Annual Report 2013-14

Building our Network.
Growing Globally.
Contents

Our mission is to lead, strengthen and support collaboration in guideline development, adaptation and implementation.

Chair’s Foreword 02
G-I-N Mission and Aims 03
Members and Partners 04
Organisation and Management 09
Achievements 2013 – 2014 13
Financial Report 2014 17

Guidelines International Network is a Scottish Guarantee Company, established under Company Number SC243691 and is also a Scottish Charity, recognised under Scottish Charity Number SC034047.

Registered Office: J. & H. Mitchell W.S., 51 Atholl Road, Pitlochry, Perthshire PH16 5BU, Scotland

The front cover graphic shows the ‘Our members’ map (see Our Members page) abstracted in a ‘Connect Four’ style grid. Connect Four, a team game is a knowledge based strategy of connections with ‘perfect information’. A perfect representation of Guidelines International Network.
Dear friends,

As I reflect upon the past year – my second and final year as G-I-N Chair – I am continually reminded of the value of the Guidelines International Network. We continued to strive to ultimately provide better care for patients and improve clinical outcomes by providing tools for our members to develop better clinical guidelines, as well as offering programs to educate about guideline implementation. I am very pleased to present the 2013-14 annual report of G-I-N. This annual report summarizes G-I-N’s achievements over the past year, and demonstrates that G-I-N is committed to serving you better by doing the right things and doing things right.

Despite the difficult international economic situation and financial turmoil, we have been very efficient with our planning and have successfully increased our reserves from €32,000 to over €60,000. We also expanded the outreach of G-I-N and we negotiated new partnerships with organisations such as Cochrane and Dynamed, to name but two. These partnerships offer new opportunities and additional benefits for G-I-N members.

Our members have been busy, engaged, and productive. G-I-N established two new regional communities over the past year thanks to the local leadership: G-I-N Nordic and G-I-N Australia & New Zealand (ANZ). The G-I-N working groups, in general, have been very productive, including the newly established group on multimorbidity.

We are creating some exciting new offerings for our members that include profiles to facilitate networking beyond the G-I-N Annual Conference, a guideline checklist that includes a comprehensive list of topics and items outlining the practical steps to consider for developing guidelines, a G-I-N online webinar series to address key guideline-related issues, and a new member orientation session at the G-I-N Annual Conference. We are also working hard to make the G-I-N Library more useful and to now incorporate reporting on the G-I-N Standards for guidelines entered in the library. Finally, we are continuing with our efforts to develop guidance for our members, such as a new G-I-N sponsored manuscript on conflicts of interest.

I want to thank the dedicated staff of G-I-N who are so devoted to our members, the G-I-N Board of Trustees for their dedication and time, and the members of G-I-N committees and working groups for their contributions. Without them, none of the ongoing work of G-I-N would be possible.

I hope you will enjoy the G-I-N 2014 Conference in Melbourne, Australia, and I hope to see you at the G-I-N 2015 Conference in Amsterdam, the Netherlands. I am especially excited that the G-I-N 2016 Conference will be in my hometown of Philadelphia, USA, a historical American city and the birthplace of the United States as well as of American medicine.

I hope that you find the highlights and this report helpful. I encourage you to provide us with feedback, engage in the discussion boards on the G-I-N’s website, and join the conversations via Twitter. It is your commitment to the profession and your passion for knowledge that inspire us. You are the spirit of G-I-N and you are the network.

Warm regards,

Amir Qaseem Chair

AMIR QASEEM, MD, PHD, MHA, FACP (PHILADELPHIA, USA) CHAIR OF G-I-N DIRECTOR, CLINICAL POLICY, AMERICAN COLLEGE OF PHYSICIANS
G-I-N Mission and Aims

G-I-N is an international not-for-profit association of organisations and individuals involved in clinical practice guidelines.

OUR MISSION IS TO LEAD, STRENGTHEN AND SUPPORT COLLABORATION IN GUIDELINE DEVELOPMENT, ADAPTATION AND IMPLEMENTATION.

The main purpose of the Network is to:
> foster and support collaboration among all relevant stakeholders: guideline developers, implementers, researchers, students, users in all health disciplines, policy makers, health technology assessment agencies, administrators and patients.
> promote awareness of the value of guidelines in facilitating high quality, evidence-based health care
> disseminate, improve access to and reduce duplication by promoting awareness of existing guidelines and methodological resources
> improve guideline development and application in clinical and public health practice
> grow the science of knowledge translation, particularly guideline development, adaptation and implementation.

G-I-N supports evidence-based health care and improved health outcomes by supporting work to reduce inappropriate variation in practice throughout the world. It does this by addressing the following three aims:

1. to provide a network and partnerships for guideline-developing organisations, implementers, users (such as healthcare providers, healthcare policy makers and consumers), researchers, students and other stakeholders

2. to assist members reduce the duplication of effort and improve the efficiency and effectiveness of evidence-based guideline development, adaptation, dissemination and implementation appropriate to the healthcare settings within which members work

3. to promote best practice through the development of opportunities for learning and building capacity and the establishment of high quality standards of guideline development, adaptation, dissemination and implementation.
Members and Partners

Our members have access to the world’s largest guideline library.

