INCLIVA | VLC
Biomedical Research Institute

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PLAN FOR IMPLEMENTATION, INNOVATION AND TRANSFER OF RESULTS

2025–2029

This document has been approved by the INCLIVA Board of Governors by way of the minutes dated 9 June 2025.

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1. INTRODUCTION

1.1 INTRODUCTION

The Foundation-Institute for Research at the Hospital Clínico de la Comunidad Valenciana, Fundación INCLIVA, was established on 19 January 2000 before a notary, with the participation of the Regional Ministry of Health of the Valencian Community, the Hospital Clínico Universitario de Valencia and the University of Valencia (UV). The objective of the INCLIVA Foundation, as set out in its statutes, is to promote, encourage, facilitate and carry out scientific and technical research and teaching, as well as to monitor and oversee such activities within the University Clinical Hospital of Valencia and its Health Department (Valencia Clínico-Malvarrosa Health Department) and at the Faculty of Medicine of the University of Valencia. Subsequently, on 19 September 2011, INCLIVA was accredited as a Biomedical Research Institute by the Carlos III Health Institute.

Currently, INCLIVA Biomedical Research Institute manages biomedical research at the University Clinical Hospital of Valencia and its aforementioned Health Department, as well as certain groups of scientific excellence at the Faculty of Medicine of the University of Valencia and the Carlos Simón Foundation.

INCLIVA is organised in accordance with the Biomedical Research Institute model set out in Royal Decree 279/2016 of 24 June on the accreditation of Biomedical Research Institutes. In accordance with this model, the aim of Biomedical Research Institutes is to develop and harmoniously integrate basic, clinical and public health research, promoting translational research through the more effective transfer of scientific advances achieved in the prevention and treatment of the most prevalent health problems in our country.

To carry out its research, INCLIVA has more than 750 professionals spread across 58 research groups (consolidated, emerging and associated) led by professionals of recognised standing. These groups are in turn organised into four priority scientific areas, as well as seven cross-cutting programmes. The four main scientific areas are as follows:

- **Oncology.**
- **Cardiovascular Area.**
- **Metabolism and Organ Damage.**
- **Reproductive Medicine.**

Furthermore, with the aim of promoting the translation and transfer of research findings, INCLIVA has an organisational and management structure designed for this purpose, as described in this document, reinforced by ISO 9001:2015 certification in the areas of Financial and Administrative Coordination and Scientific Management, amongst others.

INCLIVA participates in 11 CIBER research groups, 3 platforms initiated by the ISCIII (National Biobank Platform, Platform for the Revitalisation and Innovation of the Spanish National Health System's Industrial Capacities and their Effective Transfer to the Productive Sector– ITEMAS and Support for Clinical Research – SCReN ISCIII) and 5 European platforms (*Big Data Value Association* – BDVA –, *European Advanced Translational Research Infrastructure* – EATRIS –, OPENSCREEN, *Worldwide Innovative* Networking – WIN –, and the *Spanish Gaia-X hub*. Furthermore, the organisation is a member of the board of directors of the Network of Clinical, Hospital and Bio l Research Management Bodies (REGIC) and a member of the board of directors of the BIOVAL cluster,

the Association of l Companies and Organisations in the Valencian Community (CV) within the bio-sector. Furthermore, the organisation has signed the Local Pact for Innovation, which brings together the main stakeholders in the local R&D&I system, including business associations and science parks, with the aim of making innovation the driving force behind Valencia's economic and social development.

INCLIVA has had an Innovation Support Unit since 2013 and has been registered as a Knowledge Transfer Office (OTC) with the Ministry of Science and Innovation (formerly OTRI) since 2017. This Unit plays a key role in the management, valorisation of knowledge and transfer of innovation. Furthermore, within the Innovation Unit, it has launched a Scientific Unit for Business Innovation, whose mission is to drive innovation in healthcare through co-creation and by fostering collaboration amongst all stakeholders in the healthcare sector, supporting public-private partnerships through various mechanisms to generate innovation of value for the healthcare system; and to promote industrialisation and technology transfer.

The Innovation Unit coordinates the Innovation Committee, which has been in operation since 2018. This committee comprises leading researchers with expertise in innovation, the Medical Directorate of the Malvarrosa Clinical Health Department and the Institute's Management. During its quarterly meetings, the Committee provides advice on technology transfer and innovation to the Unit, supporting efforts to bring inventions into clinical practice. Furthermore, it has the authority to propose various initiatives and strategies to the Governing Bodies (General Management and/or Governing Board) to drive innovation.

In 2019, INCLIVA was awarded the HR Excellence in Research (HRS4R) quality mark, which recognises its ability to attract talent, create a favourable working environment, foster research and innovation, and advance the careers of researchers within the European framework.

1.2 DEFINITION OF TRANSLATION AND TRANSFER OF RESULTS

Knowledge **transfer** is a set of actions that facilitate the commercial use of knowledge and research results, enabling scientific discoveries and knowledge to reach users via the business sector with the aim of creating wealth and thus generating an economic return on that knowledge, through various mechanisms such as the creation of new companies, patent licensing, the dissemination of publications, or scientific consultancy through collaborations with companies.

