



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Trinity Translational Medicine Institute

Trinity Centre for Health Sciences

STRATEGIC PLAN

Translating Science into Medicine

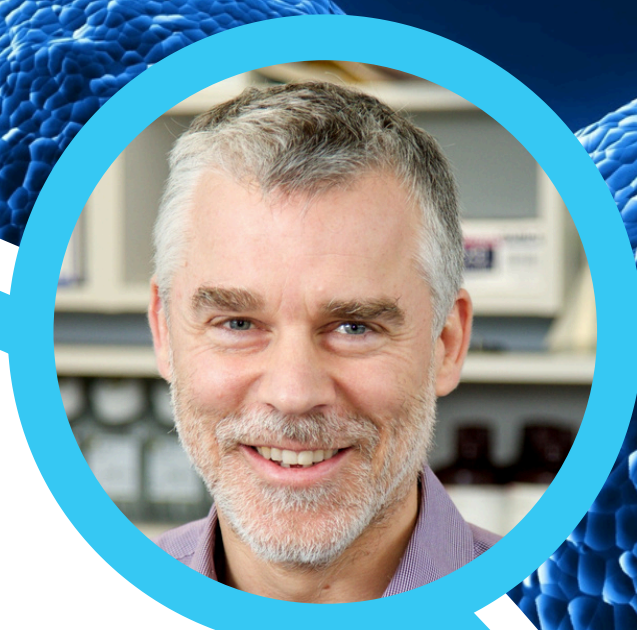
2026 – 2031



<https://www.tcd.ie/ttmi/>

PROF. MARK LITTLE

Director of TTMI



Dear Colleagues and Partners,

It is with great enthusiasm that I, along with the Strategic Planning Team (Barry McMahon; Jacintha O'Sullivan; Nollaig Bourke; Sharee Basdeo; Derek Doherty; Adriele Prina Mello; Joe Keane; Sakis Mantalaris; Stephen Maher; Daniela Tropea; Eleanor Molloy and Aideen Long), present this Strategic Plan for the Trinity Translational Medicine Institute (TTMI). This represents a bold vision for the future of translational health research in TCD and underscores our unwavering commitment to improving health and wellbeing. In today's rapidly evolving medical landscape, the journey from bedside to bench to bedside is more critical than ever. At TTMI, we are uniquely positioned on the St James' hospital campus to bridge this gap, driving curiosity inspired innovation that directly impacts patient care. Our strategic priorities are not just aspirations—they are actionable goals designed to propel us to the forefront of translational medicine.

As the home of translational research in TCD, TTMI:

- Links clinician scientists, bench scientists and industry partners within a framework of excellent core facilities to generate discoveries that impact patient care,
- Supports robust, well governed sharing of biological samples from co-located clinical sites,
- Directly links longitudinal clinical data streams to these samples so that scientific discoveries can be modelled against important clinical outcomes.
- Trains the next generation of translational innovators and espouses a positive research culture with strong patient engagement.

This five-year institutional strategy builds upon the TCD strategy published at the end of 2025, maintaining the focus on PURPOSE, PEOPLE and PLACE within the research institute context. It creates the foundation and direction needed for TTMI to thrive and achieve its strategic objectives by 2031.

Prof Mark Little
Director, Trinity Translational Medicine Institute (TTMI)

EXECUTIVE SUMMARY

The Trinity Translational Medicine Institute (TTMI) Strategic Plan 2026–2031 sets out a bold vision to position TTMI as a leading international centre for translational medicine, accelerating the pathway from scientific discovery to meaningful improvements in patient care. Building on the achievements of the previous strategy, TTMI aims to strengthen its role as the translational medicine research institute of Trinity College Dublin by integrating clinicians, scientists, patients and industry within a collaborative, data-driven research ecosystem. The strategy recognises the growing importance of integrated biosamples, longitudinal clinical data, digital infrastructure, and artificial intelligence in shaping the future of healthcare innovation. It also reflects TTMI's unique position within the St James's Hospital campus and wider Dublin academic health ecosystem, enabling closer alignment between discovery science, clinical practice, and industry engagement.

The strategy is structured around three interconnected themes — Purpose, People and Place — and identifies five strategic priorities: developing integrated data, biosample and AI ecosystems; accelerating clinical translation through health system and industry partnerships; strengthening clinician-scientist collaboration and talent development; advancing an integrated academic health campus; and creating sustainable, high-performance research infrastructure.

Central to the plan is a commitment to patient-partnered research, excellence in translational science, inclusive collaboration, and measurable clinical impact. TTMI will invest in advanced research technologies, integrated biobanking, secure digital infrastructure, AI governance, translational training, and sustainable research environments to ensure Ireland remains at the forefront of biomedical innovation.



CORE VALUES



PATIENT-PARTNERED RESEARCH

We place great value on patient engagement in research and the flow of patient Biosamples and Data into TTMI, which are essential to the institute's research engine, enabling our work to thrive.

EXCELLENCE IN RESEARCH

We value high quality research performed with integrity and undertaken in laboratories and core facilities that are reliable, agile and accessible.



INCLUSIVE COLLABORATION

We value an inclusive research community that empowers patients, clinicians and scientists, and enables meaningful industry engagement.



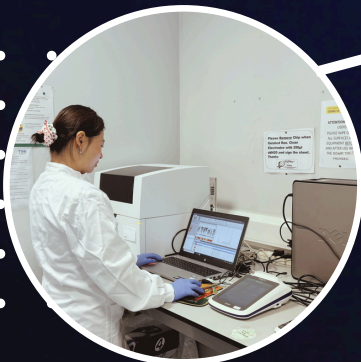
NURTURING RESEARCH TALENT

We value an environment that provides bright young scientists and clinicians with the education and tools to progress towards academic independence and maximum impact.



INNOVATION & IMPACT

We value research that impacts the care of patients in a tangible and positive way.



VISION AND MISSION

VISION

To be a leading international translational research institute driving scientific discovery towards improvements in human health.

MISSION

TTMI is the translational medicine Trinity Research Institute advancing interdisciplinary biomedical discoveries by uniting patients, scientists, clinicians, and industry to accelerate application of research in clinical practice. We create an inclusive, sustainable community supported by excellent technical infrastructure, accessible biobanking and robust clinical data systems that enable discovery at scale.

STRATEGIC CONTEXT

Climate action and biodiversity as foundation

As stated boldly in the TCD Sustainability Strategy 2023-2030:

“We will be a university, a place, and a community where climate change and biodiversity loss are addressed in a holistic, integrated and health-focused way to protect and restore our planetary home for future generations.”

This ambition is foundational for our Strategic Plan. It influences our teaching and research, our drive to ensure students and staff feel part of a supportive healthy community, and our motivation to make the best—and most careful —use of the space and the place we occupy. Adopting this mindset, and holding to our ambitions, means that sustainability is knitted into all the commitments in this Strategic Plan. Even though this is a five-year Strategic Plan, this mindset drives us to think deeply about our longer-term future.

Outward looking — making our mark

TTMI is an internationally engaged institute that attracts staff and students from diverse cultural and geographic backgrounds. We collaborate with universities around the world, we seek to become an active member of a European translational research alliance, and we participate in a plethora of international networks and global partnerships. These position us at the forefront of research and innovation. TTMI's next global engagement strategy will take this further still. At a national level we are outward looking, working proactively with partners across Ireland, engaging dynamically with the HSE and Dept of Health. Civic engagement, particularly at a local level, is also a distinguishing mark.

Building on the 2018 TTMI strategy

TTMI operates at the nexus of cutting-edge research, clinical application, and industry collaboration. The objectives outlined in the 2018 strategy have largely been achieved, establishing a solid foundation for the next phase of growth. Key advancements include fostering collaborative partnerships, enhancing core facilities, navigating challenges such as GDPR and Big Data, meaningfully integrating patient voices into research. These accomplishments have strengthened TTMI's operational resilience and amplified its research impact. The new strategy marks a step change, building on these successes to align with the transformative goals defined in the TCD strategic plan.

Global Health Challenges and Opportunities

The healthcare landscape is evolving, marked by aging populations, chronic diseases/multimorbidity, climate stress and emerging health threats.

STRATEGIC CONTEXT (continued)

Pioneering of cell therapies across multiple diseases along the lifespan continuum provides a unique opportunity in Ireland, with patients and resources co-located on one site and aligned to the national expertise. TTMI's focus on translational research turns discovery into impact, addressing these challenges. Strengthened by collaborations with national research centres (e.g., ADAPT, IMPACT) and the Wellcome-HRB Clinical Research Facility, and by investment in campus biobanking and evolving high-performance computing infrastructure, TTMI is poised to lead in personalised medicine and data-driven healthcare.

National and European Research Agendas

Aligned with national and European FP10 priorities, TTMI thrives in fostering multidisciplinary research and securing funding to support innovation. Initiatives like the European Health Data Space, ELIXIR and EATRIS enable connected research across the European ecosystem. Engagement in European consortia enhance TTMI's influence, enabling it to drive policies and collaborate on global research agendas.

Industry Partnerships and Innovation

With the shift toward open innovation in the pharmaceutical and biotech sectors, TTMI has opportunities to deepen industry collaborations. These partnerships fast-track research commercialisation, ensure financial sustainability and deliver tangible patient benefits, reinforcing TTMI's leadership in translational health.

Research Funding and Infrastructure Challenges

TTMI faces growing competition for funding, particularly in bioinformatics and multi-omics, while addressing infrastructure gaps like biobank fragmentation and IT compute/storage capacity remains a priority. Tackling these challenges is critical to sustaining research excellence and maximising impact.

Institutional Alignment and Strategic Priorities

TTMI aligns closely with Trinity's Strategic Plan (2025) and Research Excellence Strategy, and with the School of Medicine Strategy (2026), reinforcing interdisciplinary collaboration and global impact. This alignment bolsters TTMI's mission to advance patient-centred, transformative translational research.

STRATEGIC LANDSCAPE

STRENGTHS

- **Strategic Location:** Embedded within SJH and linked to nearby clinical sites (Tallaght University Hospital, SPD, Coombe, CHI), offers pathways and biobanks to translate research into practical solutions.
- **Collaborative Network:** Strong partnerships with industry, academia, and healthcare providers enhance research impact.
- **Focused Expertise:** Exclusive focus on health sciences, enabling specialised research and education in translational medicine.

WEAKNESSES

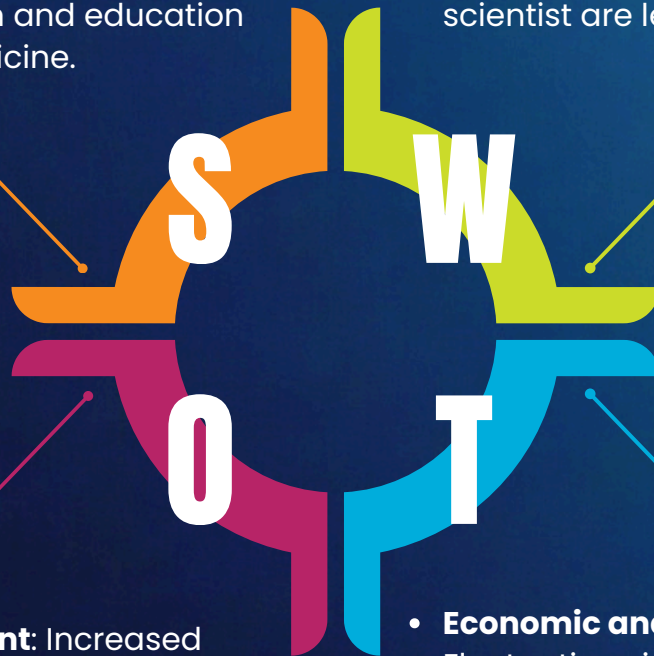
- **Funding Challenges:** Hypercompetitive environment for research funding hinders ability to consistently secure necessary resources for research initiatives.
- **Infrastructure Limitations:** Underinvestment in critical areas like bioinformatics and multi-omic platforms hinders research growth.
- **Fragmented Resources:** Aging infrastructure/equipment and fragmented basic research-clinician scientist are leading to inefficiencies.

