



E-P-A newsletter edition 5, October 2008

European Pathway Association, www.E-P-A.org,
Kapucijnenvoer 35, 4th floor, B-3000 Leuven, Belgium



Dear colleagues,

Before starting to summarize the contents of this newsletter let me express my satisfaction in telling you that gradually we are becoming a dynamic, healthy and really independent international Association. I say this with great pleasure because when we started E-P-A in 2004, I was somewhat worried about the sustainability of our Association. When we met the first time in Jesi, Italy, we had so many dreams and goals but we were just "a group of friends" with ideas, enthusiasm about the opportunity of international knowledge sharing and research but no real perspectives. Now not only 2 editions summer school have been successfully performed without any sponsorship, but also thanks to the work of Kris Vanhaecht and of our younger colleagues (Svin Deneckere, Fabrizio Leigheb and Cathy Lodewijckx) the European Quality of Care Pathways project has been successfully started, the E-P-A new statutes are now ready and last but not least the Association's membership increased again. So, I can say today that I am a happy President.

As I just told you, the second edition of the E-P-A summer school on care pathways has just finished. An international school like this one is an opportunity for many to finally meet people they read about or with whom they shared information on different topics. The contents of the school are a direct result of E-P-A experiences in care pathways activities and through collaborations and interactions with many individuals from a wide variety of healthcare organizations, educational institutions, federal/state agencies, national teams, and other experts around Europe.

The Eighth Annual Conference of Integrated Care Pathways in London was also marked by sound scientific presentations, a solid plenary session and many interesting moments also during the not formal sessions. This conference provided members of E-P-A and other attendees with opportunities to exchange ideas and further our mutual understanding concerning the problems, threats, and opportunities facing us today, as well as identifying and sharing best practice approaches to solutions and strategies to address these issues. So special thanks to our queen of conference organizers, Mrs. Clare Gallagher. The success of the meeting is greatly due to her work.

Please, do not forget to check the www.E-P-A.org website for updates on pathway events and to tell us if some initiatives about pathways in your country has been or will be performed.

I wish you a pleasant reading.

Massimiliano Panella
President European Pathway Association



European Pathway Association (E-P-A) Statutes

The European Pathway Association (E-P-A) is now an official international not for profit association under Belgian law. The association was officially started up by 4 individuals: Massimiliano Panella (president), Kris Vanhaecht (secretary general), Ruben Van Zelm (secretary) and Walter Sermeus (treasurer).

The mission of E-P-A (as international not for profit association) is to enhance the quality, safety and efficiency of health care processes by developing, implementing and evaluating care pathways. The E-P-A wants to create an international platform to exchange knowledge in this research area. This international not for profit organization has 4 overall goals: 1) To conduct research on the quality and efficiency of the organization of healthcare and methods of care coordination and care pathways. 2) To organize a knowledge sharing network and related training

activities within the participating countries. 3) To enhance the international collaboration between healthcare researchers, managers and clinicians in Europe and beyond. 4) To advise and support healthcare policy makers / companies.

The association will work with a bureau, which will be the daily management team of the association and a council. The council will take over the role of the previous E-P-A board. The council members are the national representatives of the official E-P-A national sections. The association will contact the E-P-A members within the following weeks to ask them to start up an official National E-P-A section. E-P-A will also have task forces and active partner organizations.

If you are interested in becoming E-P-A national representative or start up an E-P-A task force, please get in contact with the E-P-A secretary Ruben Van Zelm: ruben.vzelm@qconsult.nl

Vanhaecht, K., Van Zelm, R., Sermeus, W., Panella, M

More detailed information on the statutes will be available very soon on www.E-P-A.org

CALL FOR ABSTRACTS

Integrated Care Pathways 9th Annual Conference
24th and 25th June 2009
76 Portland Place, London

Healthcare Events are pleased to announce the Ninth Annual Conference of Integrated Care Pathways.

We are opening part of next years conference to abstracts, these abstracts will be assessed by Healthcare Events in association with the board members of the European Pathway Association (www.E-P-A.org).

