

Steps forward in regulatory pathways for acute and chronic heart failure[†]

Luca Pani¹
Sergio Pecorelli¹
Giuseppe Rosano^{1,2,3}
Stefan D. Anker^{4*}
Andrea Peracino⁵
Laura Fregonese⁶
Krishna Prasad^{7,8}
Guido Rasi^{6,9}

¹*Italian Medicines Agency—AIFA, Rome, Italy*

²*Cardiovascular and Cell Sciences Research Institute, St George's University, London, UK*

³*IRCCS San Raffaele, Rome, Italy*

⁴*Department of Innovative Clinical Trials, University Medical Centre Göttingen, Göttingen, Germany*

⁵*Fondazione Giovanni Lorenzini Medical Science Foundation, Milan, Italy and Houston, USA*

⁶*European Medicines Agency—EMA, London, UK*

⁷*Medicines and Healthcare Products Regulatory Agency—MHRA, London, UK*

⁸*St Thomas' Hospital, London, UK*

⁹*Department of Experimental Medicine and Surgery, School of Medicine and Surgery, University of Tor Vergata, Rome, Italy*

*Correspondence to: Stefan D. Anker, Department of Innovative Clinical Trials, University Medical Centre Göttingen, Göttingen, Germany. Email: s.anker@cachexia.de

[†]This article is also published in parallel in *European Journal of Heart Failure*.

Received: 30 June 2014
Accepted: 3 November 2014

Abstract

A workshop was organized by the Agenzia Italiana del Farmaco (AIFA) to discuss unmet needs and ways forward in the development of medicines in heart failure, their rationale, and cost-effective use. An integrated, multidisciplinary approach, including patients' needs and perspectives, was advocated by all the participants as the way to the most effective treatment regimens. More work is needed for reaching consensus on clinical and functional endpoints, for validating patient reported outcomes and measurements of well-being. Similarly, the integration into the clinical programmes of the health technology assessment/payers perspective, in particular, the evaluation of 'real-life' treatment effectiveness and of health as a value, would help in shifting the development and authorization of medicines from the molecule paradigm to their evaluation in the context of the whole health care regimen. Through this kind of workshop, AIFA is trying to build a template for meetings devoted to debate unmet needs with all stakeholders towards tentative road maps for the future.

Keywords Heart failure; Clinical trial design; Health technology assessment; Regulatory science

Introduction

In the last 15 years, few drugs have been approved for heart failure (HF), in front of an increasing demand of appropriate and better treatment with improved consequences for the patients. The approach to HF requires an even more multidisciplinary approach than currently seen to address patient needs and perspectives and develop a consensus on clinical and functional endpoints by an organized group of committed stakeholders with increased synergy. The management of HF requires a coordinated discussion among clinical, economic, and regulatory experts. The evaluation of the benefits of any new medicine for HF must address the many difficulties stemming from the large number of pathological aspects of several and different clinical diseases that develop as a part of HF.

On 24 and 25 November 2013, a meeting among Agenzia Italiana del Farmaco (AIFA), Heart Failure Association (HFA), and European Medicines Agency (EMA) representatives, clinicians, and other stakeholders had been organized at the AIFA headquarters in Rome.

Disease burden and current hurdles

HF^{1,2} affects around 26 million people worldwide—6.5 million of which in European countries—and accounts for 1 million people hospitalized every year in Europe. Approximately 50% of patients with HF die within 4 years of diagnosis. The management of HF is not only directed at evaluating the clinical results but also linked to the costs of the treatment of the disease,³ which shows significant differences in morbidity and mortality across Europe and the increasing needs in the cost–benefit ratio of multiple medical approaches. The current European Society of Cardiology (ESC) guidelines define HF as a complex syndrome, clinically characterized by signs and symptoms resulting from abnormality of the cardiac structure or function. Even though the wording varies slightly across articles and textbooks, the definition of HF remains a semeiotic and functional one, where ‘abnormal’ cardiac function is not a disease but the final common pathway of different conditions, among which the most common is ischaemic heart disease.⁴

