

Strategic plan 2015-2020

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Contents

Executive summary	3
1. Who we are	4
Vision	4
Mission	4
Strap line	5
Organisational set-up	5
History and achievements to date	5
2. Goals and objectives	6
Goal one: Provide training in systematic reviews, and to contribute to Cochrane reviews and development of review methodology.	6
Goal two: Increase the use of evidence in healthcare by making it accessible to key actors of the Swiss health system.	6
Goal three: Advocate for evidence and make Cochrane's work known in Switzerland.	7
Goal four: Build an effective and sustainable structure for Cochrane Switzerland to carry out its work.	7
3. Activities and targets	9
4. Financials	15
Annex 1 – Work plan 2015	16

Executive summary

The Cochrane Collaboration (Cochrane) is a global independent network of health practitioners, researchers, patient advocates and others, responding to the challenge of making the vast amounts of evidence generated through research useful for informing decisions about health. Cochrane Switzerland represents this network in Switzerland. We work towards evidence-informed health decision-making in Switzerland.

During 2013, Cochrane undertook a wide scale consultative process to develop a *Strategy to 2020*¹. This strategy builds upon four strategic goals: producing evidence; making evidence accessible; advocating for evidence; and building an effective and sustainable organisation. To achieve these goals, Cochrane will continue to rely to a large extent on its global network of contributors, centres and branches.

Cochrane Switzerland is one of the branches of Cochrane. In 2014, we assessed how we could adapt the *Strategy to 2020* to the Swiss context and realities. This document presents the strategic plan for Cochrane Switzerland.

To be relevant to the key actors of the Swiss health system, including health practitioners, researchers, policy-makers, patients and consumers, the media, as well as the general public, we identified the following four goals:

Goal one:	Provide training in systematic reviews, and contribute to Cochrane reviews and development of review methodology.
Goal two:	Increase the use of evidence in health care by making it accessible to key actors of the Swiss health system.
Goal three:	Advocate for evidence and make Cochrane's work known in Switzerland.
Goal four:	Build an effective and sustainable structure for Cochrane Switzerland to carry out its work.

The sequence of these goals does not represent a hierarchy of importance, but rather follows the same order as the goals in the *Strategy to 2020*, from which they have been adapted. Cochrane Switzerland gives high importance to goal two.

This strategic plan describes the goals and objectives in further detail, as well as the planned activities and targets expected to be achieved.

¹ *Cochrane Strategy to 2020* (public access version). The Cochrane Collaboration, 16th January 2014. Available from <http://www.cochrane.org/community/organisation-administration/cochrane-strategy-2020>.

1. Who we are

Cochrane Switzerland represents the Cochrane Collaboration in Switzerland. We work towards evidence-informed health decision-making in Switzerland. Cochrane Switzerland was formally established in 2010 as a joint branch of the French, German and Italian Cochrane Centres.

Vision

Our vision is a country where decisions about health and healthcare are informed by high quality, relevant and up-to-date synthesised research evidence.

Mission

Our mission is to foster and facilitate evidence-informed health decision-making in Switzerland.

Our values and operating principles

We adhere to the five values of our host institution, the Lausanne University Hospital (CHUV), and interpret them as follows:

Competence:	Our team's competence will be used to the optimal benefit of evidence-informed healthcare in Switzerland.
Empathy:	The population's, and in particular patients' needs are the driving force behind our work and we aim to respond to these needs to the best of our capacity.
Creativity:	We will continuously explore new ways and opportunities to best serve our target audiences and to creatively optimise the use of our resources.
Responsibility:	We commit to using available resources in a responsible manner.
Transparency:	We strive for full transparency through open communication about our activities.

In addition to our values, we subscribe to the operating principles of Cochrane, as adapted from the *Strategy to 2020*:

Collaboration	By fostering co-operation, teamwork, and open and transparent communication and decision-making.
Building on the enthusiasm of individuals	By involving, supporting and training people of different skills and backgrounds.
Avoiding duplication of effort	By good management, co-ordination and effective internal and external communications to maximise economy of effort.
Minimising bias	Through a variety of approaches such as scientific rigour, ensuring broad participation, and avoiding conflicts of interest.
Keeping up-to-date	By committing to update Cochrane Systematic Reviews in which we are involved, as well as keeping our own competences and skills up to date.
Striving for relevance	By promoting the assessment of health questions using outcomes that matter to people making choices in health and healthcare.
Promoting access	By wide dissemination of our outputs, taking advantage of strategic

	alliances, and by promoting appropriate access models and delivery solutions to meet the needs of users.
Ensuring quality	By applying advances in methodology, developing systems for quality improvement, and being open and responsive to criticism.
Continuity	By ensuring that responsibility for reviews, editorial processes and key functions is maintained and renewed.
Enabling wide participation	By fostering contributions to our work and by encouraging diversity.

