

# IDIBELL

# Strategic Plan

(2015 – 2017)

# L'IDIBELL

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IDIBELL is a research centre that integrates the **biomedical research of the Bellvitge University Hospital (HUB), the Catalan Institute of Oncology (ICO), and the University of Barcelona in the Bellvitge Campus (UB) and the Viladecans Hospital (HV)**, located in south Barcelona.

The main objective is to translate scientific discoveries into improved health by facilitating innovation and technological transfer actions, in order to **improve the health and the quality of life of the population.**

The high quality of the research conducted in IDIBELL has been **acknowledged by the Health Institute Carlos III**, by awarding it the Health Research Institute accreditation in March 2009.

# IDIBELL MISSION

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To promote and facilitate **translational research** of proven scientific excellence, that integrates **innovation and the technological transfer in biomedicine**, generating value for continuous **improvement of health and living standards**.



# THE CAMPUS MODEL

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*A common research policy*



# THE METHOD

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In order to develop the third phase of the strategic plan, the work approach and methodology adopted was based on a **dynamic and participatory process**. Several meetings were held with:

- IDIBELL researchers (HUB, ICO, UB)
- Internal Scientific Committee
- External scientific Committee

Once the objectives of the strategic plan are approved, the actions defined are implemented to accomplish each objective.

The actions have been scheduled over time, assigning the person responsible has been assigned and defining indicators to assess their level of performance.

# STRATEGIC OBJECTIVES

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1. Develop a **common research** policy with impact on health
2. **Talent** attraction and development
3. Outreach: bring the research closer to the **society**
4. Implementation of a **transparency** culture
5. Achieve the **viability** of IDIBELL through a responsible management

# 1.- DEVELOP A COMMON RESEARCH POLICY WITH IMPACT ON HEALTH

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
1.1 Promote research with impact on health in IDIBELL	1.1.1. Definition of research programs	1.1.1.1. Define the concept of IDIBELL program, group and researcher	Document & divulgation	28/2/15
		1.1.1.2. Restructuring the areas of research in programs	Research map	30/6/15
	1.1.2. Foster the collaboration between basic, translational, clinical and epidemiological researchers	1.1.2.1. Promote the seminars of group leaders and senior researchers	6 meetings with a minimum assistance of 50 people	Annual revision (December)
		1.1.2.2. Provide to program leaders for organization of work groups to discuss opportunities in collaborative research	2 meetings and/or 2 retreats	Annual revision (December)
	1.1.3. Establishment and adaptation of technological support	1.1.3.1. Analysis of scientific and technical platforms and common equipment in IDIBELL and Bellvitge campus	Document	31/1/15
		1.1.3.2. Creation of an advisory committee in the field of scientific – technical platforms and infrastructures within the IDIBELL space.	Regulation of the commission and appointment of persons	28/2/15
		1.1.3.3. Establish an IDIBELL policy for creation and operation of platforms and common equipment in campus Bellvitge	Document & divulgation	31/3/15
		1.1.3.3. Establishment of technological alliances with public and private institutions	3 scientific-technical partnerships	Annual revision (December)
		1.1.3.4. Establish a framework for the creation and operation of the services offered by the research groups	Document & divulgation	30/6/15
	1.1.4. Strengthen clinical trials	1.1.4.1. Create a working group to the proposed development of new clinical trials unit	Appointment of persons, document and disseminate	31/1/15
		1.1.4.2. Create the structure and operation of the new clinical trial unit	Map of the structure and rules of operation	30/11/15
		1.1.4.3. Promote promoter-independent clinical trials (UICEC)	10 promotor-independent clinical trials	Annual revision (December)
		1.1.4.4. Initiate and facilitate the participation of IDIBELL in the Barcelona Clinical Trial Platform	Number of trial led by BCTP involving IDIBELL	31/12/16
		1.1.4.5. Encourage implementation of new clinical trials, phases I particularly linked to the activities of the Service Drug Development	Number of trial participation Service Drug Development	31/12/16



