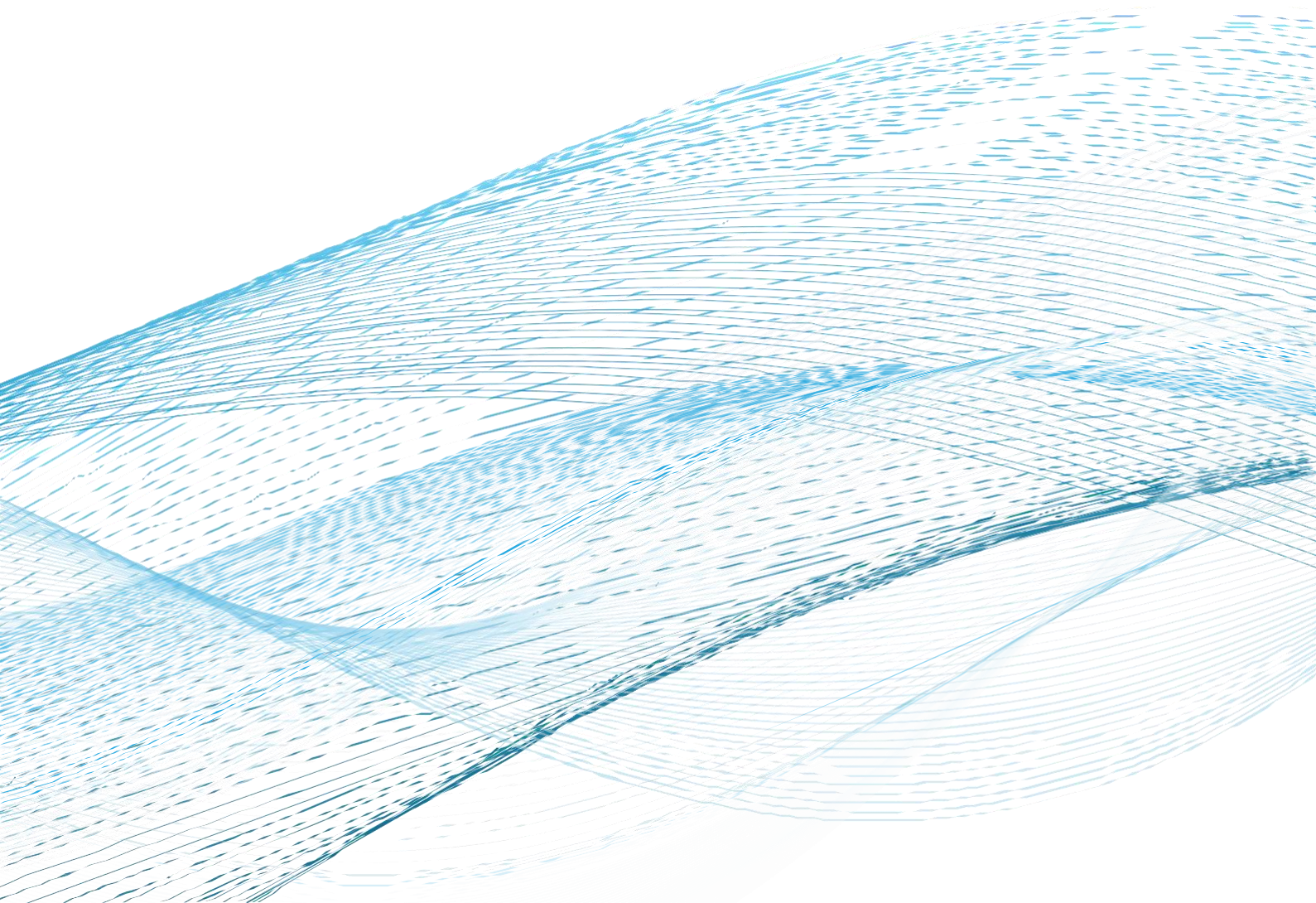




# **Strategic Plan 2019-2023**



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# Mental Health: The global challenge

Mental health is currently one of the greatest challenges we have to face as a society. In the near future, the impact will be even greater, making it mandatory to invest resources in all aspects of mental health.

