Cochrane

Welcome

Virtual Governance Meetings
Strategic Sessions
22 and 24/25 June 2021

Trusted evidence.
Informed decisions.
Better health.

Cochrane

Running Order

Session:	Duration:
Welcome & Networking	30 minutes
Community Speed Networking	25 minutes
Main Plenary: Cochrane's strategic challenges & opportunities	60 minutes
Comfort Break & Community Speed Networking	15 minutes
Breakout sessions	75 minutes
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Cochrane's strategic challenges & opportunities

Tracey Howe & Catherine Marshall
Co-Chairs, Governing Board

Judith Brodie
Interim Chief Executive Officer

Karla Soares-Weiser
Editor in Chief

Question & Answers
Audience

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Tracey Howe &
Catherine Marshall

“Tomorrow, tomorrow,
I love ya tomorrow,
You’re always
a day away...”

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Aims of today

- To provide an opportunity to **reconnect** and **network**
- To **share** the challenges and opportunities for Cochrane
- To harness the **collective brain power** of our global community by **listening** to your views, thoughts and ideas - everyone's views matter
- To introduce **Judith Brodie,** our new Interim Chief Executive Officer

How you can participate:

- Add your **questions and thoughts** in the 'Q&A channel' here
- Answer the **online polls** coming up
- Attend the **breakout sessions**

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Why was Cochrane established?

Archie Cochrane:

- Identified need to **inform decisions**
- Understood the issues created by **continuous growth of research**
- Called for **up-to-date, systematic reviews** of all relevant randomised controlled trials in the field of healthcare

Cochrane's founding members:

- Concerned about **doing more harm than good** in clinical practice
- Identified need for **creative efforts** to meet the needs of fellow clinicians and patients
- Cochrane Collaboration established 1993

"Necessity is the mother of invention"

Proverb

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Our beneficiaries

PUBLIC, PATIENTS, AND CARERS

HEALTH AND CARE WORKERS

RESEARCHERS

POLICY AND GUIDELINE DEVELOPERS

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Our members and supporters contribute

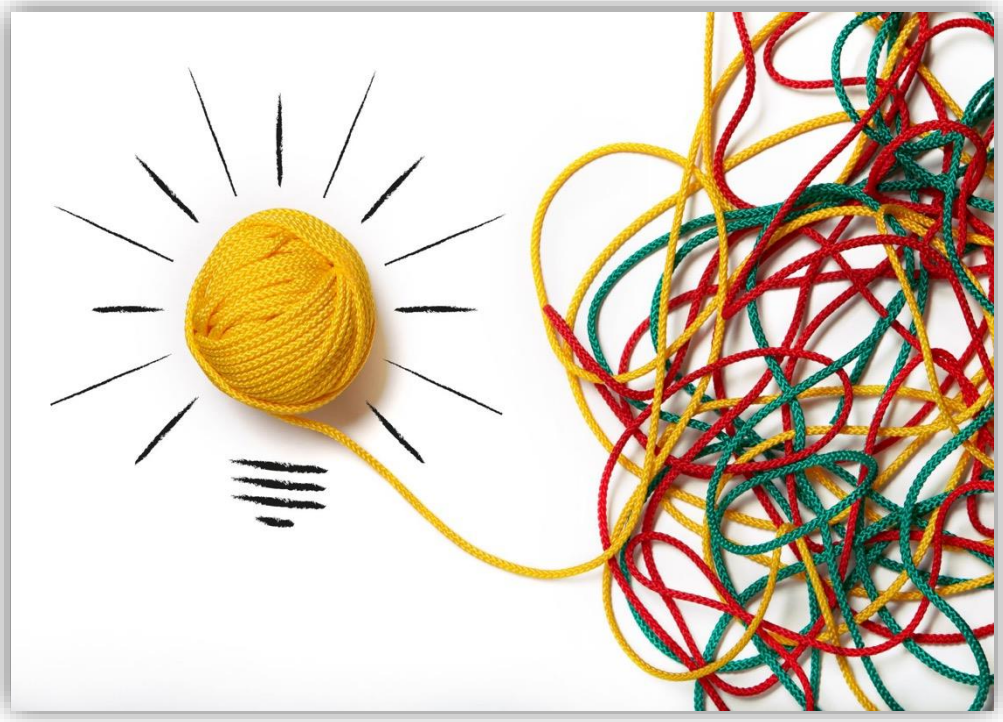
TIME (PROXY FOR MONEY)

