Cochrane

Governing Board Teleconference

Schedule	Tuesday 12 December 2017, 07:00 PM — 08:30 PM GMT
Venue	GoToMeeting (admin account)
Organiser	Veronica Bonfigli

Agenda

1. Welcome, Apologies, Declarations of Interest and Approval of the Agenda
   For Information - Presented by Martin Burton

   📄 Governing Board Convene Notes Page.pdf

2. Matters arising not otherwise covered by the Agenda
   For Information - Presented by Martin Burton

   📄 Governing Board Convene Notes Page.pdf

3. Record of the vote on the approval of the Minutes, Cape Town, September 2017
   For Information - Presented by Martin Burton

   📄 Governing Board Convene Notes Page.pdf

4. Strategy to 2020: 2018 Targets
   For Decision - Presented by Mark Wilson

   📄 2017-Dec.telecon-4-001 Strategy to 2020 2018 Targets.pdf

   Vote The Board approves the Strategy to 2020 Targets for 2018

5. 2018 Plan & Budget
   For Decision - Presented by Mark Wilson

   Vote The Board approves the 2018 Plan and Budget
   📄 2017-Dec.telecon-5-000 Plan and Budget cover sheet.pdf
   📄 2017-Dec.telecon-5-001 Plan & Budget Introduction.pdf
   📄 2017-Dec.telecon-5-001.1 Financial Scenarios 2017-20.pdf
   📄 2017-Dec.telecon-5-002 Plan & Budget.pdf

5.1. Cochrane Reserves Policy for 2018
For Decision - Presented by Marguerite Koster

Vote The Board approves the recommendation from the Finance, Audit and Investment Committee to revise the Reserves Policy statement annually to reflect as accurately as possible the levels planned and the reasons for holding them; and the 2018 Reserves...

🔺 2017-Dec.telecon-5.1-001 Reserves Policy 2018.pdf

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6. Executive Officers' updates:

6.1. CEO's update
For Information - Presented by Mark Wilson

🔺 Governing Board Convene Notes Page.pdf

6.1.1. Publishing contract update
For Information - Presented by Mark Wilson

🔺 Governing Board Convene Notes Page.pdf

6.2. Editor-in-Chief's update
For Information

🔺 Governing Board Convene Notes Page.pdf

6.2.1. CRG Transformation programme update
For Information

🔺 Governing Board Convene Notes Page.pdf

6.3. Cochrane Innovations update
For Information

🔺 Governing Board Convene Notes Page.pdf

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7. Process for reviewing Cochrane's 'Cochrane policy on commercial sponsorship of Cochrane Reviews and Cochrane Groups' of 8th March 2014

🔺 2017-Dec.telecon-7-000 CoI review process proposal cover sheet.pdf
🔺 2017-Dec.telecon-7-001 CoI review process proposal.pdf

Vote The Board approves in principle Paper 2017-Dec.telecon-7-001 setting out a

Process for a Review, and mandates the SMT to develop this plan further and report back on the resource implications of it. The Board will make a final decision about the ...

8. Any Other Urgent Business
    For Information - Presented by Martin Burton

    📄 Governing Board Convene Notes Page.pdf

9. Date of Next Meeting
    Presented by Martin Burton

    📄 Governing Board Meetings and Teleconferences in 2018.pdf

Governing Board Paper

Agenda number:	4 *[2017-Dec.telecon-4-001]*
Agenda item:	*Strategy to 2020:* 2018 Targets
Submitted for Governing Board meeting:	December 2017 teleconference
Submitted by:	SMT (Senior Management Team)
Sponsored by:	Martin Burton and Cindy Farquhar
Access:	Open Access version
Decision or information:	Decision
Resolution for the minutes:	The Board approves the proposed 2018 *Strategy to 2020* Targets.
Executive summary:	At its meeting in Cape Town, September 2017, the Board approved the Senior Management Team's (SMT's) *Proposed 2018 Strategy to 2020 Priorities* (**2017-CT-8.1-001),** which the SMT believes have the greatest potential contribution to achieving the established the *Strategy*'s definitions of success*.* These have been developed into five organizational Targets for 2018 as set out in this paper, which also guide resource choices in the 2018 Plan & Budget.
Consultation with Cochrane Council:	The Council reviewed the *Proposed 2018 Strategy to 2020 Priorities.*
Financial request:	As per the 2018 Plan & Budget.

