

Message

**From:** Haworth, Patty [patty.haworth@walgreens.com]  
**Sent:** 7/17/2014 9:50:54 PM  
**To:** Raju, Mahesh [mahesh.raju@walgreens.com]; Joe Ahdoot (JAhdoot@theranos.com) [JAhdoot@theranos.com]; Christian Holmes (cholmes@theranos.com) [cholmes@theranos.com]; Kimberly Alfonso (kalfonso@theranos.com) [kalfonso@theranos.com]; Sunny Balwani (sbalwani@theranos.com) [sbalwani@theranos.com]; Sesto, Matthew [matt.sesto@walgreens.com]; Nick Menchel (nmenchel@theranos.com) [nmenchel@theranos.com]; Kozlowski, Casey [casey.kozlowski@walgreens.com]; Contact (tmasson@theranos.com) [tmasson@theranos.com]; Max Fosque (mfosque@theranos.com) [mfosque@theranos.com]; Miller, David [dave.miller@walgreens.com]; Sandberg, Thomas [thomas.j.sandberg@walgreens.com]; 'Ryan Karpel (rkarpel@theranos.com)' [rkarpel@theranos.com]; 'Mike Lewis (mike.lewis@slalom.com)' [mike.lewis@slalom.com]; Jhaveri, Nimesh [nimesh.jhaveri@walgreens.com]; Samoila, Ashley [ashley.shovlin@walgreens.com]  
**CC:** Elarionoff, Lancelot [lancelot.elarionoff@walgreens.com]; Sizemore, Brian [brian.sizemore@walgreens.com]  
**Subject:** 7/10 Walgreens-Theranos Partnership Meeting Minutes & Action Items  
**Importance:** High

All,

Please see attached for 7/10 Walgreens-Theranos Partnership meeting minutes and action items. Let me know if there are any additions or corrections. Please block your calendar for our next meeting scheduled on 8/6.

**Action Items**

#	Action	Assigned To	Due Date	Status
1	Determine how to increase the number of check in units	Mahesh Raju	8/19/2014	
2	Develop process improvement plan to speed up the check in process, especially queuing	Mike Fleming	8/31/2014	
3	Develop process improvement plan to speed the perform process	Casey Kozlowski	8/31/2014	
4	Address contention of space and resources with immunizations for flu season	Casey Kozlowski	7/31/2014	
5	Plan for transition from phlebotomists in stores by 12/31	Casey Kozlowski	8/31/2014	
6	Develop scalable train-the-trainer program	Mahesh Raju	8/6/2014	
7	Develop scalable mentoring program or have Walgreens hire bots	Mahesh Raju	8/31/2014	
8	Share best practices re: hiring phlebotomists with Casey Kozlowski	Tracy Masson	7/18/2014	Tracy will share w/ Casey during meeting on 7/18



9	Train all of the phlebotomists to troubleshoot	Tracy Masson	8/19/2014
10	Develop technical SOP for troubleshooting	Tracy Masson	8/19/2014
11	Determine if local leader is required for market launch and staffing plan, if applicable	Casey Kozlowski	8/6/2014
12	Develop patient handout after visit is complete	Joe Alford	8/19/2014
13	Develop tactical strategy for business & change opportunities	Mike Lewis	8/5/2014
14	Confirm 4 store site selection for South Bay area out of list of 5 candidate stores provided by MPS&R	Sunny Balwani	7/15/2014
15	Select 16 additional stores in Northern California	Sunny Balwani	7/31/2014
16	Identify way to share Symphony data collaboratively	Kim Alfonso	7/25/2014
17	Share data for site selection process with Dave Miller	Christian Holmes	7/25/2014

Be well,

Patty

**Patty Haworth, MBA, PMP**

Program Manager

Pharmacy, Health and Wellness PMO

Walgreen Co.

200 Wilmot Rd., MS# 2102

Deerfield, IL 60015

p 847-315-2743

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Every day I help people get, stay and live well.

