



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.

Please submit this Elected Member Candidate Statement in Word format by **Friday 18 October 2024**. It should be shared beforehand with your two nominators.

Family name (surname):	Chi
First name(s):	Yuan
Today's date:	12 October 2024
Are you a current member of the Governing Board standing for re-election?	[Yes]
Are you a Cochrane member in a low-income or middle-income country (LMIC)?	[Yes]

Questions 1-4: Skills, experience and motivation

1. Please outline your experience of serving as a trustee, member of a governing board, board of directors, management group or similar? (maximum 200 words)

Cochrane Governing Board (2021-Present)

I provide strategic direction and oversight, focusing on Cochrane's global business environment, particularly digital transformation and Equity, Diversity, and Inclusion (EDI). I emphasize relationship-building by engaging with partners and institutions in China and internationally to identify challenges and opportunities. My ongoing Global MBA at the University of Manchester has strengthened my skills in strategic planning and organizational behaviour, which I apply to align Cochrane's long-term goals with global health needs and sustainable practices.

Founder and CEO, Beijing Yealth Technology (2020-Present)

Built on a not-for-profit basis, I lead Yealth in exploring digital and cloud solutions for health research, dedicated to linking resources and talents on evidence synthesis between non-English- and English-speaking world for a more equitable health ecosystem. My MBA studies, along with training from the University of Zurich, ZhenFund, and MiraclePlus (formerly YC China), have equipped me with business skills and design thinking, helping make evidence-based healthcare accessible across cultures.

2. Can you demonstrate your commitment to Cochrane's mission, vision and founding principles? (link- [About us | Cochrane](#)) (maximum 200 words)

Since joining Cochrane in 2018, I have been deeply shaped by Cochrane’s mission of producing trusted, accessible evidence to support informed health decisions. Working with many Cochrane review teams and groups has reinforced my commitment to this mission.

I still recall the dedication and effort it took during my early years with Cochrane:

- The month I made 100 phone calls to contact Chinese authors for additional data on 20 RCTs for my first Cochrane review, ensuring **quality** and **objectivity**.
- The day I screened 3,000 abstracts to contribute to the **timely production** of Cochrane evidence.
- The nights I woke at 2 a.m. to attend meetings with **collaborating** co-authors in different time zones.
- The **support** I received from editors and information specialists as I volunteered to provide comprehensive searches of Chinese databases, identifying RCTs published in Chinese to enrich Cochrane’s evidence base and make reviews more **relevant** to a broader population.

These moments are what I am proud of as a committed Cochrane member, striving for a world where health decisions are based on timely, trusted evidence. **Collaboration** is at the heart of what makes Cochrane unique, and this spirit of teamwork continues to drive my contributions.

3. How have you contributed to Cochrane’s work? (maximum 200 words)

Started as **volunteer** in **2018** after completing 8-year clinical training.

- Contributed over **300,000** classifications on **Cochrane Crowd**, touched by the feeling of getting involved and being acknowledged, and encouraging words from Anna Noel-Storr. (2018-)
- Assisted in **50+** Cochrane reviews from **5** continents (UK, Germany, Sweden, South Africa, Australia, Canada, Russia, US, etc.) through **Cochrane Engage** (formerly TaskExchange), resulting in **14** authorships (7 published) and **30** recommendations ([view here](#)). (2019-)
- Provided search support as **Cochrane Information Specialist** for groups e.g. Cochrane Rehabilitation, Cochrane Germany, Cochrane Nutrition. (2021-)
- Co-produced the **Cochrane COVID-19 Study Register**, screening and annotating over **160,000** COVID-19 study records. (2021-2022)
- Facilitated focus group discussions for the 2021 **Cochrane Diversity and Inclusion Program**.
- Led volunteers in disseminating **Cochrane Campbell evidence** as Co-lead of Cochrane Campbell Global Ageing Partnership. (2022)
- Delivered trainings on evidence synthesis methods and Cochrane products as member of **Cochrane Trainers’ Network**. (2022-)
- Initiated the **Chinese Delegates Engagement Project**, supporting over 100 delegates, fostering peer support, social networking, and engagement at **Cochrane Colloquium and GES**. (2023-2024)
- Contributed to **Cochrane’s AI landscape** through the **Responsible AI in Evidence Synthesis (RAISE)** project and panel discussions at GES. (2024)

4. Trustees are required to act only in the best interest of the charity and make decision collectively. Members of the Governing Board take a collaborative approach to decision-making and must set aside personal opinions and

group affiliations. Please describe how you would fulfil this obligation, using examples. (maximum 200 words).

