



INTEGRANDO TALENTO
mejorando tu calidad de vida

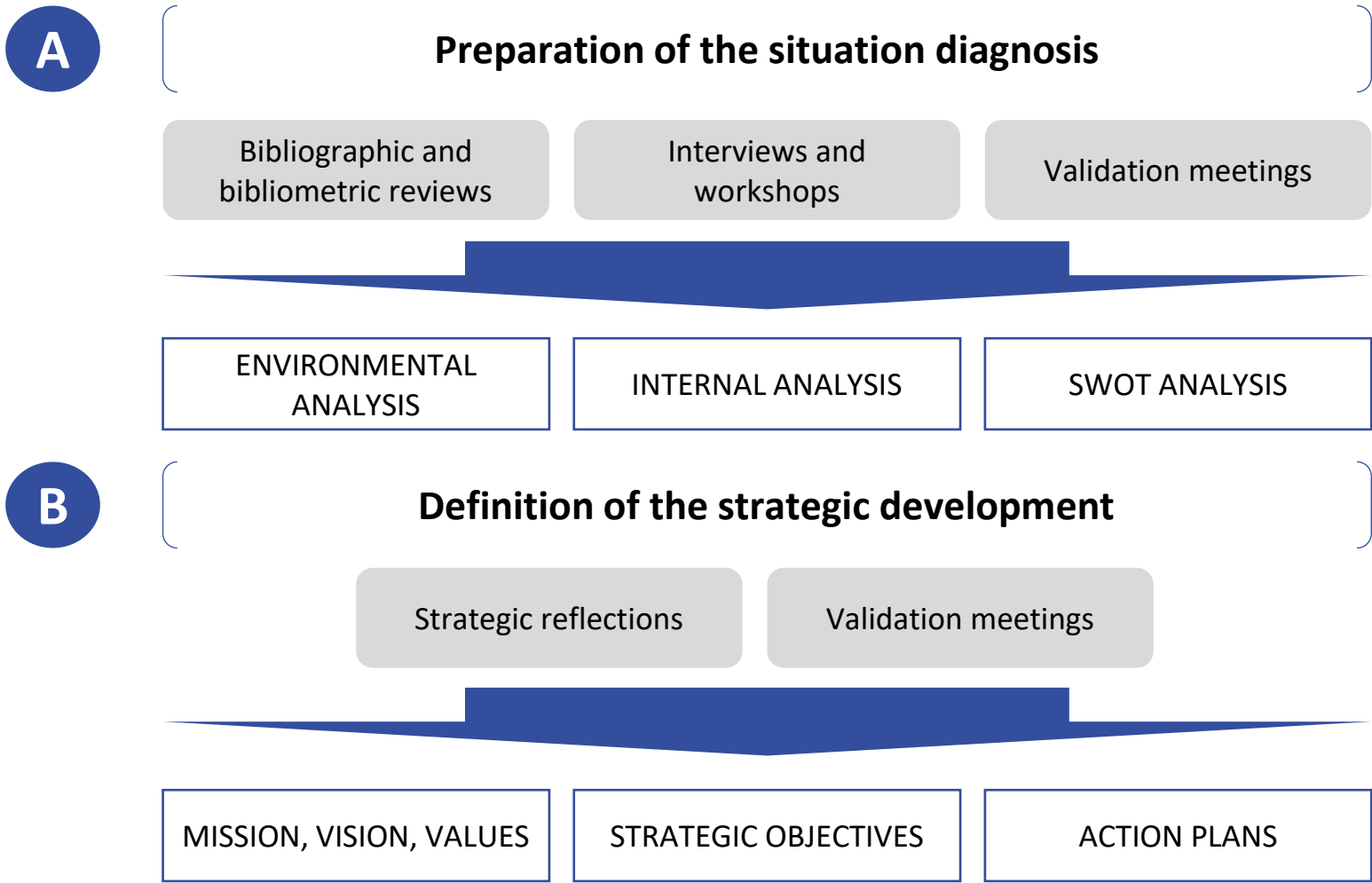
INCLIVA STRATEGIC PLAN 2025- 2029

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Elaboration methodology



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Participants in the design of the Strategic Plan

