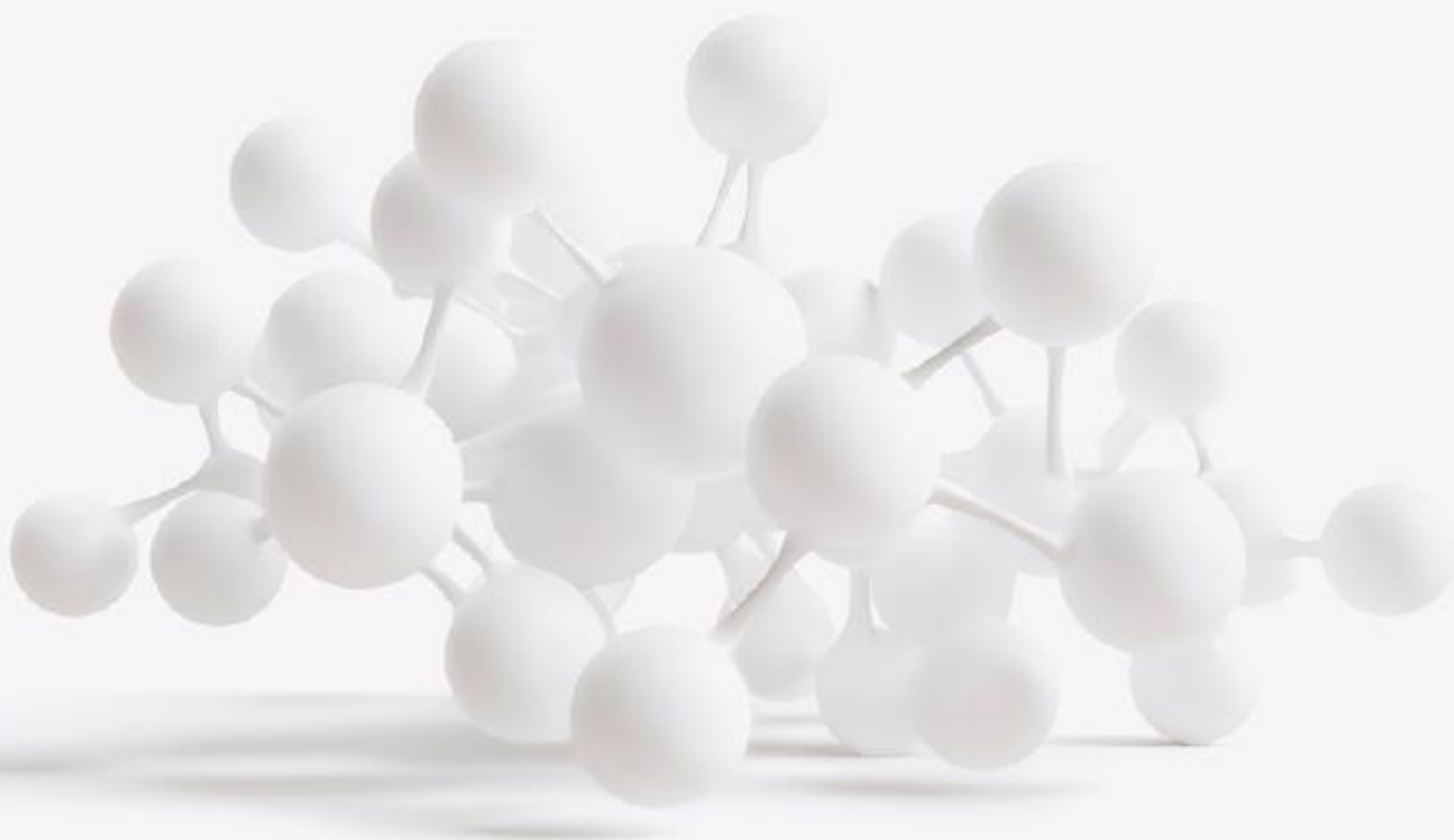


Sant Pau Research Institute

Strategic Plan

2025 - 2030



Institut
de Recerca 
Sant Pau



SANT PAU RESEARCH INSTITUTE'S STRATEGIC PLAN REPORT 2025-2030

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EXECUTIVE SUMMARY

Institut de Recerca Sant Pau (IR Sant Pau) presents its 2025-2030 Strategic Plan, outlining the roadmap to consolidate its position as a reference centre in translational biomedical research. This Plan has been developed through an extensive participatory process involving all the Institute's stakeholders. Over 170 survey responses were collected, 13 key stakeholder interviews were conducted, and multiple workshops were organised with over 100 professionals. Additionally, several feedback meetings were held with involved stakeholders and committees, including the Board of Trustees, the Governing Council, the External and Internal Scientific Committees, the Management Committee of the Fundació de Gestió Sanitaria del Hospital de la Santa Creu i Sant Pau (FGS), and the leadership of the FGS "Més Sant Pau" Strategic Plan, among others. These sessions have been crucial for aligning strategies among the institutions comprising IR Sant Pau and for clarifying how and where IR's strategic Plan will impact FGS's strategy.

The diagnosis revealed an upward trajectory in recent years, accompanied by significant improvements in financial management and scientific output. The 2020-2024 period marked a phase of consolidation, achieving key milestones, such as a positive financial closure in 2023, thanks to the successful implementation of a Sustainability Plan. However, critical challenges persist, such as the need to structurally resolve the negative equity situation and increase baseline funding to strengthen the Institute's future stability.

The new Plan is structured around five strategic pillars, each driven by a clear purpose:

- **Excellence:** Promote research excellence based on principles of responsible research and innovation.
- **Competitiveness:** Grow in talent, space, infrastructure, and financial resources to enhance the Institute's competitiveness.
- **Impact:** Generate a health impact that adds value to society, making research accessible to citizens and positioning the Institute as a key driver of innovation and knowledge transfer.
- **Internationalisation:** Foster internationalisation to position the Institute globally.



- **Cultural Transformation:** Develop an agile and flexible organisational culture that fosters innovation, excellence, collaboration, and a sense of belonging.

Each of these pillars is implemented through well-defined objectives and key results. To ensure the Plan's effective implementation, an innovative methodology has been adopted, based on the concept of Transformation Waves. This approach integrates the execution of strategic projects with the development of high-performance teams. Structured in 6-month cycles, it involves four multidisciplinary teams working on priority initiatives using agile methodologies, enabling a dynamic and adaptive execution.

With the vision of becoming an international reference in translational biomedical research and the mission of improving health and quality of life through excellent biomedical research and innovation, the Institute's strategic pillars are based on the following values: Creativity, Passion, Commitment, and Integrity.

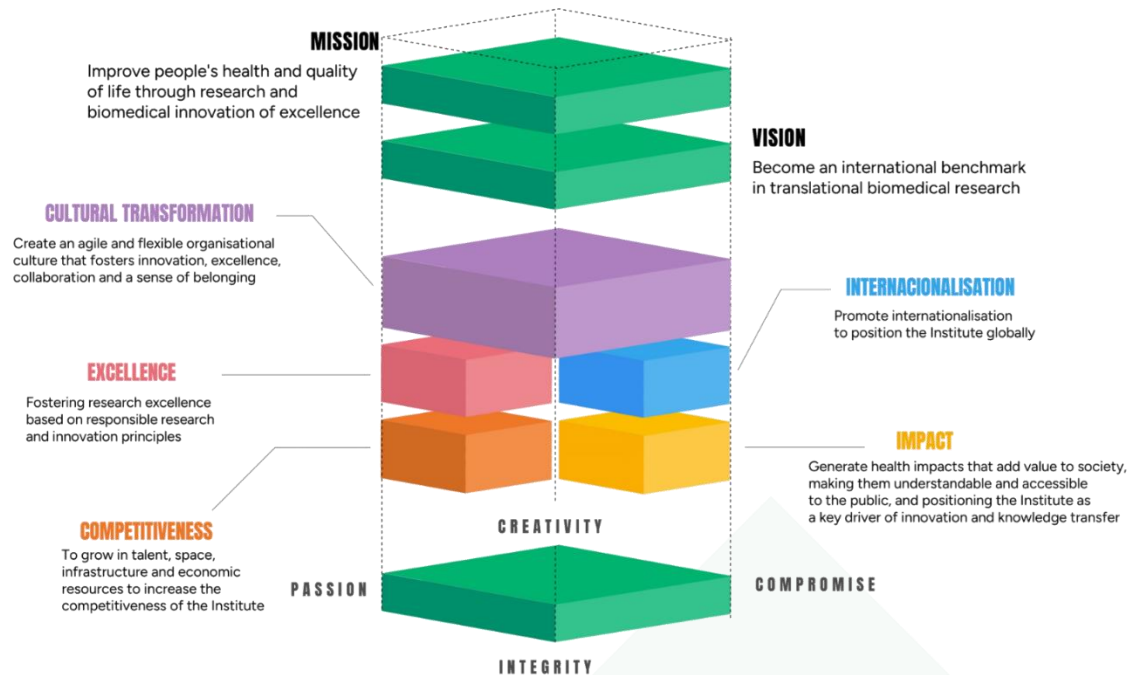
This Plan includes significant infrastructure initiatives, such as the construction of a new building ranging from 6,000 to 8,000 m², which will complement the existing facilities. It also emphasises a strong commitment to advanced therapies, with the recent creation of the Advanced Therapies Unit and its clean rooms, which are accredited by the Spanish Agency for Medicines and Health Products (AEMPS).

The priority research areas are aligned with global trends in personalised medicine, advanced therapies, and genomic medicine, with a strong focus on translating knowledge into clinical practice. The Institute maintains its structure in five strategic areas: Cardiovascular Diseases, Oncohematological Diseases, Neurological Diseases, Neuroscience & Mental Health, Epidemiology, Public Health and Primary Care, Translational Medicine, along with five cross-disciplinary programs: Advanced Therapies, Genomic Medicine and Rare Diseases, Biomarkers, Prognostic and Diagnostic, Better Health Care and Women's Health and Gender, reinforcing an integrated and impact-oriented research model.

The successful implementation of this Plan will enable IR Sant Pau to strengthen its position as a leading biomedical research centre, increase its impact on health and quality of life, and enhance its capacity to influence the system beyond the Sant Pau Campus, thereby attracting talent and resources. This Plan represents a firm commitment to transformation and modernization, always focusing on scientific excellence and the social impact of research.



We are proud to be part of an institution with a century-long history, deeply rooted in our community and serving society, always with the patient at its centre. Every step we take contributes to writing a new chapter in history, keeping the tradition of excellence and innovation alive.



INSTITUTIONAL CONTEXT

Institut de Recerca Sant Pau (IR Sant Pau) is a CERCA centre (Research Centres of Catalonia). It has been accredited as a "Health Research Institute" by the Carlos III Health Institute (ISCIII) since 2011. IR Sant Pau, founded on June 4, 1992, is a scientific foundation dedicated to promoting research in the fields of basic, clinical, epidemiological, and healthcare services in health sciences and biomedicine.

MISSION AND OBJECTIVES

According to Article 5, Chapter II of its Statutes, IR Sant Pau aims to promote, develop, transfer, manage, and disseminate research and innovation, as well as scientific and technological knowledge, teaching, and training in the field of life and health sciences.

To achieve this goal, Article 6.2b of the Statutes establishes the promotion and strengthening of relationships and knowledge exchange between IR Sant Pau researchers and those at Hospital de la Santa Creu i Sant Pau. Additionally, it seeks to foster alliances with various biomedical centres and institutions within the Sant Pau Biomedical Campus and other life and health-related institutions.

In this framework, the Institute manages research and innovation in various areas linked to the Sant Pau Biomedical Campus, including: specialised clinical research (Hospital de Sant Pau and Fundació Puigvert), primary care research, epidemiology, and public health (Equip d'Atenció Primària Sardanya, Centro Cochrane Iberoamericà, and Agència de Salut Pública de Barcelona), research conducted directly by IR Sant Pau, as well as in the Banc de Sang i Teixits and Universitat Autònoma de Barcelona.

STRUCTURE AND COMPOSITION

The Institute comprises both in-house and affiliated personnel, conducting research in multidisciplinary groups that span basic and clinical research from partner institutions located on the Sant Pau campus and its surroundings. These institutions include Fundació de Gestió Sanitària del Hospital de la Santa Creu i Sant Pau, Fundació Privada Hospital de la Santa Creu i Sant Pau, Fundació Puigvert, Universitat Autònoma de Barcelona, Banc de Sang i Teixits, Centro Cochrane Iberoamericà, Equip d'Atenció Primària Sardanya, Agència de Salut Pública de Barcelona and Fundació Institut de Recerca de l'Hospital de la Santa Creu i Sant Pau (the managing body of the Institute).

