Cochrane Long Term Conditions and Aging 2 Network

Strategic Workplan
2018-2020

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Contents

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 Long Term Conditions and Aging 2 Network to support the work of Cochrane Review Groups that produce reviews related to a wide variety of long term conditions and topics related to aging. These activities are planned for the period of two years covering September 2018 through August 2020.

1.1 Background on Cochrane Long Term Conditions and Aging 2 Network

The Cochrane Long Term Conditions and Aging 2 Network consists of eight Cochrane Review Groups:

Group	Scope
Back and Neck	Diagnosis, primary and secondary prevention and treatment of neck and back pain and other spinal disorders, excluding inflammatory diseases and fractures
Ear Nose and Throat	Prevention, treatment and rehabilitation of ear, nose and throat (ENT) disorders and head and neck cancers.
Eyes and Vision	Prevention and treatment of eye diseases or visual impairment, and accuracy of diagnostic tests for common ocular diseases or conditions.
Musculoskeletal	All musculoskeletal conditions included under the CMSG scope: gout, lupus erythematosus, osteoarthritis, osteoporosis, pediatric rheumatology, rheumatoid arthritis, soft tissue conditions [fibromyalgia, upper limb conditions, lower limb conditions], spondylo-arthropathy, systemic sclerosis and vasculitis.
Oral Health	Prevention, treatment and rehabilitation of oral, dental and craniofacial diseases and disorders.
PAPAS	Interventions in chronic and acute pain, palliative and supportive care, and headache and migraine.
Skin	Any skin problem that leads an individual to consult a healthcare professional and thus also includes areas that may be perceived as cosmetic, such as skin ageing. Scope also includes treatments that are sold over-the-counter or are otherwise widely available and which might be used for the treatment of skin problem, and the effectiveness of different models of health care delivery and management for skin disease.
Wounds	Prevention and treatment of all wounds and their complications (including primary prevention of pressure ulcers, leg and foot ulcers), interventions to prevent complications of wounds, and interventions to aid the healing of wounds. They also undertake reviews in the broad area of 'infection control' where the question does not fall in the scope of another group.

1.2 Network leadership and support

The Cochrane Long Term Conditions and Aging 2 Network is led by a Senior Editor, Professor Peter Tugwell, Professor in the Department of Medicine and the School of Epidemiology & Public

Health at the University of Ottawa. In his role as Senior Editor, Professor Tugwell 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 also serve as a member of the Editorial Board and contribute to developing the strategy and monitoring of the Cochrane Library. He will also 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, Nuala Livingstone, Cochrane Editorial and Methods Department, serves 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 Fellows. Support might take a variety of forms, assisting CRGs with completing high priority or problematic reviews, developing guidance documents for the network, and providing support for al CRGs during the development of their prioritisation process.

All members of the network will have the opportunity to draw on support from the Methods Support Unit, a new unit which will be initiated in 2019. This unit will provide hands on support for all CRGs for a range of complex methodological issues and will be staffed with ± 2.0 FTE methodologists and statisticians. Further organisation details regarding this new unit will be shared with all CRGs once available

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. Senior Editors, with the Editor in Chief, are 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.

2 Objectives and Workplan

2.1   Preamble

Five main objectives have been identified to guide the work of the Long-Term Conditions and Aging 2 Network in supporting the member Cochrane Review Groups (CRGs):

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 Network will focus on.

2.1.1   Objective 1. Support Review Production and Capacity

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**.**

Identified tasks to address	Planned approach(es)	Implementation plan and other considerations

Improving the quality and consistency of reviews across the network.	a. Develop standard network quality standards/guidance document for use by editors and review authors.
	
	b. Schedule monthly 60-minute voluntary web clinics for CRG members who wish to attend, beginning October 2018, led by Associate Editor.
	
	c. Associate Editor will be available 2.5 days a week for consultation, guidance and assistance. For example;
	
	   - Screening of high priority/problematic reviews when requested by the CRG
	
	   - Consulting on individual editorial and methodological issues and concerns via email, or teleconference
		i. Contact all network CRGs and ask to share existing quality standards/checklists used.
		