List of people who have participated in the preparation of the Strategic Plan

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Evaluation of the Strategic Plan 2020- 2024

The Strategic Plan 2020-2024 was organized into 6 Strategic Axes, which encompassed the 28 Action Plans

AXIS 1. TRANSLATION

- 1.1. Cooperative Scientific Project.
- 1.2. Promotion of PC research.
- 1.3. Promotion of nursing research.
- 1.4. Promotion of clinical research.
- 1.5. Platforms and infrastructures.
- 1.6. Spaces.
- 1.7. Informatics, bioinformatics and predictive and precision medicine.
- 1.8. Translation and impact on the NHS and society.

AXIS 2. INTERNATIONAL POSITIONING

- 2.1. Internationalisation.

AXIS 3. GOVERNANCE AND MANAGEMENT

- 3.1. Data protection.
- 3.2. Increased financing and investment.
- 3.3. Ethics plan.
- 3.4. Gender equality plan.
- 3.5. Responsible governance plan.
- 3.6. Open Science plan.

- 3.7. Society's participation plan.
- 3.8. Scientific education plan.
- 3.9. Internal communication.
- 3.10. Quality.

AXIS 4. TALENT

- 4.1. Guardianship plan for emerging groups.
- 4.2. Generational renewal and talent recruitment.
- 4.3. Human resources. HRS4R tracking.
- 4.4. Incentive for research aimed at Hospital Services.
- 4.5. Training plan.

AXIS 5. INNOVATION

- 5.1. Innovation and clinical challenges

AXIS 6. INSTITUTIONAL RELATIONS AND ALLIANCES

- 6.1. Institutional relations and alliances.
- 6.2. Sponsorship and patronage.
- 6.3. External communication.

The overall development of INCLIVA's Strategic Plan 2020-2024 is quite high, with the following breakdown by each Action Plan

Plan	Development	Plan	Development	Plan	Development	Plan	Development
1.1.	High	1.8.	Low	3.6.	Medium-high	4.3.	High
1.2.	Medium-high	2.1.	High	3.7.	High	4.4.	High
1.3.	Medium	3.1.	High	3.8.	High	4.5.	High
1.4.	Medium	3.2.	High	3.9.	Medium	5.1.	High
1.5.	High	3.3.	High	3.10.	High	6.1.	High
1.6.	High	3.4.	High	4.1.	Medium	6.2.	High
1.7.	N.A.	3.5.	N.A.	4.2.	Low	6.3.	Medium

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Research positioning

A positioning exercise has been carried out for the 4 major Research Areas prioritized in INCLIVA, based on three blocks of indicators

