Strategy to 2020: Organizational Targets for 2017

Contents:

Trusted evidence.
Informed decisions.
Better health.

1.　In 2017, the Central Executive Team and Cochrane Groups will together:

GOAL 1: PRODUCING EVIDENCE

1.　Complete the development of RevMan Web and begin phased implementation for Cochrane Reviews.

2.　Complete the *Transform* project.

3.　Complete the delivery of a programme of training and accreditation for editors.

GOAL 2: MAKING OUR EVIDENCE ACCESSIBLE

4.　Improve the process of producing translations to make it easier for Cochrane translators and editors.

5.　Define an organization-wide framework for knowledge translation activities.

GOAL 3:　ADVOCATING FOR EVIDENCE

6.　Complete the first-phase delivery of an enhanced Cochrane Library in English and Spanish.

7.　Host a successful Global Evidence Summit.

GOAL 4: BUILDING AN EFFECTIVE & SUSTAINABLE ORGANIZATION

8.　Begin implementation of the approved Cochrane Review Group transformation programme, and finalize remaining proposals for organizational Structure & Function reforms.

9.　Launch a Cochrane membership scheme.

10.　Complete implementation of the approved governance reforms.

2.　Delivering the Targets in 2017:

Strategy to 2020 aims to put Cochrane evidence at the heart of health decision-making all over the world.

> 2014　2015　2016　2017　2018　2019　2020

2017 will take us to the mid-point of the *Strategy to 2020*. It will be another year of delivery and continuity, focusing particularly on the implementation and output phases of already established projects that featured as Targets in 2016. For this reason, there are a reduced number of Targets this year – we are not starting new work. Cochrane's focus will be on demonstrating to our stakeholders – the users of our evidence, our contributors, our partners and funders - the outcomes and tangible benefits that the implementation of *Strategy to 2020* is bringing to their experience with Cochrane year on year.

> *Cochrane's mission is to promote evidence-informed health decision-making by producing high-quality, relevant, accessible systematic reviews and other synthesized research evidence.*

Since the launch of the *Strategy* in 2014, the principal role of the Central Executive Team (CET) has been to lead on behalf of the organization the planning and development work for operationalizing and delivering the *Strategy to 2020* Objectives, and this will continue until the end of 2017 – as detailed by the Target areas for this year. At the end of 2017 it is expected that the planning and intensive development stages will be nearing completion for nearly all of the Objectives. After that point the CET will have a greater role to play in supporting the delivery and implementation of the new technologies, processes, and policies across Groups and the wider Cochrane community. Delivery of *Strategy to 2020*'s 28 Objectives can, on the whole, only be considered complete – and successful – once the whole community has adopted them.

Central Executive 'Target sponsors':

Each Target is given a CET sponsor from the Senior Management Team, as listed below. They will ensure their project teams work with, and communicate to, Cochrane Groups about their involvement in delivering the Targets.

1. Complete the development of RevMan Web and begin phased implementation for Cochrane Reviews	**Chris Mavergames** Head of Informatics & Knowledge Management cmaveragames@cochrane.org
2. Complete the *Transform* project	
3. Complete the delivery of a programme of training and accreditation for editors	**Miranda Cumpston** Head of Learning & Support mcumpston@cochrane.org
4. Improve the process of producing translations to make it easier for Cochrane translators and editors	**Julie Wood** Head of Communications & External Affairs jwood@cochrane.org
5. Define an organization-wide framework for knowledge translation activities	**Mark Wilson** Chief Executive Officer mwilson@cochrane.org
6. Complete the first-phase delivery of an enhanced Cochrane Library in English and Spanish	**David Tovey** Editor in Chief dtovey@cochrane.org
7. Host a successful Global Evidence Summit	**Julie Wood** Head of Communications & External Affairs
8. Begin implementation of the approved Cochrane Review Group transformation programme, and finalize	CRGs and Methods Groups:

remaining proposals for organizational Structure & Function reforms	**David Tovey** Editor in Chief Geographically orientated Groups, and Fields: **Mark Wilson** Chief Executive Officer
9. Launch a Cochrane membership scheme	**Julie Wood** Head of Communications & External Affairs
10. Complete implementation of the approved governance reforms	**Mark Wilson** Chief Executive Officer

Hyperlinks to the Cochrane Community website in the Target boxes, below, provide more information on each of the Targets.