For its part, **translation** into clinical practice is the process of transferring knowledge and findings from basic sciences to the development of effective diagnostic, therapeutic or preventive interventions, thereby improving clinical practice. Some examples of this that may arise as a result of translation include innovations in care processes, the implementation of Clinical Practice Guidelines (CPGs), or the dissemination of directly applicable methodologies or clinical knowledge. When referring to translation into the productive sector, this refers to the transfer described above.

It is also necessary to explain what is meant by **'innovation'** in the context of translation and transfer. Biomedical innovations are defined as the ultimate outcome of applying scientific and technical knowledge to address challenges or needs arising in the field of health, thereby driving changes in products, services or processes.

1.3 JUSTIFICATION FOR THE TRANSLATION AND TRANSFER PLAN

The concept of translation and transfer of research findings has attracted increasing attention in the field of biomedicine. Its aim is to bridge the gap between knowledge gained in the laboratory and patients or society at large. The social impact of research is a challenge of vital importance for any healthcare system, both in terms of the economic return from the knowledge generated and its value in terms of patient care.

This social return from biomedical research is a highly complex process. Consequently, the biomedical research process is being reorganised, based on the principles of translational research, with the aim of redirecting financial resources towards research with the highest potential for clinical and economic impact.

Furthermore, in order to align INCLIVA's strategy with international trends regarding societal impact, it is necessary to develop indicators that enable the quantification of evidence of translation and impact on the National Health Service (SNS) and society, thereby establishing the need to define, as a framework for action, a Plan for Translation, Innovation and Transfer to clinical practice and the productive sector.

For these reasons, INCLIVA has drawn up this document with the aim of promoting the application of the knowledge generated within the Institute to healthcare practice and the productive sector for the benefit of society as a whole, as well as encouraging society's involvement in the Institute's research.

2. TRANSFER AND TRANSLATION IN INCLIVA'S STRATEGY

2.1 MISSION, VISION AND VALUES

INCLIVA demonstrates its full commitment to the principles that drive translational research through its mission, vision and values, as set out in its Strategic Plan 2025–2029.

INCLIVA's mission is to provide solutions to the population's health problems through the results of scientific activity of the highest quality, which are applied in healthcare.

Furthermore, its vision is to establish itself as a leading scientific centre, based on activities that maximise existing resources and capabilities, whilst enhancing their quality and impact on society.

Finally, the core values of the INCLIVA Biomedical Research Institute include:

- Citizen-centred approach and commitment to society: the search for solutions to society's main health problems with transparency, respect for the environment and in a sustainable manner.
- Excellence: a constant focus on scientific and managerial excellence.
- Support for professionals: equal opportunities, attracting young talent and retaining established talent.
- Transparency: the work carried out, at all levels, must be known to all professionals within the institution, who must be aware of the processes, decisions and results achieved.
- Partnerships and collaboration: the success of our scientific work depends on strengthening collaborative ties, both internally and externally, to improve the quality and impact of our results.

2.2 INTEGRATION INTO THE STRATEGIC PLAN

The Plan for the Translation and Transfer of Results has been developed in full alignment with INCLIVA's strategy as set out in its Strategic Plan for the period 2025–2029. This Plan includes, amongst others, the following strategic objectives:

- **Strategic Objective 1. Translational research,** which seeks to drive the development of INCLIVA's research at all levels by strengthening multidisciplinary translational R&D and consolidating new disciplines and emerging fields.
- **Strategic Objective 6: Innovation, impact and society**, which aims to consolidate areas of activity at INCLIVA that complement research and reinforce its distinctiveness and specialisation, focusing on innovation, impact and a patient- and society-centred approach.

Strategic Objective 1 on **Translational Research** comprises the following action plans:

1.1. Improving multidisciplinary research.
1.2. Strengthening clinical research.
1.3. Strengthening R&D&I in AI and data science.
1.4. Optimising the relationship with the University of Valencia.
1.5. Improving research in primary care and healthcare.
1.6. Scientific reformulation.

Strategic Objective 6: Innovation, Impact and Society includes the following action plans:

6.1. Enhancing the culture of innovation.
6.2. Promoting and fostering innovative outcomes.
6.3. Monitoring and evaluating the impact of research.
6.4. Strengthening links with society.

2.3 ALIGNMENT WITH RRI POLICIES

INCLIVA's strategy for ***Responsible Research and Innovation*** (***RRI***) for the period 2024–2025 is guided by the following six key principles:

- Public engagement
- Gender equality
- Open access
- Science education
- Ethics
- Governance

In this regard, as an added value, this Plan for the Translation and Transfer of Results has been drawn up in line with and in accordance with these principles, with a particular focus on participation and engagement with society, through which it seeks to promote more inclusive research and innovation centred on the participation of key non-scientific stakeholders. Society's participation is achieved through information, consultation, engagement and co-creation with non-scientific stakeholders within the system.

3 STRUCTURES FOR THE IMPLEMENTATION AND TRANSFER OF RESULTS

3.1 INNOVATION COMMITTEE

The Innovation Committee was established with the aim of improving the processes for the translation and transfer of research results at INCLIVA and ensuring compliance with the criteria governing a Health Research Institute.

