

CENTRE FOR INNOVATIVE MEDICINE

Strategy _____ 2023-2028

In 2022 November 23 the new Statutes of the Centre for Innovative Medicine were approved by the resolution of the Government of the Republic of Lithuania. After these changes IMC strategy for 2023-2028 was prepared.

Before preparation of the strategy, the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was performed, summary is presented in Figure 1.

The SWOT analysis showed that the quantity and quality of scientific production maintains a growing trend and in 2022, 80% of all scientific publications were published in Q1-Q2 journals. The availability of a unique scientific infrastructure, competent research teams, the possibilities to conduct research from the scientific idea to clinical trials, and the developed international cooperation network ensures that there are suitable prerequisites to achieve the goals set in the strategy based on the identified strengths.

IMC has all the opportunities to further strengthen and become a reliable and recognized center for applied research at the international level: the institute conducts interdisciplinary research with the highest performance indicators in its' history. IMC is a participant in strong international associations and initiatives, the competence of scientists and scientific management is strengthened at the international level, and an international a network of scientific and business partners, winning grants from European R&D programs. The Centre developed ability to adapt to changing environmental conditions (incl. pandemic) and finally changed its' legal status, which provides opportunities to work even more flexibly and respond faster to changing scientific and business needs.

The main threats identified in the SWOT analysis are related to external factors: decreasing funding from structural funds, low prestige of scientific career, state regulation of doctoral studies and restrictions on state grant funding programs, which pose a threat to the quantity and quality of research. It is planned that IMC's improving participation in international R&D projects, emerging scientific and management competences, and growing level of scientific publications will allow to successfully overcome these threats or significantly reduce their influence on the institute's activities.

