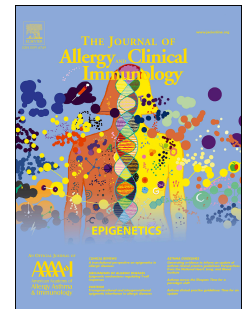


Title	ARIA Phase 4 (2018): change management in allergic rhinitis and asthma multimorbidity using mobile technology
Authors	Bousquet, J.;Hellings, Peter W.;Agache, Ioana;Amat, F.;Annesi-Maesano, I.;Ansotegui, I. J.;Anto, J. M.;Bachert, C.;Bateman, Eric D.;Bedbrook, A.;Bennoor, Kazi S.;Bewick, M.;Bindeslev-Jensen, Carsten;Bosnic-Anticevich, Sinthia Z.;Bosse, Isabelle;Brozek, Jan;Brussino, Luisa;Canonica, Giorgio W.;Cardona, Victòria;Casale, Thomas;Cepeda Sarabia, Alfonso M.;Chavannes, Niels H.;Cecchi, Lorenzo;Correia de Sousa, Jaime;Costa, Elisio;Cruz, A. A.;Czarlewski, Wienczyslaw;De Carlo, Giuseppe;De Feo, G.;Demoly, Pascal;Devillier, P.;Dykewicz, Mark S.;El-Gamal, Yehia;Eller, Esben;Fonseca, J.;Fontaine, J. F.;Fokkens, W. J.;Guzmán, Maria-Antonieta;Haachtela, Tari;Illario, Magdalena;Ivancevich, Juan-Carlos;Just, Jocelyne;Kaidashev, Igor;Khaitov, Musa;Hourihane, Jonathan O'B.
Publication date	2018-09-29
Original Citation	Bousquet, J. et al. (2018) 'ARIA Phase 4 (2018): Change management in allergic rhinitis and asthma multimorbidity using mobile technology', Journal of Allergy and Clinical Immunology. doi:10.1016/j.jaci.2018.08.049
Type of publication	Article (peer-reviewed)
Link to publisher's version	10.1016/j.jaci.2018.08.049
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Download date	2025-09-17 15:11:17
Item downloaded from	https://hdl.handle.net/10468/7112



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PII: S0091-6749(18)31359-9

DOI: [10.1016/j.jaci.2018.08.049](https://doi.org/10.1016/j.jaci.2018.08.049)

Reference: YMAI 13639

To appear in: *Journal of Allergy and Clinical Immunology*

Received Date: 18 May 2018

Revised Date: 13 July 2018

Accepted Date: 13 August 2018

Please cite this article as: Bousquet J, Hellings PW, Agache I, Amat F, Annesi-Maesano I, Ansotegui IJ, Anto JM, Bachert C, Bateman ED, Bedbrook A, Bennoor K, Bewick M, Bindeslev-Jensen C, Bosnic-Anticevich S, Bosse I, Brozek J, Brussino L, Canonica GW, Cardona V, Casale T, Cepeda Sarabia AM, Chavannes NH, Cecchi L, Correia de Sousa J, Costa E, Cruz AA, Czarlewski W, De Carlo G, De Feo G, Demoly P, Devillier P, Dykewicz MS, El-Gamal Y, Eller E, Fonseca JA, Fontaine J-F, Fokkens WJ, Guzmán M-A, Haahtela T, Illario M, Ivancevich J-C, Just J, Kaidashev I, Khaitov M, Kalayci O, Keil T, Klimek L, Kowalski ML, Kuna P, Kvedariene V, Larenas-Linnemann D, Laune D, Le LT, Carlsen K-H, Lourenço O, Mahboub B, Mair A, Menditto E, Milenkovic B, Morais-Almeida M, Mösges R, Mullol J, Murray R, Naclerio R, Namazova-Baranova L, Novellino E, O'Hehir RE, Ohta K, Okamoto Y, Okubo K, Onorato GL, Palkonen S, Panzner P, Papadopoulos NG, Park H-S, Paulino E, Pawankar R, Pfaar O, Plavec D, Popov TA, Potter P, Prokopoulos EP, Rottem M, Ryan D, Salimäki J, Samolinski B, Sanchez-Borges M, Schunemann HJ, Sheikh A, Sisul J-C, Rajabian-Söderlund R, Sooronbaev T, Stellato C, To T, Todo-Bom A-M, Tomazic P-V, Toppila-Salmi S, Valero A, Valiulis A, Valovirta E, Ventura M-T, Wagenmann M, Wang DY, Wallace D, Wasserman S, Wickman M, Yorgancioglu A, Zhang L, Zhong N, Zidarn M, Zuberbier T, MASK study group, ARIA Phase 4 (2018): Change management in allergic rhinitis and asthma multimorbidity using mobile technology, *Journal of Allergy and Clinical Immunology* (2018), doi: <https://doi.org/10.1016/j.jaci.2018.08.049>.

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Funding sources: European Innovation Partnership on Active and Healthy Ageing and POLLAR (EIT Health, European Union)