The heterogeneity of aetiology and clinical and functional manifestations has a significant impact on the development of treatments for acute and chronic HF. Comorbidities entwined in the pathophysiology of HF such as coronary artery disease/ischemia, diabetes mellitus, depression and other neurological diseases, renal dysfunction, anaemia and iron deficiency, COPD, and cachexia^{5,6} influence the design and the outcome of clinical trials. This is the case also of different clinical and functional phenotypes and of different stages of the disease. Several medicines failed in phase III after encouragingly positive phase II study results, with no new medicines for acute HF authorized in the past 15 years in Europe. The lack of consensus on key primary endpoints for evaluation (e.g. all-cause mortality or functional parameters); the lack of agreement on measurements of common features such as dyspnoea, functional capacity,

and haemodynamic parameters as endpoints; and the uncertainty around the use of repeated events (e.g. hospitalization)^{7–11} were discussed as some of the possible causes. The largest trials in HF are characterized by heterogeneity in primary endpoints and in the methodology and measurement of the same endpoint. It was recognized, among others, that the previous requirements of trials, including survival amongst the primary objectives before requesting an approval regardless of the type of product and the indication sought, might not always be the solution for all HF subpopulations.

The difficulty to show benefit of a new medicine on the signs and symptoms of HF on top of background therapy was recognized as another very important hurdle, with uncertainty from the developers on how to obtain consensus on optimal background therapy when evidence is limited and difficulties in the assessment of the efficacy by the regulators and of relative effectiveness by the payers when a new monotherapy is proposed on a background of complex, pharmacologic and non-pharmacologic interventions. The lack of consensus on the most appropriate outcome measures of functional assessment, disease progression, and preference between patients, care givers, and physicians adds burden and uncertainty to the trial designs in HF (Table 1). In this landscape, the importance of patient reported outcomes (PROs) was acknowledged. Measurements of patients’ status such as well-being, fatigue, mental confusion, and quality of life were considered relevant information in HF. However, there is at present a lack of validated PROs or quality of life instruments that can capture the disease and its changes from the patients’ perspective and also remain suitable for integration into the regulatory pathway.

Evidence coming from randomized controlled trials is required before adopting therapeutic strategies, and biomarkers are used in this context as surrogate endpoints. From a regulatory perspective, biomarkers can be used

Table 1 The perspectives of the different stakeholders in the treatment of heart failure.

• The Different Perspectives
• Patient: I want to be offered whatever can help me <i>live longer, feel better</i> and <i>treat the disease</i> I have. I want my treatment to be affordable
• Physician: I want treatments that are safe, easy to use, <i>easy to monitor</i> and that protect and <i>make my patients feel better</i> . I don't want ability to pay to be a barrier for my patients
• Developer: I want a <i>clear predictable course</i> to establish that a treatment works and what is required in terms of its risk profile. I want simple processes <i>both</i> for approval and for reimbursement
• Regulator: I want treatments to be safe, and to offer definite benefit, with the risk/benefit ratio clearly understood, <i>and without excessive delay</i>
• Payer: I want a clear knowledge of <i>what is gained for what cost</i> , so I can debate with my stakeholders what they wish to fund
<i>Andrew Coats, Monash-Warwick Alliance</i>

The bold italics are the priorities for each stakeholder.

Heart failure and regulatory pathways

in the pre-clinical and clinical phase to guide different aspects of the development of a new medicine. The definition, purposes, and validity of biomarkers from the perspective of the regulators are the same as in the scientific community, with case-by-case requirements based on the specific question to be addressed (Figure 1).

The role of biomarkers in the development and evaluation of new treatment approaches for HF is at present not very clear. While the diagnostic use of natriuretic peptides is well established, several difficulties limit the use of this and other biomarkers in clinical trials, including confounding from co-morbidities, in particular, renal failure, pulmonary embolism, and obesity.¹² In addition, even though a number of biomarkers have been associated with adverse outcomes across a variety of cardiovascular disease states including HF, they usually do not meet the criteria to support routine measurement for risk prediction in clinical practice and/or response to treatment.^{13,14}

