



COVIDIEN

Pharmaceuticals
Hazelwood, Missouri

DATE: November 30, 2018

TO: Tim Wright

FROM: Steve Littlejohn

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- ☒ For your information
- ☐ Please respond
- ☐ Confidential
- ☐ Urgent

SUBJECT: February Monthly Report – Corporate Communications

Overview/Highlights

During February, the Communications Team focused on a variety of initiatives, issues and efforts, including preparation for product launch campaigns:

- Addressing Mo 99 supply management issues and initiatives, including successful execution of the Maria agreement announcement event,
- Continued execution of grassroots community and media efforts for the HoltraChem clean up in Maine,
- Finalization of REMS materials and media relations related to FDA approval of Exalgo Prescription Drug User Fee Act (PDUFA) action date as well as final response on Exalgo,
- Preparations for upcoming product launches for Fentanyl Lozenge in March, as well as Pennsaid (diclofenac sodium topical solution) 1.5% w/w and Exalgo (hydromorphone HCl) Extended-Release Tablets in April, and
- Execution of a special edition newsletters regarding the Maria Reactor and preparation of another special edition for Exalgo approval.

Further details on these and additional activities in support of the business follow.

Products

Exalgo

- Prepared and issued February 16 announcement of Exalgo's PDUFA extension due to FDA's weather-related closure in February.
- Continued work to finalize PR materials including press release and Q&A document for Prescription Drug User Fee Act (PDUFA) response on Exalgo. Managed internal

approval process and coordinated reviews with Neuromed/CombinatoRx and Alza Corporation for potential approval and complete response scenarios.

- Working with David Silver and commercial team, assisted with Investor Relations and Corporate Communications product and market background document and held briefing on February 23.
- Continued to execute on work plan/timeline for communications in support of the planned Exalgo launch by developing key message platform document and an audience matrix to ensure target messaging reaches the key audience segments of prescribers for the product. In this effort, continued to manage Fleishman Hillard agency support.
- Drafted launch communications materials including product backgrounder, chronic pain backgrounder and media Q&A document.
- Participated in multi-day Exalgo REMS market research sessions with physicians, pharmacists, patients and office staff to gain better understanding of needs for larger safe use initiative (CARES Alliance).
- Participated in February 26 Exalgo REMS Advisory Council session focused on getting feedback from leading pain treatment experts on the physician education and safe use tools developed for Exalgo.
- Served on Exalgo Commercial Team and Brand and Market Readiness Teams.

Fentanyl Lozenge

- Worked with Marketing and Medical Affairs in the development of communications materials, including press release and PR Overview/Q&A document to announce the launch of product.
- Completed all internal reviews in preparation for March announcement.

Pennsaid

- Coordinated development of launch related communications strategies working with Makovsky + Company PR and Marketing in support of the April launch of Pennsaid.
- Drafted launch communications materials including product backgrounder, osteoarthritis backgrounder and media Q&A document.
- Helped Marketing in the development of a patient video for the launch sales meeting in April.
- Served on Pennsaid Commercial Team and Brand and Market Readiness Teams.

Tussicaps

- Continued to work on a targeted earned media campaign to bolster awareness of TussiCaps. Conducted media outreach in major markets in Texas as well as in New York to reach national media as part of an effort focused on the importance of accurate dosing of medicine in treating chronic coughs.

Corporate Branding

- Worked closely with product teams, InterBrand and Corporate on initiative to ensure compliance with corporate branding standards. For branded products, compliance is with colors and fonts.