OPPORTUNITIES

- **Industry Engagement:** Increased collaboration with CHI & industry can accelerate innovation and commercialisation of research.
- **Global Partnerships:** Expanding international collaborations can enhance research scope and funding opportunities.
- **Emerging Technologies:** Leveraging advances in metabolomics, genomics, proteomics and advanced computing, including GenAI and AI can drive breakthroughs in personalised medicine.

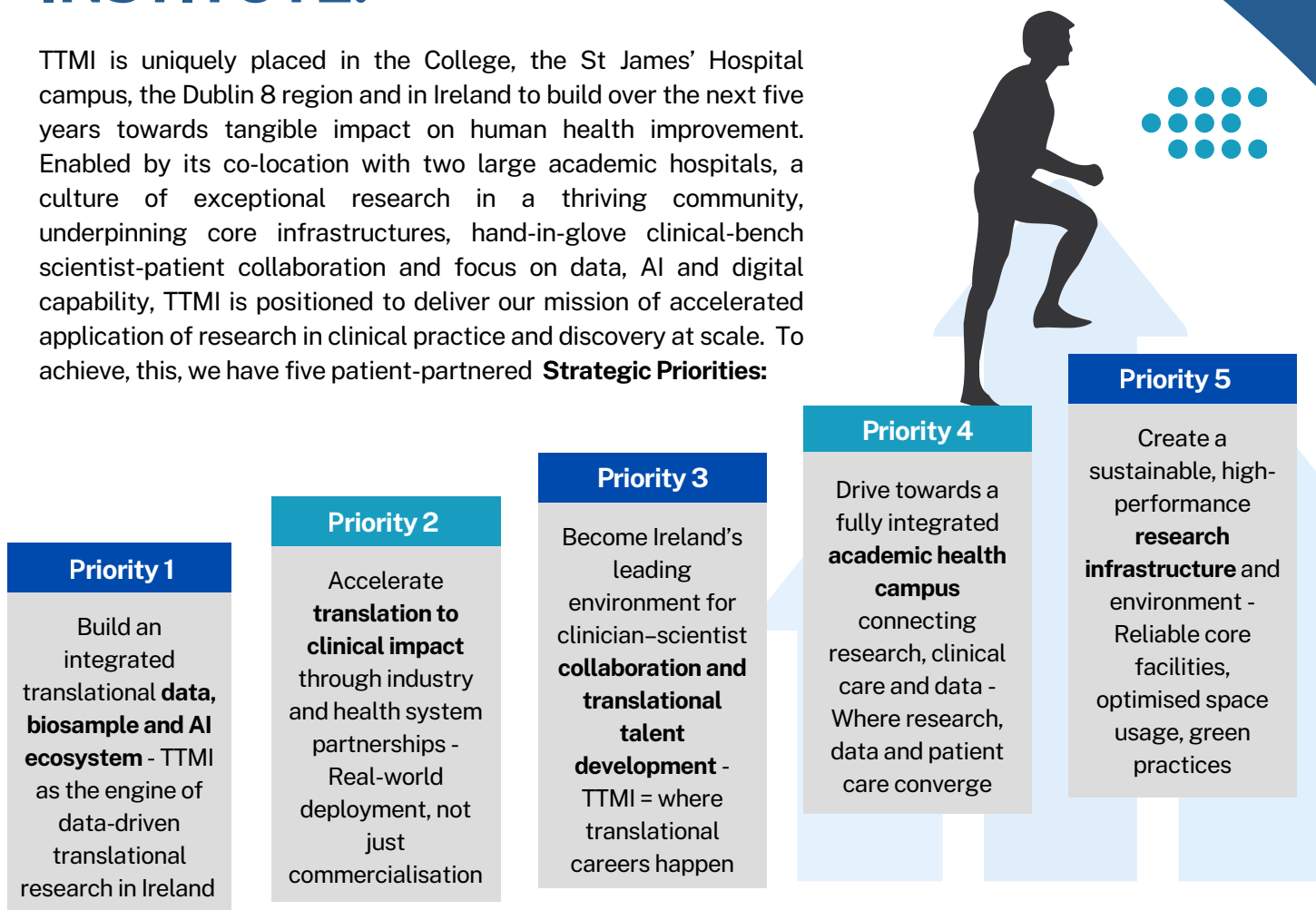
THREATS

- **Economic and Geo-Political Uncertainty:** Fluctuations in funding and investment could impact long-term sustainability.
- **Competitive Pressure:** Other research institutions and translational centres may outpace TTMI in attracting talent and resources.
- **Retention of Talent:** poses a significant threat to our ability to innovate.
- **Regulatory Challenges:** Navigating complex ethical and regulatory environments may slow the translation of research into clinical applications.
- **Cybersecurity:** Increasingly sophisticated data breaches and ransomware attacks threaten sensitive clinical data, causing major disruption, financial loss and reputational damage.



TTMI – THE TRANSLATIONAL MEDICINE TRINITY RESEARCH INSTITUTE:

TTMI is uniquely placed in the College, the St James' Hospital campus, the Dublin 8 region and in Ireland to build over the next five years towards tangible impact on human health improvement. Enabled by its co-location with two large academic hospitals, a culture of exceptional research in a thriving community, underpinning core infrastructures, hand-in-glove clinical-bench scientist-patient collaboration and focus on data, AI and digital capability, TTMI is positioned to deliver our mission of accelerated application of research in clinical practice and discovery at scale. To achieve, this, we have five patient-partnered **Strategic Priorities**:



To address these priorities, we align this strategy firmly with the College strategy, framing around three linked domains and nine pillars:

Purpose - The best way to fulfil our vision is to truly excel at our core purpose of advancing knowledge and discovery. This means being at the forefront of translational research and innovation, making a tangible difference to clinical care.

People - It is our people, the integration of our patient partners with clinical and bench science investigators, that enable us to deliver impact. It is incumbent on us to create the conditions that allow our staff and research students to thrive and for our partners to work with us.

Place – TTMI is uniquely co-located with the principal clinical sites for child to adult medicine in Ireland, enabling comprehensive lifespan research. We can meaningfully support our purpose and our people by ensuring we wisely and creatively use this alignment to advance an academic health campus in Dublin 8.

OUR COMMITMENTS TO CONTINUE TO MAKE POSITIVE AND LASTING CHANGE ON THE WORLDWE COMMIT TO:

Purpose



01

Providing excellent, sustainable
research technology platforms

02

Creating integrated Biobanking &
Clinical Sample Ecosystems

03

Focusing on Advanced Computing
and Data Science

People



04

Building a nurturing, ambitious and
collegiate TTMI community

05

Prioritising Team Science, tackling
challenges no single lab can address
alone

06

Increasing the translational innovator
pool

Place



07

Improving the climate and fabric of
the TTMI building

08

Maximising interaction with campus
partners

09

Enabling a culture of flexible and
sustainable space usage



PURPOSE

To provide a home for translational research at TCD, delivering transformative advances in human health by integrating discovery biomedical science with clinical insight, accelerating the development of new diagnostics, therapeutics, and preventative strategies through world-leading translational research.

PILLAR 1: RESEARCH & TECHNOLOGY PLATFORMS

These platforms enable TTMI investigators to pursue ambitious, multidisciplinary research programmes that would not be possible within individual laboratories. Our existing genomics, single-cell, imaging, flow cytometry, and tissue culture platforms form the foundation of the institute's research and innovation capacity. To maintain excellence and remain internationally competitive, we must nurture and expand these platforms in a sustainable manner, while strategically developing new capabilities such as metabolomics and advanced data systems.



- a) **State of the art, well maintained equipment** (national infrastructure grant pipeline – targeting significant income from every funding call, ensuring that this is aligned with clear unmet need in the institute, increasing use of cost-effective service contracts)
- b) **Strong technical support** (strategic investment in well-trained technicians)
- c) **Effective governance** (each infrastructure platform to have both an academic and technical lead; business plans underpinning each platform; consolidated and transparent booking and payment processes; a TTMI core facility policy)
- d) **Financial sustainability** (each platform to achieve cost neutrality by the end of the five-year cycle; each platform Lead to manage a dedicated GL account with an agreed annual budget)
- e) **Development of new platforms** (including metabolomics; data systems; cellular therapeutics platform)
- f) **Trinity Cell Analysis Technologies** (a centralised outward facing gateway to all TCD cell analysis services across TTMI, TBSI, Institute of genetics, TCIN and other related institutes)



PURPOSE



PILLAR 2: INTEGRATED BIOBANKING & CLINICAL SAMPLE ECOSYSTEMS

Biological samples obtained through deep and sustained partnerships with patients and clinical collaborators are foundational to the discovery of novel therapeutics and clinically actionable biomarkers. These partnerships also help ensure that research remains grounded in patient experience and focused on addressing real-world clinical needs. To maximise their scientific and translational value, the institute must move from a fragmented, ad hoc approach to a coordinated, whole-of-institute biobanking framework underpinned by robust quality assurance, comprehensive audit trails, transparent sample-sharing practices, and clear biobank governance.



a) **Campus biobank** (as an anchor tenant, TTMI will play a central role in its development and implementation; existing and new TTMI biobanks should be incentivised to store and manage collections within the campus biobank, leveraging its Information Management System and quality assurance infrastructure)

b) **Templated biobank setup processes** (new investigators will be actively supported through the TTMI secretariat in navigating ethical approval, strategic alignment, and data protection requirements)

c) **Linked health data** (recognising that physical samples and clinical data are of equivalent importance in biobanking, all samples to be linked to standardised datasets capturing provenance, clinical context at donation, and longitudinal patient outcomes, with a strategic shift away from manual, bespoke data entry)

d) **Federated biobank collaboration** (alignment with a national federated biobank vision and active advocacy for Irish membership of BBMRI-ERIC^[1])

[1] <https://www.bbmri-eric.eu/>

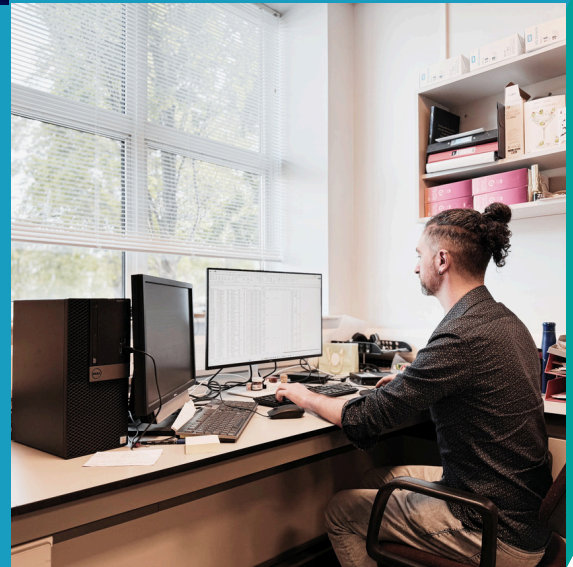


PURPOSE



PILLAR 3: ADVANCED COMPUTING & DATA SCIENCE

Active engagement with the rapid development of artificial intelligence (AI) in medicine is essential to the future impact of TTMI. High-quality, well-governed health data underpins this ambition and is also central to effective biobanking, assay interpretation, and cross-platform integration. This pillar is supported by an emerging data systems core that provides strategic governance, robust digital infrastructure, and technical leadership to enable secure, scalable, and translational data-driven research.



