



STRATEGIC PLAN OF THE BIOMEDICAL RESEARCH INSTITUTE OF A CORUÑA (INIBIC) 2024-2028



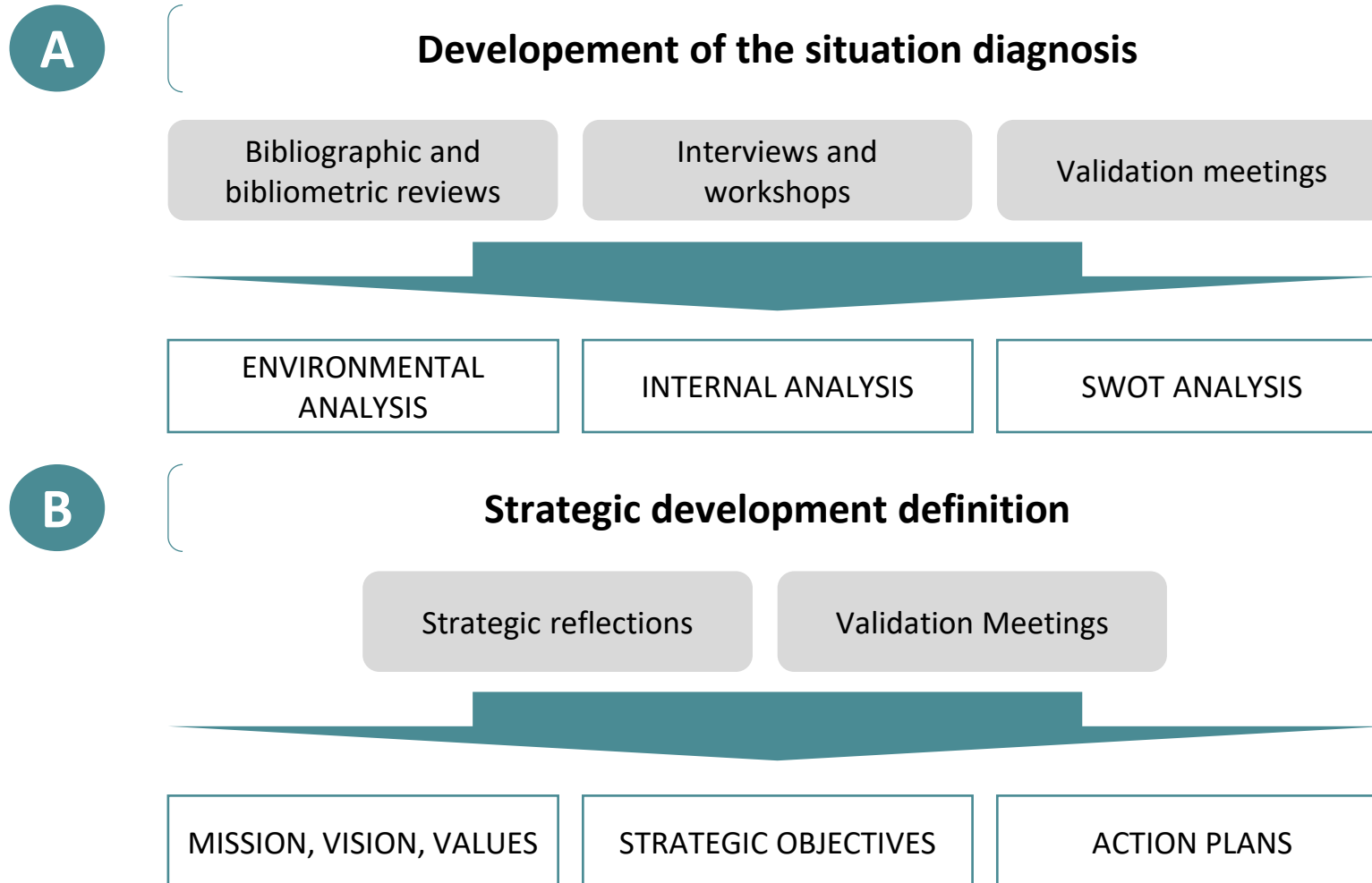
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1. Methodology and diagnosis of the situation

