



Position Paper for the Organization of Extracorporeal Membrane Oxygenation Programs for Acute Respiratory Failure in Adult Patients

Alain Combes¹, Daniel Brodie², Robert Bartlett³, Laurent Brochard⁴, Roy Brower⁵, Steve Conrad⁶, Daniel De Backer⁷, Eddy Fan⁸, Niall Ferguson⁸, James Fortenberry⁹, John Fraser¹⁰, Luciano Gattinoni¹¹, William Lynch³, Graeme MacLaren¹², Alain Mercat¹³, Thomas Mueller¹⁴, Mark Ogino¹⁵, Giles Peek¹⁶, Vince Pellegrino¹⁷, Antonio Pesenti¹⁸, Marco Ranieri¹⁹, Arthur Slutsky⁴, and Alain Vuylsteke²⁰; The International ECMO Network (ECMONet)

¹Institute of Cardiometabolism and Nutrition, Groupe Hospitalier Pitié-Salpêtrière, Pierre Marie Curie University, Paris, France; ²Columbia University, New York, New York; ³University of Michigan, Ann Arbor, Michigan; ⁴St. Michael's Hospital, University of Toronto, Toronto, Ontario, Canada; ⁵Johns Hopkins University School of Medicine, Baltimore, Maryland; ⁶Louisiana State University Health Sciences Center, Shreveport, Louisiana; ⁷Erasmus Hospital, Université libre de Bruxelles, Bruxelles, Belgium; ⁸Toronto General Hospital, University of Toronto, Toronto, Ontario, Canada; ⁹Emory University School of Medicine, Atlanta, Georgia; ¹⁰The Prince Charles Hospital and The University of Queensland, Brisbane, Queensland, Australia; ¹¹Ospedale Maggiore Policlinico, Milan, Italy; ¹²National University Hospital, Singapore, Singapore; ¹³University of Angers, Angers, France; ¹⁴University of Regensburg, Regensburg, Germany; ¹⁵Alfred I. duPont Hospital for Children, Wilmington, Delaware; ¹⁶East Midlands Congenital Heart Centre, Leicester, United Kingdom; ¹⁷The Alfred Hospital and Monash Medical Centre, Melbourne, Victoria, Australia; ¹⁸Università di Milano-Bicocca, Monza, Italy; ¹⁹S. Giovanni Battista Molinette Hospital, Turin, Italy; and ²⁰Papworth Hospital NHS Foundation Trust, Papworth, United Kingdom

Abstract

The use of extracorporeal membrane oxygenation (ECMO) for severe acute respiratory failure (ARF) in adults is growing rapidly given recent advances in technology, even though there is controversy regarding the evidence justifying its use. Because ECMO is a complex, high-risk, and costly modality, at present it should be conducted in centers with sufficient experience, volume, and expertise to ensure it is used safely. This position paper represents the consensus opinion of an international group of physicians and associated health-care workers who have expertise in therapeutic modalities used in the treatment of patients with severe ARF, with a focus on ECMO. The aim of this paper is to provide physicians, ECMO center directors and coordinators, hospital directors, health-care organizations, and

regional, national, and international policy makers a description of the optimal approach to organizing ECMO programs for ARF in adult patients. Importantly, this will help ensure that ECMO is delivered safely and proficiently, such that future observational and randomized clinical trials assessing this technique may be performed by experienced centers under homogeneous and optimal conditions. Given the need for further evidence, we encourage restraint in the widespread use of ECMO until we have a better appreciation for both the potential clinical applications and the optimal techniques for performing ECMO.

Keywords: extracorporeal membrane oxygenation; acute respiratory distress syndrome; hospital organization; critical care networks; position article

The use of extracorporeal membrane oxygenation (ECMO) for severe acute respiratory failure (ARF) in adults is growing rapidly given recent advances in

technology, although there is controversy regarding the evidence justifying its use (1–9). The recent experience in 2009 using ECMO for pandemic influenza A

(H1N1)–associated acute respiratory distress syndrome (ARDS) revealed that many centers initiated ECMO programs without significant experience and with

(Received in original form April 4, 2014; accepted in final form July 6, 2014)

This position article has been endorsed by The Extracorporeal Life Support Organization. See Appendix for the list of physicians who approved the content of this position paper.

Author Contributions: Drafting of the article: A.C. and D.B. Critical revision of the article for important intellectual content: A.C., D.B., R. Bartlett, L.B., R. Brower, S.C., D.D.B., E.F., N.F., J. Fortenberry, J. Fraser, L.G., G.M., W.L., A.M., T.M., M.O., G.P., V.P., A.P., M.R., A.S., and A.V. Final approval of the article: All signatories.

Correspondence and requests for reprints should be addressed to Alain Combes, M.D., Ph.D., Service de Réanimation Médicale, iCAN, Institute of Cardiometabolism and Nutrition, Groupe Hospitalier Pitié-Salpêtrière, 47, boulevard de l'Hôpital, 75651 Paris, France. E-mail: alain.combes@psl.aphp.fr

Am J Respir Crit Care Med Vol 190, Iss 5, pp 488–496, Sep 1, 2014

Copyright © 2014 by the American Thoracic Society

Originally Published in Press as DOI: 10.1164/rccm.201404-0630CP on July 25, 2014

Internet address: www.atsjournals.org

variable results (7, 9–16). Because ECMO is a complex, high-risk, and costly modality, at present it should be conducted in centers with sufficient experience, volume, and expertise to ensure it is used safely. Additionally, further clinical trials are essential for identifying and clarifying the indications, contraindications, and techniques for use of this technology.

Purpose of this Position Paper

This position paper represents the consensus opinion of an international group of physicians and associated health-care workers who have expertise in therapeutic modalities used in the treatment of patients with severe ARF, with a focus on ECMO. The aim of this paper is to provide physicians, ECMO center directors and coordinators, hospital directors, health-care organizations, and regional, national, and international policy makers a description of the optimal approach to organizing ECMO programs for ARF in adult patients. This will help ensure that ECMO is delivered safely and proficiently at centers capable of both providing high-quality ECMO and participating in high-impact clinical research. It is of the utmost importance to ensure that future observational and randomized clinical trials assessing this technique be performed by experienced centers under homogeneous and optimal conditions. Given the need for further evidence, we encourage restraint in the widespread use of ECMO until we have a better appreciation for both the potential clinical applications and the optimal techniques for performing ECMO.

Definitions

Extracorporeal life support (ECLS) systems are mechanical devices designed to temporarily support the failing heart or lungs (17). They differ from cardiopulmonary bypass systems used in the operating room for very short-term support during surgery in both their configuration and intent. The term ECMO is often used interchangeably with ECLS, as we will use it here, although it denotes a form of ECLS in which the primary purpose is to provide blood oxygenation. There are two anatomic approaches that are

used to implement ECMO: venoarterial (VA) and venovenous (VV). Virtually all applications are variations on these.

