Guidelines International Network North America

A network for guideline users, developers, and other stakeholders to form partnerships and discuss regional guideline issues.

Evidence-Based Guidelines Affecting Policy, Practice and Stakeholders (E-GAPPS II) Conference

The Challenges of Implementation

March 2-3, 2015

The New York Academy of Medicine
1216 Fifth Avenue, NYC 10029

UAMS
College of Medicine
University of Arkansas for Medical Sciences

Program
Conference Mission

To foster dialogue and collaboration between stakeholder groups around issues that impact heavily on the likelihood of successful implementation and use of clinical guidelines.

To support learning, networking, and sharing of experiences among attendees and to explore barriers to and facilitators of successful guideline adaptation and implementation.

To foster successful engagement of healthcare consumers and patients in all phases of guideline development and uptake.

Sponsorship Statement

Evidence-based Guidelines Affecting Policy, Practice and Stakeholders II (E-GAPPS II) was initiated and is sponsored by Guidelines International Network/North America and by the Section on Evidence Based Health Care of The New York Academy of Medicine. It reflects the full support of the host institution.

Funding Support

Funding for this conference was made possible in part by Grant Number 1 R13 HS023955 from the Agency for Healthcare Research and Quality (AHRQ). The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.

Guidelines International Network/North America and the Academy’s Section on Evidence Based Health Care gratefully acknowledge Kaiser Permanente for its generous support of consumer/patient involvement and partial conference funding for the E-GAPPS II Conference.

Additional support for E-GAPPS II has been provided by Doctor Evidence®, Elsevier Health Sciences and Indico Solutions.

Accreditation Statement

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the University of Arkansas for Medical Sciences (UAMS) College of Medicine and New York Academy of Medicine. The UAMS College of Medicine is accredited by the ACCME to provide continuing medical education for physicians.

The AMA Designation Statement is: The UAMS College of Medicine designates this live activity for a maximum of 12.5 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Acknowledgements

Guidelines International Network/North America acknowledges the contribution of Consumers United for Evidence-based Healthcare (CUE) in coordinating and recruiting consumer panelists and attendees at E-GAPPS II.

The E-GAPPS Planning Committee is extremely grateful to Claudette Dyges-Brown, Donna Fingerhut, Margarita Guevara, Suhani Parikh, and Tawana Wright of The New York Academy of Medicine; Cesar Lombana and Michael Salvatore for efforts that made this event possible; and Ms. Reva Datar of CUE for her work on behalf of consumer participation.
Planning Committee Members

Marguerite Koster, MA, MFT  
(Chair Ŧ/,uspended)  
Practice Leader  
Permanente Southern California

José Luis Mayorga Butrón, MD  
Otolaryngology Department, National Institute of Pediatrics, Mexico

Michael Cantor, MD  
NYU School of Medicine, New York Academy of Medicine Section on Evidence Based Health Care

Vivian Coates, MBA  
Vice President, ECRI Institute

Dave Davis, MD, CCFP, FCFP  
G-I-N Board of Trustees (Past Member)  
Senior Director Continuing Education and Performance Improvement Association of American Medical Colleges

Kay Dickersin, PhD  
Professor of Epidemiology, Johns Hopkins Bloomberg School of Public Health, Director, US Cochrane Center

Peg Ford  
Co-Founder and President, Ovarian Cancer Alliance of San Diego

Anna Gagliardi, PhD  
Scientist, Toronto General Research Institute

Thomas S. D. Getchius  
Director of Clinical Practice, American Academy of Neurology

Ian Graham PhD  
Department of Epidemiology and Community Medicine, University of Ottawa

Loes Knaapen PhD  
G-I-N Public Steering Group  
Public Health Research Institute, University of Montreal

Sandra Zelman Lewis, PhD  
(Chair-Elect Ŧ/,uspended)  
EBQ Consulting, Chief Guidelines Officer, Doctor Evidence®

Richard M. Rosenfeld, MD, MPH  
(Chair-Emeritus Ŧ/,uspended)  
Professor and Chairman Department of Otolaryngology  
SUNY Downstate Medical Center

Holger Schünemann, MD, MSc, PhD  
G-I-N Board of Trustees  
Professor and Chair, Department of Clinical Epidemiology & Biostatistics, McMaster University

Richard N. Shiffman, MD, MCIS  
Professor of Pediatrics & Associate Director for Education  
Yale University Center for Medical Informatics

Peter Wyer, MD  
Co-Chair, Section on Evidence Based Health Care  
New York Academy of Medicine  
Columbia University Medical Center
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<td>Registration and Coffee</td>
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<td>8:00</td>
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<td><strong>Opening Keynote: Harold C. Sox</strong></td>
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<td>4:30</td>
<td>Reception</td>
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## SCHEDULE OF DAILY ACTIVITIES

