2024-2028 Strategic Plan

Strategic Development

January 2024

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1. Background

The IIS-FJD's 2024-2028 Strategic Plan is a continuation of the institution's previous strategy (2019-2023), reviewed during the last year it was in effect.

The process of reviewing and designing IIS-FJD's new strategic plan has involved several phases of work, including interviews with the Institute's key groups, sending out a questionnaire to gather the opinion of Institute personnel, and the creation of six working groups that have been working on the institution's various strategic objectives.

The entire process was supervised by the Institute's Research Committee with the opinion of the Institute's External Scientific Committee. The results were presented to the governing body, which is responsible for their final approval.

2. Mission, Vision and Values

The IIS-FJD is a functional structure of multidisciplinary and translational biomedical research, oriented towards basic, clinical, epidemiological and health services research.

MISSION

To develop a translational and clinical environment, aimed at solving health problems in the national health system and improving the quality of life of citizens through an innovative approach, with proven quality and excellence, making it one of the benchmarks at a national and international level.

VISION

To be recognised as a leading center and an organisation of excellence by the different stakeholders (researchers, teaching staff, patients, healthcare professionals and the social environment) in scientific leadership in the quality of its services, the efficient use of its resources, and the development of and advanced management procedures and systems, with a clear commitment to its human resources.

VALUES

Our values provide the ethical framework and a reference point for institutional development:

- Innovation

  We approach our tasks and activities with a spirit of continuous improvement, and adaptation to new scientific advances and new social demands. Innovation is part of our organisation's philosophy.

- Our Professionals

  The professionals working at the IIS-FJD are our greatest asset. Our personnel's motivation and continuous development are essential factors for the organisation’s growth and development.

  The Organisation encourages the involvement and collaboration of professionals in improving quality and scientific excellence, fostering a sense of belonging to the Organisation and to the Group of which it is a part.

- Quality

  The quality of our services is our main objective, and for this we actively work on continuously improving quality as the main work strategy in all our processes. It is a comprehensive and integrating aspect that is a common denominator in all the services we provide, and that allows us to measure them objectively.

- Transparency

  We are an organisation convinced of the importance and necessity of communicating what we do both internally and externally.

- The Human Touch: people.

  We are an organisation with a vocation for service that has a comprehensive and integrating concept of the person as an individual in the context of their social relationship.

- Knowledge

  The organisation encourages knowledge sharing among the people working at the IIS-FJD, thus generating added value. We must also learn and teach healthy behaviours. We are committed to becoming an organisation that knows how to learn and educate.

- Patient and Society Oriented

  It should not be forgotten that the IIS-FJD is part of the Hospital's activity, so at the end of the chain we find the patient, who is our *raison d'être*, and the focus of our work. As an organisation, we are committed to understanding and satisfying the needs and expectations of the public in order to continuously improve the quality of our healthcare, research and teaching services.

3. Strategic Objectives and Action Plans

For the 2024-2028 period, the IIS-FJD's general strategy is organised into six major Strategic Objectives, similar to those implemented in the 2019-2023 period, as we improve and develop them in greater depth.

The specific scope has been defined for each of them.

STRATEGIC OBJECTIVES

1. **SCIENTIFIC ACTIVITY**. Promote SCIENTIFIC EXCELLENCE by generating synergies and integration among the Institute's research groups, providing the necessary space, infrastructure and resources.
2. **TRANSLATION AND INNOVATION**. Foster innovation and its TRANSFER TO THE PRODUCTIVE TISSUE, and the orientation of research towards improving clinical practice.
3. **ALLIANCES AND INTERNATIONALISATION**. Consolidate the INTERNATIONAL positioning of the Institute's groups, as well as EXTERNAL AND INTRAMURAL COLLABORATIONS, relying on a network of contacts and partners to promote their scientific development.
4. **SUSTAINABILITY**. Strengthen the relationship with PUBLIC FUNDING AGENCIES and the PRIVATE SECTOR, consolidating stable lines of collaboration that allow for medium and long-term funding.
5. **TRANSPARENCY AND QUALITY**. Improve management procedures in the context of the Institute, to facilitate the institution's activity, improve results, and maintain and increase our positioning in OPEN SCIENCE and the POLICY of scientific integrity.
6. **KNOWLEDGE**. Reinforce the scientific culture within the organisation, improving training and COMMUNICATION among professionals, and promoting dissemination to SOCIAL AGENTS and orientation towards the public.

ACTION PLANS

The different action plans proposed for each of the defined Strategic Objectives are shown below.

