

# **‘Working Better Together’**

## **Central Executive Team Restructuring**

**January 2018**

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



# Introduction

- We're a well established, high quality, very successful CET, three years out from the end of *Strategy to 2020* with a focus on: driving key organizational changes across Cochrane; implementing major transformational projects; delivering an enhanced Cochrane Library and content that meet future user needs; and establishing a sustainable business model and structure (including CET) for 2020 and beyond.
- Taking the opportunity of unforeseen changes in Heads of Departments in 2017, and building on our learning over recent years, the SMT looked at how we might improve CET/SMT ways of working – and our structures – to help us achieve these objectives more efficiently and effectively in the next three years.
- The presentation focus on structural changes; but important product, project & operational management process changes will also be made.
- Within each departmental slide are lists of departmental functional areas of responsibility: they are not linked to individuals, or proposed internal structures. These will be worked out by the Heads of Dept with their teams.
- Three departments are named "... Services". This is to reflect a service-based approach that is appropriate for these areas. This is in contrast to other Departments that are setting strategy in a given area.



- Organizational management and special projects
- Governance
- Fundraising
- Organizational partnerships, advocacy & external relations
- Centre Group management

- Core product development
- Managing commercial services
- Innovative research and development

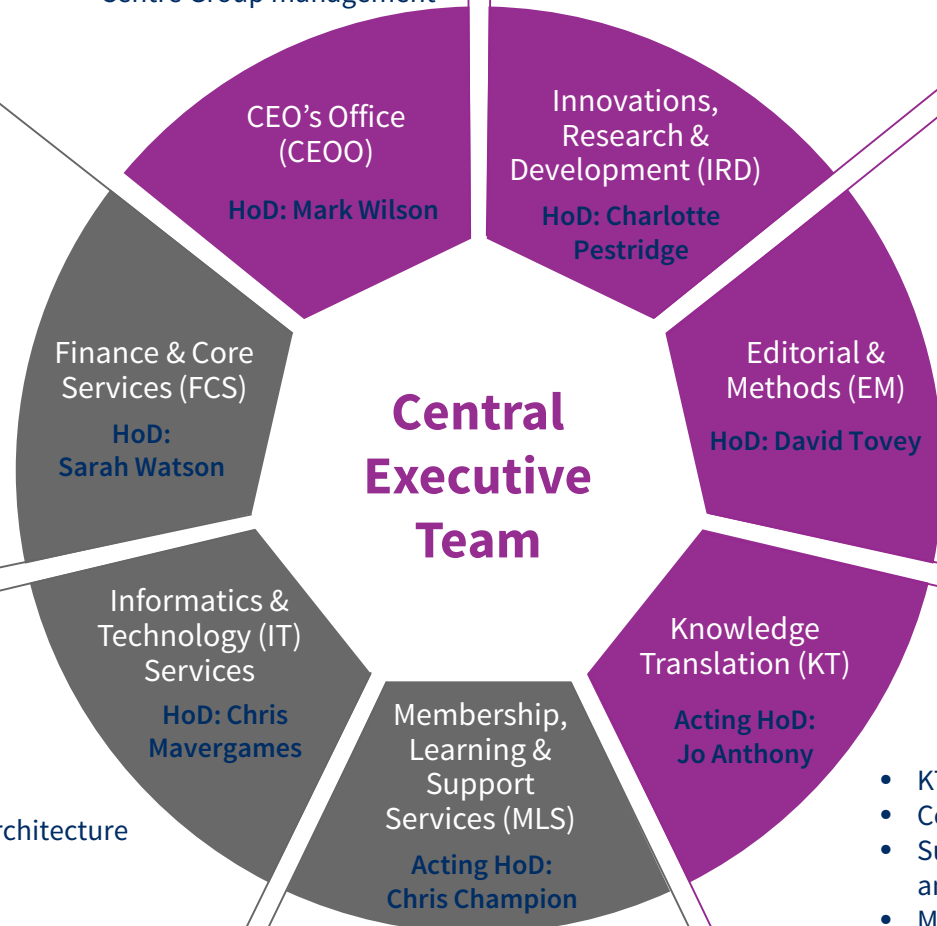
- Editorial policy and publication
- Review production and quality
- CRG Networks management
- Methods research and development
- Methods Group management