Organisational Members 2014

ARGENTINA
- National Coordination Unit of Health Technology Assessment and Implementation

AUSTRALIA
- Adelaide Health Technology Assessment
- Australian Commission on Safety and Quality in Health Care
- Cancer Australia
- Cancer Council Australia
- Diagnostic Imaging Pathways, Department of Health, Western Australia
- National Health and Medical Research Council
- National Heart Foundation of Australia
- National Stroke Foundation
- The Joanna Briggs Institute
- Therapeutic Guidelines Ltd.
- Translational Health Division

AUSTRIA
- Health Austria, Federal Institute for Quality in Health Care
- Vienna Medical Chamber

BELGIUM
- Belgian Centre for Evidence-Based Medicine
- Belgian Healthcare Knowledge Centre
- Domus Medica vzw; Flemish College of General Practitioners

BRAZIL
- Amsl Assistência Médica Internacional S/A
- Brazilian Medical Association

CANADA
- Alberta Health Services
- Institut national d'excellence en santé et en services sociaux
- Registered Nurses’ Association of Ontario

COLOMBIA
- Institute of Technology Assessment in Health
- National Institute of Cancer from Colombia
- UNIVERSIDAD NACIONAL DE COLOMBIA

DENMARK
- Danish Health & Medicines Authority

EGYPT
- Center for Evidence-Based Clinical Practice Guidelines (CEBPGs)

FINLAND
- Current Care / Duodecim - Finnish Medical Society
- Duodecim Medical Publications Ltd
- Finnish Office for Health Technology Assessment (Finohta), part of National Institute of Health and Welfare

FRANCE
- European Society of Cardiology
- French National Health Authority

GERMANY
- Agency for Quality in Dentistry within the Institute of German Dentists (IDZ)
- Agency for Quality in Medicine
- Association of Scientific Medical Societies
- Berlin Chamber of Physicians
- CGS Usergroup - Med. Leitlinienentwicklung e.V.
- German Cancer Society e.V.
- Institute for Quality and Efficiency in Health Care
- Institute for Quality and Patient Safety

HUNGARY
- National Institute for Quality - and Organizational Development in Healthcare and Medicines

INTERNATIONAL
- European Region of the World Confederation for Physical Therapy
- Iran
- Iranian Center for Evidence-based Medicine

ITALY
- Centre for the Evaluation of Effectiveness of Health Care
- Emilia Romagna Region Agency for Health and Social Care
- GMBE Foundation

JAPAN
- Medical Information Network Distribution Service Center, Japan Council for Quality Health Care

KAZAKHSTAN
- Republican Centre for Health Development

KAZAKHSTAN, KYRGYZSTAN; UZBEKISTAN; TAJIKISTAN; TURKMENISTAN
- Central Asian Network of EBM Centers

LEBANON
- GlobeMed Ltd.

LUXEMBOURG
- Cellule d’expertise médical

MALAYSIA
- HTA Unit, Ministry of Health, Malaysia

MEXICO
- National Center for Health Technology Excellence

NETHERLANDS
- Comprehensive Cancer Centre, the Netherlands
- Dutch Association of Medical Specialists
- Dutch College of General Practitioners
- Dutch Institute for Healthcare Improvement
- Royal Dutch Society for Physical Therapy
- Royal Tropical Institute
- Trimbos Institute Netherlands Institute of Mental Health & Addiction
- Zorginstituut Nederland

NORWAY
- Norwegian Directorate for Health
- Norwegian Electronic Health Library

PORTUGAL
- Center for Evidence-based Medicine, Univ. of Lisbon School of Medicine

ROMANIA
- CRED Foundation - Romanian-Swiss Centre for Health Sector Development

SAUDI ARABIA
- Chair of Evidence-based Healthcare and Knowledge Translation, College of Medicine, King Saud University
- King Saud bin Abdulaziz University for Health Sciences

SOUTH AFRICA
- South African Medical Research Council

SOUTH KOREA
- Korean Academy of Medical Sciences

SPAIN
- Agency for Health Quality and Assessment of Catalonia
- Basque Office for Health Technology Assessment
- GualSalud - Health Sciences Institute of Aragon
- Spanish Network for Research on Guidelines

SWEDEN
- European Centre for Disease Prevention and Control
- National Board of Health and Welfare

SWITZERLAND
- Clinical Epidemiology Centre, University Hospital Lausanne

UKRAINE
- The State Expert Center, Ministry of Health, Ukraine

UNITED KINGDOM
- BMJ Group
- National Institute for Health and Care Excellence
- Scottish Intercollegiate Guidelines Network

USA
- AHRQ
- American Academy of Neurology
- American Academy of Otolaryngology – Head and Neck Surgery Foundation
- American College of Cardiology
- American College of Chest Physicians
- American College of Physicians
- American Gastroenterological Association
- American Physical Therapy Association
- American Psychological Association
- American Society for Radiation Oncology
- American Society of Clinical Oncology
- American Urological Association
- Care Management Institute, Kaiser Permanente
- Center for International Rehabilitation
- College of American Pathologists
- Doctor Evidence
- Dynamed
- Infectious Diseases Society of America
- Institute for Clinical Systems Improvement
- Penn Medicine Center for Evidence-based Practice
- Academy of Nutrition and Dietetics
MEMBERS AND PARTNERS CONTINUED

We provide opportunities for mentoring, professional development and training activities.

