

RemoteFirst at DrFirst®



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Embracing Remote First:

Why Us? Why Now?

At DrFirst, the concept of remote work isn't new. In fact, some of our staff have worked remotely for over 20 years. However, the world has changed dramatically in the wake of the global COVID-19 pandemic, and companies today are mapping their course as in-office, hybrid, or "remote-first."

While many companies are requiring employees to return to the office, at least for some of the time, we are choosing a remote-first approach because of the benefits for the company and our people. Here's what we discovered:

Happier Employees: Our team enjoys better work-life harmony, less stress from commuting, and more control over their work environment. Our 2024 Employee Engagement Survey found that more than 80% of staff appreciated key elements of our approach, including:

- 82% said it gives them flexibility to balance the demands of their professional and personal lives
- 87% said it significantly enhances their overall well-being

Improved Productivity: Studies show that if remote work is done well, people are more productive. More productive work is often more satisfying for employees and leads to improved job satisfaction. Our 2024 Employee Engagement Survey found that:

- 86% said they feel empowered to own their productivity and outcomes while working remote
- 83% said their work motivates them

Wider Talent Pool: Our workforce spans 38 states, from Maine to California and even Hawaii. We can attract and retain the best minds from all corners of the country, enriching our team with diverse perspectives and skills.

Cost Efficiency: By leveraging technology to facilitate a remote-first workforce, we can substantially reduce overhead costs associated with maintaining large physical office spaces, which strengthens our bottom line. Also, staff save considerable expenses on clothing and commuting expenses.

Choosing remote-first is more than a policy; it's a commitment to building a dynamic and flexible workplace where everyone can thrive, no matter where they log in from. Of course, the advantages of embracing a remote-first approach carry with them a corresponding accountability. Our company is dedicated to furnishing our staff with the structure for both happiness and success, and we have full confidence in our employees' motivation and discipline to excel in their roles.



“You shouldn’t have to give up learning and friendships and advancement opportunities, or even the recognition of your unique contributions just because you work remotely. And DrFirst shouldn’t have to give up agility, a productive team, or industry-leading solutions.

This remote work playbook is our unique guide to making it happen. Let’s work together to keep building something great at DrFirst.”



G. Cameron Deemer
Chief Executive Officer

Guiding Principles

We are inspired by the potential and dedication of our staff, driven by our core values, and committed to building a successful and thriving remote work environment.

- Work is something you do, not someplace you sit
- Your well-being is a top priority
- We trust you to do your job
- You are measured on impact and achievement
- Clear and transparent communication is paramount
- Personal connection is key to avoiding isolation

Think of this Playbook as a complement to our Employee Handbook. It's packed with tools and tips to help you soar in a remote-first workplace and will be periodically updated as we learn from our collective experiences to refine how we all build and contribute to our remote work culture.

“In the world of remote work, trust isn’t a luxury; it’s a necessity.”

—Stephen R. Covey

“I used to arrive at the office stressed, but now I have more personal time and less stress. I quickly learned how to connect with people in meaningful ways remotely.”



Heather Happe

Human Resources Business Partner

Our Approach: Remote but not Distant

While remote work has many benefits, it also comes with challenges. These include isolation, communication barriers, and maintaining our company culture.

We are committed to addressing these challenges head-on, with intention and transparency, to achieve an enriching remote work experience for everyone involved. By using creative solutions that anticipate potential challenges and by setting clear expectations, we aim to ensure mutual benefits for our people and our organization.

We are harnessing the pioneering spirit that DrFirst used to transform medication management to bring our vision of a thriving remote workforce to life.

That is why we are creating this Remote Work Playbook. It's more than a guide. It's our roadmap for ensuring that our remote work experience is rewarding and productive for all.



At the heart of our approach is a critical question:

How can we ensure that our transition to a remote-first workplace not only maintains but enhances employee experience and business performance?

Fostering Serendipity

When not wandering the halls, I'm not exposed to chance meetings of new people, unexpected ideation, or simply discovering a new snack because someone shared it with me.

