

# IISPV – Accreditation ISCIII

## IISPV Strategic Plan 2021-2025

Barcelona, May 2022



# Table of contents

00 Introduction	<a href="#"><u>04</u></a>
01 Internal and External Analysis - SWOT	<a href="#"><u>14</u></a>
02 CAME Analysis	<a href="#"><u>17</u></a>
03 Vision	<a href="#"><u>18</u></a>
04 Strategic Map	<a href="#"><u>19</u></a>

# 00 Introduction

## Pere Virgili Institute for Health Research (IISPV)



Pere Virgili Institute for Health Research (IISPV) is a multidisciplinary and translational biomedical research centre focused on basic, clinical, epidemiological and health services research. It is the result of a partnership between groups from Hospital Universitari Sant Joan de Reus, Hospital Universitari Joan XXIII de Tarragona, Grup Pere Mata, Hospital de Tortosa Verge de la Cinta and Universitat Rovira i Virgili (URV).



**HJ23**

Hospital Universitari **Joan XXIII**  
ICS Camp de Tarragona



# Scientific structure of the IISPV, Areas and Groups (1/4)

## IISPV Scientific Structure::

IISPV currently has 4 Areas: **Nutrition and Metabolism, Health and Environment, Neurosciences and Mental Health and Clinical Groups**. These areas include several research groups.



Nutrition & Metabolism



Neurosciences & Mental Health



Health & Environment



Clinical Groups

## Area 1. Nutrition & Metabolism

Grupo de investigación en enfermedades inflamatorias intestinales

- IBODI

Responsable  
Carolina Serena Perelló  
EMERGING GROUP

OBESITY. Obesity and Metabolic Surgery Research Group

Responsable  
Daniel Del Castillo Déjardin  
CONSOLIDATED

Cardiology Research Group - RISCAT

Responsable  
Alfredo Bardají  
CONSOLIDATED

DIAMET. Diabetes and metabolic associated diseases research group

Responsable  
Sonia Fernández-Veledo, Joan Josep Vendrell Ortega  
CONSOLIDATED

NFOC-health: Research Group on Functional Nutrition, Oxidation and Cardiovascular Diseases

