

2020-2025 Strategic Plan Institut Guttmann

Executive summary September 2019



For a larger organisation, with new services and more committed to people.

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PRESENTATION

We are pleased to present the “**2020-2025 Strategic Plan of Institut Guttmann**”, which, along with the statement “For a larger organisation, with new services and more committed to people”, sets a course to continue growing as an organisation of care and knowledge, while also strengthening our commitment to serve people and our country, adapting to the new social reality in which we live.

While the previous strategic plan (2014-2019) was in force and thanks to the efforts of all the people who in one way or another participated in its promotion, we have been able to further strengthen the excellence of our institution, we have grown in specialised services, we have diversified our activities and we have become international, which has allowed us to assure the sustainability of the Foundation despite the hard consequences of the economic crisis that we have endured; and we have even driven the construction and start-up of the new **Guttmann Barcelona** building, from which we have launched two innovative proposals, the “**Guttmann Barcelona Life**” initiative, a group of apartments adapted to promote independent living for people, preferably young people, with neurological disabilities, and the “**Guttmann Brain Health Institute**” initiative, a neuroclinic that aims to transfer our experience and specialised services in neurorehabilitation, which up until now focused on spinal cord injury and acquired brain damage, to other problems arising from a neurological injury or disease. In short, we should all be proud of the significant progress we have made.

Institut Guttmann is now positioned in a new social context characterised by globalisation and technological development. A scenario marked by immediacy, by the large scale of information available to people and by an extraordinary drive and social importance as far as biomedical research is concerned. Circumstances that increase the social complexity in which we have to carry on our activity, and that are aggravated by the growing and legitimate expectation of citizens in relation to the most effective solution for diseases, or the improvement in their quality of life in relation to their health. An attitude that translates into a greater demand for more personalised and tailored services (carried out with professionalism, but also, and in particular, with empathy, companionship and commitment to people) that people appreciate when they find them and become loyal to the organisation that provides them; because today health is at the top of their priorities.

This is the context in which the “2020-2025 Strategic Plan” should be carried out. A plan in which a large number of the Institute’s professionals have participated, along with members of the Board of Trustees and the Social and Participation Council, as well as a significant number of external agents that have been key in defining the principles that should guide the institution over the coming years; and we would like to highlight its most relevant points, which are as follows:

- Its **patient-oriented approach**, both to satisfy their healthcare needs and their expectations as a customer.
- A organisation of care and knowledge under **constant review and transformation** to continue being an entity of excellence, innovative, reliable for patients and their families, committed to the best and most advanced neurorehabilitation possible in the world today; and involved in the generation of knowledge, research and clinical innovation, to continue being an international organisation of reference in the field of neurorehabilitation and now also in brain health.

- With a strong **complicity with the associations of people with disabilities**, in order to contribute to changing a society that we do not like as it currently is, to make it more friendly and supportive, respectful of diversity, more inclusive, participatory and to ensure the full exercise of the rights of people with disabilities, while ensuring more effective equality of opportunities, in accordance with the “Convention on the Rights of Persons with Disabilities”, approved in 2006 by the United Nations General Assembly, and that has still not been fully implemented as of today.
- With a **non-conformist leadership and competent and competent professionals**, willing to change and that are committed to the foundational objectives.
- And with the intent to continue being a **model of non-governmental organisation**, an entity of social non-profit initiative, committed to the desires of the people and the country that it aims to help, through its renewed mission, vision and values; in order to continue being the distinguished, respected and well-loved organisation that it is today.

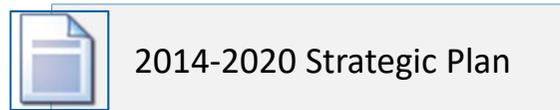
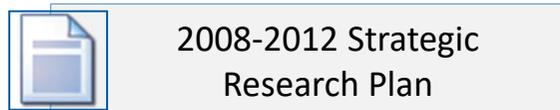
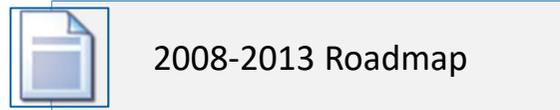
In short, as we announced at the beginning of this presentation, **an organisation that wants to become even larger, with new and better services, and more committed to people and the country**. An exciting challenge in which, from now on, we want to invite and encourage you to participate; in which everyone, each from their particular sensitivity, their potential and special abilities, and also their preferences, is called to join, to make it their own, whether as a professional, a volunteer, a student, a collaborator or a “Friend” person or company... Because together we will build the Institut Guttmann that we want, the Institut Guttmann of the future. **Thank you very much in advance!**

FUNDACIÓ INSTITUT GUTTMANN

Introduction

1

In order to adapt to the circumstances of this complex, changing and difficult-to-predict environment, Institut Guttmann has been carrying out several processes of strategic reflection in recent years to define its roadmap

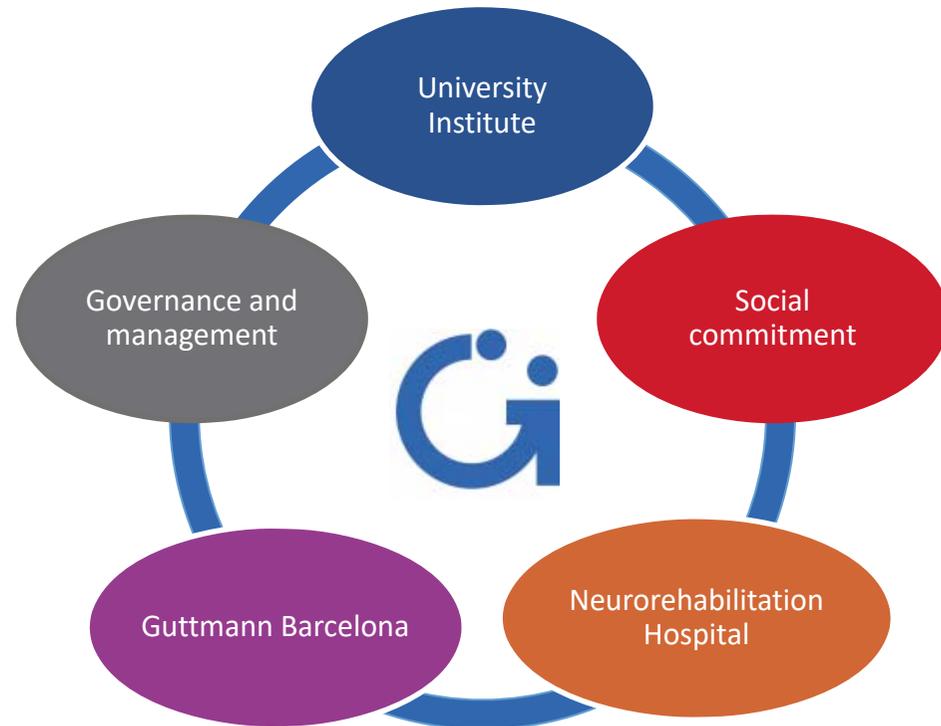


In addition to the results of the assessment of the previous strategic plan and the analysis carried out of the situation, the following documents have been used as a basis for developing the 2020-2025 Strategic Plan:

- ***“2020-2025 Roadmap”*** (Preparatory document drawn up by the management team)
- Report on ***“Proposals to promote a new organisational model of care for Institut Guttmann”*** prepared by the Avedis Donabedian Foundation.