We are being deliberate in fostering ways to enhance connection and expand employee's internal network while working remotely. Examples include:

- Virtual learning lunches
- Coffee chats
- Cross-departmental mentorship programs
- Leadership office hours
- Group virtual social and wellness events

Creating 'Osmosis'

I can't learn from overhearing conversations. I can't walk up to a cube and ask a question or get quick help like I would in-person.

We are intentional about documenting processes and keeping an open door for impromptu communication between staff. This way, staff can be resourceful and self-serve, while simultaneously keeping communication pathways open for employees to reach out to the appropriate person when questions arise.



Creating Opportunities for Appreciation

I'll never know how good you are because I am not exposed to you enough. I see you only on camera and meet with you only sporadically. I won't appreciate you as I would if you sat close to me.

We encourage employee autonomy for self-direction and exposure. Through Leapsome, managers and all team members can see the contributions of their teammates, allowing for recognition to be showcased on a broader scale. We also provide opportunities for exposure through:

- FirstHand (High Fives, Paper Plate Awards, On the Spot Awards)
- All Hands meetings and spotlights
- Fireside chats with C-Level staff

Developing Friendships and Addressing Feelings of Isolation

I won't get enough exposure to people to develop true friendships. No happy hour hanging out or swapping jokes across the aisle.

Our camera-on culture humanizes the virtual workspace as much as our technology allows. We also intentionally create social space through:

- Using Webex technology for direct messaging
- Beginning meetings with small talk and personal wins
- Holding virtual social events (organization-wide and departmental)
- Regularly scheduling in-person gatherings

Enhancing Onboarding Capabilities

I can't walk new hires around the company to meet lots of different people in person so that they feel comfortable reaching out to them later.

Our comprehensive virtual onboarding includes programs aimed at promoting and facilitating knowledge transfer and community building. Our onboarding plan includes:

- New Hire Mentorship Program
- Meet and greets with key stakeholders and leadership within the first 90 days
- Inclusive company training that caters to the new hire's learning style and preference



Fostering Trust

“Out of sight out of mind.” How do I know you’re working? I can’t possibly define everything you should get done, and if I did, then I’m doing all the work. You didn’t answer my phone call. Were you at home or at the movies? I’m not sure I can count on you.

Our employees are Disciplined, Driven, and Smart (DDS). We trust that once employees have clarity on their goals and objectives, they will manage their own productivity and time. Remote work allows employees to enjoy flexible schedules and maintain work boundaries while reporting their individual and team progress through Leapsome, our goal-tracking and performance management system.

Promoting Accessibility

How can I get to you when I need you? I can’t walk up to your cube and command your attention. You can easily ignore that I need you right now.

Communication is the key to facilitating a positive and effective remote workforce. Promoting asynchronous communication and utilizing the Communication Best Practice Toolkit allows employees access to their peers in a meaningful, timely, and successful way.



Encouraging Opportunities for Collaboration and Ideation

When we can’t all sit together in a room to whiteboard and brainstorm, we lose the sense of team ideation.

We are committed to creating virtual space for innovation. We will empower our teams to collaborate for ideation through:

- Ideation sessions
- Digital Webex hubs
- Knowledge-sharing documentation
- Technology for virtual whiteboarding sessions
- In-person meetings with scheduled ideation time



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Creating Opportunities for Employees to Have a Meaningful Voice

I don't feel like I'll be heard if I'm not in the room.

We value employee feedback and listen to the employee voice to guide the direction of our remote culture offerings. Using the annual Employee Engagement Survey, we can share their voices in an unfiltered way, driving data-driven projects such as:

- Collaborative Change Management Methodology
- Launchpad Mentorship Program
- Management Training 101 Program

Our leadership and employees work together to define and foster the evolution of the DrFirst community.

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Identifying High-Potential Employees for Advancement Opportunities

If I'm not getting enough face-to-face exposure, you might not think of me when there are advancement opportunities. How can I showcase my skills and interest to ensure I'm considered?

