STRATEGIC PLAN 2018 - 2022

Bellvitge Biomedical Research Institute (IDIBELL)

Extended version

Our MISSION

To conduct **excellent research** that integrates **knowledge and innovation in health** contributing to **the improvement of the quality of life** of citizens
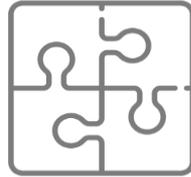
Our VISION

To become a **European reference in health sciences**, rooted in our **local environment** and contributing to **its growth** by attracting and retaining **research talent in health sciences**

Our VALUES

INTEGRITY

**TRUST**

TRANSPARENCY

ASPIRATION

PASSION
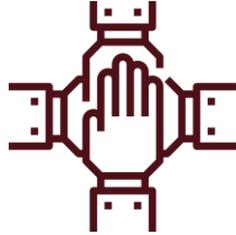
COMMITMENT

Strategic Objectives

**European** reference in health sciences & Innovation

Bellvitge campus as a reality

Talent in health science

Sustainable growth

Strategic Plan 18-22 participation

- **December 2017** – **Board** approves Strategic Plan (SP) renovation
- **February 2018** – **Mini-Retreat – Program coordinators**
- **April 2018** –**IDIBELL Retreat**: Discussion on strategic lines SP 2018-2022
- **April 2018** –draft discussion – **Internal Scientific Advisory Board**
- **May 2018** – draft discussion - **External Scientific Advisory Board**
- **June 2018** – draft discussion – **Works Council**
- **September 2018** –Update last draft– **Internal Scientific Advisory Board**
- **October 2018** – draft discussion – **Campus Strategic Table**
- **October 2018 –** draft discussion – **Delegate Commission**
- **December 2018 –** Strategic Plan approval **– Board of Trustees**

European reference in health sciences & Innovation

1 Synergies & Alliances

2 Regenerative Medicine

3 Clinical Research

4 Personalized Medicine

5 Internationalization

6 Innovation

Bellvitge campus

8 Visibility

9 IDIBELL community

7 Micro-Cluster

10 RRI

Talent in health disciplines

11 Global People strategy

12 Junior Researchers

13 Senior Researchers

Sustainable growth
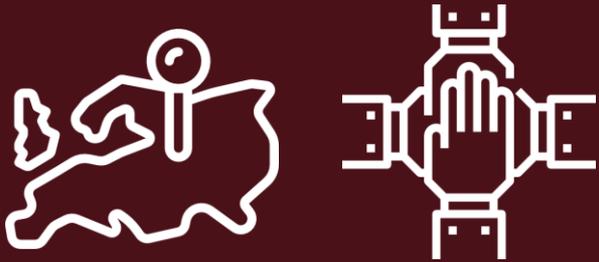
14 Efficiency & Transparency

15 Researcher-oriented Support

16 New sources of Funding

Strategic Line 1. Encourage internal synergies and external alliances to improve research

1.1. Consolidate Research Programs

1.2. Create novel Research Programs / Actions

1.3. Encourage internal synergies

1.4 Foster external alliances

SL1. Encourage internal synergies and external alliances

OO 1.1. Consolidate Research Programs
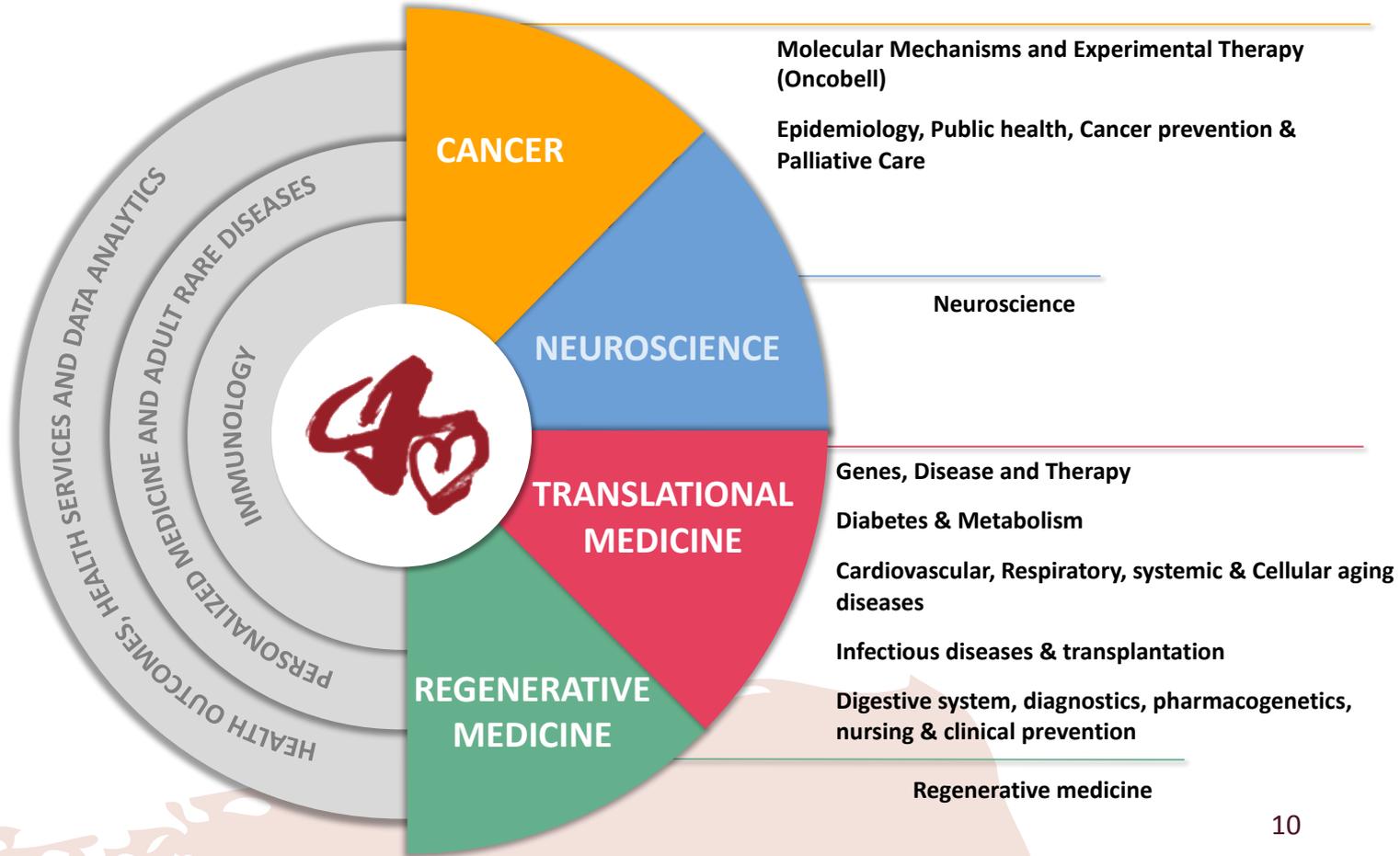
- **Foster Program Coordinators** to adopt **a more active role** in coordination with the Scientific Direction