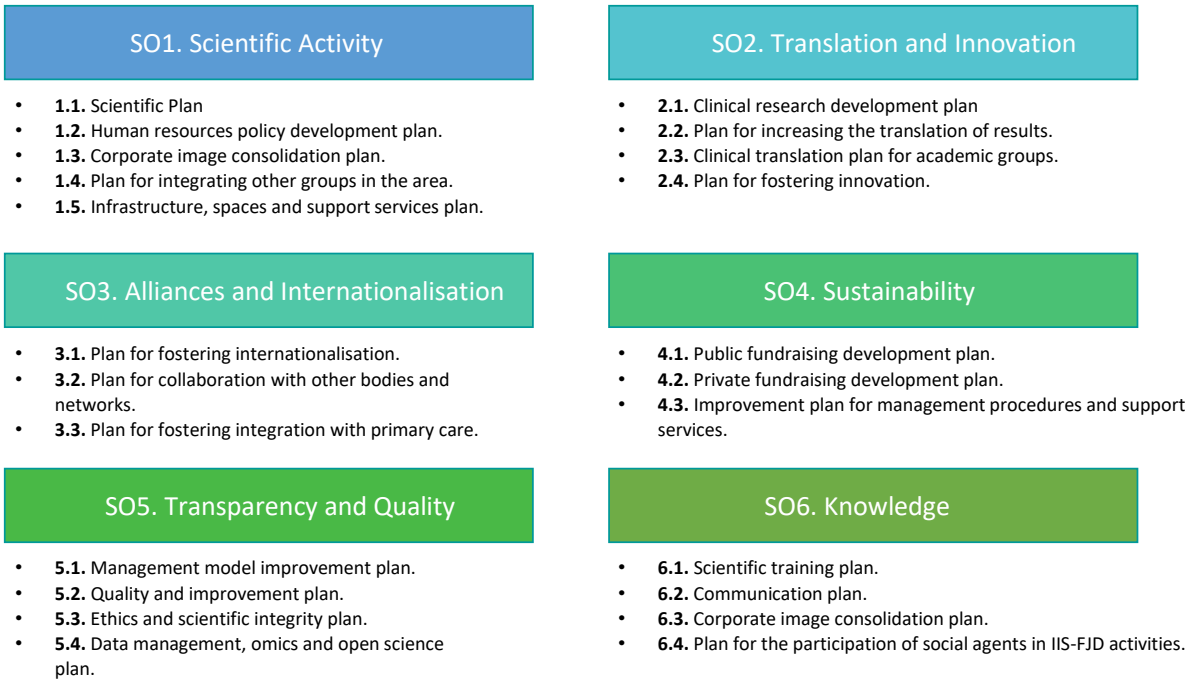


Figure 1. Distribution of action plans by strategic objectives

In **SO1 'Scientific Activity'**, the **main strategic goal** is the **Action Plan 1.4 'Plan For Integrating Other Groups in the Area'.** Its main objective is to define and implement the suitable measures for guaranteeing proper integration of the groups from the rest of the IIS-FJD, CIEMAT and UAM hospitals, both those currently integrated and those that may be integrated at a later date.

In **SO2 'Translation and Innovation'** the **main strategic goal** is **Action Plan 2.1 'Clinical Research Development Plan'.** Its main objective is to improve procedures and institutional policy to ensure that the resources available at the IIS-FJD are optimised in the development of quality clinical research with broad implementation in all IIS-FJD health centers, as well as to strengthen the UICEC.

In **SO3 'Alliances and Internationalisation'** the **main strategic goal** is **Action Plan 3.1 'Plan for Fostering Internationalisation'.** Its main objective is to take advantage of the existing resources and expertise in the IIS-FJD to complement the management services portfolio aimed at improving the Institute's international positioning, leading in those areas with referential professionals.

In **SO4 'Sustainability'** the **main strategic goal** is **Action Plan 4.2 'Private Fundraising Development Plan'.** Its main objective is to define a strategy for approaching the private foundation sector and other funding agents in order to establish stable and sustainable lines of collaboration in the medium and long term.

In **SO5 'Transparency and Quality'** the **main strategic goal** is **Action Plan 5.1 'Management Model Improvement Plan'.** Its main objective is to review, update and optimise the management procedures of the IIS-FJD Foundation, including the updating of management and information systems that can improve communication and the way of working between the management team and research personnel.

In **SO6 'Knowledge'** the **main strategic goal** is **Action Plan 6.2 'Communication Plan'.** Its main objective is to identify and implement all those channels that facilitate good communication in the IIS-FJD at all levels, both upwards, downwards and horizontally, thus consolidating the Institute's communication policy.

4. Development of Action Plans

For the 2024-2028 period, the IIS-FJD's general strategy is organised into six major Strategic Objectives, similar to those implemented in the 2019-2023 period, as we improve and develop them in greater depth.

The following are the specific action plans, indicating the main goal, the responsible individuals / participants, the activities involved and the expected implementation schedule, and the annual monitoring indicators, as well as the need for external support if deemed necessary in each case.

STRATEGIC OBJECTIVE 1. SCIENTIFIC ACTIVITY

PLAN 1.1. SCIENTIFIC PLAN

GOAL: Continue promoting the development of IIS-FJD research group scientific activity, facilitating their adaptation to the requirements of funding sources.

Responsible individuals/participants: Scientific Directorate and Coordinators of the Research and Management Areas.

Activities	2024	2025	2026	2027	2028
1. Design and disseminate a support manual for preparing narrative CVs, aimed at complying with DORA recommendations.					
2. Offer guidance to research groups for defining their publication strategies, based on new changes in scientific journal indexing in the JCR.					
3. Define and implement measures to favour the interrelation between clinical and translational groups (see Action Plan 2.4).					
4. Request approval from the Management Directorate for the drafting and publication of an intramural grant to fund publications in Open Access for professionals with greater economic needs in this area.					
5. Carry out annual monitoring of the objectives set in the institutional Cooperative Scientific Project for each of the Research Areas.					

Annual monitoring indicators
1. No. of PIs with active projects in state or international public competitive calls (male/female breakdown). 2. Normalised Impact Indicator: Normalised citation rate during the evaluated period. 3. % of publications in which an IIS author is lead author (male/female breakdown). 4. % of publications derived from projects financed with public funds carried out in Open Access media during the evaluation period.

External support needs
Structures available at ISCIII and UAM: public scientific production repositories.

PLAN 1.2. HUMAN RESOURCES POLICY DEVELOPMENT PLAN

GOAL: Develop a programme for attracting talent within the context of the Institute, as well as measures for their retention and professional development, and the availability of measures to facilitate their scientific activity.

