

STRATEGIC PLAN

2019-
2023

STRATEGIC PLAN 2019-
2023



Instituto de Investigación
Sanitaria La Fe

This document has been reviewed and approved by the Research Commission and the External Scientific Committee.

This Strategic Plan is also approved by the Management of IIS La Fe, by the Governing Board of IIS La Fe and ratified by the Board of Trustees of IIS La Fe on March 12, 2019.

It will be distributed to all staff linked to IIS La Fe (research, teaching and/or support) of the Institution through the IIS La Fe intranet.

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1 INTRODUCTION

Strategic planning is a process that requires a diagnosis of the organization and its environment to set the axes, objectives and actions that allow it to orient itself in the present and toward the future.

The Strategic Plan is a tool that strengthens the organization and creates a culture that guides and focuses it toward its effectiveness.

1.1 Structure of the Strategic Plan

IIS La Fe has developed the present Strategic Plan 2019- 2023 with the aim of deploying an ambitious but realistic strategy, which helps to fulfil the mission, and brings us closer to the vision of the Institute of excellence we want to be.

The Strategic Plan has been structured in the following documents:

- Strategic Plan
- Analysis of the environment and internal analysis
- Strategic Development
- Scorecard
- Research Prioritization
- Cooperative Scientific Project
- Quality Plan
- Training Plan
- Emerging Groups Mentoring Plan
- Review and reformulation.

2 OUR PLAN

For IIS La Fe the time has come to look ahead. In the next five years, we have great challenges to face. We will have to increase our commitment to society, the environment, health and the economic challenges we face given the current socio-political climate. For this reason, we must further strengthen internationalization, promote interdisciplinarity and transversality, as well as foster more innovative forms of governance and management.

Undoubtedly, these challenges must place people at the centre, retaining talent, attracting new talent and ensuring the generational renewal of research personnel. For this reason, work must be done to establish a professional career with training itineraries that allow its professionals to develop and grow at the same time as an institution.

The work for the development of this Strategic Plan began in September 2018, when a working methodology was defined between the management and part of the management team who carried out a first Benchmarking task. Based on this study, a draft plan was prepared and transferred to the Advisory Committees and the Governing Bodies. At the end of January, a participatory listening phase was opened among the different groups of the IIS La Fe.

As a result of this elaboration process, this Plan has emerged, which will allow us to define our objectives and specify the measures and actions to be implemented in accordance with the mission, vision and values that should inspire and guide us from now on. In this way, we will set the course to be followed in order to deploy our strategy in the six strategic areas: People, Excellence, Governance and Ethics, Funding and Sustainability, Innovation and Projection, and Society, in order to: value innovation, leadership and the global projection of the Institute, develop as a multidisciplinary and integrative talent transfer entity, and become a socially responsible and sustainable research center.

In short, the 2019-2023 Strategic Plan aims to be the tool that will allow us to create a modern, agile and committed Health Research Institute, as the one that society needs, starting today.

2.1 Methodology/Participatory work

Adjunto se describe la metodología de trabajo y acciones de participación del personal del IIS La Fe para la redacción del presente Plan:

FORMULATION OF STRATEGIC PLAN 2019 - 2023						
	PHASE 1 PREPARATION	PHASE 2 FORMULATION	PHASE 3 DRAFT APPROVAL	PHASE 4 PARTICIPATORY HEARING	PHASE 5 APPROVAL	PHASE 5 DISSEMINATION AND INTERNALIZATION
When?	Septiembre 2018	October- Noviembre 2018	December 2018	January 2019	February 2019	Februrary- March 2019
Participants	<ul style="list-style-type: none"> – Scientific Director and Manager – Personnel Management – Research Commission 	<ul style="list-style-type: none"> – Scientific Director and Manager – Personnel Management – Research Commission 	<ul style="list-style-type: none"> – External Scientific Committee – Governing Board – Board of Trustees 	<ul style="list-style-type: none"> – IIS Management Staff – Research Commission – Committees (Innov. Company, Ethics, EECC) – Research Staff 	<ul style="list-style-type: none"> – Research Commission – IIS Management – CCE – Governing Board – Board of Trustees 	<ul style="list-style-type: none"> – Communication Area – research staff
How?	Management team submits pre-proposal to Management and CI.	Information gathering and document pre-structuring	Review and approval of draft at regular meetings of Governing Bodies	Through focus groups by area/SO/ global actions	Review, evaluation and approval of the document by the governing and consultative bodies.	Dissemination and internalization
	Review and update	Adjust and consolidate the main	Obtain approval of the draft from	Listen to the focus groups and deepen the	Approve the final document	Massively disseminate the 2019-2023



Instituto de Investigación Sanitaria La Fe

Strategic Plan 2019-2023

Objectives	SWOT, and mission, vision, values. Establish transversal axes, action areas and documents to be developed.	objectives, actions and development of different documents	the governing and advisory bodies.	parts of the document for elaborating the final proposal to the governing bodies.	strategic plan through the different media of IIS La Fe
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3 SWOT ANALYSIS/DIAGNOSIS

IIS La Fe has conducted a thorough analysis based on information from external and internal analysis and the peculiarities of IIS La Fe to identify strengths, opportunities, weaknesses and threats. These will be incorporated into the strategic vision of IIS La Fe for action in six key areas: People, Excellence, Governance and Ethics, Funding and Sustainability, Innovation and Projection, and Society.