  - Internal Open Calls seeking **highly committed Program Coordinators**, who will be granted a structural budget to develop and implement the Action Plan of the Program

- Revise the organization of the **Translational Medicine** Area (linked to 1.2)

- Complete the **evaluation of all research groups** (linked to 12.2)

SL1. Encourage internal synergies and external alliances

OO 1.2. Create novel Transversal Research Actions

- Define the **Model of Transversal Research Actions**
- Define which thematic areas should be boosted

  - **Immunology**
  - **Personalized Medicine & Rare Adult Diseases** (linked to SL4)
  - **Health Outcomes, Health Services Research & Data Science**
  - **Others**

SL1

Molecular Mechanisms and Experimental Therapy (Oncobell)

Epidemiology, Public health, Cancer prevention & Palliative Care

Neuroscience

Genes, Disease and Therapy

Diabetes & Metabolism

Cardiovascular, Respiratory, systemic & Cellular aging diseases

Infectious diseases & transplantation

Digestive system, diagnostics, pharmacogenetics, nursing & clinical prevention

Regenerative medicine

CANCER

NEUROSCIENCE

TRANSLATIONAL MEDICINE

REGENERATIVE MEDICINE

HEALTH OUTCOMES, HEALTH SERVICES AND DATA ANALYTICS

PERSONALIZED MEDICINE AND ADULT RARE DISEASES

IMMUNOLOGY

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SL1. Encourage internal synergies and external alliances

OO 1.3. Encourage internal synergies
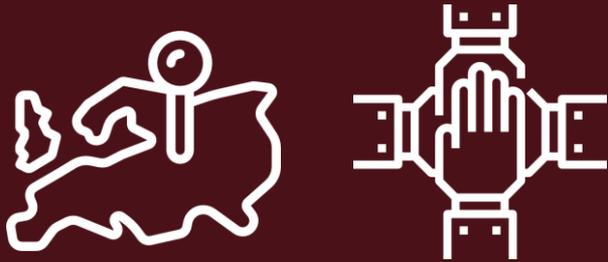
- Encourage the alignment of the **research and innovation strategies** of all the partners of the Bellvitge Campus

- Keep organizing **IDIBELL Retreats** at least on a bi-annual basis

- Encourage the organization of **Program Symposia** (linked to 5.1 and 8.2)

- Foster **multidisciplinary research: Internal calls** led by IDIBELL Direction

- Identify and promote **flagship projects or strategic actions within Research Programs** (see 1.1 - Research Program Coordination Calls)

SL1. Encourage internal synergies and external alliances

OO 1.4 Foster external alliances

- **Identify** the leading research lines of relevant local partners: **CSI, IDIAP, IMLCFC**

- Encourage **alliances with other Health-Care Providers, Biomedical Research Institutes, or National and International Platforms / Consortia linked to our main fields of expertise** (linked to and 2.1)

- Encourage alliances with **Industry and Financial sector**

Strategic Line 2.
New Research Area on Regenerative Medicine
P-CMR[C]

2.1. Define and implement a Roadmap to conclude the merging process of the CMR[B] within IDIBELL
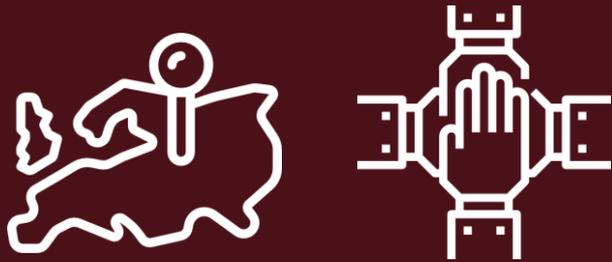
SL2. New Research Area on Regenerative Medicine - P-CMR[C]