- a) **Templated data structures/ontologies** (adoption of standardised data dictionaries to enable interoperability and multi-assay integration; learning from prior initiatives where lack of standardisation limited impact)
- b) **Data governance and Open Data** (strong oversight and guidance to ensure adherence to best practice in data security and protection, recognising this as a major institutional risk; commitment to FAIR data, with identification of data stewards and champions)
- c) **IT compute and storage infrastructure** (transition from piecemeal high-performance computing solutions to a consolidated, centrally managed framework with strategic planning for future capacity, environmental sustainability, and cost neutrality)
- d) **A Trusted Research Environment** (enabling secure, large-scale analysis of routinely collected health data and automated linkage to biobanked samples; TTMI, in partnership with the School of Medicine, will lead development of a TRE spanning SJH and CHI, with subject-level linkage across sites)
- e) **AI governance leadership** (Questions around algorithmic accountability, bias in AI-driven diagnostics, and oversight of model outputs are increasingly central to responsible research practice; all TTMI AI-focused initiatives will include an AI governance strand, adhering to TCD and hospital policies, with embedding of PPI to ensure open deliberation around use of health data for training algorithms and how AI is deployed in clinical pathways)
- f) **Partnerships with AI centres** (leveraging TTMI's clinical insight and data assets through strategic partnerships with AI researchers across TCD and nationally, positioning TTMI as a primary health partner in emerging national AI initiatives)
- g) **Biomedical AI Training** (providing essential training to harness the computational, transformational potential of AI in research and healthcare while ensuring ethical and safe use of patient and research data)

PEOPLE

TTMI revolves around its patient partners, and its research technical and support staff. For the institute to thrive, we must focus on creating a sense of community, inclusivity, belonging and pride in TTMI. Reflecting the College strategy, we will bring a renewed focus on research culture, emphasising inter-disciplinary collaboration and team science.



PILLAR 4: TTMI COMMUNITY

The collegiality and culture of sharing in TTMI is one of its most valuable assets. We must nurture this sense of belonging and pride, and encourage all researchers, from MSc students to senior PIs, to contribute to the upward development of TTMI.



- a) **Digital forum** (Basecamp has been trialled in TTMI with some success; continuing to weave this into the fabric of the institute will help to grow the sense of community)
- b) Improve and integrate **communication channels with whole TTMI community** (monthly updates by TTMI Director/Deputy Director, linked to TTMI seminars; use TTMI TV screens more effectively)
- c) **TTMI Directory** (a central, curated store of information about TTMI people, space and equipment; a pilot version has been developed and is being populated; this needs to be tested and processes to ensure data quality put in place)
- d) **Communications** (TTMI suffers from a lack of external visibility: translational medicine is hard to understand; we will prioritise recording of a 2-minute video, overhaul the website in line with the T4 website platform and develop a coordinated social media campaign)
- e) **KPI framework** (we will systematically measure our impact on patient health, research productivity, funding growth, and policy influence, including alignment to an agreed “North Star” metric)
- f) **Diversify funding sources** (expand funding through industry, philanthropy, and international grants, targeting a transdisciplinary philanthropic drive focused on the **Future of Medicine** in collaboration with School of Medicine, research centres and other Trinity Research Institutes)
- g) **Strategic partnership** (a formal framework for engaging with industry partners, developed in collaboration with Trinity Innovation)
- h) **Excellence recognition Programme** (highlight excellence in translational research and outstanding contributions; prize at annual conference)

PEOPLE



PILLAR 5: TEAM SCIENCE AND POSITIVE RESEARCH CULTURE

We address translational research challenges that no single lab can address alone, embracing multi-disciplinarity and creating an environment where clinical and bench scientists can thrive in partnership with patients.



a) **PPI as an integral part of research design and implementation** (we will integrate this more broadly across the clinical ecosystem irrespective of condition/discipline, including a specific goal to integrate nursing leaders into the TTMI research ecosystem, as PPI work is a core strength of that discipline (e.g. PPI Ignite))

b) **TTMI Investigatorship** - becoming a TTMI Investigator should be both an aspiration for emerging investigators and a source of pride for established ones. TTMI Investigators have a strong stake in the success of the institute and act as ambassadors around the world (this has been soft launched with some success; it now needs to be locked in, with comprehensive onboarding and offboarding processes and linkage to web profiles)

c) **Clinical engagement** - collaboration between clinician and bench scientists is the life blood of TTMI. We must re-orient the institute towards its clinical partners: SJH, CHI, Coombe, TUH, Dublin 8 primary care. (a common mode of interaction with clinicians is through creation of (1) a disease cohort with longitudinal outcome data and (2) a Biosample store supporting a range of assays. It generally falls to newly arrived academic clinicians unfamiliar with local TCD and hospital policies and politics to try and establish these in isolation. The path for collaboration is not clear and supports for data protection and ethics applications are lacking. In many cases, clinical requirements take precedence before an academic foundation is established, and the opportunity is lost. TTMI will build a comprehensive, templated engagement package to support such newly appointed clinicians.

d) **Translational Research Hub** (creation of a welcoming space for clinicians to spend time within TTMI, adjacent to bench researchers, with SJH networked computers, access to SJH Wi-Fi and readily accessible from the hospital at the SJH end of TTMI; a space has been identified – this now needs to be refurbished and marketed in the clinical sites)

e) **Seed funding** to develop new clinician-scientist relationships in TTMI (the Building Engagement in Health Research awards need to be reimagined and put on a more sustainable cost structure)



PEOPLE



PILLAR 5: TEAM SCIENCE AND POSITIVE RESEARCH CULTURE

We address translational research challenges that no single lab can address alone, embracing multi-disciplinarity and creating an environment where clinical and bench scientists can thrive.



f) **Expanding engagement** beyond clinical partners, including into the AHSS space (incorporating methods like art-science connections^[2], free public educational spaces and public programs to showcase stories of scientific progress and to explore the intersections of science, medicine, and society; creation of new formal engagements with TCD Schools outside Faculty of Health Science)

g) A **‘people and culture’ committee** with diverse membership (‘team science’ culture tracking: percentage of publications including technical staff, clinical collaborators, non-medical clinicians (e.g., nurses; annual ‘culture pulse survey’ and ‘culture cafes’ to measure indicators like sense of belonging, research integrity, mentorship perception, number of grants and shared staff positions held between TTMI and other disciplines/centres)

h) **EATRIS** (ongoing engagement with Translational Medicine Alliance Network Ireland, pushing towards full membership of EATRIS)

[2] e.g. <https://www.broadinstitute.org/community/art-and-science-connection-broad>

PEOPLE



PILLAR 6: INCREASING THE TRANSLATIONAL INNOVATOR POOL

TTMI aims to increase the number of investigators pursuing translational research and to make the clinical-university interface where they work as frictionless as possible.



- a) **Research talent development** (develop the next generation of leaders in translational medicine through training and mentorship, driven by a Future Research Talent working group; skills clinics)
- b) **Support Development of education offerings in Translational Medicine** (this will take the form of a light touch diploma or more formal MSc, focusing on the researcher as innovator, how to turn discovery into clinical impact)
- c) **Graduate tracking network** (monitor and track the career success of PhDs and postdocs from TTMI as they transition into leadership roles across academia, industry, and other ventures)
- d) A weekly/quarterly “**one-stop shop**” for clinical researchers at **The Translational Research Hub** (Weekly Hub Clinics – Regular support from data protection officer/legal/impact support officer, Industry engagement and technology transfer officer; Quarterly Bespoke Clinics – Special sessions with the DPO, Contracts team and Consult Manager)
- e) **Partnerships with SJH, TUH and CHI R&I offices** (to reduce friction for clinical researchers).

PLACE

The Trinity Centre for Health Sciences on the St James' campus was built 30 years ago, during which time Ireland's largest hospital has undergone significant re-development, an adjacent National Children's Hospital has been built and an ambitious clinical vision for an Academic Health Science Campus has been articulated. New initiatives such as the Trinity St James' Cancer Institute, emerging Research Ireland Centres and potential re-location of the Coombe Hospital to the campus continue to shape the environment in and around TTMI. Now is the time to think boldly about how TTMI can embrace and enhance these developments, leveraging off them to comprehensively and sustainably refresh the fabric and structure of the TTMI space.

PILLAR 7: TTMI ENVIRONMENT

Building on the TCD masterplan articulated in the College strategy document, we envisage a unique opportunity to re-imagine the main TTMI space as one that is designed around delivering excellent research, enabling seamless collaboration and ensuring a stable environment.



- a) Maintain strong engagement with the TCD Bursar's office and **masterplan** (we aim to position a TTMI re-development as a beacon project in the masterplan pipeline)
- b) **TTMI climate control** (the institute suffers perennially from inadequate air temperature management; it is imperative that fixing this is part of the TCD masterplan)
- c) **"Share & Collaborate" culture promotion** (shared, agile office, lab and meeting spaces, as well as installation of meeting pods and promotion of library spaces)
- d) **Health and safety** (strong H&S processes and structures, enhanced H&S culture)
- e) **Fabric of the building** (TTMI has not been refurbished or re-painted since before the institute opened, and there is duplicated space signage in Phase 1 versus Phase 2/3; these issues will be addressed early in the implementation plan)



PLACE



PILLAR 8: THE CAMPUS

TTMI is situated in an environment focused on innovation, with an ambition to create an Academic Health Sciences Campus, alongside the Trinity St James' Comprehensive Cancer Centre. It is also critical that TTMI consolidates its current paediatric research in advance of NCHI opening and the National Children's Research Centre closing. There is significant opportunity for engagement of new translational paediatric medicine researchers and expansion of paediatric research overall, as well as to strengthen research ties with the Coombe Hospital (e.g. cord blood pipeline). Similarly, the Cancer Molecular Diagnostics (CMD) clinical unit is embedded in TTMI, but the originally envisaged academic integration has not yet been achieved.



a) Commitment to **health equity** (given the unique position of the institute in the heart of Dublin 8, we have an opportunity to engage with the surrounding community and conduct focused research with the Inclusion Health unit in St James' Hospital)

b) **Child health research hub** (The establishment of this hub at TTMI will formalise and consolidate existing paediatric research activity on campus, including current collaborations with several child health specialties, while also facilitating new interdisciplinary partnerships across all child health specialties based at CHI. The CHRH will be an integrated space supporting collaboration from bench science to clinical trials and PPI-driven implementation research)

b) Re-imagining the **CMD-TTMI interaction** (a revised memorandum of understanding describes an operating relationship that considers this expansion mandate, while maximising academic interaction between CMD and TTMI. In practice, such interaction is most effectively enabled through shared staff positions and joint funding applications; mixed office space also furthers this goal. The TTMI genomics core facility would benefit from controlled access to state-of-the-art equipment and expert technical support from CMD staff (e.g. robotic library preps), while integration with the TTMI genomics core provides a ready avenue for innovation and discovery using samples and data within the clinical workflow)



PILLAR 9: SUSTAINABLE SPACE USAGE

In alignment with item 5.3 in the TCD strategy (“a changed culture of space usage”), management of TTMI office and lab space can be improved, moving from a position where named PI labs are assigned specific long term spaces, to one where space utilisation is agile and where bench and office space can flex, grow and contract according to requirements.

