

Monday 19th December 2016

Do you have experience or expertise in one or more of the published list of essential areas of expertise for members of the Cochrane Board?

I have been involved in Cochrane for 20 years and believe that I have experience or expertise in all essential areas required for membership of the Cochrane Board. My involvement started as a clinical student in the North of England and during this time I have been above all impressed by the open, inclusive and collaborative nature of Cochrane. The international community of members is its life-blood. The work of review and methods groups that are supported and informed by partnerships with consumers, consumer self-help groups and external organisations make it unique. My experience and expertise make me able to fulfil the responsibilities of Board members and acting at all times in the best interest of Cochrane as a whole and contribute strategically for the future. During my 20 years in Cochrane I have been willing to be involved in projects to improve and ensure editorial quality, implement new methods, increase access, enable wider participation and involve consumers.

I am now a Professor of Clinical Effectiveness in Scotland and my role in healthcare has provided me with an understanding of what is required for the work of Cochrane to make a difference. In addition to my roles in Cochrane I have expertise leading primary clinical research, evidence synthesis and knowledge translation. This has informed dental healthcare worldwide and influenced policy. Both Helen Worthington and I were recently awarded an Honorary Fellowship from the Royal College of Surgeons England recognizing the achievements of Cochrane Oral Health.

How have you contributed to Cochrane's work during your time as a member?

Since 1996 I have progressed from author to editor, co-ordinating editor and member of the co-ed executive. In a role of leadership I have worked with others to develop and increase the impact of Cochrane Oral Health. In the future I look forward to collaborating more closely with other review groups, to improve efficiencies and share good practice. I understand the experience of authors and have supported the implementation of editorial policy and publishing guidance that has benefited them and the quality of our reviews. My experience as joint co-ordinating editor with Helen Worthington has provided me with an appreciation of the challenges from the perspective of both methodology and clinical practice. This partnership of a clinician and statistician leading Cochrane Oral Health has been important in our development as a group to support the quality of our reviews, the experience of authors and increase the impact of our reviews.

My time on the co-ed executive has given me greater awareness of the challenges facing Cochrane worldwide and an appreciation that change is necessary. I am a proactive and enthusiastic member willing to make strategic decisions and enjoy a leading role in the regular Board meetings. I am privileged to have been involved in these meetings where I have observed at first hand the value of contributions made by our active, dedicated and hard-working membership. I was instrumental in securing the first funding for Evidence Aid and contributed as a Board member in the early phase. I have contributed as a member of the Equality and Diversity Task Force and worked alongside members of Cochrane Central Executive contributing to strategic decision-making and development of an operational plan. My involvement in training has been focused in oral health to training future clinical leaders, Cochrane authors and delivering symposia at international conferences. At colloquia I have presented in plenary sessions both in person and by video.

What experience to you have in leadership and governance roles within Cochrane and in other relevant contexts? Can you provide examples of successful leadership?

My experience of leadership in Cochrane has given me great pleasure, particularly being able to support the development of very talented individuals in the editorial team alongside our efforts to be inclusive and improve accessibility to our reviews. A consequence for Cochrane Oral Health has been innovation and development in our editorial processes and dissemination through conventional and alternative routes with our blog being an especially successful outward facing means of communication.

Internationally, I led the development of Cochrane Oral Health Global Alliance 5 years ago to overcome the challenge of providing considerable support for some of our inexperienced authors to enable them to fully participate in the process. We have received donations from 16 international professional organisations and these funds are used to employ a project co-ordinator, systematic reviewer and managing editor. They provide essential methodological assistance to author groups and because of this we have been able to achieve regular publication of high quality priority reviews in a timely and inclusive manner. With clinical experts in the Global Alliance we have undertaken an international prioritization exercise and now limit the scope and number of titles registered to achieve maximum efficiency and quality. To improve the production of reviews I enabled the appointment of a consumer co-ordinator to oversee all plain language summaries. In a recent review of Cochrane PLS's, Cochrane Oral Health scored highest.

I lead a national Clinical Effectiveness work stream for NHS Education Scotland and a portfolio of NIHR funded research. Under my leadership, the guidelines produced by the Scottish Dental Clinical Effectiveness Programme are valued by the profession, accredited by NICE and have an imbedded programme of translation research. We involve policy makers, clinicians and consumers in the production and follow methods developed by Cochrane groups. Cochrane Oral Health is also involved and contributes to the evidence search, retrieval, appraisal and peer review. The guideline development group is now working with the four Chief Dental Officers in the UK to produce National Guidelines. My vision is that this collaboration will expand to produce international guidelines reducing duplication and maximize the impact of Cochrane reviews.

What do you think would make you an effective member of the Board?

I believe I would be an effective Board member for this wide reaching, complex and ambitious international charity. I would welcome the challenge and responsibility of enabling change to improve the effectiveness of the organization, involving its membership in this process. I have successfully managed change in other large organisations and I would bring these skills and experience with me. I have had responsibility for managing large budgets in the public sector and this experience of financial management in the not-for-profit sector would also be essential. The Global Alliance development demonstrates that I am a creative thinker, have vision and the ability to problem solve. I am prepared to listen to and speak out and up for other members and would work for the best interests of Cochrane as a whole. I have the ability to contribute effectively to discussion. I believe team development will be essential to optimize the effectiveness of the Board and I would look forward to working alongside external members.

How do you see Cochrane developing or changing in the future (i.e. what is your 'vision'), and why?