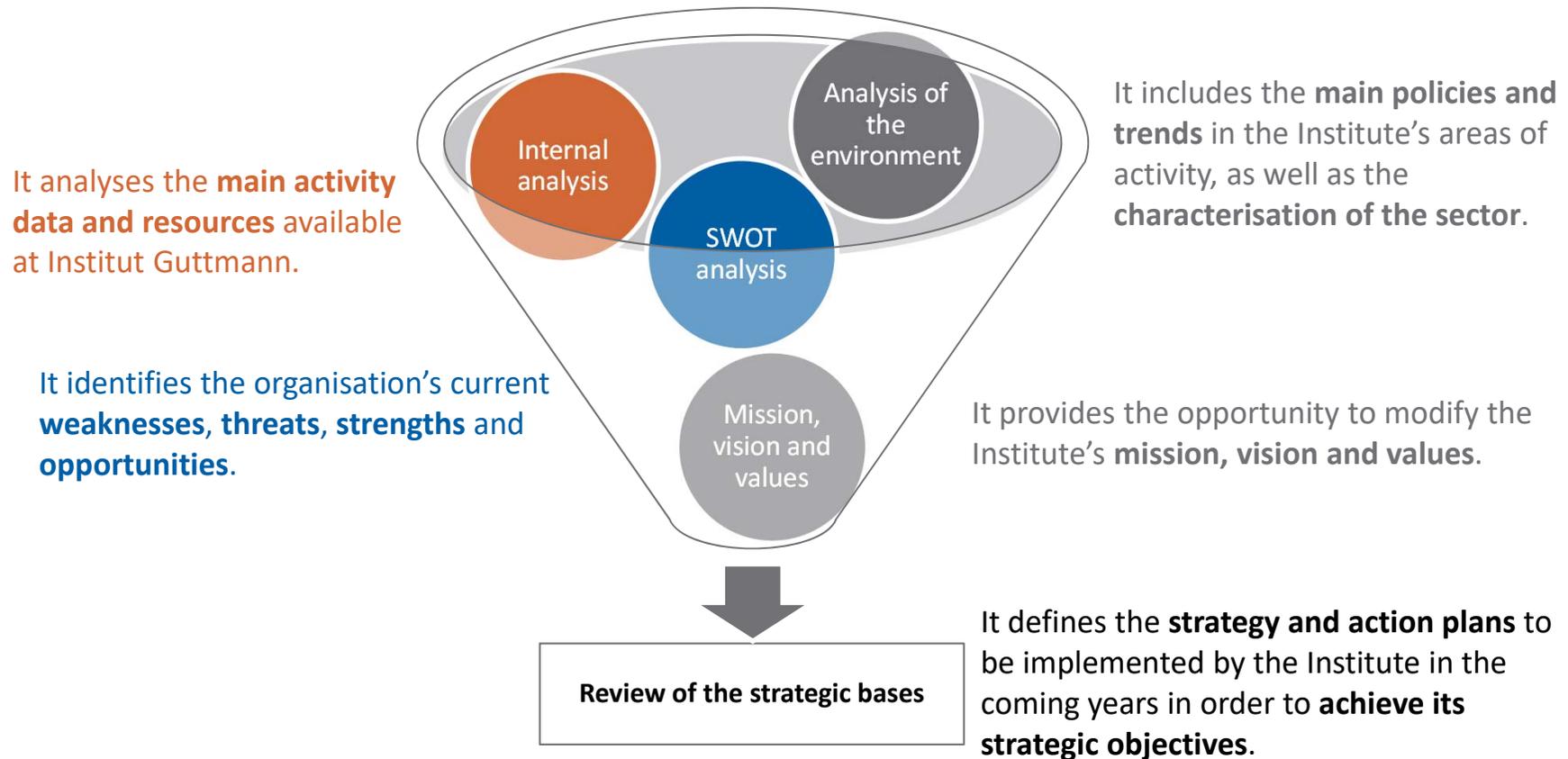
The 2020-2025 strategic plan is essentially a continuation, deepening and culmination of the actions initiated in the previous “2014-2020 Strategic Plan”

As a result of strategic reflection within the management committee, together with other professionals, the “**2020-2025 Roadmap**” has been drawn up, **which sets out the strategic line of Institut Guttmann for the coming years in its five areas of activity:**



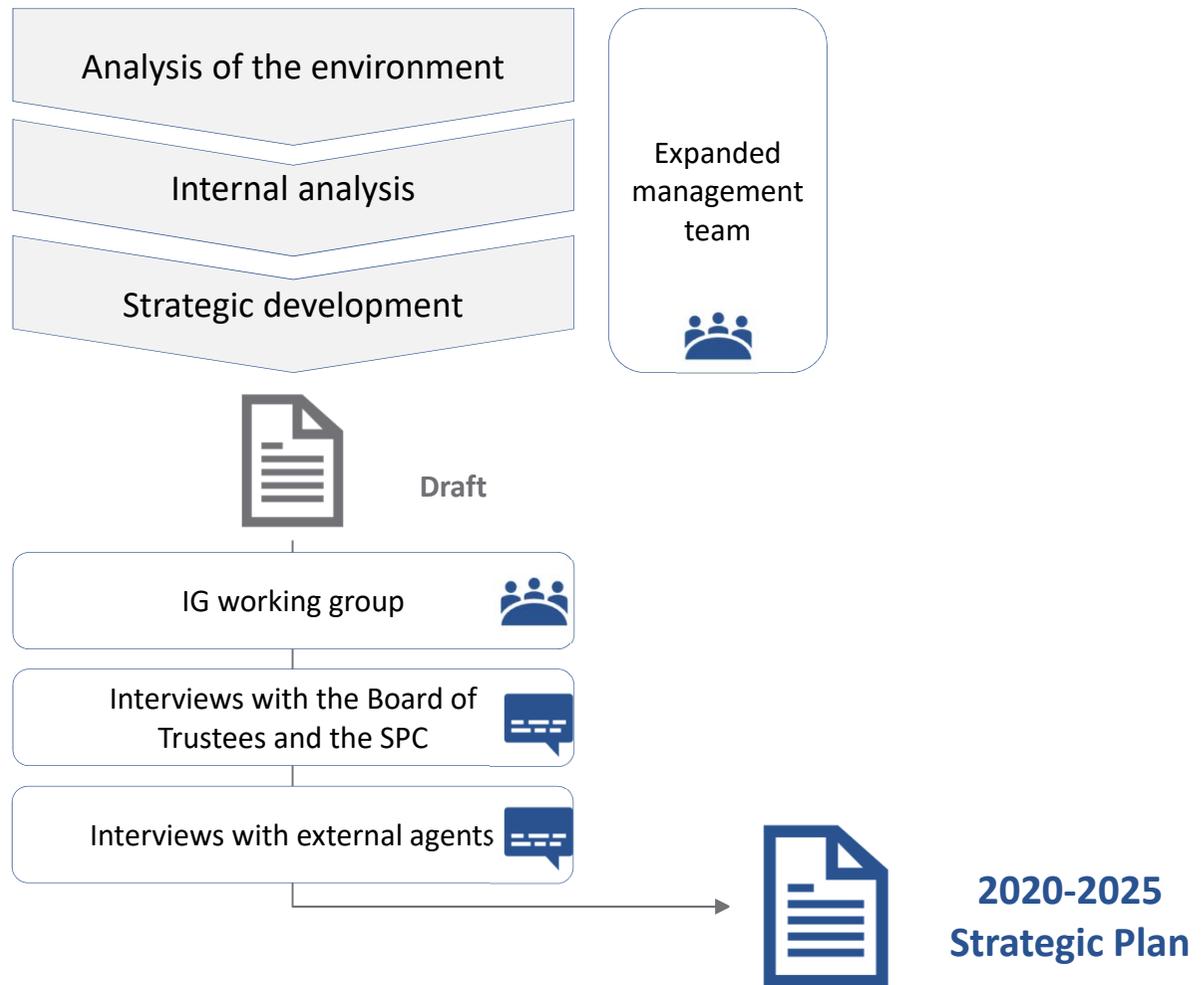
This document has been the starting point for preparing the **2020-2025 Strategic Plan**, which is essentially a continuation, deepening and culmination of the actions initiated in the previous “2014-2020 Strategic Plan” and is structured into the five areas of activity defined in the Roadmap.

