eatris

STRATEGIC PLAN 2023 - 2026

Science beyond barriers, Medicine beyond borders

Contents

EATRIS
Vision & Mission

Vision: Making translation of scientific discoveries into medical products more effective to improve human health and quality of life.

Mission: To support researchers in developing their biomedical discoveries into novel translational tools and interventions for better health outcomes for society.

Introduction

Translational medicine is an important field of biomedical research that expedites the development of new diagnostic tools and treatments by using a multi-disciplinary and highly collaborative "bench-to-bedside" approach. This discipline transfers scientific findings into human application, and facilitates the development of new medicines, medical devices and diagnostic tools, as well as interventions to maintain health. Ultimately, mechanistic insights derived in this process should lead to the development of highly effective targeted, personalised diagnoses and therapies.

The journey from scientific discovery to the implementation of a novel therapy in the clinic is a long and complex one, and several potential barriers have been identified in the translational medicine process. These include (i) the lack of quality and reproducibility of experiments in the laboratory, (ii) cultural differences between basic scientists and clinicians, (iii) lack of educational and training tools for those professionals involved in the translational medicine process, (iv) lack of awareness of the regulatory requirements necessary for the development of novel drugs and medical devices, (v) ethics involved in human research, and (vi) material transfer regulations and intellectual property rights. The list reflects the complexity of a process where the rate of failure is high, and timelines are long.

Since the start of the operations in January 2014, the translational medicine domain is the landscape that EATRIS navigates. Being aware of the challenges and barriers inherent to the field, EATRIS represents a network of 144+ biomedical research institutions distributed across 14 European countries that provides services and knowledge to the European Research Area to overcome barriers and accelerate the translational medicine process. The EATRIS community comprises world class facilities providing collaborative services in the areas of biomarkers, imaging and tracing, small molecules, ATMPs (Advanced Therapeutic Medicinal Products), and vaccines and immune monitoring that are essential for the development of novel solutions for unmet medical needs. By facilitating access to these services EATRIS has become a European reference infrastructure, providing not only technological assets but also expertise – the so-called 'Bricks and Brains' that together are essential for effective translation. EATRIS also provides other services that are key for tackling challenges in the translational medicine process such as regulatory guidance, Intellectual Property (IP) management, innovation management and assessment of translational feasibility of early development projects, among others.

In the previous Strategic Plan (2019 - 2022), EATRIS built and reinforced some of these capabilities through synergizing the already existing assets in our community. We also facilitated the creation of consortia among our members and other stakeholders, creating a vibrant community of practice that rapidly became a reference in Europe for accelerating the development of novel solutions for unmet medical needs.

EATRIS has provided a broad range of services to academic, governmental and industry partners, participated in several large European projects for the development of novel therapies; facilitated partnerships between academic and the private sector; provided translational guidance in early research initiatives; worked together with other research infrastructures for access to cutting-edge research technologies; and supported policy-makers and funders in building their own strategic agendas.

Thanks to the coordinated effort of our members, EATRIS now occupies a central position in the European translational medicine infrastructure domain and is positioned as a key driving force for delivering personalised and precision medicine for the benefit of European citizens.

While the keyword for the 2019 - 2022 Strategic Plan was "building", the keyword for the 2023 - 2026 Strategic Plan is "exploiting". Here our strategy will exploit the capacities available within our infrastructure and beyond, synchronizing the activities of multiple scientific disciplines, and different types of actors.

The plan is structured on six pillars that have the aim to enhance the translational medicine ecosystem:

1. Scientific excellence to impel the transformation of scientific breakthroughs into novel solutions for unmet medical needs;

2. Stakeholder engagement and supporting the Translational Medicine strategic agendas of the Member States for a coherent European identity and offering;

3. Synergies with other Research Infrastructures (RIs) as the main mechanism to defragment activities across the Research Infrastructure program;

4. Raising the awareness and the impact of EATRIS in European research ecosystems to facilitate responsible research policies and engage society in the research and innovation decision-making processes;

5. Supporting the digital transformation in Europe to unlock the power of data to improve health;

6. Training a broad range of stakeholders in the challenges and solutions of translational medicine, providing a holistic perspective of the research and innovation value chain.