### Monday, March 2

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| 8:15 - 8:45| Hosack Hall - 1st Floor | **Opening Keynote: Harold C. Sox**
               |                  | “Clinical Guidelines Then and Now: Challenges, Risks, Opportunities”     |
| 8:45 - 10:00| Hosack Hall - 1st Floor | **THEME I:** "The Chicken or the Egg: What Should Drive Guideline Development, Evidence, Clinical Specialty Interests, Stakeholder Needs, or Quality Improvement Opportunities?"
               |                  | **Plenary Presentation Speakers:**
               |                  | Richard Rosenfeld
               |                  | “Quality improvement as a driving force for guideline scope and content/how issues of implementation and end user needs and perspectives can drive the development process from the outset”
               |                  | Holger Schünemann
               |                  | “Evidence synthesis as a driving force for guideline scope and content/how how developers can anticipate the needs, perspectives and exigencies of implementation”
               |                  | Mark W Skinner
               |                  | “The patient’s role and contribution to clinical guideline development and use”
               |                  | **Plenary Presentation Moderator:** Peg Ford                             |
| 10:00 - 10:30| President’s Gallery - 1st Floor | Break                                                                  |
| 10:30 - 12:00| Hosack Hall - 1st Floor | **Breakout Session 1:** Early stakeholder engagement and implementation planning within a specialty society context
               |                  | Richard Rosenfeld, Stephanie Jones, Barbara Warren                       |
               | Room 20 - 2nd Floor | **Breakout Session 2:** Patient and public recruitment, selection, engagement and training
               |                  | Loes Knaapen, Peg Ford, Nancy Santesso                                  |
               | Room 21 - 2nd Floor | **Breakout Session 3:** Updates in meeting the new NGC standards
               |                  | Vivian Coates, Jane Jue, Lisa Haskell, Mary Nix                        |
| 12:00 - 1:00| Library - 3rd Floor | Lunch                                                                  |
| 1:00 - 2:30| Hosack Hall - 1st Floor | **THEME II:** “Harmonizing the Message: Achieving Agreement Across Constituency-based Guidelines”
               |                  | **Plenary Presentation Speakers:**
               |                  | Jeanne Lenzer
               |                  | “Minimizing conflict of interest”                                       |
               |                  | Rich Shiffman
               |                  | “Understanding Guideline Conflict”                                      |
               |                  | Cynthia Boyd
               |                  | “The challenge of making guidelines relate to patients with multiple health conditions”
               |                  | **Plenary Presentation Moderator:** Barbara Warren                      |
### Monday, March 2 (continued)

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<td>2:30 - 3:00</td>
<td>President’s Gallery</td>
<td>Break</td>
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| 3:00 - 4:30 | Hosack Hall - 1st Floor | **Breakout Session 1**: How to make collaborative efforts work, overcoming resource issues, proprietary obstacles  
Holger Schünemann, Marguerite Koster, Sandra Zelman Lewis  |
|          | Room 20 - 2nd Floor      | **Breakout Session 2**: C-Change-lessons regarding collaboration between organizational developers  
Sheldon Tobe                                                |
|          | Room 21 - 2nd Floor      | **Breakout Session 3**: Reconciling disease oriented guidelines with a patient centered approach to patients with multiple health conditions  
Cynthia Boyd, Maryann Napoli                                |
| 4:30 - 5:30 | 2nd Floor Foyer         | Opening Reception                                                     |

### Tuesday, March 3

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| 8:15 - 8:45 | Hosack Hall - 1st Floor | **Opening Keynote**: Albert Mulley  
“Patient Preferences Matter: Implications for Evidence-based Guidelines” |
| 8:45 - 10:00 | Hosack Hall - 1st Floor | **THEME III**: “Building Guidance From the Point of Use: Adapting Guidelines to Specific Needs and Circumstances”  
**Plenary Presentation Speakers**:  
Melissa Brouwers  
“Practice guideline evaluation and adaptation for use”  
Antoine Boivin  
“Effectively engaging patients in community adaptation”  
Ludovic Reveiz  
“The Pan American perspective on collaboration, adaptation versus adoption”  
**Plenary Presentation Moderator**: Carol Sakala |
<p>| 10:00 - 10:30 | President’s Gallery | Break                                                                 |</p>
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<tr>
<th>Time</th>
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<th>Session Description</th>
<th>Speakers</th>
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| 10:30 - 12:00| Hosack Hall - 1st Floor | **Breakout Session 1:** Guideline adaptation: overlap with primary development, early stakeholder engagement, commonalities of adaptation and implementation  
Ian Graham, Melissa Brouwers, Antoine Boivin |
|              | Room 20 - 2nd Floor  | **Breakout Session 2:** Creating tools and partnerships for development, dissemination, and implementation of clinical guidelines: the neurology experience  
Tom Getchius |
|              | Room 21 - 2nd Floor  | **Breakout Session 3:** Adaptation of guidelines in diverse cultural settings: The Mexican experience  
Jose Luis Mayorga, Désirée Larenas-Linemann |
| 12:00 - 1:00 | Library - 3rd Floor  | Lunch                                                                                |                                                                          |
| 1:00 - 2:30  | Hosack Hall - 1st Floor | **THEME IV:** “Point-of-Care Access to Guideline Recommendations and Implementation Tools”  
Plenary Presentation Speakers:  
Anna Gagliardi  
“Implementation of guidelines: building on past and future directions”  
France Légaré  
“Shared decision making”  
Andre Kushniruk  
“Computerized support: Making it work”  
Plenary Presentation Moderator: Ngina Lythcott |
| 2:30 - 3:00  | President’s Gallery 1st Floor | Break                                                                                |                                                                          |
| 3:00 - 4:30  | Hosack Hall - 1st Floor | **Breakout Session 1:** Approaches to shared decision making  
France Légaré, Dawn Stacey, Sue Sheridan |
|              | Room 20 - 2nd Floor  | **Breakout Session 2:** Practical approaches to computerized support  
Tom McGinn, Andre Kushniruk |
|              | Room 21 - 2nd Floor  | **Breakout Session 3:** EHRs to implement recommendations with links and fidelity to source guidelines  
Vivian Coates, Robert Grundmeier, Jeremy Michel, Rich Shiffman |
| 4:30         |                      | Adjourn                                                                              |                                                                          |
E-GAPPS II FACULTY AND MODERATORS

Antoine Boivin, MD, PhD
Assistant Professor, Health Services Researcher, University of Montreal

Dr. Boivin is a practicing family physician, assistant professor, and health services researcher at University of Montreal. After completing his MD degree, Dr. Boivin trained in Health Services Research at the London School of Hygiene and Tropical Medicine (UK), and at the Scientific Institute for Quality of Healthcare (Netherlands). He holds a Canadian Institutes of Health Research Clinician-Scientist Award. His research focuses on patient and public partnership healthcare. Dr. Boivin is founder of the Guidelines International Network (G-I-N) Patient and Public Involvement Working Group.

