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**STRATEGIC PLAN 2018-2020**

 **December 2018**

Cochrane Public Health

Cochrane Public Health (CPH) works with individuals and teams internationally to produce and publish Cochrane reviews of the effects of population-level public health interventions that address the structural and social determinants of health. CPH is supported by funding from the National Health and Medical Research Council (NHMRC), the University of Newcastle, the UK Medical Research Council and Scottish Government Chief Scientist Office. The core staff and editorial base who provide the core functions for CPH are located in Australia and the UK. CPH also has Satellites in Europe and South-East Asia, and a broader international editorial team of Contact Editors, Methods Editors, Statistical Editors and Information Specialists (see CPH website [www.ph.cochrane.org](http://www.ph.cochrane.org) for details).

Why is a strategic plan needed for CPH?

Strategic planning can ensure decisions and actions undertaken by CPH are deliberate, consistent with its organizational values, and contribute to achieving its goals and objectives. The development of a strategic plan is also intended to provide clarity of purpose, function and role within CPH, as well as a mechanism for accountability.

The plan has been developed in the context of the Cochrane Review Group (CRG) Transformation Programme which required Networks to prepare a strategic plan stating how they intend to support CRGs in delivering high-quality, timely reviews on priority topics. The CPH strategic plan is aligned and contributes to the achievement of the broader Cochrane Public Health and Health Systems Network (2018-2020) strategic plan which seeks to support member CRGs by:

1. Supporting review production and capacity

2. Evaluating Network scope and prioritisation of topics

3. Fostering collaboration within the Network and with the wider Cochrane community

4. Supporting knowledge translation to increase the impact of Cochrane reviews

5. Ensuring accountability and sustainability of the Network

The strategic plan also encompasses strategies to achieve CRG performance metrics outlined in the Transformation Programme plan, including strong leadership and a well-functioning editorial board, appropriate methodological expertise and capacity, commitment to quality, sustained funding, and a prioritization process connected to key stakeholders.

Process of strategic plan development

The development of this strategic plan has been led by the joint Co-ordinating Editors and the Managing Editor of CPH, in consultation with the Senior Editor of the Cochrane Public Health and Health Systems Network. Written feedback on the draft plan was solicited from all members of the CPH external editorial team, and Co-ordinating Editors of other CRGs within the network.

Plan implementation, review and accountability

Ultimately, the responsibility for successful completion of the plan will rest with the Co-ordinating Editors. CPH staff employed from infrastructure funding for the CPH editorial base will undertake strategic plan activities at the direction of the Co-ordinating Editors. It is, however, envisaged that all members of the external CPH editorial team contribute to the achievement of strategic plan objectives. The establishment of CPH working groups aligned to strategic plan objectives is proposed as a mechanism of ensuring all members of the broader CPH editorial team have the opportunity to lead and/or contribute to the strategic functioning of the organisation. The role of working groups will be to develop operational plans and execute tasks to achieve the strategic objectives. Up to five working groups (one for each objective) could be established, pending the capacity and interest of editorial group members and the scope of work determined for each.

Progress toward achievement of the strategic plan objectives will be monitored by CPH editorial team members during meetings of the CPH Core and external editorial groups. Pending a review of CPH governance, oversight may also be provided by an external expert advisory group.

Goal

To facilitate the production, publication and use of rigorous, relevant and impactful systematic reviews of public health interventions to support evidence-informed decision making to improve public health and wellbeing

Values

**Collaboration:** CPH recognizes the importance of collaborative partnerships, multi-disciplinary expertise and diverse perspectives in improving public health and reducing health inequalities.

**Excellence:** CPH is dedicated to the pursuit of excellence in editorial process, systematic review methods, and evidence translation.

**Integrity:** CPH understands that undertaking CPH activities professionally and with impartiality, transparency, and honesty is critical in ensuring trust.

**Innovation:** CPH fosters a culture of creativity and supports innovative approaches to improve CPH functioning and impact.

**Respect:** CPH recognises the inherent value and dignity of all people and supports an environment of tolerance, understanding, and mutual respect.

**Accountability:** CPH is dedicated to undertaking its role responsibly, ensuring appropriate stewardship of resources, and embedding transparent mechanisms of accountability across all levels of functioning.