One in every four people will suffer from a mental health disorder at least once in their lives, and its impact on the population is increasing exponentially. This problem represents enormous economic and social costs, even more than other pathologies such as cancer or cardiovascular problems.

**Mental health is a state of well-being in which the individual is aware of his or her own capabilities, contributing to society and coping with the stresses of everyday life**

The Mental Health Cluster (MHC) and its partners have the necessary capacities, both human and material, to develop successful projects in order to promote Mental Health and Neurosciences. The MHC's platform of agents consisting of: researchers, doctors, clinical experts, technologists, social agents, the pharmaceutical and biotechnology industry, training centres and universities, technology centres, care service centres, companies, the third sector, institutions, etc., define a sector whose value chain is centred on the person, and whose fields of action are reflected throughout the entire life cycle of the person.

**50%** of

**Between**

**800.000**

**450** million people

mental health problems in adults start before the age of 15.

**35% and 50%** of those affected receive an inadequate treatment or no treatment at all.

people commit suicide each year, the second leading cause of death among 15-19 age group.

worldwide are affected by a mental health problem.

Source: World Health Organisation (WHO)



# Strategic Plan

## 2019-2023



### Planning model and sectorial management

The MHC Strategic Plan presents a strategic vision and an action plan for the development of companies and organisations related to Neurosciences and Mental Health, consolidating and articulating the existing relationships between both public and private sectors, healthcare and clinical fields, companies and other institutions.

This instrument aims to become a planning as well as a management model, based on innovation and international calling, with the participation of the different actors of the value chain as a priority.

### Competitiveness, innovation, excellence and sustainability

The MHC initiative sets a change of direction on the mental health and neurosciences approach. A different space for collaboration is created, one that projects actions to improve competitiveness in an innovative and sustainable way, in a framework of excellence and focussing on the individual. Our aim is to contribute to improving the quality of life of people, their families, their environment and society in general.

### Analysis, trends, objectives and actions

The strategic plan analyses the main threats and opportunities of the sector and its relationship with the environment. Trends and their evolution are identified, strategic goals and objectives are defined. It also plans the necessary actions to achieve them and establishes the indicators. A five-year timeframe has been defined as the horizon for the deployment of the initiatives. This plan was finalised in June 2019 and revised collaboratively in January 2020.

### Indicators

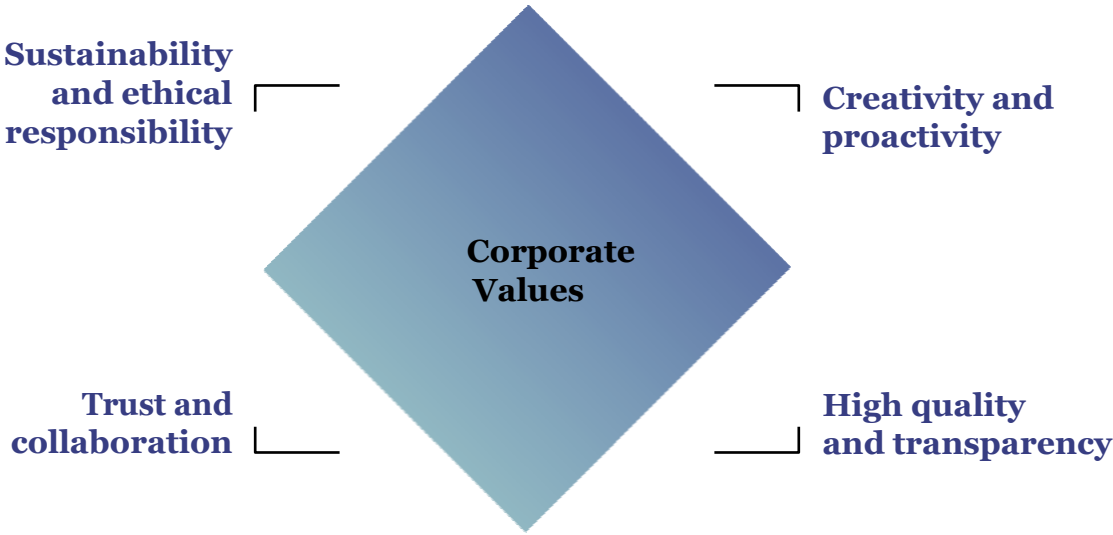
The activity of the cluster is carried out by means of 3 assessment criteria: Biannual surveys carried out by ACCIÓ (Departament d'Empresa i Coneixement, Generalitat de Catalunya) based on different specific areas divided into 2 blocks; the sense of belonging to the Cluster and the team management; and the impact on the company as a result of the participation in projects and activities of the Cluster. Secondly, obtaining the Cluster's own quality certificate such as the Bronze Label. And finally, the evaluation by means of the MHC's own impact indicators.

