

Translational and Innovation Plan

PL-GNR-009



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1. PRESENTATION OF THE VALDECILLA IDIVAL RESEARCH INSTITUTE

Origin:

The Marqués de Valdecilla Research Institute (IDIVAL) was created with the aim of promoting research and innovation in the field of biomedical sciences at the Marqués de Valdecilla University Hospital with the contribution of the University of Cantabria, in order to place it at a level of national and international excellence.

IDIVAL was created at the end of 2013 by agreement between the Government of Cantabria and the University of Cantabria, as the heir of the Marqués de Valdecilla Training and Research Institute. IFIMAV had been constituted in 2002 as a research management unit within the Marqués de Valdecilla Foundation and grew following the model of health research institutes and in line with the provisions of Royal Decree 339/2004, of 27 February. The constitution of IDIVAL thus implies the firm backing of its founding bodies, the University of Cantabria and the Government of Cantabria, for health research in the Valdecilla environment.

Purposes:

As stated in Article 1 of its Founding Statutes, IDIVAL is a private organisation belonging to the public foundational sector, non-profit-making and whose assets have been allocated, on a lasting basis, to the achievement of the general interest purposes of the Institution

IDIVAL is structured according to the model of Health Research Institutes developed in Royal Decree 279/2016, of 24 June, on the accreditation of these institutes. The aim of these institutes is to develop and harmoniously integrate basic, clinical and public health research, promoting translational research with a better transfer of the scientific advances obtained in the prevention and treatment of the most prevalent health problems in our country. All of this is carried out through the association of the University of Cantabria, and with the vocation of being linked to public research organisations and other public or private research centres.

In accordance with article 6 of its Founding Statutes, IDIVAL has the following aims:

- 1 Bringing together basic, clinical and health services research.
- 2 To create a quality care, teaching and research environment to which undergraduate students, trainee specialists and health professionals are exposed.
- 3 To be the ideal place for attracting talent and the location of major scientific and technological facilities.

To achieve these goals, it carries out activities aimed at promoting the transfer of results:

- To society and the health system, transferring the knowledge generated from its activity to clinical practice.
- To the scientific world, disseminating its activity through the publications generated and the Institute's scientific reports.
- To the economic system, encouraging innovation and the transfer of results.

To this end, IDIVAL has human and material resources that encourage the culture of innovation and develop the protection of research results and their transfer, in direct collaboration with the ITEMAS Platform of the Carlos III Health Institute. It also collaborates in the promotion and management of public-private cooperation in clinical research, technological development and innovation and the translation and transfer of R&D&I results to healthcare activity and the productive fabric. IDIVAL provides the Institute's researchers with a Research Results Transfer Office (OTRI) that manages the identification, protection and exploitation of the knowledge derived from healthcare, research and training activities.

2. JUSTIFICATION FOR THIS TRANSLATION AND INNOVATION PLAN

The social impact of research is a key challenge for all excellent health systems, both in the search for economic return on the knowledge generated and for value in social terms.

The social return of biomedical research is an enormously complex process. The translational research model, with its strengths and weaknesses, is being widely adopted by most health systems to redirect resources towards research with a higher potential clinical impact.

Broadly speaking, it is a paradigm that aims to systematically reduce the huge gap between the basic knowledge obtained in the laboratory and the real impact this knowledge has on patients or society in general.

It is difficult to identify indicators that reflect researchers' participation in activities that are close to the clinical or medical applicability of knowledge. Sometimes these activities are not formally recognised as part of the researcher's own work, but they are essential to reduce the distance between the knowledge generated in the laboratory and its impact on health.

In this way, this IDIVAL Translational Plan aims to organise, focus and make visible the activities based on the principles of translational research carried out by IDIVAL professionals involved in research and innovation, and to monitor them as systematically as possible.

3. IDIVAL'S TRANSLATION AND INNOVATION STRATEGY

3.1 Origin of the Health Research Institutes:

Biomedical research must ultimately be oriented towards improving clinical practice. With the aim of promoting translational research in NHS hospitals, the ISCIII promoted the creation of Health Research Institutes (IIS). The main mission of the IIS is to carry out translational research of the highest quality, translating the results of basic, clinical, epidemiological, health services and public health research to the NHS, the Spanish Science and Technology System, patients and society in general.

3.2 IDIVAL's Mission, Vision and Values

IDIVAL's Mission - Vision - Values statement reviewed during the development of the 2017-2021 Strategic Plan and updated in the 2022-2026 Strategic Plan progresses and develops as follows:

Mission

To be a cutting-edge research centre with a high translational component that provides society with valuable innovations in the prevention, diagnosis and personalised treatment of diseases.

To develop applied biomedical research and innovation of excellence aimed at the transfer of knowledge, improving the quality of life of citizens by addressing the health problems of the population through prevention, diagnosis and personalised treatment of patients.

Vision

To act as the backbone of health research and innovation in Cantabria, favouring the economic development of the region and the creation of highly qualified employment through collaboration with agents in the surrounding area, positioning itself as an international reference centre for research excellence in its priority areas.

To be the institution of reference for applied health research and innovation in Cantabria, acting as a lever for regional economic development in collaboration with the agents in the surrounding area, and positioning itself as a key agent in digital health and personalised medicine, as well as a centre for cutting-edge translational research at national and international level and a driving force for attracting talent.

Values

Scientific excellence.
Attraction of talent.
Transparency and proactive communication.
Sustainability.
Responsibility towards society.
Specialisation.
Scientific excellence.
Transparency and communication.
Social commitment.
Sustainability and continuous improvement.