Currently, more than 1,300 researchers from these eight institutions form 51 accredited research groups, distributed into five strategic areas (Cardiovascular Diseases; Oncohematological Diseases; Neurological Diseases, Neuroscience & Mental Health; Epidemiology, Public Health and Primary Care and Translational Medicine). Additionally, there are 21 associated research groups.

The Institute has established five cross-disciplinary programs, fostering a collaborative work system to address objectives and joint solutions: Advanced Therapies; Genomic Medicine and Rare Diseases; Biomarkers, Prognostics, and Diagnostics; Better Health Care; and Women's Health and Gender.

Our research lines are fully aligned with the Spanish Strategy for Science, Technology, and Innovation, ensuring their effective integration into the healthcare system. In this regard, and consistent with the nature of a hospital research centre, the scientific strengths of IR Sant Pau are aligned with those of Hospital de la Santa Creu i Sant Pau and other institutions within the Institute.

INFRASTRUCTURE AND CAPABILITIES

The Institute has cross-disciplinary support services, specialised equipment, and highly skilled professionals to meet researchers' key needs, all certified under ISO 9001 standards. These include the Genomics and Transcriptomics Platform, the Flow Cytometry Platform, the Microscopy Platform, and the Biobank and Immunohistochemistry Platform. Additionally, IR Sant Pau has a Cell Culture Service covering over 400 m², a Radioactivity Unit and an Animal Experimentation Service spanning 650 m², including four experimental operating rooms (for pigs and other large mammals), Advanced medical equipment for small animals and a 30 m² pathogen-free module capable of housing up to 400 immunodeficient mice.

The recently established Neurobiolab platform offers high-performance design, programming, acquisition, and analysis services, which are essential for advanced research on neurodegenerative diseases, a significant strength of the Sant Pau Campus.

The Institute also hosts the Clinical Trials Management and Documentation Area (AGDAC), the Drug Research Centre (CIM), and the Clinical Research and Clinical Trials Unit (UICEC). AGDAC manages clinical trials sponsored by the pharmaceutical industry, mainly in phases II and III, with patients from Hospital de Sant Pau. CIM conducts phase I clinical trials in healthy volunteers (bioequivalence, tolerability, pharmacokinetics, and pharmacodynamics, first-in-human administration) and collaborates with Hospital de Sant Pau researchers on



phase II, III, and IV trials. UICEC, integrated into the SCReN platform of the Carlos III Health Institute (ISCIII), provides comprehensive support for the development of independent research projects (not sponsored by industry), covering methodological, regulatory, administrative, financial, and operational aspects, ensuring compliance with ethical standards, good clinical practices, and current legislation.

IR Sant Pau has made a strong commitment to advanced therapies, establishing the Advanced Therapies Unit, which features a clean room facility accredited by AEMPS and adheres to Good Manufacturing Practices (GMP) standards for Advanced Therapy Medicinal Products (ATMPs).



STRATEGIC PLAN DEVELOPMENT PROCESS

METHODOLOGY

The Institute for Transformational Leadership (IfTL) was selected through a public tender process to support the development of the 2025-2030 Strategic Plan (SP). IfTL provides comprehensive support, including diagnosis, reflection, formulation, approval, and communication of the new Plan (Phase 1) as well as its subsequent deployment, implementation, and monitoring (Phase 2).

The main characteristics of the applied methodology are:

- Adapted and aligned to the needs and specific characteristics of IR Sant Pau.
- Focused, using the Strategic House model to establish key pillars, clear objectives, and initiatives targeting truly strategic aspects.
- Participatory and communicative, ensuring broad stakeholder involvement.
- Transformational, as the SP implementation entails a process of change and evolution within the organisation.
- Action-oriented, applying the Transformation Waves approach to ensure the successful and integrated implementation of the Strategic Plan into the Institute's daily operations.

The Strategic Plan Steering Team consists of:

- Jordi Surrallés, Scientific Director
- Jaume Bacardit, General Manager
- Míriam Ors, Deputy Scientific Director, Research & Innovation Manager
- Sílvia Ribas, Director of Legal Advisory & Human Resources
- Laura Díaz, Communication Director
- Eva Sanfeliu, Executive Secretary
- Javier Briones, Scientific Area
- Elisa Llurba, Scientific Area
- Juan Fortea, Scientific Area
- Dídac Mauricio, Scientific Area

With the support of



The process is carried out with the support of the IfTL team:

- Rubén Llop, Founding Partner
- Àlex Grasas, Founding Partner
- Lluís Rosés, Founding Partner
- Marisol Basabe, Senior Consultant

PROCESS PHASES

Phase 1: Design and Development of the Strategic Plan

The first phase aims to establish the foundation for the new Strategic Plan through an in-depth analysis of the current situation and the definition of key strategic elements. This phase combines internal work by the Steering Team with broad participation from all groups within the Institute.

1. Creation and launch of the Strategic Plan Team

The first step involves forming the team that will lead the entire process. Roles and responsibilities are defined, a work schedule is established, and the stakeholders to be involved are identified. This team will be responsible for overseeing all project phases and ensuring the successful execution of the project.

2. Initial situation diagnosis

A thorough analysis of the starting point is essential, combining data collection and the engagement of key stakeholders.

- Data collection and analysis:** To conduct a comprehensive information gathering and establish a solid foundation for developing the new Strategic Plan, three complementary methodologies are applied: An internal survey of all staff, individual interviews with key stakeholders, and participatory workshops with multidisciplinary groups. This approach provides a comprehensive view that incorporates both the internal and external perspectives of the Institute.

- **Internal survey.** Conducted across the entire organisation to gather insights from individuals who will not participate directly in workshops. The survey is sent to 1,000 staff members, leading to a



comprehensive diagnosis that identifies strengths and areas for improvement.

- **Stakeholder interviews:** These interviews provide an external analysis of the organisation and its performance. Each interview lasts 60-75 minutes and follows a predefined questionnaire. In total, 13 interviews were conducted with trustees and key external professionals to gain their perspectives and vision.
 - **Participatory workshops:** Organised with stakeholder groups divided into multidisciplinary teams, these workshops enrich the Strategic Plan by incorporating diverse perspectives and expertise. In these workshops, participants are updated on the progress of the Strategic Plan while fostering engagement and increasing their sense of empowerment. The individuals involved in these workshops were: in the first session, 27 people distributed into five working teams; in the second session, 28 people also distributed into five working teams; and a third workshop with research staff, attended by 50 professionals. The objective of these workshops is to advance the SWOT - CAME analysis.
- b. **Compilation and evaluation of contributions:** This critical phase synthesizes all collected information from the various participation channels. After each workshop, the Strategic Plan Team incorporates the most relevant contributions into the strategic reflection process. This information is then integrated into the Steering Team's work sessions, forming the basis for subsequent decision-making and the final Plan design.

3. Development of the Strategic Plan

For the 2025-2030 Strategic Plan, the Strategic House methodology was adopted, a structured approach that allows for a clear definition of the institution's foundations and objectives.

First, the Institute's Vision, Mission, and Values are validated to ensure alignment with current challenges and needs. Next, strategic pillars are defined, shaping the Strategic House structure, providing a solid framework for planning and executing future actions.

Simultaneously, the POKRs methodology (Purpose, Objectives, and Key Results) is implemented—an agile management model that aligns each



strategic pillar with specific, measurable objectives, facilitating tracking and assessment.

This phase concludes with the compilation and systematization of all generated documentation, resulting in the final version of the Strategic Plan.

4. Communication of the Strategic Plan

A communication Plan is developed to share the new Strategic Plan with the entire team, maximizing its positive impact. Communication sessions will be conducted within the organisation to ensure alignment among all involved groups. Necessary communication channels and tools will be established, and presentations of the Strategic Plan will be made to the entire organisation and relevant stakeholders. Coordination will be ensured for the implementation and transformation process, integrating the Strategic Plan into the organisational culture. A key aspect of this phase is continuous evaluation of results.

The alignment between the Institute and Hospital de Sant Pau's strategic lines is crucial to establishing a shared framework, leveraging synergies while maintaining the specific missions of each institution.

Phase 2: Implementation of the Strategic Plan

Once the Institute's governing bodies approve the Plan, the Implementation Phase begins, aiming to guide the organisation through the successful execution of priority initiatives. This process has a dual impact: achieving early "quick wins" and internally training teams to carry out future implementation projects.

5. Creation of the Transformation Team

To initiate implementation, a Transformation Team is established, responsible for tracking and monitoring the implementation of the Strategic Plan. This team works closely with the Management Team to define initial steps for strategic execution, and identify and prioritise key initiatives. Ensures that the transformation progresses according to the established Plan and that objectives are met.

6. Development of Transformation Waves

The implementation process is carried out through Transformation Waves, whose scope will be finalized after completing the Strategic Plan. An initial Transformation Wave will be launched, featuring four key strategic projects

aligned with previous prioritisation. These projects will be executed by High-Performance Multidisciplinary Teams, responsible for deploying the Strategic Plan and ensuring the organisation's success in implementation. The initiative repository will document all proposals over the five-year period. Every six months, progress in implementation and goal achievement will be reviewed. Objectives and new initiatives will be assessed and adjusted as needed. A custom management tool will be developed to ensure efficient and transparent tracking.

An annual progress report will be presented to the governing bodies.

TIMELINE

Below is a detailed timeline outlining the various phases and activities of the development and implementation process for the IR Sant Pau 2025-2030 Strategic Plan. The schedule reflects the commitment to a rigorous and participatory process, from the initial diagnostic phase to the effective implementation of strategic initiatives. This timeline provides a clear visual representation of the key moments in the process and ensures the coordinated execution of all planned activities.

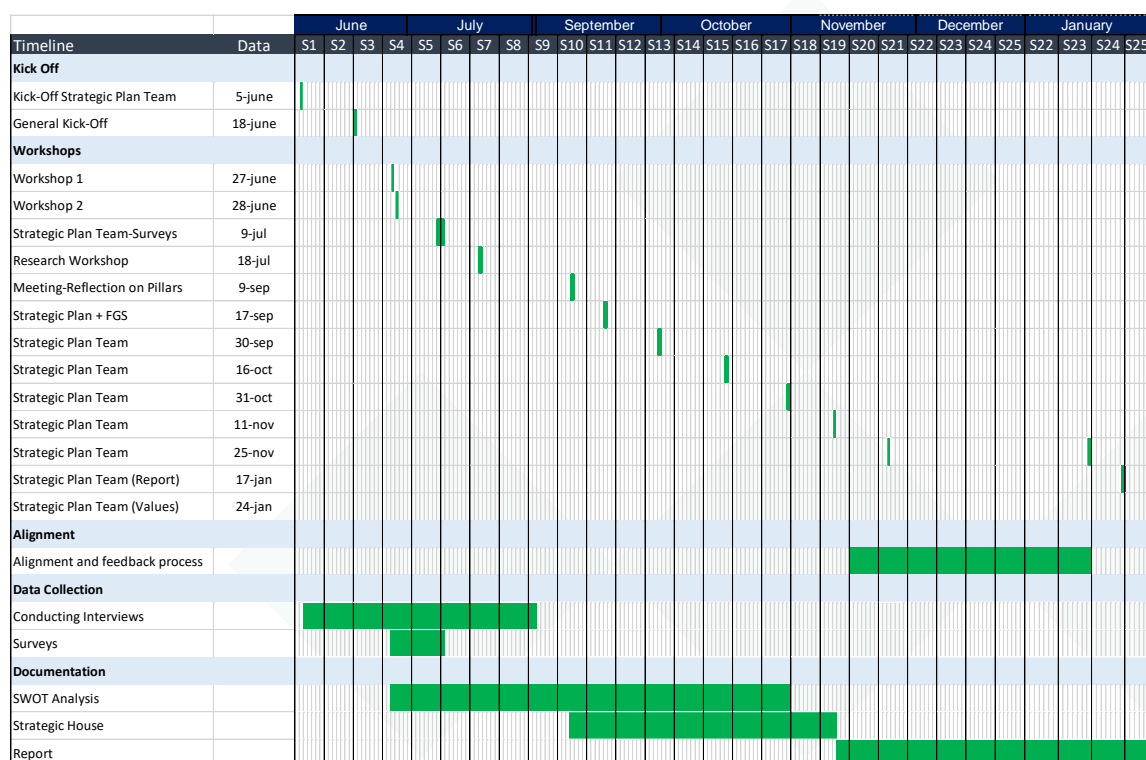


Figure 1: Timeline of the Strategic Plan Development Process



STRATEGIC DIAGNOSIS

EVALUATION OF THE PREVIOUS STRATEGIC PLAN

The 2019-2024 Strategic Plan (SP) was structured around five main strategic pillars: scientific excellence, innovation and impact transfer, internationalisation and strategic alliances, scientific support services and fundraising and sustainability. During this period, the Institute made significant progress in various areas, as detailed in Annex I (Summary of the 2019-2024 Strategic Plan), a document presenting the closure of the previous SP, summarizing the key implemented actions.