Cynthia Boyd, MD, MPH

Dr. Boyd is an Associate Professor of Medicine at the Johns Hopkins University School of Medicine, Division of Geriatric Medicine and Gerontology, and is a core faculty member at the Johns Hopkins Center on Aging and Health. Dr. Boyd holds a joint appointment in the Department of Health Policy and Management. She holds degrees from Yale University (B.S.), Duke University School of Medicine (M.D.), and an M.P.H. in Epidemiology from the University of North Carolina at Chapel Hill. Dr. Boyd completed her internal medicine residency and a geriatrics fellowship at Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center. She conducts research on improving health and health care of people with multiple chronic conditions, or multimorbidity, including how to inform patient-centered care through evidence syntheses and clinical practice guidelines.

Melissa C. Brouwers, PhD
Associate Professor and Lead of Health Services Research, Department of Oncology, McMaster University

Dr. Brouwers is Deputy Director and Scientist at the Escarpment Cancer Research Institute, and associate member in the Department of Clinical Epidemiology and Biostatistics at McMaster University. She also serves as Provincial Director (Scientific) of the Program in Evidence-based Care (PEBC), Cancer Care Ontario (CCO). Dr. Bowers holds a University of Western Ontario PhD in Psychology. She was the principal investigator of the AGREE Enterprise and is a member of the KT-NET Advisory Committee of the Ontario Institute for Cancer Research (OICR). She is also the McMaster co-lead for the National KT-STIHR (Strategic Training Initiative in Health Research) grant and a member of KT Canada.

Vivian H. Coates, MBA
Vice President, Information Services and Health Technology Assessment, ECRI Institute

Ms. Coates developed and leads ECRI Institute’s evidence-based medicine and health technology assessment program, including the Evidence-based Practice Center (EPC) and the Health Technology Assessment Information Service (HTAIS) for health plans, hospitals/health systems, and health policymakers. Ms. Coates is project director on ECRI’s contract to create, maintain and enhance the National Guideline Clearinghouse and the National Quality Measures Clearinghouse, sponsored by the Agency for Healthcare Research and Quality (AHRQ). She oversees the ECRI contract to create the nation’s first Healthcare Horizon Scanning System for AHRQ.

Peg Ford
President, Ovarian Cancer Alliance of San Diego

Ms. Ford is Co-Founder of the Ovarian Cancer Alliance of San Diego, partner member of the Ovarian Cancer National Alliance (OCNA). She is a member of G-I-N North America Steering Committee, FDA Patient Representative Program, and NCI Ovarian Cancer Task Force. She serves as a consumer reviewer for the Patient Centered Outcomes Research Institute (PCORI), CDMRP Department of Defense Ovarian Cancer Research Program, Gynecologic Cancer Review Group, UK, The Cochrane Collaboration, and Consumer Representative, “Sudden Hearing Loss” Guideline Panel for the American Academy of Otolaryngology-Head and Neck Surgery Foundation (AAO-HNS). She serves as CUE’s representative to the Steering Committee of the Evidence-Based Research Network (EBRNetwork). She maintains a column for The Oncology Nurse (TON) and has published articles in other outlets including the International Journal of User-Driven Healthcare, IGI Global.
Anna Gagliardi, PhD  
*Scientist, Toronto General Research Institute*

Dr. Gagliardi is Associate Professor in the Department of Surgery; Institute of Health Policy, Management and Evaluation; and the Institute of Medical Science at the University of Toronto, where she obtained her PhD in Health Policy, Management and Evaluation. She held a Canadian Institutes of Health Research New Investigator in Knowledge Translation salary award (2008-13). Dr. Gagliardi’s research explores factors influencing the effective organization and delivery of health services, and design and evaluate strategies that optimize quality of health care delivery and outcomes. She has published over 80 articles in peer reviewed journals, and has administered over $2.4 million in peer reviewed research funding. She is Chair of the Implementation Working Group for the Guidelines International Network (G-I-N) and Chair of the Collaborative Healthcare Improvement Partnerships Theme Group for the Canadian Association of Health Services and Policy Research.

Tom Getchius  
*Director, Clinical Practice at American Academy of Neurology, Minneapolis, MN*

Mr. Getchius’ work at the American Academy of Neurology includes development, dissemination, and implementation of its evidence-based systematic reviews, clinical practice guidelines and all of their derivative content. He has sought to create opportunities to disseminate AAN products through social media platforms, major media outlets, and other digital strategies. He has developed a guideline mobile app for use by licensed health care providers and patients, family members, and caregivers. Mr. Getchius served as the Principal Investigator on a CDC grant to develop, disseminate, and implement four guidelines on muscular dystrophies and as a co-investigator on an AHRQ sponsored study to compare methods of guideline dissemination within physician and public communities.