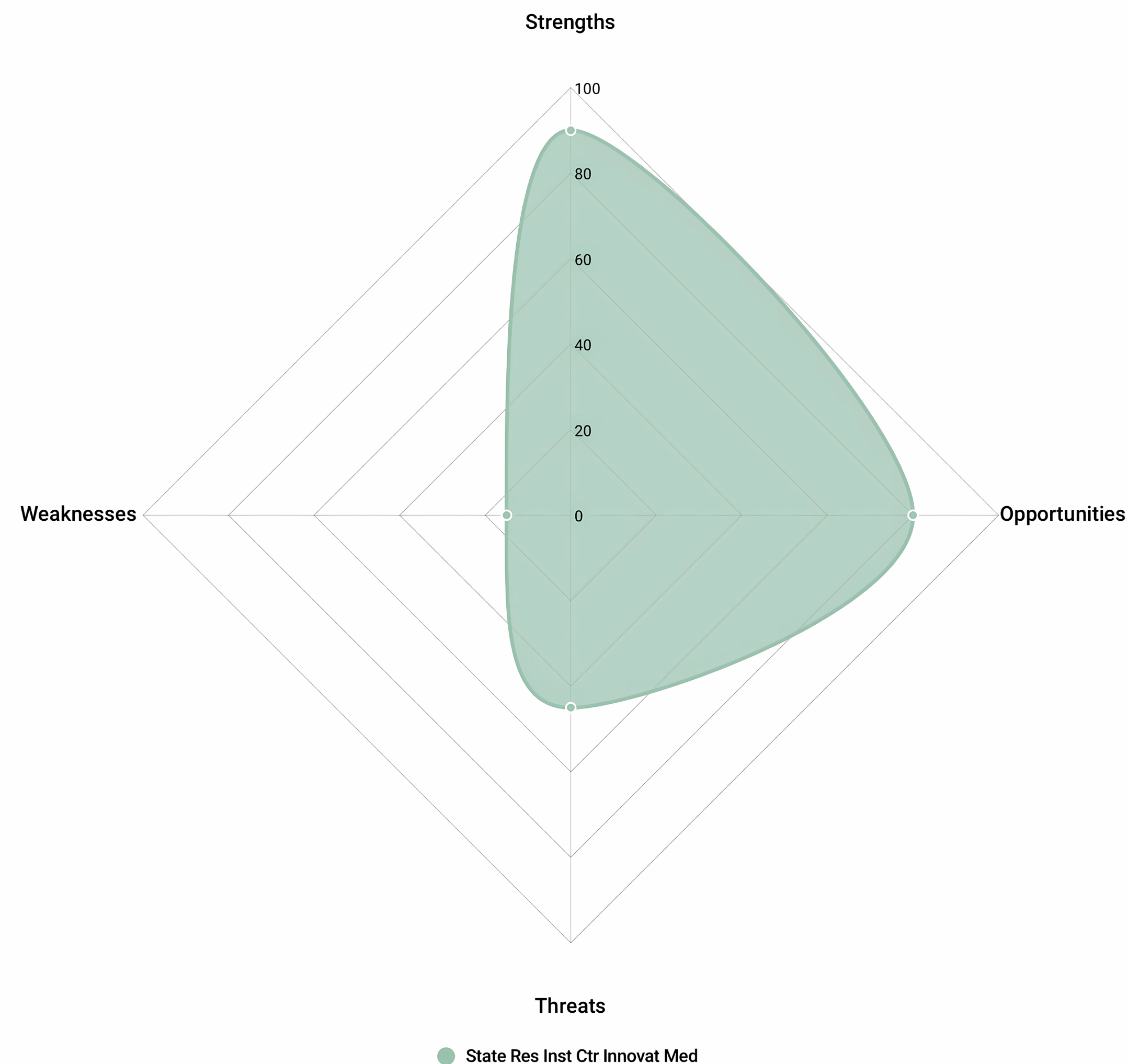


FIGURE 1. SUMMARY OF IMC`S SWOT ANALYSIS. →

The main weakness identified during the analysis is caused by external factors - extremely strict legal acts regulating the conduct of all stages of research in Lithuania make it difficult to create innovations. **One of the inner weaknesses is the simplified IT infrastructure in IMC**, therefore, funding is allocated for updating the IT infrastructure and connecting to the state centralized document management system, which will ensure the smoothness of internal communication and reduce the level of bureaucracy in the institute.

SWOT has shown that based on key strengths and capabilities, it is possible to minimize the risk of emerging threats and turn identified weaknesses into strengths.

During the formation of the Strategy 2023-2028, both the changes that occurred and the performance indicators achieved in the previous evaluation period 2018-2022 were evaluated:

1. _____ The legal status and internal structure of IMC have been changed;
2. _____ IMC acquired the right to provide Biobanking services, was granted a license to engage in personal health care activities, which was supplemented with internal medicine, pediatric rheumatology, rheumatology, otorhinolaryngology and general practice nursing services;
3. _____ Increased internationality of IMC:
 - IMC joined BBMRI ERIC along with project partners.
 - As coordinator, IMC submitted two applications under the HORIZON EUROPE Widening funding instrument Twinning, one of which received funding.
 - As partners, we won the tender for the implementation of HORIZON 2020 project.
 - The IMC was opened to foreign researchers - to employ two top-level researchers from abroad for permanent work.
4. _____ Raised level of scientific quality:
 - 2 patent applications submitted to the European Patent Office.
 - 2018 - 2022 IMC continuously improved the quantity and quality of its scientific output (Figures 2 and 3). We ended 2018 with 32 publications, of which 22 in Q1-Q2, 2022 with 65, of which 54 in Q1-Q2.