Strap line

Trusted evidence. Informed decisions. Better health

Organisational set-up

The core team of Cochrane Switzerland is based in Lausanne, within the Institute of social and preventive medicine (IUMSP), Lausanne University Hospital (CHUV and UNIL). Additional contributors are based at the Epidemiology, Biostatistics and Prevention Institute of the University of Zurich, and at the Cantonal Hospital in Bellinzona (Ente Ospedaliero Cantonale).

History and achievements to date

From 2004 to 2010, the team in Lausanne led the development of the francophone Cochrane network, which was superseded by the establishment of the French Cochrane Centre in Paris. Cochrane Switzerland was established in 2010, as a joint branch of the French, German and Italian Cochrane Centres.

Switzerland contributes substantially to the Cochrane network. There are currently over 300 people residing in Switzerland who are authors in one of the various Cochrane Review Groups. Of these authors, around 15% are based within the World Health Organization in Geneva. Another 200 people residing in Switzerland take up other roles, such as serving as referee or editor for Cochrane Review Groups.

Cochrane Switzerland organises courses for beginners and more advanced researchers and health professionals interested in conducting or using systematic reviews. We also implement a range of activities for people that need access to good evidence but may not have the time or interest to be actively involved in conducting systematic reviews. We produce Cochrane summaries, contextualised to real life situations of health professionals, in all national languages; present at a variety of meetings, conferences and workshops; and respond to requests from media for expert opinion on health related issues.

This strategic plan outlines how we intend to develop Cochrane Switzerland for the future, to ensure we are well placed to foster and facilitate evidence-informed health decision-making in Switzerland.

2. Goals and objectives

We have identified four goals and nine objectives that will guide our work over the coming years. The goals have been adapted from the Cochrane *Strategy to 2020* to best fit the Swiss context and priorities. The sequence of the goals does not represent a hierarchy of importance, but rather follows the same order as the goals in the *Strategy to 2020*. We give high priority to goal two.

Goal one: Provide training in systematic reviews, and to contribute to Cochrane reviews and development of review methodology.

Cochrane currently has over 34,000 contributors globally. These are people that are involved in writing, editing, disseminating or otherwise supporting systematic reviews². Over 500 people, of which 300 authors and 200 people that contribute in another manner to the systematic review groups, reside in Switzerland. Our first goal is to further increase this capacity to conduct systematic reviews. In addition, we aim to contribute to Cochrane reviews and support the further development of Cochrane review methodology.

We identified three objectives to achieve this goal:

- 1.1 Train researchers, health professionals and other interested groups, in the principles and methodology of systematic reviews. We aim to capacitate and motivate people to contribute to reviews in their discipline and thus increase the number of contributors residing in Switzerland.
- 1.2 Carry out systematic reviews on Swiss priority health concerns. Our team is already involved in conducting systematic reviews. Targeting these reviews to Swiss health priorities will facilitate awareness-raising for evidence-informed decision making.
- 1.3 Contribute to the further development of Cochrane methodologies, especially in the areas of public health and organisation and delivery of effective healthcare practices. Cochrane Switzerland aims to continue its active involvement in the European Satellite of the Cochrane Public Health Group and in the Cochrane Effective Practice and Organisation of Care Group (EPOC).

Goal two: Increase the use of evidence in healthcare by making it accessible to key actors of the Swiss health system.

While some healthcare professionals will actively contribute to the production of evidence and are thus aware of the wealth of information and knowledge available, most will not be active contributors but potential users of evidence. It is our aim to reach this second group, which

² A systematic review is a literature review focused on a research question that tries to identify, appraise, select and synthesise all high quality research evidence relevant to that question. Systematic reviews of high-quality randomised controlled trials are crucial to evidence-based medicine.

includes policy makers, health practitioners, researchers, patient organisations, the media as well as the general public.