Individual Members 2014

ARGENTINA
> Dr Maria Esandi

AUSTRALIA
> Ms Sue Lukersmith
> Ms Verona du Toit
> Ms Sue Hudson
> Professor Rebecca Kimble
> Dr Samantha Chakraborty
> Ms Rosie Forster
> Dr Kate Laver
> Ms Shirley Warren
> Mr Matthew Stanhope

AUSTRIA
> Dr Irmgard Schiller-Frühwirth

BRAZIL
> Professor Ailton Stein
> Ms Marisa Santos

CAMEROON
> Dr Patrick Mbah Okwen

CANADA
> Dr Martin Reed
> Dr Patrice Lindsay RN, PhD
> Dr Ann Scott
> Ms Josephine Muxlow
> Mr John Pilla
> Dr Elaine Santa Mina
> Dr Sam Shottt
> Professor Anna Gagliardi
> Dr Omil Bhatchacharya
> Ms Nancy Santesso
> Dr Pierre Côté
> Mr Ian Graham, Ph.D, FCAHS
> Mr Jerry Tan
> Professor Holger Schünemann

CHILE
> Dr Cesar Carcamo Quezada

CHINA
> Mr Hao Chen
> Dr Ya Yuwen

COLOMBIA
> Dr Henry García Lozada

CZECH REPUBLIC
> Dr Radim Lencík

DENMARK
> Dr Julie Pildal
> Professor Jette Kolding Kristensen
> Ms Tina Louise Olsen
> Dr Thomas Drivsholm

EGYPT
> Professor Zeinab Elsayed

GEORGIA
> Professor Irina Manjavidze

GERMANY
> Dr Ann Scott
> Dr Irmgard Schiller-Frühwirth

GREAT BRITAIN
> Dr Jennifer Martin

ITALY
> Dr Marco Marchetti

INDIA
> Dr Joseph Mathew
> Dr Pankaj Malhotra

IRELAND
> Dr Ruby MacFadden

JAPAN
> Dr Takeo Nakayama, MD, PhD
> Kikuko Miyazaki

KOREA
> Professor Ki Young Son
> Dr Youn Kyung Lee

KUWAIT
> Dr Baktiyar Kamberaliyev

LITHUANIA
> Mr Ramunas Leisys

NETHERLANDS
> Dr Margot Heuren
> Dr Mascha Kamphuis
> Ms Trudy van der Weijden
> Dr Patrick Mistaen
> Ms Marijke Twuist MSc
> Associate Professor Carel Hulshof, MD, PhD
> Dr Loes Meijer
> Mrs Trudy Dunnink
> Dr Wilanne Nelen
> Dr Samyra Keus
> Ms Hanneke Lurvink
> Dr Karin Plass, MA, Ph.D.
> Dr Mirjam Hilbink
> van der Sande
> Mr Flip Bronkers
> Dr Miranda Langendam
> Ms Dunja Dreesens

NEW ZEALAND
> Dr Tim Stokes

NIGERIA
> Dr Emmanuel Elfa

QATAR
> Dr Samir Aboulsoud

SAUDI ARABIA
> Dr Lubna Al-Ansary
> Dr Noha Dashash
> Dr Samia Alhabib

SPAIN
> Dr Paula Manchon-Walsh
> Dr Gerardo, Atienzo Merino

SWITZERLAND
> Professor Regina Kunz
> Dr Francois Cachat
> Dr Susan Norris
> Dr Thomy Tonia
> Dr Andrei Issakov

UNITED KINGDOM
> Dr Douglas Stirling
> Dr Jos Kleijn
> Dr Robert Cook
> Ms Sally Welham
> Dr Adulah Alshehri
> Dr Anna Templeton
> Professor Janet Clarkson

USA
> Dr Rick Shiffman
> Ms Caryn Davidson
> Professor Dave Davis
> Ms Vivian Coates
> Ms Cynthia Allen
> Dr Valerie King
> Dr Phillip Dahm
> Debjani Mukherjee
> Dr Peter Wyer
> Professor Cynthia Boyd
> Dr Thomas Kostoff
> Dr Timothy Hegmann, MD, MPH
> Ms Wendy Smith Begolka
> Ms Belinda Schoof
> Dr J. Jane Jue
> Dr Norman Kato, MD
> Dr John Westbrook
> Dr Paul Shekelle
> Dr David Goldmann
> Dr James Reston
> Dr Karen Schoelles
> Ms Iris Tam
> Dr Marita Titler
> Mrs Kathleen Giese
> Dr Karen Robinson
> Ms Sheila Tynes
> Dr Linda Bradley
> Ms Reva Bhushan
> Ms Sandra Lewis
> Dr Kevin Wilson, M.D

G-I-N Honorary Patrons

NEW ZEALAND
> Catherine Marshall

GERMANY
> Günter Ollenschläger

USA
> Jean Slutsky

Guidelines International Network
Annual Report 2014
MEMBERS AND PARTNERS CONTINUED

Founder members 2003

37 organisations (including 2 international organisations)

19 countries

Overview of membership 2014

100 organisational members spanning 38 countries

131 individual members spanning 30 countries

48 total number of countries where G-I-N members can be found

Regional communities

Membership growth

All figures correct at 30 June 2014
By June 2014 the Guidelines International Network had 100 Organisational Members.

11 organisations joined the Network in the period.

