Cochrane
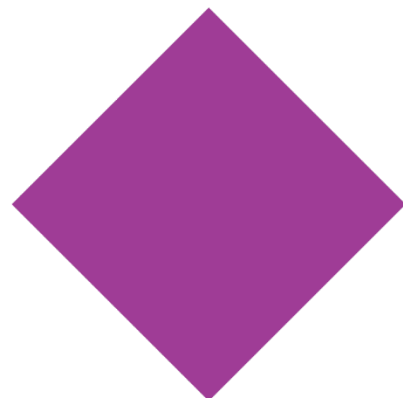
Strategy to 2020: **2018 Targets**

Mid-Year Progress Report

August 2018

**Trusted evidence.
Informed decisions.
Better health.**

2014 **2015** **2016** **2017** **2018** **2019** **2020**

Strategy to 2020 aims to put Cochrane evidence at the heart of health decision-making all over the world. In our fifth year of delivery of the *Strategy*, the 2018 targets will reflect our concentration on the most critically important outstanding transformational objectives for the organization under the Goals of:

1. **Producing Evidence**
2. **Making Evidence Accessible**
3. **Advocating for Evidence**
4. **Building an Effective & Sustainable Organization**

In 2018, the Central Executive Team and the Cochrane Community will together:

1. **Form eight new Cochrane Review Group Networks, and begin implementation of Network plans and improved ways of working together.**
2. **Complete the new standardized technology workflow for Cochrane Review production.**
3. **Agree Cochrane's future priority review types, methods and data sources through the development of a 'content strategy', and begin associated implementation activities.**
4. **Deliver more features and enhancements of the Cochrane Library after its re-launch.**
5. **Build capacity and engagement in Knowledge Translation activities across the organization.**

Internal priorities for the Central Executive Team:

In addition to the published Targets, the Central Executive Team (CET) will also be working on the following priorities in 2018:

- Delivering the enhanced Cochrane Library in Quarter 1, and then moving to an operations phase where features and enhancements are releases on a regular basis (Target 4).
- Completing the contract arrangements around any agreed extension to the publishing agreement with Wiley, and conducting a tender process for future arrangements (TBC).
- Re-orientating the CET around its support functions to the wider organization as we move towards the end of the *Strategy*'s transformational work in 2020.
- Completion of the linked data annotation of Cochrane Reviews.
- Further development of Cochrane's membership scheme.

1. Form eight new Cochrane Review Group Networks, and begin implementation of Network plans and improved ways of working together

Target Outcomes	2018 will be the first year of implementation of the CRG Transformation Programme. The Programme's Implementation Plan has a detailed list of targets covering the initial formation of the new Networks, establishment of Network and CRG plans, and improved and more integrated ways of working. The main goal of this plan during 2018 is to establish the structural changes within each Network of CRGs to: • Achieve better governance and accountability; • Improve the review production process, including quality, relevance and timeliness of Cochrane Reviews.
Indicators of Success	• Eight new CRG Networks are formed, and targets from the Implementation Plan are delivered on time, including the signature of Collaboration Agreements with all CRGs and the delivery of strategic plans for the Networks. • The new Editorial Board is in place, functioning as a team, and providing strong leadership to the Networks.

Deliverables by CET	A detailed list of deliverables is published in the Implementation Plan. The principal deliverables will be: 1. Senior & Associate Editors of the eight Networks are appointed. 2. Editorial policies related to sustainable review production have been published and are being implemented. 3. The Editorial Board has been established and begun meetings.	**Est. delivery dates:** 1. Jan 2018 2. Oct 2018 3. Year end 2018 and ongoing	**Mid-year update:** 1. Apr 2018 2. Oct 2018 3. Year end 2018 and ongoing
Deliverables by Cochrane Groups and Networks	1. All CRGs have completed the re-application process and signed Collaboration Agreements with the Central Executive. 2. The Networks have published strategic plans.	**Est. delivery dates:** 1. Year end 2018 2. Apr 2018	**Mid-year update:** 1. Oct 2019 2. Sep 2018
Estimated start date for work	October 2017		
Mid-year update	**Deliverables for CET:** 1. Delivered (after estimated delivery date) - Two Senior Editors were appointed in January 2018 and six more (including three interim appointments) appointed at end of April 2018. All Associate Editors have been appointed and allocated to Networks. The setting up of the Networks was successful. The merging of review		

groups posed unanticipated challenges and therefore required more work to complete than had been expected.
- Webinars regarding new editorial policies related to sustainable review production have been run (e.g., 'peer review policy' webinar (April 2018)).
- The Editorial Board has been established and has held three meetings.

2. On track
- Peer review and rejection policies: estimated delivery date Dec 2018;
- Conflict of interest and update policies: estimated delivery date Dec 2019. Currently recruiting for role that will be responsible for revising the conflict of interest policy.