The deadline for submission of abstracts is Friday 15th November 2008. If you have any questions, please email clare@healthcare-events.co.uk or check www.healthcare-events.co.uk

Deadline for next issue E-P-A newsletter: January 12th, 2009 Please email your contributions to [Anne-Marie Yazbeck amy@s5.net](mailto:Anne-Marie.Yazbeck@amy@s5.net)



**ICP Conference
London, UK
25-26 June 2008**

On 25th and 26th June 2008, the Care Pathway (CP) conference was organised by [Healthcare Events](#) and the [European Pathway Association](#). It was the third edition of the CP conference that was organised by both parties and this years conference was held for the first time at Portland Place, London.

Two very exciting days were attended by over 200 delegates. Again this year London welcomed delegates from a variety of clinical and non clinical backgrounds and from National and International healthcare providers with delegates coming from America and Europe as well as from all corners of the UK.

During the two day conference many informative presentations were held which were aimed at both novice and experienced delegates. On this year's programme there was explicit content reflecting 'lean management', 'statistics and evidence based medicine' as well as many case studies and practical examples of care pathways. With all of these topics included, the programme was very attractive.

Day One commenced with the delegates being welcomed by Professor John Ellershaw, Professor of Palliative Care Medicine at the University of Liverpool. Professor Ellershaw provided a warm welcome to the delegates and introduced Professor Massimiliano Panella from the University of Piedmonte in Italy. Professor Massimiliano provided a informative and humorous conference overview, welcoming delegates to the Care Pathways conference. Professor Massimiliano thanked the conference organiser Clare Gallagher who he described as the 'Queen of Conferences' for organising another very successful event.

Dr Kris Vanhaecht, Research Fellow at the Catholic University, Leuven, Belgium then gave

the opening address entitled 'The Impact of Care Pathways on the Organisation of Care Processes' this was an overview of the main results from his PhD study. Dr Vanhaecht described care pathways as 'complex interventions' and outlined evidence to support how pathways lead to to better organised care.

Over the following two days delegates had an amazing choice regarding the presentations they could attend. Three parallel streams were available. Stream A outlined 'Pathways to improvement across the whole patient journey', Stream B were 'Masterclasses' aimed at those delegates with at least 2 years experience of working with care pathways and Stream C focussed on 'Specialty Specific Case Studies'.

Stream A Day One contained presentations outlining 'methodology and implementation', 'delivering a shorter patient journey', 'commissioning using care pathways', using care pathways to improve patient discharge practice' and 'pathways and the law'. These presentations provided very valuable information on a variety of aspects of pathway development which delegates found very useful.

Stream B Day One contained masterclasses outlining 'evidence based medicine and pathways', 'eCare pathways' and 'Statistics and Data Collection'. The masterclasses demonstrated methods of managing evidence and pathways, provided an update on the use of electronic ICPs and possible evidence gathering strategies to demonstrate the effectiveness of pathways.

Stream C Day One provided case studies of pathways in Mental Health and pathways in Surgery. These case study presentations were followed by questions from the delegates which Julie Hall, Head of Performance ND Service strategy at Nottingham Healthcare Trust facilitated.

An evening drinks reception provided the opportunity for delegates, speakers and exhibitors to share news and network.

Day Two was opened by Dr Yosef Dlugacz who is Senior Vice President and Chief of Clinical Quality, Education and Research, Krasnoff Quality Management Institute, New York. He delivered his key note presentation on 'Ensuring pathways lead to quality improvement' and outlined several clinical pathway developments and case studies from the USA.

This was followed by a lively debate entitled 'a primary goal of care pathways should be to reduce length of stay/reduce the length of the pathway'. The proposer for the motion was Dr Steven Latimer and seconded by Derek Butler (chairman of MRSA Action uk, a patient/ carer group) and the motion was opposed by Joyce Robbins (Director of Patient Concern) and seconded by Claire Whittle. After listening to both parties the delegates voted and motion was opposed.

Stream A Day Two focused on redesigning the patient journey. Presentations were given outlining Variance Analysis, Care Pathways and Lean Thinking, Service Redesign and as tools for

improving teamwork and for reducing costs whilst improving outcomes.

Stream B Day Two masterclasses examined clinical outcomes monitoring and measurement followed by a 'lean' workshop.

Stream C Day Two provided case studies of care pathways in Medicine and care pathways in End of Life Care.

The conference ended with a final session featuring Pathways for Patient Safety.

The three key 'take home messages' from this very effective and enjoyable conference were:

1. Care pathways can be very effective tools in improving patient outcome and reducing variance in patient care,
2. Care pathways are very important when developing or implementing electronic patient records,
3. Care pathways are truly international.