- **Organisational Members**
  - 100
  - By June 2014
  - Australia: Translational Health Division
  - Brazil: Amil Assistência Médica Internacional S/A
  - France: European Society of Cardiology
  - Germany: UserGroup – Med. Leitlinienentwicklung e.V.
  - South Africa: South African Medical Research Council
  - USA: American Society for Radiation Oncology
  - German physical therapy association
  - American gastroenterological association
  - Dynamed
  - Doctor Evidence

- **Individual Members**
  - 131
  - By June 2014 G-I-N had 131 individual members from 27 countries.
  - 26 individuals joined the Network in the period.
  - 4 individual members converted to organisational members.

**Organisations that joined G-I-N in 2013-2014**
- Australia: Translational Health Division
- Brazil: Amil Assistência Médica Internacional S/A
- France: European Society of Cardiology
- Germany: UserGroup – Med. Leitlinienentwicklung e.V.
- South Africa: South African Medical Research Council
- USA: American Society for Radiation Oncology
- American College of Cardiology
- American Physical Therapy Association
- American Gastroenterological Association
- Dynamed
- Doctor Evidence

**Individuals who joined G-I-N in 2013-2014**
- Australia: Philip Brittain, Kate Laver, Shirley Warren
- Brazil: Marisa Santos
- Cameroon: Patrick Mbah Okwen
- Egypt: Zeinab Elsayed
- India: Jatinder Singh
- Ireland: Jennifer Martin
- Italy: Marco Marchetti
- Lithuania: Ramunas Leisys
- Netherlands: Flip Dronkers, Miranda Langendam, Dunja Dreesens
- Nigeria: Emmanuel Effa
- New Zealand: Tim Stokes
- Saudi Arabia: Samia Alhabib
- Sri Lanka: Chrishantha Abeysena
- USA: Marita Titler, Sheila Tynes, Linda Bradley, Reva Bhushan, Sandra Zelman Lewis, Jose Moyano, Kevin Boyer, Kerri Vanderbom, Yuanlin Zhang
Partnerships and Collaborations

The work of the Partnership Task Force, which commenced last year under the leadership of Holger Schünemann, has continued throughout this year, after the Task Force was disbanded in March, having completed its’ original objectives. Several Trustees have developed the relationships with relevant organisations to see the joint ventures through to fruition in order to bring additional benefits to G-I-N members.

Some of this years’ highlights are:

> **New York Academy of Medicine** section on Evidence Based Health Care is now serving as a secretariat for G-I-N North America. Their administrative and logistical support is invaluable, as is the access to their facilities.

> **partnership with The Cochrane Collaboration** to provide a shared platform to members, along with mutual website access. A Memorandum of Understanding between the two organisations was signed on 1 June 2014 with work being undertaken to scope the detail over the following 6 months.

> **collaborative agreement with DynaMed™, one of the premier evidence-based point-of-care clinical information resources,** in order to provide complimentary access to their system for organisational members.

Reviews of several of our current partnerships are also underway, in order to ensure that they remain relevant and of value to both G-I-N and our partners and that we work together to bring enhanced benefit to each organisation.

Our current partners are listed opposite, with links to our website for further information.

---

The AGREE Research Trust is an informal international collaboration of researchers and policy makers who seek to improve the quality and effectiveness of clinical practice guidelines.

> [www.g-i-n.net/membership/partners#AGREE](http://www.g-i-n.net/membership/partners#AGREE)

The Cochrane Collaboration is a global independent network of health practitioners, researchers, patient advocates and others, responding to the challenge of making the vast amounts of evidence generated through research useful for informing decisions about health.

> [www.g-i-n.net/membership/partners#cochrane](http://www.g-i-n.net/membership/partners#cochrane)

DynaMed™ is a clinical reference tool created by physicians for physicians and other health care professionals for use at the point-of-care.

> [www.g-i-n.net/membership/partners#dynamed](http://www.g-i-n.net/membership/partners#dynamed)

The International Federation for Emergency Medicine (IFEM) is an international association composed of national emergency medicine organizations.

> [www.g-i-n.net/membership/partners#IFEM](http://www.g-i-n.net/membership/partners#IFEM)

The GRADE Working Group began in the year 2000 as an informal collaboration of people with an interest in addressing the shortcomings of present grading systems in health care.

> [www.g-i-n.net/membership/partners#GRADE](http://www.g-i-n.net/membership/partners#GRADE)

The International Network of Agencies for Health Technologies Assessment (INAHTA) mission is to provide a forum for the identification and pursuit of interests common to health technology assessment agencies.

> [www.g-i-n.net/membership/partners#INAHTA](http://www.g-i-n.net/membership/partners#INAHTA)

The New York Academy of Medicine addresses the health challenges facing the world’s urban populations through interdisciplinary approaches to policy leadership, innovative research, evaluation, education, and community engagement.

> [www.g-i-n.net/membership/partners#nyam](http://www.g-i-n.net/membership/partners#nyam)

The World Medical Association (WMA) serve humanity by endeavoring to achieve the highest international standards in Medical Education, Medical Science, Medical Art and Medical Ethics, and Health Care for all people in the world.