Our objectives:

- 2.1 Make Cochrane evidence accessible in the three national languages (German, French and Italian). Until recently, most of the Cochrane evidence was available in English only. For consumer and patient groups, the general public, but also for many health practitioners, the language represents a barrier to access and use of scientific evidence. Cochrane, in its *Strategy to 2020*, acknowledges the urgency to address language needs and identifies a number of targets to increase access through multi-lingual content. Cochrane Switzerland will build on these activities, and implement additional activities where needed, to address the language needs of Swiss stakeholders.
- 2.2 Respond to user needs and align communication formats and channels to these needs. This objective complements objective 2.1, but emphasises increasing access by using various communication approaches.
- 2.3 Liaise with media to raise awareness of the available evidence and resources. Media in Switzerland (as well as elsewhere) report almost daily on new diagnostic tests or treatments. It is often not clear what evidence is used in this reporting and how trustworthy it is. With this objective we aim to increase the use of evidence by the media in their reporting on health issues.

Goal three: Advocate for evidence and make Cochrane's work known in Switzerland.

Our third goal is to increase awareness among actors of the Swiss health system of the need for evidence in health decision-making. Our advocacy strategy presents the work of Cochrane as one important resource to consult when making health decisions. The target audiences are policy makers, health practitioners and researchers, as well as patients, patient organisations, the media, and the general public. We propose evidence-based health information in different formats, in order to promote evidence-informed health decisions.

Our objective:

- 3.1 Advocate for evidence-informed health decision making and for Cochrane and its resources to be the 'home of evidence'. We acknowledge that decision making is influenced by many factors at national and cantonal levels, but focus our approach on how evidence can be accessed and used so that it can start playing a larger role in decision making.

Goal four: Build an effective and sustainable structure for Cochrane Switzerland to carry out its work.

For all of the above we need a strong Cochrane Switzerland, with stable financial and human resources to reach the outlined objectives. Such a structure should also be well positioned to

contribute to Cochrane entities in Switzerland and elsewhere, thus supporting the development and the overall mission of Cochrane globally.

Our objectives:

- 4.1 Develop Cochrane Switzerland into a sustainable structure serving the needs of patients and health professionals in Switzerland. This objective focuses on developing a process and structure that facilitate the participation of stakeholders in the work of Cochrane Switzerland.
- 4.2 Actively contribute to the international activities of Cochrane, especially through the various Cochrane Review Groups and Cochrane Fields.

3. Activities and targets

Cochrane Switzerland already implements a series of activities that contribute to reaching its objectives and goals. This section describes ongoing as well as planned activities, and lists the targets which we expect to have achieved by 2020.

Goal one: Provide training in systematic reviews, and to contribute to Cochrane reviews and development of review methodology.

Objective 1.1: Train researchers, health professionals and other interested groups in the principles and methodology of systematic reviews.

Cochrane Switzerland provides a variety of trainings:

- An introductory course for using and understanding systematic reviews (1 day) – this course focuses on the user side, training participants on interpreting and using evidence to inform decision making.
- An introductory course in systematic searches of literature databases (1 day) – training researchers and others interested in carrying out systematic searches in developing an appropriate search strategy to answer a clearly defined research question.
- An introductory course for Cochrane authors (2,5 days) – this course is organised jointly with Cochrane Germany and Cochrane Austria on a rotational basis and targets people who already are, or intend to become, Cochrane authors. The course strengthens their competences in conducting Cochrane reviews.
- An intermediary level training in systematic review and meta-analysis (3 days). This course takes place within the Certificate of Advanced Studies (CAS) 'recherche clinique orientée patients', at the University of Geneva, and is optional for all students fulfilling the general admission criteria for the CAS.
- An intermediate course in systematic review and meta-analysis (5 days). This course has two parts. The first part (2,5 days) is devoted to the methodological aspects of systematic reviews; the second (2,5 days) addresses the statistical methods of and meta-analysis using appropriate statistical software.
- Mixed methods and mixed studies reviews in health research (2 days). This workshop introduces the participants to mixed (qualitative and quantitative) methods systematic reviews and their use in healthcare decision making.

These courses are targeted at researchers, health professionals, students in health-related disciplines, media, as well as potential users of systematic reviews. Upon request, we tailor courses towards the specific needs of our partner institutions. Currently, courses can be offered in German, French and English.

In the period to 2020, Cochrane Switzerland aims to continue its training activities. To increase our impact, we aim to develop strategic partnerships with institutions that can either provide these courses themselves, or can host courses to be provided by Cochrane Switzerland.

