

Allergic Rhinitis and its Impact on Asthma (ARIA) Phase 4 (2018): Change management in allergic rhinitis and asthma multimorbidity using mobile technology



Jean Bousquet, MD,^{a,b,c} Peter W. Hellings, MD,^d Ioana Agache, MD,^e Flore Amat, MD,^{rr} Isabella Annesi-Maesano, MD,^f Ignacio J. Ansotegui, MD,^g Josep M. Anto, PhD,^{h,i,j,k} Claus Bachert, MD,^l Eric D. Bateman, MD,^m Anna Bedbrook, BSc,^b Kazi Bennoor, MD,ⁿ Mickael Bewick, MD,^o Carsten Bindsvlev-Jensen, MD,^p Sinthia Bosnic-Anticevich, PhD,^q Isabelle Bosse, MD,^r Jan Brozek, MD,^s Luisa Brussino, MD,^t Giorgio W. Canonica, MD,^u Victoria Cardona, MD,^v Thomas Casale, MD,^w Alfonso M. Cepeda Sarabia, MD,^x Niels H. Chavannes, MD,^y Lorenzo Cecchi, MD,^z Jaime Correia de Sousa, MD,^{aa} Elisio Costa, PhD,^{bb} Alvaro A. Cruz, MD,^{cc} Wienczyslaw Czarlewski, MD,^{dd} Giuseppe De Carlo, MD,^{ee} Giulia De Feo, MD,^{ff} Pascal Demoly, MD,^{gg} Philippe Devillier, MD,^{hh} Mark S. Dykewicz, MD,ⁱⁱ Yehia El-Gamal, MD,^{jj} Esben E. Eller, MD,^p Joao A. Fonseca, MD,^{kk} Jean-François Fontaine, MD,^{ll} Wytse J. Fokkens, MD,^{mm} Maria-Antonieta Guzmán, MD,ⁿⁿ Tari Haahtela, MD,^{oo} Maddalena Illario, MD,^{pp} Juan-Carlos Ivancevich, MD,^{qq} Jocelyne Just, MD,^{rr} Igor Kaidashev, MD,^{ss} Musa Khaitov, PhD,^{tt} Omer Kalayci, MD,^{uu} Thomas Keil, MD,^{vv} Ludger Klimek, MD,^{ww} Marek L. Kowalski, MD,^{xx} Piotr Kuna, MD,^{yy} Violeta Kvedariene, MD,^{zz} Desiree Larenas-Linnemann, MD,^{aaa} Daniel Laune, PhD,^{bbb} Lan T. T. Le, MD,^{ccc} Karin Lodrup Carlsen, MD,^{ddd} Olga Lourenço, PhD,^{eee} Bassam Mahboub, MD,^{fff} Alpana Mair, PhD,^{ggg} Enrica Menditto, PhD,^{hhh} Branislava Milenkovic, MD,ⁱⁱⁱ Mario Morais-Almeida, MD,^{jjj} Ralph Mösges, MD,^{kkk} Joaquim Mullol, MD,^{lll} Ruth Murray, PhD,^{mmm} Robert Naclerio, MD,ⁿⁿⁿ Leyla Namazova-Baranova, MD,^{ooo} Ettore Novellino, PhD,^{ppp} Robyn E. O'Hehir, MD,^{qqq} Ken Ohta, MD,^{rrr} Yoshitaka Okamoto, MD,^{sss} Kimi Okubo, MD,^{ttt} Gabrielle L. Onorato, MSc,^b Susanna Palkonen, MD,^{ee} Petr Panzner, MD,^{uuu} Nikos G. Papadopoulos, MD,^{vvv} Hae-Sim Park, MD,^{www} Ema Paulino, PhD,^{xxx} Ruby Pawankar, MD,^{yyy} Oliver Pfaar, MD,^{zzz,aaaa} Davor Plavec, MD,^{bbbb} Ted A. Popov, MD,^{cccc} Paul Potter, MD,^{dddd} Emmanuel P. Prokopakis, MD,^{eeee} Menachem Rottem, MD,^{ffff} Dermot Ryan, MD,^{gggg} Johanna Salimäki, MSc,^{hhhh} Boleslaw Samolinski, MD,ⁱⁱⁱⁱ Mario Sanchez-Borges, MD,^{jjjj} Holger J. Schunemann, MD,^s Aziz Sheikh, MD,^{kkkk} Juan-Carlos Sisul, MD,^{llll} Rojin Rajabian-Söderlund, PhD,^{mmmm} Talant Sooronbaev, MD,ⁿⁿⁿⁿ Cristiana Stellato, MD,^{ff} Teresa To, PhD,^{oooo} Ana-Maria Todo-Bom, MD,^{pppp} Peter-Valentin Tomazic, MD,^{qqqq} Sanna Toppila-Salmi, MD,^{oo} Antonio Valero, MD,^{rrrr} Arunas Valiulis, MD,^{ssss} Erkka Valovirta, MD,^{tttt} Maria-Teresa Ventura, MD,^{uuuu} Martin Wagenmann, MD,^{vvvv} De Yun Wang, MD,^{wwwww} Dana Wallace, MD,^{xxxx} Susan Wasserman, MD,^{yyyy} Magnus Wickman, MD,^{zzzz} Arzu Yorgancioglu, MD,^{aaaaa} Luo Zhang, MD,^{bbbbb} Nanshan Zhong, MD,^{ccccc} Mihaela Zidarn, MD,^{ddddd} and Torsten Zuberbier, MD,^{eeeeee} for the Mobile Airways Sentinel Network (MASK) Study Group*

Montpellier, Montigny-le-Bretonneux, Paris, La Rochelle, Levallois, and Reims, France; Brussels, Leuven, and Ghent, Belgium; Brasov, Romania; Erandio and Barcelona, Spain; Cape Town, South Africa; Dhaka, Bangladesh; London, Edinburgh, and Manchester, United Kingdom; Odense, Denmark; Glebe, Australia; Hamilton and Toronto, Ontario, Canada; Torino, Milan, Prato, Salerno, Naples, and Bari, Italy; Tampa and Fort Lauderdale, Fla; Barranquilla, Colombia; Leiden and Amsterdam, The Netherlands; Braga/Guimarães, Porto, Covilhã, Lisbon, and Coimbra, Portugal; Salvador, Brazil; St Louis, Mo; Cairo, Egypt; Santiago, Chile; Helsinki, Finland; Buenos Aires, Argentina; Poltava, Ukraine; Moscow, Russian Federation; Ankara and Manisa, Turkey; Wuerzburg, Wiesbaden, Cologne, Hamburg, Mannheim, Dusseldorf, and Berlin, Germany; Lodz, Poland; Vilnius, Lithuania; Mexico City, Mexico; Hochiminh City, Vietnam; Oslo, Norway; Dubai, United Arab Emirates; Belgrade, Serbia; Dundalk, Ireland; Baltimore, Md; Melbourne, Australia; Tokyo and Chiba, Japan; Prague, Czech Republic; Athens and Heraklion, Greece; Suwon, South Korea; Osijek, Croatia; Sofia, Bulgaria; Afula, Israel; Helsinki and Turku, Finland; Warsaw, Poland; Caracas, Venezuela; Asuncion, Paraguay; Stockholm and Eskilstuna, Sweden; Bishkek, Kyrgyzstan; Graz, Austria; Singapore; Beijing and Guangzhou, China; and Golnik, Slovenia

Allergic Rhinitis and its Impact on Asthma (ARIA) has evolved from a guideline by using the best approach to integrated care pathways using mobile technology in patients with allergic rhinitis (AR) and asthma multimorbidity. The proposed next phase of ARIA is change management, with the aim of providing an active and healthy life to patients with rhinitis and

to those with asthma multimorbidity across the lifecycle irrespective of their sex or socioeconomic status to reduce health and social inequities incurred by the disease. ARIA has followed the 8-step model of Kotter to assess and implement the effect of rhinitis on asthma multimorbidity and to propose multimorbidity guidelines. A second change management strategy is proposed

From ^aUniversity Hospital, Montpellier; ^bMACVIA-France, Fondation partenariale FMC VIA-LR, Montpellier; ^cVIMA, INSERM U 1168, VIMA: Ageing and Chronic Diseases Epidemiological and Public Health Approaches, Villejuif, Université Versailles St-Quentin-en-Yvelines, UMR-S 1168, Montigny-le-Bretonneux, and Euforea, Brussels; ^dthe Laboratory of Clinical Immunology, Department of Microbiology and Immunology, KU Leuven; ^eTransylvania University Brasov, Brasov; ^fEpidemiology of Allergic and Respiratory Diseases Department, Institute Pierre Louis of Epidemiology and Public Health, INSERM, and UPMC Sorbonne Université, Medical School Saint Antoine, Paris; ^gthe Department of Allergy and Immunology, Hospital Quirón Bizkaia, Erandio; ^hISGlobal, Centre for Research in Environmental Epidemiology (CREAL), Barcelona; ⁱIMIM (Hospital del Mar Research Institute), Barcelona; ^jCIBER Epidemiología y Salud Pública (CIBERESP), Barcelona; ^kUniversitat Pompeu Fabra (UPF), Barcelona; ^lthe Upper Airways Research Laboratory, ENT Department, Ghent University Hospital; ^mthe Department of Medicine, University of Cape Town; ⁿthe Department of Respiratory Medicine, National Institute of Diseases of the Chest and Hospital, Dhaka; ^oQ4U Consultants, London; ^pthe Department of Dermatology and Allergy Centre, Odense University Hospital, Odense Research Center for Anaphylaxis (ORCA), Odense; ^qWoolcock Institute of Medical Research, University of Sydney and Woolcock Emphysema Centre and Local Health District, Glebe; ^rAllergist in private practice, La Rochelle; ^sDepartment of Health Research Methods, Evidence, and Impact, Division of Immunology and Allergy, Department of Medicine, McMaster University, Hamilton; ^tthe Department of Medical Sciences, Allergy and Clinical Immunology Unit, University of Torino & Mauriziano Hospital, Torino; ^uPersonalized Medicine Clinic Asthma & Allergy, Humanitas University, Humanitas Research Hospital, Rozzano, Milan; ^vthe Allergy Section, Department of Internal Medicine, Hospital Vall d'Hebron, Barcelona, and ARADyAL Spanish Research Network, Barcelona; ^wthe Division of Allergy/Immunology, University of South Florida, Tampa; ^xthe Allergy and Immunology Laboratory, Metropolitan University, Simon Bolívar University, Barranquilla, and SLaa, Sociedad Latinoamericana de Alergia, Asma e Inmunología, Barranquilla; ^ythe Department of Public Health and Primary Care, Leiden University Medical Center; ^zSOS Allergology and Clinical Immunology, USL Toscana Centro, Prato; ^{aa}Life and Health Sciences Research Institute (ICVS), School of Medicine, University of Minho, Braga, and ICVS/3B's, PT Government Associate Laboratory, Braga/Guimarães; ^{ab}UCIBIO, REQUINTE, Faculty of Pharmacy and Competence Center on Active and Healthy Ageing of University of Porto (Porto4Ageing), Porto; ^{ac}ProAR-Núcleo de Excelência em Asma, Federal University of Bahia, Brasil and WHO GARD Planning Group, Salvador; ^{ad}Medical Consulting Czarlewski, Levallois; ^{ae}European Federation of Allergy and Airways Diseases Patients' Associations, Brussels; ^{af}the Department of Medicine, Surgery and Dentistry "Scuola Medica Salernitana," University of Salerno; ^{ag}the Department of Respiratory Diseases, Montpellier University Hospital; ^{ah}Laboratoire de Pharmacologie Respiratoire UPRES EA220, Hôpital Foch, Suresnes, Université Versailles Saint-Quentin, Université Paris Saclay, Paris; ^{ai}the Section of Allergy and Immunology, Saint Louis University School of Medicine, St Louis; ^{aj}the Pediatric Allergy and Immunology Unit, Children's hospital, Ain Shams University, Cairo; ^{ak}CINTESIS, Center for research in health technologies and information systems, Faculdade de Medicina da Universidade do Porto, and MEDIDA, Lda, Porto; ^{al}Allergist in private practice, Reims; ^{am}the Department of Otorhinolaryngology, Academic Medical Centres, AMC, Amsterdam; ^{an}the Immunology and Allergy Division, Clinical Hospital, University of Chile, Santiago; ^{ao}the Skin and Allergy Hospital, Helsinki University Hospital and University of Helsinki; ^{ap}the Division for Health Innovation, Campania Region and Federico II University and Hospital Naples (DISMET and RID Unit) Naples; ^{aq}Servicio de Alergia e Inmunología, Clínica Santa Isabel, Buenos Aires; ^{ar}the Allergy Department, Centre de l'Asthme et des Allergies Hôpital d'Enfants Armand Trousseau (APHP), and Sorbonne Université, UPMC Univ Paris 06, UMR, S 1136, Institut Pierre Louis d'Epidémiologie et de Santé Publique, Equipe EPAR, Paris; ^{as}Ukrainian Medical Stomatological Academy, Poltava; ^{at}the National Research Center, Institute of Immunology, Federal Medicobiological Agency, Laboratory of Molecular immunology, Moscow; ^{au}the Pediatric Allergy and Asthma Unit, Hacettepe University School of Medicine, Ankara; ^{av}the Institute of Social Medicine, Epidemiology and Health Economics, Charité-Universitätsmedizin Berlin, and the Institute for Clinical Epidemiology and Biometry, University of Würzburg; ^{aw}the Center for Rhinology and Allergy, Wiesbaden; ^{ax}the Department of Immunology and Allergy, Healthy Ageing Research Center, Medical University of Lodz; ^{ay}the Division of Internal Medicine, Asthma and Allergy, Barlicki University Hospital, Medical University of Lodz; ^{az}the Faculty of Medicine, Vilnius University; ^{aa}the Center of Excellence