As an institutional advisory body on matters of innovation, the Internal Scientific Committee appoints the Innovation Committee from among its permanent members. This Committee is composed as follows:

- Scientific Directorate of INCLIVA (Chair).
- Managing Director of INCLIVA.
- Deputy to the Scientific Director of INCLIVA.
- Medical Director of the Valencia-Malvarrosa Health Department.
- Secretary General of INCLIVA.
- Head of the Innovation Support Unit.
- Members of the Innovation Support Unit (Secretary of the Committee).
- 1–2 clinical researchers with experience in the field of innovation.
- 1–2 basic researchers with experience in the field of innovation.

The functions of the Innovation Committee are:

- To propose to the Governing Bodies (General Management and/or Governing Board):
    - Technology transfer agreements relating to licences and the exploitation of INCLIVA's intellectual and industrial property rights.
    - The creation of spin-offs.
    - Protection of research results.
    - Prioritising projects to be submitted to innovation calls for proposals.
- To supervise the Innovation Support Unit in relation to:
    - Composition and prioritisation of ideas and projects within the innovation portfolio.
    - Activity indicators.
    - Evaluation and monitoring of innovation projects being carried out at INCLIVA and their results.

Finally, the Commission operates as follows:

- The members of the Innovation Committee meet on a quarterly basis.
- For each meeting, the Commission Secretary proposes the agenda setting out the various matters to be discussed within the scope of the Innovation Commission's remit and submits it to the Chair for approval. However, the following items are standard agenda items for all Innovation Commission meetings:
    - Review and approval of the minutes of the previous meeting.

  - Monitoring of the innovation portfolio, including ideas and projects in the development phase.
  - Status of INCLIVA's industrial property rights applications.
- This agenda is sent by the Secretary to the members of the Innovation Committee, together with the supporting documentation for each of the items included therein, at least one week prior to the date of the Committee meeting.
- During the meeting, on the date and at the time specified in the notice, when the item concerning the monitoring of the innovation portfolio is reached, the status of the projects, their stage of implementation and, where appropriate, the need to prioritise them according to the availability of resources or to close them down, are reviewed.
- Within one week, the Secretary shall draw up the minutes, submit them to the Chair of the Committee for review and, following approval, file them.

The agreements reached at the Innovation Committee's meetings are communicated by the Committee Secretary to the relevant parties for implementation. The Committee's activities are reported at the next meeting of the Internal Scientific Committee.

3.2 INNOVATION SUPPORT UNIT

Through the Innovation Support Unit, INCLIVA is integrated as an associated unit within the ISCIII's ITEMAS Platform, which brings together the Innovation Support Units of various healthcare centres and hospitals nationwide. The ITEMAS Platform is a platform supporting healthcare innovation promoted by the ISCIII with the aim of enabling innovative ideas from healthcare professionals to generate value for the system, thereby fostering technology transfer, a culture of innovation and communication with the wider society. ITEMAS's main tool is the creation of Innovation Support Units (ISUs) within hospitals. Through these units, the necessary resources and support are provided so that healthcare professionals can turn their ideas and discoveries into realities that can have an impact on society.

The ISU therefore acts as a communication link between INCLIVA researchers and other stakeholders in the R&D&I system (other hospitals, universities, companies, etc.), with the aim of transferring researchers' discoveries to the market.

The unit's main functions are:

- To foster a culture of innovation amongst researchers in general, and the protection of research outcomes in particular. The unit is responsible for training, encouraging and advising research and healthcare staff on the culture of innovation.
- To identify, evaluate, protect, develop and commercialise the results of innovation generated at INCLIVA. The unit's remit is to identify innovations developed by INCLIVA staff, either through active searching or in response to requests from research and healthcare staff. Once an idea has been identified, the innovation's potential is assessed and prioritised. Furthermore, where appropriate, a strategy for protection and commercialisation is established with a view to transferring the technology to third parties or implementing it in clinical practice.

3.3 KNOWLEDGE TRANSFER OFFICE

Knowledge Transfer Offices (KTOs) are key agents in linking knowledge-generating organisations with the productive sector, serving as an essential element in enhancing Spain's innovative capabilities and increasing their impact on growth and social welfare.

Royal Decree 984/2022 of 22 November establishes Knowledge Transfer Offices and creates a Register for them. For the purposes of this Royal Decree, the following are considered to be knowledge transfer functions:

- The protection of R&D&I results through industrial and intellectual property rights, or other forms of protection.
- The exploitation of research results, inventions and new technologies through any type of contract involving the transfer of their use or ownership to third parties.
- Collaborative research between entities of different types, as well as the contracting of R&D&I and technological services.
- The promotion of the creation of knowledge-based organisations.
- The dissemination of knowledge to society.

In May 2024, the Ministry of Science, Innovation and Universities notified INCLIVA's Innovation Support Unit of its inclusion in the OTC register. It had been listed in the Register of Research Results Transfer Offices (OTRI) since July 2017. This demonstrates the Innovation Support Unit's extensive experience in the aforementioned functions of an OTC.

3.4 OTHER INNOVATION SUPPORT UNITS

3.4.1 QUALITY AND DATA PROTECTION UNIT

INCLIVA has committed to implementing quality management systems across its strategic management areas. The unit is responsible for promoting the correct application of and compliance with regulations relating to the protection of personal data in the clinical and biomedical research projects and studies managed by INCLIVA, which is becoming increasingly relevant in innovation projects.

