



## Governing Board Elected Member Candidate Statement

The Candidate Statement, your photograph and names of your nominators will be published on the Cochrane websites during the elections process, and the Candidate Statement and photograph will remain on the websites 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):	<b>Jørgensen</b>
First name(s):	<b>Karsten Juhl</b>
Today's date:	<b>19 October 2021</b>
Are you a current member of the Governing Board standing for re-election?	<b>Yes</b>
Will you be 30 years old or younger on 29 November 2021?	<b>No</b>

### Questions 1-4: General experience and motivation

#### 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 have been involved with Cochrane since 2002 and completed my dissertation while at the Nordic Cochrane Centre. My interest in evidence-based medicine was sparked through lectures during my medical training at the University of Copenhagen and I now do my best to raise interest and awareness through training in Cochrane and EBM methods at both the pre- and postgraduate level.

In 2015, I became Deputy Director at the Nordic Cochrane Centre, which historically is one of the major Cochrane centres, and from 2018 to 2020 I was its Acting Director. With the outstanding team there, we helped ensure the funding and continued existence of the centre during some very difficult times.

In 2018, I was elected to the Board of the Cochrane Collaboration and have done my best to contribute to finding the best possible path forward for our organisation through this period of major transition for our organisation. Despite the considerable challenges we are facing, it has been a fantastic experience and privilege to serve on the Board.

I am currently involved in 20 Cochrane reviews at various stages.

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

Apart from my current term serving on the Cochrane Board, I have been a member of the Scientific Committee for the Preventing Overdiagnosis conference since 2018. I have also served on the Steering Committee for the Danish Society for Medical Ethics, Philosophy, and Methods since 2010, where I am the Treasurer. My main leadership roles have been as Deputy and Acting Director for the Nordic Cochrane Centre.

**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 organization as a whole. Please describe how you would fulfil this obligation, using examples from previous committee or other work (maximum 200 words).**

Despite the major challenges for our organization and the diversity of opinion among its members, I have experienced my past term on the Cochrane Board as highly collaborative. This can only be achieved if all members put the best interests of the organization and its overarching objectives first and are willing to compromise when necessary. The coming years for our organization will require the utmost of its Board in terms of not only skills and qualifications, but also in terms of making the best possible decisions when all viable options are difficult ones. As a Board member, a collaborative approach is crucial to enable that necessary but difficult decisions can be made and supported once they are to be implemented.

From 2018, the Nordic Cochrane Centre went through a very tumultuous time. Through collaboration with our Ministry of Health, an international evaluation committee, universities, and teaching hospitals, we were able to secure our funding and ability to continue our work with what our hearts are truly beating for: providing the best possible, independent evidence synthesis and methods development that we possibly can and enable evidence informed healthcare choices around the world.

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

My years of experience and the diversity of roles I have had within Cochrane gives me a good understanding of the organization and its challenges seen from various angles. My past period on the Board has been a great learning experience and the knowledge I have picked up along the way will be important to assess possible solutions for our future structure and strategy as a global scientific collaboration and training resource.

The tumultuous times our geographical centre and Cochrane as an organization has been through over the past more than three years have taught me the value of collaboration and finding the best possible solutions when presented with hard choices and conditions that are less appealing than you would like. We are far from being through our difficulties in Cochrane and the coming years will define us as an organization and what our future role will be. We need to focus on our core values and our worth to the surrounding society.

Cochrane must maintain its position as a primary scientific collaboration and source of independent, clinically relevant, high-quality evidence and training. This requires that we are an attractive workplace for our staff and a trusted collaborating partner for our stakeholders.

## Questions 5-11: Specific Skills

The Governing Board needs a range of experiences, knowledge and expertise amongst its membership. We do not 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 the questions below.**

If you do answer “yes”, please provide at least one example which best demonstrates your skills or experience.