With limited centrally authorized medicinal products, the management of HF and its costs vary across Europe. The question then is whether payers use similar or consistent definitions and policies across Europe. If definitions and policies have significant differences, which policy is the most cost-effective? Moreover, what is the expected return of investment in treatment (in hospital or at home) from the public health and the pharmacoeconomic perspective? Understandably, the relative importance of each of these varies depending on the stakeholder interest (patients, developers, physicians, regulators, and payers), and central to this is the agreement on the definition of the 'value' of a treatment. It has been proposed that 'value in health care is measured by the outcomes achieved, not the volume of services delivered, and shifting focus from volume to value is a central challenge'.¹⁵ Such a definition is suitable to include the pharmacoeconomic perspective of the value for money, such as health outcomes per dollar achieved, and at the same time broader views of value encompassing the importance or desirability that patients (or society) place on a health state. Value

defined as outcomes relative to costs includes, among others, diagnostic efficiency in detecting and following up the disease and therapeutic 'real-life' effectiveness. The importance of the patients' global assessment and of its definition in relation to the management of the disease is central in a condition such as HF where the evaluation of effectiveness per se and in relation to costs is rendered difficult by the already mentioned clinical heterogeneity. The challenge faced by regulators including health technology assessment and by payers is how to include for reimbursement those medicines that are beneficial in a subset of patients while avoiding unnecessary expenses.

The pathway to drug development has been traditionally based on the sequence industry–regulators–payers/reimbursing agencies–prescribing physicians–patients. This pathway—lasting up to 10 years—has been shown to be exceptionally time costly in HF when one takes into account the poor output in terms of new effective treatments and the low level of innovation. In this scenario, the traditional role of the regulators of ensuring consistency in the development and authorization of medicines can be perceived as conservative and limiting. A number of advice and consultation instruments, such as the scientific advice during centralized procedures at EMA, are available within the regulatory system allowing for flexibility in the study designs, including in the case-by-case choice of endpoints beyond what is in a specific moment indicated in the regulatory guidelines. A strong association has been demonstrated between a positive outcome of a marketing authorization procedure and compliance with regulatory scientific advice.¹⁶

The centralized procedure in the field of HF is mandatory for medicinal products derived from biotechnology processes and for advanced therapies, such as gene therapy, somatic cell therapy, or tissue-engineered medicines. For other types of products, a sponsor can choose between a national or centralized marketing authorization. Among the products currently in the scientific advice phase at EMA, old product classes still dominate the scene; however, a number of new products are being developed

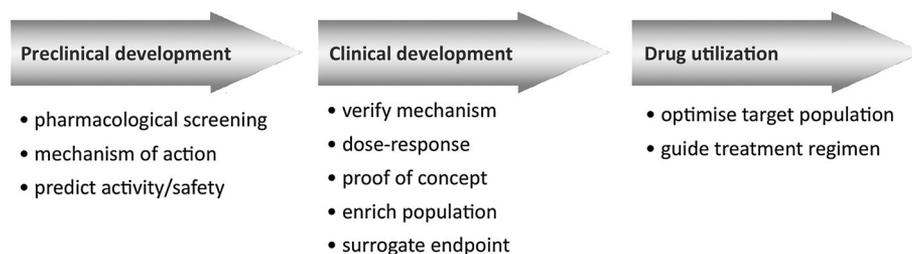


Figure 1 Use of biomarkers to regulatory purposes.

including innovative approaches such as gene therapy and cell-based treatments. The clinical heterogeneity, the lack of 'one size fits all' endpoints, and the complex and multidisciplinary matrix of interventions to be taken into account for relative effectiveness make of HF a good case study for different regulatory pathways, including, for example, possible adaptive licensing approaches. Discussion is ongoing about adaptive licensing concepts and contents at European level in the regulatory field. Central to the discussion are the methodology and assessment of the possible ways to capture 'real-life' data. Observational studies, pragmatic trials, and other methods for efficacy studies in the everyday medical practice, including the use of registries as data sources, can offer the basis for such information; however, consensus has to be built around merits, and limitations of this type of studies in the framework of the regulatory adaptive mechanisms.

Steps forward

There is the need to rethink the traditional approach for the development of medicines for acute and chronic HF, taking into greater account of the heterogeneous pathophysiology of the condition. Understanding the characteristics and needs of the single patient in the different phases of HF is also crucial, together with identification of genetic, functional, and/or clinical phenotypes, in order to 'match the medicine with the right patient'. This is acknowledged in the guidelines on acute HF from the scientific societies and the regulators.^{6,17} In this view, more efforts are needed in investigating the genetic factors predisposing to HF and factors linked to different responses to drugs, opening the possibility to stratify patients into, for example, likely responders, likely non-responders, or those likely to experience adverse reactions.¹⁸

The identification of phenotypic correlates of genetic variations is particularly important when it comes to designing appropriate clinical trials, and in this perspective, the challenge for the scientists and the regulators will be that of managing, analyzing, and assessing the 'fitness for purpose' of the large amount of data being generated by genomic-wide association studies and by the quest for -omics. In relation to phenotyping, the review of the experience from completed trials, including those that failed in phase III, is a useful starting point for the identification of subpopulations of patients characterized by different clinical responses and patients at high risk.