### Cluster’s vision

The vision of the MHC is to be a national and international reference in developing collaborative initiatives within the field of mental health and neurosciences, which also include ageing and mental disability.

### Cluster’s mission

The MHC's mission is to generate an ecosystem that promotes people's mental health through the competitiveness improvement of companies and organisations, innovation, transfer of knowledge and collaboration between the different stakeholders.



# Strategic challenges

The strategic challenges are identified on the basis of four levels: Global, European, State, Regional and Local.



**Global level - WHO**  
**Mental Health Action Plan**  
**2013-2020**

**European level -EU**  
**Horizon 2020**

**State level - Spain**  
**National Health Plan**  
**2009-2013**

**Regional/Local level- Catalonia**

**Global plan for personal care in Mental Health and addictions**  
**Mental Health Action Plan Barcelona**

The new plan provides a holistic view of the Central Nervous System, its functions and dysfunctions in all stages and in all aspects of life: biological, psychological and social. Thus, it also includes the "Silver Economy", which groups together the business activity related to the creation and provision of products and services for the elderly, but also to Neurodevelopment and Disability. In both areas, there is potential for innovative projects within the aforementioned fields: clinical, technological and social.

Similarly, we identify a need to incorporate actions in order to implement strategies on Circular Economy, Industry 4.0, Artificial Intelligence (AI), Big Data and the Internet of Things (IoT).

# Value chain

Chronicity and the treatment of complex patients are variables that affect all stages of the value chain. Diseases such as dementia, severe mental disorders, depression... prioritise their prevalence and impact on the population's health, increasing costs for the healthcare system and the burden for families and the environment.

The MHC partners agreed through participatory sessions that the focus of all the association's activities should place the person at the centre of all stages of the value chain: from promotion to social and occupational rehabilitation. Thus, the person is our core and we travel throughout his or her life cycle.

From this perspective, the cluster's fields of action can also include the following stages: Prenatal, Childhood and Adolescence, Adults and working life, and Ageing.

When the diagnosis turns the person into a patient, the 'Patient Journey' moves on to treatment, monitoring, recovery and social inclusion, and, if possible, inclusion in the workplace. With greater relevance and scope, projects for the Promotion and Prevention of mental health are carried out with the aim of reducing its occurrence.

The cluster has representative partners from all stages of the value chain in order to create the most effective and impactful cross-cutting projects from a bio-psycho-social perspective.



The ecosystem of the Mental Health Cluster consists of different types of agents organised according to their field of activity:

- Clinical and care services (Service centres).
- Industry (Manufacturers, industry and Digital Health)
- Technology, innovation and training (Training, R&D&I and Innovation spaces) Base
- Institutions (Public Administrations)



# Circular Economy in Catalonia

Strategies within the sector include the development of business models whereby medical technology and pharmaceutical companies evolve from selling products to offering services and/or end-to-end solutions.