Regarding scientific excellence, there was notable growth in scientific output, and a more structured evaluation system for researchers was implemented for the first time, including annual assessments that allowed tracking of improvement. However, significant challenges were identified in attracting high-level senior talent, such as ICREA contracts. Despite this, institutional improvements over recent years have made the Institute more attractive. Another major development was the reorganisation into five strategic research areas, the "5Cs" (in Catalan): *Càncer* (Cancer), *Cervell* (Brain), *Cor* (Heart), *Comunitat* (Community) and *Clínica-Medicina Translacional* (Clinic-Translational Medicine), allowing for better research structuring and visibility, with 3-4 regular meetings per area per year.

Regarding economic sustainability, there was a significant financial recovery. After experiencing substantial losses in 2019 (up to -€2.2 million), the Institute closed 2023 with a positive balance, thanks to the successful implementation of the 2020-2024 Sustainability Plan. The 2024 closing forecast is also positive, as presented at the Board of Trustees meeting on December 16, 2024. However, major challenges persist, including increasing private funding, reducing dependence on competitive funding and expanding baseline funding, which currently covers only one-sixth of the budget.

It has been identified that the current facilities need expansion. The new 10,000 m² building is insufficient to accommodate the growing research activity. Many activities are still conducted in spaces inadequate for high-level research. To address this, the construction of a new adjacent building (6,000-8,000 m²) is being planned. This will enable the renewal of animal facilities and the reallocation of outdated spaces for high-level research. The evaluation of the five strategic pillars of the 2019-2024 Strategic Plan presents an overall positive balance, reflecting the Institute's commitment to continuous improvement while identifying areas that require further focus in the upcoming Strategic Plan.

With the support of



CURRENT SITUATIONS ANALYSIS

Internal Survey Results

The internal survey received 173 responses out of 1,000 consulted individuals, with the majority of responses coming from IR Sant Pau's directly employed staff. The survey included responses from professionals across the nine institutions that form part of IR Sant Pau:

- Fundació de Gestió Sanitària de l'Hospital de la Santa Creu i Sant Pau.
- Fundació Institut de Recerca de l'Hospital de la Santa Creu i Sant Pau.
- Fundació Privada de l'Hospital de la Santa Creu i Sant Pau
- Universitat Autònoma de Barcelona
- Fundació Puigvert
- Banc de Sang i Teixits
- Centro Cochrane Iberoamericà
- Equip de Atenció Primària Sardenya, SLP
- Agència de Salut Pública de Barcelona



In Annex II (Internal Survey), the questions addressed to the organisation and the detailed conclusions are outlined. The objective of this survey was to gather first-hand insights on the perceived strengths and weaknesses of the organisation. Additionally, recommendations for the next five years were collected.



Main identified strengths:

- a. Personnel and Human Capital (67 mentions): Recognised for their professionalism, dedication, and high-quality teamwork
- b. Research and Scientific Quality (64 mentions): Highlighting research excellence and translational capabilities
- c. Collaborations and Synergies (39 mentions): Emphasising the advantages of being part of the Sant Pau Campus
- d. Recognition and Prestige (36 mentions): Acknowledging a strong track record in biomedical research

Main identified weaknesses:

- a. Management and Organisation (60 mentions): Need to improve processes and reduce bureaucracy
- b. Human Resources and Working Conditions (56 mentions): Need for salary improvements and career development
- c. Technology and Technical Support (48 mentions): Need for technological updates
- d. Funding and Economic Resources (44 mentions): Need to increase structural funding

Stakeholder Interview Conclusions

The stakeholder interviews aimed to provide an external analysis of the organisation and its performance. The methodology consisted of conducting 60–75-minute personal interviews following a predefined questionnaire (detailed in Annex III - Personal Interview Guide).

A total of 13 personal interviews were conducted with the following key stakeholders:

- Xavier Prats, President of the Board of Trustees
- Adrià Comella, General Director of Hospital de la Santa Creu i Sant Pau
- Assumpció Malgosa, UAB Vice-Rector for Research
- Angel Carracedo, President of the External Scientific Committee (CCE)
- Joan Gómez Pallarés, General Director for Research, Department of Research and Universities, Government of Catalonia
- Robert Fabregat, CEO of Biocat



- Josep Samitier, Director of the Institute for Bioengineering of Catalonia (IBEC) and President of the Catalan Association of Research Entities (ACER)
- Paula Adam, Director of Research Lab, Catalan Agency for Health Quality and Evaluation (AQuAS)
- Marga Nadal, Director of the Biomedical Research Institute of Girona (IDIBGI)
- Montserrat Llavayol, Deputy Director General for Research and Health Innovation, Government of Catalonia
- Arcadi Navarro, Director of the Pasqual Maragall Foundation
- Pilar Gayoso, Deputy Director General of the Carlos III Health Institute (ISCIII)
- Clara Campàs, Managing Partner and Co-founder of the Asabys

Key findings from the Interviews:

1. Positive aspects of current management:
 - a. Excellent financial and operational recovery
 - b. Strong leadership and clear strategic vision
 - c. Significant improvements in scientific results
2. Identified challenges:
 - a. Need to resolve negative equity structurally
 - b. Importance of aligning strategy with Sant Pau Hospital
 - c. Need to prioritise research areas for global leadership
 - d. Importance of improving international talent attraction
3. Strategic opportunities:
 - a. Potential in advanced therapies and personalised medicine
 - b. Opportunity to lead in gender and health research
 - c. Research potential in ageing and frailty



Participatory Workshop Results

Three participatory workshops were conducted to develop the SWOT-CAME analysis, with broad representation from the IR Sant Pau community. A total of more than 100 professionals participated (27 individuals in the first session, 28 individuals in the second session and 50 in the third session). Each session included five working teams composed of researchers, management staff, and key organisational representatives.

The analysis focused on five strategic areas: Research; Translation, Transfer, and Impact; People; Internal Relations; and External Relations. The first session focused on identifying Strengths, Weaknesses, Opportunities, and Threats (SWOT). The second session focused on defining concrete initiatives following the CAME methodology (Correct, Address, Maintain, and Exploit).

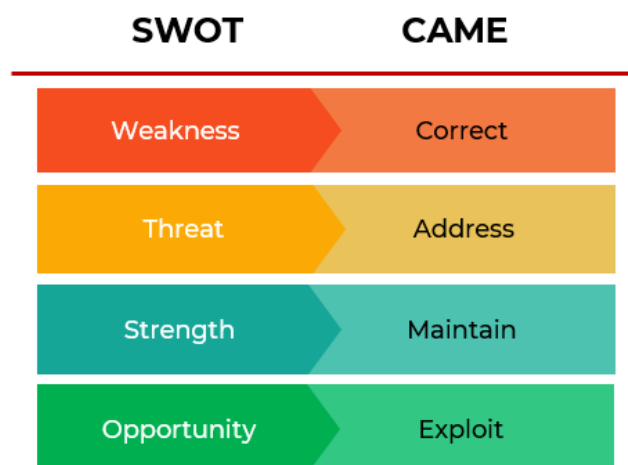


Figure 1: SWOT Analysis and CAME Actions

From these workshops, a series of priority topics emerged that require strategic attention, such as:

1. Attraction and retention of talent, including:

- Improvement of salary conditions
- Development of professional careers
- Stabilisation of research staff

2. Private funding acquisition, emphasising:

- Need for investment in specialised HR
- Improvement of communication and visibility



- Development of sponsorship programs
- 3. **Scientific career Plan, considering:**
 - Differentiation between emerging and consolidated research groups
 - Alignment with ministerial evaluations
 - Specific support for clinical researchers
- 4. **Enhancement of internal collaboration, proposing:**
 - Creation of a catalogue of services and capabilities
 - Implementation of management roles by area
 - Improvement of communication channels
- 5. **Integration with primary care and public health, suggesting:**
 - Centralisation of Research Ethics Committees (CEICs)
 - Improvement of researcher mobility between centres
 - Promotion of collaborative projects
- 6. **Improvement of scientific/technical support, recommending:**
 - Regular updating of equipment
 - Enhancement of communication between platforms and users
 - Optimisation of administrative processes

CONSOLIDATES SWOT ANALYSIS

Below is the consolidated SWOT analysis

Weaknesses

1. **Lack of a scientific policy in key areas:** Absence of explicit criteria for research prioritisation, talent acquisition, career development plans, open science, and citizen participation.
2. **Limited or deficient infrastructure and resources:** Outdated equipment, insufficient research space, and a lack of investment in technology, statistical support, data management, and AI. No sustainable business model for clinical trials with healthy volunteers.



3. **Insufficient funding and budget uncertainty:** Negative equity situation, inadequate baseline funding, dependency on competitive grants, and low private sponsorship acquisition.
4. **Internal lack of coordination and excessive bureaucracy:** Misalignment between processes and the value chain, inefficient management tools, and a weak link between research and administration.
5. **Deficiencies in talent attraction and retention:** Non-competitive salaries, high staff turnover, and a lack of policies to attract and retain talent.
6. **Weak international visibility and positioning:** Low presence in European and international networks, lack of strategic alliances, limited relevance in the European research context, and difficulties in leading large international projects.
7. **Limited culture of innovation and transfer:** Few transferable research outcomes, gaps in entrepreneurship, and low spin-off creation.
8. **Communication deficiencies:** Need for improved internal communication, lack of an intranet, and an outdated website.
9. **Lack of coordination with FGS in certain areas:** Use of shared information systems, synchronisation in project and resource management, and alignment of common processes.
10. **Inadequate training:** Lack of attractive training programs on project application and management, transfer and innovation, regulatory aspects, and open science.
11. **Governance issues:** Limited influence of the Board of Trustees due to the absence of key stakeholders and a disproportionate financial contribution to the representation ratio.
12. **Underrepresented research groups:** Limited research and innovation culture in nursing, primary care, and certain hospital services.

Threats

1. **Brain drain and international competition:** Loss of qualified personnel to institutions offering better working conditions and opportunities, as well as difficulties in attracting foreign researchers.



2. **Dependence on external funding:** Vulnerability to changes in public and private funding, with intense competition for competitive, structural, and sponsorship funds.
3. **Competition from other centres of excellence:** Institutions with better infrastructure, visibility, and conditions to attract talent and establish strategic alliances.
4. **Rapid technological advancements:** Difficulty in keeping up with disruptive technologies, with the risk of falling behind compared to more innovative or better-funded centres.
5. **Restrictive regulations:** Constant regulatory changes and complex compliance requirements (data protection, intellectual property, procurement laws, etc.), creating an administrative and bureaucratic burden on researchers and support teams, reducing time for actual research.
6. **Impact of the political and economic environment:** Low political priority for research, frequent legislative changes, and insufficient public funding compared to European standards.
7. **New evaluation mechanisms:** Need to adapt to new quantitative and qualitative evaluation models and indicators.

Strengths

1. **Scientific excellence and international leadership:** Established research groups with prestige in key areas such as neurological diseases, genomic medicine, cardiovascular research, and advanced therapies, with strong quality indicators and high scientific output, aligned with international trends.
2. **Translational research capability:** Infrastructure and services that facilitate the translation of clinical and basic research, including clinical trial units, clean rooms, animal facilities, and other specialised equipment.
3. **Sant Pau brand and reputation:** The privileged setting of the Sant Pau Campus fosters a sense of belonging and institutional prestige, attracting talent, facilitating funding acquisition, and promoting collaborations with other institutions.
4. **Established infrastructure and resources:** Well-functioning scientific platforms, certified for quality standards, and structured service offerings.



5. **Efficient governance and management:** Transparent governance, a specialised structure with financial rigour, and a solid, consolidated leadership team with a strategic vision.
6. **Strategic commitments and planning:** Recently created management units in the fields of International Projects, RRI-Impact, Communication, Legal Advisory-HR, International Relations, and Information Systems, strengthening the foundation for the new Strategic Plan.
7. **Innovation and technology transfer:** Experience in technology transfer, with successful start-ups and spin-offs, and a well-established innovation unit with high capacity to identify clinical needs and translate them into market solutions.
8. **Diverse and collaborative research:** Broad range of basic, translational, and clinical research areas, with the Institute consolidated within the CERCA system and accredited by ISCIII as a centre of excellence in health research.
9. **Communication and scientific outreach:** Increased presence on social media, growth in scientific dissemination activities, and a solid communication structure aligned with the Hospital.
10. **Clinical trials:** High capacity to attract clinical trials in the fields of pharmaceuticals, digital health, and medical devices, providing access to funding and industry collaborations.