This analysis of the current situation and the general trends and possible scenarios is prior to the definition of the Research and Innovation strategy to be applied during the following years 2019-2023.



Opportunities are events, variables and characteristics of the environment that can favourably influence the situation and functioning of the Institution, facilitating or increasing its volume of activity, productivity and the competitiveness of the research and innovation in the health field.

Threats are events, variables and negative characteristics of the environment that can damage the situation and functioning of the Institution, reducing or limiting its volume of activity, its productivity and its competitive position in the field of biomedical research and innovation.

Strengths are indicated as variables, features, characteristics and/or differentiating situations of the Institution on which to base the growth, projection, quality and development of the biomedical research and innovation carried out in the Institution, since they facilitate its response capacity and competitiveness.



Weaknesses are variables, features, characteristics and/or situations of the Institution that hinder growth, projection, quality and development of the biomedical research and innovation carried out in the Institution, since they reduce its response capacity and competitiveness..

The purpose of this analysis is to:

- Prevent weaknesses from being an element that favours threats.
- Reorient weaknesses to take advantage of opportunities.
- Use strengths to counteract threats.
- Use strengths to take advantage of opportunities.

Weaknesses

Weaknesses are considered to be limitations in terms of capabilities that may impede the development of the Strategic Plan of the IIS La Fe and in terms of competitiveness with its peers. The following have been detected:

PEOPLE

- Job instability, low remuneration, lack of recognition of research work in order to obtain positions/promotions.
- Aging of the research staff
- Need for emerging research personnel with potential
- High turnover of management personnel.
- Unattractive training/career plan

EXCELLENCE

- Low participation of primary care and nursing staff in research.
- Low degree of compliance monitoring in clinical trials.
- Restructuring process in scientific areas in the process of being implemented.
- Weak and intermittent evaluation system for research personnel, groups and areas.

GOVERNANCE AND ETHICS

- Low plurality in the Institute's decision making process
- Need to strengthen the Institute's transparency policies.
- Lack of consolidation and leadership of scientific areas
- Low collaboration and establishment of synergies between research groups and areas.

FINANCING AND SUSTAINABILITY

- Lack of implementation of cost containment policies and efficient management of economic resources.
- Weakness of quality and information management systems, with lack of technological adaptation.
- Insufficient resources for the maintenance/repair of equipment and infrastructure and the patrimonial complex (Tower A).
- Lack of professionalized training of management staff.
- Need to improve research and methodological quality in grant application proposals.

INNOVATION AND PROJECTION

- Research-based on the state of the art and clinical evidence, with few protectable results.
- Little culture of internationalization in the scientific community of IIS La Fe.
- Little participation in projects as coordinator and in international networks.
- Need to strengthen the system of international exchange and mobility.

SOCIETY

- Inefficient follow-up and monitoring system for results that reach clinical practice.
- Lack of development of projects with greater involvement of the Society from their conception.
- Weak implementation of Open Access policies and research data management plans (DMP).
- Ineffective internal communication system

Threats

Threats are defined as elements of the environment that may limit the competitiveness of the La Fe health research institute or its sustainability.

PEOPLE

- Growth in the number of research centres in the health field, with the capacity to attract talent.
- Legislation and regulations applicable to the public sector complicate personnel recruitment and stabilization.
- More attractive positions with higher salaries in the private sector.
- Lack of public policies and support for promoting professional research careers and recruiting personnel.

EXCELLENCE

- Instability of research personnel. Brain drain
- Very rapid advancement of knowledge and technologies in the cross-cutting areas of Imaging, Personalized Medicine and Big Data.

GOVERNANCE AND ETHICS

- Exponential growth of legislation and regulations in the field of ethics.

FINANCING AND SUSTAINABILITY

- Lack of global economic and financial stability
- Increased competition for competitive economic resources
- Globalization and delocalization of clinical trials.

INNOVATION AND PROJECTION

- Increased competition at the European and international levels.
- Lack of interest of the productive sector in research results that do not respond to the needs of their clients.

SOCIETY

- Society with lack of confidence in the national health system.
- Inadequate information on the importance of society's participation in research results.

Strengths

Strengths of the IIS La Fe are understood as capabilities and resources that provide a competitive advantage to the Institute, or that offer added value for the hospital, the NHS, or the companies that can use the results of the research.

PEOPLE

- New leadership, management and scientific team
- Committed management team, with high resilience and capacity to adapt to change.
- Research groups composed of basic and clinical researchers, and staff of contracting entities, multidisciplinary.
- Implementation of the Human Resources Strategy for Researches (HRS4R) and Open Transparent and Merit-Based Recruitment (OTM-R) Policies
- Special Doctoral Program for residents and complimentary training.

EXCELLENCE

- International leaders in certain fields of knowledge
- High participation of IIS La Fe in national collaboration networks (6 RETICs, 7 CIBERs and 3 Platforms), in European Networks, EUOPENSREEN and positioning of IIS La Fe with respect to the European infrastructures EATRIS, ECRIN and ESFRI Euro-bioimaging.
- Recognition as the first Spanish hospital-based singular scientific and technical infrastructure (ICTS).
- Significant growth in research by healthcare personnel, emerging groups, nursing and primary care.
- Significant growth of early-stage clinical studies, unique structures for the development of these studies (UICAB) and patient focus.
- Integration of the IVI Foundation and reinforcement of the Fertility and Maternal-Child Medicine research area.