> [www.g-i-n.net/membership/partners#WMA](http://www.g-i-n.net/membership/partners#WMA)
Organisation and Management

Board of Trustees, Executive Committee

Lubna Al-Ansary (SA)
> King Saud University, Riyadh, Saudi Arabia

Sue Huckson (AU)
> Individual Member, nominated by organisations
> Australian and New Zealand Intensive Care Society

Sonja Kersten (NL)
> IKNL: Comprehensive Cancer Centre, the Netherlands

Jorma Komulainen (FI)
> Finnish Medical Society Duodecim

Ina Kopp (DE)
> Association of Scientific Medical Societies, Germany
> Vice Chair and Member of the Executive Committee

Sue Phillips (AU)
> Therapeutic Guidelines Ltd

Amir Qaseem (US)
> American College of Physicians
> Chair and Member of the Executive Committee

Craig Robbins (US)
> Kaiser Permanente (KP) Care Management Institute

Richard Rosenfeld (US)
> American Academy of Otolaryngology – Head and Neck Surgery, and State University of New York (SUNY) Downstate Medical Center

Holger Schünemann (CA)
> Individual Trustee
> McMaster University

Duncan Service (UK)
> Scottish Intercollegiate Guidelines Network
> Treasurer and Member of the Executive Committee

Joan Vlayen (BE)
> Belgian Healthcare Knowledge Centre (KCE)

All members of the Board of Trustees signed a declaration of interest.
G-I-N Sub Committees

Many of the decisions taken by the Board are proposed by the relevant sub-committee, which has previously carried out the detailed work or scrutiny on the subject. Each sub-committee is chaired by a Trustee. Reports and updates are provided by the various sub-committees throughout the year by the chairs in our newsletter.

This year, the following sub-committees have provided immeasurable support to the board.

FINANCE & RISKS

Chaired by our Vice Chair, Ina Kopp with the support of Duncan Service (Treasurer), Jorma Komulainen and Elaine Harrow (Executive Officer).

Some of the key work that has been undertaken over a series of 6 teleconferences by this sub-committee during 2013 – 14, since the handover meeting in San Francisco, is as follows:

- Monitoring of overall budget on an ongoing basis
- Scrutiny of budget for 14 – 15, as prepared by the Executive Officer, prior to Board approval
- Scrutiny and feedback on all conference budgets (Melbourne, Amsterdam)
- Review of the G-I-N risk register
- Review and ratification of proposed infrastructure improvements (financial, data security and staffing)
- Review of Memos of Understanding for future conferences, with consideration of legal advice
- Policy updates: Scheme of Delegation, Reserves policy, travel support policy
- Review and allocation of G-I-N grants for conference attendance for members from low income countries

MEMBERSHIP

Chaired by Sue Huckson, vice chair Sonja Kersten with the support of Rodrigo Pardo Turriago, Ian Nathanson, Airton Stein, Joseph Mathews, Corinna Schaefer, Noha Dashash

During the past year, the sub-committee has undertaken some key tasks in addition to reviewing every membership application. The key areas have been:

- Analysis of data from membership survey with prioritisation of 3 key follow up actions
- Review of membership structure
- Review of membership application form
- Support for new regional groups
CONFERENCE

Chaired by Sonja Kersten, with the support of Ina Kopp, Sue Phillips, Craig Robbins, Holger Schünemann, Duncan Service, Joan Vlayen and Elaine Harrow.

The purpose of the conference sub-committee is to monitor all conferences in their various stages of planning as well as reviewing and approving all policies relating to the conferences as required.

Some significant pieces of work that have been undertaken by the conference sub-committee since the San Francisco conference have been:

> Review of the G-I-N 2013 conference evaluation in order to implement improvements for the next conference
> Review and approval of pre-conference course policy and process
> Ongoing monitoring of 2014 conference preparation;
  – feedback and approval of plenary speakers
  – review and approval of pre-conference courses
> Consideration of conference management model for 2015
> Review of conference bids for 2016 conference, preparing feedback to bidders
> Writing of sponsorship guidelines to issue to co-hosts of future conferences
> Review and updating of Scientific Committee responsibilities
> Review of proposed members of Amsterdam 2015 Scientific Committee

<table>
<thead>
<tr>
<th>Conference Attendance</th>
<th>Delegates</th>
<th>German Language Symposium Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Fran 13</td>
<td>34</td>
<td>450</td>
</tr>
<tr>
<td>Berlin 12</td>
<td>45</td>
<td>492</td>
</tr>
<tr>
<td>Seoul 11</td>
<td>36</td>
<td>324</td>
</tr>
<tr>
<td>Chicago 10</td>
<td>31</td>
<td>450</td>
</tr>
<tr>
<td>Lisbon 09</td>
<td>42</td>
<td>380</td>
</tr>
<tr>
<td>Helsinki 08</td>
<td>27</td>
<td>380</td>
</tr>
<tr>
<td>Toronto 07</td>
<td>32</td>
<td>415</td>
</tr>
<tr>
<td>Vien / Bud 06</td>
<td>19</td>
<td>123</td>
</tr>
<tr>
<td>Lyon 05</td>
<td>38</td>
<td>310</td>
</tr>
<tr>
<td>Wellington 04</td>
<td>24</td>
<td>193</td>
</tr>
<tr>
<td>Edinburgh 03</td>
<td>46</td>
<td>148</td>
</tr>
<tr>
<td>(Berlin CPG02)</td>
<td>30</td>
<td>192</td>
</tr>
</tbody>
</table>

KEY

- Countries
- Delegates
- German language symposium only

STRATEGY

The Strategy sub-committee was formed in 2013 and was chaired by Craig Robbins until it was disbanded in March 2014 at the mid term meeting, having completed the required work and handed the baton of strategy back to the Executive Committee. Craig was supported by Lubna Al-Ansary, Sue Huckson, Ina Kopp, Amir Qaseem, Rich Rosenfeld, Duncan Service and Elaine Harrow.

