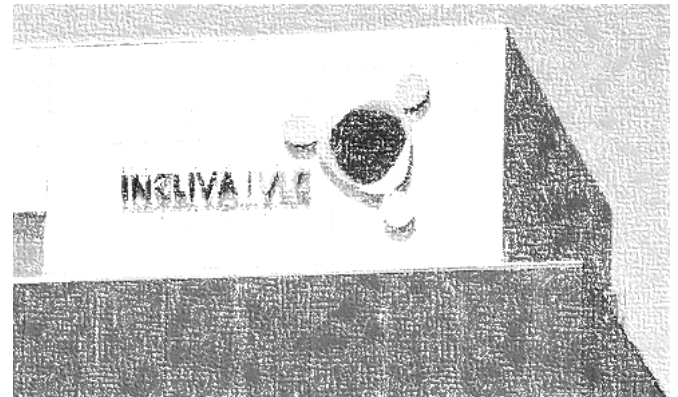




INCLIVA | VLC
Instituto de Investigación Sanitaria

INCLIVA Institute for Health Research STRATEGIC PLAN 2020-2024.

Executive summary



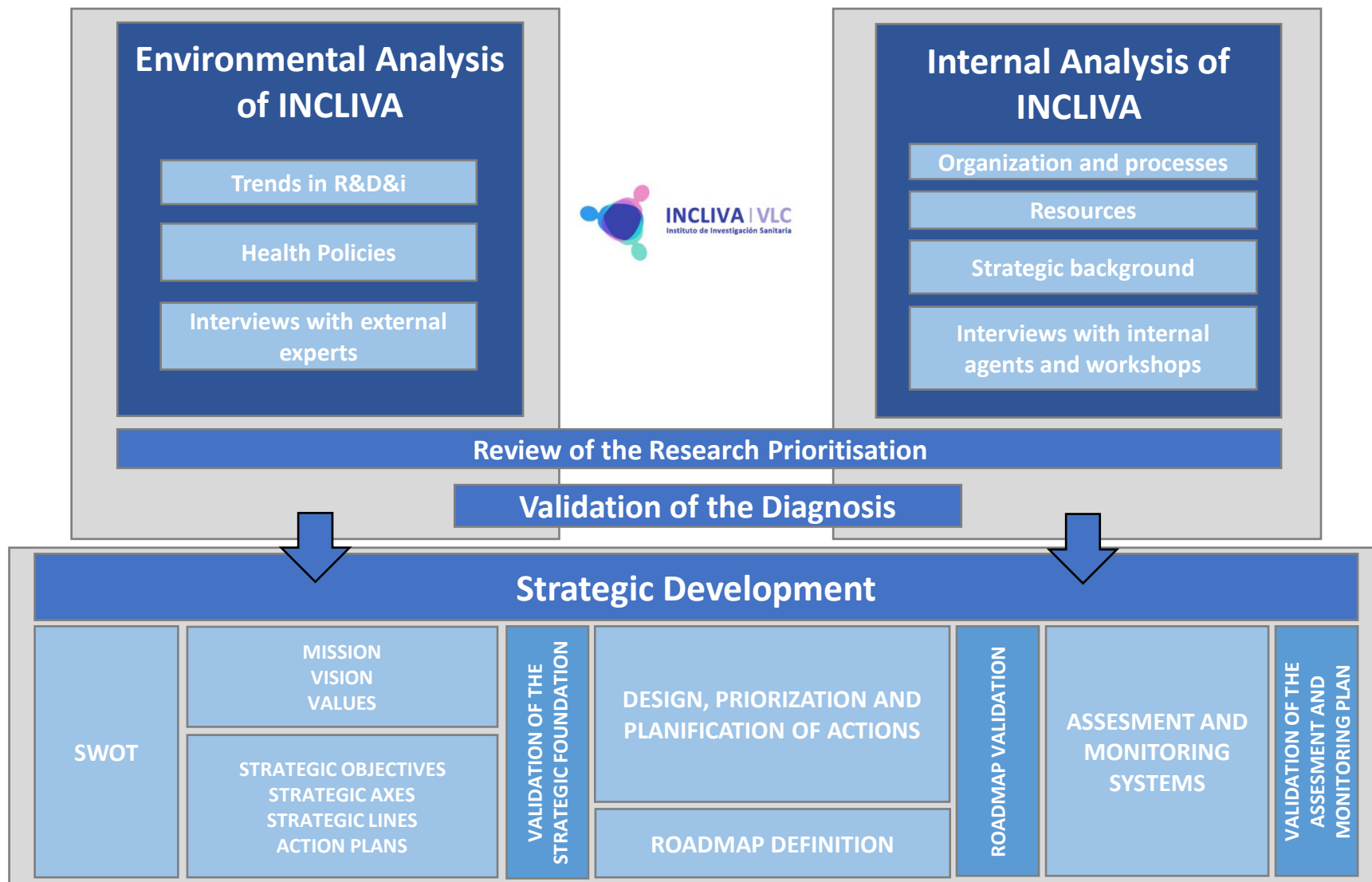


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1. METHODOLOGY

1. METHODOLOGY



2. RESULTS OF THE SWOT ANALYSIS

2. RESULTS OF THE SWOT ANALYSIS

Weaknesses

GENERATIONAL CHANGES
IMAGE IDENTITY
TRANSPARENCY & DECISION-MAKING
LOW PARTICIPATION OF RESEARCHERS IN TRAINING ACTIVITIES
SEPARATION FROM THE SERVICES OFFERED BY UCIM
BUSINESS ENVIRONMENT

