

## Bob Gordon

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**From:** Elizabeth Holmes <eholmes@theranos.com>  
**Sent:** Monday, December 10, 2012 11:35 PM  
**To:** Steve Burd  
**Subject:** Re: Re: Process Discussion/ Patient Experience

Ok. We will plan on that.

On Dec 10, 2012, at 9:26 PM, "Steve Burd" <steve.burd3@safeway.com> wrote:

> I want us to come to an agreement on how this on campus facility should be run. I once spelled out Safeway's concept in a memo. I think you have it.

>

> With regard to the in store patient experience, I am spending tomorrow afternoon with the Safeway team in one of our stores. We will work with the information we currently have. This should make a meeting with Theranos more productive next week. We will try to summarize our thoughts and give you a heads up before we have a joint meeting.

>

> Steve Burd

>

> On Dec 10, 2012, at 8:30 PM, "Elizabeth Holmes" <eholmes@theranos.com> wrote:

>

>> As discussed, our focus on patient experience has been in the context of our actual product. What we have running at the health center is not that.

>>

>> Shekar was involved in a call that was supposed to be about software in the context of connectivity, bandwidth, networking and security. He has no exposure to and is not involved in the UI, UX, patient experience or process.

>>

>> While we have never wanted to be in the traditional lab business, we decided recently to get into it as we discussed.

>>

>> We have started with the most immediate issues (the fact that patients have been told they are getting their results in less than 24 hours) and personnel service. I'll forward you an email on that as an FYI.

>>

>> We have been making headway on that. We still don't have UCSF at 24 hours but are driving to make that happen. In the short term, we will incur a lot of cost so we hit the service standards before we go live. Once we have those standards we can initiate the new "communications" process with respect to when patients will get their test results back.

>>

>> We can schedule a patient experience session for next week. Let me know your availability and I'll pull Sunny in on our end as well.

>>

>> -----Original Message-----

>> From: Steve Burd [mailto:steve.burd3@safeway.com]

>> Sent: Friday, December 07, 2012 4:39 PM

>> To: Elizabeth Holmes

>> Subject: Process Discussion/ Patient Experience

>>

>> You and I have had numerous discussions about the patient experience and I have always believed we were completely in sync. At the same time, I have lots of data points from your team that suggests that Safeway and Theranos may not always been on the same page. Let me provide a partial list:

>>

>> (1) The on campus lab has operated for almost a year with a poor patient experience ( this has nothing to do with the fact that we are doing vein draw). This gets in the way of building a patient centered culture.

>>

>> (2) Theranos has been slow to react to our concerns about the on campus lab and unwilling to allow us to fix the process ourselves.

>>

>> (3) The "technical" discussion with Shaker (sp?) did nothing to reinforce that we were on the same patient sensitive path. His process description mirrored the test software I examined earlier this week.

>>  
>> (4) My repeated suggestions that we engage in a collaborative review of the patient experience have yet to generate a positive response. The patient experience has been designed entirely by Theranos. This is not only my experience this is my teams experience.

>>  
>> Before we launch, we have no choice but to agree on the patient experience we intend to execute. I am trying avoid an application change late in the game. It almost appears as if you don't think we have anything to offer the process. I know that is not what you think because I have always found you to be a great listener. In fact, I have often commented to others that I have never worked with anyone that listens as well as you do. I continue to believe that more collaboration early will speed you up, not slow you down.

>>  
>> Lacking an invitation to collaborate on the patient experience, we have decided to do this completely on our own. I will be taking my team to a store early next week because the in store environment always reveals things that are not visible in the office. We will do a comprehensive review of what constitutes a great patient experience and be prepared to collaborate with Theranos whenever you are ready to discuss the applications and the Theranos process. We intend to simulate, without software, every conceivable experience. While I do not think this is optimal, it is much better than getting to the near end of the process and asking for our reaction.

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>> We will not be using the Menlo Park store, I will continue to make that available to you and your team.

>>  
>> I am sorry if this sounds a bit blunt. Chalk it up to the limitations of email.

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>>  
>> Steve Burd

>>  
>> "Email Firewall" made the following annotations.

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>>  
>> Warning:  
>> All e-mail sent to this address will be received by the corporate e-mail system, and is subject to archival and review by someone other than the recipient. This e-mail may contain proprietary information and is intended only for the use of the intended recipient(s). If the reader of this message is not the intended recipient(s), you are notified that you have received this message in error and that any review, dissemination, distribution or copying of this message is strictly prohibited. If you have received this message in error, please notify the sender immediately.

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