Ian Graham, PhD, FCAHS  
*Professor, Epidemiology and Community Medicine, University of Ottawa*

Dr. Graham is Senior Scientist in the Clinical Epidemiology Program of the Ottawa Hospital Research Institute. He was Vice-President in charge of knowledge translation research for the Canadian Institute for Health Research from 2006-12. Dr. Graham’s research focuses on studying the process of research use and conducting applied research on strategies to increase implementation of research findings and evidence-based practice. He has overseen the development of two planned action models, The Ottawa Model of Research Use and the Knowledge to Action Model. Dr. Graham has published over 250 peer-reviewed articles and is co-editor of Knowledge Translation in Health Care (2013) and Evaluating the Impact of Implementing Evidence-based Practice (2010).

Robert Grundmeier, MD  
*Director, Clinical Informatics, Department of Biomedical and Health Informatics (DBHi), Children’s Hospital of Philadelphia (CHOP)*

Dr. Grundmeier currently practices medicine in the South Philadelphia primary care office and has served as DBHi’s clinical informatics director since 2006. His informatics work focuses on the expansion of the electronic health record (EHR) interface to deliver interventions and decision support directly to healthcare providers within the clinical setting. He is a recognized expert in the repurposing of clinical data for secondary use in clinical and genomics research. Dr. Grundmeier is a founding member of the Pediatric Research Consortium (PeRC), a DBHi-led group that facilitates EHR-mediated research within CHOP’s dozens of primary care practices across the region.

Lisa T. Haskell, MSOT  
*Project Manager, National Guideline Clearinghouse (NGC)*

Lisa Haskell is the Project Manager at NGC since 2008, and has been associate with NGC for over a decade. She has overseen numerous content and process improvements including, most recently, the roll out of the 2013 revised NGC inclusion criteria. Ms. Haskell is the point of contact for hundreds of guideline development organizations and has given many presentations on behalf of NGC at Guidelines International Network (G-I-N) Annual Conferences and at AHRQ Annual Meetings. She is a practicing occupational therapist. Prior to obtaining her MS in Occupational Therapy, she earned a BA in English from Cornell University and has 20 years experience in editing, writing, and in management positions.
Stephanie L. Jones, BS  
**Director, Research and Quality, American Academy of Otolaryngology - Head and Neck Surgery Foundation (AAO-HNSF)**

Stephanie Jones has over 15 years of progressive healthcare experience including as guidelines developer and oversight for guideline development, implementation and dissemination (AAO-HNSF), administration of Otolaryngology research grants (AAO-HNSF), business analyst for the NCDR® ACTION Data Registry (ACC), grant writer and administrator. She oversees the acquisition, cleaning, DRG grouping, JCAHO reporting and benchmarking of pediatric inpatient datasets (NACHRI).

J. Jane S. Jue, MD, MSc  
**Senior Medical Advisor, National Guideline Clearinghouse (NGC) and the National Quality Measures Clearinghouse (NQMC)**

Dr. Jue is Assistant Professor of Medicine at the Perelman School of Medicine at the University of Pennsylvania, and serves as Senior Research Analyst with the ECRI Evidence-based Practice Center. She received her medical degree and training in internal medicine from the Mount Sinai School of Medicine and fellowship training at the University of Pennsylvania and at the Robert Wood Johnson Foundation Clinical Scholars Program. Dr. Jue is a general internist, practicing at a community-based non-profit health center in North Philadelphia. She has expertise in health policy, clinical practice guideline evaluation and dissemination, quality measures and performance improvement, systematic review, clinical decision support and physician education.

Loes Knaapen, PhD  
**Postdoctoral Fellow, Public Health Research Institute, University of Montreal (IRSPUM)**

Dr. Knaapen investigates public participation in pharmaceutical regulation at IRSPUM, and has been actively involved with G-I-N PUBLIC since 2008, as Steering Committee member and Co-Chair from 2010-12. She is a sociologist by training. Her research focusing primarily on standardization and norm-setting in medicine, with particular attention paid to the roles patients, the public and activists play in these processes. She completed her PhD at McGill University in Montreal. Dr. Knaapen will take up a position as assistant professor in Sociology at the University of Ottawa in July 2015.

Marguerite Koster, MA, MFT  
**Practice Leader, Evidence-Based Medicine Services Unit, Kaiser Permanente (KP)**

Ms. Koster has been actively involved in the advancement of evidence-based medicine and methodology standards for guideline development and technology assessment for over 20 years at KP. Her team of 11 specialists systematically reviews and critically appraises scientific evidence in support of KP Southern California’s clinical practice guideline, medical technology assessment, and health system implementation programs. Ms. Koster was a member of the Institute of Medicine’s Committee on Standards for Systematic Reviews of Comparative Effectiveness Research, contributing to the report “Finding What Works in Health Care: Standards for Systematic Reviews.” She was also a reviewer for the IOM Report, “Clinical Practice Guidelines We Can Trust.” She is currently Chair of the Guidelines InternationalNetwork /North America (G-I-N/NA) and has served on expert panels for The Joint Commission and the Patient-Centered Outcomes Research Institute.

