

# Strategic Plan

2026-2030





Our research,  
**the health of  
the future**

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**Strategic  
Plan**  
2026-2030

# Strategic Plan

2026-2030

## Index

Presentation	07
IRBLleida	09
Mission, vision and values	10
Management	11
Organisation chart	12
Executive summary	13
Strategic objectives	14
Axes and strategic lines	18

# Presentation

IRBLleida's Strategic Plan 2026–2030 sets out the framework guiding the Institute's activities over the coming years and concisely defines its objectives, axes and strategic lines. Following on from previous plans, this document constitutes a key planning and management tool for the whole of IRBLleida and supports the enhancement of biomedical research in Lleida. The Plan is based on a rigorous analysis of the Institute's current situation and the main scientific, social and organisational challenges it must address in the immediate future.

This Strategic Plan is the result of a broad process of shared reflection with the main institutions and entities that make up the health research and innovation system in the territory. From a perspective of institutional co-responsibility, we all agree on the need to prioritise joint projects, strengthen strategic alliances and make progress in mobilising resources to guarantee research of excellence that makes a genuine impact on the health of citizens.

**IRBLleida reaffirms its desire to consolidate itself as a leading research centre in Europe. To this end, the Institute is committed to promoting the generation of scientific knowledge in strategic**



8 areas aligned with the major challenges in healthcare, strengthening cooperation between research groups and promoting multidisciplinary projects that make optimal use of IRBLleida's differential capabilities.

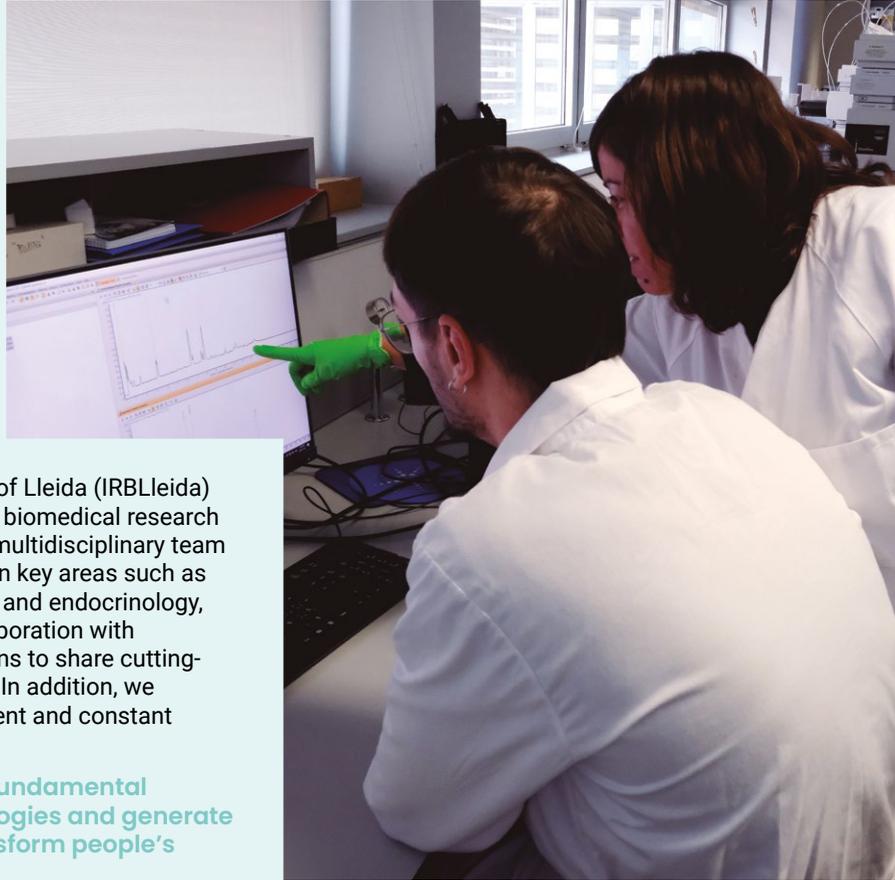
IRBLleida has a highly competitive scientific environment, with research groups of renowned prestige and highly qualified professionals. In this context, the Institute is committed to strengthening its projection and positioning in the European and international arena, favouring participation in strategic networks and projects, whilst always doing so in close connection with the society of Lleida. All this will be accompanied by a decisive boost to innovation and transfer activities, in collaboration with key local ecosystem agents, with the aim of maximising the social, health and economic impact of the research carried out at IRBLleida.