These pillars have been developed with the aim of nurturing close cooperation between a broad range of different disciplines and sectors. The process of translation is complex and highly multi-disciplinary by nature, necessitating strong collaboration across institutional, sectoral and regional boundaries. By thus focusing the community efforts on health outcomes, we can better fulfil our mission of translating biomedical discoveries into interventions for a healthy society.
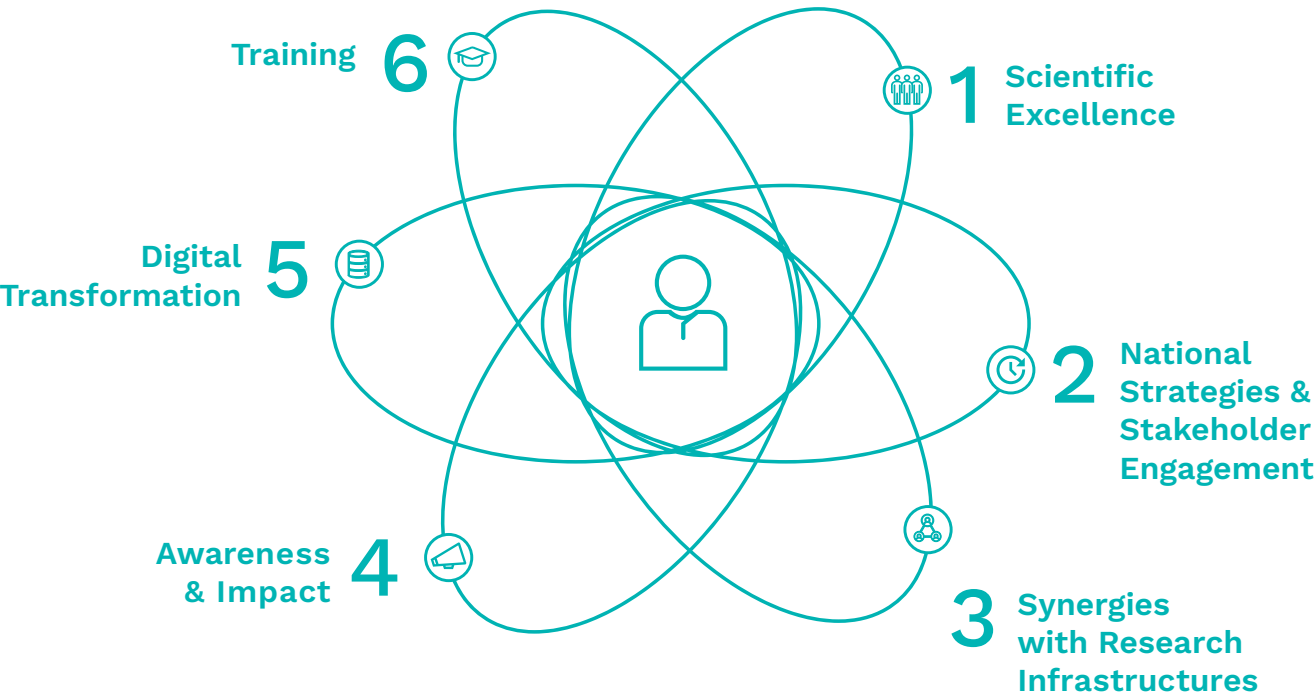
Developing the plan

Mar 2022	Review SP 2019 – 2022 with SWOT analysis performed
	Initial outline SP 2023 – 2026 available
May 2022	Interviews with internal community achieved
	SP 2023 – 2026 outline adjusted and approved by EATRIS Board of Govenors
Sep 2022	Full draft SP 2023 – 2026 available
	Launch of the open consultation
Oct 2022	Closing of the open consultation
Nov 2022	Approval SP 2023 – 2026 by EATRIS Board of Govenors
Jan 2023	Launch of the Strategic Plan

Find out more about the development of the plan here: eatris.eu/strategic-plan-2023-2026

Many thanks to everyone that contributed
to the process of developing this plan.

We will enhance the effectiveness of the Translational Medicine ecosystem through…

Training **6**

5 Digital Transformation

Awareness & Impact **4**

1 Scientific Excellence

2 National Strategies & Stakeholder Engagement

3 Synergies with Research Infrastructures

PILLAR 1

Exploit our capacities to address unmet medical needs

In the previous phase, EATRIS defined its portfolio of scientific and technological assets and capacities from different biomedical research domains and made these available as high value services for the research community. The next phase will focus on further exploiting the EATRIS institutions' capacities and expertise to facilitate translation through scientific and technological excellence and continuing to deliver high quality services to more effectively address gaps in the translational medicine value chain. By activating communities of practice, through flagship initiatives like REMEDi4ALL , EATRIS will advance its scientific and technological agenda pursuing output-driven and patient-centric approaches and increase its audience of future users. It will contribute as a high-performing Research Infrastructure (RI) to enhance the translational medicine ecosystem, address unmet medical needs and enable novel tangible solutions for (precision) health in a sustainable health system.
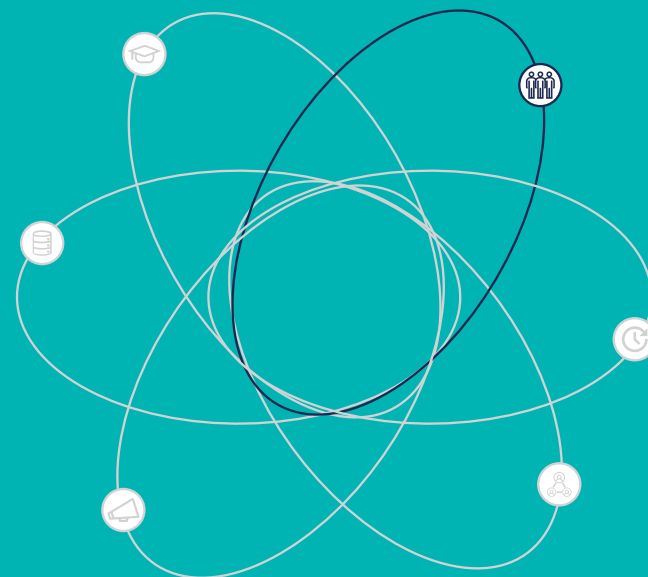
1. **Exploit EATRIS Product Platform capacities to develop novel tools for translational medicine**

EATRIS developed its foundations based on the five product platforms as the bricks and brains of the organisation. EATRIS will continue to integrate the scientific and technological agendas of the platforms that involve, among others, predictive models, or artificial intelligence to support therapeutic and diagnostic product development. Overarching health themes such as personalised medicine, ageing, migration, spread of infectious disease, antibiotic resistance and biochemical environmental issues will be at the centre of our agenda. In the previous phase, EATRIS developed its scientific agenda with an emphasis on its technological capacities. In the next phase we will put clinicians in the driving seat to develop those tools that maximise impact in translational medicine and address patients' medical needs.

