

Statement from: Tracey Howe

I wish to apply for the role of Member of the Cochrane Board and am submitting this statement outlining my experience and expertise in support of my application. I have a knowledge, empathy and belief in the vision, mission and principles of Cochrane and its Strategy to 2020 and a willingness and ability to devote the necessary time and effort required of a Board Member.

In developing this statement I ran a personal report on myself in Archie and was surprised to find that I have been involved with Cochrane activities since 2003, how time flies when you are having fun! Here is my Cochrane story.

I was recruited in 2003, probably like many other people, by other Cochranites who just ooze enthusiasm for making a difference by creating trusted evidence to inform decisions for better health. Initially my involvement was as a co-author of a Cochrane review. I now have reviews registered and have worked with a diverse range of review groups including; Bone, Joint and Muscle Trauma, Eyes and Vision, Drugs and Alcohol, Vascular, Pain Palliative and Supportive Care, Musculoskeletal, and Movement Disorders Groups.

Like many others I then progressed to serving as an editor, in my case the Musculoskeletal Injuries Group and Musculoskeletal Group and was subsequently invited to be Joint Coordinating Editor, with Bill Gillespie of the Bone, Joint and Muscle Trauma Review Group. In this role I gained hands on experience managing a review group including, review production, review management, capability and capacity development and income generation. It was during this time that my interest in priority setting developed and I joined the Priority Setting Methods Group. Since then I have represented Cochrane on the steering groups of four James Lind Alliance Priority Setting Partnerships: Early osteoarthritis of the hip and knee, Surgery for osteoarthritis of the hip and knee, Shoulder surgery and currently Ageing and Multi-morbidity.

It is my personal belief that all health and social care and services, including prevention, should be person centered and thus have always been an active participant, contributor and strong supporter of the Cochrane Consumer Network. I recognize the valuable contribution consumers can, and do, make within Cochrane as an organization, its products and in promoting its activities.

More recently I turned my interest to knowledge translation and was appointed as Joint Director, with David Stott and Peter Langhorne, of the Cochrane Healthcare of Older People's Field. This gave me the opportunity to contribute to the organization at a more strategic level as an active member of the Fields Executive.

Knowledge translation and communication is critical and I have contributed in a number of ways including as the Chief Elf of the 'National Elf Service's Musculoskeletal Elf www.themusculoskeletaelf.net where I promote Cochrane

evidence in ways more accessible to frontline healthcare professionals and the public. I also have a regular feature 'Tracey's Cochrane Corner' in Innov-age Magazine <http://www.edwardhealthcare.org/research/innov-age-magazine/>. This year I was awarded a Winston Churchill Fellowship to explore large-scale health communication projects in New York City and used this opportunity to also spread the Cochrane message.

I am currently involved in the Cochrane Wikipedia Project https://en.wikipedia.org/wiki/Wikipedia:Cochrane/Global_Ageing that has opened up new opportunities for knowledge translation to diverse world wide audiences. Social media is a great way to connect with people and I have met, and am now working and conversing with some great people through this medium. You can see me on Twitter @ProfTraceyHowe @MSK_Elf and @CochraneAgeing and on Facebook and LinkedIn.

Last year (2015) I had the honour of representing Cochrane on the WHO consultation process for the Global strategy and action plan for ageing and health. This contributed to the establishment of Cochrane Global Ageing www.globalageing.cochrane.org (born on 31st October 2016) where I serve as a Founding Director, with Sue Marcus and Vivian Welch. We are now working closely with WHO on the implementation of the global action plan towards a decade of Healthy Ageing commencing 2020.

Cochrane Global Ageing has emerged at a pivotal point in Cochrane's development during the structure and function review. As Directors we have taken great care to engage with the Cochrane Executive Team and other executive groups and wider membership in the development of our Knowledge Translation initiative. Our focus is Cochrane's vision of a world of improved health where decisions about health and health care are informed by high-quality, relevant and up-to-date synthesized research evidence.