Similarly, critical appraisal of the existing trials can help in identifying the best definitions and methodology

for endpoints. The need to move beyond the established targets and to validate reproducible and specific measurements of function, disease progression, and quality of life or patient preference was advocated. This, in some case, would also imply tailoring the use of mortality as an endpoint, especially in trials on chronic HF and in populations at low-risk/slow progression. The development of endpoints based on quantitative measurements of function is central vs. non-specific symptom endpoints such as dyspnea,¹⁹ which is one of the most difficult endpoints to standardize and is easily confounded by co-morbidities. Similarly, there is at present insufficient detail of usefulness of data supporting PRO-based treatments and in relation to outcome. The validation of PROs and their value in the evaluation of treatments for HF need to be better defined through specific studies. Studies on cardiac cell-based repair and regeneration with potential for later translation into clinical studies in the future are also needed in order to establish the most valid designs and endpoints for the outcome of tissue regeneration in HF.

The importance of stimulating research on biomarkers related to survival or other clinically relevant endpoints was underlined. Ideally, changes in biomarkers would be validated against specific disease phenotypes, including, for example, imaging-based and clinical, before being tested in large-scale therapeutic studies. A process of biomarker qualification is provided at the EMA and can be performed on diagnostic and prognostic biomarkers and on companion diagnostic biomarkers. Increasing the use of this type of programme can provide a way to maximize resources and synergies in the assessment of the methodology and validity criteria of the proposed biomarkers. Besides biomarkers, qualification can be asked for novel methodological approaches to trial design and analysis including modelling and simulations. The centralized procedure for the authorization of new products might also help in increasing consistency in clinical trials because it encompasses meetings with a wide range of pre-clinical and clinical experts, therefore allowing discussion at the state of the art of science and regulatory medicine. In this view, it is also important to increase efforts for harmonizing academic and regulatory guidelines.

The addition of endpoints and methodology useful to the assessment of relative effectiveness was seen as very important for better designing the overall management of HF and improving quality of care in HF because of the complex matrix management that includes, besides medicinal products, devices and life style measures.

In this perspective, the best solution for developing and evaluating new medicines does not necessarily lie

Heart failure and regulatory pathways

in one single type of study or model, but in combining information from different types of studies along the pre-authorization and post-marketing life cycle of medicinal products. A possible approach to adaptive ways of licensing a new product for HF could include post-approval extension of endpoints, for example, evaluating the impact of the product in real life on mortality and on additional endpoints relevant to relative effectiveness. Similarly, the use of the product in its post-marketing life in the frame of specifically designed studies could allow better defining the target patient population (Figure 2). The creation of a case study in HF for testing the integration of different points of view in the development of a new product was seen as a good opportunity for advancing the field.

In conclusion, a multidisciplinary approach, including integration of patients' needs and perspective, was advocated by all participants as the way to new effective

medical treatment of HF. Effort is needed for reaching consensus on clinical and functional endpoints and for identifying and validating relevant PROs. The integration into clinical programmes of the health technology assessment/payers perspective, with the evaluation of relative effectiveness and of health value, would help in shifting from the 'single molecule' paradigm towards the evaluation of medicinal products in a wider health care perspective, with the aim of improving at the same time the development of medicinal products and of the quality of care. Figure 3 presents a strengths, weaknesses, opportunities, and threats (SWOT)-type analysis for drug development in HF resulting from the 2-day discussion.

Through this kind of workshop, AIFA is trying to build a template for meetings devoted to debate unmet needs with all stakeholders towards tentative road maps for the future.

