

## Governing Board Paper

<b>Agenda number:</b>	12.5 [2018-LISB-12.5]
<b>Agenda item:</b>	<b>Knowledge Translation implementation update</b>
<b>Submitted for Governing Board meeting:</b>	Lisbon, March 2018
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<b>Sponsored by:</b>	Mark Wilson, Chief Executive Officer
<b>Access:</b>	Open
<b>Decision or information:</b>	Information
<b>Resolution for the minutes:</b>	-
<b>Executive summary:</b>	The <a href="#">Knowledge Translation (KT) Framework</a> was approved in April 2017 by the Board. At its meeting in Cape Town, September 2017, a <a href="#">KT implementation plan</a> was presented and approved. This report provides an update on KT implementation since Cape Town, and specifically reviews the achievements as pledged in the KT implementation plan.
<b>Consultation with Cochrane Council:</b>	No
<b>Financial request:</b>	N/A

## 1 Background:

The [Knowledge Translation \(KT\) Framework](#) was approved in April 2017 by the Board. At its meeting in Cape Town, September 2017, a [KT implementation plan](#) was presented and approved.

This report provides an update on KT implementation since Cape Town, and specifically reviews the achievements as pledged in the KT implementation plan, in which we indicated that by Lisbon (March, 2018) we would have:

- A fully functioning governance structure.
- Revamped KT pages on the community website.
- An implementation plan agreed by the Working Groups and work underway.
- Co-ordination and collection of data regarding existing KT capacity and experience under way.
- At least two examples of KT great practice in the community identified and formal plans made to scale these up.
- A more detailed list of expected outputs and outcomes per Working Group.
- A monitoring and evaluation plan for KT.

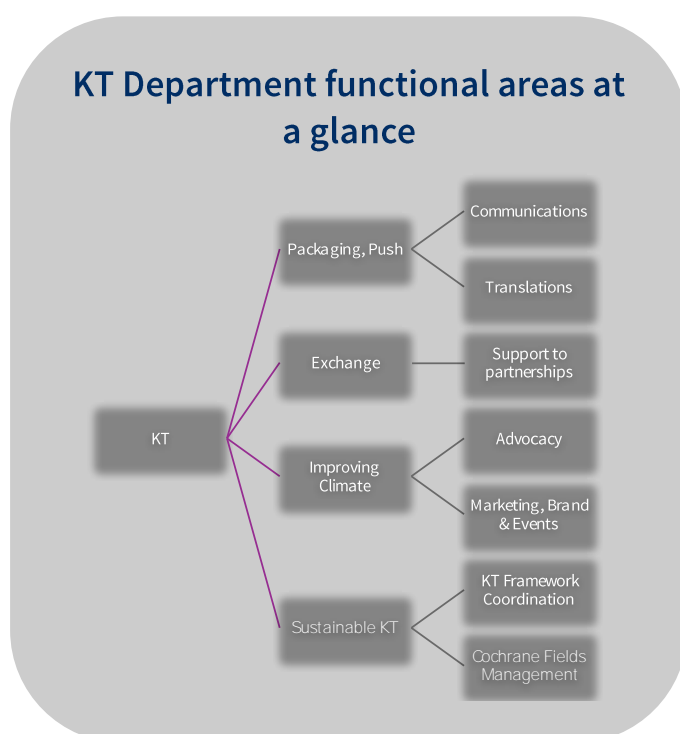
## 2 KT Implementation

### 2.1 Incorporating KT into the Central Executive Team

A new department has been established within the Central Executive Team (CET) to lead the coordination, facilitation and support for the implementation of the KT Framework. The Head of the KT Department will lead and manage the Central Executive Team's own KT work, including the production of KT outputs (external and internal communications, dissemination, media outreach, multi-lingual strategies, brand marketing and events); and facilitate and support the development of KT partnerships, ensuring that they are provided in an effective and efficient manner to support Cochrane's strategic aims and operational activities. The Head of KT will report to the CEO, as well as (a dotted line) to the Editor in Chief so as to ensure close connections to the review production work of Cochrane, and specifically to its eight new CRG Networks.

An important additional change is that Fields are now reporting to the Head of KT (instead of the CEO), acknowledging the important role Fields play in KT.

The vision of this new department is to assist health decision-makers access Cochrane's existing research and evidence more easily and to use it more effectively in their work.



### 2.2 Establishing a KT governance structure

The [KT Advisory Group](#) has been established and meets monthly. This group provides advice and guidance to the core project team, co-ordinating the implementation of the KT Framework and enabling KT activities. It has been instrumental during the past six months in ensuring the KT Working Groups (see below) are going into the right direction, and ensuring linkages between Groups are established where needed. The KT Advisory Group has also advised the CET on the KT opportunities and implications of other critical projects for Cochrane (such as the CRG Transformation Programme; and the development of the new Cochrane Content Strategy).