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# Partnership Meeting Minutes

July 10 | 9AM-1PM | Walgreens District Office - 5530 E. Washington St., Ste. D-105, Phoenix, AZ 85034

Meeting called by	Theranos/WAG Leadership	Attendees: Tracy Masson, Christian Holmes, Kimberly Alfonso, Sunny Balwani, Nimesh Jhaveri, Casey Kozlowski, Nick Menchel, Joe Ahdoot, Max Fosque, Ashley Samoil, Matt Sesto, Brian Sizemore, Ryan Karpel, Mahesh Raju, Mike Lewis, Patty Haworth Dial in: Dave Miller, Tom Sandberg
Type of meeting	Mid-wave Partnership Debrief	

## Agenda Items

Topic	Presenter	Time allocated
<input type="checkbox"/> Kick-off/Introductions	Sunny/Nimesh	9-9:10 am
<input type="checkbox"/> Current Status	Sunny/Nimesh	9:10-9:30 am
<input type="checkbox"/> 2014/15 Market Expansion AZ, CA, & Tri-State (NY, NJ, CT)	Sunny/Nimesh/Dave M	9:30-10:00 am
1) Update on data sharing		
2) Initial view of AZ & Bay Area		
3) Strategic questions		
<input type="checkbox"/> Findings and Opportunities from Stakeholder Impact Report prepared by Change Management	Mike	10:00-10:30 am
<input type="checkbox"/> Road Ahead for AZ in 2014	Tracy	10:30-11:00 am
<input type="checkbox"/> California Plans	Sunny/Nimesh	11:00-11:30 am
<input type="checkbox"/> Future Staffing Models/Working Lunch	Casey	11:30-12:00 pm
<input type="checkbox"/> Requests	Tracy	12:00-12:30 pm
<input type="checkbox"/> Break	All	12:30-1:00 pm

## Meeting Notes

- Current Status:
  - Nimesh kicked off the meeting
  - Increase in patient ramp since we last met. We hit our first 100+ patients/day on 7/2.
  - Introductory video being created today for training with Sunny and Nim
  - Introduce Dr. Pat Carroll, CMO HCC
  - Introduce Dr. Harry Leider, Walgreens enterprise CMO
  - TIFT team launched
  - On track to launch 40 stores by 8/31

- We need to continue to get tighter on the team and work closer together; if one partner wins, no one wins; if both win, we all win;
- Pat Carroll shared a story from when he worked at Harper Healthcare and talked to LabCorp COO; they are going to attack Theranos on basis of validity and accuracy of tests;
- Nimesh asked the team to assume positive intent
- Sunny echoed Nim's comments; team has grown from 10 to 100; momentum is beginning; LabCorp and Quest are starting to attack already with vicious tactics; we must win in Arizona; we need to make sure we do things right in Arizona; momentum is on our side;
- Goal is by the end of the year for Theranos bots to be out of the stores and Walgreens staff to take over this role
- California end to end process is 9 minutes; Nim asked for best practices from Palo Alto to spread to stores in AZ;
- Longest visit times stats provided; per Matt Sesto, if we have this data on a regular basis, we can get better;
- Sunny to provide demo of reporting portal; deploy web service; need to access via VPN; can provide 1-2 laptops to get access to this data until we can get the IT access issues resolved;
- Nimesh is ecstatic about the store managers; when we get them on board, this will drive execution;
- It is top priority to get the Theranos app on the Walgreens hardware
- Nim had an uncomfortable experience to switch carrels in order to complete POS transaction
- Casey would like to draw a line in the sand about volume, if you do x volume, you get another terminal
- Matt is concerned with a 4 hour training for each employee to complete check in training, not sure if this can be accomplished in time for flu season;
- Nim requested iPad or mobile table application, because it gets us to done faster
- Sunny described mobile app that Theranos is developing that will avoid the need to check in at the POS
- We are building out private health rooms chain-wide and working with legal to get the green light to use the HCC rooms; hoping to get from Amy Shappert in the next 2 weeks;
- Building out comprehensive scheduling in the next 12 months to schedule space, clinician, and service
- Nim waited 16 minutes last time because the room wasn't ready, because they were performing another service
- Walgreens ops team is working on FIFO model to coordinate services during flu season
- Working with Mike Fleming to include as part of labor model
- Wait time component not included, which is standard across the board
- Need to figure out how to increase the number of check in units; let's get high volume stores down faster; 4 stores have already been prioritized; need to look at total patient throughput; Sunny would like to plan 25-30 lab tests per store per day in October; June/July/August is not a good indicator in this market;
- Need to increase number of spaces to conduct testing based on some criteria; Matt Sesto would like to order privacy panels for stores that need them for interim solution; need to ping all 40 stores to determine if they have privacy panels; need to have Plan A and Plan B for 4 types of stores;
- Per Sunny, offering new STD panel later this month for nucleic acids, HIV, syphilis, gonorrhoea, etc.; 8 tests for \$59;
- Per Pat Carroll, currently not doing nucleic testing, but have plan to do testing in HCC in the next 3 months
- Per Dan Malven, previous experience with developing STD testing; has a non-compete; company owns 150 domains; Walgreens does not show up as a location for STD testing; price point is \$250 for cash pay and is 100% covered by insurance;

