

**Bob Gordon**

---

**From:** Elizabeth Holmes <eholmes@theranos.com>  
**Sent:** Wednesday, September 12, 2012 1:31 PM  
**To:** Steve Burd  
**Subject:** RE: RE: On Campus Facility Performance

As you know, we were not eager to start the mandate for all employees for this reason.

As you also know, we do not have all tests run in our lab onsite.

We have an average of 1-5 calls a week right now to the lab and all are on the same topic - when will the results be delivered to the doctor. I know all patient inquiries are either answered as they call or are returned. I don't know how many are called back as opposed to having to leave a message.

We have been struggling with the fact that SWY employees have been telling patients they will get their results in less than 24 hours without conferring with us as to whether that is the case for a given patient, and then the patients are upset when that is not the case.

To avoid the issues below, we need to make sure that information is not being communicated to patients without coming from laboratory personnel.

This process does not translate to the Theranos testing process as you know. We are doing this to serve the SWY patients but it does not make sense for us to invest in a full service dinosaur lab.

I'll send you the information our team has given the SWY team on the timelines as referenced in my email from yesterday.

Looks like your note below got cut off ...

-----Original Message-----

**From:** Steve Burd [<mailto:steve.burd3@safeway.com>]  
**Sent:** Wednesday, September 12, 2012 1:10 PM  
**To:** Elizabeth Holmes  
**Subject:** On Campus Facility Performance

I sent you a text earlier hoping you would have a chance to read it midday. I guess you just did.

I am genuinely concerned that Safeway's lab reputation gets worse by the day. Keep in mind, I have now required that our employees and their nearby dependants use this lab. Since they all work on this campus, they can easily share their experiences. The sooner we get to "finger stick" the better we will be. Until that happens, I would like to suggest a change in procedures.

- 1) Most tests should take less than 24 hours, we would like to know if a test result is going to take longer.
- 2) If a test result will take longer than 24 hours, we need to know why.? ie: specialty or esoteric And, we would like an estimate on timing.
- 3) When the test results are delivered to the physician, we would like to know when that occurred and the method of delivery (fax or electronic).
- 4) Theranos needs to answer their phone when we or others call.

While my staff tells me the Theranos performance is much better than the first three months, it is no where close to that of Quest. As you know, the vast majority of their results are delivered the next day.

As your patient facing partner, we will need this same information for all 981 locations. We cannot put ourselves in the positions of being surprised by our patients. I will some comfort that this is all under control before the soft launch. At that point, both our brands will be at risk.

Whenever we have an unsuccessful store opening, that store never makes money.

Our

Steve Burd  
"Email Firewall" made the following annotations.

---

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.

---