Other circular models in the healthcare sector revalue medical equipment that is recovered at the end of its useful life to be reused or remanufactured, and there are also companies engaged in reprocessing single-use medical devices so that they can be reused under the same conditions.

**Collaboration is a key aspect of the circular economy.**

**A key factor that the cluster has been promoting since its foundation.**

The potential of the circular economy on the health sector does not exclude the public sector, which can also generate positive impact through new forms of green and innovative procurement, such as risk-sharing contracts between public administration and pharmaceutical companies or payment by results.

## The MHC integrates

**18,81%**  
of the companies of  
the sector in Catalonia

**7%**  
of its turnover

## Mental Health and Neurociences

**6,839**  
billion euros and more  
than 32.000 workers

**2,82%**  
of the entire Catalan  
GDP in 2018

# Silver Economy

The MHC is growing its participation within the Silver Economy sector, which brings together the business sector related to health, quality of life, care services and the active life of people over 55 years of age. The cluster's actions are focused on the Health and Care business segments with a total of 281 companies with an aggregate turnover of € 6,473 million.

**The MHC's positioning has evolved towards other sectors such as the Silver Economy, Neurosciences or Industry 4.0.**

The expansion of the sectors where we can operate is a great opportunity for the cluster. Central nervous system disorders represent an increasing economic and social burden for society. Therefore, prevention and health promotion through other fields such as nutrition, sports, alternative therapies... and the use of technological and digital solutions to support dependency and assisted living represent endless opportunities for the public-private collaboration.

# Strategic lines

## Internationalisation support

Strengthening the international strategy with the ultimate goal of globalising its activities, increasing visibility along with the market share of the cluster members.

- Monitoring service to discover the evolution of the different health ecosystems.
- Development of internationalisation plans to boost their export capacity and sectorial excellence in the region.
- Joint commercial promotion in the foreign market through business cooperation actions.
- Development of international connections in order to build up collaboration among companies to improve their capacities.

## Innovation promotion

Developing business proposals that respond to the major challenges of the sector.

- Implementation of Innovation Plans.
- Cooperation in the value chain, promoting technology transfer and new opportunities.
- Forums, congresses and innovation conferences participation.
- Living Lab.

## Trainings and Workshops

To provide a specialised training offer. Support the creation and development of training courses and workshops offered by associate members

- Supporting our associates in the design and execution of their training courses and workshops.
- Design and dynamisation of conferences and other training events or activities.

## Administration and internal training

To achieve excellence in the management and execution of the activities related to the different strategic areas.

- Clúster Manager Excellence.
- Create business lines of services to third parties.
- Improve the professional qualification of the cluster team.
- Professionalisation of management and implementation of excellent management models.

## Visibility as the foundation for growth

Position the MHC as a reference cluster at a local, national and international level, becoming a brand of value and facilitating close collaboration between its members.

- Commercial promotion aimed at strengthening the MHC as a brand of value, for recognition and awareness within the cluster environment.
- Improve the positioning of the MHC among the different governing bodies within the healthcare field.