This reflection process, which resulted in the 2020-2025 Strategic Plan of Institut Guttman, was structured into the following clearly differentiated sections



The preparation of the 2020-2025 Strategic Plan of Institut Guttman has been a participatory process involving numerous professionals, entities and experts throughout its preparation. It aims to gather opinions from the majority of the people connected to IG and to ensure that the project is a globally shared and cohesive objective for the entire organisation.

The participation of the professionals of Institut Guttmann, the Board of Trustees, the Social and Participation Council (SPC) and of external agents throughout the preparation of the “2020-2025 Strategic Plan” is reflected below



-  Individual interviews
-  Meetings/workshops

The Strategic Plan was developed with the participation of a large number of the organisation's professionals:

Emilien Amar, Nursing Coordinator - **Victòria Amargós**, Head of Admissions and Customer Service - **Elena Araujo**, Admissions
Elisenda Bassas, Head of Human Resources - **Jesús Benito**, Rehabilitation Doctor - **Montserrat Bernabeu**, Care Director
Cristina Bonet, Occupational Therapist (EASE) - **Arantxa Cabrera**, Teaching Office - **Montserrat Caldés**, Manager - **Silvia Calvo**, Head of Infrastructures and Environment - **Ainara Cano**, Admissions - **Júlia Castells**, Occupational Therapist - **Eulàlia Castillo**, Nursing Coordinator - **Blanca Cegarra**, Empowerment and Quality of Life - **Lucas Conesa**, Physical therapist - **Emma Cots**, PR and Communications - **Sandra Cunyat**, Nurse - **Antonia Enseñat**, Head of Neuropsychology - **Imma Estella**, Economics and Finance
Maria Esteve, Economic-Financial Director - **Marga Fernández**, Nurse - **Gisela Ferrer**, Admissions (International patients) - **Vicky Ferrer**, IT - **Josanna Fierro**, Pharmacist - **Jordi Finestres**, Physical Education Teacher - **Cristina Gallego**, Guttman Barcelona Management Coordinator - **Alberto García**, Neuropsychology - **Alejandro García**, Innovation and Research Office (Engineer) - **Marta García**, Head of Nursing - **Sole García**, Nursing Secretary - **Angel Gil**, Advisor on social matters - **Macarena Gil**, Neuropsychology - **Carme Ginabreda**, Management Secretary - **Elisabet González**, Head of CSR and Communications - **Frederic Haro**, Economics and Finance
Elena Hernández, Head of EASE and Guttman Barcelona Life - **Àngels Hervàs**, Head of Social Work - **Natàlia Jurado**, PR and Communications - **Hatice Kumru**, Neurophysiologist - **Esther Lancharro**, Medical Secretary - **Daniel León**, Rehabilitation doctor
Raquel Lezcano, Physical therapist - **Hèctor López**, Head of Economics and Finance - **Sandra López**, Social Work - **Roger Marsal**, Head of IT - **Montse Martinell**, Head of Speech Therapy - **Esther Mateo**, Human Resources - **Josep Medina**, Head of Functional Rehabilitation - **Carol Mendoza**, PR and Communications - **Anna Menen**, Music Therapist - **Anna Miró**, Medical Secretary
Narda Murillo, Physical therapist - **Manel Ochoa**, Head of the Guttman Barcelona rehabilitation area - **Eloy Opisso**, Head of the Innovation and Research Office - **Sandra Palomo**, Human Resources - **Raúl Pelayo**, Neurologist - **Conxita Puig**, Psychiatrist
Cindy Ramírez, Rehabilitation doctor - **Josep M Ramírez**, Managing Director - **Javier Remacha**, Management Staff - **Clàudia Reyes**, Neuropsychology - **Miguel Riazuelo**, Infrastructures and Environment - **Marta Rudilla**, Research Secretary - **Rocío Sánchez-Carrión**, Neuropsychology - **Marta Sans**, Nurse - **Miquel Sarrió**, Physical therapist - **Joan Saurí**, Neuropsychology - **Rebecca Helen Sauvagnac**, Rehabilitation doctor - **Mariona Secanell**, Quality Area - **Mireia Serrano**, Admissions - **Javier Solana**, Innovation and Research Office (Engineer) - **Mercè Solàns**, Teaching Coordinator - **Dolors Soler**, Neuropsychology - **Eulàlia Solís**, Neuropsychology - **Ignasi Soriano**, Occupational Therapist - **Anna Suñé**, Secretary of Friends of the Foundation - **Rosa Terré**, Rehabilitation doctor - **Josep M Tormos**, Research Director - **Toni Ustrell**, Assistant to the Head of Nursing - **Bàrbara Vidal**, IT - **Joan Vidal**, Teaching Director - **Neus Vivan**, Economics and Finance - **Carles Yepes**, Physical Education Teacher.

The following representatives of the Board of Trustees and the Social and Participation Council (SPC) of the Institut Guttmann Foundation also participated:

Josep Arcas, Secretary to the Board of Trustees - **Albert Carbonell**, Deputy Chairman of the SPC - **Luciano Fernández**, Member of the SPC - **Josep Giralt**, Member of the Board of Trustees - **Antonio Guillén**, Member of the SPC - **Francesc Homs**, Chairman of the Board of Trustees - **Pep Solé**, Chairman of the SPC - **Miquel Vilardell**, Member of the Board of Trustees

Likewise, the following external professionals participated through interviews:

Marta Aymerich, Vice Chancellor of Strategic Planning and Research at UOC - **Bea Camós**, Owner of Grau Soler - **Marta Chandre**, Assistant Director of the Catalan Health Service - **Oriol Estrada**, Director of Innovation and Processes at Germans Trias i Pujol Hospital - **Roser Fernández**, General Manager of the Catalan Hospitals Union - **Albert Font**, Supplier (GumFaus), ex-patient and Friend of Institut Guttmann - **Àngel Font**, Corporate Director of Research and Strategy of the “la Caixa” Foundation - **Joan Gómez-Pallarès**, General Manager of Research of the Business and Knowledge Department - **Tom Kranjcec**, Head of Rehabilitation of Activa Mútua - **Carles Lorán**, Manager of Hospital Clínic, Barnaclínic - **Ana Macpherson**, Health and Trends Journalist for La Vanguardia - **Albert Martínez**, Founding partner of ADOM - **Álvaro Pascual-Leone**, Director of GBHI - **Aina Plaza**, Assistant General Management of Analysis and Programming of the Department of Work, Social Affairs and Families - **Lluís Rovira**, Director of CERCA - **Armand Sánchez**, Vice Chancellor of Research and Transference at UAB - **Eva Sánchez**, Head of Corporate Relations. Barcelona Health Region of the Catalan Health Service.