Short title: Change management in rhinitis

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Conflict of interest

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 C Bachert reports personal fees from Uriach, Mylan, outside the submitted work.
 F de BLAY reports grants from Stallergenes-Greer, personal fees from Novartis, ALK, Mundipharma, Astra Zeneca, Boehringer, Teva, other from Stallergenes-Greer, Novartis, ALK, Medapharma, Teva, Boehringer, Astra Zeneca, outside the submitted work.
 S Bosnic-Anticevich reports personal fees from Teva, Boehringer Ingelheim, Sanofi, AstraZeneca, GSK, grants from Teva, Meda, outside the submitted work.
 J Bousquet reports personal fees and other from Chiesi, Cipla, Hikma, Menarini, Mundipharma, Mylan, Novartis, Sanofi-Aventis, Takeda, Teva, Uriach, outside the submitted work. other from Kyomed.
 W Carr reports other from Regeneron/Sanofi, AstraZeneca, Teva, Glenmark Pharmaceuticals, Boehringer Ingelheim, Optinose, outside the submitted work.
 G Correia-de-Sousa reports other from Boehringer Ingelheim, Novartis, grants from AstraZeneca outside the submitted work.
 A Cruz reports grants and personal fees from GSK, personal fees from Boehringer Ingelheim, AstraZeneca, Novartis, Chiesi, Eurofarma, Mylan, personal fees from Merck, Sharp & Dohme, Sanofi-Aventis, outside the submitted work.
 JC Ivancevich reports personal fees from Faes Farma, Sanofi, other from Lab Casasco, outside the submitted work.
 J Just reports grants and personal fees from novartis, personal fees from Astra Zeneca, grants and personal fees from ALK abello, personal fees from Thermofischer outside the submitted work.
 P Kuna reports personal fees from Adamed, Boehringer Ingelheim, AstraZeneca, personal fees from Chiesi, FAES, Berlin Chemie, Novartis, Polpharma, Allergopharma outside the submitted work.
 V Kvedariene has received payment for consultancy from GSK and for lectures from StallergensGreer, Berlin-Chemie outside the submitted work.
 D Larenas Linnemann reports personal fees from GSK, Astrazeneca, MEDA, Boehringer Ingelheim, Novartis, Grunenthal, UCB, Amstrong, Siegfried, DBV Technologies, MSD, Pfizer grants from Sanofi, Astrazeneca, Novartis, UCB, GSK, Teva, Chiesi, Boehringer Ingelheim outside the submitted work.
 R Mösges reports personal fees from ALK, allergopharma, Allergy Therapeutics, Friulchem, Hexal, Servier, Klosterfrau, Bayer, FAES, GSK, MSD, Johnson&Johnson, Meda, Stada, UCB, Nuvo, grants from ASIT biotech, Leti, Optima, BitopAG, Hulka, Ursapharm, grants and personal fees from Bencard, Stallergenes, personal fees and non-financial support from Lofarma, Novartis, non-financial support from Atmos, Roxall, Bionorica, Otonomy, Ferrero, outside the submitted work.
 R Naclerio reports fees from advisory boards Sanofi and Novartis.

Y Okamoto reports personal fees from Shionogi Co Ltd, Torii Co Ltd, GSK, MSD, Kyowa Co Ltd, from Eizai Co Ltd, grants and personal fees from Kyorin Co Ltd, Tiho Co Ltd, grants from Yakuruto Co Ltd, Yamada Bee Farm, outside the submitted work.

N Papadopoulos reports personal fees from Abbvie Novartis, Faes Farma, BIOMAY, HAL, Nutricia Research, Menarini, Novartis, MEDA, MSD, Omega Pharma, Danone, grants from Menarini outside the submitted work.

JL Pépin reports grants from Air Liquide Foundation, AGIR à dom, AstraZeneca, Fisher & Paykel, Mutuaia, Philips, Resmed, Vitalaire, other from AGIR à dom, AstraZeneca, Boehringer Ingelheim, Jazz Pharmaceutical, Night Balance, Philips, Resmed, Sefam, outside the submitted work.

O Pfaar reports grants and personal fees from ALK-Abelló, Allergopharma, Stallergenes Greer, HAL Allergy Holding BV/HAL Allergie GmbH, Bencard Allergie GmbH/Allergy Therapeutics, Lofarma, ASIT Biotech Tools SA, Laboratorios LETI/LETI Pharma, Anergis SA, grants from Biomay, Nuvo, Circassia, Glaxo Smith Kline; personal fees from Novartis Pharma, MEDA Pharma, Mobile Chamber Experts (a GA²LEN Partner), Pohl-Boskamp, Indoor Biotechnologies, outside the submitted work.

D Plavec reports grants and personal fees from GlaxoSmithKline, personal fees from Menarini, Pliva, AbbVie, Novartis, MSD, Chiesi, Revenio personal fees and non-financial support from Boehringer Ingelheim, non-financial support from Philips, outside the submitted work.

D Price reports grants and personal fees from Aerocrine, from Almirall, Amgen, Cipla, GlaxoSmithKline, Kyorin, Merck, Mylan, Skyepharma; grants from AKL Research and Development Ltd., Respiratory Effectiveness Group, British Lung Foundation, UK National Health Service, grants and personal fees from AstraZeneca, Boehringer Ingelheim, Chiesi, Mundipharma, Napp, Novartis, Pfizer, Teva, Theravance, Zentiva; non-financial support from Efficacy and Mechanism Evaluation programme, Health Technology Assessment, outside the submitted work; and stock/stock options from AKL Research and Development Ltd which produces phytopharmaceuticals; and owns 74% of the social enterprise Optimum Patient Care Ltd (Australia, Singapore, and UK) and 74% of Observational and Pragmatic Research Institute Pte Ltd (Singapore), outside the submitted work.

D Ryan reports personal fees from MEDA, personal fees from Stallergenes outside the submitted work.

R Stelmach reports grants from São Paulo Research Foundation, MSD, grants and personal fees from Novartis, grants, personal fees and non-financial support from AstraZeneca, Chiesi; personal fees and non-financial support from Boehringer Ingelheim, outside the submitted work.

Todo Bom reports grants and personal fees from Novartis, Boehringer Ingelheim, Mundipharma, GSK, personal fees from Teva Pharma, AstraZeneca, grants from Leti outside the submitted work.

M Wagenmann reports personal fees from AstraZeneca, Bionorica SE, HAL Allergy, MEDA Pharma, Stallergenes, Teva, ALK-Abelló, grants and personal fees from Allergopharma, Sanofi-Aventis, grants from Allakos, grants from F Hoffmann-La Roche, GlaxoSmithKline, Otonomy, Strekin, outside the submitted work.

