

STRATEGIC PLAN 2026-2030

Catalonia South Biomedical Research Institute (IRBCatSud).

Executive Summary

Contents

1. Introduction..... 3

2. Mission and Vision 5

3. Strategic Pillars..... 6

4. Strategic Objectives..... 6

5. Strategic Pillars, Lines and Actions 8

1. Introduction

This **Strategic Plan** sets out the **strategic framework and proposed actions** that will guide decision-making on research at the Catalonia South Biomedical Research Institute (Institut de Recerca Biomèdica de Catalunya Sud, **IRBCatSud**) over the coming years. The following objectives were defined to underpin its development:

- To reflect on the position of the **IRBCatSud** with a view to its **accreditation as a Health Research Institute**.
- To identify both the enabling factors and the barriers impacting the **R&D&I activities** of IRBCatSud.
- To review the **strategic lines** established in the previous Strategic Plan.
- To identify **future challenges** and draw up proposals to update the **IRBCatSud** Strategic Plan for the coming planning period.

To this end, the Strategic Plan is structured into the following sections:

- Analysis of IRBCatSud's Strengths, Weaknesses, Opportunities and Threats (**SWOT Analysis**).
- **Strategic mission and vision** of IRBCatSud.
- **Strategic pillars and objectives** of IRBCatSud.
- **Strategic approach** of IRBCatSud, defining the strategic lines that will guide the actions to be implemented over the coming years.

The strategic planning process is composed of **three main phases**: a situational analysis to assess the current context, a participatory reflection process to identify key areas, and the development of a Strategic Plan setting out the actions to be implemented (**Figure 1**).

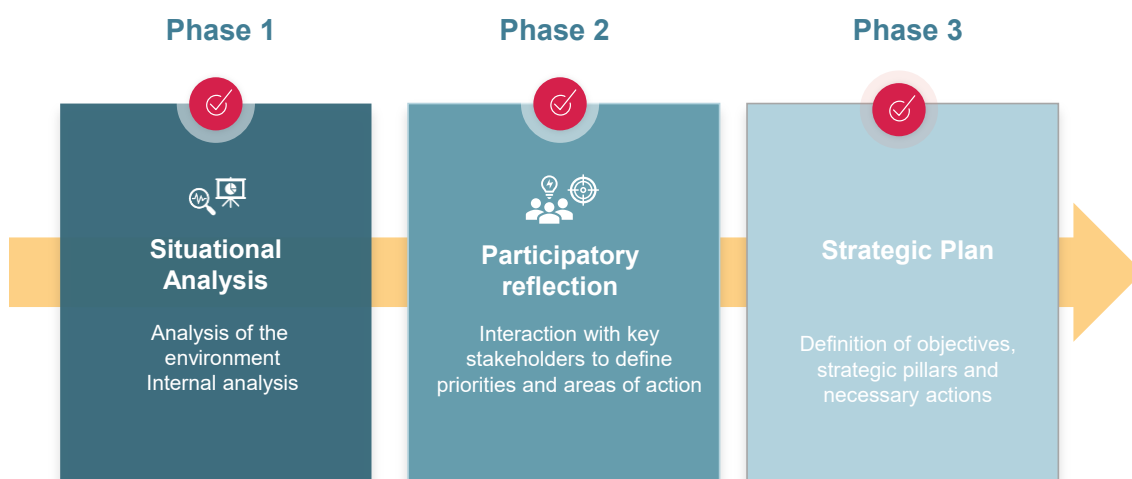


Figure 1. Methodology of the Strategic Plan.

This process, intended to define the strategic pillars and lines of action for the coming five years, has been carried out in a **participatory** manner using **interviews with key stakeholders** from across the IRBCatSud community, facilitating a joint effort in identifying the main challenges faced by the Institute and its strategic approach for the 2026-2030 period.

The IRBCatSud staff who participated in the reflection process, which was instrumental in the development of this Strategic Plan, are shown in the illustration below (Figure 2):