3.4.2 INTERNATIONAL PROGRAMMES SUPPORT UNIT

The aim of this unit is to develop, direct and manage specific and strategic projects and initiatives designed to position INCLIVA within international decision-making circles and at the forefront of cutting-edge research. The unit's main functions are:

- To identify and promote cutting-edge research areas within INCLIVA in the thematic areas of Horizon 2020, as well as the capabilities of its leading researchers, so that they can lead and participate in networks of excellence and research projects, whether at European level or in other regions of the world.
- To facilitate and promote international collaboration through large-scale programmes and projects that foster the transfer of knowledge and technology in the field of health.
- To provide support in the planning, direction and management of international projects and consortia, covering both scientific and technical aspects as well as financial and administrative matters.
- To identify and exploit all funding avenues to increase economic returns.

3.4.3 SCIENTIFIC AND INNOVATIVE CULTURE UNIT

The main objective is to disseminate the knowledge and advances generated at INCLIVA, strengthening the links between researchers and society. The functions of this unit are:

- To disseminate, promote and communicate R&D&I achievements.
- To organise scientific outreach activities aimed at the non-specialist public, who are the direct beneficiaries of INCLIVA's research activity.
- To promote a culture of innovation by organising seminars, conferences and training activities aimed at INCLIVA staff.
- To attract talent through work placement programmes and student placements.
- To manage and secure private funding through scientific outreach activities.

3.4.4 NATIONAL PROJECTS UNIT

The National Projects Unit is responsible for the comprehensive management of research projects carried out at INCLIVA. It is also responsible for processing applications for competitive grants, both public and private, as well as for managing national and regional grants.

3.4.5 CLINICAL TRIALS UNIT

INCLIVA manages clinical trials, observational studies and research projects proposed for conduct at the Hospital Clínico Universitario de València and the Malvarrosa Clinical Health Centre. The Clinical Trials Unit manages the entire process involved in launching a clinical trial at the centre, from processing the documentation required for its approval, through to negotiating and signing the contract with the sponsor, and monitoring both the financial and scientific aspects of the study's progress at the centre. It also provides advice to the centre's own clinical research initiatives and those of companies requiring samples, data or patient recruitment. It offers support on regulatory matters and on the design of the proposal or study to ensure it is viable and sound from a clinical research perspective.

4. TRANSFER PROCEDURE

Transfer refers to the set of actions aimed at achieving the commercial use of knowledge and research results, enabling scientific discoveries and knowledge to reach users via the business sector with the aim of creating wealth and thus generating an economic return from that knowledge, through various mechanisms such as the creation of new companies, patent licences, the dissemination of publications or scientific advice through collaborations with companies.

The Innovation Support Unit's activities and services cover the entire innovation process to ensure that innovative ideas and R&D&I outcomes are capitalised upon and reach the business sector, and consequently society. This process, known as the innovation funnel, comprises several phases undertaken by the Innovation Support Unit:

1. Idea identification: This involves analysing whether an idea is exploitable or not**,** based on **its stage of development.** Ideas are not considered exploitable if they merely identify a problem or propose an undeveloped solution to that problem, **nor if the idea is unlikely to generate an exploitable outcome**, such as a new drug or a new use for a drug; a new material or device; a new diagnostic method; new

software or a transferable database, or one that improves a procedure and brings about a further improvement in procedures relevant to clinical practice or the treatment of diseases.

2. Feasibility analysis: The exploitable ideas arising from the previous phase are assessed according to four criteria:
    - Relevance: an assessment is made as to whether the idea is aligned with the institution's R&D&I strategy and therefore falls within the scope of current research areas and cross-cutting programmes.
    - Sustainability and feasibility: the degree of innovation will be assessed, as well as whether any barriers to implementation are anticipated.
    - Risk: An assessment will be made of whether the idea has secured funding, its socio-economic impact and the team's potential.
    - Feasibility: the expected outcome, its exploitation model and business model will be assessed.

Ideas are prioritised according to the assessment as high, medium, low or on hold, and resources are allocated for follow-up based on this prioritisation. Furthermore, depending on their stage of technological development, they are assigned a status (analysis, development or transfer) and, if they are eligible for protection or registration, they proceed to the protection procedure.

3. Protection of results: To commence this phase, it is necessary to sign a results notification using the relevant form, in which a corresponding author or inventor will also be designated.

Furthermore, for those results eligible for protection where INCLIVA is not the sole owner or holder, a co-ownership agreement must be signed with the other owning entities. To this end, Innovation Support Unit staff contact the innovation or technology transfer units of these entities to inform them and negotiate an agreement.

A patentability analysis is carried out to assess the feasibility of protection – that is, whether the invention meets the requirements for patentability – by analysing novelty, inventive step and industrial applicability, and/or whether it has market potential. This preliminary assessment is carried out using various forms, which enable us to determine the most appropriate protection strategy: industrial and intellectual property such as patents, utility models and trade marks, or intellectual property registration such as *know-how*, trade secrets or computer programs.