Andre Kushniruk, MSc, PhD  
**Professor and Director, School of Health Information Science, University of Victoria**

Dr. Kushniruk conducts research in evaluation of the effects of technology, human-computer interaction in health care and other domains as well as cognitive science. He has published extensively in the area of health informatics. Dr. Kushniruk’s work focuses on developing new methods for the evaluation of information technology and studying human-computer interaction in health care. He is a key researcher on a number of national and international collaborative projects. Dr. Kushniruk has held academic positions at a number of Canadian universities and has taught courses in human-computer interaction, database management and systems analysis and design. He holds a MSc degree in Computer Science from McMaster University and a PhD in Cognitive Psychology from McGill University, and is a fellow of the American College of Medical Informatics.
**Désirée Larenas-Linnemann, MD**  
**National Institute of Pediatrics, Mexico**

Dr. Larenas received a cum laude medical degree at the Rijksuniversiteit Utrecht, The Netherlands, and a pediatric and allergy training in the Instituto Nacional de Pediatría, Universidad Autónoma de México. She was also medical manager at Astra in charge of clinical trials. Dr. Larenas has been active in the American Academy of Allergy, Asthma and Immunology (AAAAI) where she was chair of the immunotherapy committee from 2005-09. In 2012 she was assigned country coordinator for ARIA. She is chair of the immunotherapy committee of the Mexican College of Allergists (CMICA), where she serves in the Board of Directors. Dr. Larenas has been prime coordinator of three national guidelines in Mexico, guidelines that are having influence in other Latin American countries.

**France Légaré, BSc Arch, MD, PhD, CCFP, FCFP**  
**Full Professor, Department of Family Medicine and Emergency Medicine, Université Laval**

Dr. Légaré is a family physician in Quebec City since 1990, and serves as Canada Research Chair in Implementation of Shared Decision Making in Primary Care. Her research program aims at providing healthcare professionals and patients with the needed tools to optimize decision making in the context of primary care but also across the healthcare continuum. Dr. Légaré obtained a Master’s degree in Community Health, assessing behavior change in patients and health care professionals using socio-cognitive theories. In 2005, she obtained a PhD in Population Health from the University of Ottawa. She also served as Canada Research Chair in Health Care Consumer Decision Support at the School of Nursing.

**Jeanne Lenzer**  
**Associate Editor, The British Medical Journal (BMJ)**

Ms. Lenzer is a medical investigative journalist and former Knight Science Journalism fellow. She has published articles on guidelines gone wrong and how to improve guideline integrity. Her work has been cited in *JAMA* and the *New England Journal of Medicine*, and her articles and commentary have been published in *The New York Times, The Atlantic, The New Republic, Discover, Slate, The Scientist, The Independent* (London), *USA Today, Newsweek Japan, Mother Jones*, and many other outlets.

**Sandra Zelman Lewis, PhD**  
**President EBQ Consulting and Chief Guidelines Officer for Doctor Evidence**

Sandra Zelman Lewis, PhD is the Chair Elect of the Guidelines International Network/North America Community. She is President of EBQ Consulting (for guideline and quality improvement consulting) and Chief Guidelines Officer for Doctor Evidence. She previously directed the development and implementation of evidence-based clinical practice guidelines and clinical statements at the American College of Chest Physicians and helped to establish the ACCP Quality Improvement Committee and related QI initiatives. She serves as a merit reviewer for the Patient Centered Outcomes Research Institute and for the American Academy of Pediatrics Institutional Review Board. She serves on the Methods Committee of the Kidney Disease International Guidelines Organization. Dr. Lewis has published over 20 peer-reviewed articles on guideline methodology, and has delivered presentation related to guideline development at the Institute of Medicine and at international conferences.
Ngina Lythcott, RN, MSW, PhD

*Public Health Practitioner and Health Activist*

Dr. Lythcott is a 26-year breast cancer survivor, and served as the Breast Cancer Liaison for the Black Women’s Health Imperative (BWHI) for over 15 years. She represents BWHI as a member of the Department of Defense (DOD) Breast Cancer Research Program’s (BCRP) Integration Panel, the Advisory Committee of the Intercultural Cancer Council (ICC), and a founding member (and currently Co-Chair) of the US Cochrane Collaboration’s Consumers United for Evidence-base Healthcare (CUE). She serves as Board member of Breast Cancer Action (BCAction). She studied Nursing and Psychology at Simmons College (Board of Trustees’ current member), Clinical Social Work at Smith College and Masters and Doctoral degrees in Public Health (Health Services Administration) from UCLA. She has done extensive health promotion and disease prevention fieldwork with diverse residents of low-income communities in the prevention of heart disease, cancer, substance abuse, unintended adolescent pregnancy and violence, using a community organization and development model.

José Luis Mayorga Butrón, MD

*Otolaryngology Department of the National Institute of Pediatrics, Mexico*

Dr. Mayorga graduated with honors at National University of Mexico (UNAM) in 1999 and completed his residency in Otolaryngology-HNS at National Medical Center in 2004. Dr. Mayorga was member of the Executive Board of the Mexican Society of Otolaryngology-HNS and was the coordinator of the first workshop of EBM last year. He has published the scientific reports on Clinical Practice Guidelines (CPG) for Management of Acute and Chronic Rhinosinusitis and for Management of Acute Tonsillitis and Adenoids Hypertrophy. He is currently coordinating CPG for medical management of Multiple Sclerosis (GRADE), and coordinates the adaptation project in Mexico of the ARIA (Allergic Rhinitis and its Impact in Asthma) guidelines (ADAPTE approach) and the implementation strategies. Dr. Mayorga is Coordinator of the Pan American Association of Otolaryngology-HNS, and serves as Research Advisor for the Health Minister, State of Guanajuato, Mexico.