2. **Activate communities of practice to advance the state of the art**

The maturation and growth of the EATRIS community has laid the foundation for the delivery of cutting-edge tools and services to positively impact translational research projects. EATRIS will adopt the latest technological developments in biomedical research and advance the state of the art of how those developments are implemented in translational medicine. EATRIS will nurture dedicated communities of practice in technological areas of interest, bringing together leading experts from the EATRIS nodes to progress the field. Examples of such efforts can be found around infectious diseases (ISIDORe), oncology (canSERV) and repurposing of medicines (REMEDi4ALL). The product platforms will continue to develop and integrate their scientific agendas through working groups that will catalyse the initiation of new translational research projects. Specific attention will be devoted to regulatory science aspects. Through these active communities of practice, EATRIS will be at the forefront of programmes that will exploit our capacities to generate a transformative impact of the health research outcomes.

3. Nurture our research culture built on quality and reproducibility

Scientific excellence and peak performance are the hallmarks of a functioning research infrastructure. However, the lack of reproducibility in biomedical research known as the reproducibility crisis is hampering the field. In response to this, EATRIS has established several quality initiatives aimed at increasing the commitment of its members towards quality and reproducibility. EATRIS will further build on these initiatives ensuring the delivery of high-quality tools and services for the generation of reproducible research outcomes. Through the deployment of the EATRIS Certificate of Commitment to Quality (ECCQ), EATRIS will promote quality and reproducibility in biomedical research and bring together the research community for the exchange of best practices and sharing of robust methods, and nurture a culture that reflects those values.

4. Support academia with biomedical innovation 'consultancy' services for translation of novel interventions that improve human health (late stage of the translational pipeline)

A well-functioning translational medicine ecosystem thrives through multidisciplinary collaboration and expertise. EATRIS has developed a set of services and expertise to support researchers in the different phases of translational research. In its next phase, EATRIS will unlock more capacity by further decentralizing these services to provide to researchers the knowledge necessary to address the non-technical aspects of the innovation process. These aspects include economic, business and regulatory planning, medical and health technology assessment together with intellectual property management. EATRIS will develop guidance to implement the right services and expertise at the right phase of the translational pipeline with a focus on feasible, useful, affordable, accessible, and sustainable exploitation paths. It will also increase the awareness among researchers of these 'innovation management' requirements for translation in multidisciplinary research settings, to create a common mindset of working with the end-product in mind.

PILLAR 2

Engage Member States and other key stakeholders for the advancement of Translational Medicine

Multi-sector and multi-disciplinary collaboration are essential to successfully introduce cost-effective, patient-centred interventions, not only at the level of targeted medicines but to find common solutions to systemic problems. Through further engaging with its Member States, EATRIS will enable its nodes to be co-creators of the long-term scientific strategy, fostering cohesion and complementarities at national levels together with bringing greater visibility to returns from membership. The work initiated to bring different actors of the EATRIS ecosystem together will continue, allowing EATRIS to play a key role in developing tools for the translation process. Key advancements in the next period will focus on scaling up services capacity to handle the rapidly growing demand, enhancing alignment with national agendas, and ensuring structural and meaningful patient co-creation effort.
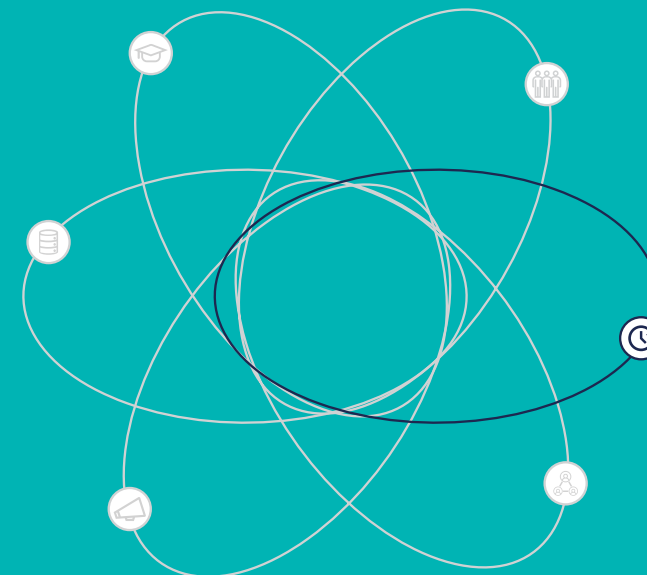
1. Reinforce cohesion and alignment with EATRIS Member States' strategies

EATRIS as an ERIC (European Research Infrastructure Consortium) is governed by its participating Member States providing the necessary research capacities to carry out research services and projects. As of 2022, EATRIS brings together resources and services available across 14 Member States and operates in a hub and spoke model. Since 2020, the EATRIS-Plus project, funded by H2020, is the engine to further professionalise the EATRIS nodes in their coordinating efforts. However, cohesion among member states still needs to be strengthened around a common scientific strategy capitalising on national research agendas. In the next framework, through an increased participation of the EATRIS National Directors in the co-development of EATRIS scientific priorities, we will reinforce the transformative value of multinational participation in the life of the RI. In addition, communication with our governmental representatives will be increased to enhance visibility of EATRIS at ministry levels and strong alignments with long-term developments and prioritization foreseen at national levels.