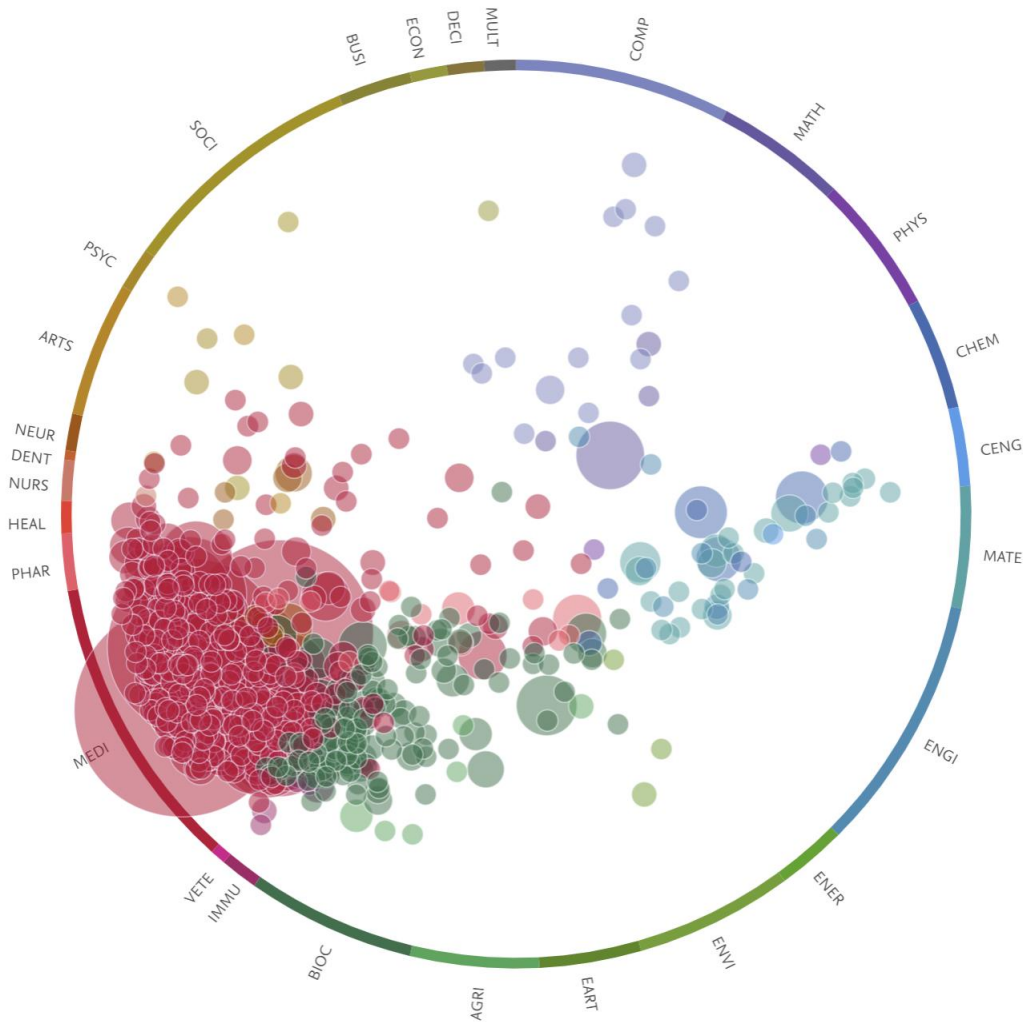


- Agile space usage** (recognising that PIs need a stable lab space that is reliably maintained to a high standard, and that related scientific groupings should be co-located, the institute will gradually move towards the concept of “TTMI labs” where benches are allocated according to need (with linked funding structures). We need to build a sustainable and resilient research environment that adapts to future challenges)
- Continued focus on **Environmental Sustainability** (integrate sustainable practices in research and infrastructure; ongoing implementation of Green Labs practices)
- Live **space usage directory** (to accurately and transparently inform space allocation decisions)
- Transparent processes around **application for and allocation of TTMI spaces** (managed by an executive space management committee)
- Effective **linkage of space usage to funding** (bedding down of agreed algorithms to define PI annual bench fees based on number of office and bench spaces occupied)
- Promotion of a culture of **space sharing** (enabling expansion and contraction according to position in the funding cycle)

Appendix 1

TTMI research activity KPIs March 2026

BRIDGET GAVIN & VIVEK PANIGRAHI



TTMI Researchers by Research Publications 2015-2024

Name	Scholarly Output	Most recent publication	Field-Weighted Citation Impact		Name	Scholarly Output	Most recent publication	Field-Weighted Citation Impact	
Molloy, Eleanor Joan	210		2024	2.13	Mitchell, Patrick D.	40	2024	2.28	
Corvin, Aiden P.	161		2024	6.18	Townsend, L.	40	2024	4.70	
Finn, Stephen P.	131		2024	1.29	O'Connor, Antoinette	39	2024	2.90	
Doherty, Colin P.	123		2024	2.93	O'Sullivan, Maureen J.	39	2024	1.70	
Little, Mark Alan	110		2024	2.39	Mcmanus, Ross O.	34	2024	1.21	
Prina-Mello, Adriele	106		2024	1.95	Gately, Kathy A.	33	2024	1.23	
Fallon, Pdraic G.	101		2024	2.73	Fitzgerald, Denise C.	30	2024	2.14	
O'Sullivan, Jacintha N.	96		2024	1.37	Maher, Stephen G.	30	2024	0.66	
Conlon, Niall P.	93		2024	3.67	Heron, Elizabeth A.	28	2024	0.70	
Mantalaris, Athanasios A.	92		2024	0.94	Long, Aideen C.	28	2024	4.92	
Lowery, Maeve A.	87		2024	6.07	Tropea, Daniela	28	2024	0.95	
Rock, Clare	83		2024	1.12	Walsh, Patrick T.	28	2024	1.20	
Lysaght, Joanne	71		2024	1.00	Nakagome, Shigeki	24	2024	1.21	
Keane, Joseph M.	62		2024	1.69	Brady, Gareth	23	2024	0.87	
O'Leary, John James	62		2023	0.99	Gleeson, Laura	23	2024	2.08	
Martin, Cara M.	61		2024	0.81	Leisching, Gina R.	23	2024	0.82	
Baird, Anne Marie	59		2024	1.14	Basdeo, Sharee Ann	21	2024	1.75	
Kearney, Hugh	55		2024	1.85	Finlay, Conor M.	18	2024	1.62	
Ní Cheallaigh, Clíona M.	55		2024	6.37	Owens, Lisa Ann	16	2024	2.02	
O'Toole, Sharon A.	54		2024	0.94	Ryan, Niamh Margaret	16	2024	0.63	
McLoughlin, Rachel M.	52		2024	1.45	O'Brien, Cathal P.	15	2024	1.09	
Bourke, Nollaig M.	47		2024	4.26	Cox, Donal J.	14	2024	2.17	
Doherty, Derek G.	46		2024	1.39	Carty, Michael	13	2023	2.64	
Sheils, Orla M.	46		2024	0.91	O'Sullivan, Mary P.	13	2023	5.62	
Barr, Martin P.	44		2024	1.34	Pidgeon, Graham P.	11	2020	1.05	
Vandenberghe, Elisabeth A.	43		2024	1.39	Mcelligott, Anthony M.	9	2024	0.38	
Wagener, Johannes	43		2024	1.16	Ó Maoldomhnaigh, Cilian Ó.	9	2023	0.90	
Marignol, Laure	42		2024	0.53	Lucitt, Margaret B.	4	2021	0.98	
Panoskaltsis, Nicki	42		2024	0.76	Dunlea, Eoghan	3	2023	0.30	

Source: Scival 58 of the 58 Researchers in TTMI Entity March 2026 have publications within the selected year range (2015 to 2024)

TTMI Bibliometrics–2015-2024



2,356
research
papers



58
researchers



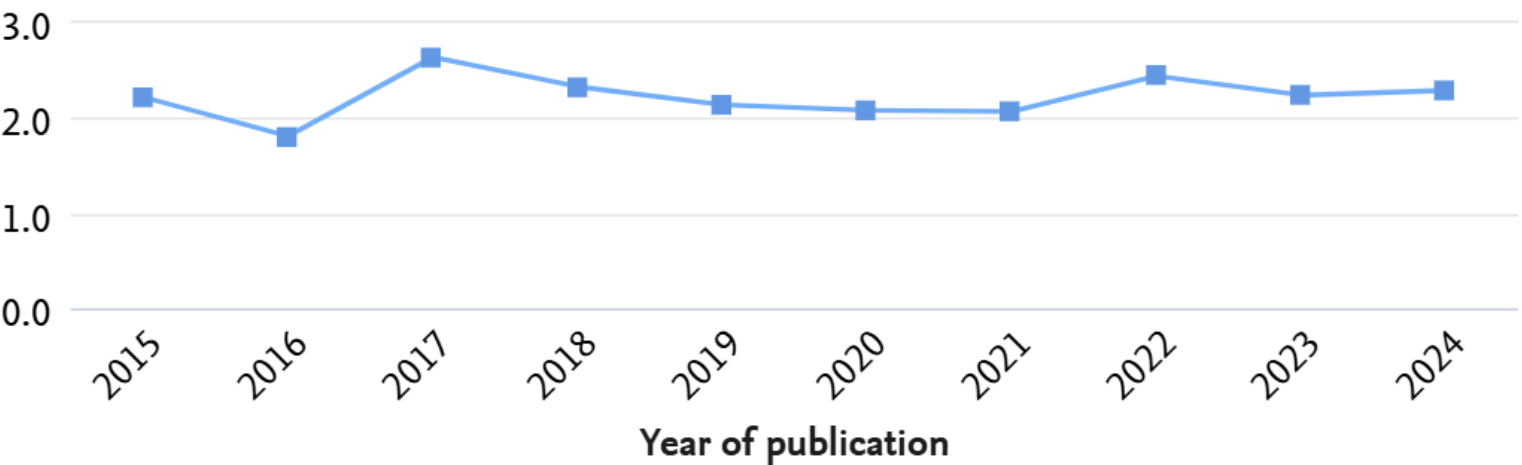
72.2%
Open
Access



2.21
Field-
weighted
Citation
Impact

TTMI Summary Metrics –2015-2024

Field-Weighted Citation Impact ⓘ

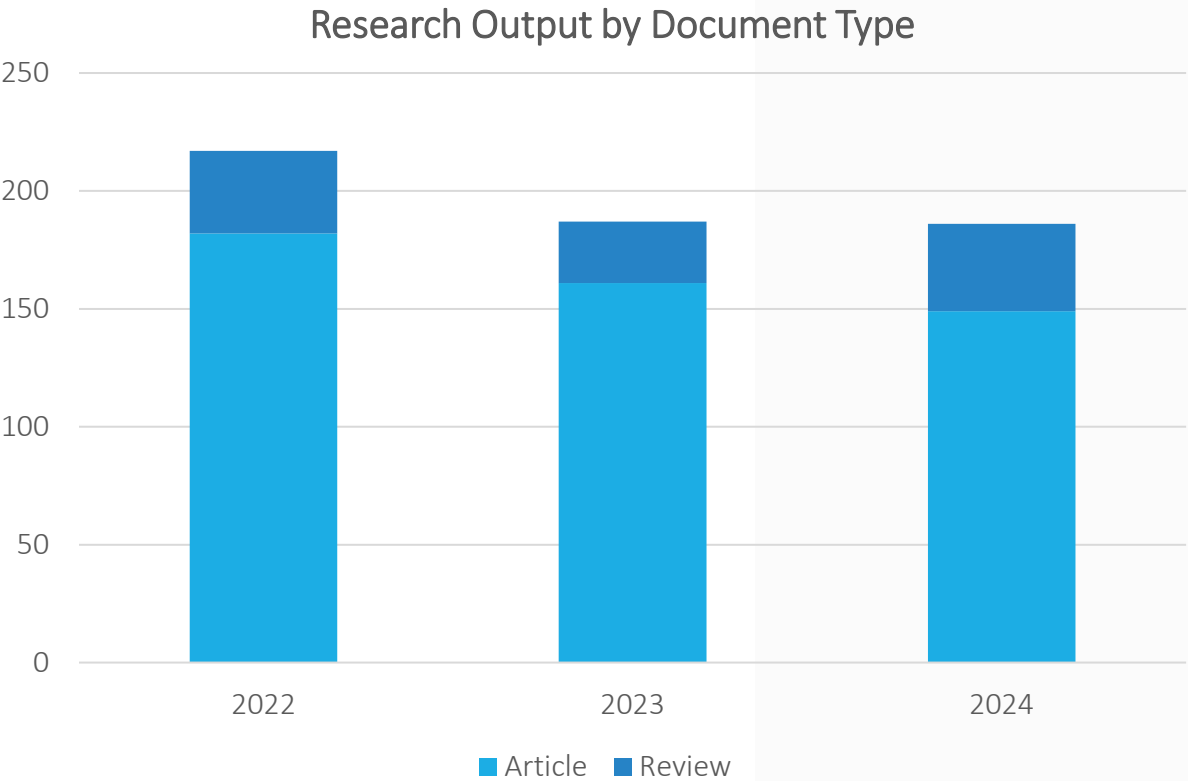


2.21

Average Field-Weighted
Citation Impact of TTMI 2026

Source: Scival 58 of the 58 Researchers in TTMI Entity March 2026 have publications within the selected year range (2015 to 2024)