SWOT analysis

2

Prior to the SWOT analysis, internal and external analyses were carried out, structured into the Institute's four main areas of activity

ANALYSIS OF THE ENVIRONMENT

The analysis of the environment aims to contextualise and identify the determining factors of the Institute and has been structured into its four main areas of activity. **The policies, trends and characteristics of the sector have been analysed at three levels: international, state and national, which are expected to have an impact on the Institute's activities and, therefore, on the strategy and roadmap to be developed in the coming years.**

* Includes areas of both the NeuroRehabilitation Hospital and Guttman Barcelona



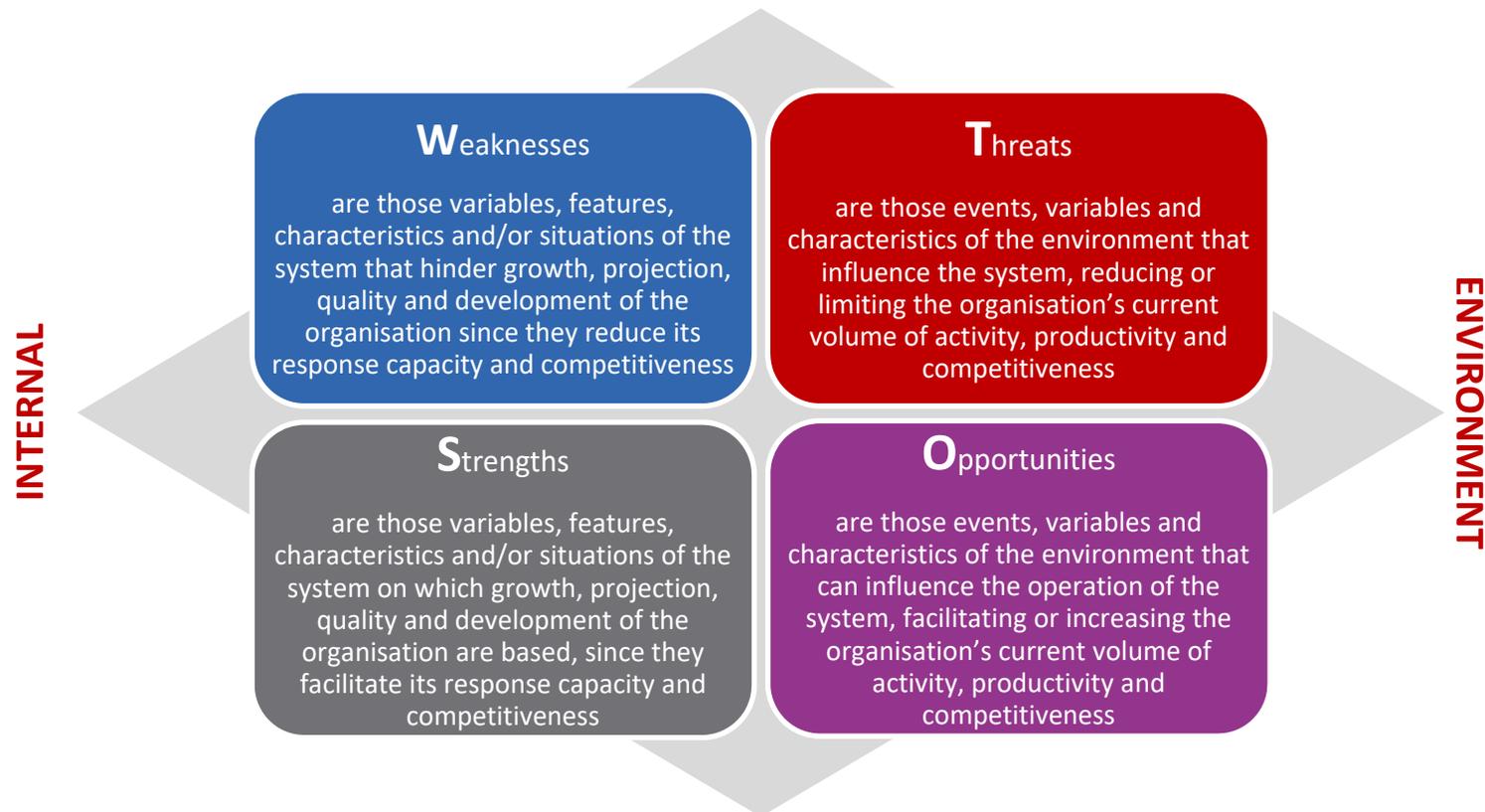
INTERNAL ANALYSIS

The internal analysis includes all the actions carried out by the Foundation in recent years, structured into four major areas of activity

* An analysis of the activity of the new Guttman Barcelona centre is not included due to the short time of operation at the time of the analysis.

The results of the internal and external analyses are reflected in the Institut Guttmann SWOT analysis, which positions and allows it to understand the organisation's situation with regard to internal and external aspects

The internal analysis allows it to determine the strengths and weaknesses of the organisation. The external analysis allows the threats and opportunities in the organisation's environment to be identified.



STRENGTHS (1/2)

- The “**Guttmann brand**” is currently an important asset, as it is recognised and linked to quality of care and social commitment both nationally and internationally.
- The **expert multidisciplinary professional team** of Institut Guttmann.
- The high **quality of care** at the neurorehabilitation hospital and the **level of satisfaction** shown by the patients treated.
- The **innovative nature** of the organisation, which gives it an excellent reputation in this field.
- To be part of an accredited **health research institute** (IGTP).
- Having a significant **teaching activity** that allows Institut Guttmann to attract, from among its students, the best professionals, both clinicians and researchers, who are trained in the speciality.
- The possibility of **diversifying the services** offered thanks to the start-up of the Guttmann Barcelona centre in response to the needs of society. This means having a complete service portfolio in the field of neurorehabilitation and brain health.
- The **activity of the Support and Expert Advice Team (EASE)**, a pioneer at the state level.
- The **leadership of very relevant research projects**, with top level researchers such as the Barcelona Brain Health Initiative (BBHI).
- The role of IG as a **centre of excellence in the Catalan and Spanish Healthcare System** gives it visibility and provides it with great potential for internationalisation.

STRENGTHS (2/2)

- Accreditation of the hospital as a **National Reference Centre** (CSUR) for the treatment of complex spinal cord injuries.
- Positioning as the only **centre highly specialised in neurorehabilitation** at the national and state level with regard to acquired brain damage.
- **The international, state and national accreditations** of Institut Guttmann that **justify its prestige and recognition**, including that of the Joint Commission International for 14 years in a row.
- The prestige at the national, state and international level in the teaching field that comes from being a University Institute affiliated with **Universitat Autònoma de Barcelona (UAB)**.
- The **alignment of the Brain Health programme with the fundamental bases for developing the Catalan Health Plan**: provision of outpatient hospital services, community treatment and mental health.
- The capacity to develop R&D projects thanks to having a **significant number of patients with very specific** and not very frequent **profiles**.
- Institut Guttmann's current **economic and financial soundness**.

WEAKNESSES (1/2)

- There is a perceived deficit **in the overall management of the international patient's journey**, which, together with quality of care, is an important demand for these types of patients.
- **Efficiency in the use of the spaces** at the Hospital can be improved; there is a need to adapt them to the organisation's current needs.
- **High pressure for care** that makes it difficult to go more into depth in other tasks or areas of activity.
- **Lack of dissemination of other activities**, beyond the care activity, such as research and teaching, which contribute to the overall good visibility of the "Guttman" brand.
- **Attracting and retaining talent and career development** is seen as something that can be improved.
- Need to plan the **generational change** of executives and middle management in some areas.
- The current internal communication plan is seen as insufficient and must be adapted with strategic communication actions that contribute to **increasing the knowledge and understanding of all activities and culture of the Institute** among all professionals (reduction of over-information and search for new communication channels), paying special attention to new hires.
- The **resources allocated to the area of measuring the results** of therapeutic actions need to be increased, to continue developing the actions specified in the scorecard and to promote information actions and reporting on the information gathered, for internal improvement, research, positioning in the international clinical field and strategic marketing aimed at potential customers of the services and society in general.

