Annual General Meeting 2023

Monday 4 September 2023
17:45 - 19:15 GMT+1

Online and in-person at
Queen Elizabeth II Conference Centre, London

Trusted evidence.
Informed decisions.
Better health.
The Annual General Meeting (AGM) provides an opportunity for members to

- hear about our work over the last year and upcoming plans
- vote on matters affecting the organization, called ‘Resolutions’
- ask questions
- network with other members.

Please log on to agm.cochrane.org to register your vote.
Keeping to time

- we have a limited amount of time
- we want to ensure that members joining online have the same opportunity to participate as those in the room
- so, we will finish promptly at 7.15pm (in London)
- we will follow up any questions we cannot answer today and share our responses with all members

Please log on to agm.cochrane.org to register your vote.
Zoom participants

- To submit a question, click “Chat” to open the chat box.
- To turn subtitles on or off, click on “Live Transcript” > “Show/Hide Subtitle.”
Voting procedure for resolutions

- Voting is electronic.
- You must have access to an internet-connected device to vote.
- You can vote at any time during this meeting.
- Voting will be closed at the end of the meeting, and results will be announced after the meeting.
- Go to agm.cochrane.org and log in via your Cochrane Account to vote on the Resolutions.
Annual General Meeting 2023

Agenda

1. To approve the minutes of the last meeting held on 22 October 2022
2. Co-Chairs’ Report
3. Treasurer’s Report
4. To receive the Trustees Annual Report and Finance Statements 2022
5. To appoint the auditor

8. Report from the Chief Executive Officer
9. Report from the Editor in Chief of The Cochrane Library
10. Members’ Questions
11. Awards and Prizes
12. Resolutions: result of members’ votes
13. Any other business and date of the next AGM
Proposed resolution

To approve the Minutes of the last Annual General Meeting held in Barcelona on 17 October 2022

Proposed by Catherine Marshall
Seconded by Jordi Pardo Pardo

Vote at agm.cochrane.org
Welcome

Jordi Pardo Pardo

INTERIM GOVERNING BOARD CHAIR

Cochrane
Trusted evidence.
Informed decisions.
Better health.

Co-Chairs’ Report
Annual General Meeting
Presented by
Jordi Pardo Pardo on behalf of
Tracey Howe and Catherine Marshall

Increasing impact through the power of
the Cochrane Collaboration.
At this Annual General Meeting, we will:

• Report on our plans to revolutionize the way we produce evidence.
• Describe how our focused scientific strategy will achieve more to address the world’s most pressing issues.
• Demonstrate how we will ensure sustainability, relevance and resilience for the next 30 years.
• Update on the findings of our independent Governance Review.
• New ways to connect, listen and celebrate our community.
Cochrane is a registered charity; members of the Governing Board are directors of the Charity and are its trustees.

Cochrane’s members elect some members, and the Board appoints others.
Collaboration is our core

• Our official name has always been The Cochrane Collaboration.

• Collaboration has always been a critical part of our work and has been embedded in our strategies and governing ethos.

• We reaffirmed these principles of collaboration in 2019.
The Cochrane Collaboration

- We simplified our logo in 2015.
- Eight years on, to demonstrate that our origins, our community, our collaboration and our partnerships remain crucial to our success, from now on, we plan to talk about both The Cochrane Collaboration and Cochrane.
- We will update our brand guidelines to reflect this.
- Our logo will remain as Cochrane.
Our governance and executive

- **Cochrane is both a complicated and a complex organisation with a “community” encompassing many thousands of individuals in a mixture of paid, semi-funded and voluntary roles, very widely distributed across the globe and with a range of world class specialists from a multitude of disciplines.**

- **Overall Cochrane has a healthy governance and a well-functioning executive leadership team.**

- **The governance and executive leadership layers are healthy.**

Independent Governance Review - Barney Tallack March to July 2023
Governance review: Risk and compliance

- The risk framework has been put in place and, based on the available documentation and comparisons with other organisations, looks like it has been developed well.