S Wasserman reports personal fees from Merck, GSK, Novartis, Behring, Shire, Sanofi, Barid Aralez, Mylan Meda, Pediapharm outside the submitted work.

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The other authors have no COI to declare.

Abstract

Allergic Rhinitis and its Impact on Asthma (ARIA) has evolved from a guideline using the best approach to integrated care pathways (ICPs) using mobile technology in AR and asthma multimorbidity. The proposed next phase of ARIA is Change Management (CM) with the aim of providing an active and healthy life to rhinitis sufferers and to those with asthma multimorbidity across the life cycle whatever their gender or socio-economic status in order to reduce health and social inequities incurred by the disease. ARIA has followed the 8-step model of Kotter to assess and implement the impact of rhinitis on asthma multimorbidity and to propose multimorbid guidelines. A second change management strategy is proposed by ARIA Phase 4 to increase self-medication and shared decision making in rhinitis and asthma multimorbidity. An innovation of ARIA has been the development and validation of IT evidence-based tools (MASK: Mobile Airways Sentinel Network) that can inform patient decisions on the basis of a self-care plan proposed by the health care professional.

Article type: Rostrum

Key words: Change management, rhinitis, asthma, ARIA,

Word count: 3852

1 Table

4 Figures

Abstract word count: 165

Abbreviations

AHA: Active and Healthy Ageing
AIRWAYS ICPs: Integrated care pathways for airway diseases
AIT: Allergen immunotherapy
AR: Allergic rhinitis
ARIA: Allergic Rhinitis and its Impact on Asthma
BAMSE: Barn Allergi Milj. Stockholm Epidemiologi Projektet
CDSS: Clinical decision support system
CM: Change management
CM2: Second phase of change management
DG CONNECT: Directorate General for Communications Networks, Content & Technology
DG Santé: Directorate General for Health and Food Safety
DG: Directorate General
EAACI: European Academy of Allergy and Clinical Immunology
EFA: European Federation of Allergy and Airways Diseases Patients' Associations
EGEA: Epidemiological study on the Genetics and Environment of Asthma, bronchial hyperresponsiveness and atopy
EIP on AHA: European Innovation Partnership on Active and Healthy Ageing
EIP: European Innovation Partnership
ELF: European Lung Foundation
EQ-5D: Euroquo
ERS: European Respiratory Society
EUFOREA: European Forum for Research and Education in Allergy
GARD: WHO Global Alliance against Chronic Respiratory Diseases
HCP: Health care professional
ICP: Integrated care pathway
ICT: Information and communication technology
IT: Information technology
JA-CHRODIS: Joint Action on Chronic Diseases and Promoting Healthy Ageing across the Life Cycle
MACVIA-LR: contre les MALadies Chroniques pour un Vieillissement Actif (Fighting chronic diseases for AHA)
MASK: Mobile Airways Sentinel network
MAS: German Multicenter Allergy Study
MeDALL: Mechanisms of the Development of Allergy
mHealth: mobile health
OTC: Over the counter
POLLAR: Impact of air POLLution on Asthma and Rhinitis
QOL: Quality of life
SCUAD: Severe chronic upper airway disease
SDM: Shared decision making
TRL: Technology Readiness level
VAS: Visual analogue scale
WHO: World Health Organization
WPAI-AS: Work Productivity and Activity questionnaire

Introduction

Allergic Rhinitis and its Impact on Asthma (ARIA) has evolved from a guideline using the best approach^{1,5} to integrated care pathways (ICPs) using mobile technology in AR and asthma multimorbidity⁶. The term co-morbidity is commonly used for allergic diseases, but multimorbidity might be more appropriate. Comorbidity is the presence of one or more additional diseases co-occurring with a primary disease or the effect of such additional disorders or diseases. Multimorbidity is a term which means co-occurring diseases in the same patient^{7,8}.

ARIA provides an evidence-based approach for managing the patient's needs but real-life data have shown that few patients use guidelines and that they often self-medicate (Menditto, in preparation). Moreover, patients largely use OTC medications dispensed in pharmacies^{9,11}. Self-care and shared decision making (SDM) centered around the patient should be used more frequently.

Change is inevitable in health care. ARIA has followed a change management (CM) strategy in the past, but a new revised plan should be considered in order to fill the gaps of knowledge translation into practice and to increase the benefits of self-care in care pathways (ICPs) using the currently-available ICT tools¹². These changes should prepare and support individuals, teams and organizations in making organizational change centered around the patient for more efficient care.

1- Background

1-1- The four ARIA phases

ARIA was initiated during a World Health Organization (WHO) workshop in 1999² and has evolved in four phases:

Phase 1: Development of an evidence-based document to provide a guide for the diagnosis and management of AR and asthma multimorbidity^{1,2}. In 2008, ARIA was updated using the same recommendation system^{1,13}. ARIA has been disseminated and is implemented in over 70 countries around the world¹⁴.

Phase 2: In its 2010 Revision, ARIA was the first chronic respiratory disease guideline to adopt the GRADE (Grading of Recommendation, Assessment, Development and Evaluation) approach, an advanced evidence evaluation and recommendation methodology for guidelines^{3,5}. When guidelines are made using the same methodology, the recommendations are similar^{5,15}.

Phase 3: ARIA focused on the implementation of emerging technologies for individualized and predictive medicine to develop ICPs for the management of AR and asthma by a multi-disciplinary group centered around the patients^{16,19,20,23} (MASK: Mobile Airways Sentinel Network).

The proposed ARIA phase 4 is CM to provide an active and healthy life to rhinitis and asthma sufferers across the life cycle whatever their gender or socio-economic status with the aim to reduce health and social inequities globally.