- VA ECMO drains the blood from the right atrium via a femoral venous or internal jugular venous cannula or, in patients with an open chest, directly from the right atrium (17). The blood is pumped through a membrane oxygenator allowing oxygen to be added and carbon dioxide to be removed. After passing through the oxygenator, blood is then actively pumped into the arterial system either via a cannula placed in a peripheral artery, usually femoral or subclavian (closed chest), or directly into the aorta (open chest). VA ECLS is typically a high blood flow extracorporeal circuit that can pump up to 7 L/min and provide full or partial cardiopulmonary support (18–25). VA ECMO is a closed system, which differs from standard cardiopulmonary bypass used in the operating room, which is an open system with a blood–air interface.
- VV ECMO drains blood from the venae cavae via a femoral venous or right internal jugular venous cannula (17). The blood is, once again, pumped through a membrane oxygenator; however, in this case it is returned to the venous system either via a femoral venous or right internal jugular venous cannula. A single bicaval double-lumen cannula inserted in the internal jugular vein can be used for venous drainage (26). VV ECMO is a high blood flow (up to 7 L/min in some cases) extracorporeal circuit that may provide full or partial extracorporeal pulmonary support (1, 7, 8, 11, 14, 16, 27–33).
- Extracorporeal carbon dioxide removal (ECCO₂R) uses a venovenous (or arteriovenous) extracorporeal device at low blood flow rates (200–1,500 ml/min). This low flow rate is adequate for substantial CO₂ removal but will allow only minimal blood oxygenation (34–36). Cannulae types and insertion location vary and are currently evolving. If proven to be effective, ECCO₂R could potentially be used in an approach that is similar to continuous renal replacement techniques and available in most intensive care units (ICUs). This paper does not specifically address the appropriate use of ECCO₂R.
- Extracorporeal gas exchange refers to VV ECMO and ECCO₂R techniques.

Nationwide/Regional Organization of ECMO for ARF

- ECMO is a high-risk and complex therapy that may be considered for the sickest patients with ARF. Potential indications for the use of ECMO include severe ARF from: severe ARDS, status asthmaticus, bridge to lung transplantation, post lung transplantation primary graft failure, diffuse alveolar hemorrhage, pulmonary hypertensive crisis, pulmonary embolism, severe bronchopleural fistula, and other forms of severe ARF.
- Although some evidence suggests that ECMO may be life-saving in severe ARF, the risk-to-benefit ratio of ECMO in this setting has yet to be fully elucidated, and the evidence for a benefit for less severe forms of ARF is lacking. The occurrence of ARDS severe enough to warrant consideration of ECMO (except in the context of large pandemics) may not exceed 5 to 10 cases per million population per year (our personal data, greater Paris Area, 2012). Because of this relatively infrequent level of activity, we propose that ECMO should be organized at regional and national levels to provide the best care possible in high-volume, dedicated centers, because inappropriate use of ECMO may markedly increase hospital costs and expose individual patients to important risks.
- Referral to an expert ECMO center, where ECMO is offered as part of a larger management protocol for ARF, may be associated with improved outcomes (7, 8). This is also consistent with the literature on the number of mechanically ventilated ICU patients, where again, the more cases a center performs, the better the outcome (37).
- Because of the many advantages of shared knowledge, training, personnel, and facilities, the organization and experience of an ECMO referral center is important in considering the case volume needed to maintain competence. Such a center should be able to maintain the skills and institutional support to justify the expense of a comprehensive program. Because ECMO for adult respiratory failure may be one component of the full spectrum of extracorporeal support provided at a given medical center, the

presence of other groups of patients in the hospital with indications for other forms of extracorporeal circulation (cardiac failure, cardiac surgery, neonates, and so on) will facilitate such a program. Centers providing ECMO for adult respiratory failure should also maintain robust expertise in the care and ventilatory management of patients with severe ARF.

- Based on the neonatal and pediatric literature, recent data demonstrated that ECMO centers caring for more than 20 to 25 cases per year have significantly better outcomes than centers that have either 10 to 20 cases per year or fewer than 10 cases per year (38, 39). Moreover, the learning curve to establish competence requires at least 20 cases for optimal results (38–40).
- The question of the minimum acceptable volume for an ECMO center is an area of considerable controversy. The concept of a minimum annual volume as a surrogate for experience is a common measure in other specialties, and the pediatric ECMO literature supports the use of such thresholds. However, it is not clear that the relationship between volume and outcomes in ECMO for adult ARF demonstrates a positive inflection point in the annual volume of cases. It is also true that volume alone does not guarantee best practices or good outcomes. Other factors should be taken into account, including the cumulative experience of the center over time and the entire center's ECMO volume (adult and pediatric, respiratory and cardiac). Consideration should also be given for centers that routinely perform continuing medical education and training in ECMO, as this will serve to maintain a degree of competency over time. The annual number of patient days on ECMO may be an alternative measure of center experience. These alternative approaches to evaluating the quality of a given center are particularly important considerations for programs covering sparsely populated areas where ECMO referral to a major center is not always feasible. We therefore recommend that centers adhere to best practices, perform continuing medical education and training in ECMO, and work closely with their pediatric and cardiac ECMO colleagues.
- We recommend that for most centers, an annual volume for the entire center

should be at least 20 cases per year and that at minimum of 12 ECMO cases for ARF should be performed per year. Therefore, taking into account that potential indications may not exceed 5 to 10 cases per million population per year, one such center should cover a catchment area of at least 2 to 3 million population. These recommendations, as noted, are not currently based on data in adult patients who received ECMO, and a lower case volume may be acceptable, as described above. Although further data are needed to continue to provide guidance in this area, establishing new centers in regions well served by existing high-volume ECMO centers should be discouraged.

- Centers referring patients with ARF but without rapid access to a mobile ECMO team may be trained to perform ECMO cannulation and initiation under supervision of the referral center until prompt transfer to the closest regional ECMO center can be arranged. Close coordination with the receiving ECMO center is essential to maintain quality control over indications, techniques for cannulation, and maintenance on ECMO. Indeed, the difficulty in developing and maintaining the necessary clinical expertise in a center performing a low volume of annual ECMO cases, combined with the likely diminished cost-effectiveness of a low-volume program, must be taken into account when developing a new program. It is important that new programs establish close partnerships with more experienced, high-volume centers.
- Networks of hospitals at the local, regional or interregional level should be created around each ECMO center located in tertiary referral hospitals. Such networks have been successfully organized in the UK (41), Italy (42), and Australia (43) and have been associated with encouraging results for the treatment of the most severe forms of influenza A(H1N1)-associated ARDS (7, 11, 16). The feasibility of a network-wide system to evaluate the daily capacity for receiving patients receiving ECMO at individual centers was also demonstrated in Germany (44) and in France (9, 45).
- Hospitals in these networks should adhere to written standardized protocols detailing criteria for both the initiation of

ECMO (indications and exclusions) (17) as well as optimization of conventional treatments to be undertaken before the consideration of ECMO (such as low-volume, low-pressure, lung-protective ventilation or the use of prone positioning [46] in patients with severe ARDS).