I have found the Cochrane 'family' not only passionate about the cause but also very supportive and keen to involve others. I have attended, and presented at, numerous Cochrane courses, events and Colloquia. These are all great ways to meet others, keep up to date with the latest developments, face some new challenges, contribute, receive constructive feedback and typically at the end of action packed programme, an opportunity to really let your hair down and have some fun.

So what may the future hold for Cochrane?

Cochrane is justifiably proud that it has been the driving force for a number of significant changes in healthcare and the "go to" place for high quality evidence for over 20 years. For many years we have had a monopoly in the evidence synthesis market. However, several similar organisations have now been established and the danger is that they could 'take over' some activities that Cochrane considers its core business. Our market share may decline or even disappear entirely. What can we do about this? Cochrane needs to change to adapt to this new landscape and this has

been the focus of the structure and function review. But change how? Our vision is of a world of improved health where decisions about health and health care are informed by high-quality, relevant and up-to-date synthesized research evidence. How can we best achieve this in the current and future environments?

Cochrane reviews involve complex processes of people working together in a coordinated way over time. Feedback from our stakeholders and end users tells us that to be of most use to them our reviews need to address their priority issues. Messages should be accessible globally in terms of plain language, understanding in context and easy to access and share. Production time needs to be dramatically shortened, but quality must be maintained - right message, right place, right time. If we don't address these concerns then for whom are we producing these reviews?

Sustainability of Cochrane with financial security, brand visibility and brand value is the most important issue facing us. Cochrane has grown into a highly complex organisation and operates in multiple social, cultural, and economic environments. We need to get the most out of our capital with careful use of all our resources to maximize performance and create long-term stakeholder, user and employee value and loyalty. This is something that we must do together through the collective wisdom of the Cochrane family.

Change is inevitable; the key is to prepare for change by being proactive rather than reactive, and to always remember to expect the unexpected. I would like to join the Board and commit my experience and energy into helping us achieve our ambitions.

Other experience and skills

If elected as a member of the Cochrane Board I am able to contribute over 30 years experience in:

- **Research and analytical skills** – internationally recognised Professor of Rehabilitation Sciences and Chartered Physiotherapist. Served on numerous International and UK research commissioning, policy and governance panels. Personal research has won numerous awards for their important contribution to priority areas of health policy (IMPACT).
- **Strategic planning and transformational leadership** – developing, supporting and driving high performance cross-institutional multi-professional research teams and environments leading to recognised international profiles, funding portfolio enhancement and diversification (business growth) demonstrated by results in UK Research Assessment Exercise (RAE) 2001, RAE2008 and Research Excellence Framework (REF) 2014.
- **Policy and operational issues facing Higher and Further Education** - experienced panel member assessing the quality of research at UK Universities serving on RAE2008 and REF2014, tasked with deciding on the allocation of many millions of pounds of research funding to Higher Education Institutions. REF consultant to a number of UK HEIs and International advisor Romanian RAE.

Previously Glasgow Chapter lead for ScienceGrrl UK promoting women in science and science policy and a member of the steering group of Glasgow's Science Technology Engineering & Maths (STEM) Hub.

