A wireframe human figure is shown in profile, facing right. The figure is composed of a grid of white lines. The background is a dark, gradient field of red and purple, overlaid with a network of white lines and dots, suggesting a digital or biological network. The overall aesthetic is futuristic and scientific.

2021
2025



STRATEGIC PLAN

“WITHOUT RESEARCH THERE IS NO PROGRESS”

ROC PIFARRÉ FLOREJACHS

Cardiologist (Lleida, 1929 - Barcelona, 2010)

In his investiture ceremony speech as Honoris Causa doctor of the University of Lleida,
held at the Enric Granados Municipal Auditorium in Lleida, on April 28, 1999.

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Edited by



Institut de Recerca Biomèdica

Av. Alcalde Rovira Roure, 80
25198 Lleida
www.irbleida.cat

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STRATEGIC PLAN

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STRATEGIC PLAN 2021-2025 IRBLleida

Biomedical Research
Institute of Lleida

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The IRBLleida Strategic Plan 2021-2025 compiles in a synthesised way the objectives, axes and strategic lines of the Institute for the coming years. It is a working guide for the IRBLleida staff for the benefit of biomedical research in Lleida. An analysis of the current situation of IRBLleida and the challenges for the future.

This Strategic Plan includes an important work of reflection carried out jointly with other institutions and entities that integrate research for the benefit of health in Lleida. All these institutions prioritise joint projects and fundraising to finance research activities of excellence.

The IRBLleida wants to be a leading research centre in Spain and to achieve this, we want to promote scientific knowledge in relevant research areas aligned with the main health challenges. We also want to foster collaboration between research groups and promote multidisciplinary projects, taking advantage of the unique capabilities of the Institute and the opportunities of the environment to increase our excellence.

Research staff need the collaboration of management staff and scientific-technical platforms to offer them adequate support. Therefore, we aim to strengthen the management structure, de-





velop a human resources plan within the framework of the European HRS4R strategy and promote the scientific platforms, especially those focused on omic sciences and personalised medicine.

IRBLleida provides a unique scientific environment, prestigious research groups and highly specialised staff. Europe must know and recognise the IRBLleida and our will is to consolidate the projection of the research groups in international networks and projects. And to do so in conjunction with Lleida society.

We will continue to work on the dissemination of science and the promotion of scientific vocations. Be-

cause the future lies with the children of today. And we will do all this together with the promotion of innovation and transfer activities with the participation of key agents in the region.

These are the 8 strategic objectives set out in this plan, which you will find below. As head of IRBLleida, I have the responsibility to comply with the Strategic Plan 2021-2025 and to do so in an integrated and transparent way with society and the institutions of the territory.

Diego Arango del Corro
Director of the IRBLleida



EXECUTIVE SUMMARY

A participatory methodology that involves the staff, entities, regulatory bodies and key agents of the IRBLleida has been used to draw up this Strategic Plan.

Interviews and internal workshops have been held with key agents of the organisation, with the aim of finding out about important aspects related to research activity. We also held interviews with agents of interest in the R&D+i and Health sectors in the region and internal workshops with research staff in order to find out about important aspects related to research activity, as well as their strategic vision of the challenges and opportunities of the future model of the IRBLleida.

To achieve the above, four strategic axes have been identified and, within these, nine strategic lines are proposed. All of this is done with a view to achieving the nine strategic objectives set forth in the Strategic Plan 2021-2025.



IRBLleida

BIOMEDICAL RESEARCH FOR EXCELLENCE AND INNOVATION

The Lleida Biomedical Research Institute's Dr. Pifarré Foundation (IRBLleida) was set up with the aim of creating **synergies between basic, clinical and epidemiological research** to improve daily clinical practice and benefit the entire population.



The IRBLleida aims to promote, develop, transfer, manage and disseminate research excellence, scientific and technological knowledge, teaching and training in the field of life sciences and health.

