



# PERE VIRGILI

## HEALTH RESEARCH INSTITUTE

### 2021-2025 STRATEGIC PLAN

Proposal to the Board of Trustees

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## INTRODUCTION

**Joan Josep Vendrell Ortega**

**Director**

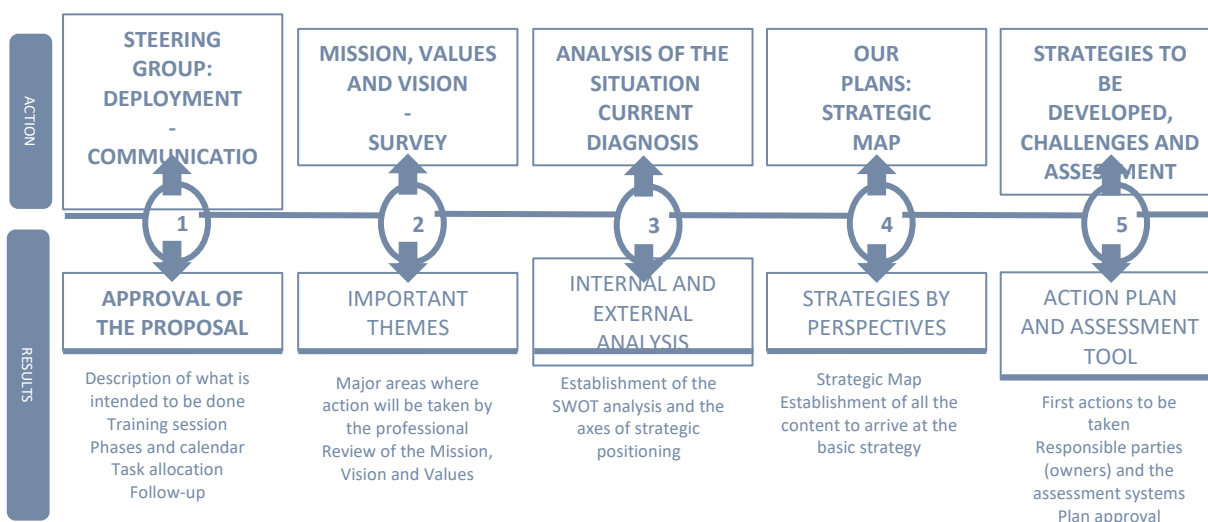
## 1. Work Plan for drawing up the Strategic Plan

The deployment of the Strategic Plan was conducted based on a model that was configured through an Action Plan, approved by the Steering Group, which validated its several phases.

The steering group, decided by the Management of the IISPV, comprised the following members:

- Dr. Joan Josep Vendrell Ortega, Chief Executive of the IISPV and joint head of the Diamet Group.
- Dr. Elisabet Vilella Quadrature, Deputy Director of the IISPV and head of the GAP group: GAP stands for Genetics and the Environment in Psychiatry.
- Elisabet Galve Aixa, Director of the IISPV's Technical Office.
- David Martín Frigols, General Manager, IISPV.
- Carlos López Pablo, Head of the Research Group in Oncological Pathology and Bioinformatics. (PO&B).
- Lluís Gallart Millan, Head of the Biobank.
- Alba Marti Roig, Head of International Project Management.
- Jordi Masana Pérez, Head of the Communication and Fund-Raising Department.

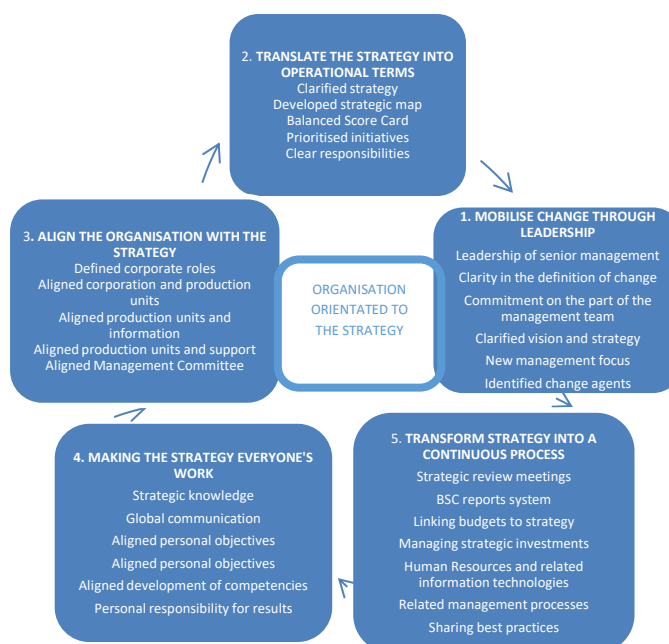
This group was set up and received training on 15 January 2021 in the *Balanced Scorecard* methodology, the agreed deployment phases included the following actions and results:



The methodology followed to deploy the SP consisted in specifying the following content of the strategic formulation with regard to the *Balanced Scorecard*:



It should be stressed that the established schedule has been followed at all times in a timely manner and was validated by the Steering Group in each of its phases, achieving the described competencies and successfully conducting an exercise to guide the organisation in the strategy:



## 2. Mission, values and vision

On 23 February, a virtual session was held with the participation of 22 professionals and executives of the IISPV, to outline contributions on the Mission, Values and the new Vision that will serve as the basis of the basic strategic formulation of the SP (Strategic Plan).

Before the session, contributions were received, taking advantage of the Director's invitation to participate, in order to speed up the meeting.

The results obtained from the session and subsequently agreed by consensus by the steering group, are:

### Mission

It is important to define our mission because we ask ourselves that the Institute's raison d'etre is:

- Why it exists - commitment and purpose
- What role it performs - need and differentiation
- Who it is aimed at - sphere and scope of action
- How it conducts its role - with which resources and outcomes

We want all of our professionals to feel identified and represented in the reason why they carry out their task and be able to maintain, improve and convey it, express and communicate the true reason why we exist and work.

We also want those around us to know how we express our presence, task and who we are.

### Our Mission:

The Pere Virgili Health Research Institute is a Public Institution dedicated to promoting, consolidating and transferring the results of its research and innovation capacity, to strengthen the health system, providing solutions that improve people's health and the well-being of citizens.

### Rationale:

- We want all of our professionals to feel identified and represented in the reason for which they conduct their task and to be able to maintain, improve and convey it, express and communicate the true reason why we exist and work.
- Public nature of the institution.
- Resources at the service of a regional network of health providers.
- Developing the research abilities of professionals.
- Professionalism in the management and development of research and innovation.
- A key player in the health system.
- Providing solutions to health problems to improve living conditions.

- Patient and citizen-focused.

## Values

We ask ourselves why it is important to use and how we want to be seen. They will sustain the vision and help to overcome the difficulties expressed when we conduct the analysis of the current situation.

The values:

- They are principles and postulates of the institution.
- We all feel identified.
- They last.
- They are inalienable.
- They are distinguishing traits because they identify us.

We must remember:

- What values we want to stress - there cannot be too many of them.
- They are values shared by all - they make us feel we are involved.
- They are patterns of conduct - one must put them into practice, insist on them and demonstrate they are real.

In short, we must specify our patterns of action and behaviour that distinguish us and are important and essential for us, since they will help us achieve the vision that we set for ourselves and express who we address to show how to conduct our task.

## Our Values:

- **IDENTITY:** *we work in a multi-disciplinary, transversal and integrating environment, which, in its diversity, commits us to a goal of cooperation to improve together constantly.*
- **ADAPTABILITY:** *we are restless, critical and curious professionals who want to conduct our activity always at the highest possible level, always open to continuously improve and achieve the complexity and transformative and innovative evolution of what we do.*
- **COOPERATION:** *we are willing to share our knowledge and integrate it with other research bodies to generate greater value and achieve better results in productive alliances.*

- **HONESTY:** *we feel the need to act in accordance with ethical and social responsibility criteria, aware that we must periodically report our verified and evaluated results in a transparent manner to our trustees, professionals and citizens.*
- **PROXIMITY:** *we work with a clear awareness of and orientation to the reality of the demand for health services, focusing on and prioritising health problems, which offer the best results required by our health system and that benefit our citizens.*

## Vision

It is important to define the vision because we ask ourselves about our ambition as a shared objective and common purpose, which specifies what the Institute and the people who work in it want to be, laying the foundations of our future strategy.

- It is a source of inspiration to set challenges in a participatory manner.
- Road map to get where we want to be.
- Provides criteria for decision-making and defines our strategy.
- Gives concrete form to our projects and plans.
- It helps us to explain what we want externally.

Expressing and communicating our ambition and how far we want to go, we want future challenges to encourage and move us, identify us and be recognised in our environment, and we also want all professionals to know where the organisation is headed and participate in achieving its ambition.