- KT implementation
- Communications and dissemination
- Supporting advocacy, partnerships and external engagements
- Marketing, brand management and events
- Fields management

- Membership and engagement
- Learning and development
- User support

- Finance services
- HR services
- Business services
- Business performance

- System management/architecture
- Software development
- Third party integrations
- Data management
- IT support services

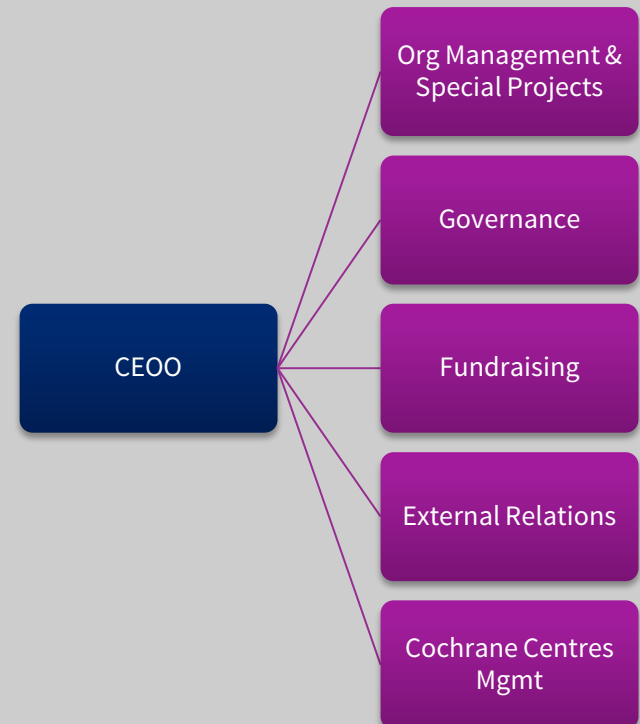


# Chief Executive's Office (CEOO)

*including Governance, Fundraising & External Affairs*

- Organisational leadership, strategy, management & oversight (including management of SMT)
  - Publishing Management (2018)
  - Special Projects
- Governance Support (Governing Board, Board Sub-Committees & Council)
- Fundraising & Revenue Generation
- Organisational Advocacy, Partnerships, Policy & External Affairs
- Cochrane Geographic Group Management

## Department functional areas at a glance



# Cochrane Editorial & Methods Department

- **Editorial Policy and Publication Unit**
  - Editorial policy and development
  - Digital content curation and development
  - Cochrane Library Development
  - Copy-editing Support and Style Manual
  - ME Support
- **Review Production and Quality Unit**
  - CRG Transformation Programme
  - CRG Network Management and quality
  - Fast-track publishing
- **Methods Research and Development Unit**
  - Leadership & management of Editorial Board & Scientific Committee
  - Content strategy
  - Methods leadership, co-ordination & support
  - Cochrane Methods Group Management
  - Funding Arbiter and IS support
  - Cochrane Clinical Answers

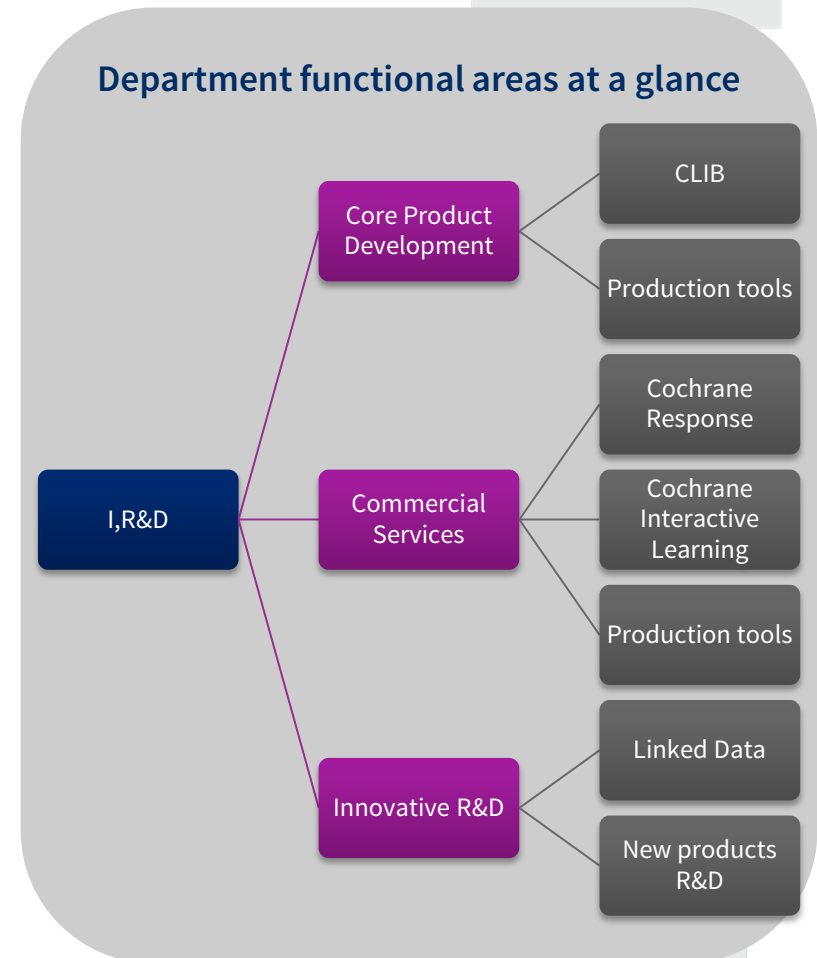
## Department functional areas at a glance