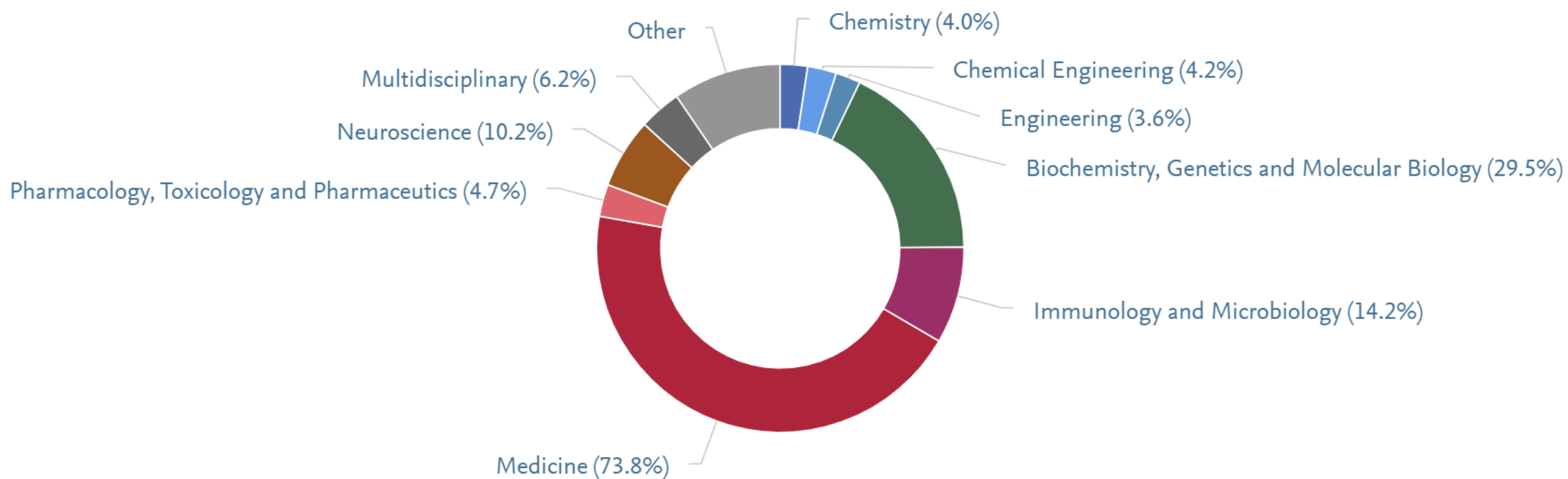
TTMI Research Output Breakdown–2015-2024



TTMI Research Output by Document Type			
Publication types	2022	2023	2024
Article	182	161	149
Review	35	26	37
Letter	9	13	7
Chapter	3	12	3
Editorial	11	7	6
Erratum	7	2	3
Note	6	1	6
Conference paper	1	2	3
Data Paper		1	
Total	254	225	214

Source: Scival 58 of the 58 Researchers in TTMI Entity March 2026 have publications within the selected year range (2015 to 2024)

TTMI Output by Subject Area–2015-2024



Segment size represents relative publication share per Subject Area, based on ASJC Classification. Note that a publication can be mapped to multiple Subject Areas.



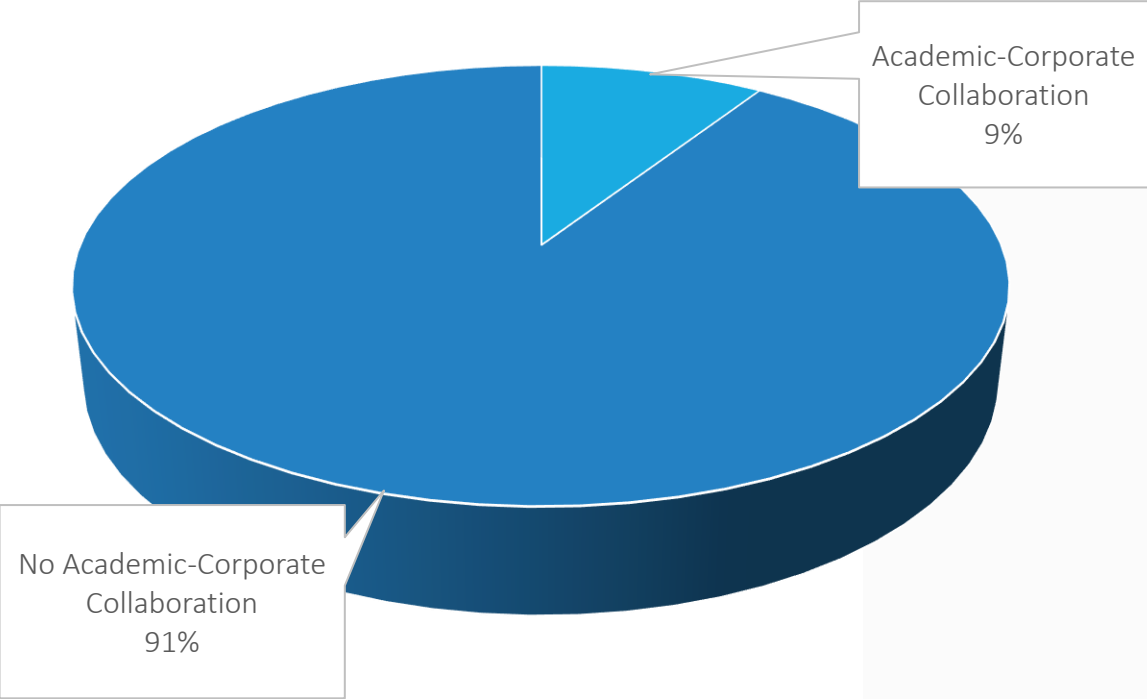
Top TTMI Dominant Topics by Worldwide Prominence

Topic	By this Group of Researchers	
	Scholarly Output 	Field-Weighted Citation Impact
ANCA Associated Vasculitis Mechanisms and Treatments T.132	50 	3.08
Genetic Insights into Mental Disorder Associations T.4055	43 	12.44
Therapeutic Approaches for Neonatal Hypoxic Ischemic Encephalopathy T.2637	40 	2.49
Genetic Insights into Schizophrenia and Bipolar Disorder T.13934	25 	3.60
Immune Responses and Mycobacterium Tuberculosis Interactions T.1741	24 	1.38
Innate Lymphoid Cells in Immune Responses T.9096	18 	2.58
Magnetic Resonance Imaging in Multiple Sclerosis T.1237	17 	2.20
Molecular Insights and Therapeutic Advances in Cholangiocarcinoma T.5308	17 	7.03
Rett Syndrome and MECP2 Gene Insights	15 	0.66

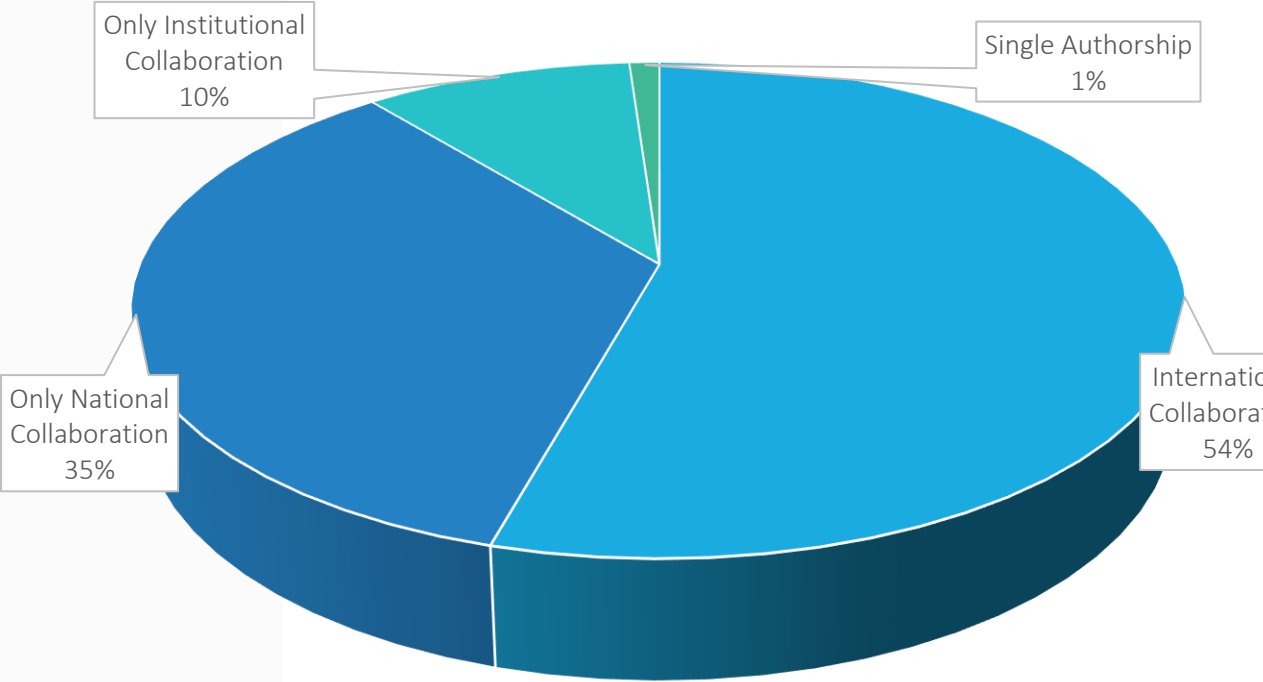
Source: Scival - TTMI Entity March 2026 have publications within the selected year range (2015 to 2024)

TTMI Collaboration–2015-2024

Academic-Corporate Collaboration



Geographical Collaboration

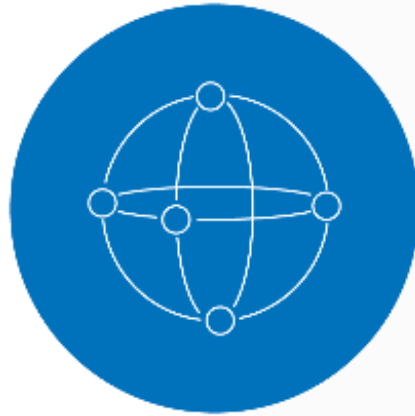


Source: Scival - TTMI Entity March 2026 have publications within the selected year range (2015 to 2024)

