in Scientific Publications

5. Develop Human Resources

As identified in the SWOT, the key challenges around HR are to continue to attract and retain talent from around the world in a very competitive environment with limited ability to match international salaries (especially northern Europe and non-EU OECD countries) and to correct the skewed age and gender profiles of the IDIBGI researcher cohort.

Given that most IDIBGI researchers are contractually employed by HUJT, ICO and IAS, any and all actions must be coordinated with these hospitals.

The following actions are designed to directly achieve *Objective 5 – Attract and Retain Talent in Alliance with hospitals*, as well as contribute to Objectives 1 and 3.

- a. Ensure Talent Promotion and Retention
- b. Promotion and Funding of Sabbatical Stays, young researcher's mobility
- c. Ensure Talent Attraction and Identify Alternative Funding Mechanisms
- d. Ensure Generational Turnover in Scientific Leadership
- e. Update the Researcher Career Strategy including DORA criteria
- f. Develop and Implement Career Support Mechanisms for Female Researchers
- g. Implement and Open, Transparent and Merit-Based Recruitment (OTM-r) Policy
- h. Evaluate Alternative Mechanisms to Secure Talent
- i. Support to other actions

6. Consolidate and Optimise Technical Infrastructures and Services

To continue driving excellence in research, and to develop new activities in innovation and technology translation, demands will continuously arise for IDIBGI to renew or acquire new equipment and services and to dedicate additional space for new activities. IDIBGI has acquired some new spaces in the Parc Hospitalari Martí i Julià near its current building, that will allow limited growth within the near future. The activities that will benefit from these new spaces will be selected based on very strict criteria of excellence and multidisciplinary as defined in this strategic plan. Finally, IDIBGI's financial incomes are not expected to increase significantly in the next 5 years so the budget associated with this plan is conservative in respect of growth. Also, IDIBGI has acquired a research space close to Hospital Trueta to allocate clinical research support (UREC, UIC and some people from research groups that need to be close to the hospital).

Besides these new spaces, the strategy of IDIBGI is to carefully optimise current spaces and resources and drive collaboration with its partners, specially with UdG with which there is a cooperation agreement to

complement the scientific equipments on campus, as well as with other entities in the ecosystem to access spare capacities in their infrastructures and/or collectively invest in new infrastructures that need not be physically located at IDIBGI.

The following actions are therefore designed to help achieve *Objective 6 – To achieve access to all needed infrastructures and increase resources*, as well as contribute strongly to Objectives 1, 2 and 3:

- a. Develop the Infrastructure Roadmap
- b. Pro-actively leverage local institutional relations to gain access to their facilities
- c. Identify and lead community initiatives for Shared infrastructures
- d. Identify and pursue all available infrastructure funding opportunities
- e. Foster a culture of continuous improvement and innovation

7. Grow Communication and Outreach

Whilst IDIBGI communications have developed significantly over recent years, the SWOT clearly identified weaknesses in both internal and external communications.

Externally, the IDIBGI name is virtually unknown outside of academic biomedical circles, although Hospital Trueta is a fairly strong brand associated with good care in the Girona territory. IDIBGI achievements are well promoted and despite being the largest hospital biomedical centre in Barcelona, it is not a strong reference in the public sphere, with negative effects on talent recruitment and fundraising from donors.

This strategic action is transversal in that improved internal and external communications to staff, stakeholders and the general public is critical to support all strategic objectives, but in particular, the actions here are expected to help to achieve *Objective 3 – Increase the scientific and social profile of IDIBGI*:

- a. Improve internal and external communication
- b. Be a prestigious brand nationally and internationally
- c. Be a reference in Scientific Outreach

8. Cultivate Institutional and International Links

IDIBGI has a need to be visible at Catalan, Spanish and EU levels in academic, political and societal circles. A stronger visibility gives IDIBGI influence with institutions that determine funding policies and topics, facilitates collaborations with industry and medical centres of repute, and boosts IDIBGI objectives for talent recruitment and societal impact. It also supports stability and continuity in the face of political and societal uncertainties. Such visibility requires not only strong communication actions in the press and online, but also direct participation by senior academic and management staff at relevant fora, and pro-active development of institutional and international relations.

The following actions are designed to help achieve *Objective 3 – Increase the scientific and social Profile of IDIBGI through internationalization and implementation of RRI oriented to accomplish SDG goals*, as well as support generally the other strategic objectives:

- a. Grow the international profile of IDIBGI and its lead researchers
- b. Promote collaborations with international entities of repute
- c. Develop communications and events that support internationalisation
- d. Secure a voice in key local and international fora of influence

- e. Secure longer-term institutional support through alignment of objectives
- f. Grow the international profile of IDIBGI and its lead researchers.
- g. Encourage the internationalization of research groups through scientific collaborations and within the international pharmaceutical industry; proactive search for collaborations and opportunities.
- h. Promote scientific mobility, from R1 to R4 researchers.