Proposal:

2014 ⟩ 2015 ⟩ 2016 ⟩ 2017 ⟩ **2018** ⟩ 2019 ⟩ 2020

Strategy to 2020 aims to put Cochrane evidence at the heart of health decision-making all over the world. In our fifth year of delivery of the *Strategy*, the 2018 targets will reflect our concentration on the most critically important outstanding transformational objectives for the organization under the Goals of:

1. **Producing Evidence**
2. **Making Evidence Accessible**
3. **Advocating for Evidence**
4. **Building an Effective & Sustainable Organization**

In 2018, the Central Executive Team and the Cochrane Community will together:

1. **Form eight new Cochrane Review Group Networks, and begin implementation of Network plans and improved ways of working together.**
2. **Complete the new standardized technology workflow for Cochrane Review production.**
3. **Agree Cochrane's future priority review types, methods and data sources through the development of a 'content strategy', and begin associated implementation activities.**
4. **Deliver more features and enhancements of the Cochrane Library after its re-launch.**
5. **Build capacity and engagement in Knowledge Translation activities across the organization.**

Recommendations:

The SMT proposes that the Board approves the proposed 2018 *Strategy to 2020* Targets.

Once the approved list of Targets has been finalised by the Board, an open access version of this document will be made available to the Cochrane Community and published on Cochrane.org. Further, the *Definitions of Success* document will be updated and delivered to the Board and the whole Cochrane community in early 2018.

1. Form eight new Cochrane Review Group Networks, and begin implementation of Network plans and improved ways of working together

Target Outcomes	2018 will be the first year of implementation of the CRG Transformation Programme. The Programme's Implementation Plan has a detailed list of targets covering the initial formation of the new Networks, establishment of Network and CRG plans, and improved and more integrated ways of working. The main goal of this plan during 2018 is to establish the structural changes within each Network of CRGs to: • Achieve better governance and accountability; • Improve the review production process, including quality, relevance and timeliness of Cochrane Reviews.
Indicators of Success	• Eight new CRG Networks are formed, and targets from the Implementation Plan are delivered on time, including the signature of Collaboration Agreements with all CRGs and the delivery of strategic plans for the Networks. • The new Editorial Board is in place, functioning as a team, and providing strong leadership to the Networks.

		Estimated Delivery Dates
Deliverables by CET	A detailed list of deliverables is published in the Implementation Plan. The principal deliverables will be: 1. Senior & Associate Editors of the eight Networks are appointed. 2. Editorial policies related to sustainable review production have been published and are being implemented. 3. The Editorial Board has been established and begun meetings.	1. Jan 2018 2. Oct 2018 3. End of year and ongoing
Deliverables by Cochrane Groups and Networks	1. All CRGs have completed the re-application process and signed Collaboration Agreements with the Central Executive. 2. The Networks have published strategic plans.	1. End of year 2. Apr 2018
Estimated start date for work	October 2017	

2. Complete the new standardized technology workflow for Cochrane Review production

Target Outcomes	As part of *Strategy to 2020*, Cochrane has invested significant resources in developing new technology to make data management and Cochrane Review production processes more efficient. In 2018, Cochrane will complete technical developments to link these tools together so that they can become the default way of working for review author teams.
Indicators of Success	- A fully integrated technology workflow process for Cochrane intervention reviews is established. - All new intervention reviews are using RevMan Web by the end 2018. 90% of new intervention reviews started in December 2018 or later use RevMan Web, Covidence or EPPI-Reviewer, CRS Web, and GradePro in the production process.

Deliverables by CET	1. CRS Web and Covidence are integrated so that search results can be provided to authors directly in the Covidence tool as the default. 2. Covidence and RevMan Web are integrated and support review updating via effective integration of the two tools. 3. Guidance is published on how to use machine automation in the study identification process. 4. GradePro and Revman Web integration is in place replacing the import/export routine currently used.	**Estimated Delivery Dates:** 1. Apr 2018 2. Sep 2018 3. Dec 2018 4. Dec 2018
Deliverables by Cochrane Groups and Networks	1. All review author teams beginning intervention reviews use RevMan Web. 2. MEs and CRG support staff are able to handle RevMan Web support for authors. 3. Cochrane Information Specialists are trained and able to deliver search results via the new integration between CRS Web and Covidence and are following the new guidance on use of machine automation in study identification.	1-3. Dec 2018
Estimated start date for work	January 2018	

3. Agree Cochrane's future priority review types, methods and data sources through the development of a 'content strategy', and begin associated implementation activities

