

## Governing Board Elected Member Candidate Statement

The Candidate Statement, your photograph and names of your nominators will be published on the Cochrane Community website during the elections process, and the Candidate Statement and photograph will remain on the website against the names of new members for the duration of their terms on the Board. For this reason, this Candidate Statement document template must be used; and full addresses, email addresses and/or unencrypted e-signatures excluded.

Please submit this Elected Member Candidate Statement in Word format by the stated deadline. It should be shared beforehand with your two nominators.

|                        |                     |
|------------------------|---------------------|
| Family name (surname): | <b>Pardo Pardo</b>  |
| First name(s):         | <b>Jordi</b>        |
| Today's date:          | <b>Nov 14, 2018</b> |

### 1. How and when did you first become involved in Cochrane and what has been your subsequent contribution to Cochrane's work (maximum 200 words)?

I am the co-Managing Editor for Cochrane Musculoskeletal, based in Ottawa. Since starting with the Cochrane Collaboration in 1997, I have served in a series of roles with increasing leadership responsibilities, including being a member of the 2002-2006 Cochrane Steering Group and co-chair of the Colloquium Policy Advisory Group.

My contributions have centred on: 1) enabling diverse participation; 2) supporting high-quality reviews; and 3) attaining a wide reach.

I enable the participation of consumers in Cochrane Musculoskeletal by supporting their contribution to refereeing, priority-setting and participating in Colloquia. From 2000-2009, I was responsible for co-planning more than 20 Iberoamerican associate groups workplans.

As managing editor, I support authors with guidance on tools, training and software support. I led online training initiatives for the Iberoamerican network and Cochrane Canada. I am an active member of the Living Evidence Network: critical for the future.

Most prominent in reaching a broader audience is my leadership championing and coordinating the need for translations to improve our global reach. I have also led communication initiatives such as podcasts and patient decision aids.

I feel honoured and privileged to have been awarded the Chris Silagy prize in 2012 for my contributions.

2. What experience do you have serving as a member of a governing board, board of directors or similar? This might be within a non-for-profit or charitable organization, or a hospital or University. Please include the name(s) of the organization(s), the roles you played and other relevant information (maximum 200 words).

I was a member of the then Steering Group of the Cochrane Collaboration from 2002 to 2006 representing Cochrane Centre staff. I led several initiatives during my term on the Steering Group, and I participated actively in different subgroups. During my membership, we navigated the transition to a new publisher from Update Software to Wiley, developed the Conflict of Interest policy, and set the path for the development of derivative products from Cochrane Reviews.

Outside of Cochrane, I was a member of the board of my scout group (Agrupament Escolta Itaca) from 1992, and president of it from 1994 to 1997. I moved on to be the president of section IV of the city of Barcelona from 1998 to 2001 (Sector IV, Demarcació del Barcelonés), and became the president for the whole city from 2001 to 2004 (Demarcació del Barcelonés). In 2004 I moved to the Catalan National Executive as a Pedagogical Co-ordinator, a position I kept until 2008 (Minyons Escoltes Guies Sant Jordi de Catalunya). At the National Level we had a budget close to 1,000,000 Euros. My responsibilities included organizing training events, youth leaders' continuous education, and liaising with other organizations and different levels of government.

3. Acting as a Board member requires a collaborative approach to decision-making, setting aside personal opinions and group affiliations and acting in the best interests of the charity. Please describe how you would fulfil this obligation, using examples from previous committee or other work (maximum 200 words).

During my period on the Steering Group we had several issues that were contentious within the group and within our constituencies. I put forward the views of my constituency fervently, while at the same time working with all the other representatives to look for the best outcome possible for the organization. Despite tense disputes, we successfully worked as a group to develop what we considered to be the best policies. We achieved that by ensuring the whole organization backed our decisions and making it clear that the divergence of views were not seen as personal disputes. That requires a lot of active listening, understanding and respecting each other's points of view and being willing to concede to achieve a consensus.

Listening is extremely important. As part of the Board, it is crucial to be inclusive and to be cognisant as to what the community feels, particularly for those with different opinions from your own. I've been fortunate to hold many roles in the organization, looking at the different challenges from different points of view. This has allowed me to look at the problems of the organization and focus on the issues, not the interests of particular constituents.

