

Delivery of the *Strategy to 2020* in 2018:

Targets Report

Strategy to 2020 aims to put Cochrane evidence at the heart of health decision-making all over the world.

Trusted evidence.
Informed decisions.
Better health.



Overall status indicator for Target	
Green (G)	Good progress, with confidence that most delivery dates will be met
Amber (A)	Some delays that may affect overall delivery, with corrective action required - including alterations to original delivery dates
Red (R)	Serious concerns that current or revised delivery dates will not be met; urgent corrective action required

End-of-year status for Target deliverables	
✓	Complete
→	Ongoing/extended
X	Abandoned
Abbreviations:	
Q1 – Q4	Quarter 1 (January – March) Quarter 2 (April – June) Quarter 3 (July-September) Q4 (October-December)
CET	Central Executive Team
SMT	Senior Management Team

2018 was a very successful year for Cochrane in our progress towards achieving the organization's *Strategy to 2020*'s goals with record increases in the demand for and use of Cochrane evidence from our online platforms; the launching of a new [Cochrane Library](#) platform that allows new features to be offered to subscribers and users in future; the completion of a new [editorial Content Strategy](#) establishing Cochrane's future evidence production developments; and a massive increase of 20,000 new members and supporters joining our worldwide community. All five of the *Strategy to 2020* Targets for 2018 were partly or completely delivered, as set out below.

More resources on 2018 performance:

- [Strategy to 2020 on Cochrane Community](#)
- 2018 Trustees Report & Financial Statements (link to follow)
- 2018 End of Year Dashboard (link to follow)
- [Definitions of Success](#)

2018 Targets End of Year Status Summary:

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

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

Target Outcomes	2018 was 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 was to establish the structural changes within each Network of CRGs to: <ul style="list-style-type: none">• Achieve better governance and accountability;• Improve the review production process, including quality, relevance and timeliness of Cochrane Reviews.		
Indicators of Success	<ul style="list-style-type: none">• 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.		
Deliverables by CET	A detailed list of deliverables is published in the Implementation Plan. The principal deliverables will be: <ul style="list-style-type: none">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.	Est. delivery dates: <ul style="list-style-type: none">1. Jan 20182. Oct 20183. Year end 2018 and ongoing	End-of-Year: <ul style="list-style-type: none">1. ✓2. →3. ✓
Deliverables by Cochrane Groups and Networks	<ul style="list-style-type: none">1. All CRGs have completed the re-application process and signed Collaboration Agreements with the Central Executive.2. The Networks have published strategic plans.	Est. delivery dates: <ul style="list-style-type: none">1. Year end 20182. Apr 2018	End-of-Year: <ul style="list-style-type: none">1. →2. ✓
Estimated start date for work	October 2017		
End-of-Year update	Deliverables for CET: <ul style="list-style-type: none">1. Two Senior Editors were appointed in January 2018 and six more (including three interim appointments) were		

	<p>appointed at end of April 2018. All Associate Editors have been appointed and allocated to Networks. The setting up of the Networks was successful. The merging of review groups posed unanticipated challenges and therefore required more work to complete than had been expected. Webinars regarding new editorial policies related to sustainable review production have been run (e.g., 'peer review policy' webinar (April 2018)).</p> <p>2. Peer review and rejection policies: both currently being implemented. Conflict of interest and update policies: estimated delivery date Dec 2019.</p> <p>3. The Editorial Board has been established and meets every three months.</p> <p>Deliverables by Cochrane Groups and Networks:</p> <p>1. Forty-five of the fifty-two CRGs have signed Collaboration Agreements with the Central Executive. The priority setting of CRGs in collaboration with the Knowledge Translation Department will take longer than initially projected, hence the revised delivery of 2020 for final completion. The re-accreditation process will be combined with performance metrics for CRGs.</p> <p>2. All CRG Networks have published strategic plans.</p>
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2. Complete the new standardized technology workflow for Cochrane Review production