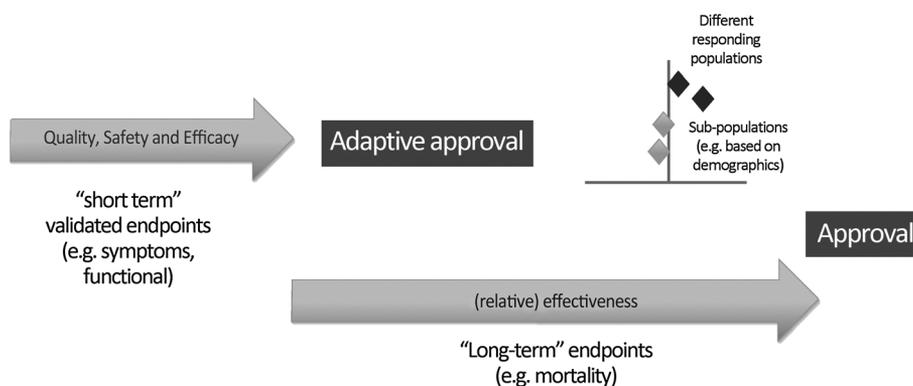


Figure 2 Visualization of an adaptive licensing approach to new medicinal products.

<p>S</p> <ul style="list-style-type: none"> All stakeholders in one room Basic science & clinical experts Experience from completed trials Experienced trial sites 	<p>W</p> <ul style="list-style-type: none"> Definition of HF (phenotypes?) No role models End-points Little/no interaction between stakeholders
<p>O</p> <ul style="list-style-type: none"> HF treatable & unmet need Adaptive trial design/licensing Patient related outcomes HF organisations Investigator initiated trials Biomarkers (adopt regulatory requirements) 	<p>T</p> <ul style="list-style-type: none"> Low awareness Different perspectives&barriers Trial complexity Reimbursement &system sustainability Definition of values

modified from Mitja Lainščak, University Clinic Golnik (Slovenia)

Figure 3 Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) for drug development in heart failure. Participants voted for the most important issues (reference for the SWOT method).

Acknowledgements

We acknowledge the participating experts to the workshop convened in Rome on 24–25 November 2013 by the AIFA with the collaboration of the EMA and the HFA. The workshop has been coordinated by the Giovanni Lorenzini Medical Science Foundation (Milan, Italy, and Houston, USA).

Participating experts:

Stefan D. Anker—Department of Innovative Clinical Trials, University Medical Centre Göttingen, Göttingen, Germany; President, HFA

Paola Castellani—Medical Affairs and Patient Advocacy, Region Europe, Novartis Pharma AG—Basel (Switzerland)

Claudio Ceconi—Department of Medical Sciences, Division of Cardiology, University of Ferrara (Italy)

Americo Cicchetti—Director, Graduate School of Health, Economics and Management, Catholic University of Sacred Heart, Rome (Italy)

Alessandro Cirrincione—Pricing and Market Access, Global Director, Vifor Pharma, Glattbrugg (Switzerland)

Andrew J Stewart Coats—Monash University, Australia, and University of Warwick (UK)

Nancy Cook-Bruns—Global Clinical Development, Bayer Pharma Aktiengesellschaft, Elberfeld (Germany)

Emanuela Folco (CEO)—CEO, Fondazione Giovanni Lorenzini Medical Science Foundation, Milan (Italy) and Houston (USA)

Laura Fregonese—EMA, London (UK)

Mihai Gheorghiane—Center for Cardiovascular Innovation, Northwestern University Feinberg, School of Medicine, Chicago (USA)

Roland Gordon-Beresford—Cardio3 BioSciences S.A., Mont-Saint-Guibert (Belgium)

Mitja Lainscak—Division of Cardiology, University Clinic Golnik (Slovenia)

Guy Lerebours—Cardiovascular Research and Development, Servier, Neuilly-sur-Seine (France)

Susan Longman—Drug Regulatory Affairs Europe and Greater China, Novartis Pharma AG, Basel (Switzerland)

Patricia Maillere—Worldwide Regulatory Affairs, Servier, Neuilly-sur-Seine (France)

Marco Metra—Department of Medical and Surgical Specialities, Radiological Sciences and Public, University of Brescia (Italy)

Markus Meyer—Cardiorentis, Ltd, Steinhausen (Switzerland)

Claudio Mori—Medical Affairs TA Cardio & New Indication, Vifor Pharma, Glattbrugg (Switzerland)

Ameet Nathwani—Franchise Head Critical Care, Novartis Pharma AG, Basel (Switzerland)

Luca Pani—Director General, Italian Medicines Agency—AIFA, Rome (Italy)

Sergio Pecorelli—Chairman of the Managing Board, Italian Medicines Agency—AIFA, Rome (Italy)