OO 2.1. Define and implement a Roadmap to conclude the merging process of the CMR[B] within IDIBELL, that should:

- **Guarantee the focus on Regenerative Medicine**
- **Define a structure including internal and associate groups, dedicated core facilities and the Cell line bank**
  - **Internal Call openings** to recruit new Group leaders
  - To identify potential **P-CMR[C] external research groups**
- **Define the structural support to the area**
- **Define the role, scope and assessment of the leadership**

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Strategic Line 3. Encourage joint actions with hospitals to promote high-quality clinical research

3.1 Improve the quality of our clinical research

3.2 Improve infrastructures devoted to clinical research

3.3 Optimization of clinical trial management as a tool to foster clinical research

3.4 Foster Investigator Initiated Trials (IITs), both industry-sponsored and independently-managed

SL3. Joint actions with hospitals to promote high-quality clinical research

OO 3.1 Improve the quality of our clinical research

- **Define an *ad hoc* strategy**, in collaboration with Directors of Clinical Departments as well as Hospital related group leaders, for **improving clinical research of quality, retaining existing talent and identifying the new one**

- **Further promote training on good clinical research practices** (certification on good clinical practice)

- **To evaluate the impact of the clinical trials activity** on patient outcome and hospital economy

SL3. Joint actions with hospitals to promote high-quality clinical research

OO 3.2 Improve infrastructures devoted to clinical research

- Collaborate with ICO and HUB/HV in the **development of infrastructures** devoted to **clinical research**, such as:

    - ICO: Phase I Clinical Trial Unit & Clinical Research Unit (UIC)

    - HUB/HV: Functional Unit for Clinical Research

- Set up a **single point of contact for the management of Clinical Trials**

SL3. Joint actions with hospitals to promote high-quality clinical research

OO 3.3 Optimization of clinical trial management as a tool to foster clinical research. Metrics may include:
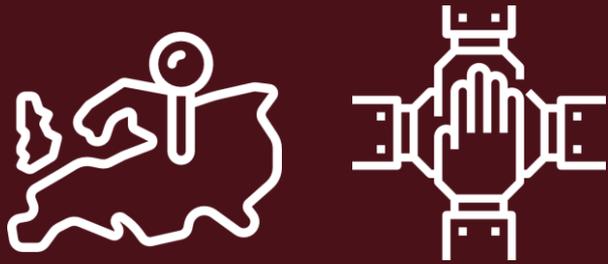
- **Clinical trial contract signature time-lapse** of 40 days
- **Compilation of data from medical file to case report** form in maximum 5 days
- **Recruitment time** as stated in the protocol
- Improve data collection **reducing the number of queries**
- Improve management of **clinical trials follow-up**
- Guarantee an **accurate billing** as well as follow-up of economical process

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SL3. Joint actions with hospitals to promote high-quality clinical research

OO 3.4 Foster Investigator Initiated Trials (IITs), both industry-sponsored and independently-managed

- Develop and implement a strategy **to increase the number and quality of clinical trials promoted by researchers**

- **Create a solid structure for the management and development** of these IITs (considering existing UICEC infrastructures)

- Try to guarantee that all **clinical trials with added value stay in the organization**

Strategic Line 4. Contribute to the deployment of a Personalized Medicine Strategy in the Campus

4.1 To define a strategy that positions the Bellvitge Campus as one of the leading hubs for Personalized Medicine in collaboration with the Healthcare sector

