

STRATEGIC PLAN IDIBGI 2018-2022



**Institut d'Investigació
Biomèdica de Girona
Dr. Josep Trueta**

- A total of 389 professionals are linked to the IdIBGi, mostly coming from surrounding hospitals. Of these, the research staff represents 96% of total staff.
- Research staff at IdIBGi are divided into 17 groups framed into 4 different research areas (cardiovascular, metabolism and inflammation, neurosciences and oncohematology) and 13 associated groups, of which 9 belong to the University of Girona.
- In terms of finance, of the 5,403,513 € of budget obtained in 2017, the funding that had been obtained from a competitive calls represented 48% of the total amount (2,612,549). Of this, 59% came from regional grants compared to 2% obtained from European projects.
- In 2017, the Institute had a total of 56 active research projects, most of them from ISCIII calls (25). In relation to European projects, the IdIBGi has 5 active projects, with 2017 being the year with fewer European applications
- In terms of human resources, in 2017, the IdIBGi accumulated a total of 16 active calls, of which 13 were granted that same year.
- The Institute has a total of 385 active research studies (221 clinical trials and 164 observational studies), of which 70 were approved in 2017 (44 clinical trials and 26 observational studies).
- The IdIBGi research groups actively participate in different collaborative research networks. In particular, the groups of the Institute are present in 3 CIBER, 2 RETICS and in the Research Network on Preventive Activities and Health Promotion.
- The Institute's research activity in 2017 resulted in a total of 291 articles, of which 41% were published in journals belonging to the 1st quartile, reaching an average impact factor of 4.43. By areas, most of the articles (92) belong to the oncohematology area.

Mission

- Promote an environment that favours translational research to improve the health of people.

Vision

- To be a biomedical research centre that contributes to make Girona the region where the population ages in the healthiest way possible, becoming a model of reference for Catalonia and the rest of the world.

WEAKNESSES

Human resources

- Difficulty attracting and retaining talent in the Institute.
- Clinical researchers have a high healthcare burden and the ratios of intensified personnel are low.
- Lack of an incentive policy aimed at the loyalty of professionals.
- Absence of a plan for the coordination of training activities.
- Young Institute that needs to consolidate its structure and management model.

Scientific structure

- There is heterogeneity between the capacities, activity and results of the groups that make up the Institute.
- The results of scientific production have remained constant during the study period.
- There is a margin of improvement in the collaboration between the groups.
- The atomization of the personnel among the different dependencies of the Institute hinders the creation of synergies.
- There is no figure that coordinates research areas and leads common objectives by area.
- There is no classification of the groups (consolidated, emerging, associated groups).
- Low number of multidisciplinary / transversal research groups.

Transfer

- The activity in transfer of research results is limited.

Partnerships and collaborations

- Lack of internationalization of the activities of the IdIBGi.
- Need to enhance the networking activity of the Institute.
- The presence of the IdIBGi in the Dr. Josep Trueta University Hospital is low.
- Need to consolidate the agreements with the entities that make up the Institute for the use of infrastructures and support platforms, as well as the use of spaces.

Spaces and infrastructures

- Lack of spaces especially at the Dr. Josep Trueta University Hospital.
- Lack of a plan to coordinate the allocation of research spaces, as well as an infrastructure plan.
- Lack of infrastructure and specific platforms for regular use by researchers.
- There are no updated rates or defined criteria for the use of the spaces, infrastructures or scientific and technological services of the Institute.

Dissemination and communication

- Need to improve the external visibility of the Institute.
- Need to promote the added value of belonging to the Institution.
- Lack of a communication plan for the Institute.

Financing

- Lack of critical mass to increase participation in European projects.
- The budget does not grow at the same pace as the demands generated as a result of the growth of the Institute.
- High dependence on income from subsidies and competitive national projects.

Human resources

- Risk of losing excellent research personnel coupled with difficulties for the generational change.
- Currently and increasingly, the cost of research is higher.

Scientific structure

- Competitive disadvantage with respect to other institutions with more resources to compete internationally.
- In general, there is a dissociation between care and research activities in the public health systems, sometimes hindering the orientation of health personnel to Research.
- Low and atomized critical mass and few resources to capture it.

Financing

- In general, the sources of financing are compromised due to the economic situation in which the administrations are immersed.
- Territorial imbalances within Catalonia in terms of allocation of funds for research, development and innovation (R&D+i).
- The existing sponsorship initiatives are scarce.
- Complex political situation in Catalonia

Partnerships and collaborations

- The CERCA assessment is homogeneous for all centers and it does not consider the particularities of the Institutions.
- The new criteria for accessing accreditation as a Health Research Institute by the Institute of Health Carlos III are still unknown and it is expected that they will be more challenging.
- The new head of the University of Girona was elected at the end of 2017, which implies a new approach between the institutions for the consolidation of the previous agreements reached between them.

Spaces and infrastructures

- The new location of the Dr. Josep Trueta University Hospital does not depend on the Institution.
- The Generalitat de Catalunya is trying to rationalize the scientific-technical platforms in the autonomous community.

Transfer

- In general, the relationship between biomedical research groups and the business sector is limited, which makes it difficult to implement innovative and transfer initiatives.
- Difficulty in establishing the translational research model in view of the limited resources in the health field.

Human resources

- Extensive research trajectory of the Scientific Directorate that ensures a leadership of reference.
- The size of the Institute facilitates the cohesion and management of the Institution.
- A professional career plan is being developed for the researchers of the Institution.
- Recently, the Institute hired a project manager fully dedicated to attract international funding.
- A fundraising unit was set up in 2016 in order to strengthen the activity in this area.