3.   Outcomes and deliverables of the 2017 Targets:

GOAL 1: PRODUCING EVIDENCE
To produce high-quality, relevant, up-to-date systematic reviews and other synthesized research evidence to inform health decision-making.

Goal 1 Objectives to 2020:

HIGH-QUALITY:
- We will continue to develop and implement comprehensive quality assurance mechanisms for editorial and methodological standards throughout our production and updating processes.

RELEVANT:
- We will engage with patients and other healthcare consumers, health practitioners, policy-makers, guidelines developers and research funders to identify questions that are most relevant and important to them; and priorities the production and updating of Cochrane Systematic Reviews accordingly.

UP-TO-DATE:
- We will ensure that Cochrane Systematic Reviews represent the best evidence currently available by establishing and managing performance against updating Targets, particularly for high priority reviews.

WIDE COVERAGE:
- We will continue to support the production of Cochrane Systematic Reviews across a broad range of questions in order to develop the widest possible body of reliable knowledge about health.

PIONEERING METHODS:
- We will ensure that established methods are applied consistently and appropriately in Cochrane Systematic Reviews; and continue to develop innovative methods for designing and conducting research evidence synthesis that help us to achieve our mission.

EFFICIENT PRODUCTION:
- We will improve our technology and revise our processes to create more timely, consistent and efficient editorial and production systems.
- We will expand our training and capacity-building programmes, promote innovation, and improve the experience of Cochrane Systematic Review production teams to retain and develop our contributor-base.

Goal 1 Targets in 2017:

1. Complete the development of RevMan Web and begin phased implementation for Cochrane Reviews		
RevMan Web is the next generation of Cochrane's Review Manager software for preparing and maintaining Cochrane Reviews. This browser-based version of RevMan will work across all platforms, be installation-free, and automatically updated. Due to the de-prioritisation of this Target in 2016 to focus resources on the technical implications of the enhanced Cochrane Library project and membership scheme, delivery of RevMan Web was moved to 2017.		
Target Outcomes	Cochrane authors and editors have started using RevMan Web for updating and writing intervention Cochrane Reviews, which allows: • Improved integration between review production tools, particularly Covidence, RevMan and GradePro. • More frequent and seamless delivery of updates and new features. • Concurrent working by more than one author on the same review.	
Indicators of Success	• ReviewDB (the supporting technical infrastructure for RevMan Web) and RevMan Web for Intervention reviews are released without known critical issues. • Covidence integrates with RevMan Web for new reviews and updated reviews. • At least 50% of users actively working on intervention reviews have used RevMan Web in a given month.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. Release of ReviewDB for intervention reviews synchronizing with Archie. 2. A roll-out plan for RevMan Web has been developed and communicated to groups and a package of user support resources is available. 3. Release of RevMan Web Intervention Beta for testing and use by a limited audience. 4. RevMan Web Intervention Beta released for all Cochrane users. 5. RevMan Web Intervention Beta with Covidence integration supporting a review updating cycle. 6. Release of RevMan Web for intervention reviews. 7. RevMan Web supports other review types and more new methods.	1. Q1 2017 2. Q2 2017 3. Q2 2017 4. Q3 2017 5. Q4 2017 6. Q4 2017 7. In 2018
Deliverables – by Cochrane Groups	1. All Review Groups (CRGs) have designated at least one person as the Group's first point of contact for RevMan Web, who can support the rest of the Group and is the communication link to the Central Executive Team/ME Support. 2. All CRGs respond to surveys on their experience with RevMan Web. 3. The Statistical Methods Group has contributed and agreed to a plan for new statistical methods in RevMan Web.	1. Q2 2017 2. Q2-3 2017 3. Q3 2017
Start date for work	Already started	

