



Our next strategy: proposed new strategic framework to 2025

Draft for consultation

August 2020

Our Vision is a world of better health for all people where decisions about health and health care are informed by trusted evidence.

Our Mission is to inform health decision making by producing trusted and timely synthesized evidence, making it accessible and advocating for its use.

GOAL 1:

Producing trusted evidence

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

GOAL 2:

Informing health decisions

To inform health decisions by making Cochrane evidence accessible and usable for those who need it.

GOAL 3:

Advocating for evidence

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

GOAL 4:

Collaborating effectively

To be an independent, global, diverse, sustainable and well-run collaboration of members and supporters.

GOAL 1: Producing trusted evidence

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

Changes we're seeking to make	Draft Objective	Sample set of Activities ⁱ
<p>Producing evidence that addresses end-users' most important health questions and needs is essential to Cochrane's overall relevance in evidence-informed healthcare. During <i>Strategy to 2020</i> several important initiatives were launched to improve the relevance of Cochrane Reviews, and make topic prioritization processes more transparent. These include the development of a Cochrane Priority Reviews List, which is regularly updated; and a fast-track publication route for high-priority reviews.</p> <p>This Objective will guide plans to make further improvements to the relevance of Cochrane Reviews over the next three-five years.</p>	<p>RELEVANT Ensure Cochrane Reviews are relevant to our end-users through prioritization, appropriate methods and timely production of reviews.</p>	<ul style="list-style-type: none"> • Undertake scoping before review questions are set (gap-maps) for high-priority topics • Title registration at the Network level to reduce duplication and topic overlaps between Groups, and promote diversity and inclusivity • A Network priority setting process to ensure that gaps in coverage are minimized • Establish an annual call for a global health theme to set priorities (e.g., ageing, diabetes) across Cochrane Groups, meeting the needs of our partners and other stakeholders • Establish new Cochrane Review designs, formats and methods more appropriate to the different questions being answered
<p>Cochrane has extensive editorial and publishing policies and methodological standards, developed and updated over the course of the <i>Strategy to 2020</i>.</p> <p>The focus of this Objective will be to increase consistency in how these policies and standards are supported and implemented by Cochrane Review author teams and Review Groups. Innovation in research integrity and the editorial process will also be key to maintain Cochrane's reputation as an essential source of trusted evidence.</p>	<p>TRUSTED EVIDENCE Broaden Cochrane's publishing capabilities and apply editorial policies and methodological standards more consistently.</p>	<ul style="list-style-type: none"> • Separating the review development and authoring support from the editorial management functions • Monitor the implementation of editorial policies through the Editorial Management System (EMS) with transparent reporting • Support greater research integrity in Cochrane Reviews through the detection of misconduct in primary studies and policies • Ensure appropriate methodological support to Cochrane Review Group Networks to enhance accuracy in the editorial process and for authors conducting complex reviews • Support Cochrane Review Groups and Networks in the implementation of the revised conflict of interest policy • Scale-up new editorial and production routes to publication in the Cochrane Library, including through a Centralized Editorial Service • Launch a new hybrid Cochrane Systematic Reviews journal to help produce relevant evidence
<p>Keeping Cochrane Reviews up-to-date has been part of the 'Cochrane DNA' since the organization began, and we have a lot of learning in this area. The focus for the next strategic period will be to apply what we know in updating standards and methodologies more consistently, and to improve automation of updating processes.</p>	<p>UPDATED Ensure Cochrane Reviews keep up with primary research through timely updating.</p>	<ul style="list-style-type: none"> • Implement a system that enables us to identify which reviews need updating and which don't (new Updating Classification System – when, what and how for updating) • Apply existing updating standards that have been developed across all Reviews • Produce Living Systematic Reviews in key topic areas for which primary research is rapidly evolving • Create evidence surveillance feeds to support more rapid updating of reviews
<p>Cochrane systems and policies for review production have been unchanged since its inception. With the outstanding growth of the organization some of our processes have not been modernized and kept up-to-date with editorial best practices. This puts a burden on Cochrane Groups that are responsible for building capacity, developing and editing Cochrane Reviews. We need to build on the editorial and production efficiencies already developed during <i>Strategy to 2020</i>, and increase consistency in the implementation of new tools and editorial standards.</p> <p>In addition, Cochrane's experience in responding to the COVID-19 pandemic in 2020 demonstrated that with collaborative approaches we can produce relevant and timely Cochrane Reviews that are trusted by end-users.</p> <p>The implementation of a new Editorial Management System will be a transformative step for the organization's editorial processes from 2021.</p>	<p>EFFICIENT Improve our processes and technology to support production of high-quality reviews faster.</p>	<ul style="list-style-type: none"> • Improve Cochrane's editorial and production processes to increase their efficiency. This will involve: <ul style="list-style-type: none"> • Separating the review development and authoring support from the editorial management functions (as per Trusted Evidence) • Revising and clarifying the job roles and responsibilities of key Cochrane Review Group posts • Adopting a new standardised workflow in the Editorial Management System (EMS) to improve the implementation and monitoring of workflow, guidance and policies • Completing implementation of the technology pipeline for producing and updating Cochrane Reviews to improve the efficiency and experience of Cochrane authors • Increasing the role of crowdsourcing and automation in the production process • Increasing collaboration, consolidation, resource sharing and joint working by Cochrane Review Groups within Cochrane Review Group Networks • Creating improved pathways for Cochrane Fields, Geographic and Methods Groups to be involved in review production