For the preparation of the new INIBIC Strategic Plan, which runs for the period 2024-2028, a participatory methodology has been developed, structured in different phases



In the analysis of the environment, the policies, strategies and priorities existing in the external context of INIBIC have been analysed

International Level



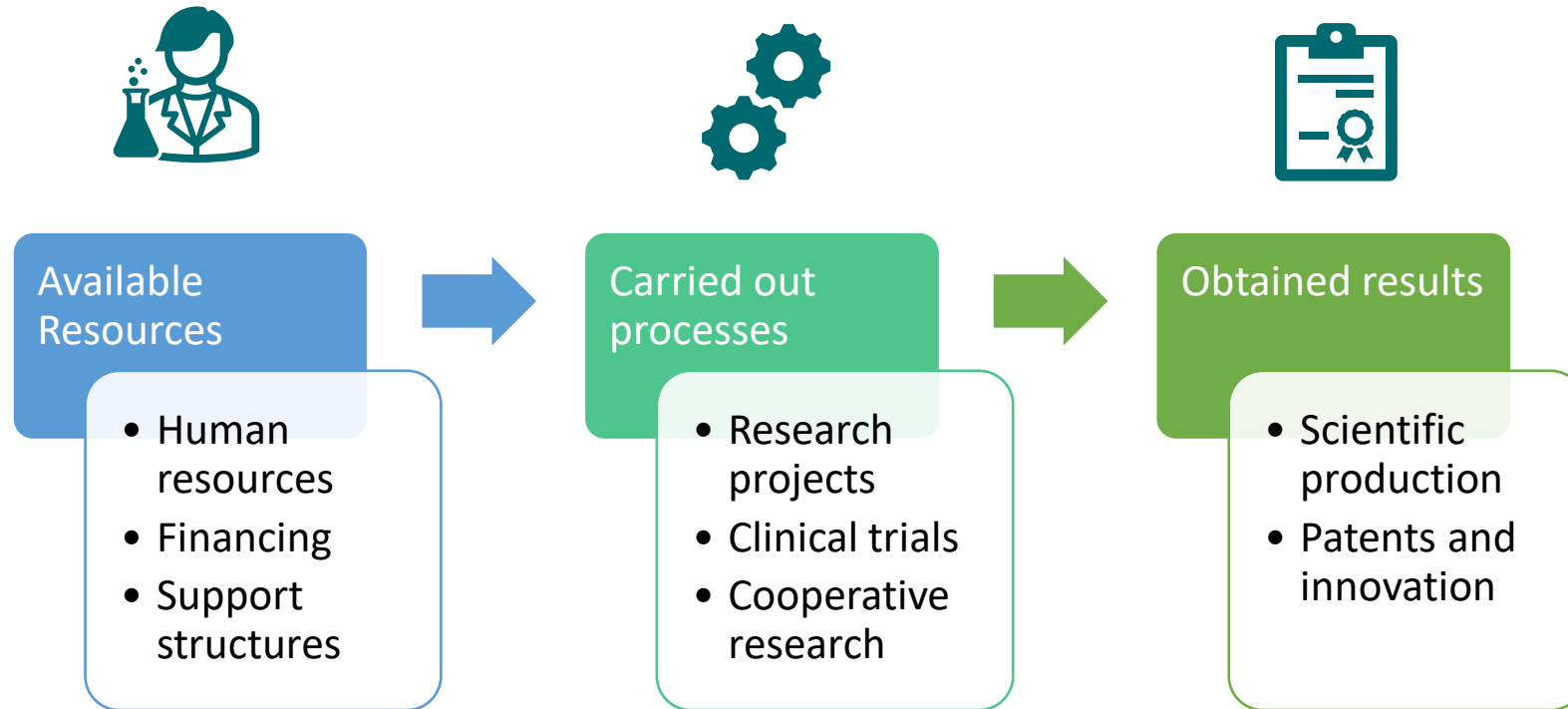
National Level



Regional level



Internally, the analysis focuses on the R+D+i value chain: resources, processes and results