The plan defines nine strategic objectives on which the strategic axes are structured, and which are outlined below. As head of IRBLleida, I am committed to leading its implementation, guaranteeing a rigorous, inclusive and transparent execution, in constant dialogue with the local community and institutions.

**Diego Arango del Corro**  
IRBLleida Director



# IRBLleida



The Biomedical Research Institute of Lleida (IRBLleida) has been a pioneering institution in biomedical research and innovation since 2004. With a multidisciplinary team of more than 600 people, we work in key areas such as oncology, neuroscience, cardiology and endocrinology, among others. We encourage collaboration with national and international institutions to share cutting-edge knowledge and technologies. In addition, we are committed to fostering new talent and constant innovation in biomedicine.

**Our goal is to understand the fundamental mechanisms of human pathologies and generate scientific discoveries that transform people's health and quality of life.**

# Mission, vision and values



## Mission

**Generate outstanding knowledge**, capable of impacting the health and quality of life of the population, with a marked international focus as well as inclusion of territorial potential.



## Vision

To be an **internationally competitive benchmark** in health research and innovation, demonstrating ethical values and promoting sustainability, multidisciplinary work as well as internal and external cooperation.



## Values

At IRBLleida we believe that values cultivate virtues and that, when implemented regularly, they can benefit our environment and society in general. Our know-how focuses on the following values: **responsibility, respect and equality, rigour, generosity in synergy, independence of judgement, social commitment, leadership and enthusiasm.**

# Management

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**Board of trustees:** body in charge of the representation, senior management and administration of IRBLLeida, with all the necessary powers for the fulfilment of the foundation purposes.

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**Delegate commission:** body in charge of executing the agreements adopted by the Board of Trustees and expressly delegated to it; it is also responsible for the routine monitoring and promotion of IRBLLeida's activities.

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**External scientific advisory board:** an advisory body to the Board of Trustees regarding the tasks entrusted to it to ensure the scientific quality of IRBLLeida and to advise the Scientific Director, who must be secretary of the body, in the performance of their duties.

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**Internal scientific advisory board:** an advisory body to IRBLLeida regarding its strategic and operational lines, aimed at promoting and coordinating scientific activity. It also supports the evaluation of the various IRBLLeida calls for proposals and projects. This body does not hold management or representation functions at IRBLLeida.

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The main bodies and committees that make up the organisational structure of IRBLLeida are summarised below:

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**Business advisory board:** direct advisory body that collaborates closely with the Board of Trustees and the Institute's management team. It is composed of CEOs and general managers of companies in the healthcare sector dedicated to data, diagnostics or medical treatments, as well as institutions related to innovation and economic promotion. Its main mission is to actively contribute to the achievement of the Institute's objectives in the field of innovation.

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**Management:** responsible for directing, coordinating and promoting the research activities of IRBLLeida and for executing and enforcing the agreements of the Board of Trustees relating to the matters pertaining to their area of responsibility. They chair the ISAB (Internal Scientific Advisory Board) and hold the secretariat of the ESAB (External Scientific Advisory Board).