Responsible individuals/participants: Scientific Directorate, and Management and Human Resources Directorate, hospital management.

Activities	2024	2025	2026	2027	2028
1. Progressively implement the HRS4R European Human Resources Action Plan.					
2. Define the procedure to identify areas where there is an opportunity to incorporate talent, and the search for candidates with the possibility of incorporation.					
3. Review the current IIS-FJD Equality Plan to verify its adaptation to the new regulations and applicable legislation. Work hand in hand with HUFJD to carry out these activities.					
4. Progressively implement the new IIS-FJD Equality Plan.					
5. Continue working on measures to bolster human resources at the Institute: personnel stabilisation policy, intramural intensifications, release of research time for researchers benefiting from National Plan projects, etc.					

Annual monitoring indicators
1. PI with R2 (Juan Rodés, etc.) or R3 (Miguel Servet, Ramón y Cajal, etc.) profile of the EURAXESS European classification. 2. Increase the number of activities to promote training in equality.

External support needs
Role of the HUFJD in managing the incorporation of talent in healthcare activities and adapting the Equality Plan.

PLAN 1.3. PLAN FOR CONSOLIDATING GROUPS WITH PROJECTION

GOAL: Create a culture and implement actions leading to the development and consolidation of groups with the greatest scientific potential, such as emerging groups and researchers, healthcare research groups, residents, etc.

Responsible individuals/participants: Management Directorate, Scientific and Research Directorate and Teaching Directorate.

Activities	2024	2025	2026	2027	2028
1. Identify the groups to be worked with in the context of this Action Plan: healthcare, specialised residents, etc.					
2. Elaborate and disseminate a questionnaire to these groups to detect the needs and requirements favouring their scientific development.					
3. Analyse the results of the questionnaires, prioritising actions to be implemented to foster these groups, which can be materialised in the definition of a specific action plan.					
4. Designate people from the IIS-FJD scientific area to act as references or research tutors for these groups, who can serve as a guide for their professional scientific development.					
5. Develop a mentoring plan to promote the scientific growth of young researchers at the IIS-FJD, both in the healthcare and translational areas (see Action Plan 6.1).					

Annual monitoring indicators
1. Increase the number of IIS researchers conducting research in healthcare (male/female breakdown). 2. Number of new, associated or collaborating PIs.

External support needs
Support from the HUFJD in implementing actions related to healthcare professionals.

PLAN 1.4 PLAN FOR INTEGRATING OTHER GROUPS IN THE AREA

GOAL: Define and implement the suitable measures for guaranteeing proper integration of the groups from the rest of the IIS-FJD, CIEMAT and UAM hospitals, both those currently integrated and those that may be integrated at a later date.

Responsible/participants: institutional representatives (IIS-FJD, hospitals, CIEMAT, UAM) and referential scientific personnel of the entities.

Activities	2024	2025	2026	2027	2028
1. Plan a schedule of regular meetings with the heads of the new hospitals integrated into the IIS-FJD, so as to maintain the communication flow with them in order to detect opportunities for collaboration and the incorporation of new groups into the Institute's scientific structure.					
2. Analyse the UAM research catalogue to identify potential groups that could be incorporated into the IIS-FJD structure. Consult UAM groups already affiliated to the Institute to complement this identification.					
3. Through the UAM Department of Medicine, introduce the Institute to the groups identified in the previous point.					
4. Work with the personnel responsible for the UAM Biomedical Engineering Degree to identify possible collaborations to be implemented with IIS-FJD groups.					
5. Develop a work plan with CIEMAT personnel integrated in the IIS-FJD (specific meetings and sessions, presentations, etc.) to identify new professionals and groups that could be incorporated into the Institute.					
6. Design projects and R&D lines with the identified groups to form multidisciplinary groups, made up of professionals from various institutions.					
7. Resume contact with other groups interested in participating in the IIS-FJD (such as the CSIC, for example) and define their participation strategy (incorporating them as associated groups in a first stage).					

Annual monitoring indicators
1. Intra-institute collaboration indicator. Percentage of collaborative publications between at least two institutions or entities of the IIS-FJD. 2. Intra-institute collaboration indicator. Percentage of collaborative publications between researchers from different IIS-FJD groups.

External support needs
Personnel of the entities with which we collaborate to incorporate new research groups.

PLAN 1.5 INFRASTRUCTURE, SPACES AND SUPPORT SERVICES PLAN

GOAL: Offer the Institute's professionals the best working conditions, thanks to suitable scientific spaces and equipment adapted to their current and future needs.

Responsible individuals/participants: Management Directorate, Scientific Directorate and institutional representatives of the other IIS-FJD hospitals, and the head of maintenance and platform coordinator.

Activities	2024	2025	2026	2027	2028
1. Conduct a space analysis to determine the possibilities of adapting or expanding spaces in the other hospitals integrated in the IIS-FJD.					
2. Prepare a dossier of space needs (including future estimates) to present to the responsible individuals in the other hospitals to assess the possibility of using the spaces identified in point 1.					
3. Quantify the demand by groups for all scientific areas in order to determine the necessary resources and provide an offer adapted to these needs (both in terms of human resources and technological resources).					
4. Carry out an analysis of technological needs, both in the platforms and support services, as well as in the scientific equipment shared by research groups.					
5. Review, update and/or define fees for all support services that the IIS-FJD makes available to its scientific professionals.					

Annual monitoring indicators
1. Area exclusively dedicated to research and under the direct management of the IIS-FJD Scientific Director.

External support needs
Collaboration with other IIS-FJD hospitals to enable or expand spaces in their facilities.

