

To: Surekha Gangakhedkar[surekhag@theranos.com]
From: Elizabeth Holmes[/O=THERANOS ORGANIZATION/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=EHOLMES]
Sent: Thur 1/6/2011 5:53:06 PM (UTC)
Subject: RE: ELISA plans

When you do the plan on timelines, assume you have at least another 8-15 people on the team working to develop assays.

Elizabeth.

From: Elizabeth Holmes
Sent: Wednesday, January 05, 2011 3:10 PM
To: Surekha Gangakhedkar
Subject: ELISA plans

Surekha,

Daniel will be sending the list of ELISA assays for our initial routine testing cartridge (for use outside of our pharmaceutical clinical trials programs) shortly. This is for Cartridge 1 only so it will be a subset of the list you already have selected based on frequency of tests ordered and the probability of only using one finger-stick per patient visit.

Once these assays are complete we will proceed with the assay lists for additional routine testing cartridges.

We need to build a project plan for the development timelines of these assays. If you do not have MSFT Project on your computer already please let IT know and get a copy. Brian has a useful book on using Project that you can get from him as well.

As you build the plan, let me know your thoughts on how you'd propose to categorize the assays (ie group them according to similar types of assays or other ways) such that each 'type' can be assigned to a given team of people. The goal with this categorization is to allow for the fastest possible development cycles based around the structure of the team we build (we'll hire different assay developers with different skill sets to cover the range of tests that need to be produced).

Also, let me know your thoughts on how we can accelerate development and minimize our timelines. We do not need to focus on validation or optimization on the Theranos System until the 4x devices are live.

Finally, let me know your thoughts on anything else we can do to better optimize the plans in terms of resources and throughput.

Once you email me your thoughts we'll meet to discuss milestones and monthly goals and then publish those for the team.

When we meet, I also want to connect on the recruiting plan and timelines for getting more ELISA team members in house.

Elizabeth.

Elizabeth Holmes
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