2. Nurture our relationships with governments, competent authorities, funding bodies and policy makers to improve conditions for translation

EATRIS recognises the value of multi-sector and multi-disciplinary cooperation in translational research. As a consequence, we have made careful efforts to create a space where all stakeholders can interact and use their capacities for tackling ambitious challenges at both the EU level and at national levels. Since our inception, EATRIS has actively engaged with research funders, regulators and policy makers to raise awareness of the benefits and challenges of Translational Medicine – not only in the research process itself but also the framework conditions that support effective translation. Services dedicated to research funding organisations were specifically designed to improve these conditions for translation, such as the EATRIS translational assessment service and the mentoring programme of the European Joint Programme on Rare Diseases (EJP RD) . In the next strategic programming period, EATRIS will further deepen its relationships with EU-wide organisations and initiatives, while engaging national bodies through its nodes with the long-term aim to promote a cultural shift in the translational research landscape - from publications to patient benefit – and to increase the pool of expertise available to support multi-disciplinary translational research projects. Relationships with the European Medicines Agency (EMA) and National Competent Authorities (NCAs) will be further intensified to ensure regulatory compliant research is performed.
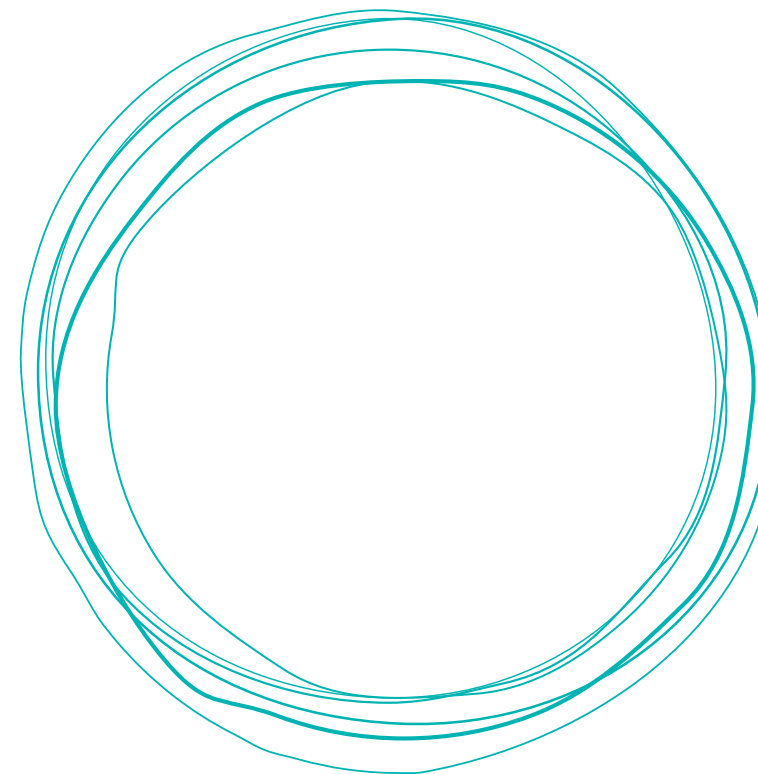
3. Make meaningful patient engagement in translational research the new normal

For translational medicine to succeed, the Research and Development (R&D) ecosystem must evolve in a responsible way, ensuring the involvement of all stakeholders, and particularly patients, who ultimately must benefit from research.

EATRIS has built close partnerships with patient organisations through EATRIS-Plus, which notably led to the creation of a Patient Advisory Committee (PAC), and participation into various European collaborative projects such as EJP RD, engaging more specifically with the Rare Diseases patient community. Strong relationships with the European Patients' Forum (EPF) and the European Patients' Academy on Therapeutic Innovation (EUPATI) have been nurtured since 2019 through the signature of collaboration agreements.

EATRIS will further advocate for meaningful patient engagement in translational research through three main action areas:

- Support patient education through the co-development of educational materials for patients;

- Equip researchers to meaningfully engage with patients in their research through tools and guidelines;

- Co-create research with patients through onboarding patients and patients' representative organisations in collaborative research projects.

4. Cultivate and extend our global alliances to maximise their transformative impact

EATRIS aims to contribute to a systemic change in the biomedical field, maximising the capacities of the translational medicine process. This is an ambitious, long-term, and global change of the biomedical research paradigm in the era of Personalized Medicine that can be accomplished only through cross-border and interdisciplinary alignment between relevant stakeholders. With this aim in mind, EATRIS has developed a strong global strategy that nurtures international collaborations in the field of translational medicine. Several key alliances of international breadth were established such as Translation Together in 2017 and NewFound in 2021. In the next period, we will make available to the global community the outcomes and resources created for translational researchers through those collaborations to ensure a fast and efficient onboarding of solutions for unmet medical needs. We will work on identifying areas for further improvement where collaborations should be established and use our partnerships as a platform for a broad understanding of and appreciation for translation and translational science.

5. Optimise our role as a bridge between academia and industry for more effective innovation

EATRIS has since its inception in 2014 specialized in fostering public-private partnerships. As a result, our vibrant and growing industry portfolio includes collaborations with multiple European and global Small and Medium-sized Enterprises (SMEs) as well as several long-term partnerships, including with Big Pharma. We will escalate our service offering for industry by maintaining our research service, increasing visibility through targeted communication and continued presence at industry partnering events, and confirming industry needs and interest through interactions with the community.