Working Groups have been set up to guide each of the following KT Work Packages:

- Embedding prioritization
- Improving and scaling up products
- Multi-lingual approaches
- Growing capacity in our users
- Strategic partnerships
- KT infrastructure and KT capacity in Cochrane
- Striving for common language
- Evaluation of KT

Around 100 members from the Cochrane community have volunteered to join the Working Groups. CET staff members facilitate the work of the Working Groups. In addition, KT Advisory Group members have joined the Working Groups to ensure close connections between the Advisory Group and the Working Groups.

### 2.3 Knowledge translation webpages on the Community site

A start has been made with [creating a platform on the Cochrane Community site](#) where all information regarding KT can easily be found. Much more information will be added over the coming months. The pages are available as part of the review production section of the community website, emphasizing the close link with content production.

The Working Group on KT infrastructure and KT capacity will guide the development of the resource base on the Community website.

### 2.4 Implementation plan by Working Groups

The table below provides a summary of the overall aims of the Working Groups and their priority areas of work for the first six to 12 months. It also shows the linkages across Working Groups as well as key other Cochrane projects being implemented in 2018.

Working Group (WG)	Overall aim	Priority activities (for next 6 months – 1 year)	Link to other WG and/or key Cochrane project	No of members
Embedding prioritization	Cochrane systematic reviews address national, regional and global health thematic priorities	<ul style="list-style-type: none"> <li>• Collecting existing tools, resources and Cochrane Group priority setting experiences.</li> <li>• Develop guidance for priority setting that Groups can use to embark on priority setting process.</li> </ul>	Closely linked to partnership WG and to CRG Transformation Programme	22
Improving and scaling up products	Determine which formats are best for which reviews and audiences, and scale up the most effective formats	<ul style="list-style-type: none"> <li>• Audit existing types of products and prioritise products for further development.</li> <li>• Strengthen methods (structure, content and processes) for plain language summaries and support their implementation.</li> </ul>	Closely linked to Multi-lingual approaches WG and to the Content Strategy	19

		<ul style="list-style-type: none"> <li>Innovate and develop visual representation and infographical methods of communicating Cochrane Reviews.</li> </ul>		
Multi-lingual approaches	Be effective at translating content that is most appropriate in different settings to support the uptake of evidence in non-English speaking countries	<ul style="list-style-type: none"> <li>Contribute to multi-language Cochrane Library.</li> <li>Introduce new translation software Memsources.</li> <li>Prioritise content for different languages and audiences.</li> <li>Standardise and simplify content.</li> </ul>	Closely linked to WG on improving and scaling up products, WG on common language, and the work on the Cochrane Library	10
Growing capacity in our users	Strengthen capacity in user groups to demand, develop and use systematic review evidence.	<ul style="list-style-type: none"> <li>Map existing capacity and practice within the Cochrane community for growing capacity in various user groups (researchers, practitioners, policy makers, consumers, media, etc).</li> <li>Audit existing capacity and practice: how is success measured? What is the experience of Cochrane Groups: what works in their specific context; what works for which user group?</li> <li>Share and scale up best practice across Cochrane.</li> </ul>	Closely linked to the WG on KT infrastructure and KT capacity in Cochrane.	13
Strategic partnerships	Cochrane has strengthened mechanisms for effective interaction with partners, and Cochrane evidence and expertise is used by external partners and contributes to improving health.	<ul style="list-style-type: none"> <li>Identify and make available tools that facilitate partnership mapping, development and maintenance for Cochrane Groups to use.</li> <li>Develop an easy tool for Cochrane groups to access the resources for partnership development.</li> </ul>	Closely linked to WG on embedding prioritization.	13
KT infrastructure and KT capacity in Cochrane	Build Infrastructure & resources to enable KT and build capacity for KT in Cochrane	<ul style="list-style-type: none"> <li>A curated and structured collection of resources, tools and policies for undertaking KT.</li> <li>Case studies - a platform for capturing and sharing existing KT activities related to Cochrane reviews.</li> <li>A coherent learning programme covering:</li> <li>Core KT skills in Cochrane Groups.</li> </ul>	Closely linked to all WGs – this group will help strengthen capacity within Cochrane on all relevant KT aspects.	12