I am committed to acting in Cochrane's best interest and making decisions collectively. Over my six years as a member and three years as a board member, I've learned to set aside personal biases and prioritise the organization's mission by embracing a collaborative, respectful approach.

1. Collaborative decision-making

My role on the board is not to "represent" any specific group but to ensure that decisions reflect Cochrane's collective interests. For example, during my time as co-lead of a Cochrane Field and Thematic Group (2022–2023), I always declared conflicts of interest (Col) in discussions, avoiding personal opinions and ensuring objectivity in decision-making.

2. Managing conflicts and balancing diverse perspectives

As Patrick Lencioni highlights in *The Five Dysfunctions of a Team*, fear of conflict signals a lack of trust, while productive conflict drives better outcomes. In my three years on Cochrane's board, I've seen how healthy debate leads to stronger decisions, even if there isn't always full agreement. I've become more confident in raising differing opinions, knowing it benefits Cochrane. When managing teams, I encourage introverts, early-career professionals, and non-native English speakers to share their perspectives, fostering an inclusive environment where diverse views lead to better outcomes.

5. What skills, experience and personal qualities do you have to enable you to serve as an effective member of the Cochrane Governing Board? (maximum 200 words)

1. Commitment to inclusivity and global collaboration

As an Asian, young generation, female leader from LMIC and a non-native English speaker, I am dedicated to increasing the participation of underrepresented groups in Cochrane activities. I advocate for enhanced inclusivity by identifying gaps, creating opportunities, and building relationships that foster communication at both the board and community levels. I believe that only by incorporating diverse perspectives and inclusive evidence-base can we produce trusted, applicable evidence to achieve better health for all.

2. Leadership and strategic vision

My experience on the Cochrane Governing Board, operating my own company, and skills gained from my Global MBA have strengthened my strategic thinking, business mindset, and understanding of digital solutions and global engagement. This enables me to contribute effectively to Cochrane's strategic direction, particularly during this era of digital transformation.

3. Technological expertise and innovation

Skilled in advanced technologies, I continuously adapt them to meet organisational needs. In the current landscape of AI and global instability, I believe technology empowers people and organisations to reach their full potential. I aim to continuously bring this mindset to the Board to enhance competitiveness, accelerate innovation, and meet the growing demand for trusted, timely evidence.

Specific Skills

These are the essential skills, knowledge and experience that the Board needs from its members collectively. We do not expect any single Governing Board member to have all the skills and experience listed below.

The Governing Board is committed to improving the organizations’ approach to equity, diversity and inclusion. It recognises that having members with a broad mix of skills and knowledge as well as a range of perspectives and lived experiences will help the Board to be innovative, flexible, better able to adapt to a changing environment and address future challenges.

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 examples:
<p>Experience of serving on a Governing Board, Board of Trustees or similar</p>	<p>Contribute actively to the Governing Board’s role in giving firm strategic direction to the organization and evaluating performance against agreed targets.</p>	<p>Yes</p>	<p>Role: Governing Board member and Trustee of Cochrane (Dec 2021-present). Qualification: Since January 2023, I have been pursuing a self-funded part-time Global MBA at the University of Manchester to enhance my capacity in Cochrane’s strategic planning and governance. Actions and impact: 1. Global business environment analysis: Through the MBA course “Leading Global Transition” (2023), I analysed Cochrane’s global business landscape from a cultural and political economy perspective. I explored how Cochrane can sustain excellence amidst digital transformation and integrate Environmental, Social, and Governance (ESG) principles into its corporate governance. This allowed me to contribute insights on external economic and social factors affecting Cochrane, emphasizing inequality, uncertainty, and sustainability in strategic planning discussions. 2. Organisational behaviour and change management: In the MBA course “Leading People and Organizations” (2024), I conducted a case study on job changes within Cochrane, applying the Job Characteristics Theory and Self-Determination Theory to diagnose and propose potential adjustments. I evaluated potential resistance at both individual and organisational levels to facilitate effective implementation. This gave me a deeper understanding of how major changes affect staff psychologically and organisationally, enabling me to contribute to strategic planning discussions that align organisational goals with the well-being and motivation of staff members.</p>

