



AP-HP

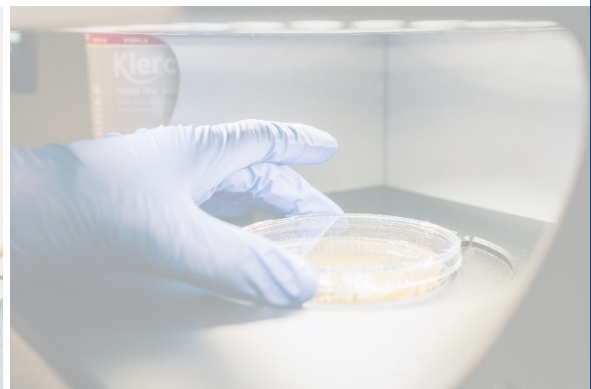
HR EXCELLENCE IN RESEARCH

ACTION PLAN >>



AP-HP

Department of Clinical Research and Innovation



2026

SYNTHESIS

20 PRINCIPLES COVERED	8 PRIORITY AREAS	44 ACTIONS
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Priority area 1 - Strengthening awareness and appropriation of the principles of ethics, research integrity and professional conduct

Priority area 2 - Promoting the integration of open-science and citizen-science principles into research activities

Priority area 3 - Fostering a policy for the dissemination and valorisation of results

Priority area 4 - Consolidating support for researchers throughout their research pathway, and skills development

Priority area 5 - Embedding the principles of equality, diversity and inclusion at the heart of research practices

Priority area 6 - Improving researchers' recruitment, evaluation and career-development processes

Priority area 7 - Strengthening the improvement of researchers' working conditions and quality of life at work

Priority area 8 - Working towards the sustainability of research

» PRIORITY AREA 1 - STRENGTHENING AWARENESS AND APPROPRIATION OF THE PRINCIPLES OF ETHICS, RESEARCH INTEGRITY AND PROFESSIONAL CONDUCT

1		» DEADLINE H2 2027
Deploy an institutional research integrity policy, consistent with the universities' strategies, by defining and implementing an action plan to transform research assessment practices as part of AP-HP's participation in the European CoARA coalition.		
OWNER	Clinical Research and Innovation Department (DRCI), Research Integrity Office (OIS)	
INDICATOR / TARGET	CoARA action plan	

2		» DEADLINE H2 2026
Continue rolling out a communication campaign to the medical community on research integrity and ethics » Promote good publication practices, in particular by raising researchers' awareness of the threats posed by predatory journals and of the reference list of recommended journals of the Conference of Deans of Medicine » Further publicise AP-HP's research integrity charter » Provide information sessions during events dedicated to researchers » Include provisions in the next version of the AP-HP researcher's guide		
OWNER	DRCI, OIS, Communications Department	
INDICATOR / TARGET	Number of communication actions carried out per year Researcher's guide V2027 published	

3		» DEADLINE H1 2027
Strengthen researchers' appropriation of AP-HP's research integrity charter and the procedures for referring a matter to the Research Integrity Office » Ensure that all investigators sign AP-HP's research integrity charter before the start of a research project » Circulate a procedure describing the OIS alert mechanism for every breach of research integrity (depending on the extent of the deviation from the initial standard) » Ensure better communication of the actions taken following breaches of research integrity (a scale of proportionate, clear and applied consequences/sanctions).		
OWNER	DRCI, OIS	
INDICATOR / TARGET	Target: 100% signature of the charter by new investigators Procedure circulated	

	Annual review of cases handled
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4		» DEADLINE H1 2027
Further publicise the GIRCI training scheme “SINCERE: Scientific Integrity Awareness for Clinical Research” among the research community, particularly early-career researchers		
OWNER	DRCI, Interregional Clinical Research and Innovation Group (GIRCI)	
INDICATOR / TARGET	100% of investigators trained	

5		» DEADLINE H2 2027
Map the risks and formalise a policy for preventing the risks of links and conflicts of interest		
OWNER	DRCI, Legal Affairs Department	
INDICATOR / TARGET	Risk map circulated, together with the policy on the prevention and transparency of conflicts of interest applied to research	

6		» DEADLINE H2 2027
Strengthen communication on the charter for the use of Artificial Intelligence (AI), containing recommendations for using AI ethically in compliance with research ethics		
OWNER	DSN, DRCI	
INDICATOR / TARGET	Internal AI solution available; uses documented	

» PRIORITY AREA 2 - PROMOTING THE INTEGRATION OF OPEN-SCIENCE AND CITIZEN-SCIENCE PRINCIPLES INTO RESEARCH ACTIVITIES

7

» DEADLINE

H2 2026

Deploy AP-HP's transparency portal: a dynamic website listing all studies sponsored by AP-HP and all re-uses of research data, allowing participants to find out about and, where applicable, object to these re-uses.