4.2 To deploy a Personalized Medicine Strategy

SL4. Personalized Medicine Strategy

OO 4.1 To define a strategy that positions the Bellvitge Campus as one of the leading hubs for Personalized Medicine in collaboration with the Healthcare sector
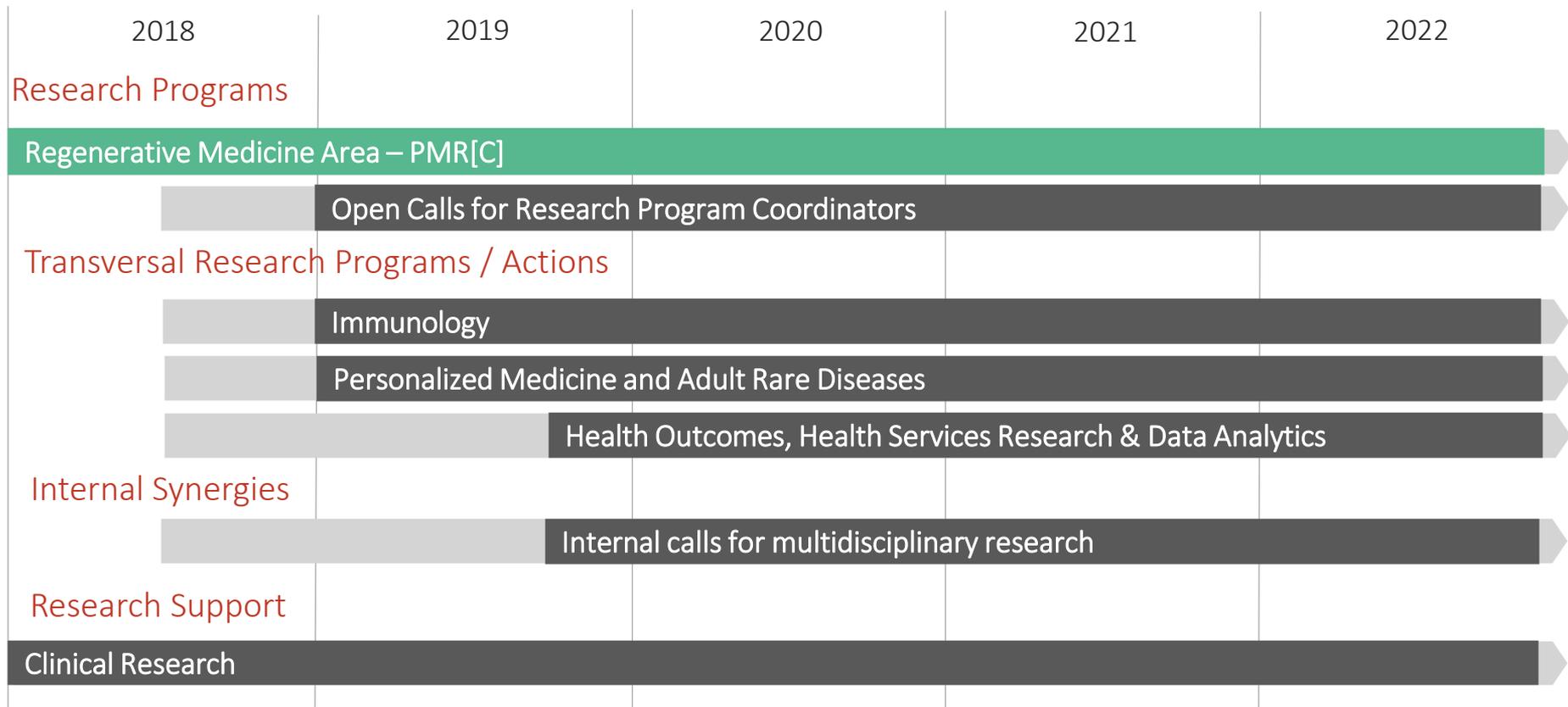
- **List key stakeholders regarding Personalized Medicine**

- Define and implement a joint strategy including research and healthcare objectives regarding Personalized Medicine (e.g. **biological sample policy, data management policy and return to patient policy)**

- Identify **funding sources** to deploy the Personalized Medicine strategy

SL4. Personalized Medicine Strategy

OO 4.2 To deploy a Personalized Medicine Strategy (linked to 1.2)

- Ensure **biobanking capacity as well as access to biological samples to all IDIBELL users**

- **Facilitate advanced omics analyses** preferably in coordination with reference platforms such as CNAG and BSC

- **Deploy a New Bioinformatics Unit**

- Foster **compliance requirements for adequate clinical, biological, and environmental data management**

- To launch the **Personalized Medicine and Adult Rare Diseases Research Program**

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Research-related actions: timeline

	2018	2019	2020	2021	2022

Research Programs

Regenerative Medicine Area – PMR[C]

Open Calls for Research Program Coordinators

Transversal Research Programs / Actions

Immunology

Personalized Medicine and Adult Rare Diseases

Health Outcomes, Health Services Research & Data Analytics

Internal Synergies

Internal calls for multidisciplinary research

Research Support

Clinical Research

Strategic Line 5. Increase the internationalization of IDIBELL

5.1. Increase IDIBELL recognition at a European level

5.2. Increase IDIBELL participation in networks, funding and collaborations at international level

5.3 Encourage the recruitment of international candidates

SL5. Increase Internationalization

OO 5.1 Increase IDIBELL's recognition at a European level

- Ensure that **all IDIBELL Strategic lines are internationally-oriented**

- **Foster specific actions to reinforce IDIBELL's recognition and visibility**

  - **Boost participation of international speakers** in IDIBELL Seminars

  - Encourage the **organization of international scientific meetings within the Campus** (e.g. Program Symposia linked to 1.3, and linked to 8.2)

  - Define a **communications strategy** to increase IDIBELL notoriety

- **Take advantage of CERCA Programme, ISCiii and HRS4R umbrella to boost IDIBELL** into international scenario

SL5. Increase Internationalization

OO 5.2. Increase IDIBELL's participation in networks, funding and collaborations at international level
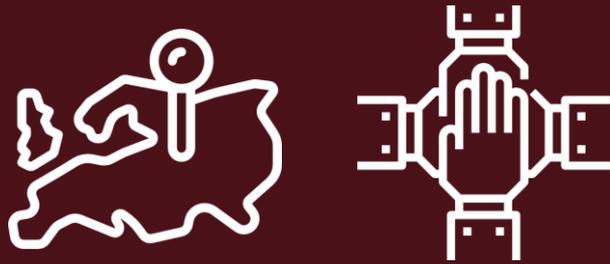
- Foster the **participation of European networks and consortia** (public&private)

  - Increase the number of **granted European and non-European projects**

  - Increase **leadership in European projects**

- Establish **fruitful international alliances** with institutions and industry (e.g. EATRIS)

- Set up a **mentoring committee** to help other researchers approach **international projects**

- To evaluate the **management and administration performance to promote internationalization and fine-tune the strategy developed so far**

SL5. Increase Internationalization

**OO 5.3 Encourage the recruitment of international candidates**

- Increase the number of **R1 and R2 international recruits**

- Increase the number of **leadership positions (R3-R4)** covered by international candidates (linked to SL12)