Target Outcomes	Cochrane will establish a new 'content strategy' that will define the review types, data sources and review methodologies that will be prioritized for implementation over the next decade – and also provide clarity on what will be de-prioritized for further development. The overall aim is to keep Cochrane content high-quality and relevant, and implement innovations more quickly.	
Indicators of Success	- A 'content strategy' is delivered to the Governing Board for approval that defines the priority review types, methods and data sources that Cochrane should invest its resources in developing and delivering over the next decade. - Implementation of the approved recommendations begins in 2018, and new prioritized content-types start development.	
Deliverables by CET	1. A content strategy is delivered to, and approved by, the Governing Board. This strategy will be regularly updated. 2. The CET, Editorial Board, methods community and CRG Networks establish a process for scheduling and enabling development of approved new priority review types, methods and use of data sources.	**Estimated Delivery Dates:** 1. Mar 2018 2. Sep 2018 – onwards
Deliverables by Cochrane Groups and Networks	1. The CET, Editorial Board, methods community and CRG Networks establish a process for scheduling and enabling development of approved new priority review types, methods and use of data sources.	1. Sep 2018 – onwards
Estimated start date for work	October 2017	

4. Deliver more features and enhancements of the Cochrane Library after its re-launch

Target Outcomes	Cochrane is currently working with Wiley, our publisher, and Highwire, a third-party technology provider, to build and deliver an enhanced Cochrane Library with greater functionality that makes it easier for users to discover and use Cochrane content in their decision-making. A key rationale for this project is a more flexible technology platform that makes it easier and quicker to deliver new features and enhancements. Following launch of the Enhanced Cochrane Library in Quarter 1 2018, the Central Executive Team will implement a new product management and development process that evaluates new features in a variety of ways, including by their potential value to users, their ability to generate new or protect existing income from sales of the Cochrane Library; and their strategic fit with *Strategy to 2020*. In 2018 this is likely to include PICO-based search, a new Methods Journal, and display updates for Cochrane Reviews. Cochrane aims to continue to deliver features and enhancements on a regular basis throughout the year, and on an ongoing basis.
Indicators of Success	• Regular releases of new features and enhancements in 2018 that have been prioritized by their importance to end-users, and are consistent with the priorities in *Strategy to 2020*.

Deliverables by CET and third parties		Estimated Delivery Dates:
Deliverables by CET and third parties	1. A product management and development process is in place based around regular releases of new features and enhancements that are prioritized by their importance to end-users, and are consistent with the priorities in *Strategy to 2020*. 2. Regular releases of new features and enhancements, including in 2018 PICO-based search, development of a new Methods Journal, and display updates for Cochrane Reviews.	1. Mar 2018 2. Ongoing throughout 2018
Deliverables by Cochrane Groups and Networks	1. Cochrane Groups continue to deliver high quality Cochrane Reviews. 2. Committees such as the new Editorial Board contribute to the identification of new features and enhancements.	1. Ongoing 2. Ongoing throughout 2018
Estimated start date for work	Following launch of the Enhanced Cochrane Library in Quarter 1 2018.	

5. Build capacity and engagement in Knowledge Translation activities across the organization

Target Outcomes	The Knowledge Translation (KT) framework and implementation plan (both approved by the Governing Board in 2017), outline the scope of KT in Cochrane, guide the work on investments needed, and indicate the role each type of Cochrane Group can play in KT. Cochrane undertakes KT activities in order to ensure its reviews are relevant to stakeholders, and are presented in a format that facilitates the use of evidence in decision-making. This first year of implementation will focus on: • Growing engagement of the Cochrane community in KT, by implementing a dispersed leadership strategy, engaging existing and emerging KT leaders and champions in driving KT implementation across the organization. • Aligning KT implementation with CRG Transformation Programme ensuring KT supports CRG transformation; for example, through guidance on prioritization approaches and processes. • Strengthening KT learning and capacity building across the organization.

Indicators of Success	• Growing engagement of the Cochrane community in KT, demonstrated by:
	   o Number of people actively engaged in the KT working groups and in the activities implemented by these groups.
	   o Use of the KT community webpages.
	   o Number of people participating in KT training offered.
	• More effective review prioritization processes and an increase in the number of groups undertaking prioritization exercises.
	• More efficient use of resources and sharing of KT best practices and learning across all Cochrane Groups and across languages.
	• KT products, processes and outputs consider translation activities from start to help us become a truly multi-lingual organization.