WEAKNESSES (2/2)

- **Resources are needed for the functional coordination and integration between Guttman Barcelona and the Badalona Hospital**, especially if activity at the new centre grows as expected.
- With the aim of improving efficiency at the organisation, there is a need to **reduce stress among professionals, by improving the organisation and planning of the services provided**.
- Despite being a computer-based hospital and having solid experience in this field, the **IT structure of the Institute can be improved** due to the constant changes in technology. An IT systems plan must be in place.
- **There is a lack of commercial vision at Institut Guttman**: especially the need to anticipate the possible services of the Hospital and Guttman Barcelona that may be transferred to business models.
- The lack of **HRS4R accreditation** in research makes it difficult to access European funding.
- The **size of the organisation** forces it to constantly maintain a degree of differentiation due to increased competition.

THREATS

- There is a lack of calls for **social research projects in the field of disability**, which means that there is significant competition for those that do exist, making it difficult for IG to access funding.
- The lack of **health policies or accreditation of specialised or reference centres in the field of brain damage rehabilitation** by public authorities leads to a decrease in specialisation.
- The main healthcare insurers **do not include intensive neurorehabilitation services in their portfolio**.
- There is **growing competition in the field of neurorehabilitation**, especially in the area of private healthcare, which affects patient recruitment.
- The increase in employment opportunities in the public health sector in Barcelona makes it **difficult to attract and retain professionals** at the Badalona Hospital and the centre of Barcelona.
- A certain tendency towards **generational change** can be observed in **prominent positions, both political and technical, in the patient associations** with which Institut Guttmann interacts.
- **The new sociological culture of younger professionals** in terms of positioning their professional career within their scale of priorities makes a cultural change in the organisation necessary in order to align with these new generations.
- The characteristics of neurorehabilitation (area of knowledge within a speciality) make it **difficult to incorporate specialised professionals**.
- There is a **resource gap for transitioning home** for complex patients (medium- and long-term socio-health centres, technical aids, support at home, etc.) that facilitates the discharge circuit of patients from the hospital.

OPPORTUNITIES (1/2)

- **Alignment between the objectives of institutions and funders at the international, state and national level** and the activity of Institut Guttmann at the care and R&D level.
- The existence of several initiatives in Catalonia with the aim of **promoting R&D projects in the region** enables access to more funding (BioCat, RIS3Cat, etc.).
- **Comprehensive, people-centred healthcare**, which is now one of the pillars of development for all institutions, is part of Institut Guttmann's seal of quality.
- The **promotion of community life and outpatient rehabilitation** is now a constant that opens doors to potential new services to be offered by Institut Guttmann and to consolidate existing services.
- The **Catalan Health Plan** prioritises areas of interest for IG such as circulatory system diseases, disability and locomotive system diseases.
- One of the main initiatives implemented with regard to care at the international, state and national level is the **accreditation of reference centres for the treatment of specific pathologies**, as shown by the Catalan Reference Units and the willingness of the CSURs to integrate into the European Reference Networks (ERN).
- There is a **growing trend towards collaborative and coordinated care models for a more comprehensive approach to patients**, which, in the context of the Institute, must involve internal coordination, but also coordination between the social and health services.

OPPORTUNITIES (2/2)

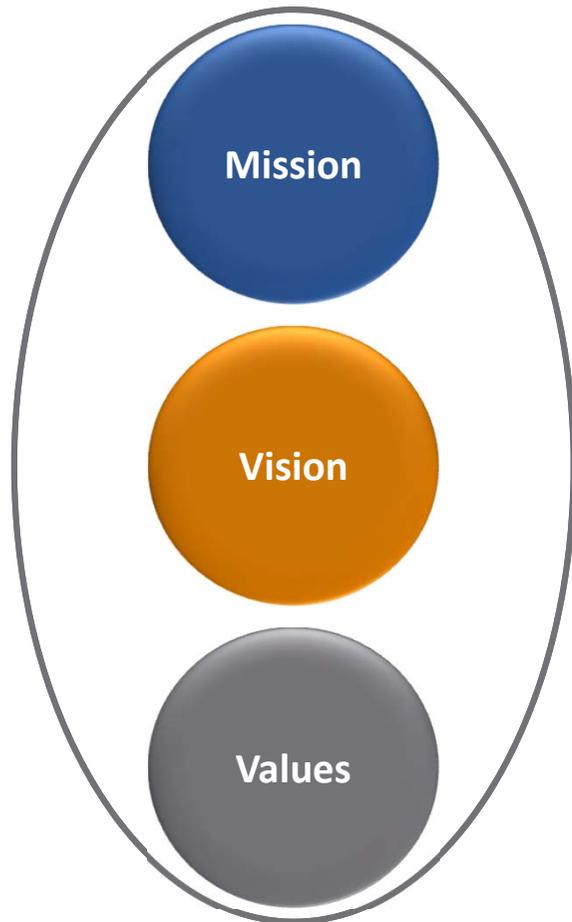
- The rise of **citizen participation in decision-making processes** in society in general and in the health sector in particular gives **patient associations** a very important role.
- One of the top priorities in healthcare continues to be the **focus on chronic disorders and ageing**, given that they continue to be major challenges for the system. There are initiatives aimed at these areas in policies at the international, state and national level. This ageing population means that **the occurrence of strokes and neurodegenerative pathologies** is expected **to increase in the coming years** and, therefore, the potential number of patients at IG would rise.
- There is a growing trend in the development of initiatives and projects aimed at **the humanisation of healthcare and patient-centred medicine**.
- IG's location within the **health cluster of Barcelona** and its offering at **competitive prices** compared to other competing countries.
- The **thrust for and development of new technologies** from multiple institutions that affect all areas of activity of IG make it possible to launch initiatives as mHealth, patient apps, robotics, etc. With regard to teaching, this offers the possibility of enabling **international students and professionals to participate in training activities (e-learning)** and developing **training initiatives aimed at patients**.
- The important paradigm shift in the social conceptualisation of persons with disabilities, thanks to the social model of disability, the Convention on the Rights of Persons with Disabilities, and growing social pressure and awareness, has encouraged persons with disabilities to assert their right to choose and the processes of empowerment that enable them to live an autonomous and independent life should be facilitated. **Objectives that are intrinsic to the objectives of neurorehabilitation and the institutional mission of Institut Guttmann.**

Review of the mission, vision and values

3

Based on the SWOT analysis carried out, strategic development must lay the foundations for defining the institutional mission, vision and values, which must guide Institut Guttmann's strategic approach for the coming years

The mission, vision and values of an organisation are defined as:



The Mission defines the purpose, business, function or basic task of an organisation. The Mission should inspire the organisation, the professionals and the population. The Mission refers to the commitment assumed by members of the organisation to bring the current reality closer to the Vision, always focusing on the relationship between the organisation and the people helped by its actions.

The Vision explains or contextualises the Mission and defines the Corporate Philosophy. The Vision should define success, should chart the path to success and should be an inspiring and broad vision. The Vision is a statement regarding the desired future. It is the expression of the SENSE of what is done; or of the ideas, force or “spirit” that encourages an institution. A vision “makes sense” by showing an ideal future state that one aspires to reach or that one wants to build.

The Values are the principles that govern an organisation. They make up the behaviour pattern of their professionals and define the way in which they act in corporate matters, both with their own staff and in relation to third parties. The Values are the forces that guide how people relate to each other in achieving the Mission and make progress towards the Vision. Their application in the organisation's daily life must be guaranteed, creating institutional mechanisms that support them and constantly ensuring that they are carried out.