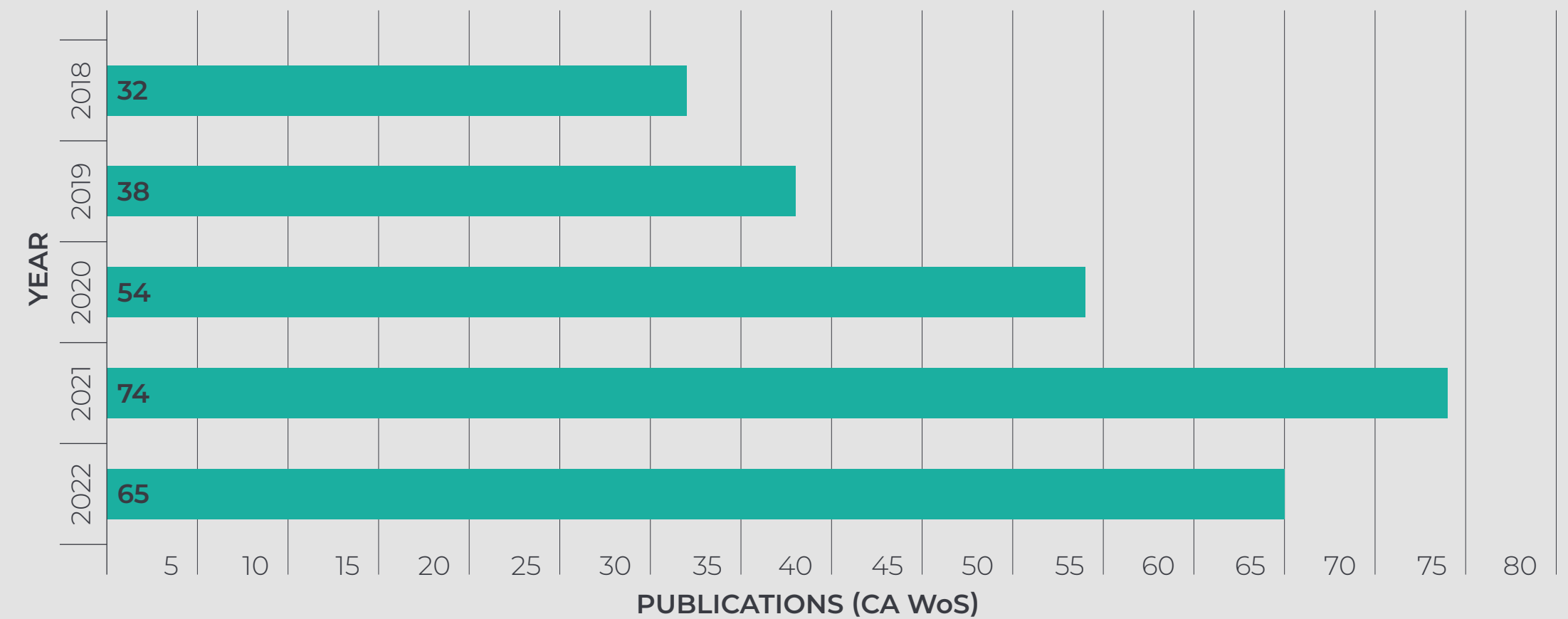


FIGURE 2. IMC SCIENTIFIC PUBLICATIONS IN 2018-2022.

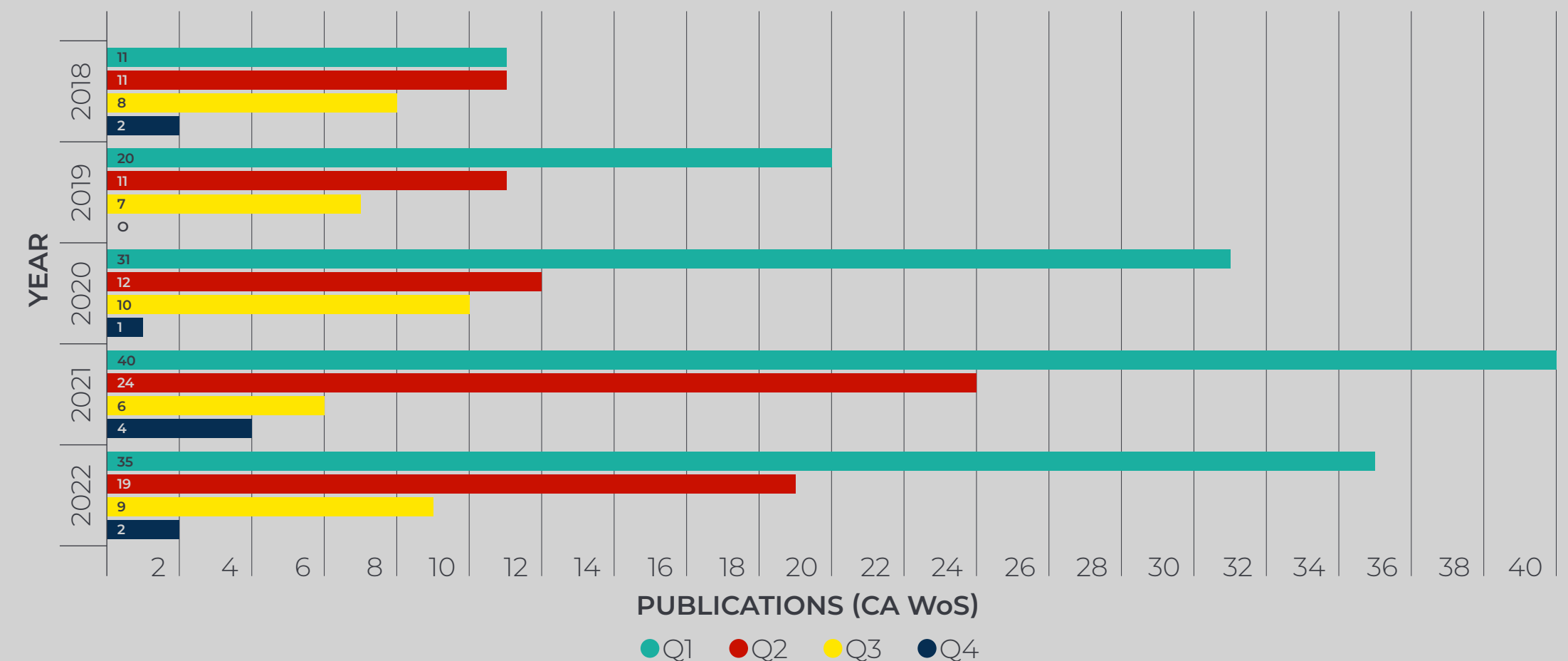


FIGURE 3. IMC SCIENTIFIC PUBLICATIONS BY QUARTILES OF SCIENTIFIC JOURNALS IN 2018-2022.