We are committed to developing employees from within and recognizing those who make significant contributions. We identify high-potential employees through:

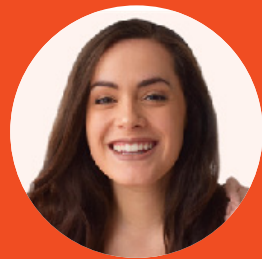
- Organizational talent assessments
- Reviews based on goal attainment

Once high-potential employees are identified, they can develop their skillset to prepare for advancement opportunities through:

- Management Training 101 Program
- Hundreds of training and development courses in Leapsome
- Stretch assignments



“I personally love the dynamic of working remote and doing annual meetups; it’s the best of both worlds!”



Samantha Murillo
Digital Marketing Lead



Productivity and Performance

The shift to remote work means impromptu desk visits for casual check-ins and on-the-fly feedback are a thing of the past. Now that we are not in the same building, the need for self-direction and efficient, asynchronous communication is vital.

We believe that you will perform best when you are trusted to be driven and disciplined. Our focus is on goals, outcomes, and tangible results. We don't monitor your clicks and keystrokes. Instead, we prioritize setting clear, transparent goals and program updates.

Strategies to stay on track with your goals:

- **Collaborative Goal-Setting:** Partner with your manager to set measurable goals that you can self-manage
- **Consistent Updates:** Keep your manager up to date on progress and roadblocks
- **Active Problem-Solving:** Be proactive to overcome obstacles; ask for help or suggestions when you need it
- **Visible Milestones:** Update Leapsome regularly to show your progress toward personal and team goals

“Transparency and trust go hand in hand. Our Leapsome performance management tool makes me a better remote manager because I can see my team’s progress toward goals and schedule regular, brief meetings to touch base.”

Chuck Bedel, PharmD,
Director, Product Solutions at DrFirst

Communication: Beyond Messages

Effective communication is the cornerstone of remote work. It goes beyond just sending a message; it ensures that your message is understood.

The remote setting amplifies communication challenges because it's harder to recognize non-verbal cues that help convey meaning and intent. And you can't pop your heads into someone's office to ask a quick question like you could when we all worked onsite.

DrFirst equips you with tools and platforms for effective communication, whether one-on-one or in groups, including Outlook for emails and Webex for chats, calls, and special interest-based groups to connect with like-minded colleagues. In addition, we communicate company updates via email, our intranet (called FirstHand), and at quarterly All Hands meetings.