GOVERNANCE AND ETHICS

- Creation of an integrated and multidisciplinary institute capable of attracting new partners.
- Financial capacity to launch intramural calls for research promotion.
- Commitment to quality with several certifications, commitment to ethics and transparency.

FINANCING AND SUSTAINABILITY

- Implementation of self-sustainability policies and financial capacity.
- Acquisition of state-of-the-art equipment thanks to the attainment of ERDF funds
- Ability to diversify sources of financing, both public and private.

INNOVATION AND PROJECTION

- Brand image and reference of Hospital La Fe.
- Programs to promote open and collaborative innovation with the UV, UPV and REDIT. Biopolo Strategy
- Appointment, by the Valencian Innovation Agency, as a recipient centre of a Scientific Unit for Business Innovation, with the contribution of economic resources.
- Increased international visibility through the formation of consortia in R&D&I projects.

SOCIETY

- Capacity for the development of translational research, highly focused on the unmet needs of the National Health System.
- Development of programs to disseminate research results to society and science education activities.
- Updated and functional website, internal communication, and collaboration systems (intranet and YAMMER).
- Visibility of R&D&I activities in the media and social networks.

Opportunities

Opportunities are defined as niches in the national, European or international agenda where La Fe Institute can offer added value and have a competitive advantage.

PEOPLE

- Consolidation of the programs for the release of care load (ISCIII), the program for the Intensification of Research Activity or the Juan Rodés and Rio Hortega Program, promoted by ISCIII.
- Increased motivation of students for a research career.

EXCELLENCE

- Leadership at the international research level of research/innovation structures (SCReN, ITEMAS; CIBER, RETICs).
- The creation of the new Ministry of Science, Innovation and Universities, together with the State Research Agency.

GOVERNANCE AND ETHICS

- Sufficient regulation on good governance and ethics for public institutions.

FINANCING AND SUSTAINABILITY

- Capacity of the Regional Ministry of Health to attract ERDF funds oriented to R&D&I (for infrastructures).
- New European regulatory context for medical devices includes greater restrictions and the obligation to carry out more clinical validation studies on products.

INNOVATION AND PROJECTION

- New programs to promote innovation of the Valencian Innovation Agency.
- Horizon Europe Research Framework Program (2021 - 2027)
- Companies outsource R&D, promote Open Innovation and look for academic results to incorporate into their developments.

SOCIETY

- Digitized society, with growing interest in social participation and citizen collaboration.
- Bringing science closer to society through social networks and the promotion of micro-patronage.

4 MISSION, VISION AND VALUES

The mission, vision and values of the IIS La Fe are considered to be, for the most part, in action, although a partial reformulation of the values is possible following the recent strategic reflection:

Mision

We are a multidisciplinary team with a vocation of service whose mission is to generate biomedical, clinical and health knowledge, promoting its effective translation to improve the quality of life of patients and society.

Vision

To improve the life and health of society, leading cutting-edge biomedical research, committed to cooperation, talent and innovation