5. — Comparing 2018 and 2022, the total income of IMC increased (73.3%), of which the funds received from the budget increased by 37.3%, (in 2018 -1101000, in 2022 – 1511600) funds received from competitive financing increased in 2022 102.3% compared to 2018 (2018 - 853902, 2022 - 1732504), funds received from contracts, OAC, etc. services increased by 131%, i.e. more than doubled (2018 – 249,000, 2022 – 575,340) (Figure 4).

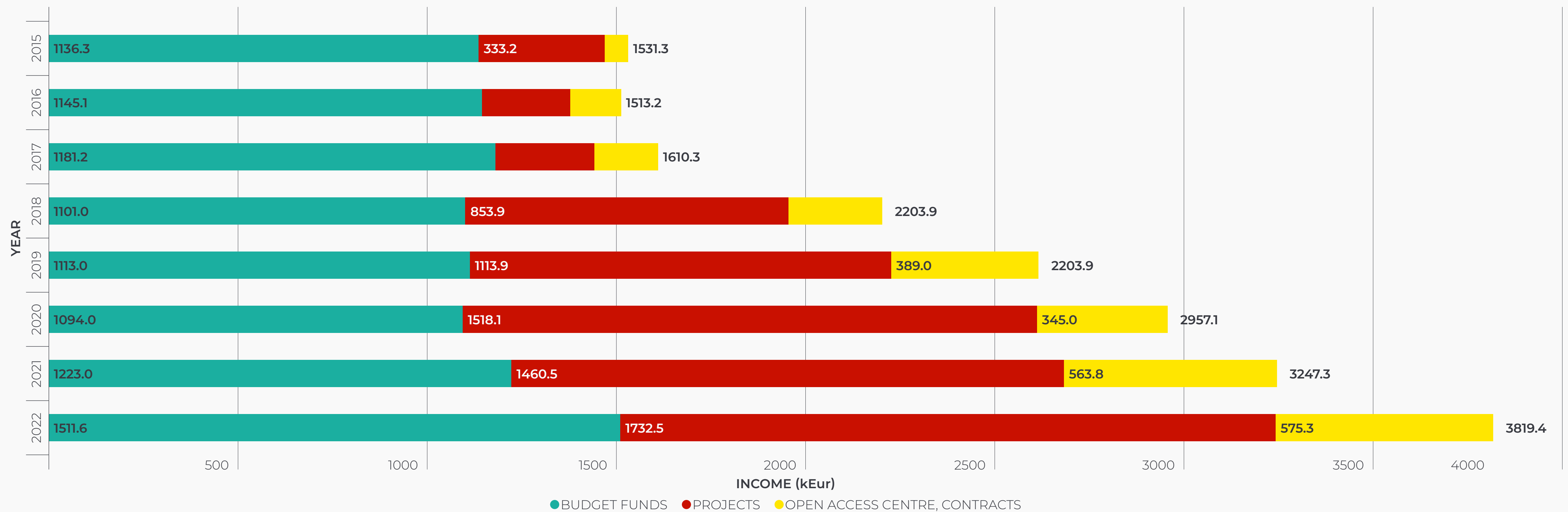


FIGURE 4. IMC INCOME DYNAMICS IN 2015-2022 ACCORDING TO DIFFERENT INCOME GROUPS.



According to the newly approved Statutes, the mission of IMC:

To carry out long-term scientific research and experimental development of the directions specified in these Statutes important for the state, society, international cooperation or economic entities (hereinafter - R&D).

Based on the approved mission and the strengths and opportunities of IMC identified during the SWOT analysis, **6 goals were set, which are expected to be achieved by 2028:**

1.

IMC becoming a visible and recognizable international institute of applied research and experimental development;

2.

Formation of an international level team of researchers and enabling them to act.

3.

Center of Excellence for Technology Transfer in Life Sciences;

4.

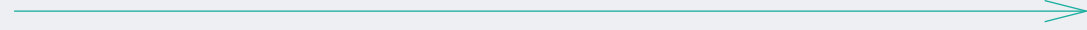
Transition to a new organizational culture.