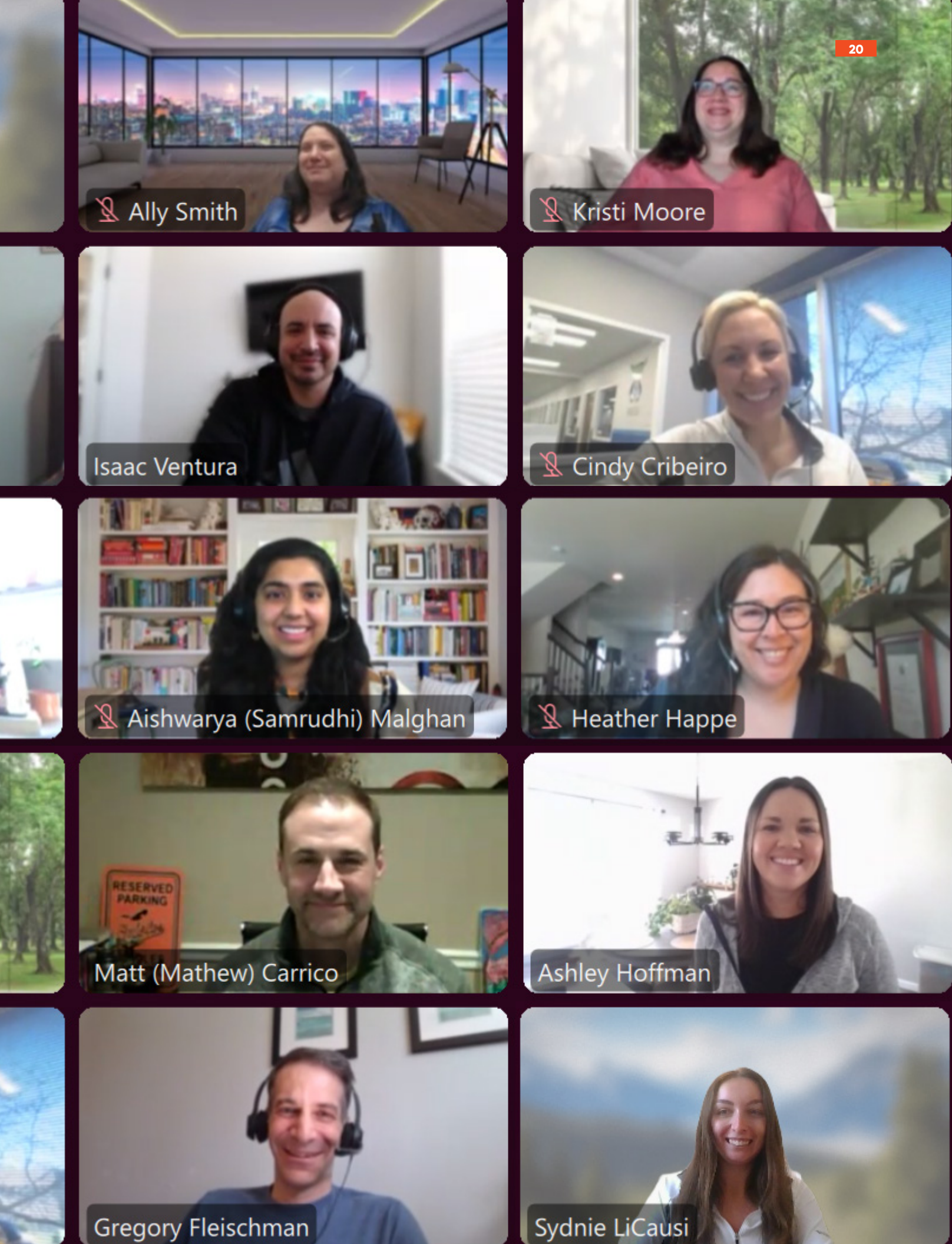
For clear, effective communication in the remote workplace, please consult our Communication Best Practice Toolkit and these quick tips:

- **Clarity Is Key:** Always provide context, next steps, and encourage questions
- **Seek Understanding:** Don't hesitate to ask questions for better clarity and context
- **Timely Responses:** Aim for prompt replies to team members
- **Quick Check-Ins:** Use short meetings or calls to resolve issues rapidly
- **Asynchronous Advantage:** Use email or Webex chats for non-urgent communication, allowing for responses when colleagues are available

Doctor Defender's Quick Tips: Camera-On Culture

Want to build trust and humanize your communications? Make a quick video call with your camera on to improve non-verbal communication cues.





“Even though I live in Hawaii, which is several time zones away from most of my colleagues, I stay connected with my team via Webex. I feel like my colleagues are just a cubicle away from me via a Webex call or chat.”



Brittany Waterhouse
Tier 1 Technical Support

“I love the camera-on culture we have here at DrFirst. It keeps us connected and makes calls more personal.”