In the case of patents or utility models, a European patent application is filed with the EPO or a national application with the OEPM, and once the priority year has elapsed, a decision is made as to whether to extend the patent application via the PCT route, depending on whether the invention has been developed and on the search reports from the relevant patent office. Subsequently, national phase proceedings are initiated if the companies are interested and depending on the results of the search reports from the relevant patent office. In the case of software or *know-how*, an internal registration is carried out or an entry is made in the Intellectual Property Register. In the case of jointly owned results, the co-owners (determination of rights) and their respective ownership percentages are identified, and the relevant co-ownership agreements are negotiated and signed.

The Innovation Support Unit is also responsible, in the case of patents and utility models, for maintaining the files, as well as reviewing and advising throughout the entire grant process, including the review of search reports from the various patent offices and the corresponding responses.

4. Development: Ideas that have reached a stage of development where, whilst there is evidence of their viability, they have not yet produced a transferable result.

The unit seeks out potential calls for innovation projects to increase the maturity of the underlying technology, and assists researchers in the planning and management of projects already underway.

5. Transfer: Once protected, the results become part of INCLIVA's technology portfolio. Innovation Support Unit staff prepare a technology proposal for each result and disseminate it through business forums and websites, whilst actively seeking out potential licensee companies. Should a company express interest in a result, Innovation Support Unit staff facilitate the necessary communications and/or meetings to provide further information on the content and characteristics of the result. The aim is to negotiate and sign an agreement, which may involve the licensing or assignment of the relevant intellectual property rights to third parties, or the exploitation of the result as a service offered by INCLIVA to third parties. The transfer may involve the creation of a spin-off and the transfer of the result to that spin-off.

Should the innovators wish to exploit the product of their innovation project or their innovative idea themselves by setting up a company (spin-off), they must submit a request to the Scientific Directorate to assess authorisation for the transfer, by way of a licence or assignment, of the product to the spin-off via the relevant contract. Once the spin-off has been established, and within a maximum period of 6 months, a collaboration agreement is formalised between INCLIVA and the company to regulate the relationship between the two entities[1] . This process is governed by the "Regulations on the Creation of Spin-off Companies".

6. Market: This is the outcome of the technology transfer process through which scientific or technological research can reach the market and society. This includes results that have been translated into clinical practice.

This process map, which encompasses the entire innovation funnel and covers all the activities and service portfolio of the OTC, is summarised in Figure 1.

[1] The implementation of this agreement will be monitored through the agreement management procedure.

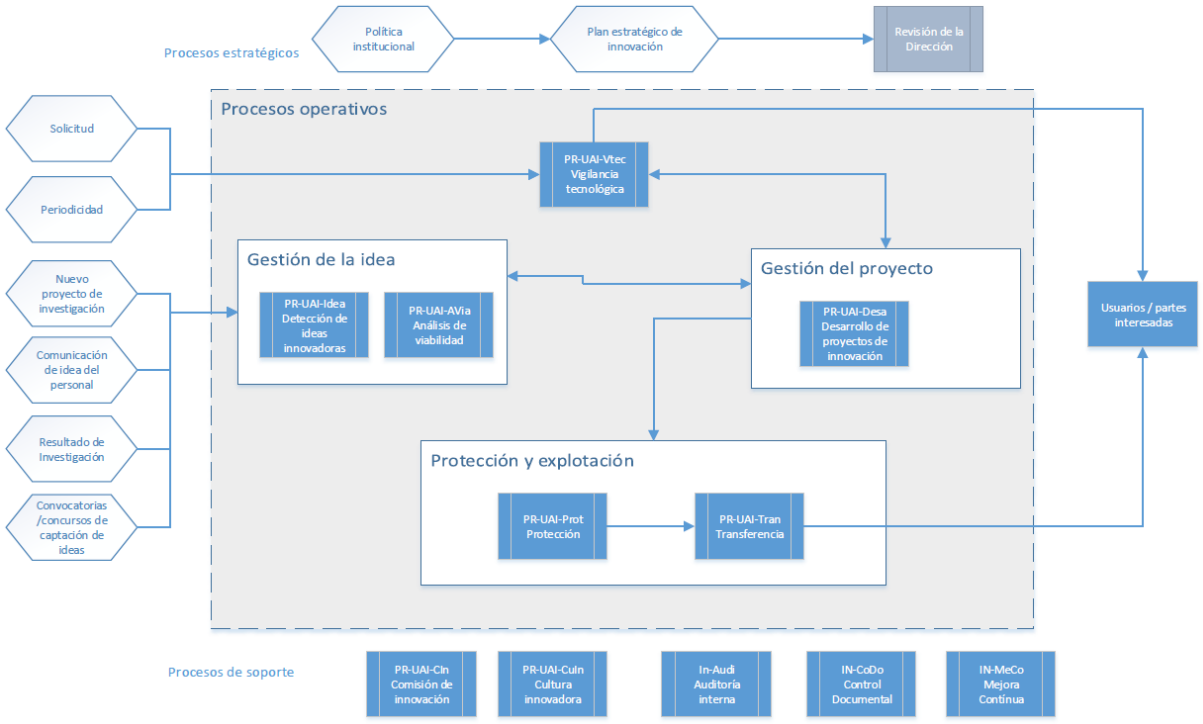

Figure 1. INCLIVA OTC process map.

The relationship between transfer and translation activities is summarised in Figure 2.