in Asthma and Allergy, Médica Sur Clinical Foundation and Hospital, México City; ^{bbb}Kyomed, Montpellier; ^{ccc}the University of Medicine and Pharmacy, Hochiminh City; ^{ddd}Oslo University Hospital, Department of Paediatrics, Oslo, and the University of Oslo, Faculty of Medicine, Institute of Clinical Medicine, Oslo; ^{eee}Faculty of Health Sciences and CICS-UBI, Health Sciences Research Centre, University of Beira Interior, Covilhã; ^{fff}the Department of Pulmonary Medicine, Rashid Hospital, Dubai; ^{ggg}DG for Health & Social Care, Scottish Government, Edinburgh; ^{hhh}CIRFF, Federico II University, Naples; ⁱⁱⁱthe Clinic for Pulmonary Diseases, Clinical Center of Serbia, Faculty of Medicine, University of Belgrade, Serbian Association for Asthma and COPD, Belgrade; ^{jjj}the Allergy Center, CUF Descobertas Hospital, Lisbon; ^{kkk}the Institute of Medical Statistics, and Computational Biology, Medical Faculty, University of Cologne, and CRI-Clinical Research International, Hamburg; ^{lll}the Rhinology Unit & Smell Clinic, ENT Department, Hospital Clínic; Clinical & Experimental Respiratory Immunology, IDIBAPS, CIBERES, University of Barcelona; ^{mmm}Med-Script, Dundalk; ⁿⁿⁿJohns Hopkins School of Medicine, Baltimore; ^{ooo}the Scientific Centre of Children's Health under the MoH, Moscow; ^{ppp}Department of Pharmacy of University of Naples Federico II, Naples; ^{qqq}OHEHIR, Department of Allergy, Immunology and Respiratory Medicine, Alfred Hospital and Central Clinical School, Monash University, Melbourne, and the Department of Immunology, Monash University, Melbourne; ^{rrr}the National Hospital Organization, Tokyo National Hospital, Tokyo; ^{sss}the Department of Otorhinolaryngology, Chiba University Hospital; ^{ttt}the Department of Otolaryngology, Nippon Medical School, Tokyo; ^{uuu}the Department of Immunology and Allergy, Faculty of Medicine in Pilsen, Charles University Prague; ^{vvv}the Center for Pediatrics and Child Health, Institute of Human Development, Royal Manchester Children's Hospital, University of Manchester, Manchester, and the Allergy Department, 2nd Pediatric Clinic, Athens General Children's Hospital "P&A Kyriakou," University of Athens; ^{www}the Department of Allergy and Clinical Immunology, Ajou University School of Medicine, Suwon; ^{xxx}Pharmacias Holon, Lisbon; ^{yyy}the Department of Pediatrics, Nippon Medical School, Tokyo; ^{zzz}the Center for Rhinology and Allergy, Wiesbaden; ^{aaaa}the Department of Otorhinolaryngology, Head and Neck Surgery, Universitätsmedizin Mannheim, Medical Faculty Mannheim, Heidelberg University, Mannheim; ^{bbbbb}Children's Hospital Srebrnjak, Zagreb, School of Medicine, University J.J. Strossmayer, Osijek; ^{ccccc}University Hospital "Sv Ivan Rilski," Sofia; ^{ddddd}the Allergy Diagnostic and Clinical Research Unit, University of Cape Town Lung Institute; ^{eeee}the Department of Otorhinolaryngology University of Crete School of Medicine, Heraklion; ^{ffff}the Division of Allergy Asthma and Clinical Immunology, Emek Medical Center, Afula; ^{gggg}Allergy and Respiratory Research Group, University of Edinburgh; ^{hhhhh}the Association of Finnish Pharmacies, Helsinki; ⁱⁱⁱⁱthe Department of Prevention of Environmental Hazards and Allergy, Medical University of Warsaw; ^{jjjj}the Allergy and Clinical Immunology Department, Centro Médico-Docente la Trinidad and Clínica El Avila, Caracas; ^{kkkk}Usher Institute of Population Health Sciences and Informatics, University of Edinburgh, Edinburgh; ^{llll}Sociedad Paraguaya de Alergia Asma e Inmunología, Asunción; ^{mmmm}the Department of Nephrology and Endocrinology, Karolinska University Hospital, Stockholm; ⁿⁿⁿⁿKyrgyzstan National Centre of Cardiology and Internal medicine, Euro-Asian respiratory Society, Bishkek; ^{oooo}Siddkinds hospitala and Institute of Health Policy, Management and Evaluation, Toronto; ^{pppp}Imunoalergologia, Centro Hospitalar Universitário de Coimbra and Faculty of Medicine, University of Coimbra; ^{qqqq}the Department of ENT, Medical University of Graz; ^{rrrr}the Pneumology and Allergy Department CIBERES and Clinical & Experimental Respiratory Immunology, IDIBAPS, University of Barcelona; ^{ssss}Vilnius University Institute of Clinical Medicine, Clinic of Children's Diseases, and Institute of Health Sciences, Department of Public Health, Vilnius, Lithuania, and the European Academy of Paediatrics (EAP/UEMS-SP), Brussels; ^{tttt}the Department of Lung Diseases and Clinical Immunology Allergology, University of Turku and Terveystalo Allergy Clinic, Turku; ^{uuuu}University of Bari Medical School, Unit of Geriatric Immunology, Bari; ^{vvvv}Department of Otorhinolaryngology, Universitätsklinikum Düsseldorf; ^{wwww}the Department of Otolaryngology, Yong Loo Lin School of Medicine, National University of Singapore; ^{xxxx}Nova Southeastern University, Fort Lauderdale; ^{yyyy}the Department of Medicine, Clinical Immunology and Allergy, McMaster University, Hamilton; ^{zzzz}the Centre for Clinical Research Sörmland, Uppsala University, Eskilstuna; ^{aaaaa}the Department of Pulmonology, Celal Bayar University, Manisa; ^{bbbbb}the Department of Otolaryngology-Head and Neck Surgery, Beijing TongRen Hospital and Beijing Institute of Otolaryngology, Beijing; ^{ccccc}the State Key Laboratory of Respiratory Diseases, Guangzhou Institute of Respiratory Disease, First Affiliated Hospital of Guangzhou Medical University, Guangzhou; ^{ddddd}the University Clinic of Respiratory and Allergic

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 information technology evidence-based tools (Mobile Airways Sentinel Network [MASK]) that can inform patient decisions on the basis of a self-care plan proposed by the health care professional. (J Allergy Clin Immunol 2019;143:864-79.)

Key words: *Change management, rhinitis, asthma, Allergic Rhinitis and Its Impact on Asthma*

Allergic Rhinitis and its Impact on Asthma (ARIA) has evolved from a guideline using the best approach¹⁻⁵ to integrated care pathways (ICPs) using mobile technology in patients with AR and asthma multimorbidity.⁶ The term *comorbidity* is commonly

Diseases, Golnik; and ^{*****}Comprehensive Allergy Center Charité, Department of Dermatology and Allergy, Charité-Universitätsmedizin Berlin, and Global Allergy and Asthma European Network (GA²LEN), Berlin.

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Abbreviations used

AIRWAYS ICP: Integrated care pathway for airway diseases
AR: Allergic rhinitis
ARIA: Allergic Rhinitis and its Impact on Asthma
CM: Change management
CM2: Second phase of change management
DG Santé: Directorate General for Health and Food Safety
GINA: Global Initiative for Asthma
GRADE: Grading of Recommendation, Assessment, Development and Evaluation
ICP: Integrated care pathway
IT: Information technology
MASK: Mobile Airways Sentinel Network
POLLAR: Impact of Air Pollution on Asthma and Rhinitis
SDM: Shared decision making

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Corresponding author: Jean Bousquet, MD, CHU Arnaud de Villeneuve, 371 Avenue du Doyen Gaston Giraud, 34295 Montpellier Cedex 5, France. E-mail: jean.bousquet@orange.fr.

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used for allergic diseases, but *multimorbidity* might be more appropriate. Comorbidity is the presence of 1 or more additional diseases co-occurring with a primary disease or the effect of such additional disorders or diseases. Multimorbidity is a term that 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 over-the-counter 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 to fill in the gaps of knowledge translation in practice and to increase the benefits of self-care in integrated care pathways (ICPs) by using the currently available information and communication technology tools.¹² These changes should prepare and support individuals, teams, and organizations in making organizational change centered around the patient for more efficient care.

BACKGROUND

The 4 ARIA phases

ARIA was initiated during a World Health Organization workshop in 1999² and has evolved in 4 phases.

Phase 1 included 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 more than 70 countries around the world.¹⁴

For Phase 2, in its 2010 revision, ARIA was the first chronic respiratory disease guideline to adopt the Grading of Recommendation, Assessment, Development and Evaluation (GRADE) 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}

In 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 multidisciplinary group centered around the patients (Mobile Airways Sentinel Network [MASK]).¹⁶⁻²³

The proposed ARIA Phase 4 is CM to provide an active and healthy lifestyle to patients with rhinitis and asthma across the lifecycle, irrespective of their sex or socioeconomic status, with the aim of reducing health and social inequities globally.

SDM and patient empowerment

In SDM both the patient and physician contribute to the medical decision-making process, placing the patient at the center of the decision-making paradigm.²⁴ 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 risks.²⁵ 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 SDM.²⁶ An innovation of SDM in ARIA is the use of information technology (IT) evidence-based tools that can inform patients' decisions based

on a guided self-management plan proposed by their health care professionals.²⁷ In asthmatic patients the effectiveness of 4 SDM studies shows improvement of control and some other parameters, but more studies are needed to confirm the data.²⁸

CM

Change is inevitable in health care. However, many change projects fail because of varied beliefs and cultural circumstances, poor planning, unmotivated staff, deficient communication, or excessively frequent changes.²⁹

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

Although theories might seem abstract and impractical for health care practice, they can help in planning solutions to common health care problems.²⁹ The Lewin 3-step model is widely used^{30,31}; unfreezing, moving, and refreezing.³¹ Lippitt et al³² and Kotter¹² have added intermediate steps (Table I).^{12,29,31-33}

Several models of organizational and personal change have been reviewed for respiratory diseases.³⁴ Kotter's theory has been applied to different fields of medicine³⁵⁻³⁷ and pharmacies.³⁸

ARIA PHASES 1 AND 2 FOLLOWED THE KOTTER 8-STEP CHANGE MODEL

Goals

Guidelines, such as Global Initiative for Asthma (GINA),^{39,40} Global Initiative for Lung Diseases,^{41,42} EPOS (European Position Paper on Rhinosinusitis and nasal polyps),⁴³ and ARIA,^{2,3,13} developed a CM strategy that was very effective and produced many updates and revisions while having a positive effect on clinical care and influencing research priorities.

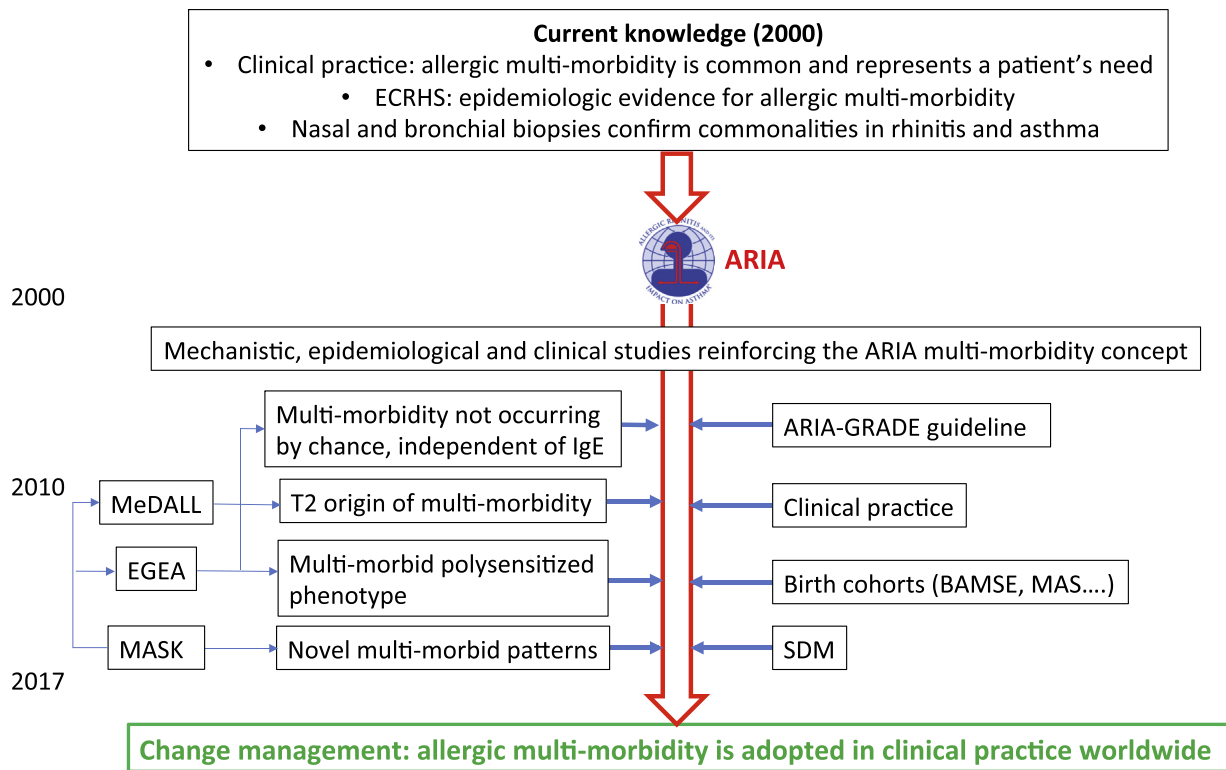
Most guidelines are condition specific, but ARIA was unique because it included, for the first time, the multimorbid component of airway diseases. Although it followed the patient's perspectives, epidemiologic evidence,⁴⁴ and some supporting mechanistic studies,⁴⁵ this concept was not accepted by the leadership of GINA, who considered neither the asthma-rhinitis multimorbidity concept nor the benefit for the patients.