STRATEGIC OBJECTIVE 2. TRANSLATION AND INNOVATION

PLAN 2.1. CLINICAL RESEARCH DEVELOPMENT PLAN

GOAL: Improve procedures and institutional policy to ensure that the resources available at the Institute are optimised in the development of quality clinical research with broad implementation in all IIS-FJD health centers. Strengthen the UICEC.

Responsible individuals/participants: Personnel responsible for the UICEC, HUFJD Medical Directorate, Scientific Directorate, Management Directorate.

Activities	2024	2025	2026	2027	2028
1. Analyse the current work volume developed by the UICEC and determine the resource needs (human and material) to offer a service consistent with this work.					
2. Review and update UICEC procedures in key aspects detected: 1) Greater dissemination of initiatives at the institutional level in which UICEC collaborates to channel clinical research proposals (e.g. meetings with pharma/CRO); 2) guidance and support in the design and implementation of non-commercial clinical studies.					
3. Conduct a needs analysis of procedures and computer requirements, and inform the HUFJD managers of this, assessing the possibility of implementing the appropriate modifications to improve the monitoring of execution and invoicing of clinical trials.					
4. Consolidate the role of a scientific reference and tutor in research areas for professionals who wish to initiate clinical studies.					

5. Carry out a brief preliminary analysis of the clinical studies to be initiated in order to verify real recruitment capacity, identifying potential deviations or difficulties that may prevent reaching the committed volume.	Every year				
6. Send a questionnaire to residents to select those interested in participating in clinical studies. Identify studies underway or in the design phase in which they could collaborate to gain first-hand knowledge of this activity.					
7. Carry out a comparative analysis of the recruitment, performance and management of clinical studies in other centers in the area in order to identify best practices that can be implemented at the IIS-FJD.					

Annual monitoring indicators
1. Increase the number of clinical studies. 2. Increase the number of non-commercial clinical studies.

External support needs
Support from HUFJD or other IIS-FJD hospitals to adapt their resources and procedures related to carrying out clinical studies.

PLAN 2.2. PLAN FOR INCREASING THE TRANSLATION OF RESULTS.

GOAL: Increase the volume of results that can be transferred and translated to clinical practice, through the funding of specific support, such as in the detection of results that can be protected and exploited.

Responsible individuals/participants: Management Directorate, Quality and Innovation Committee and personnel responsible for innovation at the IIS-FJD.

Activities	2024	2025	2026	2027	2028
1. Review innovation detection and management processes implemented in the IIS-FJD to verify their adaptation to the applicable regulations and legislation.					
2. Define and implement a methodology for evaluating and selecting the ideas and results received by the Innovation Unit, in order to determine their strategic interest for the Institute.					
3. Establish intramural support to foster innovation at the IIS-FJD and its participating entities: development of healthcare innovation, digitalisation projects, preparation of business plans for already-established results, etc.					
4. Develop a Business Relationship Plan: improve the proactivity of the Innovation Unit to approach the business sector and other agents, favouring the exploitation of results.					
5. Plan an agenda for attendance and active participation in forums and meetings to disseminate the technology portfolio and establish relationships with other interested agents.					

Annual monitoring indicators
1. Results of the research carried out at the IIS-FJD, translated to healthcare practice, in at least the healthcare centers that make up the IIS (last 5 years). 2. Increase the number of licensed expertise, number of licensed intellectual property registrations, or number of new medical devices or medical devices licensed in the last 5 years.

External support needs
Collaborate with healthcare centers in all initiatives that have an impact on the improvement of clinical practice.

PLAN 2.3. CLINICAL TRANSLATION PLAN FOR ACADEMIC GROUPS.

GOAL: Favour joint collaboration between translational groups (mainly from the UAM and CIEMAT) and clinical groups, in order to bring both groups closer together and maximise synergies between them to consolidate translational research at the Institute.

Responsible individuals/participants: Scientific Directorate, heads of clinical and translational groups.

Activities	2024	2025	2026	2027	2028
1. Support in the planning and development of content for area meetings, encouraging a focus on detecting synergies between research groups. Modify the scheduling of these meetings to facilitate the attendance of clinical groups (at the end of the morning).					
2. To appoint a person in charge of implementing a seminar programme aimed at creating forums for meetings between different groups within the Institute.					
3. Hold working meetings, promoted by the translational laboratories of the IIS-FJD, in which clinical personnel of interest are invited and opportunities for collaboration detected by these translational groups are presented.					
4. Review and update the list of beneficiaries of time releases from the healthcare agendas of personnel who are executing a project financed by the National Plan.					

5. Designate one or more researchers at the IIS-FJD to be responsible for identifying new actions that promote the coming together of the clinical and translational sectors.					
6. Work on implementing the new actions identified.					

Annual monitoring indicators
1. % of competitive public projects in which clinical researchers collaborate. 2. % of publications in which clinical researchers collaborate.

External support needs
Have the support of the HUFJD in the release of personnel, as well as in the implementation of subsequent measures to be identified.

PLAN 2.4. PLAN FOR FOSTERING INNOVATION

GOAL: Continue working to instil a culture of innovation at all levels throughout the organisation, providing adequate resources for proper management and maintaining fluid communication with potential industrial partners.

Responsible/participants: personnel responsible for innovation at the IIS-FJD.