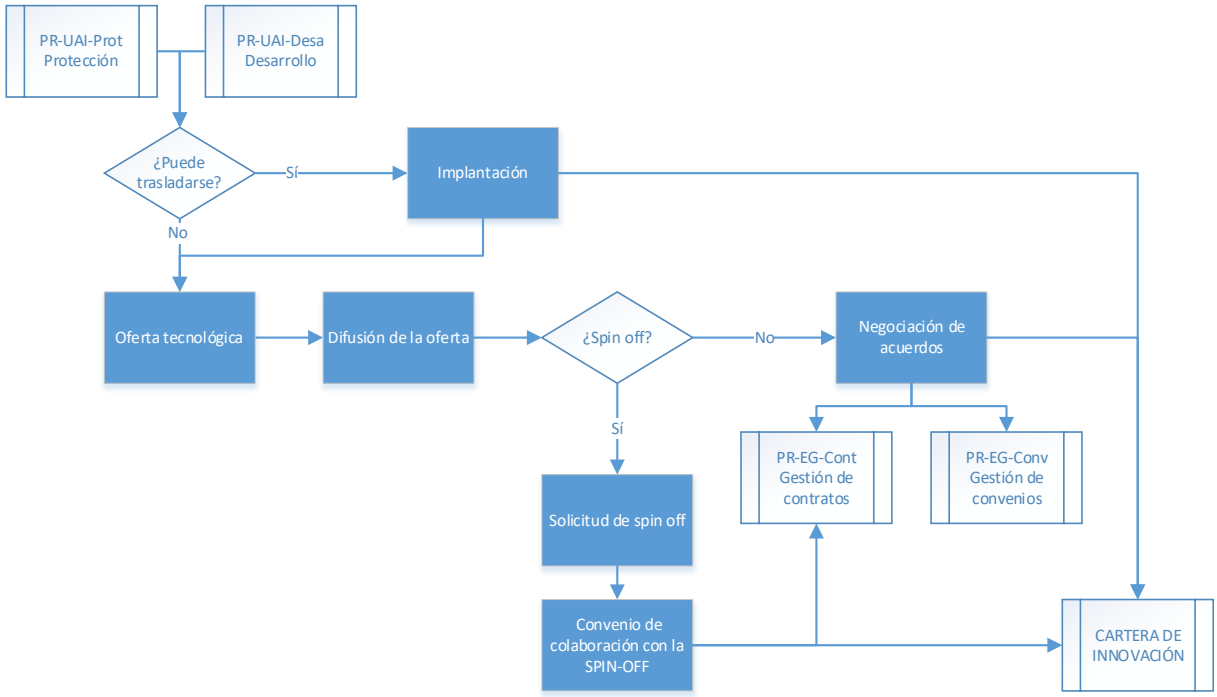

Figure 2. Transfer and translation activities.

This process map is drawn up in accordance with the following procedures:

- PR- Innovation Support Unit -Idea. Identification of innovative ideas: Defines the system for gathering innovative ideas, projects and research results, as well as their classification for subsequent analysis.
- PR- Innovation Support Unit -Avia. Feasibility analysis: Defines the system for determining whether research ideas or projects are likely to become innovation projects.
- PR- Innovation Support Unit -Desa. Development of innovation projects: Defines the system for managing and monitoring innovation projects.
- PR- Innovation Support Unit -Prot. Protection: Defines the methodology for protecting intangible assets generated through patents, utility models, trade marks, intellectual property registration or trade secrets.
- PR- Innovation Support Unit -Tran. Transfer: Defines the methodology for transferring the knowledge and technology generated to third parties and for creating spin-offs.
- PR- Innovation Support Unit -VTec. Technology Watch.
- PR- Innovation Support Unit Innovative Culture: Defines the procedure for fostering an innovative culture through outreach activities, innovation conferences, seminars, internal calls for proposals, etc.

INCLIVA also has a set of Regulations on the management, protection and exploitation of knowledge generated within INCLIVA, approved by the Board of Trustees on 7 June 2025, which governs the management, ownership and exploitation of knowledge. It also has a procedure to regulate the functioning of the Innovation Committee, an institutional advisory body on matters of innovation.

5. ACTION PLAN

This section sets out the actions that INCLIVA intends to undertake with the aim of promoting, to the best of its ability, the translation and transfer of research results. These actions are fully aligned with the strategic objectives and action plans mentioned in point 2 of this document and set out in INCLIVA's Strategic Plan for the coming years, thereby ensuring consistency between the Plan for the Translation and Transfer of Results and the Institute's overall strategy. The proposed actions are organised into three key areas of focus:

1. Translation into clinical practice.
2. Transfer or translation to the productive sector.
3. Communication and promotion of a culture of innovation.

In addition to continuously monitoring activities, the Innovation Committee may put forward proposals for the introduction or modification of the measures proposed to achieve the objectives set out in this Plan.

The three areas of action, together with the associated proposed actions, are detailed below.

5.1 TRANSFER TO CLINICAL PRACTICE

The main objective of this section is to promote the translation of scientific results into clinical practice, generating knowledge that has an impact on the National Health Service (SNS) and on society.

ACTION 1.1. To evaluate projects funded through the 'Ideas Competition' calls for proposals, collaborative programmes with universities or other calls for proposals, and to assess whether transferable results have been achieved. Aligned with CHALLENGE 6.1 of the Strategic Plan.