		ii. Associate Editor/network Fellow will collate existing documents to create a single network standards/guidance document.
		
		iii. Research all available Cochrane Resources, and create summary document that can point to the location of all resources (including rejection policy resources).
		
		iv. Poll CRGs to find preferred day & time for web clinic, and list of potential topics of interest (by September 2018).
		
		v. Each web clinic will adhere to the following agenda;
		
		   - 10 min presentation from AE or invited guest on a

	a. Providing additional editorial support for CRGs with suspended funding, including the Back and Neck Group.	chosen topic of interest (e.g., SoF tables, drafting implications for practice/research, etc) - 10 min Q+A on topic - 20 min sharing good practice on any aspect of review - 20 min 'drop-in' issues that are urgent and need consultation vi. Issues discussed in the web clinic in each session will be summarised and made available to all (e.g., as a living Google document). vii. Associate Editor to outline which 2.5 days they will be available to work for the network each week. viii. When a request for screening is sent to the Associate Editor, CRGs should include a preferred date of return. ix. Ensure that CRGs are aware that screening by the AE is an available resource that they are welcome to make use of, but it will not be enforced upon them.
Sharing methodological expertise and experience across the network.	a. Develop 'complicated methodologies' guidance document for use by editors and review authors. b. Encourage Information Specialists to continue peer reviewing each other search strategies.	i. Contact all network CRGs and ask to share (via interview or email) their experience of 'complicated methodologies' (e.g., different interventions on paired body parts including eyes, ears, etc) and any relevant guidance documents. ii. Associate Editor/network Fellow will collate information to create a single 'complicated methodologies' guidance'

		document and encourage the identified relevant CRGs to collaborate with one another (e.g., by sharing methodological editors, etc).
		iii. Information Specialists have already been peer reviewing each other's search strategies within network. This practice will be encouraged, and additional support provided where needed (e.g., if they require the use of the network GTM account, the associate editor will organise and host a meeting).
Working towards Cochrane's Goal's and Targets for 2018-2019 as outlined in the Content Strategy Document.	a. Consult with all CRGs in network and identify which groups would be interested in addressing each target. b. Develop strategic plan that outlines which targets the network will focus on, which CRG will be involved in working towards that target, and a specific implementation plan for the next 2 years.	i. 2018-19 Targets: - Prioritisation by networks - Prognosis and risk factors - Expanded data sources - Network meta-analyses - Equity - Rapid reviews - Livings systematic reviews - RCT classifier

2.1.2   Objective 2. Evaluate Network scope and prioritisation of topics

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 CRGs** (including CRGs outside of Network) and are completed in a short time period, with support from the Fast Track Service and the time of the NIHR Network Fellows.

Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Develop network prioritisation plan.	a. Consult CRGs to map what current work has been completed or in progress with regards to prioritisation. b. Create network prioritization document,	i. CRGs have been asked to review the 'Cochrane Guidance on Priority Setting' document and inform the network team the extent to which they feel they as a CRG are

	that outlines the extent to which each CRG currently completing mandatory and desirable items from the guidance for priority setting document.	completing 'mandatory' and 'desirable' items. ii. Based on these responses, network team will collate these responses and create a document which outlines which areas are being fulfilled, and by whom, as well as which areas are not being fulfilled and are required. iii. Network team will consult with the network and agree a plan for who will be addressing the missing items.
Assist CRGs in publishing individual high priority reviews.	a. Network team (Senior Editor/Associate Editor/Network Fellow) will provide aid, support and guidance when necessary to help CRGs complete reviews that are high priority. b. Network team will provide aid, support and guidance when necessary to help CRGs disseminate the results from their high priority reviews.	i. Each CRG will be asked to submit to the Network team the top 1-3 review titles in their group that they consider to be their 'priority'. ii. This list of 8-24 reviews titles will become the network's 'priority list'. iii. CRGs to be encouraged to alert the Senior Editor/Associate Editor/Network fellow if the priority reviews are facing difficulties. iv. Network team will explore options available that could help the CRG complete these reviews (including use of the Network Fellow, the Fast Track Service, other network members who may be in a position to help, etc). v. CRGs who receive titles that are not priority for their own group but could be priority for the network are to alert the Network Team and seek assistance from them in finding a place for this topic.