Our targets to 2020:

- Increase the number of contributors to Cochrane reviews residing in Switzerland by at least 20% by 2020 (from 500 currently to 600 by 2020).
- Establish and maintain five partnerships with institutions offering courses in collaboration with (or with input from) Cochrane Switzerland by 2020.

Objective 1.2: Carry out systematic reviews on priority health concerns of Swiss partners.

Cochrane Switzerland team members are involved in reviews with various thematic Cochrane Review Groups, including the Tobacco and Addiction Group, the Drugs and Alcohol Group, the Effective Practice and Organisation of Care Group, the Injuries Group, the Occupational Safety and Health Group, and the Consumers and Communication Group. Cochrane Switzerland is also a co-founder of the European Satellite of the Cochrane Public Health Group. It is within these groups that we intend to increase our own contributions to conducting systematic reviews, which should have a relevance to priority health issues of partners in Switzerland.

Upon request we also conduct systematic reviews on mandate for third parties from the public sector. For example, Cochrane Switzerland has been commissioned by SUVA (the Swiss national public occupational accident insurer) to conduct a systematic review on occupational risk and protective factors of developing epicondylitis, a tendinopathy of the elbow. This aetiological review aims to inform decisions on whether epicondylitis should be regarded as an occupational disease in Switzerland.

Our target to 2020:

- Contribute to the conduct or update of five systematic reviews annually.

Objective 1.3: Contribute to the further development of Cochrane methodologies.

Our team also contributes to the development and implementation of new Cochrane review methodology especially in the areas of public health and in the organisation and delivery of effective healthcare practices. We are a partner in the European Satellite of the Cochrane Public Health Group and in the Cochrane Effective Practice and Organisation of Care Group (EPOC) and currently are conducting two non-standard systematic reviews on aetiology and qualitative evidence, respectively.

In the coming years, we aim to continue playing an active part in these groups, contributing to methodological debates and work in order to foster the conduct of systematic reviews beyond evidence from randomised studies.

Our target to 2020:

- Being an active partner in EPOC and the European Satellite of the Cochrane Public Health Group.

Goal two: Increase the use of evidence in healthcare by making it accessible to key actors of the Swiss health system.**Objective 2.1: Make Cochrane evidence accessible in three national languages.**

We are currently carrying out the following activities to increase multi-lingual access:

- Writing or translating contextualised summaries in German, French and Italian of newly published Cochrane systematic reviews. These summaries are published by Swiss medical education journals, and featured on the Cochrane Switzerland website.
- The Cochrane Switzerland website is maintained in the three national languages (www.swiss.cochrane.org) and provides relevant links to Cochrane information in German, French and Italian (provided by us or other Cochrane entities).
- Our team has initiated Cochrane Kompakt, a platform that provides German language translations of Cochrane plain language summaries (<http://www.cochrane.org/de/evidence>), and closely collaborates with the entities in Germany and Austria to this effect.

Over the coming years, we intend to expand these activities, thus decreasing language barriers and increasing access for users. We will as much as possible link to the Cochrane initiative for multi-lingual access and use the tools and resources provided. We also aim to focus our translation efforts towards the health priorities of Switzerland and the user groups that most need translated contents. For this purpose, we will conduct a needs assessment (further described under objective 2.2).

Our target to 2020:

- Provide access to relevant reviews in the national languages. Access will be measured using selected website statistics. We aim for a 10% growth in website visits annually.

Objective 2.2: Respond to user needs and align communication formats and channels to these needs.

Preliminary results of an ongoing study among Swiss physicians (carried out by a team at IUMSP), confirms gaps in knowledge translation (the so called 'know-do' gap). In 2015, we will assess how these results impact on the way we communicate with physicians and whether our channels or formats should be adjusted. In addition, we will assess the information needs of other target groups, to ensure we respond in the best possible manner to the needs identified. Attention will be given to the health topics, the formats to be used (i.e. professional and popular print media; radio; social media) as well as language needs. Following this, some of the activities listed under objective 2.1 may need to be revised.

In addition to the needs assessment, we will continue the following activities (which will also be informed and further developed, based on the results of the assessment):

- Jointly with the Swiss Academy of Medical Sciences, we will continue to work towards a national access (license) to the Cochrane Library. A national provision/subscription would allow anyone in Switzerland to access the content of the six databases included. Currently,

only people affiliated with an institution or company with a license have access to the full Cochrane Library contents.