ENTHUSIASM

KNOWLEDGE AND IDEAS

ATTENTION FROM OTHER THINGS IN THEIR LIFE

Amazing growth of Cochrane



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Global context

- Ageing population and global population growth
- Migration
- Huge socio-economic inequalities
- Impact of climate change: food shortages, destructive weather patterns, political unrest and conflicts

Increased focus on:

- Inequality and exclusion – #MeToo, Black Lives Matter, LGBT*IQ and rainbow issues, importance of indigenous people's rights, dis-ability, and mental health
- UN Sustainable Development Goals
- Smart phones, internet, social media, AI, smart technology, digital medicine
- New ways of learning and sharing knowledge

“Change is inevitable ….change is constant”

Benjamin Disraeli 1867

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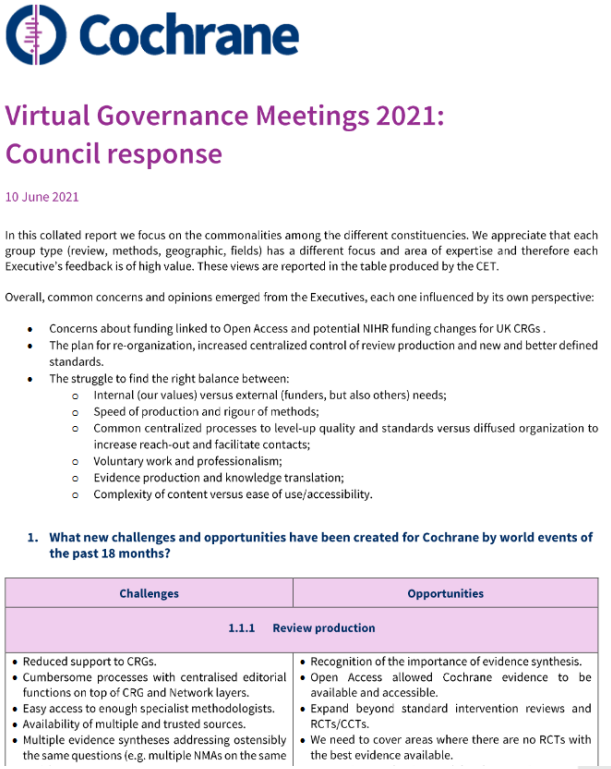
What new challenges & opportunities have been created for Cochrane by world events of the past 18 months?

Views of Cochrane Groups and members collated and analyzed by the Cochrane Council



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Virtual Governance Meetings 2021: Council response

10 June 2021

In this collated report we focus on the commonalities among the different constituencies. We appreciate that each group type (review, methods, geographic, fields) has a different focus and area of expertise and therefore each Executive's feedback is of high value. These views are reported in the table produced by the CET.

Overall, common concerns and opinions emerged from the Executives, each one influenced by its own perspective:

- Concerns about funding linked to Open Access and potential NIHR funding changes for UK CRGs .
- The plan for re-organization, increased centralized control of review production and new and better defined standards.
- The struggle to find the right balance between:
  - Internal (our values) versus external (funders, but also others) needs;
  - Speed of production and rigour of methods;
  - Common centralized processes to level-up quality and standards versus diffused organization to increase reach-out and facilitate contacts;
  - Voluntary work and professionalism;
  - Evidence production and knowledge translation;
  - Complexity of content versus ease of use/accessibility.