To this end, it promotes relations and the exchange of knowledge between the research staff and research groups belonging to the various centres and entities in the biomedical field, which operate mainly in the Lleida area; it promotes collaboration with other institutions and entities, prioritising the implementation of joint projects; it raises funds to finance research activities of excellence of interest to the aforementioned centres and groups; and it manages the research resources entrusted to it by the various institutions and entities that form part of it. Within the territorial environment, it collaborates closely with:

- The University of Lleida (UdL) includes researchers from the Faculties of Medicine and Nursing and Physiotherapy.

■ The Catalan Healthcare system includes healthcare staff from:

- Catalan Health Institute (ICS): Arnau de Vilanova University Hospital (HUAV), the Lleida Primary Care and Community and Primary Care in the Alt Pirineu-Aran Health Region
- Gestió de Serveis Sanitaris (GSS): Santa Maria University Hospital (HUSM), Pallars Regional Hospital and Mental Health, among others.

The IRBLleida is a CERCA Fundació Institució dels Centres de Recerca de Catalunya (I-CERCA) de Catalunya, which is organised according to a model of good governance and operation that ensures efficiency, management flexibility, recruitment and promotion of talent, strategic planning and executive capacity. It is also a Health Research Institute (IIS) accredited by the Carlos III Health Institute and the Government of the Generalitat, as established by Law 16/2003, of 28 May, on the cohesion and quality of the national health system.





MISSION, VISION AND VALUES

MISSION

To generate knowledge of excellence which is capable of having a positive impact on the health and quality of life of the population, doing so with a marked international vocation while harnessing the potential of the territory.

VALUES

To be a competitive international benchmark in the fields of health research and innovation, demonstrating ethical values and promoting sustainability, multi-disciplinary work and internal and external cooperation.

VISION

RESPONSIBILITY

RESPECT AND EQUALITY

RIGOR

GENEROSITY IN COOPERATION

COLLABORATION

INDEPENDENCE OF JUDGEMENT

SOCIAL COMMITMENT

LEADERSHIP

ENTHUSIASM



The IRBLleida maintains **the four SEREM ("We will be") principles** defined in the previous strategy, which convey the Institute's principles, values and strategy:

SUSTAINABILITY

ETHICS AND SOCIAL COMMITMENT

RESearch OF **E**XCELLENCE AND INNOVATION

MULTI-DISCIPLINARY AND MULTI-INSTITUTIONAL



GOVERNANCE

The main bodies and committees that comprise the organisational structure of the IRBLleida are summed up below:

- **BOARD OF TRUSTEES:** the body responsible for the representation and senior management of the IRBLleida, with all the powers necessary to achieve its foundational aims.
- **DELEGATE COMMITTEE:** body in charge of executing the agreements adopted by the Board of Trustees that are expressly delegated to it, responsible for the ordinary monitoring and promotion of the IRBLleida's activities.
- **SCIENTIFIC ADVISORY BOARD:** acts as an advisory body to the Board of Trustees in the tasks entrusted to it in order to ensure the scientific quality of the IRBLleida, and to advise the Scientific Director, who must be the secretary of the Committee, in the development of its functions.
- **INTERNAL SCIENTIFIC COMMITTEE:** this is the IRBLleida's advisory body for its strategic and operational lines, which serves to promote and coordinate its scientific activity. It also provides support in the evaluation of the different IRBLleida calls for tenders and the evaluation of projects. This body does not have

any management or representative functions at the IRBLleida.

- **DIRECTOR:** responsible for directing, coordinating and promoting the IRBLleida's research activities and for executing and enforcing the agreements of the Board of Trustees pertaining to matters within its competence. It presides the ISC and serves as secretary to the ESC.
- **MANAGEMENT:** responsible for the IRBLleida's management structure and for the proper performance of its administrative tasks.

Other units and committees within the IRBLleida's organisational structure are as follows:

- **INDEPENDENT ETHICS COMMITTEES FOR RESEARCH INVOLVING MEDICINAL PRODUCTS (IECm):** an independent committee responsible for ensuring the methodological, ethical and legal correctness of any research project that entails any physical or psychological risk to a human being, in accordance with the regulations and legislation in force (RD 1090/2014, of 4 December, and the Order of 24 October 2006).