Opportunities

1. **Growth potential in infrastructure and spaces:** Available space for a new building and modern facilities in the existing infrastructure provide opportunities to expand research capacity and attract talent.
2. **Access to competitive and non-competitive funding:** Potential increase in European and international funding calls, as well as talent attraction programs such as Marie-Curie, ATRAE, Miquel Servet, Ramon y Cajal, and ICREA. High potential for raising private funds through sponsorship campaigns.
3. **Biomedical research and innovation ecosystem in Catalonia:** Privileged position in a highly recognised biomedical research ecosystem, with opportunities for synergies with other research centres and industry players.



4. **Adoption of disruptive technologies:** Opportunity to lead in artificial intelligence, advanced therapies, personalised medicine, digital health, and real-world data use in biomedical research.
5. **Enhancing strategic collaborations:** Leverage the visibility of Hospital de Sant Pau and UAB to strengthen alliances with national and international centres of excellence.
6. **Talent attraction:** The Sant Pau Campus has strong potential to attract renowned researchers.
7. **Internationalisation and visibility:** Participation in international networks and forums to position IR Sant Pau as a reference centre, aligning with European research policies and challenges.
8. **Strengthening clinical-basic research collaboration:** Opportunity to enhance translational research by fostering greater synergy between basic and clinical research.
9. **Digitised patient data:** Possibility of utilising real-world evidence (RWE) from digitised patient data within the healthcare system.
10. **Public awareness and citizen participation:** Growing public interest in science and research, creating opportunities to increase visibility through outreach campaigns and scientific dissemination activities.
11. **New impact-based evaluation mechanisms:** Potential strong positioning for Hospital Research Institutes, due to their proximity to real-world health impact.



STRATEGIC PLAN 2025-2030

PROCESS OF ENRICHMENT AND INSTITUTIONAL ALIGNMENT

Following the integration of all the information gathered during the diagnostic phase and the contributions from various stakeholder groups, a strategic reflection process was initiated. This process has enabled the definition of a clear and ambitious roadmap for the years to come. To enrich and validate the proposed objectives and key results, a series of participatory workshops was organised.

These workshops included participation from all key stakeholders in the Sant Pau ecosystem, including:

- External Scientific Committee
- Més Sant Pau Leadership (x5)
- FGS Leadership (x3)
- FGS Management Committee
- Board of Trustees (x2)
- Fundació Puigvert Management Committee
- Internal Scientific Committee
- Research Group Leaders
- Management Council and Scientific Team
- IR Sant Pau Employee Committee
- Governing Council

The work sessions with these different groups were crucial in refining and validating the strategic proposals, ensuring that the final Plan accurately represents the needs, concerns, and aspirations of the entire IR Sant Pau community. This participatory process has resulted in a Strategic Plan that is both ambitious and realistic, achieving a high level of consensus and engagement among all stakeholders involved. The integration of various perspectives has ensured that the defined strategic lines are relevant and aligned with the challenges and opportunities in the biomedical and healthcare environment.

Simultaneously, a comprehensive analysis was conducted to align the IR Sant Pau Strategic Plan with the Hospital de Sant Pau and its strategic lines. This synergy is crucial for establishing a coordinated action framework that fosters collaboration



and optimises available resources, ensuring that research and innovation initiatives align with clinical needs. At the same time, this process has enabled the identification and recognition of the specificities and differences that define the missions of each institution, thereby reinforcing their complementarity and maximising the impact on health improvement and quality of life. See Annex IV (Alignment with the Més Sant Pau Strategic Plan) for further details.

STRATEGIC HOUSE

To structure and implement the strategy, the Strategic House methodology has been chosen, which is applied using the agile POKR framework (Purpose, Objectives, Key Results). This approach enables a clear and measurable articulation of the strategy, assigning to each strategic pillar: A Purpose (P) that defines the pillar's reason for existence, Objectives (O) that establish the challenges to be achieved and Key Results (KR) that allow progress toward objectives to be measured. As part of the strategic reflection, it is necessary to review and update the organisation's core identity elements: Mission, Vision and Values.

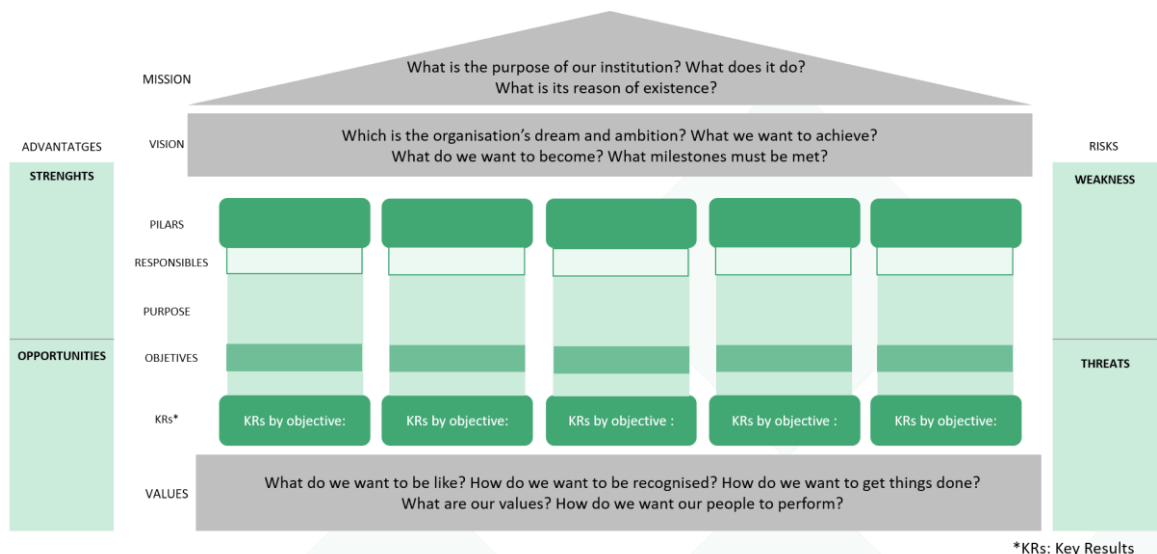


Figure 2: Strategic House



Mission, Vision, and Values

MISSION: To improve people's health and quality of life through excellence in biomedical research and innovation.

VISION: To become an international leader in translational biomedical research.

VALUES: We are proud to be part of an institution with a century-long history, deeply rooted in our community and dedicated to serving society, always keeping the patient at the centre. Every step we take writes a new chapter in our history, upholding the tradition of excellence and innovation. Our values are:

- **Creativity.** We foster creativity as a driver of innovation, tackling challenges from new perspectives and turning failures into a learning opportunities.
- **Passion.** We are driven by passion, reflected in our dedication, perseverance, and enjoyment of our work, always striving for excellence.
- **Commitment.** We are deeply committed to patients, the institution, and society, working to advance science and generate a positive and sustainable impact.
- **Integrity.** We act with integrity, ensuring rigour, honesty, and transparency. We respect diversity, uphold ethical principles, and promote collaboration in a trust-based environment.

Strategic Pillars

The strategic pillars are designed based on the CAME methodology (Correct weaknesses, Address threats, Maintain strengths, and Explore opportunities) to respond to the previously mentioned SWOT analysis effectively. Each pillar includes a description of its purpose and its associated objectives. As a summary, the Strategic Plan has been visually represented in the following infographic:

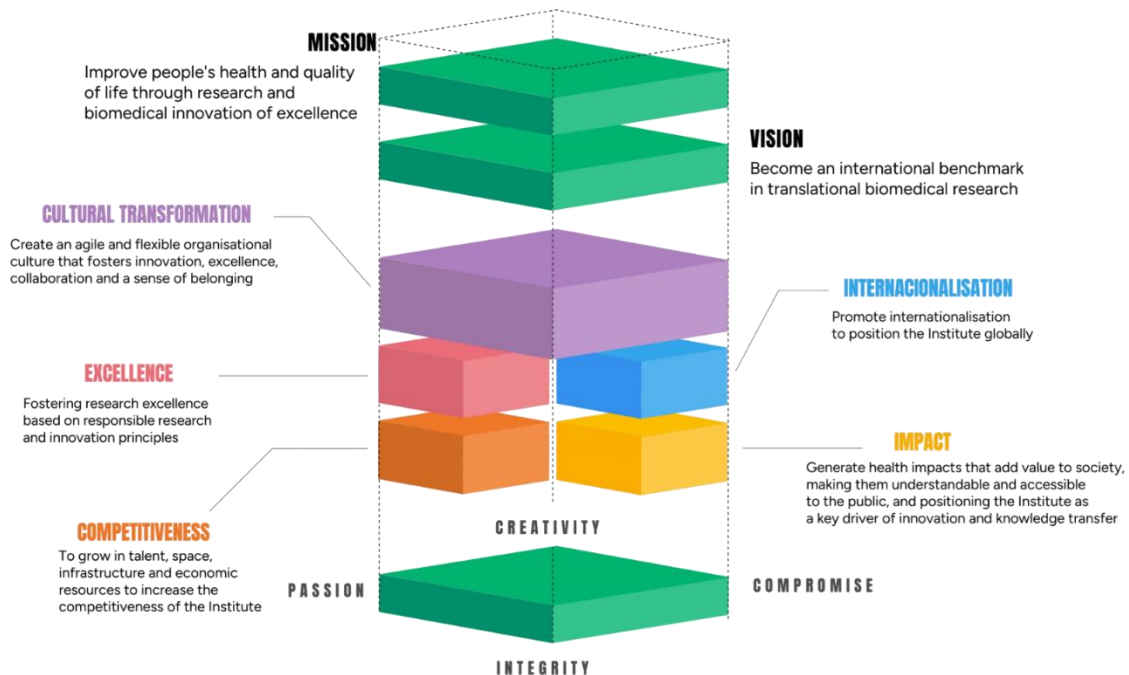


Figure 4: IR Sant Pau Strategic model

PILLAR 1: Excellence

Purpose: To promote excellence in research based on the principles of Responsible Research and Innovation.

In recent years, IR Sant Pau has developed high-quality research, consolidating itself as a reference centre in multiple fields within the system. Now, a new phase begins, aiming to ensure and strengthen these positive results in the coming years by fostering research grounded in the principles of Responsible Research and Innovation.

To advance in this direction, efforts will focus on strengthening the most distinctive research lines, implementing a new model for evaluation and resource allocation, enhancing Responsible Research and Innovation through measures such as increasing open-access publications and data, promoting female leadership and encouraging citizen participation, and boosting clinical research aligned with healthcare activities, through increased revenue from clinical trials and more medical and nursing professionals leading research projects.

With the support of



Objectives:

O1: Define and strengthen highly distinctive research lines

- **KR1.1:** Identify 2-4 highly distinctive research lines annually and provide them with additional resources

O2: Implement a new evaluation and resource allocation model to consolidate research areas

- **KR2.1:** Increase scientific productivity by 30% in excellence, measured through indicators of excellence and knowledge transfer
- **KR2.2:** Triple the weight of impact in group evaluations

O3: Promote Responsible Research and Innovation

- **KR3.1:** Increase open-access publications to >90% and triple the amount of research data available in open-access repositories
- **KR3.2:** Close the gender gap by achieving >50% female leadership
- **KR3.3:** Increase citizen participation by 50% and design a patient participation plan in research
- **KR3.4:** Ensure full compliance with legal and good practice regulations (*compliance*)

O4: Strengthen clinical research aligned with healthcare activities

- **KR4.1:** Increase clinical trial revenue by 50%
- **KR4.2:** Increase the number of principal investigators (PIs) among physicians and nurses by 20% in clinical research projects

Pillar 2: Competitiveness

Purpose: To grow in talent, spaces, infrastructure, and financial resources to enhance the Institute's competitiveness.

As previously mentioned, the Institute's financial position remains fragile, requiring additional resources not only to strengthen it but also to keep up with rapid technological advancements, prevent talent loss, and renew facilities. The Institute has a solid foundation of scientific excellence and a strong track record in attracting clinical trials, which serve as pillars for further growth. A growth-focused strategy is proposed, aiming to secure more competitive funding, increase clinical trials,



and obtain additional baseline funding to consolidate the Institute's competitive position.

