



Governing Board Elected Member Candidate Statement

The Candidate Statement, your photograph and names of your nominators will be published on the Cochrane Community website during the elections process, and the Candidate Statement and photograph will remain on the website against the names of new members for the duration of their terms on the Board. For this reason, this Candidate Statement document template must be used; and full addresses, email addresses and/or unencrypted e-signatures excluded.

Please submit this Elected Member Candidate Statement in Word format by the stated deadline. It should be shared beforehand with your two nominators.

Family name (surname):	Ruotsalainen
First name(s):	Jani Henrik
Today's date:	14 November 2018

1. How and when did you first become involved in Cochrane and what has been your subsequent contribution to Cochrane's work (maximum 200 words)?

I joined what was then known as Cochrane Occupational Health Field, in December 2004. I am an author on six published reviews and I have given a number of courses about conducting Cochrane reviews. Since becoming Managing Editor of Cochrane Work in 2010, I have delivered 48 protocols, 36 reviews and 14 updates of reviews to publication. I have managed our website (work.cochrane.org), our newsletter and our social media channels. I have also set up and managed a blog (visuallycochrane.net) for developing infographics and other visualisations of Cochrane reviews and their results. Furthermore, I have co-authored articles on systematic review methods, such as how to evaluate quality of preventive interventions, when and how to include non-randomised studies in Cochrane reviews and more.

2. What experience do you have serving as a member of a governing board, board of directors or similar? This might be within a non-for-profit or charitable organization, or a hospital or University. Please include the name(s) of the organization(s), the roles you played and other relevant information (maximum 200 words).

I have served as the chair of our housing co-op board for five years. It involves listening to people's suggestions, finding compromises to difficult questions, and keeping diverse needs in mind whilst doing so. My role involves understanding what the situation is and making decisions on what needs to happen and then communicating effectively. The only difference with the Cochrane Governing Board is one of scale. Just as I am revolutionising communication in our housing co-op with initiating a website and with using WhatsApp instead of printed bulletins, I believe we can do the same in Cochrane. We can open up <https://forums.cochrane.org/> for policy discussions and open up the Board's thinking

process already before it reaches decisions. This will greatly enhance understanding and acceptance of decisions.

3. Acting as a Board member requires a collaborative approach to decision-making, setting aside personal opinions and group affiliations and acting in the best interests of the charity. Please describe how you would fulfil this obligation, using examples from previous committee or other work (maximum 200 words).

I don't agree that adopting a collaborative approach should involve setting aside personal opinions and group affiliations especially if these groups have elected me because of my opinions. My personal opinions are based on knowledge and values I hold dear. Staying true to one's values and the ability to collaborate are not mutually exclusive. It is possible that two people interpret the same facts very differently. This does not necessarily mean that either one is wrong. I believe Cochrane will greatly benefit from accepting more than just one truth in many issues. Reinstating Collaboration in Cochrane warrants first and foremost engaging a truly independent body to describe what happened with Peter Gøtzsche and why. Currently, members have many theories about why he was expelled, and fear that the same could happen to them if they speak out on any issue when they don't agree with official Cochrane policy. If an independent review exonerates Peter, we should apologise and invite him back. Should it exonerate the Board, we say thank you and move on. The idea is exactly the same as with the truth and reconciliation committee after the Apartheid era in South Africa.

When it comes to group affiliations, I will not set aside my loyalty to what I perceive to be the core values of Cochrane represented in cochranemembers.org.

4. What do you think would make you an effective member of the Board (maximum 200 words)?

Several people have written to me saying that they disagree with me and the proposals for change and that they do not want to sign our petition: <https://www.ipetitions.com/petition/cochrane-for-members>. I have asked all of them to voice their opinions at cochranemembers.org. because I respect different opinions. Should I be elected to the Board, I would continue to engage Cochrane members in discussion about the issues they raise and the Board's deliberations and decisions.

Like any human being, I am fallible, but I have no problem accepting criticism and admitting that I have made a mistake. I will always try to fix my mistakes and not insist on positions where others have shown to me that they are wrong.

I think my openness and willingness to consider all points of view is how I could help improve transparency in Cochrane and dispel the fear of reprisal that prevents too many from speaking out now.