2.1.3   Objective 3. Foster collaboration with Network and wider Cochrane community

The focus of this objective is implement **regular communication with CRGs** to ensure **group cohesion** and to **address, in a timely fashion, the needs and priorities of member CRGs**. **Connection with the wider Cochrane community** is also needed.

Identified tasks to address	Planned approach(es)	Implementation plan and other considerations
Maintain clear and open communication with Network CRGs.	a. Face to face Network meetings will be planned for all upcoming Cochrane Colloquium and Governance Meetings. b. Peter and Nuala to join individual CRG editorial calls 3 times a year. c. Peter and Nuala to circulate quarterly email updates to all CRGs. d. Options for an online message board for the network to be explored and set up is possible.	i. Cochrane Colloquium, and mid-year meeting will likely always include a formal network meeting. ii. Quarterly email will summarise all the activities of the network in the last 3 months and highlight any outstanding action points. iii. Online message board could be made part of the network website, or (in the first instance) as a private Facebook page, etc. **iv.** All members will be invited to provide additional feedback by email or phone. This will help determine CRG satisfaction with Network support.
Attendance at Network meetings for Senior and Associate Editors; Editorial Board meetings for Senior Editors.	a. Scheduled through CET.	a. Notify CET if attendance not possible. b. All relevant information received by Network team during these meetings to be disseminated to all CRGs within one week.

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

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.

Identified tasks to address	Planned approach(es)	Implementation plan and other considerations

Explore creative KT methods to disseminate evidence and share across network.	a. CRGs will be encouraged where possible to make use of creative KT methods of sharing evidence, including short animated summaries, pictures, and videos.	i. All CRGs will be asked to share any examples they have of creative KT methods of sharing evidence. ii. Consult with Sarah Rosenbaum to pilot new format for shortened reviews. iii. Any CRG interested in using similar methods will be encouraged to consult with the network team, to gain support and advice. e.g., network team can set up meetings using GTM between CRGs who have used the methods, and CRGs who would like to use the method, etc.
Assist and support CRGs in creating and maintaining links with consumer groups, fields, and methods groups.	a. Develop prioritised list of key stakeholders. b. Consult with key stakeholders one a year. c. Network team to produce a clear list of all fields, and methods groups, and advice for engaging with each.	i. Consult with CRGs to develop list of all key stakeholders (including existing relationships, and sought-after relationships). ii. For guideline developers, solicit information on their production schedules and determine aspects of use/integration of Cochrane reviews to sort; coordination activities with Fast Track Service. iii. Network team to create list of all available fields, and methods groups. iv. CRGs to be polled on the extent to which

		they currently engage with each group/field, and the extent to which they would like to engage with each group/field. This poll will help to rank the groups in order of priority.
		v. CRGs will be encouraged to engage with high priority groups, and network team to provide support additional support provided where needed (e.g., if they require the use of the network GTM account, the associate editor will organise and host a meeting).
Agree and Develop Network Brand and Identity.	a. Agree on new name for network. b. Update network website to reflect identify.	i. New name options to be explored. Possible crowdsource/competition to find best new name. Or wait until network has clearer 'identity'. ii. No alternatives suggested so far, but at a minimum, it would be preferred to remove the '2' from our titles. iii. The website can be updated once the name is agreed upon, as this will provide a clearer indicator of our network identity. v. Additional online network presence could be developed and utilised (for example, Network Twitter Account, Network Facebook Page, etc.) to promote and disseminate the work of the network.

Report opportunities to develop Cochrane Profile at Scientific Meetings per year (across Co-Eds).	a. CRGs asked to inform network team of all relevant scientific meetings they will be attending throughout the year, and any key stakeholder relationships that were initiated as a result. b. Network team to aid with developing these relationships.	i. Associate Editor/Network fellow to create and maintain centralized list of planned/accepted presentations. ii. Ensure link with Wiley. iii. Record names/organizations for follow-Up. iv. Follow-up planned within two months of contact.
Capacity building with one key field per year.	a. Conduct needs assessment from CRGs. b. Discussion of priorities. c. Identification/development of educational modules tailored to target audience. d. Conduct joint webinars with key fields.	i. Contact all fields to seek interest. ii. Network fellow could lead on this project.