- There is a staged approach and next steps for developing the overall organisation-wide risk management, e.g., ascertaining Board risk Appetite by category/nature of risk.
Connecting with our Community

Over the next few months, we will design a new approach to connecting with our Community.

We will build on the Council’s good work and think about how we can ensure that everyone in the Cochrane community has a voice and the opportunity to be involved in key decisions.
The Cochrane Collaboration and its Community

- Cochrane’s success is reliant on its community.
- We recognize the enormous success of the last thirty years.
- But also, the need to lead the change to make the biggest impact.
- We want to welcome new people to the community and celebrate the thousands of people who have contributed to global health through Cochrane over the last thirty years.
Cochrane membership

11,040 Global Members

116,680 Global Supporters
The Cochrane Collaboration is focusing

Our new strategy has three themes:

1. Impact and Relevance
2. Diversity, Inclusivity and Equity
3. Advocacy and Collaboration

These themes will be developed into goals and explored in the reports from the Chief Executive and Editor in Chief.

Our approach will ensure that our reviews are relevant and produced in a less complex, more timely way and have more impact.
The Cochrane Collaboration is building on an incredible past.
The Cochrane Collaboration is leading

Our new production system of Thematic Groups, Evidence Synthesis Units and Central Editorial Service contributes to our commitment to

• Support equity and diversity
• Produce trustworthy, quality evidence in a timely manner
• Focus on the world’s most pressing health and care challenges, including supporting the United Nations’ Sustainable Development Goals
Cochrane at the World Health Assembly 2023
The Cochrane Collaboration has an exciting, sustainable future

- We are financially sustainable
- Our open-access business model will be thoroughly validated.
- We are working with you to produce an exciting new strategy to increase equity and global impact by focusing on the most needed evidence.
Thank you!

Catherine Marshall  
Tracey Howe

OUTGOING GOVERNING BOARD CO-CHAIRS
Financial Report
Annual General Meeting

Presented by
Karen Kelly, Treasurer
Cochrane behind the numbers

- 2022 Financial Results
- 2023 Financial Projections
- Strategic Risk: Financial Sustainability
<table>
<thead>
<tr>
<th></th>
<th>£ millions</th>
<th>Actuals 2022</th>
<th>Actuals 2021</th>
<th>Variance</th>
<th>Budget 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>8.9</td>
<td>7.7</td>
<td></td>
<td>1.2</td>
<td>7.4</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(7.9)</td>
<td>(9.1)</td>
<td></td>
<td>1.2</td>
<td>(7.8)</td>
</tr>
<tr>
<td>Net income/(spend)</td>
<td>1.0</td>
<td>(1.4)</td>
<td></td>
<td>2.4</td>
<td>(0.4)</td>
</tr>
<tr>
<td>Free reserves</td>
<td>3.6</td>
<td>4.2</td>
<td></td>
<td>(0.6)</td>
<td></td>
</tr>
</tbody>
</table>