Claire Whittle

Senior lecturer and Professional Lead for Nursing
The University of Birmingham

Agenda

November 14, 2008 Workshop on Care Pathways, Novarra, Italy

November 25 and 26, 2008 **Risk and Patient Safety 2008**, London, UK <http://www.healthcare-events.co.uk>

January 21, 2009 **A Practical Guide to Improving Clinical Outcomes through Developing and Using Care Pathways**, Manchester, UK <http://www.healthcare-events.co.uk>

January 28, 2009 **Care Pathways in Mental Health**, London, UK <http://www.healthcare-events.co.uk>

February 3, 2009 **Care Pathways in Mental Health**, Amersfoort, the Netherlands
www.leidscongresbureau.nl

February 4 and 5, 2009 **Clinical Audit and Improvement 2009**, London, UK
<http://www.healthcare-events.co.uk>

May 28 and 29, 2009 **International conference on 10 years of Clinical Pathways**, Leuven, Belgium (information in this newsletter)

June 24 and 25, ICP 2009, London, UK <http://www.healthcare-events.co.uk>



The EUROPEAN QUALITY OF CARE PATHWAY study

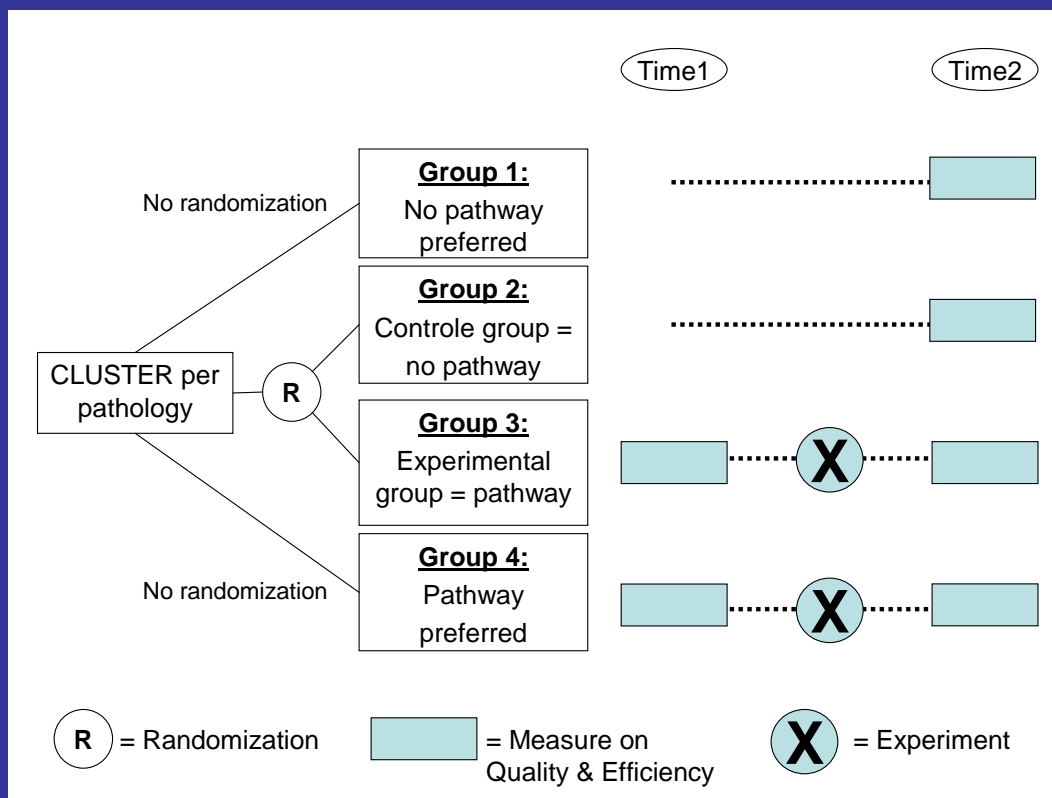
Kris Vanhaecht, RN, PhD*[^], Jan Peers, MD, PhD[°][^], Massimiliano Panella, MD, PhD*[”] and Walter Sermeus, RN, PhD*[^]

*European Pathway Association Bureau Members; ° Special advisor European Pathway Association, ^ Faculty of Medicine, Catholic University Leuven, Belgium, ”Faculty of Medicine, Amedeo Avogadro University of Eastern Piedmont, Italy

The organization of the care process related to quality, efficiency and accessibility is one of the main areas of interest within the next years for clinicians, healthcare managers and policy makers. A main method to (re)organize a care process is the development and implementation of a care pathway. The European Pathway Association (E-P-A) defines a care pathway as: “A methodology / complex intervention for the mutual decision making and organization of predictable care for a well-defined group of patients during a well defined period”. The aim of a care pathway is to enhance the quality of care by improving patient outcomes, promoting patient safety, increasing patient satisfaction, and optimizing the use of resources.