■ **ANIMAL EXPERIMENTATION ETHICS COMMITTEES (AEEC) of the IRBLeida and the UdL:** responsible for supporting research and teaching staff in their scientific and teaching work which involves experimenting on animals, as well as providing information on the performance of procedures and their suitability in accordance with current legislation on the protection of animals for experimental and other scientific purposes.

■ **QUALITY COMMITTEE:** responsible for monitoring and managing the IRBLeida's quality policy and plan.

■ **TEACHING COMMITTEE:** responsible for planning and evaluating the IRBLeida's annual training activities.

■ **EQUALITY COMMITTEE:** responsible for drawing up, monitoring and developing the IRBLeida's equality plan.

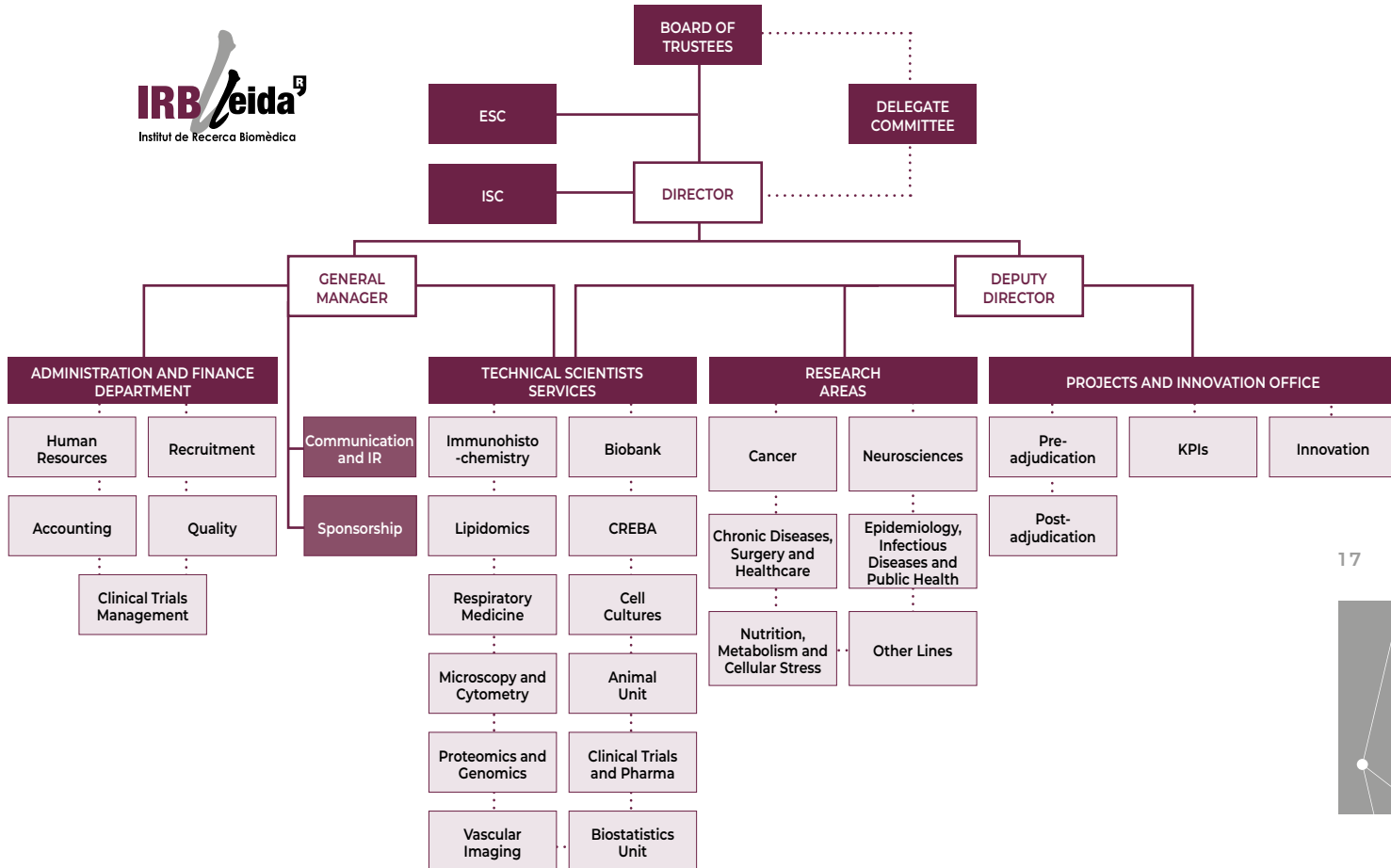
■ **BIOSAFETY COMMITTEE:** evaluates and, if deemed necessary, approves any research or teaching project with biosafety implications.