OWNER

DRCI

INDICATOR / TARGET

Transparency portal put online

8

» DEADLINE

H1 2027

Establish arrangements guaranteeing the systematic sharing of research results with the patients who took part, and strengthen participatory research practices

Involve patients more closely in research projects (citizen participation in project governance; dissemination of results to citizens, improve patients' reimbursement conditions)

OWNER

DRCI

INDICATOR / TARGET

Satisfaction indicators for patients enrolled in clinical trials

9

» DEADLINE

H2 2026

Improve communication on clinical research and research projects to citizens and participants, ensuring that results are disseminated in language understandable by all.

OWNER

DRCI, Communications Department

INDICATOR / TARGET

Number of general-public content items published per year (e.g. "Researchers' Voices")

10

» DEADLINE

H2 2027

Ensure that patients are informed about the re-use pathways for their data from research sponsored by AP-HP, and share the results obtained

OWNER

DRCI, Data Protection Officer (DPO)

INDICATOR / TARGET	Patient information material deployed % of studies covered
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11		» DEADLINE H2 2027
Ensure that patients are informed of the possibility of re-using their care-derived data for research purposes, and share the results obtained		
OWNER	DRCI, DPO	
INDICATOR / TARGET	Systematic mention in patient information % coverage	

12		» DEADLINE H1 2027
Fund and facilitate open-access publication charges (APC): strengthen communication on the funding opportunities offered by AP-HP in terms of electronic documentation		
OWNER	DRCI, Centre for Training and Skills Development (CFDC)	
INDICATOR / TARGET	Monitoring of electronic documentation usage	

13		» DEADLINE H2 2027
Assess the opportunity of creating an open-archive portal on the HAL platform (Hyper Articles en Ligne)		
OWNER	DRCI, CFDC	
INDICATOR / TARGET	Opportunity assessment note submitted	

» PRIORITY AREA 3 - FOSTERING A POLICY FOR THE DISSEMINATION AND VALORISATION OF RESULTS

14

» DEADLINE

H2 2026

Deploy the research and innovation communication roadmap in line with the following strands:

- » Make science accessible: render a complex scientific/medical topic accessible to all
- » Promote research to young audiences
- » Strengthen the role of patients as stakeholders: communicate to build trust

OWNER DRCI, Communications Department

INDICATOR / TARGET Action completion rate

15

» DEADLINE

Ongoing (2026-2028)

Deploy an action plan to ensure better visibility of research and its results at AP-HP by the following means:

- » Structure an integrated scientific communication strategy
- » Mobilise researchers, clinicians and communication teams around a shared momentum, in particular by developing a training programme for researchers on science-popularisation techniques
- » Establish a limited number of partnerships in order to champion this commitment

OWNER DRCI, Communications Department

INDICATOR / TARGET Dissemination indicators (audience, impact)

16

» DEADLINE

H2 2026

Continue rolling out the policy encouraging the publication and posting of research results, in liaison with the Research Integrity Office (OIS)

OWNER DRCI, OIS

INDICATOR / TARGET % of studies with results posted (ClinicalTrials/CTIS)
% of completed studies published

» PRIORITY AREA 4 - CONSOLIDATING SUPPORT FOR RESEARCHERS THROUGHOUT THEIR RESEARCH PATHWAY, AND SKILLS DEVELOPMENT

17

» DEADLINE

H1 2026 and ongoing

Continue rolling out the Lever 25 action plan to speed up, simplify and strengthen our research support schemes (simplify the circuits; digitise the steps; reduce turnaround times; reach out to project leaders to smooth and streamline interactions)

OWNER

DRCI

INDICATOR / TARGET

Lever 25 indicators (implementation time for internally-sponsored studies; start-up time for externally-sponsored studies, etc.)

18

» DEADLINE

H1 2027 and ongoing

Promote a research culture:

- » Organise scientific events that foster the sharing of experience and scientific interaction between researchers.
- » Pursue a genuine research-management strategy integrated into the care system, by raising awareness among DMU directors and heads of department
- » Develop the sense of belonging to a research team

OWNER

DRCI, GHUs and Communications Department

INDICATOR / TARGET

Number of events organised and participation rate

19

» DEADLINE

H1 2027 and ongoing

Promote care and nursing research and strengthen communication to non-medical staff regarding access to research activities

OWNER

DRCI - paramedical adviser to the Executive Management

INDICATOR / TARGET

Number of actions towards non-medical researchers
Number of non-medical staff (PNM) engaged in research

20

» DEADLINE

H1 2028

Support, at national level, the development of career paths fostering the dual hospital-university affiliation of paramedical professionals engaged in research, in order to strengthen the link between care, teaching and research and to sustainably structure a paramedical academic career track