I am proud to be involved in an organization that is internationally recognized as the benchmark for high-quality information about the effectiveness of health care. I wholeheartedly agree with the vision and

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mission of Cochrane and support its key ten principles. However, at the moment we are not achieving our full potential. In the future I see Cochrane developing further as an organization, one that maintains core values, harnesses its energy and safeguards its principles as well as remaining flexible and responsive in a competitive and changing environment. The investment in governance, methods, process and promotion of access has made a considerable difference to date. The focus of future development needs to ensure that we take our membership and organisation with us in improving and maintaining consistency in the quality, independence and relevance of our key product, our reviews.

What do you see as the most important issues to be addressed by the Board during your term of office?

I think more needs be done to ensure we produce priority reviews of the highest quality, in a timely fashion and enable their use to inform decisions and action at all levels. As principal investigator on several large scale RCTs in primary care I am acutely aware that the impact of this research may be delayed because of some Cochrane processes. My concerns are that as an organization we do not have universally applied processes to ensure reviews are up to date. I realize the need for more strategic alliances too to maximize impact. I believe there should be greater collaboration and synergy with producers of knowledge tools and patient facing products.

Is there anything else you would like to say in support of your nomination?

I am excited by what needs to be done for a successful future and feel that my expertise and experience makes me qualified to contribute effectively to Cochrane and to its membership at this time of change and development. Election to the Cochrane Board fits with my skill base and it would be the best opportunity for me to give back to an organisation that has inspired me, significantly influencing my career, life experience and world outlook.

1. Financial interests

Have you:

- 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, I have received funding from NIHR and the Chief Scientists Office

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

No

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

I have received honoraria from NES, Health England, NYU and the American Dental Association

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

No

- d) *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

- e) *Received personal gifts from a related organisation?*

No

- f) *Had an outstanding loan with a related organisation?*

No

- g) *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

19th December 2016

Re: Nomination of Jan Clarkson

I write in support of Professor Jan Clarkson to the Cochrane Governing Board. Jan has been involved in the Cochrane Collaboration for over 20 years. We have both been members of the coeds executive and over that time Jan has been fully engaged and very collaborative and I think she would make a major contribution to the work of Cochrane by being a member of the new Governing Board.

Jan is a passionate, enthusiastic, evidence based leader with an optimistic and open manner.

I fully support Jan as she meets several of the criteria for nomination.

- Evidence-informed health care or policy YES – she is engaged in professional societies related to her field of oral health and has managed to get evidence up front. One of the most impressive aspects of her work is with our Global Alliance, Cochrane Oral Health has received support from the following partners:
 - British Association of Oral Surgeons, UK
 - British Association for the Study of Community Dentistry, UK
 - British Orthodontic Society, UK
 - British Society of Paediatric Dentistry, UK
 - British Society of Periodontology, UK
 - Canadian Dental Hygienists Association, Canada
 - Centre for Dental Education and Research, All India Institute of Medical Sciences, India
 - Mayo Clinic, USA
 - National Center for Dental Hygiene Research & Practice, USA
 - New York University College of Dentistry, USA

 - NHS Education for Scotland, UK
 - Royal College of Surgeons of Edinburgh, UK

In addition external to the GA, where appropriate Cochrane Oral Health also collaborates with the WHO, NICE, CDC, DoH, Public Health England, ADA, and SIGN to ensure oral health guidance is evidence-based and accurate

To achieve this is a measure of her powers of persuasion.

- Editorial policy and publishing YES – she is a coordinating editor in the Oral Health Group and provides the clinical leadsip to that group. The oral health group is one of the most successful groups in Cochrane with a large number of well conducted

reviews.

- Consumer engagement YES – They have undertaken prioritisation exercise and involved consumers
- Systematic review conduct YES – Jan is fully versed in all aspect of systematic reviews and is a named author of 18 reviews.
- Systematic review methodology YES – Jan is the coed of the Oral Health Group and fully involved in teaching and training.
- Knowledge translation and communication YES – see the list of organisations that the OHG works with above.
- Financial management in the not-for-profit sector YES – has been successful with the Global Alliance and is aware of all the requirements.

Jan has been awarded with her fellow co-ed Helen Worthington an honorary fellowships from the Board of The Faculty of General Dental Practice (FGDP) at the Royal College of Surgeons of England in London in 2016.

I would welcome Jan being elected to the Governing Board and know she would be a responsible and collaborative member.

Yours sincerely



Professor Cindy Farquhar
POSTGRADUATE PROFESSOR OF OBSTETRICS AND GYNAECOLOGY
Department Obstetrics and Gynaecology and National Women's Health
University of Auckland

19 December 2016

It gives me great pleasure to nominate Professor Jan Clarkson for election to the Cochrane Board. She and I have worked together since she was a student and I am fully aware of her passion and support for Cochrane and the voice of its international membership. Her experience and expertise make her ideally suited to represent members and contribute strategically for the future. During her 20 years in Cochrane she has always been active and willing to be involved in projects to improve and ensure editorial quality, implement new methods, increase access, enable wider participation and involve consumers.

Jan started as an author on our first reviews progressing to editor and took on the leadership role of Joint Co-ordinating editor with me at the University of Manchester. She is now a member of the co-ed exec and has contributed to recent developments of the Editorial Board. Cochrane Oral Health has benefited from her vision, enthusiasm and ability to be creative to overcome challenge. The Global Alliance initiative is a demonstration of her strategic thinking to build collaborations, avoid duplication of effort, keep up to date and provide development opportunities for the editorial team. In addition to her role in Cochrane she leads a Clinical Effectiveness programme for NHS Education Scotland and at the University of Dundee is principal investigator on several multicenter RCTs in primary care. These roles provide her with expertise and experience that would enhance her effectiveness as a member of the Cochrane Board.

I believe she meets all the criteria through her work within and out-with Cochrane.

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

I am confident that she will be an effective member of Cochrane Board if elected and will contribute to strategic decision making for Cochrane.

Yours sincerely



Professor Helen Worthington