Responsable  
Rosa Solà Alberich  
CONSOLIDATED

Unitat de nutrició humana: Prevenció i Epigenètica

Responsable  
Jordi SALAS-SALVADÓ, Nancy BABIO SÁNCHEZ  
CONSOLIDATED

MoBioFood

Responsable  
Maria Teresa Blay Olivé  
ASSOCIATED

SMHEALTH. Smart Health Research Group

Responsable  
Solanas Gómez, Agustín  
ASSOCIATED



# Scientific structure of the IISPV, Areas and Groups (2/4)

## Area 1. Nutrition & Metabolism

**Pediatrics, Nutrition and Human Development Research Unit (PNHDRU)**

Responsible  
Joaquín Escribano Subías  
  
CONSOLIDATED

**Metabolomics Interdisciplinary Lab (MiL@b)**

Responsible  
Xavier Correig Blanchar  
  
CONSOLIDATED

**Nutrigenomics Group**

Responsible  
Begoña Muguerra  
  
ASSOCIATED

**Nutrition and Mental Health Group – NUTRISAM**

Responsible  
Victoria Arijá Val, Josefa Canals Sans  
  
CONSOLIDATED

**Biomedical Research Unit (BRU)**

Responsible  
Jorge Joven Maried, Jordi Camps Andreu  
  
CONSOLIDATED

**Lipid and Arteriosclerosis Research Unit (LARU), and Vascular Medicine and Metabolism Unit (VMMU)**

Responsible  
Lluís Masana Marín  
  
CONSOLIDATED

**Ophthalmology Research Group - RETIPROGRAM**

Responsible  
Pere Romero Aroca, Domènec Puig Savi  
  
EMERGING GROUP

**Disease Biomarker and Molecular Mechanism Grup (DIBIOMECE)**

Responsible  
Matilde Rodríguez Chacón  
  
CONSOLIDATED

**Transversal Lifestyle and Disease Prevention Program**

Responsible  
Francisco Martín Luján  
  
ASSOCIATED



# Scientific structure of the IISPV, Areas and Groups (3/4)

## Area 2. Health & Environment

Emergency Research  
Group

Responsible  
Youcef Azeli  
EMERGING GROUP

TECNATOX. Center for  
Environmental, Food and  
Toxicological Technology

Responsible  
Josep Lluís Domingo, Marta  
Schuhmacher  
CONSOLIDATED

ECOMMFIT - Experiments,  
Computing and Modeling  
in Fluid Mechanics and  
Turbulence