Issues Management

- Exalgo FDA Interactions

- Contributed to leadership preparation for early February FDA call.
- Participated in sub-team review/edit of REMS materials for both rounds of FDA submissions.
- Maria Reactor Announcement and Supply
 - Extensive preparations took place leading up to event in collaboration with corporate communications in Mansfield, Mo 99 task force, Covidien in Petten and APCO PR firm in Europe and US.
 - Event participation included U.S. Ambassador to Poland Lee Feinstein; advance luncheon included Polish Deputy Minister of Economy.
 - Media outreach and coverage was extensive leading into the event and afterwards with an estimated 250 stories world-wide.
 - Additional communication tactics included:
 - Customer letters to every region, customized as needed, were issued prior to the event
 - Web site update with customer letters and news release prior to event, and then again with replay of event and press conference-specific pieces
 - Employee live viewings of press conference web cast globally in multiple locations
 - Employee communications in the form of Special Edition Newsletter, Pulse article and One-on-One Plus One with Tim Wright on the Pulse
 - On-going efforts to secure FDA and Health Canada approvals for use of Maria Mo 99 in Maryland Heights generator production are being advanced by cross-functional team led by Jim Brodack that includes Communications. The entire process is being fast-tracked, with a goal for accelerated approval to ensure use of first production from Maria on March 19 in generator manufacturing in both EMEA and US.
- Additional Mo 99 Supply / LEU Initiatives
 - Chaired/participated in bi-weekly task force conference calls; participated in weekly internal global Mo 99 allocation calls. Provided updates to Covidien Mo 99 task force as appropriate regarding media coverage and reactor updates;
 - Addressed concerns emanating from French media story citing inaccurate or misleading information from external sources by writing *Le Monde* with request to review our press release and contact us for more information. Provided talking points to French sales/marketing team to address *Le Monde* article, and contacted OECD to provide education related to misinformation.
 - Responded to Health Canada concerns clarifying March supply outage with conference calls and materials.
 - Updated Covidien Mo 99 Supply web page after each new broad communication issued, and provided updates to industry associations in US and EMEA and Regulatory to submit to FDA Drug Shortage.
 - Continued to communicate regularly with the FDA, DOE and the White House Office of Science and Technology Policy. Meetings successfully occurred in February with key individuals within European Union leadership, specifically in the Energy and Research departments, related to Mo 99 supply and transportation as well. Country specific meetings were held as well.
 - In collaboration with CORAR, continue to supply information to Senator Bond's office in support of the Markey bill; through CORAR and a coalition of other

organizations also submitted letter to members of the Senate urging a vote on the bill.

- Covidien Acts Responsibly to Ensure Safety (CARES) Alliance (expanded version of former Exalgo Alliance)
 - Co-leading this initiative toward a portfolio-wide Pharmaceuticals safe use program and web site, including development of white paper and long-range planning.
 - Early efforts will support Covidien's approach to pending FDA Advisory Committee meeting on long-acting opioid REMS, which is expected to occur in May/June timeframe.
 - Related planning for stakeholder advocacy/society outreach underway.
- Acetaminophen
 - Paragon Rx held meeting with McNeil in late February; awaiting update on outcome of that discussion.
- Global Healthcare Professional Sponsorship Policy Change
 - Ongoing discussions with Pharmaceuticals Compliance and corporate Compliance/Legal to resolve allowable options for EMEA. Complex issue is still being discussed to ensure corporate guidance is met while maximizing ability to meet commercial needs. Discussions will continue into March, with hopeful resolution by mid-March.
- HoltraChem – Orrington, ME
 - On February 2, 2010, the Orrington Board of Selectmen voted unanimously in support of an alternative plan to remediate the former HoltraChem plant site. The 5-0 vote came towards the end of a two-week hearing before the Board of Environmental Protection (BEP). This outcome represented the culmination of an ambitious grassroots initiative and vigorous media outreach.
 - Continued grassroots activities with Morrissey & Co. and Barton & Gingold in support of this Mallinckrodt legacy environmental issue, including weekly individual meetings with influential residents of Orrington and surrounding communities to discuss their views on the future outcome for the site. To date, there have been meetings with more than 70 local residents and community leaders.
 - Continued coordination with EHS Legal Counsel and Consultants for next public community meeting scheduled for March 17.
 - Developed community mailer to be distributed to local residences reinforcing Mallinckrodt's intent to have regular public meetings about the clean-up of the site.
 - Created content for next issue of "On the Penobscot" newsletter focused on the recent Board of Environmental Protection hearings and the town's vote in support of Mallinckrodt's alternative clean-up plan.
 - Worked with expert consultant for Board of Environmental Protection proceedings and former New England EPA Administrator, John DeVillars, on an opinion editorial piece for publication the Bangor Daily News reinforcing the need for an alternative to the clean-up ordered by the Maine Department of Environmental Protection.