5. What do you believe are the most important strategic challenges for Cochrane in 2019 (maximum 200 words)?

I believe the most important strategic challenges for Cochrane in 2019 have been laid out nicely at www.cochranemembers.org. First of all, the distance between our members at the grassroots level and our top management has become too big. We need to create a culture of communication where everyone can speak their mind without fear of reprisal. Second, the Central Executive Team keeps using the income generated by authors and review groups to expand. It is imperative that the organisation gives back more and reconsiders the need for so much employed staff. A key part of this is to redefine the CEO's job description which should be to carry out the decisions made by the Board who have sufficient time and information to discuss issues and proposals fully. Third, we ought to think if the organisation has become too rigid and bureaucratic. There has been no discernible progress in knowledge translation, for example, because the organisation values the forming of committees more than a culture of trial and error. Finally, we must start transitioning to fully Open Access publication. The EU is already mandating that research paid by public money must be published OA.

Questions 6-12: Specific Skills

To function optimally the Governing Board requires a range of experiences, knowledge and expertise amongst its membership. We cannot expect any single Governing Board member to have all the necessary skills and experience. We are looking for diversity.

We do not expect you to answer “yes” to more than one or two of these questions.

If you do answer “yes”, please provide at least one example which best demonstrates your experience or expertise. You may wish to include:

- A description of the situation and the context
- What you did
- What skills and knowledge you deployed
- The outcome and your personal contribution

6. Do you have experience of Charity Governance (in any charitable organization around the world)?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

No

7. Do you have experience of Organizational Finance and Resource Management?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

There are people employed at the Central Editorial Team in London to take care of the organisation's finances. I trust their expertise in providing the Board with timely and sufficient information to make informed choices about how to spend the millions we make annually.

8. Do you have experience of People Management (often called ‘Human Resources’ in English) and Organizational Development?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

As with the finances, there are people employed at the Central Editorial Team in London to take care of the organisation’s HR matters. I trust their expertise in providing the Board with timely and sufficient information to make informed choices about new recruitments and such. When it comes to organisational development, many feel that this has mainly applied to the Central Editorial Team in London. Apart from the recent development to herd review groups into loose networks, which to my genuine surprise looks very promising. Nonetheless, it is crucial that Cochrane takes enough time to define, in a collaborative and constructive manner, what the different roles of different kinds of groups are and how they can be best developed. During the Peter Gøtzsche incident it became clear that there are very different opinions on what are Cochrane-related activities. Our members will resent it greatly if the definition is simply imposed on them.

9. Do you have experience of Consumer and Patient involvement in Evidence Production and Health Policy?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. I helped with the recent project looking at new Cochrane review presentation formats. Together with a colleague we ran six interviews with Finnish Cochrane Library users. I have also participated in running an EU OSHA focus group on establishing a list of the most pertinent biohazards in healthcare, agriculture and waste management with experts from each topic area.

10. Do you have experience of Advocating for Evidence?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

Yes. I have given multiple course on understanding and using evidence in occupational safety and health practice. The next one will be in April 2019 in Reykjavik: <https://bit.ly/2zL6fQj>. Our review group has put considerable effort into formulating the implications for research in all our reviews as concrete practical advice to inform new studies, including such things as a power calculation to reach an adequate sample size. I also have my own blog titled NordicEBM where I have written about and advocated for evidence. See for example: <https://bit.ly/1VhJDg4>.

11. Do you have experience of Widening Access, Participation, Reach and Impact of Research?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

For a number of years I have been advocating for the wider use of Wikipedia to disseminate the results of our reviews. This should be a high Knowledge Translation priority across Cochrane. I believe I also still hold the current record for the largest number of different language versions of a Cochrane podcast. See all 20 here: <https://bit.ly/2OGomTI>. I even managed to get an enthusiastic volunteer to translate a Cochrane Plain Language Summary into Klingon: <https://bit.ly/1L5Tflc>. To me, even though, some might see the idea as frivolous, it demonstrates nicely how it is possible to engage totally new audiences when we let go of rigid ideas of what Cochrane evidence ought to look like and what innovative things we can do with it. As a non-native English speaker, I am acutely aware of not only the challenges of translation but also the possibilities it brings.