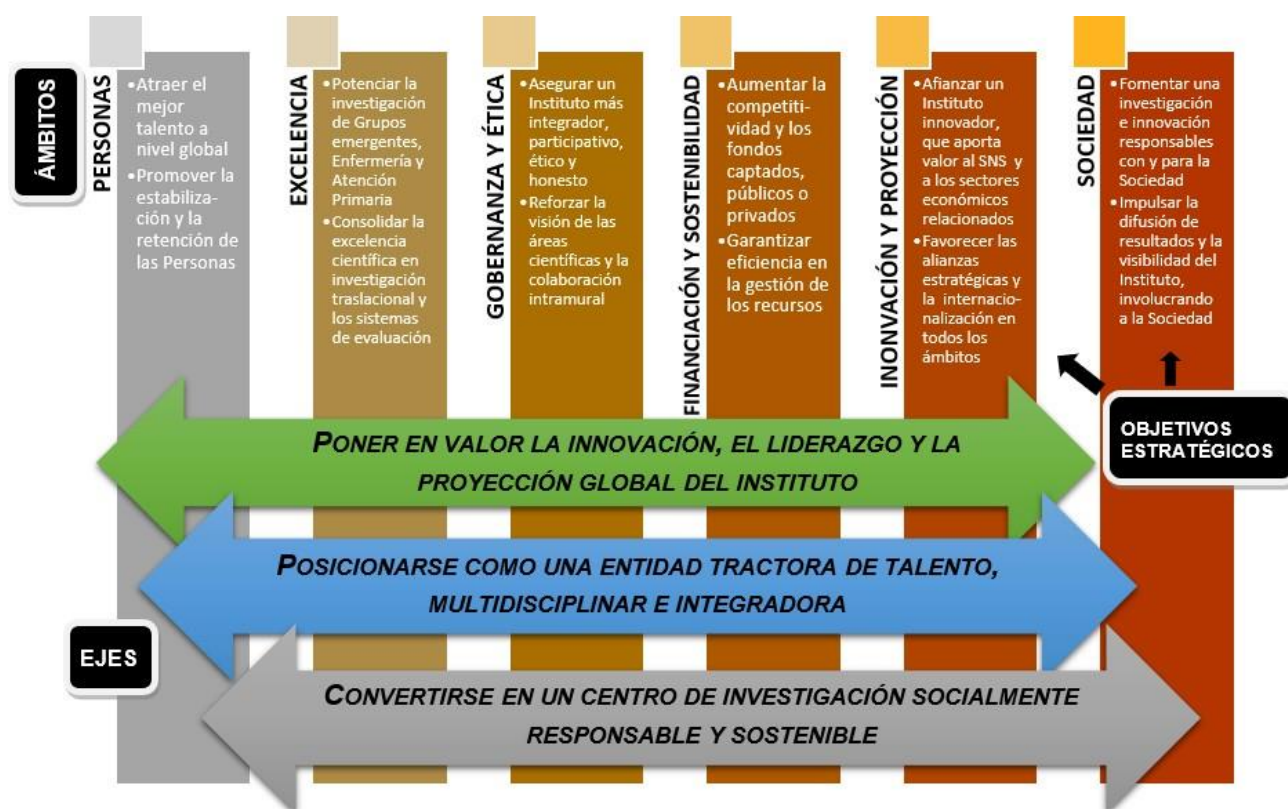
Values

The values of IIS La Fe are the following:

- Fosterer of talent and personal and professional development
- Excellent
- Integrator
- Ethical and transparent
- Sustainable
- Spirit of improvement
- Innovative and creative
- Open to the world
- Result and applicability oriented
- Responsible, with and for Society

5 STRATEGIC DEVELOPMENT

With the aim of developing responsible research and innovation of excellence, promoting talent, sustainability and openness to change, as well as facing future challenges, the Instituto de Investigación Sanitaria La Fe has designed the Strategic Plan of the IIS La Fe for the period 2019-2023. This Plan is based on three transversal axes, which permeate **six key areas of action**, and on the latter, a series of global actions are implemented. These actions, which will be developed through specific activities within the different annual Action Plans, will facilitate the fulfilment of the **twelve strategic objectives** of the Plan.



Transversal axes

Taking into account the current and future global scenario of the IIS LA FE, known internationally as VUCA (*Volatile, Uncertain, Complex and Ambiguous*) environment, where the context is changing, technologically dependent and highly competitive, some key elements of innovation and transformation have been identified as essential for the Institute, to which we have given special consideration for our evolution and development in the coming years. With a cross-cutting approach, THREE AXES have been established, which should be the catalysts that permeate the six strategic areas of the Plan and which allow us to specify and stimulate numerous actions to be carried out in the coming years.

TO ENHANCE THE INSTITUTE'S INNOVATION, LEADERSHIP AND GLOBAL PROJECTION.

We must strengthen our capacity for innovation and leadership in the biomedical and health research field, aiming to become a world-renowned health research institute.

TO DEVELOP AS A MULTIDISCIPLINARY AND INTEGRATIVE TALENT TRANSFERRING ENTITY

We have to make IIS La Fe an international reference centre for new talent, where the personal and professional development of all types of profiles is possible, accompanied by the feeling of integration and belonging to the Institution.

BECOMING A SOCIALLY RESPONSIBLE AND SUSTAINABLE RESEARCH CENTER

We have to become a research center on a human scale, sensitive to our clinical and social environment, and responsible to our multiple stakeholders, such as Society, our patient community, the public administration, training centres (Institutes and Universities), the business environment, etc. and that provides answers to the clinical and healthcare needs of our community, the National Health System and globally. We are committed to an integral, innovative model of social responsibility, which incorporates all the areas and agents of interest in our environment, aspiring to excellence and financial sustainability.

Strategic Areas and Objectives

To meet the challenges involved in achieving our mission, we have defined six key areas of action: People, Excellence, Governance and Ethics, Financing and Sustainability, Innovation and Projection, and Society. From these six areas, the twelve strategic objectives we propose for the year 2023 and the global activities articulated in them unfold, stimulated by the three cross-cutting axes.

PEOPLE

"A model of an institution that has people as its main focus, and strives to promote programs and actions aimed at their personal and professional development, with the aim of being a reference partner on the path of life".

SO1. Promote the stabilization and retention of people

SO2. Attract the best talent globally

EXCELLENCE

"To aspire to scientific excellence, positioning IIS La Fe on the global map as a rigorous, self-demanding research center committed to science."

SO3 To promote research in healthcare personnel, emerging groups, nursing and primary care.

SO4 To consolidate scientific excellence in basic and translational research and evaluation systems.

GOVERNANCE AND ETHICS

"A plural, participative and committed governance, based on the values of ethics, transparency and honesty, is the basis for the development and growth of the Institute."

SO5. To ensure a more inclusive, participatory, ethical and honest Institute

SO6. To strengthen the vision of scientific areas and intramural collaboration.

FUNDING AND SUSTAINABILITY

"Ensure the sustainability of IIS La Fe through efficient and responsible management of the resources available, and work hard to obtain new ones that ensure its continuity."

SO7. To increase competitiveness and funds raised, public or private

SO8. To guarantee efficiency in resource management.