9. Grow Management and Operational Capacity

IDIBGI is exponentially growing since the last years and the managerial structure has organically to adapt to this growth with a clear planning of current and future needs. Furthermore, reporting and implementation requirements from funding agencies undergo constant change and create increased complexity that needs to be addressed in the most efficient manner. The SWOT analysis clearly identified significant opportunities for improvement in organisation, processes and support tools, particularly IT systems.

IDIBGI must therefore identify current and future management needs and adapt the managerial organisation and operational processes to those needs in a sustainable way. This may include fully implementing new IT systems, specially in those offices where Fundanet is not so efficient, to increase productivity and facilitate continued growth in research activity without concurrently growing the management infrastructure.

The following actions are designed to help achieve *Objective 6 – Achieve access to all needed infrastructures and increase resources*, as well as contribute to Objective 8 by planning and increasing operational capacity for research and translation activities:

- a. Optimise the organisation of management and administration departments
- b. Introduce periodic evaluations of IDIBGI management
- c. Enhance the management information technology systems

Strategic Actions Budget Summary: IDIBGI management needs to make a detailed forecast of future expected earnings and expenses and key balance sheet figures, based on IDIBGI current operational model and how this will be affected at the short term but also, at long term by the proposed construction of the Girona Health Campus.

The financial projections for the period were established assuming the following criteria:

- Increase in base funding contributions from the Generalitat of Catalonia
- Realistic annual increases of executed research activity, which generates additional overheads to finance other activities and services
- Equilibrium in the annual public budget (neither surplus nor loss)
- Explore and implement complementary sources of funding

The financial resources needed to implement the actions of this strategic plan have been overlaid on the viability plan forecast to produce Table 1 below. All the structural actions in the 2023-2025 period applied to foster research, infrastructures, core facilities and management, amounts 122.000 euros. Finally, there are a number of aspirational actions with no resources yet assigned (these sum to 432.000 euros over the period). This is the financial gap to be solved in the viability plan to be performed for the next 5 years.

Table 1 – Strategic Actions Bud

STRATEGIC PLAN 23-27 IDIBGI				CURRENT BUDGET PLAN		ASPIRATIONAL BUDGET	
STRATEGIC OBJECTIVES (O) & STRATEGIC LINES (L)				2023-2025	€	2023-2025	€
PRIORITY OBJECTIVES	01.	To achieve the Instituto de Investigación Sanitaria recognition from ISCIII	9				
	L1.1	Achieve compliance with all indicators	3	Meetings for ISCIII accreditation	3.000,00 €		
	L1.2	Have all the documentation ready by the end of 2024 to apply for accreditation and obtain it in 2025	4				
	L1.3	Pass the assessment and get the accreditation	2				
	02.	To achieve impact through promotion of Innovation and transfer	15				
	L2.1	Make and implement an innovation plan for the period 2023-2027	4	IP Protection	30.000,00 €	New innovation technician 2025	40.000,00 €
	L2.2	Strengthen and consolidate the support structure in innovation and transfer	3				
	L2.3	Create a Business Council that advises on public-private collaboration strategies	4	IP Training program	4.000,00 €	Promotion of transferable results	3.000,00 €
	L2.4	Encourage the transfer to clinical practice and the productive sector	4				
	03.	To increase IDIBGI's scientific and social profile through internationalization and implementation of RRI in line with	28				
	L3.1	Promote and facilitate the achievement of scientific excellence through incentives based on DORA and scientific criteria	4	Dora criteria Training program	1.500,00 €		
	L3.2	Spread the activity of IDIBGI among civil society and institutions and companies	4	Scientific dissemination activities to society	3.000,00 €		
	L3.3	Promote the culture of RRI	4	Promote open science culture	3.000,00 €	Promote impact & patient & citizen participation	4.500,00 €
	L3.4	Integrate the vision of Sustainable Development Goals (SDG) into the institution	3				
	L3.5	Encourage the internationalization of research groups through scientific collaborations and within the international	6	Participate in international forums and congresses	5.000,00 €	Participate in international network	10.000,00 €
	L3.6	Foster institutional internationalization	1				
	L3.7	Ensure compliance with equality policies and actively promote diversity and inclusion	3	Training in intersectionality	2.000,00 €		
	L3.8	Promote policies that favor female leadership	3	Leadership training to female researchers	4.000,00 €	Support to potential female talent	5.000,00 €
	04.	To promote excellence in biomedical research (clinical, translational and epidemiological) and promote transversal	26				
	L4.1	Promote and support to get funded research through competitive calls or by the pharmaceutical industry	9	Adequate projects unit structure	40.000,00 €	ECRIN participation & system for searching and disseminating ad hoc calls	13.000,00 €
	L4.2	Encourage and help establish collaborations with other reference research groups in each of the areas of knowledge	5	External seminars	6.000,00 €	Participation in forums, predoctoral exchange program & internal mobility grants	37.000,00 €
	L4.3	Promote those internal collaborations of great added value (e.g. Imaginoma)	4	Internal debate forum (retreat)	3.000,00 €		
	L4.4	Prioritize research with added value or strategic healthcare value	8	Training in scientific methodology and application of public and private funds	3.000,00 €		
	05.	To attract and retain talent in accordance with institutions from the Board of trustees	18				
	L5.1	Create a research environment that is attractive to attract junior and senior talent; establish the selection criteria	6			Recruitment of young talent (start-up)	90.000,00 €
	L5.2	Create initiatives to encourage research among healthcare professionals	5			Intensify senior researchers	180.000,00 €
	L5.3	Participate in the recruitment of talent and generational replacement processes in the patron institutions in order to guarantee the continuity of the strategic research lines	2				
	L5.4	Create initiatives to promote the scientific growth of young researchers	5	Mentoring program	9.000,00 €		
	06.	To achieve access to all needed infrastructures and increase the resources.	22				
	L6.1	Get the connectivity and computational computing power needed	3			Scientific ring, storage of data and images, cyber security	50.000,00 €
	L6.2	Promote collaboration with other institutions that have the necessary infrastructure	5				
	L6.3	Obtain those infrastructures that cannot be shared with other institutions	2				
	L6.4	Increase resources through calls for projects and institutional networks	5				
	L6.5	Explore new funding opportunities	7				
	07.	To strengthen the alliances with institutions and companies from the territory (specially with those who have to	10				
	L7.1	Update, establish and implement collaboration agreements with institutions in the territory	4				
	L7.2	Participate in government strategies for transformative changes	3				
	L7.3	Participate in the promotion initiatives of the Girona Health Campus	3				
	08.	To dimension the short and mid term growth to optimize the resources and guarantee the sustainability from IDIBGI	12				
	L8.1	Define the capacities and growth needs of the number of research groups for the next 5 and 10 years	4	SAB viability of research groups	6.000,00 €		
	L8.2	Define IDIBGI's physical growth capacities and needs for the next 5 and 10 years	5				
	L8.3	Define the needs of economic resources to achieve growth and study its viability in the short and long term	3				
			125		122.500,00 €		432.500,00 €
						TOTAL BUDGET	555.000,00 €