Andrea Peracino—Vice President, Fondazione Giovanni Lorenzini Medical Science Foundation, Milan (Italy) and Houston (USA)

Krishna Prasad—Medicines and Healthcare Products Regulatory Agency (MHRA), London (UK); St Thomas Hospital, London (UK)

Guido Rasi—Executive Director, EMA, London (UK); Department of Experimental Medicine and Surgery, School of Medicine and Surgery, University of Tor Vergata, Rome (Italy)

Giuseppe Rosano—Cardiovascular and Cell Sciences Research Institute, St George's University, London (UK); Istituto di Ricovero e Cura a Carattere Scientifico San Raffaele, Rome (Italy); Italian Medicines Agency—AIFA, Rome (Italy)

Olga Santiago—Heart Failure Program, Novartis Pharmaceutical Corporation, East Hanover (USA)

Paolo D. Siviero—Head, Economic Strategy and Pharmaceutical Policy, Italian Medicines Agency - AIFA, Rome (Italy)

Mary Lou Wratten—Thermo Fisher (B.R.A.H.M.S Italia), Milan (Italy)

Conflict of interest

L.P. none declared. S.P. none declared. G.Ro. none declared. S.D.A. is Councillor of the ESC Board and President-Past of the Heart Failure Association of the ESC. S.D.A. receives fees for consulting and/or speaking for Novartis, Cardiorentis, Thermo Fisher, Vifor International, Bayer HealthCare, ZS Pharma, St Jude Medical, Impulse Dynamics, Biotronik, and Medtronic. S.D.A. also has received research grants from Bayer HealthCare, Novartis, and Vifor International. A.P. none declared. L.F. none declared. K.P. none declared. G.Ra. none declared.

Disclaimer

The views of expressed in this article are the personal views of the author(s) and may not be understood or quoted as being made on behalf of or reflecting the position of the Italian (AIFA) or European Medicines Agency (EMA) or one of its committees or working parties.

References

- Gheorghiane M, Zannad F, Sopko G, Klein L, Piña IL, Konstam MA, Massie BM, Roland E, Targum S, Collins SP, Filippatos G, Tavazzi L, for the International Working Group on Acute Heart Failure Syndromes. Acute heart failure syndromes: Current state and framework for future research. *Circulation* 2005;**112**:3958–3968.
- Tamargo J, López-Sendón J. Novel therapeutic targets for the treatment of heart failure. *Nat Rev Drug Discov* 2011;**10**:536–555.
- Braunschweig F, Cowie MR, Auricchio A. What are the costs of heart failure? *Europace* 2011;**13**:ii13–ii17.
- Vaduganathan M, Butler J, Fonarow GC, Gheorghiane M. Progress or lack of progress in hospitalized heart failure. *Expert Rev Cardiovasc Ther* 2013;**11**:1079–1083.
- Note for Guidance on Clinical Investigation of Medicinal Products for the Treatment of Cardiac Failure. Addendum on Acute Cardiac Failure (CPMP/EWP/2986/03). http://www.ema.europa.eu/docs/en_GB/document_library/Scientific_

