

Appointment

From: Calvey, Matt [matthew.calvey@walgreens.com]
Sent: 2/28/2017 7:43:34 AM
To: Stauffer, Dave [dave.stauffer@walgreens.com]; Bratton, Edward [edward.bratton@walgreens.com]; Daugherty, Patricia [patricia.daugherty@walgreens.com]; Stahmann, Eric [eric.stahmann@walgreens.com]
CC: Pietrini, Thomas [thomas.pietrini@walgreens.com]

Subject: Green Belt Project Introduction
Attachments: Project Kickoff Meeting.pptx; TDGFD Charter V4.xlsx
Location: 200-1A4

Start: 2/28/2017 1:00:00 PM
End: 2/28/2017 1:50:00 PM
Show Time As: Tentative

Required Attendees: Stauffer, Dave; Bratton, Edward; Daugherty, Patricia; Stahmann, Eric

Below is the Deck for today and an updated version of the Charter.

Agenda:

- Introduce the project and WLSS
- Discuss early project deliverables
- Communication Plan
- Next Steps



Project Kickoff
Meeting.pptx



TDGFD Charter
V4.xlsx

Thanks,

Matt Calvey

Coordinator Industrial Engineering – Pharmacy and Retail Operations

Walgreen Co. | 200 Wilmot Road, MS 2189, Deerfield, IL 60015
Telephone 847 315 7186 | Mobile 847 682 8349

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LeanSixsigma

Project Kick Off Meeting

TDGFD Process Time Reduction
2/28/17

Walgreens
AT THE CORNER OF **HAPPY** & **HEALTHY**™



Agenda

1. What is WLSS and the Define Phase deliverables
2. Team structure, ground rules and norms
3. Begin working on a few early project deliverables
 - a. Charter
 - b. SIPOC
 - c. Process Map
4. Discuss how to collect the “voice of our customers”
5. Tailor a Communication Plan for our needs
6. Next Steps