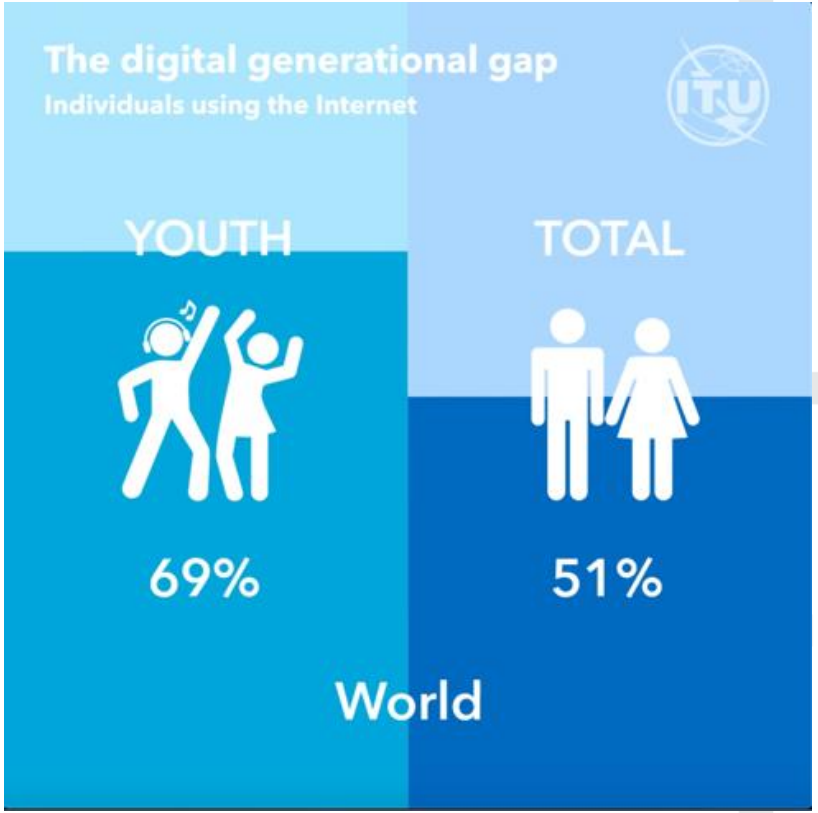
1. What new challenges and opportunities have been created for Cochrane by world events of the past 18 months?

Challenges	Opportunities
1.1.1 Review production	
• Reduced support to CRGs. • Cumbersome processes with centralised editorial functions on top of CRG and Network layers. • Easy access to enough specialist methodologists. • Availability of multiple and trusted sources. • Multiple evidence syntheses addressing ostensibly the same questions (e.g. multiple NMAs on the same	• Recognition of the importance of evidence synthesis. • Open Access allowed Cochrane evidence to be available and accessible. • Expand beyond standard intervention reviews and RCTs/CCTs. • We need to cover areas where there are no RCTs with the best evidence available.

Communication

Keep it simple - summarizing our work in language and formats that are easily accessible and understandable. We need to innovate.

"The Internet has changed the way we communicate with each other, the way we learn about the world and the way we conduct business."
Ron Wyden



4 billion internet users

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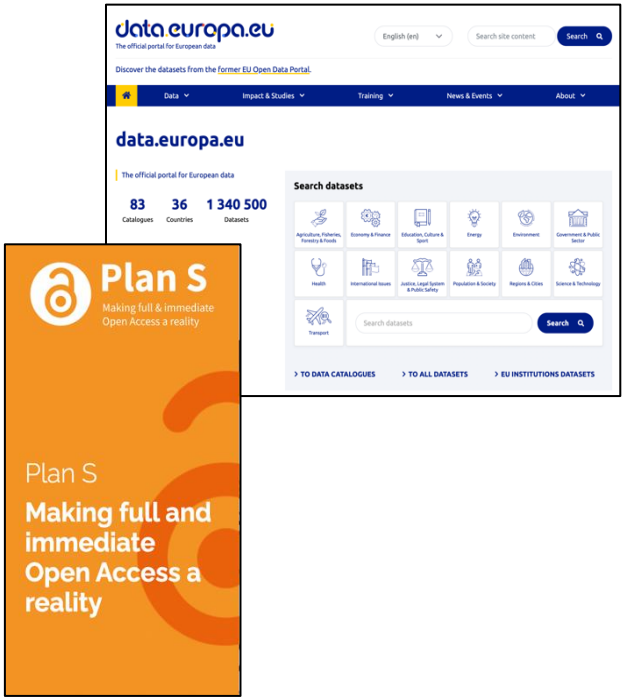
Open Access



Information v misinformation

We know that Cochrane is a trusted source BUT do people looking for information to inform decisions know about Cochrane, know how to find us and how to use our information?