Isaac Ventura
Corporate Recruiter

Meetings: The Digital Roundtable

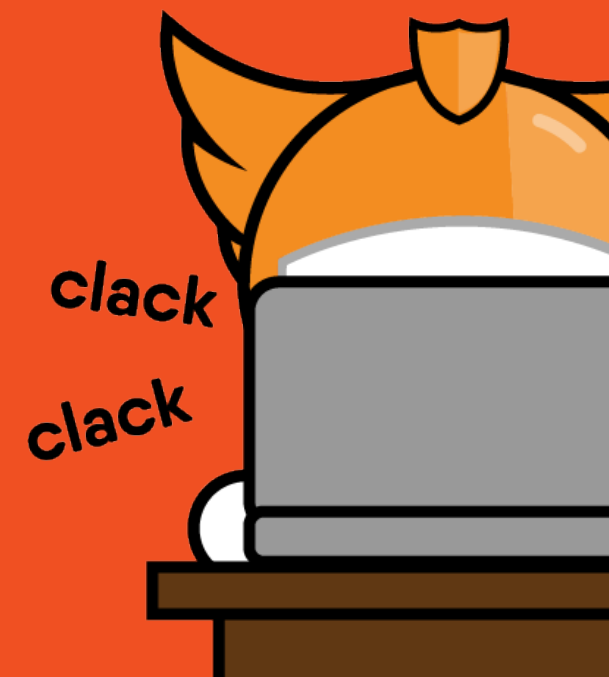
In the shift from conference rooms to virtual spaces, ensuring everyone's voice is heard can be a challenge. The dynamic of interacting through digital screens, especially when there are rows of miniature faces on camera, can sometimes make meetings feel less personal and harder to navigate.

Keys for effective remote meetings:

- **Set Clear Agendas:** Always include an agenda or goals in your meeting invitations
- **Include Who's Needed:** Invite all necessary participants since it's harder to include others spontaneously as you would in an office
- **Check Availability:** Confirm participants' calendar availability before sending invites
- **Smile for the Camera:** Keep cameras on for non-verbal cues like nods, hand gestures, and facial expressions to enrich communication
- **Warm Up:** Start with a few minutes of small talk or updates to ease into the meeting
- **Use EOS Structure:** Apply EOS methodologies for Level 10 meetings to maintain focus and efficient issue management
- **Solicit Participation:** Make a point to invite input from everyone, ensuring all voices are heard
- **Stay Present:** Resist the temptation to multitask and give the meeting your full attention, enhancing engagement and understanding

Doctor Defender's Quick Tips: Camera-On Culture

Turning on your camera helps create a more connected and engaging experience for everyone. We encourage you to keep it on for small- to medium-sized meetings, whenever you are presenting, and in team gatherings. We trust you to use your judgment. When in doubt, lean into our camera-on culture to foster a sense of presence and community.



Calendars: Our Virtual ‘In/Out’ Board

Gone are the days of peeking over cubicles to see if someone's available. In our remote-first world, calendars are our go-to for checking availability and respecting each other's time.

Here's how we can keep our virtual doors appropriately open or closed:

- **Set Working Hours:** Update Outlook to reflect your typical availability
- **Signal Time Off:** Mark any out-of-office periods
- **Open Your Calendar to Your Team:** Show titles and locations for context (opt for “private” as needed)
- **Use Effective OOO Replies:** Set up out-of-office replies that include your return date, availability status, and alternate contacts
- **Block Time to Focus:** Reserve slots on your calendar for uninterrupted work

Doctor Defender's Quick Tips: Share Your PTO Like a Pro

Let your team in on your PTO plans. Set up an all-day meeting event for your time off and invite your close team members. Remember to mark it as “free” and turn off reminders to keep everyone's calendars clean and clear.



Infrastructure, Technology, and Support

In a remote-first workplace, technology is not just helpful – it's your lifeline for productivity and connection.

Our goal is to provide you with top-notch technology and support to help make every day a “great day” rather than one filled with tech frustrations.

Because both technology and needs evolve, we'll regularly review these tools and welcome your feedback and ideas.