The Mission:

Institut Guttmann's main objective is to promote, encourage and ensure full rehabilitation of people affected by spinal cord injury, acquired brain injury or other neurological disabilities, to develop research and teaching in the field of neuroscience, and to give them support and more convenient services to achieve a satisfactory social reintegration while contributing to the full recognition of their rights and effective equalising of opportunities.

(Article 7 of the Articles of Association)

As a **highly specialised healthcare organisation**, its MISSION is to provide the best specialised neurorehabilitative care and the promotion of brain health at all times, in a comprehensive, continuous and personalised manner and with the highest human, scientific and technical standards.

Organisation of excellence

As a **University Institute** affiliated with UAB, its MISSION is to develop the academic, scientific and research aspects of neuroscience in general and of neurorehabilitation and technologies applied to personal autonomy in particular; while at the same time transferring the results of the research to society through innovation models that improve people's quality of life.

Organisation of knowledge

With regard to **Social and Healthcare Activity**, its MISSION is to promote specialised personal, social and healthcare services, mainly aimed at people with neurological disabilities and their families, for the purpose of providing them with the most appropriate support and services that contribute to enhancing their personal autonomy and improving their quality of life, in accordance with the principles of recognising functional diversity, independent living and social inclusion.

Expert organisation

Organisation committed to society

As a **Social Initiative Entity**, its MISSION is to contribute to the most effective equality of opportunities for people with disabilities, through the promotion and development of prevention, dissemination and social awareness activities; while collaborating with the associations that represent them.

The Vision (1/2):

To be an institution of **international reference in neurorehabilitation and brain health** that generates and transmits knowledge and continuous innovation in the techniques, procedures and technologies of its area of scientific knowledge and neuroscience in general, promoting an open cooperative network that allows it to join forces with other centres of excellence, universities, technology centres, companies and entities, both national and international, in order to improve prevention and results in the treatment of pathologies that affect the nervous system.

To be a **sustainable organisation of excellence that is respectful of the environment**, capable of adapting to new trends, characteristics and needs of the environment; with an exemplary track record, characterised by clinical activity based on scientific evidence, the application of codes of good practice and an active policy of proven quality, as well as respectful, ethical, efficient and transparent behaviour in the management of the organisation and in its relationships with third parties.

The Vision (2/2):

To have an **excellent team** of competent and competitive **professionals** that are committed to the institution and the objectives it pursues; with great humanity, close to the people they care for and sensitive to the problems they suffer. Professionals with a desire for personal and professional improvement, accustomed to interdisciplinary teamwork, capable of sharing objectives, taking on challenges and helping each other. People who respect themselves and their colleagues, as well as the people with whom they have a working relationship and the institution that they have voluntarily joined, having assumed its Mission, Vision, Values and Code of Ethics.

To be a **reputable, socially-respected and appreciated institution**, especially by the people that it intends to serve in its daily work and who constitute its main reason for being, and by their families that accompany them during these difficult moments of their lives; by associations of people with disabilities that it offers to collaborate with to contribute to better achieving their objectives, understanding that these also form part of its own objectives; by other healthcare and social organisations with which it shares the environment and noble purposes; by the scientific community in general that helps it grow and be more effective in its care activity and to which it aims to be useful with its research and innovation activity; by the academic community on the basis of its unique educational contribution, which it hopes will be of high quality; by public institutions, with which it collaborates actively and loyally on the basis of its own convictions and positions, and by the rest of society, of which it wishes to remain an active, committed and effective member for its better development and social progress.

The Values (1/2):

- **Specialisation** in neuroscientific knowledge and in neurorehabilitation and brain health in particular.
- **Excellence:** human, scientific and technical quality in care practice, with the application of the most advanced technologies in their speciality.
- **Sustainability:** an efficient, economically-balanced, environmentally-friendly organisation with active and accredited policies on social responsibility and quality; while having the ability to adapt to changes.
- **Transparency** in all areas of the Foundation's activity, from management to care activities.
- **Research, innovation and knowledge generation** linked to the experience of its professionals and the establishment of strategic alliances that are mutually beneficial and complementary to the needs, opportunities and capacities of the organisation.
- **Academic guidance** aimed at knowledge transfer and high-quality multidisciplinary training in the field of neurorehabilitation for those students and clinical professionals or researchers who want to obtain more in-depth knowledge and skills in the field of neuroscience.
- **Competitiveness and commitment** thanks to a team of competent and experienced professionals involved in the institution's objectives.
- **Interdisciplinary teamwork** that acts in a responsible, coordinated and efficient manner in the Institute's various care, scientific, educational and social activities.

The Values (2/2):

- **Attention to the personal and professional development of its team**, which favours the existence of a friendly, productive and safe environment guaranteeing gender equality for the people who work at the Institute and who are the main keepers of the organisation's knowledge and experience.
- **Close relationships with people**. An organisation and accessible professionals who treat, relate to, accompany and care for patients and their family members with the experience, empathy, encouragement and sensitivity of those who understand the difficult situation they are going through.
- **People-oriented**, emphasizing the improvement of functional capacities that promotes their quality of life, and personal empowerment that helps them exercise their independence, autonomy and social participation.
- **Expert and respectful treatment** based on the principles recognising functional diversity, personal autonomy, independent living, quality of life, normalisation and social inclusion, promoting throughout the process a humanisation of the care provided.
- **Strong social commitment**: Code of Ethics, Social and Participation Council of Institut Guttmann, "Friends of Institut Guttmann" initiative, transparency and good governance of the institution, Code of Conduct for suppliers and collaborators, positive discrimination for the incorporation of professionals with disabilities into the workforce, campaign for the prevention of accidents among the adolescent population, cooperation with the main associations of people with disabilities, solid institutional relationships, links with the most important social initiative entities, commitment to the knowledge-based economy, social progress, the well-being of people and environmental sustainability.

Leitmotiv; factors for the success of the new strategic plan

Governing principles that should guide the development of the 2020-2025 Strategic Plan of Institut Guttmann, an Organisation:

- ➔ **Patient-oriented**; to satisfy their care needs and expectations as a customer.
- ➔ **With non-conformist leadership**; executives and middle management that are not entrenched in their comfort zone, and that are proactive and willing to change.
- ➔ **Under constant review and transformation**; promoting innovation in services and products, in procedures, in organisational culture (debureaucratisation)... that always sees success as something provisional and fleeting.
- ➔ **Based on meritocracy**; which recognises people's talent and merit when recruiting their team and giving them responsibilities.
- ➔ **With a coherent and reliable narrative**; on the one hand with regard to the objectives pursued and the manner in which to implement them and, on the other, when it comes to promoting the changes it proposes.

Review of the strategic bases

4

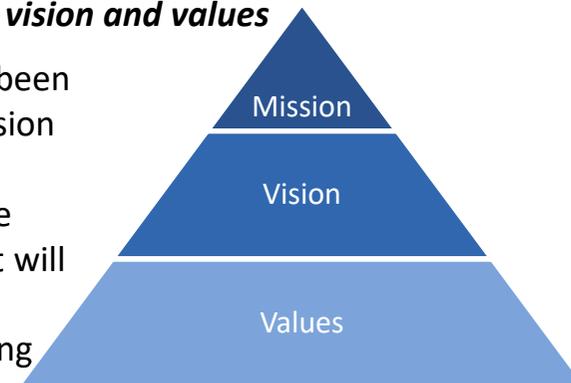
The strategic development of Institut Guttman for the coming years is set out below

To this end, after the SWOT analysis is carried out and the mission, vision and values are reviewed, the strategic bases for the strategic development of Institut Guttman are reviewed:



Review of the mission, vision and values

Once the Institute has been positioned, and its mission and vision have been reviewed, as well as the institution's values that will guide the actions to be carried out in the coming years.