The 8-step model

Establish a sense of urgency. The sense of urgency should identify and highlight the potential threats and repercussions that might arise in the future by examining the opportunities that can be tapped through effective interventions. In patients with AR and asthma, in the 1990s, the sense of urgency was to provide guidelines that could reduce both the burden of the disease and the mortality (in asthmatic patients). Although there were articles indicating the links between the upper and lower airways,^{46,47} the effect of rhinitis on asthma was not fully recognized, and ARIA was initiated to better recognize the interrelationships between the 2 diseases and to propose multimorbid guidelines.

TABLE I. Examples of planned change management models

Lewin ³³	Kotter ¹²	Lippitt et al ³²
Unfreezing	Step 1: Establish a sense of urgency Step 2: Create a guiding coalition Step 3: Develop a vision and strategy	Phase 1: Diagnose the problem Phase 2: Assess motivation and capacity for change Phase 3: Assess change agent's motivation and resources
Moving	Step 4: Communicate the change vision Step 5: Empower others to act on the vision Step 6: Generate short-term wins Step 7: Consolidate gains and produce more change	Phase 4: Select a progressive change objective Phase 5: Choose appropriate role of the change agent
Refreezing	Step 8: Anchor new approaches in the culture and institutionalize the changes	Phase 6: Terminate the helping relationship

Adapted from Antwi et al.³¹**FIG 1.** Change management strategy of ARIA Phases 1 and 2. *BAMSE*, Barn Allergi Milj. Stockholm Epidemiologi Projektet; *EGEE*, Epidemiological Study on the Genetics and Environment of Asthma, Bronchial Hyperresponsiveness and Atopy; *MAS*, German Multicenter Allergy Study; *MeDALL*, Mechanisms of the Development of Allergy; *T2*, type 2 immunity.

Create a guiding coalition. The ARIA Working Group was initiated during a World Health Organization meeting (December 1999) and evolved as a powerful group with 400 members in 70 countries.¹⁴ Members have been working together for years and include all stakeholders needed for CM.^{1,6} The patient organization European Federation of Allergy and Airways Diseases Patients' Associations has always been an active member of ARIA.

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} by using the best available evidence.^{3,5} ARIA has established 2 major targets: the recognition and implementation of the asthma-rhinitis multimorbidity, as well as a new classification

(intermittent-persistent and mild-to-moderate severe AR) to meet patients' expectations. Moreover, ARIA priorities have always included primary care physicians, pharmacists, and patients' organizations.

Communicate the change vision. One of the ARIA strengths has been to communicate its vision effectively worldwide. More than 1000 articles have been posted on PubMed from more than 50 countries by using the ARIA recommendations.¹⁴ The number of training sessions in more than 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 Medicines Agency.

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 United States and Japan. However, the recent US guidelines are using the evidence-based approach of ARIA (GRADE), and the recommendations are similar^{15,48,49} to those of ARIA.⁵ The recent Japanese guidelines for AR are also creating bridges with ARIA.⁵⁰

Generate short-term wins. As proposed by Kotter,¹² creating short-term wins early in the change process instead of having a single long-term goal can produce a feeling of victory in the early stages of change, which will reinforce support for the strategy.

The concept of asthma and rhinitis multimorbidity is now globally accepted in developed and developing countries.⁵¹ It is now recognized that multimorbidity is independent of IgE-mediated allergy,^{8,52} 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.

Consolidate gains and produce more change. The goals of step 7¹² are to achieve continuous improvement by analyzing 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.

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 both existing and new leaders continues to extend toward the change.

Results, drawbacks, and solutions

ARIA has fully achieved its goals following the 8-step Kotter model shown Fig 1. The outcome assessment can be measured in the following ways.

1. *By the numbers of citations of ARIA:* ARIA 2001 has been cited 1750 times, ARIA 2008 has been cited more than 2300 times (and is the only article on asthma cited >200 times a year), and ARIA 2010 has been cited 710 times. This initiative is far better cited than GINA.
2. *By the countries that have endorsed ARIA in their national allergy programs:* Finland, Malaysia, the Philippines, Portugal, and Singapore.
3. *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 the Kotter change model.¹² In particular, the model is essentially top-down and might discourage any scope for participation or cocreation. In

ARIA we considered that the first CM model was a great success but that its lifecycle 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 (second phase of change management [CM2] model).

Because the Kotter model cannot be redesigned, we proposed a new maturity CM model based on the same Kotter 8-step change model.¹² 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 using a patient-centered approach.

THE ALLERGY DIARY STRENGTHENS CM MASK

In 2012, the European Commission launched the European Innovation Partnership on Active and Healthy Ageing (Directorate General for Health and Food Safety [DG Santé] and Directorate General for Communications Networks, Content & Technology).⁵³ The B3 Action Plan, which was devoted to innovative integrated care models for chronic diseases, selected integrated care pathways for airway diseases (AIRWAYS ICPs)^{54,55} with a lifecycle approach⁵⁶ as the model of chronic diseases. An AIRWAYS ICPs Action Plan was devised,⁵⁴ implemented,⁵⁵ and scaled up.^{57,58} AIRWAYS ICPs is a World Health Organization Global Alliance against Chronic Respiratory Diseases⁵⁹ research demonstration project (Fig 2).

MASK, ARIA Phase 3, is an AIRWAYS ICPs tool.^{6,60} It represents a good practice focusing on the implementation of multisectoral care pathways using emerging technologies with real-life data in rhinitis and asthma multimorbidity. MASK follows the Joint Action on Chronic Diseases and Promoting Healthy Ageing across the Life Cycle (2nd EU Health Programme 2008-2013)⁶¹ recommendations for good practices.¹⁸

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 (1) understand the disease mechanisms and effects of air pollution in patients with allergic diseases, (2) better appraise the burden incurred by medical needs but also indirect costs, (3) propose novel multidisciplinary care pathways integrating pollution and patients' literacy, (4) improve work productivity, (5) propose the basis for a sentinel network at the European Union level for pollution and allergy, and (6) assess the societal implications of the project to reduce health and social inequalities globally.

The Allergy Diary

The mobile technology of MASK is the Allergy Diary, an app (Android and iOS) freely available for patients with AR and asthma in 23 countries (16 European Union countries, Argentina, Australia, Brazil, Canada, Mexico, Switzerland, and Turkey) and 16 languages (translated and back-translated, culturally adapted, and legally compliant; Fig 3).⁶ Anonymized users fill in a simple questionnaire on asthma and rhinitis on registration and daily assess the effect of the disease by using a visual analog scale⁶² for global allergy symptoms, rhinitis, conjunctivitis, asthma, and work. Moreover, a questionnaire is applied every week to assess disease effect on patients' quality of life (EuroQol).²¹

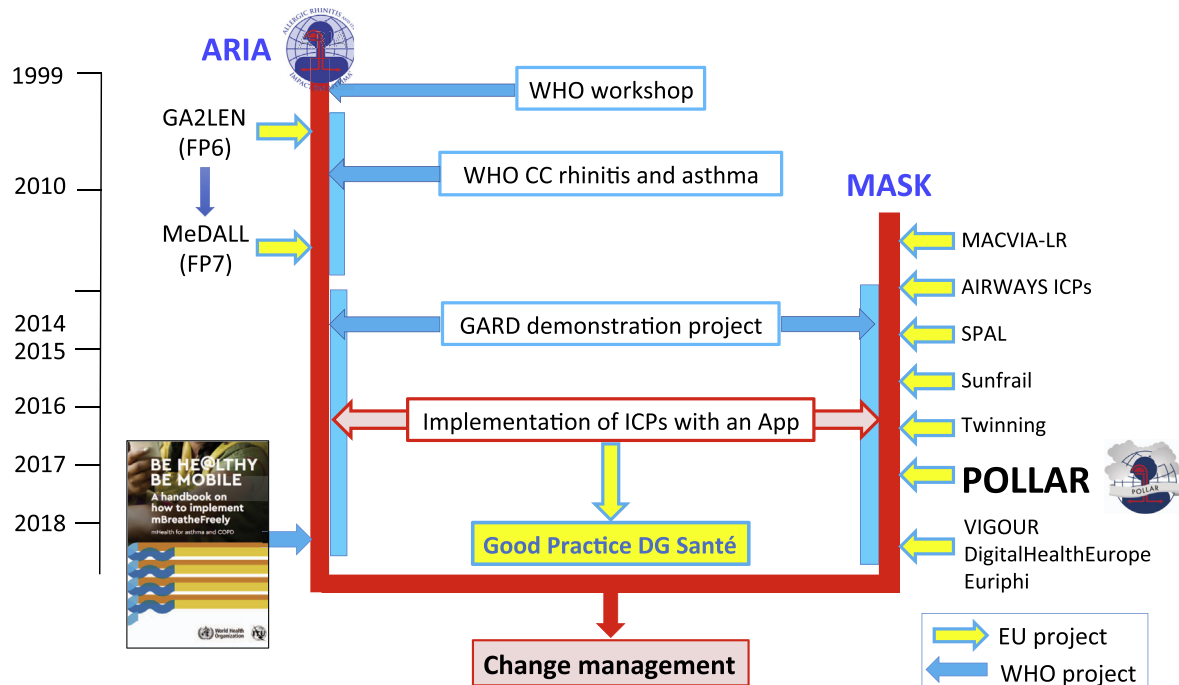


FIG 2. Links between ARIA and MASK for change management. *DigitalHealthEurope*, Digital Transformation of Health in Europe (H2020); *Euriphi*, Better Health and Care, Economic Growth and Sustainable Health Systems (H2020); *GA2LEN*, Global Allergy and Asthma European Network (FP6); *GARD*, Global Alliance against Chronic Respiratory Diseases; *Good Practice DG Santé*, Good Practice on digitally enabled, integrated, person-centered care of the Directorate-General for Health and Food Safety (European Commission); *MACVIA-LR*, Contre les Maladies Chroniques pour un Vieillessement Actif (European Innovation Partnership on Active and Healthy Ageing); *MeDALL*, Mechanisms of the Development of Allergy (FP7); *SPAL*, EU Development and Structural Funds; *Sunfrail* and *Twinning*, Vigour (Evidence-Based Guidance to Scale-up Integrated Care in Europe, 3rd Health Programme); *WHO CC*, World Health Organization Collaborating Center.

Data of pilot studies in up to 17,000 users and more than 95,000 days are available. The Allergy Diary has been validated¹⁹ and has shown that (1) totally anonymized geolocation can be used in 23 countries (in preparation); (2) data can be analyzed in 23 countries and 17 languages; (3) sleep, work productivity, and daily activities are impaired in patients with AR^{16,17}; (4) daily work productivity is associated with AR severity¹⁶; (5) everyday use of medications can be monitored, proposing a novel assessment of treatment patterns²⁰; (6) novel patterns of multimorbidity have been identified²² and confirmed in epidemiologic studies^{8,63}; and (7) more than 70% of patients with AR self-medicate and are nonadherent to medications (Menditto, in preparation).

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

Transfer of Innovation of MASK

A Transfer of Innovation (Twinning) project has been funded by the European Innovation Partnership on Active and Healthy Ageing by using MASK in 25 reference sites or regions across Europe, Argentina, Australia, Brazil, Colombia, and Mexico.⁶⁴ The number of countries is increasing, and MASK should be

rapidly operative in the United States, 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. Twinning has been tested in Germany (Region Kohln-Bonn) in a pilot study that has now been extended to the other German cities and countries of the Twinning project.

Clinical decision support system

Clinical decision support systems are software algorithms that advise health care providers on diagnosis and management 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 patients with AR, the MASK clinical decision support system is incorporated into a tablet interoperable with the Allergy Diary⁶⁵ for health care professionals (ARIA Allergy Diary Companion).^{6,50} This is based on an algorithm to aid clinicians to select pharmacotherapy for patients with AR and to stratify their disease severity.⁶⁶ This approach will be adapted for the patient's guided self-care in the context of SDM.