2. **Complete the Transform project**		
The Governing Board approved 'Project Transform' for funding from 2015-17 as part of the Cochrane 'Game Changer' initiative for allocating core funds to achieve ambitious strategic goals. The aim of the project is to work with the Cochrane community to improve the way people, processes and technologies come together to produce Cochrane content. 2017 is the final year of the project and it is expected to deliver on-time and within scope.		
Target Outcomes	Significantly improved long-term value and sustainability for Cochrane by piloting, refining, and scaling up innovations in content production in collaboration with other Cochrane projects. The starting point for Project Transform is the assertion that content production is our core business and our global network of contributors is our greatest asset. By better mobilising these networks through the appropriate use of technology, we can maximise the value of our content and our long-term sustainability in a changing external environment.	
Indicators of Success	Overall completion of the project's proposed deliverables, with: • **Evidence Pipeline:** More than 85% of RCTs in new Cochrane Reviews sourced from the Cochrane Register of Studies Database • **Cochrane Crowd:** 5 tasks available on the platform • **Task Exchange:** More than 3,000 active users • **Production Models:** 20 author teams involved in new production models • **Guidelines:** Completed integration of systems with author tools • **Machine learning:** Launched repository of datasets for machine learning Bond University	**Estimated Delivery Dates:**
Deliverables – by CET and third parties		Q4 2017
Deliverables – by Cochrane Groups		
Start date for work	Q1 2015	

3. Complete the delivery of a <u>programme of training and accreditation</u> for editors		
First established in 2015, this Target is a programme covering a broad range of activities to improve the support provided for Cochrane editors. The major project to identify a set of core competencies for editors of biomedical journals, led by the Ottawa Hospital Research Institute (OHRI), is now complete, though OHRI has been unable to finish the implementation and evaluation of a training programme aligned with the competencies.Continuing this work is now the Cochrane Learning & Support Department's highest priority in 2017. Working closely with the Cochrane Editorial Unit and CRG leadership, a comprehensive editor training plan will be agreed, beginning with a project to apply the competencies developed by OHRI to Cochrane's specific context, and develop a comprehensive programme of training and support as intended under the 2016 Target.		
Target Outcomes	• A programme of ongoing learning and support for Editors, aligned with the Quality Strategy and identified core competencies. • Assessment of editorial competencies and learning behaviours through accreditation enabled. • All Cochrane editorial teams engaged in a conversation about ongoing learning.	
Indicators of Success	• A programme of existing and newly developed training resources is established to support Cochrane editors in meeting the core competencies. • A framework for Editor accreditation has been developed for implementation from 2018. • CRGs are actively engaged in designing and implementing editor training and are satisfied with the CET's work in this area.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. An Editor Training Strategy has been drafted and presented to the Co-Eds at the Geneva Mid-Year Meetings. 2. The core competencies identified by the Ottawa Health Research Institute project in 2016 have been adapted for Cochrane needs, a preliminary suite of training resources identified, and a plan for new resources to be developed has been agreed. 3. A framework for Editor accreditation has been drafted and the data required to confirm accreditation has been mapped. 4. Development of new editor training resources has begun, and systems to collect the required data for accreditation are in place.	1. Q2 2017 2. Q3 2017 3. Q3 2017 4. Q4 2017

Deliverables – by Cochrane Groups	1. Co-Eds have provided feedback on the Editor Training Strategy and approved the direction of travel at the Geneva Mid-Year Meetings. 2. Groups have engaged in discussions around the implementation of Editor training and accreditation and provided constructive feedback. 3. Co-Eds have approved the accreditation framework in principle.	1. Q2 2017 2. Q3 2017 3. Q4 2017
Start date for work	Q1 2017	

GOAL 2: MAKING OUR EVIDENCE ACCESSIBLE
To make Cochrane evidence accessible and useful to everybody, everywhere in the world.