- We will continue to be available for national and local media to respond to current health issues and questions. While we already respond to the media's questions, we aim to develop a more proactive approach, providing information on priority health themes when possible, for example linked to specific health days (i.e. World AIDS day; World Heart Day, World Diabetes Day).
- We will continue to develop strategic partnerships with institutions and people that can facilitate access to evidence for their constituents, employees or members. This requires an understanding of the information needs of organisations, and a tailored response to these needs.

Our targets to 2020:

- Reach our target groups using formats, channels and language that best respond to their needs. The needs assessment to be carried out in 2015 will help set detailed targets for 2020.
- Establish a national access to the Cochrane Library.
- Be the recognised point of contact for Swiss media for questions related to evidence-informed healthcare. By 2020, Cochrane Switzerland should be contacted by national media at least 12 times a year for information/opinions.
- Establish and maintain ten sustainable partnerships with institutions that facilitate access to Cochrane evidence for their constituents, employees or members and promote the use of such evidence.

Objective 2.3: Liaise with media to raise awareness of the available evidence and resources.

In 2014, we were invited by the Swiss Association of Science Journalism to present on evidence use in practice. We will explore how we can further develop this relationship and continue working with the media about the essence of evidence-informed healthcare and the use of knowledge by health professionals. We plan to organise a training course specifically for the media.

Cochrane Austria has established an online platform that provides evidence-based responses to health issues published in the written media called Medizin Transparent. We aim to work with our Austrian partners to adapt this model to, in the first instance, the German speaking part of Switzerland, building on the experience and skills of the Austrian team.

Our targets to 2020:

- Provide a training course to Swiss media professionals every other year.
- Availability of a platform like Medizin-Transparent for Switzerland.

Goal three: Advocate for evidence and make Cochrane's work known in Switzerland.

Objective 3.1: Advocate for evidence-informed health decision making and for Cochrane and its resources to be the 'home of evidence'.

We already carry out a number of advocacy activities:

- We offer introductory lectures and courses about evidence-based health care and Cochrane. These are short inputs (1 to 2 hours) given at workshops, meetings and conferences in response to demands from partner institutions.
- We identify conferences and meetings held in Switzerland, and encourage the organisers to include input on evidence-informed decision-making and the work of Cochrane.
- As a co-founder of the European Satellite of the Cochrane Public Health Group, we are especially interested in advocating the use of evidence within the public health domain. As an active member of the Cochrane Effective Practice and Organisation of Care Group we are interested in Health Technology Assessment, using evidence to evaluate health interventions and technologies. At the annual Swiss Public Health Conference, we organise a Cochrane session every year, on a topic of relevance to the overall conference theme. With the further development of the European Satellite of the Cochrane Public Health Group, our (advocacy) work in the area of public health will expand.

In addition, we are currently considering the organisation of an annual event, around a public health topic relevant to Switzerland, to which all interested parties would be invited. This would help us expand our network, our focus on evidence-informed public health within the work of the European Satellite, as well as Cochrane's visibility.

Our targets to 2020:

- Increase the number of unique visitors to our website at least five-fold, from currently around 500 per month to 2,500 per month in 2020.
- Participate in at least 10 externally organised events (e.g. workshops, meetings, conferences) taking place in Switzerland annually, and advocate for Cochrane and evidence-informed decision making within public health and other health areas at those events.
- Organise an annual Cochrane day, focusing on a public health theme.

Goal four: Build an effective and sustainable structure for Cochrane Switzerland to carry out its work.

4.1 Develop Cochrane Switzerland into a sustainable structure serving the needs of patients and health professionals in Switzerland.

The core team of Cochrane Switzerland is based in Lausanne, at the Institute of social and preventive medicine (IUMSP), Lausanne University Hospital (CHUV and UNIL). Other contributors are based at the Epidemiology, Biostatistics and Prevention Institute of the University of Zurich, and at the Cantonal Hospital in Bellinzona.