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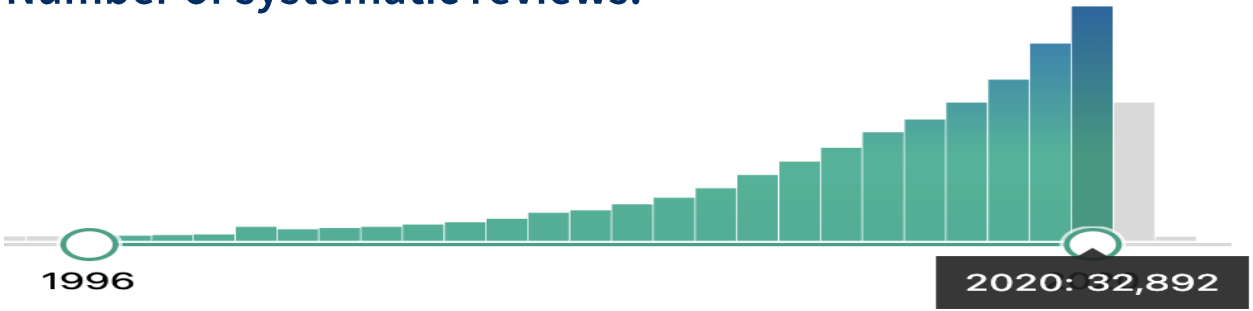
Increased competition

Number of Cochrane Reviews:

Number of systematic reviews:



Data from PubMed

Types of systematic reviews:

- Intervention
- Diagnostic Test Accuracy
- Methodology
- Qualitative
- Prognosis
- Overviews of systematic reviews
- Living systematic reviews
- Rapid reviews
- Complex health
- Interventions in complex systems

Author experience with Cochrane is important because authors can publish elsewhere.

Authors typically use Cochrane:

- Methods
- Software
- Training

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NEWS FLASH

Tomorrow is here!

Is Cochrane still relevant?

Do we get our evidence products to those who need them?

- Potentially 7.8 billion beneficiaries

PUBLIC, PATIENTS, AND CARERS

HEALTH AND CARE WORKERS

RESEARCHERS

POLICY AND GUIDELINE DEVELOPERS

Are our products fit for purpose?

- Can people understand our information?
- Can they use our information when they get it?
- Is Cochrane simple, agile and able to adapt?

What is our IMPACT?

- What is the primary outcome?
- Can we measure it?

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Cochrane community's outstanding response to COVID 19 pandemic

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Our Compass must be:

Clear purpose (Vision and Mission)

Core principles (culture):

- Relevance -meet needs of beneficiaries
- Quality
- Integrity
- Collaborative and inclusive
- Competitive, stimulating and innovative
- Affordable and Sustainable
- Independent and transparent
- Deliver on commitments and promises
- Timely, simple and effective

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“If necessity is the mother of invention, then adversity must surely be the father of re-invention.”

Johnny Flora

Cochrane is its people not its structure.

Let’s create the future together.

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Questions from the Board to the CEO

- Are we focusing on the right activities, or are we doing things that are over and above our core charitable aims? If we are, should we stop doing those things?
- What core activities do we want to sustain under any circumstances?
- Is it possible to diversify or broaden sources of income?

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Thank you

Welcome - Judith Brodie – Interim CEO

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What's next?

Tracey Howe
Co-Chair, Governing Board

Judith Brodie
Interim Chief Executive Officer

Karla Soares-Weiser
Editor in Chief

Question & Answers
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Editorial Independence & Efficiency project: an information and discussion session

Aim: To provide an update about the progress of the Editorial Independence & Efficiency project, and to hear from the Cochrane community on their ideas about models for the future of producing reviews in Cochrane.

Opportunity: To discuss the challenges and benefits associated with the Central Editorial Service pilot and the wider issues relating to producing reviews in Cochrane.

Moderators: Karla Soares-Weiser, Toby Lasserson, Rachel Marshall, Ruth Foxlee, Vanessa Piechotta, Vanessa Jordan, Robert Boyle, Roger Soll, Robert Boyle, Rachel Plachcinski

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Cochrane and demonstrating our impact: What data and metrics are useful Promoting to Cochrane Groups and members?