### Our Vision:

*We want the Pere Virgili Health Research Institute to be a local and international leader in biomedical research and innovation, obtaining important results that translate into an efficient, sustainable and reputable model, constantly increasing our talent asset, knowledge and the ability to grow in resources at the service of our society.*

### Rationale:

- Reference, recognition and visibility.
- Strategic alliances.
- Scope – hub.
- Attracting and retaining talent.
- Obtaining resources.



- Wealth generation within its scope of action.
- Success story.
- Reinvestment.

### 3. Staff survey

Before starting the process of assessing the current situation, and in order to capture the opinion of the professional staff, the following survey questions were agreed upon with the steering group:

#### Survey questions

Responses were elicited on a scale of 1 to 10 (where 1 is the lowest rating and 10 is the highest)

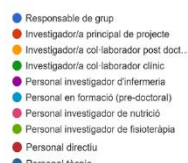
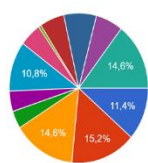
- 1) Is being a part of the IISPV meaningful?
- 2) Do I believe that the IISPV is necessary?
- 3) Do I see the IISPV as more than just a management tool?
- 4) Do I believe the IISPV is sufficiently well-known by the local population?
- 5) Do I know the IISPV's strategic spheres?
- 6) Does the IISPV support me to obtain funding for projects in public/private calls?
- 7) When I have a query/application/request, who do I approach?
- 8) Does my line manager facilitate and support research/tasks in my workplace?
- 9) Do I think that I am listened to in the IISPV and are the staff's opinions taken into account?
- 10) Does the IISPV support my professional growth (career in the case of hospitals/universities)?

The survey results were communicated in the sessions for the analysis of the current situation.

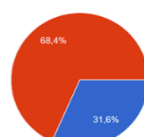
#### Survey results

Survey sent to 787 contacts, of whom 462(58.7%) opened the email and 158 replied to the survey (20.08%).

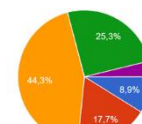
Grup professional al qual pertany  
158 respostes



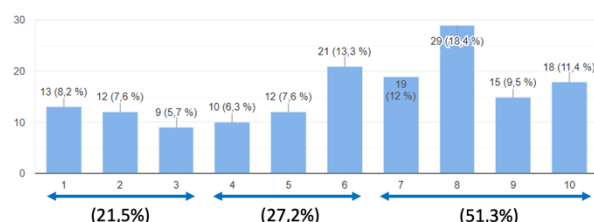
Sexe  
158 respostes



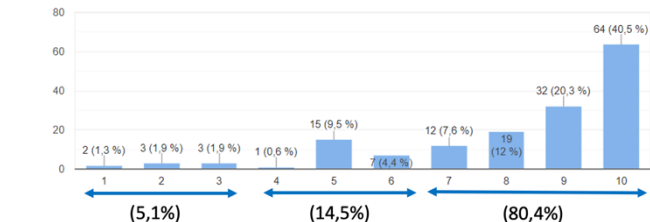
Edat  
158 respostes



Tinc sentit de pertinença a l'IISPV  
158 respostes

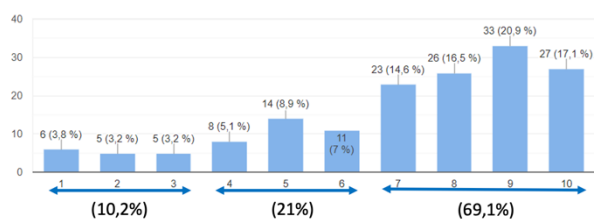


Crec que l'IISPV és necessari  
158 respostes



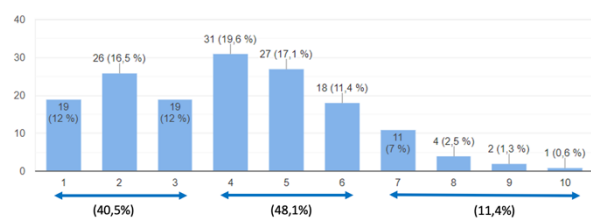
Concebo a l'IISPV més enllà d'una eina de gestió

158 respuestas



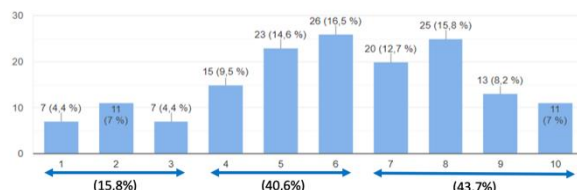
Crec que l'IISPV és prou conegut per la població del nostre entorn

158 respuestas



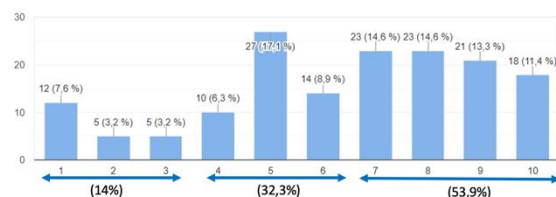
Conec els àmbits estratègics de recerca de l'IISPV

158 respuestas



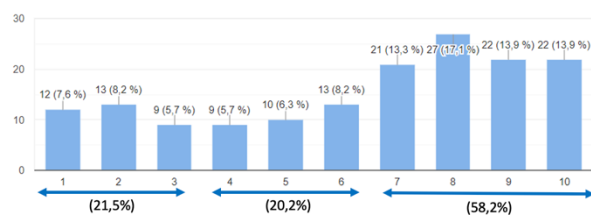
L'IISPV em dona suport per aconseguir finançament de projectes a les diverses convocatòries públic / privades

158 respuestas



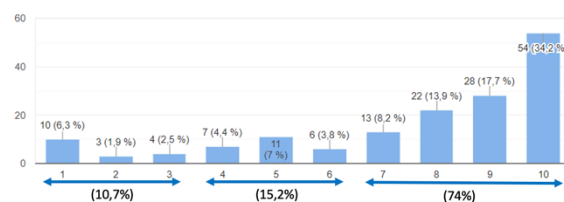
Quan tinc un dubte/tràmit/petició sé a qui dirigir-me

158 respuestas



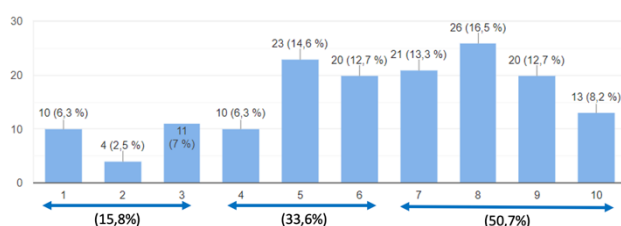
El meu cap directe em facilita/recolza la recerca/tasca en el meu lloc de treball

158 respuestas



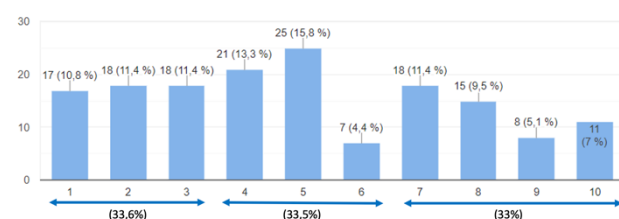
Crec que a l'IISPV se m'escolta i es té en compte l'opinió dels professionals

158 respuestas



L'IISPV em dona suport en el meu creixement professional (carrera professional en el cas d'hospitals/universitat)

158 respuestas



## 4. Diagnostic audit of the current situation

To arrive at the diagnosis of the current situation, two face-to-face sessions were held:

- On 15 April, Internal Analysis discussed the Institute's current strengths and weaknesses with the participation of 44 multi-disciplinary professionals distributed in four groups, who addressed the following topics:

PERSPECTIVE	STRENGTHS	WEAKNESSES	GROUPS
1. THE ORGANISATION AND MANAGEMENT			1T
2. THE PROFESSIONAL STAFF			1M
3. THE RESOURCES			2T
4. ACTIVITY AND PROCESSES			2M

- On 10 June, External Analysis discussed the current threats and opportunities detected in the environment of the Institute, with the participation of 56 professionals, 52% from Internal Analysis and 48% representing of all the relevant stakeholders of the Institute, who addressed the following topics in four groups:

PERSPECTIVA	OPORTUNIDADES	AMENAZAS	GRUPOS
1. MARCA, PRESTIGIO, LIDERAZGO			1M
2. COMPETÈNCIA, MERCADOS, DEMANDA			2T
3. POLÍTICOS Y NORMATIVOS			3M
4. NUEVAS LÍNEAS DE ACTUACIÓN INICIATIVA			4T

Understanding that:

- Strengths and weaknesses are always aspects relative or related to one's own capacities, devices, resources, organisation and operation, which must be considered as a starting point to determine the new strategy.
- Strength: an internal factor of an organisation that can facilitate the achievement of good results or become a competitive advantage.