		<ul style="list-style-type: none"> <li>• Leadership / champion / policy skills KT skills in Cochrane Groups.</li> <li>• An accompanying programme of expert / peer support offering for select KT skills or tasks.</li> </ul>		
Striving for common language	Ensuring KT terminology used is understood across Cochrane.	<ul style="list-style-type: none"> <li>• Establish some common terminology (which could build on existing KT glossaries) and share this across Cochrane.</li> </ul>	Supports the work of all other WGs.	3
Evaluation of KT	Facilitate evaluation of the KT framework as well as KT activities across Cochrane Groups.	<ul style="list-style-type: none"> <li>• Evaluation of KT Framework: providing evaluation guidance to KT Working Groups</li> <li>• Evaluation of KT activities of Cochrane Groups: providing evaluation guidance to Groups for their KT activities</li> </ul>	Supports the work of all other WGs.	4

Implementation of the Knowledge Translation framework is also one of the five overall organizational targets for 2018, aiming to: *'build capacity and engagement in knowledge translation activities across the organization'*. The deliverables for the target have been defined as:

- A fully functioning governance structure.
- Priority setting guidance for Cochrane Groups.
- Highlight existing expertise & experience, identify examples of excellence, and share best practice with the Community.
- Identify existing products for scale-up.
- A learning programme for Groups has been planned and commenced, including expert/peer support.
- A multi-lingual approach to all KT products and processes.

We are confident that, with the Working Groups in place and their priority activities defined, and several areas of work already begun, we will be able to meet these deliverables this year.

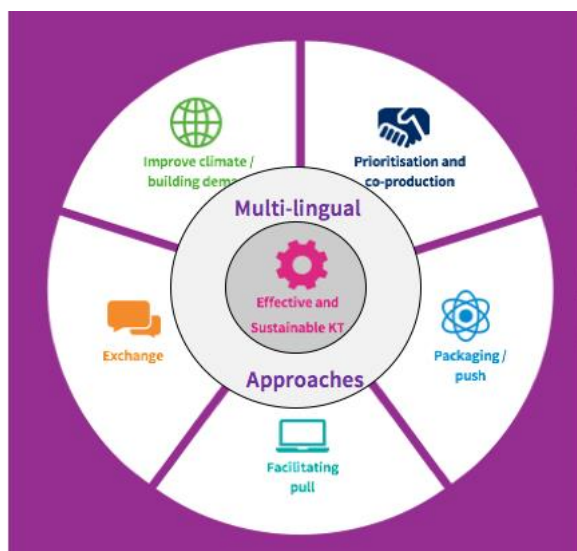
## 2.5 Products identified for scaling up

In collaboration with Cochrane Norway, a project has been started to look at user-friendly reporting and formatting of Cochrane Reviews of interventions. The scope of this work is to create sketches of new review format (prototypes), explore how different groups of users and producers experience these, and use this input to improve the prototypes. The overarching objective is to ensure that review end-users are likely to find the proposed review format useful and easy to use, while review producers are likely to find it practical to produce. This work will be carried out in close collaboration with the Editorial and Methods Department, as well as the Working Group on Improving and Scaling Up products.

Another key product being explored is the development of innovative visual representation and infographical methods of communicating Cochrane Reviews. Data visualisation was highlighted as a key priority during the interviews, discussions and Cochrane meetings that led to the development of the KT

Framework. A subgroup of the Working Group on Improving and Scaling Up products is taking this further and is exploring how Cochrane can engage in this area in an effective manner.

A key development of the first six months of implementation is the acknowledgement that language and multi-lingual approaches should be a central part of Cochrane's KT implementation work. This means that we will consider implications for translation of products into other languages at a much earlier stage of product development. The graphic below illustrates this development, lifting language translation from one of the workpackages to becoming central to KT implementation.



## 2.6 Monitoring and evaluation plan for KT

A KT monitoring and evaluation plan is not yet available. The Evaluation Working Group has been established and the group will start work on the evaluation plan when all Working Groups have agreed their plan of work, which will form the basis of the evaluation plan.

The Evaluation Working Group will also provide guidance on KT evaluation activities implemented by Cochrane Groups.

## 3 Conclusion

The expected deliverables for quarter 1 of 2018, as outlined in the KT Implementation plan, have been met, except for the evaluation plan. A lot of effort has gone into establishing the governance structure, engaging the Cochrane community, thus implementing the distributed leadership model as outlined in the KT Framework. In addition, a KT department has been established within the CET to allow for an effective facilitation of KT implementation from the central level. The KT Advisory Group has continued to provide excellent strategic guidance to the various Working Groups. The approved KT budget for 2018 is £120,000. We expect this budget to be sufficient for implementing the KT activities currently being planned by the KT Working Groups.