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
Set work plan for Network Support Fellow.	a. Senior Editor, Associate Editor, and Network Support Fellow Line Manager (Chris Eccleston) will hold brainstorming session with the network fellow once in post to decide how best to strategically use them.	i. Network fellow unlikely to be in post until after September. ii. Network fellow will work full time and be based in Oxford with the PAPAS CRG.
Monitoring and submitting activity reports to Cochrane.	a. Use Cochrane template.	i. Complete as required. ii. Solicit request for information from among members

		CRGs to input into report. iii. Circulate draft for review 3 weeks before submission.
Support CRG in their own plans for sustainability.	a. Provide support for CRG during the accreditation process. b. Provide guidance on sustainability plans.	i. Ensure CRGs are aware that the Network Team are available for support and guidance during the reaccreditation process. ii. Poll CRGs to research different plans and existing guidance using for planning sustainability and succession. iii. Associate Editor/Network Fellow will use this information to create a summary document, and make this resource available to all, (e.g., as a living Google document).
Assist CRGs with funder opportunities and accountabilities.	a. Develop list of relevant websites to monitor. b. Feedback and input on accountability structures, where needed or strategic to do so.	i. Determine plan with relevant CRG(s), as applicable. ii. CRG input; revisit list annually. iii. Track opportunities centrally.
Report on Network sustainability		

3 Output Tracking

3.1   Preamble

This section summarises the activities undertaken 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 / CRGs
Sharing methodological expertise and experience across the network.	To help CRGs identify which CRGs share their methodological issues, provide support, and encourage collaboration.	Associate Editor to contact all network CRGs and ask to share (via interview or email) their experience of 'complicated methodologies' (e.g., different interventions on paired body parts including eyes, ears, etc) and any relevant guidance documents by February 2019. Information received from consultations to be collated into single complex methodology guidance document by March 2019. Information specialists encourage to peer review at least one search strategy across network per month.		

Develop standard network quality standards/guidance document.	Maintaining a high quality of reviews and maintaining consistency across CRGs.	Collection of all CRG quality standard/checklists to be completed by April 2019. First draft of document created by June 2019 and circulated to CRGs for comment. Final version of document created September 2019.		
Monthly web clinics.	Methodological, editorial, production, technological aspects of CRG work. Address sharing of good practices, addressing issues, inconsistencies, new developments, tailored training.	Six sessions per year (one every 2 months) running at 90 minutes or less. First session to occur before the end of December 2018.		
Ad hoc consultations to CRG editorial bases.	Address ad hoc issues not addressed in monthly clinic.	As needed. Senior Editor available for 1 day per week. Associate Editor available for 2.5 days per week. Network Fellow available for 5 days per week.		
Develop plan for working towards Cochrane's Goal's and Targets for 2018-2019 as outlined in the Content Strategy Document.	To prioritise the targets set out in this plan and ensure those most relevant to this network are being worked towards.	Consultation with all CRGs (via either email or teleconference) to be complete by November 2018.		

		Prioritised list of targets to be developed by January 2019. Agreed plan for which CRGs will be focusing on which targets to be agreed by February 2019. Follow up consultation with all CRGs (via either email or teleconference) to take place in September 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 / CRGs
Create network prioritization document.	To ensure all the 'Cochrane Guidance on Priority Setting' document mandatory items are being addressed within the network.	All CRGs to inform the network team the extent to which they feel they as a CRG are completing 'mandatory' and 'desirable' items from this document by March 2019. Network Fellow will collate these responses and create a document which outlines which areas are being fulfilled, and by whom, as well as which areas are not being fulfilled and are required by May 2019.		

		Network team will consult with the network and agree a plan for who will be addressing the missing items by June 2019. Follow up consultation with all CRGs (via either email or teleconference) to take place in September 2019.		
Produce High Priority Reviews.	To ensure stakeholders needs are being met and aid CRGs were necessary.	List of 8-24 network priority reviews to be developed by December 2018. One to two priority reviews to be published within the network per year.		
Disseminate High Priority reviews.	To ensure stakeholders are made aware of these reviews and provide assistance to CRGs were necessary.	Network Team to disseminate all high priority reviews in all available locations (including network website, network social media pages, etc) within one-week of publication of review in the Cochrane Library.		