3.3 Quality Policy and R&D&I

IDIVAL's quality and R&D&I policy stems from IDIVAL's strategy and is based on its mission, vision, objectives and strategic lines. It was reformulated in 2016 and revalidated after its review during the development and rethinking of the 2017-2021 Strategic Plan. It shows the organisation's commitment to innovation in healthcare:

IDIVAL's management is committed to guaranteeing the research professionals it supports and the organisations that fund it:

- The quality of the services provided,
- The efficiency of the processes,

- The search for continuous improvement,
- The best use of resources.

To achieve this, the Management establishes the following guidelines and commitments:

1. Innovation and quality research with good professional practices that meet the needs of generating knowledge and solutions to health problems and their potential translation into clinical practice, as well as compliance with current obligations in terms of ethics, confidentiality and R&D&I management;
2. Anticipate and evaluate the social implications and impact of research and innovation on society;
3. To always bear in mind IDIVAL's MVV, as the basis for guiding its actions and goals;
4. Quality Management System implemented in accordance with the requirements of the Accreditation Guide for Health Research Institutes of the Carlos III Health Institute and current UNE EN ISO 9001 and UNE 166.002 standards;
5. Transparency, accessibility and equality in the recruitment and promotion of talent, allowing for international projection;
6. Improvement of the qualification of the institute's researchers and employees, promoting their education and training;
7. Dissemination throughout the organisation of the need and advantages of the Management Systems, promoting the implementation of policies and procedures in its activities and research projects;
8. Establishment and fulfilment of the annual objectives set out in the Institute's Action Plan in order to verify the effectiveness of the management system;
9. Establishment and fulfilment of the annual objectives set out in the Institute's five-year Scientific-Cooperative programme, so that progress is made in the development of the prioritised lines of research;
10. Participation of the Organisation in the Continuous Improvement process.
11. Dissemination of knowledge generated with open science criteria to society as a whole.

The Director of Management of IDIVAL
S.D.: Mr. Galo Peralta Fernández
On the 8th of August 2019

3.4 Strategic Objectives

Five strategic objectives have been defined for the development of the MVVV and the quality and R&D&I policy for the period 2022 - 2026. All of them influence, contribute to and facilitate progress in innovation and translation, with the most specific objective being innovation in health:

1

Garantizar la generación de un conocimiento de **ALTO IMPACTO EN EL SNS Y EN EL SECTOR PRODUCTIVO** mediante el fomento de la **INVESTIGACIÓN TRASLACIONAL** y la **TRANSFERENCIA** de **INNOVACIÓN** en productos, procesos, y prácticas organizativas realizadas en el Instituto. Avanzando entre otros, en la **TRANSFORMACIÓN DIGITAL Y LA MEDICINA PERSONALIZADA**.

4. KEY ACTORS IN THE MONITORING OF THE TRANSLATION AND INNOVATION PLAN

4.1 Innovation Area:

IDIVAL's Innovation area is responsible for managing the actions that support the identification, protection, funding and appropriate exploitation of research results, including their incorporation into healthcare, training and research processes and obtaining economic returns.

The innovation area forms part of the ITEMAS Platform of the Carlos III Institute of Health (ISCIII) and includes a Research Results Transfer Office (OTRI).

As indicated above, the mission of this area is to promote, strengthen and disseminate research results to society, favouring the interrelation of researchers with the business and social environment, the management of their patents and the creation of companies.

Actions are carried out to promote a culture of innovation, search and evaluation of technological solutions, preparation and drafting of R&D projects, search for funding, as well as all the necessary activities to ensure that the R&D results from IDIVAL research groups and researchers from the Public Health System of Cantabria (especially HUMV) reach society through public-private collaboration.

4.2 Office for the Transfer of Research Results (OTRI):

The TTO is part of the Innovation area and is responsible for the operational management of aspects related to IDIVAL's industrial and intellectual property. The TTO liaises with the researcher, analyses patentability, registers and monitors information in this area, valorisation and transfer, and liaises with the TTOs of other institutions. It can count on external support for its actions whenever necessary.

4.3 Director of Management:

In the responsibilities concerning this Translation and Innovation Plan, it is responsible for coordinating the actions aimed at obtaining the necessary resources so that the innovation and translation objectives can be met, as the ultimate responsible of IDIVAL in this area.

4.4 Scientific Director:

In the responsibilities concerning this Translational and Innovation Plan, it is responsible for promoting translational research, cooperation between the Institute's groups, and the transfer of research results to the industrial and commercial sphere, as well as promoting the evaluation of the scientific activity of the Institute's researchers in terms of excellence and translation.

4.5 Research Area Coordinators:

In the responsibilities concerning this Translation and Innovation Plan, they are responsible for coordinating the smooth running and ensuring the scientific productivity of the Research Groups that make up the Area, within the general policy defined in the Strategic Plan. They are also responsible for keeping the IDIVAL Management informed of the work of the Area through the established channels.

4.6 Innovation Committee:

The Innovation Committee centralises advice on aspects of innovation in the environment, especially with regard to development, industrial property, transfer and public-private collaboration in the bio-health environment, in close collaboration with other innovation agents in Cantabria.