Goal 2: Informing health decisions

To inform health decisions by making Cochrane evidence accessible and usable for those who need it.

Changes we're seeking to make	Draft Objective	Sample set of Activities
<p><i>Strategy to 2020</i> embedded in Cochrane's mission the aim that our evidence should not just be useful, it should also be delivered to make it discoverable and usable for people making decisions about health. This led to the development of Knowledge Translation as a central organizational function.</p> <p>This Objective focuses on an important part of our Knowledge Translation Framework: 'Ensuring our users receive and can act on our reviews and range of evidence-based products.'</p>	<p>USABLE Develop new Cochrane Review formats, Library features and dissemination products that make our evidence more discoverable and usable for all people.</p>	<ul style="list-style-type: none"> Adapt Cochrane Review formats to ensure reviews are 'fit for purpose' (i.e., actionable; based on a prioritization of stakeholder and users' needs; and relevant to their decisions) Improve the structure, content and usability of Cochrane Reviews, for example: <ul style="list-style-type: none"> Support the development of a new shorter Cochrane Review format, including enhancements to tables; Design and implement new templates and guidance for improved Abstracts and Plain Language Summaries (that include 'implications for practice, policy, research', sections, etc). Deliver a programme of product development initiatives for the Cochrane Library (based on user needs and market assessment), including: <ul style="list-style-type: none"> Launching new journals and/or databases to publish evidence gap maps, scoping reviews, rapid and other systematic reviews via a traditional journal submission model; Improve access to Cochrane data for research users; Identify new models for publication of Living Systematic Reviews; Continue to enhance the PICO search feature; Consider evidence surveillance features within the CDSR using the PICO infrastructure. Develop new Knowledge Translation and dissemination products such as Evidence Summaries and Evidence Briefs; and improve the discovery of these products for end users
<p>The development of multi-lingual resources and processes as a key initiative of the <i>Strategy to 2020</i> has been transformative for Cochrane. As of April 2020, we have published more than 30,000 translations of Cochrane health evidence summaries across 15 languages and about 80% of our Cochrane.org users are non-native English speakers, compared to 25% in 2013.</p> <p>Our translation teams working around the world have confirmed that plain, standardized language is enormously supportive for translating content. This Objective will combine plans for evidence that is multi-lingual and in accessible language for all the languages into which we translate.</p>	<p>ACCESSIBLE LANGUAGE & MULTI-LINGUAL Improve the accessibility of Cochrane evidence by expanding our translation outputs and using plain, standardized language.</p>	<ul style="list-style-type: none"> Standardize the production process of Plain Language Summaries and Cochrane Review abstracts to ensure they are high quality and better able to be translated and understood Implement the use of plain, standardized language to improve readability and comprehensibility, and support more effective Knowledge Translation activities Scale up and expand ongoing Knowledge Translation activities relevant to user needs in specific linguistic regions Increase investment in translating Cochrane evidence into Spanish, French and Chinese; and exploring the addition of French- and Chinese-language portals into the Cochrane Library
<p>We want to ensure that Cochrane's evidence and review findings are shared, understood and used to support health and health care decision-making. In order to achieve this, we need to understand the difference Cochrane makes in the world and how our evidence is used to affect change in policy and practice. We will do this by establishing processes for continuous evaluation of our activities to ensure they are having impact with health decision-makers and we use these valuable insights to guide our future work.</p>	<p>IMPROVE OUR REACH AND IMPACT Increase the reach and impact of our evidence and organizational activities, informed by new approaches to monitoring and evaluation.</p>	<ul style="list-style-type: none"> Develop an organizational Monitoring and Evaluation system and Impact Assessment framework that allows Cochrane to measure more effectively the reach of Cochrane evidence and assess its impact with end-users Scale up mechanisms for engaging with and responding to key user groups and meeting their evidence needs by: <ul style="list-style-type: none"> Developing and scaling up training and support for policy-makers and healthcare managers in different jurisdictions to reinforce the value and use of Cochrane evidence in decision making Establishing and growing relationships with journalists, universities and other professional training programmes to embed knowledge about the value and use of Cochrane evidence Establishing forums and processes to exchange ideas with partners, learn about their evidence needs and support their decision making for issues of importance to them. Grow the capacity of our users in understanding the concept and importance of evidence in their health-decision making, through the development and delivery of Knowledge Translation activities and bespoke training