Responsible  
Jordi Pallarès Curto  
ASSOCIATED

SIS. Sepsis, Inflammation  
and Critical Patient Safety

Responsible  
María Bodí, Alejandro Rodriguez  
Oviedo  
CONSOLIDATED

Mycology and  
Environmental  
Microbiology -  
MYCOLOGY

Responsible  
Josep Guarro Artigas  
ASSOCIATED

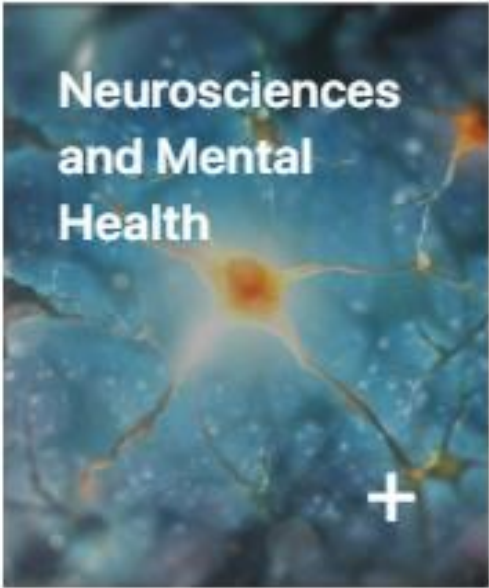
INIM. Infection and  
immunity

Responsible  
Francesc Vidal Marsal  
CONSOLIDATED

## Area 3. Neurosciences & Mental Health

GAP. Genetics and  
environment in Psychiatry

Responsible  
Elisabet Vilella Cuadrada  
CONSOLIDATED





