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About Delfini Group, LLC & Delfini Capabilities Statement for Industry

Delfini Group specializes in applied, practical evidence- and value-based approaches to clinical improvement and medical decision-making. Michael Stuart MD and Sheri Ann Strite of Delfini combine academic experience with decades of practical experience in health care, clinical quality health systems improvements, research, training and leadership. We have worked with some of the largest health care providers in the US and other groups that influence medical decision-making and coverage decisions.

What We Do

Most medical information is seriously flawed – and thus, **misleading**. This is true of even the most popular and reputable sources such as leading medical journals and other medical information sources. We help groups and individuals involved in medical decision-making learn and effectively apply the concepts and methods of evidence- and value-based health care.

Why This Matters to You

This matters because both your customers *and* your competitors are becoming increasingly sophisticated about evaluating research studies for validity and clinical usefulness – and they are becoming increasingly skeptical. For such customers, the old ways of conducting business no longer work. For example:

- They know that less than ten percent of the published medical literature is valid and clinically useful.
- They know that using phrases containing “the best evidence” are frequently used to create convincing arguments where – in fact – the evidence is flawed.
- They are alert to biased design choices such as using a low-quality study design with a high risk of bias.

You want to be in sync with your customers. If they are using EBM to evaluate the science on your products, shouldn't you know EBM too?

Delfini Group, LLC — Specialists in applied evidence-and value-based clinical improvement

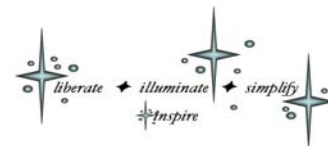
The Delfini Mission is to improve health care quality and resource use by providing evidence- and value-based solutions. Our work is highly regarded, and we create successful outcomes. Our practical, simplified, tool-based approaches deliver results fast. We have a solid reputation for being a trustable source of medical information.

More Information at the Delfini Website

The screenshot shows the Delfini Group website header with the logo and tagline. Below the header is a dark blue banner with white text: "Evidence-based Practice Resources & Services for Health Care Quality" and "Help for Health Care Decision-makers & Help to Achieve Value & Patient-centered Care". The main content area features a central quote: "There is a difference between 'knowing the evidence' and knowing what evidence is valid & clinically useful. If you lack critical appraisal skills, all studies will look the same to you." Below the quote are two headshots of Sheri Ann Strite and Michael E. Stuart MD. To the left and right are navigation menus with links like "Home", "Intro Links", "Services", "Resources", "Success Stories", "Notices", "About Us", "About Our Work", "Testimonials", "Other", "Site Navigator", and "Contact Us".

Delfini Services for Industry

- Training in evidence- and value-based concepts, methods, processes and skills including critical appraisal of the medical literature
- Scientific reviews of medical technologies including monograph services for drugs, devices and procedures
- Evidence-based medical information content development and packaging
- Clinical practice guideline & clinical recommendation development: process help, training and content development



EBM-savvy competitors may know things about your product that even you don't know, which, without EBM expertise, you cannot effectively address.

You want to understand the evidence around your competitors' products. Expertise in EBM will help you identify opportunities that you might otherwise be missing in their research as well as yours.

You want to ensure that —

- You understand your customers' needs and interests.
- That you build solid relationships with your customers.
- Your researchers are designing, conducting and reporting their studies in a way increases the likelihood that they will pass an evidence-based medicine screen.
- Your staff understand the strengths and weakness of the scientific evidence for both your products and your competitors products — especially in a way that is going to be understood by your customers.
- Your staff have the ability to communicate fluently and confidently with your customers about evidence-based medicine and the strength of the evidence regarding your products and your competitor's products.
- You are providing information to customers in ways that they value.
- Your customers place their trust in you.

The basics of evidence-based medicine (EBM) — literature searching, threats to validity, evidence grading and interpreting results — should be a core competency for anyone working in medical decision-making — as are you and your staff.