■ **INTERNAL SCIENTIFIC EVALUATION COMMITTEE:** supervises the processes of evaluation and prioritisation of internal proposals submitted to different calls for tenders, both coordinated by the IRBLeida and by other funding sources, whenever necessary.

■ **WORKS COMMITTEE:** advises and defends researchers of the IRBLeida.

■ **MIXED COMMITTEE:** coordinates the management of the activities, the distribution of spaces and the general maintenance of facilities and spaces.

ORGANISATION CHART





STRATEGIC OBJECTIVES

The following strategic objectives of the IRBLleida have been defined to guide the axes and lines for the coming years.

SO 1. To promote scientific knowledge in the IRBLleida's research areas that are aligned with the main health challenges.

SO 2. To promote collaboration between research groups and multi-disciplinary projects, benefiting from the unique capabilities of the Institute and the opportunities provided by the environment.

SO 3. To strengthen the management structure in order to properly support research, attract resources and monitor and assess activity.

SO 4. To develop the HR plan drawn up as part of the European HRS4R (Human Resources Strategy for Researchers), aimed at promoting training and professional development while attracting and retaining talent.

SO 5. To promote scientific platforms with a special emphasis on the development of omic sciences and personalised medicine that complement IRBLleida's priority research lines.

SO 6. To strengthen institutional relationships and consolidate the projection of research groups in international networks and projects.

SO 7. To consolidate interaction with the wider society and its participation in the IRBLleida's activities.

SO 8. To promote innovation activities and the transfer of knowledge generated at the IRBLleida to key agents in the technology and business sectors, as well as greater participation and training of its staff.

STRATEGIC AXES AND LINES

Four main axes and nine strategic lines have been developed in accordance with the strategic objectives, with these serving to guide the IRBLleida's strategic model for the period of 2021-2025.

STRATEGIC AXES

Axis 1

SCIENTIFIC MODEL
AND ORGANISATION

Axis 2

MANAGEMENT
AND RESOURCES

Axis 3

RELATIONSHIP AND
PARTICIPATION WITH SOCIETY

Axis 4

INNOVATION

STRATEGIC LINES

LINE 1.1. CONSOLIDATION OF THE SCIENTIFIC ACTIVITY
LINE 1.2. GROWTH OF RESEARCH LINES

LINE 2.1. CONSOLIDATION OF THE MANAGEMENT SYSTEM AND INTERNAL PROCESSES
LINE 2.2. DEVELOPMENT OF THE HUMAN RESOURCES POLICY AND STRATEGY
LINE 2.3. ADAPTATION OF SCIENTIFIC PLATFORMS

LINE 3.1. REINFORCEMENT OF THE INSTITUTIONAL COLLABORATION FRAMEWORK
LINE 3.2. COMMUNICATION AND DISSEMINATION

LINE 4.1. INNOVATION MANAGEMENT
LINE 4.2. IMPROVING RELATIONSHIPS WITH THE BUSINESS SECTOR AND VISIBILITY

SCIENTIFIC MODEL AND ORGANISATION

PURPOSE

To consolidate research excellence at the IRBLleida, promoting the development of reference research lines, collaboration between groups and a model of continuous evaluation and support for the different groups.

LINE 1.1. CONSOLIDATION OF THE SCIENTIFIC ACTIVITY ACTION PLANS

1.1.1. Research activity monitoring plan: to promote the continuous evaluation of the activity conducted by the various research groups, defining research objectives and criteria for the assessment, monitoring and guidance of the groups.

1.1.2 Scientific area promotion plan: to promote the IRBLleida's benchmark research areas –which its image of excellence is associated with– ensuring their promotion and continuity.

