

# The Future of Evidence Synthesis

21 April webinar

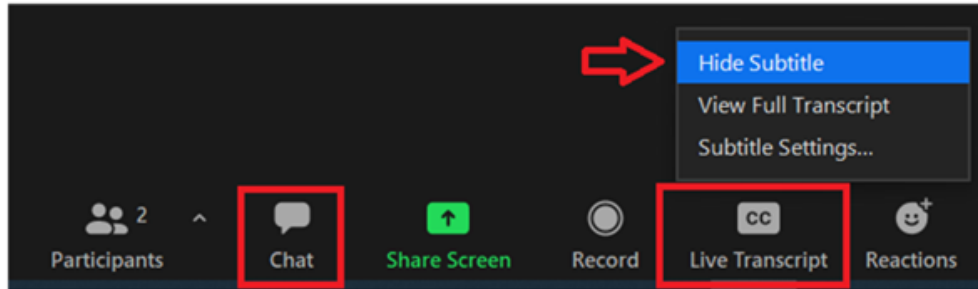
Followed by webinars every fortnight starting on  
26 May at 8:00 and 16:00 (UK time)

Trusted evidence.  
Informed decisions.  
Better health.



## Zoom

- Your microphone will be muted to prevent background noise
- To ask a written question, click on **“Chat”** to open the chat box
- To turn subtitles on or off, click on **“Live Transcript”** > **“Show/Hide Subtitle”**



# Share your thoughts and ask your questions

Webinar topics will be posted online and updated regularly as new topics are submitted.

## How to participate?

Go to: <https://community.cochrane.org/form/fes>

Email us: [future@cochrane.org](mailto:future@cochrane.org)

**Webinars every fortnight starting on 26 May at 8:00 and 16:00 (UK time)**

Time	Topic	Presenter
8:05-8:15	Reflections on Board decision	Tracey Howe
8:15-8:30	Implementation planning	Ruth Foxlee
8:30-8:45	<ul style="list-style-type: none"><li>• Central Editorial Service</li><li>• Author proposal management</li><li>• Case for Support for ES Units</li><li>• Thematic Groups</li></ul>	Karla Soares-Weiser
8:45-8:55	Q&A moderation	Toby Lasserson
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# Reflections on Board decisions

**Tracey Howe Co-Chair**  
**On behalf of the Governing Board**

Trusted evidence.  
Informed decisions.  
**Better health.**



# The world is changing: Cochrane's challenges

## Financial

- Commitment to **open access** which will significantly affect our income from 2025
- We need to shape a **new business model** that is affordable and will sustain Cochrane from 2025 into the future.
- Need to **diversify our income** through investing in fundraising (and product development) – invest now for later returns

## Efficiency and impact

- Significant and organic growth of Cochrane has resulted in **complexity and inefficiencies**
- COVID has demonstrated the **value and importance of fast response to health challenges** – we need to streamline review production
- We have to be **clear on our priorities and focus on the right things**

# ***Board meeting on 23<sup>rd</sup> June 2021***

*The Governing Board approved the Strategy for change.*



## Strategy for Change – 3 Goals

### **GOAL 1: Producing trusted evidence**

To produce trusted and timely synthesized evidence addressing the most important questions for health and care decision making

### **GOAL 2: Advocating for evidence**

To be a leading global advocate for evidence-informed health and care

### **GOAL 3: Informing health and care decisions**

To inform health and care decisions by making our evidence accessible, usable, and available to all



## ***Board meeting on 20<sup>th</sup> July 2021***

*The Board approves the proposed model as outlined as a basis for further consultation based on the case made for a new model of review production*



## ***Board meeting on 13<sup>th</sup> October 2021***

*The Board approves the the recommendation to research and consult with key stakeholders on a full range of **Open Access** models ... with validation and due diligence plans*



# Board decision making

- Strategic implications: vision and mission
- Economic implications: income, sustainability, financial modelling
- Financial and resource implications: cost to the Charity and Cochrane community
- Operational implications: capacity and capability
- Organizational risk: strategy and governance, financial sustainability, people and culture, reputation, producing evidence synthesis
- Value to our stakeholders and beneficiaries



## ***Board meeting on 9<sup>th</sup> February 2022***

*The Governing Board approved the recommended change to Cochrane's evidence synthesis production model and the immediate move to implementation activities.*

*Use of strategic reserves Central Editorial Service for the management of the editorial process for all evidence syntheses published by Cochrane, and also provide a direct pathway for publication in the Cochrane Library*

*It also agreed to establish an advisory group to ensure the management of this transition has ongoing Board oversight.*



# Key requirements of implementation

*Strategy for Change* principles of Collaboration, Relevance, Integrity, & Quality