- Weakness: Internal factor of an organisation that can limit the good performance and the ability to act or achieve the expected results.
- Opportunities and threats are always aspects related to our environment that have to be considered before defining the strategy.
  - Opportunity: environmental factor that can be an advantage or a possibility for an organisation to improve its operation, its profitability, its budget, its image and prestige, etc.
  - Threat: environmental factor that can affect the good performance of an organisation, reduce its competitive capacity, increase the risks to which it is exposed or reduce its results.

The participants were distributed in the two sessions in morning and afternoon, deliberating and contributing their perceptions, assisted at all times by members of the steering group, who coordinated the sessions. To facilitate participation and speed up the discussions, all the participants were able to have information on each of the topics to be discussed before holding the sessions.

After the debates, the coordinators of each group presented the results of the debates and their conclusions. It should be said that the general perception of all the participants in these two activities was very satisfactory, highly rating the fact that they had a space for deliberation and debate of perceptions of the IISPV and its environment.



All the information was subsequently processed by the steering group in order to define the diagnosis of the current situation, which was then shown in a SWOT matrix.

STRENGTHS	
<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>• THE IISPV IS A WELL-RESPECTED AND HIGHLY RATED INSTITUTION</li> <li>• THE TECHNICAL OFFICE IS A GO-TO SOURCE AND GENERATOR OF SYNERGIES</li> <li>• GOOD ORGANISATION OF TECHNICAL UNITS: HR, UPI, ECONOMIC MANAGEMENT AND PROJECT MANAGEMENT</li> <li>• PLATFORMS (CLINICAL STUDIES, BIOBANK, CYTOMETRY, METABOLOMICS, PHARMACY, ETHICS COMMITTEE, ETC.) RECEIVE RECOGNITION AND ARE HIGHLY RATED.</li> <li>• TRAINING COMMITTEE: VERY HIGHLY RATED</li> </ul>	<b>PROFESSIONAL STAFF</b> <ul style="list-style-type: none"> <li>• TIES WITH HOSPITALS - URV (Rovira i Virgili University): A DRIVER FOR ATTRACTING/RETAINING TALENT</li> <li>• MULTIDISCIPLINARITY AS A CORNERSTONE OF PROFESSIONAL DEVELOPMENT, RESEARCH AND TEACHING</li> <li>• AGILE CONTRACTING SYSTEM</li> <li>• ABILITY TO IDENTIFY LEADERSHIP AT DIFFERENT LEVELS IN THE ENVIRONMENT</li> <li>• MERIT-BASED RECOGNITION</li> <li>• IISPV UNITS WORK INDEPENDENTLY BUT IN A COORDINATED MANNER</li> </ul>

	<ul style="list-style-type: none"> <li>STAFF ARE MOTIVATED AND DRIVEN</li> </ul>
<b>RESOURCES</b> <ul style="list-style-type: none"> <li>PROMOTION OF SYNERGIES AND ABILITY TO ACCESS PUBLIC CALLS, ESPECIALLY THOSE OF THE ISCIII (Carlos III Health Institute)</li> <li>CONTRIBUTES CLINICAL RESEARCH IN OUR FIELD</li> <li>SINGLE ETHICS COMMITTEE FOR ALL CENTRES</li> <li>MAINSTREAMING: HELPS TO SHARE AND CREATE NEW WORKSPACES</li> <li>TIES WITH UNIVERSITIES: ACCESS TO SHARED PLATFORMS AND RESOURCES</li> </ul>	<b>ACTIVITIES AND PROCESSES</b> <ul style="list-style-type: none"> <li>SUPPORT STAFF IN RESEARCH ACCESSIBLE AND HELPFUL</li> <li>INTERNATIONAL AND DOMESTIC PROJECTS UNIT OF HIGH QUALITY AND THE ABILITY TO PRODUCE SOLUTIONS</li> <li>ETHICS COMMITTEE: AGILE, FACILITATES RESEARCH</li> <li>CREATION OF THE TRAINING COMMITTEE AS A QUANTUM LEAP IN THE IISPV</li> <li>RETREAT. A COHESIVE ELEMENT OF THE INSTITUTE.</li> </ul>

<b>WEAKNESSES</b>	
<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>LOW SENTIMENT OF BELONGING TO THE IISPV AMONG THE CONSTITUENT INSTITUTIONS (URV-HOSPITALS).</li> <li>LIMITED KNOWLEDGE OF THE ROLE THE IISPV PLAYS.</li> <li>LOW REPRESENTATION OF THE PLURALITY OF PROFESSIONALS IN THE GOVERNING BODIES</li> <li>LACK OF SPECIFIC MENTORING IN EMERGING GROUPS</li> <li>IMPROVE COMMUNICATION BETWEEN THE IISPV AND THE HEALTH INSTITUTIONS</li> <li>LITTLE CONNECTION AMONG RESEARCH GROUPS.</li> <li>LIMITED KNOWLEDGE OF SOME PLATFORMS.</li> <li>DEFICIENCIES OF ASSESSMENT: UTILITY AND FITNESS FOR PURPOSE OF THE EXISTING PLATFORMS</li> <li>STRENGTHEN AND RECOGNISE THE TASK FORCES TO ANALYSE AND RESOLVE PROBLEMS, GRASP OPPORTUNITIES</li> </ul>	<b>PROFESSIONAL STAFF</b> <ul style="list-style-type: none"> <li>LACK OF A CAREER MODEL</li> <li>LACK OF A STRUCTURED TALENT RECRUITMENT AND RETENTION POLICY</li> <li>LACK OF A CULTURE TO ESTABLISH INTERACTIONS AMONG PROFESSIONAL STAFF</li> <li>LITTLE UNIFORMITY/OBJECTIVE JUDGEMENT IN THE ATTRIBUTION OF AUTHORSHIP OF PROJECTS (EX. PUBLICATIONS)</li> <li>CURRICULAR RIVALRY BETWEEN THE ORGANISATIONS THAT MAKE UP THE INSTITUTE</li> <li>LACK OF AN AGREEMENT BETWEEN HOSPITALS AND UNIVERSITIES FOR NEW HIRES</li> </ul>
<b>RESOURCES</b> <ul style="list-style-type: none"> <li>LACK OF COORDINATION AMONG THE ORGANISATIONS OF THE INSTITUTE (MANAGING ISSUES, MAINTAINING INFRASTRUCTURES, SPACES AND ACCESS TO SERVICES)</li> <li>LACK OF A COMMON IDENTIFYING SPACE</li> <li>LACK OF A PLAN OF THE IISPV'S RESOURCES AND PHYSICAL SPACES</li> <li>LACK OF TRACEABILITY OF RESOURCES.</li> <li>LACK OF A SUFFICIENT BUDGET ALLOCATION FOR: DEVELOPING ACTIONS FOR IMPROVEMENT, SUPPORT OF EMERGING GROUPS</li> <li>ECONOMIC DEPENDENCY ON RESOURCES FROM THE AUTONOMOUS COMMUNITIES (REGIONAL GOVERNMENTS)</li> <li>NEGATIVE IMPACT ON THE MANAGEMENT OF PROJECTS DUE TO LACK OF RESOURCES (SUPPORT FOR NURSING, BIOINFORMATICS/STATISTICS AND THE RELATED ELEMENTS OF INFRASTRUCTURE)</li> <li>LACK OF AN OFFICE/SECRETARIAL SUPPORT FOR CLINICAL TESTS (WRITING UP FOLLOW-UP AND CLOSING REPORTS)</li> <li>LACK OF AN OFFICE TO SUPPORT DOMESTIC PROJECTS</li> <li>LACK OF A SPECIFIC TRAINING PROGRAMME</li> </ul>	<b>ACTIVITY AND PROCESSES</b> <ul style="list-style-type: none"> <li>COMPLEXITIES IN INSTITUTIONAL RELATIONSHIPS BETWEEN THE URV, IISPV AND HOSPITALS (MULTIPLE AFFILIATIONS, RECOGNITION OF MERITS, ACCESS TO RESOURCES, TIGHT DISTRIBUTION OF RESPONSIBILITIES IN PROJECTS)</li> <li>NEED FOR A GENERAL REVIEW OF ALL PROCESSES. WEAKNESSES IN THE ASSESSMENT OF FUNCTIONS AND PROCESSES</li> <li>LACK OF KNOWLEDGE ABOUT COMMITTEES, THEIR ROLES AND HOW THEY OPERATE</li> <li>LACK OF A COMMUNICATION AND INTERNAL/EXTERNAL TRANSFER STRATEGY</li> <li>LACK OF RESOURCES FOR R&amp;D</li> <li>LACK OF RESOURCES FOR PATIENTS</li> </ul>

