

Message

From: Elizabeth Holmes [/O=THERANOS ORGANIZATION/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=EHOLMES]
Sent: 9/12/2012 1:03:03 AM
To: Steve Burd [steve.burd3@safeway.com]
Subject: RE: Poor Lab Service

I think that's fantastic as you know. I'll send you what we're currently working with - the dinosaur lab does not do 100% of all tests yet. Of course with our systems it's a whole different game on time - we'll have data out within 30 minutes of the sample being processed as you also know ...

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

From: Steve Burd [mailto:steve.burd3@safeway.com]
Sent: Tuesday, September 11, 2012 5:58 PM
To: Elizabeth Holmes
Subject: Re: Poor Lab Service

I have not seen any information on expectations. I was assuming with your new dinosaur lab that we would always be as fast as Quest, and with Theranos technology, much faster on 90% of the tests. Because we both want flawless execution, I have let my organization know that I want to know about any issues ASAP.

Steve Burd

On Sep 11, 2012, at 5:50 PM, "Elizabeth Holmes" <eholmes@theranos.com> wrote:

> We apparently had a call with SWY's Benefits VP about this.

>

> Here is what I have been told:

>

> The SWY check-in employee at the store told the patient that her doctor would receive results in ~15 hours but did not get this information from the lab or call the lab to confirm. The patient then showed up to her doctor, who didn't have the results.

>

> We have a process in place for communication of timing expectations but it was not followed in this case; we have apparently had issues with this in the past as well. I know that our team discussed this again with the SWY team following this incident.

>

> The phlebotomist who drew the patient's blood was also a temp phlebotomist who was brought on only for a day in case of volume increases due to the notification that went out to employees. Apparently this SWY patient also did not like the way the phlebotomist drew her blood - the benefits team mentioned to our team that this employee is very vocal about things she is displeased with.

>

> As you know, the results are not 24 hours when samples are sent out - I can send you our guidelines for results turnaround communication. First thing we should do is make sure that our teams are completely in sync on that.

> Flawless execution is our game.

>

>

>

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

> **From:** Steve Burd [mailto:steve.burd3@safeway.com]
 > **Sent:** Tuesday, September 11, 2012 11:46 AM
 > **To:** Elizabeth Holmes
 > **Subject:** Poor Lab Service

>

> It was just brought to my attention, that one of our employees had a very bad experience with the on campus lab. The results were supposed to be delivered to her physician within 24 hours and it took several days. I believe these tests were processed in Palo Alto. Granted we are not using an onsite Theranos platform, but are instead using a traditional lab process, but we cannot have this experience in any of our stores. It would negatively impact both the Theranos and the Safeway brand. You should know that this was a fairly recent experience.

>

> I have just informed my organization that I want to hear about every problem and I want to know every time we fail to deliver the results in less than 24 hours. Our dashboard should let each of us know immediately about these kind of issues.

>

> I believe this was a case of not being thoroughly patient sensitive. You may or you may not know of this incident. Or you may have information and insight that I do not have. In either case, I believe we both want the same flawless execution.

>

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

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