Review of the strategic bases



Following the analysis carried out, it is proposed that the strategic objectives to be achieved from all areas of activity should be maintained with regard to the previous strategic plan with slight variations, since they follow the direction set by the vision and values defined for the institution. (1/2)

- 1** To ensure **SUSTAINABILITY**. To adapt its strategy and organisational model to leverage new sources of funding and to expand new clinical areas where innovative skills can be transferred, to encourage (increase) complexity and to enhance the **COMMUNITY** dimension. In turn, to improve the efficiency of the organisation by increasing productivity through improved and simplified processes and the development of new and more effective management tools.
- 2** To maintain **EXCELLENCE**. To preserve and enhance the safety and total quality policies (international quality, social responsibility and environmental accreditations and certifications) and to optimize available resources.

To preserve **SPECIALISATION** in neurorehabilitation and to position itself as a benchmark in brain health, to promote **DIFFERENTIATION** and **INNOVATION** as competitive factors. To continue promoting the development and innovation of clinical-care activity through the implementation of a people-oriented organisational model of care that integrates the **HUMANISATION** of care and R&D, especially in its clinical and translational aspects, with special attention to the use of the results obtained.
- 3**
- 4** To be consolidated as a **NATIONAL AND INTERNATIONAL REFERENCE**. To improve its position as a national and international reference centre in neurorehabilitation and maintaining brain health, while attracting and promoting cooperation with other professionals and health organisations of national and international prestige.

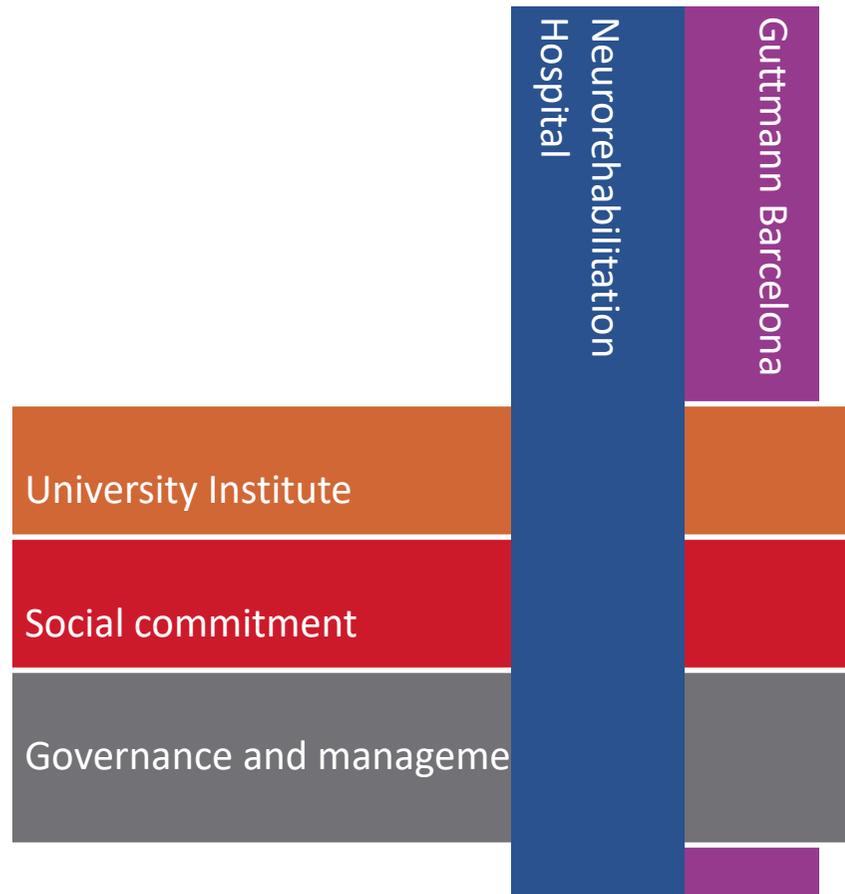
Following the analysis carried out, it is proposed that the strategic objectives to be achieved from all areas of activity should be maintained with regard to the previous strategic plan with slight variations, since they follow the line marked by the vision and values defined for the institution. (2/2)

- 5 To ensure the **COMPETENCE, COMPETITIVENESS** and **COHESION** of the organisation. To have the best **INTERDISCIPLINARY TEAM OF PROFESSIONALS** in their field of expertise (competent, competitive and motivated professionals that are involved in the institution's overall objectives and accustomed to interdisciplinary work; ensuring their personal and professional growth through their work at the organisation). To establish and consolidate **STRATEGIC ALLIANCES** with complementary entities that add talent, provide know-how, promote innovation, encourage new areas of clinical activity and add prestige and visibility.
- 6 To adapt the organisation and culture of its professionals to the **NEW CONCEPTUALISATION OF DISABILITY** and the rights deriving from the UN International Convention on the Rights of Persons with Disabilities, 2007.
- 7 To strengthen the **SOCIAL PRESTIGE** of the institution. To promote the visibility, notoriety and greater knowledge of the organisation, as well as the support of institutions and individuals through work of excellence, ethics, close relationships with people and social commitment, taking into special consideration social networks and fundraising.
- 8 To promote the **DEVELOPMENT OF THE NEW GUTTMANN BARCELONA INITIATIVE** and its **COHESION/COORDINATION** and **INTERACTION** with the Neurorehabilitation Hospital. To develop the Guttman Brain Health Institute (GBHI) initiative and the adapted apartments with access to services to promote independent living, Guttman Barcelona Life (GBL).

This strategic plan proposes a structure in the 5 areas of activity of Institut Guttmann from the 8 strategic objectives



Five strategic pillars are defined, which coincide with IG's 5 areas of activity: 2 interrelated vertical pillars that identify the locations and the activity of IG and three horizontal pillars that are present in both locations.



23 action plans have been identified that implement the different pillars defined



- The action plans are **predominantly** related to one of the areas of action and therefore **to one of the pillars**.
- However, the activities of the plans may be related **more or less** intensely to the **other areas of action and/or pillars**.
- **Two cross-sectoral plans** have been suggested given the importance of the involvement of these plans in all areas of action and/or pillars: they are the Humanisation Plan and the new Patient and Family Empowerment Programme and the Internationalisation Plan. They were developed after the plans corresponding to the Neurorehabilitation Hospital and the Guttman Barcelona initiative due to their relationship with both areas.
- **A coordination plan** for the Badalona Hospital and the Neuroclinic of Barcelona has also been included.

The different action plans are described below (1/8)

NEUROREHABILITATION HOSPITAL

TITLE ***H1. Plan for the Development of a New Organisational Model of Care***

OBJECTIVE To develop a new organisational model of care through *knowledge-based clinics* based on the identification of types of patients with different therapeutic needs, which will make it possible to move towards more personalised, ecological and community-based neurorehabilitation.

TITLE ***H2. Plan of Positioning IG before Funders***

OBJECTIVE To maintain IG's unique and specific characteristics in order to *increase its attractiveness* to all funders by embracing the complexity of the patients cared for.

The different action plans are described below (2/8)

GUTTMANN BARCELONA

TITLE ***B1. Plan for the Development and Implementation of the entire Guttman Barcelona project***

OBJECTIVE To ensure the sustainable development of Guttman Barcelona with all *possibilities included in its design*.

TITLE ***B2. Plan for Opening Guttman Barcelona Life (GBL)***

OBJECTIVE To encourage the progressive opening of the GBL apartments, *ensuring its social aims and the promotion of independent living*, especially in young people with reduced mobility or dependency.

