

CEO Report to the Annual General Meeting

Mark Wilson

Vienna, 2015

Trusted evidence.
Informed decisions.
Better health.



2015 Headlines

- *Strategy to 2020's* Objectives and 2015 Targets on track with a high level of development and change across the organisation coming through
- This year has seen the first delivery of major S2020 projects and initiatives with much more to come in the next 18 months
- Demand for and sales of the *Cochrane Library* continue to show excellent growth
- Cochrane's financial situation is healthy; with investments in S2020 initiatives in 2015-16 beginning to draw down on reserves
- Some challenges related to funding of Cochrane Canada and the need for a new technology platform for the *Library*

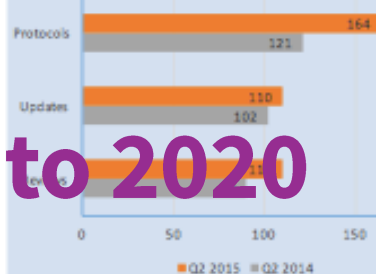
Q1 Highlights:

- Cochrane Library sales and royalties show continued strong growth above 5% annual target in Q1&2, boosted by £350K YOY (year on year) increase in other licence income
- Library usage also up with 6% increase in demand in Q1&2 for full text Reviews.
- Massive increase in sessions on Cochrane.org website following rebranding (17% increase in Q2 2015 compared with Q1 2015)

To watch:

- Cochrane Canada funding threat remains serious but new initiatives to find replacement funds and public campaign launched.
- French Cochrane Centre abandons translations of Cochrane Reviews so new French translation capacity needs to be built up

Q2 2015 Publications



Key Target Achievements

- 140 new Cochrane Group websites rebranded and launched on schedule
- Membership scheme development work track with a paper being presented in Vienna
- Excellent progress on Cochrane technology projects (Transform, Covidence, RevMan online & Linked Data)
- Structure & Function Reviews of Cochrane Groups on track for recommendations to be considered in Vienna

Strategy to 2020: Interim Target Report 2015

Document prepared by: Senior Management Team and Central Executive Team target 'leads', on behalf of all Cochrane Groups and contributors who are contributing to the delivery of the 2015 targets.

Submitted to Steering Group: October 2015, Vienna, Austria.

Purpose of paper: To provide a progress report and status update of the Strategy to 2020 targets for 2015.

Access: Open Access.

Progress status indicator

Grey (Gr.)	Completed in full
Green (G)	Good progress, with confidence that delivery date will be met
Amber (A)	Some delays that may affect delivery, with corrective action required in order to meet delivery date
Red (R)	Serious concerns that delivery date will not be met; urgent corrective action required
Purple (P)	Not yet started, as per project plan


Strategy to 2020 targets for 2015 – progress (PR) and spend (SP) (PUR)

1.1 High priority reviews list	PR	SP	2.1 User experience review and framework	PR
1.2 Quality Assurance Strategy			2.2 Open Access Strategy	
1.3 Grade and SOF implementation			2.3 Non-English Access to Cochrane Content	
1.4 Updating Classification Framework			2.4 Simplified and Standardised Language	
1.5 Future of Review Production				

	2015 Target	Central Executive Team target lead
1.1.	High Priority Reviews List	David Tovey Editor in Chief
1.2.	Quality Assurance Strategy	Toby Lasserson Senior Editor
1.3.	GRADE and SOF Implementation	Toby Lasserson Senior Editor
1.4.	Updating Classification Framework	Harriet MacLehose Senior Editor
1.5.	Future of Review Production	Chris Mavergames Head of Informatics & Knowledge Management
2.1.	User Experience Review and Framework	David Tovey Editor in Chief Julie Wood Head of Communications & External Affairs Charlotte Pestridge CEO Cochrane Innovations
2.2.	Open Access Strategy	David Tovey Editor in Chief Chris Champion