It is made up of innovation technicians, the OTRI and the Management Director. It meets at least once a month and has the following functions:

- coordination of the activities of the area's units and alignment with the Institute's general strategy,
- promoting and encouraging the generation of a culture of innovation,
- identifying innovative opportunities based on the scientific activity carried out by the Institute,
- assessing the innovation ideas proposed,
- selecting those that will become innovation projects,
- evaluating innovation in IDIVAL,
- planning, distribution and monitoring of the area's work,
- updating and monitoring of the innovation support actions carried out and specifically of the IDIVAL (InnVal) call for innovation projects.

5. R&D&I MANAGEMENT SYSTEM

5.1 Certified R&D&I system:

The Institute has had an R&D&I Management System certified since 2016 under the UNE 166:002 standard, through which the translation and innovation plan is channelled. The scope of this certificate is:

Promotion and management of research and innovation in the field of health in the biosanitary environment of Cantabria.

The main processes and activities defined are as follows:

1. MANAGEMENT AND DEVELOPMENT OF RESEARCH PROJECTS			
	Relevant documentation supporting your operation	Objective/Scope	Resp.
1	Research Project Management Instructions IN-GNR-02	It applies to research projects that are managed by IDIVAL. They include projects financed with funds of public origin (including funds awarded by IDIVAL) or private, competitive or not.	Managing Director

1. MANAGEMENT AND DEVELOPMENT OF RESEARCH PROJECTS			
			Scientific Director
2	Instructions for Signing Scientific Publications IN-GNR-03	To promote the standardization of the signature of IDIVAL researchers in their scientific publications, both in terms of personal and institutional name	Managing Director Scientific Director
3	Group Onboarding and Tracking Manual MA-GNR-08	The objective is to facilitate the incorporation of research groups, providing the necessary information about the institute and its organizational structure, the current research areas and groups, the requirements to be met by the staff of the IDIVAL groups, the procedures to acquire the status of IDIVAL group, rights and duties, and the monitoring system of the groups (report, periodic evaluation)	Managing Director Scientific Director
	Areas	Scope	
1	National R+D+I Plan	This Support Unit of the R+D+I Management Area of IDIVAL, manages the funds from the General State Administration. The Programme available to the Ministry of Science and Innovation (with the central competences in terms of research and technological development) is the National R+D+i Plan. This plan is articulated on the basis of Instrumental Lines of Action. The Strategic Action in Health (AES) is also articulated and is managed by the Carlos III Health Institute (hereinafter ISCIII).	
2	European projects	This Support Unit of the R+D+I Management Area of IDIVAL provides support to the Institute's research staff in the preparation of research project proposals in international programmes. Its activity is mainly focused on the management of European projects, and specifically on the Horizon 2020 programme.	
3	Own funds	IDIVAL promotes research in its environment through grants aimed at researchers in its environment, and especially grants aimed at researchers in training, innovation and their research groups.	
4	Private Funds	Through this Unit, IDIVAL supports the management of donations, agreements and contracts for research services both in their preparation and monitoring, provided by third parties to the Institute's research groups and to the entire Cantabrian Health Service.	

2. INNOVATION MANAGEMENT			
	Relevant documentation that supports your operation	Objective/Scope	Resp.
1	Promotion of innovative culture in the Valdecilla area. PR-INN-01	<p>This procedure details the way to carry out the planning and management of innovation promotion and training days in the IDIVAL Innovation Area with the aim of promoting an innovative culture in the biohealth environment.</p> <p>The activities include dissemination days in this field (patents, companies) and creativity workshops that try to promote the culture of innovation.</p> <p>Likewise, presentations are made in different courses at the request of interested institutions.</p>	Innovation Area Technicians

2. INNOVATION MANAGEMENT			
	Relevant documentation that supports your operation	Objective/Scope	Resp.
		<p>Basic Tools:</p> <ul style="list-style-type: none"> • Annual planning of actions. • Recording and evaluation of actions carried out. 	
2	Technology Watch PR-INN-02	<p>This procedure details the way in which the technology surveillance process is carried out by the Marqués de Valdecilla Research Institute (IDIVAL). In this way, the process of listening and observing the environment will be structured within the institution to support decision-making.</p> <p>Tools:</p> <ul style="list-style-type: none"> • Sources of Information. • Newsletters. 	Innovation Area Technicians
3	Innovation Project Portfolio Management PR-INN-03	<p>The key to the development of innovation is its systematization and organization; the Institute's innovative capacity will depend on how it organizes and manages the process of systematizing innovation, since most innovations are the result of systematic work to search for ideas and opportunities and transform them into realities.</p> <p>The objective of this written procedure is to describe the activities to channel innovative ideas or proposals, from the moment the idea arises, to its possible protection, valorization and commercial exploitation.</p> <p>Tools:</p> <ul style="list-style-type: none"> • Patent Valuation BPMs • FUNDANET INNOVA 	Innovation Area Technicians
4	Health Technology Assessment PR-INN-04	<p>eValTec® uses Human Factor Engineering to understand and improve the relationship of professionals with healthcare technology, care processes and the work environment, making them more efficient and safer for patients and professionals.</p> <p>The objective of this procedure is to define the different services and areas of action in human factor.</p> <ol style="list-style-type: none"> 1. It evaluates health technology both for the Cantabrian Health Service as support for acquisition decision-making and support in its implementation as well as for other Health systems and companies. 2. Evaluate and redesign care processes. 3. It evaluates health technology in the design phase before it is put on the market by manufacturers, with a view to its improvement. 4. Evaluates existing technology for optimal use within healthcare processes 	eValTec® Technicians