1-2- Shared decision making and patient empowerment

In SDM, both the patient and the physician contribute to the medical decision-making process, placing the patient at the centre of the decision-making paradigm²⁴. Physicians explain treatments and alternatives to patients who then choose the treatment option that best aligns with their beliefs, lifestyles and goals along with the benefits and risks²⁵. In contrast to SDM, the traditional medical care system places physicians in a position of authority, with patients playing a passive role in care. Patients want greater involvement in SDM²⁶. An innovation of SDM in ARIA is the use of IT evidence-based tools that can inform patient decisions on the basis of a guided self-management plan proposed by their health care professionals²⁷. In asthma, the effectiveness of four SDM studies shows improvement of control and some other parameters but more studies are needed to confirm the data²⁸.

1-3- Change management

Change is inevitable in health care. However, many change projects fail due to varied belief and cultural circumstances, poor planning, unmotivated staff, deficient communication, or excessively frequent changes²⁹.

CM aims to prepare and support individuals, teams and organizations in making organizational change. It proposes methods redirecting or redefining resources, business processes, budget allocation and/or modes of operation. When properly applied, CM significantly changes healthcare and its organization. However, health systems differ largely between countries or even regions and a combination of CM with ICPs may be more relevant allowing each organization to use the CM principles according to their needs and regulations. CM deals with different disciplines from healthcare, behavioral and social sciences to IT and business solutions.

Although theories may seem abstract and impractical for healthcare practice, they can help in planning solutions to common healthcare problems²⁹. The Lewin's 3-Step model is widely used^{30,31}: unfreezing, moving, and refreezing³¹. Lippitt³² and Kotter¹² have added intermediate steps (Table 1)²⁹.

Several models of organizational and personal change have been reviewed for respiratory diseases³³.
Kotter's theory has been applied to different fields of medicine^{34,36} and pharmacies³⁷.

2- ARIA Phases 1 and 2 followed the Kotter's 8-step change model

2-1- Goals

Guidelines such as GINA (Global INitiative for Asthma)^{38,39}, GOLD (Global initiative for Lung Diseases)^{40,41}, EPOS⁴² and ARIA^{2, 3, 13} developed a CM strategy that was very effective and produced many updates and revisions while having a positive impact on clinical care and influencing research priorities.

Most guidelines are condition specific but ARIA was unique as it included for the first time the multimorbid component of the airway diseases. Although it followed the patient's perspectives, epidemiologic evidence⁴³ and some supporting mechanistic studies⁴⁴, this concept was not accepted by the leadership of GINA who considered neither the asthma-rhinitis multimorbidity concept nor the benefit for the patients.

2-2- The 8-step model

2-2-1- Establish a sense of urgency

The sense of urgency should identify and highlight the potential threats and the repercussions that might arise in the future by examining the opportunities which can be tapped through effective interventions. In AR and asthma, in the 1990s, the sense of urgency was to provide guidelines that could reduce both the burden of the diseases and the deaths (in asthma). Although there were papers indicating the links between the upper and lower airways^{45, 46}, the impact of rhinitis on asthma was not fully recognized and ARIA was initiated to better reconize the inter-relationships between the two diseases and to propose multimorbid guidelines.

2-2-2- Create a guiding coalition

The ARIA working group was initiated during a WHO meeting (December 1999) and evolved as a powerful group with 400 members in 70 countries¹⁴. Members have been working together for years and include all stakeholders needed for CM^{1,6}. The patients' organization EFA (European Federation of Allergy and Airways Diseases Patients' Associations) has always been an active member of ARIA.

2-2-3- Develop a vision and strategy

The ARIA vision has always been to provide a guide for the diagnosis and management of AR and asthma multimorbidity, including developing countries,^{1, 2} using the best available evidence^{3,5}. ARIA has established two major targets: the recognition and implementation of the asthma-rhinitis multimorbidity as well as a new classification (intermittent-persistent and mild-moderate severe AR) to meet patients' expectations. Moreover, ARIA priorities have always included primary care physicians, pharmacists and patients' organizations.

2-2-4- Communicate the change vision

One of the ARIA strengths has been to communicate its vision effectively worldwide. Over 1,000 papers have been posted on Pubmed from over 50 countries using the ARIA recommendations¹⁴. The number of training sessions in over 70 countries cannot be counted. ARIA has been endorsed by many governments and international organizations: ARIA recommendations have been used for the labeling of allergen immunotherapy by the European Medicine Agency.

2-2-5- Empower others to act on the vision

Organizational processes and structures are in place and are aligned with the overall organizational vision. However, a continuous check is needed for barriers and for people who are resisting change. We have implemented proactive actions to remove the obstacles involved in the process of change.

ARIA has been recognized as the major rhinitis and asthma multimorbidity guideline for years in most countries except for the US and Japan. However, the recent US guidelines are using the evidence-based approach of ARIA (GRADE: Grading of Recommendations, Assessment, Development and Evaluation), and the recommendations are similar^{15, 47, 48} to those of ARIA⁵. The recent Japanese guidelines for AR are also making bridges with ARIA⁴⁹.

2-2-6- Generate short-term wins

As proposed by Kotter¹², creating short-term wins early in the change process, instead of having one long-term goal, can give a feeling of victory in the early stages of change, which will reinforce support to the strategy.

The concept of asthma and rhinitis multimorbidity is now globally accepted in developed and developing countries⁵⁰. It is now recognized that multimorbidity is independent of IgE-mediated allergy^{8,51} and new phenotypes of severe airway disease have been identified. The implementation of the multimorbid concept in clinical practice has a direct benefit for the patient whose nasal symptoms are often more bothersome than asthma.

2-2-7- Consolidate gains and produce more change

The goals of step 7¹² are to achieve continuous improvement by analysing the success stories individually and improving from those individual experiences. These goals are exactly those that have been followed by ARIA for the past 18 years.