All reports and *Strategy to 2020* documents

<http://www.cochrane.org/about-us/our-strategy>



Cochrane Community (beta)
Trusted evidence. Informed decisions. Better health.

to [cochrane.org](http://www.cochrane.org)
to the [Cochrane Library](#)

Home About us Cochrane Reviews News & Events Training Multimedia Contact Community Search site go

Home > Cochrane Strategy to 2020

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Cochrane Strategy to 2020

Cochrane contributors

This page is an open access section of the *Cochrane Strategy to 2020: Targets for 2015*. The Cochrane Collaboration, Community/organisation-administration/cochrane-strategy-2020.

Feedback on the *Strategy to 2020* by Cochrane contributors can be found on the [Cochrane Strategy to 2020: Targets for 2015](#) page. Lucie Binder, Senior Advisor to the CEO: [lbinder@cochrane.org](#) also be started on this [Community discussion](#).

Download	How to cite:
Cochrane Strategy to 2020: Targets for 2015	Cochrane Strategy to 2020 (public access) http://www.cochrane.org/community/organisation-administration/cochrane-strategy-2020
Cochrane Strategy to 2020: Targets for 2015	Cochrane Strategy to 2020 (public access) http://www.cochrane.org/community/organisation-administration/cochrane-strategy-2020
Cochrane Strategy to 2020: Targets for 2015	Cochrane Strategy to 2020 (public access) http://www.cochrane.org/community/organisation-administration/cochrane-strategy-2020

Latest Updates on the *Strategy to 2020* progress

- [Interim progress report for 2015 Targets](#) ***NEW***
- [View the latest Cochrane Dashboard](#) ***NEW***
- [View the 2015 Targets webpage](#)

Archive of the 2014 *Strategy to 2020* resources

- [Annual Report on the Delivery of *Strategy to 2020* Targets for 2014](#)

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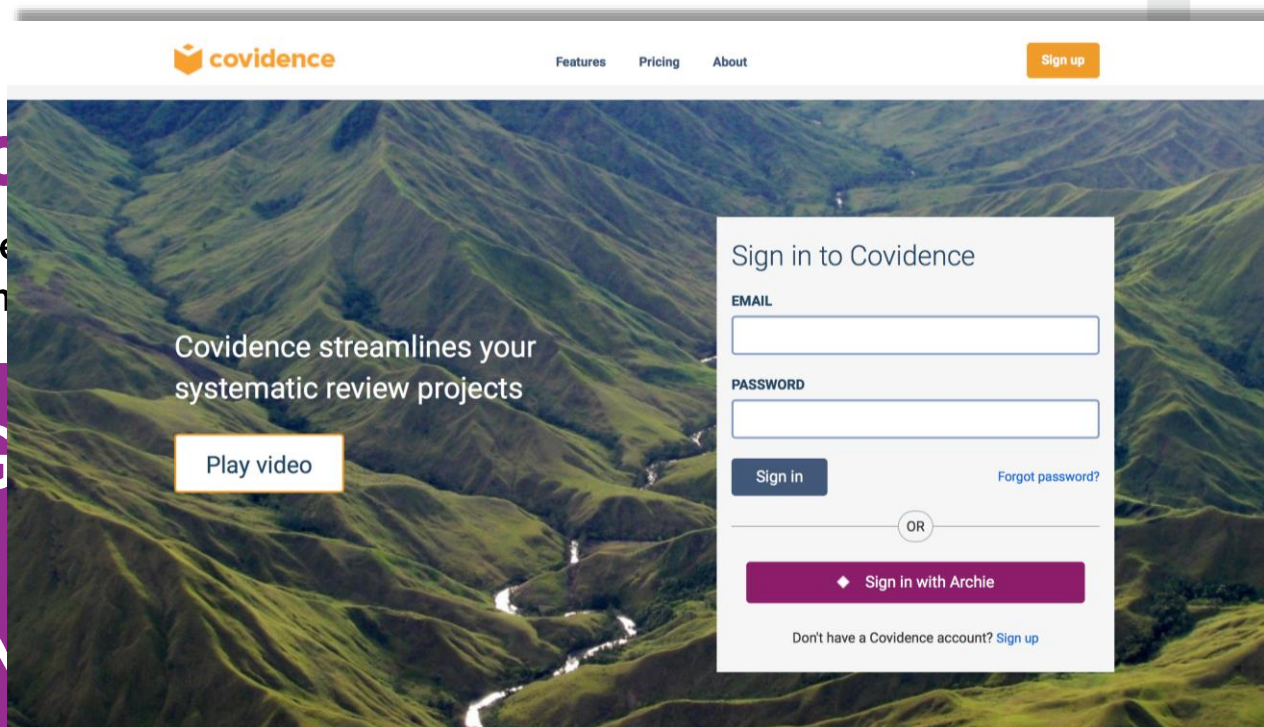
Goal one: Pro