Impact of Air Pollution on Asthma and Rhinitis

Interactions between air pollution, sleep, and allergic diseases are clear but insufficiently understood. Impact of Air Pollution on

The Allergy Diary: MASK-air

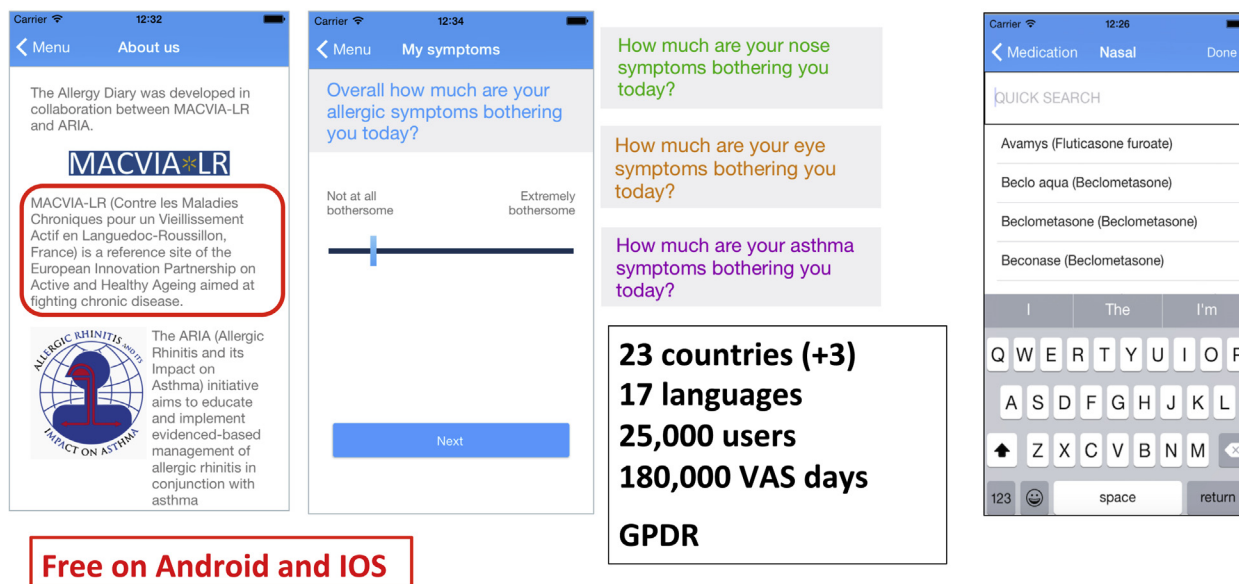


FIG 3. Allergy Diary. GPDR, General Data Protection Regulation (<https://www.eugdpr.org>).

Asthma and Rhinitis (POLLAR) is a new Horizon 2020 project of the 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, which is Technology Readiness Level 9, meaning that the system is proved in an operational environment) with machine learning to (1) understand the effects of air pollution in patients with AR and its effects on sleep, work, and asthma; (2) assess societal consequences shared with citizens and professionals; (3) propose preventive strategies, including a sentinel network; and (4) develop participative policies.

ARIA PHASES 3 AND 4 DEPLOY A NOVEL KOTTER 8-STEP CHANGE MODEL

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.

The 8-step model

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 ICPs.⁵⁴ 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 recommendations.²⁰ New-generation guidelines embedding real-life data are being developed.

Create a guiding coalition. The ARIA Working Group initiated in 1999 includes more than 500 members in 70 countries.¹⁴ 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 Directorate General for Communications Networks, Content & Technology).⁵⁴ Moreover, many national and European scientific societies (the European Academy of Allergy and Clinical Immunology, the European Respiratory Society, and the International Primary Care Respiratory Group), and other patients' organization (European Lung Foundation and Asthma UK) have joined the coalition. It is a World Health Organization 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 Ageing.⁶⁴

This CM2 guiding coalition is already in place in the European Forum for Research and Education in Allergy and Airways Diseases (<http://www.euforea.eu>).⁶⁷

Develop a vision and strategy. The vision of ARIA Phase 4 is to provide CM2 for AR and asthma multimorbidity to develop SDM with the ultimate goal of improving AR and asthma control while maintaining quality of life and reducing costs by 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 ICPs⁵⁴ using IT solutions, such as the Allergy Diary.⁶

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 article is the first to be published. However, it takes time to address the concerns of all stakeholders, and articles

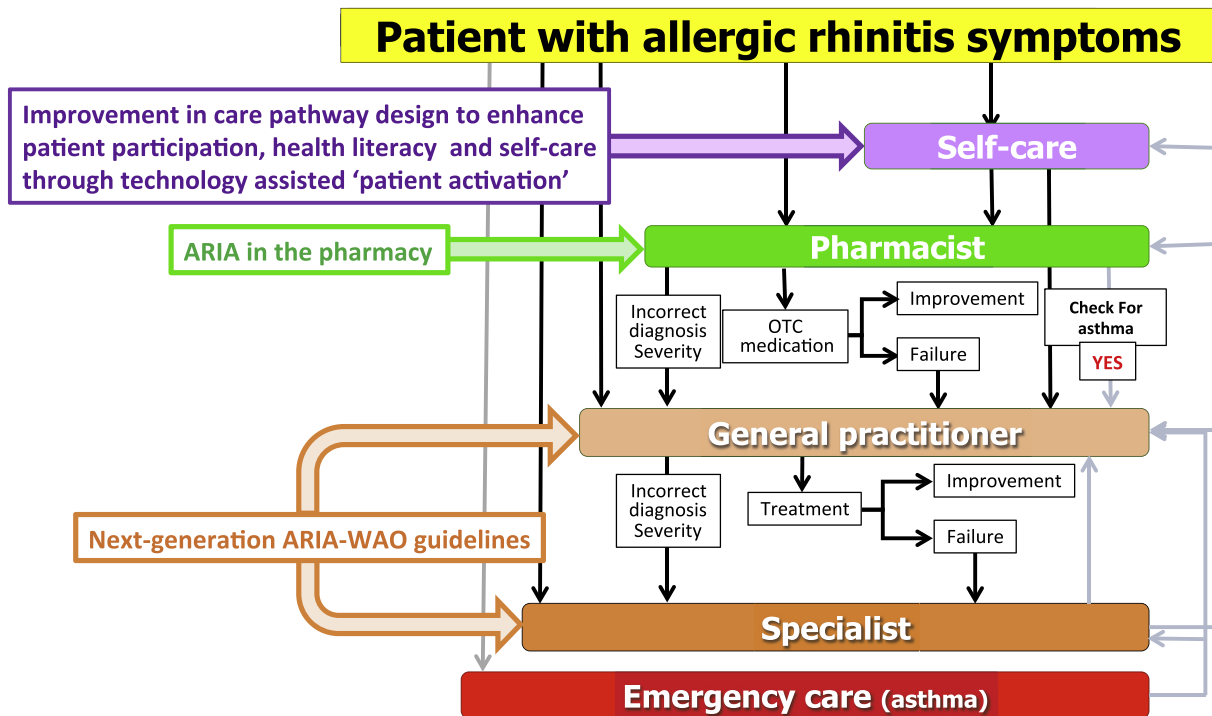


FIG 4. Change management based on next-generation ICPs.

published recently on the Allergy Diary might 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 behavior. A central example is the general need to increase 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 well-being, even before any actual condition or major challenge actually occurs. However, 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 information and communication technology.⁶⁸ The basis for understanding is simply enhanced compared with 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 because some of the latter patients would benefit not only from both personal previous experience and knowledge about these ailments but also from a supportive environment, which 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.

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.

Generate short-term wins. We propose to create new short-term (eg, 12 months) and medium-term (eg, 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 (Fig 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 by using MASK.

Consolidate gains and produce more change. Most of the goals of the Kotter 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} by using the best evidence.³⁻⁵ ARIA Phases 1 and 2 were developed in accordance to the Kotter 8-step change model and can be used as a model of CM in patients with 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, by using mobile technology and care pathways. This is the goal of ARIA Phase 4 and the second wave of CM.

MASK Study Group

J. Bousquet,^{1,3} P. W. Hellings,⁴ W. Aberer,⁵ I. Agache,⁶ C. A. Akdis,⁷ M. Akdis,⁷ M. R. Alberti,⁸ R. Almeida,⁹ F. Amat,¹⁰ R. Angles,¹¹ I. Annesi-Maesano,¹² I. J. Ansotegui,¹³ J. M. Anto,¹⁴⁻¹⁷ S. Arnavielle,¹⁸ E. Asayag,¹⁹ A. Asanoj,²⁰ H. Arshad,²¹ F. Avolio,²² E. Bacchi,²³ C. Bachert,²⁴ I. Baiardini,²⁵ C. Barbara,²⁶ M. Barbagallo,²⁷ I. Baroni,²⁸ B. A. Barreto,²⁹ X. Basagana,¹⁴ E. D. Bateman,³⁰ M. Bedolla-Barajas,³¹ A. Bedbrook,² M. Bewick,³² B. Beghè,³³ E. H. Bel,³⁴ K. C. Bergmann,³⁵ K. S. Bennoor,³⁶ M. Benson,³⁷ L. Bertorello,²³ A. Z. Białozewski,³⁸ T. Bieber,³⁹ S. Bialek,⁴⁰ C. Bindslev-Jensen,⁴¹ L. Bjerrmer,⁴² H. Blain,^{43,44} F. Blasi,⁴⁵ A. Blua,⁴⁶ M. Bochenska Marciniak,⁴⁷ I. Bogus-Buczynska,⁴⁷ A. L. Boner,⁴⁸ M. Bonini,⁴⁹ S. Bonini,⁵⁰ C. S. Bosnic-Anticevich,⁵¹ I. Bosse,⁵² J. Bouchard,⁵³ L. P. Boulet,⁵⁴ R. Bourret,⁵⁵ P. J. Bousquet,¹² F. Braido,²⁵ V. Briedis,⁵⁶ C. E. Brightling,⁵⁷ J. Brozek,⁵⁸ C. Bucca,⁵⁹ R. Buhl,⁶⁰ R. Buonaiuto,⁶¹ C. Panaiteescu,⁶² M. T. Burguete Cabañas,⁶³ E. Burte,³ A. Bush,⁶⁴ F. Caballero-Fonseca,⁶⁵ D. Caillot,⁶⁷ D. Caimmi,⁶⁸ M. A. Calderon,⁶⁹ P. A. M. Camargos,⁷⁰ T. Camuzat,⁷¹ G. Canfora,⁷² G. W. Canonica,²⁵ V. Cardona,⁷³ K. H. Carlsen,⁷⁴ P. Carreiro-Martins,⁷⁵ A. M. Carriazo,⁷⁶ W. Carr,⁷⁷ C. Cartier,⁷⁸ T. Casale,⁷⁹ G. Castellano,⁸⁰ L. Cecchi,⁸¹ A. M. Cepeda Sarabia,⁸² N. H. Chavannes,⁸³ Y. Chen,⁸⁴ R. Chiron,⁶⁸ T. Chivato,⁸⁵ E. Chkhartishvili,⁸⁶ A. G. Chuchalin,⁸⁷ K. F. Chung,⁸⁸ M. M. Ciaravolo,⁸⁹ A. Ciceran,⁹⁰ C. Cingi,⁹¹ G. Ciprandi,⁹² A. C. Carvalho Coelho,⁹³ L. Colas,⁹⁴ E. Colgan,⁹⁵ J. Coll,⁹⁶ D. Conforti,⁹⁷ J. Correia de Sousa,⁹⁸ R. M. Cortés-Grimaldo,⁹⁹ F. Corti,¹⁰⁰ E. Costa,¹⁰¹ M. C. Costa-Dominguez,¹⁰² A. L. Courbis,¹⁰³ L. Cox,¹⁰⁴ M. Crescenzo,¹⁰⁵ A. A. Cruz,¹⁰⁶ A. Custovic,¹⁰⁷ W. Czarlewski,¹⁰⁸ S. E. Dahlen,¹⁰⁹ C. Dario,¹¹⁰ J. da Silva,¹¹¹ Y. Dauvilliers,¹¹² U. Darsow,¹¹³ F. De Blay,¹¹⁴ G. De Carlo,¹¹⁵ T. Dedeu,¹¹⁶ M. de Fátima Emerson,¹¹⁷ G. De Feo,¹¹⁸ G. De Vries,¹¹⁹ B. De Martino,¹²⁰ N. de Paula Motta Rubini,¹²¹ D. Deleau,¹²² P. Demoly,^{126,8} J. A. Denburg,¹²³ P. Devillier,¹²⁴ S. Di Capua Ercolano,¹²⁵ N. Di Carluccio,⁶⁶ A. Didier,¹²⁶ D. Dokic,¹²⁷ M. G. Dominguez-Silva,¹²⁸ H. Douagui,¹²⁹ G. Dray,¹⁰³ R. Dubakienė,¹³⁰ S. R. Durham,¹³¹ G. Du Toit,¹³² M. S. Dykewicz,¹³³ Y. El-Gamal,¹³⁴ P. Eklund,¹³⁵ E. Eller,⁴¹ R. Emuzyte,¹³⁶ J. Farrell,⁹⁵ A. Farsi,⁸¹ J. Ferreira de Mello Jr,¹³⁷ J. Ferrero,¹³⁸ A. Fink-Wagner,¹³⁹ A. Fiocchi,¹⁴⁰ W. J. Fokkens,¹⁴¹ J. A. Fonseca,¹⁴² J. F. Fontaine,¹⁴³ S. Forti,⁹⁷ J. M. Fuentes-Perez,¹⁴⁴ J. L. Gálvez-Romero,¹⁴⁵ A. Gamkrelidze,¹⁴⁶ J. García-Aymerich,¹⁴ C. Y. García-Cobas,¹⁴⁷ M. H. García-Cruz,¹⁴⁸ B. Gemicioglu,¹⁴⁹ S. Genova,¹⁵⁰ G. Christoff,¹⁵¹ J. E. Gereda,¹⁵² R. Gerth van Wijk,¹⁵³ R. M. Gomez,¹⁵⁴ J. Gómez-Vera,¹⁵⁵ S. González Díaz,¹⁵⁶ M. Gotua,¹⁵⁷ I. Grisle,¹⁵⁸ M. Guidacci,¹⁵⁹ N. A. Guldmond,¹⁶⁰ Z. Gutter,¹⁶¹ M. A. Guzmán,¹⁶² T. Haah-tela,¹⁶³ J. Hajjam,¹⁶⁴ L. Hernández,¹⁶⁵ J. O'B. Hourihane,¹⁶⁶ Y. R. Huerta-Villalobos,¹⁶⁷ M. Humbert,¹⁶⁸ G. Iaccarino,¹⁶⁹ M. Illario,¹⁷⁰ J. C. Ivancevich,¹⁷¹ E. J. Jares,¹⁷² E. Jasseem,¹⁷³ S. L. Johnston,¹⁷⁴ G. Joos,¹⁷⁵ K. S. Jung,¹⁷⁶ M. Jutel,¹⁷⁷ I. Kaidashev,¹⁷⁸ O. Kalayci,¹⁷⁹ A. F. Kalyoncu,¹⁸⁰ J. Karjalainen,¹⁸¹ P. Kardas,¹⁸² T. Keil,¹⁸³ P. K. Keith,¹⁸⁴ M. Khaitov,¹⁸⁵ N. Khalteev,¹⁸⁶ J. Kleine-Tebbe,¹⁸⁷ L. Klimek,¹⁸⁸ M. L. Kowalski,¹⁸⁹ M. Kuitunen,¹⁹⁰ I. Kull,¹⁹¹ P. Kuna,⁴⁷ M. Kupczyk,⁴⁷ V. Kvedariene,¹⁹² E. Krzych-Falta,¹⁹³ P. Lacwik,⁴⁷ D. Larenas-Linnemann,¹⁹⁴ D. Laune,¹⁸ D. Lauri,¹⁹⁵ J. Lavrut,¹⁹⁶ L. T. T. Le,¹⁹⁷ M. Lessa,¹⁹⁸ G. Levato,¹⁹⁹ J. Li,²⁰⁰ P. Lieberman,²⁰¹ A. Lipiec,¹⁹³ B. Lipworth,²⁰² K. C. Lodrup Carlsen,²⁰³ R. Louis,²⁰⁴ O. Lourenço,²⁰⁵ J. A. Luna-Pech,²⁰⁶ K. Maciej,⁴⁷ A. Magnan,⁹⁴ B. Mahboub,²⁰⁷ D. Maier,²⁰⁸ A. Mair,²⁰⁹ I. Majer,²¹⁰ J. Malva,²¹¹ E. Mandajieva,²¹² P. Manning,²¹³ E. De Manuel Keenoy,²¹⁴ G. D. Marshall,²¹⁵ M. R. Masjedi,²¹⁶ J. F. Maspero,²¹⁷ E. Mathieu-Dupas,¹⁸ J. J. Matta Campos,²¹⁸ A. L. Matos,²¹⁹ M. Maurer,²²⁰ S. Mavale-Manuel,²²¹ O. Mayora,⁹⁷ M. A. Medina-Avalos,²²² E. Melén,²²³