Goal 3: Advocating for evidence

To be a leading advocate for evidence-informed health care.

Changes we're seeking to make	Draft Objective	Sample set of Activities
<p>Cochrane has a reputation for producing trusted evidence to inform health decisions, and for being a leader in the development of evidence-informed decision-making as a standard for policy and practice, and research decisions in general.</p> <p>This Objective aims to expand our profile and influence in this area, putting Cochrane at the heart of the global evidence-based community that advocates for the use of research evidence in decision-making in policy and practice.</p>	<p>ADVANCE EVIDENCE-INFORMED DECISION-MAKING Use our voice, reputation and global network of relationships to influence the use of evidence in policy and research decision-making.</p>	<ul style="list-style-type: none"> Use Cochrane evidence to influence health decision making in various thematic areas (i.e. overdiagnosis; healthy ageing; obesity; preparedness for future pandemics/global health crises) Lead the organization of 'Global Evidence Summits' and use them to advocate for the importance of evidence in decision making in issues of global importance Engage with policy makers at all levels in dialogues to understand needs and priorities, and respond with relevant, timely and tailored evidence guidance Develop our capacity and those of others to be better prepared for global health emergencies (including pandemics) by identifying thematic areas that decision makers will need to address in future and advocating for the production of an improved evidence base to support future responses
<p>We want to use Cochrane's reputation in evidence synthesis methods and standards to influence the understanding, concept and importance of research integrity. Only sound research should influence decision making. This area of work focuses on advocating for good research practice, for avoiding duplication, and for research that is free of conflict.</p>	<p>IMPROVE EVIDENCE QUALITY Use our voice, reputation and global network of relationships to influence the raising of standards in health research practice.</p>	<ul style="list-style-type: none"> Develop campaigns to advocate for research practice that leads to higher quality evidence synthesis: including advocacy for clinical trial registration and reporting, access to Clinical Study Reports, reducing waste in research, and increased use of Cochrane's methodological and reporting standards Use Cochrane Systematic Reviews and the research gaps identified through the Reviews to inform primary research priorities Communicate Cochrane's approach to conflict of interest, and be an advocate for unconflicted and independent research

Goal 4: Collaborating effectively

To be an independent, global, diverse, sustainable and well-run collaboration of members and supporters.