To produce high-quality, relevant synthesized research evidence

INVESTING

MAKING

& PRODUCED MORE EFFICIENTLY



We are pleased to announce the publication of the first Cochrane-wide Priority Review List. The creation of this list represents the achievement of a key milestone for *Target 1.1 Prioritisation*, a part of Cochrane's *Strategy to 2020*. In this target we set out a plan to identify about 200 Cochrane reviews, either new titles or reviews requiring updates that best meet the needs of healthcare and health policy decision makers. The Cochrane Editorial Unit approached this task in two ways: firstly encouraging Cochrane Review Groups to engage with their stakeholders to identify priority reviews in their area, and secondly, identifying a list of research recommendations from national and international organisations in Australia, Canada, Spain, Switzerland, the United Kingdom, and the United States. We hope that publicising the list will act as a stimulus to encourage funders to support production of the reviews.



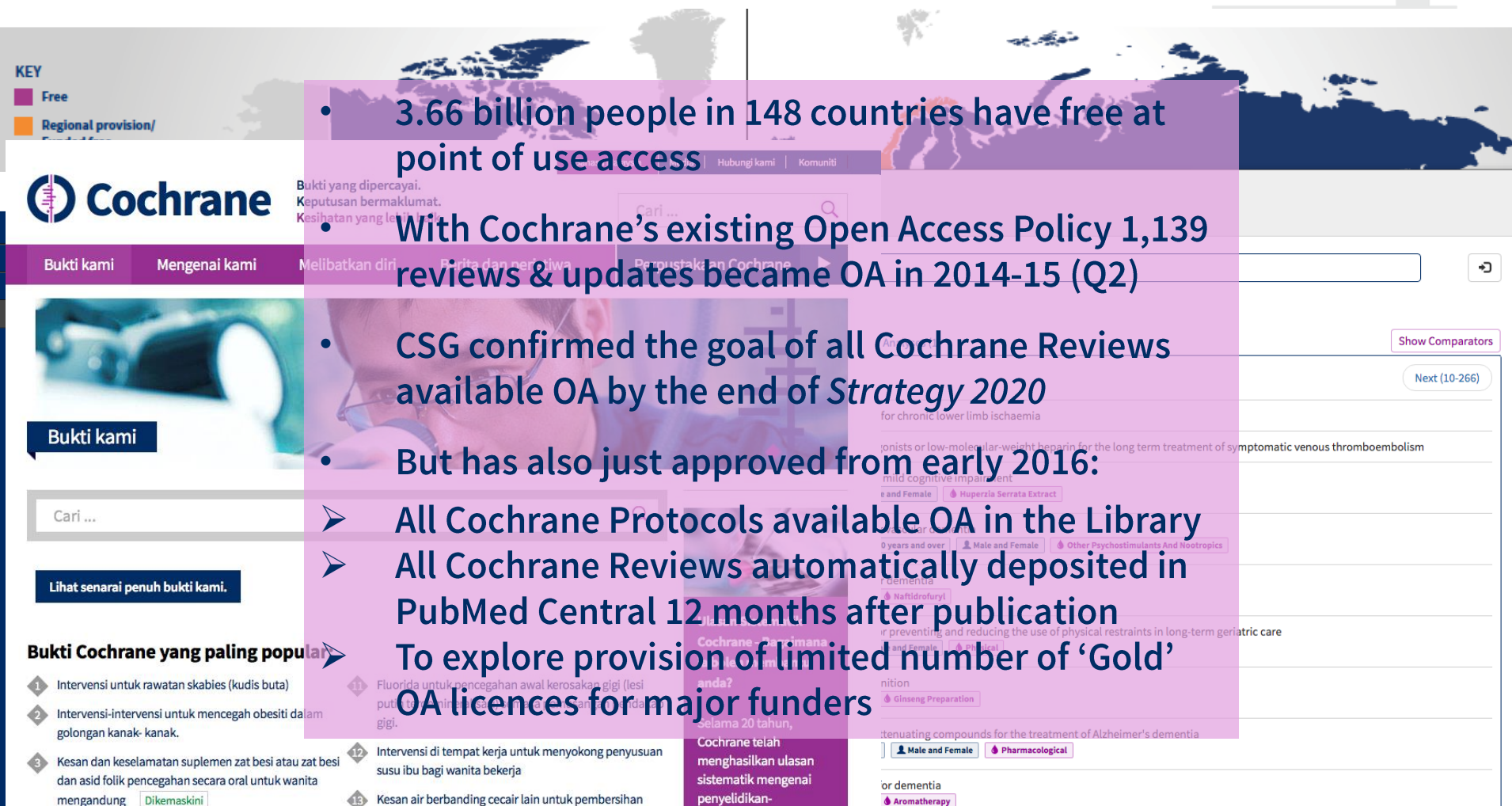
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Goal Two: Making our Evidence Accessible