Head of Dept: Editor in Chief – David Tovey

# Innovations, Research & Development

- Core product development
  - Co-Chair of Ops Management Team
  - Cochrane Library Product Development
  - Cochrane Library Business Analysis
  - Cochrane Tools product development
- Managing Commercial services
  - Cochrane Response
  - Cochrane Interactive Learning
  - Production tools (e.g., RevMan, Covidence)
- Innovative R&D
  - Linked Data commercialisation / strategy
  - Horizon scanning
  - 'Seed' research, innovation & market testing new ideas

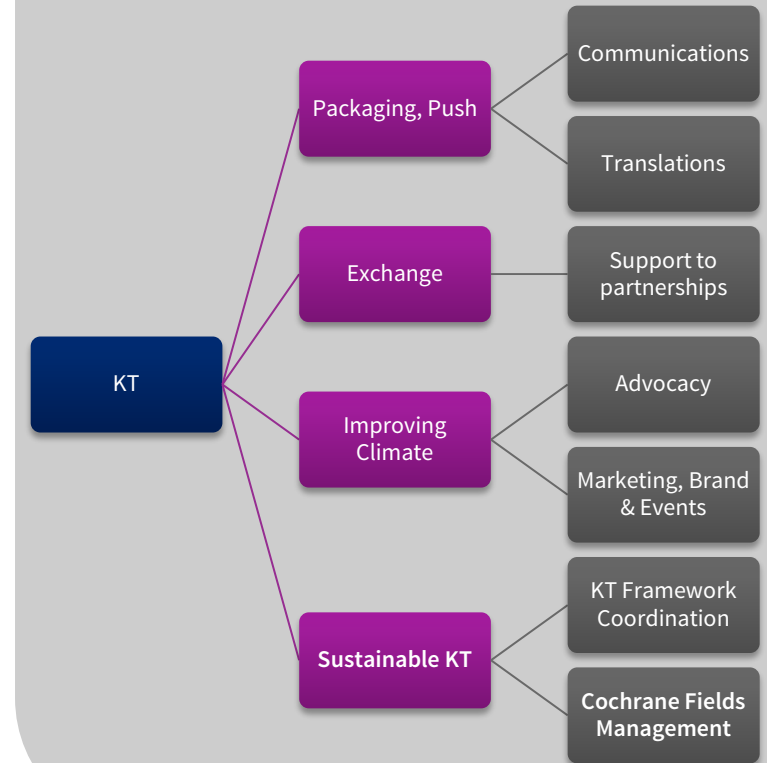


# Knowledge Translation

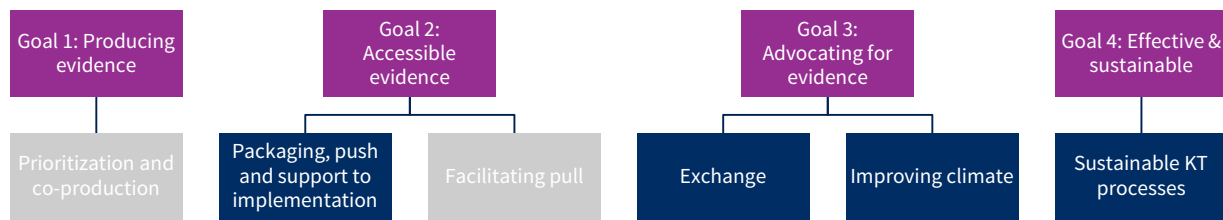
- Facilitating and supporting KT implementation across the CET and Cochrane:
- Communications (External & Internal), Dissemination
  - Re-packaging of Cochrane content
  - A multi-lingual approach - Translations
- Support to 'content' advocacy, partnerships & external engagement