2-2-8- Anchor new approaches in the culture and institutionalize the changes

The goals of step 8¹² are met by the ARIA strategy:

1. Discuss widely the successful stories related to change initiatives.
2. Ensure that the change becomes an integral part of the practice and is highly visible.
3. Ensure that the support of the existing as well as the new leaders continues to extend towards the change.

2-3- Results, drawbacks and solutions

ARIA has fully achieved its goals following the 8-step Kotter's model of (Figure 1). The outcome assessment can be measured (i) by the numbers of citations of ARIA. ARIA 2001 has been cited 1750 times, ARIA 2008 over 2300 times (only paper in asthma cited >200 times a year) and ARIA 2010 710 times. This initiative is far better cited than GINA. (ii) By the countries that have endorsed ARIA in their national allergy program: Finland, Malaysia, Philippines, Portugal, Singapore. (iii) By the approval of treatments by agencies: The European Medicines Agency used the ARIA classification in the approval of Acarizax® (mite sublingual immunotherapy).

Some drawbacks have been pointed out in Kotter's change model¹². In particular, the model is essentially top-down and may discourage any scope for participation or co-creation. In ARIA, we considered that the first CM model was a great success but that its life cycle had come to an end. It was then decided within the coalition to propose a new CM model based on patients' needs and emerging technologies (CM2 model).

Since the Kotter model cannot be redesigned, we proposed a new maturity CM model based on the same Kotter's 8-step change model¹². We used ARIA Phase 3 (care pathways for rhinitis and asthma multimorbidity using mobile technology)⁶ to better plan the second CM model (CM2 model) and make new assumptions with a patient's centered approach.

3- The *Allergy Diary* strengthens change management

3-1- MASK

In 2012, the European Commission launched the European Innovation Partnership on Active and Healthy Ageing (DG Santé and DG CONNECT) (52). The B3 Action Plan, devoted to innovative integrated care models for chronic diseases, selected integrated care pathways for airway diseases (AIRWAYS ICPs)^{53, 54} with a life cycle approach⁵⁵ as the model of chronic diseases. An AIRWAYS ICPs Action Plan was devised⁵³, implemented⁵⁴ and scaled up^{56, 57}. AIRWAYS ICPs is a GARD (WHO Global Alliance for Chronic Respiratory Diseases)⁵⁸ research demonstration project (Figure 2).

MASK, the ARIA Phase 3, is an AIRWAYS ICPs tool^{6, 59}. It represents a Good Practice focusing on the implementation of multi-sectoral care pathways using emerging technologies with real life data in rhinitis and asthma multi-morbidity. MASK follows the JA-CHRODIS (Joint Action on Chronic Diseases and Promoting Healthy Ageing across the Life Cycle, 2nd EU Health Programme 2008-2013⁶⁰) recommendations for good practices¹⁸.

MASK was initiated to reduce the global burden of rhinitis and asthma, by giving the patient a simple tool to better prevent and manage respiratory allergic diseases. More specifically, MASK should help to (i) understand the disease mechanisms and the effects of air pollution in allergic diseases (ii) better appraise the burden incurred by medical needs but also indirect costs, (iii) propose novel multidisciplinary care pathways integrating pollution and patients' literacy, (iv) improve work productivity, (v) propose the basis for a sentinel network at the EU level for pollution and allergy and (vi) assess the societal implications of the project to reduce health and social inequalities globally.

3-2- The Allergy Diary

The mobile technology of MASK is the *Allergy Diary*, an App (Android and iOS) freely available for AR and asthma sufferers in 23 countries (16 EU countries, Argentina, Australia, Brazil, Canada, Mexico, Switzerland and Turkey) and 16 languages (translated and back-translated, culturally adapted and legally compliant)⁶ (Figure 3). Anonymized users fill in a simple questionnaire on asthma and rhinitis upon registration and daily assess the impact of the disease using a visual analogue scale (VAS)⁶¹ for global allergy symptoms, rhinitis, conjunctivitis, asthma and work. Moreover, a questionnaire is applied every week to assess disease impact on patients' QOL (EQ-5D)²¹.

Data of pilot studies in up to 17,000 users and over 95,000 days are available. The *Allergy Diary* has been validated¹⁹ and has shown that (i) totally anonymized geolocation can be used in 23 countries (in preparation), (ii) data can be analyzed in 23 countries and 17 languages, (iii) sleep, work productivity and daily activities are impaired in AR^{16, 17}, (iv) daily work productivity is associated with AR severity¹⁶, (v) the everyday use of medications can be monitored proposing a novel assessment of

treatment patterns ²⁰, (vi) novel patterns of multimorbidity have been identified ²² and confirmed in epidemiological studies ^{8, 62} and (vii) over 70% of AR patients self-medicate and are non-adherent to medications (Menditto, in preparation).

The *Allergy Diary* (TRL 9, Technology Readiness level 9) represents a validated mHealth tool for the management of AR. Asthma has also been monitored but data have not yet been analyzed. Economic impact can be monitored using work productivity. The results of the *Allergy Diary* have made innovative approaches of AR possible and are directly strengthening CM strategies in ARIA.

3-3- Transfer of Innovation of MASK

A Transfer of Innovation (Twinning) project has been funded by the European Innovation Partnership on Active and Healthy Ageing (EIP on AHA) using MASK in 25 Reference Sites or regions across Europe, Argentina, Australia, Brazil, Columbia and Mexico ⁶³. The number of countries is increasing and MASK should be rapidly operative in the US, China, India (in English only) and Japan. This will improve the understanding, assessment of burden, diagnosis and management of rhinitis in old age by comparison with an adult population. The Twinning has been tested in Germany (Region Kohl-Bonn) in a pilot study that has now been extended to the other German cities and countries of the Twinning project.