PILLAR 3

Develop synergies within the Research Infrastructure Landscape

The European research and innovation ecosystem enjoys a rich and diverse landscape of RIs. Intelligent and targeted national and European investments drive the development of new capabilities to support emerging medical needs and respond to new health challenges, Simultaneously, efforts to optimise and consolidate existing capacities and fill necessary gaps, will provide the European Research Area with a more effective, interlinked and well-functioning RI landscape.

This pillar further builds on the efforts already carried out by EATRIS to co-develop an integrated RI ecosystem, notably through the recently established European Alliance of Medical Research Infrastructures (EU-AMRI) , co-founded with the European Research Infrastructures for biobanking (BBMRI-ERIC) and for clinical research (ECRIN-ERIC) and formally launched in 2021. The main objective will be to explore relevant synergies and opportunities for sustainable partnerships with the broader RI landscape, ranging from Life Science RIs to RIs established in other disciplines, such as social sciences and humanities, or environment, both at national and European level, which can lead to more effective research and resilience.
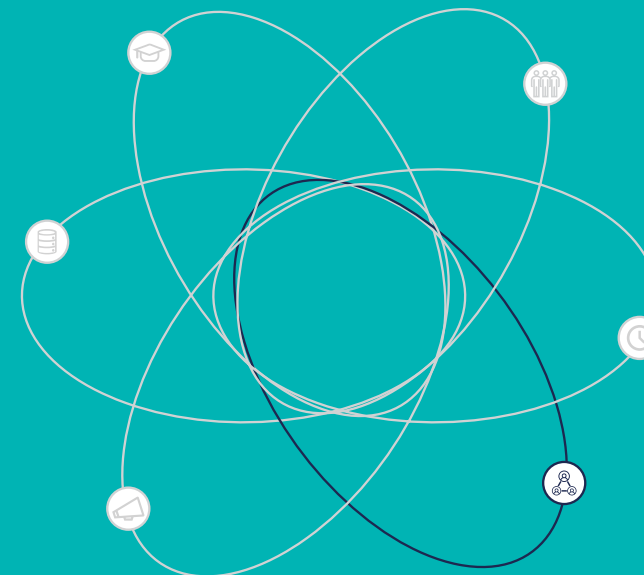
1. Accelerate the development of the European Alliance of Medical Research Infrastructures (EU-AMRI)

Initiated in 2019, EU-AMRI is formed of EATRIS and two other patient-centred and complementary RIs, BBMRI-ERIC and ECRIN-ERIC, to facilitate user access to resources and support the development of tools, joint services and the inception of a common framework on quality, standardisation and advocacy. Formally launched in 2021, EU-AMRI aims for a better structured, integrated and strengthened European health RI landscape, leading to increased sustainability, operational efficiency and capacity to support academia and industry with their research needs and serve patients. The next four years will constitute a key moment for growth and operational deployment of the initiative, which will seek efficient synergies in a wider range of RI operations, develop joint services and continue to build reputation.

2. Bridge capacities and foster synergies with Life Science Research Infrastructures

The landscape of European Life Science RIs (LS RIs) has in recent years continued to expand to include additional infrastructures and address changing needs in our field. Alongside EATRIS, there are many other Life Science RIs acknowledged by ESFRI, whose scientific scope is complementary to EATRIS. EATRIS has been working closely with LS RIs through broad EU-funded projects, such as ISIDORe and canSERV, as well as through the LS RI Strategy Board. As the LS RIs continue to mature, the next period will offer EATRIS and LS RIs opportunities to identify needs for targeted bilateral collaborations, addressing complex key health research challenges and EU research priorities. Examples of these collaborations may include but are not limited to, EU-OPENSCREEN (e.g., small molecules), INFRAFRONTIER (e.g., animal models in gene therapy), EURO-BIOIMAGING (e.g., medical imaging and imaging data). The exploitation of synergies will also ensure that ultimately researchers benefit from high quality and relevant services for their research and development activities.

3. Explore interconnections with Research Infrastructures beyond life sciences

Global research challenges have become even more inter-connected than before. The impact of environment and life style on human health, healthy ageing, or the fast digitalisation of science and innovation are only a few examples. Unmet medical needs and the development of novel therapies can only be successfully tackled through leveraging inter and transdisciplinary collaboration and partnerships.

EATRIS is part of a broad European research infrastructure landscape which includes RIs from all scientific domains, ranging from social sciences and humanities to physical sciences, energy and environment. Such exposure provides many opportunities for EATRIS to establish relevant interconnections with RIs active outside the life science field, which could help accelerate health research for the benefit of patients.

Examples of these collaborations may include but are not limited to physics RIs such as CERN, an ongoing collaboration on the topics of artificial intelligence and medical imaging, or social sciences RIs, for the use of longitudinal studies and cohorts in healthy populations. An important vehicle for developing those partnerships will continue to be the ERIC Forum , bringing together all European Research Infrastructure Consortia, for exchanging best practices and finding common positioning on key policy topics for research and innovation in Europe.

4. Encourage inter-Research Infrastructures collaborations at national level

Early synergies have already been identified by EATRIS nodes to leverage RI complementarities and consolidate the national research ecosystems, particularly in the context of EU-AMRI (e.g., Czech Republic, Italy). As the EATRIS hub continues to expand its close partnerships with other RIs, such developments should also be reflected at node level. EATRIS' current and future nodes will be encouraged to explore, on a case-by-case basis, the relevance of similar partnerships with other RI nodes present in their countries, in order to better serve the needs of their national translational research communities.