Cochrane Switzerland aims to develop into a country-wide network with representatives or focal points within key institutions. This will allow us to expand our activities, identify additional opportunities and widely advocate the work we do. We aim to involve our main stakeholder groups in the network, including academics and researchers; the various groups of health practitioners (clinicians, nurses, etc); health policy- and decision-makers; patient and consumer representatives; and the media. In this context, we plan to establish a kind of membership structure, to facilitate participation of partners in our activities as well as in discussions about the strategic priorities for Cochrane in Switzerland. At the international level, Cochrane is also working on a membership structure, to improve organisational cohesiveness and to reduce barriers to participation. We aim to align ourselves to the membership scheme to be developed by Cochrane in 2015, and adapt it to the needs and requirements for Switzerland.

While working on the development of Cochrane Switzerland's structure, we will also consider establishing an advisory group that will bring in additional expertise (for example in the areas of communication, media relations, marketing). The role of the advisory group will be to provide strategic input, facilitate the development of strategic partnerships, and advocate for the work of Cochrane Switzerland. Advisory group members could be the same as the institutional focal points, but additional experts could be asked to join.

In 2015, the details for the organisational restructuring will be further developed.

Our targets to 2020:

- Develop Cochrane Switzerland into a networked structure that is well representing the main partners and stakeholders of the country.
- Be in a stable position with sufficient financial and human resources to implement the activities defined in this strategic plan, as well as beyond 2020.

4.2 Actively contribute to the international activities of Cochrane.

Cochrane Switzerland plays an active role within the international Cochrane network. We are already involved in various Cochrane Review Groups, such as the Cochrane Effective Practice and Organisation of Care Group, and in a number of other Cochrane entities, such as the Cochrane Insurance Field. Cochrane Switzerland is also a co-founder of the European Satellite of the Cochrane Public Health Group. We aim to continue these activities and also to actively support professionals based in Switzerland to contribute to Cochrane entities, thus expanding the critical mass in Switzerland.

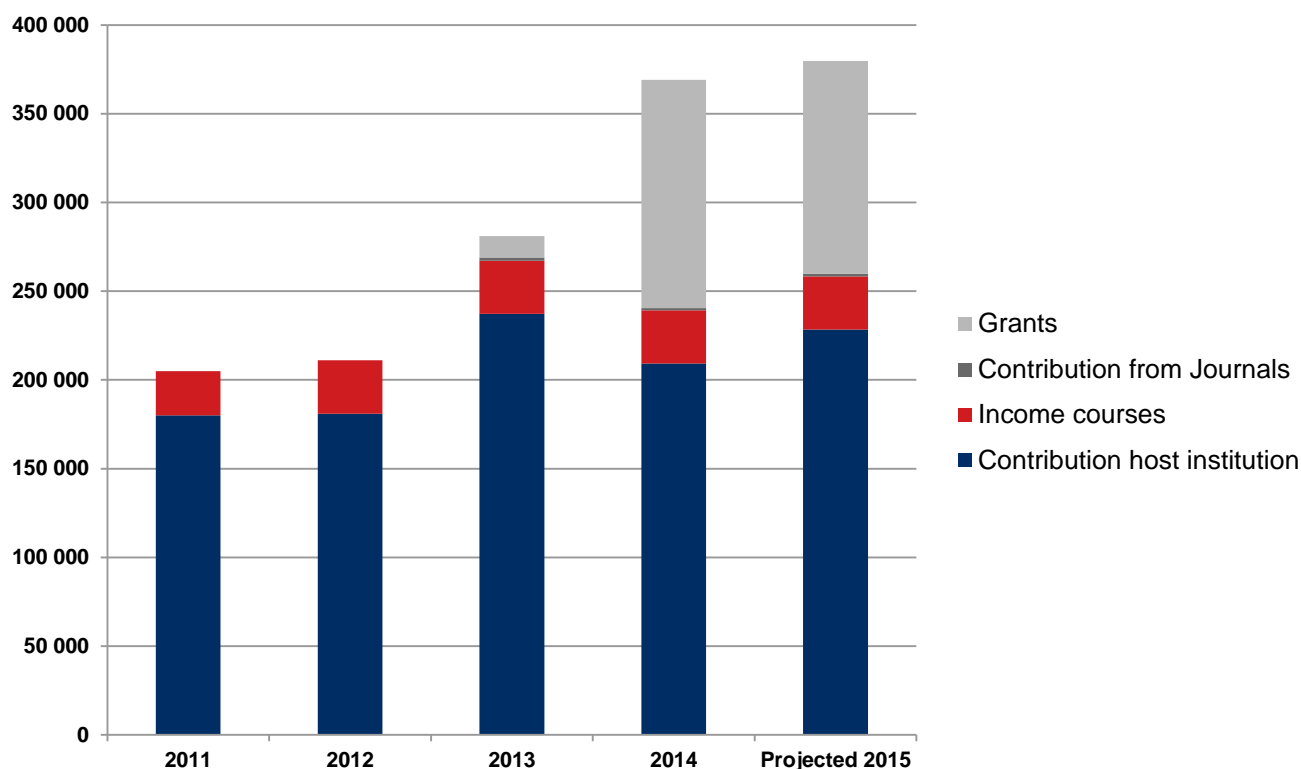
Our targets to 2020:

