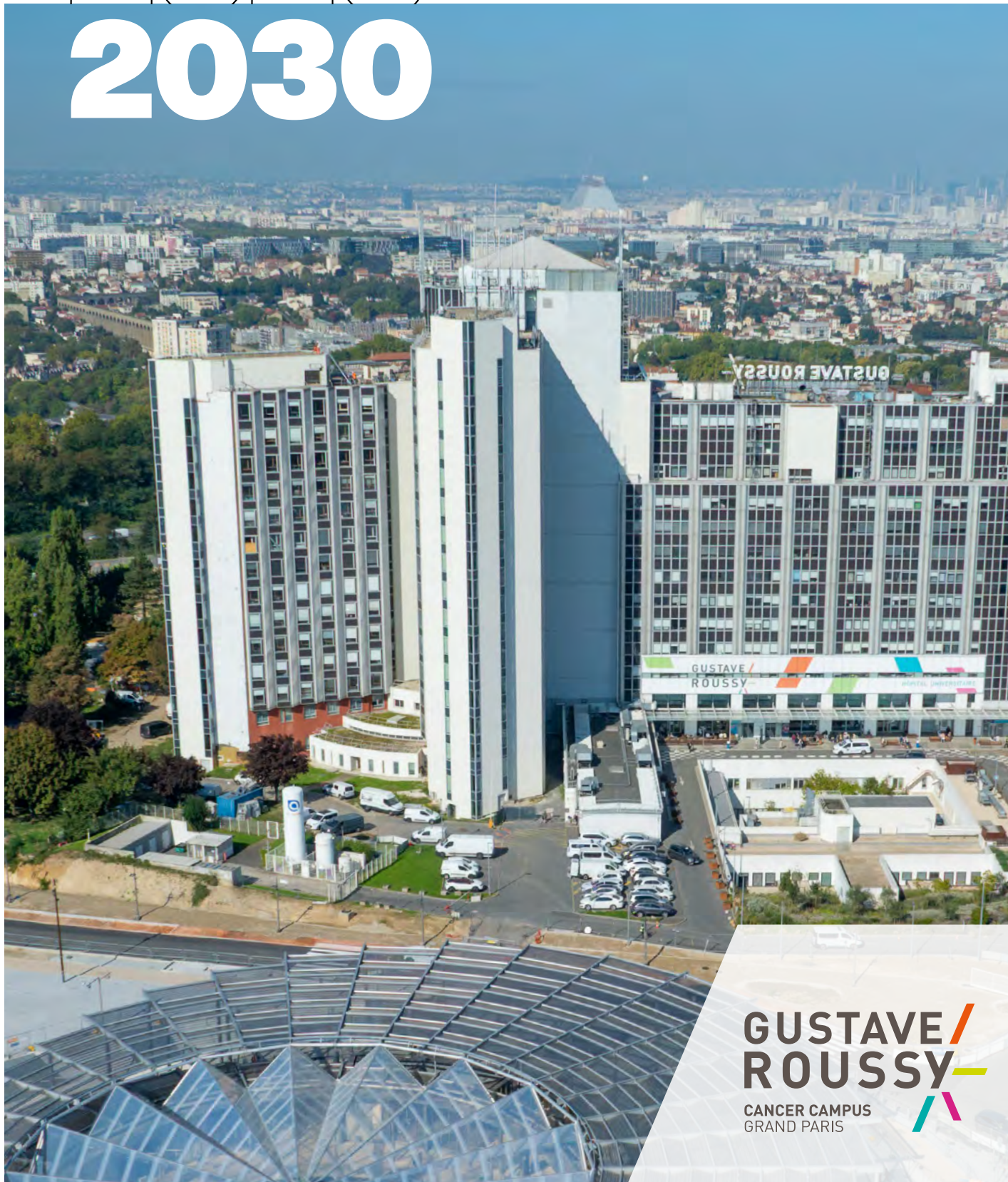


Institutional Project

2026

2030



**GUSTAVE /
ROUSSY**
CANCER CAMPUS
GRAND PARIS



Foreword

We are approaching the period 2026-2030 with a strong ambition: to continue the development of Gustave Roussy to consolidate its position as a global reference and European leader in oncology, while strengthening our ability to treat and support each patient.

In a context of accelerating innovation and scarcity of resources, we need to increase our agility, rethink our organisations and join forces to deliver on our promise: to give every patient the best chance of recovery, to continue to seek solutions for those we cannot yet cure, and to give ourselves the means to cure 80% of them by 2040.

This institutional project is a continuation of the Institutional Strategic Plan (ISP), which was launched in 2020 for a ten-year period, while marking the first stage of a new phase of transformation. It draws on the recognised quality of our care and the power of our research, to build a more robust model capable of supporting major therapeutic, technological and societal movements. This model is enhanced by reasoned technology, based on economic balance and complementarity between care, research, promotion and education for the benefit of patients.

Our development must be both ambitious and controlled. It is based on opening up and consolidating our partnerships in France, Europe and around the world. We want to support geographical development based

**Curing an
additional
15%
of patients
within
15 years**

on complementarity: sharing our know-how, strengthening scientific and medical cooperation and promoting our model while maintaining its coherence.

This ambition means focusing our efforts where we work best for patients, investing wisely and keeping a clear course. The prerequisite for our sustainability lies in this shared commitment: combining scientific rigour, organisational



efficiency and economic responsibility to turn each project into a lasting advance.

Gustave Roussy's wealth lies first and foremost in those who work there. Their expertise, commitment and team spirit embody the excellence of our model. This institutional project gives them the means to act, innovate and jointly implement the changes necessary to transform our institution. There is a firm

belief: the future of Gustave Roussy will be built on the strength of our teams.

This project expresses the vision of a sound institution, transparent and faithful to its *raison d'être*: to cure an additional 15% of patients, i.e. 80%, within 15 years, and to put its excellence at the service of as many people as possible.





Deploy individualised pathways



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- Finalise the deployment of the IT master plan
- Fully digitise the patient pathway to make it more efficient
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- Consolidate the management and governance of our data
- Integrate and accelerate the deployment of AI dedicated to the relevance and quality of care
- Accelerate the integration of new AI tools into research programmes



Deploy

individualised pathways

We focus our efforts where our **expertise really makes a difference**, putting **quality**, personalisation and **innovation** at the heart of care. This translates into:

- **Integrated and secure care and prevention pathways**, driven by a culture of reliability and fair care.
- **Enhanced personalisation** of care, thanks to **more agile organisation** and increased **coordination** with our partners.
- **The development of high-potential therapies** in order to expand access to the most promising innovations and ensure their deployment in a sustainable medical-economic environment.

This approach aims to **amplify the impact of Gustave Roussy**, while preserving the **sustainability** and **excellence** of our model.



Ensure high-quality care

Challenges and ambition

We want to transform our organisations and shift to integrated coordination of patient pathways in order to make our care provision simpler and safer. Safety and continuous improvement must become shared habits, in the service of care and research protocols that are ever better executed.

Quality is a marker of trust, a lever for attractiveness and a source of pride. By cultivating it, we enhance both the excellence of Gustave Roussy and the commitment of those who contribute to it.

OBJECTIVE

Mobilise our resources to ensure the right care for each patient

Aim

We want to ensure fair and responsible care, based on the efficient use of our resources and capabilities. Our ambition is to ensure that every patient has equitable access to high-level care, while preserving the quality and relevance of treatments.

We will invest in appropriate treatment strategies, enabling us to intervene at the right time and to treat as many people as possible, while upholding ethical care principles and practices.

Projects, actions and key milestones



→ **Definition and implementation of the principles of proper care:**

- Establish clear, ethical care principles with the committees that are consistent with our capabilities. They will be based on the recommendations of national and international learned societies, and will be associated with shared monitoring indicators.

→ **Increasing the relevance and proportionality of care:**

- Improve the anticipation and quality of treatment decisions, particularly in advanced situations, by ensuring their fair proportionality and the integration of treatment de-escalation practices.

→ **Enhanced ethical support for patients and loved ones:**

- Develop ethical support in the face of complex decisions and end-of-life situations by consolidating the role of specialised teams and consultation mechanisms.

→ **Personalisation and streamlining of pathways:**

- Tailor the mobilisation of resources to the needs of each patient by increasing the coordination of pathways and continuity between the different stakeholders.



WE WANT TO ENSURE FAIR AND RESPONSIBLE CARE, BASED ON THE EFFICIENT USE OF OUR RESOURCES AND CAPABILITIES.



OBJECTIVE

Continue our commitment to the High Reliability of care

Aim

We are continuing our commitment to the High Reliability of care with the ambition of ensuring long-term patient safety and risk control in all our practices. We want to make safety culture a collective lever for quality.

This approach is based on a shared requirement: combining human excellence and organisational rigour to reconcile the uniqueness of each care situation with robust processes common to all.

Projects, actions and key milestones

→ Strengthening leadership for High Reliability:

- Enhance the commitment and initiative of governance bodies and management teams for safety to be embodied at all levels of the organisation.

→ Dissemination of safety and reporting habits:

- Encourage the early reporting of adverse events and develop training in the management of high-risk situations, with a view to collective learning and continuous improvement.

→ Data management and evaluation of critical processes:

- Continuously monitor the robustness of essential processes using visible and shared indicators, making it possible to quickly identify weaknesses and strengthen risk management.