- **Organisational development and capacity building** – up-skilling workforce through innovative combinations of training, mentoring and support with an emphasis on early career staff, healthcare professionals, academics, administrators and science communicators. Conceived, developed and delivered a multi-institutional inter-disciplinary graduate school recognised by a UK award for 'Innovation in recruitment and career development'.
- **Innovation and creative thinking** – developed and implemented new methods of skills development and applied research leading to a range of innovative impactful and successful educational and research demonstrator projects and innovation projects with SMEs.
- **Promoting innovation** – initiated and led the steering group developing an application for Glasgow to become European Innovation Capital 2016, EU Horizon2020 competition. Glasgow was a finalist City. Based with Glasgow Chamber of Commerce on fostering innovation through actions at city level, to build up an innovation ecosystem and ideas to further expand and scale up these initiatives.
- **Partnership working** - Deputy Chair of Glasgow City of Science, with Sir Kenneth Calman as Chair of a pioneering partnership of over 90 organisations. The purpose was to promote awareness of the roles of STEAMMS - Science, Technology, Art and design, Engineering, Maths, Medicine and Social sciences - in improving people's lives and thereby their communities. With the aim of working smarter together to leverage the region's scientific potential as a major driver of sustainable economic development www.glasgowcityofscience.com. Realized collaborative advantage through identification, shaping, steering, formalising through MOUs and driving strategic partner engagement strategies and activities with start-ups, SMEs, public sector (FE, HE, NHS and local authorities) and third sector organisations through to globally significant brand-led businesses such as Morgan Stanley.
- **Engagement in significant international collaborative partnerships** e.g. EU FP7 Open PLACES Cites of Scientific Culture – 200+ European Cities – Glasgow was identified as exemplar in the final report. Host of a workshop 'Cities as Living Labs: Engaging Citizens and Policy Makers in Inclusive, Inspiring and Responsible Science and Innovation' at the European Science Open Forum 2016 the largest multidisciplinary science meeting in Europe.
- **Leading and managing** – held multiple inaugural directorships with responsibility for strategic leadership in managing, influencing and enhancing productivity of staff and integrating and aligning strategies and plans with corporate objectives. Developed and embedded policy and practice, and promoted excellence and high standards of achievement.
- **Governance** – developed, managed and monitored strategic plans, operational objectives and risk. Ensured compliance with legislation and good practice models in both public and third sector organisations
- **Public engagement and knowledge exchange** – championing the consumer voice in health care, disseminating research into practice and initiating,

driving and delivering large-scale science communication to the public including the achievement of a Guinness World Record involving over 5,500 children, 60 primary schools and 160 student nurses in Glasgow. Local Principal Investigator for £3M citizen science project OPenAirLaboratories – OPAL exploring nature.

- **Active leadership roles as ambassador** – effective and persuasive advocate of organisations at senior levels (CEOs, Vice Chancellors, elected members and officials of local and national government) at local, national and international events with media and wider stakeholder audiences.
- **Teaching and learning** - extensive knowledge of effective curriculum design, delivery, assessment and quality assurance at undergraduate and postgraduate levels and researcher development programmes.
- **Personal development** – actively participated in intensive personal development e.g. Top Manager Programme and Athena Programme for Executive Women, both the King’s Fund, London, and PRINCE2 practitioner programme

Board membership

Current

- Non Executive Director - Picker Institute Europe (Registered No. 1081688) - international standard of facilitators of quality of care worldwide (from December 2014 -).
- Member of the Board of Management City of Glasgow College (Scottish Government Ministerial Appointment), Scotland’s Super College (Further Education) with 40,000+ students from 130 countries (from August 2016 -).

Previous

- Board Member_for local award winning Social Enterprise ‘Gorbals Recycles’ (resigned December 2015) & Community Interest Company ‘MsMissMrs’ (resigned September 2016)

Declaration of interests: Tracey Howe

1. Financial interests

a) Received research funding: any grant, contract or gift, commissioned research, or fellowship from The Cochrane Collaboration or a related organisation (i.e. any organisation related to health care or medical research) to conduct research?

Yes, MRC Lifelong Health and Wellbeing Research programme, Big Lottery UK, Scottish Government, Thomas Pocklington Trust, Help the Aged, Department of Health (England), Greater Glasgow & Clyde Endowment Fund, NHS Greater Glasgow and Clyde public health directorate and Glasgow Centre for population health, Physiotherapy Research Foundation, Department of Health New Zealand, PPP Foundation, National Osteoporosis Society, EPSRC, NHS Executive R&D Programme, REMEDI, South Tees Acute Hospitals NHS Trust and Centre for Health and Medical Research.

b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organisation?

Yes, Glasgow Caledonian University (full time employment), University of Cardiff, Brunel University, Otago University, University of Central Lancashire, Higher Education Funding Council

c) Received honoraria: one-time payments (in cash or kind) from a related organisation?

Yes, Winston Churchill Memorial Trust 2016;

d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organisation?

Current

- Non Executive Director - Picker Institute Europe (Registered No. 1081688) - international standard of facilitators of quality of care worldwide (from December 2014 -).
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Previous

- Board Member for local award winning Social Enterprise 'Gorbals Recycles' (resigned December 2015) & Community Interest Company 'MsMissMrs' (resigned September 2016)

e) Possessed share-holdings, stock, stock options, equity with a related organisation (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)?