## Scientific structure of the IISPV, Areas and Groups (4/4)

### Area 4. Clinical Groups

#### Oncology, Translational, Epidemiological and Clinical Research Group (GIOTEC)

##### Responsible

Joan Lluís Borràs Balada, Josep Gumà Padró

ASSOCIATED

#### Radiotherapy Oncology Research Group

##### Responsible

Meritxell Arenas Prat

ASSOCIATED

#### Otorhinolaryngological disease research group

##### Responsible

Enric Figuerola Massana

ASSOCIATED

#### Research group on Autoimmunity, Inflammation and Infection

##### Responsible

Antoni Castro Salomó

ASSOCIATED

#### Research in Oncological Pathology and Bioinformatics (PO&B)

##### Responsible

Marylène Lejeune, Carlos López Pablo

ASSOCIATED

#### Allergology. University Hospital of Tarragona Joan XXIII

##### Responsible

Pere Gaig Jané

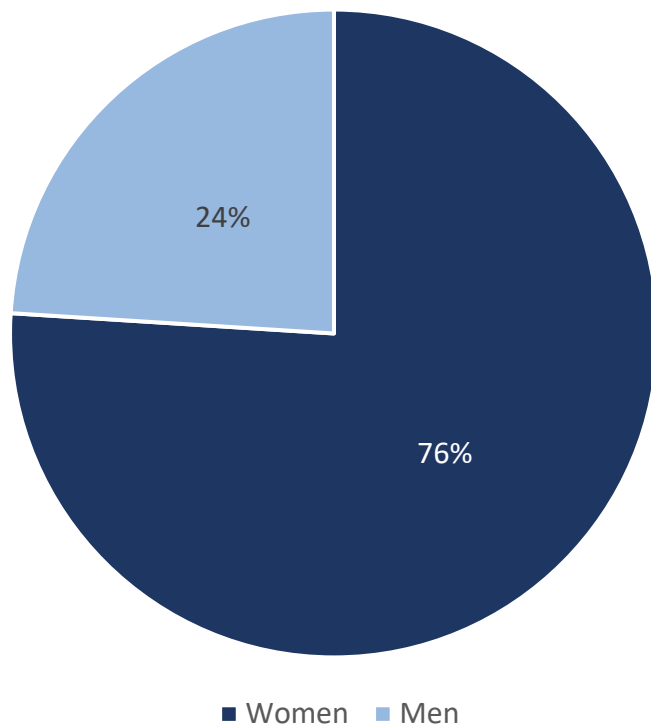
ASSOCIATED





## Material and human resources of IISPV (1/4)

### 132 Hired personnel



### 410 People involved in IISPV research

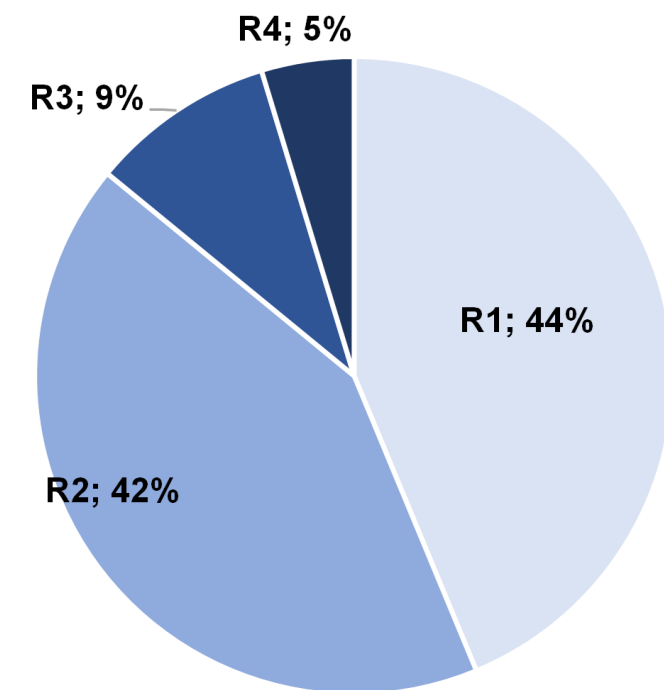


### 30 Research Groups

15 Consolidated  
3 Emerging Groups  
12 Associated

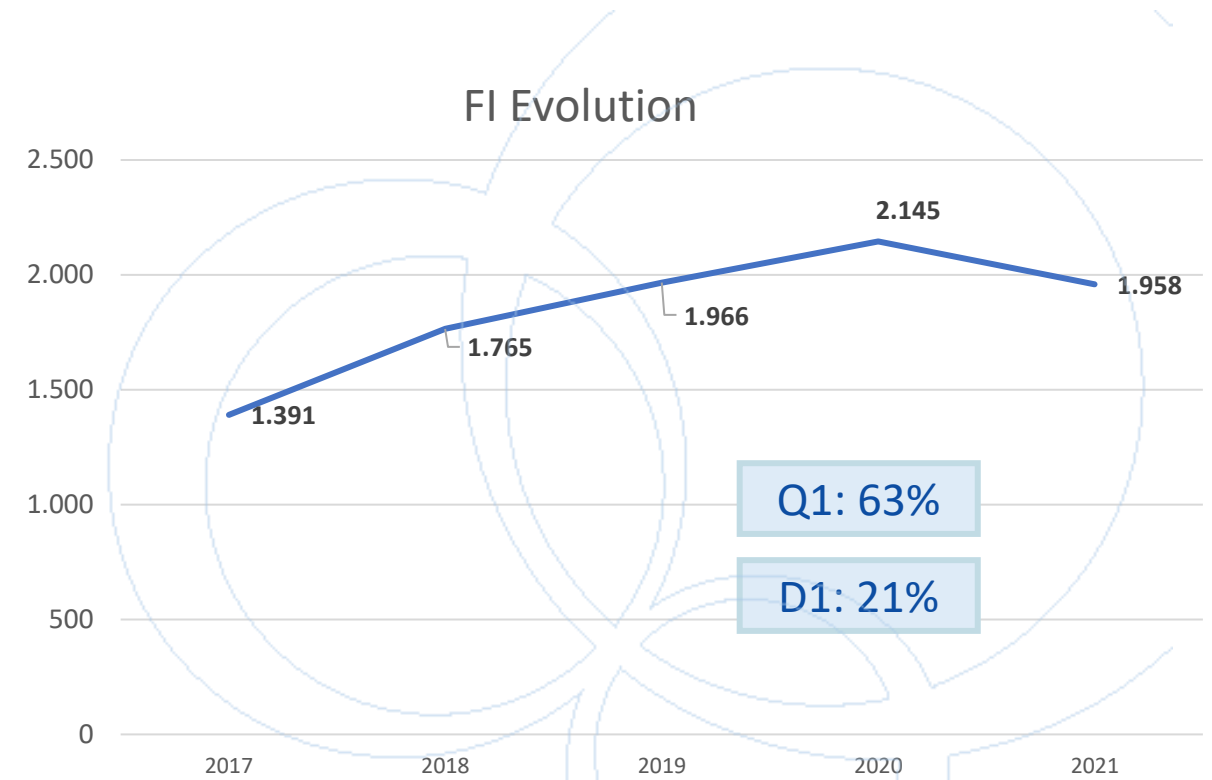
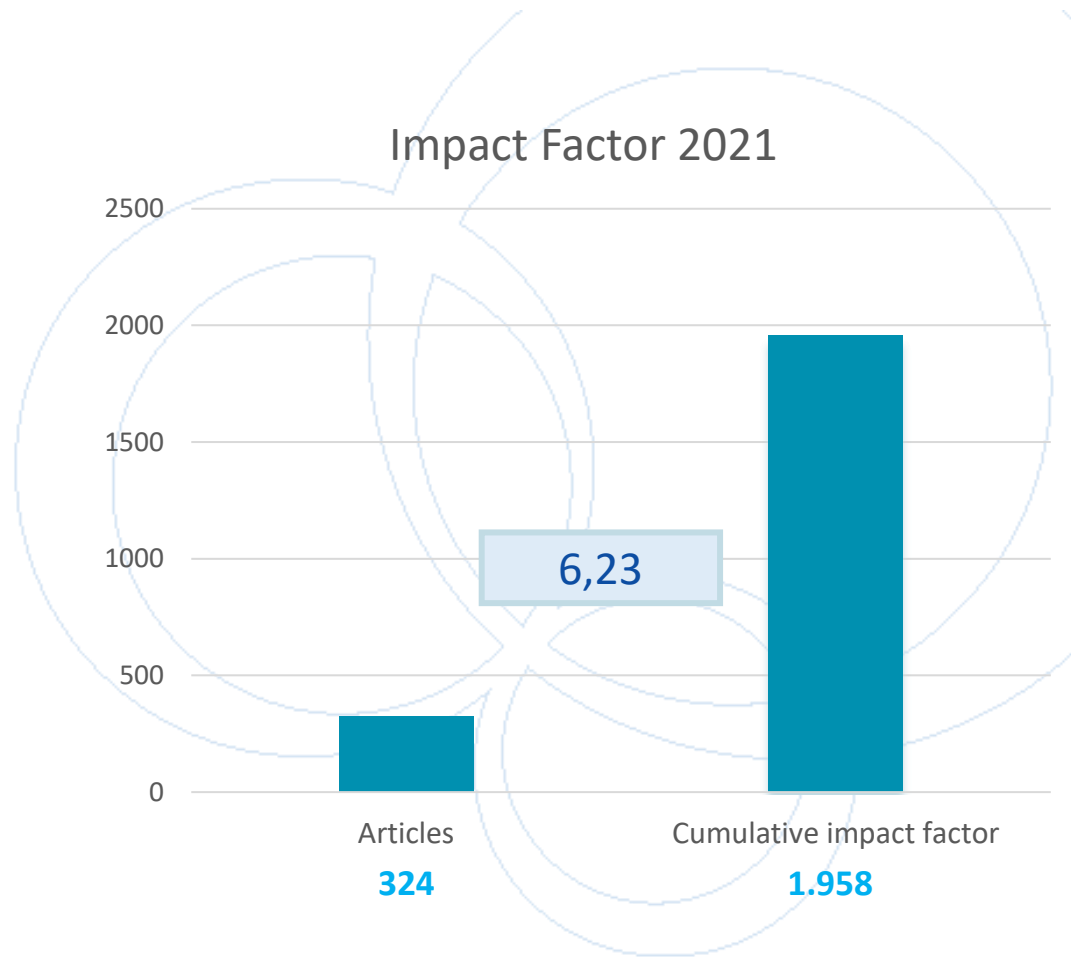