OBJECTIVE

Improve the fluidity of patient pathways

Aim

We want to improve the fluidity of pathways by increasing coordination between all healthcare stakeholders, within our institution and with our external partners (local, institutions, networks, etc.). By simplifying our internal interactions and developing integrated pathway management, we will ensure continuity of care for the quality and effectiveness of care.



We aim for simple, homogeneous and clear patient pathways that can be personalised according to the specificities of the patient's treatment, tumour or environment.

Projects, actions and key milestones



→ **Optimisation of internal pathways:**

- Simplify the scheduling of appointments and optimise the number of those involved in coordination by redesigning the patient interface around contact persons (medical assistants, pathway nurses, coordinators).

→ **Strengthening of coordination with external partners:**

- Ensure the supervision of pathways and the continuity of key stages in liaison with local stakeholders and partner institutions, through the integration and sharing of information in digital tools (computerised patient file, shared medical file).

→ **Development of a structure and the ability to analyse pathways:**

- Set up an internal structure, linking people and technology, dedicated to managing and monitoring pathways, guaranteeing greater clarity and continuous care. This structure will rely on the collection and use of pathway data (caregivers and patients) in order to identify critical points, improve the experience and drive performance.



WE WANT TO IMPROVE THE FLUIDITY OF PATHWAYS BY STRENGTHENING COORDINATION BETWEEN ALL HEALTHCARE STAKEHOLDERS, WITHIN OUR INSTITUTION AND WITH OUR EXTERNAL PARTNERS.



OBJECTIVE

Strengthen the partnership between patient and carer

Aim

The patient partnership is a strategic improvement and innovation approach in its own right, at the heart of our care practices, training and research.

We want to increase the participation of patients and carers in the institution's decisions, in line with the momentum already underway, and go further by structuring a clear collaboration policy, in the service of research and the continuous improvement of our practices.

Projects, actions and key milestones

→ Strengthening of the patient and carer partnership in governance:

- Consolidate the position of patients and partner carers within existing institutional bodies to give them a more active role, in order to move from peripheral participation to decision-making involvement.

→ Structuring our patient partner community:

- Organise the recruitment, training and support of patient partners to meet the growing needs of committees and research projects (e.g. reading committees). The aim is to double the number of patients involved and increase their integration into the scientific and institutional life of Gustave Roussy.

→ Development of participatory research:

- Structure a framework dedicated to participatory research by expanding the resources, recruitment and training of patients and partner caregivers. This development requires support from research teams and the consolidation of partnerships (Unicancer, IHU, etc.).

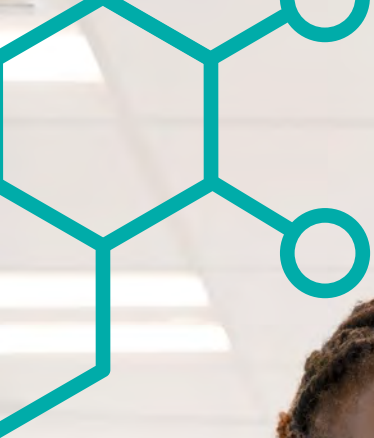
→ Structuring the peer-support system:

- Continue the clinical research work undertaken, in particular the APPORT project, in order to evaluate and structure a peer-support system integrated into the shared decision-making process and coordinated with the care teams. The aim, in the long term, is to apply these systems as innovative organisational practices.

→ Deployment of PROMs (Patient-Reported Outcome Measures):

- Increase the use of patient-reported indicators in care pathways in order to improve the quality of care, the doctor-patient relationship and the organisation of the pathways.





Personalise patient pathways

We aim to strengthen Gustave Roussy's impact by treating patients more effectively and at earlier stages of the disease.

To achieve this, we want to offer ever more personalised care, focused on the types of cancer and patients for which Gustave Roussy provides distinctive expertise, while remaining faithful to all

our missions (referral care, comprehensive patient support, second opinion, rare tumours, etc.).

This ambition involves evolving our organisation, improving the mobilisation of our resources and increasing coordination with the other stakeholders along the pathway.

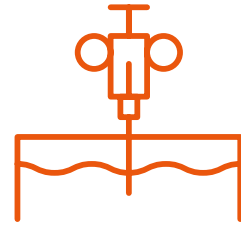


OBJECTIVE

Scale up the roll-out of personalised prevention and rapid diagnosis programmes

Aim

We want to scale up the roll-out of our flagship programmes, Interception and Instadiag, to reduce turnaround times and bring these innovations to as many patients as possible. This ramp-up should build on our capabilities while maintaining our standards of quality and personalised care.



Projects, actions and key milestones

→ Generalisation of rapid diagnosis:

- Extend the rapid diagnosis offering to all pathologies, by promoting cooperation between committees in order to pool expertise and develop inter-speciality synergies.

→ Completion and opening of the outpatient building:

- Complete the construction of the new outpatient building, part of which will be dedicated to rapid diagnosis. Designed as a central service, visible and fully integrated into care pathways, it will bring together specialist teams and appropriate resources on the same site, guaranteeing rapid and coordinated care. Part of this building will also host the Interception programme.

→ Ramp-up of the Interception programme:

- Expedite the implementation of personalised prevention pathways by strengthening teams and intervention programmes, deploying communication to target audiences and accelerating the opening of new Interception centres.

→ Establishment of a multi-centre Interception data repository:

- Develop a health data repository, enabling the research and evaluation of prevention programmes according to a model to be consolidated with network partners.



WE WANT TO SCALE UP THE ROLL-OUT OF OUR FLAGSHIP PROGRAMMES, INTERCEPTION AND INSTADIAG, TO REDUCE TURNAROUND TIMES AND BRING THESE INNOVATIONS TO AS MANY PATIENTS AS POSSIBLE.



OBJECTIVE

Focus our energies on the key stages of treatment

Aim

We want to focus our efforts on the stages of the patient pathway and the contexts of the disease in which our expertise delivers the greatest value to patients. This focus will make it possible to ensure optimal care where our action is critical, and to preserve the fairness of care among patients. The aim is to remain faithful to the DNA of Gustave Roussy, while adapting our practices for a fairer and more sustainable organisation.

Projects, actions and key milestones



→ **Identifying the key stages of the pathway:**

- Make a collective effort within each committee to identify the stages of the pathway where Gustave Roussy's expertise represents an essential added value, and those that can be handled by our partners (upstream or downstream), with a view to ensuring the proper distribution of care and the anticipation of relays, from diagnosis and throughout the treatment pathway to the end of treatment (cure or palliative care).

→ **Enhancing coordination with our partners:**

- Strengthen the pathway coordination unit and formalise the principles of collaboration with institutions, networks and local stakeholders.

→ **Continuation of programmes to personalise care pathways:**

- Develop treatment pathways and supportive care together in order to tailor each treatment to the specific needs of patients and their loved ones.

→ **Drive the development of our care practices:**

- Organise the development of therapeutic activities where we can make a difference (cancers of young subjects, innovative therapies, etc.), while ensuring the preservation of our historical activities (rare tumours, paediatrics, surgery, etc.).



WE WANT TO FOCUS OUR EFFORTS ON THE STAGES OF THE PATHWAY AND THE CONTEXTS OF THE DISEASE IN WHICH OUR EXPERTISE BRINGS THE MOST VALUE TO THE PATIENT.



OBJECTIVE

Advance patient care downstream

Aim

We want to organise the post-Gustave Roussy process better to ensure the continuity of the pathways and avoid breaks in care or treatment. The challenge is to consolidate appropriate, coordinated and accessible downstream solutions. This approach will benefit both patients and the institution: a well-structured downstream process will help to better regulate patient flows, relieve pressure on emergency departments and strengthen the overall quality of care.

Projects, actions and key milestones

→ Enhancing coordination:

- Use our patient pathway coordination unit and its dedicated mobile medical and paramedical team to organise, in conjunction with the partners in the region, coverage of the treatment of toxicities and follow-up treatment at home or in an institution.

→ Deployment of partnerships with local organisations:

- Formalise new agreements with a relevant selection of institutions. This approach aims to identify and structure a network of reliable partners with whom we can deliver or co-establish high-quality patient support.

→ Development of hybrid remote monitoring tools:

- Offer our patients digital solutions for post-treatment follow-up (secure digital interfaces, sharing/collection of feedback, simplified access to medical teams, etc.) while maintaining human support through medical and paramedical contact, in order to avoid digital divides.



WE WANT TO ORGANISE THE POST-GUSTAVE ROUSSY PROCESS BETTER TO ENSURE THE CONTINUITY OF THE PATHWAYS AND AVOID BREAKS IN CARE OR TREATMENT.



OBJECTIVE

Improve coordination between research and day-to-day care

Aim

Better coordination will enable us to take advantage of the complementarity of our areas of expertise, in the service of research fully integrated into our practices.



Projects, actions and key milestones



→ **Improved dialogue between care and research:**

- Organise regular spaces and times for discussion between researchers, clinicians and field teams to promote mutual understanding, the alignment of priorities and the dissemination of innovations as close as possible to the treatment.

→ **Pooling resources and streamlining protocols:**

- Optimise the management of samples, data and results between protocols in order to avoid redundancy and increase scientific consistency.

→ **Enhancing the organisation of research in care units:**

- Support the presence of research contacts in each unit and organise the transmission of practical instructions within the teams (coordination, presence of clinical research nurses, etc.).