- Encourage the **acceptance of visiting scientists**

- Set up a **welcome procedure** for international people (linked to 9.2)

- **Use English** in all official communications and day-to-day life

Strategic Line 6. Foster innovation to improve our impact on citizens' health

6.1 Improve innovation culture

6.2 Foster new business opportunities

6.3 Reinforce the role of the Institute promoting Innovation

SL6. Foster innovation to improve our impact on citizens' health

OO 6.1 Improve innovation culture

- Promote a **shared innovation strategy within the campus** (linked to SL7)

- Further promote **innovation training** to all IDIBELL stakeholders

- **Increase Innovation recognition in the research career**

  - Consider an **innovation focus on prioritization processes as well as evaluation and promotion procedures**

- Improve the **communication of innovation achievements**

SL6. Foster innovation to improve our impact on citizens' health

OO 6.2 Foster new business opportunities
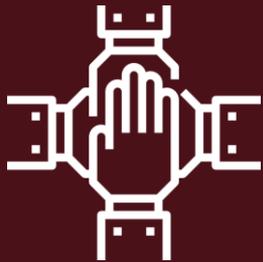
- **Deploy, together with BIOCAT and other relevant partners, the project portfolio strategy** of the Business Development and Innovation Area aimed at:

    - **Identifying and valorizing business opportunities** in every research stage

    - **Identifying IDIBELL' assets** (e.g. scientific services) that could be commercialized

- Foster **collaborative projects with the industry** at the early stages of research

- Attract **investment for the acceleration of research projects**

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SL6. Foster innovation to improve our impact on citizens' health

OO 6.3 Reinforce the role of the Institute promoting Innovation

- Set up an **Industry Advisory Committee**

- Review IDIBELL **Intellectual Property regulations**

- Increase the number of **public-private actions** to reinforce innovation

- **Further clarify the role of IDIBELL in the very early phases of spin-offs regarding use of office and lab spaces**

- Analyze the opportunity to create a **new (IDIBELL-independent) vehicle for accelerating the path to the market** (linked to SL7)

- Lobby governmental institutions to **promote legal changes within the innovation environment**

Strategic Line 7. Promote the deployment of the Health Micro-Cluster

7.1. Design the Health Micro-Cluster

7.2. Deploy the Health Micro-Cluster strategy

SL7. Promote the deployment of the Health Micro-Cluster

OO 7.1. Design the Health Micro-Cluster
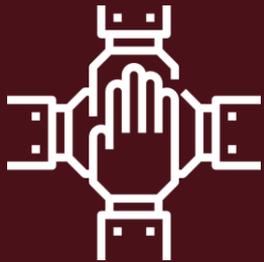
- Join forces with L'Hospitalet City Council to **develop the Health Micro-Cluster Master Plan** that should include, among others: Governing bodies, Executive Committee and Strategic plan (Action Plan + Urban planning + Funding mechanisms)

- **Actively participate in the definition of the brand of the Health Micro-Cluster**

- Take advantage of the Micro-Cluster to **gain notoriety as a Health Campus**

- Promote **attraction of new audiences/private partners** to the Micro-Cluster

SL7. Promote the deployment of the Health Micro-Cluster

OO 7.2. Deploy the Health Micro-Cluster strategy

- Develop **actions to promote the activities or opportunities** within the Micro-Cluster focusing on Health research assets

- Develop - together with L'Hospitalet City Council - **new incentive-tools to attract industry**

Strategic Line 8. Improve visibility of the research conducted in the Bellvitge campus

8.1 Define a common communications strategy within the Bellvitge Campus

8.2 Improve IDIBELL recognition

SL8. Improve visibility of the Research conducted in the Bellvitge Campus

OO 8.1 Define a common communications strategy within the Bellvitge Campus

- To define and implement a **shared communications strategy for the Campus**

- To further improve the **collaboration among Communication teams** within the Campus

SL8. Improve visibility of the Research conducted in the Bellvitge Campus

OO 8.2 Improve IDIBELL recognition
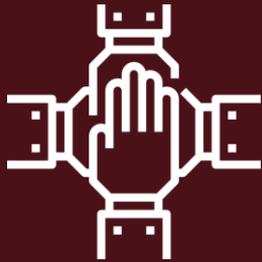
- Achieve **100% of papers in which IDIBELL appears as such in the affiliation**
- Improve **the acknowledgments of institutional funding agents (CERCA, ISCiii, others) in IDIBELL papers**
- Define a **system to proactively detect new TOP scientific achievements**
- Define a **communication strategy to increase IDIBELL notoriety**
- Deploy the new **IDIBELL website**
- **Celebrate IDIBELL's 15th anniversary**
- **Achieve institutional involvement on IDIBELL seminars** (linked to 3.1)

# SL8. Improve visibility of the Research conducted in the Bellvitge Campus

OO 8.2 Improve IDIBELL recognition

- Encourage the **organization of international scientific meetings within the Campus** (i.e. Program Symposia linked to 1.3, and linked to 3.1)

- Improve **marketing of IDIBELL scientific achievements:** increase impact on general media, incorporate new formats, others

- **Consolidate IDIBELL social networks** (Tw and Fb) and improve results on others (YT, Lk, etc.)