1.1.3. Unique collaborative projects promotion plan: to promote the development of multi-disciplinary and collaborative research projects involving various research groups, aimed at improving the competitiveness and uniqueness of the Institute.

1.1.4. Clinical and translational research promotion plan: to promote clinical research of excellence at all levels aimed at improving the quality of healthcare, with an emphasis on early-stage research and personalised medicine.



LINE 1.2. GROWTH OF RESEARCH LINES ACTION PLANS

1.2.1. Plan for the incorporation of new multi-disciplinary research groups and lines: to promote the incorporation of additional research groups and lines in the IRBLleida's different areas, with a special emphasis on the incorporation of health technologies from a translational perspective.

1.2.2. Plan for the incorporation of healthcare research staff and primary care and healthcare research lines: to establish actions aimed at promoting research lines and the incorporation of research staff from healthcare services and the primary care and healthcare sectors.



PURPOSE

To ensure a robust, quality-oriented management and scientific support structure, as well as an appropriate environment for researchers through an active HR policy.

LINE 2.1. CONSOLIDATION OF THE MANAGEMENT SYSTEM AND INTERNAL PROCESSES ACTION PLANS

2.1.1. Development plan for the quality management system: to work on the implementation of the IRBLleida's quality management system, aimed at ensuring the proper functioning of its internal management and research processes.

2.1.2. Improvement plan for attracting international funding and participating in networks: to promote the attraction of international funding through participation and leadership in competitive consortia –especially at the European level– as well as participation in research networks that help to better position the IRBLleida at the national and international level.



LINE 2.2. DEVELOPMENT OF THE HUMAN RESOURCES POLICY AND STRATEGY ACTION PLANS

2.2.1. Recruitment and selection policy development plan based on the principles of the HRS4R: to promote open, transparent and merit-based recruitment and selection processes which advocate for equal opportunities at the IRBLleida and talent attraction.

2.2.2. Professional development plan: to promote a professional development strategy at the IRBLleida aimed at promoting research careers, education, training and professional promotion.

LINE 2.3. ADAPTATION OF SCIENTIFIC PLATFORMS ACTION PLANS

2.3.1. Scientific platform management plan: to promote, adapt and coordinate joint support services and platforms and to promote new ones in accordance with the IRBLleida's research lines.

RELATIONSHIP AND PARTICIPATION WITH SOCIETY

PURPOSE

To promote internal synergies between the various IRBLleida research groups and to increase visibility, build alliances and improve relationships with the different agents in society.

LINE 3.1. REINFORCEMENT OF THE INSTITUTIONAL COLLABORATION FRAMEWORK ACTION PLANS

3.1.1. Institutional alliances plan: to promote the collaboration framework between the IRBLleida's member institutions for the joint coordination of strategic activities.

LINE 3.2. COMMUNICATION AND DISSEMINATION ACTION PLANS

3.2.1. Internal communication plan: to strengthen internal communication channels in order to improve awareness of the IRBLleida's activities among the different research groups and scientific collaborations.

3.2.2. General dissemination plan: to improve the visibility of the IRBLleida for external agents at an international level, and to boost the wider society's awareness of the IRBLleida and increase its participation in the institute's activities.

PURPOSE

To facilitate the integration of innovation activities in the organisation and to improve the technology transfer process in the commercial and business sector.

LINE 4.1. INNOVATION MANAGEMENT ACTION PLANS

4.1.1. Innovation projects management plan: to establish activities aimed at ensuring better organisation and management of activities in the field of innovation and in the process of technology transfer in the commercial and business sector.

4.1.2. Innovation promotion and communication plan: to encourage research staff to participate in innovation and technology transfer communication and promotion activities.

LINE 4.2. IMPROVING RELATIONSHIPS WITH THE BUSINESS SECTOR AND VISIBILITY ACTION PLANS

4.2.1. Plan for relationships with agents from the technology and business sectors: to establish activities that seek to identify potential partners, to raise awareness of innovative projects and to identify mechanisms that allow us to benefit from the results.





RBLLEIDA[®]





2021
2025



STRATEGIC PLAN