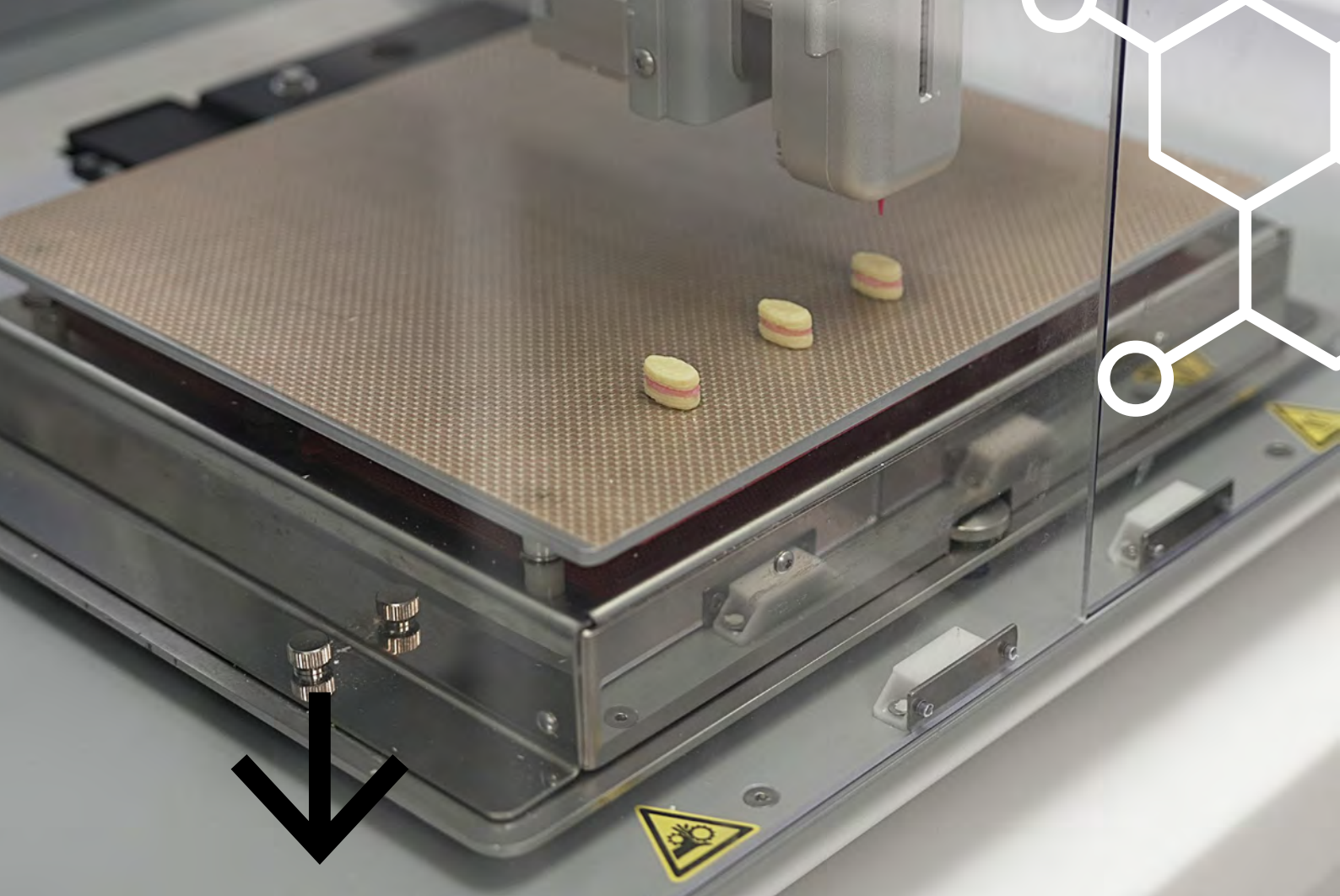
→ **Simplification of pathways for professionals and patients:**

- Deploy tools to facilitate participation in research (clear information materials, explanatory videos and simplified access to protocols) in order to strengthen the understanding and buy-in of all stakeholders.



WE WANT TO DEEPEN THE LINK BETWEEN CARE AND RESEARCH IN ORDER TO SIMPLIFY PATHWAYS, IMPROVE UNDERSTANDING OF PROTOCOLS AND ENCOURAGE THE ENGAGEMENT OF BOTH CAREGIVERS AND PATIENTS.





Expand our offering to high value-added therapeutic methods

Challenges and ambition

Gustave Roussy has always established itself as a centre of reference for innovative treatments and integrated approaches with high added value. Our ambition is to step up the introduction of these therapeutic methods (interventional, radiotherapeutic, medicinal or combined) to offer each patient a more effective, more targeted and less invasive treatment. This dynamic is based on the coordinated mobilisation of our clinical, technological and scientific

expertise, in order to increase variations between innovation and practice.

In order to maintain our leadership and accelerate innovation in oncology, we must demonstrate scientific imagination and flexibility.

It is therefore accompanied by an investment strategy and medical-economic evaluation guaranteeing the sustainability and equity of access to these cutting-edge therapies.

OBJECTIVE

Accelerate adoption of new treatment strategies

Aim

We want to establish a structured approach to quickly assess, prioritise and integrate validated strategies, whether they come from our research programmes or partner teams within care pathways.

This approach is based on clear governance, enhanced coordination between research and clinical teams and targeted support to ensure the quality, safety and reproducibility of these new practices.

Projects, actions and key milestones



→ **Carry out an inventory and clarify the priority therapeutic orientations:**

- Map practices and identify the most promising therapeutic strategies, taking into account feasibility, funding, human resources and infrastructure issues. The work programme will include strategies for de-escalation and organ preservation, vectorised internal radiotherapy and innovative solid tumour therapies (CAR-T, intratumoural injections, etc.).
- Bring together and coordinate all the stakeholders involved (clinicians, healthcare staff, researchers, administrators and partners) to define a common development trajectory.

→ **Bring the strategy to life over time:**

- Introduce new cross-cutting working methods that go beyond the siloed approach and strengthen cost accounting to ensure accurate monitoring of resources. This will involve exploring new business models to sustainably support innovation and optimise resource allocation.



WE WANT TO ESTABLISH A STRUCTURED APPROACH TO QUICKLY ASSESS, PRIORITISE AND INTEGRATE VALIDATED STRATEGIES, WHETHER THEY COME FROM OUR RESEARCH PROGRAMMES OR FROM PARTNER TEAMS WITHIN CARE PATHWAYS.



OBJECTIVE

Ensure access to innovative technologies for all patients

Aim

We wish to support the emergence of innovative therapeutic technologies in order to anticipate and regulate their development. Our objective is to transform advances resulting from research into accessible and well-managed treatment methods, ensuring their quality, safety and large-scale dissemination.

Projects, actions and key milestones

→ Develop and modernise the technical facilities:

- Continue the modernisation of our technical facilities in line with architectural projects (new diagnostic building) and by integrating assistance technologies aimed at increased efficiency for professionals and greater efficacy for patients.

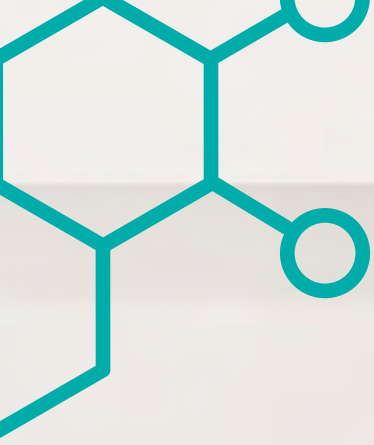


→ Structure a strategy for access to new treatment methods:

- Define the conditions for the introduction and deployment of new techniques from their experimental phase to their large-scale adoption.
- Develop medical-economic and clinical impact indicators to document the real value of innovations and support funding or reimbursement processes.

→ Disseminate and ensure equitable access to innovative technologies:

- Anticipate the conditions for dissemination and access (regulatory, medical-economic, partnership and care sites) in conjunction with internal and external bodies in order to ensure rapid and fair provision of innovations for all patients.
- Strengthen collaborations with institutional and scientific partners, in particular Paris-Saclay, to anticipate emerging innovations and guide research and development areas.
- Promote the transmission of know-how and the sharing of experiences, namely via Gustave Roussy Transfert, to amplify the collective impact and the dissemination of therapeutic advances.





Intensify **research with a strong societal impact**

We want to strengthen the role of **Gustave Roussy** as a driver of **scientific and medical progress** by asserting more integrated, visible and useful research for society. This translates into:

- **Integrative and responsible research**, based on **cooperation, transversality and transmission**, to accelerate the discovery of therapeutic innovations.
- **A strengthened positioning in France and abroad**, affirming our **scientific leadership** and our role as a recognised **public health player**.
- **The increased use of our expertise**, to **enhance our capabilities** and guarantee our scientific and economic **independence**.

Thus, we are consolidating Gustave Roussy's role as a **driver of progress** in **oncology**, capable of promoting **significant changes** in therapeutic practices.

Consolidate our integrative research model

We want to enhance our research capabilities, both in terms of resources and expertise, to develop open, responsible and visible research internationally.