Deliverables by Cochrane Groups and Networks:
1. Re-application process and Consultancy Agreements
Revised estimated delivery date: Oct 2019
- Forty-five of the fifty-two CRGs have signed Collaboration Agreements with the Central Executive. The priority setting of CRGs in collaboration with the KT Department, one of the three pillars of the re-application process will take longer than initially projected hence the revised delivery date. We will combine the re-accreditation process with performance metrics for CRGs.
2. Networks have published strategic plans.
Revised estimated delivery date: September 2018
- This delay in delivery is due to the desire for an in-person discussion with the Community. This face to face discussion will take place at the colloquium in Edinburgh (Sep 2018).

2. Complete the new standardized technology workflow for Cochrane Review production

Target Outcomes	As part of *Strategy to 2020*, Cochrane has invested significant resources in developing new technology to make data management and Cochrane Review production processes more efficient. In 2018, Cochrane will complete technical developments to link these tools together so that they can become the default way of working for review author teams.
Indicators of Success	• A fully integrated technology workflow process for Cochrane intervention reviews is established. • All new intervention reviews are using RevMan Web by the end 2018. • 90% of new intervention reviews started in December 2018 or later use RevMan Web, Covidence or EPPI-Reviewer, CRS Web, and GradePro in the production process.

Deliverables by CET	1. CRS Web and Covidence are integrated so that search results can be provided to authors directly in the Covidence tool as the default. 2. Covidence and RevMan Web are integrated and support review updating via effective integration of the two tools. 3. Guidance is published on how to use machine automation in the study identification process. 4. GradePro/Magic and Revman Web integration is in place, replacing the import/export routine currently used and to support the creation of summary of findings tables in reviews.	**Est. delivery dates:** **1.** Apr 2018 **2.** Sep 2018 **3.** Dec 2018 **4.** Dec 2018	**Mid-year update:** 1. Apr 2018 2. Sep 2018 3. Dec 2018 4. Dec 2018
Deliverables by Cochrane Groups and Networks	1. All review author teams beginning intervention reviews use RevMan Web. 2. MEs and CRG support staff are able to handle RevMan Web support for authors. 3. Cochrane Information Specialists are trained and able to deliver search results via the new integration between CRS Web and Covidence and are following the new guidance on use of machine automation in study identification.	**Est. delivery dates:** 1. Dec 2018 2. Dec 2018 3. Dec 2018	**Mid-year update:** 1. Dec 2018 2. Dec 2018 3. Dec 2018
Estimated start date for work	January 2018		
Mid-year update	**Deliverables by CET:** 1. Delivered 2. On track		

- The deliverable date was changed in Q2 (now Sep 2018) due to a delay from Covidence. Currently, scoping and planning is being conducted with regards to this deliverable.
3. On track
   - Guidance is in approval phase and is with the appropriate Methods Group before receiving final sign off.
4. On track
   - Due to start after Colloquium (Sep 2018) and will be integrated by Dec 2018.

Deliverables by Groups and Networks:
1. On course to begin by the end of the year.
   - Webinar to be held first week of August.
   - A 'knowledge space' for RevMan Web implementation has been produced. The first iteration was completed in 1Q18 and the help file continues to be added to as a living document. A training review for Revman Web (allowing users to practice with RevMan Web using an example review, 'Caffeine for Drowsiness') was completed in January 2018.
   - Webinars and workshops have been developed throughout Q2 and sessions will be held at the Colloquium in Edinburgh, September 2018.
2. On course to begin by the end of the year.
   - A monitoring system to track the rate of transfer over to the new system will be needed (i.e., how many reviews coming through are using new tool?) We hope that most groups will have moved over to RevMan Web by year end.
   - The community support team has been trained in how to use RevMan Web. This provides a new level of service to the Community by providing support centrally (as opposed to having to seek assistance through users' groups). This increased level of support for the Community is an integral part of change management and provides messaging to the Community in terms of their importance to Cochrane and the CET.
3. On track
   - Pending sign-off of guidance. CIS training took place in April 2018; next training scheduled to take place during colloquium in Edinburgh (Sept 2018). Deliverable dependent on guidance being approved and published, but delays to this are not anticipated.

3. Agree Cochrane's future priority review types, methods and data sources through the development of a 'content strategy', and begin associated implementation activities

Target Outcomes	Cochrane will establish a new 'content strategy' that will define the review types, data sources and review methodologies that will be prioritized for implementation over the next decade – and also provide clarity on what will be de-prioritized for further development. The overall aim is to keep Cochrane content high-quality and relevant, and implement innovations more quickly.
Indicators of Success	• A 'content strategy' is delivered to the Governing Board for approval that defines the priority review types, methods and data sources that Cochrane should invest its resources in developing and delivering over the next decade. • Implementation of the approved recommendations begins in 2018, and new prioritized content-types start development.