PILLAR 4

Sustain and expand awareness of EATRIS

Communication is an integral part of the overall EATRIS strategy and will require working in synergy with all of the other pillars of this plan. It is fundamental to the success of EATRIS that our stakeholders know who we are, what we do and the impact we (can) have. Actions in the next strategic period will ensure that we can build on our communications strengths and achievements and secure tangible impact by growing in reach, empowering our community as ambassadors and consolidating our position in the European landscape.
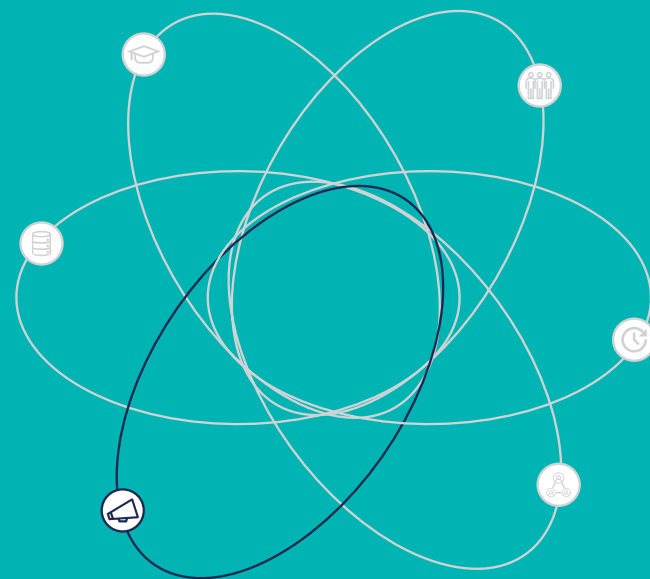
1. Nurture and grow EATRIS audiences to consolidate EATRIS positioning as a landmark Research Infrastructure

EATRIS will engage with existing communities to raise awareness of our activities and opportunities. Concurrently, we will seek to activate new potential communities, such as researchers based in EATRIS institutes that are not currently engaged. In order to achieve this action, EATRIS will adopt an evidence-based approach to evaluate and optimise communication activities based on analytical data. We will prioritise digital communications as a format that is conducive to sharing and means that content can spread independently from centralised efforts. EATRIS will continue to employ multi-channel internal and external communications to allow the full spectrum of stakeholders to be reached who may have different communication preferences.

2. Empower EATRIS members as ambassadors of Translational Medicine

EATRIS will provide resources, initiatives and training that will allow our members to shift from awareness to advocacy; spectator to participator; consumer to contributor. Rather than relying solely on central communication channels to communicate with our audiences, we plan to equip our members to be ambassadors in their communities. New resources will be created and maintained (e.g., guides, templates and toolkits), training delivered, and a 'Communications Community' hub set up. This will include providing the tools for developing mature national strategies.

3. Communicate EATRIS' impact on human health to support Member States with public awareness

Given that the core mission of EATRIS is to benefit patients, it is imperative that we can demonstrate where we can make a meaningful positive contribution to society. We will identify and showcase case studies to illuminate the impact we can have. We will analyse, quantify and articulate facts, statistics and stories with researchers, clinicians, industry and patient communities. We will do this to consolidate our sense of purpose and identity, and to illustrate the contribution that EATRIS makes to society.

PILLAR 5

Accelerate the digital transformation of Translational Medicine

Digital transformation offers the potential to unblock some of the bottlenecks in the application of personalised medicine. In our next strategic agenda EATRIS will continue to increase our involvement in the data-related aspects of personalised medicine and to map, utilise, integrate, and apply our data services portfolio in this domain. Critical to the success of our strategic involvement in this area is to increase awareness and connections from our community with the European landscape of FAIR data management, federated service provision, and artificial intelligence application.
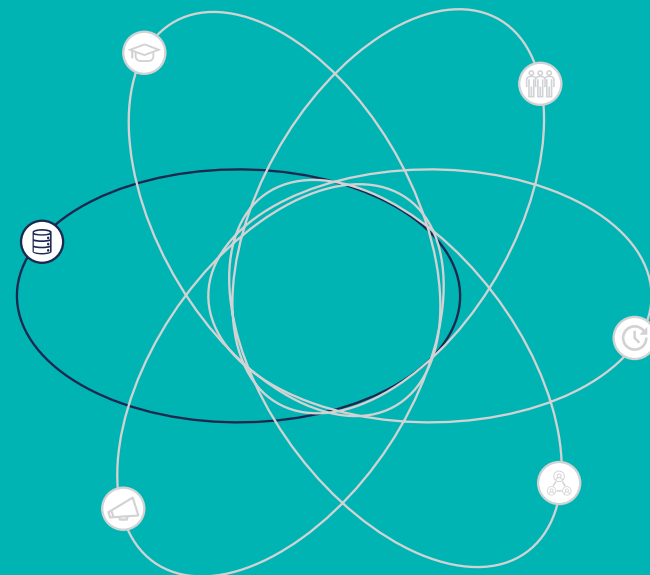
1. Define and map the data needs of translational medicine researchers at European scale

EATRIS aims to uncover, highlight, and serve the data needs of translational medicine researchers across Europe to empower revolutionary advancement in the digital medicine domain. Key to the success of this work is to ensure that EATRIS concretely and emphatically understands the needs of our community in relation to timely access to high-quality standardised data; the EU regulatory landscape; connections to technologies for FAIR data management; and provision of cutting-edge services for data analyses.