2. INNOVATION MANAGEMENT			
	Relevant documentation that supports your operation	Objective/Scope	Resp.
5	Support in the consolidation of innovation in the national health environment PR-INN-05	One of the objectives of the IDIVAL Innovation Area is to carry out a proactive activity of training, dissemination and promotion of the innovative culture, both inside and outside the institution (Hospital, University, Company, Society), thus trying to facilitate public-private collaboration and transfer. This procedure defines the system of participation in working groups, networks and associations by the Innovation Area, with the aim of facilitating the systematic management and communication of actions within the Area.	Innovation Area Technicians
6	Prototyping using 3D printing PR-INN-06	Defines the procedure by which the services will be performed in the prototyping unit.	Innovation Area Technicians

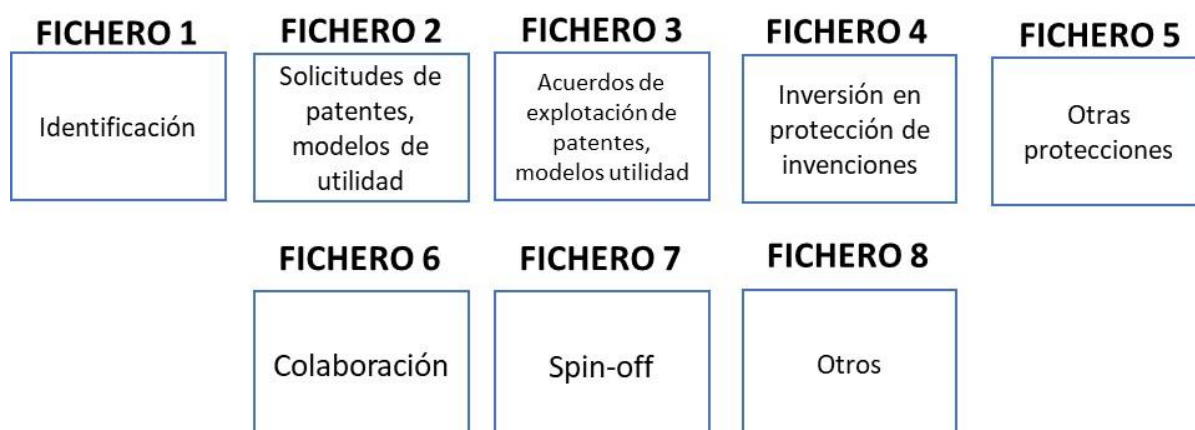
5.2 Monitoring indicators in terms of innovation and translation:

Since its inception in 2010, IDIVAL has been part of the Platform for Innovation in Health Technologies (ITEMAS), the national reference network in healthcare innovation promoted by the Carlos III Health Institute.

Until 2021, the indicators of the ITEMAS Platform had been taken as a reference. This set of indicators constituted an extensive and detailed map that reflects the different aspects related to innovation in the healthcare environment, highlighting among them the Process and Results indicators. However, in 2020, the Ministry of Science and Innovation has gone on to request from all IIS (with the consent of the ISCIII) a set of indicators that, through an information system (SICTI), allows the automation of the upload of data related to public actions in research, as well as the standardization and validation of the same to form a database on the state of research. as well as enabling the visualization of data and metrics for the monitoring of aid. These indicators, in addition, will be the basis for maintaining the OTRI Registry according to the new order under development.

In this way, the Innovation Area has taken the SICTI as indicators for the analysis of its R+D+i Management System, in this way we manage to be aligned with the Ministry of Science and Innovation and avoid different panels of indicators that involve duplicating the effort.

The SICTI Indicators are as follows:



The content of the FILES is summarized below:

FILE 1: This file (first page of Excel) identifies both the institution and the time frame to which the information contained in the rest of the files refers and indicates the person responsible for uploading the information.

FILE 2: This file (sheet 2) will provide information on all applications for patents, utility models and plant varieties for protection filed in the reference year and those filed in previous years and that are in force or pending on 31/12 of the reference year.

FILE 3: This file (sheet 3) includes the agreements for the exploitation of patents, utility models and plant varieties.

FILE 4: This file (sheet 4) includes the costs of processing and maintaining patent applications and granted patents (both priority and extensions), utility models and plant varieties, made during the year in euros. Similarly, annual income received from agreements for the exploitation of inventions shall be included.

FILE 5: This file (sheet 5) contains the industrial designs and trademarks and trade names filed in the reference year as well as other registrations to protect research results other than Industrial Property on: digital content, materials, trade secrets, orphan drugs, protocols and clinical guidelines presented in the reference year. Books and scientific publications are excluded.

FILE 6: This file (sheet 6) will provide information on the contracts and their amount to carry out R+D+i activities (projects, services, clinical trials and observational studies)

FILE 7: This file (sheet 7) will contain information relating to spin-off companies.

FILE 8: File 8 (sheet 8) contains the statements of research results, researchers who carry out transfer activities and the people who carry out their work in the transfer units.