WLSS is a Transformational Approach

**WLSS is a customer-focused
process improvement
approach that drives better
business results.**



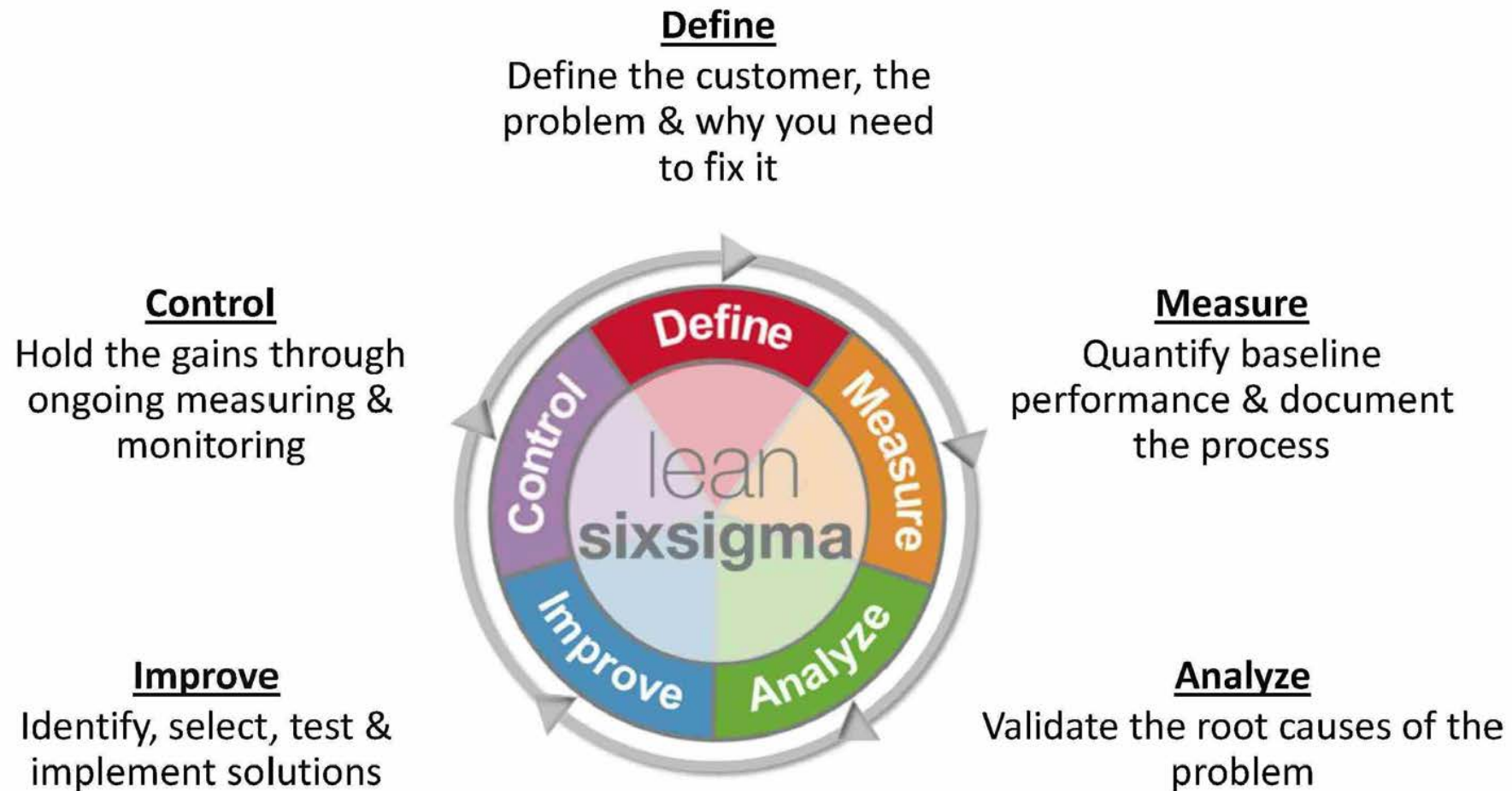
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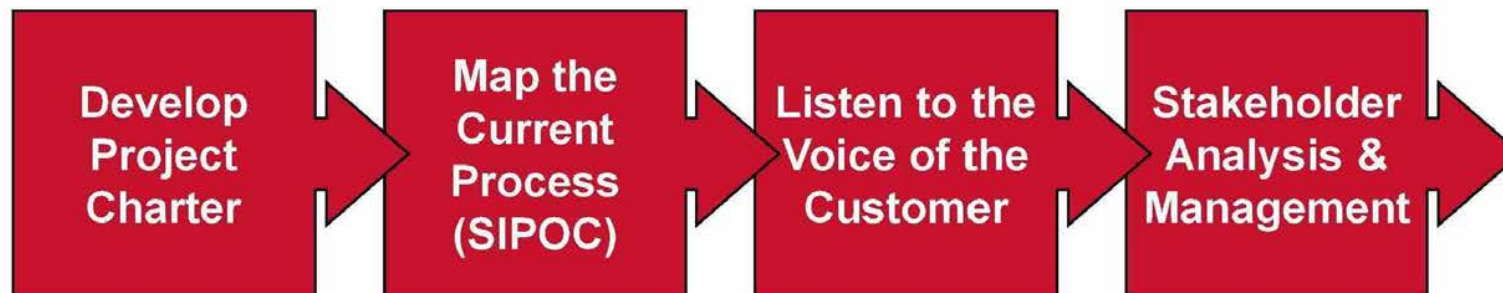
LSS - Proven Methodology for Executing Projects





Steps in Define

- Project Charter
- SIPOC Analysis (Supplier, Input, Process, Output, Customer) and Process Map
- Voice of the Customer (VOC)
- Stakeholder Analysis & Management



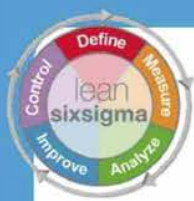


Define Deliverables

By the end of Define, we should be able to:

- Define why the project is important
- Determine what business goals our project must achieve to be successful
- Identify the key players for the project
- Identify the boundaries (budget, time, resources) that have been placed on your project
- Understand the key process that you will focus on (including its Suppliers, Input, Outputs, and Customers)
- Know your customer requirements (i.e. what is critical to quality for them)





Team Structure and Norms



Our Team

Role	
• Champions	• Tom Pietrini
• Process Owner	• Tasha Polster
• Coach	• Dave Luebbe
• Green Belt	• Matt Calvey
• Finance Advisor	• Bhavin Amin
• Team Members	<ul style="list-style-type: none"> • Dave Stauffer – Mgr Pharmacy Process Optimization • Ed Bratton – Mgr Pharmaceutical Integrity • Patty Daugherty – Mgr Pharmaceutical Integrity • Eric Stahmann – Mgr Pharmaceutical Integrity
• Other ad-hoc members	• Patty Zagami, pharmacy team members



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Team Ground Rules

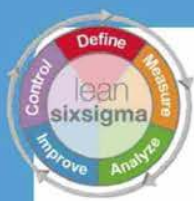
- Start and end on time
- 100% participation
- Communication devices limited
- Respect each other by practicing good listening
- Spelling doesn't count
- What else?