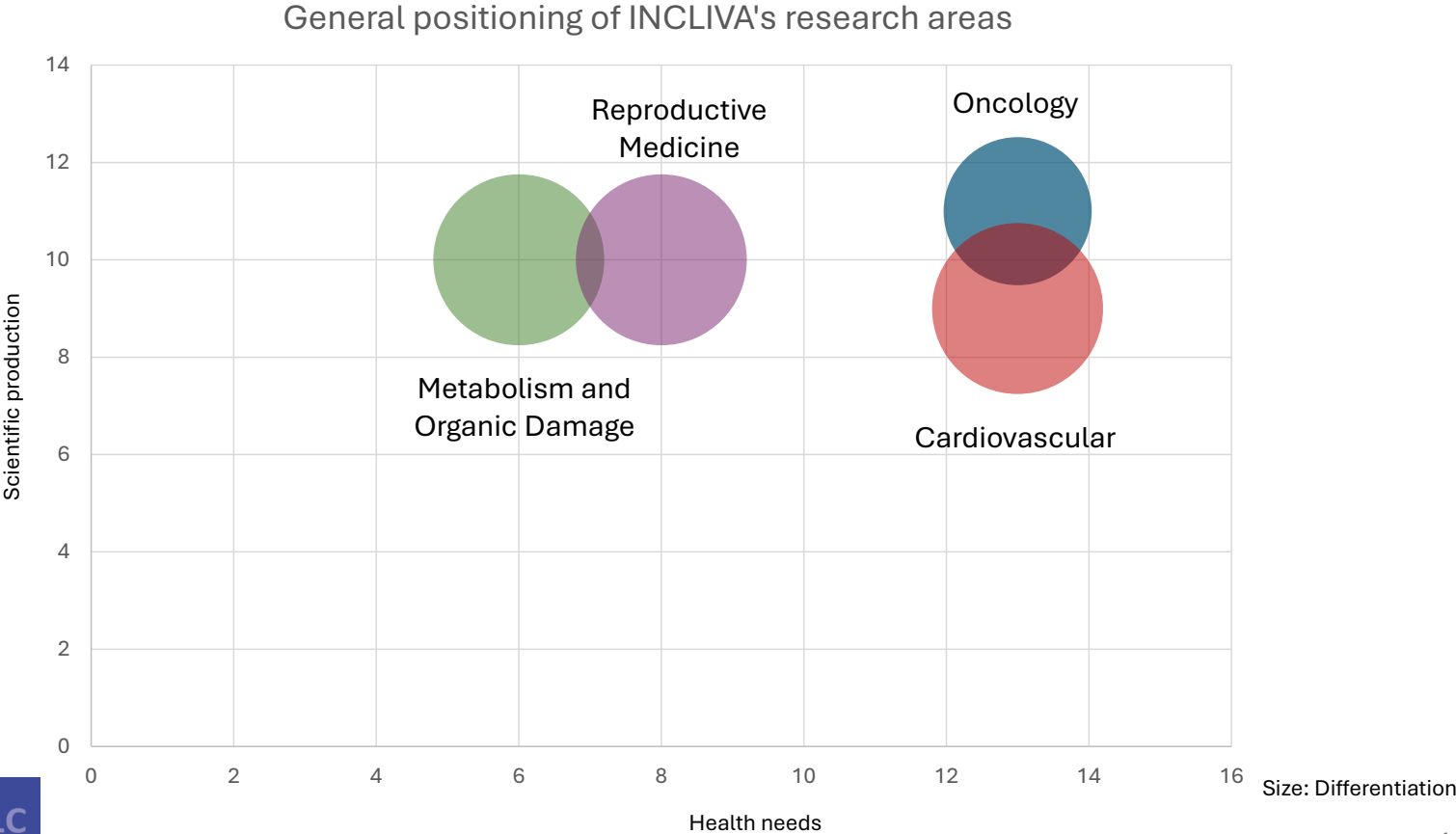
To carry out the positioning exercise, the health needs of the surrounding population, the differentiation with respect to the other R+D+i structures in health in the Valencian Community and the scientific production of these areas in the period 2019-2023, have been considered.

Health needs of the population	Differentiation with respect to other R+D+i entities in health (CV)	Scientific production of the research areas
<ul style="list-style-type: none">• Number of deaths.• Potential Life Years Lost (total and average).• Hospital discharges.	<ul style="list-style-type: none">• Presence of INCLIVA areas in other entities: IIS La Fe, ISABIAL and FISABIO.	<ul style="list-style-type: none">• Total volume of indexed publications.• Scientific production by group.• Percentage of posts on D1.• Percentage of led posts.

Each indicator has been measured and scored with a value between 1 and 4, compared to the 4 areas. This way, the analysis of these variables allows the obtaining of a graphical representation of the positioning of the INCLIVA’s areas.