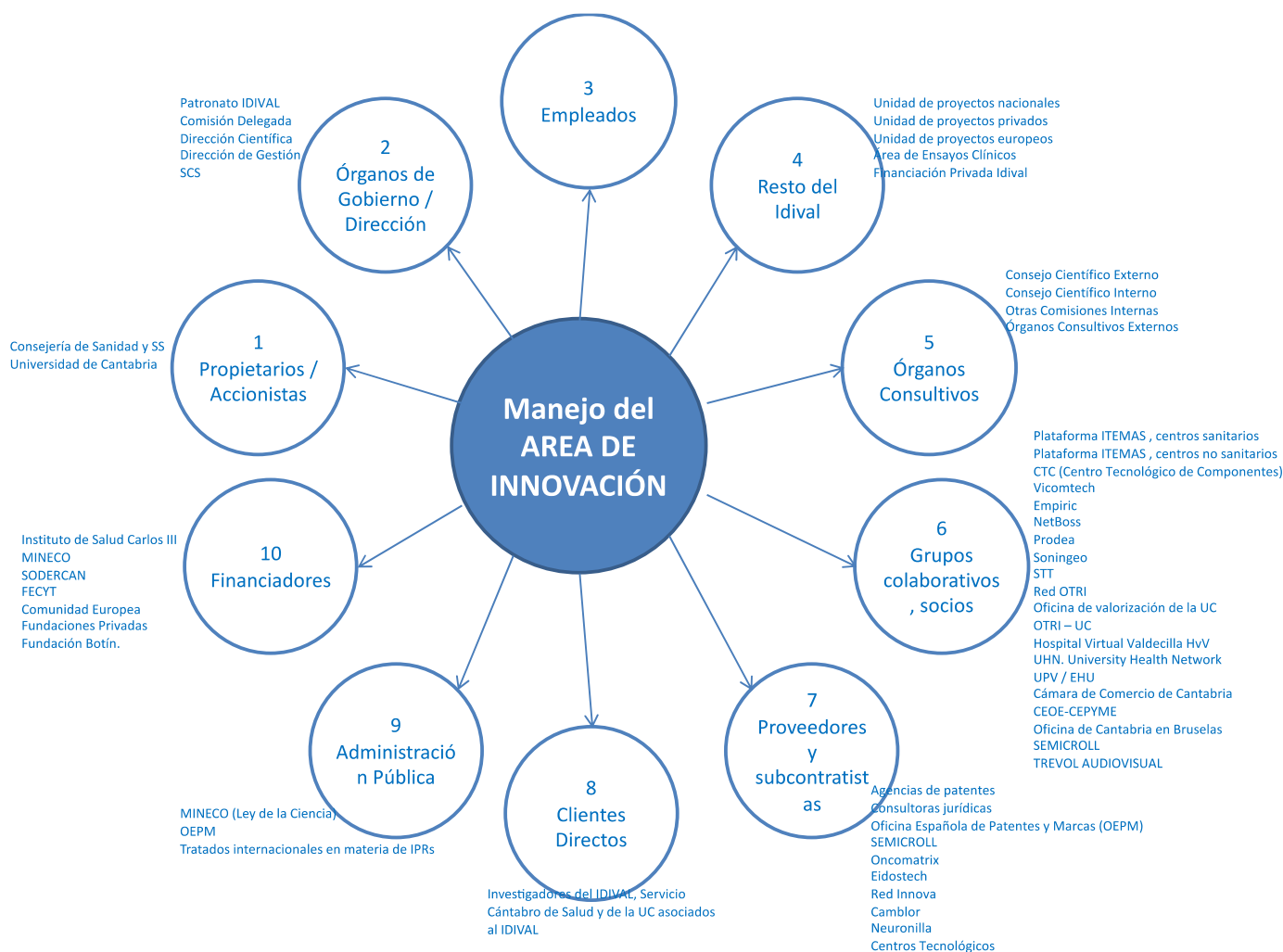
6. TRANSLATIONAL AND INNOVATION OBJECTIVES

6.1 Origin:

In order to advance in the best approach in terms of translation and innovation, an annual review of the system is carried out, taking into account:

1. Context analysis: The needs and expectations of identified stakeholders and SWOT analysis.
2. Review of processes and results of audits, customer satisfaction assessment, evolution of indicators, etc.
3. Progress in the actions envisaged in the Strategic Plan and specific innovation objectives.
4. Review of risks and opportunities.

In this way, the needs and expectations of the key actors in terms of translation and innovation are systematically identified and analyzed, identifying actions for their participation:



In the SWOT analysis on translational research and innovation carried out by the Management Directorate, Scientific Directorate and the Innovation team of IDIVAL, there are, in summary:

5. Weaknesses:

The presence of the UAI in the Hospital has improved, but visibility in general can still be improved.

The relationship and interaction with the productive sector/industrial fabric continues to be improved. Improving this relationship should yield more product results and improve transfer to market.

The culture of innovation can still be improved.

The stability of the staff continues to be a very notable weakness, during this year there are again 2 casualties.

It should be noted that internationalization is no longer a weakness.

The absence of a coordinator/head of innovation in the healthcare environment is a new weakness.

6. Threats:

The situation regarding the lack of specific policies and financing in health innovation both at the regional and national levels continues to be a threat.

The continuous renewal of the Innovation Area with frequent departures and new hires is a threat since it is necessary to continuously train the staff.

The loss of visibility in ITEMAS after the change in the Coordination is considered a threat.

The dependence on the strategy of the Public Health System of Cantabria is considered a great threat.

7. Strengths:

IDIVAL's line of aid continues to be a great strength within the Area.

The innovation capacity and innovation management system has been recognised as a strength within the new strategic plan.

Scientific production, clinical professionals and a reference hospital continue to be notable strengths.

The LINUX laboratory has become a great strength within the Area.

8. Opportunities:

The environment with potential to develop innovation is highlighted.

StarVal, the new intrapreneurship program, is seen as a great opportunity to improve the capture of the environment. Similarly, the new MINDS master's degree launched this year is an opportunity to improve training in research and innovation in our environment.

