

Cochrane Acute and Emergency Care Network

Strategic Workplan
2018-2020



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1 Introduction

Cochrane Review Networks have been formed to help overcome the challenges that Cochrane faces in review production, thereby ensuring high quality reviews that are produced through timely editorial publication processes and guided by a prioritisation of topics of interest to stakeholders. This strategic plan outlines planned activities of the Cochrane Acute and Emergency Care Network to support the work of Cochrane Review Groups that produce reviews related to acute care (characterized by sharpness or severity, sudden onset, and short course) and emergent care (arising unexpectedly, calling for prompt action) and prevention of the need of such care. These activities are planned for the period of two years covering September 2018 through August 2020.

1.1 Background on Cochrane Acute and Emergency Care Network

The Acute and Emergency Care Network consists of five Cochrane Review Groups:

Group	Scope
Acute Respiratory Infections	Diagnosis, prevention, and treatment of acute respiratory infections.
Anaesthesia	Diagnosis, prevention, and treatment of medical conditions related to anaesthesia and perioperative medicine.
Bone, Joint and Muscle Trauma	Diagnosis, prevention, and treatment of fractures, dislocations, and soft tissue injuries of the appendicular skeleton and associated soft tissues.
Emergency and Critical Care	Diagnosis, prevention, and treatment of medical conditions (including non-trauma resuscitation) managed in the prehospital, emergency department, and intensive care unit.
Injuries	Diagnosis, prevention, and treatment of traumatic injury, including the resuscitation of seriously injured and burned patients.

The Network will work closely with two Cochrane Fields that are aligned with the scope of the Network: the First Aid Field (to be established) and the Pre-hospital and Emergency Care Field. The Network will also develop relationships with other Cochrane Fields such as Global Ageing and Child Health.

1.2 Network leadership and support

The Acute and Emergency Care Network is led by a Senior Editor, Michael Brown at Michigan State University College of Human Medicine. In his role as Senior Editor, Michael will take primary responsibility in relation to strategic and operational activities to ensure the Objectives and Activities as outlined within this plan are addressed. He will serve as a member of the Editorial Board and contribute to developing the strategy and monitoring of the Cochrane Library. He will liaise between the Network and the Editor in Chief, the Cochrane Executive Team, and Centres in relation to training, technology, knowledge translation, and innovations in Cochrane reviews.

The Associate Editor, Liz Bickerdike, will serve in an operational role to support Review Groups as relates to the Objectives and Activities as outlined within, such as identifying quality issues in reviews, providing

editorial support, identifying and supporting implementation of mechanisms to ensure high quality review standards and editorial processes, and fostering communication within Network and between the Network and other Cochrane groups, such as the Cochrane Executive Team.

Additional support for the production of priority reviews within the Network will be provided by The National Institute for Health Research (NIHR) Network Support Fellow. Support might take a variety of forms, such as assisting with priority setting, training, or assistance with Fast Track Reviews.

1.3 Governance and management

The Senior Editor is accountable to the Editor in Chief of the Cochrane Library, while the Associate Editor is accountable to the Senior Editor. Review Groups are accountable to the Editor in Chief via the Senior Editor. The Senior Editor, with the Editor in Chief, is responsible for ensuring that each Review Group has a five-year accreditation process and any accountabilities of Review Groups to funding agencies are met. Parent institutions of Network leadership personnel hold no governance position in relation to Network activity.

Each Cochrane Review Group in the network is guided by a Collaboration Agreement that defines the responsibilities of Cochrane and the Cochrane Review Group and its Co-ordinating Editor(s). The Co-ordinating Editor is responsible for the management of the Review Group, and reports to the Editor in Chief via the Senior Editor of the network. By signing this Agreement, the Review Groups renew their membership with Cochrane as part of the Acute and Emergency Care Network.

2 Objectives and Workplan

2.1 Preamble

Five main objectives have been identified to guide the work of the Acute and Emergency Care (AEC) Network in supporting the member Cochrane Review Groups:

1. Supporting review production and capacity
2. Evaluating Network scope and prioritisation of topics
3. Fostering collaboration within the Network and with the wider Cochrane community
4. Supporting knowledge translation to increase the impact of Cochrane reviews
5. Ensuring accountability and sustainability of the Network

Activities outlined below represent the key items that the AEC Network will focus on.