# 1.- DEVELOP A COMMON RESEARCH POLICY WITH IMPACT ON HEALTH

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>1.2 Quality of research</b>	1.2.1. Follow up and evaluation of researchers	1.2.1.1. Creating an evaluation committee	Appointment of persons, document and disseminate	31/5/15
		1.2.1.2. Establish a common procedure for evaluating IDIBELL researchers	Document & divulgation	31/10/15
	1.2.2. Ensure compliance with the ethical standards, legal and research quality	1.2.2.1. Implementation and dissemination of ICS good practice guide	2 dissemination activities	Annual revision (December)
		1.2.2.2. Implementing a model for collecting indicators	Document & divulgation	31/3/15
<b>1.3. International projection</b>	1.3.1. Increase the participation of IDIBELL in international consortia	1.3.1.1. Increasing internationalization of external seminars	3 international and relevant speakers	Annual revision (December)
		1.3.1.2. Optimize administrative support in international projects	Increase by 30% versus the ratio of granted projects requested	Annual revision (December)
		1.3.1.3. Encourage participation and use of European platforms	2 participations in European platforms	Annual revision (December)
	1.3.2. Encouraging leadership in international research projects	1.3.2.1. Guarantee the quality of administrative support in coordinating international projects	2 projects with IDIBELL leadership	Annual revision (December)
		1.3.2.2. Facilitate the participation of companies in consortia	Increase by 15% the companies which participate in the IDIBELL consortia	Annual revision (December)
	1.3.3. Foster institutional partnerships	1.3.3.1. Establish cooperation agreements with international institutions	3 international collaborative agreements	Annual revision (December)
		1.3.3.2. Facilitate the mobility of researchers	Increase the mobility of IDIBELL researchers by 30%.	31/12/17

# 1.- DEVELOP A COMMON RESEARCH POLICY WITH IMPACT ON HEALTH

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>1.4 Innovation: Fostering the valuation and transference of knowledge</b>	1.4.1. Innovation and Technology Transfer strategy	1.4.1.1. Redefining the IDIBELL intellectual property and relationships with partners	Document & divulgation	28/2/15
		1.4.1.2. Create an IDIBELL innovation committee with internal and external agents	Regulation of the commission and appointment of persons	30/6/15
		1.4.1.3. Define a policy of creating spin-offs	Document & divulgation	30/9/15
	1.4.2. Fostering the innovation culture	1.4.2.1. Organize innovation seminars and workshops for researchers	2 seminars and/or workshops	Annual revision (December)
		1.4.2.2. Encourage the dissemination of successful cases	100% divulgation of successful cases	Annual revision (December)
	1.4.3. Increase the transfer of knowledge, the economic return, and facilitate partnering between public-private entities	1.4.3.1. Establish monitoring project circuits to analyze the possible valuation and technology transfer, including methodological and regulatory issues	Document & divulgation	30/6/15
		1.4.3.2. Encourage collaborative projects with companies	Increase by 50% the number of public-private collaborative projects	Annual revision (December)
		1.4.3.3. Increase patent marketing to facilitate the opportunities of licensing	Increase by 30% the ratio of presented patents versus licensed patents	Annual revision (December)
		1.4.3.4. Promote the transfer of knowledge through clinical practice guidelines	Increase by 30% the number of clinical practice guides	Annual revision (December)
		1.4.3.5. Establish partnerships with other innovation units	3 partnerships	Annual revision (December)

## 2.- TALENT ATTRACTION AND DEVELOPMENT

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>2.1. Define a human strategy that fosters the IDIBELL sense of belonging</b>	2.1.1. Strengthen the IDIBELL values amongst people	2.1.1.1. Define the new IDIBELL values	Document	31/3/15
		2.1.1.2. Design a difusion and implementation plan for the IDIBELL values	Document & implementation plan	30/5/15
		2.1.1.3. Implementation of the IDIBELL values	Evaluation of the value of IDIBELL knowledge in the satisfaction questionnaire	Annual revision (December)
	2.1.2. Facilitate the onset of activities of IDIBELL people	2.1.2.1. Develop a welcome plan	Document & divulgation	30/11/15
		2.1.2.2. Establish a foreign researcher's welcome procedure	Document & divulgation	31/3/16
		2.1.3.3. Define an internal communication plan	Document & divulgation	31/10/15
		2.1.3.4. Implementation of the internal communication plan	Evaluation of satsifaction of the internal communication in the satisfaction questionnaire (7/10)	Annual revision (December)