LACK OF PROFESSIONAL CAREERS
ATTRACTION OF YOUNG RESEARCHERS AND SPECIALISTS IN TRAINING
INTERNAL & EXTERNAL COMMUNICATION
POLICY FOR THE CENTRALIZATION OF INFORMATION
PRESSURE ON HEALTHCARE SYSTEMS
RESEARCH IN PRIMARY HEALTHCARE AND NURSING
NON-REGULATED SCIENTIFIC EQUIPMENT

ATTRACTION & RETENTION NON-CONCORDANT TOTAL INCOME
THERE IS A NEED FOR GREATER INTEGRATION OF SCIENTIFIC AREAS & ECONOMIC/MANAGERIAL AREAS
QUALITY INDICATORS IN DECISION-MAKING
FOCUS ON CLINICAL GROUPS
HOSPITAL SERVICES DO NOT CARRY OUT RESEARCH
LACK OF AVAILABILITY OF SPACES

Threats

RETENTION OF QUALIFIED PROFESSIONALS, STABILISATION AND ATTRACTION OF INTERNATIONAL TALENT
PUBLIC FUNDS
SCARCE CULTURE OF SPONSORSHIP & PATRONAGE
LACK OF CONFIDANCE FROM THE ADMINISTRATION
POLITICAL UNCERTAINTIES

SUSTAINABILITY IN THE RESEARCH MODEL
RECOGNITION OF PUBLIC EMPLOYMENT OFFERS.
LEGISLATIVE CHANGES
LACK OF ADMINISTRATIVE MEASURES THAT ENABLE GENERATIONAL CHANGES

SCARCE PUBLIC INVESTMENTS FOR RESEARCH
RESOURCES FOR FOUNDATIONS
INTEGRATION OF ADMINISTRATIVE AND MANAGERIAL INFORMATION REQUIREMENTS

Strengths

CENTRAL HOSPITAL & FACULTY OF MEDICINE
RECOGNITION OF THE ENVIRONMENT
SCIENTIFIC QUALITY AND RESEARCH GROUPS OF EXCELLENCE
COMPLEMENTARITY BETWEEN CLINICAL AND BASIC RESEARCHERS
VLC-BIOCLÍNIC.

POSITION OF CREDIT AND LEADERSHIP
PATRONAGE. CIVIL SOCIETY.
TRANSITION AND CHANGES IN THE DIRECTION
SYNERGIES BETWEEN RESEARCH GROUPS
MULTIDISCIPLINARITY & TRANSVERSALITY
FUNDRAISING
NATIONAL PLAN.

RECOGNISED BY THE PHARMACEUTICAL INDUSTRY
FEELING OF BELONGING
QUALITY OF PATENTS
STAGE I Clinical Trials Unit
EXPERIENCED MANAGEMENT UNIT
NATIONAL NETWORKS
NICHE OF RESEARCH LINES
PERSONALISED MEDICINE UNIT

WIDE TRAINING ACTIVITIES
FUNDING OF RESEARCH STAFF
STAGE I Clinical Trials Unit
EXPERIENCED MANAGEMENT UNIT
NATIONAL NETWORKS
NICHE OF RESEARCH LINES
PERSONALISED MEDICINE UNIT

Opportunities

AVAILABILITY OF MANAGEMENT MODULES
GROWTH POTENTIAL FOR CLINICAL TRIALS
GROWING NEED FOR PRODUCT VALDIATION
CAR-T ACCREDITATION
INTERREG FUNDS
INNOVATION IDEAS FROM THE HOSPITAL
RIS3 COMUNIDAD VALENCIANA
REFERENCE SITE AUTONOMOUS COMMUNITY OF VALENCIA

IMI FUNDING CALL
BEST PROJECT
LAW OF CULTURAL, SCIENTIFIC AND NON-PROFESSIONAL SPORTS SPONSORSHIP
INTERNATIONALISATION POLICIES
INNOVATIVE PUBLIC PROCUREMENT
POLICY FOR HEALTH RESEARCH INSTITUTES
DEPARTMENT OF INNOVATION, UNIVERSITIES, SCIENCE AND DIGITAL SOCIETY- DEPARTMENT OF UNIVERSAL HEALTHCARE AND PUBLIC HEALTH.