Stay powered up for success:

- **Get to Know Your Tools:** Dive into our tech stack, including Outlook, Webex, Jira, Zendesk, Okta, and more, to streamline your workflow
- **Quick Help:** Bookmark the Help Desk for easy access and learn how to submit support tickets
- **Connect in Webex:** Use the “Corporate Service – Help Desk Support” Webex space to ask quick questions
- **Embrace Learning:** New tech can feel daunting to learn; allocate time to explore and become tech savvy at your own pace
- **Customize Your Workspace:** Assess which tools enhance your productivity, such as monitors, docking stations, and audio equipment; talk to your manager if you need something we haven't provided

Doctor Defender's Quick Tips: Have you tried rebooting?

There's a reason why help desk technicians ask this question – because it often works! Try it first before opening a ticket.



“This is my first fully remote position, yet I have never felt more connected to a company before. With our resources and support, I can be productive and connected to my coworkers.”



Rachael Schindler
Strategic Project Coordinator

“In graphic design, collaboration is essential for creativity. Our team fuels our creative process by connecting via Webex. I can share my screen and even make design edits in real time for instant feedback.”



Casey West
Graphic Designer

Innovation and Problem-Solving in our Virtual World

Missing those quick brainstorming pop-ins or chance hallway chats that led to new approaches to solving problems? While remote work doesn't have the same physical landscape, it doesn't mean we have to give up spontaneous collaboration.

Here's how we keep the spirit of innovation alive, seeing problems as opportunities:

- **Open Office Hours:** Set aside regular “no meeting” slots for on-the-fly discussions or focused work
- **Ideation Sessions:** Regularly schedule creative meetings for brainstorming, just like in-person whiteboarding sessions
- **Digital Hubs:** Use Webex group chats for continuous, topic-specific dialogs, embracing the power of asynchronous brainstorming and idea-sharing
- **Virtual Open Door:** Stay ready for impromptu calls to lend a hand or share insights
- **Knowledge-Sharing:** Document and share processes, standard procedures, and insights widely
- **Blend Digital and Physical:** Organize occasional in-person meetings that include time for brainstorming and creative collaboration

“Creativity is intelligence having fun.”

—Albert Einstein



Career Compass:

Success From Anywhere

Remote work presents specific challenges, from onboarding new staff to gaining new skills. In addition, simply being visible to colleagues, managers, and leadership can be hard when people are not together in person. The physical distance shouldn't mean "out of sight, out of mind" – especially when it comes to career advancement and skill development.

We want every team member to feel seen and valued, even when we are miles apart.

We're tackling these challenges head-on through virtual learning, leadership training, and transparent career pathways.

Empowering new staff:

- **Jumpstart for Success:** New staff are welcomed with quick-start sessions in their first two days
- **In-depth Immersion:** Our comprehensive week-long New Hire Training is an interactive introduction to our business, history, culture, products, and processes
- **Launchpad Mentoring:** New staff are paired with seasoned employees to share our culture, make introductions, create immediate connections, and forge lasting relationships

Fostering professional growth:

- **DrFirst University:** Employee knowledge-sharing
- **Continuing Education Fund:** Financial support for employee development
- **Leadership Learning:** New manager training focuses on leading from afar and strengthening teams regardless of distance
- **Spotlight Moments:** Opportunities to enhance your visibility include presentations and knowledge-sharing sessions
- **Launchpad Mentoring:** Our expanded mentorship program includes structured support and tips for success and is designed to benefit anyone seeking to learn and grow
- **Proactive Learning:** Build personal development plans in Leapsome with access to hundreds of self-service learning pathways; if you don't see something you are looking for, just ask
- **Stretch for Success:** Volunteer for new challenges that stretch your capabilities and demonstrate your evolving skillset
- **Speak Up:** Make your ideas heard in meetings and share your valuable insights

“I used our continuing education benefit to get advanced training in Figma for collaborative projects. It's helped the whole team be more productive and has given me more time for strategic thinking.”



Ryan Anderson
Senior Product Designer

“Not having a commute is a game-changer. It’s not just the time and money I save but also the physical and mental toll of a daily commute. I find I have the mental space to be present with my kids or meet a friend for dinner after I clock out for the day.”