Team Norms - Discussion

Key norm setting areas	Our team norms
What is our desired problem solving approach?	<ul style="list-style-type: none">• Regularly scheduled meetings• Use problem solving tools for team meetings
How should we interact and communicate?	<ul style="list-style-type: none">• Weekly status meeting• Other key stakeholders that need to be informed – as needed
Client interaction and/or meeting norms?	<ul style="list-style-type: none">• Team members on time and fully present during meetings and conference calls• Send agenda prior to meeting start
What lifestyle aspirations do we have?	<ul style="list-style-type: none">• Meetings should end on time• Are there certain days that are better for meetings than others?• Are there days we should avoid?
How will we address absences?	<ul style="list-style-type: none">• Team members to provide explanation if declining meetings



Define Phase Deliverables

- Project Charter
- SIPOC
- Process map



Project Charter:

What are we trying to accomplish?

Project Details			
Project Description	Increase capacity for our store Pharmacists by reducing the time it takes them to complete each Target Drug Good Faith Dispensing (TDGFD) checklist by reallocating work to technicians and/or decreases in overall process time.		
Problem Statement	Pharmacists and Technicians must comply to completing our (TDGFD) checklist when dispensing prescriptions for Target Drugs. Currently Pharmacists spend approximately 5 minutes completing each checklist equating to an average of 150 hours/store per year. For every 10% reduction in this time commitment, the organization could save between \$1.5 million and \$8 million per year across approximately 7900 stores.		
Business Case (Estimated Project Benefits):	Reducing Pharmacist process time to complete the TDGFD checklist by 10% would save the organization between \$1.5 million and \$8 million per year by reallocating Rph work to Technicians and/or decreasing overall process time.		
	Benefit Category	Benefit Sub-type	
	Direct	EBIT	
Project Scope	First Process step in SIPOC	Technician indicates the prescription is a target drug	Last Process step in SIPOC
		Pharmacist files the TDGFD checklist	
	Includes:	All pharmacies, Target Drug Good Faith Dispensing Checklist, Target Drugs - Oxycodone, Hydromorphone, Methadone, District Specific Drugs (Tablets/Capsules only).	
	Excludes:	Changes to the drugs currently on the TDGFD list and changes to the requirements to check the PDMP. Changes to customer interaction and prescriber call portions of the checklist	
Project Goals	Metric	Baseline	Goal
Primary	Process time to complete a single TDGFD checklist	7.2 minutes	6.5 minutes (10% reduction)
Secondary (if applicable)	- Correct follow-up decisions	Needs to be measured	- No negative affect on decisions