- Per Sunny, can reflex to do HIV quant for free; going to change the game; Hep B and Hep C will not be included in the panel; will be urine test and venipuncture to start with, but in 2-3 months will be finger stick process; they are solid assays; nucleic assay is solid; data has been provided to Jeff Kang; more content will be made available on Theranos.com website; does quant report, because qual is included; discussed a month ago with Glen Pietrandoni;
- Per Dan, 98% of the patients won't experience the need to do reflex testing; Hep C patients are incredibly valuable to pharma;
- Per Dan, are we doing any validation studies on saliva? Saliva collection was part of SOPs for stores; there are assays for sputum right now;
- **2014/15 Market expansion: AZ, CA, Tri-State area**
  - Need to understand business drivers better and trade area; will have follow up call to determine timeline for data exchange;
  - Per Tom, we are working to get the data, but if we can get some pieces, we can start being pointed in the right direction; understand fertility, etc. would be helpful;
  - Our third party sources don't have good insight into competition data; identifying high volume stores and merging strategies within Walgreens;
  - Per Kim, Symphony is a direct pull and is a better source than IMS, since they get to data indirectly; Theranos is in the process of contracting for data from Symphony, will look for a way to share data collaboratively;
  - Dan suggested looking at reagent volume data to get to market data for competition
  - Per Christian, Theranos legal is currently working on data confidentiality terms to support site selection data sharing; plan to share test file; Dave Miller and Christian to meet to discuss data sharing further;
  - Nim and Sunny are discussing South San Francisco Bay area store selection; more discussions to come before site selection is finalized;
  - Casey would prefer to pilot Walgreens phlebotomist model in these locations
  - Green dots are current Theranos locations; could add 10 more stores in Phoenix, ~10 in Tucson, ~5 more to cover the rest of the state, before market is saturated;
  - Per Matt Sesto, Flagstaff locations would probably be 6 out of 7 stores, but need to make sure value prop is there;
  - Next step would be to determine what types of rooms are available in Arizona MSA locations; have conducted this type of analysis for South Bay area locations;
- **Road ahead for AZ in 2014**
  - Tracy is concerned re: Wave 4; per Mahesh, will be a phased implementation approach; TIFT team could start oversight on 7/20; construction complete on 4 out of 11 stores; plan to set up next week;
  - Group agreed that Wave 4 rollout be phased into sub-waves -- Wave 4A: 8/19 & Wave 4B: 8/27
  - Need to look at speeding up the check in process, especially queuing
  - Seeing higher volume of patients from 6 am – noon; 60% of patients during this window; at 40 patients per day will be 10/hour peak load
  - Need to speed perform
  - Need to address contention of space with immunizations -- flu season; Walgreens project team has requested immunization data from 40 stores;
  - Plan for transition from Bots in stores by 12/31
  - Need to address training resources in order to scale the train-the-trainer program
  - Need to add scalable mentor program or have Walgreens hire bots
- **Findings and Opportunities from Stakeholder Impact Report prepared by Change Management**
  - Discussed change continuum and multiple pilots taking place in Phoenix MSA at the same time
  - Discussed change implications and considerations that result from entering into new partnership