The key area that was dealt with by the strategy committee this year was around the provision of educational webinars for our members, taking the following into consideration:

> Cost: hosting costs
> Potential charges to join webinars and how we could facilitate this
> Members versus non members
> Who should we ask to present and on which topics
> G-I-N North America already run a very successful webinar series, sponsored by Kaiser Permanente

The result of this work is that we have worked together with G-I-N NA to join forces and actively advertise their webinars to all of our members. The topics and presenters that the committee suggested have been taken forward by G-I-N NA. An area was created on the new G-I-N website where members can access the recorded webinars. For the future, we are keen to roll out this model via the other regional communities.

MARKETING AND COMMUNICATIONS

The establishment of a Marketing & Communications sub-committee was approved at the first meeting of the 2013 – 2014 board and was set up thereafter. It was chaired by Jorma Komulainen, supported by Rich Rosenfeld (editor of the enGIne newsletter), Sue Huckson, Joan Vlayen and Elaine Harrow (project manager of the website redevelopment project).

Since then, the sub-committee has considered the following areas:

> Overall branding within G-I-N, including the Working Group Logos resulting in commissioning of some redesign work
> Marketing of G-I-N through resources to be made available on the website
> Social media strategy, resulting in the decision that the focus will be on developing LinkedIn and Twitter
> Creating content for the ‘Have Your Say’ project board, linking the first topic to the Guideline Library Review, as a way to engage members

In addition, the committee members were all involved in proofing and testing areas of the website, prior to the re-launch in December 2013.

Under the editorial leadership of Rich Rosenfeld, the articles in the enGIne have been streamlined, the invited content has been increased and the online version has been enhanced with a new reader and embedded links to draw readers back to the website in order to make improvements for the readers.
**G-I-N Secretariat**

This year, in addition to co-ordinating, supporting and participating in around 30 committee meetings since the San Francisco conference, the work of the secretariat has involved leading and implementing the website re-launch, co-ordinating the enGIne newsletter, drafting policy to be discussed and approved at committee meetings, writing and implementing processes and procedures, inducting and training new members of staff (4 throughout the year), and writing additional materials to provide local conference hosts with better information at the stage of launching the Expression of Interest to co-host a G-I-N conference. This particular process has now been pulled forward into a 3 year cycle to give more time for preparing and planning the conferences. In addition, we are directly responsible for managing all financial processes, which includes preparing invoices, managing and reporting on the budget, and preparing the finances for our accountant. We also improved our flexibility by offering the option of paying by PayPal, which has reduced the administrative fee passed on to members. This is accessed via our website. It has been a turbulent and challenging year for staffing within the Secretariat, at a time when more committees and task forces than ever before have been active and in need of substantial support. The German Agency for Quality in Medicine (ÄZQ) based in Berlin, which had provided G-I-N with excellent and continuous support since 2004, terminated the contract with G-I-N for their own business reasons, effective from 31 March 2014. This provided many challenges to the way that the business of G-I-N is organised, not only in staffing, but also our financial and administration systems. We are in the process of moving our bank accounts to Scotland, so are likely to change our currency to sterling in the next financial year.

Anne Docherty joined us as the G-I-N secretary in April, working 3 days per week. Anne now takes care of membership administration, as well as providing co-ordination and administrative support to many committee meetings. Richard Howe also joined the secretariat as our Webmaster in April, after a trip to Berlin to be trained by the AZQ team. Richard works one day per week updating the website, adding new literature, helping member organisations to add or update their guidelines, and setting up new members with their access details.

The Board approved additional resources for the secretariat at the mid-term meeting in March, so I am optimistic that we will soon have an additional staff member in place. Strategically, the decision to consolidate the staffing in the UK and for all of the staff to work from home, was also approved by the board. The rationale for this is that our legal and accounting support is based in Scotland, plus the UK contract law is understood by both the Treasurer and myself, thus not only the cost, but crucially, the risk to G-I-N is minimised.

Although G-I-N has grown to a significant international organisation, across 48 countries, much of our infrastructure has remained typical of a small club. This is no longer viable, so in order to become more efficient, a review of our infrastructure has taken place, followed by implementing several improvements. Many are still to come, along with further enhancements to the website, but I, along with the Board, am proud of the achievements to date and look forward to the challenges of the year ahead, while I strive with my team to continuously improve the way we manage G-I-N and serve our members.

---

**2013 – 14: A year of change, review and building business infrastructure.**

Elaine Harrow Executive Officer

---

**Company Secretary**

The Network has a Company Secretary in Scotland: Colin Liddell, J. & H. Mitchell W.S., 51 Atholl Road, Pitlochry, Perthshire, PH16 5BU, UK.

**Financial Examiner**

During the 2013 AGM, the members gave their approval for Milne Craig, Chartered Accountants, Abercorn House, 79 Renfrew Road, Paisley PA3 4DA, UK to be reappointed as G-I-N’s Financial Examiner.
Achievements 2013 – 2014

Networking and the ability to collaborate on work taking place around the globe is at the centre of our purpose.