The new Directorate-General for Digital Transformation and User Relations offers many opportunities for participation in projects.

The new Science Law approved in Cantabria generates new expectations and opportunities.

An opportunity arises with the stabilization of new positions within the Area.

In derivatives, among the risks identified are:

Loss of visibility of the ITEMAS node due to the change of Coordination.

Self-disclosure of results before protecting.

Not getting the results to interest companies.

Not adding value and not being able to measure it.

Job stability.

The following opportunities are recognized:

1. Implementation of the LINUX Laboratory.
2. Creation of the Business Council.
3. The new StarVal Intrapreneurship Program.
4. Development of the Innovation Center Plan.
5. Funding for European innovation.

With this review, objectives are established around the strategic axes defined in the EP, which with their fulfilment help to enhance the results of the transfer/transfer of the Institute.

6.2 Translation and innovation objectives:

Below are the Objectives:

AXIS 2: IMPACT ON SOCIETY

P.2.1. PROMOTION OF TRANSFER AND TRANSFER TO THE NHS AND THE PRODUCTIVE SECTOR

Objective INN1/23:		TO DEVELOP AN EFFECTIVE TRANSLATION AND TRANSFER OF SCIENTIFIC RESULTS TO CLINICAL PRACTICE AND THE PRODUCTIVE SECTOR, FAVORING THE GENERATION OF KNOWLEDGE WITH AN IMPACT ON THE NATIONAL HEALTH SYSTEM AND SOCIETY.		
Risks and opportunities to be addressed:		DAFO		Impacto en el P.E.
7,5	Not getting companies to be interested in the results. That companies do not invest. A good job is done and there is no one to take it to market.	D4. Visibility that can be improved D8. Interaction with the business sector A5. Scarce business fabric, especially in the health sector F1. A reference hospital, a recognised healthcare and research activity F5. Clinical research F11. Technological infrastructure F13. Highly regarded clinicians O7. Collaboration with IBBTEC and the University of Cantabria O9. Ease of establishing relationships in the Cantabrian environment O10. Digital transformation O11. Bioinformatics and Digital Health O12. Proton Therapy Unit O15. LINNEX Laboratory		Action Plan 2.1 Action Plan 4.4
6,75	Self-disclosure of results before protecting			
Plan de Acción		Fecha	Responsable	
1. Approval of IDIVAL's Translation and Innovation Plan.		Second semester 2023	Board	
2. Deployment of the prioritized initiatives in the Star-Val intrapreneurship program		2023	Innovation Area	
3. Review and approval of the procedure for the creation of EBTs and IDIVAL's participation in the possible EBT.		Second semester 2023	Innovation Area, Governing Bodies	
4. Planning of courses and conferences on innovation and transfer		2023	Innovation Area	
5. Review, update and dissemination of IDIVAL's portfolio of services and products through the new website and the researcher portal		First semester 2023	Innovation Area	
6. Boost web visibility		2023	Innovation Area	
7. Update of the OTRI registry after approval of new regulations.		2023	Innovation Area	
8. Feasibility analysis of possible EBT creation with surgical devices.		2023	Innovation Area	

Indicator
Updated Plan for the Transfer and Transfer of Results from the Institute to clinical practice and the productive sector. Additional information: The Plan must be aligned with the strategic objectives and with IDIVAL's Cooperative Scientific Project; It must define a monitoring and evaluation system and include specific actions for the participation of key actors.
The annual actions to promote the aforementioned aspects (the development of new medical devices or marketable devices, the increase in registered and licensed patents, the transfer of knowledge to the public sector, the implementation of new clinical processes, the creation of spin-offs and start-ups and academic clinical trials or studies) amount to two annually.
Portfolios of products of potential interest to the healthcare practice and the business sector reviewed and updated.
Impact analysis in terms of process indicators and/or health outcomes of the implemented CPGs carried out.
Increase in operating income during the period of validity of this Plan.
The number of licensed industrial property/know-how registrations, or number of licensed intellectual property registrations, or number of new medical devices or devices licensed in the term of the Plan is greater than two.
Number of visits to the IDIVAL website

P.2.5. PRODUCT INNOVATION, PATIENT-CENTERED CARE PROCESSES AND ORGANIZATIONAL PRACTICES AND TRANSFER

ObjectiveINN2/23:		TO PROMOTE IDIVAL'S INNOVATIVE CULTURE IN TERMS OF PRODUCTS, ORGANISATIONAL PRACTICES AND PATIENT-CENTRED CARE PROCESSES, HOMOGENISING THE TECHNOLOGY TRANSFER ACTIVITY BETWEEN THE DIFFERENT RESEARCH GROUPS THAT MAKE UP THE INSTITUTE.		
Risks and opportunities to be addressed:		DAFO		Impacto en el P.E.
4	Not having enough time to analyze the ideas captured	D2. Limited financial resources D3. Culture of R+D+i D4. Visibility that can be improved D5. Intra-institute collaboration D6. Staff stability D7. Presence in the hospital, Health System and alignment with the IIS that can be improved. D14. High care load D16. Lack of specific policies and funding in health innovation. D17. Lack of specific training for new innovation managers. D18. Lack of a referential figure/person responsible for innovation in the healthcare environment. A1. High competition for talent recruitment and financing A2. Lack of young researchers A3. Need for greater multidisciplinary and new technologies A5. Scarce business fabric, especially in the health sector. A6. Lack of specific policies and funding in health innovation (at regional and national levels). A7. Continuous renewal of staff in the Innovation Area. A8. Loss of visibility in ITEMAS. F2. Main R+D+i centre in Cantabria F8. Support from the administration and society F10. Stable public funding F11. Technological infrastructure F12. Intramural aids O1. Environment with potential for innovation O2. New funding opportunities O3. Patronage O6. Cantabria Cohort Project O7. Collaboration with IBBTEC and the University of Cantabria O9. Ease of establishing relationships in the Cantabrian environment O13. New Science Law in Cantabria O15. LINNEX Laboratory		Action Plan 2.5
3,8	Not having requests or needs			