TTMI Influence on Policy–2015-2024



734
Policy
Documents



35
countries



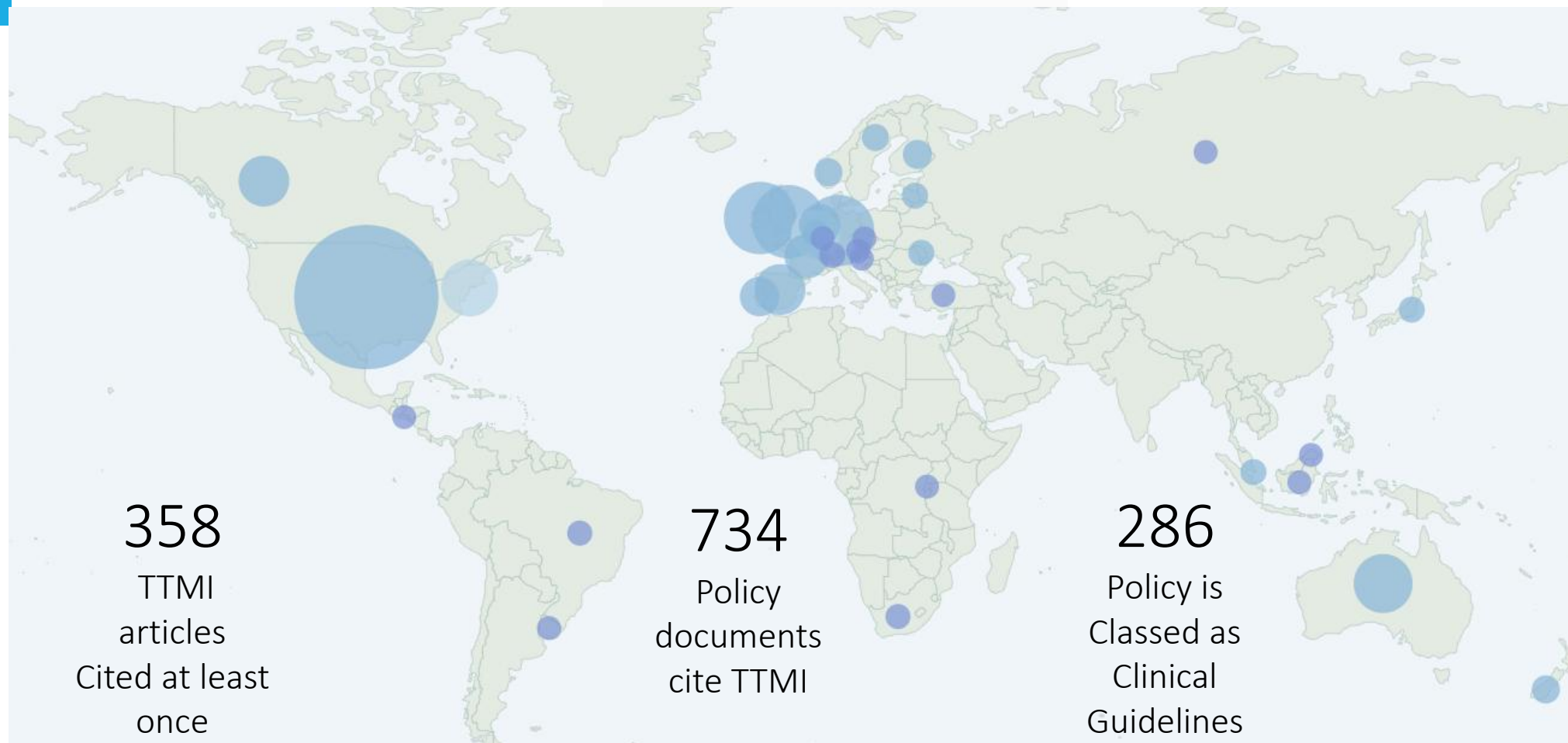
175
Worldwide
Policy
Sources



286
Clinical
Guidelines

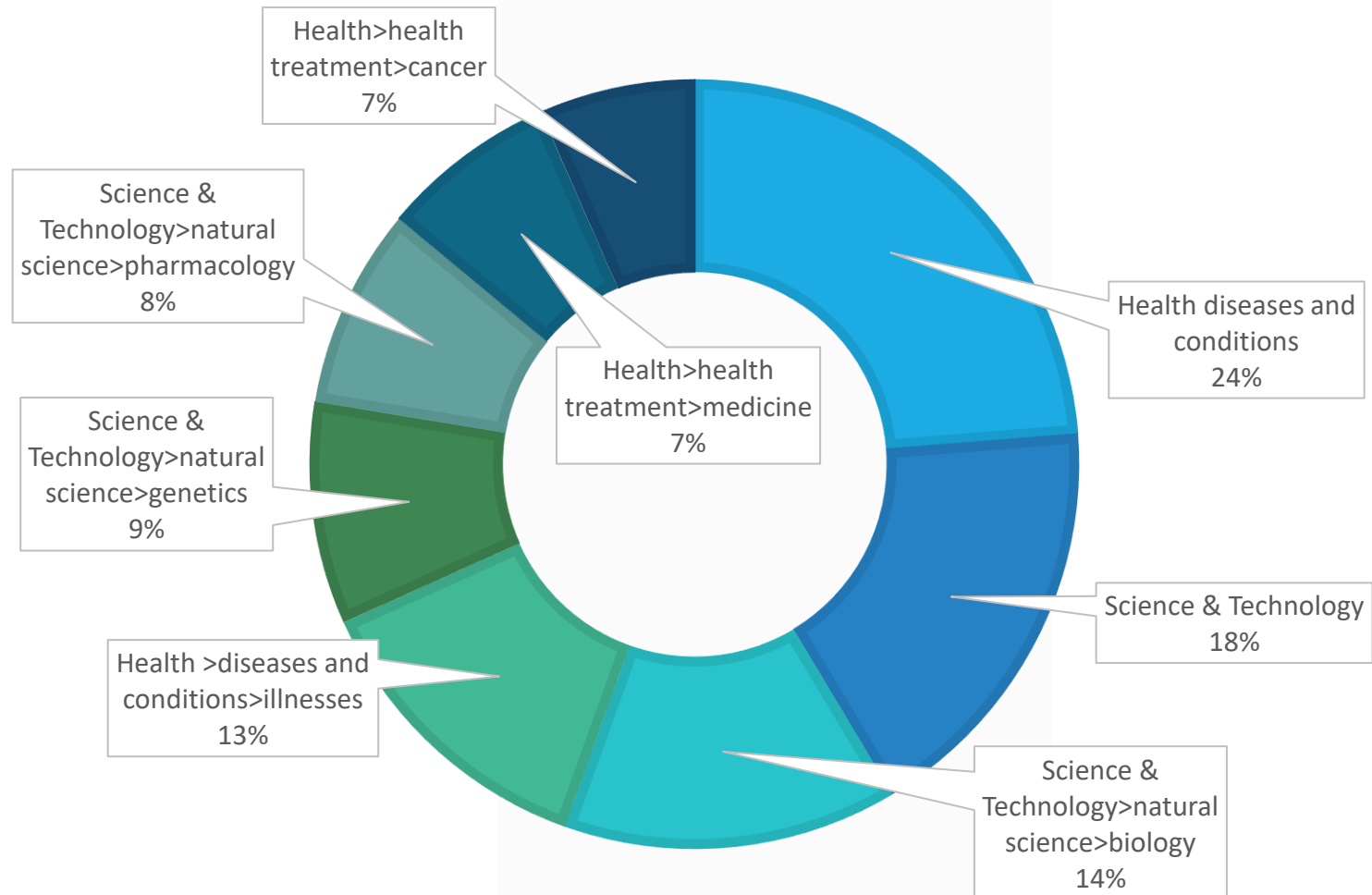
Source: Overton based on search of **2,321** TTMI articles tracked, the results found **358 (15%)** research papers cited by policy sources. These articles have been cited at least once in 734 policy documents, across 35 countries by 175 policy organisations. Of the total 734 policy documents informed by TTMI research, 286 were classed as Clinical Guidelines. The articles were published(2015 to 2024)

TTMI's Worldwide Influence on Policy–2015-2024



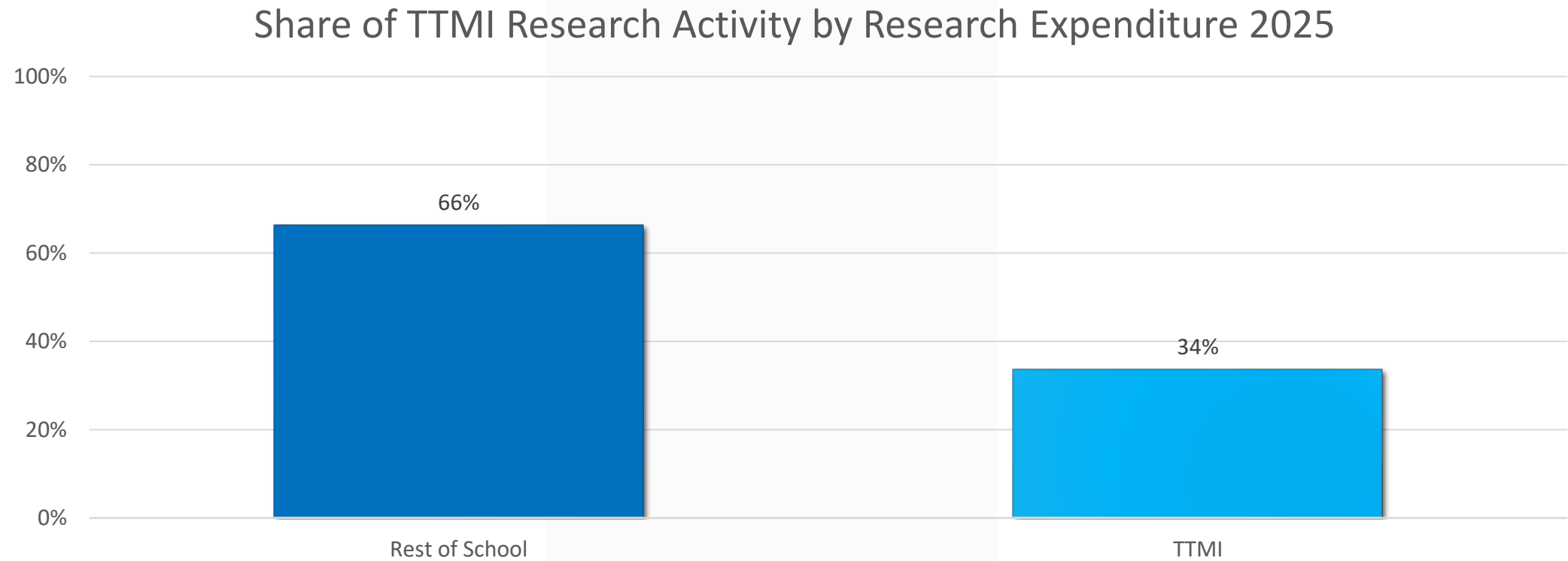
Source: Overton based on search of **2,321** TTMI articles tracked, the results found **358 (15%)** research papers cited by policy sources. These articles have been cited at least once in 734 policy documents, across 35 countries by 175 policy organisations. Of the total 734 policy documents informed by TTMI research, 286 were classed as Clinical Guidelines. The articles were published(2015 to 2024)

TTMI's Health Policy Topics of Prominence–2015-2024

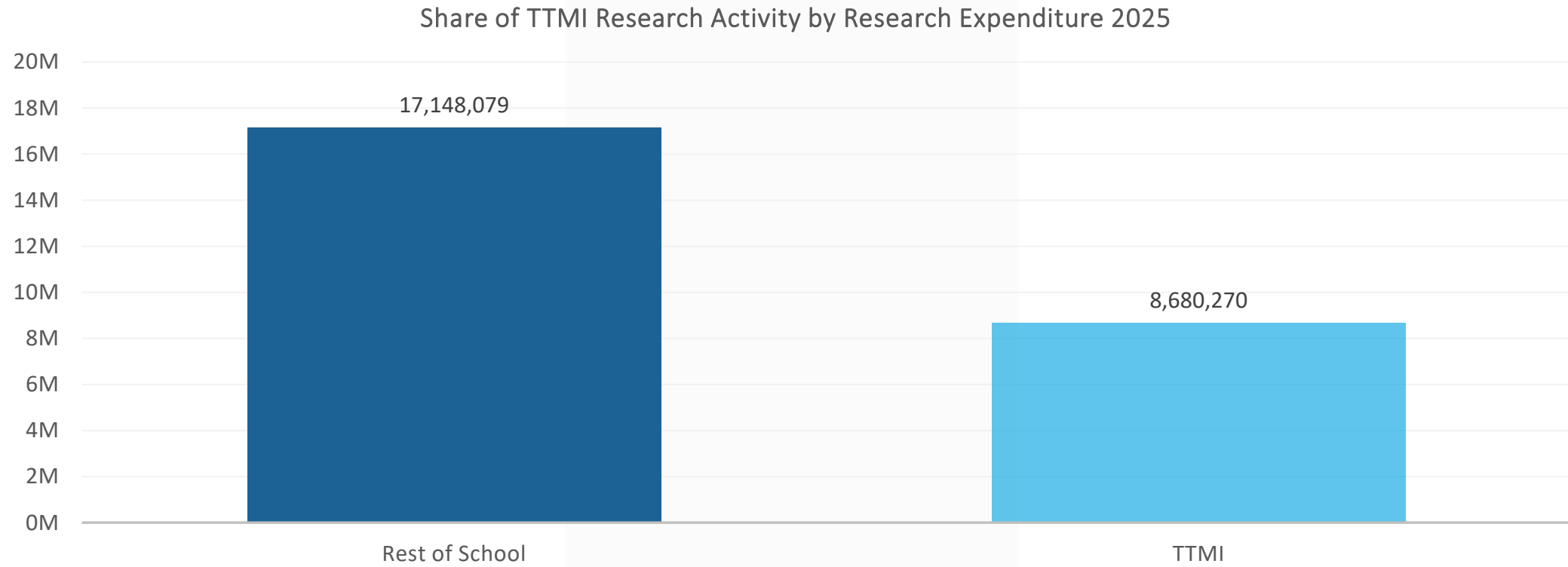


Source: Overton based on search of **2,321** TTMI articles tracked, the results found **358 (15%)** research papers cited by policy sources. These articles have been cited at least once in 734 policy documents, across 35 countries by 175 policy organisations. This analysis summarises TTMI's key research topics which are guiding policy