### Research Staff –Euraxess Rating– HS4R: 64



IISPV has spaces dedicated to R&D in the two potential core hospitals of the Institute (JXXIII and HUSJR). There are 3,207 m<sup>2</sup> of surface area (including 260 m<sup>2</sup> for management).

## Material and human resources of IISPV (2/4)



*Scientific Report 2021 (provisional)*

## Material and human resources of IISPV (3/4)



### Innovation

**101** Active Projects

**26** Awarded Projects

**74** Active Clinical Trials

**1** ISCIII Platform

**6** CIBER Groups

**14** Clinical practice Groups

**1** Generated Innovation

**1** Granted Patents

**1** Created Spin-Off



### Education & Communication

**8** Organised Conferences and Seminars

**38** Press Releases

## Material and human resources of IISPV (4/4)



### IISPV – Platforms for Research Support



Biobank IISPV



Clinical Studies  
Unit (CSU)



Bioinformatics



Metabolomics Platform



Histological, cytological  
and digitalization studies



Mental health  
assessment (PESaM)



Cytometry unit and cell  
sorting

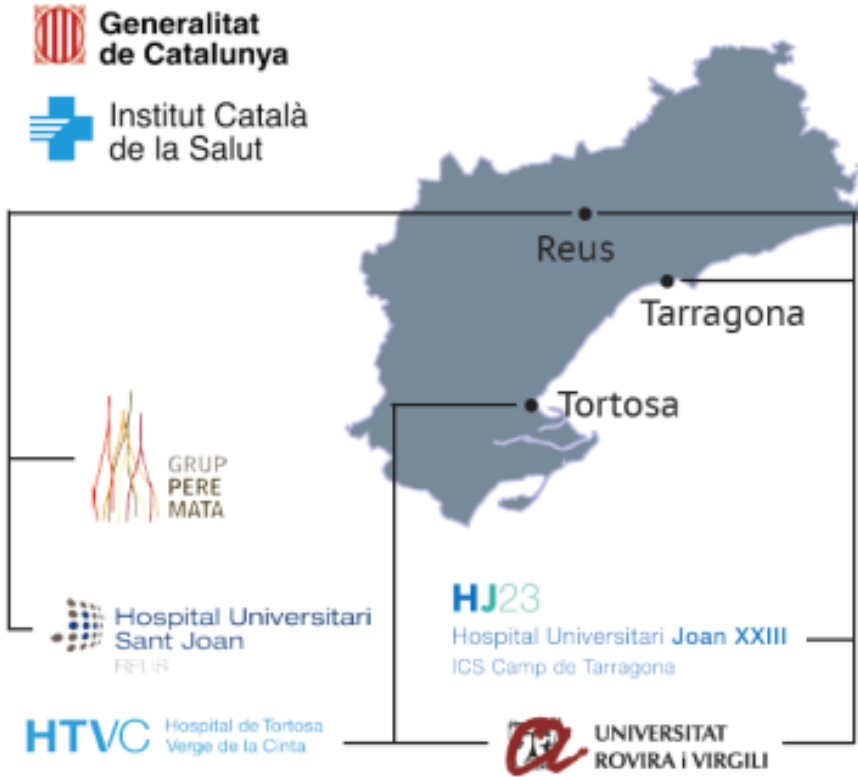


Statistical support  
platform



Animal Experimentation  
Unit

# Interrelation of research with training and Clinical Practice in Integrated the Centres



**01 Internal and External Analysis - SWOT**

**02 CAME Analysis**

**03 Vision**

**04 Strategic Map**

## Internal and External Analysis

**In order to perform the internal and external analysis, two on-line sessions were held on April 15<sup>th</sup> and June 10<sup>th</sup>, 2021**

- For the **Internal Analysis**, the current strengths and weaknesses of the Institute were discussed. For the **External Analysis**, threats and opportunities were discussed.
- 44 multidisciplinary professionals participated in the first session and 56 in the second one, 52% from the first session and 48% as representatives of relevant stakeholders of the institute.
- During these sessions the addressed topics were **Organization, Management, Professionals, Resources, Activities, Processes, Brand, Prestige, Leadership, Markets, Policies & Regulations**, new lines of action and new initiatives.
- **The SWOT summarizes the main Threats, Opportunities, Weaknesses and Strengths identified.**



# Consolidation of Internal and External analysis

### Strengths

1. IISPV is a transversal and multidisciplinary institution with motivated and passionate personnel.
2. IISPV is a centre that promotes synergies in biomedical research and biomedical transfer at the service of society.
3. Micro-Cluster with high health knowledge and access to platforms.
4. IISPV is an institution open to change and new opportunities.
5. The collaboration with URV allows to maximize research activities of IISPV.
6. High capacity for the management of biomedical research and innovation.
7. High rate of national and international competitive public funds raised.
8. IISPV as unique biomedical research hub in Tarragona area accredited by CERCA and HRS4R.

### Weaknesses

1. Low sense of belonging to IISPV among some of its members.
2. Lack of both structural and financial resources.
3. Limited activity in promoting transfer and innovation.
4. Insufficient degree of internationalization of IISPV.
5. Absence of effective internal and external communication.
6. Lack of specific support for emerging groups.
7. Need to establish a professional career model.
8. Low presence of patients and civil society in the institute's activities.

### Opportunities

1. Existence of national and international stakeholders from the health sector with whom IISPV can collaborate and learn from.
2. Increased interest in innovation and technology transfer by industry and private investors in health.
3. Increased public funding at both national and European level.
4. ISCIII accreditation as a national reference in health research.
5. Increased interest in digital transformation in the Health sector.
6. IRISCAT and ITEMAS as great opportunities for the establishment of alliances.
7. Increment of interest in R&D&I by the society due to the pandemic.

### Threats

1. Low perception of IISPV Brand by the Health sector and society.
2. High density of other highly competitive biomedical research centres in the health field.
3. Insufficient R&D&I financing in Spain compared to other European countries.
4. The new labour regulations are not adapted to the specificities of the research field.
5. Uncertainty and economic crisis due to pandemic and war conflicts.
6. Existence of other centres with higher capacity of talent retention and attraction.
7. Geographical distance from the health ecosystem epicentre.

# CAME Analysis: Strategic Axes

	Threats	Opportunities
Strengths	<div><u>Adapt</u></div> <div>Achievement of a good management model in all processes and activities of the institute.</div> <div>Enhancement of talent attraction and retention, considering the principles of gender equality and generational turnover.</div>	<div><u>Explore</u></div> <div>Promotion of a translational research model with an impact on the ecosystem and stakeholders in the health sector, patients and society.</div> <div>Dynamization of digital transformation within the institution.</div>
Weakness	<div><u>Correct</u></div> <div>Creation of an atmosphere of cooperation and cohesion between the IISPV member institutions and their professionals.</div> <div>Provide of key tools for the development of skills and talent.</div> <div>Strengthen internal and external communication.</div>	<div><u>Maintain</u></div> <div>Boost IISPV internationalization.</div> <div>Promotion of innovation, and technological and knowledge transfer.</div> <div>Increase resources for IISPV through public and private funding.</div>

IISPV's strategic plan is structured into 10 strategic axes, 22 strategic objectives and 79 activities. The definition of the strategic axes has been agreed by the members of all entities that are part from IISPV and is intended to reflect the fundamental pillars of the institute.