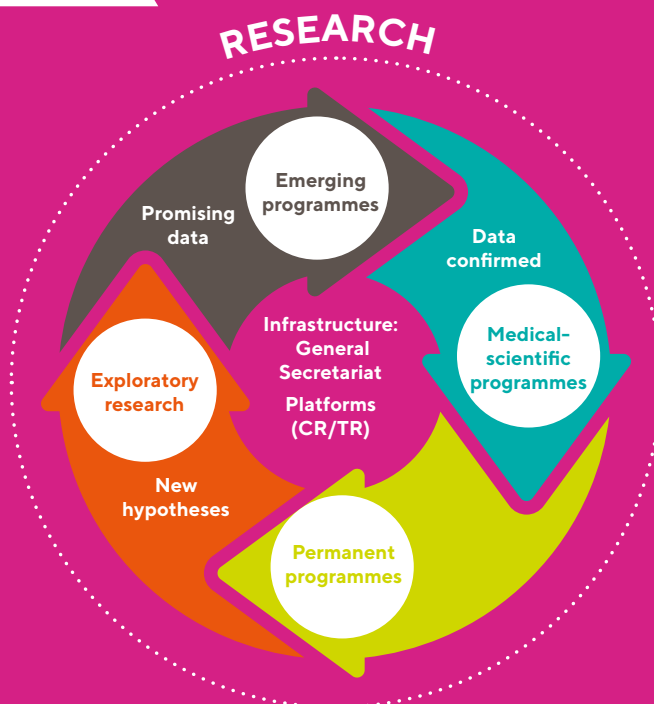
We want to move towards exploratory and programmatic research that can quickly translate its discoveries into clinical innovations. It is a multidisciplinary, multi-professional and systemic approach to cancer, articulating fundamental discovery, clinical research and the real needs of patients.

Challenges and ambition

Our ambition at Gustave Roussy is to consolidate an integrative research model where each player contributes, at their level, to science that is transforming medicine.

Scientific strategy

- New teams
- Education
- Interdisciplinary subject



- Commercial development and patents
- Knowledge
- Care pathway
- Clinical trials and changes in practice

OBJECTIVE

Affirm our commitment to high-incidence cancers and aggressive tumours

Aim

We want to strengthen our ability to understand and treat high-incidence cancers and aggressive tumours (resistance, invasion, proliferation, immunosuppression, etc.), with a view to making these fields internationally recognised areas of excellence. The aim is to focus our efforts where the medical, scientific and societal impact is greatest, by developing models that can be transposed to other diseases and by conducting transformative trials. This strategy will be based on integrated fundamental and translational research programmes addressing the challenges of tomorrow (resistance to treatments, cancer in young people, etc.), on the consistency of resources and partnerships and on the emergence of new expertise capable of supporting the most ambitious clinical trials.

Projects, actions and key milestones

→ Identification of key diseases and definition of dedicated action plans:

- Drawing on our medical and scientific strengths, expert opinions and public health issues.

→ Creation of an institute for cancers in young people:

- Build a strategy dedicated to the prevention and care of young patients and develop specific research projects.

→ Coordinated mobilisation of resources and partnerships:

- Create synergies between teams, platforms and partners to create a strong and visible Gustave Roussy signature for certain priority cancers, while ensuring a smooth transition between programmes and disciplines.

→ Transmission and emergence of new expertise:

- Organise the transmission of know-how and expertise at the highest level in order to support the emergence of reference researchers in the priority fields.

→ Promotion and sharing of internal progress:

- Regularly promote the results obtained in order to make the collective effort visible and enable everyone to measure their contribution to institutional dynamics.

→ Close support for clinician-researchers:

- Support careers with mixed profiles between care and basic research by guaranteeing protected, regularly monitored and evaluated research time.



WE WANT TO STRENGTHEN OUR CAPABILITIES TO UNDERSTAND AND TREAT HIGH-INCIDENCE CANCERS AND AGGRESSIVE TUMOURS.



OBJECTIVE

Support the priority research areas through medical-scientific projects and chairs of the Gustave Roussy Foundation



Aim

The Foundation's medical-scientific projects (PMS) and chairs are a key lever in supporting priority research areas and strengthening our capacity for innovation. Their multi-year funding makes it possible to develop ambitious, flexible programmes aligned with the major challenges of oncology.

By fostering the emergence of new talents and the convergence of fundamental, translational and clinical research, these initiatives create a virtuous circle of excellence in the service of the patient and Gustave Roussy's scientific influence, while also establishing the conditions favourable to collaboration with industry partners.

Projects, actions and key milestones



→ Identification and support of emerging projects:

- Identify and support promising research projects, facilitating their ramp-up and conversion to PMS where relevant, in order to accelerate the implementation of innovations with high institutional potential.

→ Selection and support for ten priority medical-scientific projects:

- Implement the guidelines of the *Scientific Advisory Board* by identifying and supporting ten high-impact projects, financed over five years, in line with the major challenges of oncology.

→ Promoting talent and enhancing scientific attractiveness:

- Use philanthropy resources to increase our expertise by recruiting international researchers to reach 60 teams by 2030, including 20 teams funded by an ERC (*European Research Council*) grant.



OBJECTIVE

Strengthen the clinical research platform and technology research platforms

Aim

We want to consolidate the position of Gustave Roussy as a key partner in the development of new treatments, an essential means of access to innovation for patients. By improving our capacity to host and evaluate early trials and enhancing our technological strengths, we will create the conditions for more agile, integrated and competitive research.

Projects, actions and key milestones

→ Continued roll-out of the clinical research and training platform for new therapies:

- Increase development and professionalise the platform to support the hosting of trials, to accelerate the evaluation and dissemination of therapeutic innovations as close as possible to care: the aim is to include 1,000 patients in the DITEP by 2030.

→ Management of clinical research performance:

- Define and monitor performance, quality and efficiency indicators in order to adjust and optimise the resources mobilised to the actual activity and to better prioritise projects according to their scientific and clinical impact.

→ Development of clinical trials on new therapeutic methods:

- Intensify research in cell therapy and metabolic radiotherapy by promoting collaboration between clinical and research teams and technological platforms: the objective is to pilot at least two *practice-changing* trials per year.

→ Integration of molecular analysis into clinical trials

- Thanks to the UNLOCK infrastructure, perpetuated as part of the IHU PRISM.

→ Enhancement of cutting-edge technology platforms:

- Ensure the sustainability and modernisation of existing platforms to guarantee the search for state-of-the-art tools, while developing new specialised platforms for precision medicine, particularly within the framework of the PSCC.





Strengthen our national and international position

Challenges and ambition

We want to strengthen our leadership in a highly competitive international environment, moving from an opportunity-based approach to a development strategy that allows us to coordinate our efforts.

Our ambition is to promote Gustave Roussy's know-how and expertise to each of our ecosystems: national, European and international. Our reputation and voice as a public health player will be a key driver.

OBJECTIVE

Strengthen our strategic alliances

Aim

We want to strengthen our positioning by structuring a coherent and coordinated partnership strategy. By developing sustainable relationships, we will be able to increase our funding capacity and the value of our research.

Projects, actions and key milestones

→ Structuring of a unit dedicated to managing cooperation:

- Strengthen our organisation to extend our scope of action and forge lasting partnership relationships.

→ Promotion of projects with international deployment:

- Mobilise Gustave Roussy International to deploy our strategic roadmap and expand our structured bilateral cooperation. We will further enhance the projects already under way (Egypt, Kuwait and Uzbekistan) so that they lead to sustainable partnerships.

→ Developing scientific cooperation and pooling of expertise:

- DRAW on the pooling of our expertise with our partners, the quality and volume of data collected to enable ambitious and multi-centre research projects to emerge.

→ Strengthening our alliances:

- Maintain and develop existing cooperation by exercising our leadership within formalised strategic networks (Unicancer, ESMO, Cancer Core Europe, etc.).



OBJECTIVE

Reaffirm our position as a public health player

Aim

Our objective is to put the know-how and knowledge developed at Gustave Roussy at the service of public health. By strengthening our role as a key player with decision-makers, we will share the lessons learned from our care and research activities, and contribute to the definition of tomorrow's priorities in oncology.

Projects, actions and key milestones

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→ Deployment of an awareness-raising strategy for decision-makers:

- Formalise a structured advocacy approach with public authorities and major international organisations in order to highlight our positions (equity of access to care, future treatments, etc.) and our know-how.

- Anticipate changes in health policies and get involved from the design stage to make Gustave Roussy a recognised partner of the authorities in the establishment of innovative models.

→ Reinforcement of the ambassador and communication strategies:

- Dynamise an expanded network of ambassadors (researchers, doctors, patients, sponsors, partners), able to convey the convictions and messages in which we believe to different audiences.



OBJECTIVE

Continue the development of Gustave Roussy International



Aim

We want to accelerate the development of Gustave Roussy International by structuring an offer that capitalises on the diversity of Gustave Roussy’s know-how. We want to build genuine cooperative partnerships that bring human, medical, scientific and economic value for our institution as well as our partners.

Projects, actions and key milestones



→ **Development of a modular licence offer:**

- Design an offer that goes beyond the scope of a brand licence, by integrating the medical and organisational standards of Gustave Roussy.
- Propose a contract design adaptable to the level of maturity and the needs of international organisations, presented in the form of a structured catalogue of offers.

- Creation and coordination of an international network: create a network of certified partners sharing Gustave Roussy’s quality, ethical standards, innovative practices and culture of excellence. This network will be driven by concrete scientific cooperation (tele-expertise, clinical research, sharing of practices, etc.).



WE WANT TO ACCELERATE THE DEVELOPMENT OF GUSTAVE ROUSSY INTERNATIONAL BY STRUCTURING AN OFFER THAT CAPITALISES ON THE DIVERSITY OF GUSTAVE ROUSSY’S KNOW-HOW.