- Comprehensive plans regarding access to mobile ECMO should be created within networks.
- Referral centers and other network members should hold regular meetings to discuss network activity, including review of ECMO cases as well as those patients who were deemed inappropriate for ECMO.

Mobile ECMO Team

Each ECMO network should ideally create mobile ECMO teams to retrieve patients and to deal with patients who have critical cardiopulmonary failure refractory to conventional therapy. Their coordination would run through the tertiary ECMO referral center. This mobile team should be available 24 hours a day, 7 days a week and employ experienced personnel trained in the transport of critically ill patients, insertion of ECMO cannulae, as well as circuit and patient management. The team variably includes a mix of physicians, transport specialists, nurses, perfusionists, or other ECMO specialists. Imaging requirements at the referring hospital should be considered, and a clinician trained in echocardiography should be considered for some transfers. Portable ultrasound equipment should also be considered. Highly successful transportation of patients on cardiopulmonary support has been described for short and long distances by ambulance, helicopter, and airplane (47–53).

Intrahospital Transport of the Patient Receiving ECMO

ECMO centers should develop specific guidelines and train staff to provide 24-hour-a-day intrahospital transport of the patient receiving ECMO. Checklists should be considered for equipment (Table 1) and vital actions performed before and during transport as well as for equipment. Briefings before transport and after-action reviews are recommended.

Table 1. Physical Facilities and Equipment Needed in the Extracorporeal Membrane Oxygenation Unit

Backup components of the ECMO system and supplies for all circuit components
Uninterrupted Power System (UPS) supporting all equipment monitors and pumps for at least 45 min
Adequate lighting to support surgical interventions
Clamps
Surgical instrument set for revision of cannulae or exploration for bleeding complications
ECMO water heater
Doppler echocardiography machines
Fiberoptic bronchoscopes
Equipment for intrahospital transport
Mobile ECMO cart
Uninterrupted power system for all mobile equipment
Mobile monitoring device
Emergency transport backpack, with ECMO clamps and emergency drugs
Wet-primed circuit available for immediate use

Definition of abbreviation: ECMO = extracorporeal membrane oxygenation.

General Structure of an ECMO Tertiary Referral Center

- The ECMO center should be located in a tertiary-level ICU with experience in the care of patients with severe ARF (17). The ICU should conform with the relevant national guidelines and be able to offer supportive therapy for multiorgan failure. This is particularly important for the pre-ECMO management as well as the on-ECMO handling of the lungs, which includes the interaction between the ECMO circuit and the contribution of the lungs.
- To maximize efficiency and to benefit from the expertise and experience of all professionals, ECLS programs for cardiac and respiratory failure should be located in the same institution, although not necessarily in the same ICU department.
- An ECMO referral center devoted strictly to the care of ARF might be set up independent of a cardiac ECMO program if its anticipated annual case volume exceeds 20 cases. However, as noted above, establishing new centers in regions well served by existing high-volume ECMO centers should be discouraged. Additionally, because some

patients with ARF may have refractory cardiac failure necessitating the use of VA ECLS for some days during the patient's course, it is best to combine the expertise for respiratory and cardiac failure at a single center.

- The ECMO program director should be a physician with responsibility for the overall operation of the center, including assuring appropriate continued specialist training and performance, maintenance of equipment, as well as directing quality-improvement meetings and projects (17).
- Policies and procedures outlining the indications and contraindications for ECMO, clinical management of the patient receiving ECMO, maintenance of equipment, termination of ECMO therapy, and follow-up of the patient receiving ECMO should be available (17).
- The ICU must be able to provide 24-hour access to renal replacement therapy.

Staffing

- Staff involved in ECMO should meet the requirements of their subspecialty training as set forth by their specific governing national or regional board (17).
- The medical director should be a board-certified critical care specialist; cardiovascular specialist; thoracic, vascular, or trauma surgeon; or other board-certified specialist with specific training and experience in ECMO support (17).
- Every member of the staff treating patients receiving ECMO should have received specific ECMO training and demonstrate competencies on an ongoing basis (17).
- A physician comfortable with managing patients receiving ECMO should provide 24-hour on-call coverage for the patient receiving ECMO.
- Selected physicians on the ECMO team should be trained in vascular Doppler echocardiography and cardiac Doppler echocardiography for insertion, maintenance, and surveillance of the ECMO device when needed.
- In clinical settings where the patient receiving ECMO is primarily managed by the ICU nurse (the single caregiver model), the ICU nurse should be specifically trained in management

of the patient receiving ECMO and the ECMO circuit (17). Fully trained ECMO personnel should be immediately available for circuit-related concerns, which may include ECMO circuit exchange.

- The ratio of nurses to patients receiving ECMO should be at least 1:1 to 1:2 (one nurse for up to two patients receiving ECMO where necessary based on unit staffing standards) depending on local or national regulations and organization.
- The ECMO team should be as self-sufficient as possible, and specifically should be trained to prime and set up the ECMO circuit. The ECMO specialist team might also be responsible for managing equipment and supplies, circuit preparation, troubleshooting, daily rounds, education, and service administration (17).
- An ECMO coordinator (typically a nurse, respiratory therapist, or perfusionist) may assist the medical director with organizing and implementing the training of the ECMO team, staffing, quality improvement, maintaining equipment and supplies, and ensuring that patient data are entered into the Extracorporeal Life Support Organization (ELSO) registry or other database.

Physical Facilities and Equipment

The equipment that should be readily available is listed in Table 1. Importantly, a wet-primed circuit should be available for immediate use around the clock, because there is some evidence that an assembled circuit can be stored for up to a few days to weeks (54) without presenting an additional risk of infection. It should be possible to change the ECMO circuit in considerably less than, but not exceeding, 15 minutes in cases of sudden malfunction. In high-volume centers, primed circuits are routinely used in much less time, a further advantage to concentrating volume.