Thomas McGinn, MD, MPH

*David J. Green Professor of Medicine, Hofstra North Shore, LIJ School of Medicine*

Dr. McGinn is Chair of the Department of Medicine at the North Shore-LIJ Health System, and Senior Vice President and Executive Director of the Medicine Service Line. He served as Chief, Division of General Internal Medicine at Mount Sinai School of Medicine for 13 years. Dr. McGinn’s current research focuses on implementation science as it applies to health IT, and his recent federal grants have used the electronic medical records as a vehicle to implement CPRs at the point of care. He graduated from the State University of New York, and obtained a Master of Public Health at Columbia University’s Mailman School of Public Health in 1997. He is a Fellow of the Royal College of Physicians of Ireland (2009).

Jeremy Michel, MD

*Pediatrician, Clinical Informaticist*

Dr. Michel is a Pediatrician and board certified Clinical Informaticist who divides his time between research and patient care. His research focus is the transparent and reproducible adaptation of evidence-based guideline recommendations as Clinical Decision Support (CDS) and Quality Measures. His work at The Children’s Hospital of Philadelphia (CHOP) focuses on streamlining and decreasing variability of care for the management of childhood obesity and attention deficit hyperactivity disorder (ADHD). Dr. Michel works with ECRI Institute to support ongoing efforts towards developing sharable and coordinated CDS and Quality Measures. He completed a post-doctoral fellowship in Clinical Informatics at Yale University on aligning guidelines recommendations and quality measures using the Guideline Elements Model and the Quality Data Model.
Albert G. Mulley, Jr., MD, MPP
Director, The Dartmouth Center for Health Care Delivery Science, Hanover NH

Dr. Mulley is Professor of Medicine at the Geisel School of Medicine at Dartmouth. He served on the Harvard faculty and the staff of Massachusetts General Hospital for 35 years where he was the founding Chief of the General Medicine Division and Director of the Medical Practices Evaluation Center. He is founding Editor of Primary Care Medicine, now in its 7th edition, and founding Director of the Informed Medical Decisions Foundation. His research focuses on measurement of processes, outcomes, and patient preferences to improve the quality of health care decision making and delivery. He was the first International Visiting Fellow at the King’s Fund London, was International Consultant to the Chinese Hospital Association and was co-chair of the steering committee for a strategic partnership between Dartmouth and the Ministry of Health of the People’s Republic of China (2011). He is adjunct faculty of the Tsinghua Institute for Hospital Management Research (2013).

Maryann Napoli
Associate Director, Center for Medical Consumers, New York City

Ms. Napoli is a co-founder and Associate Director of the Center for Medical Consumers in New York City, an advocacy organization ongoing since 1976. Over the past 15+ years Ms. Napoli has been a contributor to the Cochrane Collaborations Consumer Network. Currently, she is serving as a public representative on several guidelines committees that concentrate on informed decision-making and the use of diagnostic and screening lung scans.

Mary P. Nix, MS, PMP
Contracting Officer Representative (COR), Agency for HealthCare Research and Quality (AHRQ)

Mary Nix has over 25 years of experience in clinical and research settings. After accumulating managerial experience as a medical technologist at major academic medical centers, she transitioned to health services research in application of analytic skills in clinical pathology to systematic evidence review for the primary purpose of evidence-based clinical practice guideline abstraction. Ms. Nix has certifications in biomedical informatics and project management. She has combined all of this to lead multi-million dollar, national projects for AHRQ’s Center for Evidence and Practice Improvement (previously, Center for Outcomes and Evidence). These projects use data meeting explicit criteria, informatics technology and design to disseminate evidence-based clinical practice guidelines, health care quality measures, and service and policy innovations.

Ludovic Reveiz, MD, MSc, PhD
Advisor in the Knowledge, Bioethics and Research Department, Pan American Health Organization / World Health Organization (PAHO/WHO)

Dr. Reveiz provides technical cooperation to strengthen health systems and services through the development of national health research system functions including the translation and exchange of knowledge and the establishment of policies, norms and standards. Dr. Reveiz received his medical degree from Universidad del Rosario, Bogota, Colombia, a master of science degree in epidemiology from University of London, and a doctor degree in Public Health from the Universidad Autonoma de Barcelona.

Richard Rosenfeld, MD, MPH
Professor and Chairman, Department of Otolaryngology, SUNY Downstate Medical Center

Dr. Rosenfeld, emeritus and founding chair of Guidelines International Network/North America, Community is Senior Advisor for Guidelines and Quality at the American Academy of Otolaryngology Head and Neck Surgery (AAO-HNS) Foundation. He is recognized as an international authority on otitis media, evidence-based medicine and clinical practice guideline development. Dr. Rosenfeld has chaired or authored 17 multidisciplinary guidelines, co-chaired 2 AMA PCPI performance measure sets, and published 3 editions of the AAO-HNS Clinical Practice Guideline Development Manual. He is an editor for the Cochrane ENT Group and has taught or organized numerous courses on biostatistics and systematic review methodology. Dr. Rosenfeld has authored five books and over 280 articles and book chapters. He has been listed as one of “America’s Best Doctors” since 2000 by Castle Connolly. Dr. Rosenfeld has been active in the Guidelines International Network (G-I-N), serving as an organizational trustee, editor of the newsletter, and chair of the scientific program.
Carol Sakala, PhD, MSPH
Director of Childbirth Connection Programs, National Partnership for Women & Families

Carol Sakala is a researcher, educator, author, policy analyst, and advocate for maternity care that is aligned with the needs and interests of childbearing women and families. She works across the continuum of clinical effectiveness activities, including systematic reviews, performance measures, clinical practice guidelines, and decision aids. She is a Steering Committee member, Guidelines International Network Patient and Public Involvement Working Group (G-I-N PUBLIC). Dr. Sakala was a team member from Childbirth Connection and the Informed Medical Decisions Foundation that created pathbreaking PregnantMe maternity care decision aids, a lead author of the Milbank report “Evidence-based Maternity Care: What It Is and What It Can Achieve,” and a report on “Maternity Care and Liability.” She is also co-investigator of the continuing series “Listening to Mothers” surveys and a co-author of “2020 Vision for a High-Quality, High-Value Maternity Care System” and “Blueprint for Action.” Her current focus is on the quality and value of maternity care through consumer engagement and health system transformation. She works to foster reliable access to and delivery of appropriate medical care for childbearing women and newborns, and to limited unwarranted practice variation.