E. Melo-Gomes,²⁶ E. O. Meltzer,²²⁴ E. Menditto,²²⁵ J. Mercier,²²⁶ N. Micu-linic,²²⁷ F. Mihaltan,²²⁸ B. Milenkovic,²²⁹ G. Moda,²³⁰ M. D. Mogica-Martinez,²³¹ Y. Mohammad,²³² I. Momas,^{233,234} S. Montefort,²³⁵ R. Monti,²³⁶ D. Mora Bogado,²³⁷ M. Morais-Almeida,²³⁸ F. F. Morato-Castro,²³⁹ R. Mösges,²⁴⁰ A. Mota-Pinto,²⁴¹ P. Moura Santo,²⁴² J. Mullol,²⁴³ L. Münter,²⁴⁴ A. Muraro,²⁴⁵ R. Murray,²⁴⁶ R. Naclerio,²⁴⁷ R. Nadif,³ M. Nalin,²⁸ L. Napoli,²⁴⁸ L. Namazova-Baranova,²⁴⁹ H. Neffen,²⁵⁰ V. Niederberger,²⁵¹ K. Nekam,²⁵² A. Neou,²⁵³ A. Nieto,²⁵⁴ L. Nogueira-Silva,²⁵⁵ M. Noguez,^{2,256} E. Novellino,²⁵⁷ T. D. Nyembue,²⁵⁸ R. E. O'Hehir,²⁵⁹ C. Odzhakova,²⁶⁰ K. Ohta,²⁶¹ Y. Okamoto,²⁶² K. Okubo,²⁶³ G. L. Onorato,² M. Ortega Cisneros,²⁶⁴ S. Ouedraogo,²⁶⁵ I. Pali-Schöll,²⁶⁶ S. Palkonen,¹¹⁵ P. Panzner,²⁶⁷ N. G. Papadopoulos,²⁶⁸ H. S. Park,²⁶⁹ A. Papi,²⁷⁰ G. Passalacqua,²⁷¹ E. Paulino,²⁷² R. Pawankar,²⁷³ S. Pedersen,²⁷⁴ J. L. Pépin,²⁷⁵ A. M. Pereira,²⁷⁶ M. Persico,²⁷⁷ O. Pfaar,^{278,279} J. Phillips,²⁸⁰ R. Picard,²⁸¹ B. Pigearias,²⁸² I. Pin,²⁸³ C. Pitsios,²⁸⁴ D. Plavec,²⁸⁵ W. Pohl,²⁸⁶ T. A. Popov,²⁸⁷ F. Portejoie,² P. Potter,²⁸⁸ A. C. Pozzi,²⁸⁹ D. Price,²⁹⁰ E. P. Prokopoulos,²⁹¹ R. Puy,²⁵⁹ B. Pugin,²⁹² R. E. Pulido Ross,²⁹³ M. Przemicka,⁴⁷ K. F. Rabe,²⁹⁴ F. Raciborski,¹⁹³ R. Rajabian-Soderlund,²⁹⁵ S. Reitsma,¹⁴¹ I. Ribeiro,²⁹⁶ J. Rimmer,²⁹⁷ D. Rivero-Yeverino,²⁹⁸ J. A. Rizzo,²⁹⁹ M. C. Rizzo,³⁰⁰ C. Robalo-Cordeiro,³⁰¹ F. Rodenas,³⁰² X. Rodo,¹⁴ M. Rodriguez Gonzalez,³⁰³ L. Rodriguez-Mañas,³⁰⁴ C. Rolland,³⁰⁵ S. Rodrigues Valle,³⁰⁶ M. Roman Rodriguez,³⁰⁷ A. Romano,³⁰⁸ E. Rodriguez-Zagal,³⁰⁹ G. Rolla,³¹⁰ R. E. Roller-Wirnsberger,³¹¹ M. Romano,²⁸ J. Rosado-Pinto,³¹² N. Rosario,³¹³ M. Rottem,³¹⁴ D. Ryan,³¹⁵ H. Sagara,³¹⁶ J. Salimäki,³¹⁷ B. Samolinski,¹⁹³ M. Sanchez-Borges,³¹⁸ J. Sastre-Dominguez,³¹⁹ G. K. Scadding,³²⁰ H. J. Schunemann,⁵⁸ N. Scichilone,³²¹ P. Schmid-Grendelmeier,³²² F. S. Serpa,³²³ S. Shamai,²⁴⁰ A. Sheikh,³²⁴ M. Sierra,⁹⁶ F. E. R. Simons,³²⁵ V. Siroux,³²⁶ J. C. Sisul,³²⁷ I. Skrinko,³⁷⁸ D. Solé,³²⁸ D. Somekh,³²⁹ M. Sondermann,³³⁰ T. Sooronbaev,³³¹ M. Sova,³³² M. Sorensen,³³³ M. Sorlini,³³⁴ O. Spranger,¹³⁹ C. Stellato,¹¹⁸ R. Stelmach,³³⁵ R. Stukas,³³⁶ J. Sunyer,¹⁴⁻¹⁷ J. Strozek,¹⁹³ A. Szylling,¹⁹³ J. N. Teyriçá,³³⁷ M. Thibaudon,³³⁸ T. To,³³⁹ A. Todo-Bom,⁴⁰ P. V. Tomazic,³⁴¹ S. Toppila-Salmi,¹⁶³ U. Trama,³⁴² M. Triggiani,¹¹⁸ C. Suppli Ulrik,³⁴³ M. Urrutia-Pereira,³⁴⁴ R. Valenta,³⁴⁵ A. Valero,³⁴⁶ A. Valiulis,³⁴⁷ E. Valovirta,³⁴⁸ M. van Eerd,¹¹⁹ E. van Ganse,³⁴⁹ M. van Hage,³⁵⁰ O. Vandenplas,³⁵¹ M. T. Ventura,³⁵² G. Vezzani,³⁵³ T. Vasankari,³⁵⁴ A. Vatrella,¹¹⁸ M. T. Verissimo,²¹¹ F. Viart,⁷⁸ M. Viegä,³⁵⁵ D. Vicheva,³⁵⁶ T. Vontetsianos,³⁵⁷ M. Wagenmann,³⁵⁸ S. Walker,³⁵⁹ D. Wallace,³⁶⁰ D. Y. Wang,³⁶¹ S. Wasserman,³⁶² T. Werfel,³⁶³ M. Westman,³⁶⁴ M. Wickman,¹⁹¹ D. M. Williams,³⁶⁵ S. Williams,³⁶⁶ N. Wilson,³⁷⁹ J. Wright,³⁶⁷ P. Wroczynski,⁴⁰ P. Yakovliev,³⁶⁸ B. P. Yawn,³⁶⁹ P. K. Yiallourou,³⁷⁰ A. Yorgancioglu,³⁷¹ O. M. Yusuf,³⁷² H. J. Zar,³⁷³ L. Zhang,³⁷⁴ N. Zhong,²⁰⁰ M. E. Zernotti,³⁷⁵ M. Zidarn,³⁷⁶ T. Zuberbier,³⁵ C. Zubrinich,²⁵⁹ and A. Zurkühlen³⁷⁷

From ¹University Hospital, Montpellier, France; ²MACVIA-France, Fondation partenariale FMC VIA-LR, Montpellier, France; ³VIMA, INSERM U 1168, VIMA: Ageing and Chronic Diseases Epidemiological and Public Health Approaches, Villejuif, Université Versailles St-Quentin-en-Yvelines, UMR-S 1168, Montigny-le-Bretonneux, France, and Euforea, Brussels, Belgium; ⁴Laboratory of Clinical Immunology, Department of Microbiology and Immunology, KU Leuven, Leuven, Belgium; ⁵Department of Dermatology, Medical University of Graz, Graz, Austria; ⁶Transylvania University Brasov, Brasov, Romania; ⁷Swiss Institute of Allergy and Asthma Research (SIAF), University of Zurich, Davos, Switzerland; ⁸Project Manager, Chairman of the Council of Municipality of Salerno, Salerno, Italy; ⁹Center for Health Technology and Services Research- CINTESIS, Faculdade de Medicina, Universidade do Porto, and Medida, Lda Porto, Portugal; ¹⁰Allergology Department, Centre de l'Asthme et des Allergies Hôpital d'Enfants Armand-Trousseau (APHP), Sorbonne Université, UPMC Univ Paris 06, UMR_S 1136, Institut Pierre Louis d'Epidémiologie et de Santé Publique, Equipe EPAR, Paris, France; ¹¹Innovación y nuevas tecnologías, Salud Sector sanitario de Barbastro, Barbastro, Spain; ¹²Epidemiology of Allergic and Respiratory Diseases, Department Institute Pierre Louis of Epidemiology and Public Health, INSERM and UPMC Sorbonne Université, Medical School Saint Antoine, Paris, France; ¹³Department of Allergy and Immunology, Hospital Quirón Bizkaia, Erandio, Spain; ¹⁴ISGloBA, Centre for Research in Environmental Epidemiology (CREAL), Barcelona, Spain; ¹⁵IMIM (Hospital del Mar Research Institute), Barcelona, Spain; ¹⁶CIBER Epidemiología y Salud Pública (CIBERESP), Barcelona, Spain; ¹⁷Universitat Pompeu Fabra