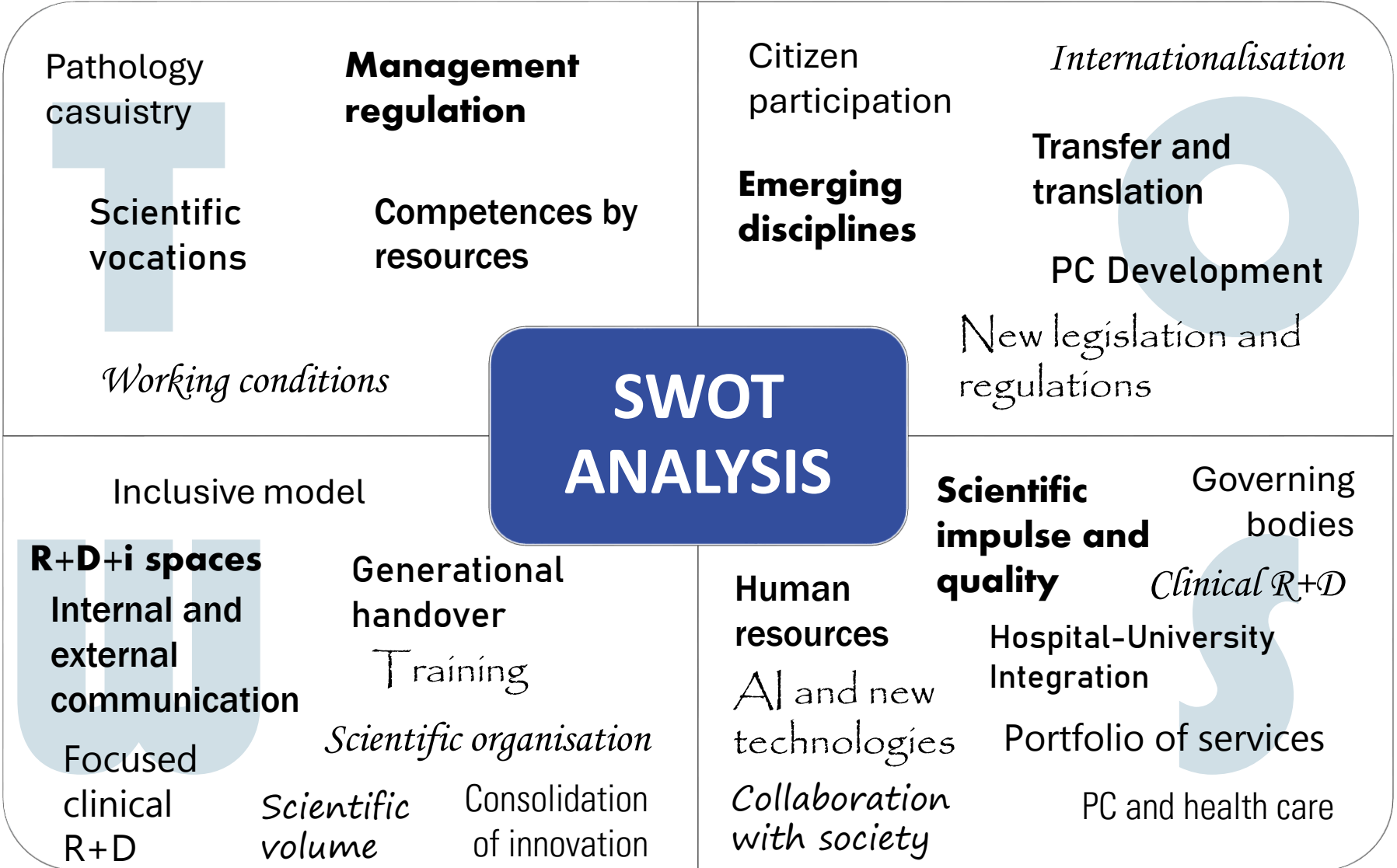
Taking into consideration all the variables and indicators analysed, an exercise of general positioning of INCLIVA's research areas has been carried out

To this end, the total score for Health Needs has been represented on the X Axis and on the Y Axis, the Scientific Production score. Finally, the size of each circle represents the differentiation with respect to its environment (all areas are represented in 2 of the 3 entities analysed, with the exception of Oncology, which is represented in all 3).



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SWOT analysis



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Mission, Vision and Values

INCLIVA's 2029 Mission

To offer solutions to the health issues of the population through the results of the scientific activity of the highest quality, which are applied in health care.

INCLIVA's 2029 Vision

To consolidate itself as a scientific reference centre, based on the development of an activity that maximises existing resources and capacities, and that increases their quality and impact on society.