OWNER DRCI - paramedical adviser to the Executive Management

INDICATOR / TARGET Regulatory change implemented

21

» DEADLINE

H2 2026 and ongoing

Strengthen communication on the training offer available to the research community (integrate the clinical research workshops into AP-HP's training catalogue)

OWNER DRCI and CFDC

INDICATOR / TARGET Number of communications circulated
Training satisfaction survey results (indicator on the training enrolment channel)

22

» DEADLINE

H1 2027

Continue the training courses and webinars to give young practitioners the keys to engage in research work, as well as research-awareness sessions during induction days

OWNER DRCI, and GHU Medicals Affairs Department (DAM)/Research and Innovation Department (DRI)

INDICATOR / TARGET Number of training courses/webinars and of participants per year
Participation rate

23

» DEADLINE

H2 2027

Develop an entrepreneurial support offer, from the idea/co-development stage through to business creation

OWNER DRCI

INDICATOR / TARGET Number of projects supported
Number of maturation/creation cases

» PRIORITY AREA 5 - EMBEDDING THE PRINCIPLES OF EQUALITY, DIVERSITY AND INCLUSION AT THE HEART OF RESEARCH PRACTICES

24

» DEADLINE

H1 2027 and ongoing

Continue implementing the institutional policy on professional equality between women and men (2026-2028) by creating the conditions for a better work-life balance:

- » Facilitate the balance between career and personal life through dedicated time (rather than positions requiring evenings and weekends)
- » Support parent professionals by strengthening information on the parenthood guides and the "parenthood at work" toolkits currently being developed

OWNER

DRCI and Human Resources Department (DRH) / Equality Taskforce

INDICATOR / TARGET

Indicators relating to the professional gender-equality plan (part-time work; remuneration level)

25

» DEADLINE

H2 2027

Continue implementing the institutional professional-equality policy by carrying out actions in favour of women's health:

- » Improve women researchers' access to information on their health by disseminating awareness tools for women professionals' health, such as the video capsules available on AP-HP's YouTube channel "Health of AP-HP women professionals".
- » Strengthen information on the roadmap actions to improve access to specialist consultations at the institution's workplace:
- » Offer specialist consultations, including at least preventive gynaecology
- » Inform women professionals of the existence of specific care pathways developed by certain hospital sites

OWNER

DRCI and DRH / Equality Taskforce

INDICATOR / TARGET

Number of communication and awareness actions

26

» DEADLINE

H1 2027

Continue implementing the institutional professional-equality policy aimed at strengthening women's access to positions of responsibility and the transparency of appointments (head of department, DMU director, University Professor - Hospital Practitioner (PU-PH))

OWNER

DRCI and DRH / Equality Taskforce

INDICATOR / TARGET	% of women in positions of responsibility (head of department, DMU, PU-PH)
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27		» DEADLINE H1 2028
Develop the culture of gender equality in research work (events such as <i>Women In Science</i> , visibility, careers, etc.)		
OWNER	DRCI	
INDICATOR / TARGET	Number of awareness actions Share of women and men visible in research-promotion activities	

28		» DEADLINE H2 2027
Implement the 2023-2027 agreement for the employment of workers with disabilities, in particular by strengthening awareness-raising actions to encourage the relevant staff to declare their recognised disabled-worker status		
OWNER	DRCI and DRH / Quality-of-Life-at-Work Unit (QVCT)	
INDICATOR / TARGET	Employment rate of workers with disabilities (OETH); number of awareness actions	

» PRIORITY AREA 6 - IMPROVING RESEARCHERS' RECRUITMENT, EVALUATION AND CAREER-DEVELOPMENT PROCESSES

29		» DEADLINE H1 2027
Harmonise the methods of recruitment, management and development of researchers' jobs and skills between the GHUs; and ensure career monitoring for researchers whose posting changes regularly (GHU / Headquarters-DRCI)		
OWNER	DRCI / Headquarters Resources Department (DRS) / DRH	
INDICATOR / TARGET	Harmonised recruitment/management framework deployed across the GHUs Rejection rate by the financial controller of contracts for research project officers	
30		» DEADLINE H1 2027
Strengthen the training of recruiters on non-discrimination issues and develop the tools to support their managerial functions (guide to annual professional interviews)		
OWNER	DRCI / DRS /DRH	
INDICATOR / TARGET	% of recruiters trained in non-discrimination (OTM-R) Number of tools deployed	
31		» DEADLINE H2 2027
Guarantee every research staff member a referent, a job description and an annual appraisal; open access to DRCI training regardless of reporting line.		
OWNER	DRCI / DRS /DRH	
INDICATOR / TARGET	100% of research staff with a referent, job description and appraisal; DRCI training opened up.	
32		» DEADLINE H2 2026 and ongoing
Strengthen the promotion of hospital research professions at events or trade fairs		
OWNER	DRCI, DRH	

