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

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

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| Our mission is to promote evidence-informed health decision-making ...by producing high-quality, relevant, accessible systematic reviews and other synthesized 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. | ‘Promote’ sounds like advocacy, which is not sufficient to describe all the activities we undertake  
‘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
Goal 1

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

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.
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.
Goal 3

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 evidence-informed 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.
Goal 4

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

PROPOSED REVISION
GOAL 4: Collaborating effectively
To be an independent, global, diverse, sustainable and well-run 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.