Important for this study is that a care pathway is defined as a complex intervention. The goal of this research project is to evaluate the care pathway effectiveness in acute hospitals and their immediate link with primary care. We also want to understand if pathways can help to improve the quality of care coordination and how to use health resources in a more appropriate way. The project will be conducted in Belgium, Ireland and Portugal. At this moment we are in the final stages to also include Italy and The Netherlands. The study will focus on two patient groups: Chronic Obstructive Pulmonary Disease (COPD) and Proximal Femur Fracture (PFF).

To perform the research, a partially randomised cluster preference controlled trial will be used.



The complex intervention will only be implemented in group 3 and group 4 and will include three active components:

Firstly, an evaluation on the quality and organization of the care process will be performed.

Secondly, a set of evidence based key interventions and outcomes will be provided to the multidisciplinary team.

Thirdly, the pathway facilitators will be supported to improve the organization of the care process by developing and implementing a care pathway, based on the findings of the evaluation of the care process and the set of evidence based key interventions.

Within the study two training sessions will be organized for the pathway facilitators of organizations in group 3 or 4. A *first* session will be organized to introduce the facilitators to the concept and methods of care pathways. A *second* training session will include training on the set of evidence based key interventions, the interpretation of the feedback and benchmarking of the data (obtained during the evaluation of the care process) and the development & implementation of the pathway. The independent variables will be measured in both the experimental (group 3 and 4 during time 1 and time 2) and control group (group 1 and 2 during time 2) on care process level (organisation of care) and patient level (clinical outcomes). The set of disease specific outcome indicators, measured on individual patient level, will be further determined by a group of international experts.

Based on the first power analysis, a sample of 14 hospitals per country and 20 patients per hospital will be included.

The E-P-A can only perform this research because it received an educational grant from Pfizer Belgium SA with the support of Pfizer Portugal and Pfizer Ireland.

International conference on 10 YEARS OF CLINICAL PATHWAYS & workshop on PATHWAYS AS COMPLEX INTERVENTIONS: CHALLENGES FOR RESEARCH AND PRACTICE

Organised by the Belgian Dutch Clinical Pathway Network (www.nkp.be)

in close collaboration with the European Pathway Association (www.E-P-A.org)

In 1998 the Center for Health Services and Nursing Research, Faculty of Medicine, Catholic University Leuven performed the pilot studies on pathways in Belgium. 10 years later, more than 110 organisations are member of the Belgian Dutch Clinical Pathway Network (www.nkp.be) and more than 1200 pathway projects are under development or implemented.

The Belgian Dutch Clinical Pathway Network will organise an international conference on pathways on Thursday May, 28 in Leuven, Belgium (www.leuven.be). The conference will be organized in close collaboration with the European Pathway Association (www.E-P-A.org). During this conference and international expert panel will critically discuss the current projects and the state-of-the art of the pathway concept and methodology. The goal of the conference is to reflect on the role of pathways in the near future in an international context.

On Friday May 29 a (on invitation) one day workshop on "Pathways as complex interventions: challenges for research and practice" will be organized. We will discuss the opportunities and threats for pathway research. Based on this workshop the European Pathway Association will develop a white paper on methodological issues in pathway research. If you want to participate, please contact Kris.Vanhaecht@med.kuleuven.be

More information will be available soon, for the preliminary program see next page. If you are interested, please contact kris.vanhaecht@med.kuleuven.be