- Include **IDIBELL in the Wikipedia** (Catalan, Spanish and English languages)

Strategic Line 9. Build the IDIBELL community

9.1 Define the internal communication strategy

9.2 Deployment of the Internal communication strategy

SL9. Build the IDIBELL Community

OO 9.1 Define the internal communication strategy
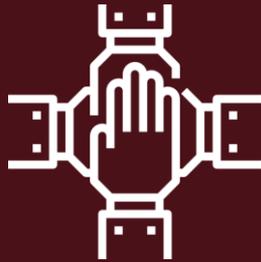
- Set up an **advisory internal communication group**

- **Define the internal communication strategy**

SL9. Build the IDIBELL Community

OO 9.2 Deployment of the Internal communication strategy

- Deploy the new **Corporate brand** within IDIBELL's internal actions

- Review and improvement of **internal communication channels**

- Develop and manage a **new intranet**

- Review and improve **internal procedures related with people** (welcome procedure, adscription procedure, etc.)

- Create the **Staff Handbook** (WIKI IDIBELL)

- Organize **internal and participation events**, among others: IDIBELL PhD Day, Director's report, etc.

Strategic Line 10. Implement a Responsible Research & Innovation Strategy (RRI)

10.1 Focus on Public Engagement actions

10.2 Focus on Science Education Program

10.3 Open Research

10.4 Data Management Planning

10.5 Raise awareness on Research Ethics

10.6 Foster equality

SL10. Implement a RRI Strategy

OO 10.1 Focus on Public Engagement actions

- Position **IDIBELL as a center committed to the dissemination of science by producing innovative formats**

- Deploy the **Outreach Project Portfolio** to be offered to IDIBELL researchers who need to accomplish funding requirements

- **Open IDIBELL facilities to society**

- Identify and carry out a **science citizen project**

- Set up **effective participation channels with patient associations**

SL10. Implement a RRI Strategy

OO 10.2 Focus on Science Education Program

- Consolidate the **Student visits program** (Escolab and Educational Tandem)
- Define and implement a **specific program for "Treballs de Recerca"**
- Define and implement the **teachers program**

OO 10.3 Open Access

- Deploy the **open access green route for publications**

OO 10.4 Data Management Planning

- Define and implement an **Open Scientific Data Management Policy in accordance to the FAIR principles** (linked to SL4)
- Define and implement an **(electronic) laboratory notebook Policy**

SL10. Implement a RRI Strategy

OO 10.5 Raise awareness on Research Ethics

- Update the IDIBELL **good research practices guideline**
- Improve **communication on good research practices**

OO 10.6 Foster equality

- To proactively develop **internal policies promoting equality**, through the Equality Commission
- Encourage the **organization of events related to equality**
- **Review gender-balance** on internal committees, commissions and other working groups or events (linked to 14.1)

Strategic Line 11. Design a comprehensive model for IDIBELL people management

11.1 Ensure fulfillment of HRS4R standards

11.2 Implement the Model of Professional development of IDIBELL People to attract and retain talent

SL11. Design a comprehensive model for IDIBELL people management

OO 11.1 Ensure fulfillment of HRS4R standards

- Review and adjust the **IDIBELL HRS4R action plan** following recommendations of the last EU evaluation

- Review and implement the **recruitment procedure** by securing OTM-R policies

- Improve **HR data management** (DB implementation; e-adscription procedure implementation; etc.)

- Together with **the work council** to define a **new collective agreement**

SL11. Design a comprehensive model for IDIBELL people management

OO 11.2 Implement the Model of Professional development of IDIBELL People to attract and retain talent

- Deploy the **model of professional development for researchers (R)** (linked to 13.2)

- Define and deploy the **model of professional development for scientific support (SC)** and **management support (MS)**

- Define and deploy **personnel head count policies**

- Define and deploy a comprehensive **Training program (Areté Program)**

- Define a system system **to track personnel dedication to research projects**

Strategic Line 12. Attract talented junior researchers in health sciences

12.1 Attract talented PhD Students

12.2 Support the recruitment of talented postdoctoral researchers

SL12. Attract talented junior researchers in health sciences

OO 12.1 Attract talented PhD Students

- Define a strategy (together with UB) aimed at **capturing talented PhD students** including the early engagement in research groups for **bachelor and master students**

- **Progressively launch a new internal program for PhD student fellowships** (linked to 1.3)

- **Build up a follow-up system for PhD students** aimed at guaranteeing IDIBELL PhD students' standards under the **umbrella of IDIBELL-UB Masters**.

- Define and implement a **(MD) PhD training program** (linked to 10.2)

- Foster the **IDIBELL PhD Day**

SL12. Attract talented junior researchers in health sciences

OO 12.2 Support the recruitment of talented postdoctoral researchers

- Establish a **post-doctoral training program aimed at improving soft and hard skills key to professional development** of R2 (linked to 11.2)

- Define **transparent criteria** to allow post-doctoral researchers to apply for research projects as PIs, while limiting the duration of the **post-doctoral stage at IDIBELL to 5 years**

Strategic Line 13. Attract and retain Senior Researchers

13.1 Strengthen Tenure-track researchers

13.2 Consolidate high quality Tenure

13.3 Recognize Non-IDIBELL payroll Researchers

SL13. Attract and retain Senior Researchers

OO 13.1 Strengthen Tenure-track researchers

- Define a **recruitment strategy considering scientific priorities, budget issues and competitiveness of the candidates**

- Improve and expand the scope of the **mentoring program** in coordination with the UB (Miguel Servet, Ramon y Cajal)