(UPF), Barcelona, Spain; ¹⁸Kyomed, Montpellier, France; ¹⁹Argentine Society of Allergy and Immunopathology, Buenos Aires, Argentina; ²⁰Clinical Immunology and Allergy Unit, Department of Medicine Solna, Karolinska Institutet, Stockholm, and Astrid Lindgren Children's Hospital, Department of Pediatric Pulmonology and Allergy, Karolinska University Hospital, Stockholm, Sweden; ²¹David Hide Asthma and Allergy Research Centre, Isle of Wight, United Kingdom; ²²Regione Puglia, Bari, Italy; ²³Regione Liguria, Genoa, Italy; ²⁴Upper Airways Research Laboratory, ENT Dept, Ghent University Hospital, Ghent, Belgium; ²⁵Department of Biomedical Sciences, Humanitas University, Milan, Italy; ²⁶PNDR, Portuguese National Programme for Respiratory Diseases, Faculdade de Medicina de Lisboa, Lisbon, Portugal; ²⁷Geriatric Unit, Department of Internal Medicine (DIBIMIS), University of Palermo, Palermo, Italy; ²⁸Telbios SRL, Milan, Italy; ²⁹Universidade do Estado do Pará, Belem, Brazil; ³⁰Department of Medicine, University of Cape Town, Cape Town, South Africa; ³¹Hospital Civil de Guadalajara Dr Juan I Menchaca, Guadalajara, Mexico; ³²iQ4U Consultants, London, United Kingdom; ³³Section of Respiratory Disease, Department of Oncology, Haematology and Respiratory Diseases, University of Modena and Reggio Emilia, Modena, Italy; ³⁴Department of Respiratory Medicine, Academic Medical Center (AMC), University of Amsterdam, Amsterdam, The Netherlands; ³⁵Charité-Universitätsmedizin Berlin, Berlin Institute of Health, Comprehensive Allergy Center, Department of Dermatology and Allergy, Global Allergy and Asthma European Network (GA²LEN), Berlin, Germany; ³⁶Department of Respiratory Medicine, National Institute of Diseases of the Chest and Hospital, Dhaka, Bangladesh; ³⁷Centre for Individualized Medicine, Department of Pediatrics, Faculty of Medicine, Linköping, Sweden; ³⁸Department of Prevention of Environmental Hazards and Allergology, Medical University of Warsaw, Warsaw, Poland; ³⁹BIEBER, Department of Dermatology and Allergy, Rheinische Friedrich-Wilhelms-University Bonn, Bonn, Germany; ⁴⁰Department of Biochemistry and Clinical Chemistry, Faculty of Pharmacy with the Division of Laboratory Medicine Division, Warsaw Medical University, Warsaw, Poland; ⁴¹Department of Dermatology and Allergy Centre, Odense University Hospital, Odense Research Center for Anaphylaxis (ORCA), Odense, Denmark; ⁴²Department of Respiratory Medicine and Allergology, University Hospital, Lund, Sweden; ⁴³Department of Geriatrics, Montpellier University Hospital, Montpellier, France; ⁴⁴EA 2991, Euromov, University Montpellier, Montpellier, France; ⁴⁵Department of Pathophysiology and Transplantation, University of Milan, IRCCS Fondazione Cà' Granda Ospedale Maggiore Policlinico, Milan, Italy; ⁴⁶Argentine Association of Respiratory Medicine, Buenos Aires, Argentina; ⁴⁷Division of Internal Medicine, Asthma and Allergy, Barlicki University Hospital, Medical University of Lodz, Lodz, Poland; ⁴⁸Pediatric Department, University of Verona Hospital, Verona, Italy; ⁴⁹Department of Public Health and Infectious Diseases, Sapienza University of Rome, Rome, Italy; ⁵⁰Second University of Naples and Institute of Translational Medicine, Italian National Research Council, Naples, Italy; ⁵¹Woolcock Institute of Medical Research, University of Sydney and Sydney Local Health District, Glebe, Australia; ⁵²Allergist, La Rochelle, France; ⁵³Clinical Medicine, Laval University, Quebec City, Hôpital de la Malbaie, La Malbaie, Quebec, Canada; ⁵⁴Quebec Heart and Lung Institute, Laval University, Québec City, Quebec, Canada; ⁵⁵Centre Hospitalier Valencien, Valenciennes, France; ⁵⁶Department of Clinical Pharmacy of Lithuanian University of Health Sciences, Kaunas, Lithuania; ⁵⁷Institute of Lung Health, Respiratory Biomedical Unit, University Hospitals of Leicester NHS Trust, Leicestershire, and the Department of Infection, Immunity and Inflammation, University of Leicester, Leicester, United Kingdom; ⁵⁸Department of Health Research Methods, Evidence, and Impact, Division of Immunology and Allergy, Department of Medicine, McMaster University, Hamilton, Ontario, Canada; ⁵⁹Pneumology Unit-AOU Molinette, Hospital City of Health and Science of Torino, Torino, Italy; ⁶⁰Universitätsmedizin der Johannes Gutenberg-Universität Mainz, Mainz, Germany; ⁶¹Municipality Pharmacy, Sarno, Italy; ⁶²University of Medicine and Pharmacy Victor Babes, Timisoara, Romania; ⁶³Instituto de Pediatria, Hospital Zambrano Hellion Tec de Monterrey, Monterrey, Mexico; ⁶⁴Imperial College and Royal Brompton Hospital, London, United Kingdom; ⁶⁵Centro Medico Docente La Trinidad, Caracas, Venezuela; ⁶⁶Assofarm Campania and Cofaser, Salerno, Italy; ⁶⁷Service de Pneumologie, CHU et université d'Auvergne, Clermont-Ferrand, France; ⁶⁸Department of Respiratory Diseases, Montpellier University

Hospital, Montpellier, France; ⁶⁹Imperial College London, National Heart and Lung Institute, Royal Brompton Hospital NHS, London, United Kingdom; ⁷⁰Federal University of Minas Gerais, Medical School, Department of Pediatrics, Belo Horizonte, Brazil; ⁷¹Assitant Director General, Montpellier, Région Occitanie, France; ⁷²Anesthesiology Service, Sarno "Martiri del Villa Malta" Hospital, Sarno, Italy; ⁷³Allergy Section, Department of Internal Medicine, Hospital Vall d'Hebron, and ARADYAL Spanish Research Network, Barcelona, Spain; ⁷⁴Department of Paediatrics, Oslo University Hospital and University of Oslo, Oslo, Norway; ⁷⁵CEDOC, Integrated Pathophysiological Mechanisms Research Group, Nova Medical School, Campo dos Martires da Patria, Lisbon, and Serviço de Imunoalergologia, Centro Hospitalar de Lisboa Central, EPE, Lisbon, Portugal; ⁷⁶Regional Ministry of Health of Andalusia, Seville, Spain; ⁷⁷Allergy and Asthma Associates of Southern California, Mission Viejo, Calif; ⁷⁸ASA-Advanced Solutions Accelerator, Clapiers, France; ⁷⁹Division of Allergy/Immunology, University of South Florida, Tampa, Fla; ⁸⁰Celentano pharmacy, Massa Lubrense, Italy; ⁸¹SOS Allergology and Clinical Immunology, USL Toscana Centro, Prato, Italy; ⁸²Allergy and Immunology Laboratory, Metropolitan University, Simon Bolivar University, and SLAai, Sociedad Latinoamericana de Allergia, Asma e Immunologia, Barranquilla, Colombia; ⁸³Department of Public Health and Primary Care, Leiden University Medical Center, Leiden, The Netherlands; ⁸⁴Capital Institute of Pediatrics, Chaoyang district, Beijing, China; ⁸⁵School of Medicine, University CEU San Pablo, Madrid, Spain; ⁸⁶David Tvildiani Medical University-AIETI Highest Medical School, David Tishvili Medical Center Tbilisi, Tbilisi, Georgia; ⁸⁷Pulmonary Research Institute FMBA and GARD Executive Committee, Moscow, Russia; ⁸⁸National Heart and Lung Institute, Imperial College, London, United Kingdom; ⁸⁹Specialist Social Worker, Sorrento, Italy; ⁹⁰Argentine Federation of Otorhinolaryngology Societies, Buenos Aires, Argentina; ⁹¹Eskisehir Osmangazi University, Medical Faculty, ENT Department, Eskisehir, Turkey; ⁹²Medicine Department, IRCCS-Azienda Ospedaliera Universitaria San Martino, Genoa, Italy; ⁹³Universidade Federal da Bahia, Escola de Enfermagem, Brazil; ⁹⁴Plateforme Transversale d'Allergologie, Institut du Thorax, CHU de Nantes, Nantes, France; ⁹⁵LANUA International Healthcare Consultancy, Warrenpoint, Northern Ireland, United Kingdom; ⁹⁶Innovación y nuevas tecnologías, Salud Sector sanitario de Barbastro, Barbastro, Spain; ⁹⁷Innovation and Research Office, Department of Health and Social Solidarity, Autonomous Province of Trento, Trento, Italy; ⁹⁸Life and Health Sciences Research Institute (ICVS), School of Medicine, University of Minho, Braga, and ICVS/3B's, PT Government Associate Laboratory, Braga/Guimarães, Portugal; ⁹⁹Servicio de Allergologia, Hospital Angeles del Carmen, Guadalajara, Mexico; ¹⁰⁰FIMMG (Federazione Italiana Medici di Medicina Generale), Milan, Italy; ¹⁰¹UCIBIO, REQUINTE, Faculty of Pharmacy and Competence Center on Active and Healthy Ageing of University of Porto (Porto4Ageing), Porto, Portugal; ¹⁰²Allergologo, Mexico City, Mexico; ¹⁰³IMT Mines Alès, Université Montpellier, Alès, France; ¹⁰⁴Department of Medicine, Nova Southeastern University, Davie, University of Miami Department of Medicine, Miami, Fla; ¹⁰⁵Assofarm Campania and Cofaser, Salerno, Italy; ¹⁰⁶ProAR-Nucleo de Excelencia em Asma, Federal University of Bahia, Salvador and the WHO GARD Planning Group; ¹⁰⁷Centre for Respiratory Medicine and Allergy, Institute of Inflammation and Repair, University of Manchester and University Hospital of South Manchester, Manchester, United Kingdom; ¹⁰⁸Medical Consulting Czarlewski, Levallois, France; ¹⁰⁹Centre for Allergy Research, The Institute of Environmental Medicine, Karolinska Institutet, Stockholm, Sweden; ¹¹⁰Azienda Provinciale per i Servizi Sanitari di Trento (APSS-Trento), Trento, Italy; ¹¹¹Department of Internal Medicine and Allergy Clinic of Pr Plydoro Ernani de Sao Thiago University Hospital, Federal University of Santa Catarina (UFSC), Florianópolis, Brazil; ¹¹²Sleep Unit, Department of Neurology, Hôpital Gui-de-Chauliac Montpellier, INSERM U1061, Montpellier, France; ¹¹³Department of Dermatology and Allergy, Technische Universität München, and ZAUM-Center for Allergy and Environment, Helmholtz Center Munich, Technische Universität München, Munich, Germany; ¹¹⁴Allergy Division, Chest Disease Department, University Hospital of Strasbourg, Strasbourg, France; ¹¹⁵European Federation of Allergy and Airways Diseases Patients' Associations, Brussels, Belgium; ¹¹⁶AQuAS, Barcelona, Spain, and EUREGHA, European Regional and Local Health Association, Brussels, Belgium; ¹¹⁷Policlínica Geral do Rio de Janeiro, Rio de Janeiro, Brazil;