Goal 2 Objectives to 2020:

USER-CENTRED DESIGN AND DELIVERY:
- We will put the needs of our users at the heart of our content design and delivery.
- We will consult with our users to develop creative and flexible formats and delivery solutions for our content that make it more discoverable, accessible, useful and usable in diverse contexts and settings worldwide.
- We will engage with our users to bring the concepts and methodologies of evidence synthesis into mainstream use beyond the research and medical communities, so that people know why and how evidence should be used to inform their health decision-making.

OPEN ACCESS:
- We will achieve universal open access to Cochrane Systematic Reviews immediately upon publication for both new and updated reviews, and the archive of existing published reviews.

ACCESSIBLE LANGUAGE:
- We will simplify and standardize the language used across our content to improve readability and reduce ambiguity.

MULTI-LINGUAL:
- We will translate key content into at least the five other official languages of the World Health Organization (Spanish, French, Russian, Chinese and Arabic); and make it accessible in the same way as English-language content.

4. Improve the process of <u>producing translations</u> to make it easier for Cochrane translators and editors	
In 2016, Cochrane supported translations teams working in Croatian, French, German, Japanese, Korean, Malay, Portuguese, Russian, Simplified Chinese, Spanish, Tamil and Traditional Chinese, and these teams published 4,784 new or updated translations of Review abstracts and Plain Language Summaries over the year. To support their further development in 2017 we will review the present and future capabilities of the existing translation management system (TMS), used to manage the editorial process for translating content, against possible alternatives and proceed on the basis of the best strategic fit for Cochrane.	

Target Outcomes	Improved process of producing translations which makes it easier for Cochrane translators and editors; facilitates volunteer involvement and quality control; enables high level of data automation and membership integration with Cochrane systems.	
Indicators of Success	- Alternative translation management systems (TMS) have been user tested and assessed with translation teams and IKMD against existing system. - A decision has been made on the future TMS, and a contract agreed. - A new TMS has been integrated with our systems; or setup of existing system has been enhanced. - All active translation teams have been trained to use the new or enhanced system to translate Reviews and web content.	
		Estimated Delivery Dates:
Deliverables – by CET and third parties	1. Run user testing of alternative TMS. 2. Agree on future system. 3. Negotiate future TMS contract. 4. Integrate TMS with Cochrane systems. 5. Set up system for all active translation projects. 6. Run training on how to use new system. 7. Monitor teams' use of the system, recommend adaptions as needed.	1. Q1 2017 2. Q2 2017 3. Q2 2017 4. Q2/3 2017 5. Q4 2017 6. Q4 2017 7. Q4 2017 and beyond
Deliverables – by Cochrane Groups	1. Translation teams participate in TMS testing. 2. Translation teams participate in training on how to use future TMS. 3. Translation teams use the future system to translate Reviews and web content.	1. Q1 2017 2. Q4 2017 3. Q4 2017 and beyond
Start date for work	Q1 2017	

5. Define an organization-wide framework for <u>knowledge translation</u> activities		
This Target will establish what it means to undertake knowledge translation (KT) work in Cochrane and identify the clear priorities of Cochrane's KT work in future. It will inform further developments of Cochrane's structure and function changes as well as our future partnerships with other organizations. Originally established as a Target for 2016, it has now moved into 2017 due predominantly to an increase in the amount of internal and external consultation undertaken by the project team in 2016.		
Target Outcomes	A defined role for knowledge translation in Cochrane, providing a framework to coordinate KT activities across the organization, and support those who are well-placed to undertake this role.	
Indicators of Success	• A knowledge translation strategy has been delivered to and approved by the Governing Board. • An implementation plan is available with sufficient detail to inform the 2018 budget planning.	
		Estimated Delivery Dates:
Deliverables – by CET and third parties	1. A strategy outlining where Cochrane should focus its efforts and approach in KT is published. 2. An implementation plan for the KT strategy is developed.	1. Q2 2017 2. Q4 2017
Deliverables – by Cochrane Groups		
Start date for work	2016	

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.

Goal 3 Objectives to 2020:

GLOBAL PROFILE:
- We will clarify, simplify and improve the way we communicate to the world by creating an overarching 'Cochrane' brand.