- **Define and deploy of a recruitment strategy for young clinical researchers** (e.g. Juan Rodés) with ICO and HUB/HV

SL13. Attract and retain Senior Researchers

OO 13.2 Consolidate high quality Tenure researchers

- Evaluate **every tenure researcher** to adequately assign him/her a research profiles' descriptor (R3, R4) (linked to 11.2)

- To provide Tenure researchers with **soft-skills training**

SL13. Attract and retetain Senior Researchers

OO 13.3 Recognize Non-IDIBELL payroll Researchers

- **Boost clinical research research** (linked to 3.2) together with ICO and HUB/HV through actions such as:
  - **Intensification** strategy for research-oriented clinicians
  - **Lobby** to take into account (**clinical) research background in the search of new Directors of Clinical Services**
  - **Regular assessment** of the degree and quality of clinical research
- Define and deploy a **compensation model for non-IDIBELL payroll researchers**

Strategic Line 14. Ensure an efficient and transparent researcher-oriented organization

14.1 Build a Transparent organization

14.2 Build an efficient organization

SL14. Ensure an efficient and transparent researcher-oriented organization

OO 14.1 Build a Transparent organization

- Review and **update master agreements** with all IDIBELL partners

- Define the **rights and obligations of IDIBELL affiliates** and perform an **adscription campaign to improve IDIBELL census**

- **Deploy group evaluation procedure to assess research quality and homogenize structural funds' distribution**

- Consolidate **IDIBELL Overheads' Policy**

- Review the rules and regulations of **committees and commissions** (linked 10.5)

- Implement an effective **corporate communications strategy** (linked to SL9)

SL14. Ensure an efficient and transparent researcher-oriented organization

OO 14.2 Build an efficient organization

- Deploy the new **IDIBELL Organization chart**

- Define and implement **annual budgets to be allocated in Research Programs, Scientific Platforms and Management Support**

- **Reduce devolution of funds** due to non-executed projects and/or non-correctly justified projects

- Define and implement a **balance scorecard strategy**

Strategic Line 15. Build an enabling environment for research

15.1 Guarantee high-quality scientific and technical core facilities

15.2 Define and implement a transparent policy on the use and distribution of square footage and basic support

15.3 Guarantee high-quality and researcher-oriented management support

SL15. Build an enabling environment for research

OO 15.1 Guarantee high-quality scientific and technical core facilities

- Establish an **IDIBELL policy for the creation and operation of core facilities**

- Define and implement **an investment plan** for replacement and update of scientific and technical units

- Create a **technical advisory committee**

- Develop a **training plan** offered by the scientific and technical units personnel aimed at IDIBELL users

- Establish **external alliances** to guarantee access (at competitive prices) to those scientific and technical services not offered by IDIBELL

SL15. Build an enabling environment for research

OO 15.2 Define and implement a transparent policy on the use and distribution of square footage and basic support

- Improve **coordination with ICO, HUB and UB regarding areas** dedicated to research

- Define a **policy for lab and office space use and distribution**

- Define the **basic lab equipment (common services) and IT support (software and hardware)** to be paid for and maintained by IDIBELL

SL15. Build an enabling environment for research

OO 15.3 Guarantee high-quality and researcher-oriented management support

- Review and fine-tune the **process map for global project management improvement** (value chain)

- Define and deploy **software tools to improve management efficiency** (linked to 14.3)

- Leverage **(internal and external) partners' infrastructures to optimize our services** (e.g. risk prevention, project managers within groups, research support infrastructures, IT servers, purchasing departments, GDPR, etc.)

SL15. Build an enabling environment for research

OO 15.3 Guarantee high-quality and research oriented management support

- Foster the **search of competitive funds** within management Departments/Units to increase its competitiveness (linked to 16.1)

- **Lobby with governmental agencies** (e.g. legal changes related to VAT, public procurement, personnel headcount, etc.)

Strategic Line 16. Increase our sources of funding

16.1 Increase competitive and non-competitive funding

16.2 Foster new sources of funding

SL16. Increase our sources of funding

OO 16.1 Increase competitive and non-competitive funding

- Improve **success ratio for competitive research calls**

- Increase the number **of competitive funds for management/technical departments/units** (linked to 15.2)

- Increase the number of **pivotal and early stage Clinical Trials** (linked to SL3)

- Develop **new business models based on our knowledge and services**

- **Lobby with funding agencies and employer organizations to increase IDIBELL** participation in projects and business opportunities

SL16. Increase our sources of funding

OO 16.2 Foster new sources of funding

- Define and implement a **philanthropy strategy**
  - Foster **institutional campaigns aimed at raising research funds**
  - **Increase IDIBELL's public recognition** to attract private donors
- Lobby with **patient associations**
- Lobby with **charities devoted to funding research**