5.

Promotion of new areas of research.

6.

Education of a new generation of researchers.

Below is the IMC's 5-year roadmap to achieve the identified strategic goals. 

The 5-year plan of activities of IMC:

STRATEGIC GOAL	OBJECTIVE	ACTIVITY	TERM	INDICATOR
<p>1.</p> <p>Making IMC a visible and recognizable international institute for applied research and experimental development</p>	<p>Increase the visibility and recognition of IMC as a center for applied research and experimental development at the international level.</p>	<p>Further joining international consortia, expanding the network and strengthening positions.</p>	2026	<p>Joining international network thematic associations - 5.</p>
		<p>Promotion of interdisciplinary cooperation between research groups and with other foreign research and study institutions.</p>	2026	<p>IMC presentations at international exhibitions in the field of life sciences, business missions - 5 each year.</p>
		<p>Presentation of scientific results at international conferences.</p>	2027	<p>Presentations at international conferences (15 per year).</p>
		<p>Quantitative and qualitative growth of scientific production.</p>	2027	<p>Achieve more than 100 publications per year in CA WoS journals in Q1-Q2 quartiles.</p>
		<p>Conducting top-level scientific research in life sciences, medical and health sciences and interdisciplinary fields, continuous submission of international project applications.</p>	2028	<p>Number of submitted applications (at least 20 per year, increasing this number by 5% per year). Number of successful applications (success rate from submitted applications - 30%).</p>

STRATEGIC GOAL	OBJECTIVE	ACTIVITY	TERM	INDICATOR
<h1>2.</h1> <p>Formation and empowerment of an international research team.</p>	<p>Strengthen IMC's human resources competencies by attracting researchers from abroad.</p>	<p>Strengthening human resources management.</p>	2024	An additional 1 FTE has been created for Human Resource Management in IMC.
		<p>Transition to a bilingual (English-Lithuanian) organizational culture: Equalization of employees' English language level, bilingual operational documents.</p>	2025	The English language level of all IMC employees is not lower than B2.
		<p>Creating competitive working conditions for foreign researchers.</p>	2028	The number of employed foreign researchers is 5.
<h1>3.</h1> <p>Center of Excellence for Technology Transfer in Life Sciences</p>	<p>Increase the number of intellectual property protection measures applied by IMC.</p>	<p>Increase the number of patent applications and patents.</p>	2023	Submit at least 1 international patent application every year.
		<p>Increase the scope of intellectual property protection measures.</p>	2025	One training in the field of intellectual property protection per year.
	<p>Establish a clinical research center.</p>	<p>Prepare the necessary procedures for the establishment of a clinical research center.</p>	2025	The first commissioned biomedical clinical trial was conducted at IMC.
		<p>Promotion and development of cooperation with business entities.</p>	<p>Intensification of communication and cooperation with foreign business entities (increasing the number of meetings, negotiations with foreign business entities, increasing contracts with business enterprises).</p>	2027
<p>Promotion of communication and cooperation with business entities (increasing the number of meetings, negotiations with business entities, increasing contracts with business enterprises).</p>	2028		IMC's income from business entities is not less than 20% from the whole income structure.	

STRATEGIC GOAL	OBJECTIVE	ACTIVITY	TERM	INDICATOR
<h1>4.</h1> <p>Transition to a new organizational culture</p>	To develop a new organizational culture in line with the organization's values through the Principles of operation.	Continuous support of department heads in feedback to employees.	2023	The "temperature" of the employees is constantly measured. Evaluation of feedback (by means of questionnaires and other means).
	Agreeing on values and fostering them.	Together with the IMC community, identify the core organizational values of IMC and guide them in the performance of daily functions.	2024	IMC organizational values have been identified and documented.
	Cultivating faith and trust in the organization.	Team training for skills workers.	2028	At least 2 team building/teamwork/ motivational trainings for IMC employees per year.
<h1>5.</h1> <p>Promotion of new areas of research.</p>	Expand research areas by promoting interdisciplinary cooperation.	Encouraging researchers to conduct R&D research involving researchers from different fields, creating new interdisciplinary research groups.	2027	Not less than 25 percent of all publications on interdisciplinary topics.
<h1>6.</h1> <p>Education of a new generation of researchers.</p>	Create a program to involve young researchers in ongoing research.	Implement measures to attract young researchers to IMC and involve them in ongoing research.	2024 2025 2028	€4.000 to be allocated to doctoral students. 33% include doctoral students in implemented R&D projects. 25% of PhD students are employed by IMC.

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