Activities	2024	2025	2026	2027	2028
1. Establish a schedule of meetings for the Areas with relevant scientific production, but lower volume of innovative activity.					
2. Design an innovation day, where success stories are presented and all interested parties are given a voice and presence, for both internal professionals and external business agents and regulatory bodies (such as the AEMPS).					
3. Establish a programme of training pills based on the results of the interests expressed by IIS-FJD professionals in specific questionnaires. Develop infographics to explain the circuit of protection of ideas and critical points (deadlines and economic aspects for their deployment).					
4. Offer support to professionals to encourage them to submit their results to awards and calls for proposals that could help in developing their innovations: detecting calls for proposals, support in the preparation of applications or value dossiers, etc.					
5. Disseminate the Innovation Unit's service portfolio: presentation at area meetings, editing of informative videos, updating the corporate website, etc.					
6. Analyse the Innovation Unit's resources and develop a strategy to consolidate its staff.					

Annual monitoring indicators
1. Number of actions carried out among researchers to promote innovation, transfer and translation (last 2 years).

External support needs
Collaboration with Healthcare Services to promote a culture of innovation at the IIS-FJD.

STRATEGIC OBJECTIVE 3. ALLIANCES AND INTERNATIONALISATION

PLAN 3.1. PLAN FOR FOSTERING INTERNATIONALISATION

GOAL: Take advantage of the existing resources and expertise in the IIS-FJD to complement the management services portfolio aimed at improving the Institute's international positioning, leading in those areas with referential professionals.

Responsible individuals/participants: Management Directorate, strategic partners in internationalisation, Scientific Directorate, personnel responsible for internationalisation at UAM.

Activities	2024	2025	2026	2027	2028
1. Strengthen the support service in the application, management and follow-up of international projects, providing the unit with more resources and training its professionals. Preparation of a corporate dossier to assist in the drafting of institutional information in applications.					
2. Continue working on identifying and disseminating additional proposal calls and opportunities for collaboration on international projects, such as the Enterprise Europe Network platform.					
3. Strengthen international lobbying by IIS-FJD member patient associations with influence in international structural circles.					
4. Conduct internal sessions in which beneficiaries of international projects identify key aspects of success to be incorporated by new IIS-FJD applicants in these calls.					
5. Design and implement an incentive programme for internationalisation, providing resources and tools to the beneficiaries of these projects.					

6. Rely on the responsible UAM personnel to define actions for promoting and supporting internationalisation, especially among young researchers with potential in this field.					
7. Identify and participate in projects and initiatives in which the IIS-FJD is positioned as a referential expert in regulatory aspects in the field of genetics, personalised medicine and data science.					
8. Work with the personnel responsible for EATRIS so that, in collaboration with IIS-FJD Support Services, greater participation in this European structure can be encouraged.					
9. Identify researchers with great potential and international projection, to help them improve their positioning at this level, through a personalised programme. Their initial involvement in the implementation of concrete project packages, as well as initiatives (e.g. COST) will be encouraged.					
10. Appoint or hire a figure with skills in promoting and attracting opportunities for collaboration on international projects, with a special focus on under-exploited areas, such as Africa and Latin America.					

Annual monitoring indicators
1. Ratio of the number of projects funded in competitive European public calls per PI, in the last 5 years. 2. International Collaboration Indicator. % of publications with international collaboration.

External support needs
Lobbying role of patient associations and support of the responsible UAM personnel on international projects.

PLAN 3.2. PLAN FOR COLLABORATION WITH OTHER BODIES AND NETWORKS

GOAL: Continue participating in the various cooperative research initiatives, promoting a greater presence and leadership in their activities.

Responsible individuals/participants: Scientific Directorate, heads of groups integrated in CIBER, networks and platforms.

Activities	2024	2025	2026	2027	2028
1. Conduct an analysis of the groups and professionals of the IIS-FJD, identifying those that could be incorporated, or strengthen participation in CIBER, RICORS and/or ISCIII Platforms.					
2. Identify other networks and cooperative structures (including at the regional level) in which IIS-FJD groups could participate.					
3. Conduct a needs analysis of the identified groups, which will increase the possibilities of incorporation into these cooperative structures.					
4. Analyse the groups already incorporated into stable cooperative structures to identify those with potential problems of generational replacement in the medium and long term.					
5. For each group identified, design an action plan for generational replacement, adapted to the criteria and requirements requested by the cooperative structure in which it participates.					
6. Analyse new possibilities for participating and/or leading the working groups in the context of the Alliance of accredited IIS.					

Annual monitoring indicators
1. Number of groups participating in legally recognised cooperative research networks or consortiums, RETIC, CIBER and platforms, or other similar figures that may be created in the future.

External support needs
No explicit external support needs have been identified for this Action Plan.

PLAN 3.3. PLAN FOR FOSTERING INTEGRATION WITH PRIMARY CARE

GOAL: Explore different alternatives for collaboration and participation of the IIS-FJD with Primary Care professionals in scientific activities, with the support of the personnel responsible for 4H Corporate Continuity of Care.

Responsible individuals/participants: Scientific Directorate, 4H Corporate Continuity of Care Directorate.

Activities	2024	2025	2026	2027	2028
1. Identify current and potential partners in the field of Primary Care, with whom the IIS-FJD could collaborate, in order to draw up a register of collaborators in this field and their degree of participation in R&D+i activities.					
2. Hold working meetings with the Continuity of Care Department to identify and plan new scientific collaborations between IIS-FJD professionals and Primary Care personnel.					

3. Define and implement a procedure for the optimal administrative management of collaboration with Primary Care professionals: prior authorisations, documentation requirements, validations and justifications, etc.			■		
4. Negotiate with the Community of Madrid FIIBAP new collaboration modalities, consolidating additional channels for stable relations between both entities.	■				

Annual monitoring indicators
1. Number of IIS-FJD researchers who are Primary Care personnel (male/female breakdown).