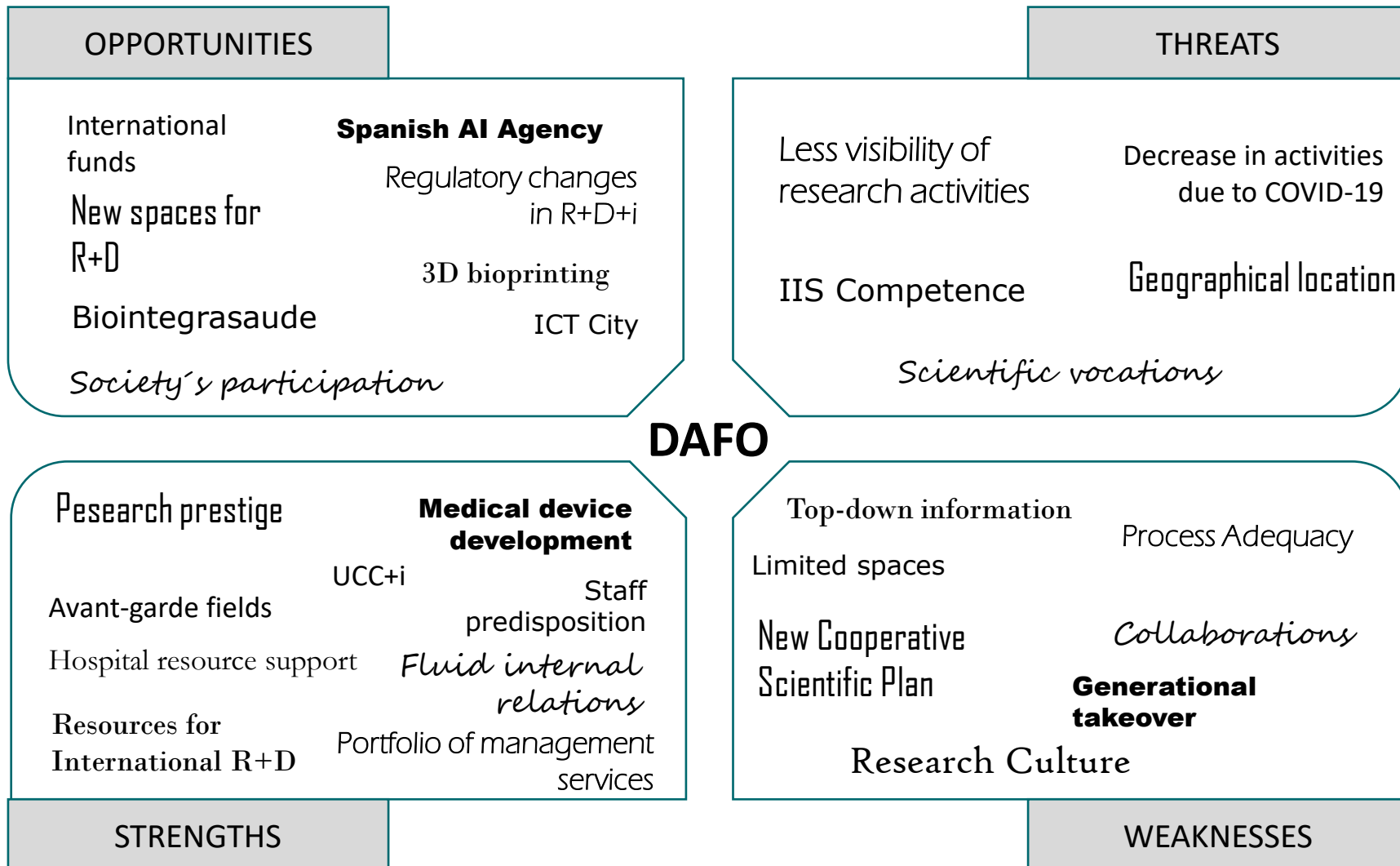


For the design and preparation of the INIBIC Strategic Plan 2024-2028, various professionals have collaborated and have made their contributions in order to incorporate them into the strategic development of the institution