Non-ICU Support Services

Table 2 lists medical-surgical and laboratory personnel from the permanent hospital staff who should be available 24 hours a day. The ECMO center should be able to provide emergency access (<30 min) to cardiovascular or thoracic surgery, abdominal surgery,

Table 2. Non-Intensive Care Unit Support Services

Medical-surgical staff with emergency access (<30 min)
Cardiovascular or thoracic surgery
Abdominal surgery
Esophagogastroduodenal endoscopic interventions
Interventional radiology including specific competencies in vascular embolization
Medical-surgical staff needed 24 h/d
Cardiology, with transthoracic and transesophageal echocardiography
Anesthesiology
Pulmonology
Neurology
Neurosurgery
Nephrology
Gastroenterology
Ear nose throat surgery
Obstetrics
General radiology for emergency ultrasound and CT scanning
Pharmacy
Laboratory staff needed 24 h/d
Blood gas laboratory
Blood chemistry and hematologic testing laboratory
Blood coagulation testing laboratory
Blood bank with rapid blood product delivery capacity
Microbiology laboratory

esophagogastroduodenal endoscopic interventions, and interventional radiology.

A biomedical engineer should maintain ECMO equipment on a regular basis. Staff responsible for data collection should maintain the appropriate databases. Nonemergent services, such as pastoral and palliative care or other patient and family support services, should be available.

Staff Training and Continuing Education

- Members of the ECMO staff should receive regular training and education on theoretical and practical aspects of ECMO support. Participation of staff members to this continuing education program should be recorded and their proficiency evaluated (17).
- It is recommended that team members not involved in ECMO management for prolonged periods of time go through a retraining process as defined by the ECMO program (17).
- All staff members caring for patients receiving ECMO should be trained in

emergency procedures in case of sudden circuit failure or other events that require emergent discontinuation of ECMO support.

- There should be clearly articulated delineations of responsibilities for who manages specific aspects of the patient care, including anticoagulation, blood component transfusions, ECMO pump speed adjustments, sweep gas flow rate and mechanical ventilator changes, ECMO cannula securing, and wound management. Personnel responsible for these components of care should be specifically trained and internally credentialed to be part of the ECMO team.

Program Evaluation and Quality Assurance

- The multidisciplinary ECMO Team should have quality assurance review procedures in place for annual internal ECMO program evaluation (17).
- Each ECMO center should hold formal meetings on a routine basis to analyze its activity and review its equipment needs. Minutes to these meetings should be accessible for review (17).
- Meetings, which include the referral center and non-ECMO performing centers within the ECMO network, should be held regularly to discuss and report the activities of the network (17).
- A prompt review of any major complication or death should be held both with ECMO team members and with the responsible Morbidity and Mortality committee in the hospital, if available. These reviews should be conducted under the relevant quality assurance laws for the location (e.g., state or province) where the center is located (17).
- Morbidity and mortality meetings should be held rapidly to review any major complication or death related to ECMO support. These meetings should adhere to relevant quality-assurance regulations of the state in which the center is located (17).
- Formal clinical-pathological case reviews with a multidisciplinary approach should be conducted regularly.
- Records documenting maintenance of equipment and supplies should be kept (17).
- An Annual Data Report summarizing the center's collected data regarding ECMO

indications and results should be available for quality assurance review.

- ECMO centers are strongly encouraged to submit their data to large national or international databases, such as the ELSO registry (55), to cross-analyze their results with other national and international institutions.
- Regional and national accreditation organizations should be created to evaluate ECMO programs regularly. Centers with poorer than expected results should be encouraged to engage in extensive practice evaluation and improvement strategies.
- There should be an ongoing mechanism to assure sustainability of the program, with financial performance evaluated based on the anticipated business plan. This review should be constructed to identify strengths and weaknesses within the program to help ensure its sustainability.
- We recommend that new programs create an advisory committee consisting of experts from outside the institution to assist with program development and quality review. Such a committee could provide oversight for approximately the first 1 to 2 years after launching a program, depending on the volume and success of the program.

Patient Follow-up

Each ECMO center should consider a follow-up program for patients receiving ECMO with establishment of customized, patient-centered, rehabilitation programs that might help improve long-term outcomes.

Research

There is a clear need for further randomized, controlled trials and other high-level evidence with respect to the use of ECMO in ARF. These data will help guide clinicians with respect to specific indications and contraindications of the various techniques. As the number of ECMO cases is relatively small at each center, national and international organizations of ECMO centers (such as ELSO and the International ECMO Network) are vital to promote research activity and further advance our knowledge. The International ECMO

Network is a growing consortium of ECMO-proficient centers and individuals dedicated to undertaking high-quality, high-impact research in the field. By ensuring that expert centers adhere to current best practices for the organization and conduct of their ECMO programs, this group hopes to foster an environment conducive to the highest-quality evidence.

The currently ongoing ECMO to Rescue Lung Injury in Severe ARDS (EOLIA) trial (NCT01470703) (56), an international multicenter, randomized controlled trial comparing mechanical ventilation with or without ECMO in cases of severe ARDS, is a very good example of the ECMO community coming together to build on the current body of literature. The International ECMO Network hopes to expeditiously and responsibly support further research in various applications of ECMO in all forms of ARF.

Conclusions

The role of ECMO for patients with severe ARF has not been definitively established, and further studies are needed to evaluate its impact (56). The standardization of current best practices and the accumulation of experience at high-quality centers will facilitate the conduct of future research. In the meantime, optimization of conventional treatments (such as low-volume, low-pressure, lung-protective ventilation or prone positioning) should always be undertaken before considering ECMO in patients with severe ARDS. Because the successful delivery of ECMO requires highly experienced staff and a minimum number of cases per year, organization of ECMO programs on a regional or national level is needed to provide the best, safest, and most efficient care possible to the

population. Local, regional, or interregional networks of hospitals with a mobile ECMO team should ideally be created around each ECMO center; such a system has recently successfully been organized in a few countries (41–43). Staff training and continuing education as well as regular audits evaluating program performance should be routinely organized to assure quality. We believe that this initiative will result in better quality of care, although it will require energy and motivation to encompass many logistical and political challenges. We recognize, however, that differences in hospital policies and national regulations may result in variations in the models for ECMO programs caring for patients with severe ARF. ■

Author disclosures are available with the text of this article at www.atsjournals.org.