	O16. Innovation Plan approved by the Board of Trustees.	
Plan de Acción	Fecha	Responsable
1. To set up the Business Council (linked to Action Plan 3.3 Collaboration with the business sector) which is pending a decision by the Board of Trustees.	2023	Board
2. Create the Innovation and Process Support Unit. Pending from the board of trustees.	2023	Board
3. To close the evaluation study of the implementation of a Health Innovation Center.	2023	Managing Director
4. Incorporate innovation staff.	2023	Managing Director
5. Deploy innovation training programmes (linked to Action Plan 4.6 Training).	2023	Managing Director
6. Develop, implement and review care processes in Hospital Services and Primary Care, with the aim of improving the approach to diseases, especially chronic diseases, through participation in at least one project related to the improvement or adaptation of processes/incorporation of technology, in collaboration with the Cantabrian Health Service or a Unit or Service of one of its hospitals.	2023	Human factor – EValTec
7. Access to competitive funding for projects: Submission of at least one project to a national competitive call and at least one project to an international competitive call that seeks to apply the IFH-intrapreneurship in the healthcare environment.	2023	Human factor – EValTec
8. Hold meetings with Patient Associations to learn, include and implement innovative proposals for improvement in healthcare processes (linked to Action Plan 2.3 Citizen Participation).	2023	Human factor – EValTec
9. Dissemination of the activity: Publishing an article Participation in at least one national or international congress.	2023	Human factor – EValTec
10. To promote the development of digital health projects aimed at improving care processes and humanising patient care (linked to Action Plan 1.3 Digital transformation and data science).	2023	StarVal
Indicator		
Business Council constituted.		
Innovation and Process Support Unit and Innovation Laboratory established.		
Evaluation study of the implementation of a developed Health Innovation Center.		
Innovation staff recruited.		
Number of innovation training activities carried out.		
Project related to the improvement or adaptation of processes/incorporation of technology executed or in the process of execution.		
Number of projects related to the application of IFH in process or technological innovation submitted to competitive calls		
Calendar of meetings defined and executed with agents of interest of the Cantabrian Health System.		
Number of meetings with Patient Associations held.		
Attendance at conferences related to HFE or group activity		
Publication of an article in a scientific journal		

Number of digital health projects aimed at improving care processes and humanising patient care developed.

AXIS 3: VISIBILITY AND ALLIANCES

P3.2. RELATIONS AND ALLIANCES WITH REGIONAL, STATE AND INTERNATIONAL NETWORKS AND PLATFORMS

Objective INN3/23:	TO PROMOTE THE ESTABLISHMENT OF INSTITUTIONAL ALLIANCES AND THE INTEGRATION OF IDIVAL INTO COLLABORATIVE RESEARCH PLATFORMS AND NETWORKS AT NATIONAL AND INTERNATIONAL LEVEL.		
Risks and opportunities to be addressed:		DAFO	Impact on the E.P.
9	Loss of visibility in ITEMAS	D4. Visibility that can be improved D8. Interaction with the business sector D18. Lack of a referential figure/person responsible for innovation in the healthcare environment. A3. Need for greater multidisciplinary and new technologies A5. Scarce business fabric, especially in the health sector. A8. Loss of visibility in ITEMAS F1. A reference hospital, a recognised healthcare and research activity F2. Main R+D+i centre in Cantabria F3. ISCIII Accreditation F5. Clinical research F7. High level of scientific production F9. Innovation capacity and innovation management system F11. Technological infrastructure F13. Highly regarded clinicians O1. Environment with potential for innovation O6. Cantabria Cohort Project O7. Collaboration with IBBTEC and the University of Cantabria O9. Ease of establishing relationships in the Cantabrian environment O10. Digital transformation O11. Bioinformatics and Digital Health O12. Proton Therapy Unit O15. LINNEX Laboratory	Action Plan 3.2
Action Plan		Date	Responsible
1. Reinforce the European project management area with additional staff and new resources in order to enhance its activity		2023	Managing Director
2. Update and approve the Strategic Internationalization Plan for the period 2022–2024		2023	International Projects Area
3. Map national (CIBER, RICORS, etc.) and international (ECRIN, European University Hospital Alliance, EU-LIFE, etc.) research networks. and select those with the greatest strategic potential for IDIVAL to promote integration into them. This map will be included in the Strategic Plan for Internationalization.		2023	UAI and International Projects Area
4. To promote the culture of internationalisation among IDIVAL's research staff (to raise awareness of the importance of applying for international projects, to organise training sessions on the preparation and management of these projects, to disseminate the		2023	International Projects Area

services of the European project management area, etc.).		
5. Regularly inform research groups according to their field of activity of available international calls and possible collaborations at an international level through the creation of specific distribution lists.	2023	International Projects Area
6. Promote the participation of research and management staff in international events in order to make the Institute visible (linked to Action Plan 2.4 Strengthening external communication).	2023	International Projects Area
Indicator		
1. Map of the main organizations of the environment with common interests developed.		
2. Incorporation of additional staff to the area of European funds		
3. Internationalization Plan developed and approved.		
4. Map of the main national and international networks with common interests developed. You must participate in at least eight networks at the national level and two at the international level.		
5. Number of activities to promote the culture of internationalisation carried out.		
6. Number of bilateral meetings with groups and distribution lists created		
7. Number of international events with IDIVAL staff participation		
8. Calendar of meetings with the identified agents drawn up.		
9. Number of collaboration agreements or strategic alliances signed with the identified organisations and with those usual partners and number of collaborative research projects carried out.		