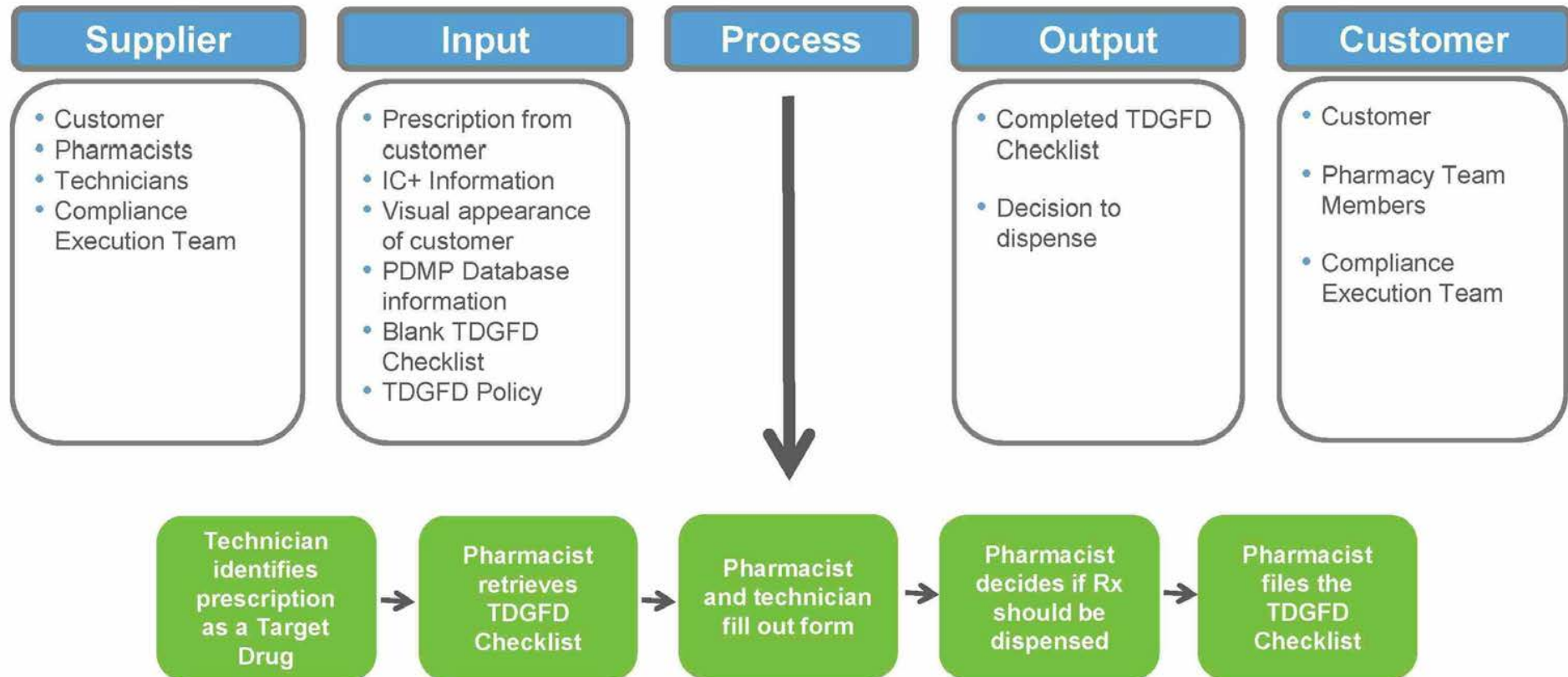


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SIPOC

Target Drug Good Faith Dispensing Process Time Reduction

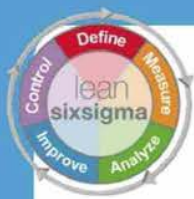


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Voice of the Customer



What is the Voice of the Customer?

Voice of the Customer (VOC):

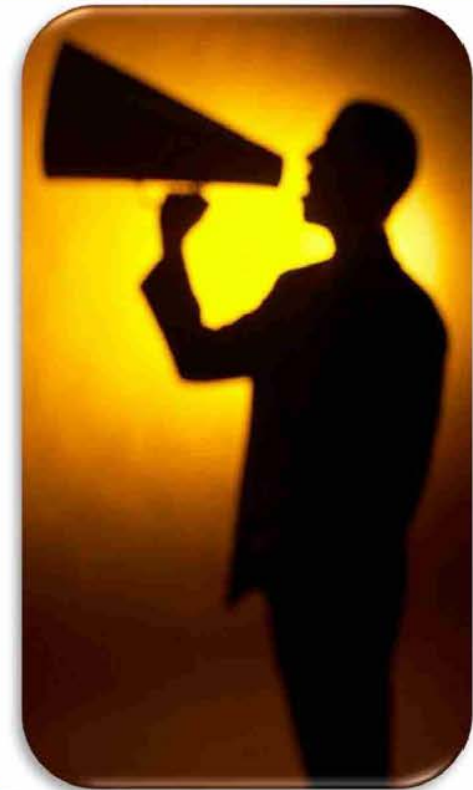
What the customer needs and how well the product/process meets those needs from the point of view of the customer

VOC Process

- Identify Customers.
- Collect and analyze customer data.
- State customer needs in their own words.

Outcomes

- Defined Critical to Quality requirements (CTQ)
- Specifications for each CTQ





VOC Data Collection Plan

Who is the customer and what data is needed?

VOC Data Collection Plan

Who?

- Pharmacy Team Members
- Compliance Execution Team
- Customers

What?

- What can we improve about the TDGFD Checklist?
- Are there any changes that you would be opposed to?
- What parts do you like about the checklist and/or are easy for you to use?

How?

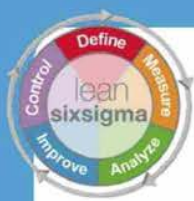
- Phone calls to stores, in person interviews, and a survey if necessary
- Will call stores of varying volumes from various regions
- I will handle the VOC data collection

When?