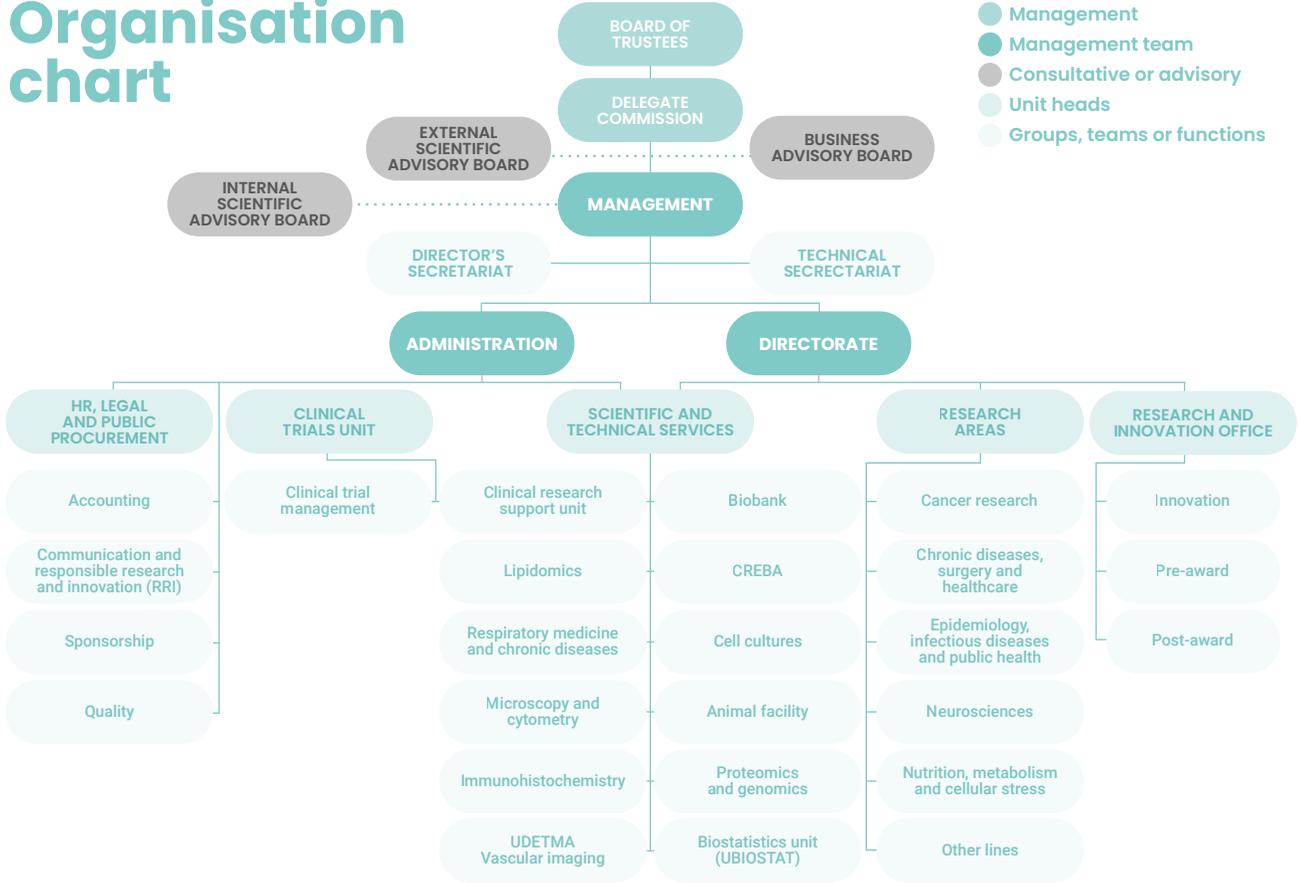
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**Administration:** responsible for the Institute's management structure and the proper performance of IRBLLeida's administrative tasks.

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# Organisation chart

- Management
- Management team
- Consultative or advisory
- Unit heads
- Groups, teams or functions



# Executive summary



For the expansion of this Strategic Plan, an internal and environmental analysis of IRBLleida has been carried out to diagnose the situation. Based on the conclusions of this analysis, a strategic reflection has been developed to identify objectives and the main lines of action. Strategic planning has been based on the formulation of action plans to be developed in the coming years, as well as monitoring indicators.

The analysis has involved the people, entities, regulatory bodies and key agents that make up IRBLleida. Likewise, interviews have been conducted aimed at agents of interest in the health R&D&I field in the region.

**As a result of this process, five strategic axes have been defined, within which, there are five strategic lines, aimed at achieving the nine strategic objectives established in the Strategic Plan 2026–2030.**

# Strategic objectives

As a result of participatory reflection, **9 strategic objectives have been defined for the period 2026–2030**, upon which strategic axes are structured.

## Axis 1

### OBJECTIVES

#### SO.1

**Consolidate scientific excellence by promoting** high-impact basic and translational research and favouring interdisciplinary collaboration, with a particular focus on internationalisation.

#### SO.2

**Increase capacity and leadership in clinical research**, facilitating the integration of research activity into healthcare practices and promoting active participation in projects and clinical trials.

## Axis 2

### OBJECTIVES

#### SO.3

**Promote a culture of innovation**, fostering creativity, entrepreneurship and developing disruptive solutions at all levels of the Institute and in a hospital setting.

#### SO.4

**Promote the transfer of knowledge**, promoting the protection, enhancement and effective application of research results in healthcare, societal and production arenas.

## Axis 3

### OBJECTIVES

#### SO.5

**Optimise the management of research and scientific and technical services**, ensuring quality, to facilitate and promote activity conducted at the Institute.

#### SO.6

**Promote the recruitment and retention of scientific profiles** through an attractive professional environment, support for career development and measures that favour an increase in research personnel, equal opportunities and gender perspective in research.

## Axis 4

### OBJECTIVES

#### SO.7

**Strengthen alliances and institutional cooperation**, both internally and externally, to enhance synergies, share resources and increase the national and international projection of the Institute.

#### SO.8

**Promote internal communication and organisational culture**, favouring cohesion, participation and a sense of belonging among the Institute's professionals.