## Vision of the IISPV Strategic Plan

### **VISION**

**To be a centre of reference in research, innovation and biomedical transfer at national and international level, through an efficient and sustainable model to contribute to improvements of the quality of life of patients and society.**

## 04 Strategy Map: Strategic Axes

### Key Results

Which results do we expect to achieve?

To be a reference centre for research, innovation and biomedical transfer at national and international level.

To follow an efficient and sustainable model

To contribute to the improvement of the quality of life of patients and society.

### Clients

Which value proposal do we offer our customers?

IISPV member groups

Promote research and knowledge among IISPV member institutions.

Health Ecosystem

To position itself as a benchmark IIS in the sector.

Companies and Investors

To become an institute that fosters the transfer of high-potential innovations and knowledge

Patients and Society

Proposing disruptive innovations for unmet needs

### Internal processes

In which processes do we need to be excellent at to satisfy these needs?

6

Promotion of a translational research model

7

Boost IISPV Internationalization

8

Promotion of innovation, technological and knowledge transfer

9

Strengthen internal and external communication

10

Creation of an atmosphere of cooperation and cohesion between IISPV members.

5

Achievement of a good management model in all processes and activities of IISPV

### Organization

What is critical for the future?

1

Increase resources through public and private finance

2

Enhancement of talent attraction and retention

3

Dynamization of IISPV digital transformation

4

Provide of key tools for the development of skills and talent

## 04 Strategy Map: Strategic Objectives

### Key Results

Which results do we expect to achieve?

To be a reference centre for research, innovation and biomedical transfer at national and international level.

To follow an efficient and sustainable model

To contribute to the improvement of the quality of life of patients and society.

### Clients

Which value proposal do we offer our customers?

#### IISPV member groups

Promote research and knowledge among IISPV member institutions.

#### Health Ecosystem

To position itself as a benchmark IIS in the sector.

#### Companies and Investors

To become an institute that fosters the transfer of high-potential innovations and knowledge

#### Patients and Society

Proposing disruptive innovations for unmet needs

### Internal processes

In which processes do we need to be excellent at to satisfy these needs?

#### Translational Research Model

12 Define and implement translational research programmes.

13 Implement the Shared Scientific Project based on a patient-centred research model.

#### Internationalization

14 To increase the positioning of IISPV at national and international level.

15 Increase participation in international networks, funding and collaborations.

#### Innovation and Transfer

16 Improve the culture of innovation and transfer.

17 Fostering new business opportunities.

18 Strengthen the role of IISPV in streamlining the transfer process.

#### Internal and External communication

19 Define an internal and external communication strategy.

20 Consolidate IISPV brand.

#### Cooperation and cohesion

21 Design and implement a series of actions to increase the atmosphere of cooperation and cohesion.

22 Promote synergies between IISPV member institutions and their professionals.

#### Management Model

9 Develop a process management model for the continuous improvement in the Institute.

10 Preparing for ISCIII accreditation and CERCA reaccreditation, as well as its continuous monitoring.

11 Implement the Institute's Quality System.

### Organization

What is critical for the future?

#### Increase resources

1 Identify and exploit new sources of funding.

2 Promote institutional campaigns to raise funds for research.

#### Talent attraction and retention

3 Design and implement a Professional Development Model to attract and retain talent.

4 Ensure compliance with HRS4R standards.

#### Digital Transformation

5 Consolidate the use of IT throughout the organization to strengthen and transform it.

6 Provide all staff with tools for such integration.

#### Key Tools

7 Promotion of specific and continuous training for all IISPV professionals.

8 Define a teaching offer focused on innovation and research.