- Tracy, Mike, and Patty to take this off-line and come up with a plan of attack for the business & change opportunities; per Casey, consider having a smaller team meet on August 5, immediately prior to meeting on August 6;
- Per Joe Ahdoon, consider adding performance monitoring to business & change opportunities change matrix;
- Per Matt Sesto, need to incorporate into performance feedback model, so coaching and mentoring can take place to improve patient experience; start with Sue Peterson;
- **California Next Steps**
  - 5 stores in Bay Area/Peninsula live by 9/30
  - 20 stores by 12/31
  - Staff will be Walgreens phlebotomists
  - Theranos to provide phlebotomists for mentorship/concierge during first 90 days in each store (8 hour shift from pharmacy open)
  - Tracy Masson to share best practices re: hiring bots with Casey Kozlowski
- **Future Staffing Models**
  - Proposal: pilot Walgreens "health guide"; need to have clear primary duty of supporting Theranos services with secondary health guide duties; no need for Theranos phlebotomist;
  - Per Pat Carroll, we need to provide this type of coverage for HCC too, because patients are feeling abandoned while the NP is in the room helping another patient;
  - Tracy Masson suggested sales background would be helpful qualification to have
  - Per Nimesh, personality is key and ability to speak to individuals is key and has been incorporated in the job description; need to find staffing model that could support multiple clinical services; need to blend roles and provide appropriate training;
  - Per Sunny, phlebotomy is typically a dead end job and Walgreens will offer them room to grow beyond this position and have a career path
  - Per Casey, best pharmacy techs were former waitresses
  - Current status is working with HR to finalize job description; plan to pilot with store #6241;
  - Low volume Rx stores
  - Could expand later
- **Reviewed Market Quotes**
  - Several positive quotes from patients
  - Received several negative comments re: wait time; check-in software is self-explanatory, but Joe is concerned that if training is shaved down, that wait time will be impacted negatively; some of these experiences were off nominal situations;
  - 5 iPads are being deployed today for patient feedback survey process
  - Issues with computer being re-booted every day; need to leave the equipment on, unless specifically instructed by Theranos to re-boot; consider adding post it note to instruct them not to re-boot; per Mahesh, need store, date, and times experienced for follow up;
  - Per Sunny, put most technical bots in the stores to address the problem; train all of the bots to troubleshoot;
  - Per Tracy, develop technical SOP for troubleshooting
  - Per Mike, need to determine if it is skill vs. will; if it is will, need to address from an accountability level; per Tracy, this is muddled at store #3177.
  - Customer Service themes appear to be improving since last time we met
  - An application update is being made to restrict services from being offered to children under age 2; considering designating select locations to provide services to children under age 2 by phlebotomists;
- **Employee Soft Launch**



- o Decision made for Walgreens pharmacists to be made available for consultation to employees who participated in lipid panel tests
- \* Requests for Walgreens
  - o Local leader for market launch
    - \* in person liaison for stores
    - \* assists with store set up including additional check-in
    - \* helps with standardizing patient experience in the market
    - \* manager to monitor training
    - \* Per Nim, hold team members accountable for the success of this program and embed into their performance review
    - \* The project team will take this back and determine the best way to address this gap
  - o Address staffing model/compensation of techs
    - \* Per Casey and Tracy, Promotional Money will address this issue
  - o Per Sunny, provide handout to patients after the visit is complete; Joe Ahdoot to be point on developing this collateral;

## Action Items

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8	Share best practice re: hiring phlebotomists with Casey Kozlowski	Tracy Masson	7/18/2014	Tracy will share w/ Casey during meeting on 7/18
9	Train all of the phlebotomists to troubleshoot	Tracy Masson	8/19/2014	
10	Develop technical SOP for	Tracy Masson	8/19/2014	

troubleshooting

- |    |                                                                                                      |                  |           |
|----|------------------------------------------------------------------------------------------------------|------------------|-----------|
| 11 | Determine if local leader is required for market launch and staffing plan, if applicable             | Casey Kozlowski  | 8/6/2014  |
| 12 | Develop patient handout after visit is complete                                                      | Joe Abdoot       | 8/19/2014 |
| 13 | Develop tactical strategy for business & change opportunities                                        | Mike Lewis       | 8/5/2014  |
| 14 | Confirm 4 store site selection for South Bay area out of list of 5 candidate stores provided by MP&R | Sunny Balwani    | 7/15/2014 |
| 15 | Select 16 additional stores in Northern California                                                   | Sunny Balwani    | 7/31/2014 |
| 16 | Identify way to share Symphony data collaboratively                                                  | Kim Alfonso      | 7/25/2014 |
| 17 | Share data for site selection process with Dave Miller                                               | Christian Holmes | 7/25/2014 |