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Approved by the Board of Trustees on the 10/05/2023

Indicators: As with all research institutions, the time taken for the full impact of any significant policy or operational action to materialise is typically in the 5-10 year timescale. This makes it somewhat difficult to evaluate in real time the success (or not) of the implementation of many of the actions detailed in this Strategic Plan. Nevertheless, there are quantitative and qualitative indicators that can be used to monitor progress along the path to achieving the strategic objectives.

An initial indicative scoreboard is presented below, which will be refined with more detail in the full Strategic Plan and serve to monitor and evaluate the effectiveness and impact of the Plan's implementation.

Action	Indicators
Achieve IIS-ISCIII accreditation	Identify all indicators that need to be addressed each year. Prepare all the documents that will need to be sent. Have every information ready by 2025.
Drive Innovation, Valorisation and Transfer of Technology	Number of Spanish and international Clinical Guidelines; number of active (recruiting) Clinical Trials; Patents and licenses; Spin-Offs; Number of staff trained in TT; number of ideas presented to KTT for consideration
Implement Responsible Research and Innovation	Define and implement DORA criteria for scientific evaluation; enroll patients and citizens in some decision making panels; define and start the implementation of the strategy to implement SDG.
Drive Excellence in Research	Mean Impact Factor >5,6; number of Top Decile original articles >20%/year; International co-authorship; Mean Citations/article >10; achieve 75% open access publications
Develop Human Resources	Level of alignment in recruitment with hospitals; Correction of age and gender profiles; talent recruitment through competitive calls and ERC grants; quality and number of applicants for open positions; maintain HRS4R logo
Consolidate and Optimise Technical Infrastructures and Services	Roadmap developed; Success in infrastructure funding calls; Access agreements signed with other centres; Leader in developing a singular proposal for the Girona area
Grow Communication and Outreach	Press mentions; online followers; citizens engaged; number of staff involved in Outreach; improved internal evaluations of internal communications;
Cultivate Institutional and International Links	Increased number of fora attended; new local and international collaborations; leadership of local initiatives
Grow Management and Operational Capacity	Sustainability plan at 5 and 10 years performed and implemented. Evaluation process for the structure designed and implemented; New IT system scoped and implemented.