Scale of TTMI Research Activity

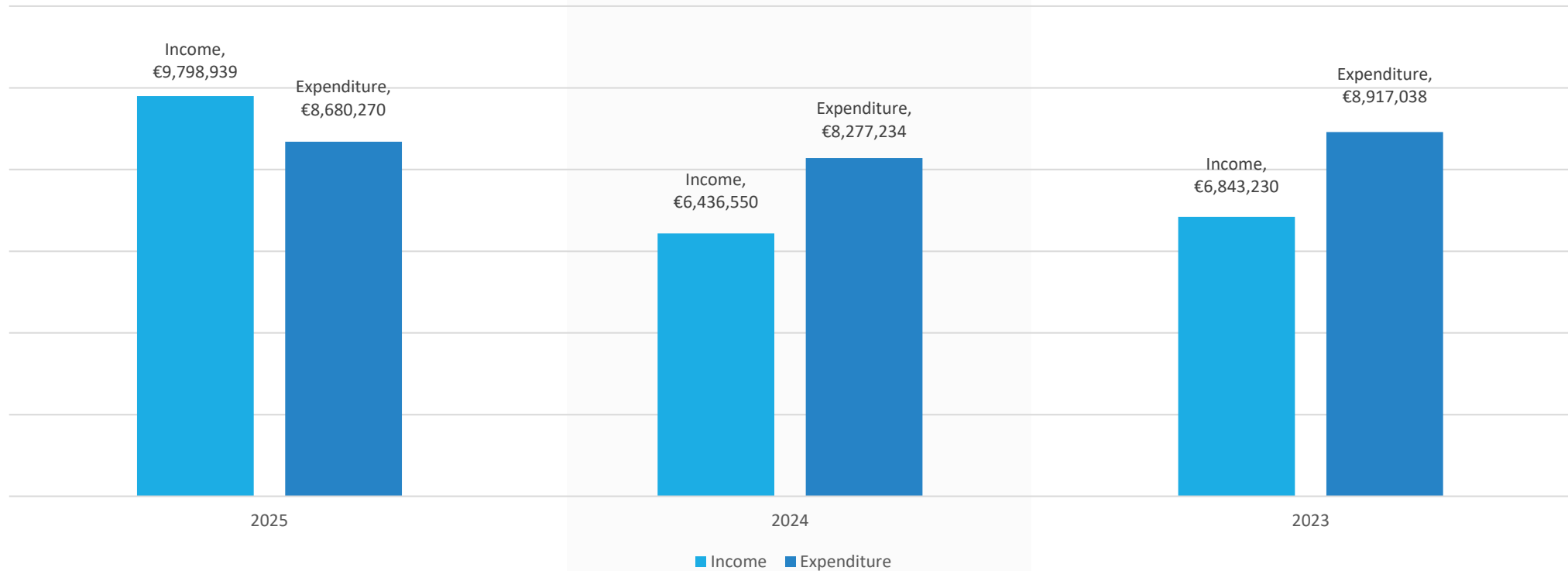


Scale of TTMI Research Activity



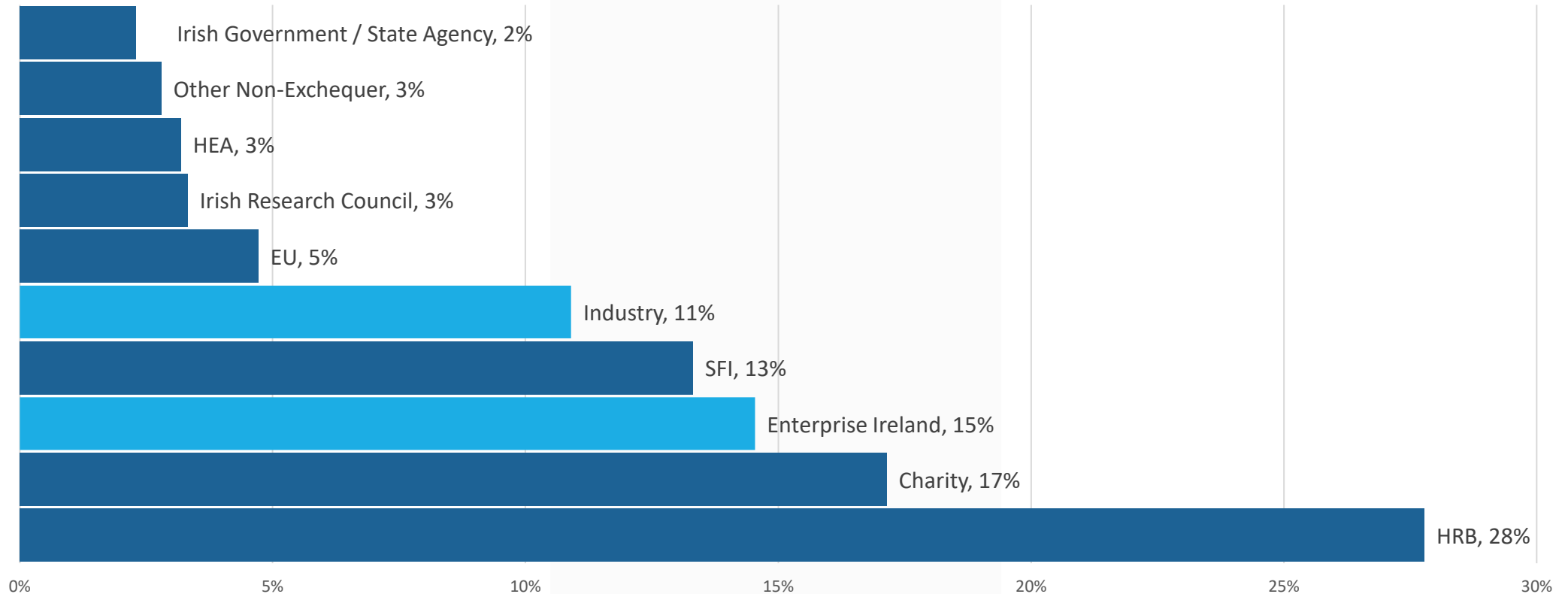
TTMI expenditure and income trend

TTMI trend in Income and Expenditure 2023-2025

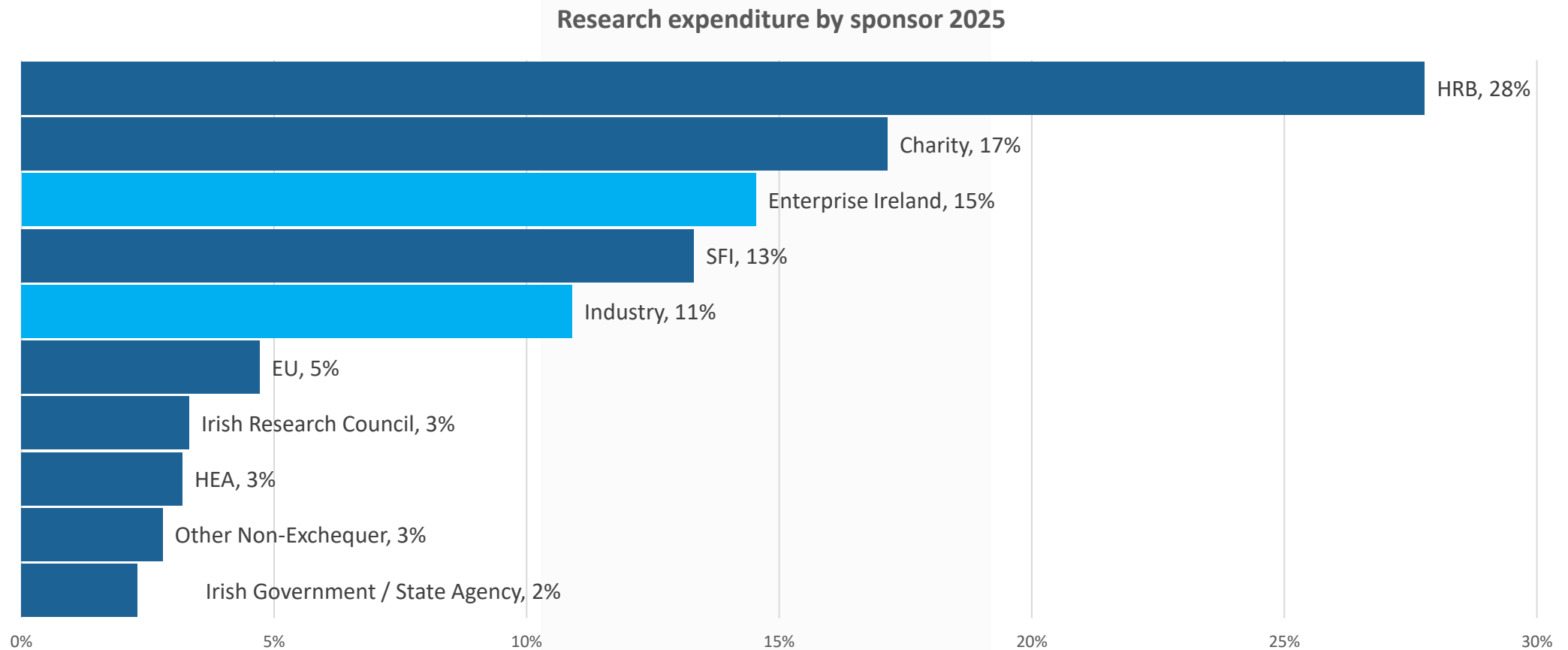


TTMI Research expenditure by sponsor

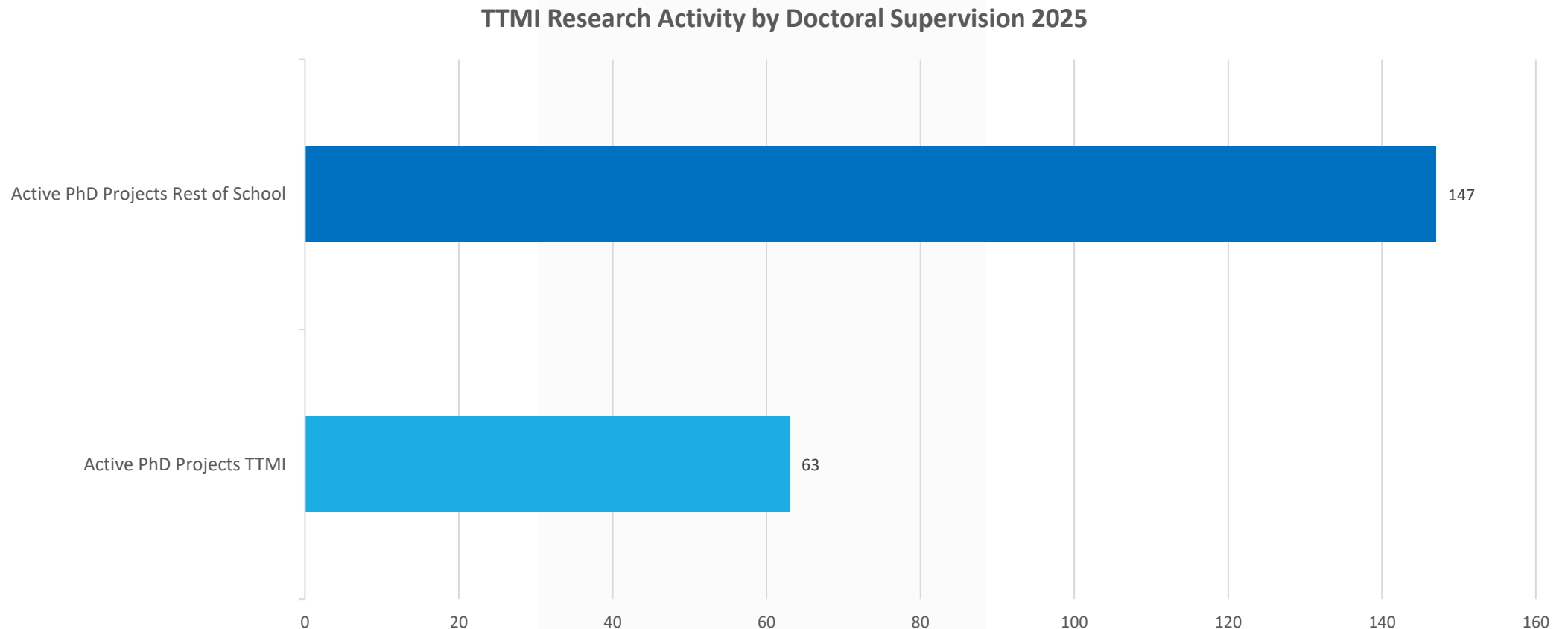
Research expenditure by sponsor 2025



TTMI Research expenditure by sponsor



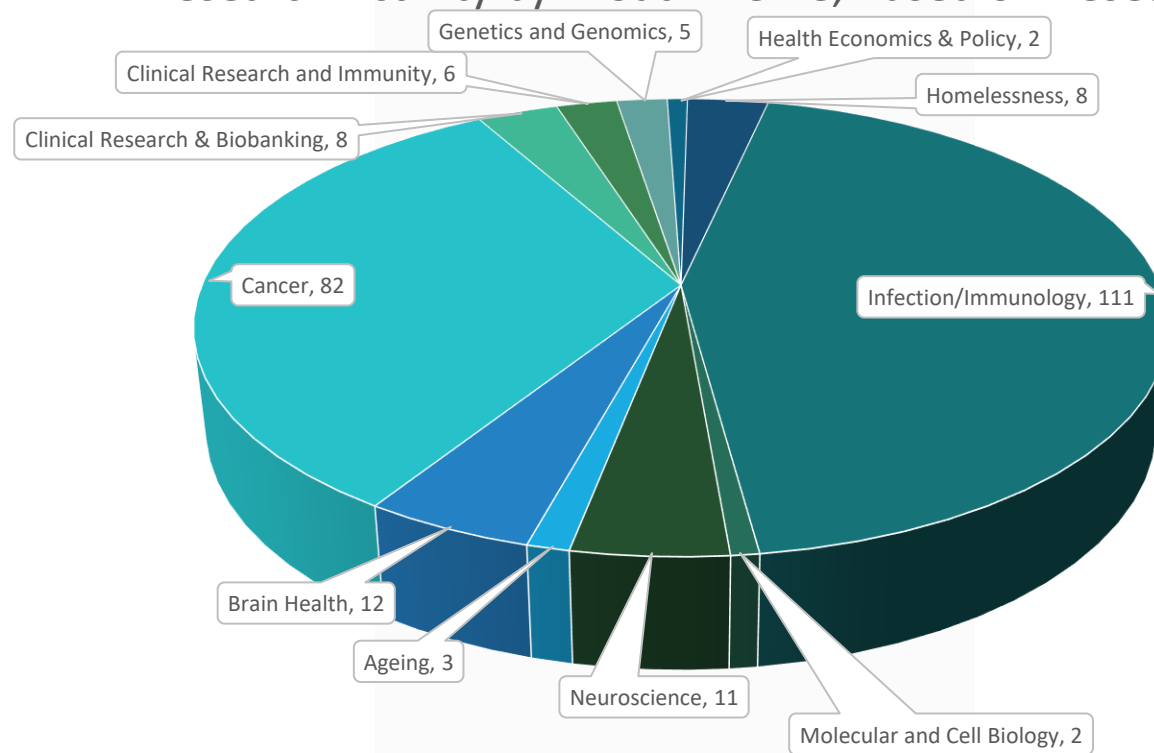
TTMI Active PhD Research Projects



Source: School of Medicine Annual Overview of Doctoral Health Research

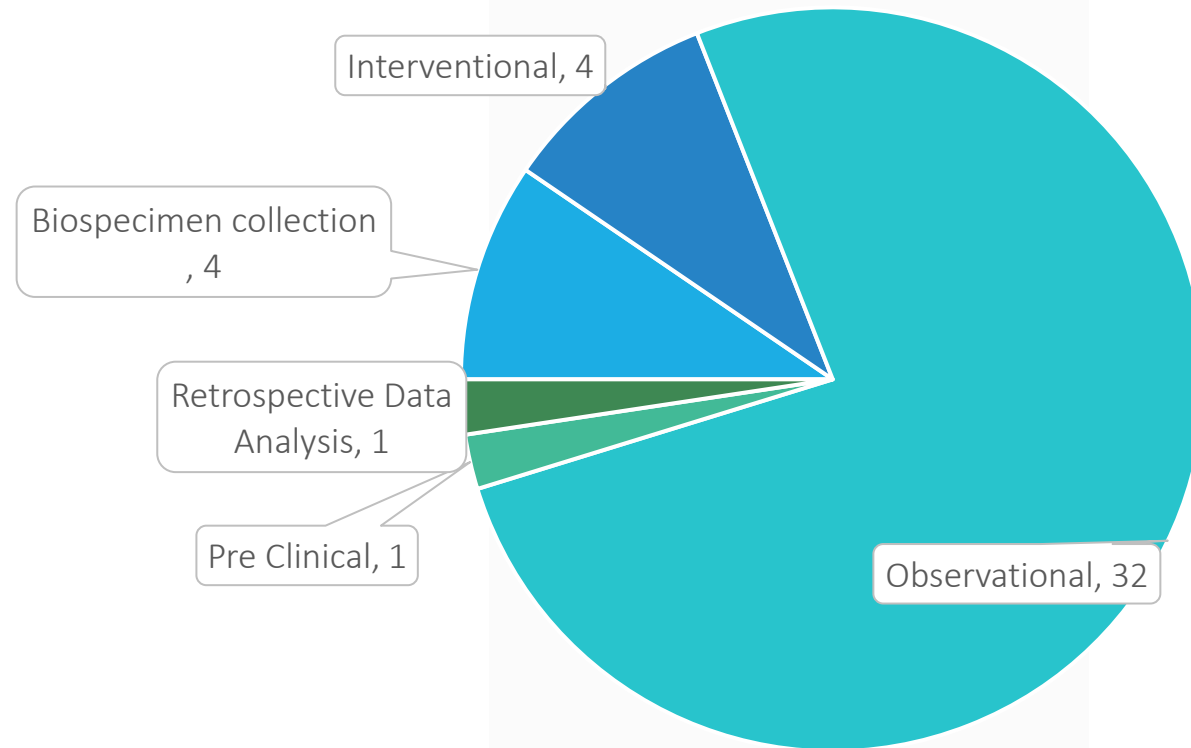