References

- Brodie D, Bacchetta M. Extracorporeal membrane oxygenation for ARDS in adults. *N Engl J Med* 2011;365:1905–1914.
- Combes A, Bacchetta M, Brodie D, Müller T, Pellegrino V. Extracorporeal membrane oxygenation for respiratory failure in adults. *Curr Opin Crit Care* 2012;18:99–104.
- Combes A, Bréchet N, Luyt CE, Schmidt M. What is the niche for extracorporeal membrane oxygenation in severe acute respiratory distress syndrome? *Curr Opin Crit Care* 2012;18:527–532.
- Hubmayr RD, Farmer JC. Should we “rescue” patients with 2009 influenza A(H1N1) and lung injury from conventional mechanical ventilation? *Chest* 2010;137:745–747.
- Morris AH. Exciting new ECMO technology awaits compelling scientific evidence for widespread use in adults with respiratory failure. *Intensive Care Med* 2012;38:186–188.
- Morris AH, Hirshberg E, Miller RR, 3rd, Statler KD, Hite RD. Counterpoint: efficacy of extracorporeal membrane oxygenation in 2009 influenza A(H1N1): sufficient evidence? *Chest* 2010;138:778–781. [Discussion pp. 782–784.]
- Noah MA, Peek GJ, Finney SJ, Griffiths MJ, Harrison DA, Grieve R, Sadique MZ, Sekhon JS, McAuley DF, Firmin RK, et al. Referral to an extracorporeal membrane oxygenation center and mortality among patients with severe 2009 influenza A(H1N1). *JAMA* 2011;306:1659–1668.
- Peek GJ, Mugford M, Tiruvoipati R, Wilson A, Allen E, Thalanany MM, Hibbert CL, Truesdale A, Clemens F, Cooper N, et al.; CESAR trial collaboration. Efficacy and economic assessment of conventional ventilatory support versus extracorporeal membrane oxygenation for severe adult respiratory failure (CESAR): a multicentre randomised controlled trial. *Lancet* 2009;374:1351–1363.
- Pham T, Combes A, Rozé H, Chevret S, Mercat A, Roch A, Mourvillier B, Ara-Somohano C, Bastien O, Zogheib E, et al.; REVA Research Network. Extracorporeal membrane oxygenation for pandemic influenza A(H1N1)-induced acute respiratory distress syndrome: a cohort study and propensity-matched analysis. *Am J Respir Crit Care Med* 2013;187:276–285.
- Roch A, Lepaul-Ercole R, Grisoli D, Bessereau J, Brissy O, Castanier M, Dizier S, Forel JM, Guerville C, Gariboldi V, et al. Extracorporeal membrane oxygenation for severe influenza A (H1N1) acute respiratory distress syndrome: a prospective observational comparative study. *Intensive Care Med* 2010;36:1899–1905.
- Davies A, Jones D, Bailey M, Beca J, Bellomo R, Blackwell N, Forrest P, Gattas D, Granger E, Herkes R, et al.; Australia and New Zealand Extracorporeal Membrane Oxygenation (ANZ ECMO) Influenza Investigators. Extracorporeal membrane oxygenation for 2009 influenza A (H1N1) acute respiratory distress syndrome. *JAMA* 2009;302:1888–1895.
- Bonastre J, Suberviola B, Pozo JC, Guerrero JE, Torres A, Rodríguez A, Martín-Loeches I; SEMICYUC-CIBERES-REIPI working group. Extracorporeal lung support in patients with severe respiratory failure secondary to the 2010–2011 winter seasonal outbreak of influenza A (H1N1) in Spain [in Spanish]. *Med Intensiva* 2012;36:193–199.
- Holzgraefe B, Broomé M, Kalzén H, Konrad D, Palmér K, Frenckner B. Extracorporeal membrane oxygenation for pandemic H1N1 2009 respiratory failure. *Minerva Anestesiol* 2010;76:1043–1051.
- Schmidt M, Zogheib E, Rozé H, Repesse X, Lebreton G, Luyt CE, Trouillet JL, Bréchet N, Nieszkowska A, Dupont H, et al. The PRESERVE mortality risk score and analysis of long-term outcomes after extracorporeal membrane oxygenation for severe acute respiratory distress syndrome. *Intensive Care Med* 2013;39:1704–1713.
- Takeda S, Kotani T, Nakagawa S, Ichiba S, Aokage T, Ochiai R, Taenaka N, Kawamae K, Nishimura M, Ujike Y, et al.; Committee of Crisis Control, the Japanese Society of Respiratory Care Medicine and Committee of Pandemic H1N1 Surveillance, the Japanese Society of Intensive Care Medicine. Extracorporeal membrane oxygenation for 2009 influenza A(H1N1) severe respiratory failure in Japan. *J Anesth* 2012;26:650–657.
- Patroniti N, Zangrillo A, Pappalardo F, Peris A, Cianchi G, Braschi A, Iotti GA, Arcadipane A, Panarello G, Ranieri VM, et al. The Italian ECMO network experience during the 2009 influenza A(H1N1) pandemic: preparation for severe respiratory emergency outbreaks. *Intensive Care Med* 2011;37:1447–1457.
- Extracorporeal Life Support Organization. ELSO guidelines [accessed 2014 Mar 14]. Available from: <http://www.elsonet.org>
- Baffes TG, Fridman JL, Bicoff JP, Whitehill JL. Extracorporeal circulation for support of palliative cardiac surgery in infants. *Ann Thorac Surg* 1970;10:354–363.
- Bartlett RH, Roloff DW, Custer JR, Younger JG, Hirschl RB. Extracorporeal life support: the University of Michigan experience. *JAMA* 2000;283:904–908.
- Chen YS, Chao A, Yu HY, Ko WJ, Wu IH, Chen RJ, Huang SC, Lin FY, Wang SS. Analysis and results of prolonged resuscitation in cardiac arrest patients rescued by extracorporeal membrane oxygenation. *J Am Coll Cardiol* 2003;41:197–203.