# Cluster Members













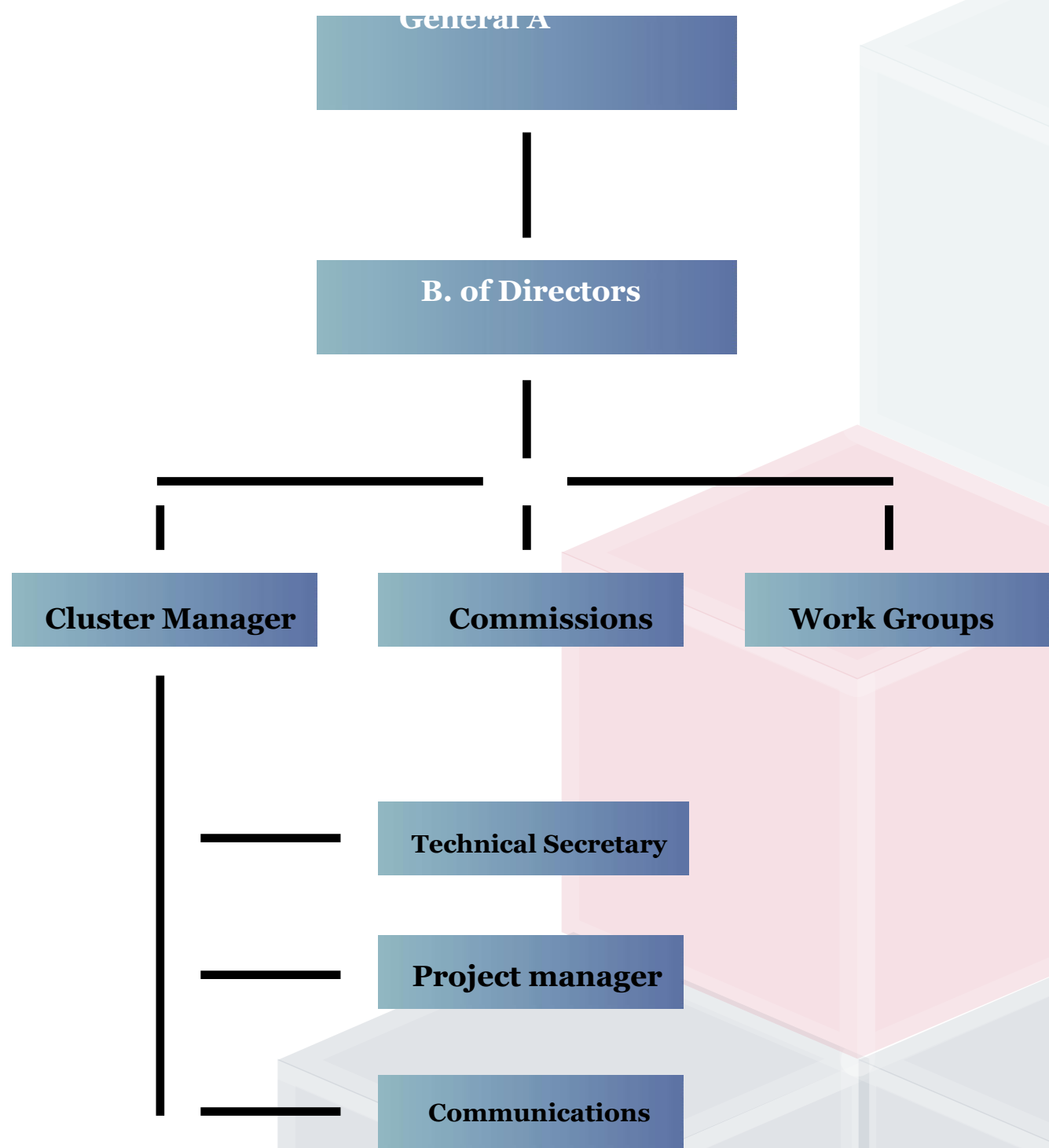








Government  
Structure



Board of  
Directors



# Communications Plan

The objectives of the cluster Communications Plan are identified on two levels:

Internal Communications	External Communications
<p>To maintain an optimal system of communication flow between Members, encouraging interaction among them.</p> <p>To inform in an updated way about the activities, projects and services of the Cluster.</p> <p>To keep up-to-date information on news, regulations and opportunities in the mental health sector.</p>	<p>To raise awareness on the Cluster and its members, its goals, activities and projects.</p> <p>To disseminate the achievements made by the member organisations as well as the collaborative projects that can be developed within the MHC itself.</p> <p>To disseminate good practices and projects that serve as a reference in the sector.</p> <p>To disseminate new knowledge or materials aimed at political decision-makers of the Administrations.</p> <p>To communicate in an effective and understandable way to society about the projects of the MHC and its partners.</p>

## Communication on the Web

Improve usability, accessibility and information architecture, increase organic traffic and subscriptions, improve SEO ranking and increase visibility. Generate content of value relevant to the sector. Promote the newsletter for the dissemination of all activity.