## 2.- TALENT ATTRACTION AND DEVELOPMENT

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>2.2. Design an integral model of human resources management</b>	2.2.1. Implement the Human Resources strategy for Researchers (HRS4R) action plan	2.2.1.1. Establish a working group for the evaluation of HRS4R action plan compliance	Regulations of the working group	30/4/15
		2.2.1.2. Evaluation of HRS4R action plan compliance	Document and corrective actions	Annual revision (December)
	2.2.2. Define job description	2.2.2.1. Analysis of the current job description and of the new job description needed	Document	30/11/15
		2.2.2.2. Redefine job description	Job description & divulgation	31/1/16
	2.2.3. Definition of a recruitment procedure	2.2.3.1. Establish a recruitment procedure	Document with rules and regulations	31/3/15
		2.2.3.2. Implementation of the recruitment procedure	80% success in new recruitments after 2 years from implementation of the procedure	Annual revision (December)
	2.2.4. Redesign the training and development plan	2.2.4.1. Review and redefine the regulations of the training committee	Regulation of the commission and appointment of persons	31/12/15
		2.2.4.2. Review the training plan	Training plan updated	31/3/16
		2.2.4.3. Implementation of the training plan	Evaluation of those attending training courses at least 7 out of 10	Annual revision (December)
		2.2.4.4. Review and update the predoctoral regulations	Document & divulgation	30/4/15
		2.2.4.5. Establish a model for integrating FP, Master and graduate students	Document & divulgation	31/10/15
	2.2.5. Establish an evaluation and appraisal system for IDIBELL structure staff	2.2.5.1. Establish a common procedure for evaluation of the IDIBELL staff	Document & divulgation	30/6/16
		2.2.5.2. Implementation of the evaluation system for IDIBELL staff	2 annual meetings between the evaluator and the evaluated person	31/1/16
		2.2.5.3. Creating an evaluation committee	Appointment of persons	28/2/15
		2.2.5.4. Establish a follow up procedure of IDIBELL staff	Document & divulgation	31/12/16
	2.2.6. Review and define the professional career (research and staff)	2.2.6.1. Define the professional career plan	Document	31/12/16
		2.2.6.2. Implementation of the professional career plan	All IDIBELL linked to the professional career plan	31/12/17

### 3.- OUTREACH: BRING THE RESEARCH CLOSER TO THE SOCIETY

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>3.1. Foster the communication of scientific results</b>	3.1.1. Dissemination of results to the scientific community	3.1.1.1. Increase the bibliometric impact of IDIBELL	Increase by 20%	Annual revision (desember)
		3.1.1.2. Establish an open access policy	Document & divulgation	31/12/16
		3.1.1.3. Foster the organization of meetings and scientific activities	Number of meetings and activities	31/12/17
	3.1.2. Dissemination of results to the general community	3.1.2.1. Establish the criteria for a responsible dissemination of the results	Document & divulgation	30/6/15
		3.1.2.2. Define the communication channels for dissemination of the results	Document & divulgation	30/6/15
		3.1.2.3. Foster the interaction with communciation channels	Increase by 10% the impact on the media	Annual revision (December)
<b>3.2. Collaborate with educational institutions to promote scientific careers</b>	3.2.1. Foster student's visits and internships in IDIBELL	3.2.1.1. Establish collaboration agreements with educational institutions	3 agreements	Annual revision (December)
		3.2.1.2. Create a programme of scholarships and visits to IDIBELL	Program divulgation; 3 annual visits	Annual revision (December)
		3.2.1.3. Strengthen the IDIBELL summer programme	Evaluation of satisfacion of the participants in the satisfaction questionnaire (7/10)	Annual revision (December)
	3.2.2. Contribute to science education of teachers	3.2.2.1. Promote the participation of IDIBELL researchers in educational activities	Increment by 10% of the participation	Annual revision (December)
		4.2.2.2. Facilitate internship of educational teachers	2 alliances with institutions which promote this activities	Annual revision (December)
<b>3.3. Create encounter spaces for the interaction between society and IDIBELL</b>	3.3.1. Improve IDIBELL visibility in the networks	3.3.1.1. Restructuring the IDIBELL web page	web updated	31/12/15
		3.3.1.2. Foster the IDIBELL presence in the social networks	Increment by 20% the number of posts and followers	Annual revision (December)
	3.3.2 Organize activities that promote public awareness of IDIBELL science	3.3.2.1. Creation of an outreach committee	Regulation of the commission and appointment of persons	28/2/15
		3.3.2.2. Arrange IDIBELL open days	1 open day	Annual revision (December)
		3.3.2.3. Organize scientific meetings and symposia for general community	2 annual activities	Annual revision (December)
		3.3.2.4. Establishment and implantation of an activity plan with patient associations	Activity plan	30/6/15