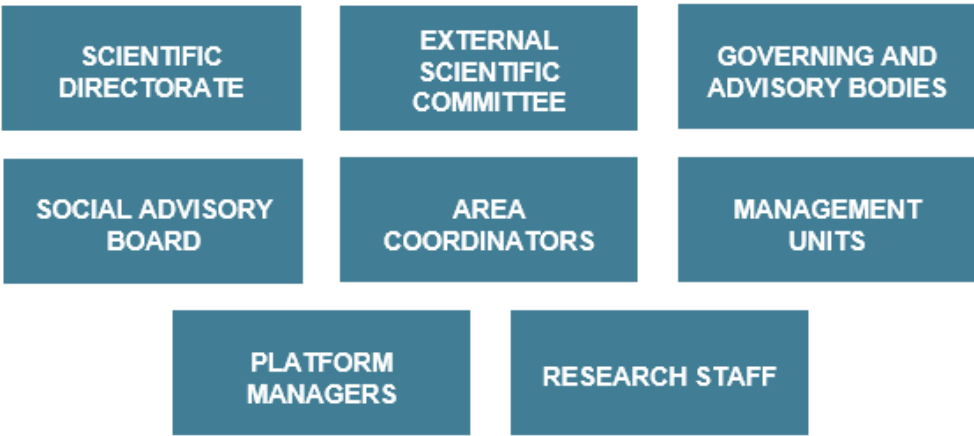


Figure 2. Key IRBCatSud staff who participated in the process to define the Strategic Plan.

The **interviews** addressed issues relating to the scientific structure, basic, translational and clinical research, the management structure, the scientific and technical services, innovation and knowledge transfer, communication, strategic partnerships and alliances, the Institute’s impact on society and public engagement in its activities. In addition, a **survey** was conducted involving key stakeholders from across the Institute. The survey covered the various areas addressed by the Strategic Plan and was used to identify and prioritise the actions to be implemented over the coming years.

2. Mission and Vision

The strategic reflection process has prompted a review and refinement of IRBCatSud's **mission and vision**, aligning them with the Institute's main challenges and its strategic priorities, particularly as regards **internationalisation**, **attracting talent**, **public engagement** and improving its **visibility**.

MISSION

To conduct high-quality and relevant biomedical research with a strong focus on improving health, fostering interdisciplinary collaboration and knowledge transfer, with the aim of improving people's quality of life.

VISION

To establish itself as a leading centre for health research and innovation in Southern Catalonia, with an international profile and a strong reputation for attracting and developing scientific talent, integrating biomedical research into clinical practice, and translating research findings into benefits for the population and the healthcare system through an efficient and sustainable model.

3. Strategic Pillars

Five strategic pillars have been defined, which will serve as the framework to achieve the strategic objectives and which will act as the basis for structuring the Institute's strategic lines of action (**Figure 3**).

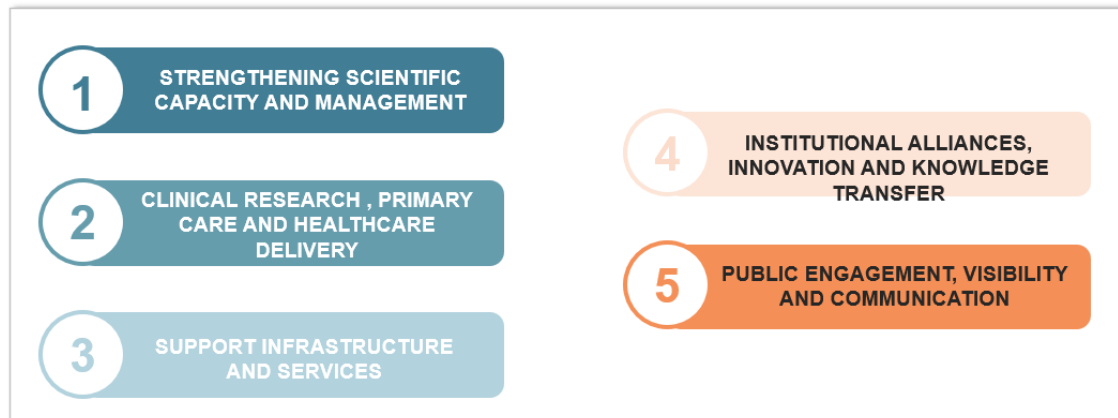


Figure 3. Strategic pillars framing IRBCatSud's Plan.

4. Strategic Objectives

The following strategic objectives will provide the framework for the actions to be implemented over the coming years:

1. STRENGTHENING SCIENTIFIC CAPACITY AND MANAGEMENT

SO1. Strengthen the quality of the Institute's research by assessing and monitoring scientific activity, driving priority areas and encouraging collaboration between different groups.

SO2. Foster the attraction and retention of scientific talent, supporting researchers' career pathways and introducing initiatives aimed at increasing the number of research staff.

SO3. Prepare the Institute for ISCIII accreditation, ensuring that the relevant procedures are integrated in its day-to-day operations using an adequate monitoring system. **Increase resource acquisition** by promoting participation in national and international projects.