OBJECTIVE

Develop and mobilise the Alumni community

Aim

We want to transform the Gustave Roussy Alumni network into a committed and active community. To do this, we will clarify the value proposition for each member, organise the opportunities for relevant meetings and collaborations, particularly in the service of ever more inclusive research.

Projects, actions and key milestones

→ Strengthening the Alumni community:

- Organise new engagement mechanisms (international directory, exchange platform, regional and thematic sub-communities, regular events, etc.) in order to stimulate interactions and increase the sense of belonging.

→ Mobilisation of Alumni as drivers of influence and innovation:

- Involve the members of the network in certain institutional highlights and structuring projects to strengthen their role as ambassadors of Gustave Roussy's vision and innovations.

→ Development of multi-centre clinical trials:

- Create the conditions and spaces for discussion conducive to scientific cooperation within the Alumni community in order to increase the emergence of multi-centre clinical trials.





Promote and disseminate innovation

Challenges and ambition

In a context where oncology research is diversifying and requires ever greater investment, we want to better channel and exploit the value produced by all our missions to reinvest it in our collective project.

We have already laid the foundations for a virtuous model, capable of creating value for Gustave Roussy and its partners. We now want to accelerate its development to amplify its impact.

The success of this approach will enable us to achieve a high level of scientific and economic independence, guaranteeing the sustainability of our model and our ability to innovate for patients.



OBJECTIVE

Continue the development of Gustave Roussy Transfert



Aim

We want to enhance the capabilities of Gustave Roussy Transfert to support its growth momentum, by professionalising our practices and consolidating our model. Our objective is to establish our position as a global player in scientific valorisation and technology transfer by integrating the entire value chain: from project identification to development and industrialisation.

Projects, actions and key milestones



→ **Strengthening the positioning of Gustave Roussy Transfert: assert its role as a key player in scientific valorisation and innovation in oncology:**

- Externally: increase the visibility and recognition of Gustave Roussy Transfert in a multi-stakeholder competitive environment.

- Internally: promote a culture of value creation and entrepreneurship, raise awareness of the services offered and encourage the spontaneous solicitation of teams.

→ **Professionalisation of our practices and services:**

- Enhance project *sourcing* and *scouting* capabilities.
- Organise support for *spin-offs* and entrepreneurial initiatives in order to guarantee the promotion and monitoring of each project requiring it, while preserving the agility and efficiency, key strengths of the current model.

→ **Value chain integration:**

- Gradually develop business expertise and missing capacities (financing, investment) to ensure our independence and limit the use of external service providers.



OBJECTIVE

Make full use of the opportunities offered by the Paris-Saclay Cancer Cluster



Aim

It offers cutting-edge services for researchers, start-ups and industrial partners. By expanding their use, we will foster sustainable, self-funded scientific momentum, which will increase our capacity to innovate while consolidating a dense and localised ecosystem.

Projects, actions and key milestones

→ **Finalisation and delivery of initial service offerings: offer services with high scientific and technological value to the entire ecosystem (researchers, start-ups and industrial partners):**

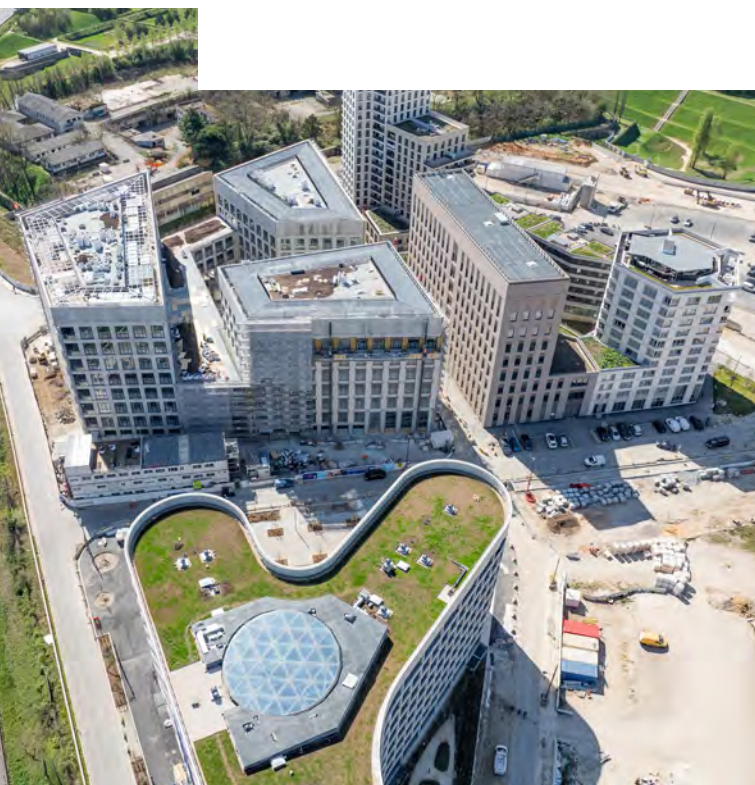
- Access to and support in the use of cutting-edge technological platforms.
- Leveraging consolidated data to meet complex scientific needs.
- Accelerated implementation of research protocols through the InnPROGRESS clinical research platform.

→ **Development of new cutting-edge technology platforms:**

- Enrich the service offering through three structuring projects:
 - Organoids, for patient diagnosis and detection of active compounds in tumours.
 - Alpha therapy, for the development of alpha radioligands and associated dosimetry.
 - Vectors, for *in vivo* cell therapies.

→ **Activation and structuring of the industrial and academic ecosystem:**

- Deploy and market the offerings developed with industrial and academic players, refine economic models and gradually adapt the offering to guarantee services aligned with market and research needs.



THE PARIS-SACLAY CANCER CLUSTER (PSCC), OF WHICH GUSTAVE ROUSSY IS A CO-FOUNDER, IS A STRATEGIC LEVER FOR STRENGTHENING OUR AMBITION TO PROMOTE RESEARCH IN SOCIETY.



OBJECTIVE

Promote our knowledge, drawing on Gustave Roussy Education



Aim

By drawing on our areas of expertise and increasing the visibility of our offering, we will fulfil our educational mission at Gustave Roussy, in France and internationally.

Projects, actions and key milestones



→ Finalisation of the structuring and deployment of the Gustave Roussy Education brand:

- Support the organic development of the brand by increasing the readability and attractiveness of the offering, thanks to communication consistent with institutional highlights and scientific successes (particularly during major clinical trials).

→ Promotion and dissemination of organisational know-how:

- Ensure the formalisation of the expertise developed at Gustave Roussy (rapid diagnosis, personalised prevention programmes, liquid biopsy, etc.) in order to promote our excellence and speed up the dissemination of our know-how in France and abroad.

→ Consolidation of the internal and external training provision:

- Expand our internal training provision and make it more accessible in order to certify the excellence of practices and support upskilling, and to better promote the external offering thanks to the *Qualiopi* certification.



WE WANT TO MAKE GUSTAVE ROUSSY EDUCATION A REFERENCE IN THE TRAINING AND DISSEMINATION OF KNOWLEDGE IN ONCOLOGY.







Guarantee

the adaptation of our resources to meet our ambitions

Our ambition is based on a **stronger collective** and a **more robust organisation**, serving **patients** and **teams**:

- By developing the **ability to act** and **recognition of teams** through **participatory management** and **career paths** that bring meaning and development.
- By **adapting our practices and governance** to combine **performance, quality of life at work** and **ethical roots**.
- By **consolidating our financial equilibrium**, in order to secure our ability to **carry out our missions** under the best conditions and to make **structural investments**.

This collective dynamic aims to make **Gustave Roussy** a more **mature, connected** and **sustainable organisation**, capable of growing in a controlled manner and amplifying its **impact for the benefit of patients and medical progress**.



Enable each employee to progress and advance the institution

Challenges and ambition

We want to provide everyone with conditions to flourish in keeping with our collective standards: an environment that is a great place to practise, learn and grow. To achieve this, we will undertake the structural investments (in infrastructure, tools and

organisations) necessary to develop our practices and support the transformation of our institution. By building a renewed working environment together, we will increase the pride in belonging to Gustave Roussy and the desire to contribute to it on a daily basis.



Ensure
that our resources are adapted to meet our ambitions

OBJECTIVE

Ensure the conditions for attracting and retaining professionals

Aim

Attracting and retaining professionals constitutes a condition essential to the success of the Gustave Roussy project. Together with the professionals, we therefore want to improve working conditions to preserve and strengthen the teams essential to our missions, while fostering a spirit of cohesion.

Projects, actions and key milestones



→ **Continuation of the HR policies initiated, prioritising the healthcare professions (under pressure):**

- Maintain a competitive wage policy adapted to the Ile-de-France context; safeguard funding for continuing and initial training; promote internal mobility as a lever for promoting and retaining professionals.

→ **Strengthening of the Gustave Roussy employer brand:**

- Deploy and promote institutional communication projects (launch of the new intranet and website) in order to embody the modernisation of our institution.

- Renew our approaches to presenting Gustave Roussy, by highlighting career paths, making our organisation easier to understand and raising awareness among new audiences.

→ **Consolidation of management tools:**

- Combine activity indicators and field data to analyse the determinants of attractiveness and retention in order to inform the development of our HR policies according to the context.