- M^a del Mar Castellanos. Scientific Director.
- Patricia Rey. Director of the Foundation.
- M^a José López Armada. Area 1 Coordinator.
- José Manuel Vázquez. Area 2 Coordinator.
- Casto Rivadulla. Area 3 Coordinator.
- Guillermo Vázquez. Previous Area 4 Coordinator.
- Daniel Llamas. Area 4 Coordinator.
- Germán Bou. Area 5 Coordinator.
- Rocío Seijo. Area 6 Coordinator.
- Silvia Arias. Economic management.
- Raquel Pena. Economic management.
- Sandra Baño. Economic management.
- María Barbeito. Clinical Trials.
- Diego Otero. Clinical Trials.
- Pilar Cal. National projects.
- Portal Ramos. International projects.
- Graciela Fernández. Innovation and transfer.
- Alexandre de la Fuente. Innovation and transfer.
- Susana Junquera. Human resources.
- Juan Pérez. Communication.
- Paula Losada. Quality.
- Tamara Vallejo. Data protection.
- Antón Fernández. Biobank and histomorphology.
- Alberto Centeno. Training Technology Centre.
- Jorge Suanzes. Research Support Unit.
- Ignacio Rego. Genomics Unit.
- Cristina Ruiz. Proteomics Unit.
- Alejandro Ávila. Head of innovation CHUAC.
- M^a Gloria Alfonsín. Predoc Researcher.
- Rocío Paz. Predoc Researcher.
- Jorge Vázquez. Predoc Researcher.
- Inés M^a Bleriot. Predoc Researcher.
- Christian García. Predoc Researcher.
- Marina Alonso. Novartis Representative.
- Emma Justo. María José Jove Foundation.
- David Montero. Parexel Representative.
- Gorka Ramírez. Bexen Medical Representative.
- Luis Verde. XXIAC Management Directorate.
- Salvador Naya. UDC Representative.
- CASCO - Citizen Anti-AIDS Committee of La Coruña.
- FEGEREC - Galician Federation of Rare and Chronic Diseases.
- AIRIÑOS – Galician Transplant Association.
- AECC – Spanish Association Against Cancer.

2. SWOT analysis

The diagnosis of the situation carried out in the first phase of the preparation of the INIBIC Strategic Plan allows the opportunities, threats, strengths and weaknesses of the Institute to be specified (SWOT analysis)



Main OPPORTUNITIES of INIBIC

- There is an increasing funding at the European and international level, with great opportunity for development and momentum for the coming years.
- There is a building that can be used by the Institute's professionals to improve their skills and facilities in the scientific field (Oza Maritime Hospital). These spaces must also be enabled for university staff who have a relationship with healthcare groups.
- As a result of the pandemic, in recent years the celebration of the Biointegrasaude conference had been interrupted. In the last year, this initiative has been resumed, in which INIBIC plays a key active role in promoting its collaborations with accredited Galician health research institutes (IIS).
- The general population is more interested in participating and being a key element in the development of research and innovation in health, as the ultimate recipients of the results obtained.
- Regulatory changes are taking place in the R+D+i legislation, which seeks to promote and facilitate the development of research, as well as in the regulation of medical devices, in which INIBIC is very well positioned, through the Training Technology Centre.
- The creation of the Spanish Agency for the Supervision of Artificial Intelligence has been approved, which will improve the possibilities of collaboration and development of activity in this area at INIBIC.
- In addition, there is the ICT City project in A Coruña, aimed at creating an ICT and digital innovation hub of reference at national and international level, with specific resources for the field of health.
- From the UDC, resources (both human and economic) are being assigned to the field of 3D bioprinting, which will favor the relationship with the CHUAC's healthcare field, at the level of organ transplantation.

Main THREATS of INIBIC

- Greater visibility is perceived at the healthcare level (relevance of the CHUAC) instead of at the scientific research level in some healthcare services and specialties.
- There are Health Research Institutes with great potential in the environment, which can be important competitors when it comes to attracting funds for R+D+i.
- There is a limited interest and vocation for the scientific professional career in health, which has led to a discreet volume of candidates to join the Institute as emerging researchers, through calls such as Miguel Servet, Ramón y Cajal, etc.
- The COVID pandemic has caused the interruption of various activities at INIBIC, which must be resumed in order to continue promoting the growth and consolidation of the Institute.
- A better positioning of Health Research Institutes located in large cities, such as Madrid or Barcelona, is perceived. Institutes located in smaller cities encounter more constraints to improve their visibility and impact at the national level.

