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

COVID-19 and the Challenge to Guidance

A Virtual Conference and Open Space Meeting

March 23 – 24, 2021 │ 1-5 pm EDT
Welcome to E-GAPPS IV!

Guidelines International Network (GIN) – North America and the New York Academy of Medicine (NYAM) Section on Evidence Based Healthcare are pleased to cohost this two-day virtual conference and open space meeting for our North American community of guideline developers, systematic reviewers, researchers, front-line physicians, nurses, allied health providers, administrators, consumers, students, and many others.

The COVID-19 pandemic has affected all aspects of our lives, our work, our world. We’ve all witnessed unfathomable devastation and, also, unbelievable heroism. The responses of health care communities in Canada, the United States, and Mexico were shaped by a myriad of factors including but not limited to rate of viral spread, resource limitations, vulnerable populations at high risk of infection, a paucity of high-quality scientific information, culture and politics. For our guideline communities, there was an immediate and desperate need to provide clinicians and other stakeholders with rapid, evidence-based and/or evidence-informed guidance for clinical scenarios that had yet to be studied.

How did the chaos of the surges impact our respective communities? How did each of our countries and communities meet the need? How can we do better next time? This virtual two-day event will engage healthcare providers, representatives of the clinical practice guideline community, information specialists and healthcare consumers from Canada, the US and Mexico, in an exploration of innovative approaches to coping with the crisis and of potential ways in which clinical and guidance communities can most effectively collaborate under such circumstances. We hope it serves you well.

Thank you for joining us.

Conference Planning Committee Members

Yerado Abrahamian, MHS
Evidence-Based Medicine Services
Kaiser Permanente Southern California
Chair, GIN – North America

Sharron Close, PhD, MS, CPNP-PC
Nell Hodgson Woodruff School of Nursing
Emory University
Member, NYAM Section on Evidence Based Healthcare

Brendalynn Ens, RN, MN, CCN(c)
Director, Implementation Support & Knowledge Mobilization
Canadian Agency for Drugs and Technologies in Health
Member, GIN - North America Steering Group

José Luis Mayorga Butrón, MD, MSc
Department of Otolaryngology, Head and Neck Surgery
National Institute of Pediatrics, Mexico

Sheila McNair, PhD
Managing Director, Department of Oncology
Program in Evidence-Based Care
McMaster University, Faculty of Health Sciences

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Center for Evidence and Practice Improvement
Agency for Healthcare Research and Quality
Immediate Past-Chair, GIN - North America

Arlene Smaldone, PhD, CPNP-PC, CDE, FAAN
Professor of Nursing and Dental Behavioral Sciences
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Co-Chair, NYAM Section on Evidence Based Healthcare

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Member, NYAM Section on Evidence Based Healthcare

Peter Wyer, MD
Department of Emergency Medicine
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Founder and Co-Chair, NYAM Section on Evidence Based Healthcare

Xiaomei Yao, MD, MSc
Guideline Methodology Lead, Department of Oncology
Program in Evidence-Based Care
McMaster University, Faculty of Health Sciences
Ontario Health (Cancer Care Ontario)
Member, GIN - North America Steering Group
Virtual Conference Program

March 23, 2021

WELCOME

Yerado Abrahamian, MHS, Chair, GIN - North America
Peter Wyer, MD, Founder and Co-Chair Section on Evidence Based Healthcare, NYAM
Craig Robbins, MD, MPH, Board of Trustees, GIN

OPENING REMARKS

Michael Dowling, CEO, Northwell Health, NY Governor’s Taskforce on Covid

PANEL ONE

~ 1:30 pm

An Unfamiliar Pandemic: Impact on the Frontline and our Health Systems
Moderator: Sheila McNair, PhD, McMaster University
Marlene McHugh, DNP, Montefiore, Columbia University
Doris Grinspun, RN, PhD, LLD(hon), Dr(hc), FAAN, FCAN, O.ONT, Registered Nurses' Association of Ontario
Jose Luis Mayorga, MD, National Institute of Pediatrics, Mexico
Ed Suh, MD, NY-Presbyterian Allen Hospital, Columbia University Irvine Medical Center

