

Rationale for the changes to Vision, Mission and Goals in the new strategic framework

August 2020

Principles of the proposed changes

The Governing Board and Senior Management Team agreed that the Vision, Mission and Goals in the current *Strategy to 2020* are still broadly relevant to Cochrane. The proposed changes are therefore relatively small and based around the following principles:

- The language can be made plainer and more standardized, to make it more accessible and easier to translate into different languages
- Cochrane's tagline is highly resonant, and its wording should be closely reflected in the Vision, Mission and Goals:



Trusted evidence. Informed decisions. Better health.



Vision:

The Vision describes a desired future state for the world, when our Mission has been achieved

Current	Proposed revision	Rationale
Our vision is a world of improved health	Our vision is a world of better health for all people	 'Better' health – aligning with tagline Including 'for all people' to make clear that this is an entirely inclusive vision (no-one left behind)
where decisions about health and health care are informed by high-quality, relevant and up-to-date synthesized research evidence.	where decisions about health and health care are informed by trusted evidence.	 Overall, there's an opportunity to simplify 'Relevant' and 'up-to-date' not needed in a Vision statement Cochrane's differentiator is <u>synthesized</u> evidence, but this is emphasized in our Mission



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



Mission:

Mission defines the fundamental purpose of the organization – why it exists and what it does to achieve its Vision

Current	Proposed revision	Rationale
Our mission is to promote evidence-informed health decision-making	Our mission is to inform health decision making	 'Promote' sounds like advocacy, which is not sufficient to describe all the activities we undertake
by producing high- quality, relevant, accessible systematic reviews and other synthesized research evidence.	by producing trusted and timely synthesized evidence, making it accessible and advocating for its use.	 'Producing accessible reviews' in current Mission puts high focus on production and relatively low focus on getting the reviews into the hands of – and used by – decision makers 'Trusted' instead of 'high quality' – taken from the tagline 'Research' – not all the evidence we use is 'research evidence'



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



CURRENT VERSION GOAL 1: Producing evidence

To produce high-quality, relevant, up-to-date systematic reviews, and other synthesized research evidence to inform health decision making

Comments

- Important to emphasise prioritization for the decision makers we're serving
- No need to use the word 'research'
- No need to feature both 'systematic reviews, and other synthesized research evidence'
- 'High quality' is important, but better to use the word 'trusted' (echoes the tagline)
- Up-to-date is a key differentiator but 'timely' might be a better word because it also refers to relevance

<u>Goals</u>

Goals describe four long term strategic ambitions for the organization. If we achieve our Goals, we will achieve our Mission

PROPOSED REVISION Goal 1: Producing trusted evidence

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

Key Messages:

We have learned through *Strategy 2020*, reinforced by our response to COVID-19, that a key priority for the next five years is to deliver improvements to editorial and production processes, tools and organizational structures that ensure Cochrane can consistently produce systematic reviews and other evidence resources that address the priorities of end-users in a timely way and are more consistent in quality.



CURRENT VERSION GOAL 2: Making our evidence accessible

To make Cochrane evidence accessible and useful to everybody, everywhere in the world

Comments

- This is all about user-insight-driven knowledge translation
- Multiple products, diverse languages
- Useful (Goal 1) vs. usable/used (Goal 2)
- Need to put more emphasis on <u>actual use</u> <u>and impact</u>; however concern about what's the limit of our remit in achieving that (i.e. we don't do behaviour change)

PROPOSED REVISION Goal 2: Informing health decisions

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

Key Messages:

User-insight led knowledge translation activities are critical to achieving our mission. It's not enough to produce evidence – we need to get it into the hands of decision-makers. When *Strategy to 2020* was developed we had not established a coherent and comprehensive Knowledge Translation approach; through this new Goal it will be embedded in the strategic framework.



CURRENT VERSION GOAL 3: Advocating for Evidence

To make Cochrane the 'home of evidence' to inform health decision making, build greater recognition of our work, and become the leading advocate for evidence-informed health care

Comments

- 'Home of evidence' no longer feels right as a priority. The job of establishing the Cochrane brand has been done; the organization is more confident and better known than five years ago. Also, it creates confusion between Goals 2 and 3
- Important that the organization has confidence in itself to meet its Mission through other means than producing and disseminating evidence

PROPOSED REVISION GOAL 3: Advocating for evidence

To be a leading global advocate for evidenceinformed health care

Key Messages:

Advocacy is a mission-critical activity area for Cochrane that has not been given sufficient resource or priority in *Strategy to 2020*. Increased focus on advocacy activities will form an important part of the next strategic plan.



CURRENT VERSION GOAL 4: Building an effective sustainable organization

To be a diverse, inclusive, and transparent international organization that effectively harnesses the enthusiasm and skills of our contributors, is guided by our principles, governed accountably, managed efficiently, and makes optimal use of its resources

Comments

- There's an ongoing need to keep working towards an efficient, wellgoverned organization that harnesses the enthusiasm and skills of its contributors
- Can we say this more succinctly? Will require dropping certain words or phrases
- The next phase of the organization is about continuous improvement, rather than building/expanding
- Emphasize collaboration
- Importance of focus, efficiency and agility to be useful in a very fast-moving world

PROPOSED REVISION GOAL 4: Collaborating effectively

To be an independent, global, diverse, sustainable and wellrun collaboration of members and supporters

Key Messages:

Goal 4 is a support Goal to ensure the organization can deliver its first three Goals. Ensuring financial sustainability in a world that expects Open Access to Cochrane Reviews will be a key challenge.

