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Mark Wilson
CEO, Cochrane
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Dear Mark

Application for External Board Member Position

I would like to be considered for an External Member position on the Cochrane Board.

In the last fifteen years my primary professional interest has been in the development and implementation of evidence-based guidelines - first as the Chief Executive of the New Zealand Guidelines Group, then as a member of the Guidelines International Network Board and subsequently as an independent guideline adviser and consultant.

My guideline work has provided me with a close association with Cochrane and I have always enjoyed my work with the network. Over the years, I have supported and endorsed Cochrane activities in a range of ways such as:

- using Cochrane reviews in the development of evidence-based guidelines
- providing consumer reviews for Cochrane Consumer
- promoting a partnership between Cochrane and the Guidelines International Network (while I was a member of the G-I-N Board)
- supporting the NZ Cochrane Branch while I was CEO of the New Zealand Guidelines Group
- working with the NZ Cochrane Centre on the development of the NZ Gestational Diabetes Guideline
- providing guideline implementation training at the Auckland Cochrane Colloquium in 2013
- being a key note speaker at the Auckland and a plenary speaker at the Melbourne Colloquia
- promoting Cochrane reviews, consumer aids and products in my guideline training and my consultancy work.

I really enjoy Cochrane activities and in particular I am always impressed by the energy, dedication and commitment of Cochrane-ites to their work. They have a great spirit of collaboration, active engagement and openness.

I believe that the new branding, the roll-out of new technological platforms, the strengthening of consumer engagement and consumer-focussed products, the opportunities associated with open access to the library and the emphasis on knowledge translation will encourage both existing and new contributors to sign up to the new membership scheme.



I believe I can offer the Cochrane Board the following range of skills as it works towards achieving the *Strategy to 2020*:

- extensive experience in the governance of not-for-profit health agencies both in New Zealand and on an international stage (Guidelines International Network). I have been involved in establishing new organisations, maintaining existing organisations, operating under tight fiscal constraints, building sustainable and resilient organisations, rebranding organisations, creating new markets, recruiting members, launching new products, and winding down operations
- a 20 year track record of tirelessly promoting health consumer perspectives in the development and implementation of evidence-based healthcare
- an international reputation in knowledge translation primarily as an implementer of evidence-informed resources and products - in particular evidence-based guidelines that draw on the work of Cochrane reviews
- a strong health policy perspective and understanding of health service systems and processes derived from working in the NZ Ministry of Health and providing consultancy advice to health agencies in Australian, Singapore, Malaysia, Brazil and Saudi Arabia
- experience building international networks and collaborative activities.

Other personal attributes I could contribute to the Cochrane Board include:

- experience in working with different cultural approaches. For example, I have a number of Maori clients who expect that my work will be undertaken according to Maori protocol and principles. In my roles on the G-I-N Board I also learnt a lot about the different cultural approaches and styles of people working together on international boards. This has been a very positive experience and I have made some life-long friendships as a result of this work
- an awareness of the importance of developing trusting and open approaches when communicating with Board members and colleagues who you might rarely meet face to face
- a positive and creative approach to problem solving
- enthusiasm and energy. I take my governance responsibilities seriously and at the same time I like to enjoy the volunteer work I do to ensure that is fun and productive.

I have read through the expectations of Board members and would be prepared to act with diligence to meet the expectations. As you will see from my attached CV, I am self employed and I should be able to structure my work schedule to attend teleconferences and face to face Cochrane meetings.



Declarations:

- I have no real or potential conflicts of interest in submitting this application.
- I have no current staff, editorial or leadership role with Cochrane.
- I have had no employment or other financial relationship with pharmaceutical, device, tobacco or other for-profit companies in my career.
- I have never received any research, travel or other funding from commercial sponsors or sources. All my clients are either government funded agencies or not-for-profits.
- I do not have any direct or indirect conflicts, professional relationships to other members of the Board and other Boards they may sit on. I know both Cindy Farquhar and Holger Schünemann. Cindy and I are professional colleagues with a shared interest in promoting evidence-based practice and guidelines. We worked together while I was at the NZ Guidelines Group and during the development of the NZ Gestational Diabetes Guidelines (2012-13) I was contracted to the University of Auckland to work alongside her. I know Holger Schünemann through our work with the Guidelines International Network. I do not believe these relationships constitute either a financial or social conflict of interest and instead reflect collegial relations based on decades of activity in the global health evidence arena.

Please feel free to contact me if you would like me to provide any additional information.

Kind regards

A handwritten signature in black ink that reads "C Marshall". The signature is written in a cursive, flowing style.

Catherine Marshall
Independent Guideline and Health Sector Consultant