4. What do you think would make you an effective member of the Board (maximum 200 words)?

During my time in Cochrane I have seen how different groups contribute to the organization. I am confident I can help to steer a sustainable transition for the organization, keeping the enthusiasm high and offering a vision of a successful, inclusive organization. I have been fortunate enough to wear different hats in Cochrane. I have valuable experience on how Centres and Review groups can successfully achieve their full potential. As a trilingual person, I have a distinct point of view, and I can recognize different approaches and embrace diversity. I'm passionate about Cochrane and its mission, and from this passion I can bridge opinions and views from other passionate contributors to find a common solution. From my role, I have a clear view of the needs to improve review production, from both the authors' and editorial side, and be sure that the decisions of the Governing Board have a beneficial impact on the core of the organization.

From my previous experience, I can see the big goals that we want to achieve, and I am serious about setting actionable implementation plans to make them happen. Cochrane is a vibrant organization with a lot of talent ready to be unleashed.

### 5. What do you believe are the most important strategic challenges for Cochrane in 2019 (maximum 200 words)?

Cochrane is at a cross-roads in its development. The landscape of systematic review production has changed substantially in the 20 years that I have been in the organization. When I started, there were few systematic reviews. The growth of Cochrane made the production of reviews accessible to many people. Currently, the production of reviews has been labelled as an "epidemic". The development of new tools, and greater expectations from our funders, is leading us to a faster and more complex production of reviews.

We need to extensively re-think how we are organized to respond to this challenge. Technological development will move the production of reviews to a new level. Untapping the potential that the new technology has, we can warrant that our reviews remain the gold standard of quality and the lighthouse of independence and reliability for decision-makers.

Cochrane is a truly international organization. We need to guarantee that at the core of the organization we embrace this sentiment. The translation project has shown how much we can achieve globally. We must continue to ensure that we offer opportunities to participate in our organization worldwide.

## Questions 6-12: Specific Skills

To function optimally the Governing Board requires a range of experiences, knowledge and expertise amongst its membership. We cannot expect any single Governing Board member to have all the necessary skills and experience. We are looking for diversity.

**We do not expect you to answer "yes" to more than one or two of these questions.**

If you do answer "yes", please provide at least one example which best demonstrates your experience or expertise. You may wish to include:

- A description of the situation and the context

- What you did
- What skills and knowledge you deployed
- The outcome and your personal contribution

**6. Do you have experience of Charity Governance (in any charitable organization around the world)?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes, as explained, I have experience as a member of the Cochrane Collaboration Steering Group (2002-2004) and as a leader of my national Scout association. From my scout experience I learnt how to handle the different expectations of the central team versus the needs of the volunteers around the country providing the services.

My time on the Steering Group allowed me to see how production of reviews is handled in different parts of the world, and how it is really difficult that a one size fits all solution would work. The Collaboration is rich in its diversity, and embracing its diversity is the way to go. For instance, we developed a guidance for intercultural communication, emphasizing the need to know others, and not to judge but be able to adapt to different way of interacting. There are no magic bullets to solve the problems, but the accumulation of good deeds eventually produces results.

**7. Do you have experience of Organizational Finance and Resource Management?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. At Cochrane level, I was the chair of the local organizing committee of the Barcelona Colloquium 2003, and I was responsible for planning the budget and ensuring the expenses stayed within the budget. During my time with Cochrane Canada I was in charge of managing the budget. In my current position, I'm part of the management team that allocates resources and plans the financial needs of the team.

During my time in the scouts I was responsible for the group's activities and reporting, including the budget. As president, I signed off on our budget plans and reports. At the scout group level, the budget was the equivalent of 6,000 Euros per year. At the city level, it was up to 250,000 Euros per year. At the National level, our budget was 1,000,000 Euros per year.