Objective: To identify and record those results of research carried out at INCLIVA that can be transferred to clinical practice.

Indicators: Number of results originating from the calls for proposals that can be transferred to clinical practice, recorded in the innovation portfolio.

Target: 1 result recorded per year.

Period: 2025–2029

ACTION 1.2. To produce clinical practice guidelines (CPGs) and institutional documents resulting from the research carried out by INCLIVA.

Objective: To facilitate the translation of the results of INCLIVA's research activities into clinical practice.

Indicators: Number of CPGs indexed and number of institutional documents in which INCLIVA has participated, produced as a result of its research activity.

Target: Over the last 3 years, the number is ≥ 35.

ACTION 1.3. Disseminate the CPGs produced as a result of INCLIVA's research activities.

Objective: To disseminate the results of INCLIVA's research activities amongst the Institute's hospital and primary care services and other healthcare institutions to ensure their translation into clinical practice.

Indicators: Number of CPG dissemination activities recorded in the Institute annual report, on the website and/or through dissemination or communication initiatives aimed at hospital and primary care services.

Target: At least 2 initiatives per year.

Period: 2025–2029

ACTION 1.4. Evaluate the implementation of CPGs and analyse their impact in terms of process indicators or health outcomes.

Objective: To assess the implementation of CPGs and analyse their impact in terms of process indicators or health outcomes.

Indicators: Number of CPGs implemented in clinical practice within the Institute.

Target: 1 per year.

Period: 2025–2029.

ACTION 1.5. Review and verify that the results of research carried out at INCLIVA are translated into clinical practice. Aligned with Action 1.1. of this document.

Objective: To ensure that research findings are effectively translated into clinical practice within INCLIVA.

Indicators: Number of research findings transferred to clinical practice on any of the following topics:

Implementation of cost-effective therapeutic alternatives.

Advances in diagnostic, therapeutic or rehabilitation processes, etc.

Target: 2 research findings transferred to the Institute per year.

Period: 2025–2029.

ACTION 1.6. Carry out annual dissemination activities to publicise the portfolio of research findings of potential interest to healthcare institutions and healthcare professionals.

Objective: To publicise INCLIVA's range of products of potential interest for clinical practice amongst healthcare institutions, as well as amongst the healthcare professionals who make up the Institute (internal and external dissemination).

Indicators: Number of activities carried out to publicise these results to healthcare institutions and healthcare professionals.

Target: 2 per year.

Period: 2025–2029.

5.2 TRANSFER TO THE BUSINESS SECTOR

The actions grouped under this section aim to transfer research results to the business sector:

ACTION 2.1. Evaluate projects funded through internal calls for proposals, such as the Ideas Competition, and collaborative programmes with universities, and assess whether transferable results have been achieved. Aligned with CHALLENGE 6.1 of the Strategic Plan.

Objective: To increase the number of transferable results originating from internal projects and the organisation's own collaborative programmes.

Indicators: number of transferable results originating from internal projects and in-house collaborative programmes included in the innovation portfolio.

Target: 1 result per year.

Period: 2025–2029.

ACTION 2.2. Evaluate projects funded through calls for proposals from external competitive funding sources to INCLIVA.

Objective: To increase the number of transferable outcomes arising from projects funded by external competitive grants.

Indicators: Number of transferable results originating from externally funded projects.

Target: 1 result per year.

Period: 2025–2029.

ACTION 2.3. Organise workshops and meetings with research groups and/or hospital departments engaged in research but with less experience and track record in the field of innovation, to plan a schedule of sessions for the presentation and dissemination of INCLIVA's innovation services, as well as working sessions to identify results with innovative potential.

Objective: To increase the number of transferable outcomes arising from the submission of ideas.

Indicators: Number of idea submissions with potential for exploitation and innovation potential.

Target: 2 submissions not originating from projects included in the innovation portfolio.

Period: 2025–2027.

ACTION 2.3. Protection and registration of transferable results.

Objective: To protect the results generated and promote their transfer to the productive sector.

Indicators:

- Number of patents registered.
- Number of software registrations.
- Number of registrations of other types of intellectual property.
- Financial investment in registrations.

Target:

- >8 industrial property registrations in the last 5 years.
- >5 intellectual property registrations in the last 5 years.
- >50,000 euros spent on registrations over the last 5 years.

Period: 2025–2029.

ACTION 2.3. Compile a portfolio of INCLIVA's research results that may be of interest to the productive sector. This portfolio must be reviewed and updated on an ongoing basis.

Objective: To identify the range of products and services that may be potentially marketable to interested institutions and companies.

Indicators: Number of INCLIVA research products and results of potential interest to companies or other institutions in the productive sector compiled.

Target: To increase by 1 the number of results in the transfer stage within the innovation portfolio.

ACTION 2.5. Carry out actions and activities to identify R&D&I results with the greatest potential for transfer. This includes conducting searches to identify companies and organisations potentially interested in their development and/or commercialisation. Linked to ACTION PLAN 6.2.

Objective: To promote the transfer of research results produced at INCLIVA.

Indicators: Number of actions to support and promote the transfer of results to the productive sector.

Target:

- 1 organised annual initiative.
- 1 annual initiative in which we participate.