THE 'HOME OF EVIDENCE':
- We will make Cochrane the 'go-to' place for evidence to inform health decision-making by offering a range of evidence-informed products and resources.
- We will build greater recognition of Cochrane's role as an essential link between primary research and health decision-making.

GLOBAL ADVOCATE:
- We will advocate for evidence-informed health care and the uptake of synthesized research evidence in health policy-making and services planning.
- We will promote reliable, high-quality primary research that is prioritized to answer real world health questions and improves the evidence-base on which our work is built.
- We will campaign for transparency and integrity in scientific conduct, including the registration and reporting of results from all clinical trials, to ensure that the totality of evidence is available to those conducting research or making health decisions.

GLOBAL PARTNER:
- We will build international and local partnerships and alliances with organizations that help us to reach people making decisions in health, particularly guidelines developers, policy-makers, associations of healthcare practitioners and patient organizations.

GLOBAL IMPACT:
- We will demonstrate Cochrane's value and impact to funders, users and other beneficiaries of our work.

Goal 3 Targets in 2017:

6. Complete the first-phase delivery of an **enhanced Cochrane Library** in English and Spanish		
The Central Executive Team and Wiley are currently working with a third-party provider to develop an enhanced Cochrane Library with greater functionality that makes it easier for users to discover and use Cochrane content in their decision-making. This is a complex project that is divided into many different areas, including the display of Cochrane Reviews and CENTRAL, linking of the CDSR and CENTRAL, the search and discovery interface, and multi-language search and the display of non-English language content. Researching user needs and stakeholder insights is a key component of development. We have been doing this research through one-to-one user testing with Cochrane Library users and focus groups with members of the Cochrane community. Due to the complexity of work and the requirement to create new and bespoke functionality, overall delivery is slightly delayed – now expected to be in the middle of 2017 rather than at the end of Quarter 1, as previously planned.		
Target Outcomes	A new Cochrane Library platform and Spanish language portal will improve user experience, and allow users searching in Spanish and finding both Spanish and English language content.	
Indicators of Success	- The new platform has been launched successfully without critical problems (e.g. crash, failure of essential functions). - The Spanish language portal will have been launched and available to users. Users will be able to search in Spanish and retrieve Spanish and English language content. - Longer term, usage will increase by people in Spanish speaking locations.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. **Central Executive Team:** Requirements documentation delivered on request. User acceptance testing. Issues identified and raised in timely and appropriate manner, including escalation to SMT of critical risks and issues.	Q3 2017
Deliverables – by Cochrane Groups	2. **Highwire (external development partner)/Wiley:** Development of platforms with appropriate functionality as described in the tender document and subsequent feature descriptions.	
Start date for work	Q2 2016	

7. Host a successful Global Evidence Summit		
In 2017 Cochrane is joining with four other leading organizations – the Guidelines International Network, The Campbell Collaboration, the International Society for Evidence-based Health Care, and the Joanna Briggs Institute – to hold the first 'Global Evidence Summit' (GES) in Cape Town, South Africa from 12-16 September 2017. The GES replaces the normal Cochrane Colloquium in 2017. Its aim is to highlight and promote evidence-informed approaches to health policy and development, offering the most cost-effective interventions, particularly in the context of low- and middle-income countries.		
Target Outcomes	The GES will have strengthened Cochrane's position as a leader in evidence-based health care, and in active association with international policy and guideline developers, consumer networks and organizations.	
Indicators of Success	• We will have a stronger integration and relationship with international guideline developers and policy-makers, measured by citations of Cochrane evidence and enhanced relationships/partnerships. • The event will have received more than 2,000 registrations.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. Cochrane CET, and the four participating organizations will deliver on their objectives set out by the Global Organizing Committee, and the Local Organizing Committee. 2. Cochrane CET will be represented on each of the Committees and Sub-Committees to ensure Cochrane and its strategic aims are represented throughout the event. 3. The CET, together with representatives from the four participating organizations will work together to achieve the desired number of successful registrations. 4. The CET will work to deliver a successful global event with effective event administration, on-site and remote organization, and brand and promotional support, as and when required. 5. The CET will provide technical support for the event.	Q3 2017
Deliverables – by Cochrane Groups	1. Cochrane Groups will support the event by ensuring prompt registration by their members and contributors. 2. Cochrane Groups will submit relevant abstracts and workshops to ensure Cochrane and its strategic aims are represented throughout the event. 3. Cochrane Groups will actively support the promotion of the GES through effective communications and dissemination through social media and their websites.	
Start date for work	June 2016 since announcement and launch of the GES plans.	