Aim: To understand Cochrane's visibility with external stakeholders and demonstrate the impact and value of our work to support future sustainability.

Opportunity: To discuss how we can increase Cochrane's visibility with external stakeholders and demonstrate value and impact, particularly to decision-makers and funders; results of the session will inform the development of strategic monitoring and evaluation of Cochrane's impact and a sustainable business model.

Moderators: Matteo Bruschettini, Rachel Plachcinski, Denise Thomson, Irena Zakarija-Grkovic, Sylvia De Haan, Juliane Ried

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Challenges and opportunities for Open Access to Cochrane Reviews: An information and discussion session

Aim: To provide a detailed update on Cochrane's Open Access strategy plans and introduce Cochrane's proposed 'roadmap' for the development of a sustainable open access model.

Opportunity: Hear about Cochrane's Open Access research and consultation project; and discuss the challenges Cochrane faces in the context of recent policy changes in the OA environment.

Moderators: Chris Champion, Charlotte Pestridge, John Hilton, Rachel Craven, Roger Tritton

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What's next?

Tracey Howe
Co-Chair, Governing Board

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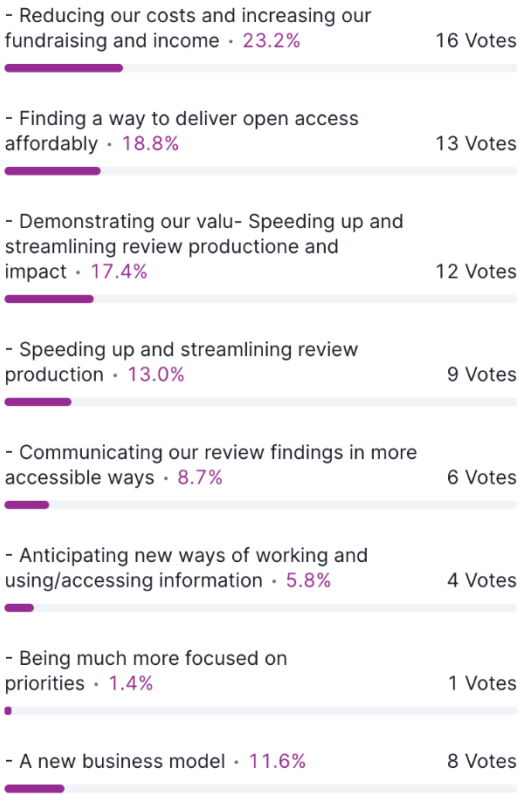
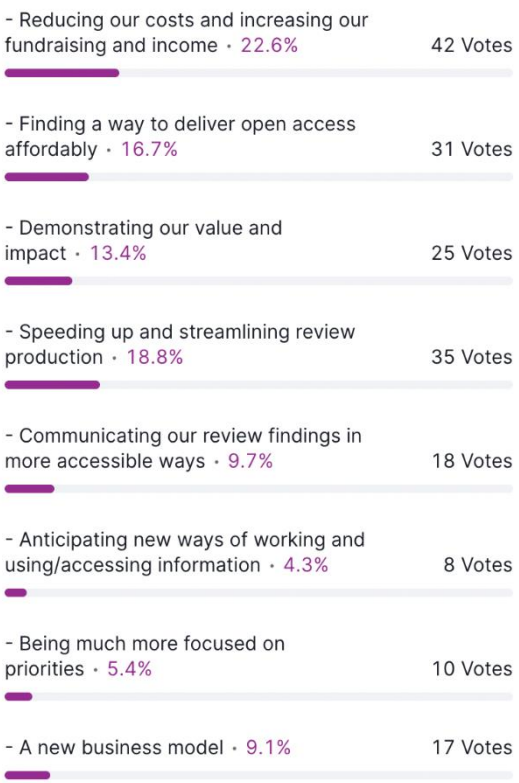
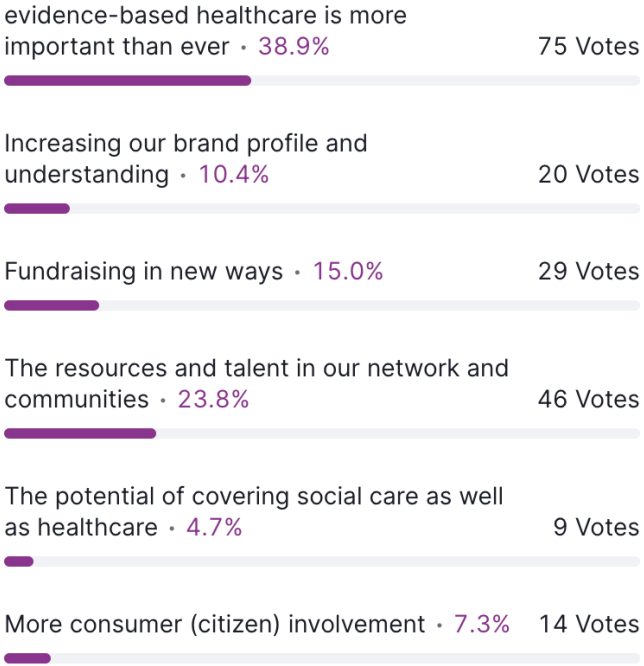
Results of polls