Objective:

To achieve its stated goal CPH will undertake a range of strategic activities to:

1. Review CPH scope to ensure its relevance
2. Introduce a review prioritisation process to identify systematic review topics, in line with CPH scope, with the greatest potential to improve public health
3. Review and refine CPH governance, editorial policies and processes to improve efficiency and capacity for CPH deliver on its strategic objectives.
4. Facilitate research to improve CPH core functions, processes, review methods or translation of review findings.
5. Diversify CPH funding and secure commitments for core activities beyond 2022
6. Ensure strong leadership, allied to a well-functioning editorial team
7. Develop strategies to ensure wider academic and policy community use of CPH reviews in policy & guideline development

Strategic plan activities

1. **Review CPH scope**
2. Identify and consult with key CPH stakeholders regarding the alignment of current CPH scope with global evidence needs (March 2019)
3. Revise, if required, the scope of CPH, in consultation with CPH broader editorial team, stakeholders, and the Cochrane Public Health and Health Systems Network (June 2019)
4. **Introduce a review prioritisation process to identify systematic review topics, in line with CPH scope, with the greatest potential to improve public health**
5. Identify and establish relationships and ongoing communication processes with priority international stakeholders consistent with Cochranes partnership policy and KT initiatives (June 2019)
6. Develop and execute a plan, in consultation with the broader CPH editorial group, and in partnership with stakeholders, to identify CPH systematic review priorities (August 2019)
7. Develop and execute a strategy to solicit and support the timely completion of priority Cochrane systematic reviews. (March 2020)
8. **Review and refine CPH governance, editorial policies and processes to improve efficiency and capacity for CPH to deliver on its strategic objectives.**
9. Review CPH governance structures and processes to ensure that they are best able to support achievement of CPH core functions and strategic objectives. This includes the establishment (where they do not exist) of clear role descriptions for CPH staff and editorial members, terms of reference for CPH groups, appropriate diversity in expertise, and mechanisms of accountability (June 2019).
10. In consultation with the Network, develop, implement and regularly update processes to improve the timely production of systematic reviews that meet Cochrane quality standards. This could include modification to existing workflows, rigorous assessment of review titles etc. (August 2019)
11. Support editorial team members to maintain up-to-date knowledge of best-practice systematic review methods as required by Cochrane (December 2018)
12. Develop and implement mechanisms of accountability for all CPH editorial team and other personnel against their key roles and responsibilities (June 2020)
13. Contribute to and utilise resources for authors and Editors developed by CPHHS Network and Cochrane more broadly
14. **Facilitate research to improve CPH core functions, processes, review methods or translation of review findings.**
15. Develop a system to identify key research needs, tools or resources of CPH to support the production of quality systematic reviews or the translation of CPH generated evidence (March 2020)
16. Work with CPH satellites and form strategic partnerships within and/or external to Cochrane to support the generation of research of benefit to CPH (e.g to improve CPH editorial processes, the quality of CPH reviews, or the broader translation of research findings) (August 2020).
17. **Diversify CPH funding and secure commitments for core activities beyond 2022**
18. Secure on-going funding beyond the term of this strategic plan to meet the core operational costs of CPH (January 2020)
19. Identify and develop a targeted strategy to secure funding (cash or in-kind) to enhance CPH functioning, including CPH aligned research. (June 2020)
20. Develop a strategy to identify appropriate funders and solicit funding of priority systematic reviews identified through CPH priority setting process (November 2019)
21. **Ensure strong leadership, allied to a well-functioning editorial team (and Board?)**
22. Foster a productive, collegial and professional culture within CPH (September 2018)
23. Ensure adherence of CPH team to CPH policies, and provide transparency for CPH decisions (May 2019)
24. Establish a clear process for CPH team members to express concerns or grievances and establish appropriate processes for these to be resolved (May 2019)
25. Identify and act to mitigate threats to the integrity, reputation and outputs of CPH (May 2019)
26. **Develop strategies to ensure wider academic and policy community use of CPH reviews in policy & guideline development**
27. Strengthen the participation by stakeholders (including consumers), in horizon scanning, the development of new, priority review titles, their conduct and dissemination (May 2020).
28. Develop/adopt appropriate knowledge translation strategies to increase the potential impact of published reviews from the CPH (June 2020)
29. Develop an impact strategy which includes the identification of key metrics and measures to assess CPH impacts (Dec 2020).