**8. Do you have experience of People Management (often called 'Human Resources' in English) and Organizational Development?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. During my time at the Iberoamerican Cochrane Centre, I was in charge of the development of the Iberoamerican Network. As part of my role, we needed to create a structure to organize the contributors from different countries, and creating and following up on annual workplans with the contributors. As

acting Executive Director of Cochrane Canada, I managed a team of 4 full-time people, plus a summer student. As part of Cochrane Musculoskeletal, I managed our student position, and I am part of the management team of our research group. We ensure the continuous development of our staff and provide opportunities to thrive in their positions. I really enjoy helping people to develop their potential. Since a move to Canada I have had the privilege of coaching and promoting athlete development for young football players from the ages of 5 to 17 years of age as a coach with Soccer Chelsea in Quebec.

### **9. Do you have experience of Consumer and Patient involvement in Evidence Production and Health Policy?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. I am a vocal advocate for the need to meaningfully engage patients and consumers in Cochrane activities. As such, I played a leadership role in engaging patients and consumers in all my Cochrane roles, i.e. as staff at the Iberoamerican Centre, Managing Editor with Cochrane Lung Cancer and co-Managing Editor with Cochrane Musculoskeletal.

For example, I have supported patients to contribute on translation activities, peer-refereeing and authoring reviews by ensuring regular communication, clearly defining their roles and responsibilities, and enabling active participation. I have organized training events for patients, and co-led recruiting activities with consumers.

### **10. Do you have experience of Advocating for Evidence?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. As part of the development of the Iberoamerican Cochrane Network, we participated in several activities to promote Cochrane, systematic reviews and/or evidence-based healthcare. For instance, in 2007 I travelled to Peru, Ecuador and Colombia. As part of this trip we met with medical students to talk about evidence-based medicine, local politicians on how to assist in evidence-informed policies, and with local librarians about the value of systematic reviews.

In Cochrane Musculoskeletal, we promote the use of systematic reviews and guidelines with professional organizations in our area. We are currently collaborating with the Canadian Rheumatology Association and the American College of Rheumatology by contributing to clinical guidelines on rheumatoid arthritis based on Cochrane Reviews.

### **11. Do you have experience of Widening Access, Participation, Reach and Impact of Research?**

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. As a graduate of Communication Science, I have a keen interest in reaching out and broadening access. During my time in Cochrane I led the creation of the Biblioteca Cochrane Plus, the largest translation project in the organization. I have contributed to several activities for consumers, lay public

and media to learn about Cochrane. One such example is where I led a project for the timely development of 14 podcasts on immigrant and refugee health.

## 12. Do you have experience of Fundraising & Development?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. I have contributed to writing several grants that successfully secured funding for our activities during my work with the above-named different Cochrane groups. I have lead initiatives with the Pan-American Health Organization, and the Canadian Rheumatology Association, in order to provide funding for the development of Cochrane activities.

During my time in Cochrane Canada, we managed to secure funding to support the Canadian Symposium from a systematic review producer and a national health technology assessment.

## 13. Is there anything else you would like to say in support of your nomination (maximum 200 words)?

I am fortunate enough to have seen the organization from different vantage points. My many and varied contributions made to Cochrane, have equipped me with a unique skill set. I can truly appreciate the views and needs of Managing Editors, authors, and consumers. I am proud of the achievements we have reached as an organization and honoured to have had the chance to contribute to them. I think though that as an organization we have not achieved our full potential. I am confident we can help develop the areas of the organization that need to grow and steward the changes within the current structures to maximize our contributions, and deliver on the expectations of our funders and partners. Focusing in the bread and butter of the organization, the production of reviews, we can ensure that our authors thrive producing reviews, and our editorial bases can guarantee reviews adhere to the best available methods. From there we can distribute the knowledge in every language, on many platforms to ensure our work reaches every person with every need. This is a colossal challenge that only a diverse, inclusive and respectful organization with a global reach, such as Cochrane, can achieve.