Nancy Santesso, PhD, MSPH
Assistant Professor, Department of Clinical Epidemiology and Biostatistics, McMaster University

Dr. Santesso is a registered dietitian by training and currently focuses on methodology of systematic reviews and guidelines. A member of the GRADE Working Group, she provides training and support to guideline organisations and guideline groups in the World Health Organisation to develop guidelines using GRADE and the GRADEpro software. She has worked within the Cochrane Collaboration to disseminate evidence-based information to patients and the public and is currently an editor of the Cochrane Consumers and Communication Review Group. Her main research areas are dissemination of systematic reviews and guidelines to the public through projects related to the DECIDE Collaboration and the McMaster Optimal Aging Portal.

Sue Sheridan, MBA, MIM, DHL
Director of Patient Engagement for the Patient-Centered Outcomes Research Institute (PCORI)

Sue Sheridan leads the PCORI Patient Engagement team, which develops and implements tools, programs, and processes to encourage meaningful engagement of patients and other stakeholders in all PCORI activities. She was the external lead of the Patients for Patient Safety program at the World Health Organization (WHO), where she helped develop and implement a global network of patients who built national and regional strategic plans for patient engagement for various WHO initiatives. Ms. Sheridan spent 10 years in patient advocacy inspired by adverse family experiences in the healthcare system. She is cofounder and past president of Parents of Infants and Children with Kernicterus (brain damage from jaundice), and is co-founder of Consumers Advancing Patient Safety. Ms. Sheridan previously was a finance banker for international trade. She received an MIM and MBA from the Thunderbird School of Global Management, and a DHL (Doctor of Humane Letters) from Adrian College.

Richard Shiffman, MD, MCIS
Associate Director for Education, Yale Center for Medical Informatics; Professor of Pediatrics, Yale School of Medicine

Dr. Shiffman is a Fellow of the American College of Medical Informatics and the American Academy of Pediatrics and is Board Certified in both pediatrics and clinical informatics. He served on the Institute of Medicine Committee to Develop Standards for Trustworthy Guidelines and on the Advisory Panel for the National Guidelines Clearinghouse/National Quality Measures Clearinghouse; on the G-I-N Board of Trustees in 2006, 2008-10, and 2011-12. He currently serves on the Steering Committee for G-I-N North America. Dr. Shiffman’s research relates to use of computer-based decision support systems to enhance effectiveness of clinical practice guidelines. Dr. Shiffman’s team at Yale developed GEM (the Guideline Elements Model), an international standard for representation of guideline documents, the COGS (Conference on Guideline Standardization) checklist for appraising guideline quality, GLIA (the GuideLine Implementability Appraisal), an instrument to identify obstacles to guideline implementation, and BRIDGE-Wiz, a software assistant to facilitate the development of clear, transparent, and implementable guideline statements.
Holger J. Schünemann, MD, PhD, MSc, FRCP(C)
Professor and Chair, Department of Clinical Epidemiology and Biostatistics, McMaster University

Dr. Schünemann is chair of the Department of Clinical Epidemiology and Biostatistics at McMaster University. He graduated from the Medical School of Hannover, Germany, and he trained in epidemiology, preventive medicine/public health, and internal medicine. He has authored more than 400 peer reviewed publications, many focusing on guideline and systematic review methodology. Dr. Schünemann co-developed the guideline development tool and the guideline checklist. He is co-director of the World Health Organization (WHO) collaborating center for evidence informed policy-making, co-chair of the GRADE working group, a member of the Board of Trustees of G-I-N, the Cochrane Collaboration Steering Group, and WHO committees. He led or participated in numerous guideline panels at the WHO, the ACP, ACCP and ATS and drafted the WHO’s handbook on guideline development.

Mark W. Skinner, JD
President and CEO of the Institute for Policy Advancement

The Institute for Policy Advancement is a consulting firm specializing in global healthcare development and patient-focused research within the bleeding disorders community. Mr. Skinner served as President of the World Federation of Hemophilia (WFH) and the U.S. National Hemophilia Foundation (NHF). He has held numerous roles as an advisor on critical blood safety, supply and treatment access matters. Currently he is President of WFH USA and serves on the NHF Medical and Scientific Advisory Council. He is a member of the Patient Centered Outcomes Research Institute (PCORI) advisory panel on rare disease. Previously he was Vice President of State Programs with the American Insurance Association and served as Administrative Assistant / Chief of Staff to the Speaker of the Kansas House of Representatives. Mr. Skinner received degrees in Public Administration and Business Administration from Kansas State University and a law degree from Washburn University School of Law.