INNOVATION AND PROJECTION

"Impregnate throughout the institute the culture of innovation and internationalization, as key elements to be open to the world, with the capacity to adapt and grow as an institution"

SO9. To consolidate an innovative Institute that adds value to the National Health System and related economic sectors.

SO10 To favor strategic alliances and internationalization in all areas. Afianzar un Instituto innovador, que aporta valor al SNS y a los sectores económicos relacionados

SOCIETY

"Aim to conduct responsible research and innovation, with and for Society, that takes into account a long-term perspective on the kind of world we want to live in ("RRI Tools Project")."

SO11. Promote responsible research and innovation with and for society.

SO12. Promote the dissemination of research and innovation results and the visibility of the Institute, involving Society.

Assessment of compliance thresholds

To measure the correct achievement of the Strategic Objectives of the Plan, in the 2019-2023 timeframe, a series of standards have been established to ensure compliance. These indicators should be quantified and analyzed annually, in order to know their evolution and thus ensure compliance with the objectives and goals established in this Strategic Plan. In the event of significant deviations from the desired value, corrective measures or improvement actions will be required to ensure the success of the global actions established..

Annual action plans

In order to comply with this Strategic Plan 2019-2023, and based on the six key areas of action and the various global actions described, the **specific activities** designed to comply with the twelve strategic objectives will be deployed within the corresponding **Annual Action Plan**.

These annual Action Plans are standardized documents that are mandatory for all public sector Foundations of the Generalitat Valenciana, as is the case of the IIS La Fe Foundation. These action plans must be approved by the governing bodies of the Institute and submitted to the Protectorate of Foundations of the Valencian Community in the last three months of each year. They reflect the strategic objectives and specific lines of action/activities planned for the year and also contain information identifying each of the activities and indicating the expenses, income and other resources planned for each of them.

Therefore, the annual Action Plans shall be drawn up in compliance with the provisions of Article 25 of Decree 68/2011 of May 27 of the Consell, or future regulations that may replace it, which approve the Regulations of the Foundation of the Valencian Community. Likewise, by recent regulations in this regard, or the one published in replacement thereof, for its preparation shall take into account the format approved by Royal Decree 1491/2011 of the General Accounting Plan for non-profit entities.

6 SCORECARD

The SCORECARD of the Strategic Plan of IIS La Fe presents the main indicators that will allow us to measure the deployment of the strategy of IIS La Fe and the performance of management activities. The strategic model of IIS La Fe is made up of strategic objectives, actions and goals. The purpose of the indicators is to know the fulfilment of the goals and thus be able to plan and prioritize the activities of the Annual Operational Plan.

The indicators included in the Scorecard are structured in four activity blocks:

- **Resource indicators:** measure the availability of economic, human and equipment resources available.
- **Indicators of scientific activity:** measure the activity of projects developed
- **Productivity indicators:** measure the results obtained (scientific articles, theses, etc.).
- **Training activity indicators:** measure the training offered by the IIS, both to its own staff and to external personnel.

The following basic fields are established for the indicators:

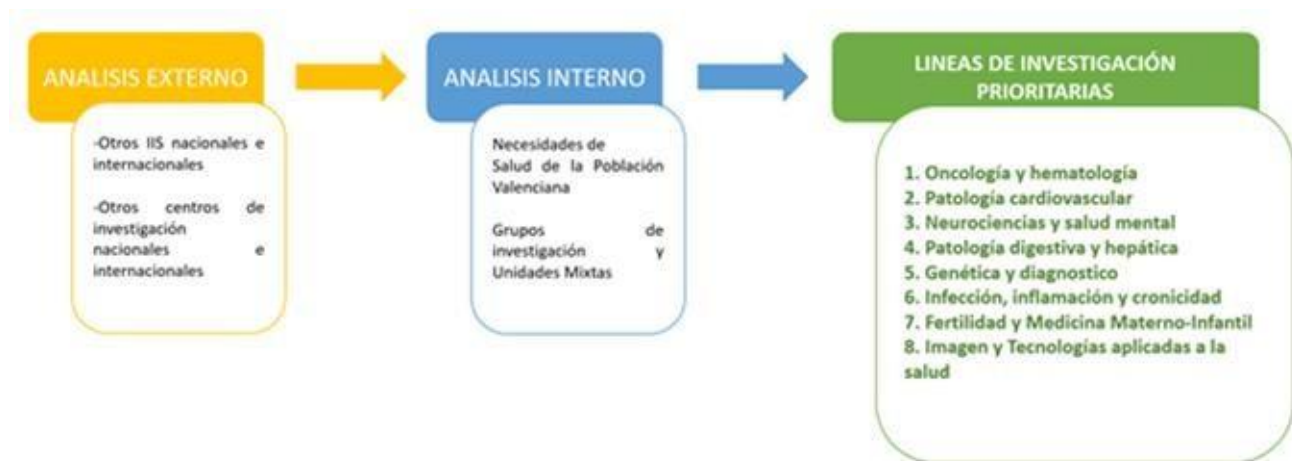
- Indicator name
- Indicator name Definition
- Target
- Measurement
- Measurement
- Relation to target
- Periodicity

An Indicator Manual has also been developed with those indicators that, although not directly related to the measurement of the strategic objectives of the Strategic Plan 2019 - 2023 nor the quality standards promoted by the ISCIII in its evaluation guide for IIS, are required and measure our activity in such a way that they give us more comprehensive information about our processes and results.