Increase diversity and inclusion in the organization

Open and transparent process with clear decision making



# Summary

Strategic decision by the Board based on our vision and mission, risk, sustainability, and the value to our stakeholders and beneficiaries



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## Approach to implementation planning

- Agree the list of projects in the Future Cochrane programme of work
- Bring project teams together
- Produce implementation plans for each project
- Develop an overview of all projects in the programme (timelines, project dependencies and sequencing, resource requirements)
- Agree the approach to programme governance and monitoring (including risk monitoring)
- Community engagement and communications plan
- Fundraising strategy



# Implementation approach timeline



# Projects

Project	Brief description
Evidence Synthesis Units (ESU)	Testing proof of concept by setting up two Units initially in 2022-23, then scaling up to ~10 ESUs
Thematic Groups	Setting up the first wave of Thematic Groups, then scaling up to ~20 Groups
Central Editorial Service	Scaling up Central Editorial Service, beginning in second semester 2022
Closing unfunded Review Groups	Manage handover of content and maintain submission pipeline in Cochrane Review Groups losing funding and staff
Review Production Pipeline	Short and longer term steps to secure submissions to a Centralised Editorial Service, reduce time to publication, and generate content that aligns with external stakeholders priorities

# Projects

Project	Brief description
New review format	Implementing a new shorter review format for Cochrane evidence syntheses within the next year
Author proposal management	Create and test a mechanism to centrally manage author proposals (“expressions of interest”) whilst allowing current CRGs to continue to register titles
Direct submission pathway	Create and test a pathway for accepting direct submissions from author teams to the Central Editorial Service in 2022-23 and scaling up if necessary over following 2-3 years
Revise editorial policies	Review and revise key editorial policies to support new model for producing Cochrane evidence syntheses (e.g., Rejection Policy, Updating Policy, etc.)

# Planning for change

- Cross-departmental (Central Executive Team) and wider (Cochrane community) engagement
- Resourcing challenges
- Taking a staged approach to test assumptions and adapt
- Programme needs to be embedded within the organisational communications plan and fundraising strategy



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# Initial steps for expansion of Central Editorial Service

- **What we know:**
  - *Editorial Independence and Efficiency project* will end in June 2022 and results will help scaling up the editorial service to **all** Cochrane Reviews
  - Scale up starts on July 2022 and we aim to complete by December 2023
- **Key challenges:**
  - Accurate estimation of number of submissions
  - How to guarantee content and methods peer-review

# Author new proposals

## What's changing?

- Authors submit proposals centrally to 1 Editorial Manager site
- Administration of proposals is managed centrally
- Authors not supported by CRGs can submit their protocols to Central Editorial Service

## What's staying the same?

- CRG editors involved in assessing importance & overlap
- CRG editors request full review proposal forms (RPFs) if they choose
- CRG editors register titles internally (e.g. priority reviews, commissions etc. that have not been proposed by external author teams)

## Why the change?

- Maintain pipeline of reviews during transition to future model
- Reduce administrative burden on CRGs
- Simplify author journey (proposals submitted to 1 Editorial Manager site rather than 9)
- Communicate that 'Cochrane is open to new proposals'

## When is the change?

- June 2022

# Case for Support for Evidence Synthesis Units

- Regular communication with Cochrane key funders
- Presentation of the Cochrane Future of Evidence Synthesis programme of work to key stakeholders
- Participation on face-to-face regional meetings
- Work is underway to partner with the WHO for a case for support for two Evidence Synthesis Units in Low-and-Middle-Income countries



# Cochrane Thematic Groups

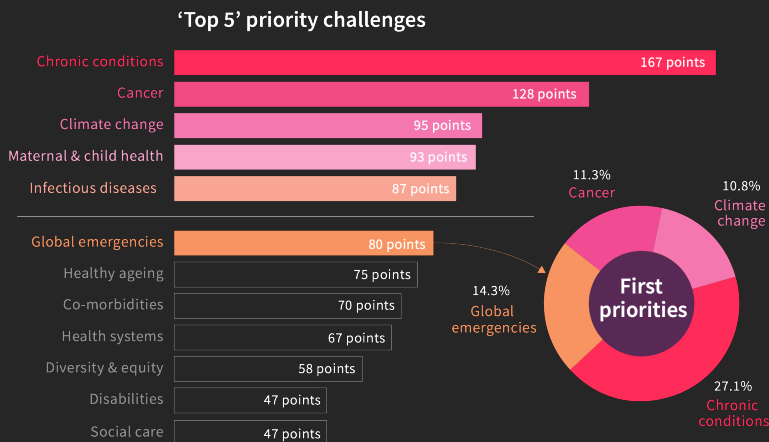
- Thematic Groups will help us delivering on *Strategy for Change* key principles of collaboration, relevance, integrity, and quality
- Thematic Groups will unite and expand our community's expertise, our relationships across our community and with our stakeholders and our beneficiaries
- The goal is to have  $\pm 20$  Thematic Groups collaborating across larger scope aligned to priority health areas
- Broad thematic areas based on topics selected during the consultation process and informed by Sustainable Development Goals and burden of disease