TITLE ***B3. Plan for the Development of the Neuroclinic (GBHI)***

OBJECTIVE To promote the development and start-up of the *GBHI with the support of the Guttman NeuroPersonalClinic (GNPC)* through its own care model, which identifies with IG's values in the new centre (scientific evidence, human, scientific and technical quality, innovation, comfort, empathy, personalisation, etc.) in a sustainable manner through an efficient, competitive and prestigious business model.

TITLE ***B4. Plan to Promote Knowledge Generation and Clinical Innovation at the GBHI***

OBJECTIVE To boost *knowledge generation and clinical innovation* at the GBHI.

The different action plans are described below (3/8)

GUTTMANN BARCELONA

TITLE ***B5.* Plan for Expanding the GBHI Model**

OBJECTIVE To develop a high-quality and prestigious care model through a ***business model that can be replicated*** and transferred to other organisations and/or geographical areas by IG itself or third parties.

NEUROREHABILITATION HOSPITAL - GUTTMANN BARCELONA

TITLE ***HB.* Coordination Plan for the Badalona Hospital and the Guttman Barcelona initiative**

OBJECTIVE To seek ***synergies between both centres*** that favour resource efficiency, knowledge generation and the social reintegration of the patients of Institut Guttmann.

The different action plans are described below (4/8)

CROSS-SECTORAL

TITLE ***T1. Patient and Family Humanisation and Empowerment Plan***

OBJECTIVE To make a *friendlier and more interactive* organisation for patients and their families with greater personalisation of the healthcare provided, giving an active role to patients and their families with regard to the *management of their own health*.

TITLE ***T2. Internationalisation Plan***

OBJECTIVE To ensure IG is recognised at an *international level as a leader* in its area of action.

The different action plans are described below (5/8)

UNIVERSITY INSTITUTE

TITLE *1. Teaching Plan*

OBJECTIVE To strengthen the academic position of Institut Guttmann as a **University Institute in postgraduate training** by promoting its own ecosystem in neurorehabilitation to be a driver for research and innovation and contribute to attracting talent through an innovative and sustainable teaching structure.

TITLE *2. Research and Innovation Plan*

OBJECTIVE To consolidate the University Institute as a ***national and international reference*** in research and innovation in neurorehabilitation.

The different action plans are described below (6/8)

SOCIAL COMMITMENT

TITLE **S1. Social Commitment Plan**

OBJECTIVE To maintain *exemplary behaviour* as an organisation in its values and in exercising its social commitment, ensuring that the actions carried out are consistent with the narrative on which the organisation is based.

TITLE **S2. Plan for the Promotion of Social Innovation**

OBJECTIVE To promote *innovative social activities* in which the groups themselves participate, which contribute to facilitating and defending equal rights and equal opportunities for people with disabilities.

TITLE **S3. Fundraising Plan**

OBJECTIVE To encourage *fundraising* as a means of furthering institutional projects (care, scientific and social projects) in an independent and stable manner.

TITLE **S4. Communication and Marketing Plan**

OBJECTIVE To strengthen the *corporate image and reputation* of IG in society as a whole so that it contributes to positioning and consolidating the organisation in its new dimension, both the Badalona Hospital and the Guttman Barcelona initiative.

The different action plans are described below (7/8)

GOVERNANCE AND MANAGEMENT OF THE ORGANISATION

TITLE *G1. Modernisation Plan for the Organisation's Governance and Management*

OBJECTIVE To modernise the ***governance of the institution*** in order to make it larger, more competitive and more socially committed, and to strengthen and improve the ***organisation's management*** so that it can taken on future challenges.

TITLE *G2. Sustainability Plan*

OBJECTIVE To guarantee the ***sustainability*** of the Foundation in the future.

TITLE *G3. Reformulation Plan for the Admissions and Patient/Customer Care Area*

OBJECTIVE To define the admissions and customer service department to become more proactive in ***attracting new customers*** by giving it a more commercial vision in the design of new products.

TITLE *G4. Human Resources and Training Plan*

OBJECTIVE To improve the competence, competitiveness, comfort, and the remuneration and ***working conditions*** of the professionals.

TITLE *G5. Systems Plan*

OBJECTIVE To modernize the IT systems and develop tools for the ***integrated management of information*** and support for clinical activities.

The different action plans are described below (8/8)

GOVERNANCE AND MANAGEMENT OF THE ORGANISATION

TITLE **G6. Quality Plan**

OBJECTIVE To redefine and strengthen the quality area so that it covers the entire organisation, designing a ***process map*** and ensuring the relevant ***national and international accreditations/certifications*** are maintained.

TITLE **G7. Architectural Suitability Plan**

OBJECTIVE To improve and ***architecturally and functionally adapt the facilities and equipment*** to the new organisational model and to the new needs and expectations of patients.

Relationship between the Action Plans defined and the Pillars (1/2)

	Neurorehabilitation Hospital	Guttmann Barcelona	University Institute	Social commitment	Management and Governance
H1. Plan for the Development of a New Organisational Model of Care	✓	✓	✓	✓	✓
H2. Plan of Positioning IG before Funders	✓	✓	✓	✓	✓
B1. Plan for the Development and Implementation of the entire Guttmann Barcelona project		✓		✓	✓
B2. Plan for Opening Guttmann Barcelona Life	✓	✓		✓	✓
B3. Plan for the Development of the Neuroclinic (GBHI)	✓	✓			✓
B4. Plan to Promote Knowledge Generation and Clinical Innovation at the GBHI		✓	✓		✓
B5. Plan for Expanding the GBHI Model		✓	✓		✓
HB. Coordination Plan for the Badalona Hospital and the Guttmann Barcelona initiative	✓	✓	✓	✓	✓
I1. Teaching Plan	✓	✓	✓	✓	✓
I2. Research and Innovation Plan	✓	✓	✓	✓	✓
S1. Social Commitment Plan	✓	✓		✓	

✓ Indicates the area/main pillar to which the plan refers.

✓ Indicates the secondary pillars involved.

Relationship between the Action Plans defined and the Pillars (2/2)

	Neurorehabilitation Hospital	Guttmann Barcelona	University Institute	Social Commitment	Management and Governance
S2. Plan for the Promotion of Social Innovation			✓	✓	✓
S3. Fundraising Plan			✓	✓	✓
S4. Communication and Marketing Plan	✓	✓	✓	✓	✓
G1. Modernisation Plan for the Organisation's Governance and Management	✓	✓	✓	✓	✓
G2. Sustainability Plan	✓	✓	✓	✓	✓
G3. Reformulation Plan for the Admissions and Patient Care Service	✓	✓		✓	✓
G4. Human Resources and Training Plan	✓	✓	✓	✓	✓
G5. Systems Plan	✓	✓	✓	✓	✓
G6. Quality Plan	✓	✓	✓	✓	✓
G7. Architectural Suitability Plan	✓	✓	✓		✓
T1. Patient and Family Humanisation and Empowerment Plan	✓	✓	✓	✓	✓
T2. Internationalisation Plan	✓	✓	✓	✓	✓

Appendix: Acronyms

BBHI	Barcelona Brain Health initiative
CSUR	Reference Centres, Services and Units of the National Health System (NHS)
SPC	Social and Participation Council
EASE	Support and Expert Advice Team
ERN	European Reference Networks
GBHI	Guttmann Brain Health Institute
GBL	Guttmann Barcelona Life
GNPC	Guttmann NeuroPersonal Clinic
GNPrehab	Guttmann Neuropersonal Rehab
HRS4R	European Human Resources Strategy for Researchers
IG	Institut Guttmann
IGTP	Germans Trias i Pujol Institute
UAB	Universidad Autònoma de Barcelona