Scientific structure

- Availability of own laboratories and research spaces.
- Quality of scientific production is high, with a remarkable percentage of publications included in the first quartile.
- The Institute is well positioned in terms of the Relative Citation Index in comparison to other centres belonging to the Catalan research system.

Financing

- Significantly increase in funding from competitive calls.

Partnerships and collaborations

- Active collaboration with the Institut d'Investigació Sanitària Pere Virgili and the Institut de Recerca Biomèdica de Lleida.
- Existence of an affiliation agreement between the Universidad de Girona (UdG) and the IdIBGi.
- Existence of a collaboration agreement with the Banc de Sang i Teixits (BTS) and with the Escola Universitària de la Salut i l'Esport (EUSES).
- Active participation in collaborative research networks by some of the Institute's research groups.
- Accreditation as a centre affiliated with CERCA.

Spaces and infrastructure

- Availability of a biobank with biological samples from a reference population of more than 80,000 people.

Transfer

- Very powerful translation instrument thanks to the close collaboration with health care providers.

Human resources

- Recruitment of talent through specific calls at national and international level.
- Identification of hospital services personnel from centres linked to the IdIBGi with concerns about the development of research activities.
- Possibility of sharing structure resources with other centres.

Scientific structure

- Restructuring of the Scientific Committee to enhance the participation of research areas.
- Creation of cross-cutting research areas in which groups of centres linked to the Institute could be integrated.

Financing

- Possibility of increasing income from scientific and technological services to groups or companies outside the Institution.
- There is scope to improve the perception of IdIBGi groups regarding the conduct of clinical trials as a stable income pathway.
- Existence of financing alternatives for R&D&i through less conventional means: technology funds, private investors, etc.
- Despite the limited resources in the region, IdIBGi has the opportunity to opt for new financing mechanisms by CPI (Public Procurement of Innovative).

Partnerships and collaborations

- Improvement of the coordination between the management of the hospitals from the Institute's environment and that of the IdIBGi to promote clinical trials in the early stages.
- Possibility of collaboration with other institutions in the biomedical field or other from the Institute's environment.
- Possibility of increasing the critical mass through the assignment of research groups from the Institute's environment.
- Accreditation as a Health Research Institute by the Institute of Health Carlos III.
- Historical relationship with research centers in France.

Spaces and infrastructure

- Existence of specific calls of the Generalitat de Catalunya for the construction of new spaces and the purchase of equipment.
- Possibility of creating joint platforms together with other collaborating centres.
- Possibility of reaching agreements with other institutions for the use of equipment.

Transfer

- The IdIBGi already has products with some potential that could be positioned through an accessible and public product portfolio.
- Existence of a scientific and technological business environment of reference in Catalonia in the biomedical field.
- The business fabric of the region favours the transfer in certain areas (nutrition, promotion of a healthy eating and functional foods) aligned with the IdIBGi research.

- Consolidate the support structure of the IdIBGi at the level of processes, as well as adaptation of common spaces and infrastructures based on the needs of researchers.
- Develop a HR policy aimed at attracting and consolidating research talent and promote and maintain the competitiveness of the IdIBGi by evaluating the activity developed and the results obtained by the research groups.
- Create an international atmosphere within the Institute and strengthen the international positioning of the IdIBGi's research groups.
- Directing the IdIBGi activity towards scientific excellence through specialization and orientation of the activity towards multidisciplinary and translational research.
- To promote the integration and the generation of alliances with entities of the academic, scientific, technological and business environment at a regional, national and international level.
- Strengthen the identity of the IdIBGi among the entities that compose it and increase the visibility and dissemination of the activity and research results of the Institute.

MODEL OF ORGANIZATION

Objective

- Consolidate the organizational structure of the IdIBGi and provide the Institute with research facilities that allow it to respond to the needs and growth of the Institute.

Strategic lines and action plans**Line 1.1. Organization and internal processes**

- 1.1.1. Adapt the support management structure of the IdIBGi.
- 1.1.2. Quality system.

Line 1.2. Resources for R&D

- 1.2.1. Adapt IdIBGi's research spaces.
- 1.2.2. Adjust research support infrastructures.
- 1.2.3. Increase funding obtained in competitive calls, especially at European level.
- 1.2.4. Consolidate the activity in the HHRR area.

Line 1.3. Accreditation as a Health Research Institute

- 1.3.1. Direct the activities of the Institute towards accreditation as a Health Research Institute.

SCIENTIFIC MODEL

Objective

- Reorganize and promote the scientific activity of the IdIBGi in favour of greater integration and collaboration among the groups that make it up and greater competitiveness in the activity developed.

Strategic lines and action plans:**Line 2.1. Structure of R&D**

- 2.1.1. Reorganize the scientific structure.
- 2.1.2. Increase IdIBGi's critical mass.
- 2.1.3. Promote clinical research.

Line 2.2. Monitoring of the groups

- 2.2.1. Define a mechanism for evaluating research groups.
- 2.2.2. Develop a support plan for emerging groups.

RELATIONSHIP MODEL

Objective

- To reinforce the visibility and identity of the IdIBGi between the entities that comprise it and its environment.

Strategic lines and action plans:**Line 3.1. Relations and alliances**

- 3.1.1. Consolidate and promote partnerships with institutions in the biomedical field.
- 3.1.2. Strengthen IdIBGi's relations with agents from the technology and business sectors.

Line 3.2. Communication

- 3.2.1. Professionalize the internal communication activities of the IdIBGi.
- 3.2.2. Enhance the external communication activities of the IdIBGi.