- Be an active contributor to Cochrane entities.
- Regularly participate in Cochrane Colloquia and mid-year meetings and represent the needs and perspectives of the Swiss health care community at these meetings. Our vision is a country where decisions about health and healthcare are informed by high quality, relevant and up-to-date synthesised research evidence.

4. Financials

The figure below provides an overview of the income of Cochrane Switzerland since the first full year of its existence. The trend since 2014 is an increase in funding through grants supporting specific activities such as the conduct of a systematic review and support for the establishment of the European Satellite of the Cochrane Public Health Group.

Figure: Income in CHF from 2011, including projected income for 2015



Our aim is to further increase our resources to a total budget of around CHF 500'000, in order to be able to reach the targets outlined in this strategic plan.

Annex – Work plan 2015

Goal one: Provide training in systematic reviews, and to contribute to Cochrane reviews and development of review methodology.

Objective 1.1: Train researchers, health professionals and other interested groups in the principles and methodology of systematic reviews.

In 2015, the following trainings are scheduled by Cochrane Switzerland:

- Introductory course for using and understanding systematic reviews
 - Dates: to be defined (1 day)
 - Venue: Lausanne
 - Language: French
 - Level: newcomers
- Introductory course for Cochrane authors (2,5 days)
 - Dates: 21-23 January, 2015
 - Venue: Freiburg / Germany
 - Language: English
 - Level: intermediate
 - Partners: Cochrane Germany and Cochrane Austria
- Intermediate training in systematic review and meta-analysis (part of a three day CAS course):
 - Dates: 25-27 February, 2015
 - Venue: Geneva
 - Language: French
 - Level: intermediate
 - Partners: organised by HUG, Cochrane Switzerland contribution
- Intermediate course in systematic review and meta-analysis
 - Dates: to be defined (2 x 2,5 days)
 - Venue: Lausanne
 - Language: French
 - Level: intermediate
- Mixed methods and mixed studies reviews in health research
 - Dates: 29-30 June, 2015
 - Venue: Lausanne
 - Language: English
 - Level: intermediate
 - Partners: Pierre Pluye (Cochrane Canada)
- Introductory course to systematic literature searching (biennial, will take place again in 2016).

In 2015, we will also continue working on establishing partnerships with institutions interested to host and organise Cochrane trainings:

- Explore opportunity of further partnership with FH Schweiz (first training for their alumni provided in October 2014)
- Explore opportunity for providing training to MSF Switzerland

- Develop a brochure outlining training offers provided by Cochrane Switzerland, to be used to approach potential partner institutions.

The 2015 targets:

- Five training workshops organised.
- Two institutional partnerships established, within which trainings are planned for the following years.

Objective 1.2: Carry out systematic reviews on priority health concerns of Swiss partners.

- Complete systematic review on occupational risk and protective factors for the occurrence and persistence of epicondylitis, an elbow tendinopathy, mandated by SUVA.
- Continue contributing to reviews conducted through the various Cochrane Review Groups in which our team is involved, including the Tobacco and Addiction Group, the Drugs and Alcohol Group, the Effective Practice and Organisation of Care Group, the Injuries Group, the Occupational Safety and Health Group, and the Consumers and Communication Group.

The 2015 targets:

- One new contract obtained for conducting a systematic review.
- Four interim reports submitted to SUVA on the epicondylitis review.

Objective 1.3: Contribute to the further development of Cochrane methodologies.

In 2015, we will be active in the European Satellite of the Cochrane Public Health Group and in the Cochrane Effective Practice and Organisation of Care Group (EPOC).

The 2015 target:

- Participate in the virtual and face-to-face meetings of these two groups and contribute technical expertise to their development.

Goal two: Increase the use of evidence in healthcare by making it accessible to key actors of the Swiss health system.