G-I-N Website and Branding

We have enhanced our focus on the website and branding this year, following board approval in March 2013 to invest strategically in order to put the website solidly at the centre of our communication with members.

We first asked for feedback via a survey on a presentation of the website design at the annual conference last year in San Francisco, and we then worked closely with the developer to put the improvements into action.

The key areas that were addressed were:
> Responsive design to enable the website to be viewed across the full range of devices
> Overall design to give the site a more contemporary look and feel
> Space to allow members to post projects and calls for interest in collaborations or new working groups
> Discussion boards, as requested by various working group chairs to encourage engagement with their members
> ‘Have Your Say’ on the homepage to seek views from all members on important topics
> New area for uploading webinars for members

In addition, we added Google translate and linked our new PayPal account to the membership page, allowing members to pay their annual fees quickly and easily. Members of the Website Development Task Force (Jorma Komulainen, Sue Huckson, Rich Rosenfeld, Joan Vlayen and Elaine Harrow) wrote significant new content and then edited, proofed, and checked links to ensure that all was in working order before it went live. The new design went live in December, along with an updated presentation of the newsletter and contact details for all individual members, which had not previously been available.

This year will see continued improvements to the website content and functionality, but we would remind members to always login to see the member-only features and to participate in discussions.
The number of documents in the guideline library has continued to rise.

Other areas of branding that have been improved this year are new logos for all of the working groups, along with various template documents to support the groups and to aid consistency. The @g-i-n.net email addresses are also being used by all members of the secretariat and key members of the board in order to improve branding consistency, lowering the risk of losing the corporate memory, and aid the transition between key board members.

### Table title: Number of items of information in the G-I-N International Guideline Library by language (June 2013)

<table>
<thead>
<tr>
<th>Language</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arabic</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Basque</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Bosnian</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Cambodian/Khmer</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Catalan</td>
<td>86</td>
<td>86</td>
</tr>
<tr>
<td>Chinese</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Danish</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Dutch</td>
<td>496</td>
<td>473</td>
</tr>
<tr>
<td>English</td>
<td>4368</td>
<td>4428</td>
</tr>
<tr>
<td>Finnish</td>
<td>103</td>
<td>104</td>
</tr>
<tr>
<td>French</td>
<td>380</td>
<td>419</td>
</tr>
<tr>
<td>German</td>
<td>655</td>
<td>751</td>
</tr>
<tr>
<td>Greek</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Hungarian</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Indonesian</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Italian</td>
<td>13</td>
<td>28</td>
</tr>
<tr>
<td>Japanese</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Korean</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Macedonian</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Malay</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Norwegian</td>
<td>62</td>
<td>14</td>
</tr>
<tr>
<td>Persian</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Polish</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Portuguese</td>
<td>277</td>
<td>282</td>
</tr>
<tr>
<td>Romanian</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Russian</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Serbian</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Spanish</td>
<td>193</td>
<td>222</td>
</tr>
<tr>
<td>Swedish</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Thai</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Turkish</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Ukrainian</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Vietnamese</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>6711</td>
<td>6896</td>
</tr>
</tbody>
</table>

* Figures continually change due to additions and deletions from the website. For accurate up to date information please go to www.g-i-n.net/library/international-guidelines-library/*
The G-I-N 2013 conference in San Francisco proved to be both profitable and a great success.

**Conference, Workshops, Meetings and Outcomes**

The G-I-N 2013 conference in San Francisco, co-hosted by the Care Management Institute of Kaiser Permanente, one of our organisational members, proved to be both profitable and a great success. The theme: Integrating Evidence into Practice – Strategies for the Future was a stimulating choice, with fifteen international speakers presenting the five plenary sessions. There were 450 delegates present with 107 of them benefitting from one of the six pre-conference courses that were on offer. Many of the working groups used the opportunity to meet during the breaks, G-I-N North America offered an evening networking session, the Nordic members met and agreed to formally establish G-I-N Nordic, after approval was given at the board meeting and members from Australia and New Zealand had a breakfast session to gauge interest in a regional group from their area, which proved to be highly successful. As a result, G-I-N ANZ has now been formally established. The results of these meetings have demonstrated the real value of networking and collaborating, which is at its’ pinnacle at the annual conference.

<table>
<thead>
<tr>
<th>DATE</th>
<th>COUNTRY</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 2013</td>
<td>Netherlands</td>
<td>Dutch Association Symposium</td>
</tr>
<tr>
<td>Nov 2013</td>
<td>Netherlands</td>
<td>Genever (Dutch guideline group)</td>
</tr>
<tr>
<td>Nov 2013</td>
<td>Australia</td>
<td>Promoted G-I-N 2014 Conference at the Australasian Cochrane Symposium in Melbourne</td>
</tr>
<tr>
<td>Apr 2014</td>
<td>UK</td>
<td>‘Reviews, guidelines, and the greater good’ Plenary Talk at the UK-Ireland Annual Cochrane Symposium in Manchester.</td>
</tr>
<tr>
<td>May 2014</td>
<td>Australia</td>
<td>Promoted G-I-N 2014 Conference at the National Medicines Symposium</td>
</tr>
<tr>
<td>June 2014</td>
<td>UK</td>
<td>G-I-N Public and G-I-N conference promoted at DECIDE Conference in Edinburgh</td>
</tr>
</tbody>
</table>

**Highlights from the Working Groups**

At the San Francisco conference, G-I-N Public offered a full day pre-conference workshop on patient and public involvement in guideline development with a special focus on the G-I-N Public ‘toolkit on patient and public involvement in guidelines’. The workshop aimed developing implementation strategies for the toolkit by analysing potential user’s acceptance, identifying gaps in information and barriers for the adoption of the toolkit. As a result of the workshop, new topics will be addressed by adding additional toolkit chapters.