2.1.1 Objective 1. Support Review Production and Capacity

<p>The focus of this objective is to put processes and activities in place to ensure the development of high quality reviews in a timely manner, consistent and improved editorial processes, and to identify capacity-building needs and opportunities to accomplish those tasks.</p> <p>Review Groups noted that tailored support for individual reviews early in the editorial process was helpful. We plan to explore sustainable approaches to develop this aspect, and to share experiences and expertise within the Network.</p>		
Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Development of high quality reviews	<p>a. Network editorial teleconferences to share good practices and discuss common problems</p> <p>b. Editorial support for individual reviews</p>	<p>i. Network editorial teleconferences will be co-ordinated by the Associate Editor and held every 2 months (1 to 1.5 hours) to allow sharing of good practice and discussion of common problems</p> <p>ii. Items for discussion to be raised with Associate Editor at any time; the agenda will be circulated a week in advance of the meeting, with the proposed following structure:</p> <ul style="list-style-type: none"> - Presentation (by Associate Editor, Review Group, or invited guest) - Questions and answers - Discussion of available resources and identify learning and resource needs - Drop-in questions

		<p>iii. Notes summarising the discussion, plus links to exemplar reviews, will be circulated to the Network within 1 week of the meeting</p> <p>iv. The Senior and Associate Editors, and Network Support Fellow will provide guidance and assistance for individual reviews as requested by Review Groups, for example:</p> <ul style="list-style-type: none"> - Commenting on high priority, high impact, complex, or problematic reviews when requested by the Review Group - Consulting on individual editorial and methodological issues and concerns via email or teleconference
Improved editorial processes	a. Inventory of Review Group editorial processes and author resources to identify and share good practices	<p>i. Detail the editorial flow and process of each Review Group to gain an understanding of approaches that are both common and innovative</p> <p>ii. Integrate best practices and resources among Review Groups</p> <p>iii. Support the implementation of Cochrane editorial policies, for example rejection policy, peer review policy</p> <p>iv. Develop efficient editorial processes that facilitate early editorial input from the Network Editors when necessary, without adding to the editorial burden for Review Groups</p>
Capacity building	<p>a. Connect to methodologists</p> <p>b. Involvement of the Network Support Fellow as necessary</p>	i. Develop links between Review Groups and methodologists with specific

	<p>c. Sharing expertise between Review Groups</p> <p>d. Identify strands of the 'Content Strategy' that the Network would like to develop over the next 2 years</p>	<p>expertise related to complex reviews</p> <p>ii. The Network Support Fellow will provide additional support and connect with other methodologists as appropriate (for example Review Groups' statistical editors, the Methods Support Unit from 2019, Cochrane Methods Groups, the NIHR Complex Reviews Support Unit)</p> <p>iii. Identify opportunities and mechanisms for sharing expertise between Review Groups (for example Information Specialists, statistical editors, peer reviewers, and other editorial expertise)</p> <p>iv. Identify any training and learning opportunities informed by the 'Content Strategy' (for example expanded data sources, reviews in living mode, rapid reviews)</p>
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2.1.2 Objective 2. Evaluate Network scope and prioritisation of topics

<p>The focus of this objective is two-fold: (1) for Networks to evaluate scope, coverage, and potential gaps of the Network as a whole and (2) to specify what high priority questions/themes will be undertaken to produce reviews that cross-cut Review Groups (including Review Groups outside of Network) and are completed in a short time period, with support from the Fast-Track Service as needed and the effort of the Network Support Fellow.</p> <p>All Review Groups have employed some form of prioritisation; we plan to share good practice and support Review Groups with formalising prioritisation plans where necessary, while developing the priority themes for the Network.</p>		
Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Assist Review Groups and Fields with priority setting	<p>a. The Senior Editor and Network Support Fellow will assist in Review Group and Field priority setting plans by engaging with the Cochrane Knowledge Translation Priority Setting Working</p>	<p>i. The Senior Editor and Network Support Fellow will attend priority setting meetings with each Review Group as requested</p> <p>ii. Utilise support from Cochrane Knowledge</p>

	<p>Group and external stakeholders which will inform cross-cutting themes for the Network</p> <p>b. Support application of prioritised reviews to the Cochrane Fast-Track Service</p>	<p>Translation Priority Setting Working Group</p> <p>iii. Share good practices for prioritisation of updates</p>
Evaluating the scope of the Network	a. Map the scope of the Review Groups within the Network	i. The Network Support Fellow will develop a Network map and help to identify any gaps or overlap in scope and topic coverage