- In Define Phase, Feb/March



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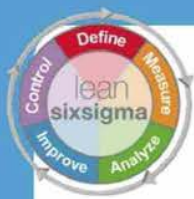


Communication Plan

Communication plan: How are we ensuring stakeholder alignment?

Audience	Media	Purpose	Topics of Discussion / Key Messages	Owner	Frequency	Notes / Status
Core Team	50 min in person or virtual meeting (for those not in Deerfield)	Keep team up to date and move project forward	<ul style="list-style-type: none"> Current status Decision making Next Steps Timeline 	Matt	Weekly	
Champion Meetings	In person 30 min meeting	Update champion on project status	<ul style="list-style-type: none"> Key milestones 	Matt	Weekly	
Tollgate Meetings	In person – via phone when necessary	Ensure alignment after each phase of the DMAIC process	<ul style="list-style-type: none"> Phase specific 	Matt	~ Once per month or as we move through the phases	
SME engagement	In person meetings or via phone if remote	Gather information needed for the project	<ul style="list-style-type: none"> Data 	Matt	As needed	



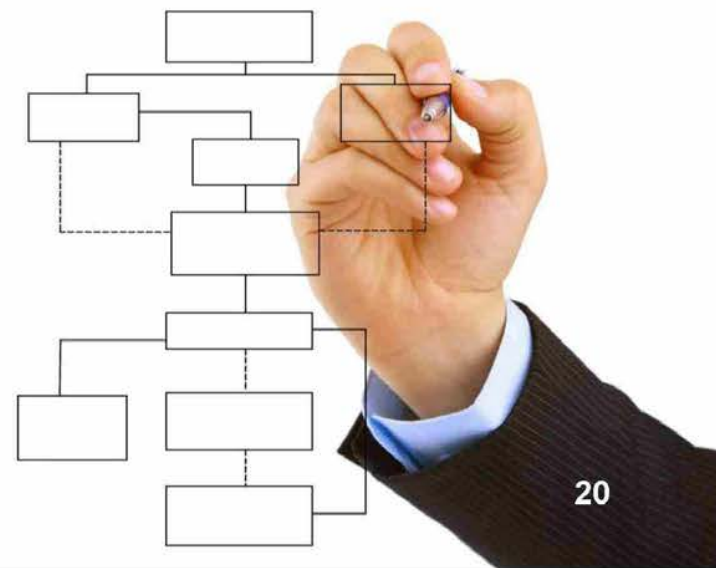


Process Map



Developing a process map

- Brainstorm process steps
 - Write on self-stick notes or a flipchart
 - Capture what really happens rather than what is supposed to happen
- Arrange the steps in sequence
- Check for missing steps or decisions
- Number the steps
- Identify inputs and outputs for each step
- Identify key metrics for each step