Experience of serving on a Finance, Audit and Risk Committee or equivalent	Understand budgets, accounts and financial statements.	Yes	<p>Role: Finance Audit and Risk Committee Member of Cochrane Governing Board (Feb 2023-present).</p> <p>Qualification: The MBA course “Business Accounting and Finance” (2024) enabled me to interpret, analyse, and understand financial information, as well as develop expertise in the theories, techniques, and practices of management and cost accounting.</p>
Fundraising	Share your knowledge and experience in developing opportunities for income generation, building organizational relationships and accessing donor and partner networks.	Yes	<p>1. Income generation strategies: a proactive approach Actively participating in entrepreneurship events in China (2023 & 2024), I engaged with successful business leaders, gaining valuable insights into income generation strategies. Their emphasis on value-based management principles reshaped my understanding of fundraising. Rather than passively seeking donations, we can proactively position Cochrane’s services and initiatives as solutions to global health challenges, which would naturally draw support from stakeholders who see the tangible impact of their contributions. I shared these insights with Cochrane’s Head of Fundraising, Karen Johnson, as part of discussions on Cochrane’s future fundraising strategies, helping to align income generation efforts with global needs.</p> <p>2. Building collaborative relationships for strategic growth The MBA course “Strategy and Competition” provided me with insights into collaboration and strategic positioning, demonstrating how organisations can achieve their objectives while fostering partnerships where interests align. I proposed discussions and negotiations with potential partners, exploring cooperative efforts and income generation opportunities that support Cochrane’s long-term growth and sustainability. This approach strengthens relationships, opens new avenues for collaboration, and ensures that Cochrane remains competitive and relevant in the global healthcare landscape, driving progress on our key initiatives.</p> <p>3. Leveraging global networks for donor and partner access Through my active involvement in international chambers of commerce (Chinese, British, Swiss, Canadian, etc.) and Global MBA cohort, I have built a network of senior professionals and business leaders who might potentially support Cochrane’s mission. For instance, in September 2023, I exchanged ideas with a manager from Mastercard Foundation, exploring potential synergies between their charitable initiatives and Cochrane’s global evidence synthesis efforts. These networks offer access to potential donors and partners who could contribute to Cochrane’s fundraising efforts outside the healthcare sector.</p>
Publishing and Open Access.	Guide others through the complexities and opportunities that	No	

	Cochrane’s ambitions around achieving Open Access present.		
Member engagement and communication	Understand communications and member engagement strategies and processes.	Yes	<p>1. Strategic framework for stakeholder engagement (2023) In the MBA course “Operationalizing and Communicating Value”, I conducted a case study titled “<i>Maintain Stakeholders by Hearing Their Voice: Stakeholder Relationship Management Strategy During Organisational Transformation</i>”. I focused on authors as key stakeholders within Cochrane, investigating the organisation’s existing practices and potential strategies for managing author relationships during periods of transformation. By applying theoretical frameworks for stakeholder engagement, I explored ways to maintain and strengthen relationships with Cochrane’s members and contributors.</p> <p>2. Building trust through engagement (2023 & 2024) Trust is at the core of communication and engagement. In 2023, I undertook an extensive evidence-based medicine (EBM) tour across China, visiting top research groups at universities and hospitals in eight cities over two months. During this tour, I met with the directors of all nine Cochrane China Affiliates and had in-depth discussions about Cochrane’s past and future in China. Many of these leaders expressed a desire for more consistent communication and collaboration, which they had been seeking for years. This initiative marked the beginning of rebuilding trust and relationships between Cochrane and China. In 2024, I continued my engagement efforts during a three-month visit to China. I attended conferences, met with Cochrane members, and introduced potential new collaborators to Cochrane and its products. I also facilitated direct discussions between Cochrane CEO Catherine Spencer and China leaders, strengthening the foundation for future engagement and collaboration.</p> <p>3. Chinese Delegates Engagement Project (2023 & 2024) In 2023 and 2024, I initiated the Chinese Delegates Engagement Project to support and unite Chinese participants at international evidence synthesis conferences, including the 2023 Cochrane Colloquium and 2024 Global Evidence Summit. I organised a WeChat group that brought together over 100 Chinese delegates from various universities, hospitals, and institutions, ranging from students to senior professors. This platform fostered peer support, social networking, and collaborative engagement, enhancing their conference experience through logistical support, shared success stories, and presentations. I also arranged special sessions with Cochrane Board members, allowing the Chinese delegates to engage directly with leadership, further personalising their experience and promoting Cochrane’s collaborative culture.</p>