Main STRENGTHS of INIBIC

- INIBIC's main asset is its own critical mass, the potential of researchers, who carry out a scientific activity of prestige and relevance on the national and international scene.
- There is a very good assessment of the willingness of the staff to help each other and solve the problems that are detected in the development of their activity.
- The lines of research that are being developed (with a clear objective of promoting their execution) address cutting-edge aspects and areas that will be a trend in the short and medium term (research in Artificial Intelligence).
- There are specific profiles that cover skills demanded in recent years by the Institute's professionals (international project management, quality, etc.).
- The structuring and organization of the Institute offers the potential to maintain an agile, fluid and close relationship between all parties.
- The possibility of improving the Institute's international positioning has been detected, with its own resources (both at the management and scientific level) to promote this development.
- INIBIC is a benchmark for the development of R+D+i with medical devices, through the Training Technology Centre, as it is a more agile and efficient centre than those of other Autonomous Communities.
- The programs of scientific vocations with the youth have been consolidated, as well as the brand image of INIBIC through Communication (UCC+i).
- INIBIC is supported by additional resources linked to the CHUAC, such as experience in the socio-health and environmental fields, as well as work in the field of Corporate Social Responsibility.

Main WEAKNESSES of INIBIC

- Potential problems of generational renewal are perceived in the medium term, being especially pronounced in some specific disciplines. In recent years, there has been a limited growth in the critical mass of research that favours the incorporation of new professionals in the context of the Institute.
- Currently, significant limitations of spaces for the development of scientific activity are detected. There are growth alternatives in the facilities, but they are still being specified.
- The processes are not fully digitized and automated, which makes it difficult to provide services. These processes need to be reviewed and optimized.
- Work is being done on the implementation of measures that promote collaboration between research groups, helping to consolidate synergies and develop joint actions.
- The new Scientific Directorate must promote a new Cooperative Scientific Plan of its own for the reaccreditation process.
- There is room for improvement in the agility and effectiveness of the transmission of institutional information at a top-down level, making the development of the activity and the results of INIBIC known to all professionals.
- Work must be done to implement a culture of research among young clinical staff to increase the critical research mass of the Institute.

3. Mission, Vision and Values

Definition of INIBIC's Mission, Vision and Values for the period 2024-2028

MISSION

To generate innovative, quality, **patient-centred** scientific knowledge with the aim of transferring the results obtained to clinical practice and to the productive sector, having an impact on improving the quality of life of patients, on greater effectiveness on the care of this patients and on the economic and social progress of their environment.