3-4- Clinical decision support system

Clinical decision support systems (CDSS) are software algorithms that advise health care providers on the diagnosis and management of patients based on the interaction of patient data and medical information. They should be based on the best evidence to aid patients and health care professionals to jointly determine treatment (SDM). In allergic rhinitis, the MASK CDSS is incorporated into a tablet interoperable with the *Allergy Diary* ⁶⁴ for health care professionals (*ARIA Allergy Diary Companion*) ^{6, 59}. This is based on an algorithm to aid clinicians to select pharmacotherapy for AR patients and to stratify their disease severity ⁶⁵. This approach will be adapted for the patient's guided self-care in a context of SDM.

3-5- POLLAR

Interactions between air pollution, sleep and allergic diseases are clear but insufficiently understood. POLLAR (Impact of Air POLLution in Asthma and Rhinitis) is a new Horizon 2020 project of the EIT Health (European Institute of Innovation and Technology for Health) that will embed environmental data into the *Allergy Diary*. POLLAR aims at combining emerging technologies (including the *Allergy Diary*, Technology Readiness level TRL9 meaning that the system is proven in operational environment) with machine learning to (i) understand the effects of air pollution in AR and

its impact on sleep, work and asthma, (ii) assess societal consequences, shared with citizens, and professionals (iii) propose preventive strategies including a sentinel network and (iv) develop participative policies.

4- ARIA Phases 3 and 4 deploy a novel Kotter's 8-step change model

4-1- Goals

Although the first CM model developed by the ARIA Initiative was a great success, there are still unmet needs in the treatment of asthma and rhinitis multimorbidity. In ARIA Phase 4, we encourage the participation of all the stakeholders.

4-2- The 8-step model

4-2-1- Establish a sense of urgency

ICPs will include multi-disciplinary structured care plans detailing the key steps of patient care including self-care as proposed by AIRWAYS ICPs⁵³ (Integrated care pathways for airway diseases). GRADE-based guidelines for physicians are available for AR and their recommendations are similar^{3, 5, 15}. However, they are based on the assumption that patients regularly use their treatment and are not tested with real-life data. Unfortunately, adherence to treatment is very low and real-life studies do not necessarily accord with all recommendations²⁰. New-generation guidelines embedding real life data are being developed.

4-2-2- Create a guiding coalition

The ARIA working group initiated in 1999 includes over 500 members in 70 countries¹⁴. A successful coalition working on CM2 has been identified within the group.

The AIRWAYS ICPs coalition was established in 2014 and is part of the European Innovation Partnership on Active and Healthy Ageing (DG Santé and DG CNECT)⁵³. Moreover, many national and European scientific societies (European Academy of Allergy and Clinical Immunology (EAACI), European Respiratory Society (ERS) and International Primary Care Respiratory Group (IPCRG)), and other patients' organization (European Lung Foundation (ELF), Asthma UK) have joined the coalition. It is a WHO GARD (WHO Global Alliance against Chronic Respiratory Diseases) demonstration project. Finally, the transfer of innovation of ARIA has been carried out to the Reference Sites of the European Innovation Partnership on Active and Healthy Ageing⁶³.

This CM2 guiding coalition is already in place in EUFOREA (European Forum for Research and Education in Allergy and Airways Diseases, <http://www.euforea.eu>)⁶⁶.

4-2-3- Develop a vision and strategy

The vision of ARIA phase 4 is to provide CM2 for AR and asthma multimorbidity in order to develop SDM with the ultimate goal of improving AR and asthma control while maintaining quality-of-life and reducing costs, using mobile technology and real-time data management to inform decisions.

The strategy for realizing the changes is based on the patient-centered implementation of ICPs⁵³ using IT solutions such as the *Allergy Diary*⁶.

4-2-4- Communicate the change vision

The updated vision (CM2) will use the experience of the first CM strategy. It has already been discussed among the ARIA CM coalition members and the present paper is the first to be published. However, it takes time to address the concerns of all stakeholders, and papers published recently on the *Allergy Diary* may help to convince many. ARIA is involving a maximum number of people to deploy the CM vision.

The integration of new paths of understanding health and change is a requirement for the strategy. The CM2-model clearly expands and strengthens the potential for actual change to occur and take hold in all kinds of organizations and institutions. Supplementary to the ambition of change in existing practices and institutions, it is also important to consider the integration of other modes of communication and dissemination on the basis of healthy behaviour. A central example is the general need to raise the level of health literacy in society. The general public should clearly not be perceived simply as “patients waiting for something to happen”. They should have the ability to navigate and understand health messages, an essential tool for self-managing wellbeing, even before any actual condition or major challenge actually occurs. But to do so, one must consider how to improve this health literacy by integrating it much better into the educational system and cultural settings to which it applies. This is a very long-term investment in self-care and prevention. A later target audience with a higher level of health literacy will naturally also ensure an easier adoption of subsequent health messages, possibly using ICT⁶⁷. The basis for understanding is simply enhanced compared to the previous scenario. In a similar line of thinking, one could also consider a wider community-oriented approach to dissemination. This could also cover social media and self-help groups, as some of the later patients would benefit not only from both personal previous experience and knowledge about these ailments, but also from a supportive environment, that would be better able to support and help these citizens/friends/family members – regardless of age – in their attempt to adapt to new modes of

behavior. This is a wider application of the CM2-model and should also be considered in our work to help patients and citizens.

4-2-5- Empower others to act on the vision

Organizational processes and structures are in place and are aligned with the overall organizational vision. However, we need to continuously check for barriers and for those who are resistant to change and focus on the education of both physicians and patients on how to achieve the best outcomes of treatment. We are acting proactively to remove the obstacles involved in the process of change.

4-2-6- Generate short-term wins

We propose to create new short-term (e.g. 12 months) and medium-term (e.g. 24 months) targets. In 2018, a high-level meeting organized by POLLAR will approach the *improvement in care pathway* design to enhance patient participation, health literacy and self-care through technology-assisted 'patient activation'. In this meeting, rhinitis and asthma multimorbidity will be used as a model of non-communicable disease (Figure 4). Three major aspects of ICPs will be considered: self-care, pharmacy care and next-generation guidelines in which the recommendations of the GRADE-guidelines on AR^{5, 15} will be tested in real life using MASK.