Target Outcomes	As part of <i>Strategy to 2020</i> , Cochrane has invested significant resources in developing new technology to make data management and Cochrane Review production processes more efficient. In 2018, Cochrane will aim to 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	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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/Magic and Revman Web integration is in place, replacing the import/export routine currently used and to support the creation of summary of findings tables in reviews. 	Est. delivery dates: <ol style="list-style-type: none"> 1. Apr 2018 2. Sep 2018 3. Dec 2018 4. Dec 2018 	End-of-Year update: <ol style="list-style-type: none"> 1. → 2. → 3. ✓ 4. → 	
Deliverables by Cochrane Groups and Networks	<ol style="list-style-type: none"> 1. All review author teams beginning intervention reviews use RevMan Web. 2. MEs and CRG support staff can 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. 	Est. delivery dates: <ol style="list-style-type: none"> 1. Dec 2018 2. Dec 2018 3. Dec 2018 	End-of-Year update: <ol style="list-style-type: none"> 1. → 2. ✓ 3. ✓ 	
Estimated start date for work	January 2018			
End-of-Year update	<p>Deliverables by CET:</p> <ol style="list-style-type: none"> 1. Now aiming for a March 2019 completion. 2. Re-scheduled to be completed by October 2019 to accommodate delays from Covidence development team and to align with new data structures work in RevMan Web to support Risk of Bias 2 and other content strategy priorities. 3. Guidance has been approved and has been published. 4. MAGIC integration is on track to be delivered in May 2019. We are awaiting confirmation from GradePro on when they can complete their work. The RevMan side of integration work is done for all partners, we are delayed by partner capacity to deliver their side of the work. <p>Deliverables by Groups and Networks:</p> <ol style="list-style-type: none"> 1. Most Groups have now started using RevMan Web. However, rollout has been delayed by a lack of key features to support Managing Editors and Copy-Editing workflows, which the CET Is working on now. 2. This is proceeding. 3. This has been completed. 			

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 aim to 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 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	<ul style="list-style-type: none"> 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	<ol style="list-style-type: none"> A content strategy is delivered to, and approved by, the Governing Board. This strategy will be regularly updated. 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. 	Est. delivery dates: <ol style="list-style-type: none"> Mar 2018 Sep 2018 onwards 	End-of-Year update: <ol style="list-style-type: none"> ✓ ✓
Deliverables by Cochrane Groups and Networks	<ol style="list-style-type: none"> 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. 	Est. delivery dates: <ol style="list-style-type: none"> Sep 2018 onwards 	End-of-Year update: <ol style="list-style-type: none"> ✓
Estimated start date for work	October 2017		
End-of-Year update	Deliverables by CET: <ol style="list-style-type: none"> Delivered <ul style="list-style-type: none"> Content strategy was signed off by the Governing Board in March 2018. On track and in-progress: <ul style="list-style-type: none"> A Network Meta-analysis (NMA) learning module has been published. New Cochrane Handbook chapter on meta-analysis is available in draft form for Cochrane users, to be published late summer 2019. Priorities for 2019 include agreeing methodological standards, development and finalization of Cochrane endorsed NMA tool, and expert network capacity building for peer reviewers, authors and advisors. Work on 'prognosis methods' – an area of focus specified in the content strategy – is underway (funded by 		

Strategic Methods Fund grant). Key considerations include learning options to be delivered in 2019/2020 (in-person and virtual). 20 exemplars have now been initiated across different CRGs.

- The Rapid Reviews Methods Group have a programme of work underway that's in two phases; firstly, to define terms, and determine the desirability and feasibility for Cochrane to move forwards in respect of Rapid Reviews, and secondly to move forwards with implementation of Rapid Reviews if appropriate. They had hoped these would be completed by March 2019 for an in-person consultation in Krakow but require an extension until June 2019 for the projects. If the decision is to go forward with rapid reviews, the Group hope to submit a proposal for the Governing Board to consider at the Cochrane Colloquium.
- The Equity Methods Group is developing equity training with the Membership, Learning and Support Services (MLSS) team.
- The Editorial and Methods Department (CET) will host a full-day consultation meeting in London on 16 May 2019 to discuss the feasibility of using Clinical Study Reports as the main data source in drug intervention reviews, with key stakeholders.
- Implementation of Risk of Bias 2 is underway but has a large amount of dependencies on different groups, systems and platforms. A detailed implementation plan has been developed. Training events confirmed for 2019 at Governance meeting (April), Methods Training event (July). Risk of Bias 2 incorporated in to RevMan Web. Cochrane Handbook, MECIR and relevant training (inc. Cochrane Interactive Learning) updated. A cross-CET Technology Advisory Group will be established to facilitate methods implementation. Work is underway to revise the standard data collection forms. Plan include establishing how new Risk of Bias templates can transfer over to existing web-based review production systems. The MLSS team will run virtual training and update SATMs and the Bias Methods Group is currently exploring opportunities to provide further training on Risk of Bias 2 at the 2019 Cochrane Colloquium. Our 2019 plans include to pilot and support Risk of Bias 2 in at least three reviews which could be used as exemplars. We also plan to send CRGs and Network Senior Editors a survey requesting feedback on Handbook implementation plans, which will include Risk of Bias 2 so we can prioritize what they think will be most useful.
- The Living Systematic Reviews pilot evaluation is being finalized and the team aim to support Living Systematic Reviews across all Networks within the next 12 months.