Deliverables by CET	1. A content strategy is delivered to, and approved by, the Governing Board. This strategy will be regularly updated. 2. The CET, Editorial Board, methods community and CRG Networks establish a process for scheduling and enabling development of approved new priority review types, methods and use of data sources.	**Est. delivery dates:** 1. Mar 2018 2. Sep 2018 onwards	**Mid-year update:** 1. Mar 2018 2. Sep 2018 onwards
Deliverables by Cochrane Groups and Networks	1. The CET, Editorial Board, methods community and CRG Networks establish a process for scheduling and enabling development of approved new priority review types, methods and use of data sources.	**Est. delivery dates:** 1. Sep 2018 onwards	**Mid-year update:** 1. Sep 2018 onwards

Estimated start date for work	October 2017

Mid-year update	**Deliverables by CET:**
	1. Delivered
	   - Content strategy was signed off in March 2018.
	2. On track
	   - Network Meta-analysis (NMA) learning module has been commissioned and is in production. Expected completion: year-end 2018. New Cochrane Handbook chapter on meta-analysis to be released at Colloquium, September 2018.
	   - Work on 'prognosis methods' – an area of focus specified in the content strategy – has begun (funded by Strategic Methods Fund grant). Learning to be delivered in 2019.

- Discussions with the CET and editorial board have taken place. Further discussion to take place at networks meeting in Edinburgh 2018. There are several methodological changes in progress. Information Technology Services Department (ITS) is carrying out work to underpin this. Tech infrastructure to support this process has been started.
- The Rapid Reviews Methods Group has prepared and presented a programme of work in two phases firstly, to define terms, and determine the desirability and feasibility for Cochrane to move forwards in respect of Rapid Reviews, and secondly to move forwards with implementation of Rapid Reviews if appropriate. This document will be considered by the Editorial Board.
- A teleconference has been held with representatives of the Equity Methods Group to determine how guidance based on the new Handbook could be implemented across relevant Networks.
- David Tovey, Nicole Skoetz and Joerg Meerpohl held a meeting in Köln, Germany with representatives from IQWiG to discuss the feasibility of using Clinical Study Reports, where available as the data source for Cochrane Reviews. This meeting was very positive and the findings will be discussed at the Edinburgh meeting of the Editorial Board.
- David Tovey held a meeting with Lesley Stewart to discuss further actions in relation to usings CSR's and Individual Participant Data as a data source for Cochrane Reviews. There is agreement that a tool is required whereby author teams and editorial groups can make decisions about this, given the substantial work required to implement this.
- Discussions with the CET and Editorial Board have taken place. Further discussion to take place at networks meeting in Edinburgh 2018. The work requires close working between all stakeholder groups, including Networks, Methods Groups and CET teams that are responsible for producing the Cochrane technology eco-system, for learning and development and the Editorial and Methods team.
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Deliverables by Groups and Networks:
See above.

4. Deliver more features and enhancements of the Cochrane Library after its re-launch

Target Outcomes	Cochrane is currently working with Wiley, our publisher, and Highwire, a third-party technology provider, to build and deliver an enhanced Cochrane Library with greater functionality that makes it easier for users to discover and use Cochrane content in their decision-making. A key rationale for this project is a more flexible technology platform that makes it easier and quicker to deliver new features and enhancements. Following launch of the Enhanced Cochrane Library in Quarter 1 2018, the Central Executive Team will implement a new product management and development process that evaluates new features in a variety of ways, including by their potential value to users, their ability to generate new or protect existing income from sales of the Cochrane Library; and their strategic fit with *Strategy to 2020*. In 2018 this is likely to include PICO-based search, a new Methods Journal, and display updates for Cochrane Reviews. Cochrane aims to continue to deliver features and enhancements on a regular basis throughout the year, and on an ongoing basis.

Indicators of Success	• Regular releases of new features and enhancements throughout 2018. Prioritization will consider both, importance to end-users and the priorities set out in *Strategy to 2020.*

		Est. delivery dates:	Mid-year update:
Deliverables by CET and third parties	1. A product management and development process is in place based around regular releases of new features and enhancements that are prioritized by their importance to end-users, and are consistent with the priorities in *Strategy to 2020*. 2. Regular releases of new features and enhancements, including in 2018 PICO- based search, development of a new Methods Journal, and display updates for Cochrane Reviews.	1. Mar 2018 2. Ongoing throughout 2018	1. Jan 2019 2. Ongoing throughout 2019
Deliverables by Cochrane Groups and Networks	1. Cochrane Groups continue to deliver high quality Cochrane Reviews. 2. Committees such as the new Editorial Board contribute to the identification of new features and enhancements.	1. Ongoing 2. Ongoing throughout 2018	1. Ongoing 2. Ongoing throughout 2018