INCLIVA's 2029 Values

Orientation to citizens and commitment to society: the search for solutions to the main health problems of society with transparency, respect for the environment and in a sustainable way.

Excellence: the permanent orientation towards scientific and managerial excellence.

Support for professionals: equal opportunities, attraction of young talent and retention of consolidated talent.

Transparency: the work carried out, at all levels, must be known by all the professionals of the institution, who must be aware of the processes, decisions and results obtained.

Alliances and collaboration: the success of the scientific activity carried out depends on strengthening collaboration ties, both internally and externally, which improves the quality and impact of the results.

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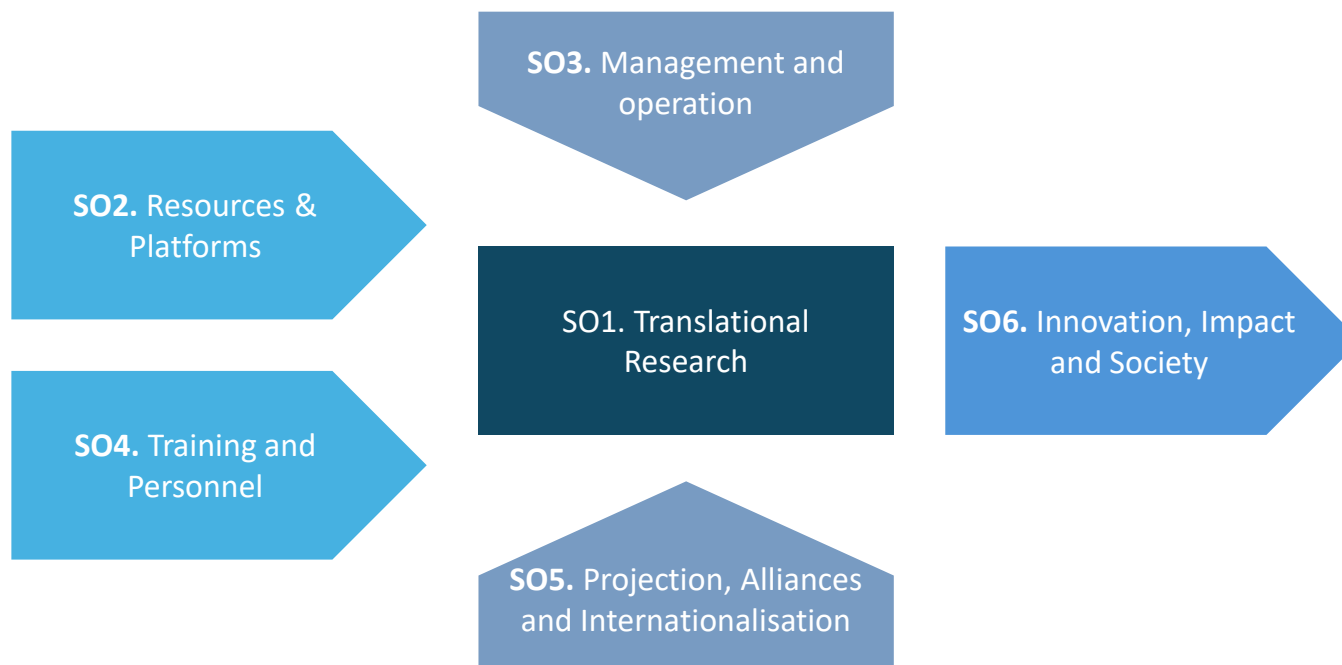
Guidance, Strategic Objectives and Action Plans

INCLIVA's main strategic orientation for the coming years is the definition of a new strategic support for the Scientific Plan that responds to the needs of its professionals and maximises its strengths and capabilities to achieve a differential positioning in its environment

To this end, the following areas of action have been identified that will direct this change of orientation:

- 1** Incorporation of cutting-edge and multidisciplinary techniques, technologies and areas of work, which take advantage of the boom of new technologies and the resources available within the scope of the Institute.
- 2** Provision of the necessary spaces and resources to guarantee the correct execution of the proposed activities.
- 3** Reinforcement of a structure and operation that optimises the resources and capacities available and those that will be acquired in the future.
- 4** Guarantee of a critical mass of research of the highest quality and of great relevance and impact in their respective fields of activity.
- 5** Consolidation of the activity in areas of great potential in the context of INCLIVA, such as innovation and the incorporation of society as a strategic asset.