2.1.3 Objective 3. Foster collaboration within the Network and wider Cochrane community

<p>The focus of this objective is to implement regular communication with Review Groups to ensure group cohesion and to address, in a timely fashion, the needs and priorities of member Review Groups. Connection with the wider Cochrane community is also needed.</p>		
Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Regular communication with Review Groups	<p>a. Sharing good practice and common problems via virtual meeting of the Network every 2 months</p> <p>b. Face-to-face meeting of the Network twice a year during the Colloquium and Governance meetings</p> <p>c. Network email discussion list</p>	<p>i. Suggestions for agenda items can be proposed at any time; a finalised agenda will be circulated one week prior to meeting</p> <p>ii. Develop and maintain shared resources on Network website</p> <p>iii. The Senior and Associate Editors to respond promptly to queries and requests from individual Review Groups</p> <p>iv. Encourage discussion between Review Groups via the Network email distribution list</p>
Build and maintain links with other Networks	<p>a. The Senior Editor is a member of the Editorial Board</p> <p>b. Regular meetings of Senior and Associate Editors from all Networks</p> <p>c. The Associate Editor will meet weekly with other Associate Editors, the Senior Editor of the Editorial &</p>	<p>i. Share with other Networks the activities of the AEC Network</p> <p>ii. Keep up-to-date with innovations in other Networks that the AEC Network could support or adopt</p> <p>iii. Encourage Review Groups to maintain any existing</p>

	<p>Methods Department and the Deputy Editor in Chief</p> <p>c. Develop guidance in response to frequently asked questions across Networks</p>	<p>channels of dialogue with Review Groups in other Networks, and to bring the respective Senior and Associate Editors in to any conversations as necessary</p> <p>iv. Identify frequently asked questions within the AEC Network and across other Networks to highlight areas where guidance is needed, where solutions have been trialled, or where work is ongoing</p>
<p>Assist other Networks with the identification of high priority acute and emergency care topics that fall within the scope of Review Groups outside of the AEC Network</p>	<p>a. Work with the relevant Fields to identify high priority review topics of our key stakeholders</p> <p>b. Communicate potential high priority acute care review topics to other Networks</p> <p>c. Collaborate with other Networks to determine if these potentially high impact reviews could be expedited</p>	<p>i. Assist Fields to engage various stakeholders to identify gaps and priorities even if they fall outside of the scope of Review Group in the AEC Network</p> <p>ii. Although key stakeholders may consider a topic as high priority, other considerations may influence Network prioritization such as Review Group capacity and competition with other priorities</p>

2.1.4 Objective 4. Support knowledge translation to increase the impact of reviews

<p>The focus of this objective is to outline a plan to increase the profile, use, and impact of Cochrane reviews produced by Networks by determining integrated knowledge translation and dissemination activities and ensuring access in appropriate formats for key stakeholders.</p>		
Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Increase the impact of Cochrane Reviews	a. Meetings with key stakeholders	i. The Senior Editor and Network Support Fellow to work with Fields to arrange outreach meetings with key stakeholder organizations
Increase the dissemination of Cochrane Reviews	a. Meetings with acute and emergency care journal editors to explore opportunities for dissemination of Cochrane	i. Capitalize on existing relationships of Network members with key journals to arrange meetings to explore dissemination partnerships

	review summaries and co-publication	ii. Will depend on Network member connections to journals
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2.1.5 Objective 5. Ensure accountability and sustainability of the Network

The focus of this objective is to outline information related to accountability to Cochrane and funders over the next two years and determinations of sustainability for future consideration.		
Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Maintain Cochrane's accountability to funders	a. Assist Review Groups with issues related to fulfilment of funder's expectations	i. Support Review Groups' commitments to funders as needed
Ensure sustainability of Review Groups	a. Support re-accreditation process b. Assist Review Groups with the development of succession plans if transitions are expected c. Work with Cochrane Central Executive Team and other Networks to develop a system for coverage for key Review Group staff (for example, Managing Editors) on leave (planned or unplanned)	i. Follow-up on accreditation agreement for all five Review Groups ii. Support Review Groups' strategic planning as needed iii. Support Review Groups' prioritisation plans as needed iv. Developing a strategy for leave (for example, medical, maternity); will be challenging given the differing employment models among Review Groups
Set work plan for Network Support Fellow	a. Identify core tasks and measurable outputs	i. Develop process for identifying and managing Network Support Fellow's workload ii. Support induction of Network Support Fellow

3 Output Tracking

3.1 Preamble

This section summarises the activities undertaken by the Acute and Emergency Care (AEC) Network for the period of September 2018 through August 2020.