Deliverables by CET	1. A fully functioning governance structure, with all working groups in place, and each group having a clearly defined plan of work. 2. Priority setting guidance and approaches available. **Estimated Delivery Dates:** 1. Feb 2018

	3. Documented existing expertise and experience, identified examples of excellence, facilitated shared learning among other through a revamped KT portal on the community website. 4. Innovative products selected for scale-up and implementation commenced. 5. A program of training and support for Groups aligned with the KT Strategy has been planned and commenced, including a mentoring program. 6. A systematic planning and scoping procedure has been implemented that ensures that language translation is considered at the start of KT product and process development.	2. Sep 2018 3. Sep 2018 4. Jul 2018 5. Sep2018 6. Oct2018
Deliverables by Cochrane Groups and Networks	1. Use of priority guidance and approaches by Cochrane Groups and Networks. 2. Contribute and share expertise, experience, and examples of excellence in KT, including in training for KT.	1. From Jun 2018 onwards 2. Ongoing
Estimated start date for work	January 2018	

Governing Board Paper

Agenda number:	7 [*2017-Dec.telecon-7-000*]
Agenda item:	Process for reviewing Cochrane's 'Cochrane policy on commercial sponsorship of Cochrane Reviews and Cochrane Groups' of 8th March 2014
Submitted for Governing Board meeting:	December 2017 teleconference
Submitted by:	Martin Burton and Peter Gøtzsche
Sponsored by:	Martin Burton and Peter Gøtzsche
Access:	Open
Decision or information:	Decision
Resolution for the minutes:	The Board approves *in principle* Paper *2017-Dec.telecon-7-001* [as amended]* setting out a Process for a Review, and mandates the SMT to develop this plan further and report back on the resource implications of it. The Board will make a final decision about the Review at its meeting in Lisbon. *Note: this will only be a part of the resolution if the Paper is amended
Executive summary:	The Board believes that the current Conflict of Interest should be revised. The paper proposes a mechanism for doing so.
Consultation with Cochrane Council:	Not applicable
Financial request:	None at this stage

Proposal for a process for reviewing Cochrane's "Cochrane policy on commercial sponsorship of Cochrane Reviews and Cochrane Groups" of 8th March 2014

Peter Gøtzsche
Martin Burton

November 2017

Introduction

"Cochrane Reviews must be independent of conflicts of interest associated with commercial sponsorship and should be conducted by people or organizations that are free of such bias."[1]

However, clause 3 of the policy, allows authors of reviews to have financial ties to the manufacturer of the product being reviewed provided that on a specific review the number of such authors constitute the minority. In the past, this mechanism (whereby the majority of authors are "un-conflicted") has been deemed sufficient to satisfy the over-arching requirement of independence.

The Governing Board now wishes to revise the policy

This paper sets out a proposal for a **process** to revise the policy. Governing Board is asked to *approve* the process outline below *in principle*. Thereafter, the Senior Management Team (SMT) will advise on the resource implications, allowing the Board to make a final decision on when the process will be initiated.

Principles underpinning the proposed process

In producing the proposal that follows, we have applied the following principles. The process will:
1. Be started without undue delay, and completed as quickly as possible.
2. Be undertaken by a small group.
3. Involve consultation with the Cochrane community
4. Produce specific recommendations for the Governing Board, including a new policy or policies.

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[1] http://www.cochrane.org/about-us/our-governance-and-policies/cochrane-policies/commercial-sponsorship-policy

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Proposed process

1. The Editor-in-Chief will convene a group including:

    a. One Co-Chair
    b. One additional Governing Board member
    c. The Funding Arbiters

2. This will be an *ad hoc* Working Group of the Governing Board and will be known as the "Cochrane CoI Policy Review Working Group" (CCPRWG), hereafter referred to as *the Working Group.*

3. The *Working Group* will begin immediately after the approval of this process by the Governing Board, and will produce a succinct report, specific recommendations and a new policy or policies within 6 months thereafter, as outlined below.

4. The remit of the *Working Group* is as follows:

    a. To review briefly the history of the current CoI policy
    b. To state clearly their view on the purpose of Cochrane's CoI policy and the goals it is designed to achieve
    c. To consult with the Cochrane community as it sees fit, but within the time-frame allowed
    d. To recommend, in general terms, how the policy might change in the short- and long-term. Specifically,
        i. does the *Working Group* recommend changing the policy now, in such a way that the new policy is likely to remain in place for a long time? or,
        ii. does the *Working Group* favour a staged approach with a series of changes over a number of years? or
        iii. some other strategy?

5. The *Working Group* will recommend to the Governing Board *either*
        i. a single specific plan to be implemented from 2018, *or*
        ii. a set of optional plans from which the Board may choose
    Each of these plans will include a ***draft of any new CoI policy*** that is proposed.

Governing Board
Meetings & Teleconferences in 2018

19th & 22nd-23rd March 2018
Lisbon, Portugal
(Governance Meetings 19th-23rd March)

12 June 2018
Teleconference

13th-15th September 2018
Edinburgh, UK
(Colloquium 16th18th September)

10th December 2018
Teleconference