## OPPORTUNITIES

<p><b>BRAND, PRESTIGE AND LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>BECOMING A LEADING PLAYER IN THE REGION AND STRENGTHEN STRATEGIC ALLIANCES.             <ul style="list-style-type: none"> <li>Alliances and business models with local firms in different fields.</li> <li>Encourage public-private partnerships.</li> <li>Including citizens and/or patients through associations, both in the process and in the rendering of accounts and analysis of results.</li> </ul> </li> <li>IISPV AS A CATALYST, A BACKBONE AND A PRESTIGIOUS MODEL OF GOOD PRACTICES IN BIOMEDICAL AND HEALTH RESEARCH.             <ul style="list-style-type: none"> <li>Structure the IISPV for new opportunities.</li> <li>Possibility of joining large-scale projects through alliances</li> <li>IRISCAT as a great opportunity for an alliance</li> </ul> </li> <li>COMMUNICATIONS CULTURE. Work more with the media. Improve transfer of knowledge and innovation to society</li> <li>POST-PANDEMIC SITUATION as a driver/activator of the institution. Ex.: digital industry. Integrate and lead new technology</li> </ul>	<p><b>COMPETITION, MARKETS AND DEMAND</b></p> <ul style="list-style-type: none"> <li>HEALTH AS A BUSINESS CATALYST             <ul style="list-style-type: none"> <li>Health as a transversal axis and wealth generator in the work environment (industrial fabric/ecosystem of firms in the region (20/30 UN)</li> <li>Optimise the goals of the health and innovation plan</li> </ul> </li> <li>EXPLORE NEW FORMULAS FOR FUNDING/CAPTURING RESOURCES             <ul style="list-style-type: none"> <li>Define the most powerful structures and areas/expertise</li> <li>Innovative public procurement of the HUSJR (value and risk)</li> <li>State FTS [sic] to create synergies (access to ERDF funds)</li> </ul> </li> <li>INSTITUTIONALISE THE CURRENT MENTORING TO CREATE A SENTIMENT OF BELONGING IN THE IISPV</li> <li>MAKE RESEARCH AN INTEGRAL PART OF THE AGENDA OF THE HOSPITAL AND HEALTHCARE ENVIRONMENT AS A STRATEGIC PILLAR             <ul style="list-style-type: none"> <li>The role of hospital boards of management and of their emerging groups</li> <li>Commitment of the head of service to research (create the research culture/research team)</li> <li>Resources in research in contracts/agreements with hospitals (university hospitals)</li> <li>Incorporate research indicators in accreditations of hospitals and in the contract of employments - DPOS [sic]</li> <li>Take advantage of teaching units and undergraduate projects</li> <li>Take advantage of the knowledge that students have obtained from the research study module for potential researchers</li> <li>Core group of more powerful researchers working to be able to detect needs that are not met in hospitals</li> </ul> </li> </ul>
<p><b>POLICIES/REGULATIONS</b></p> <ul style="list-style-type: none"> <li>ESTABLISH AND RENEW THE RELATIONSHIP WITH PLAYERS IN THE REGIONAL ECOSYSTEM (collaboration/synergies) and include health research in their agendas. Ex.: the Tarragona Medical Association, the Tarragona Regional Council, Town and City Halls and other institutions</li> <li>BE ALIGNED WITH THE INSTITUTIONAL RESEARCH POLICIES (NEW PERIS PLAN) AND RESEARCH INSTITUTES             <ul style="list-style-type: none"> <li>Join IRISCAT</li> <li>More possible funding in the future through the ISCIII</li> <li>Joint procurement of services</li> </ul> </li> <li>Create a GOOD INTERNAL AND EXTERNAL COMMUNICATIONS PLAN to raise awareness of the Institute more rapidly</li> <li>CONTRIBUTION OF TANGIBLE AND INTANGIBLE VALUE OF EACH MEMBER OF THE BOARD OF TRUSTEES</li> <li>PROPOSAL OF TRANSFORMATION WITHIN THE ORGANISATION             <ul style="list-style-type: none"> <li>Data management to expedite the two aspects that many researchers work in (research and teaching)</li> <li>Data protection officer, data management /compliance</li> <li>Shared researcher/healthcare profiles</li> <li>Start to work with small groups to weave a larger web</li> </ul> </li> </ul>	<p><b>NEW LINES OF ACTION AND INITIATIVE</b></p> <ul style="list-style-type: none"> <li>COMMUNICATION             <ul style="list-style-type: none"> <li>The new website is updated and gives us more visibility.</li> <li>It is certain that we have good communicators in our midst - we have to identify them and get them on board.</li> <li>Create interesting narratives (which we have) and reach society through the good communicators' social media.</li> </ul> </li> <li>BUILD COHESIVENESS AND ENCOURAGE the benefits of teamwork             <ul style="list-style-type: none"> <li>The consolidation of data in the various health institutions has to allow new tools and new knowledge to be developed.</li> <li>Facilitate interaction among researchers to that innovative ideas emerge, and synergies are created.</li> </ul> </li> <li>RECRUIT, CARE FOR AND RETAIN TALENT             <ul style="list-style-type: none"> <li>Remote working will help us to save time and reduce commutes.</li> <li>Recruit other professional profiles that we currently don't have: engineers, students, etc. who could work on new lines</li> </ul> </li> <li>SUSTAINABILITY PLANNING</li> <li>Work institutionally to improve the recruitment of human resources based on prior planning.</li> </ul>

## THREATS

<p><b>BRAND, PRESTIGE AND LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>Lack of a sense of belonging and of strategic vision of the Institute's members</li> <li>Scattering of the various entities across the region, we have to build powerful hubs. A lot of competition, we are thought of as "small fry".</li> <li>The IISPV does not have sufficient critical mass of researchers and there is a lack of planning for the new generation to take over from the previous one</li> <li>Possible reduction of resources due to the post-Covid economic crisis</li> <li>Lack of awareness by the general public of the IISPV and its inter-relationships.</li> <li>Low professionalism, multi-tasking of clinical researchers = insufficient productivity</li> <li>Disconnect with the biotechnology industry</li> <li>Insufficient internationalisation of the IISPV</li> </ul>	<p><b>COMPETITION, MARKETS AND DEMAND</b></p> <ul style="list-style-type: none"> <li>LACK OF AN ECONOMIC SUSTAINABILITY PLAN             <ul style="list-style-type: none"> <li>Small presence of the private sector in the governing bodies/boards external corporates (alliances/partnering)</li> <li>Differences between regions have an impact when it comes to making investments</li> <li>Marketing/specific projects</li> <li>The cf [sic] option is a valid one; otherwise there are no support staff behind it. The cf [sic] must not be the main source of the institute's funding.</li> </ul> </li> <li>LACK OF KNOWLEDGE OF THE INSTITUTE AND OF THE IISPV BRAND             <ul style="list-style-type: none"> <li>What we do. Who we are. Lack of identification of the Institute's different disciplines and of the Institute itself</li> <li>Problem of branding and territory (the IISPV has no image that appeals to the general public), communication is too technical to reach the general public</li> </ul> </li> <li>LACK OF A COORDINATED ACTIVITY AS A CENTRE/INSTITUTIONAL STRATEGY             <ul style="list-style-type: none"> <li>Geopolitics/dispersal of the territory/culture of the territory; lack of a sense of belonging and talent capture</li> </ul> </li> <li>LACK OF A RELATIONSHIP BETWEEN CLINICAL HEALTHCARE SETTINGS AND RESEARCH             <ul style="list-style-type: none"> <li>What do we devote to research from hospitals?</li> <li>Lack of advice on how to draft and submit a project so that it can be fundable (mentoring sessions)</li> <li>The research culture (integrate it in the service)</li> </ul> </li> <li>RELATIONSHIP AND COORDINATION AGENDAS WITH THE ACADEMIC ENVIRONMENT (SHORTAGE OF GRADUATES IN THE RESEARCH PART)</li> </ul>
<p><b>POLICIES AND REGULATIONS</b></p> <ul style="list-style-type: none"> <li>Not having a strategic plan that is aligned and built on consensus</li> <li>The geopolitics of Tarragona is not helpful Reflect on the regulatory aspect</li> <li>The trustees themselves don't understand what it means to be a "trustee"</li> <li>Not being an accrediting institution is an impediment to accessing certain calls</li> <li>Lack of resources to gain access to a suitable career to apply for competitive calls</li> <li>Lack of knowledge of the very existence of the Institute by the medical community</li> <li>The Institute's bureaucracy keeps the professional staff at arm's length from the Institute: they don't find what they need in the IISPV. Research is viewed as a "ghetto".</li> <li>The university will never make the IISPV its own until the majority of the teaching staff do so</li> <li>Restructure the incentives to achieve more integration among the different bodies</li> </ul>	<p><b>NEW LINES OF ACTION AND INITIATIVE</b></p> <ul style="list-style-type: none"> <li>LACK OF A COMMUNICATIONS PLAN OF THE INSTITUTE             <ul style="list-style-type: none"> <li>The IISPV brand is not very commercial and is little known.</li> <li>Low visibility of the institute among the general population, workers have a low perception of belonging and little knowledge of the institute within the health sphere itself</li> </ul> </li> <li>ECONOMIC RESOURCES             <ul style="list-style-type: none"> <li>The new law will mean additional costs that were not foreseen by the institution.</li> <li>Inequality of limited financial resources in comparison with other institutes.</li> </ul> </li> <li>LACK OF COORDINATION AND SYNERGY AMONG THE INSTITUTIONS THAT MAKE UP THE IISPV             <ul style="list-style-type: none"> <li>Strategic lines of research have not changed in recent years</li> <li>Little emotional contact and no emergence of ideas (remote working as a barrier)</li> </ul> </li> <li>LITTLE BALANCE BETWEEN CLINICAL, TEACHING AND RESEARCH ACTIVITY</li> </ul>

- NOT RECRUITING NEW PROFESSIONALS IN RESEARCH (WHO ARE AT THE SAME TIME HEALTHCARE WORKERS AND TEACHING STAFF).