Q&A Session, followed by a 10-minute break

PANEL TWO

~ 2:40 pm

How Healthcare Providers and the Guideline Community Responded
MODERATOR: José Luis Mayorga Butrón, MD, National Institute of Pediatrics, Mexico
Craig Robins, MD, Kaiser Permanente; Board of Trustees, GIN
Juan Carlos Vazquez Garcia, MD, National Institute for Respiratory Diseases, Mexico
Samir Gupta, MD, MSc, Canadian Respiratory Guidelines Committee, St. Michael’s Hospital, University of Toronto
Adrienne Stevens, MSc, PhD, COVID19 Living Recommendations Map and Gateway to Contextualization, Cochrane Canada

Q&A Session, followed by a 10-minute break

PANEL THREE

~ 3:50 pm

How Do We Prepare for the Next Pandemic?
MODERATOR: Mary P. Nix, MS, PMP, Immediate Past-Chair, GIN - North America
Ivan Florez, MD, PhD, COVID-END, COVID-19 Guidelines Group
Dejuan Patterson, MPA, Bridge Advisory Group
Jerry Osheroff, MD, ACTS COVID-19 Guidance to Action Collaborative
Cindy Brach, MPP, Agency for Healthcare Research and Quality, US Dept Health and Human Services Health Literacy Workgroup

Q&A Session, followed by introduction to Day 2

This conference will be recorded and made available on the event page.

*All times Eastern
Virtual Open Space Meeting Program

March 24, 2021

WELCOME 1:00 pm*
Yerado Abrahamian, MHS, Chair, GIN - North America
Mary Nix, MS, PMP, Immediate Past-Chair, GIN – North America

IGNITER
Sandra Zelman Lewis, PhD, President, EBQ Consulting

INTRODUCTION TO OPEN SPACE + MARKET PLACE 1:25 pm
Christi Zuber, PhD, RN, Aspen Labs

Choose first location and settle in 1:45 pm
Round One 2:00 pm
Rotate 3:00 pm
Round Two 3:10 pm
Break and Return to Main Room 4:10 pm
Reflection exercise 4:20 pm
Wrap-up and Closing Remarks 4:45 pm

This meeting will be recorded and made available on the event page.
*All times Eastern
SPEAKER BIOS – Virtual Conference

Cindy Brach, MPP
Senior Healthcare Researcher at the Agency for Healthcare Research and Quality
Cindy Brach is the Co-Chair of the HHS Health Literacy Workgroup. She oversees research and the development of training and tools to improve healthcare delivery on such topics as health literacy, cultural competence, practice facilitation, and social determinants of health.

Michael Dowling
President and Chief Executive Officer, Northwell Health
Michael Dowling is one of health care’s most influential voices, taking a stand on societal issues such as gun violence and immigration that many health system CEOs shy away from. As president and CEO of Northwell Health, he leads a clinical, academic and research enterprise with a workforce of more than 75,000 and annual revenue of $14 billion. He has served as a member of the New York State Governor’s COVID Surge Planning Council. Before joining Northwell Health in 1995, he was a senior vice president at Empire Blue Cross/Blue Shield. Mr. Dowling previously served as New York State Director of Health, Education and Human Services and as deputy secretary to the governor. He was also commissioner of the New York State Department of Social Services, and has been a professor of social policy and assistant dean at the Fordham University Graduate School of Social Services.

Ivan Flores, MD, PhD
Associate Professor, Department of Pediatrics, University of Antioquia (Medellin, Colombia)
Dr. Flores is a pediatrician, with a Masters in Clinical Epidemiology, and a Ph.D. in Health Research Methodology from McMaster University where he is also Assistant Professor. He is former Deputy Director of Clinical Practice Guidelines for the Health Technology Assessment Agency of Colombia (IETS), and current Leader of the AGREE Collaboration. He is an Academic/Associate Editor for Systematic Reviews and PlosONE journals and is the Co-chair of the Recommending Working group for the COVID-END initiative, and the Director of Cochrane Colombia. He is a member of the GRADE working group, and the SPOR Evidence Alliance (Canada), and he is also one of the members of the Cochrane's Conflicts of Interests panel.

Doris Grinspun, RN, PhD, LLD(hon), Dr(hc), FAAN, FCAN, O.ONT
Chief Executive Officer of the Registered Nurses’ Association of Ontario (RNAO)
RNAO is the professional association representing RNs, NPs and nursing students in Canada’s most populous province. Dr. Grinspun is a visionary and champion for healthy public policy and evidence-based practice. She has successfully led teams advocating for policy changes that improve patient, organization and health-system outcomes. She is lauded for having transformed nursing and health-care practice with the introduction of RNAO’s Best Practice Guidelines, now considered the gold standard for bringing evidence to the point-of-care. She has published more than 250 articles and delivered more than 400 presentations and keynotes to advance nursing, health and health care. The recipient of over 60 awards and investitures, Dr. Grinspun’s national and international acclaim comes from enriching the lives of others and role modeling speaking out for nursing and for health with evidence and courage.