Why You Want to Work with *Delfini*

- We understand what your EBM-sophisticated customers are looking for.
- We understand the challenges of your less EBM-sophisticated customers and how to best bring them to an understanding of critical issues in science.
- Our work is of the highest quality.
- We have deep expertise working with Pharmacy & Therapeutics and Medical Technology Assessment Committees.
- We have deep expertise evaluating the medical literature, creating clinical content and decision-support, developing clinical guidelines and performance measures and

- Research design & reporting advisements
- Clinical improvement solutions including performance measurement help
- Quality improvement project management, facilitation and training
- Consulting as needed

Satisfied clients and others served include —

- Manufacturers
- Major managed care groups and health care systems
- Physician and clinical pharmacy groups
- Pharmacy benefits managers
- Government and public health groups
- Academia
- Insurers and purchasers
- Health care information providers
- Others (consumers, judges, architects, human resources benefits managers, etc.)

Delfini has garnered a tremendous number of testimonials speaking to the effectiveness and practicality of our approach, the high quality of our work and our ability to engage and entertain while instructing. Delfini is also highly regarded as providing high quality, trustable medical information including scientific technology reviews for drugs, devices and procedures.

Sample Testimonials from Your Customers

"Mike and Sheri, thanks for presenting this valuable information in a fun and memorable way. You made hard stuff easier to understand." Joyce Gilbert, KP EBM Expert

"Hi Mike...I thought the subject was going to be boring and not much use...I was very wrong. The conference was excellent and I learned a great deal of new information that will help me in assessing the literature in my job...I cannot thank you and Sheri enough." Harold Wittcoff, MD, Chief, Quality & Risk Management, KP Atlanta, Georgia

"Sheri & Mike, thanks again for your wonderful conference. Your clear presentations, great examples & practical tools make a sometimes difficult process seem so transparent. I know a couple hundred people...who have got to hear your message!" Wiley V. Chan, MD, Director, Guidelines & Evidence-based Medicine, Northwest Permanente

"Just wanted to send you both my personal thanks for some of the best education I've received in my 25 years in medicine!" Alison Lauber, MD, Associate Program Director, Columbus Regional Health System, Family Practice Residency Program

"Thanks. Steep learning curve, but well-conducted and valuable. You're a great speaker, and I've been around the block many times." Frank Dornfest, MB,ChB, M.F.G.P. (S.A.), FFAFP,

implementing clinical practice change.

- We have an outstanding reputation for credibility with your customers based on an approach which is objective, rigorous, transparent, patient-centered and honestly communicated.
- Our reports are carefully crafted to present fair and balanced information, to be useful and usable and to be trusted.
- We've received accolades as trainers, evidence reviewers and content developers: hallmarks of our work include simplification, understandability and ease of application.

What We Can Do For You

- **Staff Training:** By receiving training, you and your staff can improve your credibility with your customers by improving your understanding of the science upon which medical decisions are made. Such training can importantly improve your ability to communicate knowledgeably with your customers. This includes training and advising your scientific staff to help achieve better design, conduct and reporting of studies in ways that increase the likelihood of passing an EBM critical appraisal. This also includes training you and your staff to communicate effectively on evidence-based medicine issues.
- **Product Reviews:** We can help you and your staff better understand the strengths and weaknesses of your product and your competitors' products from an evidence-based medicine – and objective – point of view.
- **Content Development:** We specialize in the creation of evidence-based products and tools, such as our popular messaging scripts, clinical guidelines and point-of-care decision aids.
- **Customer Support:** We have extensive experience in clinical practice change and can provide support to facilitate clinical improvement projects.
- **Customer Training Programs:** We have many offerings, and we customize our training programs to fit your customers' needs. We have many audiences including medical leaders, physicians, pharmacists, P&T and medical technology committee and staffs, and more. These programs improve relationships with customers and improve access.