## Axis 5

### OBJECTIVES

#### SO.9

**Promote social reach, the dissemination of scientific knowledge and external communication, and sponsorship**, increasing institutional visibility, the involvement of society in the Institute's activity and in the capture of additional resources for research.

# Strategic axes and lines

The strategic plan is structured into priority axes that address the Institute's major challenges and are developed through lines of action and specific plans

## STRATEGIC AXES

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### Axis 1

**Scientific excellence**

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### Axis 2

**Innovation and knowledge transfer**

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### Axis 3

**Quality and excellence of research support units**

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### Axis 4

**Institutional alliances**

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### Axis 5

**Communication, society and sponsorship**

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**OE.1****Line 1.1 Promotion of basic and translational research**

- 1.1.1 Implementation plan for cross-cutting research programmes
- 1.1.2 Plan to strengthen scientific activity

**OE.2****Line 1.2 Promotion of clinical research**

- 1.2.1 Plan to promote research by healthcare professionals

**OE.3****Line 2.1 Reinforcement of a culture of innovation**

- 2.1.1 Innovation Promotion and Management Plan

**OE.4****Line 2.2 Transfer of results**

- 2.2.1 Plan to promote enhancement and transfer

**OE.5****Line 3.1 Scientific-technical services, CREBA (Centre for Applied Biomedical Experimental Research) and common equipment**

- 3.1.1 Plan to promote scientific-technical services and management of their infrastructures and spaces

**OE.6****Line 3.2 Indirect support for research**

- 3.2.1 Research management plan and space policy
- 3.2.2 People Management and Professional Development Plan

**OE.7****Line 4.1 Relationship between the entities that make up the Institute**

- 4.1.1 Plan for strengthening relationships

**OE.8****Line 4.2 External relationships**

- 4.2.1 Plan to strengthen external alliances and collaborations

**OE.9****Line 5.1 Communication and dissemination of scientific knowledge**

- 5.1.1 Internal and external communication and scientific dissemination plan

**Line 5.2 Relationship with society and sponsorship**

- 5.2.1 Citizen participation and sponsorship plan

# A1



# Strategic axis 1

## Scientific excellence

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### Line 1.1 Promotion of basic and translational research

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#### 1.1.1 Implementation plan for cross-cutting research programmes

**Purpose:** to structure and implement cross-cutting research programmes that contribute to the differentiation of IRBLLeida and its positioning as a benchmark in these areas.

#### 1.1.2 Plan to strengthen scientific activity

**Purpose:** to strengthen and dynamise high-impact basic and translational research at the Institute, promoting the generation of scientific knowledge of excellence with a focus on internationalisation.

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### Line 1.2 Promotion of clinical research

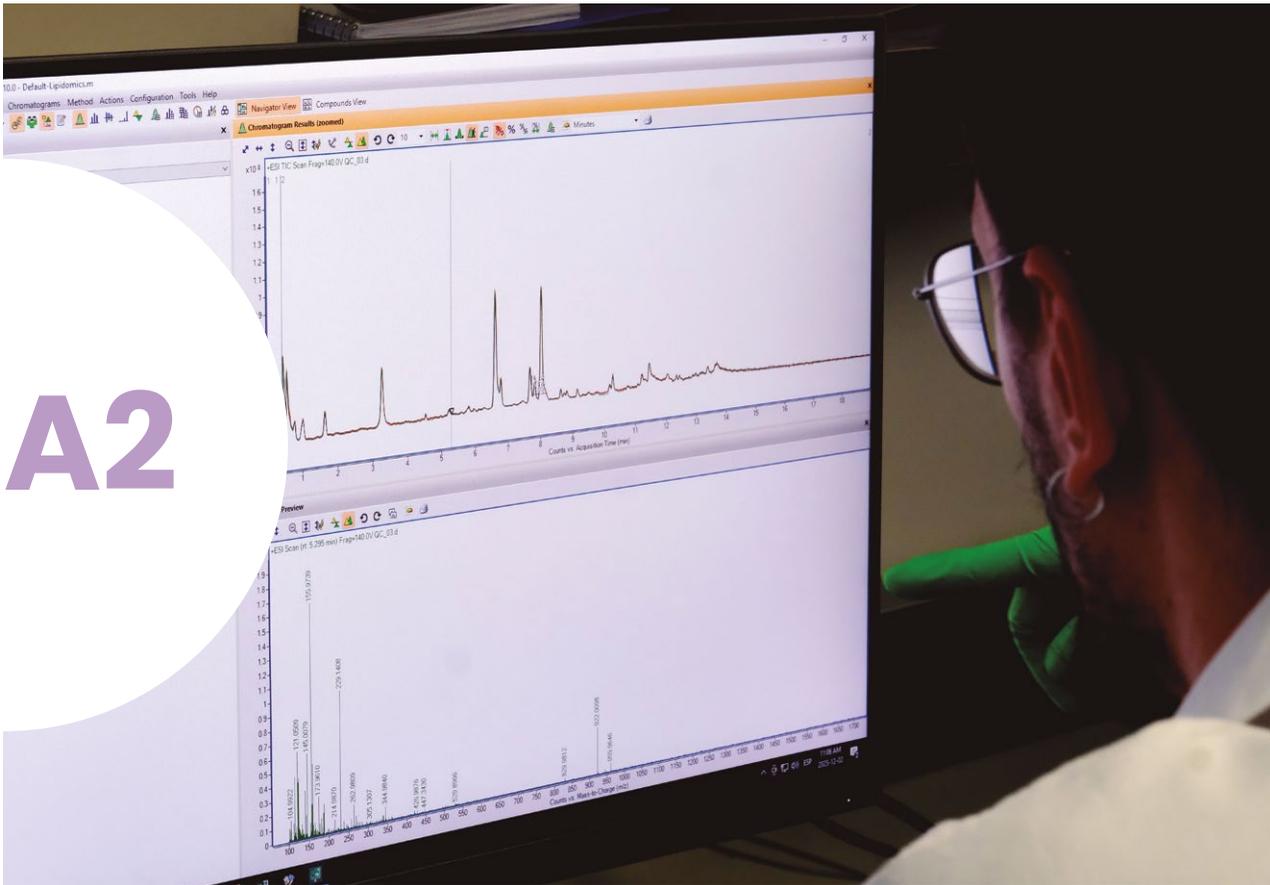
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#### 1.2.1 Plan to promote research by healthcare professionals