What is the biggest challenge Cochrane faces?

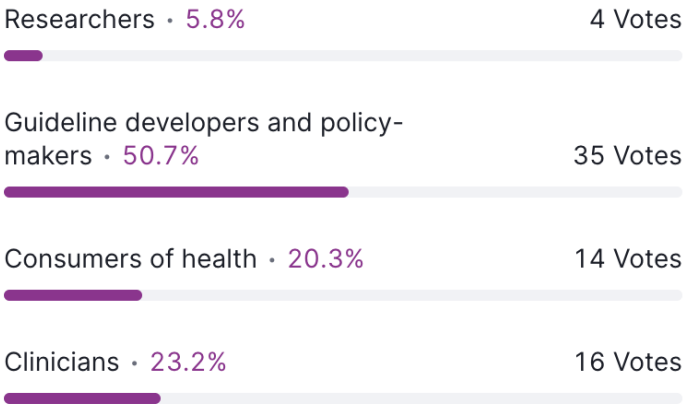


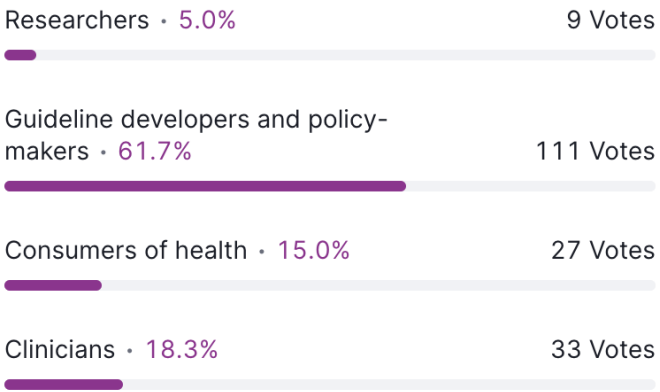


Cochrane What is the biggest opportunity for Cochrane?