Harold Sox, MD
Professor of Medicine (Emeritus, Active) at Dartmouth

Dr. Sox is Director of Portfolio Development and a Program Officer in the Comparative Effectiveness Program at the Patient-Centered Outcomes Research Institute (PCORI). He graduated from Stanford University and Harvard Medical School. After internal medicine training at Massachusetts General Hospital, he spent 15 years on the faculty of Stanford University School of Medicine, where he practiced internal medicine and did research on medical decision making. Later, he chaired the department of medicine at Geisel School of Medicine at Dartmouth and was the Editor of Annals of Internal Medicine. Dr. Sox’s background includes research on decision making and chairing practice guideline panels for the American College of Physicians, the U.S. Preventive Services Task Force, and the Medicare Coverage Advisory Committee. He chaired the Institute of Medicine committee to set national priorities for Comparative Effectiveness Research and several other IOM study committees. He served as president of the American College of Physicians and is a member of the JAMA Editorial Board.

Dawn Stacey, RN, PhD
Full Professor, School of Nursing, University of Ottawa

Dr. Stacey holds a Research Chair in Knowledge Translation to Patients and is a Scientist at the Ottawa Hospital Research Institute where she is Director of the Patient Decision Aids Research Group. She is the principal investigator for the Cochrane Review of Patient Decision Aids, co-chair of the Steering Committee for the International Patient Decision Aid Standards Collaboration (IPDAS), and co-investigator for the Cochrane Review of Interventions to Improve the Adoption of Shared Decision Making. Dr. Stacey’s research includes knowledge translation to patients; patient decision aid development, evaluation and appraisal; decision coaching; implementation of decision aids and decision coaching into practice; telephone-based care, and interprofessional approaches to shared decision making. She is collaborating with the Ministry of Health in Saskatchewan to implement shared decision making and patient decision aids across the province.
Sheldon Tobe, MD
Professor of Medicine, the University of Toronto, Canada

For over 25 years Dr. Tobe has worked as Nephrologist the Sunnybrook Health Sciences Centre. He chaired the Sunnybrook Department of Medicine’s Research Committee for five years and created an ambulatory course for post graduate medical trainees in 2006. Dr. Tobe joined the Canadian Hypertension Education Program (CHEP) in 1999 on the renal subgroup and became the chair of the Recommendations Task Force in 2005 and Chair of CHEP from 2009-12. He was invited to co-chair the CIHR-initiated C-CHANGE process to harmonize a core set of recommendations for vascular risk reduction from eight clinical practice guidelines groups (CHEP, CDA, Cardiac Rehab, Exercise, Lipid Canada, Obesity Canada, Smoking Cessation and Stroke), an initiative endorsed by The Canadian Council of the Federation. He reviews regularly for the CIHR, and is co-applicant and operational lead on the DREAM-GLOBAL study. Dr. Tobe has been named as the Heart and Stroke Foundation/Northern Ontario School of Medicine Chair, Aboriginal and Rural Health Research.

Barbara E. Warren, PsyD, LMHC
Director of LGBT Programs and Policies, Office for Diversity and Inclusion, Mount Sinai Health Systems NYC

Dr. Warren leads the implementation of the Human Rights Campaign’s and the Joint Commission’s guidelines for lesbian, gay, bisexual and transgender (LGBT) affirmative and culturally competent health care throughout the Mount Sinai Health System. She is also developing and delivering LGBT curricula at the Icahn School of Medicine at Mount Sinai. Previously Dr. Warren served as Distinguished Lecturer and Director, Center for LGBT Social Science and Public Policy at Hunter College, City University of New York. For over 21 years Dr. Warren was part of the senior management team of the LGBT Community Center of New York City and was the inaugural Director for the Center’s behavioral health programs. Since 2004, she has been working with the US Cochrane Center as part of its consumer advisory initiative and is on the Steering Committee of Consumers United for Evidence Based Healthcare (CUE). She served on the Steering Group for CCNet, the global consumer advisory group to the International Cochrane Collaboration.
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Please visit us during the **E-GAPPS II** conference at the **Doctor Evidence** exhibit booth in the main foyer. We will be showcasing our technologies and the GROWTH Map for EBM and patient-focused organizations. For more information, please visit [http://www.growthevidence.com](http://www.growthevidence.com)
**Guidelines International Network/North America (G-I-N/NA)**
The Guidelines International Network/North America (G-I-N/NA), established in 2011, is a regional community of clinical practice guideline developers, users and other stakeholders from Canada, Mexico and the U.S. who are interested in improving the effectiveness, rigor and efficiency of guideline development, adaptation, dissemination, implementation, and performance measurement. Through a series of educational webinars, regional training conferences, social media and special events, G-I-N/NA facilitates discussion, partnerships, collaboration and ongoing information sharing within the North American guideline community.

To learn more about the webinar series and/or to join the mailing list, go to www.g-i-n.net/regional-communities/g-i-n-na/about-g-i-n-n-a, and also www.nyam.org/fellows-members/docs/II-G_I-N-North-America-Page.pdf

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The mission of the Section on Evidence-Based Health Care (SEBHC) is to enhance the health of the public and the quality of life of individuals through scientifically-sound, cost-effective individualized care. The Section was established in 2009 and has a multidisciplinary membership comprising physicians, nurses, and librarians. Section activities focus on health care supported by the best available clinical evidence allowing for engagement with health care providers, public health professionals, health care administrators, public policy makers, and health information brokers in their roles as intermediaries to patients and their families. Through established collaborations with individuals and institutions within the US, Canada and Brazil the section is positioned to contribute to a global urban health perspective. The SEBHC serves as the organizational secretariat for G-I-N/NA.

Learn more at: www.nyam.org/fellows-members/benefits-resources/sections/evidence-based-health-care.html#sthash.a90g7Eou.dpuf