12. Do you have experience of Fundraising & Development?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

I have raised funds but not on a scale implied here. A yard sale probably doesn't count. And yes I have developed many things and myself. Although for the latter I can mostly thank my wife.

13. Is there anything else you would like to say in support of your nomination (maximum 200 words)?

I have lived and studied in the UK and I do appreciate that there are sometimes considerable differences in culture. I fully admit that the directness that we are used to here in the Nordic countries does not necessarily work elsewhere. Also my bizarre sense of humour may not be to everyone's liking. So, I promise to work on my output. Secondly, despite mentioning Peter Gøtzsche a few times by now, it is not my intention to merely fish for protest votes from those angered by his expulsion. What I do mean to say is that if elected I promise to find better ways to address the significant emotional backlash caused by the event. I have heard many people resenting the fact that they were forced to choose a side either by supporting the Board or to be labelled as siding with Peter and thereby being wrong by default. This is madness! It is evident from quite a lot of the comments submitted on our petition that there has been significant collateral damage. We need to mend this before we can move forwards reunited.

Declarations:

To be eligible to stand for election, candidates must confirm the following by putting a 'tick' (☐) or their initials in the boxes below:

I hereby confirm that I:

1. Have accepted the [Terms and Conditions of Cochrane Membership](#) and have been a Cochrane Member for at least 30 days prior to the close of voting in this election

√

2. Have read the following guidance produced by the [National Council for Voluntary Organisations](#) in the UK:

√

<ul style="list-style-type: none"> • What is a charity • What is a charity trustee • What trustees must do • How trustees look after the charity 	
3. Accept the Governing Board Charter	√
4. Accept and will adhere to the Code of Conduct for Trustees	√
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	√
6. Have completed the 'Trustee Eligibility Declaration' required by the UK Charity Commission for all Trustees (Annex 2 of this document)	√
NAME: Jani Ruotsalainen	
DATE: November 14th, 2018	

Annex 1: Cochrane Declaration of Interest Statement

Candidates must make a declaration of conflict of interest, including financial or non-financial relationships with other organizations, professional relationships to other members of the Board, and other Boards she/he may sit on. In writing this statement, candidates should refer to Cochrane's [conflict of interest policy](#) and the [declarations of existing members of the Board](#).

Please answer the following questions:

1. Financial interests In the last three years, have you:	Yes/No (If yes, please provide details)
a) Received research funding: any grant, contract or gift, commissioned research, or fellowship from Cochrane or a related organization (i.e. any organization related to health care or medical research) to conduct research?	No
b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?	No

c) Received honoraria: one-time payments (in cash or kind) from a related organization?	No
d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?	No
e) Possessed share-holdings, stock, stock options, equity with a related organization (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)?	No
f) Received personal gifts from a related organization?	No
g) Had an outstanding loan with a related organization?	No
h) Received royalty payments from a related organization?	No
2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?	No

Annex 2: Trustee Eligibility Declaration

As required by the [UK Charity Commission](#)

Please tick or initial in the boxes below to confirm the following:

I declare that I:

Am willing to act as a trustee of The Cochrane Collaboration	√
Understand Cochrane's purposes (objects) and rules set out in its Articles of Association	√
Am not prevented from acting as a trustee because I: <ul style="list-style-type: none"> • Have an unspent conviction for one or more of the offences listed here • Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order • Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator) • Have been removed from being in the management or control of any 	√

<p>organization in Scotland (under relevant legislation)</p> <ul style="list-style-type: none"> ● Have been disqualified by the Charity Commission ● Am a disqualified company director ● Am a designated person for the purposes of anti-terrorism legislation ● Am on the sex offenders register or equivalent in any country ● Have been found in contempt of court for making (or causing to be made) a false statement ● Have been found guilty of disobedience to an order or direction of the Charity Commission 	
<p>Will provide true, complete and correct information to the Charity Commission if elected as a Board member</p>	√
<p>Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 to knowingly or recklessly provide false or misleading information</p>	√
<p>Comply with my responsibilities as a trustee that are set out in the Charity Commission guidance 'The essential trustee (CC3)'</p>	√