To make Cochrane evidence accessible and useful to everybody, everywhere in the world.

- 3.66 billion people in 148 countries have free at point of use access
 - With Cochrane's existing Open Access Policy 1,139 reviews & updates became OA in 2014-15 (Q2)
 - CSG confirmed the goal of all Cochrane Reviews available OA by the end of *Strategy 2020*
 - But has also just approved from early 2016:
 - All Cochrane Protocols available OA in the Library
 - All Cochrane Reviews automatically deposited in PubMed Central 12 months after publication
- To explore provision of limited number of 'Gold' OA licences for major funders



The background image is a composite. The top half features a world map with a key indicating 'Free' (purple) and 'Regional provision/' (orange). The bottom half shows a screenshot of the Cochrane website. The website header includes the Cochrane logo and navigation links: 'Bukti kami', 'Mengenai kami', 'Melibatkan diri', 'Berkaitan dan peristiwa', and 'Penyustakan Cochrane'. Below the header is a search bar with the text 'Cari ...'. A section titled 'Bukti kami' is visible. A sidebar on the left lists 'Bukti Cochrane yang paling popular' with three items: 1. Intervensi untuk rawatan skabies (kudis buta), 2. Intervensi-intervensi untuk mencegah obesiti dalam golongan kanak-kanak, and 3. Kesan dan keselamatan suplemen zat besi atau zat besi dan asid folik pencegahan secara oral untuk wanita mengandung. The main content area displays a list of Cochrane reviews, including 'Fluorida untuk pencegahan awal kerosakan gigi (lesi putih)', 'Intervensi di tempat kerja untuk menyokong penyusuan susu ibu bagi wanita bekerja', and 'Kesan air berbanding cecair lain untuk pembersihan'.



Goal Three: Advocating for Evidence

To make Cochrane the 'home of evidence' to inform health decision-making, build greater recognition of our work, and become the leading advocate for evidence-informed health care.