- ¹¹⁸Department of Medicine, Surgery and Dentistry "Scuola Medica Salernitana," University of Salerno, Salerno, Italy; ¹¹⁹Peercode BV, Geldermalsen, The Netherlands; ¹²⁰Social Workers Coordinator, Sorrento, Italy; ¹²¹Federal University of the State of Rio de Janeiro, School of Medicine and Surgery, Rio de Janeiro, Brazil; ¹²²Allergology and Immunology Discipline, "Iuliu Haieganu" University of Medicine and Pharmacy, Cluj-Napoca, Romania; ¹²³Department of Medicine, Division of Clinical Immunology and Allergy, McMaster University, Hamilton, Ontario, Canada; ¹²⁴Laboratoire de Pharmacologie Respiratoire UPRES EA220, Hôpital Foch, Suresnes, Université Versailles Saint-Quentin, Université Paris Saclay, Paris, France; ¹²⁵Farmacie Dei Golfi Group, Massa Lubrense, Italy; ¹²⁶Rangueil-Larrey Hospital, Respiratory Diseases Department, Toulouse, France; ¹²⁷University Clinic of Pulmology and Allergy, Medical Faculty Skopje R Macedonia, Skopje, Macedonia; ¹²⁸Allergologo, Mexico City, Mexico; ¹²⁹Service de Pneumo-Allergologie, Centre Hospitalo-Universitaire de Béni-Messous, Algiers, Algeria; ¹³⁰Clinic of Infectious, Chest Diseases, Dermatology And allergology, Vilnius University, Vilnius, Lithuania; ¹³¹Allergy and Clinical Immunology National Heart and Lung Institute, Imperial College London, London, United Kingdom; ¹³²Guy's and St Thomas' NHS Trust, Kings College London, London, United Kingdom; ¹³³Section of Allergy and Immunology, Saint Louis University School of Medicine, St Louis, Mo; ¹³⁴Pediatric Allergy and Immunology Unit, Children's Hospital, Ain Shams University, Cairo, Egypt; ¹³⁵Department of Computing Science, Umeå University, Umeå, Sweden, and Four Computing Oy, Salo, Finland; ¹³⁶Clinic of Children's Diseases, Faculty of Medicine, Vilnius University, Vilnius, Lithuania; ¹³⁷University of São Paulo Medical School, São Paulo, Brazil; ¹³⁸Andalusian Agency for Healthcare Quality, Seville, Spain; ¹³⁹Global Allergy and Asthma Platform GAAPP, Vienna, Austria; ¹⁴⁰Division of Allergy, Department of Pediatric Medicine, Bambino Gesù Children's Research Hospital Holy See, Rome, Italy; ¹⁴¹Department of Otorhinolaryngology, Academic Medical Centre, Amsterdam, the Netherlands; ¹⁴²CINTESIS, Center for Research in Health Technologies and Information Systems, Faculdade da Medicina da Universidade do Porto and MEDIDA, Porto, Portugal; ¹⁴³Allergist, Reims, France; ¹⁴⁴Hospital General Regional 1 "Dr Carlos Mc Gregor Sanchez Navarro" IMSS, Mexico City, Mexico; ¹⁴⁵Regional hospital of ISSSTE, Puebla, Mexico; ¹⁴⁶National Center for Disease Control and Public Health of Georgia, Tbilisi, Georgia; ¹⁴⁷Allergologo, Guadalajara, Mexico; ¹⁴⁸Allergy Clinic, National Institute of Respiratory Diseases, Mexico City, Mexico; ¹⁴⁹Department of Pulmonary Diseases, Istanbul University, Cerrahpasa Faculty of Medicine, Istanbul, Turkey; ¹⁵⁰Allergology unit, UHATEM "NIPirogov," Sofia, Bulgaria; ¹⁵¹Medical University, Faculty of Public Health, Sofia, Bulgaria; ¹⁵²Allergy and Immunology Division, Clinica Ricardo Palma, Lima, Peru; ¹⁵³Department of Internal Medicine, section of Allergology, Erasmus MC, Rotterdam, The Netherlands; ¹⁵⁴Allergy & Asthma Unit, Hospital San Bernardo, Salta, Argentina; ¹⁵⁵Allergy Clinic, Hospital Regional del ISSSTE "Lic. López Mateos," Mexico City, Mexico; ¹⁵⁶Centro Regional de Excelencia CONACYT y WAO en Alergia, Asma e Inmunologia, Hospital Universitario, Universidad Autónoma de Nuevo León, Monterrey, Mexico; ¹⁵⁷Center of Allergy and Immunology, Georgian Association of Allergology and Clinical Immunology, Tbilisi, Georgia; ¹⁵⁸Latvian Association of Allergists, Center of Tuberculosis and Lung Diseases, Riga, Latvia; ¹⁵⁹Federal District Base Hospital Institute, Brasília, Brazil; ¹⁶⁰Institute of Health Policy and Management iBMG, Erasmus University, Rotterdam, The Netherlands; ¹⁶¹University Hospital Olomouc-National eHealth Centre, Olomouc, Czech Republic; ¹⁶²Immunology and Allergy Division, Clinical Hospital, University of Chile, Santiago, Chile; ¹⁶³Skin and Allergy Hospital, Helsinki University Hospital, University of Helsinki, Helsinki, Finland; ¹⁶⁴Centich: centre d'expertise nationale des technologies de l'information et de la communication pour l'autonomie, GÉrontopôle autonomie longévité des Pays de la Loire, Conseil régional des Pays de la Loire, Centre d'expertise Partenariat Européen d'Innovation pour un vieillissement actif et en bonne santé, Nantes, France; ¹⁶⁵Autonomous University of Baja California, Ensenada, Baja California, Mexico; ¹⁶⁶Department of Paediatrics and Child Health, University College Cork, Cork, Ireland; ¹⁶⁷Hospital General Regional 1 "Dr. Carlos MacGregor Sánchez Navarro" IMSS, Mexico City, Mexico; ¹⁶⁸Université Paris-Sud; Service de Pneumologie, Hôpital Bicêtre; Inserm UMR_S999, Le Kremlin Bicêtre, France; ¹⁶⁹Dipartimento di medicina, chirurgia e odontoiatria, università di Salerno, Salerno, Italy; ¹⁷⁰Division for Health Innovation, Campania Region and Federico II University Hospital Naples (R&D and DISMET) Naples, Italy; ¹⁷¹Servicio de Alergia e Inmunologia, Clinica Santa Isabel, Buenos Aires, Argentina; ¹⁷²Libra Foundation, Buenos Aires, Argentina; ¹⁷³Medical University of Gdańsk, Department of Allergology, Gdansk, Poland; ¹⁷⁴Airway Disease Infection Section, National Heart and Lung Institute, Imperial College, and MRC & Asthma UK Centre in Allergic Mechanisms of Asthma, London, United Kingdom; ¹⁷⁵Department of Respiratory Medicine, Ghent University Hospital, Ghent, Belgium; ¹⁷⁶Hallym University College of Medicine, Hallym University Sacred Heart Hospital, Gyeonggi-do, South Korea; ¹⁷⁷Department of Clinical Immunology, Wrocław Medical University, Wrocław, Poland; ¹⁷⁸Ukrainina Medical Stomatological Academy, Poltava, Ukraine; ¹⁷⁹Pediatric Allergy and Asthma Unit, Hacettepe University School of Medicine, Ankara, Turkey; ¹⁸⁰Hacettepe University, School of Medicine, Department of Chest Diseases, Immunology and Allergy Division, Ankara, Turkey; ¹⁸¹Allergy Centre, Tampere University Hospital, Tampere, Finland; ¹⁸²First Department of Family Medicine, Medical University of Lodz, Lodz, Poland; ¹⁸³Institute of Social Medicine, Epidemiology and Health Economics, Charité-Universitätsmedizin Berlin, Berlin, and Institute for Clinical Epidemiology and Biometry, University of Würzburg; ¹⁸⁴Department of Medicine, McMaster University, Health Sciences Centre 3V47 West, Hamilton, Ontario, Canada; ¹⁸⁵National Research Center, Institute of Immunology, Federal Medico-biological Agency, Laboratory of Molecular immunology, Moscow, Russian Federation; ¹⁸⁶GARD, Geneva, Switzerland; ¹⁸⁷Allergy & Asthma Center Westend, Berlin, Germany; ¹⁸⁸Center for Rhinology and Allergology, Wiesbaden, Germany; ¹⁸⁹Department of Immunology, Rheumatology and Allergy, Medical University of Lodz, and HARC, Lodz, Poland; ¹⁹⁰Children's Hospital and University of Helsinki, Helsinki, Finland; ¹⁹¹Department of Clinical Science and Education, Södersjukhuset, Karlinska Institutet, Stockholm and Sach's Children and Youth Hospital, Södersjukhuset, Stockholm, Sweden; ¹⁹²Faculty of Medicine, Vilnius University, Vilnius, Lithuania; ¹⁹³Department of Prevention of Environmental Hazards and Allergology, Medical University of Warsaw, Warsaw, Poland; ¹⁹⁴Center of Excellence in Asthma and Allergy, Médica Sur Clinical Foundation and Hospital, Mexico City, Mexico; ¹⁹⁵CMMC, Milan, Italy; ¹⁹⁶Allergy Department of Pedro de Elizalde Children's Hospital, Buenos Aires, Argentina; ¹⁹⁷University of Medicine and Pharmacy, Hochiminh City, Vietnam; ¹⁹⁸Federal University of Bahia, Salvador, Brazil; ¹⁹⁹Sifmed, Milan, Italy; ²⁰⁰State Key Laboratory of Respiratory Diseases, Guangzhou Institute of Respiratory Disease, the First Affiliated Hospital of Guangzhou Medical University, Guangzhou, China; ²⁰¹Departments of Internal Medicine and Pediatrics (Divisions of Allergy and Immunology), University of Tennessee College of Medicine, Germantown, Tenn; ²⁰²Scottish Centre for Respiratory Research, Cardiovascular & Diabetes Medicine, Medical Research Institute, Ninewells Hospital, University of Dundee, Dundee, United Kingdom; ²⁰³Oslo University Hospital, Department of Paediatrics, Oslo, and University of Oslo, Faculty of Medicine, Institute of Clinical Medicine, Oslo, Norway; ²⁰⁴Department of Pulmonary Medicine, CHU Sart-Tilman, and GIGA I3 Research Group, Liege, Belgium; ²⁰⁵Faculty of Health Sciences and CICS-UBI, Health Sciences Research Centre, University of Beira Interior, Covilhã, Portugal; ²⁰⁶Department of Philosophical, Methodological and Instrumental Disciplines, CUCS, University of Guadalajara, Guadalajara, Mexico; ²⁰⁷Department of Pulmonary Medicine, Rashid Hospital, Dubai, United Arab Emirates; ²⁰⁸Biomax Informatics AG, Munich, Germany; ²⁰⁹Directorate of Finance, eHealth & Pharmaceuticals, Scottish Government Health Department, Edinburgh, United Kingdom; ²¹⁰Department of Respiratory Medicine, University of Bratislava, Bratislava, Slovakia; ²¹¹Coimbra Institute for Clinical and Biomedical Research (iCBR), Faculty of Medicine, University of Coimbra, and Ageing@Coimbra EIP-AHA Reference Site, Coimbra, Portugal; ²¹²Medical Center Iskar, Sofia, Bulgaria; ²¹³Department of Medicine (RCSI), Bon Secours Hospital, Glasnevin, Dublin, Ireland; ²¹⁴Kronikgune, International Centre of Excellence in Chronicity Research Barakaldo, Bizkaia, Spain; ²¹⁵Division of Clinical Immunology and Allergy, Laboratory of Behavioral Immunology Research, University of Mississippi Medical Center, Jackson, Miss; ²¹⁶Tobacco Control Research Centre, Iranian Anti-Tobacco Association, Tehran, Iran; ²¹⁷Argentine Association of Allergy and Clinical Immunology, Buenos Aires, Argentina; ²¹⁸Hospital de Especialidades, Centro Medico Nacional Siglo