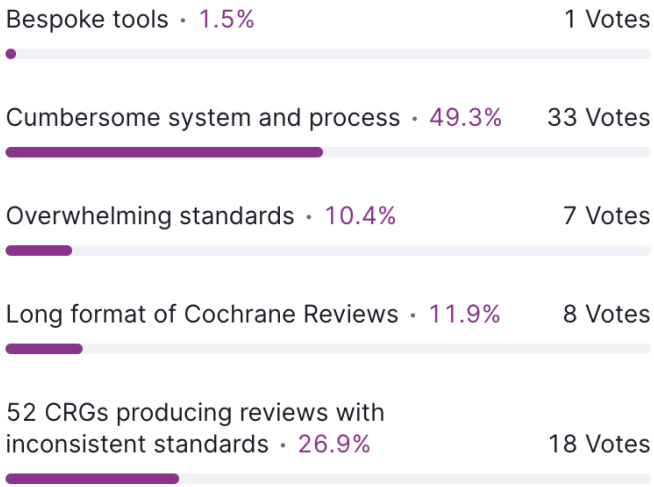


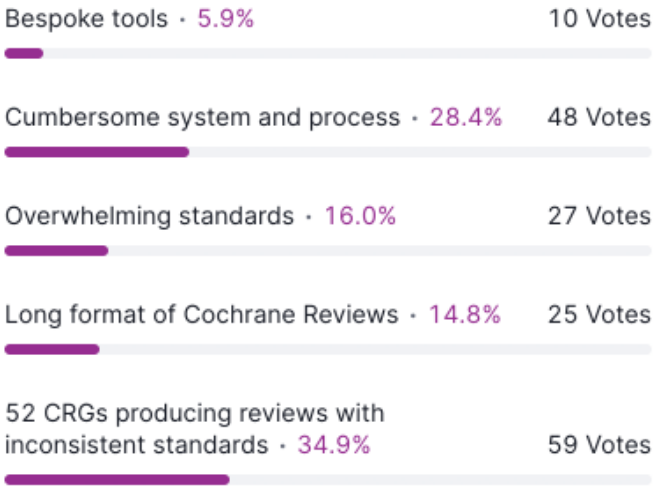
Who is the most important audience for Cochrane Reviews





Biggest challenges for review production we need to prioritize





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Thank you

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Challenges and opportunities

Virtual Governance Meetings
22 and 24 June 2021

Trusted evidence.
Informed decisions.
Better health.

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Challenges and opportunities

Judith	
01	Introduction to Judith
02	Changes and Challenges
03	Opportunities
04	What now?
Karla	
05	Future of review production (including Council and Co-Eds feedback)
06	Feedback, urgency and changes needed
07	Communication

Introduction

- I’m Judith Brodie, Cochrane’s interim Chief Executive Officer (CEO)
- Excited and privileged to be joining the Cochrane community
- An experienced CEO and interim CEO, used to leading change in organizations
- I have experience of UK and international organizations

Enjoying an Australian brunch!

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Changes and challenges (1)

- We're spending more than our income, reducing our reserves – we need to live within our means
- Funding is less secure, and we are committed to open access which will affect our income
- Increased competition, so have to demonstrate our value and impact
- COVID has demonstrated importance of fast response to health challenges – we need to streamline review production

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Changes and challenges (2)

- Huge and organic growth has resulted in much complexity – challenge from National Institute for Health Research (NIHR)
- Need to look to what the future may be for information and evidence and anticipate and adapt
- Clarity on strategic priorities to ensure focus on the right things
- A new business model that's affordable and will sustain Cochrane into the future.

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POLL

What do you think is the biggest *challenge* Cochrane faces?

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What do you think is the biggest challenge?

A: Reducing costs and increasing fundraising and income?

B: A new way to deliver Open Access affordably?

C: Demonstrating our value and impact?

D: Speeding up and streamlining review production?

E: Communicating our review findings in more accessible ways?

F: Anticipating new ways of working and using/accessing information?

G: Being much more focused on priorities?

H: A new business model?

VOTE NOW!

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Opportunities

- Evidence-based healthcare is more important than ever
- Potential for Cochrane's brand to reach new audiences
- Fundraising in new ways - requires investment and payback will take years to flow
- Cochrane's Community, which is formidable – enormous resources and expertise
- To reflect social care as well as healthcare to maintain relevance
- Do more with our increasingly strong Cochrane Consumer Network, to focus on our ultimate beneficiaries.

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POLL

What do you think is the biggest *opportunity* for Cochrane?

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What do you think is the biggest opportunity?

- A: Evidence-based healthcare is more important than ever
- B: Increasing our brand profile and understanding
- C: Fundraising in new ways
- D: Resources and talent across our Community
- E: Covering social care as well as healthcare in our reviews
- F: More consumer (patient) involvement

VOTE NOW!

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What now?

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What now? (1)

The Governing Board and Senior Management Team believe that radical change is needed to ensure we secure a successful future. So we will:

- Adopt a **Strategy for Change** based on the Community consultation from the past year – will be shared with everyone

- Embark on a **Review and Re-organization** across Cochrane to reduce costs and inefficiencies, and seek new and more streamlined ways of working. It will include:
  - A thorough review of the Central Executive staff Team;
  - Work on editorial, systems, processes and publishing processes (*more from Karla later*)

What now? (2)

We will also:

- Invest in fundraising now to generate new income in future years
- Increase and streamline communications to keep our Community connected and provide regular opportunities for feedback
- Make the most of new technologies and ways to share information, so we do more to future-proof Cochrane

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Thank you

jbrodie@cochrane.org

The future of review production in Cochrane

A call for action!