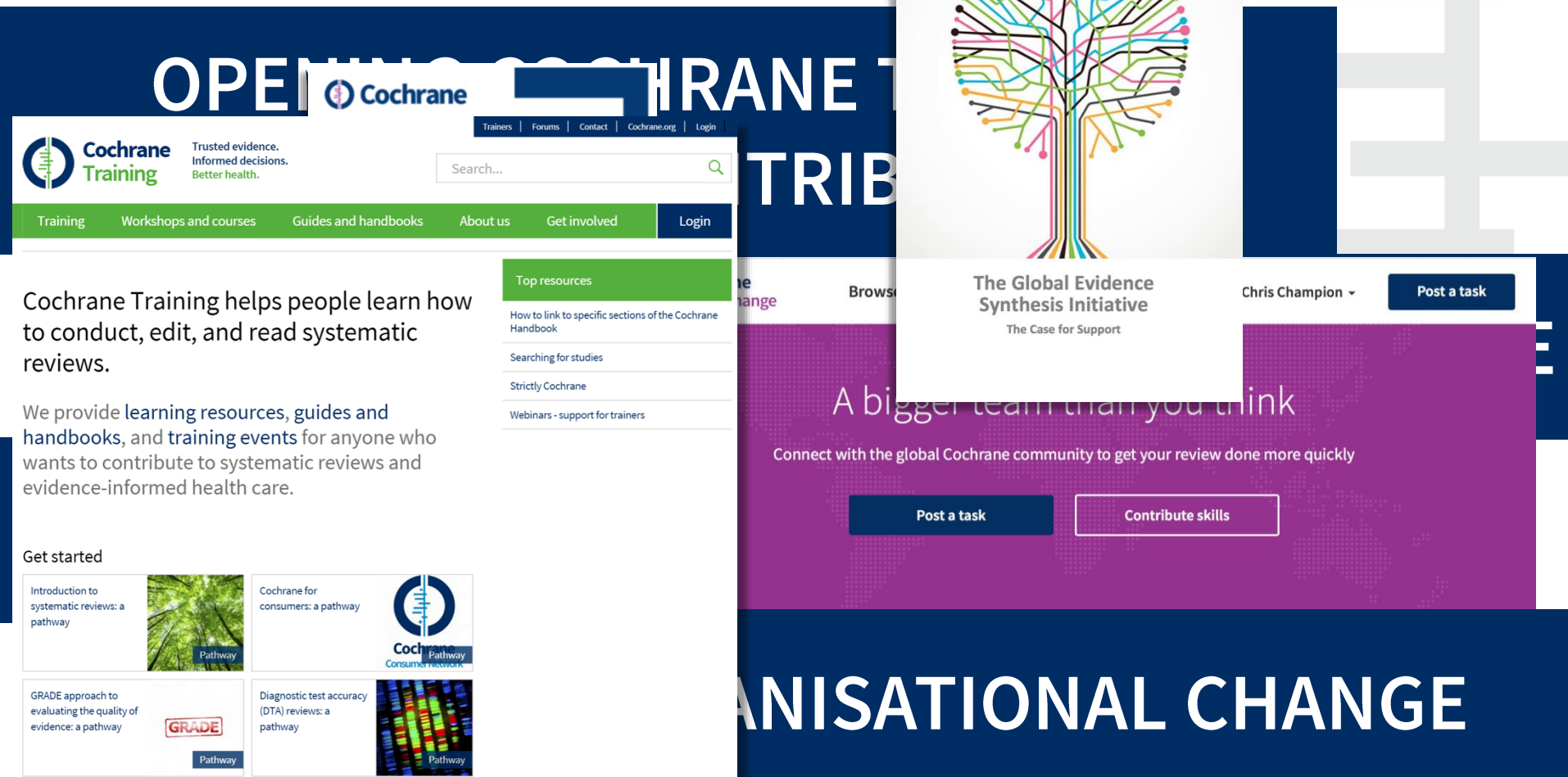
GLOBAL PROFILE

21% increase in sessions



Goal Four: Building an Effective & Sustainable Organisation

To be a diverse, inclusive and transparent international organisation that effectively harnesses the enthusiasm and skills of our contributors, is guided by our values, and is managed efficiently and makes optimal use of its resources countably,