## SWOT - to be printed on A3 paper -

OPPORTUNITIES		WEAKNESSES	
<p><b>BRAND, PRESTIGE AND LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>BECOMING A LEADING PLAYER IN THE REGION AND STRENGTHEN STRATEGIC ALLIANCES.</li> <li>Alliances and business models with local firms in different fields. Encourage public-private partnerships.</li> <li>Including citizens and/or patients through associations, both in the process and in the rendering of accounts and analysis of results.</li> <li>IISPV AS A CATALYST, A BACKBONE AND A PRESTIGIOUS MODEL OF GOOD PRACTICES IN BIOMEDICAL AND HEALTH RESEARCH.</li> <li>Structure the IISPV for new opportunities.</li> <li>Possibility of joining large-scale projects through alliances</li> <li>IRISCAT as a great opportunity for an alliance</li> <li>COMMUNICATIONS CULTURE. Work more with the media. Improve transfer of knowledge and innovation to society</li> <li>POST-PANDEMIC SITUATION as a driver/activator of the institution. Ex.: digital industry. Integrate and lead new technology</li> </ul>	<p><b>COMPETITION, MARKETS AND DEMAND</b></p> <ul style="list-style-type: none"> <li>HEALTH AS A BUSINESS CATALYST</li> <li>Health as a transversal axis and wealth generator in the work environment (industrial fabric/ecosystem of firms in the region (20/30 UN)</li> <li>Optimise the goals of the health and innovation plan</li> <li>EXPLORE NEW FORMULAS FOR FUNDING/CAPTURING RESOURCES</li> <li>Define the most powerful structures and areas/expertise</li> <li>Innovative public procurement of the HUSIR (value and risk)</li> <li>State FTS [sic] to create synergies (access to ERDF funds)</li> <li>INSTITUTIONALISE THE CURRENT MENTORING TO CREATE A SENTIMENT OF BELONGING IN THE IISPV</li> <li>MAKE RESEARCH AN INTEGRAL PART OF THE AGENDA OF THE HOSPITAL AND HEALTHCARE ENVIRONMENT AS A STRATEGIC PILLAR</li> <li>The role of hospital boards of management and of their emerging groups</li> <li>Commitment of the head of service to research (create the research culture/research team)</li> <li>Resources in research in contracts/agreements with hospitals (university hospitals)</li> <li>Incorporate research indicators in accreditations of hospitals and in the contract of employments - DPOS [sic]</li> <li>Take advantage of teaching units and undergraduate projects</li> <li>Take advantage of the knowledge that students have obtained from the research study module for potential researchers</li> <li>Core group of more powerful researchers working to be able to detect needs that are not met in hospitals</li> </ul>	<p><b>ORGANISATION AND MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>LOW SENTIMENT OF BELONGING TO THE IISPV AMONG THE CONSTITUENT INSTITUTIONS (URV-HOSPITALS).</li> <li>LIMITED KNOWLEDGE OF THE ROLE THE IISPV PLAYS.</li> <li>LOW REPRESENTATION OF THE PLURALITY OF PROFESSIONALS IN THE GOVERNING BODIES</li> <li>LACK OF SPECIFIC MENTORING IN EMERGING GROUPS</li> <li>IMPROVE COMMUNICATION BETWEEN THE IISPV AND THE HEALTH INSTITUTIONS</li> <li>LITTLE CONNECTION AMONG RESEARCH GROUPS.</li> <li>LIMITED KNOWLEDGE OF SOME PLATFORMS.</li> <li>DEFICIENCIES OF ASSESSMENT: UTILITY AND FITNESS FOR PURPOSE OF THE EXISTING PLATFORMS</li> <li>STRENGTHEN AND RECOGNISE THE TASK FORCES TO ANALYSE AND RESOLVE PROBLEMS, GRASP OPPORTUNITIES</li> </ul>	<p><b>PROFESSIONAL STAFF</b></p> <ul style="list-style-type: none"> <li>LACK OF A CAREER MODEL</li> <li>LACK OF A STRUCTURED TALENT RECRUITMENT AND RETENTION POLICY</li> <li>LACK OF A CULTURE TO ESTABLISH INTERACTIONS AMONG PROFESSIONAL STAFF</li> <li>LITTLE UNIFORMITY/OBJECTIVE JUDGEMENT IN THE ATTRIBUTION OF AUTHORSHIP OF PROJECTS (EX. PUBLICATIONS)</li> <li>CURRICULAR RIVALRY BETWEEN THE ORGANISATIONS THAT MAKE UP THE INSTITUTION</li> <li>LACK OF AN AGREEMENT BETWEEN HOSPITALS AND UNIVERSITIES FOR NEW HIRES</li> </ul>
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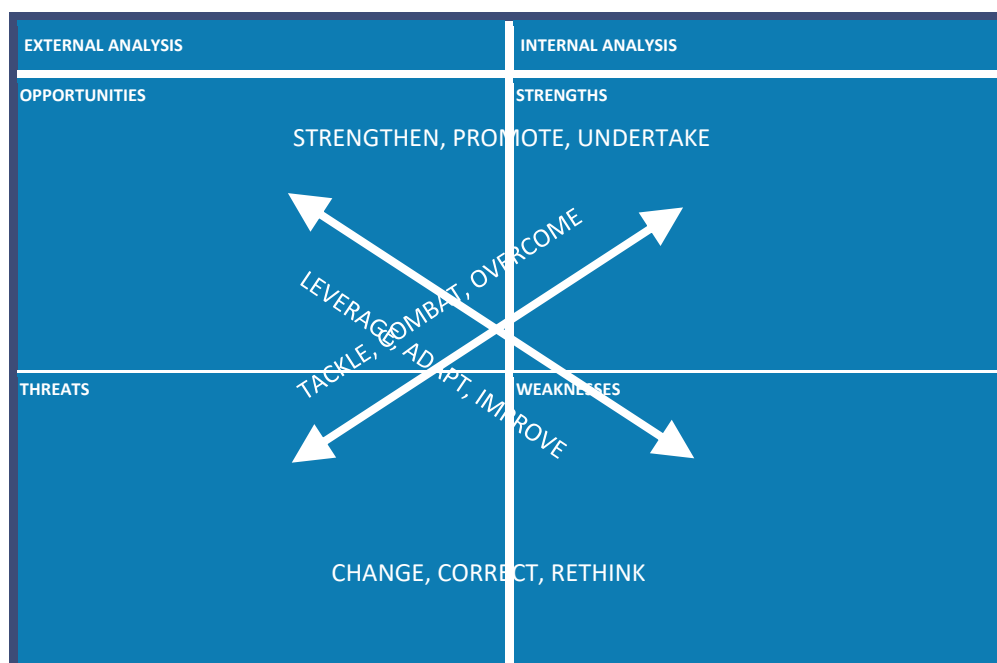
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STRENGTHS	
<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>THE IISPV IS A WELL-RESPECTED AND HIGHLY RATED INSTITUTION</li> <li>THE TECHNICAL OFFICE IS A GO-TO SOURCE AND GENERATOR OF SYNERGIES</li> <li>GOOD ORGANISATION OF TECHNICAL UNITS: HR, UPI, ECONOMIC MANAGEMENT AND PROJECT MANAGEMENT</li> <li>PLATFORMS (CLINICAL STUDIES, BIOBANK, CYTOMETRY, METABOLOMICS, PHARMACY, ETHICS COMMITTEE, ETC.) RECEIVE RECOGNITION AND ARE HIGHLY RATED.</li> <li>TRAINING COMMITTEE: VERY HIGHLY RATED</li> </ul>	<b>PROFESSIONAL STAFF</b> <ul style="list-style-type: none"> <li>TIES WITH HOSPITALS - URV (Rovira i Virgili University): A DRIVER FOR ATTRACTING/RETAINING TALENT</li> <li>MULTIDISCIPLINARITY AS A CORNERSTONE OF PROFESSIONAL DEVELOPMENT, RESEARCH AND TEACHING</li> <li>AGILE CONTRACTING SYSTEM</li> <li>ABILITY TO IDENTIFY LEADERSHIP AT DIFFERENT LEVELS IN THE ENVIRONMENT</li> <li>MERIT-BASED RECOGNITION</li> <li>IISPV UNITS WORK INDEPENDENTLY BUT IN A COORDINATED MANNER</li> <li>STAFF ARE MOTIVATED AND DRIVEN</li> </ul>
<b>RESOURCES</b> <ul style="list-style-type: none"> <li>PROMOTION OF SYNERGIES AND ABILITY TO ACCESS PUBLIC CALLS, ESPECIALLY THOSE OF THE ISCIII (Carlos III Health Institute)</li> <li>CONTRIBUTES CLINICAL RESEARCH IN OUR FIELD</li> <li>SINGLE ETHICS COMMITTEE FOR ALL CENTRES</li> <li>MAINSTREAMING: HELPS TO SHARE AND CREATE NEW WORKSPACES</li> <li>TIES WITH UNIVERSITIES: ACCESS TO SHARED PLATFORMS AND RESOURCES</li> </ul>	<b>ACTIVITIES AND PROCESSES</b> <ul style="list-style-type: none"> <li>SUPPORT STAFF IN RESEARCH ACCESSIBLE AND HELPFUL</li> <li>INTERNATIONAL AND DOMESTIC PROJECTS UNIT OF HIGH QUALITY AND THE ABILITY TO PRODUCE SOLUTIONS</li> <li>ETHICS COMMITTEE: AGILE, FACILITATES RESEARCH</li> <li>CREATION OF THE TRAINING COMMITTEE AS A QUANTUM LEAP IN THE IISPV</li> <li>RETREAT. A COHESIVE ELEMENT OF THE INSTITUTE.</li> </ul>