7 PRIORITIZATION OF RESEARCH AND COOPERATIVE SCIENCE PROJECT

The methodology for prioritizing the IIS La Fe Scientific areas is described below.:

Metodología para la priorización de la Investigación



Scientific Areas and Cooperative Science Project

In 2017, the Management and the Research Committee of IIS La Fe led a benchmarking exercise with the main national and international health research institutes and biomedical research centres and a proposal for the distribution of the Groups and Mixed Units of IIS La Fe in new Research/Scientific Areas.

The Governing Bodies approved the Regulations and the new distribution in Scientific Areas of the IIS La Fe (minutes nº75 and nº77 Management Committee/Board of Governors and minutes nº35 and nº40 Board of Trustees/Governing Body), listed as follows:

1. Oncology and hematology
2. Cardiovascular pathology
3. Neurosciences and mental health
4. Digestive and hepatic pathology
5. Genetics and diagnostics
6. Infection, inflammation and chronicity
7. Fertility and Maternal-Child Medicine
8. Imaging and Technologies applied to healthOncología y hematología

The Scientific Areas are composed of all the researchers assigned to the Groups and/or Joint Research Units that deal with a joint topic and are represented in the Scientific Area Committee by the Principal Investigator of the Group and/or Unit, or, if applicable, by the researcher designated by them. The Scientific Area Committee is the governing body of the area and is supervised by the Area Coordinator. The Coordinators are ex officio members of the Research Committee.

The functions of the Scientific Areas and their members are as follows:

- a) To structure the scientific activity of the Groups and/or Joint Research Units that deal with a common area of knowledge.
- b) To promote interaction and scientific cooperation among the Groups and/or Units that make up each area and among the areas.
- c) To propose annually to the Research Committee the scientific objectives of the area and indicators that allow the evaluation of their degree of fulfilment.
- d) To make proposals for the Strategic Plan, including the Integration Plan and the Training Plan, and its annual activities.
- e) To be the channel of participation of the Groups and/or Joint Research Units in the management of the scientific activity..

In September 2018, the new Scientific Management of IIS La Fe started the implementation of the Scientific Areas of IIS La Fe as a basis for the definition of strategic lines, objectives and indicators that will be part of the new Strategic Plan of IIS La Fe, 2019-2023.

From this moment on, it begins with an active work dynamic that starts with the communication to the researchers responsible for Research Groups and Joint Units of the IIS La Fe of the proposed distribution of areas, Groups and Research Units and the collection of clarifications. The practical implementation of the Scientific Areas took place during October with the convening of 8 meetings between the Scientific Management and the Areas, represented by the researchers responsible for the Groups and the MU that form them.

From this participatory work the document 06_COOPERATIVE SCIENTIFIC PROJECT has been developed. This document is the result of the study and analysis of each of the Scientific Areas and that has allowed us to define the objectives and strategic lines to be integrated into this new Strategic Plan of the IIS La Fe, 2019-2023. The document is the result of the study by all researchers of IIS La Fe of the main challenges and proposals for the future derived from each of its lines of research, and the sharing of the strategy in each of the areas of knowledge, integrating principles of excellence, innovation and sustainability.

The current structure of the research groups and mixed units in the 8 different Scientific Areas of the IIS La Fe is as follows:

AC1	1.- Oncology and Hematology	GRUOU P	PI
AC1GI01	Dermatology and Tissue Regeneration	Emerging	Rafael Botella
AC1GI02	Hematology and Hemotherapy	Consolidated	Miguel Ángel Sanz
AC1GI03	Hemostasis, Thrombosis, Atherosclerosis and Vascular Biology	Consolidated	Francisco España
AC1GI04	Clinical and Translational Cancer Research	Consolidated	Jose Gómez Codina
AC1GI05	Urological Integrated Translational Research Nucleus of Valencia (NITIUV)	Emerging	César D. Vera
AC1GI06	Biomarkers and Precision Medicine Unit	Emerging	Agustín Lahoz
AC2	2.- Cardiovascular Pathology		
AC2GI01	Familial heart disease, sudden death and mechanisms of disease	Emerging	Esther Zorio
AC2GI02	Myocardial Dysfunction and Cardiac Transplantation	Consolidated	Jose Miguel Rivera
AC2GI03	Cardiac regeneration and transplantation	Consolidated	Pilar Sepúlveda
AC3	3.- Neurosciences and Mental Health		
AC3GI01	Neuroimmunology Research	Emerging	B Casanova
AC3GI02	Mental Health Research	Emerging	Pilar Sierra
AC3GI03	Neuromuscular Pathology and Ataxias	Consolidated	Juan Jesús Vilchez
AC3GI04	Joint Research Unit in Neurology and Molecular Genetics	UM-CSIC	Jose Perez Tur
AC3GI05	Joint Unit in Cerebrovascular Research	consolidated	Juan Salom
AC4	4.- Digestive and Hepatic Pathology		
AC4GI01	Digestive Surgery and Perioperative Care	Emerging	Matteo Frasson
AC4GI02	Digestive and Hepatic Endoscopy	Emerging	Vicente Pons
AC4GI03	Celiac Disease and Dysgestive Immunopathology	Consolidated	Carmen Ribes
AC4GI04	Inflammatory Bowel Disease	Consolidated	Pilar Nos
AC4GI05	Experimental Hepatology and Liver Transplantation/Joint Experimental Hepatology Unit	Consolidated / UM-UV	Jose Vicente Castell
AC4GI06	Perioperative Medicine, Anesthesiology & Resuscitation	consolidated	Óscar Díaz
AC5	5.- Innovation in Diagnostics and Therapy		
AC5GI01	Molecular, cellular and genomic biomedicine	Consolidated	José María Millan
AC5GI02	Pharmacogenetics	Consolidated	Salvador Aliño