→ **Pilot testing and generalisation of a continuous improvement approach (or "operational excellence"):**

- Mobilise teams, in particular medical and nursing staff, around the collective resolution of everyday problems and the promotion of the success of innovative projects. It may lead to experimentation with new forms of organisation, innovative working arrangements and management research projects.



OBJECTIVE

Support managers

Aim

We want to empower each manager to perform their role fully, strengthening their ability to support the teams on a day-to-day basis and to assume their responsibilities within a clear and shared framework.

To achieve this, we will establish common frameworks and tools, adaptable to the realities of each profession, in order to support a consistent managerial approach closer to the frontline.

Projects, actions and key milestones

→ Include management in department and service projects:

- Include an explicit managerial component in each department or service project. This approach will be coordinated and supported at institutional level to clarify the expected managerial roles and responsibilities.

→ Extend managerial reference frameworks and bring them to life:

- Extend the managerial skills reference base to all business lines by involving the relevant professionals in its composition.
- Roll out the managerial induction handbook to all activities to guarantee a structured and gradual career path, including support from the start of the role and an update in the event of internal mobility.

→ Support managers in their daily practice:

- Generalise collective support mechanisms, in particular co-development workshops, to encourage the sharing of experience.
- Enable managers to secure part of their time for the coordination and support of their teams.



OBJECTIVE

Preserve QWL and working conditions

Aim

We continue our efforts to preserve and strengthen the quality of working life (QWL), a prerequisite for the good health of our institution. Our ambition is to ensure that each team carries out its missions smoothly, by defining realistic objectives and organisational methods.

Projects, actions and key milestones



→ **Continue and strengthen the QWL programmes undertaken:**

- Consolidate the prevention and support actions already in place:
- Prevention and management of situations of aggression towards healthcare professionals: continue awareness-raising actions and consolidate support mechanisms in the face of violent or aggressive behaviour towards professionals.
- Prevention and protection against gender-based and sexual violence: increase awareness and create a reporting procedure, ensuring rigorous monitoring of situations.
- Improve the ergonomics of workspaces: deploy the dedicated master plan (ergonomics, connectivity, etc.), including the creation of resourcing places (in particular “the bubble” on the 10th floor).

- Accessibility and inclusion: improve the reception and working conditions of professionals with disabilities, and undertake the necessary adaptations of premises and tools.

→ **Systematise the analysis of work organisations:**

- Organise time dedicated to reflection on organisations in all sectors of activity and at all levels (from field teams to the institutional structure), and support the implementation of continuous improvement projects (or “operational excellence”).

→ **Perpetuate the systems for measuring quality of life at work:**

- Maintain a regular cycle of QWL assessment and develop tools for monitoring workload, in order to objectively feed the analysis of organisations and guide improvement actions.



OBJECTIVE

Spot, mentor and develop talent

Aim

The variety of our missions requires managing career paths adapted to each profession, so that everyone can contribute to the Gustave Roussy project according to their ambitions.

Projects, actions and key milestones

→ Support for individual trajectories in line with the needs of Gustave Roussy:

- Formalise typical career paths and structure development paths according to methods adapted to the specificities of each profession (certification, training, democratisation of existing programmes such as Spark or Femmes Talent, mentoring, tutoring, etc.).

→ Increased assessment and career planning time:

- Continue to use and enhance annual reviews between each employee and their manager.
- Define objectives in each evaluation cycle to recognise performance and add value to initiatives, both individual and collective.

OBJECTIVE

Accelerate organisational innovation

Aim

We want to structure a proper internal innovation strategy to better support project leaders and increase the consistency of our initiatives.

By creating methodological frameworks, developing common tools and unlocking dedicated resources, we will professionalise project management and accelerate the implementation of innovative ideas.

Projects, actions and key milestones

→ Ensure the scoping, prioritisation and monitoring of strategic projects in Management Committee meetings in order to guarantee the consistency and proper execution of the institutional portfolio.

Implementation of structured support for project leaders:

- Offer methodological support, dedicated contacts and shared tools (planning, reporting, impact assessment) to professionalise project management and speed up its implementation.

→ Creation of a seed fund for innovation:

- Quickly finance innovative, organisational or managerial projects led by the teams, and support the development of applied research work contributing to the transformation of organisations.



Ensure the regular adaptation of our business model

Challenges and ambition

In an uncertain economic environment marked by growing investment needs, our ambition is to consolidate a robust and scalable model capable of supporting our medical and scientific ambitions while ensuring the sustainability of our activities. This requires improving the

management and allocation of our resources so that the growth of our business translates into real investment capacity, and diversifying our funding levers (philanthropy, scientific valorisation, international development or strategic partnerships) to support our expansion.

OBJECTIVE

Ensure the conditions for financial equilibrium

Aim

We want to strengthen our ability to anticipate and adjust in the development of our activities. In a context of sustained growth, financial equilibrium is a lever in the service of our ambitions. We aim to maintain a minimum self-financing capacity of an average of €30 million per year over the period.

Projects, actions and key milestones

→ Anticipation of different scenarios in the budget forecast:

- Draw up multi-year financing plans in the form of scenarios conditional on the verification of hypotheses (baseline, optimistic, pessimistic scenario). This approach will make it possible to adapt our decisions to changes in the context and to monitor, with the stakeholders concerned, the realisation of hypotheses in order to adjust our actions accordingly.

→ Development of a shared medical-economic culture:

- Support teams and managers in understanding medical-economic issues, to inform decisions, increase institutional coherence and give meaning to the decisions made.

→ Continuation of our business growth momentum:

- By enhancing the completeness of our medical offering, finalising the development of technical platforms and improving the efficiency and integration of our pathways, we will fully activate the levers we have built for this purpose.



GUSTAVE ROUSSY
CANCER CAMPUS GRAND PARIS

OBJECTIVE

Intensify our philanthropic strategy

Aim

Our ambition is to accelerate our philanthropic strategy to reach a new milestone in fundraising, targeting a doubling of the amounts collected, that is an annual target of €80 million by 2030. By mobilising all the levers (major donors, corporate sponsorship, donations and the general public), we will make philanthropy a sustainable pillar of our development and our renown.

Projects, actions and key milestones



→ **Affirmation of the positioning of the Gustave Roussy brand:**

- Support communication around Gustave Roussy, a major player in cancer research and care (“Curing cancer in the 21st century”, “Treating 8 out of 10 cancers in 2040”, etc.).
- Continue high-profile campaigns to build new partnerships and recruit more donors and testators.
- Consolidate a major national collection event in order to increase our attractiveness among key sponsors and increase the visibility of our offering on donations.

→ **Development of digital tools for philanthropy:**

- Acquire a new *Customer Relationship Management* (CRM) tool supported by artificial intelligence to analyse and implement tailor-made collection pathways, sustainably engage the donor community and achieve 80% digital collection by 2030.

→ **Development of new audiences:**

- Focus in particular on young donors, by engaging in new collection environments.

→ **Expanding international fundraising:**

- Deploy the Gustave Roussy brand in the countries where we operate and strengthen partnerships with major foreign donors.



OBJECTIVE

Strengthen the management of medical and research activity

Aim

By bringing our medical, scientific and economic strategies closer together, we want to clarify our priorities, better coordinate decisions and optimise the use of resources. This strengthening of management should enable us to adjust our resources to actual needs and determine the scale of our developments.

Projects, actions and key milestones

////////////////////////////////////

→ Strengthening medical governance:

- Initiate a reflection on the coordination between committees and departments, specifying the missions and resources entrusted to the committees, in order to clarify their role in implementing the medical strategy.

→ Changes in monitoring indicators:

- Capitalise on the consolidation of activity data to develop and professionalise indicators and tools for analysing efficiency and activity and thus strengthen our ability to manage performance and optimise the allocation of resources.

→ Establish a consolidated research budget (in addition to the hospital budget):

- Create an overall research budget in order to improve the visibility, control and planning of resources, and thus strengthen the programmatic dimension of our scientific project.





Ensure
that our resources are
adapted to meet
our ambitions

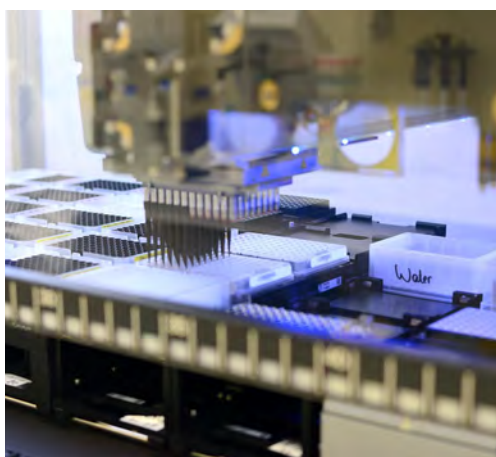
OBJECTIVE

Diversify resources by relying, in particular, on the structuring of Gustave Roussy’s subsidiaries

Aim

We want to diversify our resources to increase the economic stability and development capacity of Gustave Roussy. By structuring our subsidiaries and partnerships, we will be able to better leverage our know-how, safeguard our activities and finance the projects that support our missions.

Projects, actions and key milestones



→ **Support for innovative service offerings:**

- Organise and develop high-potential service offerings through a dedicated process of detection, formalisation of *business plans* and instruction of their deployment at scale in order to amplify the value and support the financing of impact projects (such as liquid biopsy).

→ **Increasing the legal and financial support of the subsidiaries:**

- Develop the capacity of Gustave Roussy’s support functions to assist in the security of subsidiaries’ operations.

