

# Steering Group Bulletin

October 2007

No. 3

## Introduction from the Co-Chairs

*Lorne Becker and Adrian Grant*

Welcome to this edition of the Steering Group Bulletin, highlighting some of the issues that Steering Group members will discuss at their meeting in São Paulo. Elected by you, the people who make The Cochrane Collaboration the wonderful, eclectic, passionate and influential organisation that it is, Steering Group members' role is to represent your views to the Group, consider carefully the issues under discussion, and then make decisions in the wider interests of the Collaboration as a whole. Your views are important, and welcome.

At the São Paulo meeting we will also welcome two new members, Katrina Williams representing Fields, replacing Liz Waters; and Liz Whamond representing the Consumer Network, replacing Godwin Aja. Our thanks go to Liz and Godwin, who step down officially at the AGM on 24 October. After a sometimes bumpy journey, we now have the prospect of a fantastic, colourful and memorable Colloquium before us, and we very much look forward to meeting you in São Paulo. ♦

## WHERE WE ARE IN THE ELECTION PROCESS

*Claire Allen*

The following people were elected in this year's elections: (see election process at [www.cochrane.org/ccsg.htm](http://www.cochrane.org/ccsg.htm) ).

Zbys Fedorowicz (representing CRGs 'at large' position)

The following candidates were elected unopposed:

Lisa Bero (representing Centres) – second term

Rob Scholten (representing Centres) – second term

Liz Whamond (representing the Consumer Network)

Katrina Williams (representing Fields)

## STEERING GROUP MEETINGS

The Steering Group meets face-to-face twice a year, once during the annual Colloquium, for one and a half days, and a second time for three days, about six months later. The Steering Group's Publishing Policy and Executive Groups meet monthly by teleconference. The face-to-face meetings are intensive and require considerable preparation by participants. Forthcoming dates are as follows:

**2008 mid-year:** Vellore, India, 11 – 13 April 2008

**2008 Colloquium:** Freiburg, Germany, 2 + 5 October 2008

**2009 mid-year:** Copenhagen, Denmark, 24 – 26 April 2009

**2009 Colloquium:** Singapore, 4 – 8 October 2009

**2010 Colloquium:** Colorado, USA, 18-22 October 2010 ♦

## INSIDE THIS ISSUE

Introduction from the Co-Chairs	1	Steering Group meeting agenda items – Goal 1	3
Where we are in the Election process, and Steering Group meetings	1	Steering Group meeting agenda items - Goals 1 and 2	4
Steering Group news in brief	2	Steering Group meeting agenda items - Goals 3 and 4	5
Access to Steering Group papers	3	The faces of the Steering Group	6

## STEERING GROUP NEWS IN BRIEF

*Jini Hetherington*

### Current Steering Group members

Steering Group members, and the end dates of their terms of office, are as follows:

#### Co-Chairs:

Lorne Becker: 2008

Adrian Grant: 2009

#### Representing Cochrane Review Groups:

Jonathan Craig (Co-ordinating Editors): 2009

Zbys Fedorowicz (All CRG members): 2007

Donna Gillies (Authors): 2008

Peter Tugwell (Co-ordinating Editors): 2008

Narelle Willis (RGCs): 2008

Hans van der Wouden (All CRG members): 2008

#### Representing Trials Search Co-ordinators:

Ruth Foxlee: 2009

#### Representing Centres:

Lisa Bero: 2010

Sally Green: 2008

Joy Oliver (non-Director representative): 2009

Rob Scholten: 2010

#### Representing Fields:

Liz Waters: 2007 (being replaced by Katrina Williams)

#### Representing Methods Groups:

Jon Deeks: 2008

#### Representing Consumers:

Godwin Aja: 2007 (being replaced by Liz Whamond)

Janet Wale: 2009

Please let your representative know your views. Their contact details are on the website:

[www.cochrane.org/contact/entities.htm#CCSG](http://www.cochrane.org/contact/entities.htm#CCSG)

### Katrina Williams

Katrina Williams is the Co-ordinator for the Australian Child Health Field site. A paediatrician and public health physician, she has been actively involved with the Collaboration since 1997; she is a founding (and continuing) member for both the editorial group of the Developmental, Psychosocial, and Learning Problems Cochrane Review Group, and the Child Health Field's Advisory Board. Within Australia, Katrina has taken a lead role in overseeing the national training program for paediatricians as well as participating in many other national, state-wide, and local training and research committees. Katrina has also been instrumental in methodological research for the Child Health Field and has recently been involved in the development of an application for the proposed Cochrane Prognosis Methods Group.