4-2-7- Consolidate gains and produce more change

Most of the goals of Kotter's change model step-7¹² have been met by the ARIA CM and will be further developed in CM2.

Conclusions

For the past 18 years, ARIA has had the major goal of providing a guide for the diagnosis and management of AR and asthma multimorbidity applicable to developing countries^{1, 2} using the best evidence³⁻⁵. ARIA Phases 1 and 2 were developed in accordance to Kotter's 8 step change model and can be used as a model of CM in chronic diseases. However, there are still unmet needs for the management of rhinitis and asthma in real life.

A second CM model has been proposed by ARIA Phases 3 and 4. It was initiated by the development in 23 countries of an App that showed partly unexpected results. Patients with AR (and possibly with asthma) do not follow physicians' advice: they self-medicate. There is an urgent need to harness this information and to update our concept of treatment as well as treatment adherence using mobile technology and care pathways. This is the goal of ARIA Phase 4 and the second wave of CM.

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Table 1: Examples of planned change management models. Adapted from (31)

Lewin (68)	Kotter (12)	Lippitt (32)
Unfreezing	<i>Step 1: Establish a sense of urgency</i> <i>Step 2: Create a guiding coalition</i> <i>Step 3: Develop a vision and strategy</i>	<i>Phase 1: Diagnose the problem</i> <i>Phase 2: Assess motivation and capacity for change</i> <i>Phase 3: Assess change agent's motivation and resources</i>
Moving	<i>Step 4: Communicate the change vision</i> <i>Step 5: Empower others to act on the vision</i> <i>Step 6: Generate short-term wins</i> <i>Step 7: Consolidate gains and produce more change</i>	<i>Phase 4: Select a progressive change objective</i> <i>Phase 5: Choose appropriate role of the change agent</i>
Refreezing	<i>Step 8: Anchor new approaches in the culture and institutionalize the changes</i>	<i>Phase 6: Terminate the helping relationship</i>

Figure 1: Change management strategy of ARIA Phases 1 and 2

ARIA: Allergic Rhinitis and its Impact on Asthma, BAMSE: Barn Allergi Milj. Stockholm Epidemiologi Projektet , EGEA: Epidemiological study on the Genetics and Environment of Asthma, bronchial hyperresponsiveness and atopy, GRADE, MAS: German Multicenter Allergy Study, MASK: Mobile Airways Sentinel network, MeDALL: Mechanisms of the Development of Allergy, SDM: Share decision making, T2: Type 2 immunity

Figure 2: Links between ARIA and MASK for change management

AIRWAYS-ICPs: Integrated Care Pathways for airway diseases (European Innovation Partnership on Active and Healthy Ageing), WHO CC: World Health Organisation Collaborating Center, DigitalHealthEurope: Digital Transformation of Health in Europe (H2020), Euriphi: Better Health and care, economic growth and sustainable health systems (H2020), GA²LEN: Global Allergy and Asthma European network (FP6), GARD: Global Alliance against Chronic Respiratory Diseases, Good Practice of DG Santé: Good Practice on digitally-enabled, integrated, person-centred care of the Directorate-General for Health and Food Safety (European Commission), ICP: Integrated care pathway, MACVIA-LR: Contre les Maladies Chroniques pour un Vieillissement Actif (European Innovation Partnership on Active and Healthy Ageing), MeDALL: Mechanisms of the Development of ALLergy (FP7), POLLAR: Impact of air POLLution in Asthma and Rhinitis (EIT Health), SPAL: EU Development and Structural Funds, Sunfrail, Twinning: Vigour: (Evidence-Based Guidance to Scale-up Integrated Care in Europe, 3rd Health Programme).