21. Combes A, Leprince P, Luyt CE, Bonnet N, Trouillet JL, Léger P, Pavie A, Chastre J. Outcomes and long-term quality-of-life of patients supported by extracorporeal membrane oxygenation for refractory cardiogenic shock. *Crit Care Med* 2008;36:1404-1411.
22. Dalton HJ, Siewers RD, Fuhrman BP, Del Nido P, Thompson AE, Shaver MG, Dowhy M. Extracorporeal membrane oxygenation for cardiac rescue in children with severe myocardial dysfunction. *Crit Care Med* 1993;21:1020-1028.
23. Dembitsky WP, Moreno-Cabral RJ, Adamson RM, Daily PO. Emergency resuscitation using portable extracorporeal membrane oxygenation. *Ann Thorac Surg* 1993;55:304-309.
24. Muehrcke DD, McCarthy PM, Stewart RW, Foster RC, Ogella DA, Borsh JA, Cosgrove DM III. Extracorporeal membrane oxygenation for postcardiotomy cardiogenic shock. *Ann Thorac Surg* 1996;61:684-691.
25. Rastan AJ, Dege A, Mohr M, Doll N, Falk V, Walther T, Mohr FW. Early and late outcomes of 517 consecutive adult patients treated with extracorporeal membrane oxygenation for refractory postcardiotomy cardiogenic shock. *J Thorac Cardiovasc Surg* 2010;139:302-311.e1.
26. Javidfar J, Brodie D, Wang D, Ibrahimiyeh AN, Yang J, Zwischenberger JB, Sonett J, Bacchetta M. Use of bicaval dual-lumen catheter for adult venovenous extracorporeal membrane oxygenation. *Ann Thorac Surg* 2011;91:1763-1768. [Discussion p. 1769.]
27. Bartlett RH. Extracorporeal life support in the management of severe respiratory failure. *Clin Chest Med* 2000;21:555-561.
28. Beiderlinden M, Eikermann M, Boes T, Breitfeld C, Peters J. Treatment of severe acute respiratory distress syndrome: role of extracorporeal gas exchange. *Intensive Care Med* 2006;32:1627-1631.
29. Brogan TV, Thiagarajan RR, Rycus PT, Bartlett RH, Bratton SL. Extracorporeal membrane oxygenation in adults with severe respiratory failure: a multi-center database. *Intensive Care Med* 2009;35:2105-2114.
30. Lewandowski K, Rossaint R, Pappert D, Gerlach H, Slama KJ, Weidemann H, Frey DJ, Hoffmann O, Keske U, Falke KJ. High survival rate in 122 ARDS patients managed according to a clinical algorithm including extracorporeal membrane oxygenation. *Intensive Care Med* 1997;23:819-835.
31. Lindén V, Palmér K, Reinhard J, Westman R, Ehrén H, Granholm T, Frenckner B. High survival in adult patients with acute respiratory distress syndrome treated by extracorporeal membrane oxygenation, minimal sedation, and pressure supported ventilation. *Intensive Care Med* 2000;26:1630-1637.
32. MacLaren G, Combes A, Bartlett RH. Contemporary extracorporeal membrane oxygenation for adult respiratory failure: life support in the new era. *Intensive Care Med* 2012;38:210-220.
33. Hill JD, O'Brien TG, Murray JJ, Dontigny L, Bramson ML, Osborn JJ, Gerbode F. Prolonged extracorporeal oxygenation for acute post-traumatic respiratory failure (shock-lung syndrome). Use of the Bramson membrane lung. *N Engl J Med* 1972;286:629-634.
34. Bein T, Weber-Carstens S, Goldmann A, Müller T, Staudinger T, Brederlau J, Muellenbach R, Dembinski R, Graf BM, Wewalka M, et al. Lower tidal volume strategy (≈ 3 ml/kg) combined with extracorporeal CO₂ removal versus 'conventional' protective ventilation (6 ml/kg) in severe ARDS: the prospective randomized Xtravent-study. *Intensive Care Med* 2013;39:847-856.
35. Iglesias M, Martinez E, Badia JR, Macchiarini P. Extrapulmonary ventilation for unresponsive severe acute respiratory distress syndrome after pulmonary resection. *Ann Thorac Surg* 2008;85:237-244. [Discussion p. 244.]
36. Terragni PP, Del Sorbo L, Mascia L, Urbino R, Martin EL, Birocco A, Faggiano C, Quintel M, Gattinoni L, Ranieri VM. Tidal volume lower than 6 ml/kg enhances lung protection: role of extracorporeal carbon dioxide removal. *Anesthesiology* 2009;111:826-835.
37. Kahn JM, Goss CH, Heagerty PJ, Kramer AA, O'Brien CR, Rubenfeld GD. Hospital volume and the outcomes of mechanical ventilation. *N Engl J Med* 2006;355:41-50.
38. Freeman CL, Bennett TD, Casper TC, Larsen GY, Hubbard A, Wilkes J, Bratton SL. Pediatric and neonatal extracorporeal membrane oxygenation: does center volume impact mortality? *Crit Care Med* 2014;42:512-519.
39. Karamliou T, Vafaeezadeh M, Parrish AM, Cohen GA, Welke KF, Permut L, McMullan DM. Increased extracorporeal membrane oxygenation center case volume is associated with improved extracorporeal membrane oxygenation survival among pediatric patients. *J Thorac Cardiovasc Surg* 2013;145:470-475.
40. Jen HC, Shew SB. Hospital readmissions and survival after nonneonatal pediatric ECMO. *Pediatrics* 2010;125:1217-1223.
41. NHS. NICE guidance [accessed 2014 Aug 12]. Available from: <http://www.Nice.Org.Uk/guidance/ipg391/>
42. ECMOnet [accessed 2014 Mar 14]. Available from: <http://www.Ecmonet.Org/>
43. Ministry of Health, NSW. Critical care tertiary referral networks and transfer of care (adults) [accessed 2014 Mar 14]. Available from: http://www0.Health.Nsw.Gov.Au/policies/pd/2010/pdf/pd2010_021.Pdf
44. Weber-Carstens S, Goldmann A, Quintel M, Kalenka A, Kluge S, Peters J, Putensen C, Müller T, Rosseau S, Zwißler B, et al. Extracorporeal lung support in H1N1 provoked acute respiratory failure: the experience of the German ARDS Network. *Dtsch Arztebl Int* 2013;110:543-549.
45. Richard JC, Pham T, Brun-Buisson C, Reignier J, Mercat A, Beduneau G, Régnier B, Mourvillier B, Guitton C, Castanier M, et al.; the REVA study group. Interest of a simple on-line screening registry for measuring ICU burden related to an influenza pandemic. *Crit Care* 2012;16:R118.
46. Guérin C, Reignier J, Richard JC, Beuret P, Gacouin A, Boulain T, Mercier E, Badet M, Mercat A, Baudin O, et al.; PROSEVA Study Group. Prone positioning in severe acute respiratory distress syndrome. *N Engl J Med* 2013;368:2159-2168.
47. Beurtheret S, Mordant P, Paoletti X, Marjion E, Celermajer DS, Léger P, Pavie A, Combes A, Leprince P. Emergency circulatory support in refractory cardiogenic shock patients in remote institutions: a pilot study (the cardiac-RESCUE program). *Eur Heart J* 2013;34:112-120.
48. Foley DS, Prankoff T, Younger JG, Swaniker F, Hemmila MR, Remenapp RA, Copenhaver W, Landis D, Hirsch RB, Bartlett RH. A review of 100 patients transported on extracorporeal life support. *ASAIO J* 2002;48:612-619.
49. Forrest P, Ratchford J, Burns B, Herkes R, Jackson A, Plunkett B, Torzillo P, Nair P, Granger E, Wilson M, et al. Retrieval of critically ill adults using extracorporeal membrane oxygenation: an Australian experience. *Intensive Care Med* 2011;37:824-830.
50. Lebreton G, Sanchez B, Hennequin JL, Resière D, Hommel D, Léonard C, Mehdaoui H, Roques F. The French airbridge for circulatory support in the Caribbean. *Interact Cardiovasc Thorac Surg* 2012;15:420-425.
51. Lindén V, Palmér K, Reinhard J, Westman R, Ehrén H, Granholm T, Frenckner B. Inter-hospital transportation of patients with severe acute respiratory failure on extracorporeal membrane oxygenation—national and international experience. *Intensive Care Med* 2001;27:1643-1648.
52. Javidfar J, Brodie D, Takayama H, Mongero L, Zwischenberger J, Sonett J, Bacchetta M. Safe transport of critically ill adult patients on extracorporeal membrane oxygenation support to a regional extracorporeal membrane oxygenation center. *ASAIO J* 2011;57:421-425.
53. Isgrò S, Patroniti N, Bombino M, Marcolin R, Zanella A, Milan M, Foti G, Pesenti A. Extracorporeal membrane oxygenation for interhospital transfer of severe acute respiratory distress syndrome patients: 5-year experience. *Int J Artif Organs* 2011;34:1052-1060.
54. Walczak R, Lawson DS, Kaemmer D, McRobb C, McDermott P, Smigla G, Shearer I, Lodge A, Jaggars J. Evaluation of a preprimed microporous hollow-fiber membrane for rapid response neonatal extracorporeal membrane oxygenation. *Perfusion* 2005;20:269-275.
55. Zeymer U, Bauer T, Hamm C, Zahn R, Weidinger F, Seabra-Gomes R, Hochadel M, Marco J, Gitt A. Use and impact of intra-aortic balloon pump on mortality in patients with acute myocardial infarction complicated by cardiogenic shock: results of the Euro Heart Survey on PCI. *EuroIntervention* 2011;7:437-441.
56. ClinicalTrials.gov. Extracorporeal Membrane Oxygenation for Severe Acute Respiratory Distress Syndrome (EOLIA) trial [accessed 2014 Mar 14]. Available from: <http://www.Clinicaltrials.Gov/ct2/show/nct01470703?Term=eolia&rank=1>