Karla Soares-Weiser
Editor in Chief, Cochrane Library

Trusted evidence.
Informed decisions.
Better health.

"Our challenges aren't new – exacerbations of existing problems"

"Simpler structure is needed"

"Promoting diversity, equity and inclusion within Cochrane"

"How will these changes impact research priority setting, co-production and peer review?"

"Quality is still our unique selling point"

We heard you!

The right balance between:

- Internal (values) and external needs
- Production time and rigour of methods
- Centralized processes to level-up quality and standards and diffused organization to increase reach-out and facilitate contacts
- Voluntary work and professionalism
- Evidence production and knowledge translation
- Complexity of content and ease of use/accessibility.

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POLL

What are the *biggest challenges* for review production that Cochrane needs to prioritize?

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What do you think?

A: Bespoke editorial production ‘tools’

B: Cumbersome system and process

C: Overwhelming standards

D: Long format of Cochrane Reviews

E: 52 CRGs producing reviews with inconsistent standards

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Why the sense of urgency?

1. Threat to the current funding model
2. Mandate to adhere to Open Access by 2025
3. Inconsistent review production model with considerable inefficiencies

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Why are changes needed now?

- Highly competitive landscape
- Different types of evidence syntheses needed to respond to end-users. We need to focus on:
  - Priority setting and production of relevant reviews
  - Keep methodological quality standards
  - Produced timely
  - Accessible reviews

What needs to change in the way we produce reviews?

- Tools and processes to develop reviews need to be less cumbersome and fit for purpose for the next decade.
- Consistent editorial and publishing processes and maintain our independence.
- End-to-end author's experience:
  - Long format of reviews
  - Complexity of methods and standards versus capacity-building
  - Inconsistent author's experience

Guiding principles of future changes

Simplicity
Easy to understand and externally focus; able to attract high quality authors

Diversity
Diverse methods, people and products

Collaboration
Build on shared expertise and vision

Efficiency
Produced in a timely fashion

Relevance
Quality
Independence
Integrity

Consistency
Using the same standards

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POLL

In your view, *who* is the most important audience for Cochrane Reviews?

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What do you think?

A: Researchers

B: Guideline developers and policy-makers

C: Consumers of health

D: Clinicians

VOTE NOW!

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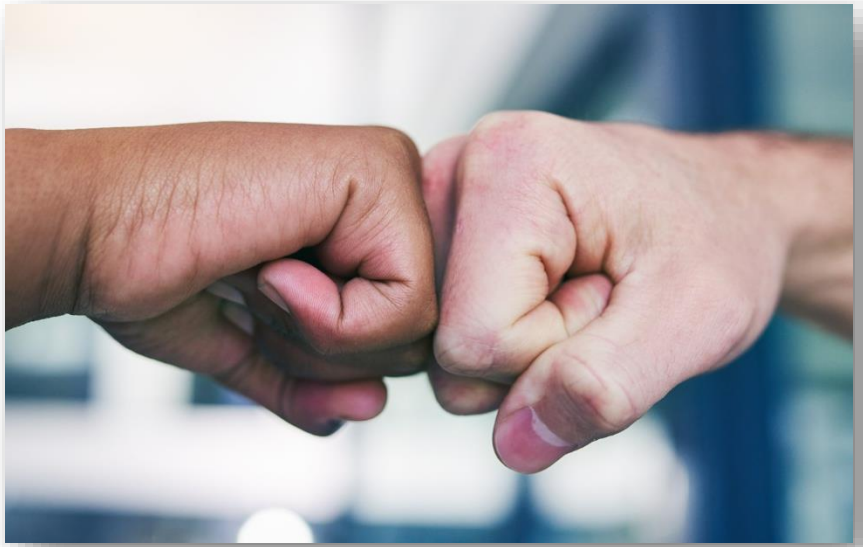
Communications

We will communicate regularly and seek feedback

- We will step up our communications and ensure regular updates on these changes
- We will seek your ideas and feedback at key stages

We are in this together and we know we all want to see a strong and successful Cochrane doing its great work into the future.



Thank you