Samir Gupta, MD, MSc
Associate Professor, Department of Medicine, University of Toronto
Dr. Gupta is a Respirologist and clinician-scientist at the Li Ka Shing Knowledge Institute of St. Michael’s Hospital. He is a knowledge translation scientist and also founder and Head of the Canadian Hepatopulmonary Syndrome Program (www.hpscare.com). He has a specific interest in science communication, and serves as the medical correspondent for the Canadian Broadcasting Corporation. He also serves as Chair of the Canadian Respiratory Guidelines Committee and holds the University of Toronto Michael Locke Term Chair in Knowledge Translation and Rare Lung Disease Research.
José Luis Mayorga Butrón, MD, MSc
Otolaryngology Department of the National Institute of Pediatrics, Mexico
Dr. José Luis Mayorga Butrón is a graduate of the Faculty of Medicine of the National Autonomous University of Mexico and a specialist in Otolaryngology and Head and Neck Surgery. He is currently Adjunct Professor of Pediatric Otolaryngology and Associate Professor in the Master of Science program at the National Institute of Pediatrics. He is a past member of GIN – North America Steering Group, and an organizing committee member of E-GAPPS III, at the New York Academy of Medicine, in 2017. In 2018, Dr. Mayorga coordinated and organized the first International Forum on Clinical Practice Guidelines, organized by the Guidelines International Network in collaboration with CENETEC (National Center for Technological Excellence) under the co-sponsorship of the Pan American Health Organization, in Mexico City. He has co-authored many clinical practice guidelines with national and international organizations, both within his specialty and in other fields.

Marlene McHugh, DNP, FNP-BC, AG/ACNP-BC,ACHPN, FPCN
Associate Director of Palliative Care Service, Montefiore Medical Center, Bronx, NY  Associate Professor of Nursing Columbia University
Dr. McHugh has a clinical nursing background in medical surgical nursing, oncology, critical care and primary care. She received her graduate degree as a Family Nurse Practitioner and her doctoral degree from Columbia University and she hold a post master's certificate as an Adult Geriatric/Acute Care Nurse Practitioner from the University of Pennsylvania. As a nurse fellow at the Department of Pain Medicine and Palliative Care at Beth Israel, Dr. McHugh worked on the Palliative Care for Advanced Disease Pathway and post fellowship developed a successful Palliative Care Service at Montefiore, working with a culturally diverse, underserved population in both a community and acute care hospital setting. Dr. McHugh maintains a clinical practice both inpatient and outpatient settings working with patients with advanced illness at Montefiore Health System.

Jerome A. Osheroff, MD, FACP, FACMI
Chair, AHRQ evidence-based Care Transformation Support (ACTS) Initiative’s Stakeholder Community
Dr. Osheroff, a general internist by training, is a leader in improving health and care delivery through clinical decision support (CDS). He articulated the “CDS 5 Rights” framework which was recommended by the United States CMS agency as a quality improvement best practice and has led development of many influential quality improvement (QI) resources for ‘getting the CDS 5 Rights right,’ including the HRSA Guide to Improving Care Processes and Outcomes. He led the development of the ACTS Roadmap for producing a knowledge ecosystem that broadly fosters learning health systems and their success in realizing the Quadruple Aim. As part of this role, he is leading the ACTS COVID-19 Guidance to Action Collaborative, which is driving progress toward this knowledge ecosystem in ways that improve care delivery and outcomes related to the current pandemic.