VISION

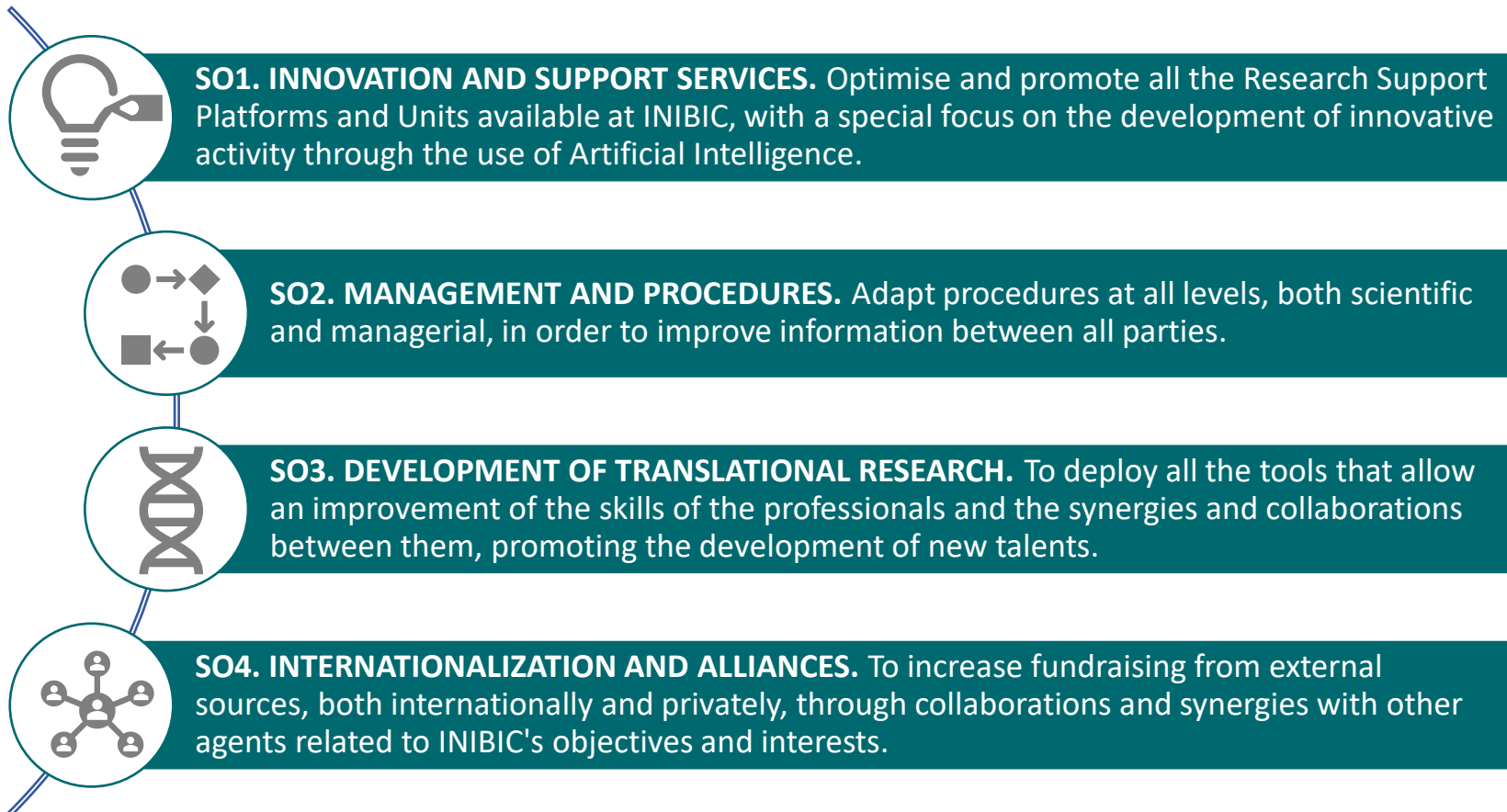
To position itself as an interdisciplinary centre of reference and of international prestige that, **through taking patients and society in general as key actors**, is oriented towards research as a product, allowing the generation of innovative results in order to improve clinical care and, consequently, the level of health and quality of life of its population.

VALUES

- Excellence
- Integration
- Cooperation
- Orientated to innovation and translation
- **Orientated to society**
- Internationalisation
- Training capacity