Top resources

- How to link to specific sections of the Cochrane Handbook
- Searching for studies
- Strictly Cochrane
- Webinars - support for trainers

Get started

- Introduction to systematic reviews: a pathway
- Cochrane for consumers: a pathway
- GRADE approach to evaluating the quality of evidence: a pathway
- Diagnostic test accuracy (DTA) reviews: a pathway

The Global Evidence Synthesis Initiative
The Case for Support

Chris Champion ▾

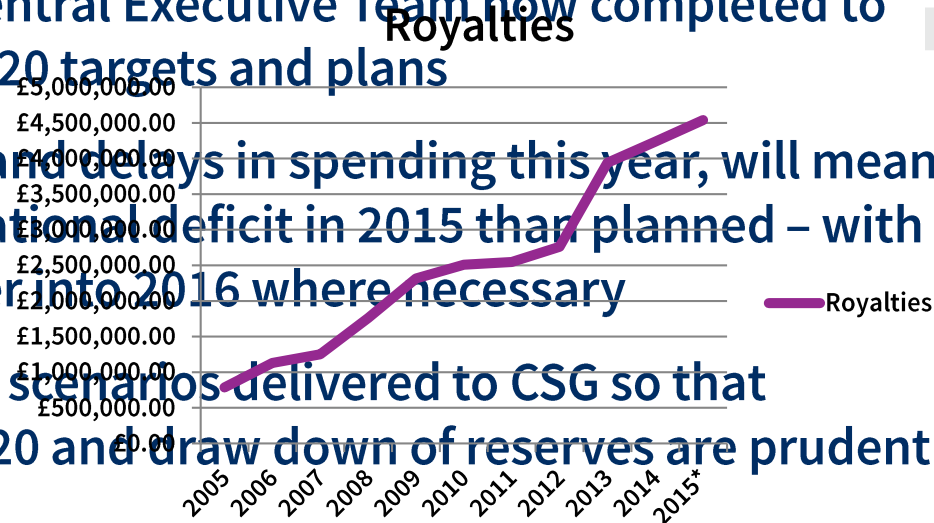
[Post a task](#)

[Contribute skills](#)

ANISATIONAL CHANGE

Sales & Finance

- *Cochrane Library* sales revenues remain very good, showing continued strong growth in 2015 projected at 5%-7%; though Q1&2 – YOY growth in sales of 15% and 17% royalties!
- Wiley predict annual sales continue to rise 5% in 2016 and beyond: Library subscriber base stable and still showing strong inelasticity of demand
- Expansion of the Central Executive Team now completed to deliver existing S2020 targets and plans
- Increased income, and delays in spending this year, will mean much smaller operational deficit in 2015 than planned – with spending rolled over into 2016 where necessary
- Multi-year financial scenarios delivered to CSG so that investments in S2020 and draw down of reserves are prudent & affordable



The challenges we face

- Funding difficulties in Canada
- Two 2015 targets will not be delivered this year – new multilingual Cochrane Library including full search capabilities & updating classification – because of Wiley's technological problems

- Leading to plans to commission an external partner to build a new publishing platform for the Library

- Major internal changes to Cochrane coming soon



Strategy to 2020: two years in



- Progress is good and we are on track to deliver the *Strategy to 2020* with 2016 a strong year of delivery
- But S2020 is a collective Cochrane strategy and it requires the whole organisation to deliver it
- We've achieved an enormous amount in the last 12 months; thanks to the commitment and dedication of the whole Cochrane community