<p>Digital and Artificial Intelligence</p>	<p>Bring to the Board an understanding of user-centred design and the development and delivery of new digital products.</p>	<p>Yes</p>	<p>1. Artificial Intelligence</p> <ul style="list-style-type: none"> ○ Roles: Director, SynGuide AI Lab (Shanghai); Cochrane Information Specialist; Co-lead, GRADE AI Working Group; Core member, GIN AI Working Group. ○ Projects: <ol style="list-style-type: none"> 1. Responsible AI in Evidence Synthesis (RAISE): Guidance and recommendations (https://osf.io/fwaud/) – a project led by representatives from the ICASR, Cochrane and Campbell, etc. (2024) 2. Artificial intelligence tools for data extraction in systematic reviews and other forms of evidence synthesis – Cochrane Methodology review. (2024) 3. Developing a dual-AI literature screening app for thematic screening for scoping/systematic reviews. (2024) 4. Building a Multimodal AI Agent for EtD in guideline development. (2024) 5. Development of GIN Principles for use of AI in the Health Guideline Enterprise. (2024) 6. NLP document processing and text extraction app developed using Microsoft AI Builder and Power Automate. (2023) ○ Certification: NVIDIA AI Agent Summer Camp Certificate (2024); NVIDIA Building RAG (Retrieval-Augmented Generation) Agents with LLMs (Large Language Models) Certificate (2024); Machine Learning A-Z: Hands-On Python & R In Data Science (2018). <p>2. User-centred design of new digital products</p> <ul style="list-style-type: none"> ○ Roles: CEO, Beijing Yealth Technology Co., Ltd (Beijing) for Digital and Cloud Solutions. Participant, International Telecommunication Union WSIS+20 Forum High-Level Event 2023 & 2024. ○ Projects: <ol style="list-style-type: none"> 1. WISEST (Which Systematic Evidence Synthesis is best) AI project: Co-investigator since 2021, developed early prototype using Microsoft PowerApps and introductory video using Powtoon (2022). 2. UI (User Interface) design of LLM AI Chatbot for guideline development panel discussion app (2024). ○ Certification: Microsoft Certified Solutions Associate on BI Reporting (2019). <p>3. Delivery of new digital products</p> <ul style="list-style-type: none"> ○ Delivered training sessions to Chinese researchers, clinicians and students in Chinese, aiming to promote new technology to enable more efficient production and use of evidence and recommendations (2021-2024). ○ These digital products include: Covidence, Rayyan, EPPI Reviewer, Evidence & Gap Map (EGM), and COVID-19 Recommendation Map (RecMap).
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			<ul style="list-style-type: none">○ Where applicable, communicated Chinese users' feedback to product teams, advocating for recognition and improvement of non-English language user-friendly design for a more inclusive, digitally empowered evidence synthesis community.
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6. Any other information you would like to add to support your nomination (maximum 200 words)?

I would like to express my deepest gratitude to my friends and colleagues from the Cochrane family for their guidance and support, which have been instrumental in my personal and professional growth. Cochrane has truly changed my life, setting me on a bright career path.

“Made in Cochrane, serve in Cochrane.”

I am committed to continuously contributing fresh ideas and diverse perspectives, drawing from my experiences across different generations, races, and backgrounds. Together, we can move forward towards Cochrane's sustainable success in the long run.

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	YC
2. Have read the following guidance from the Charity Commission The essential trustee: what you need to know, what you need to do	YC
3. Accept the Governing Board Charter	YC
4. Accept and will adhere to the Code of Conduct for Trustees	YC
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	YC
6. Have completed the 'Trustee Eligibility Declaration' required by the UK Charity Commission for all Trustees (Annex 2 of this document)	YC
NAME: Yuan Chi	
DATE: 12 October 2024	

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:

1. Financial interests In the last three years, have you:	YES/NO (If YES, please provide details)
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?	Part-time contracted research employment from McMaster University (2023-2024). Research grant from McMaster University (2023-2024).
b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?	Paid work for Cochrane COVID-19 Study Register (2021). Consultancy or service fee from Oregon Health & Science University, Stellenbosch University, Cochrane Response, Chinese University of Hong Kong, Robert-Koch Institute, University of Freiburg, and McMaster University, Affiliated TCM hospital of Guangzhou Medical University (2021-2024).
c) Received honoraria: one-time payments (in cash or kind) from a related organization?	One-time payment and honoraria for lectures and presentations from Wuhan University, Lanzhou University, Third affiliated hospital of Beijing University, Affiliated TCM hospital of Guangzhou Medical University, Beijing University of Chinese Medicine (2020-2024).
d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?	Served as Governing Board member and trustee of Cochrane (2021-2024).
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
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	YC
Understand Cochrane's purposes (objects) and rules set out in its Articles of Association	YC
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 organization in Scotland (under relevant legislation) • 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 	YC
Will provide true, complete and correct information to the Charity Commission if elected as a Board member	YC
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	YC
Comply with my responsibilities as a trustee that are set out in the Charity Commission guidance 'The essential trustee (CC3)'	YC