Changes we're seeking to make	Draft Objective	Sample set of Activities
<p>During the seven years of <i>Strategy to 2020</i>'s implementation Cochrane has grown into a global organization, with more than 80,000 members and supporters located in 139 countries, Cochrane Groups based in more than 50 countries, and our evidence translated into 16 languages. But our organizational and Group leadership, and evidence production teams, are still predominantly drawn from a narrow range of countries. Cochrane wants to become increasingly diverse and inclusive; eliminating any potentially discriminatory practices. As a global organization we aim to reduce the impact of our activities on global carbon emissions.</p>	<p>GLOBAL AND DIVERSE Become a more inclusive, equitable and diverse organization.</p>	<ul style="list-style-type: none"> Develop and implement the plans set out in Section 5 of Cochrane's new 'Multi-Language Strategy' to embed multi-language activities, serve global audiences better, include more diverse perspectives and involve more people across all aspects of Cochrane's outputs and organizational work Conduct a 'Listening and Learning' exercise to capture the experiences, thoughts and recommendations for future action of Cochrane members and supporters on expanding diversity and eliminating discrimination in the organization Implement agreed changes to increase inclusivity and equal opportunities, develop new training and development initiatives, and remove any potentially discriminatory practices in Cochrane Develop further our ways of virtual working and collaborating together to reduce Cochrane's carbon footprint, including reviewing the frequency and structure of Cochrane events.
<p>Cochrane's members and supporters are our most important assets. It is essential that we recruit, induct, train, support, develop and retain talented individuals to ensure Cochrane's continued success. We must therefore support and invest in those who produce our evidence or participate in other</p>	<p>INVESTING IN OUR PEOPLE Invest in tailored learning and development for Cochrane members,</p>	<ul style="list-style-type: none"> Improve the quality, targeting and impact of our training and support to attract and retain the 'brightest and best' across the skill sets that Cochrane needs to deliver its Goals, including personalized induction and training pathways for key roles in Cochrane.

<p>tasks; those who work in our Cochrane Groups and Central Executive; and those who are the future leaders within the Cochrane Community.</p>	<p>and provide opportunities for a new generation to thrive within Cochrane.</p>	<ul style="list-style-type: none"> • Develop new types of tasks on Cochrane Crowd, a broader range of tasks on TaskExchange, and improved learning and development pathways for Cochrane members and supporters to gain skills that assist our production and Knowledge Translation priorities. • Ensure there are improved structures and processes for next generation Cochrane leaders to be identified, nurtured and brought into Cochrane Group and central leadership roles.
<p>Cochrane’s main source of central income comes from sales of licences to the Cochrane Library, which supports essential organizational functions including editorial support and quality control; production and organizational technology; publishing management; support to members and Cochrane Groups; and charity governance. Cochrane’s long-term ambition is to achieve universal Open Access to Cochrane Reviews immediately upon publication, which has the potential to reduce income from sales of licences to the Cochrane Library as they are currently the most valuable resource in the Library for users.</p> <p>The rationale of this Objective is to increase the value of the Library to subscribers by introducing new features and other products into the Library so that they will continue to pay to access Library content and features even if Cochrane Reviews become Open Access. This Objective also seeks to diversify central income to reduce our dependence on Library revenues, although new income streams are likely to remain small relative to Library subscription income.</p>	<p>SUSTAINABLE FINANCIAL MODEL Strengthen our future sustainability by developing the Cochrane Library and a funding model for Cochrane that supports the organization’s Goals and Objectives.</p>	<ul style="list-style-type: none"> • Develop the Cochrane Library over the next five years so it offers a suite of evidence products, databases, features and usability of increasing value to its subscribers; in order that making Cochrane Reviews Open Access (OA) in future is not a significant threat to sales and royalty revenues. • Complete Cochrane’s OA consultation exercise and build relationships with key funders and stakeholders to build support for the organization’s future OA approach. • Redesign and expand Cochrane’s fundraising capacities and approach to increase significantly revenues from Trusts and Foundations and other partners; and those from Cochrane’s membership and supporter base. • Expand the operations and revenues earned by Cochrane Response, Cochrane’s consultancy service.

ⁱ **These are a sample set of activities against each Objective for 2021 onwards, developed by the Senior Management Team. These activities would be led by the Central Executive Team in collaboration with Cochrane Groups. The idea is that Cochrane Groups also develop activities that will meet the Objectives through their own workplans, in a format and with the timelines that suits their dual accountability to Cochrane and their funders.**