## 5. Strategic positioning

Once the diagnostic audit of the current situation has been obtained, the Plan Steering Group then proceeded to determine the axes of strategic positioning by cross-checking the analysis that had been performed:



The outcome of this task was the detection of the following distributed strategies for the four perspectives of the *Balanced Scorecard*:

- Two internal ones: Organisation/Professionals and Processes.
- Two external ones: Customer/Stakeholder and Results.

**RE** Be an Institute aligned with the research and innovation policies in the Health Sector in the Country. Be a highly reputed accredited institute in accordance with the requirements of its vision Achieve the required sustainability and necessary funding that will allow the Institute to ensure its growth and deploy its strategy.

**CL** Consolidate a model centred on patients and the general public that can offer visibility and recognition of the organisation's work. Make the Institute a key player with the ability to participate in the best alliances on the domestic and international stage. Improve and leverage synergies and joint projects with the region's productive ecosystem, both health and non-health Increase the ability to transfer the results of research and innovation, leveraging the relationship with public and private players.

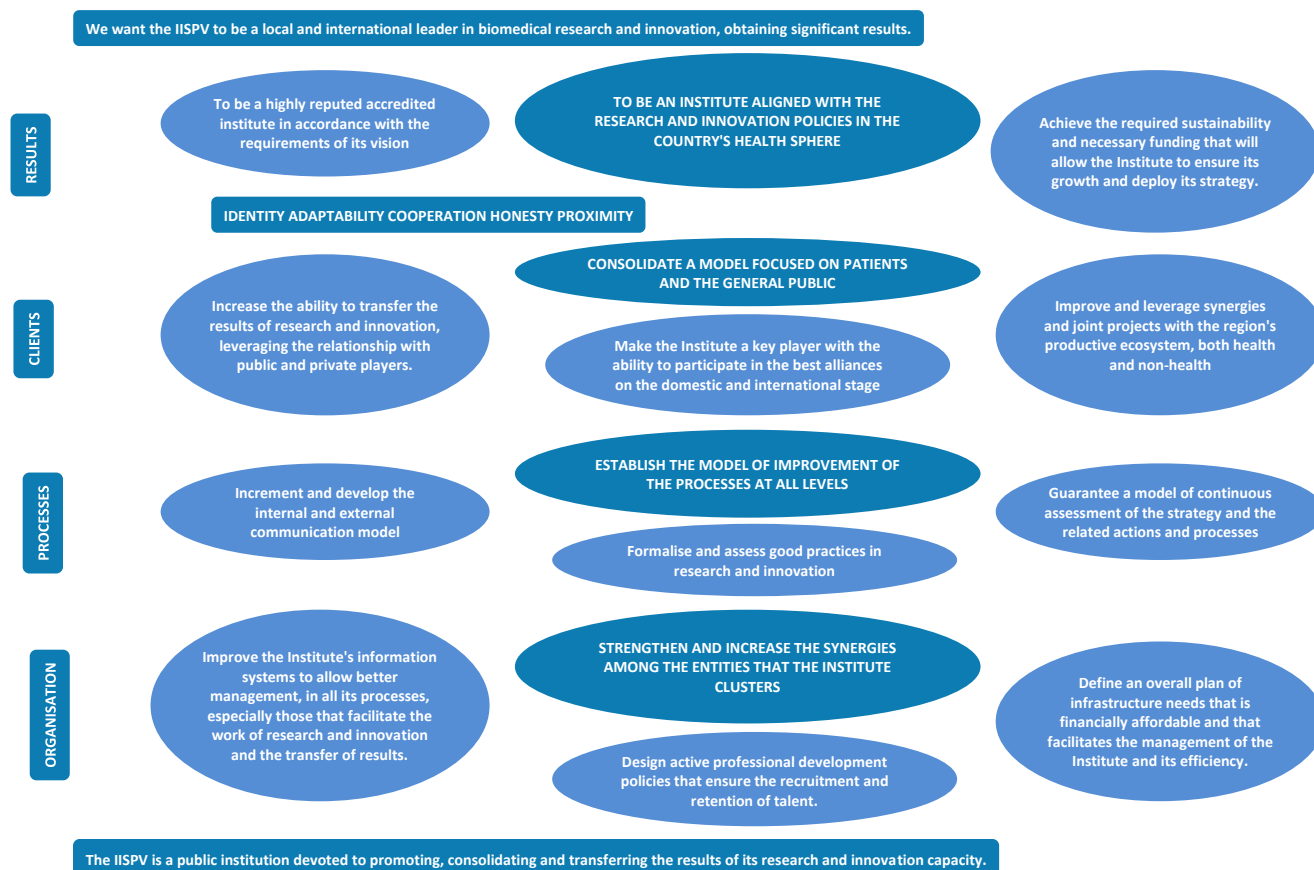
**PR** Establish the model of improvement of all processes at all levels: strategic, key and support. Formalise and assess good practices in research and innovation Guarantee a model of continuous assessment of the strategy and the related actions and processes Increment and develop the internal and external communication model.

**OP** Strengthen and increase synergies between the entities that the Institute clusters to have sufficient solidity to achieve the necessary accreditations – ISCIII – Design active professional development policies that guarantee the capture and retention of talent. Define an overall plan of infrastructure needs that is financially affordable and that facilitates the management of the Institute and its efficiency. Improve the Institute's information systems to allow better management, in all its processes, especially those that facilitate the work of research and innovation and the transfer of results.

## 6. Strategic map

These strategic lines are reflected in a format called Strategic Map where we find the definitions of the Mission, the Values and Vision. They are distributed in the four perspectives explained above and their purpose is to identify the annual challenges that the IISPV sets itself related to each position of the map as a temporal contribution to the achievement of the Vision.

The representation of the Strategic Map is as follows:



This Map will be the basis to incorporate it together with the challenges to the *Balanced Scorecard* – *BICScore* – application, which will allow continuous monitoring and assessment of the degree of fulfilment of the Plan. The said application will be licensed for use free of charge by the Catalan Health Institute- Institut Català de la Salut to the IISPV following the same procedure as the one used with other Strategic Plans conducted in other research institutes and Public Bodies.

*BICScore* is also a planning manager that can support other types of planning – e.g. quality, communication, accreditation, etc, – and can integrate them, if so desired, in the Strategic Plan.

## 7. Challenges related to achieving the vision

Once the 2021-2025 Strategic Plan has the approval of the Institute's Board of Trustees, the annual challenges will be deployed to give meaning to the different strategies that have been formulated and move ahead to the vision set.

These challenges will be incorporated in the application of the continuous assessment referred to above. The comprehensive monitoring system of the plan of the owners involved in each challenge set and of the level of participation and achievement of all the milestones represented in it.

The Plan Steering Team will have the responsibility of specifying the challenges, the owners and the working groups that will be brought on board, so as to ensure that the organisation is really centred on the strategy and participates actively in implementing and achieving it.

It will also announce the progress that has been made on a periodic basis both to the Trustees and to the professional staff, adapting and fine-tuning the challenges according to the assessments that are made.

Given the duration of the Plan it will be advisable at the half-way stage of its term to conduct a *Retreat* with the broad participation of the professional staff, to review the entire evolution and add, if necessary, new updates referred to in the Institute's strategy.

Initially, the first task will consist of defining for each challenge the content shown in the following sheet which will also serve as information to be incorporated in the *BICScore* Assessment tool.