INDICATOR / TARGET	Number of deliverables produced Number of events
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33		» DEADLINE H2 2026
Strengthen communication to researchers on the mobility schemes and research support schemes at AP-HP, in particular those fostering collaborations with academic partners and national research organisations		
OWNER	DRCI, DAM and Communications Department	
INDICATOR / TARGET	Number of communication and awareness actions Number of applications to the schemes	

34		» DEADLINE H2 2027
Recognise supervision, mentoring and teaching in the evaluation of researchers.		
OWNER	DRCI	
INDICATOR / TARGET	“Supervision/mentoring” criterion incorporated into the evaluation.	

35		» DEADLINE H1 2028
Assess the possibility of developing permanent combined clinical-research positions, building on the mixed practice made possible by the “research PH” scheme		
OWNER	DRH, DAM, Medical Commission of the Establishment (CME)	
INDICATOR / TARGET	Number of permanent combined positions created.	

» PRIORITY AREA 7 - STRENGTHENING THE IMPROVEMENT OF RESEARCHERS' WORKING CONDITIONS AND QUALITY OF LIFE AT WORK

36

» DEADLINE

H1 2027

Strengthen actions in favour of dedicated research time:

- » Continue and strengthen communication on dedicated research-time schemes
- » Better guarantee the ring-fencing and effectiveness of dedicated/protected time, particularly for PH and small units (offsetting clinical time through recruitment)
- » Draw on the non-clinical duties (VNC) scheme, which may, among other things, cover research activities

OWNER	DRCI, DAM, DMU
INDICATOR / TARGET	Number of applications to the schemes Time to replace recipients with contract practitioners Number of practitioners drawing on the non-clinical duties (VNC) scheme for a research project

37

» DEADLINE

H1 2027

Continue the policy of reducing job insecurity for research professionals through conversion to permanent contracts (CDI) and the recruitment of fixed-term staff (CDD) into permanent posts, giving access to the works council

OWNER	DRH, DRCI
INDICATOR / TARGET	Rate of permanent contracts (CDI) Share of fixed-term contracts (CDD) on permanent posts/replacements

38

» DEADLINE

H1 2026 and ongoing

Clarify and strengthen the line management of research staff to combat the isolation of staff within departments

OWNER	DRCI, DRS, GHUs
INDICATOR / TARGET	Mapping of the professionals concerned and identification of their reference line management

39

» DEADLINE

		H1 2027
Strengthen actions to prevent workplace violence and sexist and sexual violence: » Further publicise the tools available to staff for reporting workplace violence » Foster a culture of preventing sexist and sexual violence at work by training 100% of managers in the “preventing sexism and sexist and sexual violence” course. » Develop training for managers in handling sensitive and complex individual situations » Ensure effective follow-up of violence reports (actions taken) with a balanced adversarial procedure.		
OWNER	DRH, DRCI	
INDICATOR / TARGET	Rate of reports followed by a decision; processing time.	

40		» DEADLINE H2 2027
Implement the institutional roadmap for professionals' mental health		
OWNER	DRCI, DRH	
INDICATOR / TARGET	Number of communication actions Indicators from the social barometer	

41		» DEADLINE H1 2027
Improve material conditions (IT equipment, pleasant premises, access to teleworking) and strengthen communication on the conditions for using the DMU research incentive scheme for small purchases (conferences, computers, travel)		
OWNER	DRCI, Technical & Estates Departments, Digital Services Department (DSN)	
INDICATOR / TARGET	Indicators from the social barometer and the onboarding barometer Usage indicator for the DMU research incentive scheme	

» PRIORITY AREA 8 - WORKING TOWARDS THE SUSTAINABILITY OF RESEARCH

42

» DEADLINE

H1 2027

Continue rolling out decentralised trials (DCT) and the associated arrangements (e-consent), and consolidate the digitalisation of the contracting steps with external partners and sponsors

OWNER

DRCI

INDICATOR / TARGET

Number of trials using DCT/e-consent
Digitalisation rate of contracting

43

» DEADLINE

H2 2027

Raise awareness among all professions of the environmental impacts of research and innovation, and foster staff training in sustainable research (Health Faire Plan)

OWNER

Strategy and Transformation Department (DST) and DRCI

INDICATOR / TARGET

Number of professionals trained

44

» DEADLINE

H2 2026

Clarify travel rules for research staff and encourage sustainable mobility through the publication of a dedicated guide

OWNER

DRCI

INDICATOR / TARGET

Guide published