### Liz Whamond

Liz became up close and personal with a life-threatening disease in 1993. Confronted with a myriad of treatment options and other issues, she began to wade her way through available research. Patients at that time were barred from the medical research library where she was receiving radiation treatment so she looked for and found other sources. As a consumer, she soon realized that not all research was of high quality and it was important to distinguish reliable, systematic research from the poor quality studies and imperfect information that often appeared in the popular press. In 1999 Liz was introduced to The Cochrane Collaboration and has been a keen supporter ever since. Liz is currently Chair of the Cochrane Consumer Network (CCNet). In Canada she co-founded several local, regional and national organizations. She is Co-Chair of the Canadian Cancer Action Network and is a board member of the Canadian Partnership Against Cancer (in 2006 the Canadian federal government invested \$260 million over five years to establish a Canadian cancer control strategy). ♦

### Cochrane communication channels

There are a number of targeted communication channels, including [e-mail lists](#), [newsletters and bulletins](#).

Further details can be found on the Collaboration website, at [www.cochrane.org](http://www.cochrane.org). ♦

## Access to Steering Group papers

*Nick Royle*

Papers considered by the Steering Group are given a default classification of Open Access, and can be read by anybody. For various reasons, others have more restricted access conditions, as follows:

**Embargoed** until [date, or 'after CCSG consideration'] where a paper is time-sensitive for some reason, such as being the subject of a press announcement.

**Restricted** – where the paper is restricted in readership to Steering Group members, but no specific security measures are required.

**Commercial-in-confidence** – where a paper pertains to contractual details that might be of benefit to competing commercial interests, and where the paper needs to be sensitively handled, as for confidential papers.

**Confidential** – where the contents of a paper are considered to be sensitive for personal, legal or other organisational reasons, and where the paper should be managed sensitively (such as being stored in a locked cabinet) until such time as the access restriction is lifted.

Access conditions are noted on the Steering Group agenda. To obtain an open access paper, contact your Steering Group representative (see previous page for contact details). ♦

## Cochrane communication channels

There are a number of targeted communication channels, including [e-mail lists](#), [newsletters and bulletins](#).

Further details can be found on the Collaboration website, at [www.cochrane.org](http://www.cochrane.org). ♦

## GOAL 1: To ensure high quality Cochrane systematic reviews are available across a broad range of healthcare topics

### Next steps in the further development of the 'editorial board'

*Jonathan Craig*

Over the last three years, Co-ordinating Editors have been discussing the need for a new organisational entity to enable them to collaborate more effectively, address common challenges shared by all CRGs for improving Cochrane reviews; and to harmonise processes and standards where necessary. This led to a decision by the Steering Group in April 2007 to give unanimous in-principle approval for the proposal from the Co-ordinating Editors to undertake more work on establishing an 'editorial board'. In July the Steering Group provided funds for a project for the next stage in the development and implementation of the 'editorial board' concept. The term 'editorial board' is confusing because the new entity may share some functions of a traditional journal editorial board, but it is most likely that it will have different and 'Cochrane-relevant' functions, i.e. it will be purpose-built. However, for the moment, we are using this term for simplicity until agreement is reached on its final name. The project will run over 18 months. It will examine how the 'editorial board' should be established as a functioning entity, including its name, purpose, responsibilities and accountability, membership, secretariat, and relationships with other groups in the Collaboration. The executive group of the Co-ordinating Editors has formed a small team of people with primary responsibility for this work, and nominated Sophie Hill, Co-ordinating Editor for the Consumers and Communication Review Group, to manage this process. Other team members are Andy Oxman and Paul Garner, and Harriet MacLehose, Co-Convenor of the Quality Advisory Group. Consultation will be critically important and will involve participation by and consultation with Co-ordinating Editors, members of the Steering Group, RGCs and TSCs, the Publishing Policy Group, Methods Groups, Fields, and the Consumer Network. ♦