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.

Goal 4 Objectives to 2020

INCLUSIVE AND OPEN:
- We will establish a membership structure to improve our organizational cohesiveness and to reduce barriers to participation by creating a clear and open route into the organizations for people who want to get involved.

GLOBAL AND DIVERSE:
- We will become a truly global organization by establishing a Cochrane organizational presence in all regions, building capacity in low- and middle-income countries; promoting gender, linguistic and geographic diversity; and enabling generational change.

FINANCIALLY STRONG:
- We will strengthen Cochrane's financial position by diversifying and expanding our funding base, both at core and group level.

EFFICIENTLY RUN:
- We will review and adjust the structure and business processes of the organizations to ensure that they are optimally configured to enable us to achieve our goals.

INVESTING IN PEOPLE:
- We will make major new investments in the skills and leadership development of our contributors.

TRANSPARENTLY GOVERNED:
- We will increase the transparency of the organization's governance and improve the opportunities for any contributor to participate in governing the organization and/or to be appointed to a leadership position.

ENVIRONMENTALLY RESPONSIBLE:
- We will review and adjust our operations to reduce their environmental impact.

Goal 4 Targets in 2017:

8. Begin implementation of the approved Cochrane Review Group transformation programme, and finalize remaining proposals for organizational Structure & Function reforms	
Strategy to 2020 has taken Cochrane into a new phase of its evolution. It offers a new strategic framework in which to operate, so that Cochrane Groups prioritize work that is aligned with the *Strategy* and demands that the organization ensures it is 'fit for purpose' with a structure and ways of working best configured to deliver our strategic goals. Structure and function reforms have featured on the annual Targets lists since the establishment of the *Strategy* in 2014 and are likely to continue to do so until 2020.	

CRG transformation programme:

Target Outcomes	Cochrane will have addressed the challenge of inconsistent review quality: all new and updated reviews produced will meet the needs of decision makers and meet agreed standards for quality, timeliness and priority. Cochrane will have changed its structures and ways of working through a successful transformation programme and will be optimally placed to ensure that its reviews and other services are positioned to be the evidence source of first choice for decision makers – including policy makers, guidelines producers, health professionals and citizens.	
Indicators of Success	• The Structure and Function project team* will have presented recommendations to the Governing Board of proposals aimed at addressing the problem of poorly performing CRG editorial groups. • The Structure and Function project team will have presented recommendations to the Governing Board of proposals aimed at ensuring the sustainability of Cochrane's review production units. This will include concrete proposals for fewer, larger and more sustainable editorial units. • The Editor in Chief and CEU will be implementing the changes agreed by the Governing Board. *David Tovey, Karla Soares Weiser, Toby Lasserson, Nicky Cullum, Jonathan Craig, Martin Burton Nuala Livingstone, Maria Girardi	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	**Central Executive Team:** 1. Data on CRGs including performance, scope, timeliness, production history to be presented to project team. 2. Editor in Chief and CEU team to implement changes approved by Governing Board. **Cochrane Groups:**	1. Q3 2017 2. Q2 2018 3. Q2 2018 4. Q3 2017 5. Q3 2018

	3. To provide data on request in timely manner.

Deliverables – by Cochrane Groups	**Project team (CET and Group representatives):**
	To prepare, agree and present concrete recommendations for Governing Board aimed at:
	    4. Ensuring that all new and updated reviews achieve desired and agreed standards.
	    5. Changes to the structure and function of groups that will lead to fewer, larger editorial units and ensure the ability of Cochrane's editorial teams to produce and publish high quality reviews that meet the needs of decision makers, including the implementation of agreed innovative methods.