2. CLINICAL RESEARCH, PRIMARY CARE AND HEALTHCARE DELIVERY

SO4. Consolidate the new Clinical Research Unit (CRU) and **foster a research culture** among healthcare professionals, strengthening clinical research and its integration in clinical practice.

3. SUPPORT INFRASTRUCTURE AND SERVICES

SO5. Strengthen research support platforms and services, optimising the management of scientific and technical spaces and resources to ensure quality and availability.

SO6. Drive process digitalisation and automation to improve efficiency in research management and streamline the Institute's scientific activity.

4. INSTITUTIONAL ALLIANCES, INNOVATION AND KNOWLEDGE TRANSFER

SO7. Cultivate a culture of innovation, particularly in the clinical sphere, while also **promoting the transfer of research findings** through valorisation mechanisms and collaboration with the industrial and productive sectors.

SO8. Reinforce the Institute's strategic alliances, both internal and external, enhancing international involvement and fostering collaborative initiatives that position the Institute as a key player in the biomedical research ecosystem.

5. PUBLIC ENGAGEMENT, VISIBILITY AND COMMUNICATION

SO9. Consolidate the Institute's identity, promote the dissemination of research and knowledge transfer activities to increase the visibility of such efforts and of the Institute's public engagement. Foster a sense of belonging among researchers at IRBCatSud.

SO10. Encourage public engagement in the Institute's activities and **drive initiatives that generate social value**, increasing impact and knowledge transfer, while also contributing to greater resource mobilisation.

5. Strategic Pillars, Lines and Actions

Based on the **5 strategic pillars**, **10 strategic lines of action** have been defined, which together comprise the **strategic actions** to implement over the coming five years to tackle the main challenges facing the Institute (**Figure 4**). The strategic actions have been structured across **16 action sheets** covering the different lines of action defined. Each action sheet contains the **actions to be implemented**, the **managers** assigned, the **monitoring indicators** and the implementation **timetable**.

STRATEGIC PILLARS	OBJECTIVES	STRATEGIC LINES OF ACTION
PILLAR 1 Strengthening Scientific Capacity and Management	SO.1	Line 1.1 Reinforcing Scientific Activity through the Integration of Gender Perspective 1.1.1 <i>Evaluation and Monitoring of Scientific Activity</i> 1.1.2 <i>Fostering Scientific Areas and Collaboration Between Research Groups</i>
	SO.2	Line 1.2 Attracting and Promoting Research Talent in a Framework of Equality 1.2.1 <i>Talent Attraction and Retention and Generational Renewal</i> 1.2.2 <i>Developing Researchers and Ensuring Equality</i>
	SO.3	Line 1.3 Consolidation of the Institute's Management System and International Profile 1.3.1 <i>Management and Quality</i> 1.3.2 <i>Resource Mobilisation and Internationalisation</i>
PILLAR 2 Clinical Research, Primary Care and Healthcare Delivery	SO.4	Line 2.1 Consolidation and Fostering of Clinical Research and a Research Culture within Healthcare 2.1.1 <i>Consolidation of the New Clinical Research Unit</i> 2.1.2 <i>Promotion of the Research Activity of Healthcare Professionals</i> 2.1.3 <i>Focus on Clinical Research</i>
PILLAR 3 Support Infrastructure and Services	SO.5	Line 3.1 Optimisation of Research Support Infrastructure and Services 3.1.1 <i>Management of Spaces and Use of Scientific and Technical Resources</i>
	SO.6	Line 3.2 Digital Transformation and Process Management 3.2.1 <i>Digitalisation and Process Automation</i> 3.2.2 <i>Data Processing According to RRI Principles (Responsible Research and Innovation)</i>
PILLAR 4 Institutional Alliances, Innovation and Knowledge Transfer	SO.7	Line 4.1 Reinforcing the Culture of Innovation and Enhancing Knowledge Transfer 4.1.1 <i>Management of Innovation and Knowledge Transfer</i>
	SO.8	Line 4.2 Fostering Strategic Alliances 4.2.1 <i>Strengthening Institutional Governance</i> 4.2.2 <i>External Alliances and Collaborations</i>
PILLAR 5 Public Engagement, Visibility and Communication	SO.9	Line 5.1 Enhancing Institutional Identity and Scientific Communication 5.1.1 <i>Communication, Visibility and Dissemination of Scientific Activity</i>
	SO.10	Line 5.2 Public Involvement in Research Activities 5.2.1 <i>Public Engagement</i>

Figure 4. IRBCatSud strategic axes, objectives and actions