Estimated start date for work	Following launch of the Enhanced Cochrane Library in quarter 1 2018. Launch delayed until 7 August 2018
Mid-year update	1. Estimated delivery date delayed until 2019. - A Product Manager has been recruited (start date: August 2018). The CET is currently recruiting for

	the roles of Project Manager and Business Analyst to complete the team which will support the Library's development in future. - The new Road Map development process has been set up and is ready to begin, three months after launch of the Enhanced Cochrane Library. 2. Delayed delivery date to 'ongoing through 2019.' - We expect regular releases of new features and enhancements throughout 2019 following introduction of the Cochrane Library Road Map in November 2018.

5. Build capacity and engagement in Knowledge Translation activities across the organization

Target Outcomes	The [Knowledge Translation (KT) framework and implementation plan](#) (both approved by the Governing Board in 2017), outline the scope of KT in Cochrane, guide the work on investments needed, and indicate the role each type of Cochrane Group can play in KT. Cochrane undertakes KT activities in order to ensure its reviews are relevant to stakeholders, and are presented in a format that facilitates the use of evidence in decision-making. This first year of implementation will focus on: - Growing engagement of the Cochrane community in KT, by implementing a dispersed leadership strategy, engaging existing and emerging KT leaders and champions in driving KT implementation across the organization. - Aligning KT implementation with CRG Transformation Programme ensuring KT supports CRG transformation; for example, through guidance on prioritization approaches and processes. - Strengthening KT learning and capacity building across the organization.
Indicators of Success	- Growing engagement of the Cochrane community in KT, demonstrated by: - Number of people actively engaged in the KT working groups and in the activities implemented by these groups. - Use of the KT community webpages. - Number of people participating in KT training offered. - More effective review prioritization processes and an increase in the number of groups undertaking prioritization exercises. - More efficient use of resources and sharing of KT best practices and learning across all Cochrane Groups and across languages. - KT products, processes and outputs consider translation activities from start to help us become a truly multi-lingual organization.

Deliverables by CET	1. A fully functioning governance structure, with all working groups in place, and each group having a clearly defined plan of work. 2. Priority setting guidance and approaches available. 3. Documented existing expertise and experience, identified examples of excellence, facilitated shared learning among other through a revamped KT portal on the community website. 4. Innovative products selected for scale-up and implementation begun. 5. A programme of training and support for Groups aligned with the KT Strategy has been planned and begun, including a mentoring programme. 6. A systematic planning and scoping procedure has been implemented that ensures that language translation is considered at the start of KT product and process development.	**Est. delivery dates:** 1. Feb 2018 2. Sep 2018 3. Sep 2018 4. Jul 2018 5. Sep 2018 6. Oct 2018	**Mid-year update:** 1. Jun 2018 2. Aug 2018 3. Sep 2018 4. Jul 2018 5. Year end 2018 6. Oct 2018
Deliverables by Cochrane Groups and Networks	7. Use of priority guidance and approaches by Cochrane Groups and Networks. 8. Contribute and share expertise, experience, and examples of excellence in KT, including in training for KT.	**Est. delivery dates:** 1. Jun 2018 - onwards 2. Ongoing	**Mid-year update:** 1. Jun 2018 - onwards 2. Ongoing
Estimated start date for work	January 2018		

Mid-year update	**Deliverables by CET:**
	1. Delivered (after estimated delivery date)
	   - All ten working groups have agreed work plans. Some work plans have been fully implemented, all other plans are in the process of being carried out. This progress is being monitored.
	2. Delivered (before estimated delivery date)
	   - Priority setting guidance has been signed off and can be found on the KT resources website.
	3. On track
	   - To be published on the website by end of September 2018.
	4. On track
	   - A Community-wide KT products survey was carried out in May and June. Analysis has been shared with KT products and advisory groups. A KT products plan and budget for 2019 will be completed by end of November 2018.
	5. Delayed to year end
	   - Programme of training for users has just begun and an implementation plan will be established by		

year end 2018. Interim resources are available on the Cochrane training website and an introductory learning module, 'What is KT?' will be delivered during Q4 2018. Progress is good in relation to the work package 'building capacity in our users.'
- Regarding user training, online learning is being developed to help increase understanding for consumers/users. Aim to have first modules completed this year, but project is ongoing into 2019.
- The mentoring program cannot be initiated yet because it is dependent on the completion of other work streams.

6. On track
- Systematic planning and scoping development process on place.
- Language translation strategy to be formed as part of KT implementation strategy.

Deliverables by Groups and Networks:
1. On track
- Piloting taking place.
2. On track
- Currently sharing best practice examples.