- Marketing, brand management & events
- Sustainable KT processes and Fields Management.

## Head of Dept: New Recruitment

### Department functional areas at a glance



*Primary responsibility for 4 of the 6 themes of the KT framework*

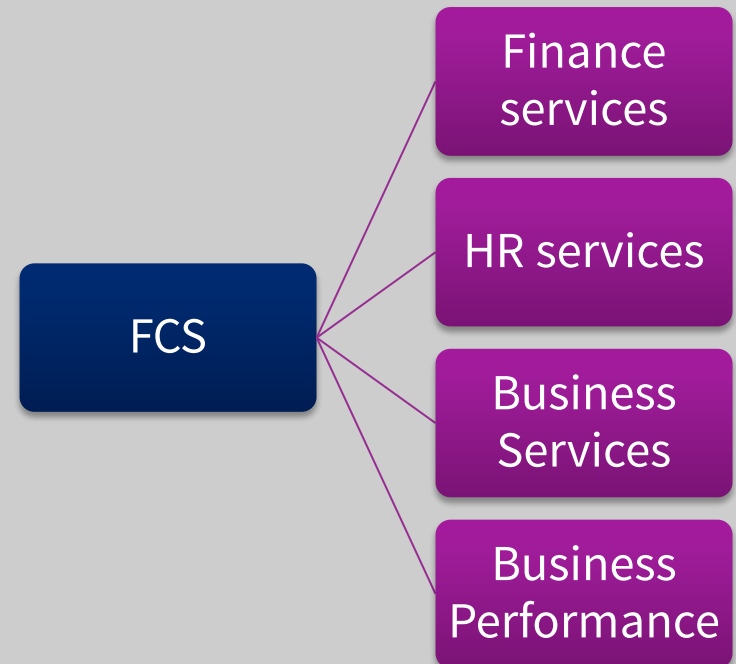




# Finance & Core Services (FCS)

- Finance services
- HR services
- Business services
  - Risk Management
  - Contracts Management
  - Publishing RFP (2018)
  - Publishing Management (2019-)
  - Administration & Office/Facilities Management (London, Copenhagen & Freiburg)
- Business performance
  - Co-Chair of Ops Management Team
  - Planning & Monitoring/Reporting
  - Business & Project Management Processes
  - Business performance metrics
  - Cochrane Group Financial Monitoring
  - Environmental Reporting

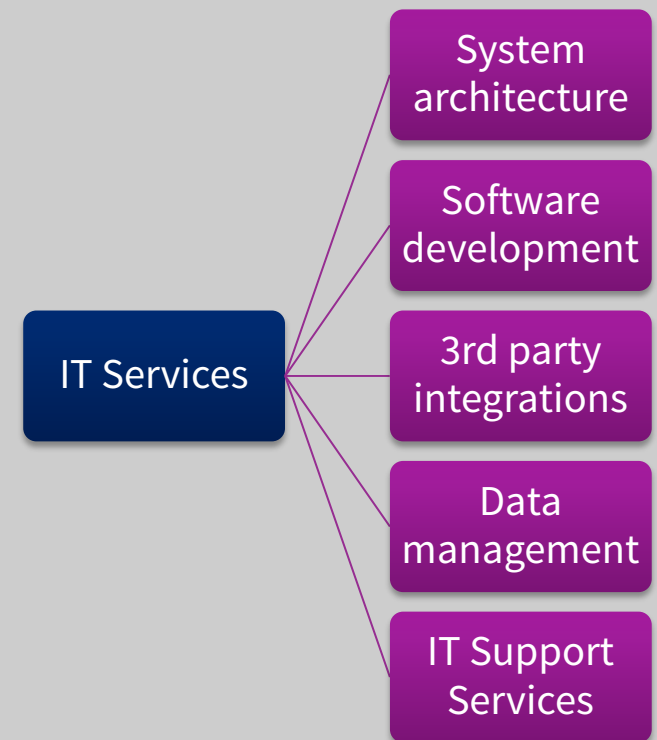
## Department functional areas at a glance