→ **Evolution of relations with the Gustave Roussy Foundation:**

- Set up a framework cooperation agreement between the Institute and the Foundation, with regard to research governance and financial flows in particular.

→ **Contractualisation of interactions between Institut Gustave Roussy and Gustave Roussy International:**

- Specify the assigned missions, their remuneration terms and the associated financial framework in order to guarantee the traceability of flows and the allocation of resources.

→ **Development and ramp-up of Gustave Roussy Transfert (GRT):**

- Develop synergies by considering taking over certain assignments at Gustave Roussy in order to free up resources to develop other strategic business expertise within GRT (financing, investment, etc.).



Modernise infrastructure to support our development

Challenges and ambition

We are continuing a period of significant investment to support the development of the Gustave Roussy model and meet long-standing needs. These investments aim to bring together our objectives of modernisation, compliance and patient safety, while ensuring the economic and environmental sustainability of our actions.

We are building the foundations for a robust, forward-looking model that can rely on solid infrastructure and human mobilisation to ensure the sustainability of our missions.

OBJECTIVE

Continue the roll-out of the real estate master plan, securing critical infrastructure

Aim

We will continue to implement the real estate master plan, which provides for the opening of three new buildings over the next five years, meeting our environmental performance standards. We will also respond quickly and appropriately to critical needs to ensure business continuity and the security of our infrastructure.

Projects, actions and key milestones

→ **Build and commission two new structural buildings:**

- Ensure the commissioning, during 2028, of the Research and Tertiary Education Car Park buildings, ensuring their functional integration and the full use of their capacities.

→ **Finalise the modernisation of care units:**

- Effective on the 7th and 9th floors, while continuing to develop the technical facilities (new heavy equipment for imaging and radiotherapy, renovation of operating theatres and feasibility study of their extension, etc.).

→ **Implement a plan for the development of critical infrastructure in the pharmacy:**

- In order to guarantee the continuity of service operation (CPC, secure storage, etc.).

→ **Initiate the works and organise the opening of the new outpatient building:**

- Commission the new building, at the end of the institutional project, and ensure its integration into medical, logistical and organisational practices.



OBJECTIVE

Increase our crisis preparedness



Aim

We want to ensure business continuity in all circumstances by increasing our crisis preparedness. By consolidating our systems and developing a culture of anticipation and responsiveness, we will strengthen our collective resilience to shocks.

Projects, actions and key milestones



→ Adaptation of business continuity and recovery plans to risk mapping:

- Ensure that our specific operational response systems are consistent with our risk identification processes.

→ Maintenance and updating of the institutional crisis management system:

- Actively monitor emerging risks and integrate feedback to continuously optimise our crisis management plan based on a dedicated unit, relays in each department and a clear internal and external communication plan.

→ Improving the operational readiness of the teams:

- Increase our preparedness and coordination in the face of crises by organising, in each department, regular training, exercises and simulations (fire, cybersecurity, mass influx of patients, etc.).



Ensure
that our resources are adapted to meet our ambitions

OBJECTIVE

Make sustainable development part of our daily practices

Aim

We want to place sustainable development at the heart of our practices and strategic choices as an essential condition for the success of each of our transformations. Sustainable development initiatives are already supported by many professionals, and we want to expand and promote them to create a ripple effect.

Projects, actions and key milestones



→ **Sustainability of existing commitments:**

- Continue the actions already undertaken (promotion of soft mobility, widespread application of waste sorting, control of energy consumption, etc.) while finalising the structural investments necessary to meet the regulatory requirements for controlling consumption and reducing emissions.

- Organise the identification and generalisation of initiatives from the field.
- Strengthen communication around sustainable development issues (intranet, publication of articles in scientific journals, presentations at conferences, etc.).

→ **Amplification of the GReen approach:**

- Pursue the ambitious sustainable development policy driven by the decision-making body of the "COPIIL GReen":
 - Broaden the scope of reflection by gradually integrating the issues specific to each business line (e.g. fair care practices, responsible purchasing as part of the Gustave Roussy SPASER, etc.).

→ **Support for the widespread implementation of practices:**

- Strengthen institutional support enabling the scale-up, dissemination and promotion of best practices.





Accelerate

digital transformation and AI deployment

We are embarking on a **major change in our digital environment** to simplify the **daily lives of professionals and patients**, and support the transformations of **artificial intelligence**. This translates into:

- **Modernised and interoperable tools**, ensuring the **smooth and secure flow** of information throughout our pathways.
- **Enhanced use of data**, serving **quality, research** and **continuous improvement**.
- **The deployment of artificial intelligence** as a **concrete lever** to increase **accuracy, efficiency** and **impact**, while preserving the **humanity** of our practices.

This transformation puts digital technology and artificial intelligence **at the service of our missions**, to support our teams and **prepare** Gustave Roussy for **the future**.



Accelerate digital transformation

Challenges and ambition

We are carrying out a development project aimed, on the one hand, at securing and modernising our Information System (IS) and, on the other hand, at simplifying and streamlining the digital experience of professionals and patients.

We are determined to permanently address the weaknesses that undermine our collective performance by working to:

- Build a unified, coherent and interoperable information system to serve all business lines.
- Ensure a smooth and secure flow of information throughout care pathways, both internally and with our partners.
- Leverage the full potential of our data to drive continuous improvement, research and innovation.

OBJECTIVE

Finalise the deployment of the IT master plan

Aim

The IT master plan, approved in 2023, set the course for the digital transformation of Gustave Roussy. The actions already undertaken confirm the relevance of this roadmap. The continuation and scaling-up of key projects initiated several years ago will enable major progress over the period 2026-2030. The robust foundations of the information system and the digital ecosystem must contribute to accelerating the development of Gustave Roussy.

Projects, actions and key milestones



→ **Overhaul of information system foundations (2026):**

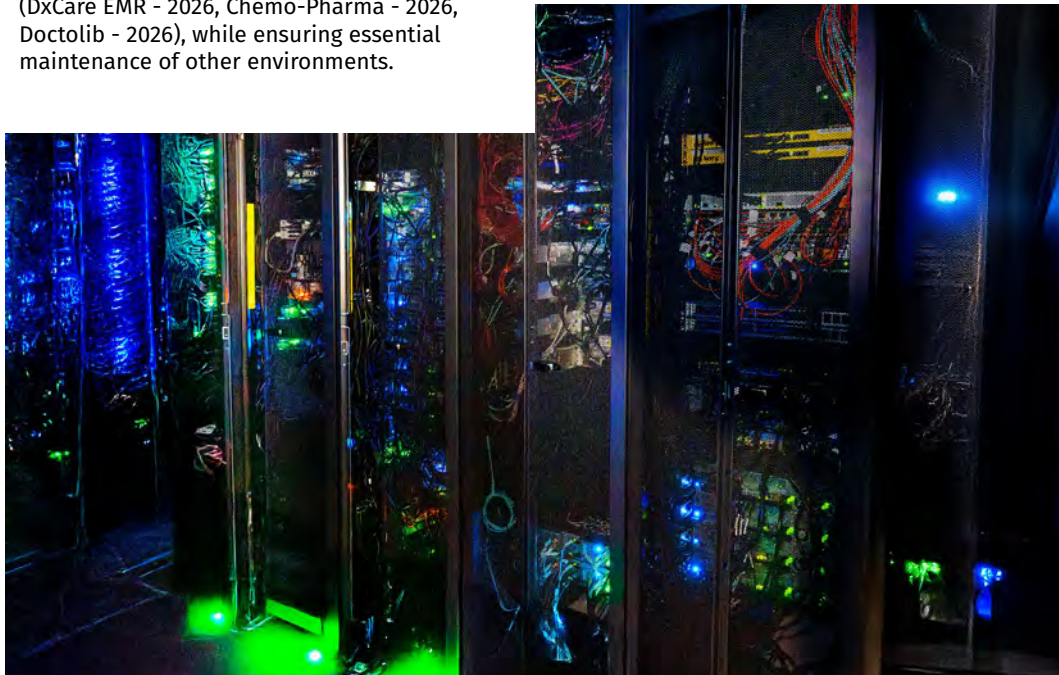
- Modernise the technical architecture and infrastructure to enhance the performance, security and reliability of the IS.

Modernisation of key medical record applications (2025-2026):

- Focus efforts on structuring tools (DxCare EMR - 2026, Chemo-Pharma - 2026, Doctolib - 2026), while ensuring essential maintenance of other environments.

→ **Structuring and industrialisation of the Information System (2027-2030):**

- Develop an industrialisation approach for digital services (automation, DevOps, supervision), while increasing computing and storage capacities and promoting SaaSification and application hybridisation.



OBJECTIVE

Fully digitise the patient pathway to make it more efficient

Aim

We want to improve the fluidity, readability and efficiency of patient pathways at Gustave Roussy, while increasing their coordination with the healthcare ecosystems in which our patients are cared for.

Our ambition is to simplify the day-to-day lives of patients and professionals by providing a holistic view and centralised access to key services and resources. Thanks to a unified digital environment, an organisational framework and revamped patient services, we will be able to develop our ways of working in a gradual and controlled manner.

Projects, actions and key milestones

→ Deployment of the EMR infrastructure (2025-2026):

- Build the technical foundation of the future unified digital environment, capable of centralising data and standardising flows between the different pathway tools.

→ Data valuation and optimisation (2027-2030):

- Rely on increasing mastery of data and their analysis to optimise: flow management, resource matching, referral of patients and monitoring experience (from upstream to downstream).