DeJuan Patterson, MPA
Advocate and consultant with the Bridge Advisory Group
Mr. Patterson received his Bachelor’s in Psychology and his Master of Public Administration in Public Policy from Bowie State University. Mr. Patterson leverages his personal and professional background as a grassroots leader and in community and government affairs to be the bridge between the community, government, and non-government organizations. His personal experience with gun violence has taught him the importance of developing one's own agency, as it relates to their own medical treatment and recovery. Mr. Patterson has provided necessary education and technical assistance on patient-centered engagement to community members and practitioners and has helped healthcare institutions and practitioners shift their research towards more community-relevant topics. As a result, he has been granted several opportunities from Baltimore City Hall to Capitol Hill to consult with various stakeholders on developing progressive solutions for health equity and community mobility.
Craig W. Robbins, MD, MPH  
**Medical Director, Center for Clinical Information Services & Education, The Permanente Federation and Kaiser Permanente (KP) Care Management Institute**  
Dr. Craig Robbins has been a family physician with the Colorado Permanente Medical Group (CPMG) since July 1998. He has extensive expertise and experience in the critical appraisal of medical research literature, primary care practice, and implementation of evidence-based recommendations in the Kaiser Permanente care delivery system. Dr. Robbins currently oversees the KP National Guidelines Program and the web-based, KP National Clinical Library. The KP National Guidelines Program has been an organizational member of the Guidelines International Network (G-I-N) since 2010 and has followed the GRADE methodology for guideline development since 2011. Dr. Robbins is an organizational trustee on the Guidelines International Network Board of Trustees and a member of the Scientific Advisory Panel of the American Academy of Family Physicians. In addition, at the Kaiser Permanente Bernard J. Tyson School of Medicine (KPSOM), he serves as Associate Professor in the Department of Health Systems Science.

Adrienne Stevens, MSc, PhD  
**Managing Director of Cochrane Canada**  
Dr. Stevens is a faculty member in the Department of Health Research Methods, Evidence, and Impact at McMaster University and is a member of the GRADE Working Group. She is a clinical epidemiologist with professional interests in various types of knowledge synthesis, guideline development, and knowledge translation. She is a co-lead of the COVID19 Living Recommendations Map and Gateway to Contextualization.

Edward H. Suh, MD  
**Medical Director, NY-Presbyterian Allen Hospital Emergency Department**  
Dr. Suh is a practicing New York City ER physician and an Assistant Professor of Emergency Medicine at Columbia University Irving Medical Center. He has been involved in hospital operations and evidence-based medicine during his career. As a founding member of his department’s Evidence Based Practice group, he has led the development of numerous clinical pathways that have been successfully incorporated into daily use. Since the onset of the COVID pandemic, he has helped lead the creation of coordinated guidelines and recommendations for the care of COVID patients for the Emergency Departments of the New York-Presbyterian healthcare system.

Juan Carlos Vázquez García, MD, MSc  
**Academic Director of the National Institute of Respiratory Diseases in Mexico City. Professor at the National Autonomous University of Mexico, Mexico City.**  
Dr. Vázquez is a well-known opinion leader for respiratory medicine in Latin America and is a former President of the Pneumology Mexican Society and Member of the Latin American Association of Thorax and is co-chairman of different Clinical Guidelines of his specialty in Mexico and Latin America. He has participated in several academic meetings sharing his experience with clinical guidelines development and implementation strategies in Mexico and other countries.

**SPEAKER BIOS – Virtual Open Space**

Sandra Zelman Lewis, PhD  
**Igniter**  
President, EBQ Consulting  
Sandra Zelman Lewis, PhD is President of EBQ Consulting which offers methodology, data analyses, medical library services, and project management for guideline developing organizations. Previously, Dr. Lewis served as the Chief Guidelines Officer and Executive Director of GROWTH, the nonprofit-facing division of Doctor Evidence, and Assistant Vice President overseeing guideline development and quality improvement at the American College of Chest Physicians. She is a Past Chair of GIN North America and has been a member of the Executive Planning Committees for 3 previous E-GAPPS conferences, CUE Summit, Scientific Program Chair for the 2017 Mexico International Forum, and invited host for GIN’s first US conference (Chicago, 2010). Dr. Lewis has published more than 30 guidelines and peer-reviewed...
Christi Dining Zuber, RN, MHA, PhD  
Facilitator  
Founder & Managing Director, Aspen Labs; Faculty, Northwestern University; Co-Founder, Design Thinking Exchange

Christi Zuber RN, MHA, PhD is internationally recognized for her trail-blazing work in the field of innovation and human centered design. Dr. Zuber has over 20 years of leading teams, observing users, creatively generating ideas and conducting field experiments to develop solutions that work and have been implemented around the globe. She founded the first of its kind innovation and design function in healthcare in her former leadership role at Kaiser Permanente. The work of Dr. Zuber and her teams have been touted by the likes of the Harvard Business Review, Fast Company, and the New York Times. Their US based and global clients include a broad range of change makers including the US Chamber of Commerce, Amnesty International, Facebook, Siemens’ Global, American Nurses Association, Centura Health and the Center for Care Innovations. Her organization’s latest exciting endeavor includes building a shared online learning platform for organizations to use when building individual and workforce innovation capacity.