Preliminary Program International conference on 10 YEARS OF CLINICAL PATHWAYS

CONFERENCE PROGRAMME Thursday, May 28, 2009, Leuven, Belgium		WORKSHOP PROGRAMME Friday, May 29, 2009, Leuven, Belgium	
10:00	Welcome Prof. Dr. Arthur Vleugels, Belgium	9:00	Welcome and workshop overview. Dr. Kris Vanhaecht, Secretary General E-P-A
10:15	10 years clinical pathways: an overview and achievements. Prof. Dr. Walter Sermeus, Belgium	9:10	Pathways as complex interventions Dr. Kris Vanhaecht, Secretary General E-P-A
11:00	Clinical Pathways: Evolution Over 20 years Dr. Kathy Bower, USA	9:30	Impact for Pathway Research: Formative or Summative? Prof. Dr. Walter Sermeus, Belgium
12:00	LUNCH	10:00	Three ways of pathway evaluation * Appraisal of pathways (Claire Whittle) * Before & After studies (Walter Sermeus) * Cluster Randomised Trials (Massimiliano Panella)
13:15	Pathways are not organisation specific: the case of the Liverpool Care Pathway for the dying. Prof. Dr. John Ellershaw, UK	10:30	Workshop part 1: SWOT analysis of different research methods
13:45	Do we need electronic support for pathways: the Spanish experience Dr. Ricard Rosique, Spain	12:00	LUNCH
14:15	The impact of pathways: a significant decrease in mortality. Prof. Dr. Massimiliano Panella, Italy	13:00	Workshop part 2
14:45	Coffee & Tea	15:00	Overall discussion on future challenges of pathway research
15:15	Learning from Formula 1 & Airline Industry. Prof. Dr. Martin Elliot, UK	16:30	Closing Prof. Dr. Massimiliano Panella, President E-P-A
16:00	The patients' perspective on pathways. Mrs. Clare Gallagher, UK		
16:15	Is there a future for pathways? Dr. Kris Vanhaecht, Belgium		
16:45	Closing & Reception Prof. Dr. Walter Sermeus, Belgium		

Second International Summer School on Care Pathways

Just like in 2007, E-P-A has organised an international summer school on care pathways. Twenty delegates and six teachers from ten different countries spent the week from September 8 to September 12 in Italy discussing care pathways from different perspectives. The represented countries were Austria, Belgium, Egypt, England, Germany, Ireland, Italy, Portugal, Netherlands and Switzerland.

The week started with an introduction on care pathways. The basis for this introduction was the E-P-A definition of care pathways, completed with an overview of the effect of care pathways and methodologies for developing and implementing care pathways and the importance of team work.

During the second day, a case study was used to show the effect of an inadequate organised care process. This case study, which was situated in the Radboud University Medical Centre, Nijmegen, Netherlands, showed the dramatic effect of fragmented, poor organised and standardised care in cardio thoracic surgery.

'Actually the program means to me: Unforgettable... Unique valuable experience, with a unique international group, in a unique exciting place. Thanks to the teaching team'
Mohsen George, Head of Training & Quality, Health Insurance organization, Egypt
General & Laparoscopic surgery consultant

The third day, building blocks of care pathways, were discussed. This are patient involvement, organisational factors, and evidence based medicine. We discussed strategies to improve the use of evidence in care pathways, i.e. the use of guidelines and other sources of 'ready to use evidence' and the use of an evidence questionnaire, to assess the level of knowledge of the pathway users.

On day four the topic was evaluation of pathways.

Methodological issues of determining the effect of care pathways were presented and discussed and two types of research were illustrated with case studies. The first was pre-test post-test design, to evaluate the effect of a specific pathway. The second was Cluster Randomised Controlled Trial to evaluate the effect of care pathways (see also the article on the EQCP in this newsletter).

The EPA summer school 2008 was an opportunity to gain an in depth knowledge of pathways in a beautiful setting away from home. The delegates were able to concentrate on pathways alone without all the usual distractions and were able to share this knowledge with a number of colleagues from a diverse range of countries. People had travelled from Ireland, across Europe and Egypt and all were prepared to share their experience and learn from each other. It was fascinating to see that all the countries were facing similar issues in health care and that all were looking at methods to ensure quality of healthcare for all. The knowledge gained has enabled me to look at the methodology we use for pathway development and to question whether any of the tools that I saw could be put into place here. I have already shared the CPSET with the teams that I work with here and some of them are keen to look into this in much greater detail. I have also come away with a healthy scepticism about evidence-which although absolutely essential to developing pathways should not always be taken at face value. In future I will look more carefully at research papers and I have passed this information on to all those who I meet!