## Declarations:

To be eligible to stand for election, candidates must confirm the following by putting a 'tick' (✓) or their initials in the boxes below:

### I hereby confirm that I:

|   |     |
|---|-----|
| 1. Have accepted the <a href="#">Terms and Conditions of Cochrane Membership</a> and have been a Cochrane Member for at least 30 days prior to the close of voting in this election   | JPP |
| 2. Have read the following guidance produced by the <a href="#">National Council for Voluntary Organisations</a> in the UK: <ul style="list-style-type: none"><li>• What is a charity</li><li>• What is a charity trustee</li></ul> | JPP |

|   |     |
|---|-----|
| <ul style="list-style-type: none"> <li>• What trustees must do</li> <li>• How trustees look after the charity</li> </ul>                                  |     |
| 3. Accept the <a href="#">Governing Board Charter</a>   | JPP |
| 4. Accept and will adhere to the <a href="#">Code of Conduct for Trustees</a>   | JPP |
| 5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)   | JPP |
| 6. Have completed the 'Trustee Eligibility Declaration' required by the <a href="#">UK Charity Commission for all Trustees</a> (Annex 2 of this document) | JPP |
| <b>NAME: JORDI PARDO PARDO</b>  |     |
| <b>DATE: 14-11-2018</b>   |     |

## Annex 1: Cochrane Declaration of Interest Statement

Candidates must make a declaration of conflict of interest, including financial or non-financial relationships with other organizations, professional relationships to other members of the Board, and other Boards she/he may sit on. In writing this statement, candidates should refer to Cochrane's [conflict of interest policy](#) and the [declarations of existing members of the Board](#).

Please answer the following questions:

| <b>1. Financial interests</b>   | <b>Yes/No (If yes, please provide details)</b>   |
|---|--|
| <b>In the last three years, have you:</b>   |  |
| a) Received research funding: any grant, contract or gift, commissioned research, or fellowship from Cochrane or a related organization (i.e. any organization related to health care or medical research) to conduct research? | Yes. I was hired as one day a week Senior Community Support Officer at Cochrane (I will resign of this position if elected). Cochrane Musculoskeletal pays my salary as Managing Editor: I plan to keep this role. |
| b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?  | No   |

|   |  |
|---|--|
| c) Received honoraria: one-time payments (in cash or kind) from a related organization?   | No   |
| d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?  | No   |
| e) Possessed share-holdings, stock, stock options, equity with a related organization (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)? | No   |
| f) Received personal gifts from a related organization?   | No   |
| g) Had an outstanding loan with a related organization?   | No   |
| h) Received royalty payments from a related organization?   | No   |
| <b>2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?</b>  | <p>From the members of the board, I worked with Gladys Fabra as part of the Iberoamerican Network (2001-2010). Tracey Howe is one of the Editors of Cochrane Musculoskeletal review group, with which I am managing editor.</p> <p>My wife is the Editor in Chief of the Campbell Collaboration, an organization that promotes positive social and economic change through the production and use of systematic reviews and other evidence synthesis for evidence-based policy and practice.</p> |

## Annex 2: Trustee Eligibility Declaration

As required by the [UK Charity Commission](#)

Please tick or initial in the boxes below to confirm the following:

### I declare that I:

|   |     |
|---|-----|
| Am willing to act as a trustee of The Cochrane Collaboration  | JPP |
| Understand Cochrane's purposes (objects) and rules set out in its <a href="#">Articles of Association</a> | JPP |
| Am not prevented from acting as a trustee because I:  | JPP |



|   |            |
|---|------------|
| <ul style="list-style-type: none"> <li>• Have an unspent conviction for one or more of the offences <a href="#">listed here</a></li> <li>• Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order</li> <li>• Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)</li> <li>• Have been removed from being in the management or control of any organization in Scotland (under relevant legislation)</li> <li>• Have been disqualified by the Charity Commission</li> <li>• Am a disqualified company director</li> <li>• Am a designated person for the purposes of anti-terrorism legislation</li> <li>• Am on the sex offenders register or equivalent in any country</li> <li>• Have been found in contempt of court for making (or causing to be made) a false statement</li> <li>• Have been found guilty of disobedience to an order or direction of the Charity Commission</li> </ul> |            |
| <p>Will provide true, complete and correct information to the Charity Commission if elected as a Board member</p>   | <p>JPP</p> |
| <p>Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 to knowingly or recklessly provide false or misleading information</p>  | <p>JPP</p> |
| <p>Comply with my responsibilities as a trustee that are set out in the <a href="#">Charity Commission guidance 'The essential trustee (CC3)'</a></p>   | <p>JPP</p> |