3.3. COLLABORATION WITH THE BUSINESS SECTOR

Objective INN4/23:		PROMOTE INTERACTION WITH COMPANIES FOR THE JOINT DEVELOPMENT OF INNOVATIVE IDEAS AND SOLUTIONS THAT PROMOTE ECONOMIC GROWTH IN THE REGION.		
Risks and opportunities to be addressed:		DAFO		Impact on the E.P.
7,5	Not getting companies to be interested in the results. That companies do not invest. A good job is done and there is no one to take it to market.	D4. Visibility that can be improved D8. Interaction with the business sector D16. Lack of specific policies and funding in health innovation. A5. Scarce business fabric, especially in the health sector. F1. A reference hospital, a recognised healthcare and research activity F2. Main R+D+i centre in Cantabria F9. Innovation capacity and innovation management system F10. Stable public funding F11. Technological infrastructure F13. Highly regarded clinicians O1. Environment with potential for innovation O2. New funding opportunities O9. Ease of establishing relationships in the Cantabrian environment		Action Plan 3.3 Action Plan 2.4
Action Plan		Date	Responsible	
1. Identify companies in the area with which to carry out collaborative projects. Include Cantabrian companies and industries from non-health sectors (e.g. PITMA Group), to generate cross-cutting projects.		2023	Innovation Area	
2. Schedule events with the identified companies in order to detect potential synergies and learn about their capabilities (linked to Action Plan 2.4 Strengthening external communication).		2023	Innovation Area	
3. Develop a value dossier of IDIVAL and disseminate it among the business sector. This document should include the Institute's innovation results, success stories, product portfolio, etc.		2023	Innovation Area	
4. Establish a system for monitoring the results in terms of collaboration with companies: number of contacts made, agreements, agreements and development projects with companies and private entities in force, spin-offs created, etc.		2023	Innovation Area	
Indicator				
Number of identified companies likely to carry out collaborative projects.				
Number of events with developed companies.				
Value dossier of the Institute prepared.				
Established monitoring system.				

AXIS 4: RESOURCES AND PROCESSES

P.4.7. PROMOTION OF CLINICAL RESEARCH AND INNOVATIVE CULTURE

Objective INN5/23:		TO PROMOTE THE CLINICAL RESEARCH CARRIED OUT AT THE INSTITUTE AND TO PROMOTE THE INNOVATIVE CULTURE OF IDIVAL STAFF.		
Risks and opportunities to be addressed:		DAFO		Impact on the E.P.
5	That the planned activities do not generate sufficient interest in the desired interlocutors	D2. Limited financial resources D3. Culture of R+D+i D4. Visibility that can be improved D7. Presence in the hospital, Health System and alignment with the IIS that can be improved. D8. Interaction with the business sector D14. High care load D16.Lack of specific policies and funding in health innovation. D17. Lack of specific training for new innovation managers. A2. Lack of young researchers A6. Lack of specific policies and funding in health innovation (at regional and national levels). F2. Main R+D+i centre in Cantabria F7. High level of scientific production F8. Support from the administration and society F9. Innovation capacity and innovation management system F10. Stable public funding F11. Technological infrastructure F13. Highly regarded clinicians O1. Environment with potential for innovation O2. New funding opportunities O3. Patronage O5. PERTE for cutting-edge health O14. Training programs in research and innovation led by IDIVAL. O16. Innovation Plan approved by the Board of Trustees.		Action Plan 4.7
4	Not having enough time to analyze the ideas captured			
4	That we do not generate the desired culture of innovation in the Valdecilla environment.			
Action Plan		Date		Responsible
1. Promote actions for the development of an innovative culture among healthcare staff (e.g. develop training activities in innovation, disseminate success stories, establish mentors, etc.).		2023		Innovation Area
2. Increase intramural grants aimed at intensifying care staff, so that they can dedicate more time to R+i activities.		2023		Managing Director
Indicator				
Established monitoring indicators.				
Number of actions developed to promote innovative culture.				
Number of healthcare researchers with grants for intensification.				

7. MONITORING OF THE TRANSLATION AND INNOVATION PLAN

Information	Resp.	Frequency	Documentation
Follow-up of planned actions to achieve objectives	Innovation Committee	Monthly	Minutes of the Innovation Committee
Goal Achievement Analysis	Innovation Committee Scientific Director	Semiannual	Minutes of the Innovation Committee
Analysis of the achievement of objectives, review of Risks and Opportunities and proposal of a new Action Plan	Innovation Committee	Annual	System Review Report Minutes of the Innovation Committee
Approval of changes in the Translation and Innovation Plan	Internal Scientific Committee	Annual / after modification	Minutes of the Internal Scientific Committee
ITEMAS Indicators	Innovation Committee Scientific Director	Annual	Annual report on SICTI indicators
Reaccreditation Indicators			