Appendix: List of Physicians Who Approved the Content of the Position Paper

Abrams, Darryl	New York, NY	da2256@columbia.edu
Agerstrand, Cara	New York, NY	ca2264@cumc.columbia.edu
Annich, Gail	Ann Arbor, MI	gannich@med.umich.edu
Bacchetta, Matt	New York, NY	mb781@columbia.edu
Bakker, Jan	Rotterdam, The Netherlands	Jan.bakker@erasmusmc.nl
Bals, Robert	Homburg, Germany	Robert.Bals@uniklinikum-saarland.de
Barandon, Laurent	Bordeaux, France	laurent.barandon@chu-bordeaux.fr
Barbaro, Ryan	Ann Arbor, MI	barbaror@med.umich.edu
Barker, Julian	Manchester, UK	julianbarker@me.com
Barrett, Nicholas	London, UK	nicholas.barrett@gstt.nhs.uk
Bartlett, Robert	Ann Arbor, MI	robbar@med.umich.edu
Bastien, Olivier	Lyon, France	olivier.bastien@chu-lyon.fr
Batchinsky, Andriy	San Antonio, TX	andriy.i.batchinsky.ctr@mail.mil
Beca, John	Auckland, New Zealand	JohnBeca@adhb.govt.nz
Bein, Thomas	Regensburg, Germany	thomas.bein@klinik.uni-regensburg.de
Belohlavek, Jan	Prague, Czech Republic	Jan.Belohlavek@vfn.cz
Bermudez, Christian	Pittsburgh, PA	bermudezc@upmc.edu
Blum, James	Ann Arbor, MI	jtblum@med.umich.edu
Brochard, Laurent	Toronto, Canada	brochardl@smh.ca
Brodie, Daniel	New York, NY	hdb5@cumc.columbia.edu
Brogan, Thomas	Seattle, WA	botcho@u.washington.edu
Brower, Roy	Baltimore, MD	rbrower@jhmi.edu
Buscher, Hergen	Sydney, Australia	hergenbuscher@yahoo.de
Butt, Warwick	Melbourne, Australia	Warwick.butt@rch.org.au
Camboni, Daniele	Regensburg, Germany	Daniele.Camboni@klinik.uni-regensburg.de
Cancio, Leopoldo	San Antonio, TX	LEE.CANCIO@us.army.mil
Cannon, Jeremy	San Antonio, TX	jcannon@massmed.org
Capellier, Gilles	Besançon, France	gilles.capellier@univ-fcomte.fr
Carton, Edward	Dublin, Ireland	ecarton@mater.ie
Castillo Moya, Andres	Santiago, Chile	acastill@med.puc.cl
Chastre, Jean	Paris, France	jean.chastre@pls.aphp.fr
Chen, Yih-Sharn	Taipei, Taiwan	yschen1234@gmail.com
Combes, Alain	Paris, France	alain.combes@psl.aphp.fr
Conrad, Steven	Shreveport, LA	SConrad@lsuhsc.edu
Cooper, David	Cincinnati, OH	David.Cooper@cchmc.org
Cox, Christopher	Durham, NC	christopher.cox@duke.edu
Dalton, Heidi	Phoenix, AZ	hdalton@phoenixchildrens.com
De Backer, Daniel	Brussels, Belgium	Daniel.DeBacker@erasme.ulb.ac.be
Delnoij, Thijs	Maastricht, The Netherlands	thijs.delnoij@mumc.nl
Diaz-Guzman, Enrique	Birmingham, AL	diaze@uab.edu
Donker, Dirk	Utrecht, The Netherlands	D.W.Donker@umcutrecht.nl
Dupont, Hervé	Amiens, France	dupont.herve@chu-amiens.fr
El-Banayosy, Aly	Hershey, PA	aelbanayosy@hmc.psu.edu
Fan, Eddy	Toronto, Canada	Eddy.Fan@uhn.ca
Ferguson, Niall	Toronto, Canada	n.ferguson@utoronto.ca
Finney, Simon	London, UK	s.finney@imperial.ac.uk
Fortenberry, James	Atlanta, GA	james.fortenberry@choa.org
Fourrier, François	Lille, France	ffourrier@nordnet.fr
Fowles, Jo-anne	Papworth, UK	jo-anne.fowles@nhs.net
Fraser, John	Brisbane, Australia	John_Fraser@health.qld.gov.au
Frenckner, Bjorn	Stockholm, Sweden	bjorn.frenckner@karolinska.se
Garcia, Jose Perez	Boston, MA	JGARCIA@mgh.harvard.edu
Gattinoni, Luciano	Milano, Italy	gattinon@policlinico.mi.it
Gommers, Diederik	Rotterdam, The Netherlands	d.gommers@erasmusmc.nl
Goyal, Venkat	Mumbai, India	venkatgoyal@hotmail.com
Gruss, Marco	Hanau, Germany	Marco_Gruss@klinikum-hanau.de
Haft, Jonathan	Ann Arbor, MI	haft@med.umich.edu
Harris, William	Jefferson, LA	wharris468@aol.com
Herr, Daniel	Baltimore, MD	dherr@smail.umaryland.edu
Hoopes, Charles	Lexington, KY	charles.hoopes@uky.edu
Ichiba, Shingo	Okayama, Japan	ecmoshingo@gmail.com
Jacquet, Luc-Marie	Louvain, Belgium	luc-marie.jacquet@uclouvain.be
Jenkins, David	Papworth, UK	David.Jenkins@papworth.nhs.uk
Karagiannidis, Christian	Cologne, Germany	KaragiannidisC@klinik-koeln.de
Kattan, Javier	Santiago, Chile	kattan@med.puc.cl
Kluge, Stefan	Hamburg, Germany	s.kluge@uke.de
Korver, Erik	Maastricht, The Netherlands	erik.korver@mumc.nl