Start date of work	Q4 2016

Structure and function reforms for Fields:		
Target Outcomes	Fields will be a more stakeholder-driven, outward facing layer of Cochrane that can make sense of evidence for others by re-organising or re-packaging it to meet stakeholder needs. Fields will represent a bridge between Cochrane and their external stakeholder communities to help people easily access, engage and communicate with us.	
Indicators of Success	• A strategy for reforms to the structure and functions of Fields, informed by the knowledge translation strategy, will have been delivered to and approved by the Governing Board. • The CEO's office will work with Fields and other relevant Groups to implement the recommendations from the Fields Structure and Function review.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. A strategy for structure and function reforms to Fields 2. An implementation plan	1. Q2 2017 2. From Q2 2017
Deliverables – by Cochrane Groups		
Start date of work	2015	

9. Launch a Cochrane membership scheme		
This Target will lead to a transformation in the ways new and existing collaborators become involved in Cochrane's work. We will provide routes for getting involved through clear user journeys online and, for the first time, will have a range of tasks to suit the diverse interests of those wanting to support Cochrane. Membership status will then be available for those who make a demonstrable contribution to Cochrane's work, whether as an author, translator, Crowd participant, Task Exchange contributor or a learner. Individuals will be able to see and show their credentials when seeking to undertake a task; and Groups will be able to more reliably assess the ability and experience of someone who wants to contribute to the Group.		
Target Outcomes	At the end of this first phase of the membership scheme: • A pool of supporters will have been created who are interested in contributing to Cochrane. • Existing members will have been transferred to the membership system • Data on members will comply with Cochrane's data protection policies and be held in one place • There will be greater visibility on contributors and their activity	
Indicators of Success	• The membership system will be launched on time and allow Cochrane to measure the contribution of tasks by individuals. • A series of metrics will monitor the success of phase 1 membership, including number of active members, number of active supporters and the conversion of supporters to members during phase 1.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	Phase 1: 1) User Journeys for all types of contributors defined and agreed (General Interest, task, Micro Task, Training, Author, Peer Reviewer, Translator) 2) Implementation of a technology solution to hold personal data and contribution of individuals (SugarCRM system) 3) Implementation of a technology solution that allows automation of journeys and communications (SugarCRM system) 4) A communications strategy for contributors and Groups is delivered Phase 2: 5) We have a plan in place for the further development of the membership scheme.	Phase 1: Q1 2017 Phase 2 planning: From Q2 2017
Deliverables – by Cochrane Groups	1) Groups work with the CET to transfer over all possible individual data into the central membership system. 2) Groups work with the CET to change processes and procedures to attain reports on individuals and comply with data protection.	
Start date for work	Q1 2016	

10. Complete implementation of the approved governance reforms		
Following a detailed review and consultation process, Cochrane amended its organizational governance in 2016, including changes to the Governing Board and the way our elections are run. In 2017 we will seek to complete these reforms.		
Target Outcomes	Increased transparency of the organization's governance and improvement in the opportunities for any collaborator to participate in governing the organization and/or to be appointed to a leadership position.	
Indicators of Success	• Two elections for new internal Board members and the appointment of two new external members will have been completed. • The first Cochrane Council meeting will have been held and the Council will have developed its working processes and future agenda. • The Governing Board's Governance Reform working group, and the Council, will have considered the future role of the Group Executives. • An Annual General Meeting open to all members of Cochrane (as defined by the new membership scheme) will have been held.	**Estimated Delivery Dates:**
Deliverables – by CET and third parties	1. Organization of Board elections. 2. Support to Cochrane Council and the Governing Board's Governance Reform working group. 3. Organization of Annual General Meeting.	1. Q2-3 2017 2. Q2 2017 3. Q3 2017
Deliverables – by Cochrane Groups	1. Candidates standing for Board election(s). 2. Council members work with their communities to develop the Council's agenda, and establish working processes and future agenda. 3. A plan for the future role of Group Executives is established. 4. Attendance and voting at Annual General Meeting.	
Estimated start date for work	Q1 2017	