Objectives:

O1: Increase funding to support the Institute's sustainable growth

- **KR1.1:** Achieve financial equilibrium
- **KR1.2:** Reach a €40M revenue budget by 2030

O2: Expand research spaces

- **KR2.1:** Create >6,000 m² of new research space

O3: Develop competitive scientific platforms and infrastructure

- **KR3.1:** Reach an 80% average utilisation rate of research platforms
- **KR3.2:** Ensure the financial sustainability of CIM

O4: Increase the number of high-level national and international senior researchers

- **KR4.1:** Increase by 30% the number of Principal Investigators (PIs) applying for research projects
- **KR4.2:** Triple the number of high-profile researchers, such as ICREA, ATRAЕ, and ERC awardees

Pillar 3: Impact

Purpose: To generate health impacts that add value to society, making them understandable and accessible to the public, while positioning the Institute as a key driver of innovation and knowledge transfer.

The impact of research goes beyond scientific publications and traditional academic excellence indicators such as citation numbers. Its actual relevance is measured by its ability to transform knowledge into tangible improvements for patients, the healthcare system, and society. To achieve this, it is necessary to adopt a more holistic and meaningful evaluation approach, understanding how research drives innovation, decision-making, and collective well-being.

The current model, often centred on quantitative metrics such as journal impact factors, does not always reflect the social and clinical value of research outcomes. A broader, DORA-aligned approach must be adopted, integrating qualitative



indicators to assess knowledge transfer and applicability more effectively. Reforming how research is promoted, designed, and evaluated is not just a matter of academic rigour but a necessity to address major health and social challenges while aligning with European directives and healthcare and societal needs.

Objectives:

O1: Establish and promote a culture of impact within the Institute that is externally recognised and valued

- **KR1.1:** Train a minimum of 100 researchers on impact evaluation

O2: Generate and disseminate impact (*in health, economy, society, culture, public policy, environment, or quality of life*) to transform the healthcare system and society

- **KR2.1:** 70% of research proposals to include expected impact and quantification methods
- **KR2.2:** Increase public outreach impact by 50%
- **KR2.3:** Increase social media engagement by 50%

O3: Generate innovative ideas that address real needs and create a tangible health impact

- **KR3.1:** Double the number of researchers participating in innovation-related events and training
- **KR3.2:** Triple the number of applications to the INNOPAU program

O4: Strengthen knowledge transfer

- **KR4.1:** Double economic returns from licenses
- **KR4.2:** Create three new spin-offs within five years
- **KR4.3:** Increase service and public-private collaboration agreement revenues by 30%

O5: Measure the impact of research on the healthcare system and societal well-being

- **KR5.1:** Develop at least two impact narratives every two years
- **KR5.2:** Create a dashboard with quantitative/qualitative indicators to evaluate impact
- **KR5.3:** Increase patient participation in clinical trials by 20%



- **KR5.4:** Assess cost savings in medications for CatSalut due to clinical trials conducted at Sant Pau

Pillar 4: Internationalisation

Purpose: To promote internationalisation to position the Institute on a global scale.

Becoming a reference research centre inevitably requires active engagement at the international level. Internationalisation not only expands opportunities for funding and collaboration but also enhances the visibility and impact of the research produced. This strategic pillar encompasses a series of actions designed to enhance IR Sant Pau's global presence by fostering strategic alliances, increasing participation in competitive funding programs, and facilitating researcher mobility and knowledge exchange.

Objectives:

O1: Strengthen the Institute's international relations by creating synergies with the Sant Pau Campus

- **KR1.1:** Establish at least four new strategic framework agreements with relevant international institutions
- **KR1.2:** Achieve 20% international mobility among researchers and professionals

O2: Increase participation in European and international projects

- **KR2.1:** Increase European/international project participation by 50%
- **KR2.2:** Triple the number of Principal Investigators (PIs) in leadership positions in large international projects

O3: Improve influence and visibility of the Institute's research at a global level

- **KR3.1:** Double the number of features in international media outlets
- **KR3.2:** Increase international social media followers by 50%
- **KR3.3:** Ensure that 20% of IR Sant Pau researchers who have moved abroad in the past five years join an Alumni Network

O4: Create an environment that attracts, trains, and retains junior international talent



- **KR4.1:** Double the number of international candidates applying for predoctoral and postdoctoral positions
- **KR4.2:** Increase by 50% the number of PhD theses with an international mention

Pillar 5: Cultural Transformation

Purpose: To create an agile and flexible organisational culture that fosters innovation, excellence, collaboration, and a strong sense of belonging.

This cross-cutting pillar supports the success of the other four strategic pillars. It builds on the Sant Pau brand and strengthens alignment and synergies with the Hospital. The goal is to create an open and modern organisational culture, aligned with current contexts, people-centred, and focused on professional development and interaction dynamics. This includes the development of new tools and processes. Additionally, it seeks to address the growing bureaucracy imposed by external entities by improving internal operations and tackling challenges in talent acquisition through increased resources for consolidating key positions.

Objectives:

O1: Strengthen alignment and coordination among the institutions that form IR Sant Pau

- **KR1.1:** Achieve 100% alignment with the research territory of the Més Sant Pau Strategic Plan
- **KR1.2:** Improve key indicators by 20% in the ISCIII-accredited Institutes' evaluation guide through the implementation of the framework agreement

O2: Promote a research and innovation culture in nursing, primary care, and underrepresented hospital services

- **KR2.1:** Double the number of researchers in primary care
- **KR2.2:** Double the number of nurses enrolled in PhD programs
- **KR2.3:** Create five new research groups linked to hospital services that traditionally do not engage in research

O3: Create an environment capable of attracting and retaining scientific talent

- **KR3.1:** Increase the number of junior researchers by 30%
- **KR3.2:** Create eight new permanent positions for senior researchers



O4: Develop a flexible, efficient, and service-oriented organisational structure to support research

- **KR4.1:** Increase researcher satisfaction with support services by 50%

O5: Implement management and decision-making processes oriented towards efficiency

- **KR5.1:** Reduce response time by 40% in prioritised key processes
- **KR5.2:** Implement automated indicators for 100% of key processes aimed at efficiency



IMPLEMENTATION PLAN

The Implementation Phase of the IR Sant Pau 2025-2030 Strategic Plan will be carried out through Transformation Waves, an innovative methodology that enables the systematic and effective deployment of strategic initiatives derived from the strategic reflection process, as well as other initiatives emerging from the organisation. This phase begins with the communication of the new Strategic Plan to the entire organisation and requires a careful design of the teams that will work on priority initiatives. Initiatives will be prioritised using the Effort-Impact Matrix to generate quick wins that will serve as drivers for more complex changes.



Figure 5. Effort-Impact Matrix

OBJECTIVES OF THE IMPLEMENTATION PLAN

The main objectives of this phase are:

- Define the first steps of strategic implementation with the Transformation Team and Management, including the prioritisation of key initiatives and the definition of minimum viable products.
- Launch a Transformation Wave with four key strategic projects, carried out by high-performance multidisciplinary teams.

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- Develop a new collaborative and engaging way of working, promoting distributed leadership and increasing both internal and external satisfaction.

IMPLEMENTATION MODEL

Transformation Waves

Transformation Waves are high-impact interventions designed to achieve extraordinary results within six-month cycles. Each wave involves four multidisciplinary teams that, with the support of IfTL, work on key strategic projects using agile methodologies. This approach allows for the simultaneous achievement of strategic objectives while fostering the development of high-performance teams, promoting a sustainable cultural transformation.

Continuous Monitoring and Evaluation

The implementation process includes a robust monitoring and evaluation system, ensuring effective progress tracking and adaptability:

- Maintaining a portfolio of initiatives that captures all proposals emerging over the five-year Plan.
- Semi-annual evaluation of the implementation process and the achievement level of objectives.
- Periodic review of objectives and the launch of new initiatives.
- Use of a customized dashboard to manage the process efficiently and transparently.

GOVERNANCE STRUCTURE

Transformation Team

A Transformation Team will be created, which, together with Management, will be responsible for:

- Prioritising strategic initiatives
- Supervising the progress of the Transformation Waves
- Ensuring alignment with the objectives of the Strategic Plan
- Managing the initiative backlog
- Coordinating communication and tracking progress



Project Teams

The multidisciplinary teams will be responsible for:

- Implementing prioritised initiatives
- Developing minimum viable products
- Applying agile management methodologies
- Fostering collaboration and distributed leadership
- Contributing to the cultural transformation of the organisation

This implementation model is designed not only to achieve strategic objectives but also to enable a sustainable cultural transformation within IR Sant Pau. The iterative approach and continuous review ensure the organisation can adapt to evolving needs while remaining focused on long-term strategic goals.

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FINANCIAL IMPACT

GROWTH

The effective execution of the Strategic Plan requires additional financial resources beyond the current budget, which can only be secured through global institutional growth. This growth must come from increased structural contributions from the Board of Trustees, a significant increase in external funding, including competitive grants, clinical trials and clinical research, collaboration agreements with the private sector, returns from innovation and technology transfer, financial investments, philanthropic funding and sponsorships.

The expected annual growth rate for the period is 6%, with a target operational volume of €40M per year by the end of the Plan.

EQUITY

The Institute currently has negative equity of €6.5M (as of the last closed fiscal year, 2023), due to accumulated losses since 2012, which were partially offset in 2023 thanks to an exceptional positive financial close. However, the Institute's Net Assets remain positive.

However, this Strategic Plan does not aim to resolve the negative equity. If it did, there would be no resources left to update the essential technological capacity needed to maintain scientific competitiveness or to implement various actions of the Plan. The Institute would face operational dysfunction, jeopardising its viability and making the execution of the Plan impossible.

Therefore, the resolution of negative equity must come from an external extraordinary financial contribution, with a possible partial contribution from internally generated funds, if feasible.

NEW BUILDING

Another significant financial factor is the construction of a new building. The primary goal is to secure funding for its construction, which means it is not included in the projected financial outcomes of the Strategic Plan. In any case, the allocation of potential financial surpluses towards infrastructure investments, such as new equipment or a future building, will be decided annually by the Board of Trustees.



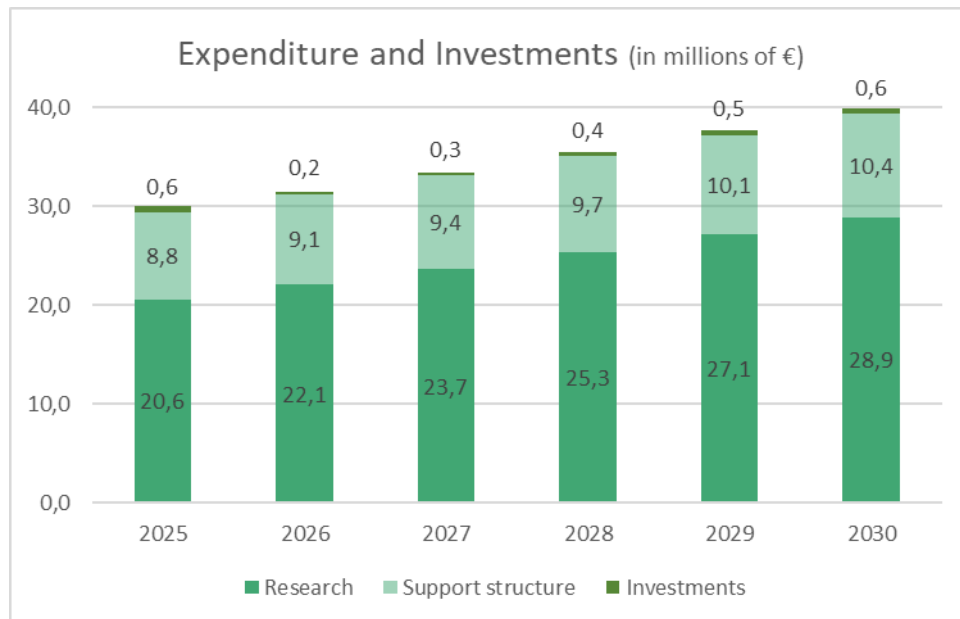
OPERATIONAL AND STRUCTURAL FINANCES OF THE STRATEGIC PLAN

Thus, the financial impact of the Strategic Plan, once excluding the two primary objectives (eliminating negative equity and constructing a new building), **must result in a positive and consistent financial outcome throughout this period. This includes achieving the following milestones:**

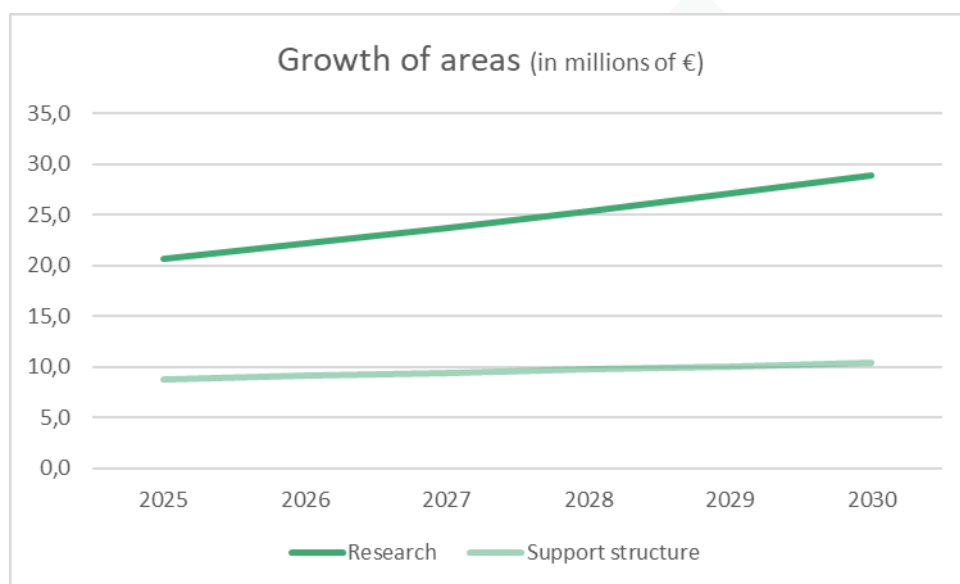
- Financing the increase in expenses related to salary adjustments for inflation (CPI updates), ensuring employees' purchasing power.
- Covering the additional costs required to implement specific actions of the Strategic Plan, as well as expanding the workforce, including research staff (talent acquisition, senior group leader positions, etc.) and structural support staff for research, essential to support the growth of research areas.
- Generating a positive financial surplus (reserves) that can be reinvested in strategic investments, following the CERCA centres' surplus management model, while preserving funds from being used to offset negative equity.