External support needs
Support from the HUFJD Continuity of Care Department, as well as collaboration with the FIIBAP in the implementation of joint actions with PC.

STRATEGIC OBJECTIVE 4. SUSTAINABILITY

PLAN 4.1. PUBLIC FUNDRAISING DEVELOPMENT PLAN

GOAL: Offer the necessary resources and support to research groups (especially to the most emerging ones) to favour an increase in success rates obtained in public funding calls.

Responsible individuals/participants: Management Directorate, emerging group managers.

Activities	2024	2025	2026	2027	2028
1. Conduct a survey to find out the needs for support and guidance on public projects: support in writing applications, methodological approach, key aspects of success, etc.					
2. Conduct sessions in which the beneficiaries of research projects in previous calls for proposals highlight the key aspects of success in the applications submitted. Where appropriate, highlight the interest of incorporating the Co-LR figure as a measure to promote generational replacement.					
3. Design and disseminate a support manual for the preparation of narrative CVs, aimed at complying with DORA recommendations (see Action Plan 1.1).					
4. Prioritise and implement support measures identified by the groups to improve their success rate in public project calls.					
5. Analyse IIS-FJD Foundation participation alternatives to favour applying for European projects from this management structure.					

6. Carry out a specific work plan with those people whose research projects have been favourable and not funded in public calls, in order to increase their chances of funding in subsequent years, depending on the aspects highlighted when evaluating the application.					

Annual monitoring indicators
1. Projects obtained in competitive public calls at the state, European or international level, in the last 5 years (breakdown men/women). 2. Success rate of projects submitted in competitive public calls at the state level, in the last year (breakdown men/women).

External support needs
No explicit external support needs have been identified for this Action Plan.

PLAN 4.2. PRIVATE FUNDRAISING DEVELOPMENT PLAN

GOAL: Define a strategy for approaching the private foundation sector and other funding agents in order to establish stable and sustainable lines of collaboration in the medium and long term.

Responsible individuals/participants: Management Directorate, Scientific Directorate, scientific managers involved in the defined projects.

Activities	2024	2025	2026	2027	2028
1. Conduct an analysis of the private entities with which we currently have a relationship, as well as others with potential interest in collaborating in the IIS-FJD's scientific activity.					
2. Identify the interests and needs of these institutions so they can be aligned with the Institute's strategy and objectives.					
3. Select IIS-FJD professionals and stakeholders to work on developing large cross-cutting projects that respond to the scientific interests of these private entities.					
4. Present and finalise the collaboration framework with private entities, specifying objectives and goals to be achieved, as well as the channels of communication and participation on both sides.					
5. Implement the agreed actions and projects, in line with expectations and established objectives.					

Annual monitoring indicators
1. Percentage of funding, competitive and non-competitive, dependent on public funds.

External support needs
Collaboration and funding by the identified private entities.

PLAN 4.3. IMPROVEMENT PLAN FOR MANAGEMENT PROCEDURES AND SUPPORT SERVICES.

GOAL: Redefine the procedures, workflows and documentation of the management and support services area to ensure the proper performance of the services offered and to promote their economic sustainability through a billing system.

Responsible individuals/participants: Management Directorate, coordinator and managers of Platforms and Support Services.

Activities	2024	2025	2026	2027	2028
1. Carry out an analysis of the Platform and support services operating procedures to identify those aspects hindering optimal service for users: management and availability of reagents and consumables, reservations for equipment use, prioritisation of requests received, user communication channels, etc.					
2. Review and update, if necessary, the pricing of the Services and Platforms available at the IIS-FJD (see Action Plan 1.5).					
3. Analyse R&D project applications to verify that the IIS-FJD Support Services budget items are correctly included.					
4. Centralise all corporate documentation in the SharePoint Platform and ensure integration in the new document management system being implemented in the context of HUFJD.					
5. Prepare a dossier of capabilities and services offered by the IIS-FJD and disseminate them among interested external parties to encourage the attraction of external funds.					

6. Conduct a presentation session of all corporate documentation. Edit a video that can be consulted by any interested party.					
7. Analyse the degree of user satisfaction for IIS-FJD Support Platforms and Services.					

Annual monitoring indicators
1. Volume of income obtained from support services and platforms. 2. Number of procedures/processes managed through the SharePoint/Fundanet platform.

External support needs
HUFJD support to quantify possible fees related to the hospital setting. Incorporation of the SharePoint Platform in the new HUFJD document management system.

STRATEGIC OBJECTIVE 5. TRANSPARENCY AND QUALITY

PLAN 5.1. MANAGEMENT MODEL IMPROVEMENT PLAN

GOAL: Review, update and optimise the management procedures of the IIS-FJD Foundation, including the updating of management and information systems that can improve communication and the way of working between the management team and research personnel.

Responsible individuals/participants: Management Directorate, management personnel, HUFJD Quality Unit.

Activities	2024	2025	2026	2027	2028
1. Set up a working group with the aim of identifying improvement actions to be incorporated/modified in the management procedures to favour a better relationship and communication between IIS-FJD management personnel and scientific personnel.					
2. Analyse alternatives and select the IT management system that best suits the R&D+i management needs of the IIS-FJD Foundation.					
3. Define the procedure and carry out the implementation and migration of all IIS-FJD Foundation information to the new management system.					
4. Work with the HUFJD Quality Unit to incorporate the Institute's SharePoint tool into the document management system under development by the Hospital.					
5. Define the procedure to expedite priority actions requiring the HUFJD's Legal Counsel service, especially in the field of European projects.					