Heart failure and regulatory pathways

- guideline/2009/09/WC500003338.pdf (July 29, 2004).
6. Concept paper on the need for revision of note for guidance on clinical investigation of medicinal products for the treatment of cardiac failure (CPMP/EWP/235/95). EMA/CHMP/87576/2013, Committee for Medicinal Products for Human Use (CHMP). http://www.ema.europa.eu/docs/en_GB/document_library/Scientific_guideline/2013/03/WC500139480.pdf (11 February 2013).
 7. O'Connor CM, Starling RC, Hernandez AF, Armstrong PW, Dickstein K, Hasselblad V, Heizer GM, Komajda M, Massie BM, McMurray JJV, Nieminen MS, Reist CJ, Rouleau JL, Swedberg K, Adams KF Jr, Anker SD, Atar D, Battler A, Botero R, Bohidar NR, Butler J, Clausell N, Corbalán R, Costanzo MR, Dahlstrom U, Deckelbaum LI, Diaz R, Dunlap ME, Ezekowitz JA, Feldman D, Felker M, Fonarow GC, Gennevois D, Gottlieb SS, Hill JA, Hollander JE, Howlett JG, Hudson P, Kociol RD, Krum H, Laucevicius A, Levy WC, Méndez GF, Metra M, Mittal S, Oh B-H, Pereira NL, Ponikowski P, Tang WHW, Tanomsup S, Teerlink JR, Triposkiadis F, Troughton RW, Voors AA, Whellan DJ, Zannad F, Califf RM. Effect of nesiritide in patients with acute decompensated heart failure. *N Engl J Med* 2011;**365**:32–43.
 8. Teerlink JR, Cotter G, Davison BA, Felker GM, Filippatos G, Greenberg BH, Ponikowski P, Unemori E, Voors AA, Adams KF Jr, Dorobantu MI, Grinfeld LR, Jondeau G, Marmor A, Masip J, Pang PS, Werdan K, Teichman SL, Trapani A, Bush CA, Saini R, Schumacher C, Severin TM, Metra M, RELAXin in Acute Heart Failure (RELAX-AHF) Investigators. Serelaxin, recombinant human relaxin-2, for treatment of acute heart failure (RELAX-AHF): A randomised, placebo-controlled trial. *Lancet* 2013;**381**:29–39.
 9. Dharmarajan K, Hsieh AF, Lin Z, Bueno H, Ross JS, Horwitz LI, Barreto-Filho JA, Kim N, Bernheim SM, Suter LG, Drye EE, Krumholz HM. Diagnoses and timing of 30-day readmissions after hospitalization for heart failure, acute myocardial infarction, or pneumonia. *JAMA* 2013;**309**:355–363.
 10. Hersh AM, Masoudi FA, Allen LA. Post-discharge environment following heart failure hospitalization: Expanding the view of hospital readmission. *J Am Heart Assoc* 2013;**2**:e000116.
 11. Joynt KE, Jha AK. Thirty-day readmissions--truth and consequences. *N Engl J Med* 2012;**366**:1366–1369.
 12. van Kimmenade RR, Januzzi JL. Emerging biomarkers in heart failure. *Clin Chem* 2012;**58**:127–138.
 13. Hlatky MA, Greenland P, Arnett DK, Ballantyne CM, Criqui MH, Elkind MS, Go AS, Harrell FE Jr, Hong Y, Howard BV, Howard VJ, Hsue PY, Kramer CM, McConnell JP, Normand SL, O'Donnell CJ, Smith SC Jr, Wilson PW. Criteria for evaluation of novel markers of cardiovascular risk: a scientific statement from the American Heart Association. *Circulation* 2009;**119**:2408–2416.
 14. de Lemos JA, McGuire DK. Biomarkers in Clinical Trials: Can We Move From Fortune Telling to Disease Profiling? *Circulation* 2011;**124**:663–665.
 15. Porter M. What is value in health care? *NEJM* 2010;**363**:2477–2481.
 16. Regnstrom J, Koenig F, Aronsson B, Reimer T, Svendsen K, Tsigkos S, Flamion B, Eichler H-G, Vamvakas S. Factors associated with success of market authorisation applications for pharmaceutical drugs submitted to the European Medicines Agency. *Eur J Clin Pharmacol* 2010;**66**:39–48.
 17. McMurray JJV, Adamopoulos S, Anker SD, Auricchio A, Böhm M, Dickstein K, Falk V, Filippatos G, Fonseca C, Gomez-Sanchez MA, Jaarsma T, Køber L, Lip GYH, Maggioni AP, Parkhomenko A, Pieske BM, Popescu BA, Rønnevik PK, Rutten FH, Schwitler J, Seferovic P, Stepinska J, Trindade PT, Voors AA, Zannad F, Zeiher A. The Task Force for the Diagnosis and Treatment of Acute and Chronic Heart Failure of the European Society of Cardiology. Developed in collaboration with the Heart Failure Association (HFA) of the ESC. ESC Guidelines for the diagnosis and treatment of acute and chronic heart failure. *Eur J Heart Fail* 2012;**14**(8):803–869.
 18. Maliepaard M, Nofzige C, Papatlaca M, Zineh I, Uyama Y, Prasad K, Grimstein C, Pacanowski M, Ehmann F, Dossena S, Paulmichl M. Pharmacogenetics in the evaluation of new drugs: a multiregional regulatory perspective. *Nat Rev Drug Discov* 2013;**12**:103–115.
 19. Butler J, Fonarow GC, Gheorghide M. Strategies and opportunities for drug development in heart failure. *JAMA* 2013;**309**:1593–1594.