- XXI, Mexico City, Mexico; ²¹⁹University of Southeast Bahia, Vitória da Conquista, Brazil; ²²⁰Allergie-Centrum-Charité at the Department of Dermatology and Allergy, Charité-Universitätsmedizin Berlin, Berlin, Germany; ²²¹Maputo Central Hospital—Department of Paediatrics, Maputo, Mozambique; ²²²Allergologo, Veracruz, Mexico; ²²³Sachs' Children and Youth Hospital, Södersjukhuset, and Institute of Environmental Medicine, Karolinska Institutet, Stockholm, Sweden; ²²⁴Allergy and Asthma Medical Group and Research Center, San Diego, Calif; ²²⁵CIRFF, Federico II University, Naples, Italy; ²²⁶Department of Physiology, CHRU, University Montpellier, PhyMedExp, INSERM U1046, Montpellier, France; ²²⁷Croatian Pulmonary Society, Zagreb, Croatia; ²²⁸National Institute of Pneumology M Nasta, Bucharest, Romania; ²²⁹Clinic for Pulmonary Diseases, Clinical Center of Serbia, Faculty of Medicine, University of Belgrade, Serbian Association for Asthma and COPD, Belgrade, Serbia; ²³⁰Regione Piemonte, Torino, Italy; ²³¹Col Jardines de Sta Monica, Tlalnepantla, Mexico; ²³²National Center for Research in Chronic Respiratory Diseases, Tishreen University School of Medicine, Latakia, Syria; ²³³Department of Public health and health products, Paris Descartes University-Sorbonne Paris Cité, EA 4064, and the Paris Municipal Department of Social Action, Childhood, and Health, Paris, France; ²³⁴Paris Municipal Department of Social Action, Childhood, and Health, Paris, France; ²³⁵Mater Dei Hospital Malta, Department of Medicine, University of Malta, Faculty of Medicine and Surgery, University of Medicine, La Valette, Malta; ²³⁶Department of Medical Sciences, Allergy and Clinical Immunology Unit, University of Torino & Mauriziano Hospital, Torino, Italy; ²³⁷Instituto de Prevision Social IPS HC, Socia de la SPAAI, Tesorera de la SLAAI, Asuncion, Paraguay; ²³⁸Allergy Center, CUF Descobertas Hospital, Lisbon, Portugal; ²³⁹Universidade de São Paulo, São Paulo, Brazil; ²⁴⁰Institute of Medical Statistics, and Computational Biology, Medical Faculty, University of Cologne, Germany, and CRI—Clinical Research International, Hamburg, Germany; ²⁴¹General Pathology Institute, Faculty of Medicine, University of Coimbra, and Ageing@Coimbra EIP-AHA Reference Site, Coimbra, Portugal; ²⁴²Federal University of Bahia, Salvador, Brazil; ²⁴³Rhinology Unit & Smell Clinic, ENT Department, Hospital Clínic, and Clinical and Experimental Respiratory Immunoallergy, IDIBAPS, CIBERES, University of Barcelona, Barcelona, Spain; ²⁴⁴Danish Committee for Health Education, Copenhagen, Denmark; ²⁴⁵Food Allergy Referral Centre Veneto Region, Department of Women and Child Health, Padua General University Hospital, Padua, Italy; ²⁴⁶MedScript, Dundalk, Ireland; ²⁴⁷Johns Hopkins School of Medicine, Baltimore, Md; ²⁴⁸COFASER—Pharmacy Services Consortium, Salerno, Italy; ²⁴⁹Scientific Centre of Children's Health under the MoH, Russian National Research Medical University named Pirogov, Moscow, Russia; ²⁵⁰Center of Allergy, Immunology and Respiratory Diseases, Santa Fe, Argentina Center for Allergy and Immunology, Santa Fe, Argentina; ²⁵¹Department of Otorhinolaryngology, Medical University of Vienna, AKH, Vienna, Austria; ²⁵²Hospital of the Hospitalier Brothers in Buda, Budapest, Hungary; ²⁵³Die Hautambulanz and Rothhaar Study Center, Berlin, Germany; ²⁵⁴Neumología y Alergología Infantil, Hospital La Fe, Valencia, Spain; ²⁵⁵Center for Health Technology and Services Research—CINTESIS and Department of Internal Medicine, Centro Hospitalar Sao Joao, Porto, Portugal; ²⁵⁶Caisse d'assurance retraite et de la santé au travail du Languedoc-Roussillon (CARSAT-LR), Montpellier, France; ²⁵⁷Department of Pharmacy, University of Naples Federico II, Naples, Italy; ²⁵⁸ENT Department, University Hospital of Kinshasa, Kinshasa, Congo; ²⁵⁹Department of Allergy, Immunology and Respiratory Medicine, Alfred Hospital and Central Clinical School, and the Department of Immunology, Monash University, Melbourne; ²⁶⁰Medical Center, Varna, Bulgaria; ²⁶¹National Hospital Organization, Tokyo National Hospital, Tokyo, Japan; ²⁶²Department of Otorhinolaryngology, Chiba University Hospital, Chiba, Japan; ²⁶³Department of Otolaryngology, Nippon Medical School, Tokyo, Japan; ²⁶⁴Allergologo, Jalisco, Guadalajara, Mexico; ²⁶⁵Centre Hospitalier Universitaire Pédiatrique Charles de Gaulle, Ouagadougou, Burkina Faso; ²⁶⁶Department of Comparative Medicine, Messerli Research Institute of the University of Veterinary Medicine and Medical University, Vienna, Austria; ²⁶⁷Department of Immunology and Allergy, Faculty of Medicine and Faculty Hospital in Pilsen, Charles University in Prague, Pilsen, Czech Republic; ²⁶⁸Center for Pediatrics and Child Health, Institute of Human Development, Royal Manchester Children's Hospital, University of Manchester, Manchester, United Kingdom, and the Allergy Department, 2nd Pediatric Clinic, Athens General Children's Hospital "P&A Kyriakou," University of Athens, Athens, Greece; ²⁶⁹Department of Allergy and Clinical Immunology, Ajou University School of Medicine, Suwon, South Korea; ²⁷⁰Respiratory Medicine, Department of Medical Sciences, University of Ferrara, Ferrara, Italy; ²⁷¹Allergy and Respiratory Diseases, Ospedale Policlinico San Martino, University of Genoa, Genoa, Italy; ²⁷²Farmacias Holon, Lisbon, Portugal; ²⁷³Department of Pediatrics, Nippon Medical School, Tokyo, Japan; ²⁷⁴University of Southern Denmark, Kolding, Denmark; ²⁷⁵Université Grenoble Alpes, Laboratoire HP2, INSERM U1042, and CHU de Grenoble, Grenoble, France; ²⁷⁶Allergy Unit, CUF—Porto Hospital and Institute, and Center for Research in Health Technologies and information systems CINTESIS, Universidade do Porto, Porto, Portugal; ²⁷⁷Sociologist, Municipality Area n33, Sorrento, Italy; ²⁷⁸Center for Rhinology and Allergology, Wiesbaden, Germany; ²⁷⁹Department of Otorhinolaryngology, Head and Neck Surgery, Universitätsmedizin Mannheim, Medical Faculty Mannheim, Heidelberg University, Mannheim, Germany; ²⁸⁰Centre for Empowering People and Communities, Dublin, Ireland; ²⁸¹Conseil Général de l'Economie Ministère de l'Economie, de l'Industrie et du Numérique, Paris, France; ²⁸²Société de Pneumologie de Langue Française, Espace francophone de Pneumologie, Paris, France; ²⁸³Département de pédiatrie, CHU de Grenoble, Grenoble, France; ²⁸⁴Medical School, University of Cyprus, Nicosia, Cyprus; ²⁸⁵Children's Hospital Srebrnjak, Zagreb, School of Medicine, University J.J. Strossmayer, Osijek, Croatia; ²⁸⁶Karl Landsteiner Institute for Clinical and Experimental Pneumology, Hietzing Hospital, Vienna, Austria; ²⁸⁷University Hospital "Sv. Ivan Rilski," Sofia, Bulgaria; ²⁸⁸Allergy Diagnostic and Clinical Research Unit, University of Cape Town Lung Institute, Cape Town, South Africa; ²⁸⁹IML, Milan, Italy; ²⁹⁰Centre of Academic Primary Care, Division of Applied Health Sciences, University of Aberdeen, Aberdeen, United Kingdom, and Observational and Pragmatic Research Institute, Singapore; ²⁹¹Department of Otorhinolaryngology University of Crete School of Medicine, Heraklion, Greece; ²⁹²European Forum for Research and Education in Allergy and Airway Diseases (EUFOREA), Brussels, Belgium; ²⁹³Allergologo, Cancun, Quintana Roo, Mexico; ²⁹⁴Lungen-Clinic Grosshansdorf, Airway Research Center North, Member of the German Center for Lung Research (DZL), Grosshansdorf, Germany Department of Medicine, Christian Albrechts University, Airway Research Center North, Member of the German Center for Lung Research (DZL), Kiel, Germany; ²⁹⁵Department of Nephrology and Endocrinology, Karolinska University Hospital, Stockholm, Sweden; ²⁹⁶Farmácia São Paio, Vila Nova de Gaia, Porto, Portugal; ²⁹⁷St Vincent's Hospital and University of Sydney, Sydney, Australia; ²⁹⁸Allergologo, Mexico City, Mexico; ²⁹⁹Serviço de Pneumologia-Hosp das Clínicas UFPE-EBSERH, Recife, Brazil; ³⁰⁰Universidade Federal de São Paulo, São Paulo, Brazil; ³⁰¹Centre of Pneumology, Coimbra University Hospital, Coimbra, Portugal; ³⁰²Polibienestar Research Institute, University of Valencia, Valencia, Spain; ³⁰³Pediatric Allergy and Clinical Immunology, Hospital Angeles Pedregal, Mexico City, Mexico; ³⁰⁴Getafe University Hospital Department of Geriatrics, Madrid, Spain; ³⁰⁵Association Asthme et Allergie, Paris, France; ³⁰⁶Universidade Federal do Rio de Janeiro, Rio de Janeiro, Brazil; ³⁰⁷Primary Care Respiratory Research Unit Instituto de Investigación Sanitaria de Palma IdisPa, Palma de Mallorca, Spain; ³⁰⁸Allergy Unit, Presidio Columbus, Rome, Catholic University of Sacred Heart, Rome and IRCCS Oasi Maria SS, Troina, Italy; ³⁰⁹Hospital General, Mexico City, Mexico; ³¹⁰Regione Piemonte, Torino, Italy; ³¹¹Medical University of Graz, Department of Internal Medicine, Graz, Austria; ³¹²Serviço de Imunoalergologia Hospital da Luz Lisboa Portugal, Lisbon, Portugal; ³¹³Hospital de Clínicas, University of Parana, Parana, Brazil; ³¹⁴Division of Allergy Asthma and Clinical Immunology, Emek Medical Center, Afula, Israel; ³¹⁵Honorary Clinical Research Fellow, Allergy and Respiratory Research Group, University of Edinburgh, Edinburgh, United Kingdom (Past President SLAAI, FAAAAI, UK); ³¹⁶Showa University School of Medicine, Tokyo, Japan; ³¹⁷Association of Finnish Pharmacies, Helsinki, Finland; ³¹⁸Allergy and Clinical Immunology Department, Centro Médico-Docente la Trinidad and Clínica El Avila, Caracas, Venezuela; ³¹⁹Faculty of Medicine, Autonous University of Madrid, Madrid, Spain; ³²⁰Royal National TNE Hospital, University College London, London, United Kingdom; ³²¹DIBIMIS, University of Palermo, Palermo, Italy; ³²²Allergy Unit, Department of Dermatology, University Hospital of Zurich, Zurich, Switzerland;

³²³Asthma Reference Center, Escola Superior de Ciencias da Santa Casa de Misericórdia de Vitoria-Esperito, Santo, Brazil; ³²⁴Allergy and Respiratory Research Group, Centre for Population Health Sciences, University of Edinburgh Medical School, Edinburgh, United Kingdom; ³²⁵Department of Pediatrics & Child Health, Department of Immunology, Faculty of Medicine, University of Manitoba, Winnipeg, Manitoba, Canada; ³²⁶INSERM, Université Grenoble Alpes, IAB, U 1209, Team of Environmental Epidemiology Applied to Reproduction and Respiratory Health, Université Joseph Fourier, Grenoble, France; ³²⁷Sociedad Paraguaya de Alergia Asma e Inmunología, Paraguay; ³²⁸Division of Allergy, Clinical Immunology and Rheumatology, Department of Pediatrics, Federal University of São Paulo, São Paulo, Brazil; ³²⁹European Health Futures Forum (EHFF), Isle of Wight, United Kingdom; ³³⁰ENT, Aachen, Germany; ³³¹Kyrgyzstan National Centre of Cardiology and Internal medicine, Euro-Asian respiratory Society, Bishkek, Kyrgyzstan; ³³²University Hospital Olomouc, Olomouc, Czech Republic; ³³³Department of Paediatric and Adolescent medicine, University Hospital of North Norway, Tromsø, Paediatric Research Group, Department of Clinical Medicine, Faculty of Health Sciences, UiT The Arctic University of Norway, Tromsø, Norway; ³³⁴IML (Lombardy Medical Initiative), Bergamo, Italy; ³³⁵Pulmonary Division, Heart Institute (InCor), Hospital da Clinicas da Faculdade de Medicina da Universidade de São Paulo, São Paulo, Brazil; ³³⁶Public Health Institute of Vilnius University, Vilnius, Lithuania; ³³⁷Universidade Federal do Estado do Rio de Janeiro, Rio de Janeiro, Brazil; ³³⁸RNSA (Réseau National de Surveillance Aérobiologique), Brissieu, France; ³³⁹Hospital for Sick Children, Dalla Lana School of Public Health, University of Toronto, Toronto, Ontario, Canada; ³⁴⁰Imunolergologia, Centro Hospitalar Universitário de Coimbra and Faculty of Medicine, University of Coimbra, Coimbra, Portugal; ³⁴¹Department of ENT, Medical University of Graz, Graz, Austria; ³⁴²Campania Region, Division on Pharmacy and devices policy, Naples, Italy; ³⁴³Department of Respiratory Medicine, Hvidovre Hospital & University of Copenhagen, Denmark; ³⁴⁴Universidade Federal dos Pampas, Uruguai, Brazil; ³⁴⁵Division of Immunopathology, Department of Pathophysiology and Allergy Research, Center for Pathophysiology, Infectiology and Immunology, Medical University of Vienna, Vienna, Austria; ³⁴⁶Pneumology and Allergy Department CIBERES and Clinical & Experimental Respiratory Immunology, IDIBAPS, University of Barcelona, Barcelona, Spain; ³⁴⁷Vilnius University Institute of Clinical Medicine, Clinic of Children's Diseases, and Institute of Health Sciences, Department of Public Health, Vilnius, Lithuania, and the European Academy of Paediatrics (EAP/UEMS-SP), Brussels, Belgium; ³⁴⁸Department of Lung Diseases and Clinical Immunology Allergy, University of Turku and Terveystalo Allergy Clinic, Turku, Finland; ³⁴⁹PELyon, HESPER 7425, Health Services and Performance Research—Université Claude Bernard, Lyon, France; ³⁵⁰Immunology and Allergy Unit, Department of Medicine Solna, Karolinska Institutet and University Hospital, Stockholm, Sweden; ³⁵¹Department of Chest Medicine, Centre Hospitalier Universitaire UCL Namur, Université Catholique de Louvain, Yvoir, Belgium; ³⁵²University of Bari Medical School, Unit of Geriatric Immunology, Bari, Italy; ³⁵³Pulmonary Unit, Department of Medical Specialties, Arcispedale S Maria Nuova/IRCCS, AUSL di Reggio Emilia, Italy; ³⁵⁴FILHA, Finnish Lung Association, Helsinki, Finland; ³⁵⁵Pulmonary Environmental Epidemiology Unit, CNR Institute of Clinical Physiology, Pisa, Italy, and CNR Institute of Biomedicine and Molecular Immunology "A Monroy," Palermo, Italy; ³⁵⁶Medical University, Plovdiv, Bulgaria, Department of Otorhinolaryngology, Plovdiv, Bulgaria; ³⁵⁷Sotiria Hospital, Athens, Greece; ³⁵⁸Department of Otorhinolaryngology, Universitätsklinikum Düsseldorf, Germany; ³⁵⁹Asthma UK, Mansell street, London, United Kingdom; ³⁶⁰Nova Southeastern University, Fort Lauderdale, Fla; ³⁶¹Department of Otolaryngology, Yong Loo Lin School of Medicine, National University of Singapore, Singapore; ³⁶²Department of Medicine, Clinical Immunology and Allergy, McMaster University, Hamilton, Ontario, Canada; ³⁶³Division of Immunodermatology and Allergy Research, Department of Dermatology and Allergy, Hannover Medical School, Hannover, Germany; ³⁶⁴Department of Medicine Solna, Immunology and Allergy Unit, Karolinska Institutet and Department of ENT diseases, Karolinska University Hospital, Stockholm, Sweden; ³⁶⁵Eshelman School of Pharmacy, University of North Carolina,

Chapel Hill, NC; ³⁶⁶International Primary Care Respiratory Group, Aberdeen, Scotland; ³⁶⁷Bradford Institute for Health Research, Bradford Royal Infirmary, Bradford, United Kingdom; ³⁶⁸Medical College of Medical Faculty, Thracian University, Stara Zagora, Bulgaria; ³⁶⁹Department of Research, Olmsted Medical Center, Rochester, Minn; ³⁷⁰Cyprus International Institute for Environmental & Public Health in Association with Harvard School of Public Health, Cyprus University of Technology, Limassol, Cyprus, and Department of Pediatrics, Hospital "Archbishop Makarios III", Nicosia, Cyprus; ³⁷¹Celal Bayar University Department of Pulmonology, Manisa, Turkey; ³⁷²Allergy and Asthma Institute, Islamabad, Pakistan; ³⁷³Department of Paediatrics and Child Health, Red Cross Children's Hospital, and MRC Unit on Child & Adolescent Health, University of Cape Town, Cape Town, South Africa; ³⁷⁴Department of Otolaryngology Head and Neck Surgery, Beijing TongRen Hospital and Beijing Institute of Otolaryngology, Beijing, China; ³⁷⁵Universidad Católica de Córdoba, Córdoba, Argentina; ³⁷⁶University Clinic of Respiratory and Allergic Diseases, Golnik, Slovenia; ³⁷⁷Gesundheitsregion KölnBonn-HRCB Projekt GmbH, Cologne, Germany; ³⁷⁸Akershus University Hospital, Department of Otorhinolaryngology, Akershus, Norway; ³⁷⁹Northern Health Science Alliance and Northern Health Matters Ltd, Manchester, United Kingdom.

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