## 4.- IMPLEMENTATION OF A TRANSPARENCY CULTURE

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>4.1. Establishment and dissemination of the IDIBELL research regulation standards</b>	4.1.1. Establish the operating rules for the executive and advisory committees	4.1.1.1. Drafting and dissemination of the operating rules of the Executive Committee	Rules	31/1/15
		4.1.1.2. Drafting and dissemination of the operating rules of the Internal Scientific Committee	Rules and minutes	28/2/15
		4.1.1.3. Drafting and dissemination of the operating rules of the Scientific Advisory Board	Rules and minutes	31/3/15
	4.1.2. Establish an adscription procedure to IDIBELL	3.1.2.1. Define the affiliation/adscription criteria	Document and divulgation	30/6/15
		3.1.2.2. Define the rights and obligations of the IDIBELL researchers	Document and divulgation	31/7/15
		3.1.2.3. Implementation of the affiliation/adscription procedure	100% of researchers affiliated	31/12/16
	4.1.3. Distribution of structural resources in a transparent and responsible manner	4.1.3.1. Analysis of the distribution of structural resources	Document	31/3/15
		3.1.3.2. Define the distribution policy for structural resources	Document	30/6/15
		3.1.3.3. Implementation of the distribution policy for structural resources	Document and corrective actions	31/12/16
		3.1.3.4. Establish a model of RLD distribution	Document and divulgation	31/4/15
		3.1.3.5. Establish and implementation of an overhead return policy	Document and action plan for over-heads return	1/1/16
<b>4.2. Transparent dissemination</b>	4.2.1. Building up internal communication channels	4.1.4.1. Establish the meetings between Director and group leaders	2 monthly meetings (max. 6 people)	Each Friday
		4.1.4.2. Establish the meetings between Direction and research groups	weekly	Each Monday
		4.1.4.3. Establish the meetings between Direction and structural units and organized groups	Number of meetings / year	Monthly
		4.1.4.4. Establish of IDIBELL activity review by the Director	2 annual meetings	bi-annually
		3.1.4.6. IDIBELL retreat	Retreat minutes and number of retreats	30/11/17
		3.1.4.7. Enable a transparency web space in the IDIBELL intranet	Number of documents published	31/3/15

## 5.- ACHIEVE THE VIABILITY OF IDIBELL THROUGH A RESPONSIBLE MANAGMENT

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
<b>5.1. Organisational simplicity</b>	5.1.1. Define an organizational model that facilitates the efficient operation	5.1.1.1. Design of the organizational structure	Organization chart and divulgation	31/3/15
		5.1.1.2. Define the functional content of the activity areas from IDIBELL	Document	31/3/15
		5.1.1.3. Define the role of commands	Document	30/4/15
	5.1.2. Mark out the area of decision making processes	5.1.2.1. Description of the decision levels assigned to the Executive Committee, Director, Director of Management and Scientific Director	Document	31/1/15
		5.1.2.2. Description of the decission levels assigned to scientific commands	Document	30/6/15
		5.1.2.3. Description of the decission levels assigned to the management commands	Document	30/4/15
<b>5.2. Fundraising</b>	5.2.1. Increase competitive and non competitive funding	5.2.1.1. Improve the quality of support in the preparation of proposals for competitive calls	Increment by 10% of the number of granted projects and budget	Annual revision (December)
		5.2.2.2. Increased support in the execution of promoter-independent clinical trials	Increment by 10% of the number of clinical trials	Annual revision (December)
		5.2.2.3. Increase participation in public-private partnering projects	Increment by 10% of the number of granted projects and budget	Annual revision (December)
		5.2.2.4. Profiting from research services	Overcome the break even	Annual revision (December)
	5.2.2. Foster philanthropic fundraising	5.2.3.1. Define an strategy of patronage and sponsorship	Document	31/1/15
		5.2.3.2. Implementation of the strategy of patronage and sponsorship	Increment by 25% of revenues	Annual

## 5.- ACHIEVE THE VIABILITY OF IDIBELL THROUGH A RESPONSIBLE MANAGMENT

STRATEGIC LINES	OPERATIONAL OBJECTIVE	ACTIONS	INDICATOR	TIME
5.3. Efficiency	5.3.1. Operational efficiency	5.3.1.1. Analysis and diagnosis of the current management process map	Document	31/5/15
		5.3.1.2. Define a map of integrated management processes aimed at optimizing resources	Process map	30/6/15
		5.3.1.3. Implementation of integrated management system	Scorecard	30/9/15
		5.3.1.4. Continuous evaluation of the implementation	Scorecard	Quarterly
		5.3.1.5. Implementation of a new ERP	Roll-out	31/12/15
	5.3.2. Financial efficiency	5.3.2.1. Quantification and correction of financial deviations associated with the research structures	Document and scorecard	31/12/17
		5.3.2.2. Quantification and correction of financial deviations associated with the management structures	Document and scorecard	31/12/17
		5.3.2.3. Quantification and correction of financial deviations associated with the infrastructures	Document and scorecard	31/12/17





Hayman