The full statutory accounts can be found at www.cochrane.org
We received £8.9m

<table>
<thead>
<tr>
<th>Income stream</th>
<th>£'000</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cochrane Library income</td>
<td>6,817</td>
<td>77%</td>
</tr>
<tr>
<td>Cochrane response</td>
<td>1,003</td>
<td>11%</td>
</tr>
<tr>
<td>Other publications income</td>
<td>553</td>
<td>6%</td>
</tr>
<tr>
<td>Other Cochrane products</td>
<td>344</td>
<td>4%</td>
</tr>
<tr>
<td>Other income</td>
<td>93</td>
<td>1%</td>
</tr>
<tr>
<td>Fundraising income</td>
<td>87</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,897</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>Fund</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Free Reserves Floor</td>
<td>Fixed - cannot be allocated (operational cash flow)</td>
<td></td>
</tr>
<tr>
<td>£2.6m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Free Reserves</td>
<td>Variable – determined by annual ‘business as usual’ budget/outcome</td>
<td></td>
</tr>
<tr>
<td>£1.0m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Access Continuity</td>
<td>Fixed until 2025 to support the Open Access transition period (2025-?)</td>
<td></td>
</tr>
<tr>
<td>£3.0m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Investment Fund</td>
<td>The board approved a total of £0.7m for <em>Future of Evidence Synthesis &amp; Pipeline</em> risk mitigation</td>
<td></td>
</tr>
<tr>
<td>£0.7m allocated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Investment Fund</td>
<td>Business cases for further investment of around £0.8m – including product development – are currently under consideration by the Board</td>
<td></td>
</tr>
<tr>
<td>£2.3m unallocated</td>
<td></td>
<td></td>
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</tbody>
</table>
# 2023 Financial projections

- **F** = Forecast to be spent
- **B** = Budgeted to be spent
- **A** = Actual spend

<table>
<thead>
<tr>
<th></th>
<th>£ millions</th>
<th>2023 F</th>
<th>2023 B</th>
<th>Variance</th>
<th>2022 A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td>9.5</td>
<td>9.8</td>
<td>(0.3)</td>
<td>8.9</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(9.9)</td>
<td>(10.2)</td>
<td>0.3</td>
<td></td>
<td>(7.9)</td>
</tr>
<tr>
<td>Net (spend)/ income</td>
<td>(0.4)</td>
<td>(0.4)</td>
<td>(0.0)</td>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td>Free reserves</td>
<td></td>
<td>3.6</td>
<td>3.6</td>
<td>-</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Variance
Strategic risk: Financial sustainability

Are we managing the finances to ensure we continue to make an impact in the medium to long term?
## Financial sustainability: Actions in place/identified

<table>
<thead>
<tr>
<th>Income Dependency</th>
<th>We have a clear reserves policy and are developing income diversification/product development plans.</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g., Cochrane Library 77%</td>
<td></td>
</tr>
<tr>
<td><strong>External Funding Loss</strong></td>
<td>Our new fundraising team will build relationships with global funders and implement our new fundraising strategy.</td>
</tr>
<tr>
<td>e.g., NIHR 25%</td>
<td></td>
</tr>
<tr>
<td><strong>Open Access Income?</strong></td>
<td>Working with professional advisors and publishers, we are developing and testing a viable OA business model.</td>
</tr>
<tr>
<td><strong>From 31 Dec 2025</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cost of change?</strong></td>
<td>We continue to transition and monitor to ensure a sustainable, affordable Central Editorial Service that is fit for purpose.</td>
</tr>
<tr>
<td>Future of Evidence Synthesis Programme of work</td>
<td></td>
</tr>
<tr>
<td><strong>But who monitors?</strong></td>
<td>Our Finance, Audit &amp; Risk Committee reviews management accounts, budgets, and 5Y business models.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Proposed resolution

To receive the Trustees' Report and Financial Statements for the year ended 31 December 2022

Proposed by Karen Kelly
Seconded by Catherine Marshall

Vote at agm.cochrane.org
Proposed resolution

To reappoint Price Bailey as auditor until the conclusion of the Annual General Meeting 2024

Proposed by Karen Kelly
Seconded by Catherine Marshall
Outgoing members

Managing Editors

Geographic Groups

Gail Quinn

Erik von Elm
Purpose

• The Council was established in 2017 to ensure that Cochrane Groups have an effective voice in Cochrane’s leadership and strategic decision-making.