3.1.1 Objective 1. Support Review Production and Capacity

Activity	Purpose	Anticipated outputs	Year 1/2: Actuals	Qualitative evaluation of activities: Senior & Associate Editors / Review Groups
Network editorial teleconferences	To identify common problems and share good practices across Network Review Groups	a. Six meetings by September 2019		
Editorial support for individual reviews	To support the timely production of high quality reviews	a. Ongoing targeted support as needed		
Information gathering audit of Review Groups' editorial processes	To inform and develop efficient editorial processes that optimise use of Network resources (Senior and Associate Editors, expertise in other Review Groups) and support implementation of Cochrane editorial policies	a. Editorial flow chart documenting process for priority, complex, and high-impact reviews by June 2019 b. Collection of editorial resources for the Network by June 2019		

3.1.2 Objective 2. Evaluate Network scope and prioritization of topics

Activity	Purpose	Anticipated outputs	Year 1/2: Actuals	Qualitative evaluation of activities: Senior & Associate Editors / Review Groups

Senior Editor and Network Support Fellow to assist Review Groups and Fields with priority setting	Align Network interests and determine guiding themes	a. Two meetings with each Review Group and Field by September 2019 b. Two themes identified to guide Network prioritization c. Selection of three reviews for submission to the Cochrane Fast-Track Service by March 2019 d. Formation of Network Prioritisation Steering Committee by September 2019		
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3.1.3 Objective 3. Foster collaboration with Network and wider Cochrane community

Activity	Purpose	Anticipated outputs	Year 1/2: Actuals	Qualitative evaluation of activities: Senior & Associate Editors / Review Groups
Maintain regular meetings with Network Review Group editorial teams	To share information and provide opportunity for learning	a. Notes of Network meetings (six by end of September 2019) b. Notes and other relevant documents discussed will be circulated within 1 week of the meeting c. Any Review Group queries will be resolved or promptly escalated by the Senior and/or Associate Editor(s) (seeking input and advice from appropriate sources)		

Respond to Review Group requests for guidance on external requests	Improve the communications among Review Groups within the AEC Network and the broader Cochrane community	a. Respond to Review Group inquiries as needed within 2 business days b. For requests requiring longer time for an appropriate response, acknowledgement within 2 business days and answer within 2 weeks		
Identify opportunities for high impact Cochrane reviews outside of the AEC Network yet related to acute and emergency care	Increase the impact of other Networks by increasing the utilization of Cochrane reviews by clinical practice guideline developers	a. Identify the number of Cochrane reviews outside of the AEC Network that are incorporated into acute and emergency care clinical practice guidelines by September 2020		
Develop guidance in response to frequently asked questions (FAQs) across Networks	To provide short targeted solutions to FAQs across Networks	a. Targeted guidance on FAQs as needed		

3.1.4 Objective 4. Support knowledge translation to increase the impact of reviews

Activity	Purpose	Anticipated outputs	Year 1/2: Actuals	Qualitative evaluation of activities: Senior & Associate Editors / Review Groups
Senior Editor and Network Support Fellow outreach meetings with key stakeholder organizations via Fields	Foster collaboration and partnerships with key stakeholders to elevate the impact of Cochrane reviews related to acute and emergency care	a. Meetings with three key stakeholder organizations by September 2019		
Explore opportunities with acute and emergency care journals to publish	Enhance the dissemination of Cochrane reviews to wider audience	a. Meetings with three journal editors by September 2019		

summaries of Cochrane reviews (for example “Cochrane Corner”) and explore opportunities for co-publication				
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3.1.5 Objective 5. Ensure accountability and sustainability of the Network

Activity	Purpose	Anticipated outputs	Year 1/2: Actuals	Qualitative evaluation of activities: Senior & Associate Editors / Review Groups
Assist Review Groups and Fields with accountability to funders	Ensure Cochrane maintains its reputation as a highly accountable organization	Annual report (when required)		
Assist Review Groups with succession planning and leave	Ensure the continuity of high quality review production	Annual report (when required)		
Identify tasks for Network Support Fellow	To support preparation of priority reviews and priority setting	Specification of tasks and reviews for Network Support Fellow by January 2019		