Customer Training Testimonials from Industry Staff

- *"Your programs are highly effective and valuable for access and building outstanding goodwill with key customers."*

Associate Professor, Oregon Health and Sciences University, Medical Director and Associate Residency Director OHSU Gabriel Park Family Health Center, Oregon Health & Science University

"...I wanted to tell you that your presentation was one of the best I heard...it was clear, dynamic, clinically relevant and with good examples....Often, I worry that epidemiologists and biostats people give very dry, convoluted presentations losing the audience with complex concepts and math analysis, which are boring to us, the clinicians....Once again, thank you so much for an outstanding presentation...." Cecilia Gutierrez, MD, Assistant Clinical Professor and Associate Director, Family Medicine Residency Program, USCD

"Not only an accomplished speaker who kept her audience interested and attentive, Sheri's a first-rate teacher, who knows how to explain complex concepts in comprehensible terms....The course was "hands-on" and practical, highly relevant to a clinician or pharmacist..." Wayne M. Flicker, MD, PhD, Chair, Pharmacy and Therapeutics, Committee, HealthCare Partners Medical Group

"Thank you very much. Your presentation is most succinct and clear — one of the most clear I have experienced. It has excellent content and offers amazingly practical and useful tools." Carolyn Day, MD, Director of Quality, UCSD Family Medicine

Reference Letters from Industry Account Managers

Name & Company Confidential — Letter 1:

"I'd like to offer an unequivocal endorsement of the nature and value of the training and programs Delfini produces and delivers....These training sessions have contained components of evidence-based medicine, critical assessment of medical literature and communication with providers. The comments from my customers (Clinical PharmD's, and MD's) have been consistently excellent.

"In my experience, it has been a pleasure working with Mike and Sheri on both a professional and personal level. They both work extremely hard and have excellent experience and a high level of expertise. They are highly effective trainers and enable people not to just improve their clinical skills, but also to help them feel motivated, confident and inspired.

"The training materials that Mike Stuart and Sheri Strite produce are incredibly practical and useful. They have taken time to tailor programs specifically to the requests of my accounts clinical/business needs.

They have gone above and beyond to meet my company's and particularly my clients' expectations. In several cases this has occurred without additional funding for customization, but solely because Mike and Sheri truly believe in their mission of improving the quality of health care. It is clear that they spend many hours updating and refining their materials and presentations.

"Mike and Sheri have proven to be a trusted, reliable resource for my company and for my customers. They follow up on requests in a timely manner. Most importantly, they deliver results, as measured by improved clinical performance on the part of my clients and an enhanced reputation for my company for delivering such high level programs...."

Name & Company Confidential — Letter 2:

"Sheri Strite and Dr. Mike Stuart have conducted numerous programs for this organization and our strategic customers over the past three years throughout the various segments of our business, and without exception, they have been extremely well received and have consistently garnered the highest praise possible in post program evaluations.

"We have had nothing but complete satisfaction with the value

- *“Programs like these are vitally important for nurturing and expanding fruitful relationships with customers.”*
- *“No one would talk to us before!”*
- *“This customer has never worked with us. Now we are working with them as a partner.”*
- *“You can’t believe how much you’ve done for our company’s credibility!”*
- *“At my last company, we begged for non-branded programs. You can’t believe how helpful this is to us.”*
- *“Your programs are awesome!”*

A final thought...EBM is not going to go away. Because new drugs and technologies are increasing along with cost, health care organizations, regulators, and other customers are paying more attention to the science before making decisions about new therapies.

See more at www.delfini.org and to the right.

they have brought to our organization. They are highly effective trainers not just in enabling people to do the work of critical review of literature and practice and implement evidenced based medicine, but also to feel motivated, confident and inspired.

“The materials that Sheri and Mike produce are practical and useful as is the wealth of information on their website which is accessible to participants in the programs.

“They have always been willing to customize their work to meet the individual needs of attendees even if that is a deviation from the original concept we jointly established. From my personal attendance at several of the programs, their cutting edge experience and expertise is continually evident, and I would recommend them to your organization.”

Read many more testimonials — including testimonials to our effectiveness — at www.delfini.org.

More About Delfini

Michael Stuart MD and Sheri Ann Strite are internationally respected designers of applied evidence-based health care improvement methods and products, consultants, authors, scientific reviewers of medical technologies, clinical improvement project facilitators, clinical guideline facilitators, medical content developers and trainers with special expertise in critical appraisal of the medical literature.