No

f) Received personal gifts from a related organisation?

No

g) Had an outstanding loan with a related organisation?

No

h) Received royalty payments from a related organisation?

No

2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?

No

9th December 2016

Lorna McAlley
Executive PA
Cochrane Central Executive

Dear Lorna

Re: Nomination of Professor Tracey Howe as member of Governing Board

Tracey has a wealth of experience, from both within Cochrane and outside it, and it gives me great pleasure to nominate her to serve as a member of Cochrane's Governing Board.

Even before I became Director of Cochrane UK I was aware of her work and the significant contribution she had made to Cochrane. She continues not only to be fully engaged with the Collaboration, but also to be one of the leaders of our community, having recently been instrumental in the establishment of Cochrane Global Ageing.

She has a wide range of professional skills of direct relevance to the Board. These have been acquired over 30 years and are those that underpin her position as an internationally recognised professor in the field of rehabilitation sciences and as a chartered physiotherapist.

A key role for members of Cochrane's Governing Board is setting strategy for the organisation and holding to account those responsible for implementing that strategy. Tracey has experience of both strategic planning and transformational leadership, as well as an understanding of the importance of good governance. She would bring relevant Board level experience with other organisations to Cochrane's Board. She has a clear understanding of the responsibilities that Board membership entails.

Yours sincerely,



Professor Martin J Burton MA DM FRCS
Director
Cochrane UK

From
Anne Lyddiatt
18/12/2016

To: Cochrane Board

Subject: Nomination of candidate for member of the Cochrane Board

I hereby nominate **Tracey Howe** as a candidate for election to the Cochrane Board.

I have known and worked with Tracey as a colleague in Cochrane for over 10 years. I confirm that she is an active member of the Cochrane community and that she has the following experience and skills;

- Evidence-informed health care and policy
- Editorial policy and publishing
- Consumer engagement
- Systematic review conduct
- Systematic review methodology
- Knowledge translation and communication
- Financial management in the not-for-profit sector
- Organizational governance

While Tracey's many accomplishments attest to her having the above experience and skills she also has exceptional organizational skills and an innate ability to interact and work equally with health professionals, business, educational and government staff and representatives as well as consumers/citizens. She is not only a well qualified candidate for the Board but is also very well liked and respected both within Cochrane and by other groups/organizations. I feel we are very fortunate to have someone of her caliber willing to serve on the Board. I have just finished a term on the Steering Group and feel I can say without hesitation that Tracey has the qualities, enthusiasm and commitment we need on the Board as Cochrane moves to 2020 and beyond.

Yours sincerely



Anne Lyddiatt

Nominee: Tracey E Howe
Professor of Rehabilitation Sciences
School of Health & Life Sciences
Glasgow Caledonian University
Glasgow
G4 0BA

Email: tracey.howe@gcu.ac.uk

From
Sue Marcus
Managing Editor Cochrane Dementia and Cognitive Improvement Group

To: Cochrane Board

Subject: Nomination of candidate for member of the Cochrane Board

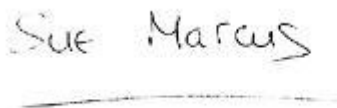
I hereby nominate **Tracey Howe** as a candidate for election to the Cochrane Board.

I have known and worked with Tracey as a colleague in Cochrane for 4 years. I confirm that she is an active member of the Cochrane community and that she has the following experience and skills;

- Evidence-informed health care and policy
- Editorial policy and publishing
- Consumer engagement
- Systematic review conduct
- Systematic review methodology
- Knowledge translation and communication
- Financial management in the not-for-profit sector
- Organizational governance

I have no doubt she will make a great contribution to the Board.

Yours sincerely

A handwritten signature in blue ink that reads "Sue Marcus". Below the signature is a horizontal line.

Sue Marcus

Nominee: Tracey E Howe
Professor of Rehabilitation Sciences
School of Health & Life Sciences
Glasgow Caledonian University
Glasgow
G4 0BA

Email: tracey.howe@gcu.ac.uk