Desired skills and experience for this election:	Which means to you can:	Do you have skills and experience in this area? [YES/NO]	If YES, please provide an example:
<b>5. Publishing and Open Access</b>	Guide others through the complexities and opportunities for organizations in achieving Open Access to content and data	No	
<b>6. Fundraising and business development</b>	Develop and implement opportunities for income generation, build organizational relationships and connections, access donor and partner networks	Yes	I have helped ensure continued funding through a Government grant for our Geographic Centre.
<b>7. Digital product development</b>	Guide user-centred design, development and delivery of new digital products, understand informatics and structured data	No	
<b>8. Financial management</b>	Oversee an organization’s fiduciary, risk and audit duties, lead financial and investment planning	Yes	Have acted as Treasurer for a Danish medical society for over 10 years.
<b>9. Advocacy</b>	Act as an ambassador for an organization, influence and strengthen the commitment of public leaders or decision-makers to a cause, secure community support	Yes	Have had contact with Danish decision makers in healthcare over several years.

<b>10. Science communications or public relations</b>	Build organizational brand and profile online and in person, lead crisis management, design effective external and internal communications processes; OR  Educate and raise awareness of science-related topics, design strategies for effectively communicating complex ideas to different audiences, or lead the transfer of knowledge into action	Yes	Considerable experience in handling press contacts and building profile through time of difficulties for our organisation.  Considerable experience in communications science in national and international media, as well as through training of students, researchers, and clinicians.
<b>11. Making organizations more diverse and equitable</b>	Guide equity, diversity and inclusion assessments and target-setting or provide lived experience of addressing issues of inequality	No	

**12. Anything else you'd like to say in support of your nomination (maximum 200 words)?**

Cochrane is undergoing major changes to its fundamental structures and processes of evidence synthesis. This is partly due to changes outside our organisation that challenges our income sources, and due to increased competition to do high-quality systematic reviews. Several of these changes have been needed for some time and the current Board have worked collectively and collaboratively to bring our organisation through this transition in the best possible position. We need new expertise and skills on the Board, but we also need to maintain momentum and direction in this ongoing process. Several important and highly qualified Board members are completing their terms, which means a number of Board members will be new. I would like to provide a bit of continuity amongst Board members and will be able to ensure that we remember where we came from and what we have been through so far.

## 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 <a href="#">Terms and Conditions of Cochrane Membership</a> and have been a Cochrane Member for at least 30 days prior to the close of voting in this election	Yes
2. Have read the following guidance produced by the <a href="#">National Council for Voluntary Organisations</a> in the UK: <ul style="list-style-type: none"><li>• What is a charity</li><li>• What is a charity trustee?</li><li>• What trustees must do</li><li>• How trustees look after the charity</li></ul>	Yes
3. Accept the <a href="#">Governing Board Charter</a>	Yes
4. Accept and will adhere to the <a href="#">Code of Conduct for Trustees</a>	Yes
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	Yes
6. Have completed the 'Trustee Eligibility Declaration' required by the <a href="#">UK Charity Commission for all Trustees</a> (Annex 2 of this document)	Yes
<b>NAME: Karsten Juhl Jørgensen</b>	
<b>DATE: October 20<sup>th</sup> 2021</b>	

## 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](#) (for Cochrane Groups) and the [declarations of existing members of the Board](#).

Please answer the following questions:

<b>1. Financial interests</b>  <b>In the last three years, have you:</b>	<b>YES/NO (If YES, please provide details)</b>
a) Received 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 shareholdings, 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
<b>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?</b>	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	Yes
Understand Cochrane's purposes (objects) and rules set out in its <a href="#">Articles of Association</a>	Yes
Am not prevented from acting as a trustee because I: <ul style="list-style-type: none"> <li>• Have an unspent conviction for one or more of the offences <a href="#">listed here</a></li> <li>• Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order</li> <li>• Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)</li> <li>• Have been removed from being in the management or control of any organization in Scotland (under relevant legislation)</li> <li>• Have been disqualified by the Charity Commission</li> <li>• Am a disqualified company director</li> <li>• Am a designated person for the purposes of anti-terrorism legislation</li> <li>• Am on the sex offenders register or equivalent in any country</li> <li>• Have been found in contempt of court for making (or causing to be made) a false statement</li> <li>• Have been found guilty of disobedience to an order or direction of the Charity Commission</li> </ul>	Agree
Will provide true, complete and correct information to the Charity Commission if elected as a Board member	Yes
Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 (United Kingdom) to knowingly or recklessly provide false or misleading information	Yes
Comply with my responsibilities as a trustee that are set out in the <a href="#">Charity Commission guidance 'The essential trustee (CC3)'</a>	Yes