Period: 2025–2029.

ACTION 2.6. Establish licensing or technology transfer agreements with companies.

Objective: To bring the technology to market.

Indicators: Number of licence agreements for industrial or intellectual property rights.

Target: >2 in the last 5 years.

Period: 2025–2029.

ACTION 2.7. Participation in market-oriented projects in collaboration with companies.

Objective: To foster cooperation with the business sector.

Indicators: Number of projects with companies awarded.

Target: Increase by 1 annually.

5.3 PROMOTING A CULTURE OF INNOVATION

The main aim of this section is to promote communication and public participation in innovation, as well as to foster a culture of innovation within INCLIVA and its wider environment.

ACTION 3.1. Hold meetings with local businesses to ascertain their technical capabilities and interest in developing R&D&I projects. Aligned with Action Plan 6.2 of the Strategic Plan.

Objective: To facilitate contact with companies in the sector and thereby increase collaborative work in the innovation process.

Indicators: Number of contacts made with companies.

Target: To increase by 2 annually.

ACTION 3.2. Hold meetings with other stakeholders in the local area (public authorities, universities, technology centres, patient associations, etc.) to ascertain their needs and interest in developing R&D&I projects.

Objective: To foster contact with key players in the innovation process, promoting collaborative work.

Indicators:

- Number of meetings held with stakeholders.
- Number of collaborative projects.

Target: To increase by 1 annually.

ACTION 3.3. Organising workshops with research staff and hospital services to identify medical areas with high potential for clinical research development.

Objective: To identify clinical challenges with the greatest potential for innovation.

Indicators: Number of workshops held.

Target: >2 per year.

ACTION 3.4. Design and implement a specific training programme in the field of innovation, organised into modules aimed at addressing the training needs identified in the previous point, which will enhance staff competitiveness in the development of innovation projects and encourage the participation of key non-scientific stakeholders in the co-creation of R&D&I activities and outcomes. Aligned with Action Plan 6.1 of the Strategic Plan.

Objective: To improve the skills of research staff in innovation and technology transfer.

Indicators: Number of training sessions delivered.

Target: >4 per year.

ACTION 3.5. Update the intellectual property regulations and the implementing regulations for the establishment of technology-based companies to properly regulate INCLIVA's participation in them, the return on results and their monitoring, in order to facilitate their development and sustainability.

Objective: To facilitate the registration and protection of research results and the creation of companies.

Indicators: Updated regulations.

Target: 2.

ACTION 3.6. Implement the ISO 56.001 quality standard for R&D&I management at the Institute.

Objective: To improve the efficiency of the R&D&I management system and the services provided to researchers.

Indicators: Certificate obtained.

Target: 1.

6. EVALUATION AND MONITORING

The Innovation Committee is responsible for the evaluation and monitoring of the action plan set out in this Plan for Translation, Innovation and Transfer of Results. Accordingly, the Innovation Committee will compile the indicators described in the action plan to produce an annual report aimed at determining the extent to which the measures adopted have been fulfilled. Furthermore, the Innovation Committee will submit proposals for possible amendments to the actions set out in the Plan, with the aim of ensuring the achievement of the set objectives and adapting it, if necessary, to any new circumstances that may arise. The

results of these reports and evaluations, as well as any amendments made by the Innovation Committee, will be forwarded to the General and Scientific Management of INCLIVA and to its governing bodies.
Furthermore, the Innovation Committee will evaluate the strategic objectives relating to translation, transfer and innovation in health described in the Strategic Plan. This annual monitoring and evaluation will be aligned with the Communication Plan and the Training Plan.

7. DISSEMINATION AND TARGET AUDIENCE OF THE TRANSLATION AND TRANSFER PLAN

The Plan for Translation, Innovation and Transfer of Results described in this document is primarily aimed at:

- All staff attached to INCLIVA.
- Those involved in the translation of research and innovation results, with a primary focus on the healthcare system—on which the Institute is based—as well as on the transfer of results to the productive sector.
- Society at large, as a fundamental part of the process of translating and transferring research results, with the aim of improving the Institute's focus and outreach.

The dissemination of INCLIVA Plan for Translation, Innovation and Transfer of Results is the responsibility of the head of the Communications Plan.

The Plan for Translation, Innovation and Transfer of Results will be disseminated to all INCLIVA staff via the Institute's website (https://www.incliva.es/) and other communication channels set out in the Communication Plan.

8. ANNEXED DOCUMENTATION

- **Innovation Committee**: PR- Innovation Support Unit -CIn.
- **Collection of innovative ideas**: PR- Innovation Support Unit -Idea
- **Feasibility Analysis:** PR- Innovation Support Unit -AVia
- **Protection:** PR- Innovation Support Unit -Prot
- **Development:** PR- Innovation Support Unit -Des
- **Transfer Procedure:** PR- Innovation Support Unit -Tran

9. APPROVAL AND ENTRY INTO FORCE

This document has been reviewed by the Innovation Support Unit. It was approved by the INCLIVA Governing Board by minutes dated 9 June 2025 and ratified by the Board of Trustees on 17 June 2025.

This approval was granted within the framework of the powers conferred upon each of these bodies, and in accordance with the procedures set out in the organisation's internal regulations.