TTMI Research Activity by Broad Theme

Share of TTMI Research Activity by Broad Theme, Based on Research Activity 2025

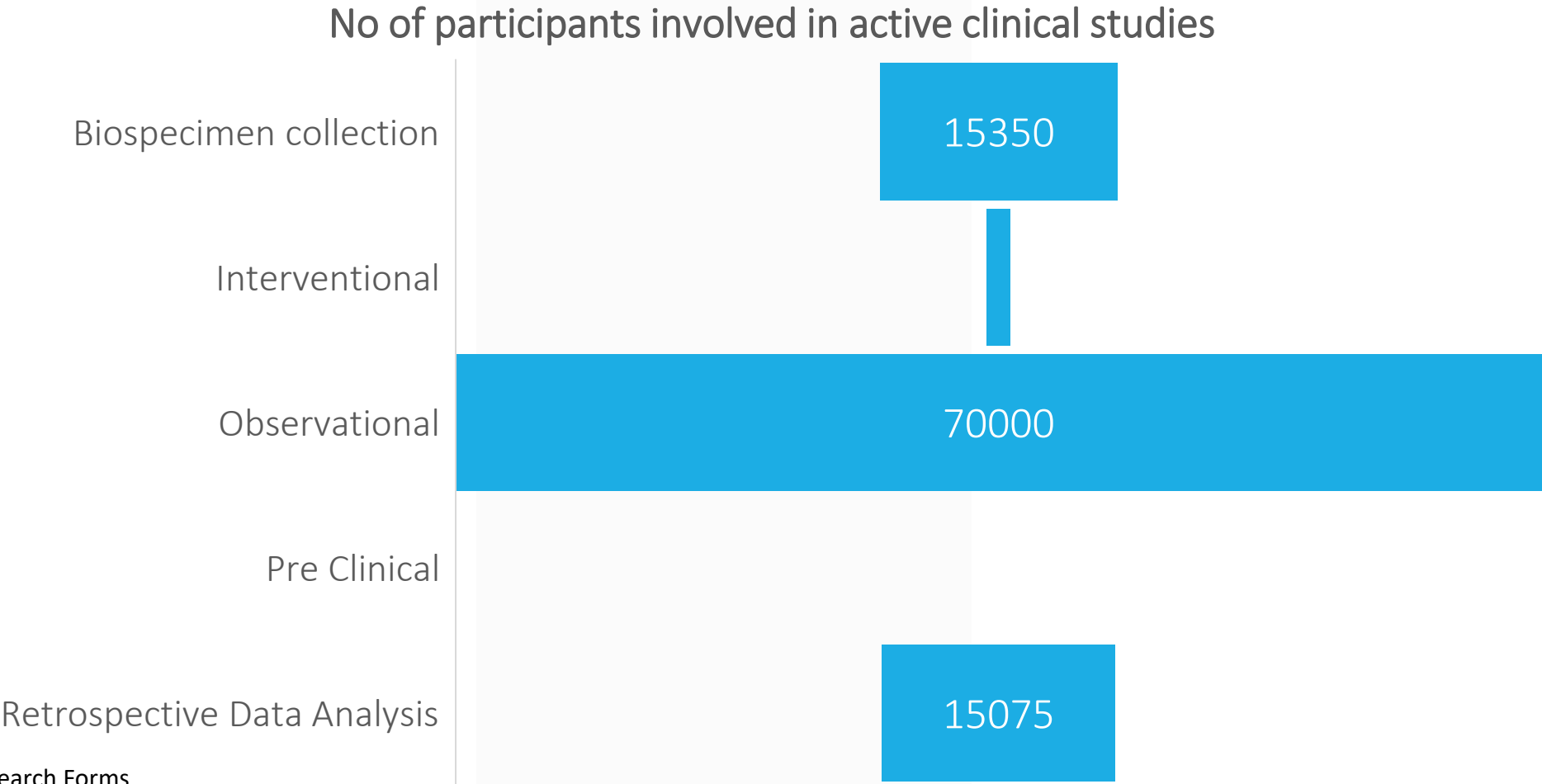


TTMI Clinical Studies Activity (provisional)

No of active TTMI clinical studies by type 2025



TTMI Clinical Studies Activity (provisional)



Source: Trinity Health Research Forms

TTMI Patent & Technologies 2021-2025



11

Invention
Disclosures



3

Patents filed



3

Licenses /
Options /
Assignment
Issued



€3.3m

Research expenditure
sponsored by Industry
& Enterprise Ireland
in 2025



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