6. Finalise the implementation of the IIS-FJD research projects database, for public consultation by any interested party.					
7. Develop a publication database that includes researchers two years after they defend their doctoral thesis, in order to follow the progress of their scientific careers.					

Annual monitoring indicators
1. Analysis of the degree of satisfaction of professionals with R&D+i management activity.

External support needs
Support from the HUFJD Quality Unit to incorporate the SharePoint tool into its document management system.

PLAN 5.2. QUALITY AND IMPROVEMENT PLAN

GOAL: Organise all activity in the field of quality and improvement within the specific IIS-FJD context, with the aim of deploying its own quality policy and strategy, in collaboration with the people responsible for this area in the HUFJD.

Responsible/participants: management personnel, HUFJD Quality Unit.

Activities	**2024**	**2025**	**2026**	**2027**	**2028**
1. Carry out an analysis of the status of all quality-related aspects applicable to the IIS-FJD: reaccreditation as an IIS, accreditation according to Standard 166.002, implementation of the Human Resources Plan and Equality Plan, monitoring of user satisfaction, etc.					

2. Define the IIS-FJD-specific objectives to be achieved in the field of quality for the coming years. Review the corporate quality policy.					
3. Plan all quality actions in order to guarantee their proper execution and to reach the proposed objectives. Develop the areas identified in their own corresponding Plans.					
4. Review the functions and competencies assigned to the IIS-FJD Quality and Innovation Committee, verifying its current level of compliance.					
5. Include all the necessary functions, in line with the previously defined areas. Prepare an operating manual for the Committee, which also regulates the frequency of its meetings.					
6. Periodically review the contents of the Quality and Improvement Plan in order to adapt it to the IIS-FJD's current needs and requirements.					

Annual monitoring indicators
1. Analysis of the general degree of satisfaction of IIS-FJD professionals.

External support needs
Maintain the relationship with HUFJD quality personnel for all those aspects shared in the development of the Quality Plan.

PLAN 5.3. ETHICS AND SCIENTIFIC INTEGRITY PLAN

GOAL: Consolidate a culture of ethics and scientific integrity in the IIS-FJD through courses and conferences that promote this area among professionals, resulting in a better positioning of the institution in its field.

Responsible individuals/participants: IIS-FJD Scientific Integrity Committee

Activities	2024	2025	2026	2027	2028
1. Organise the work of the IIS-FJD Scientific Integrity Committee by drawing up a meeting schedule.					
2. Propose a plan for activities and topics to be discussed at each meeting, identifying the actions to be implemented in the area of ethics and scientific integrity.					
3. Carry out scheduled training activities					
4. Disseminate the activity in this area in the IIS-FJD general activity report.					
5. Evaluate professionals' satisfaction in relation to ethics and scientific integrity activities.					

Annual monitoring indicators
1. Number of actions carried out in the area of ethics and scientific integrity.

External support needs
Participation of the members of the IIS-FJD Scientific Integrity Committee.

PLAN 5.4. DATA MANAGEMENT, OMICS AND OPEN SCIENCE PLAN

GOAL: Promote a culture geared towards open science, facilitating access to data under the FAIR (findable, accessible, interoperable and reusable) principles, with special emphasis on the omics sciences.

Responsible individuals/participants: Scientific Directorate, Management Directorate.

Activities	2024	2025	2026	2027	2028
1. Provide support and advice to researchers in the development of data management plans.					
2. Define the procedure to encourage the publication of data obtained as part of the Institute's scientific activities, particularly in the field of omics, in open repositories.					
3. Provide IIS-FJD professionals with access to a suitable R&D+i data repository.					
4. Define a policy for the distribution of competencies and develop a procedure for conducting data protection impact assessments for the preparation of Data Protection Impact Assessments.					

Annual monitoring indicators
1. % publications (originals and revisions) in OA media, with respect to the total for the year.
2. % of projects with state, European and/or international competitive public funding that can be deposited in open repositories.

External support needs
Support from the data protection area of the 4H network for the definition of the IIS-FJD's participation in the impact assessments. Support from the Community of Madrid for the use of its repository.

STRATEGIC OBJECTIVE 6. KNOWLEDGE

PLAN 6.1. SCIENTIFIC TRAINING PLAN

GOAL: To implement a structure of training itineraries that guarantee the proper training and qualification of all IIS-FJD professionals, in all professional categories and training levels.

Responsible individuals/participants: Scientific Directorate, HUFJD teaching directorate, management personnel, personnel responsible for training at IIS-FJD entities.

Activities	2024	2025	2026	2027	2028
1. Compile all the scientific training offered by the IIS-FJD, including that offered by its constituent entities.		■			
2. Disseminate a training needs survey to identify gaps or aspects not currently covered.	■		■		■
3. Define the IIS-FJD's professional categories and profiles and assign the training that each profile should receive.		■		■	
4. Develop a training itinerary that specifies the skills a professional will acquire throughout their career, both at scientific and managerial levels.		■	■	■	
5. Identify training providers (both internal and external) that guarantee proper execution of the training offer.	■		■		■
6. Work specifically with FSE residents to learn about their interest in pursuing a doctoral thesis and starting their scientific career. Offer measures to facilitate this: presentation sessions, advisory services, tutoring and mentoring plan, etc.	■	■	■	■	■

7. Consult professionals' satisfaction with the training offered within the context of the IIS-FJD.					

Annual monitoring indicators
1. % of researchers in training, with category R1 and Euraxess. 2. Number of training activities (target group).