Chronic conditions

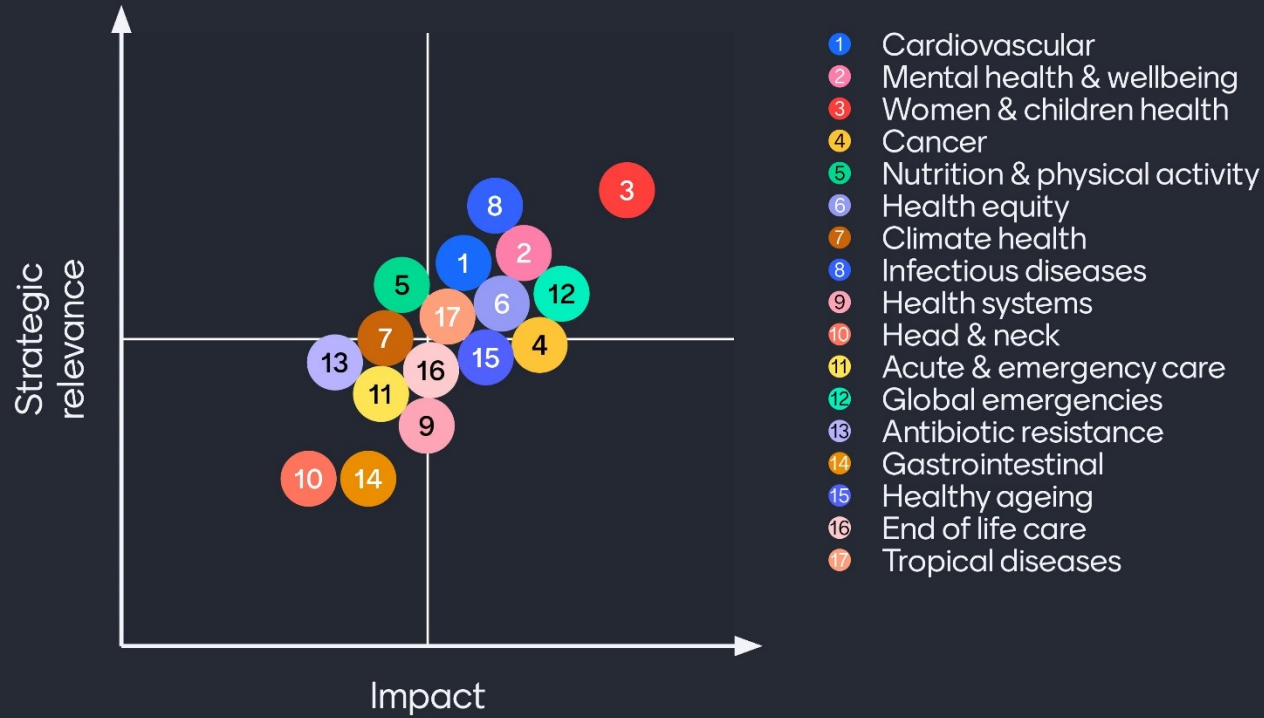
Maternal & child health

Climate change

Cancer



# Thematic groups: relevance vs impact



Go to [www.menti.com](https://www.menti.com) and use the code 31 26 94 7



# Thematic Groups key activities (please rank)

- 1st | Contribute leadership and content expertise to identify priorities for producing Cochrane evidence synthesis
- 2nd | Support Evidence Synthesis Units to deliver large suites of evidence syntheses
- 3rd | Disseminate Cochrane evidence and support knowledge transfer
- 4th | Produce high-priority evidence synthesis
- 5th | Support capacity building/strengthening
- 6th | Maintain stakeholder engagement on behalf of Cochrane
- 7th | Provide content expertise for the centralized editorial process

## Next steps

- Webinars will be held every fortnight from end of May 2022 and your questions will inform the discussion of topics
- **26 May webinar** will focus on Thematic Groups
- We are working with Governing Board on a process for setting up Thematic Groups and Evidence Synthesis Units
- Expressions of interest can be sent to [future@cochrane.org](mailto:future@cochrane.org)

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# Thematic Groups key activities (please rank)



# Take home messages

1. The values that brought us together continue to guide us now:  
**Collaboration • Relevance • Integrity • Quality**
2. The future of evidence synthesis has been welcomed by  
Cochrane's key stakeholders and funders
3. Together we can support Cochrane now and in the future

**Thank you for your participation!**