AC5GI03	Translational research in Genetics	Consolidated	Francisco Martínez
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AC5GI04	Drug Discovery Unit	Emerging	Antonio Pineda
AC5GI05	Joint Research Unit on Mechanisms of Adverse Drug Reactions	UM-UPV consolidated	Jose V. Castell/ Miguel Ángel Miranda
AC5GI06	Joint Research Unit on Nanomedicine and Sensors	UM-UPV consolidated	José Luis Ruiz/Ramón Martínez
AC6	6.- Infection, Inflammation and Chronocity		
AC6GI01	Allergy and Respiratory Diseases of Childhood	Consolidated	Maria Dolores Hernández
AC6GI02	Art and Science in Care	Emerging	Esperanza Ferrer
AC6GI03	Orthopedic Surgery and Traumatology	Emerging	Francisco Baixauli
AC6GI04	Hepatology and Liver Transplantation	Consolidated	Marina Berenguer
AC6GI05	Severe Infection	Consolidated	Javier Pemán
AC6GI06	Respiratory Infections	Consolidated	Rosario Menendez
AC6GI07	Pluripathological, chronic patient in Primary Care	Emerging	Antonio Maiques
AC6GI08	Rheumatology	Emerging	Jose Román Ivorra
AC6GI09	Mixed Research Unit in Endocrinology, Nutrition and Dietetics	UM-UV	Francisco Merino/Jose Miguel Soriano
AC7	7.- Fertility and Maternal-Child Medicine		
AC7GI01	Reproductive Biology and Bioengineering in Assisted Human Reproduction	Emerging	Nicolás Garrido
AC7GI02	Biomarkers, Genomic Medicine, Statistics and Massive Data Analysis in Assisted Human Reproduction	Emerging	M. Meseguer
AC7GI03	Infertility and Reproductive Pathology	Emerging	José Remohí
AC7GI04	Reproductive Medicine	Consolidated	Antonio Pellicer
AC7GI05	Perinatology	Consolidated	Máximo Vento
AC8	8.- Imaging and Health Technologies		
AC8GI01	Biomedical Imaging Research	Consolidated	Luis Martí
AC8GI02	Joint Research Unit in Biomechanics	UM-UPV Consolidated	Enrique Viosca
AC8GI03	Joint Research Unit in Radiophysics and Nuclear Instrumentation in Medicine	UM-UV Emerging	José Perez Calatayud
AC8GI04	Joint Research Unit in ICTs applied to Reengineering in socio-health processes.	UM-UPV Consolidated	Bernardo Valdivieso/ Vicente Traver

8 QUALITY PLAN

The Instituto de Investigación Sanitaria La Fe understands that quality is a dimension of research and innovation that must be objectively quantified and evaluated internally and externally. To this end, the activities of the Institute will be oriented to satisfy the needs and expectations of professionals, patients and other stakeholders in the context of an Integrated Quality System in accordance with the accreditation model of the Health Research Institutes of the ISCIII.

This Quality Plan is based on the philosophy of continuous improvement and contains a maxim of quality research performance with the available resources. This quest for excellence has become the main focus of action of the Management, the research groups and the rest of the organization. It is a strategy that aims to continue promoting the Institute's cultural change, the involvement of all research personnel in good scientific practice and the modernization of the evaluation of research and innovation.

Quality Policy and Objectives:

The Instituto de Investigación Sanitaria La Fe has as a guideline to improve the life and health of society, leading biomedical research at the forefront, committed to cooperation, talent and innovation.

For this reason, the Management of IIS La Fe assumes the following as basic premises:

- To promote **research and innovation** based on standards of excellence, orienting its results towards the strategic priorities of health research and areas of clinical interest.
- To develop **efficient** management of research and innovation that, with a process-based approach, allows the good use of public and private resources, as well as the commitment to national and European legal and regulatory requirements and those of the quality standards and good scientific practice implemented in the Institution (ISO 9001, ISO 14001, UNE 166002, GCP, GMP, ...).
- Align **investments with the strategy** and provide the necessary resources to ensure the development of R&D&I activities, complying with current legislation on contracting with suppliers.
- Promote the **protection, transfer and exploitation** of basic and clinical research results.
- To promote **internationalization** in all the Institute's activities, and to foster cooperation and collaboration with other groups and/or entities.
- To facilitate and promote the **training and personal and professional development** of the people who work in the Institution, always **under ethical principles of excellence and good scientific practice and innovation**.
- To favor the accessibility and incorporation of professionals to the Institution in conditions of **equality, diversity and inclusion, and recognition of merit**.
- Enhance the visibility of R&D&I developed through the **dissemination and disclosure** of scientific achievements, promoting publication in **Open Access** media that bring science and knowledge closer



- Establish **Social Responsibility** policies that increase the **impact** of IIS La Fe in society.
- Encourage the participation, motivation and awareness of all staff in the **continuous improvement** of research and innovation, through a system of communication and/or detection of incidents/suggestions that allow their analysis, resolution and prevention.