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 / CRGs

Network face-to-face meeting.	Opportunity to address Network priorities face-to-face.	One event per year, duration 1-2 days. First event to take place in Edinburgh at September 2018 Cochrane Colloquium. Face-to-face meeting to take place in April 2019 as part of the Cochrane Governance Meetings in Krakow, Poland.		
Quarterly Network Email from the Senior Editor.	To summarise all the activities of the network in the last month and highlight any outstanding action points.	Four emails per year (one every 3 months). First email to be sent October 2018.		
Meeting between Network Senior Editor and CRGs to take place 3 times per year.	To discuss ongoing network issues and determine CRGs satisfaction.	Three meetings per year. First Meeting to take place November 2018. This quarterly meeting may take during the CRGs monthly editorial meeting, or as a separate meeting, depending on attendee's availability.		
Network meetings for Senior and Associate Editors.	Sharing and consistency across Networks; idea generation.	Monthly SE meetings; weekly AE meetings. All relevant information to be circulated to CRGs		

		within one week of meeting.		

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 / CRGs
Explore creative ways to disseminate evidence and share across network.	To encourage encouraged where possible to make use of creative methods of sharing evidence.	Current examples of creative methods of sharing evidence, including short animated summaries, pictures, and videos, to be circulated by August 2019. At least 1 new CRG to use this method to disseminate their evidence within the year.		
Create list of all available consumer groups, fields, and methods groups, and advice for engaging with each.	To assist and support CRGs in creating and maintaining links with consumer groups, fields, and methods groups.	Network team to create list of all available consumer groups, fields, and methods groups by January 2019. CRGs to be polled on their current/desired engagement with each group/field by February 2019. Prioritised list of groups/fields to be developed by March 2019. Each CRG to engage with at least one new group/field by September 2019 (with Network team's support/assistance where necessary).		
Agree and Develop the Network Brand.	To ensure all members of the network, and	New name to be agreed by December 2018.		

	users of the network, have a clear and agreed sense of the network identity and scope.	Website to be updated to better reflect identity by March 2019.		
Develop prioritised list of key stakeholders and consult with top 5.	Foster collaboration; determine stakeholder priorities; potential partnerships.	List of key stakeholders to be complete by June 2019. Individual meetings with 5 organizations per year.		
Co-Ed Attendance at Scientific Meetings planned and reported.	To ensure networks are adequately represented as relevant meetings, and that important information is relayed back to the network.	Centralized list of planned/accepted presentations at meetings to be maintained by NSF throughout the year. Follow up from meetings with key stakeholders to take place within 2 months of meeting.		
Capacity building with one key field per year.	To encourage capacity building in network and develop relationships with key fields.	Needs assessment and discussion of priorities to be conducted with CRGs by March 2019. Educational modules tailored to target audience identified by May 2019. One joint webinar with key field to take place once per year (first one by September 2019).		

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 / CRGs
Set work plan for Network Fellow.	To ensure the network fellow is being used in a	Network fellow unlikely to be in post before January 2019.		

	strategic, and appropriate manner.	Senior Editor, Associate Editor, and Network Fellow Line Manager will plan Initial Induction and workplan by January 2019. Senior Editor, Associate Editor, Network Fellow Line Manager, and Network Fellow to hold detailed brainstorming session after January 2019 (once NSF Is In post).		
Cochrane monitoring and activity reports.	Accountability to Cochrane for productivity.	Annual report (when required).		
Support CRG in their own plans for sustainability.	Provide support for CRG during the accreditation process and provide guidance on sustainability plans.	Complete poll of CRGs succession plans by August 2019. First draft of summary document created by September 2019 and circulated to CRGs for comment. Final version of document created October 2019.		
Assist CRGs with funder opportunities and accountabilities.	Provide support for CRG to adhere to ongoing funding requirements, and identify new opportunities,	Develop list of relevant websites to monitor by September 2019.		

	thus assisting their sustainability.		