- Mapped out website strategy and launch plan for vehicle in support of ongoing communications with Orrington residents and other interested stakeholders.
- Short-Term Product Issues
 - Octreoscan – Single lot recall and resulting supply outage into early February; return to market February 9.
 - Handi-Fil Disposable Syringe Fill Tubes – Single lot recall of 7,500 units initiated February 1. Facilitated development of PR Background, Holding Statement, and Q & A.
 - Discontinued Products – Developed holding statement and Q & A following notification letter informing the FDA of decision to discontinue manufacturing morphine sulfate concentrate oral solution 20mg/ml.
 - Missing generator – Developed a holding statement, Q & A and provided communications counsel related to a lost shipment of an Ultra-Technekow™ DTE generator via Delta Airlines Atlanta to a customer in Bermuda. Shipment was located at Delta Airlines Cargo Warehouse in Bermuda on March 3, 2010.
- Mansfield Corporate Communications
 - Provide bi-weekly Hot Products Scorecard updates.

Media Relations

- Continued to await the airing of *Deutschlandfunk* (Germany-based Radio Program) interview of Harrie Buurlage, Director, Manufacturing - Nuclear regarding Covidien's moly processing facility in Petten. The reporter also interviewed representatives of the Nuclear Research and consultancy Group (NRG), operator of the High Flux Reactor in Petten.
- Continued to coordinate with producer of a consumer health program hosted by Dr. Sanjay Gupta of *CNN* on an upcoming report on medical isotopes. Working with APCO PR agency to provide background about Covidien's efforts to manage supply of Mo 99 throughout the ongoing shortage. Provided archive footage of radiopharmaceutical preparation at the St. Louis radiopharmacy.
- Facilitated an interview with Imaging Economics magazine with Rhonda Soest, Director of Marketing for Contract Media, examining safety issues related to contract media other than those related to NSF. Reviewed quotes and information prior to publication. Our part of the story focuses on our RFIS technology in power injectors and how it improves patient safety.
- Facilitated inclusion of information about Covidien's cooperative arrangement with Babcock and Wilcox in a news release by them announcing that they had received a \$9M grant from the National Nuclear Security Administration to support B&W development of its LEU medical isotope production program.
- Facilitated an interview of Steve Littlejohn by Boston Globe reporter Bryan Bender for a story on Rep. Markey's domestic Mo 99 supply bill, HR 3267.

- Facilitated an interview by Attleboro Sun Chronicle reporter Rick Foster for a story on Rep. Markey's domestic Mo 99 supply bill, HR 3267.
- Facilitated taping and an interview of Harrie Buurlage at Petten by VARA Nieuwslicht, a Dutch Public Television program, focusing on medical isotope production. Program aired on February 18, with Harrie being well positioned explaining Mo 99 processing.
- Provided preparation and facilitated an interview by Forbes Magazine of Tim Wright for a story they are writing on the emergence of Covidien since the split from Tyco.
- Facilitated stories on the current state of the MO 99 supply by Dow Jones, The Globe and Mail (Toronto), the New York Times, and Nature.
- Provided information and formulated a response for the Dutch news website Kennislink regarding statements by the TU-Delft research reactor that they could provide Mo 99 when the HFR is offline beginning in February.

Manufacturing Support

- Provided assistance to our facilities in Raleigh in formulating an application to receive the City of Raleigh's 2009 Environmental Stewardship Award in recognition of the significant environmental and sustainability impact of the Imaging Water Reuse Project and the Landfill Gas-generated Steam Use Project.
- Prepared a media holding statement and provided counsel to MBI regarding picketing at the Red School Lane offices by Local 78 of the Asbestos Laborers protesting the use of a non-union subcontractor for a remediation project.