## Brains Magazine

To be a leading reference for all actors involved in the Mental Health and Neurosciences sectors. To generate a comprehensive vision of Mental Health and Neurosciences as a complex sector that integrates both the public and the private sector, innovation and policy, business and social impact, technology and mankind.

## Social Media

To generate interaction and dialogue among social stakeholders, the cluster and the sector.

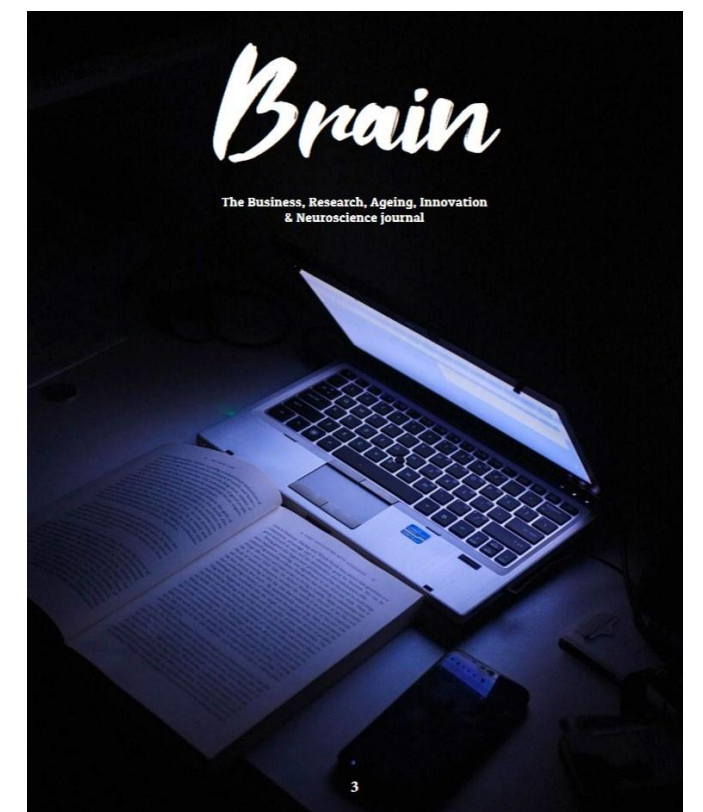
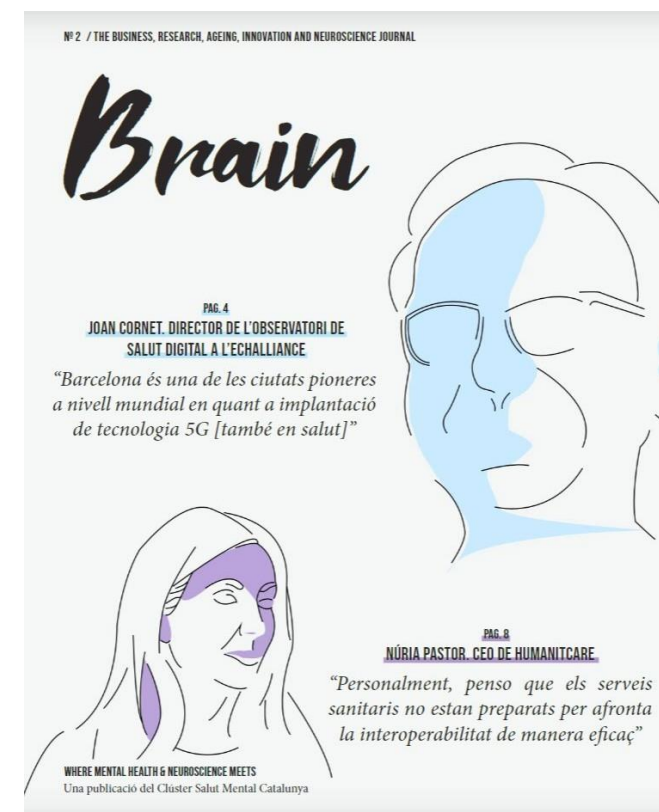
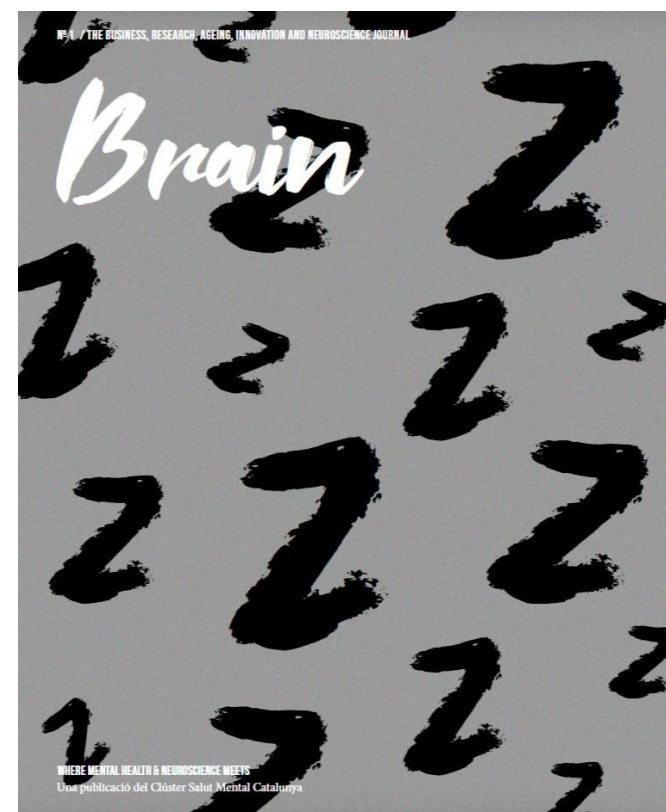
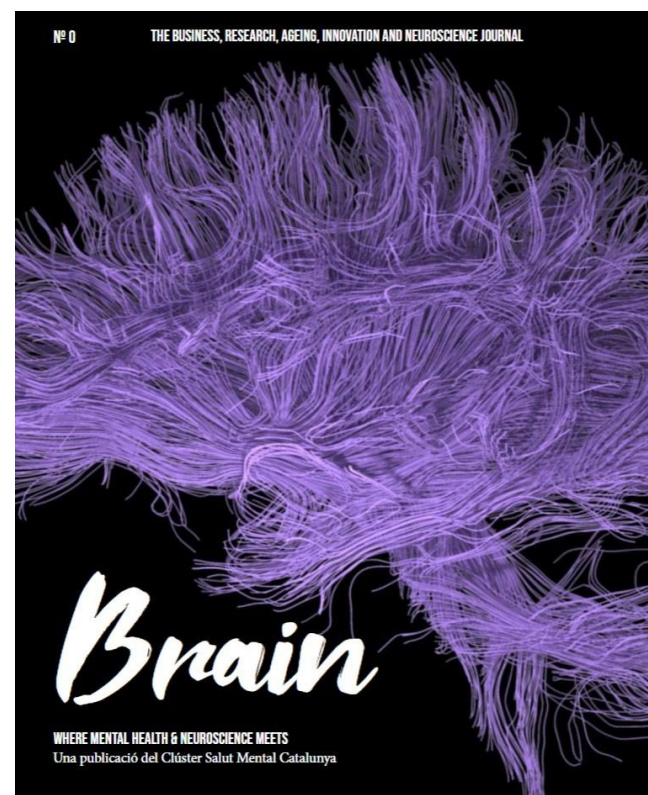
## Web Calendar

To publish an events planner of relevant events for the sector.