CODIGO DEL RETO	ESTRATEGIA VINCULADA			DATOS DE REFERENCIA	
ÁREA DE INTERÉS / ÁMBITO				GRUPO / PERSPECTIVA	
NOMBRE DEL RETO					
DESCRIPCIÓN					
RESPONSABLE		CORREO		PONDERACIÓN	%
COLABORADORES/AS		CORREO		DURADA	
		CORREO		FECHA INICIO	/ /
		CORREO		FECHA FINAL	/ /
		CORREO		ESTADO	
ACTIVIDADES Y HITOS					
PONDERAC.	NOMBRE	ENTREGABLE / PROGRESO		INICIO	FIN
%				/ /	/ /
%				/ /	/ /
%				/ /	/ /
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%				/ /	/ /
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ENTREGABLE / FINAL / CIERRE DE ACTIVIDADES		EVALUADOR		EVALUACIÓN - PERIODICIDAD	

## 7.1 CRUCIALLY IMPORTANT MILESTONES (CIMs) – STRATEGIC MAP SCHEME

The steering group has performed an evaluation of the data of the proposed strategic map and makes a selection of the **crucially important milestones** which are summarised in the following table.

RESULTS	CLIENTS	PROCESSES	ORGANISATION
<b>TO BE AN INSTITUTE ALIGNED WITH THE RESEARCH AND INNOVATION POLICIES IN THE COUNTRY'S HEALTH SPHERE</b>	<b>CONSOLIDATE A MODEL FOCUSED ON PATIENTS AND THE GENERAL PUBLIC</b>	<b>ESTABLISH THE MODEL OF IMPROVEMENT OF THE PROCESSES AT ALL LEVELS</b>	<b>STRENGTHEN AND INCREASE THE SYNERGIES AMONG THE ENTITIES THAT THE INSTITUTE CLUSTERS</b>
To be a highly reputed accredited institute in accordance with the requirements of its vision	Increase the ability to transfer the results of research and innovation, leveraging the relationship with public and private players.	Increment and develop the internal and external communication model	Improve the Institute's information systems to allow better management, in all its processes, especially those that facilitate the work of research and innovation and the transfer of results
Achieve the required sustainability and necessary funding that will allow the Institute to ensure its growth and deploy its strategy.	Make the Institute a key player with the ability to participate in the best alliances on the domestic and international stage	Formalise and assess good practices in research and innovation	Design active professional development policies that ensure the recruitment and retention of talent
	Improve and leverage synergies and joint projects with the region's productive ecosystem, both health and non-health	Guarantee a model of continuous assessment of the strategy and the related actions and processes	Define an overall plan of infrastructure needs that is financially affordable and that facilitates the management of the Institute and its efficiency

According to these data and following the methodology explained above, using the assessment tool *BICScore*, the following sheets were prepared representing the challenges derived from them and incorporating them into the challenges action plan for 2021-2022.

### Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	RELE02_01	RELATED STRATEGY	TO BE AN ACCREDITED INSTITUTE OF HIGH REPUTE IN ACCORDANCE WITH THE REQUIREMENTS OF ITS VISION			
AREA OF INTEREST / SCOPE	RESULTS			REFERENCE DATA		
NAME OF CHALLENGE	ISCIII ACCREDITATION BY THE YEAR 2022			GROUP/PERSPECTIVE		
DESCRIPTION						
OWNER	ADDRESS	EMAIL	jvortega@gmail.com		WEIGHTING	%
PARTNERS/ASSOCIATES	Management of the Technical Office	EMAIL	Elisabet.galve@iispv.cat		DURATION	
		EMAIL			START DATE	/10 /21
		EMAIL			END DATE	/09/22
		EMAIL			STATUS	
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Internal Audit			/10 /21	/12 /21	
%	Processes field work			/01/22	/06/22	
%	Compilation of information			/10 /21	/12 /21	
%	Drafting of the requisite documentation			/01/22	/09/22	
%				/ /	/ /	

%			/ /	/ /
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	RELE02_02	RELATED STRATEGY	TO BE AN ACCREDITED INSTITUTE OF HIGH REPUTE IN ACCORDANCE WITH THE REQUIREMENTS OF ITS VISION		
AREA OF INTEREST / SCOPE	RESULTS			REFERENCE DATA	
NAME OF CHALLENGE	ASSESSMENT CLOSE TO THE YEAR 2022			GROUP/PERSPECTIVE	
DESCRIPTION					
OWNER	ADDRESS	EMAIL	jvortega@gmail.com		
PARTNERS/ASSOCIATES	Management of the Technical Office	EMAIL	Elisabet.galve@iispv.cat	DURATION	
		EMAIL		START DATE	/01/22
		EMAIL		END DATE	/12/22
		EMAIL		STATUS	
ACTIVITIES AND MILESTONES					
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END
%	Assessment criteria table			/ /	/ /
%	Study of the degree of current fulfilment and detection of weaknesses			/ /	/ /
%	Define a plan of work			/ /	/ /
%				/ /	/ /
%				/ /	/ /
%				/ /	/ /
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR		ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	RELE02_02	RELATED STRATEGY	TO BE AN ACCREDITED INSTITUTE OF HIGH REPUTE IN ACCORDANCE WITH THE REQUIREMENTS OF ITS VISION		
AREA OF INTEREST / SCOPE	RESULTS			REFERENCE DATA	
NAME OF CHALLENGE	2021 HRS4R ASSESSMENT			GROUP/PERSPECTIVE	
DESCRIPTION					
OWNER	TECHNICAL OFFICE MGMT.	EMAIL	Elisabet.galve@iispv.cat		
PARTNERS/ASSOCIATES	Management Asst.	EMAIL	Alberto.lopez@iispv.cat	DURATION	
		EMAIL		START DATE	/01 /21
		EMAIL		END DATE	/12 /21
		EMAIL		STATUS	
ACTIVITIES AND MILESTONES					
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END
%	Assessment criteria table			/ /	/ /
%	Study of the degree of current fulfilment and detection of weaknesses			/ /	/ /
%	Define a plan of work			/ /	/ /
%				/ /	/ /
%				/ /	/ /
%				/ /	/ /
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR		ASSESSMENT-PERIODICITY	

DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES	ASSESSOR	ASSESSMENT-PERIODICITY

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	RELE03_01	RELATED STRATEGY	ACHIEVE THE REQUIRED SUSTAINABILITY AND THE NECESSARY FINANCING TO ALLOW THE INSTITUTE TO GUARANTEE ITS GROWTH AND DEPLOY ITS STRATEGY			
AREA OF INTEREST / SCOPE	RESULTS			REFERENCE DATA		
NAME OF CHALLENGE	FUND-RAISING AND SPONSORSHIP PLAN			GROUP/PERSPECTIVE		
DESCRIPTION						
OWNER	Fund-Raising Dept.	EMAIL	Jordi.masana@iispv.cat	WEIGHTING	%	
PARTNERS/ASSOCIATES		EMAIL		DURATION		
		EMAIL		START DATE	/01/22	
		EMAIL		END DATE	/12/22	
		EMAIL		STATUS		
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Detection of needs of companies, public institutions, sports clubs and associations			/01/22	/03/22	
%	Agreements with companies and institutions			/04/22	/06/22	
%	Drafting of the fund-raising actions and events calendar			/01/22	/03/22	
%	Drafting of the Fund-Raising Plan 22/23			/04/22	/06/22	
%	Acceptance of the Plan by senior management			/06/22	/06/22	
%				/ /	/ /	
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR		ASSESSMENT-PERIODICITY		

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	CLLE04_01	RELATED STRATEGY	CONSOLIDATE A MODEL FOCUSED ON PATIENTS AND THE GENERAL PUBLIC			
AREA OF INTEREST / SCOPE	CLIENTS			REFERENCE DATA		
NAME OF CHALLENGE	PATIENT RECRUITMENT PLAN			GROUP/PERSPECTIVE		
DESCRIPTION						
OWNER	Sub-management	EMAIL	Elisabet.Vilella@urv.cat	WEIGHTING	%	
PARTNERS/ASSOCIATES		EMAIL		DURATION		
		EMAIL		START DATE	/01/22	
		EMAIL		END DATE	/12/22	
		EMAIL		STATUS		
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Drafting of the Plan - January 22			/01/22	/01/22	
%	Acceptance of the Plan by the Board of Management - February 22			/02/22	/02/22	
%	Acceptance of the Plan by Research Groups and the IISPV as a whole - February 2022			/02/22	/02/22	
%	Implementation of the Plan - March 22 - December 25			/03/22	/12/22	