It is the will of the Management of IIS La Fe that this Quality and R+D+I Policy will be the basis for all future actions of the entity and will be supported by the quality and R+D+i objectives defined each year.

This Quality Policy and R+D+i will be disseminated and will be available to the entire organization and stakeholders so that they can embrace the spirit of this and collaborate in its development.

9 TRAINING PLAN

The IIS La Fe, together with all the entities that constitute it, arises with the need to promote, develop, manage and disseminate research in the field of health sciences, and commit all these actions to the service of society. With this, the aim is to eliminate the existing gap between the scientific community and society, encouraging different interest groups (such as the scientific community, the business and industrial sector, civil society organizations and the educational community) to work together in the process of innovation and research and to provide a service to society.

To this end, IIS La Fe will base its actions on the ideas of Responsible Research & Innovation (RRI) composed of Citizen Participation, Gender Equality, Science Education, Ethics, Open Access and Governance Agreements. The lines of action in each aspect will be:

- Citizen Participation: to promote programs to involve citizens in the research and innovation process from its conception to its development and results.
- Gender Equality: to promote a balance between men and women in work teams and ensure equity in decision-making. IIS La Fe has its own equality plan for the period 2017-2021 aligned with the framework of the Equality Plan of the Conselleria de Sanitat.
- Science Education: to improve learning and the educational process in science as well as to promote scientific and research vocations among young people.
- Ethics: to achieve ethical scientific integrity, to prevent and avoid unacceptable research practices.
- Open Access: to ensure the dissemination of scientific information, to improve collaboration between stakeholders and open dialogue with society, with the principles of transparency and accessibility.
- Governance Arrangements: to provide tools and skills that foster shared responsibility among stakeholders and institutions.

The Training Plan establishes the following General Objectives:

- To provide the research and care staff of all the organizations that converge in the IIS La Fe and in the Valencia La Fe Health Department with training adapted to the lines of research and in accordance with the commitment to society.
- To awaken the calling for research and innovation in all the staff of the Valencia La Fe Health Department (Hospital and Primary Care Centers) and young people in all their formative periods.
- To create and establish the organizational and management structures of training in the IIS La Fe, on its way to excellence.



**Instituto de Investigación
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The Training Plan of the IIS la Fe integrates all training activities in research and innovation aimed primarily at all professionals who make up the Institute, including::

- Basic and clinical researchers
- Residents and other healthcare and non-healthcare personnel (Medicine, Nursing, Orderlies, etc.).
- Management and research support staff (Administration, Laboratory Technicians, Computer Technicians...).

10 EMERGING GROUPS MENTORING PLAN

The IIS La Fe is conceived as the main instrument for the dynamization and organization of biomedical research in the environment of the Hospital La Fe. In this context, IIS La Fe has detected the need to formulate a document that defines actions aimed at increasing the quality of the research groups, favouring the continuous improvement of IIS La Fe.

The objectives of the Emerging Groups Mentoring Plan are to:

- To Promote the scientific activity developed by emerging research groups.
- To favour the attraction of resources
- To promote research by favouring the implementation of a research culture in the health care field.
- To promote research favouring the implementation of the research culture in Primary Care and Nursing.
- To create the appropriate environment for the consolidation of new emerging lines within the research areas.
- To increase the critical mass of researchers and to favour generational renewal.

The plan is formulated to promote the development and consolidation of emerging groups and in those healthcare areas where research is less consolidated, such as Primary Care and Nursing. To concretely define the research groups, the new 2018 Integration Plan, currently in the implementation phase, divides the research groups into Emerging and Consolidated according to concepts that have to do with both their joint research trajectory and their scientific indicators.

The main actions:

1. Training: research training actions included in the Training Plan: Undergraduate Training, Specialized Training, Continuing Education, Fellowship Training and Training Stays for research.
2. Advice and search for specialized resources by the staff of the different areas of the IIS La Fe management structure, mainly the scientific area, clinical research area and innovation.
3. Specific calls for specific grants to support research.
4. Follow-up actions for emerging groups.

11 REVIEW AND REFORMULATION

To ensure compliance with the strategic objectives set out in this Strategic Plan 2019-2023, to fulfil our mission and approach the vision of the Institute we want to be, it is necessary to conduct a review, analysis and assessment of the indicators, goals and actions, and if appropriate, reformulate this Plan, to adapt it to the actual situation of the Institute during the term of the Plan.

The review process implemented will be the responsibility of the Governing Board of the IIS La Fe, and will be based on the measurement of the objectives included in the Cooperative Scientific Project (PCC), the measurement of the indicators included in the Scorecard of the IIS La Fe and the review of the indicators of the annual Action Plans, aligned with the goals of the Strategic Objectives.