Figure 3: The Allergy Diary

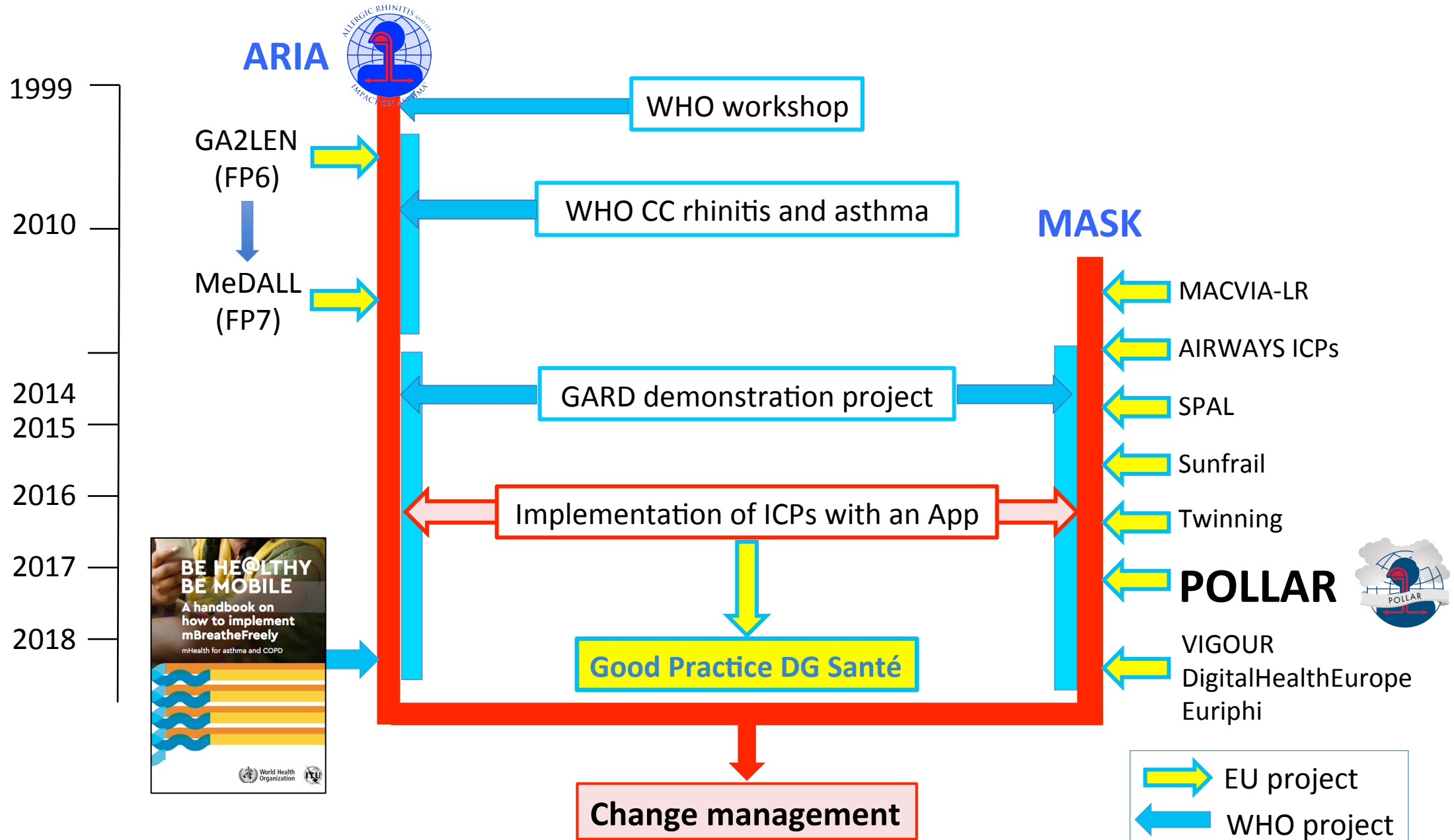
GPDR: General Data Protection Regulation (<https://www.eugdpr.org>)

Figure 4: Change management based on next-generation ICPs

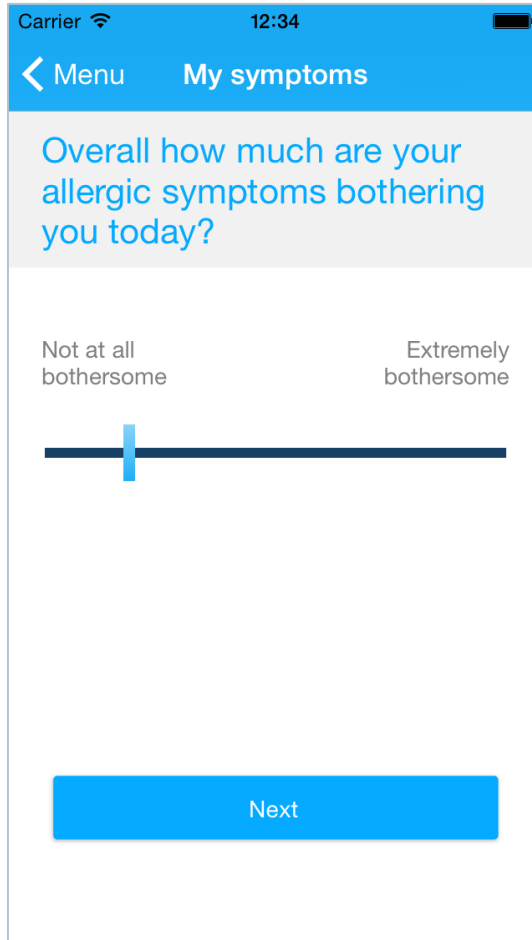
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<p>Current knowledge (2000)</p> <ul style="list-style-type: none"> • Clinical practice: allergic multi-morbidity is common and represents a patient's need <ul style="list-style-type: none"> • ECRHS: epidemiologic evidence for allergic multi-morbidity • Nasal and bronchial biopsies confirm commonalities in rhinitis and asthma





The Allergy Diary: MASK-air

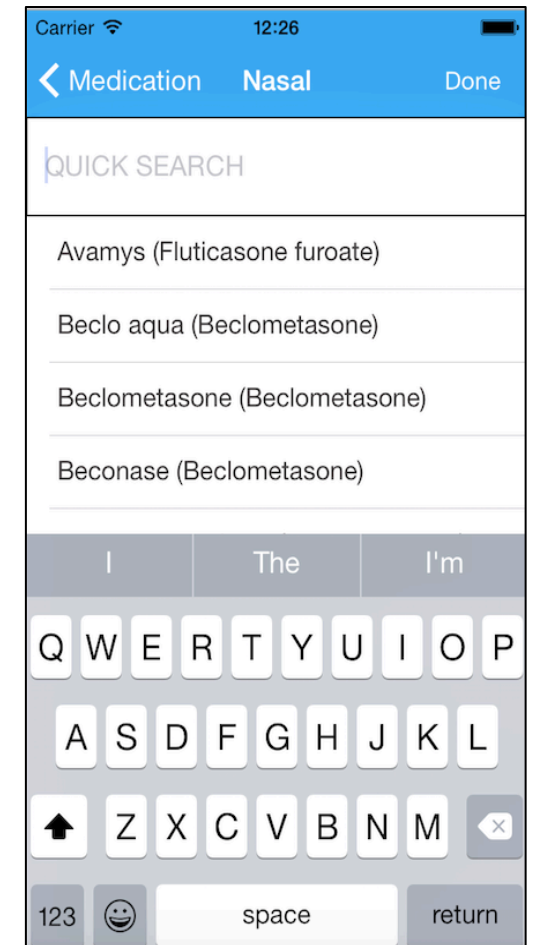


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