• The Council provides a mechanism for Cochrane Groups to give advice to the Governing Board.
The Council’s work over the last year

The Council provided advice on:

• New Cochrane Strategy
• The Governance review
• Future of Evidence Synthesis Project
• Increasing the usefulness and impact of reviews
• Collaborating to enhance diversity and equity

• The Council Co-Chairs attended the Governing Board meetings in March, May and September.
Council representation in working groups

- **Strategy**
  - Stefano Negrini
  - Bob Dellavalle

- **Editorial Integrity & Efficiency Project**
  - Vanessa Jordan

- **Future of Evidence Synthesis**
  - Vanessa Jordan
  - Stefano Negrini

- **Membership & Awards**
  - Liz Dooley
  - Ndi Euphrasia Ebai Atuh

- **Diversity**
  - Silvia Minozzi

- **Open Access**
  - Bob Dellavalle
Cochrane is changing and the Council is changing

The Council cannot realistically fulfil all of the expectations and functions that are placed on it.

With our broad and diverse community, we need a multi-stranded approach to ensure everyone is represented.
Looking ahead to 2024

Engagement & Advisory Panel (?)

Members of the Council, Executives and the Governing Board will work in partnership to develop next steps.
Annual General Meeting 2023

Chief Executive Officer’s Report

Trusted evidence.
Informed decisions.
Better health.
Central Executive Team
Highlights: Strategy for Change 2021-23
Goal One: Producing trusted evidence

- Central Editorial Service
- Cochrane Crowd
- RevMan Web
Goal Two: Advocating for evidence

- World Health Assembly
- World Health Organisation, Gates, Pan American Health Organisation
- UN High-Level Meetings
- World Evidence-Based Healthcare Day - 20 October 2023
- Global Evidence Summit 2024
Goal Three: Informing health and care decisions

- 81% of all Cochrane Reviews cost free to access globally.
- Cochrane evidence was translated into 15 languages.
Organisational Strategy 2024-2027
Key outcomes to deliver in our new strategy

1. Efficient, effective and fair processes
2. Inspire our Community to collaborate, contribute and engage
3. Focusing on global and national priorities to expedite Global and National health and social care improvements.
4. Increasing Equity and Access
5. Unlock the power of Cochrane Evidence.
6. Training and knowledge translation.
7. A sustainable organisation.
8. Grow our external partnerships to advocate for evidence.
Goal 1 – Theme: Impact and Relevance

Q. What option do you prefer?

<table>
<thead>
<tr>
<th>Option 1</th>
<th>Prioritize our resources and efforts towards the most urgent, impactful health issues worldwide to drive tangible improvements in global health and wellbeing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>42.3%</td>
<td>57.7%</td>
</tr>
<tr>
<td>Option 2</td>
<td>Drive improvements in global health and wellbeing through a focused approach, collaborating with our global partners on the biggest, most pressing health challenges.</td>
</tr>
</tbody>
</table>

Source: Cochrane Strategy Survey Responses, as at 2308.23
Goal 1 – Theme: Impact and Relevance

To deliver this, we will make it:

• **Easier, quicker and cheaper** to produce excellent, trusted evidence
• **Simplify, improve and harmonize** our processes
• Deliver an **excellent author experience**.
• **Prioritize and align** our work and resources to stakeholders’ needs and funding.
• **Co-ordinate our efforts** to deliver the United Nations Sustainable Development Goals.
• Encourage and **nurture innovation** and collaboration
Goal 2 – Theme: Diversity, Inclusivity and Equity

Promote global health equity by ensuring everyone, everywhere, can contribute to, access, and benefit from high-quality, up-to-date evidence.
Goal 2 – Theme: Diversity, Inclusivity and Equity

To deliver this, we will:

• Enable greater access
• Tailor our evidence for different audiences
• Inspire more people to collaborate, contribute and engage with Cochrane
• Build our global reach and representation - focus on low and middle-income countries.
Goal 3 – Theme: Advocacy and Collaboration

Promote and increase the inclusion and use of evidence-informed health and care through advocacy, capacity strengthening and knowledge translation.
Goal 3 – Theme: Advocacy and Collaboration

To deliver this, we will:

• educate and **improve understanding** of evidence

• support **local capability** and capacity

• Grow, strengthen and **leverage our relationships** with global, regional and national partners

• **Advocate** and offer leadership for consumer involvement

• Use our **convening power**
Goal 4 – Theme: Sustainability

Secure our ability to realize our goals and ambitions by establishing a robust, financially sustainable business model.
Goal 4 – Theme: Sustainability

To deliver this, we will develop:

• economically viable **Open Access**

• **fundraising** strategy to diversify and grow our income

• Develop new **income-generating activities**

• Reduce dependency on income from the Cochrane Library.