**Purpose:** to promote and consolidate the active participation of healthcare personnel in research projects and clinical trials.

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# A2



# Strategic axis 2

## Innovation and knowledge transfer

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### Line 2.1 Reinforcement of a culture of innovation

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#### 2.1.1 Innovation promotion and management plan

**Purpose:** to foster a culture of innovation across all levels of the Institute and within the healthcare setting, promoting support, recognition and impetus mechanisms for the generation of ideas with high transformative potential. To participate in transformative innovation initiatives in collaboration with key agents in the territory.

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### Line 2.2 Transfer of results

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#### 2.2.1 Plan to promote enhancement and transfer

**Purpose:** to promote the enhancement and transfer of assets derived from research results through active strategies of collaboration with companies and the development of innovative solutions with market potential or clinical use.

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# A3



# Strategic axis 3

## Quality and excellence of research support units

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**Line 3.1** Scientific and technical services, CREBA (Centre for Applied Biomedical Experimental Research) and common equipment

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**3.1.1** Plan to promote scientific and technical services (SCTS) and management of their infrastructures and spaces

**Purpose:** to optimise research platforms and common equipment to ensure a service that adequately meets the needs of researchers.

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**Line 3.2** Indirect support for research

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**3.2.1** Research management plan and space policy

**Purpose:** to consolidate management units, optimising operational efficiency in processes to contribute to boosting the Institute's activity and optimisation of its spaces.

**3.2.2** People management and professional development plan

**Purpose:** to develop and retain talent by aligning human resources management with the principles of the HRS4R (Human Resources Strategy for Researchers) and European research standards.

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# A4



# Strategic axis 4

## Institutional alliances

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### Line 4.1 Relationship between the entities that make up IRBLleida

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#### 4.1.1 Plan for strengthening relationships (1/2)

**Purpose:** to consolidate integration between the entities that make up the Institute to address common challenges, share capacities promoting efficient management of resources and build a solid scientific community of excellence.

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### Line 4.2 2 External relationships

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#### 4.2.1 Plan to strengthen external alliances and collaborations

**Purpose:** to strengthen the connection with biomedical research institutions and technological development centres, position the Institute as a strategic partner, expanding scientific capabilities and the impact of research.

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# A5



# Strategic axis 5

## Communication, society and sponsorship

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**Line 5.1** External communication and dissemination of scientific knowledge

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**5.1.1** Internal and external communication and scientific dissemination plan

**Purpose:** to promote internal and external communication following the guidelines of the Communication Plan. To promote the dissemination of scientific knowledge to the research community and the general public.

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**Line 5.2** Relationship with society and sponsorship

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**5.2.1** Citizen participation and sponsorship plan

**Purpose:** to foster a two-way relationship between the Institute and Society that favours the participation of citizens in the Institute's activity as well as securing research resources.

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