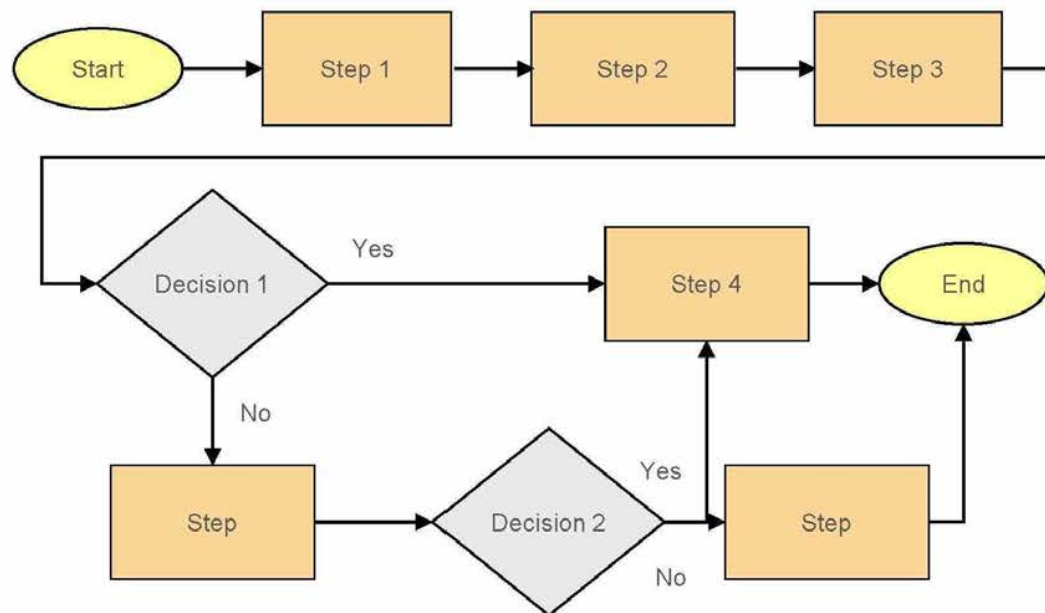
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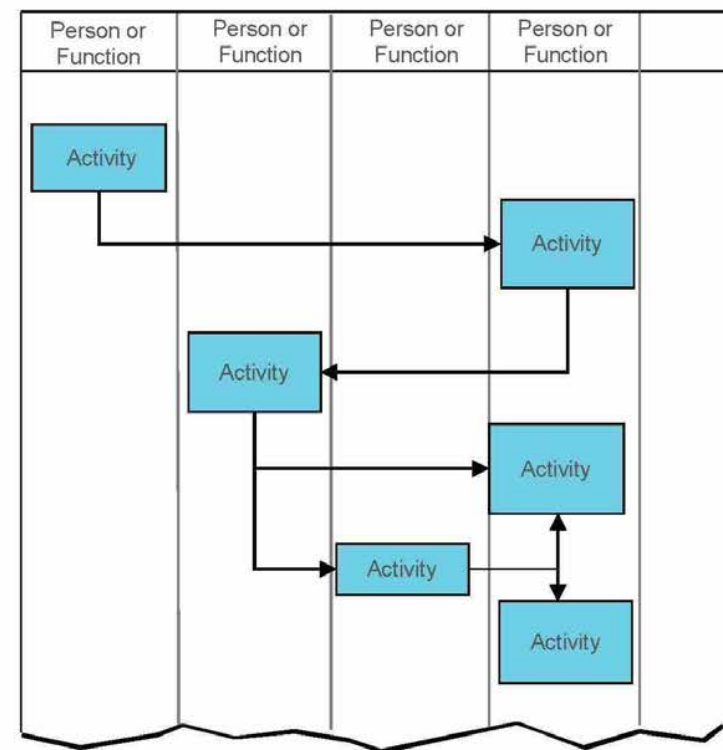
Let's choose between these formats



Activity Process Map



Deployment Process Map



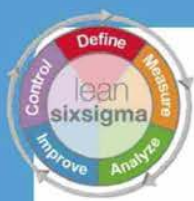
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Next Steps

- Update the charter
- Update the SIPOC
- Start drawing the Process Map
 - May take additional team meetings to complete this
- Put our VOC plan into action
 - Put together a CTQ diagram from this
- Plan our next meeting agenda





Thank You
Think Lean!



Walgreens Lean Six Sigma - Project Charter

Project Name	TDGFD Process Time Reduction	BU/SSU	Operations Administration
One Plan Strategy		One Plan Program	
Champion	Tom Pietrini	Executive Champion	Dave Jennings/Mike Fleming
Black/Green Belt	Matt Colvey	Process Owner(s)	Tasha Palster
Coach	David Luebke	Financial Advisor	Bhavin Amin
Actual Start Date:	02/13/17	Target End Date:	Control Phase presentation date

Project Details				
Project Description	Increase capacity for our store Pharmacists by reducing the time it takes them to complete each Target Drug Good Faith			
Problem Statement	Pharmacists and Technicians must comply to completing our (TDGFD) checklist when dispensing prescriptions for Target			
Business Case (Estimated Project Benefits):	Reducing Pharmacist process time to complete the TDGFD checklist by 10% would save the organization between \$1.5 million and \$8 million per year by reallocating Rph work to Technicians and/or decreasing overall process time.			
	Benefit Category		Benefit Sub-type	
	Direct		EBIT	
Project Scope	First Process step in SIPOC	Technician indicates the prescription is <u>in process</u> <u>done</u>	Last Process step in SIPOC	Pharmacist files the TDGFD checklist
	Includes:	All pharmacies, Target Drug Good Faith Dispensing Checklist, Target Drugs - Oxycodone, Hydromorphone,		
	Excludes:	Changes to the drugs currently on the TDGFD list and changes to the requirements to check the PDMP		
Project Goals	Metric	Baseline	Goal	
	Primary	Process time to complete a single	7.2 minutes	6.5 minutes (10% reduction)
Secondary (if applicable)	- Correct follow-up decisions	Needs to be measured	-No negative effect on decisions	
Team members	Dove Stauffer, Ed Bratton, Patty Dougherty, Eric Stahmann			Primary Impacted Stakeholder
				Field
Add'l Resources/Support Required	Tom Pietrini, Bhavin Amin, Tasha Palster, Patty Zagami, pharmacy team members			
Risks/Constraints	U Redacted – Attorney Client Privileged			
Timeline/Milestones	Start	Target End		Actual End
Define	02/13/17	Estimated tollgate presentation date		
Measure	03/13/17	Estimated tollgate presentation date		
Analyze	04/13/17	Estimated tollgate presentation date		
Improve	05/13/17	Estimated tollgate presentation date		
Control	06/13/17	Estimated tollgate presentation date		

