

Proposed 2018 *Strategy to 2020* Priorities

Executive summary:

This document sets out four top priorities for Cochrane from 2018 onwards that the Senior Management Team believes have the greatest potential to achieve the established definitions of success for the *Strategy to 2020*. The bottom row of the table below lists the potential targets/projects/work required from 2018 onwards to deliver these priorities, some of which will be developed into organizational *Strategy to 2020* Targets for 2018 and budgeted in the 2018 Plan & Budget, with others planned from 2019 onwards. Some restricted access content has been removed from this open access version.

Priorities for 2018 onwards	(1) Successful implementation of the Cochrane Review Group Transformation Programme	(2) A Cochrane Content strategy and improved product development processes are established	(3) A sustainable business model - based on increased subscriptions to the Cochrane Library – is developed, and plans made for realignment of the Central Executive Team accordingly	(4) Knowledge Translation is developed, expanded and implemented across Cochrane in a sustainable way.
Relevant to Strategy to 2020 Goal	GOAL 1: PRODUCING EVIDENCE GOAL 4: EFFECTIVE & SUSTAINABLE ORGANIZATION	GOAL 1: PRODUCING EVIDENCE GOAL 2: MAKING EVIDENCE ACCESSIBLE GOAL 3: ADVOCATING FOR EVIDENCE	GOAL 4: EFFECTIVE & SUSTAINABLE ORGANIZATION	GOAL 2: MAKING EVIDENCE ACCESSIBLE GOAL 3: ADVOCATING FOR EVIDENCE
Relevant to Strategy to 2020 Objective	High-quality Relevant Up-to-date Wide coverage Pioneering methods Efficient production Inclusive and open Global and diverse Efficiently run Investing in people Transparently governed	Relevant Up-to-date Wide coverage Pioneering methods User-centred design and delivery Accessible language Multi-lingual The ‘home of evidence’ Global impact Financially strong	Financially strong Efficiently run	User-centred design and delivery Global profile Global advocate Global partner Global impact
Rationale for prioritizing the area	<ul style="list-style-type: none"> Achieving successful CRG structure and function reform will transform production and editorial processes; and ensure improved quality, efficiency, timeliness and consistency of Cochrane Reviews. A more agile Network model will ensure more rapid implementation of new methods, tools and technologies, and editorial policies. 	<ul style="list-style-type: none"> Despite delays to the delivery of an enhanced Cochrane Library, when the new platform is in place at the end of 2017 we will have the technological capacity to deliver new capabilities and features to users as defined in the <i>Strategy to 2020</i>. Now is the time to prioritize the areas of future content development needed to ensure we continue to meet our users' needs and retain our preeminent position in the health and healthcare evidence fields. Better and more rapid product development will improve the value of Cochrane's products to its users, protect Library revenues, and ensure new business opportunities are seized effectively. 	<ul style="list-style-type: none"> Subscription revenue from the Cochrane Library is and will remain for the foreseeable future the largest, most stable and predictable source of income for Cochrane centrally. Increased Open Access to Cochrane Reviews is likely to compromise subscription revenue unless additional value can be built into use of content behind the paywall. Diversifying income through fundraising is challenging and will require additional time and resources to grow this area. Products and services continue to be evaluated and launched by Cochrane Innovations as well as focus on revenue protection for the Cochrane Library. 	<ul style="list-style-type: none"> Beyond production of reviews, this is the ‘other half of our mission’ and we need to ensure sufficient focus is put on ensuring that the right evidence is produced, and that it reaches the right people at the right time in a way they want to consume it. It is essential the CET works together with the community to co-lead on the implementation of the framework given the strategic level of importance. To do this, we need to work with the community to embed best practice and emphasize the different roles that all parts of Cochrane have to play to make this a success. We will need to achieve this in the most efficient and sustainable way possible.
Targets/projects/work required from 2018 onwards	<ul style="list-style-type: none"> On schedule implementation of the CRG Transformation Programme Implementation of a new production workflow that embeds all Cochrane's recent technology development in a new production system (e.g., Transform, Covidence, RevMan Web) 	<ul style="list-style-type: none"> Further development of a content strategy and process for future content ‘strategisation’ Integration of Editorial Board and Scientific Committee in new processes Alignment of methods innovation with content development 	<ul style="list-style-type: none"> Continued development of enhanced Cochrane Library content and services aligned with the content strategy to ensure value to subscribers Fundraising plans prioritized and delivered 	<ul style="list-style-type: none"> KT implementation plan priority work packages, including support for those taking on new KT-related work, delivered on schedule Alignment with content strategy Integration with CRG Transformation Programme implementation

	<ul style="list-style-type: none">• Development and implementation of editorial and organizational policies• Continuing to implement a programme of training and support for editorial teams in the context of the new CRG Networks• Alignment of functions and collaboration between other Cochrane Group-types and new Networks	<ul style="list-style-type: none">• Improved product development processes• Further development of RevMan Web, CRS Web, and other tools and data structures to deliver on the content strategy and product development processes for maximum efficiency and impact• Coordinated support for the implementation and production of prioritized content		<ul style="list-style-type: none">• Integration with Cochrane Fields and geographic-oriented Groups' structure and function reform implementation
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