OBJECTIVE

As previously stated, achieving this will only be possible if the Institute maintains a steady increase in resource acquisition and execution. The Strategic Plan defines this as a key goal, and the actions designed within it will focus on making it achievable. The financial scenario envisioned requires increasing annual revenues from the current €30 million to €40 million by 2030. This would position the Institute as one of the largest research centres in Catalonia and Spain. Achieving this goal will require a significant increase in contributions from the Board of Trustees, not only maintaining the current ratio of baseline funding to total revenue but improving it further.



Graph 1: The institute grows from a €30M centre to a €40M centre, with the possibility of making self-funded investments of approximately half a million euros per year, thanks to the generation of positive financial surpluses.



Graph 2: The area that must grow the most is research (research groups, both in personnel expenses and operations), funded through competitive resources as well as structural co-financing. This growth will only be possible if support areas can sustain it; however, their growth should be less than proportional to the expansion of research.

ANNEXES

ANNEX I. PREVIOUS STRATEGIC PLAN: MILESTONES AND INDICATORS

INTRODUCTION

This report summarises the progress and outcomes of the 2019-2024 Strategic Plan, designed to position and consolidate the Institute as a benchmark in healthcare research and innovation. This Plan was structured around five key strategic pillars, covering scientific excellence, innovation, internationalisation, scientific support and financial sustainability.

To develop the Strategic Plan, now concluding, a broad internal reflection process was conducted, engaging a large number of professionals. This team carried out an in-depth analysis and defined the roadmap. The result of this collective reflection, undertaken in 2018, came into effect in 2019 with a five-year duration until 2023. It was later extended by one year to align with the IR Sant Pau Sustainability Plan, which concluded in 2024. Below, we present some of the most significant actions implemented under each strategic pillar.



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SCIENTIFIC EXCELLENCE

Objective: Develop reference-level research within the healthcare system.

In recent years, the Institute has undergone a significant transformation in its scientific organisation, focusing on defining strategic research areas and promoting group integration to enhance translational, clinical, and basic research. Additionally, transversal programs have been created to develop initiatives and projects aligned with European and national research strategies and directives.

The Responsible Research and Innovation (RRI) Plan has also been developed and implemented, introducing specific actions and fostering initiatives in key areas, such as gender perspectives in research, ethics and scientific integrity, and open science. In parallel, scientific communication and public engagement have been significantly reinforced, thanks to a strengthened communications department in recent years and collaborative efforts with the FGS communications team.

Furthermore, the Institute has begun integrating training in impact assessment, fostering a culture of impact-driven research.

Key Achievements:

- **Establishing Ourselves as a Centre of Excellence**
 - Reaccreditation as a Health Research Institute (ISCIII) – March 2021
 - Improved CERCA Evaluation – November 2022
 - Awarded the HRS4R Excellence Seal
- **Enhancements to the Group Evaluation System: New Indicators**
 - Implementation of improvements in the evaluation system, emphasising new performance indicators and automating the evaluation process
- **Development of Key Strategic Projects**
 - Creation of an Advanced Therapies Centre and the Joint UAB-IR Sant Pau Research Unit in Genomic Medicine.
 - Establishment of a new research group: Advanced Medical Imaging, Artificial Intelligence, and Imaging-Guided Therapy.



- **New Scientific Organisation**

- Reorganisation of research areas to enhance collaboration and strategic focus.

5 Research Areas: new organization

5 New Transversal Programmes

9 New Research Groups

2019 - 2024

- Appointment of Area Directors and implementation of a structured interaction methodology between research groups.
- Active involvement of group leaders in defining the scientific objectives of the Institute.
- Renewal of the Internal and External Scientific Committees to strengthen governance and oversight.
- Creation of New Research Groups: Cell Therapy and Angiogenesis in Ischemic Diseases; Molecular Neurodegeneration; Epilepsy; Multiple Sclerosis and Autoimmune Disorders of the Central Nervous System; Urban Health Inequality; Advanced Medical Imaging, Artificial Intelligence, and Imaging-Guided Therapy; Digital Health; Intensive Care Medicine and Refocusing of the Clinical Research Group in Transfusion Medicine.

- **Group Activation, Collaboration, and Integration**

- New Scientific Integration Plan.
- New Cross-Disciplinary Programs.
- Organisation of internal scientific seminars, an annual strategic area meeting, and the Institute's annual scientific conference.

- **Strategies to Attract and Retain Talent**

- Individual career monitoring.
- Personalised training plans.
- Stabilisation of key professionals, based on research performance and results.

- **Responsible Research and Innovation (RRI)**

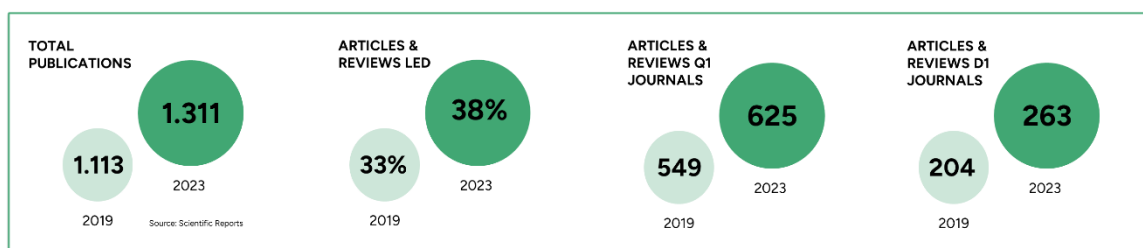
Several actions have been carried out in line with the six RRI agendas:

- Creation of the RRI Unit.
- Design and implementation of the RRI Plan.

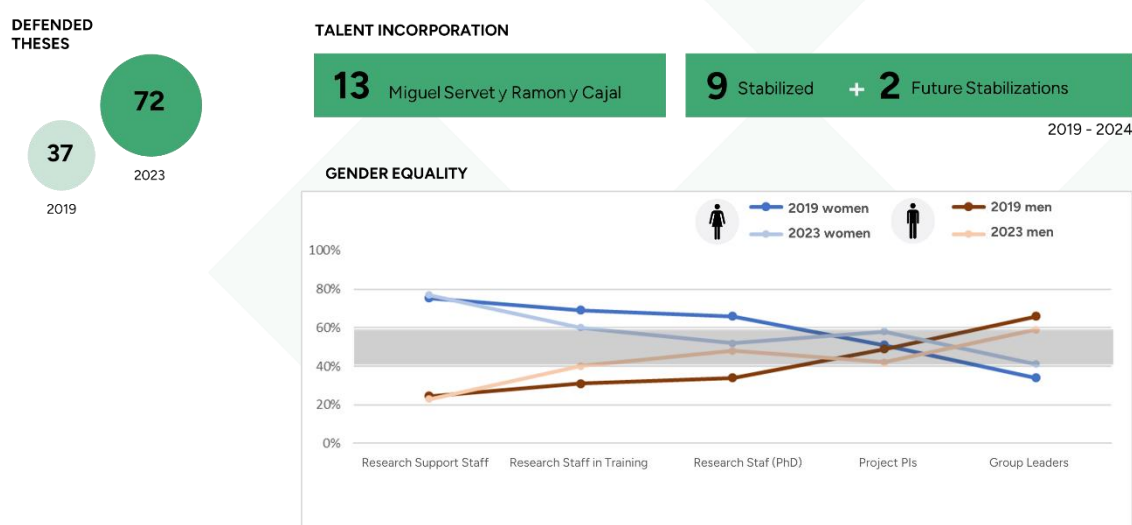
- Gender-focused initiatives, including mentoring sessions and roundtable discussions.
- Co-creation sessions for research projects involving the public.
- Establishment of the Research Integrity Committee.
- Definition of open-access policies.
- Creation of a new cross-disciplinary program on women's health and gender research.
- Inclusion in the CORA repository, through the agreement signed between CSUR and CERCA.
- Training and support for the development of Data Management Plans.
- Consolidation of science communication talks in civic centres and schools.
- Training initiatives for professionals in areas such as research projects, innovation, quality, and RRI.

There has been **notable growth across key indicators**, with the most significant ones highlighted below (based on the latest available data):

Publications



Training, Talent, and Gender Balance

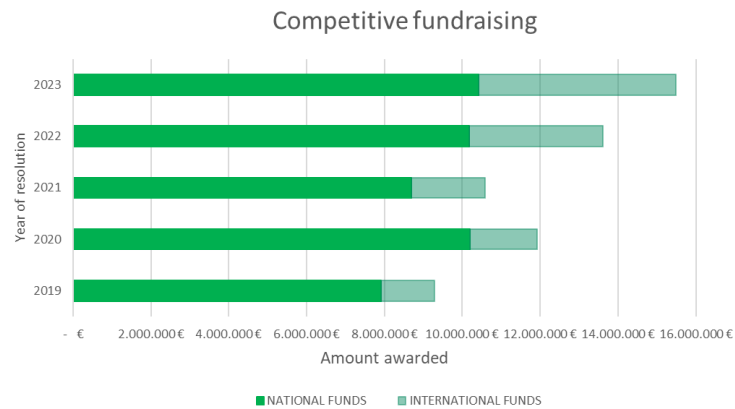


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Acquisition of Competitive Funding:

The following graph shows the evolution of competitive funding acquisition, distinguishing between national and international sources.





INNOVATION AND IMPACT TRANSFER

Objective: Transform research into applicable advancements in healthcare practice.

Over the last five years, innovation and knowledge transfer have been integrated into the Institute's strategy, establishing a certified innovation management model (UNE 166.002) and a stable operational structure through the Innovation and Transfer Unit. During this period, the Institute has maintained its participation in the ITEMAS Platform, which was funded by ISCIII. The INNOPAU program was created as an idea incubator, aiming to capture more innovation initiatives and foster a culture of innovation.

Key Achievements:

- **Promoting Innovation**

- Annual Innovation Training Plan.
- Implementation of the INNONEWS newsletter, featuring success stories.

- **Prioritisation of Ideas and Projects**

- Development of INNOPAU, a new program created to identify and seize innovation opportunities.



- **Engaging with the Innovation Ecosystem**

- Significant increase in collaboration agreements signed.
- Organisation of biennial innovation events.