Sue Hindle

**Care Pathways and Knowledge Manager
West Midlands Programme for IT, England**

The fifth and final day we discussed pathways in action, covering topics such as variance analyses, quality of care pathways and the ICPAT tool. Also, three case studies of different care pathways were.

'In the EPA summer school we were three participants from the same hospital, two of us work in the same department and one works with the nursing management team. At the end of the course we knew we had to meet each other to share our views and speak with the same voice to our respective boards.

It was obvious for us that pathways had to be settled according to a defined institutional policy and not according to one's will. We could sketch out how this policy should be supported by a specific body supervised by the general management. This is the feed back we gave to our boards and it was received with great attention because the hospital policy concerning the implementation of clinical pathways is about to be established. This policy should meet our expectations.'

Anne-Marie Barrès

**Responsable Qualité - Communication
Hôpital Orthopédique – CHUV, Lausanne,
Switzerland**

presented.

During the week, the delegates had the opportunity to share and discuss in small groups a project of their own regarding care pathways.

'During one week summerschool at the beautiful lake of Orta and in a open and personal atmosphere you get a good understanding of what pathway's are, how they can be developed, implemented and evaluated. With delegates from different countries and different professions you get a lot of insights from different points of view on pathways and healthcare.

By discussing problems and sharing experiences I got good ideas on how to change our own methods for implementing pathways to become more successful.'

Jan Pieter de Meer

**Project coordinator, department Qualitycare
Comprehensive Cancer Center North East,
The Netherlands**

These project ranged from developing care pathways in the own organisation, to developing and reforming the healthcare system. This illustrates the differences in background and professional positions of the delegates. Some worked in hospitals, others a government level, there were clinicians and people working on policy. For E-P-A it was a very rewarding week that contributes to our goal: networking and sharing knowledge on care pathways.

Ruben van Zelm

Secretary European Pathway Association

Conference INTEGRATED CARE PATHWAYS IN MENTAL HEALTH

February 3rd, 2009, Amersfoort, the Netherlands

International speakers:

- *(to be confirmed)* Julie Hall, RMN, Cert HSM & CMHN, BSc(Hons), MSc, PGCAP, Head of Performance and Administration, Forensic Directorate, Nottinghamshire Healthcare NHS Trust, UK

- Kris Vanhaecht, Belgian-Dutch Clinical Pathway Network, Secretary General, European Pathway Association

Recent changes in the mental health care sector in the Netherlands. have raised new questions for mental health care regarding quality, patient centeredness and efficiency. Care pathways seem to be a possible answer to these questions. During the conference we will present an overview of care pathways, look at how they are implemented and what the effects are.

More information: www.leidscongresbureau.nl

Workshop on Care Pathways in Novarra, Italy

The first Italian EPA event will be a one day workshop within the National Conference of the Italian Society for Quality in Healthcare SItI-Vrq (Novara, 14 November 2008). The title is "Care pathways networks: comparing our experiences".

Massimiliano Panella

President European Pathway Association



The delegates and teachers of the second international summer school on care pathways.

Standing, left to right: Mohsen George (EG), Anne Hickey (IE), Michael Shannon (IE), Ruben van Zelm (NL), Walter Sermeus (BE), Marcus Bollmann (DE), Isabel Castela (PT), Svin Deneckere (BE), Albin Krzcal, (AT), Sue Hindle, (ENG), Fabrizio Leigheb (IT), Claire Whittle (ENG), Anne-Marie Barrès (CH), Maruscha de Vries (NL), Stephan Granat (AT), Kris Vanhaecht (BE).

Sitting, left to right: Willie Reddy (IE), Xavier de Béthune (BE), Antonella Barbieri (IT), Henny Sinnema (NL), Massimiliano Panella (IT), Ingrid Janssen (NL), Danielle Bouchard (CH), Jan Pieter de Meer (NL), Hala Samuel Fares (EGt), France Nicolas (CH), Ellen van Vliet (NL), Roxanne Dierckx de Casterlé (BE), Cathy Lodewijckx (BE)

Austrian Competence Circle for Clinical Pathways

The Austrian Competence Circle for Clinical Pathways, in short A3CP, is addressed to people, which are involved in the development and implementation of clinical pathways in daily business. We offer various courses, trainings and seminars. For more information see our website.

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