CONFERENCE ADVISOR BIOS

Cynthia Baur, Ph.D.  
Director, Horowitz Center for Health Literacy and Horowitz Endowed Chair in Health Literacy  
University of Maryland School of Public Health, College Park, MD

Cynthia Baur, Ph.D. is a nationally and internationally known health literacy and health communication expert who examines health literacy at individual, family, community, and organizational levels. She is the Principal Investigator on multiple projects on health literacy techniques for clear communication, digital health, diabetes, and organizational improvement. She provides expert advice to local, state, and national committees and initiatives. Dr. Baur was the editor of the *U.S. National Action Plan to Improve Health Literacy* and co-creator of the CDC Clear Communication Index. Before coming to UMD, she served for almost 20 years at the U.S. Department of Health and Human Services and the U.S. Centers for Disease Control and Prevention.

Anna Flattau, MD, MSc, MS  
Vice Chair for Clinical Services and Director of Strategic Development in the Department of Family & Social Medicine at Montefiore Medical Center, Bronx, NY and Associate Professor at Albert Einstein College of Medicine

Dr. Flattau is a family physician whose career has focused on the strategic design and implementation of high-quality health service delivery systems. Dr. Flattau completed her MSc in Health Services Promotion at the London School of Hygiene and Tropical Medicine, MD at Harvard Medical School, residency in family medicine at Columbia University Medical Center, an MS in Clinical Research Methodology at the Albert Einstein School of Medicine, and a Certificate in Managing Health Care from Harvard Business School's Executive Education Program. Dr. Flattau served from 2015-7 as Senior Assistant Vice President at NYC Health + Hospitals, where she was Chief Clinical Officer for DSRIP programming across the OneCity Health Network. She oversees Montefiore Medical Center’s clinical operations in the Department of Family Medicine including primary care, hospitalist, maternity care, wound healing, and palliative care services.

C. Daniel Mullins, PHD  
Professor and Chair, Pharmaceutical Health Services Research Department (PHSR), University of Maryland School of Pharmacy

C. Daniel Mullins, PhD, is a professor in the Pharmaceutical Health Services Research Department (PHSR) at the University of Maryland School of Pharmacy. Dr. Mullins’ research and teaching focus on
pharmacoeconomics, comparative effectiveness research, patient-centered outcomes research, and health disparities research. He has received funding as a Principal Investigator from the Agency for Healthcare Research and Quality (AHRQ), National Institute on Aging (NIA), the National Heart, Lung, and Blood Institute (NHLBI), the Patient-Centered Outcomes Research Institute (PCORI), various pharmaceutical manufacturers including Bayer, Pfizer and Sanofi-Aventis, patent advocacy organizations, and the insurance industry. Prof. Mullins also serves as the Executive Director of the University of Maryland PATient-centered Involvement in Evaluating effectiveNess of TreatmentS (PATIENTS) Program, which is an infrastructure to support patient-centered outcomes research and related training activities, as well as the Co-Editor-in-Chief for Value in Health. Prof. Mullins actively conducts training programs, which include continuing education lectures and similar activities for the FDA, professional organizations, and training in developing countries.
GUIDELINES INTERNATIONAL NETWORK – NORTH AMERICA

Guidelines International Network - North America, established in 2011, is a regional community of clinical practice guideline developers, implementers and users; as well as, systematic reviewers, health technology assessment producers, researchers, health care providers, consumers and other stakeholders from Canada, Mexico and the United States 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, and special events, GIN – North America facilitates discussion, partnerships, collaboration, and ongoing information sharing within the North American guideline and research community. To learn more about GIN – North America and all other communities and workgroups of GIN, and to become a member of GIN, please visit https://g-i-n.net/regional-communities/gin-na.

New York Academy of Medicine Section on Evidence Based Health Care

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 is a frequent partner of G-I-N/NA in conjunction with innovative conferencing. To learn more, please visit NYAM.org/fellows/sections-workgroups/evidence-based-health-care and http://www.ebmny.org.

GRATITUDE

The Organizing Committee would like to extend its sincere appreciation to the Guidelines International Network Board of Trustees and its CEO, Elaine Harrow, for supporting this regional community endeavor. This event would not have been made possible without the tireless work of the GIN Office in Edinburgh, Scotland, and, specifically, Jenna Docherty, Allison Smith, Alice Bird and Richard Howe.