- **Strengthening the Innovation Model**

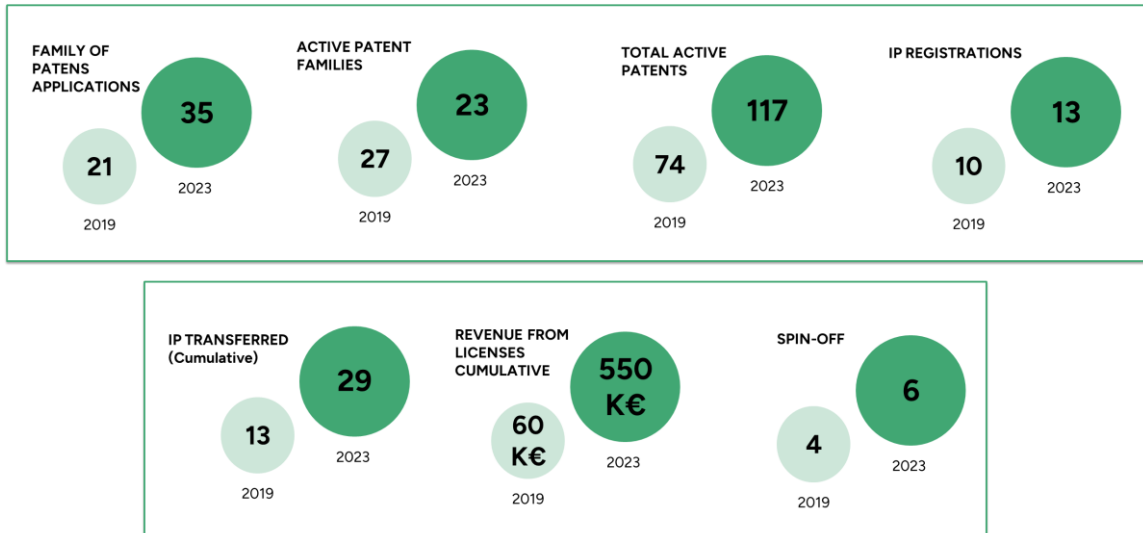
- Enhancing the Innovation and Transfer Unit (UTI) through competitive funding acquisition from ITEMAS (ISCIII grants: 2020 - €282,700; 2023 - €283,040).
- Certification of the innovation and transfer process: UNE 166.002:2021.
- Recruitment of a business development specialist.
- Active participation in national and international innovation networks.



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The most significant innovation indicators during this period are listed below (latest available data year indicated):



INTERNATIONALISATION AND STRATEGIC ALLIANCES

Objective: Increase the Institute's level of internationalisation

Efforts have been focused on establishing appropriate structures to support researchers in applying for international competitive funding. While significant progress has been made, there is still room for growth. Additionally, the International Relations Unit has been created to define the new internationalisation strategy.

Key Achievements:

• **Increasing International Funding Acquisition**

- Creation and expansion of the International Projects Unit.
- Securing structural funding, including Europa Gestores (€174,986.30) and PERIS (€299,940).
- Implementation of the ATALIS Platform.

• **Strengthening International Strategic Alliances**

- Study and mapping of existing international collaborations and the Institute's global positioning.
- Creation of the International Relations Unit.
- Active participation in international events (EARMA, Missions to Boston and Mexico).
- Active involvement in international networks (EATRIS, COARA, ASTP, and EARMA).
- Collaboration with the Ángeles Lomas Hospital group in Mexico on advanced therapies.



• **Expanding Strategic Collaborations**

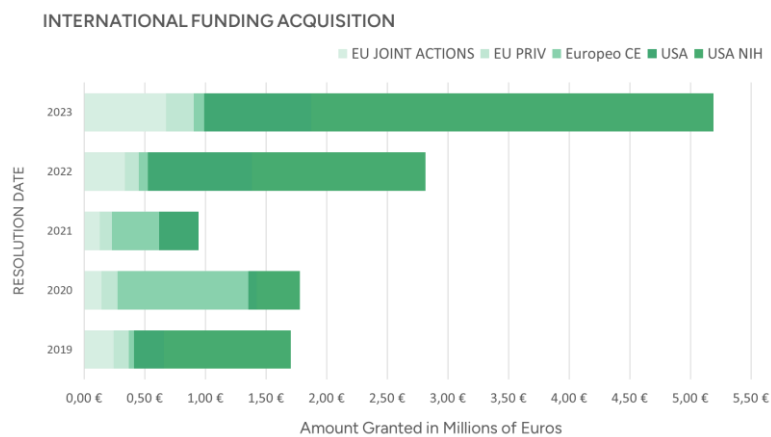
- Development of the Joint UAB-IR Sant Pau Research Unit in Genomic Medicine.
- Participation in the IMPaCT infrastructure for precision medicine (2 programs).
- ISCIII Biobank Platform.

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- ISCIH Clinical Trials Unit Platform.
- Strategic alliance with the Institute Josep Carreras (IJC) for the creation of a new white room.
- Participation in the Catalonia Advanced Therapies HUB.
- Securing the CERTERA project.

Project Indicators and Funding Secured During the Period:



NUMBER OF
INTERNATIONAL
PROJECTS
SUBMITTED

26

2019

60

2023

NUMBER OF ACTIVE
INTERNATIONAL
PROJECTS

20

2019

49

2023

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SCIENTIFIC SUPPORT SERVICES

Objective: Equip the Institute with organisational and technological resources to develop and optimize its research activities.

To carry out the defined activities, it is essential to structure support areas and address gaps in information systems and process definition.

Key Achievements:

- **Creating a Project with a Shared Sense of Ownership**
 - Establishment of a governance structure with management autonomy, transparency, and strict regulatory compliance.
 - Increased continuous training programs tailored to professionals.
 - Improved internal communication.
 - Creation of the UCC+i (accredited by FECYT).
- **Optimisation of Platform Utilisation**
 - Unification of platforms and pricing structures following the integration of ICCC.
 - Quality services: Achievement of ISO9001 certification in the maximum number of services.
 - Creation of 12 service-oriented laboratories.
 - Establishment of the Neurophysiology Platform.
 - New Advanced Therapies Unit, including white room infrastructure.
 - Participation in the CERCAGYNS platform.
- **Strengthening the Support Structure**
 - Restructuring of the management system to optimize results and improve service to researchers.
 - Creation of new units, including Communication, International Projects, Human Resources (HR), Strategic Project for implementing the iFundanet management System and Information Systems.
- **Management Systems and Work Procedures**
 - Implementation of Fundanet.
 - New dashboard system, including action plans and implementation timelines.



The following figure shows the growth of staff and the support structure, partially funded by competitive grants, to provide support to scientific personnel:

OUR PROFESIONALS

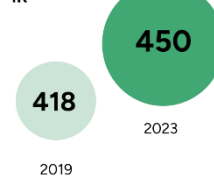
2019

1.197	People	64%	36%
1.141	Research staff	64%	36%
43	Administration support	74%	26%

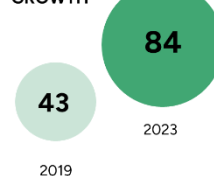
2024

1.425	People	67%	33%
1.294	Research staff	66%	34%
84	Administration support	81%	19%

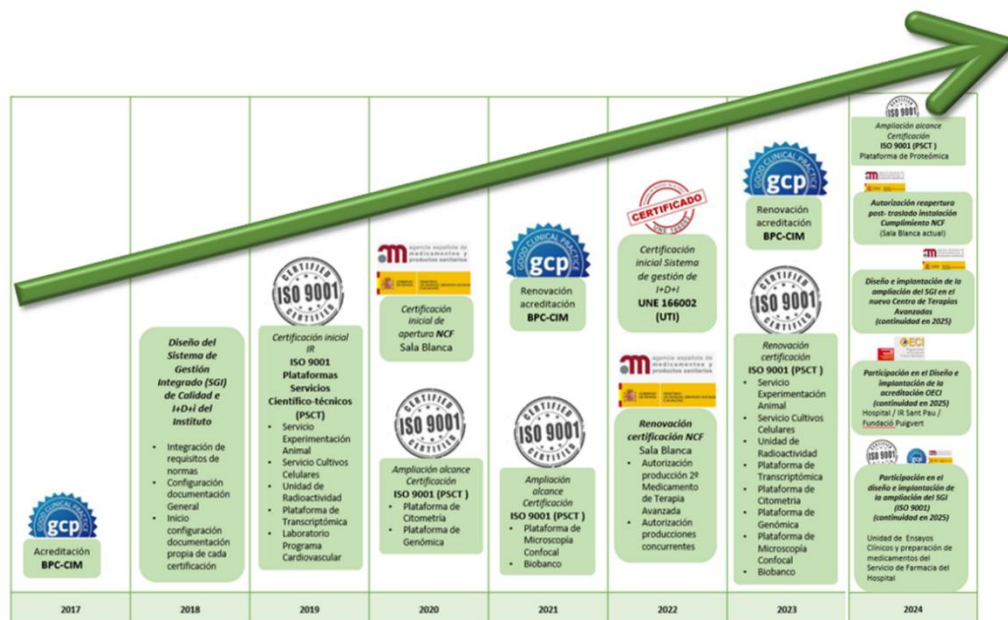
DIRECT CONTRACTS IR



SUPPORT STRUCTURE GROWTH



On the other hand, there has been significant growth in certified quality systems, which indicate the evolution of management systems and the quality of scientific-technical services. The number of certifications increased from 3 in 2019 to 22 in 2023. The infographic below reflects this upward trend over the years.



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FUNDING ACQUISITION AND SUSTAINABILITY

Objective: Guide activities towards securing financial resources from public and private research funding sources, both nationally and internationally.

Given the financial situation at the end of 2019, a Sustainability Plan was designed in 2020 for the 2021-2024 period. The goal was to implement actions that would establish the Institute as a solid, innovative, pioneering, and excellent centre for research and management in the country. This Plan was closely aligned with the 2019-2024 Strategic Plan (PE 19-24) to ensure a coordinated and aligned approach. The Sustainability Plan was built on three fundamental pillars:

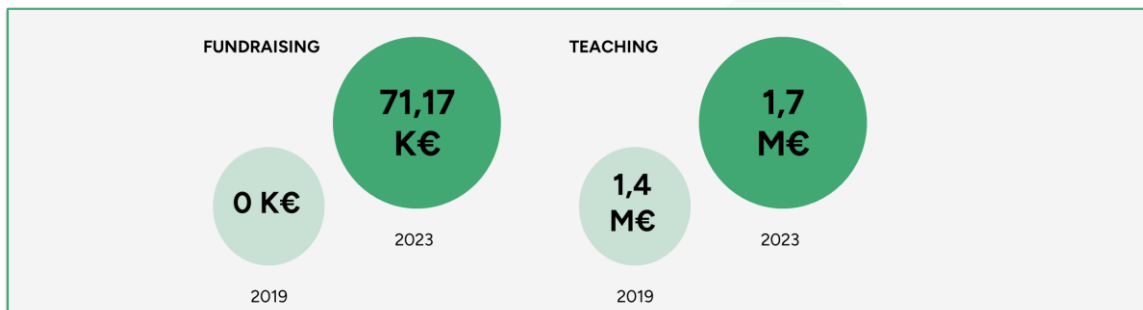
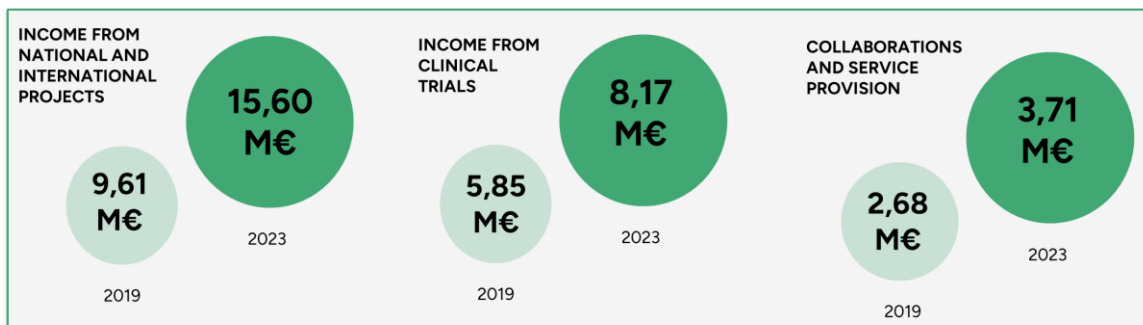
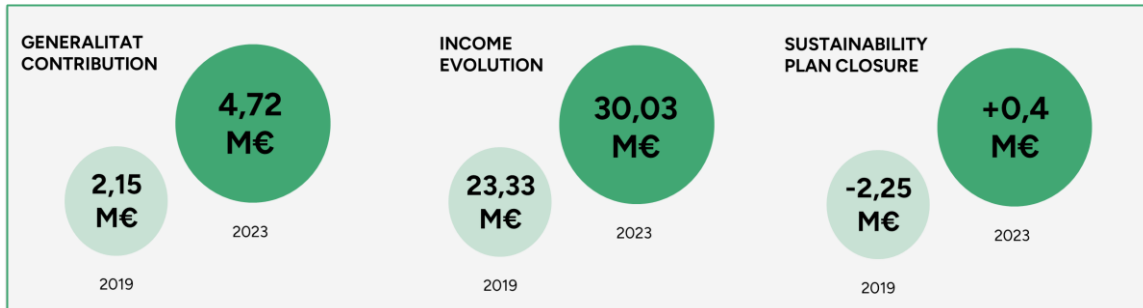
- Boosting all projects and initiatives that could increase revenue.
- Optimizing resources (human, infrastructure, and services).
- Investing strategically in critical initiatives to implement key actions necessary to achieve the Plan's objectives

Key Achievements:

- **Financial Resource Acquisition:**
 - Increase in funding acquisition from both national and international projects.
 - Growth in revenue from clinical trials, collaborations, and service provision.
 - Growth of income from philanthropy and training programs.
 - Increase in structural contributions from the Government of Catalonia, leading to significant growth in total revenue and successful closure of the Sustainability Plan, shifting from -€2.25M in 2019 to +€0.4M in 2023 and a projected +€0.29M in 2024.