Cell: B5
Comment: 3-5 word title for the project.

Cell: B10
Comment: When project actually started. MM-DD-YY. We will track all active projects based on an actual start date entered into this field.

Cell: F10
Comment: When you'd like the project to finish. MM-DD-YY

Cell: B13
Comment: 2-3 sentences describing the project that highlights the problem, its impact and the benefit (financial & other) to be derived from solving the problem (a short "elevator speech") about the project.

Cell: B14
Comment: 2-3 sentences describing the problem that the project is designed to solve, preferably with quantitative assessments of the magnitude and trend of the problem. Should not include the solution or the business case/benefit.

Cell: B15
Comment: Provide a description with values or the high level calculation to help readers understand how we're getting to the value

Theme type	Expected Benefits Type	Benefit sub-type	Complexity
Revenue	Expense – Direct	EBIT	Low
Expense	Expense – Cost Avoidance	Working Capital	Medium
Indirect	Expense – Cost Reinvestment		High
	Expense – Indirect		
	Revenue – Direct		
	Revenue – Indirect		

Drop Down Explanations

Theme Type
Revenue: \$ we lose from not selling that will be reduced from the project (e.g., stock outs, customer walk outs) or incremental sales that will be achieved from project
Expense: Reduction in the \$ we spend to provide products or services for customers (internal and external customers)
Indirect: Recognized value that can be quantified but cannot be directly dollarized. Examples in this category would be service enhancements, and quality improvements (presumably infrastructure improvements would provide for service or quality improvement or we would not invest in it)

Expected Benefits Category
Direct: operating income & cash flow year over year run rate improvement. This would include revenue enhancement but quantified in operating income terms
Cost Avoidance: reduction of budgeted future costs for mature processes
Cost Reinvestment: dollarized benefit that cannot be extracted
Indirect: recognized value that cannot be directly dollarized. Examples in this category would be service enhancements, and quality improvements (presumably infrastructure improvements would provide for service or quality improvement or we would not invest in it)

<ul style="list-style-type: none">• Project Name: 3-5 word title for the project.• BU: Business Unit that owns the opportunity• Actual start date: When project actually started. MM-DD-YY. We will track all active projects based on an actual start date entered into this field.• Target End Date (MM-DD-YY): When you'd like the project to finish. MM-DD-YY• Project Description: 2-3 sentences describing the project that highlights the problem, its impact and the benefit (financial & other) to be derived from solving the problem (a short "elevator speech") about the project.• Problem Statement: 2-3 sentences describing the problem that the project is designed to solve, preferably with quantitative assessments of the magnitude and trend of the problem. Should not include the solution or the business case/benefit.• Defect Definition: List the primary metric that will be measured to know whether we are making progress on the problem statement. Define the defect based on VOC.• Business Case: Estimated Project Benefits: Provide a description with values or the high level calculation to help readers understand how we're getting to the value
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Complexity
Low: Single project with no cross functional impacts
Medium: Single project with some cross functional impacts
High: Single project with many cross functional impacts

Benefit sub-type (Select value only if "Expense-Direct" is chosen for Expected Benefit Type)
EBIT : Operating income impact by reducing ongoing costs or revenues
Working Capital: Cash flow impacts

Primary Impacted Stakeholder Group
Field
Distribution Center
Corporate
All

Benefit Category	Notes
Direct	Net Benefit
Soft Benefits	Cost Re-investment
Cost Avoidance	Cost Avoidance
Benefit Sub-type	
EBIT	
Working Capital	