(Continued)

Appendix: (Continued)

Langner, Oliver	Freiburg, Germany	oliverj.langner@me.com
Le Tulzo, Yves	Rennes, France	yves.le.tulzo@chu-rennes.fr
Lebreton, Guillaume	Paris, France	guillaume.lebreton@psl.aphp.fr
Lepper, Philipp	Homburg, Germany	Philipp.Lepper@uniklinikum-saarland.de
Leprince, Pascal	Paris, France	pascal.leprince@psl.aphp.fr
Lequier, Laurance	Edmonton, Canada	laurance.lequier@capitalhealth.ca
Levy, Bruno	Nancy, France	blevy5463@gmail.com
Levy, Mitchell	Providence, RI	mitchell_levy@brown.edu
Lorusso, Roberto	Brescia, Italy	ro.lorusso@libero.it
Luyt, Charles-Edouard	Paris, France	charles-edouard.luyt@psl.aphp.fr
Lynch, William	Ann Arbor, MI	wlynch@med.umich.edu
Maessen, Jos	Maastricht, The Netherlands	j.g.maessen@mumc.nl
MacLaren, Graeme	Singapore	graeme_maclaren@nuhs.edu.sg
Malhotra, Poonam	New Delhi, India	drpoonamaims@gmail.com
Mercat, Alain	Angers, France	a.mercat@free.fr
Michaels, Andrew	Portland, OR	amichael@lhs.org
Morrison, Tracy	Dayton, OH	tmorrison1@woh.rr.com
Mueller, Thomas	Regensburg, Germany	thomas.mueller@klinik.uni-regensburg.de
Nakagawa, Satoshi	Tokyo, Japan	nakagawa-s@ncchd.go.jp
Ochiai, Ryoichi	Tokyo, Japan	roy.ochiai@gmail.com
Ogino, Mark	Wilmington, DE	Mark.Ogino@nemours.org
Osborn, Erik	Honolulu, HI	eeosborn@netscape.net
Ouattara, Alexandre	Bordeaux, France	alexandre.ouattara@chu-bordeaux.fr
Oza, Pranay	Mumbai, India	drpranay.oza@gmail.com
Paden, Matthew	Atlanta, GA	Matthew.Paden@choa.org
Palmer, Palle	Stockholm, Sweden	kenneth.palmer@karolinska.se
Papazian, Laurent	Marseille, France	Laurent.PAPAZIAN@ap-hm.fr
Park, Pauline	Ann Arbor, MI	parkpk@med.umich.edu
Peek, Giles	Leicester, UK	giles.peek@uhl-tr.nhs.uk
Pellegrino, Vin	Melbourne, Australia	V.Pellegrino@alfred.org.au
Pesenti, Antonio	Monza, Italy	a.pesenti@hsgerardo.org
Philipp, Alois	Regensburg, Germany	alois.philipp@klinik.uni-regensburg.de
Pranikoff, Thomas	Wake Forest, NC	tpraniko@wakehealth.edu
Quintel, Michael	Göttingen, Germany	mquintel@med.uni-goettingen.de
Ranieri, Marco	Torino, Italy	marco.ranieri@unito.it
Reis Miranda, Dinis	Rotterdam, The Netherlands	d.dosreismiranda@gmail.com
Renolleau, Sylvain	Paris, France	sylvain.renolleau@trs.aphp.fr
Reske, Andreas	Leipzig, Germany	Andreas.Reske@medizin.uni-leipzig.de
Roch, Antoine	Marseille, France	antoine.roch@ap-hm.fr
Roeleveld, Peter	Leiden, The Netherlands	p.p.roeleveld@lumc.nl
Roncon, Roberto	Porto, Portugal	rra_jr@yahoo.com
Rozé, Hadrien	Bordeaux, France	hadrien.roze@chu-bordeaux.fr
Sappington, Penny Lynn	Pittsburgh, PA	sappingtonpl@ccm.upmc.edu
Schears, Gregory	Rochester, MN	Schears.Gregory@gmail.com
Schultz, Marcus	Amsterdam, The Netherlands	marcus.j.schultz@gmail.com
Scott, Keith	Wake Forest, NC	lkscott@wakehealth.edu
Sin, Simon	Hong Kong, China	drwcsin@gmail.com
Slutsky, Arthur	Toronto, Canada	arthurslutsky@gmail.com
Swol, Justyna	Bochum, Germany	justyna.swol@bergmannsheil.de
Thiagarajan, Ravi	Boston, MA	Ravi.Thiagarajan@cardiochboston.org
Valchanov, Kamen	Papworth, UK	kamen.valchanov@nhs.net
Van Dijk, Diederik	Utrecht, The Netherlands	D.vanDijk@umcutrecht.nl
Ventetuolo, Corey	Providence, RI	corey_ventetuolo@brown.edu
Vuylsteke, Alain	Papworth, UK	a.vuylsteke@nhs.net
Wanek, Sandy	Portland, OR	SWANEK@LHS.ORG
Wolff, Michel	Paris, France	michel.wolff@bch.aphp.fr
Xiaotong, Hou	Beijing, China	houxiaotong_2013@163.com
Zhao, Ju	Beijing, China	zhaojucpb@163.com
Zogheib, Elie	Amiens, France	zogheib.elie@chu-amiens.fr
Zwischenberger, Jay	Lexington, KY	joseph.zwischenberger@uky.edu