• Provide **agile and excellent core services**
Editor in Chief’s report

Annual General Meeting
London, 2023

Presented by
Dr Karla Soares-Weiser
Editor in Chief

Trusted evidence.
Informed decisions.
Better health.
1993 – where it all started…
Sustained credibility and relevance

The Cochrane Library …

… can be Trusted to deliver healthcare knowledge without bias

… supports training and education needs for healthcare researchers, policy makers and practitioners

… supports decision-making in policy and practice

<table>
<thead>
<tr>
<th>Not at all important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>95% (top two rating)</td>
<td>4.66</td>
</tr>
<tr>
<td>95%</td>
<td>4.59</td>
</tr>
<tr>
<td>93%</td>
<td>4.51</td>
</tr>
</tbody>
</table>
Users want timely and accessible information

More likely to use Cochrane Library if …

<table>
<thead>
<tr>
<th>Feature</th>
<th>Not at all likely</th>
<th>Much more likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>The underlying data and analysis of the reviews are easier to access</td>
<td>83% (top two rating)</td>
<td>4.21</td>
</tr>
<tr>
<td>Visual display of key findings are added</td>
<td>81%</td>
<td>4.15</td>
</tr>
<tr>
<td>Plain language summaries are improved</td>
<td>75%</td>
<td>4.04</td>
</tr>
<tr>
<td>Evidence is available faster through fast-track publications</td>
<td>75%</td>
<td>4.02</td>
</tr>
</tbody>
</table>
A transformative journey…

Camino de Santiago

Santiago de Compostela

Spain
The world is facing significant challenges

1. Health and social care challenges
2. Limited resources for health systems and workforce
3. Growing prevalence of artificially generated information
4. Complex health agendas
The world is facing significant challenges

There's a growing need for Cochrane to deliver relevant and trustworthy evidence synthesis to support informed health and care decisions.
Evolving with purpose: Cochrane transformation

• We want to deliver evidence that addresses the world’s most pressing health and social care issues.
• To maintain the high-quality of our reviews and timely delivery.
• We want our reviews to be accessible to everyone, everywhere.

Visit futurecochrane.org for more information
Measuring Impact: Tangible outcomes of our journey January to July 2023

305 review proposals

- 25% approved

411 submitted reviews

- 77% accepted
- 23% rejected

Median time from acceptance to publication: 83 days

Target: ± 2 months

73% acceptance decisions within 9 months

70% rejections within 4 months

Launch of focused review format in Sept 2023, opt-in launched on 22 Aug

Rollout of RevMan web complete

6,000+ users per month

Target: ± 2 months
Cochrane Library in 2022

- 343 new or updated Cochrane Reviews, and 250 protocols published in 2022
- Impact Factor: 8.4
- Total citations: 83,897
- 181 countries have access to the Cochrane Library
- So far: New or updated Cochrane Reviews, and 74 protocols in 2023
- 5-year Impact Factor: 10.9
- Guidelines published in 2022 have used at least one Cochrane Review
- Translation of plain language summaries to 16 different languages: 44,000
Special Collection of diverse evidence to celebrate 30th Anniversary
Methods Groups: setting methodological standards in evidence synthesis
Cochrane's Commitment to Research Integrity

1. Policy development and implementation
   • Addressing conflict of interest
   • Identifying “problematic studies”
   • Artificial Intelligence in systematic reviews