# Informatics & Technology (IT) Services

- System management / architecture
  - IT systems infrastructure design, development and maintenance
  - Systems administration and security
- Software development
  - Development & maintenance of the new ecosystem of review & content production tools
- 3<sup>rd</sup> party Integrations
  - Technical leadership, integrations and, where relevant, development and maintenance of 3<sup>rd</sup> party IT solutions (e.g. CRM, LRS)
- Data Management
  - Leading technical side of initiatives to store and reuse data (linked to CRS-D)
  - Linked Data (operational delivery)
- IT Support Services
  - CET IT support provision
  - Web Team management

## Department functional areas at a glance



# Membership, Learning and Support Services (MLS)

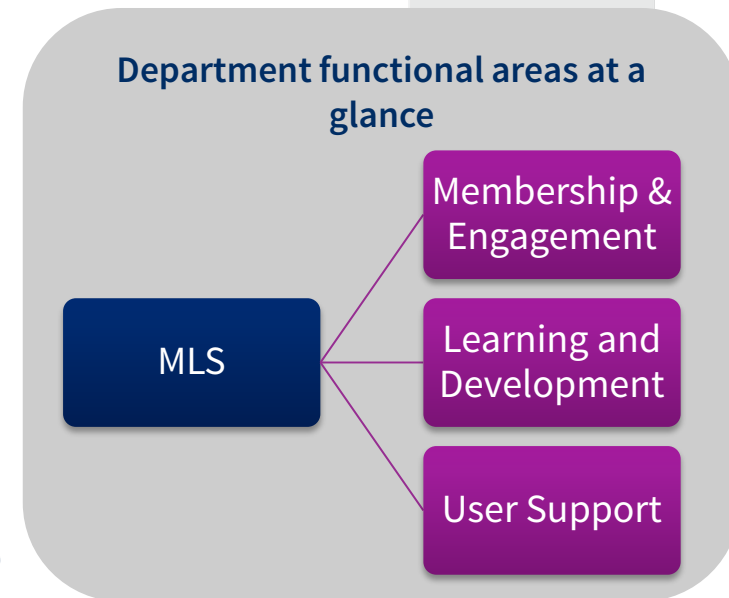
**MLS will provide an integrated people management approach so that Cochrane recruits, develops and retains high quality contributors to participate in our work.**

This will be achieved by providing:

- Opportunities to gain experience through membership
- Learning programmes that allow people to develop skills required and allow Cochrane to build capacity in areas of strategic importance
- User support that is quick and effective

We will be responsible for the development needs of a wide range of individuals, including authors, consumers and Group staff, with all consumer participation support functions being integrated into the department.

In addition we will support CET colleagues by providing support for implementation activities



# Senior Management Team

- CEO
- Editor in Chief / Deputy CEO
- Deputy Editor in Chief
- Head of Innovations, R&D (Cochrane Innovations CEO)
- Head of Knowledge Translation
- Head of Finance & Core Services
- Head of IT Services (CIO)
- Head of Membership, Learning & Support Services
- CEO Senior Advisor (Governance & Management)
  
- Other attendees depending upon the decisions to be taken/subjects discussed.



## Overview of main changes

- Introduction of a new Operations Management Team.
- Cochrane Innovations team is formally integrated within the charity's management structure; and product development of ECLIB (commercialisation) & new products incorporated into a new Innovations, R&D Department.
- Introduction of a new Knowledge Translation Department, drawn from the existing CEAD, focusing on facilitating & supporting KT, communications, translations, 'content' advocacy, partnerships & external engagement; events & marketing.
- Fields report to Head of KT Dept. rather than CEO
- Organisational partnerships, external affairs and fundraising moves into the CEOO
- L&SD is broadened in scope to cover membership (including consumer, student & other groups), learning and development, and user/community support
- FCS takes on business services/planning/monitoring/ reporting responsibilities, including management of Cochrane's future publishing arrangements.
- New structure effective from 5<sup>th</sup> February 2018