In the 2023 - 2026 Strategic Programme, EATRIS will utilise a process of co-creation in cooperation with our Member States, institutes, and users to continually define, map, and promote the data needs of our community to the wider European landscape. This action will ensure that these data needs are explicitly understood and communicated via strategic leadership, participation, and involvement of EATRIS in European initiatives and projects; all of which are crucial to enable optimal collaboration with partners working towards similar goals in adjacent areas.

2. Provide a suite of data services for our users available at the EATRIS Nodes

EATRIS has a key strategic focus on the coordinated provision of accredited data services to its internal users and the wider translational medicine community. Our overarching goal is to utilise the federated hub and spoke model of our organisation to coordinate a catalogue of high-quality data services that are provided by our federated network of EATRIS Nodes.

In this regard our 2023 - 2026 strategic programme objectives are to identify key data services from our internal community; to evaluate and accredit these; and to build our EATRIS data services catalogue. It is imperative that our data service offerings are coordinated with international initiatives such as the European Open Science Cloud to enable visibility and ensure sustainability.

3. Integrate EATRIS data services with key European health data focussed initiatives

The long-term vision of the European landscape for secure federated health data access and analyses consists of services from the European Open Science Cloud (EOSC) utilising data from the European Health Data Space (EHDS) linked via the recommendations of the European Health Research and Innovation Cloud (HRIC). In this space EATRIS holds the pivotal role to represent the translational medicine research community when defining the scope and requirements for these European initiatives. This is vital to ensure that the landscape meets the needs of our users and provides access to health data for secondary use to foster the success of data-driven translational medicine. Throughout the next strategic programme 2023 - 2026 we will deepen our involvement in the key European health data focussed initiatives, projects, and collaborations (e.g., with other Research Infrastructures) to ensure that our accredited data services portfolio is integrated and available to the community. Key here is to advance the alignment and collaboration across multiple initiatives in order to provide one coordinated agenda for digital transformation to our users. We will continue our membership of the EOSC-Association and coordinate our involvement in the organisation via representation from our internal members. We will also continually assess our representation and membership in key initiatives in this space (e.g., the EHDS and HRIC) to uncover and exploit opportunities and ensure that our translational medicine focussed data services are utilised in these strategic areas of development.

4. Drive the use of Artificial Intelligence in the Translational Medicine ecosystem through EATRIS data services

Digital medicine offers the potential of revolutionising the translational medicine domain to the betterment of patient management strategies and the overall health of European citizens. Key to success in this sector is the availability of and accessibility to high-quality multi-modal datasets; federated data harmonisation and integration; reproducible algorithm development methodologies; including coordinated regulatory and implementation approval protocols.

Throughout the next strategic programme 2023 - 2026, EATRIS will work with our internal community and also key initiatives in the sector in order to address the operational challenges of digital transformation in the digital medicine domain with a focus on the generation, application, and sustainability of FAIR data and to drive best practices for artificial intelligence application into innovative clinical strategies. It will establish our unique position in this field in relation to real world application, validation of solutions, and regulation of the sector. Our coordinated leadership, involvement, and participation in key digital medicine focussed initiatives will enable demonstrations of successes in this field utilising EATRIS data services to drive digital transformation.

PILLAR 6

Empower the translational community through training

The translation of biomedical discoveries into solutions for unmet medical needs requires an ecosystem where a multitude of disciplines collaborate in a truly interdisciplinary effort. Along the development path, researchers, lawyers, business developers, funders, regulators and patients need to work hand-in hand to allow for a fast and cost-effective process. Therefore, successful translational professionals need to display not only a thorough expertise in their specific discipline but also need a multitude of other skills such as being team players, skilled communicators, rigorous process innovators, system thinkers and boundary crossers. EATRIS' training activities are therefore designed not only to convey new knowledge and skills but also to provide opportunities to professionals to interact and exchange experiences and build and reinforce communities.
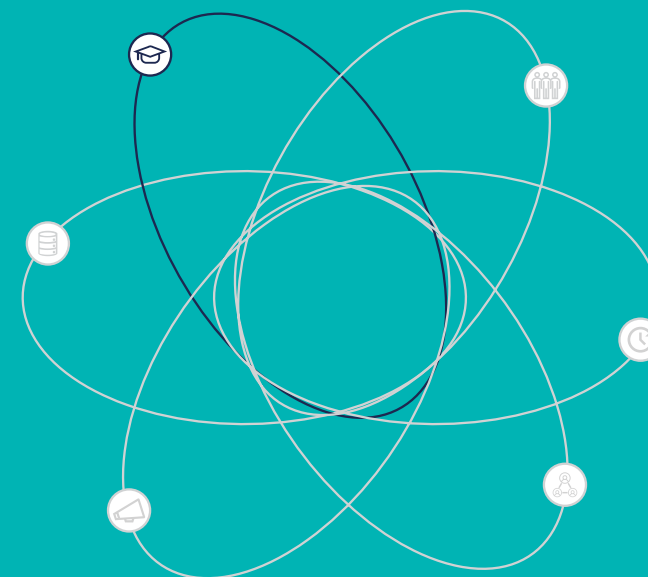
1. **Train different audiences to enhance the effectiveness of translating biomedical discoveries into patient benefit**

Enhancing the effectiveness of the translational medicine ecosystem means addressing many potential target audiences such as scientists, regulators, funders and patients. As part of the Strategic Plan 2023 - 2026, EATRIS will continue offering trainings to early-career researchers (PhD students and early Post-Docs) in order to raise their awareness of Translational Medicine and its relevance to their research and future careers. Working with early-career researchers will build the next generation of committed translational professionals and members of the EATRIS community. We will continue to offer self-paced online courses such as the Landscape of Translational Medicine and live courses such as the 5-day course "Translational Medicine explained – TMex" .