4. Strategic Objectives

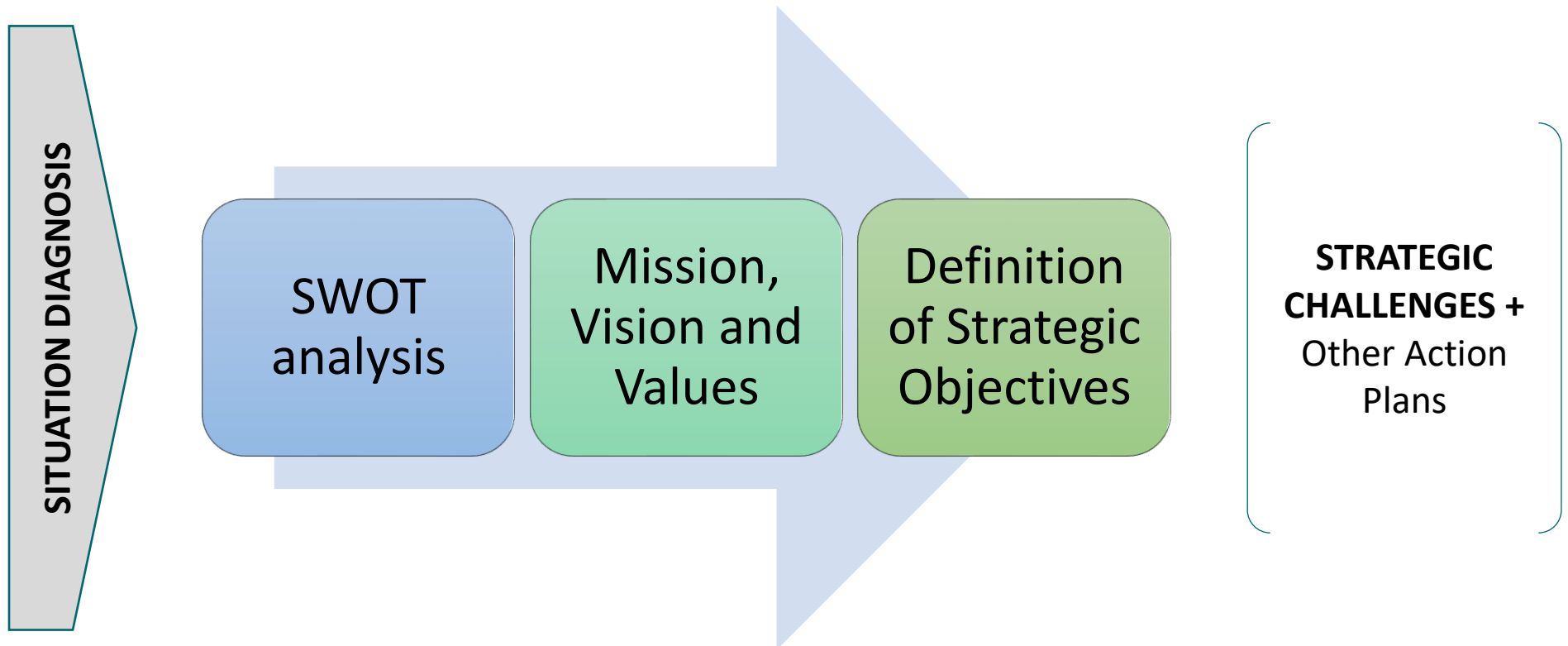
INIBIC's Mission, Vision and Values are broken down into the Strategic Objectives to be achieved by the institution during the period of validity of the 2024-2028 Plan



5. Action Plans

The strategy of each of the Objectives is developed in a series of Action Plans, identifying in each Objective the Strategic Challenge that INIBIC faces during the coming years

Strategic formulation of INIBIC 2024-2028



Development of Strategic Objective 1. INNOVATION AND SUPPORT SERVICES

STRATEGIC CHALLENGE

Plan 1.1. Development of an Artificial Intelligence Line

To structure and constitute a specific line that develops its activity in the field of Artificial Intelligence, taking advantage of all the initiatives developed at INIBIC in this field and taking into account the strategy of the Spanish Agency for the Supervision of Artificial Intelligence.

Plan 1.2. Promotion of the proactivity of the Innovation Unit

To implement the appropriate actions to promote the exploitation and transfer of the innovative results of R+D+i obtained by INIBIC professionals, incorporating differential services that support this process.

Plan 1.3. Optimisation on the management of the Platforms and Support Services

To optimise the operation of the research support services available at INIBIC, working on standardised procedures that guarantee optimal coverage of the activity offered between the professionals and other interested external agents.

Plan 1.4. Strengthening common equipment and support infrastructures

To renew and update the scientific resources available at the INIBIC in order to ensure that they are correctly dimensioned with respect to the demand required by their respective users.

Development of Strategic Objective 2. MANAGEMENT AND PROCEDURES (1/2)

STRATEGIC CHALLENGE

Plan 2.1. Corporate Information

Adapt institutional cross-cutting information processes with the aim of consolidating a good corporate knowledge structure that optimizes workflows and synergies.

Plan 2.2. Improvement of management processes

Optimise management processes to obtain the best use of the resources available at INIBIC, maximizing synergies and joint work to offer the best service to the scientific community, as they are the last users of management services.

Plan 2.3. Updating of information systems

Complement the capabilities and functions offered by INIBIC's information systems so that they respond to the portfolio of services offered in an agile and efficient way, in line with the defined management processes and the requested documentary requirements.