→ Simplification of the patient pathway (2026-2030):

- Gradually roll out the new functionalities enabled by the unified interface: chatbot accessible on the website, collection of patient information, examination requests, making appointments (Doctolib), access to medical records (MonGustave), follow-up and home monitoring tools (Resilience).



OBJECTIVE

Put digital technology at the service of professionals' valuable time

Aim

Our digital development was built in stages, leading to the multiplication of applications and the formation of a sometimes heterogeneous or even dysfunctional ecosystem. This is now fuelling the feeling that digital technology is more often a constraint than an asset in carrying out work on a daily basis. We want to quickly reverse this perception and restore the full meaning of the synergy between humans and the digital realm.

Projects, actions and key milestones



→ **Full roll-out of new EMR tools:**

- Implement all the functionalities of the new DxCare medical records and associated modules, based on systematic practice reviews to ensure their application.

→ **Digitisation of tasks that are still manual and process improvement:**

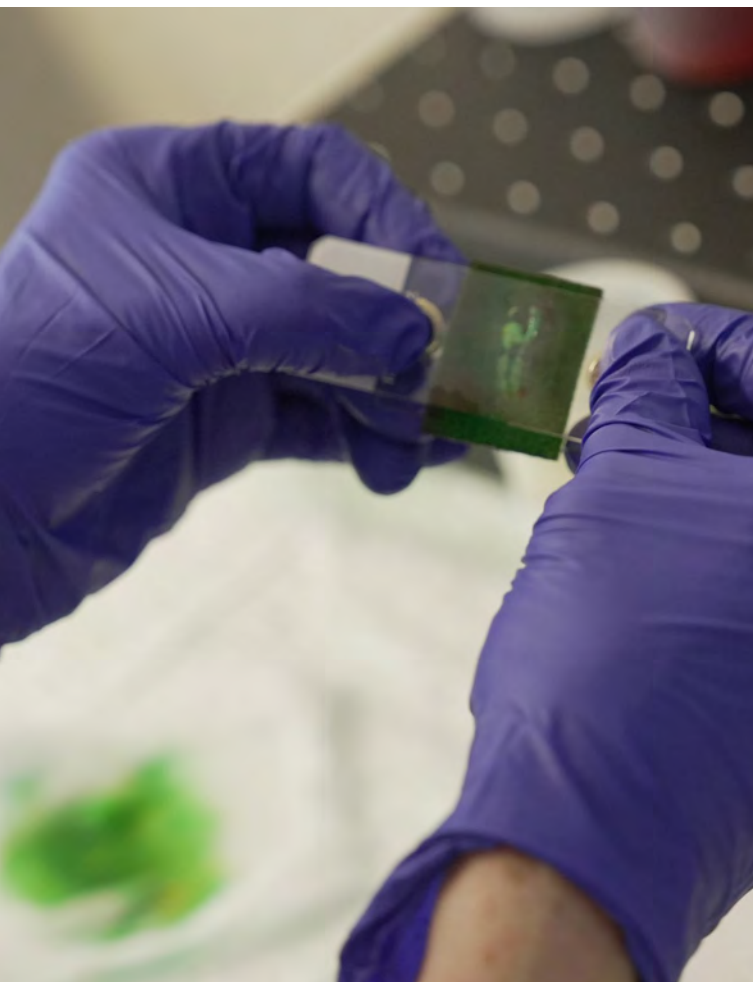
- Bridging disruptions in the digital continuity of processes to streamline daily work and reduce administrative time wasted (internally and with our ecosystems).

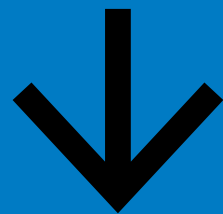
→ **Involvement of professionals and change management:**

- Involve teams in the development of tools and adapt the organisation of missions in order to make digital technology a real lever for simplification and comfort at work.

→ **Anticipation of the transition from DxCare to the Care4U solution (2028-2030):**

- Prepare the migration to the new solution by ensuring continuity of use and compatibility with existing tools.





Deploy AI tools to serve all our missions

Challenges and ambition

We want to make AI a concrete lever in support of our missions: to identify high-value use cases, meet specific needs and accelerate research to enrich care and scientific practice.

To achieve this, we need to strengthen our data and governance foundations to ensure ethical and regulatory compliance and accelerate its implementation.

AI must be used to enhance everyday life, increase the accuracy of our research and boost the performance of our practices, while strengthening their humanity. We want to make it a trademark of Gustave Roussy, a symbol of our ability to use new technologies to serve our patients.



OBJECTIVE

Consolidate the management and governance of our data

Aim

We want to establish cross-cutting governance for AI and data, to ensure their safety, quality and valuation in the service of care and research. The aim is to streamline the entire life cycle of the data (from its collection to its use) in order to make it accessible and useful to the entire institution.

We enhance our technical, methodological, regulatory and ethical capabilities to drive a controlled and responsible transformation. This will enable us to nurture cutting-edge research and innovate by developing and integrating AI tools.

Projects, actions and key milestones



→ **Structuring of the Data & AI team (2025 - 2026):**

- Create a dedicated team within the Digital Transformation and Information Systems Department responsible for technological watch, coordination and contribution to data structuring projects. It will be involved in the development and integration of AI tools, as well as the management of strategic partnerships and the upskilling of internal teams.

→ **Value creation and automation of flows (2026-2030):**

- Improve data quality and reliability through pipeline automation and format standardisation to facilitate their exploitation, enhancement and use in AI tools.

→ **Implementation of governance (2026):**

- Establish cross-cutting governance of data and AI, bringing together the healthcare and research professions, and covering regulatory, ethical and compliance aspects. It will use the mapping of repositories and data flows to steer, support and prioritise current and future projects.

→ **Deployment of data tools and pipelines (2025-2028):**

- Generalise data management and processing tools throughout the institution (GOLDEN project) by guaranteeing their input and consultation via unified repositories and a common catalogue.



OBJECTIVE

Integrate and accelerate the deployment of AI to improve the relevance and quality of care

Aim

We want to leverage ethical artificial intelligence to improve the quality, relevance and effectiveness of care. To this end, we would like to develop reliable tools adapted to the requirements of our professions: explainability, traceability and security.

Projects, actions and key milestones

→ **Collectively define a strategy for deploying AI to support healthcare practice:**

- Launch a research project to develop AI use cases that meet the needs of healthcare providers, in partnership with the Institut Mines-Télécom and Université Paris-Saclay.



→ **Implementation of management infrastructure and tools (2025-2026):**

- Enable the integration and secure deployment of artificial intelligence tools within healthcare environments, thanks to technical foundations and appropriate storage capacities.

→ **Gradual roll-out of use cases (2026-2028):**

- Generalise the applications of AI in identified areas with high added value (automated synthesis of patient data, support for multidisciplinary consultation meetings, support chatbots, help with planning or personalising pathways, optimisation of hospital activity coding, etc.).

→ **Development in synergy between care and research (2026-2030):**

- Develop collaborations with research teams to identify and test clinical use cases, by guiding scientific projects towards concrete applications for clinical use case care, by guiding scientific projects towards concrete applications for care.

OBJECTIVE

Accelerate the integration of new AI tools into research programmes

Aim

We want to make AI a lever for accelerating and amplifying our research. To do this, we will focus our efforts on a few emblematic projects capable of permeating the entire research community and quickly demonstrating their impact.

This approach also aims to strengthen the care–research continuum and to promote communication and exchanges between clinical practice and scientific innovation.

Lastly, the use of data will be both an internal driver of innovation and a strategic asset for our partners and our ecosystem (particularly within IHU PRISM and the Paris-Saclay Cancer Cluster).

Projects, actions and key milestones



→ **Launch of three iconic AI research projects (2025-2028):**

1. GOLDEN project (Gustave rOussy heaLth Data warEhouse of caNcer): creation of a complete and interoperable database to structure, enrich and exploit our research data.
2. Generative AI (IHU PRISM): development of generative AI tools to automate data entry and structuring on the one hand, and improve the modelling of biological twins (first on rare tumours and then metastatic tumours) on the other.
3. AI agents for research: exploring and implementing intelligent research assistants, including modelling clinical trajectories, optimising trials or analysing large volumes of data.

→ **Strengthening of the operational ecosystem dedicated to AI in research (2026-2030):**

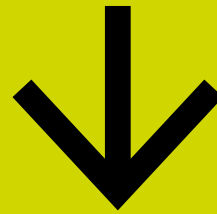
- Structure an integrated ecosystem bringing together medical-scientific, data and technological expertise in connection with the PSCC, IHU PRISM and an expanded network of academic and industrial partners.

→ **Anticipation and integration of new technologies (from 2026):**

- Maintain active monitoring and promote the internal development of emerging solutions in order to preserve key expertise and accelerate its integration into research programmes.







Conclusion: What now?

We are fully committed to this project. It sets a clear course for Gustave Roussy and reflects our desire to act together, in a concrete and coordinated manner, to serve patients and teams.

We want to make it a living project, rooted in everyday life, fuelled by initiatives on the ground and feedback. Its success will depend on the mobilisation of all and on our ability to make each action a step towards our collective ambitions. A dedicated strategic platform will accompany its deployment to monitor progress, highlight achievements and ensure proper use of committed resources.

This project is not an end in itself, but a starting point: that of a new stage in the transformation of Gustave Roussy, driven by the conviction that excellence is built together, over time and in action.



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