The following figure presents a comparison showing the increase in funds (2019 vs. 2023) and the main sources of funding.





CONCLUSION

The 2019-2024 Strategic Plan (PE 2019-2024) has enabled the Institute to make significant progress in key areas, solidifying its position as a benchmark in translational health research. The achievements obtained reflect a continued commitment to excellence, innovation, and sustainability.

Furthermore, this Plan has fostered interdisciplinary collaboration and internationalisation, integrated top talent and established strategic alliances that enhance the Institute's global impact. The implementation of advanced technological infrastructures and the optimisation of organisational resources have been key pillars in improving service quality and efficiency.

Looking ahead, the Institute will continue to focus on designing and implementing initiatives that ensure financial sustainability, Professional development for its staff and Adaptation to emerging challenges in the health research and innovation sector.

In 2024, a strategic reflection process was carried out for the definition of the 2025-2030 Strategic Plan (PE 25-30).

With the support of



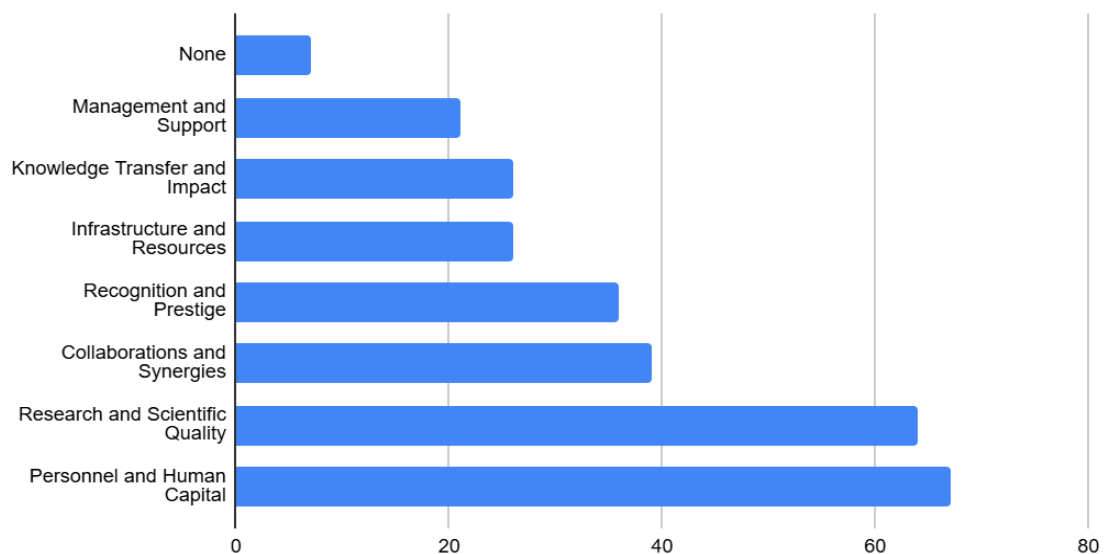
ANNEX II. INTERNAL SURVEY

The questions addressed in the survey covered two key areas:

- How important do you consider having a Strategic Plan (PE)?
- What level of involvement would you like to have in the development of the PE?
- What level of involvement would you like to have in the implementation of the PE?
- What are the main **strengths** of IR Sant Pau?
- What are the main **weaknesses** of IR Sant Pau?
- What **recommendations** would you make for the next five years?

Key Findings:

(a) Grouping the responses regarding the **strengths** of IR Sant Pau, they can be classified as follows:



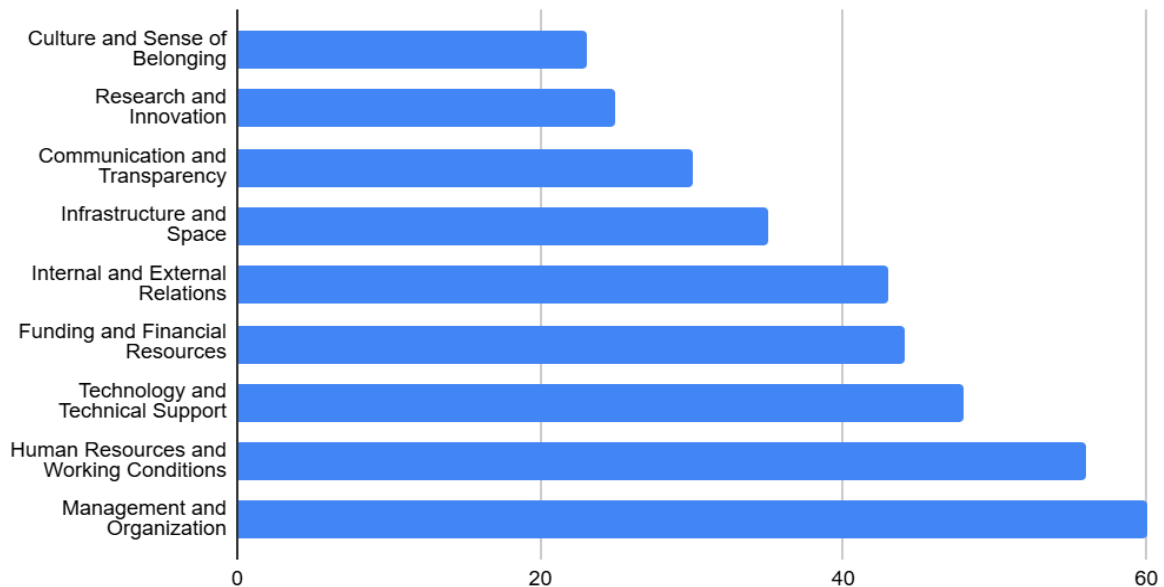
- Personnel and Human Capital (67)
- Research and Scientific Quality (64)
- Collaborations and Synergies (39)
- Recognition and Prestige (36)
- Infrastructure and Resources (26)

With the support of



- Knowledge Transfer and Impact (26)
- Management and Support (21)

(b) Grouping the responses regarding the **weaknesses** of IR Sant Pau, the results



are:

- Management and Organisation (60)
- Human Resources and Working Conditions (56)
- Technology and Technical Support (48)
- Funding and Financial Resources (44)
- Internal and External Relations (43)
- Infrastructure and Space (35)
- Communication and Transparency (30)
- Research and Innovation (25)
- Culture and Sense of Belonging (23)

(c) Recommendations for the Next Five Years:

- Improvement of Management and Infrastructure
- Support for Research Personnel

With the support of



- Support for Research and Infrastructure
- Funding and Fundraising
- Innovation and Strategy
- Transparency and Governance
- Collaboration and Communication
- Alignment with the Hospital
- Working Conditions and Well-being
- Employee Well-being and Training
- Talent Attraction and Retention
- Social Impact and Visibility
- Sustainability and Environmental Responsibility
- Simplification and Efficiency of Processes
- Institutional Cohesion and Identity
- Technological Innovation
- Internationalisation
- Applied Research and Knowledge Transfer
- Diversification of Research Topics
- Participation in Community and Educational Projects



ANNEX III. PERSONAL INTERVIEW GUIDE

Interview Day

Date

1 hour

Institution

Interviewee

1. Based on your experience, how would you evaluate the performance of IR Sant Pau over the last five years? What are its main strengths and weaknesses?
2. In your opinion, what are the most important trends in science, healthcare, research, and innovation for the next five years?
3. What challenges will the healthcare and research system face in the near future? (Such as public funding, dependence on industry priorities, low industry investment, regulatory complexity and burden, pandemics, social and climate crises, etc.)
4. If you could make one recommendation for the development of IR Sant Pau over the next five years, what would it be?
5. From your position or organisation, what needs could IR Sant Pau address? What would you request from the Institute?



ANNEX IV. ALIGNMENT WITH THE “MÉS SANT PAU” STRATEGIC PLAN

Alignment with the Hospital and its strategic lines is essential to establish a common framework of action that enhances the synergies between both institutions. This approach allows for the definition of clear collaboration points while also preserving the differences that characterize the specific missions of each entity, ensuring effective and sustainable complementarity.

To evaluate the alignment points between the Institute's Strategic Plan (PE) and the Hospital's Strategic Plan, a comprehensive analysis of the intersections and synergies between their respective objectives has been conducted. This analysis used the strategic pillars and objectives of each institution, assessing pillar by pillar and objective by objective the impact and contribution of one PE on the other. The evaluation was carried out numerically and quantitatively, using a scale from 0 (no impact) to 100 (total impact). Subsequently, the degree of relationship between the pillars of the two strategic plans was classified as a low (0-25), moderate (25-50), high (50-75), very High (75-100). This process was conducted holistically, ensuring a rigorous interpretation of the results.

The pillars and objectives of the Hospital's Strategic Plan are as follows:

Més EMPATIA: The most complex care with the most human approach

- Ensure the best patient experience and care: Providing the best possible treatment.
- Guarantee the most appropriate treatment for each health issue: Doing everything necessary, and exclusively what is necessary.
- Deployment of the new organisational model based on care intensity and functional units.
- Improvement of user contact (both physical and telematic): Recognizing the importance of time for the user.

Més TALENT: We Want to Be the Preferred Hospital for Professionals

- Maximize management autonomy and ensure roles are focused on value contribution.
- Attract, train, and develop the best professionals (building talent pipelines and being the preferred option for top experts).



- Innovate in organisational models within a highly feminized environment and adapting to changing values.
- Foster a nurturing system that strengthens the Sant Pau identity and sense of belonging.

Més INNOVACIÓ: Sant Pau, the Gateway to Innovation

- Big Data and AI as major drivers of transformation.
- Establish a leading platform for introducing innovation into the healthcare system.
- Support and promote innovation initiatives led by professionals.
- Achieve the highest level of digitalization.

Més COMUNITAT: The Best Healthcare Partner for Our Population and Other Healthcare Providers

- Achieve the best health outcomes for the reference population, setting and excelling in key performance indicators.
- Strengthen collaborations with primary care and long-term care facilities.
- Develop a specialised care unit for frailty (Q-CARE).
- Promote a gender perspective to prevent diagnostic and therapeutic bias.

Més AVANTGUARDA: Strengthening Sant Pau's Leadership in Excellence and Uniqueness

- Identify and develop the areas of excellence in each department.
- Expand Sant Pau's presence in the high-complexity healthcare network of Catalonia.
- Increase impactful research.
- Contribute to the healthcare system through areas of great excellence, such as: Neurosciences, Cardiovascular research, Hematology and gene therapies, Complex surgeries.

Once this analysis was conducted based on the established objectives, the results are summarized in the following table, where the contribution and impact of the IR Sant Pau Strategic Plan on the FGS Strategic Plan are evaluated and quantified:



From the previous table, it can be concluded that the IR Strategic Plan (PE) will have a very high impact on the *Més AVANTGUARDA* and *Més INNOVACIÓ* axes, a high impact on the *Més TALENT* axis, and a moderate impact on the *Més EMPATIA* and *Més COMUNITAT* axes. There is no axis in the FGS Strategic Plan where the IR has a low impact. This is very positive because the pursuit of impact raises the Hospital's standards, making it an attractive place to attract and retain talent while enhancing its visibility, prestige, and influence.

Obviously, there are specific objectives within the FGS Strategic Plan (PE) that are primarily clinical or hospital-focused, where the IR's impact appears to be lower (e.g., "*ensuring the best patient experience*" or "*developing the new organisational model based on care intensity and functional units*"). However, it is also evident that the collaborative efforts of both institutions in promoting research, and the role of physician and nurse researchers clearly contribute to improving healthcare, which is reflected in some scores. For example, nothing is more empathetic than offering a patient who lacks treatment options the opportunity to participate in a clinical trial promoted by the IR.

Finally, the FGS Strategic Plan (PE) integrates Ethics transversally with the goal of ensuring exemplary ethical conduct within the organisation and among its professionals, placing sustainability at the core of all actions, and connecting the Hospital with societal challenges and humanity's aspirations. We believe that the IR Institute's Strategic Plan and its values fully align (100%) with this vision.