## RevMan 5 rollout/implementation, and IMS development

*Monica Kjeldstrøm*

Monica Kjeldstrøm, IMS Director, will be briefing the Steering Group in São Paulo on the rollout process for RevMan 5, and the support available from the IMS Support Team. She will also be reporting on the development of the IMS workflow and tracking component, designed to support production and publication of high quality reviews by offering a tool to help standardise editorial tasks, automate tasks appropriately, and assist the editorial process through task reminders and reporting tools. It has been planned that this component would be a non-mandatory element of Archie, but recent discussions have suggested that some people favour a mandatory workflow and tracking system to help improve and standardise quality measures across Cochrane reviews. At their forthcoming meeting, the Steering Group will discuss the implications of such a possible change for the system as well as for Cochrane Review Groups. ♦

## CENTRAL – moving towards CISRR

*Ruth Foxlee*

As well as hearing feedback on the interim measures for the compilation of CENTRAL from entities' specialised registers, that have been in place since late 2006, the Steering Group will be hearing from the TSCs' working party, which has done a great job in a short time looking at some of the issues to be considered as we move towards replacing CENTRAL. A decision will be considered on launching a Request for Proposals (RFP) for developing the system known provisionally as CISRR – the Cochrane International Study Reports Register. If a 'go' decision is made, it is anticipated that an RFP will be launched before the end of 2007. ♦

## GOAL 2: To promote access to Cochrane reviews and the other products of The Cochrane Collaboration

### Extension of the publishing contract

*Nick Royle and Deborah Dixon*

Entities will have received recently a Question and Answer briefing paper that set out the rationale and process for considering an extension to our current publishing arrangements, together with an outline of the benefits to be gained from this proposal. Offering free access to *The Cochrane Library* in the least developed countries, as well as increased financial returns to the Collaboration overall, if the Steering Group approves the revised contract it could be in place by the end of the Colloquium. ♦

### Invitation to join the Guidelines International Network (G-I-N) advisory board

*Nick Royle*

After lengthy discussions about how the Collaboration and G-I-N could better work together, we have received an invitation to be represented on their advisory board. G-I-N's mission (promoting systematic development of guidelines and their application in practice) resonates well with that of the Collaboration, and feedback on this proposal would be particularly welcome via your constituency representative (see page 2 for contact details). ♦

## Cochrane communication channels

There are a number of targeted communication channels, including [e-mail lists](#), [newsletters and bulletins](#).

Further details can be found on the Collaboration website, at [www.cochrane.org](http://www.cochrane.org). ♦

## **GOAL 3: To ensure an efficient, transparent organisational structure and management system for The Cochrane Collaboration**

### **Responding to the five-year review of the Steering Group**

*Lorne Becker and Adrian Grant*

Drawing on the report submitted by Alessandro Liberati and his team, the Steering Group will be considering a package of measures designed to address the recommendations of the review. These centre on communication, internal organisation, capacity to deliver, and meeting core goals. Lorne Becker will be making a presentation at the AGM that outlines the principal outcomes of the review. ♦

### **Issues raised by the Monitoring and Registration Group (MRG), and succession planning for Co-ordinating Editors**

*Rob Scholten and Peter Tugwell*

In a confidential report, the MRG asks the Steering Group to consider some contentious issues regarding how we deal with entities that are experiencing difficulties, and it will be important to build consensus around this difficult area. In a related paper, Richard Hughes of the Cochrane Neuromuscular Diseases Group tables an Open Access paper on succession planning for Co-ordinating Editors, which makes some useful recommendations. Again, feedback and thoughts on these difficult issues would be most welcome. ♦

### **Strategic discussion at the mid-year Steering Group meeting**

*Lorne Becker and Adrian Grant*

Last year, the Steering Group, Centre Directors and Co-ordinating Editors decided to put time aside around the Steering Group's mid-year meeting to consider wider issues of strategic importance.