2. Research-driven policy adjustments, targeting clinical trials integrity issues

3. Broad advocacy with media, academia and global partners
Opportunities to join Cochrane's Evidence Synthesis Units and Thematic Groups

- **Q4 2023**: call for applications for Evidence Synthesis Units
- **Q1 2024**: a new call for further Thematic Groups to join the current seven launched in 2022
Scientific Strategy focusing on evidence to support the delivery of UN SDGs

Images – Courtesy of UN Sustainable Development Goals
Questions
Annual General Meeting
London, 2023
Awards and prizes
Anne Anderson Award
Anne Anderson Award

The award is given to a Cochrane contributor who has contributed meaningfully to the promotion of women as leaders and contributors to Cochrane.
And the 2023 Winner is

Madelon Van Wely
• Clinical epidemiologist at the Amsterdam University Medical Center with specific focus on Women's Health

• Coordinating Editor of the Cochrane Gynaecology and Fertility and Coordinating Editor of the Cochrane Sexually Transmitted Infections (STI) Group

• Methodology Editor Human Reproduction Update & Editorial editor for Fertility & Sterility

• Supervised 16 PhDs as Co-Promotor (14 females)

• Supervised 8 master students (all female), 28 Bachelor students (26 female), elected Best Bachelor Thesis Mentor, Faculty of Medicine, 2018

• Currently supervising four PhDs, 4 master students and 1 managing editor (all female)

• ~300 peer-reviewed publications
Kenneth Warren Prize
Kenneth Warren Prize

Goes to the principal author of a systematic review, published in The Cochrane Library by a national living in a developing country, that is judged to be both of high methodological quality and relevant to health problems in developing countries.
And the 2023 Winner is

Rashmi Ranjan

Cochrane Review: Vitamin D as an adjunct to antibiotics for the treatment of acute childhood pneumonia
Cochrane Emeritus and Lifetime Membership Awards

• Two new forms of membership

Focused on acknowledging people who have made significant contributions to Cochrane over many years and are stepping down from their roles (or have already done so)

<table>
<thead>
<tr>
<th>Lifetime membership</th>
<th>Emeritus members</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Those who have made an extraordinary, longstanding contribution to the organization.</em></td>
<td><em>Those who have made an extraordinary, longstanding contribution as a leader within the organization.</em></td>
</tr>
</tbody>
</table>
Mid-year 2023 Membership Awards

**Emeritus:**
- Gerd Antes
- Sally Bell-Syer
- Xavier Bonfill
- Iain Chalmers
- Kay Dickersin
- Muir Gray
- Jini Hetherington
- Sophie Hill
- Anne Lyddiatt
- Nandi Siegfried
- Prathap Tharyan

**Lifetime:**
- Peter Herbison
- Anne Lethaby

Read more about their exceptional contributions
Trusted evidence.
Informed decisions.
Better health.

Lifetime Membership
Linda Clare
Leon Flicker
Patricia Graves
Fiona Rowe
Karen Steingart
Maoling Wei

Emeritus Membership
Hilda Bastian
Martin Burton
Nicky Cullum
Gladys Faba
Paul Garner
Robin Grant
Malinee Laopaiboon
Petra Macaskill
Fergus Macbeth
Mario Tristan
Christopher Williams
Thank you to all Emeritus and Lifetime Members for your extraordinary contributions to Cochrane!

If you've worked with someone who you believe should receive this Membership award, please nominate them! Nominations are open now, through the end of June 2024.
Voting has now closed

RESULTS
Annual General Meeting
London, 2023

Trusted evidence.
Informed decisions.
Better health.
Annual General Meeting
2024
The next Annual General Meeting will be held during the Global Evidence Summit in Prague
10-13 September 2024

Global Evidence Summit
Using evidence. Improving lives.

Trusted evidence.
Informed decisions.
Better health.
Thank you for attending
Annual General Meeting 2023