Deliverables by Groups and Networks:

See above.

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

Target Outcomes	<p>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.</p> <p>Following launch of the Enhanced Cochrane Library, 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 <i>Strategy to 2020</i>. 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.</p>		
Indicators of Success	<ul style="list-style-type: none"> Regular releases of new features and enhancements throughout 2018. Prioritization will consider both, importance to end-users and the priorities set out in <i>Strategy to 2020</i>. 		
Deliverables by CET and third parties	<ol style="list-style-type: none"> 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 <i>Strategy to 2020</i>. Regular releases of new features and enhancements, including in 2018 PICO- based search, development of a new Methods Journal, and display updatesfor Cochrane Reviews. 	Est. delivery dates: <ol style="list-style-type: none"> Mar 2018 Ongoing throughout 2018 	End-of-Year update: <ol style="list-style-type: none"> ✓ →
Deliverables by Cochrane Groups and Networks	<ol style="list-style-type: none"> Cochrane Groups continue to deliver high quality Cochrane Reviews. Committees such as the new Editorial Board contribute to the identification of new features and enhancements. 	Est. delivery dates: <ol style="list-style-type: none"> Ongoing Ongoing throughout 2018 	End-of-Year update: <ol style="list-style-type: none"> → →
Estimated start date for work	Following launch of the Enhanced Cochrane Library.		

End-of-Year update	<ol style="list-style-type: none"> 1. The Enhanced Cochrane Library was successfully launched in August 2018 with the regular release of new features and enhancements now a key target for 2019. 2. The new roadmap development process has been implemented and running since December 2018 following recruitment of the new Product Team 3. We now have the platform capability and a roadmap development process to make it easier and quicker to deliver new features and enhancements on the Cochrane Library
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5. Build capacity and engagement in Knowledge Translation (KT) activities across the organization

Target Outcomes	<p>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.</p> <p>This first year of implementation will focus on:</p> <ul style="list-style-type: none"> • 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.
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Indicators of Success	<ul style="list-style-type: none"> • Growing engagement of the Cochrane community in KT, demonstrated by: <ul style="list-style-type: none"> ○ Number of people actively engaged in the KT working groups and in the activities implemented by these groups. ○ Use of the KT community webpages. ○ 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	<ol style="list-style-type: none"> 1. A fully functioning governance structure – KT Advisory Group Board; all nine KT working groups delivered defined work plans. 2. Priority setting, and strategic partnership guidance and approaches completed and being implemented by Cochrane Groups 3. Documented existing expertise and experience, identified examples of excellence, facilitated shared learning among other through a freely available set on online learning resources and portal launched in September 2018. 4. Completion of KT Dissemination Products survey and products selected for scale-up and implementation. 5. A programme of training and support for Groups aligned with the KT Strategy planned and begun, including a mentoring programme. 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. 	Est. delivery dates: <ol style="list-style-type: none"> 1. Feb 2018 2. Sep 2018 3. Sep 2018 4. Jul 2018 5. Sep 2018 6. Oct 2018 	End-of-Year update: <ol style="list-style-type: none"> 1. ✓ 2. ✓ 3. ✓ 4. ✓ 5. ✓ 6. ✓
Deliverables by Cochrane Groups and Networks	<ol style="list-style-type: none"> 7. Contribute and share expertise, experience, and examples of excellence in KT, including in training for KT. 	Est. delivery dates: <ol style="list-style-type: none"> 1. Jun 2018 - onwards 	End-of-Year update: <ol style="list-style-type: none"> 1. ✓
Estimated start date for work	January 2018		
End-of-Year update	Deliverables by CET, and Groups and Networks: <ul style="list-style-type: none"> • Priority Setting: Guidance note published; workshop and 3 webinars held. • Products: Product survey completed. • Products: Infographics pilot starting. • Products: Principles of Dissemination request for proposal advertised in community. Delivery due in Q3 2019. 		

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| | <ul style="list-style-type: none">• Growing Capacity in users: 30 examples identified from across Cochrane, 10 written up as full case studies and launched to community in September 2018.• Growing Capacity in users: Training for people within Cochrane working with policy-makers planned for April 2019.• Partnerships: Guidance note published, and five community case studies written up.• Internal Capacity: KT learning resources website launched.• Internal Capacity: Introductory on-line learning module in progress.• Common Language: Draft glossary produced. |
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Year 2 of Cochrane's implementation plan continues in 2019 with increased engagement across the organization.