External support needs
Support from the personnel responsible for training in the constituent entities of the IIS-FJD.

PLAN 6.2. COMMUNICATION PLAN

GOAL: Identify and implement all those channels that facilitate good communication in the IIS-FJD at all levels (upwards, downwards and horizontally), thus consolidating the Institute's communication policy.

Responsible individuals/participants: Scientific Directorate, HUFJD Communication Unit and corporate 4H, and Management Directorate.

Activities	**2024**	**2025**	**2026**	**2027**	**2028**
1. Review the current channels and analyse their use and suitability, especially those aimed at communication between scientific and management personnel.					
2. Set clear and concrete objectives to be achieved in the field of communication.					

3. Identify the main recipients of the information generated at the Institute, and the most appropriate channels and messages to reach the identified individuals and groups					
4. Define and consolidate the communications procedure and format at the institutional level, between the IIS-FJD itself and the rest of the entities that comprise it: specific emails, joint sessions/meetings, etc.					
5. Centralise all work and activities carried out in this area in a Comprehensive Communication Plan, which includes the institutional policy and the major specific development areas.					
6. Continue to develop and publicise forums for participation and joint activities for all the Institute's professionals.					
7. Take advantage of the different world pathology days to generate a greater impact of news, advances and publications related to these pathologies. Hold specific workshops and events.					
8. Assess the suitability of communication channels and the degree of user satisfaction with the institutional communication policy.					

Annual monitoring indicators
1. Number of external scientific communication actions to disseminate knowledge in the IIS and to identify and promote synergies between research lines.

External support needs
Support from the HUFJD Corporate 4H Communication Unit for all those aspects in which they have competencies and functions assigned to them.

PLAN 6.3. CORPORATE IMAGE CONSOLIDATION PLAN

GOAL: Update and implement all those communication tools that help to improve the corporate image of the IIS-FJD, with special attention to the corporate website.

Responsible individuals/participants: Management Directorate, management personnel, HUFJD Communication Unit and corporate 4H, and the coordinators of IIS-FJD research areas.

Activities	2024	2025	2026	2027	2028
1. Review the current status of the corporate website, identifying aspects that need to be improved in the short and medium term.					
2. Request information from the research groups (presentation, official photo, R&D lines, etc.) in order to have standardised information that will be included on the web page and in other informative formats.					
3. Create spaces on the website for research groups (micro-sites) where all the information that each one considers of interest can be compiled.					
4. Identify new external communication channels and areas to enhance and give greater visibility to the IIS-FJD. Define objectives and include all these aspects in a Plan.					
5. Evaluate the IIS-FJD's own Image Plan and introduce all the improvements that respond to the current needs and opportunities of the IIS-FJD.					

Annual monitoring indicators
1. Visibility indicator. Percentage of publications by IIS-FJD researchers from the last year in which the IIS-FJD affiliation is included.

External support needs
Support from the Corporate Communications Department to implement external communication actions and provide the IIS-FJD with greater autonomy.

PLAN 6.4. PLAN FOR THE PARTICIPATION OF SOCIAL AGENTS IN IIS-FJD ACTIVITIES

GOAL: Take on a proactive role in developing joint activities between IIS-FJD professionals and other social groups with interests in the scientific field.

Responsible individuals/participants: Scientific Directorate, Management Directorate, Social Agents Advisory Council (CAAS), heads of patient associations.

Activities	2024	2025	2026	2027	2028
1. Draw up a registry of the patient associations with which the IIS-FJD groups collaborate most regularly.					
2. Select those with the greatest impact, and design a work plan to specify different proposals for joint collaboration with these associations: social activities, funding campaigns, participation in the design and execution of research projects, etc.					

3. Present the proposals to the CAAS, to prioritise those of greatest interest and feasibility, as well as to invite the entities they represent.					
4. Promote open days aimed at different groups (students, patients, social groups, future residents, etc.) to raise awareness of the IIS-FJD and the activities carried out there.					
5. Encourage the presence of scientific associations in project design and development.					

Annual monitoring indicators
1. Dissemination activities carried out by the IIS-FJD aimed at citizens of target groups: to communicate new knowledge on aspects regarding prevention, diagnosis, new therapies, etc. as a result of the research carried out at the IIS. Yearly. 2. % of projects with participation of non-scientific stakeholders in their design and development in the last 2 years.

External support needs
Support from the CAAS and the HUFJD communication staff and corporate 4H for the implementation of joint actions.

5. Strategic Plan 2024-2028 Action Timeline

The following is the timeline of the 2024-2028 Strategic Plan for each of the action plans developed above.

ACTION PLAN	2024	2025	2026	2027	2028
1.1. Scientific Plan					
1.2. Human resources policy Development plan					
1.3. Plan for consolidating groups with projection					
1.4. Plan for integrating other groups in the area					
1.5. Infrastructure, spaces and support services plan					
2.1. Clinical research development plan					
2.2. Plan for increasing the translation of results					
2.3. Corporate image consolidation plan					
2.3. Plan for fostering innovation					
3.1. Plan for fostering internationalisation					
3.2. Plan for collaboration with other bodies and networks					
3.3. Plan for fostering integration with primary care					

4.1. Public fundraising development plan					
4.2. Private fundraising development plan					
4.3. Improvement plan for management procedures and support services					
5.1. Management model improvement plan					
5.2. Quality and improvement plan					
5.3. Ethics and scientific integrity plan					
5.4. Data management, omics and open science plan					
6.1. Scientific training plan					
6.2. Communication plan					
6.3. Corporate image consolidation plan					
6.4. Plan for the participation of social agents in IIS-FJD activities					