%			//	//
%			/ /	/ /
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	CLLE07_01	RELATED STRATEGY	MAKE THE INSTITUTE A KEY PLAYER WITH THE CAPABILITY TO PARTICIPATE IN THE BEST ALLIANCES IN THE DOMESTIC AND INTERNATIONAL SPHERE			
AREA OF INTEREST / SCOPE	CLIENTS			REFERENCE DATA		
NAME OF CHALLENGE	EUROPEAN PROJECTS - INCREASE INTERNATIONAL VISIBILITY			<input type="checkbox"/> RE <input checked="" type="checkbox"/> CL <input type="checkbox"/> PR <input type="checkbox"/> OR		
DESCRIPTION						
OWNER	INTERNATIONAL PROJECTS UNIT	EMAIL	UPI@IISPV.CAT		WEIGHTING	%
PARTNERS/ASSOCIATES	Alba Martí	EMAIL	Alba.marti@iispv.cat		DURATION	
	Joana Díaz	EMAIL	joana.diaz@iispv.cat		START DATE	/10 /21
		EMAIL			END DATE	/12 /24
		EMAIL			STATUS	
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Interviews of expert agents in internationalisation			/10 /21	/12 /21	
%	Drafting of the strategic internationalisation plan			/01/22	/01/22	
%	Approval of the PEI			/01/22	/01/22	
%	Execution of PEI Phase 1			/03/22	/12/22	
%	Execution of PEI Phase 2			01 /23	/12 /23	
%	Execution of PEI Phase 3			01 /24	/12 /24	
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR		ASSESSMENT-PERIODICITY		

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	PRLE08_01	RELATED STRATEGY	FORMALISE AND ASSESS THE GOOD PRACTICES IN RESEARCH AND INNOVATION			
AREA OF INTEREST/SCOPE	PROCESSES			REFERENCE DATA		
NAME OF CHALLENGE	2022-2025 INNOVATION AND TRANSFER PLAN			<input type="checkbox"/> RE <input type="checkbox"/> CL <input checked="" type="checkbox"/> PR <input type="checkbox"/> OR		
DESCRIPTION						
OWNER	Innovation and Transfer Unit	EMAIL	valorització@iispv.cat		WEIGHTING	%
PARTNERS/ASSOCIATES	Maria José Guilera	EMAIL	Mariajose.guilera@iispv.cat		DURATION	
	Elisabet Vilella	EMAIL	Elisabet.Vilella@urv.cat		START DATE	/01/22
		EMAIL			END DATE	/12 /25
		EMAIL			STATUS	
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Drafting the Strategic Innovation and Transfer Plan			/02/22	/02/22	
%	Approval of the EIT Plan by the Management Committee			/03/22	/03/22	
%	Approval of the EIT Plan by the Trustees			/06/22	/06/22	
%	Execution of PEIT Phase 1			/06/22	/12/22	
%	Execution of PEIT Phase 2			01 /23	/12 /23	

%	Execution of PEIT Phase 3		01 /24	/12 /24
	Execution of PEIT Phase 4		/01/25	/12/25
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	PRLE09_01	RELATED STRATEGY	INCREMENT AND DEVELOP THE INTERNAL AND EXTERNAL COMMUNICATION MODEL			
AREA OF INTEREST / SCOPE	PROCESSES			REFERENCE DATA		
NAME OF CHALLENGE	2022-2025 COMMUNICATION PLAN			GROUP/PERSPECTIVE <input type="checkbox"/> RE <input type="checkbox"/> CL <input checked="" type="checkbox"/> PR <input type="checkbox"/> OR		
DESCRIPTION						
OWNER	Jordi Masana	EMAIL	comunicació@iispv.cat		WEIGHTING	%
PARTNERS/ASSOCIATES	Maria José Guilera	EMAIL	Mariajose.gulera@iispv.cat		DURATION	
	Elisabet Vilella	EMAIL	Elisabet.Vilella@urv.cat		START DATE	/10 /21
		EMAIL			END DATE	/12 /25
		EMAIL			STATUS	
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Drafting of the Communication Plan			/11 /21	/11 /21	
%	Acceptance of the Plan by the Management			/12/21	/12 /21	
%	Acceptance of the Plan by the Research Groups			/12 /21	/12 /21	
%	Plan Implementation			/12/21	/12/25	
%				//	//	
%				//	//	
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY			

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	PRLE11_01	RELATED STRATEGY	ESTABLISH THE MODEL OF IMPROVEMENT OF THE PROCESSES AT ALL LEVELS			
AREA OF INTEREST / SCOPE	PROCESSES			REFERENCE DATA		
NAME OF CHALLENGE	ESTABLISH THE MODEL OF IMPROVEMENT OF THE PROCESSES AT ALL LEVELS			GROUP/PERSPECTIVE <input type="checkbox"/> RE <input type="checkbox"/> CL <input checked="" type="checkbox"/> PR <input type="checkbox"/> OR		
DESCRIPTION						
OWNER	Lluís Gallart	EMAIL	Lluís.gallart@iispv.cat		WEIGHTING	%
PARTNERS/ASSOCIATES	Joan Vendrell	EMAIL	jvortega@gmail.com		DURATION	
	Elisabet Galve	EMAIL	Elisabet.galve@iispv.cat		START DATE	/12 /21
		EMAIL			END DATE	/06/22
		EMAIL			STATUS	
ACTIVITIES AND MILESTONES						
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END	
%	Define a map of processes			/12 /21	/12 /21	
%	Protocolise the detected processes and fill any gaps that may be detected			/01/22	/03/22	
%	Define an internal dissemination plan of the map of processes and protocols			/04/22	/06/22	
%				//	//	
%				//	//	



%			//	//
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	ORLE14_01	RELATED STRATEGY	DEFINE AN OVERALL INFRASTRUCTURE NEEDS PLAN THAT IS FINANCIALLY AFFORDABLE AND THAT FACILITATES THE MANAGEMENT OF THE INSTITUTE AND ITS EFFICIENCY		
AREA OF INTEREST / SCOPE	ORGANISATION			REFERENCE DATA	
NAME OF CHALLENGE	EXECUTION OF WORKS AND DEFINITION OF IISPV SPACES			GROUP/PERSPECTIVE <input type="checkbox"/> RE <input type="checkbox"/> CL <input type="checkbox"/> PR <input checked="" type="checkbox"/> OR	
DESCRIPTION					
OWNER	Lluís Gallart	EMAIL	Lluís.gallart@iispv.cat	WEIGHTING	%
PARTNERS/ASSOCIATES	Joan Vendrell	EMAIL	jvortega@gmail.com	DURATION	
	Elisabet Galve	EMAIL	Elisabet.galve@iispv.cat	START DATE	/10 /21
	David Martin	EMAIL	David.martin@iispv.cat	END DATE	01 /23
		EMAIL		STATUS	
ACTIVITIES AND MILESTONES					
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END
%	1. Fitting out new laboratory and biobank space of the Reus HUSJ Public Tender (October-November 2021) Works Completion: December 2022 Transfer to the new site: January 2022 Budget: approx. €1.600.000			/11 /21	01 /23
%	2. Fitting out of the new HUIJXXIII Clinical Studies unit Works completion scheduled for: December 2021 - January 2022 Relocation to the new facility: February 2022 Budget: approx. €80,000			/12/21	/02/22
%	3. Definition of IISPV spaces IISPV Infrastructures Plan Definition of utilities, uses and allocation of spaces			/01/22	/06/22
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR		ASSESSMENT-PERIODICITY	

## Action Plan: Challenges 2021 - 2022

CHALLENGES CODE	ORLE15_01	RELATED STRATEGY	ESTABLISH THE MODEL OF IMPROVEMENT OF THE PROCESSES AT ALL LEVELS		
AREA OF INTEREST / SCOPE	ORGANISATION			REFERENCE DATA	
NAME OF CHALLENGE	DEFINE THE POLICY OF OBJECTIVES BY THE PROFESSIONALS THEMSELVES AND ASSOCIATES			GROUP/PERSPECTIVE <input type="checkbox"/> RE <input type="checkbox"/> CL <input type="checkbox"/> PR <input checked="" type="checkbox"/> OR	
DESCRIPTION					
OWNER	MANAGEMENT David Martin	EMAIL	David.martin@iispv.cat	WEIGHTING	%
PARTNERS/ASSOCIATES	Management, Joan Vendrell	EMAIL	jvortega@gmail.com	DURATION	
	Elisabet Galve Technical Office	EMAIL	Elisabet.galve@iispv.cat	START DATE	/12 /21
		EMAIL		END DATE	/06/22
		EMAIL		STATUS	
ACTIVITIES AND MILESTONES					
WEIGHTING	NAME	DELIVERABLE/PROGRESS		START	END
%	IISPV accounts analysis			/12 /21	/12 /21

%	Agreements with institutions (Unis, hospitals, etc.)		/01/22	/03/22
	Drafting of the objectives policy		/01/22	/03/22
%	Acceptance of the Objectives Policy by senior management		/04/22	/06/22
%	Communication and Implementation of the Objectives Policy		/06/22	/06/22
DELIVERABLE/FINAL/CLOSE-OUT OF ACTIVITIES		ASSESSOR	ASSESSMENT-PERIODICITY	