The toolkit is designed to be a living document. In 2013, new chapters have been planned and drafted and will be finalised in 2014. Currently, the authors are working on chapters on management of conflicts of interest in patient representatives, the role of patients on guidelines panels, search strategies for qualitative studies and barriers to patient and public involvement.

The WHO Background Paper 8.5 on ‘Patient and Citizen Involvement’ references the G-I-N Public prominently and refers to its strategies of consultation, participation and communication (van Thiel G, Stolk P, 2013).
Finally, during this year, G-I-N Public has written a short ideas and opinion paper on patient and public involvement.

The Multimorbidity Working Group, led by Ilkka Kunnamo and Cynthia Boyd had an initial meeting at the G-I-N Conference in San Francisco, with 20 people attending. Further marketing of the group to G-I-N members was undertaken, including an announcement on the G-I-N Project Board, which resulted in further members joining the group. The WG section on the G-I-N website was launched in January 2014.

The planned deliverables of the WG include:
> a repository of resources and tools on the website
> a G-I-N paper on multimorbidity in collaboration with the Board of Trustees

A further in-person meeting of the group is planned at the G-I-N Conference in Melbourne.

The G-I-N Performance Measures Working Group, was established in 2012 and now consists of about 30 members. The first project of the group was to define core reporting standards for guideline based performance measures, as there is no international methodological gold standard.

Therefore, based on the available literature, core methodological criteria were identified. The group assessed these criteria in two DELPHI rounds. The first DELPHI round took place in summer 2013. This process with participation of 27 group members (90%) led to a consensus on nine criteria for reporting standards:

1. Selection of clinical guidelines
2. Extraction of clinical guideline recommendations
3. Development process of guideline based performance measures from guideline recommendations
4. Assessment of potential guideline based performance measures
5. Specification of guideline based performance measures
6. Description of the intended use of guideline based performance measures
7. Testing/Validating of potential guideline based performance measures
8. Review and re-evaluation of guideline based performance measures in use
9. Composition of the panel for guideline based performance measures.

This work was presented at the 10th G-I-N conference in San Francisco and discussed at the group meeting. The refined reporting standards were then circulated for a final vote and the criteria were confirmed. The next steps include: publication of the reporting standards (currently prepared) and application of the criteria by the group members with evaluation of applicability and acceptance. For further updates, see our section on the website.

The steering group of the Implementation Working Group, chaired by Anna Gagliardi, met during the San Francisco conference in August 2013. Their stated objectives are to:
> Alert members to and/or offer implementation training opportunities
> Connect G-I-N members with others that have implementation expertise
> Assemble and/or develop, and provide access to implementation tools and guidance
> Undertake research that will advance the science and practice of guideline implementation

The group has achieved great progress and success against their planned deliverables, which have included piloting a remote mentoring programme; delivering two webinars (login to view the recordings from June and July 2014); conducting a systematic review of guideline Implementation trends (Anna Gagliardi, UHN and Dr. Samia Alhabib, Family Physician, Saudi Arabia), as well as undertaking a review of resources available on the G-I-N website. Work has also continued on the GItools, which will be described in a future publication.

To find out how to access individual coaching and mentoring or to join the group and take part in their discussions, visit the Implementation Working Group section on the website, where you can read about the detail of their activities and achievements.

A further two working groups have been approved this year: AID Knowledge, co-chaired by Teun Zuiderent-Jerak and Domenica Tarusco and the more recent Accelerated Guideline Development Group, which currently has a call for members on the Project Board. A web area will be set up once the group is formally established.
The following is an extract of the Financial Statements by the independent financial examiner Milne Craig. The complete report is available to members via the G-I-N Website and can be sent to others upon request.

www.g-i-n.net/document-store/finances/financial-statement-2014.pdf

<table>
<thead>
<tr>
<th></th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
</tr>
<tr>
<td>incoming resources from generating funds</td>
<td></td>
</tr>
<tr>
<td>Voluntary income</td>
<td>253,065</td>
</tr>
<tr>
<td>Investment income</td>
<td>270</td>
</tr>
<tr>
<td>Incoming resources from charitable activities</td>
<td>39,710</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>293,045</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>162,210</td>
</tr>
<tr>
<td>Governance and other costs</td>
<td>75,504</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>237,714</td>
</tr>
<tr>
<td><strong>Net incoming/(outgoing) resources for the year/ Net income/(expenditure) for the year</strong></td>
<td>55,331</td>
</tr>
<tr>
<td><strong>Reconciliation of funds</strong></td>
<td></td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>33,264</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td>88,595</td>
</tr>
</tbody>
</table>
Information about the Guidelines International Network (G-I-N) can be obtained by emailing the G-I-N Secretariat office@g-i-n.net

Visit our website at www.g-i-n.net