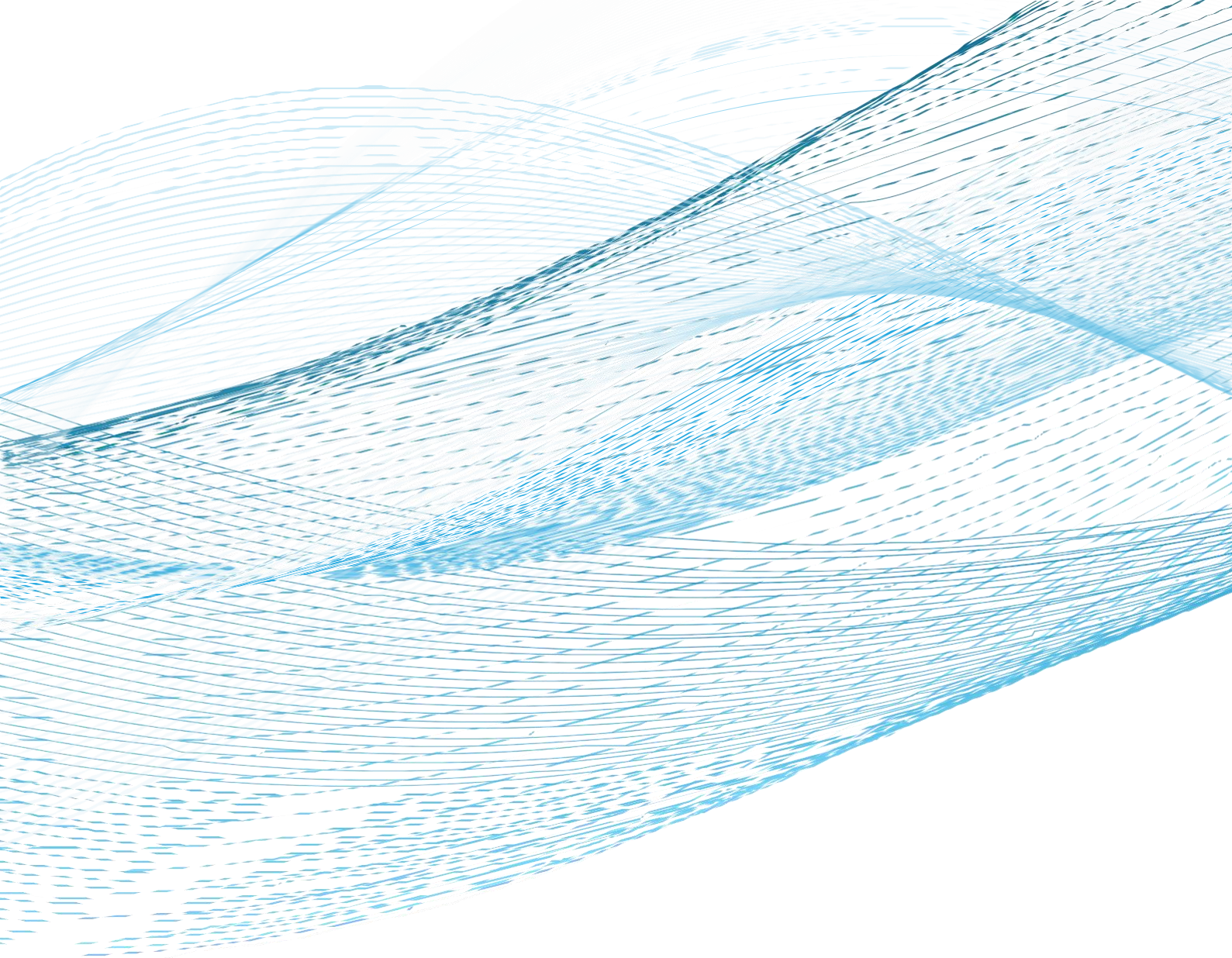
## Communications commission

Structuring and managing the Communications Strategy and events related to the cluster in a more efficient way.









With the support of:

**ACCIÓ**  
Catalonia  
Trade & Investment



Generalitat  
de Catalunya