Delfini is dedicated to helping individuals and organizations learn and apply the concepts, methods and skills of evidence-based clinical improvement to achieve improved outcomes and value in clinical care. Hallmarks of the Delfini approach are simplified methods, confidence-building simulations and practical tools. Those who utilize Delfini methods report achieving success.

In addition to training, Delfini conducts scientific reviews of therapies, creates clinical guidelines, facilitates clinical improvement activities, evaluates the quality systems of health care organizations and consults on clinical improvement initiatives, including performance measurement.

They have received accolades for their work. They have received numerous testimonials from professors, health care leaders, physicians, pharmacists, nurses, residents, students, employers and many others on the effectiveness of their approach. Their training evaluation scores average 4.8 out of 5.0. Their website has been praised as a useful source for clinical improvement information. They are praised for their work in clinical content development including monograph preparation and scientific reviews of medical technologies.

See the next page for a sampling of Delfini service examples. Contact us to learn more about how we can help you.

Area	Service Examples: Performance & Training
Scientific Evidence Services Evidence Reviews including Systematic Reviews Clinical Recommendations & Clinical Practice Guidelines	<ul style="list-style-type: none"> ▪ Scientific reviews of medical technologies including monograph services and medical technology assessments for drugs, devices and procedures ▪ Creating science-based clinical recommendations ▪ Clinical guidelines development ▪ Research study design advisements
Clinical Content & Healthcare Communications Information Development & Packaging	<ul style="list-style-type: none"> ▪ Evidence-based medical information content development and packaging ▪ Healthcare communications development: health education pieces, information aids, action aids and decision aids
Evidence-based Medicine (EBM) Training for All Aspects of Evidence-based Practice Concepts, Methods & Processes for Critical Appraisal of the Medical Literature	<ul style="list-style-type: none"> ▪ Training in evidence-based medicine essentials: Introduction to EBM, its import and hallmarks of evidence-based practice ▪ Critical appraisal foundational skills required for evidence reviews (from improved reading of journal articles to systematic reviews) ▪ Advanced critical appraisal skills ▪ How to synthesize evidence into reviews and summaries ▪ Training in conducting systematic reviews and developing drug monographs and medical technology assessments ▪ Clinical guideline development methods training
Communications Training	<ul style="list-style-type: none"> ▪ Healthcare communications: tips on the development and implementation of information aids, action aids and decision aids ▪ Medical decision-making for providers and patients ▪ Provider - patient communication skills
Developing & Managing Healthcare Quality Committees and Groups	<ul style="list-style-type: none"> ▪ Development, organization and management of effective evidence-based committees, quality teams, journal clubs and other evidence-based working groups Deep experience with pharmacy & therapeutics committees (P&T), medical technology assessment committees (MTA), guideline development teams and other quality improvement teams ▪ Applying evidence, judgment and other triangulation issues ▪ Leading and facilitating mock P&T committees and medical technology assessments
Training in Clinical Quality Improvements	<ul style="list-style-type: none"> ▪ How to develop, organize and manage effective evidence-based committees, quality teams, journal clubs and other evidence-based working groups ▪ How to conduct a successful evidence-based quality improvement project: the Ten Phases ▪ Selecting good projects ▪ Assessing the impacts of practice change (including economic considerations) ▪ Effective implementation of clinical practice change ▪ Pearls and pitfalls of performance measurement ▪ Effective meeting management
Performing Clinical Quality Improvements	<ul style="list-style-type: none"> ▪ Facilitation of evidence-based clinical quality improvement activities
Leadership Assistance in Quality Improvement Quality Systems Assessments Performance measurement	<ul style="list-style-type: none"> ▪ Healthcare clinical quality system assessments ▪ Leadership development for quality care improvement ▪ Clinical integration of all aspects of EBM ▪ Development and implementation of performance measures
Consulting	Customized topics to meet your organizations' needs