Too often we can get bogged down with urgent or immediate decision-making, and it is important to take time out to consider matters more strategically. At the São Paulo meeting, the Steering Group will be moving towards a decision on what the topic should be in Vellore, India, in April next year, where we will be the guests of the South Asian Cochrane Network. The front-running topic at present is whether, and how, the Collaboration should move beyond publishing systematic reviews into more applied publications, such as point-of-care applications or decision tools and continuing medical education. ♦

### **Key performance data**

*Nick Royle*

What do we measure, how, and what does it tell us? Monitoring the health of an organisation can make the difference between mission success and failure. Knowing at any one point how we are performing on key measurements should allow the Steering Group to concentrate on the key areas that need attention, and spend less time on those areas that don't. Identifying what the key data are and how to measure and monitor them without impacting on people's ability to get on with their work will be a matter for consideration at the meeting. ♦

## **GOAL 4: To achieve sustainability of The Cochrane Collaboration**

### **Financial data**

*Donna Gillies*

At every meeting the Steering Group ensures that it is up-to-date on the Collaboration's current financial position, and considers its revenues and spending plans for the next three to five years. The Colloquium is also the occasion for the Collaboration's Annual General Meeting, which is a formal legal requirement and to which all entities are expected to send a representative. At this meeting the annual Report and Financial Statements are formally presented to the members (the Collaboration's entities), and copies will be e-mailed to all entities in advance of the AGM. ♦

# The Cochrane Collaboration Steering Group (CCSG) from 24 October 2007



**JANET WALE**  
Consumer Network  
Representative  
(Australia)



**LIZ WHAMOND**  
Consumer Network  
Representative  
(Canada)



**LORNE BECKER**  
Co-Chair &  
Convener of the  
Publishing Policy Group  
(United States)



**ADRIAN GRANT**  
Co-Chair &  
Convener of the  
Executive Group  
(United Kingdom)



**DONNA GILLIES**  
Author Representative  
(Australia)



**ROB SCHOLTEN**  
Centre Representative  
Co-Convener of the  
Monitoring and Registration  
Group  
(The Netherlands)



**SALLY GREEN**  
Centre Representative  
(Australia)



**LISA BERO**  
Centre  
Representative  
(United States)



**JOY OLIVER**  
Centre Representative  
(South Africa)



**JON DEEKS**  
Methods Group Representative  
(United Kingdom)



**KATRINA WILLIAMS**  
Field Representative  
(Australia)

**Members of the CCSG**  
Co-Chairs: Lorne Becker and Adrian Grant  
CRG Representatives: Jonathan Craig, Zbys Fedorowicz, Donna Gillies,  
Peter Tugwell, Narelle Willis, and Hans van der Wouden  
TSC Representative: Ruth Foxlee  
Centre Representatives: Lisa Bero, Sally Green, Joy Oliver, and Rob Scholten  
Field/Network Representative: Katrina Williams  
Methods Group Representative: Jon Deeks  
Consumer Network Representatives: Janet Wale and Liz Whamond



**COCHRANE COLLABORATION SECRETARIAT**  
Co-Chairs: Lorne Becker and Adrian Grant  
Treasurer: Donna Gillies  
Chief Executive Officer: Nick Royle  
Administrator and Company Secretary: Jini Hetherington  
Deputy Administrator: Claire Allen  
Administrative Assistant/Secretary: Diana Wyatt



**JINI HETHERINGTON**  
Administrator,  
Company Secretary

**CLAIRE ALLEN**  
Deputy Administrator

**DIANA WYATT**  
Secretary /  
Administrative Assistant

**NICK ROYLE**  
Chief Executive Officer



**RUTH FOXLEE**  
TSC Representative  
(United Kingdom)



**NARELLE WILLIS**  
RGC Representative  
(Australia)



**HANS VAN DER WOUDEN**  
CRG Representative  
(The Netherlands)



**ZBYS FEDOROWICZ**  
CRG Representative  
(Bahrain)



**JONATHAN CRAIG**  
Co-ordinating Editor representative  
(Australia)



**PETER TUGWELL**  
Co-ordinating Editor Representative  
(Canada)

The Cochrane Collaboration Secretariat, Summertown Pavilion, 18 - 24 Middle Way, Oxford, OX2 7LG, United Kingdom.  
Tel: + 44 (0) 1865 310138. Fax: + 44 (0) 1865 316023. Email: secretariat@cochrane.org. Internet: www.cochrane.org  
This poster was produced by Diana Wyatt. Copies can be obtained from her (dwyatt@cochrane.org).