Budget PE 2018-22: new actions
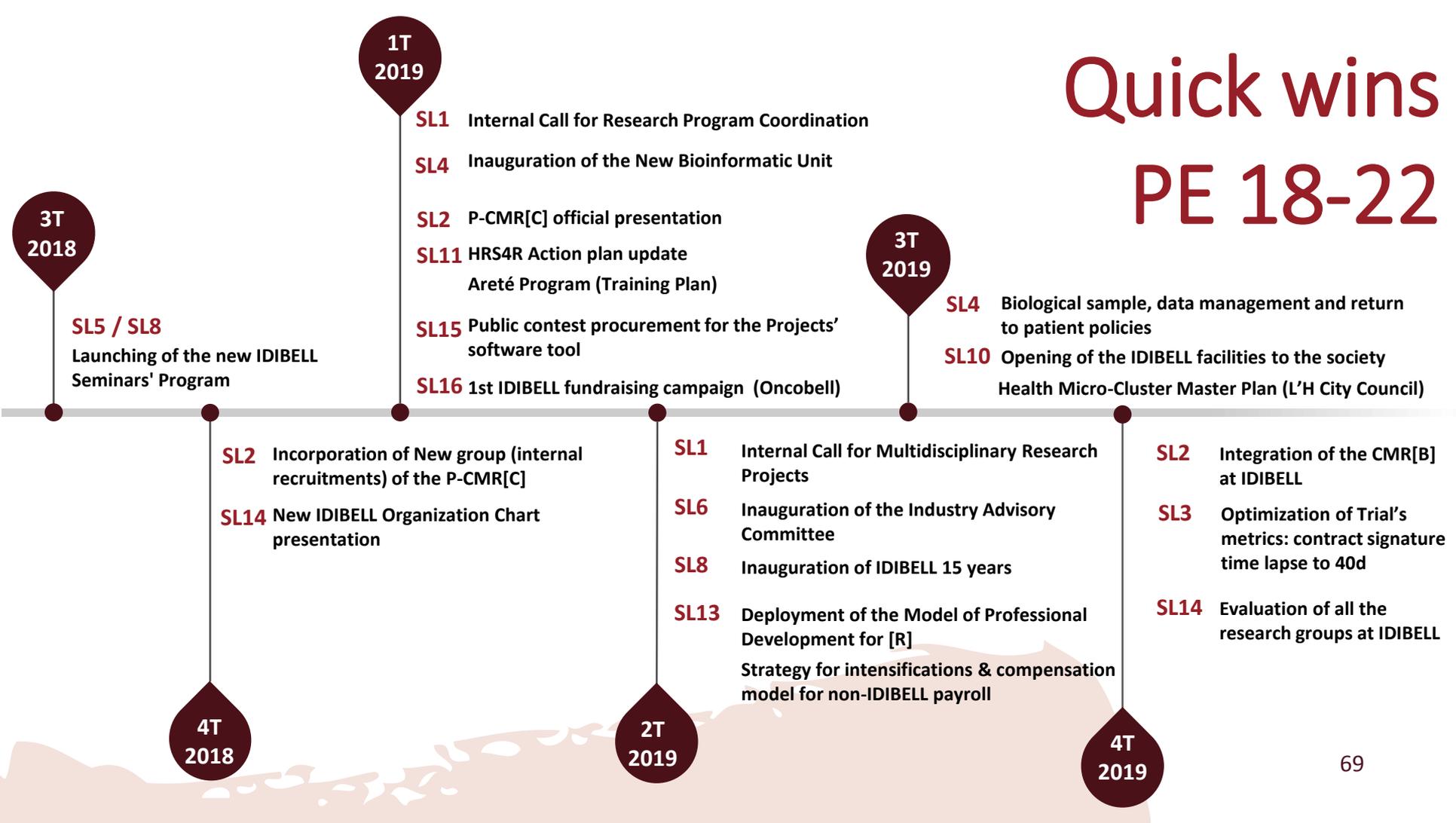
	2017	2018	2019	2020	2021	2022
Program Coordination	0	0	150	300	400	500
New recruitments	0	0	35	70	105	105
Internal projects	0	0	50	100	150	150
Platform vouchers	0	0	30	60	90	90
Subtotal	0	0	265	530	745	845

Budget PE 2018-22

	2017	2018	2019	2020	2021	2022
Support to groups	3.500	3.600	3.300	3.000	2.400	2.500
Personalized Medicine Program	0	0	50	50	80	100
Clinical Research Platform	330	482	556	600	650	650
Other core facilities	336	461	396	415	437	458
Management	2.000	2.100	2.100	2.100	2.100	2.100
TOTAL	**9.500**	**9.900**	**10.100**	**10.200**	**9.900**	**10.100**

Quick wins PE 18-22

3T 2018

SL5 / SL8
Launching of the new IDIBELL Seminars' Program

SL2 Incorporation of New group (internal recruitments) of the P-CMR[C]

SL14 New IDIBELL Organization Chart presentation

4T 2018

1T 2019

SL1 Internal Call for Research Program Coordination

SL4 Inauguration of the New Bioinformatic Unit

SL2 P-CMR[C] official presentation

SL11 HRS4R Action plan update
Areté Program (Training Plan)

SL15 Public contest procurement for the Projects' software tool

SL16 1st IDIBELL fundraising campaign (Oncobell)

SL1 Internal Call for Multidisciplinary Research Projects

SL6 Inauguration of the Industry Advisory Committee

SL8 Inauguration of IDIBELL 15 years

SL13 Deployment of the Model of Professional Development for [R]
Strategy for intensifications & compensation model for non-IDIBELL payroll

2T 2019

3T 2019

SL4 Biological sample, data management and return to patient policies

SL10 Opening of the IDIBELL facilities to the society
Health Micro-Cluster Master Plan (L'H City Council)

SL2 Integration of the CMR[B] at IDIBELL

SL3 Optimization of Trial's metrics: contract signature time lapse to 40d

SL14 Evaluation of all the research groups at IDIBELL

4T 2019

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IDIBELL

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Thank you!

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