Community Relations

- Coordinated Pharmaceuticals Grant Committee review of applications submitted for grants from organizations in St. Louis, Hobart and Phillipsburg under the Covidien Partnership for Neighborhood Wellness.
- Conducted site visits to several potential grant recipients.
- Met with the Deans of the College of Nursing and Optometry as well as the Associate Director of Development for Health Sciences and the Associate Director of Corporate and Foundation fundraising for University of Missouri-St. Louis as part of ongoing discussion regarding potential sponsorship and other collaborations that coincide with Covidien's community involvement initiatives.

Employee Communications

- Q1 2010 Summit Planning
 - Coordination of Q1 Summit. Date is set for Wednesday, March 24, 8 a.m., at the Maryland Heights Manufacturing Plant.
 - Summit will be structured around answering employee questions. Gathering videos of employees asking questions, as well as questions from online survey. Facilitating development of Summit opening video, as well as videos of employee questions.
 - Summit will be broadcast globally via live webcast for group viewing

opportunities. Employees at Earth City, Hornet and Webster Groves will also have the ability to listen to summit audio and view slides from their individual work stations.

- Newsletter
 - Updated editorial calendar of ideas for bi-weekly newsletters through July 2010.
 - Wrote, edited and e-mailed February 1, February 15 and March 1 issues.
 - Developed and distributed special edition newsletters regarding Maria Reactor announcement (February 17) and prepared Exalgo approval special edition.
 - Next newsletter is March 15, 2010.
- Employee Engagement
 - Facilitated February 25 Pharmaceuticals Sales and Operations Planning (S&OP) process town hall, including event logistics and employee communications support (invitations, newsletter articles).
 - Began planning for Exalgo celebration event, to include Tim Wright's jump in the Hazelwood campus lake. Collaborative effort with Specialty Pharmaceuticals Marketing team.
- Digital Signage
 - Erica Abbett, Diane Brendel, JoAnn Digman completed additional training for digital signage program.
 - First content – regarding Maria Reactor announcement – was posted the week of Feb. 15.
 - Signage will be used to communicate employee events and activities and help reduce e-mail volume. Communications staff will be responsible for signage/slide updates.
- HR Communications
 - Developed and/or distributed several organizational announcements, including Group Purchasing Organization and Global Operations announcements (February 19), an Imaging Commercial Business-Global Product Marketing announcement (February 18) and a U.S. Imaging Commercial Business-National Accounts announcement (February 1).
- PULSE Features on Pharmaceuticals
 - Worked with Corporate to facilitate a *One on One Plus One* feature with Tim Wright regarding the Maria Reactor announcement, which published February 18.
 - Submitted two articles highlighting Pharmaceuticals including the Proper Dosing video associated with the TussiCaps campaign and Imaging's ad in USA Today for the Radiological Society of North America's annual meeting, the Maria Reactor announcement.

Campaigns/Messaging Platforms

- Change management

- Revising a plan to launch a program within Pharmaceuticals.
- Facilitated the development of talking points to accompany strategy map presentation for leadership use in town hall-style meetings.

Employee Community Outreach

- Communications efforts to support Women in Science in Covidien's (WISIC) "Planning your Future in Science" seminar, scheduled for the evening of March 24, 2010. Event will be hosted in the Hazelwood Cafeteria.
- Females who are juniors or seniors at local high schools in the Hazelwood and Webster Groves School Districts have been invited to learn about the work scientists do at Covidien.

Employee Programs

- **CARE:**
 - Worked with committee responsible for new global recognition program to develop SharePoint site and promote the program once it launches. Program is expected to launch in late March/early April.
 - Met with CARE committee to discuss plan and events for 2010 and assign duties.
 - Designing new "In the Community" newsletter to send out in mid-March
- **DART:**
 - Supported communications efforts for a Caring for Aging Family Members Seminar sponsored by the Disabled Employees and Loved Ones resource team, including flyer development and distribution.
 - Attended DART team meeting. Working with team to schedule Denim for Diversity days and other events on overall calendar.
- **Green Team:**
 - Attended Hazelwood Green Team meeting and offered support for annual Hazelwood Earth Day fair, scheduled for Thursday, April 22, including recruiting booth participants and employee communications to promote the event.