As part of the Strategic Plan 2023 - 2026 we will expand our offers to support senior professionals in their life-long learning. This includes continuing to offer our summer school in Personalised Medicine and our public private collaboration workshop. In addition, we will support exchange of experience and knowledge within and between EATRIS Scientific Platforms as well as identifying training needs and opportunities. We will continue seeking opportunities to work with additional target groups such as funders, service providers, SMEs and patients.

2. **Build a community of training professionals to enable growth towards a key training organisation for Translational Medicine**

During the strategic period, we will expand our training offering in terms of number and diversity of training activities, as well as in terms of number of users reached. To address this objective, we need i) contributors in addition to C&S to design and deliver trainings, and ii) to create more visibility for the courses offered by the EATRIS community. To that end we will expand our network of contributors and collaborators to seek synergies. This includes EATRIS internal and external groups such as Translation Together, EU-AMRI, EMA and individual subject matter experts. We will roll out the EATRIS training network, where training professionals can exchange experiences and discuss how to best contribute to EATRIS' training portfolio. These activities will enable EATRIS to grow sustainably towards becoming a key training organisation for Translational Medicine and thereby maximise the impact training can have on empowering the translational community and increasing the awareness of EATRIS.

Expected Impact

With this Strategic Plan, EATRIS will not only enhance the effectiveness of Translational Medicine but will have a substantial impact on society through 8 impact pathways previously identified.

We will accelerate the professional development of future innovation leaders; and build on already established research quality initiatives to continue to bring together the research community for the exchange of best practices and sharing of robust methods, and nurture a culture of translation that reflects those values. We will enable patient-centric research through the meaningful engagement of patients at each step of the research and development process, fostering a shift in current research practices, accelerating innovation and science valorisation. Finally, we will further deepen our relationships with EU-wide and national policy bodies, funding organisations and regulatory authorities to embrace evidence-based policymaking, and to ultimately impact health and well-being in society.

EATRIS' 8 impact pathways::

1. Accelerate professional development
2. Enhance research quality, efficiency and its societal relevance
3. Change research practices
4. Foster innovation
5. Boost the economy
6. Improve health and well-being
7. Support science policy
8. Contribute to science valorisation

To read further on the 8 impact pathways related to EATRIS Strategic Plan 2023 – 2026: eatris.eu/impact

About
EATRIS

EATRIS is the European infrastructure for Translational Medicine. We bring together resources and services for research communities to translate scientific discoveries into benefits for patients. EATRIS is what is known as an 'ERIC', which is a non-profit European Research Infrastructure Consortium. This specific legal form is designed to facilitate the joint establishment and operation of research infrastructures of European interest. We provide access to a vast array of pre-clinical and clinical expertise and facilities that are available within 144+ top-tier academic centres across Europe. We focus on improving and optimising preclinical and early clinical development of drugs, vaccines and diagnostics. Solutions are developed in the fields of advanced therapy medicinal products, imaging and tracing, small molecules, vaccines and biomarkers.

In addition, we work with public funding agencies, charities and policy makers with tailored actions to help improve the translational research and innovation ecosystem. We also provide regulatory services, training and education and mentoring. Find out more about our services at eatris.eu/services

With thanks to our funders and partners

Republic of Bulgaria
Ministry of Education and Science

Czech Republic
Ministry of Education, Youth and Sports (MEYS)

Republic of Finland
Ministry of Education and Culture (OKM)

French Republic
Commissariat à l'Energie Atomique et aux Energies Alternatives (CEA)

Italian Republic
Istituto Superiore di Sanità (ISS)

Grand Duchy of Luxembourg
Le Gouvernement du Grand-Duché de Luxembourg

Kingdom of the Netherlands
ZonMW

Kingdom of Norway
Research Council of Norway*

Kingdom of Norway
University of Bergen*

Kingdom of Norway
University of Oslo*

Portuguese Republic
INFARMED-National Authority of Medicines and Health Products

Republic of Slovenia
Ministry of Education, Science and Sport

Kingdom of Spain
Instituto de Salud 'Carlos III' (ISCIII)

Kingdom of Sweden
Vetenskapsrådet**

Kingdom of Sweden
Vinnova**

Republic of Croatia•••
Ministry of Science and Education

Republic of Latvia•••
Ministry of Education and Science

*The Norwegian contribution is from University of Oslo and University of Bergen
**The Swedish contribution is from Vinnova
***Observers in EATRIS-ERIC (others are Members)

Abbreviations

BBMRI	European research infrastructure for biobanking
EATRIS	European Research infrastructure for Translational Medicine
ECCQ	EATRIS Certificate of Commitment to Quality
ECRIN	European Clinical Research Infrastructure Network
EHDS	European Health Data Space
EMA	European Medicines Agency
EOSC	European Open Science Cloud
EPF	European Patients' Forum
ERIC	European Research Infrastructure Consortium
EU	European Union
EU-AMRI	European Alliance of Medical Research Infrastructures
EUPATI	European Patients' Academy on Therapeutic Innovation
HRIC	Health Research and Innovation Cloud
FAIR	Findability, Accessibility, Interoperability, and Reusability
LS RIs	Life Science Research Infrastructures
NCAs	National Competent Authorities
PAC	Patient Advisory Committee
RIs	Research Infrastructures
SMEs	Small and Medium-sized Enterprises
SP	Strategic Plan

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