The main axis on which INCLIVA's strategy is organised is the promotion of its scientific activity, which is why this Strategic Objective constitutes the basis for the planning of the roadmap for the period 2025-2029



It should be noted that all these activities contemplated in the Strategic Plan are aligned with the policies and guidelines indicated at the regional level, constituting a tool for the deployment and implementation of actions and initiatives that allow the correct implementation of the health policies of the Valencian Community and respond to the needs felt by its population, the final recipient of INCLIVA's scientific activity.

Linked to the areas of activity previously described, which constitute the new strategic support for INCLIVA's Scientific Plan, the Strategic Objectives have been defined, which will encompass the Strategic Challenges and the Action Plans

SO1. Translational Research	SO2. Resources & Platforms	SO3. Management and operation	SO4. Training and Personnel	SO5. Projection, Alliances and Internationalisation	SO6. Innovation, Impact and Society
<ul style="list-style-type: none">• To promote the development of INCLIVA's research at all levels, through the reinforcement of multidisciplinary translational R+D and the consolidation of new disciplines and emerging fields.	<ul style="list-style-type: none">• To provide research groups with the resources and facilities appropriate to their perceived needs to guarantee the correct development and growth of the institution at a scientific level.	<ul style="list-style-type: none">• To Optimize INCLIVA's institutional management and direction processes to offer an agile, transparent and homogeneous service to all professionals, promoting the feeling of belonging to the organization.	<ul style="list-style-type: none">• To guarantee the sustainability and reinforcement of INCLIVA's critical research mass in the medium and long term, promoting scientific leadership and the training of its professionals.	<ul style="list-style-type: none">• To promote INCLIVA's activity at the local, state and international levels, constituting a network of collaborators and strategic partners that allow it to increase its presence and international positioning.	<ul style="list-style-type: none">• To consolidate in INCLIVA complementary areas of activity to research that reinforce its differentiation and specialisation, focused on innovation, impact and orientation to patients and society.

SO1. TRANSLATIONAL RESEARCH – Strategic Challenge and Action Plans

Action Plan
1.1. CHALLENGE: Improvement of multidisciplinary research
1.2. Strengthening clinical research
1.3. Power of R+D+i in AI and data science
1.4. Optimising the relationship with the VU
1.5. Improving PC and health care research
1.6. Scientific reformulation

SO2. RESOURCES AND PLATFORMS – Strategic Challenge and Action Plans

Action Plan
2.1. CHALLENGE: Spaces Plan
2.2. Improving the management of information systems
2.3. Optimisation of the platforms and support services

SO3. MANAGEMENT AND OPERATION – Strategic Challenge and Action Plans

Action Plan

3.1. CHALLENGE: Internal communication plan

3.2. Optimisation of the management structure

3.3. Quality and accreditations

3.4. Consolidation of the organisational structure

SO4. TRAINING AND PERSONNEL – Strategic Challenge & Action Plans

Action Plan

4.1. CHALLENGE: Improvement of generational renewal

4.2. Implementation of training itineraries

4.3. Human Resources Plan

SO5. PROJECTION, ALLIANCES AND INTERNATIONALISATION – Strategic Challenge and Action Plans

Action Plan

5.1. CHALLENGE: Improvement of the international activity

5.2. Collaboration with other agents and patronage

5.3. Corporate image plan

SO6. INNOVATION, IMPACT AND SOCIETY – Strategic Challenge and Action Plans

Action Plan

6.1. CHALLENGE: Improvement of the innovative culture

6.2. Promotion and dynamisation of innovative results

6.3. Monitoring and evaluation of the impact of the research

6.4. Increasement of the relationship with society