Plan 2.4. Knowledge Management Plan

Guarantee the efficient management of institutional documentation, maintaining a system aimed at the permanent review and updating of corporate plans and documents, as well as the capabilities offered in its global portfolio of services.

Development of Strategic Objective 2. MANAGEMENT AND PROCEDURES (2/2)

Plan 2.5. Promotion of INIBIC's organizational activity

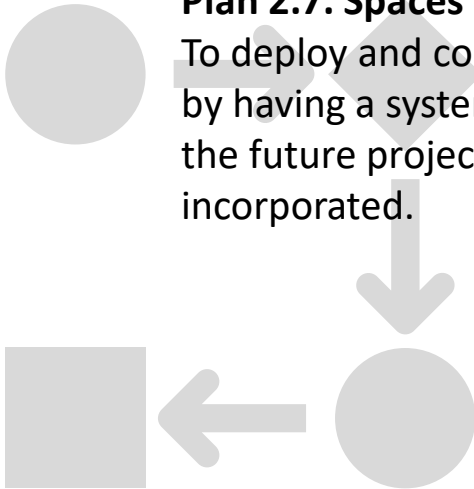
To have a system that allows greater operability of the bodies, commissions and units into which INIBIC is organised, monitoring their activity and the developing of their assigned competences.

Plan 2.6. Human Resources Plan

To implement the appropriate actions within the framework of the HRS4R Strategy with the aim of maintaining this quality accreditation and increase the recruitment and retention of talent in line with the guidelines offered by the European Union.

Plan 2.7. Spaces Plan

To deploy and consolidate the procedure for distributing spaces in the context of the Institute by having a system that assigns them according to scientific merits, critical research mass and the future projection of each INIBIC research group, including future groups that may be incorporated.



Development of Strategic Objective 3. DEVELOPMENT OF TRANSLATIONAL RESEARCH (1/2)

STRATEGIC CHALLENGE

Plan 3.1. Specific Scientific Training Plan

To offer the necessary resources, adapted to all levels and professional categories, in order to improve the knowledge and skills of INIBIC professionals, responding to their needs in the field of scientific training.

Plan 3.2. Relationship between the healthcare and university community

To consolidate synergies and collaborations between professionals and groups of a clinical and basic/experimental nature in order to promote translational research of quality, impact and relevance in their environment.

Plan 3.3. Review of the scientific structure of INIBIC

Adapt the organization of INIBIC research areas and groups to the current reality of the Institute, reviewing and adapting the priority themes and disciplines on which efforts will be made during the coming years.

Plan 3.4. Promotion of scientific culture in healthcare personnel

To promote the development of R+D+i among professionals and clinical services of great relevance in healthcare that have less activity in this field in order to increase the critical research mass available at the CHUAC.

Development of Strategic Objective 3. DEVELOPMENT OF TRANSLATIONAL RESEARCH (2/2)

Plan 3.5. Talent Retention and Acquisition

To reinforce those scientific areas and topics in which INIBIC presents greater needs for the development of R+D+i or in which potential problems have been detected in the generational renewal in the medium and long term.

Plan 3.6. Attracting private resources

To diversify the sources of funding for INIBIC, taking advantage of the opportunities offered, mainly, by the private foundational sector in the Institute's immediate environment, to continue with the deployment of the corporate scientific policy.



Development of Strategic Objective 4. INTERNATIONALISATION AND ALLIANCES

STRATEGIC CHALLENGE

Plan 4.1. Consolidation of the European Projects Unit

To expand the portfolio of services offered by the management structure in the field of international projects, through the increase of the resources and capacities of the management staff who carry out their activity in this Unit.

Plan 4.2. Fostering a culture of international research

To support INIBIC research staff to increase the number of applications in international calls, through the holding of specific sessions, advisory services, dissemination of collaboration opportunities, etc.

Plan 4.3. Orientation plan for society

To organise, structure and centralise the work carried out by the different research groups in collaboration with associations and social groups, in order to achieve a greater scope and impact of the activity in this field.

Plan 4.4. Collaboration with other related centres

To consolidate the relationships established with the main collaborators of the INIBIC, especially Primary Care, as well as to take advantage of the participation in cooperative structures and initiatives in order to identify a set of best practices that can be implemented in the Institute.