EUROPEAN PROJECTS
SPONSORSHIP PLAN
COORDINATION UNITS
STRATEGIC ACTION IN HEALTH
ESMO PRESIDENCY
CONSORTIUM FOR BIOMEDICAL AND HEALTH RESEARCH
FRAMEWORK PROGRAMME HORIZON EUROPE. MISSION CANCER.

3. MISSION, VISION AND VALUES OF INCLIVA

3. MISSION, VISION AND VALUES OF INCLIVA

MISSION

CARRY OUT RESEARCH TO TACKLE THE UNMET MEDICAL NEEDS OF CITIZENS

VISION

BE A CENTER OF INTERNATIONAL REFERENCE IN TRANSLATIONAL RESEARCH AND INNOVATION IN HEALTH FOCUSED ON THE PRESERVATION AND IMPROVEMENT OF THE HEALTH OF CITIZENS

3. MISSION, VISION AND VALUES OF INCLIVA

VALUES

- **Focused on citizens and societal commitment:** the search for solutions to the primary health problems of society with transparency, respect towards the environment and in a sustainable manner.
- **Excellence:** a permanent focus on excellence in science and management.
- **Innovation:** a focus on innovation and the transference of results.
- **Responsibility:** equal opportunities, the attraction of young talent and retention of consolidated talent.

4. STRATEGIC OBJECTIVES

4. STRATEGIC OBJECTIVES

1

Ensure that INCLIVA acts as a translational research organization of excellence that generates novel knowledge that has an impact on the Spanish National Healthcare System (SNS).

2

Generate internationally renowned knowledge and attain a competitive position with regards to the attraction of international research and innovation resources.

3

Guide the action of INCLIVA towards useful products, processes and organizational practices for the optimum execution of Healthcare activities in the area of influence of the Consellería de Sanitat Universal i Salut Pública.

4

Promote the attraction and retention of talent.

5

Drive the integration of innovation in all research areas and in relation to the productive sector.

6

Foster alliances with other research centres and public and private actors in research and innovation, projecting knowledge to citizens as well as ensuring their participation in decision-making bodies and programmes.

7

Boost the economy through the savings in Healthcare expenditure and the generation of wealth.

5. STRATEGIC AXES

5. STRATEGIC AXES



6. ACTION PLANS

5. ACTION PLANS

AXIS 1. TRANSLATION

ACTION PLAN 1.1 COLLABORATIVE RESEARCH PROJECT.

ACTION PLAN 1.2 PROMOTION OF RESEARCH IN PRIMARY HEALTHCARE.

ACTION PLAN 1.3 PROMOTION OF RESEARCH IN NURSING.

ACTION PLAN 1.4 PROMOTION OF CLINICAL RESEARCH.

ACTION PLAN 1.5 PLATFORMS & INFRASTRUCTURES.

ACTION PLAN 1.6 SPACES.

ACTION PLAN 1.7 INFORMATICS, BIOINFORMATICS AND PREDICTIVE & PRECISION MEDICINE.

ACTION PLAN 1.8 TRANSLATION AND IMPACT ON THE HEALTHCARE SYSTEM AND IN SOCIETY.

AXIS 2. INTERNATIONAL POSITIONING

ACTION PLAN 2.1 INTERNATIONALISATION.

5. ACTION PLANS

AXIS 3. GOVERNANCE & MANAGEMENT

ACTION PLAN 3.1 DATA PROTECTION.

ACTION PLAN 3.2 INCREASED FUNDRAISING & INVESTMENT.

ACTION PLAN 3.3 ETHICS PLAN.

ACTION PLAN 3.4 GENDER EQUALITY PLAN.

ACTION PLAN 3.5 RESPONSABLE GOVERNANCE PLAN.

ACTION PLAN 3.6 OPEN SCIENCE PLAN.

ACTION PLAN 3.7 PUBLIC ENGAGEMENT PLAN.

ACTION PLAN 3.8 SCIENTIFIC EDUCATION PLAN.

ACTION PLAN 3.9 INTERNAL COMMUNICATION.

ACTION PLAN 3.10 QUALITY.

5. ACTION PLANS

AXIS 4. TALENT

ACTION PLAN 4.1 TUTORSHIP PLAN FOR EMERGENT GROUPS.

ACTION PLAN 4.2 GENERATIONAL REPLACEMENT & ATTRACTION OF TALENT.

ACTION PLAN 4.3 HUMAN RESOURCES. FOLLOW-UP ON HRS4R

ACTION PLAN 4.4 INCENTIVISE RESEARCH IN HOSPITAL SERVICES.

ACTION PLAN 4.5 TRAINING PLAN.

AXIS 5. INNOVATION

ACTION PLAN 5.1 INNOVATION & CLINICAL CHALLENGES.

5. ACTION PLANS

AXIS 6. INSTITUTIONAL RELATIONS & ALLIANCES

ACTION PLAN 6.1 INSTITUTIONAL RELATIONS & ALLIANCES.

ACTION PLAN 6.2 PATRONAGE & SPONSORSHIP.

ACTION PLAN 6.3 EXTERNAL COMMUNICATION.



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