Objective 2.1: Make Cochrane evidence accessible in three national languages.

Activities in 2015:

- Write and publish contextualised summaries in French, German and Italian in the three partner journals: *Revue Médicale Suisse*, *Praxis*, *Tribuna Medica Ticinese*.
- Maintain and develop the website (swiss.cochrane.org).
- Position Cochrane Kompakt as a main resource of systematic review evidence in German-speaking countries.

The 2015 targets:

- 10-15 summaries produced and published in Swiss medical education journals.
- Website statistics show a 10% increase in access and downloads of the summaries.

- The Cochrane Kompakt website statistics show a sufficient uptake, e.g. 1000 accesses and downloads of summaries per month.

Objective 2.2: Respond to user needs and align communication formats and channels to these needs.

Activities in 2015:

- Develop a coherent communication strategy. This strategy will guide future communication work and thus probably influence the activities listed below (as well as the activities listed under 2.1).
- Work with the Swiss Academy of Medical Sciences, and the publisher Wiley, towards obtaining a national license to the Cochrane Library.
- Be spokesperson for national media, to respond to current health issues and questions.
- Identify and work with people and institutions that can channel information to our target groups (i.e. patient and consumer groups; professional associations; student associations, etc).

The 2015 targets:

- A communication strategy is developed and in the process of being implemented.
- Cochrane Switzerland is referenced five times in nationally available media.
- Two new partnerships providing communication channels have been established.

Objective 2.3: Liaise with media to raise awareness of the available evidence and resources.

Activities in 2015:

- Explore opportunities to provide training to journalists in evidence-informed healthcare.
- Work with the Austrian Medizin-Transparent team to adapt their model to German-speaking Switzerland.

The 2015 targets:

- Clear indication of feasibility to organise training for journalists. If feasible, training programme developed.
- Plan for Medizin-Transparent for Switzerland developed, and fundraising activities initiated.

Goal three: Advocate for evidence and make Cochrane's work known in Switzerland.

Objective 3.1: Advocate for evidence-informed health decision making and for Cochrane and its resources as the 'home of evidence'.

Activities in 2015:

- Participate (through presentations or workshops) in the following conferences:
 - Jahrestagung Evidenzbasierte Medizin, Berlin, March 2015;
 - Swiss Public Health Conference (theme "climate change and health"), Geneva, 17-18 September, 2015;
 - European Public Health Conference (EUPHA), 14-17 October, 2015, Milan: participate with European Satellite of Cochrane Public Health Group. (Abstract submission deadline May 1);

- Other to be completed (this list will continue to grow during 2015 in response to more last minute requests).
- Organise a 2015 Cochrane Switzerland (Science) Day
- Produce the 2014 annual report.
- Write at least two e-newsletters.

The 2015 targets:

- Cochrane Switzerland is present at five externally organised events.
- The first Cochrane Switzerland Science Day is organised and implemented successfully.
- Annual report 2014 available and widely disseminated (annual report 2013 will be written and disseminated in 2014).
- Two e-newsletters written and disseminated to pre-defined group.

Goal four: Build an effective and sustainable structure for Cochrane Switzerland to carry out its work.

4.1 Develop Cochrane Switzerland into a sustainable structure serving the needs of patients and health professionals in Switzerland.

Activities in 2015:

- Prepare a discussion paper and facilitate a consultative process to guide discussion on the best organisational structure for Cochrane Switzerland.
- Develop fundraising strategy and identify and follow-up on opportunities for financial support.
- Develop contact database.

The 2015 targets:

- Decision regarding the structure of Cochrane Switzerland has been reached.
- Fundraising strategy available.
- 2-5 funding concept notes/proposals submitted.
- Contact database established and available including data on stakeholders, course participants, Cochrane contributors, media contacts, etc. in Switzerland.

4.2 Actively contribute to the international activities of Cochrane.

- Contribute to Cochrane entities, including the Cochrane Insurance Medicine Field and the European Satellite of the Cochrane Public Group.
- Participate in the Cochrane mid-term meeting (Athens, 3-8 May).
- Participate in the Cochrane Colloquium (Vienna, 3-7 October).

The 2015 targets:

- Formal establishment of the European Satellite of the Cochrane Public Health Group.
- Participation of team members in 3 to 4 international Cochrane meetings (Vienna, Athens and selected entity meetings).