Natalie Altman
Tier 1 Technical Support

Well-Being: Balancing Work, Life, and Everything in Between

We all do our best work when we feel refreshed and focused. That’s why we are dedicated to creating a remote work culture that respects individual wellness needs.

We prioritize your well-being and support flexibility in ways that value the individual while considering business objectives and stakeholder needs. Our resources, benefits, and wellness programs can empower you to engage fully in both your work and personal life and find balance in ways that make sense for you personally.

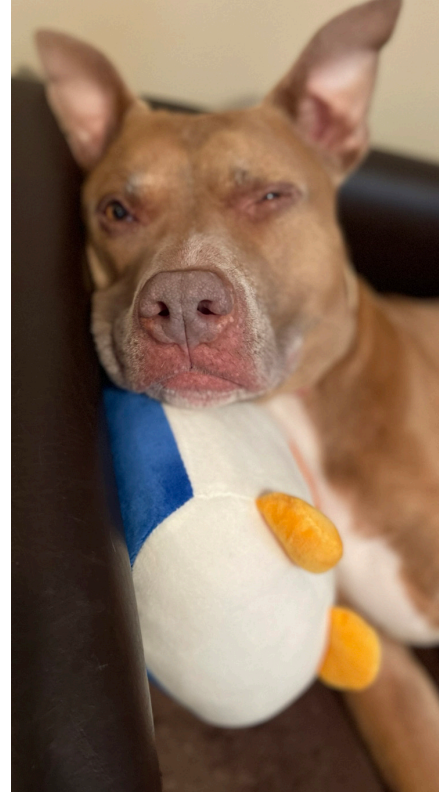
To find your Zen:

- **Mental Health Matters:** Tap into our mental health resources and benefits, available both virtually and where you live
- **Move More, Stress Less:** Participate in our group wellness activities like walking challenges to blend fitness with fun and teamwork
- **Define Your Day:** Set and respect your working hours with regular breaks to recharge
- **Flex Your Schedule:** Discuss your work hours with your manager, aligning with our core hours of 9:30 AM–3:30 PM ET, unless otherwise directed by your manager
- **Set Boundaries:** Clearly show your availability, using tools like your Outlook calendar and Webex status to signal when you’re “in” or “out”
- **Craft Your Workspace:** Designate a dedicated work area at home to help you focus during work hours and relax afterward
- **Bookmark Your Day:** Beginning and ending your workday with a routine like a morning cup of coffee, an energizing workout, or breezing through your inbox can help you smoothly shift between your professional and personal time
- **Honor Personal Time:** Respect your and your colleagues’ personal time, recognizing that everyone’s balance is unique

Doctor Defender’s Quick Tips: Walk It Off

Consider “walking meetings” to balance out sitting in front of a computer all day. These work well for status updates and catch-up calls.





“Working from home not only benefits employees but our furry friends as well! I love that my dog is with me all day. Taking dog-walk breaks helps me get up from my chair and get some fresh air. Afterwards, I feel refreshed, and my dog is ready for a nap!”



Sydney LiCausi
Talent Strategy Coordinator

Friendships and Connection: Building Bonds Beyond the Screen

Remote work changes how we stumble upon new friendships and nurture existing ones. While working side-by-side offers natural moments for interaction, the virtual environment requires a bit more creativity to foster meaningful encounters.

We are committed to ensuring you have the tools and opportunities to build rewarding personal and professional relationships, blending the best parts of remote and in-person experiences. This includes getting together through virtual platforms and in person to connect, innovate, and collaborate.

With these opportunities, you can take steps to build meaningful relationships and connections that are as strong as if all of us were in the office.

You can enhance and build relationships with these strategies:

- **Personally Connect During Meetings:** Use the first few minutes for casual chats
- **Cameras On:** Start meetings with your cameras on for a face-to-face feel
- **“Get-to-Know-You” Calls:** Reach out to new and existing colleagues for quick, informal conversations
- **Virtual Socials:** Join in on surveys, contests, and virtual celebrations and events
- **In-Person Opportunities:** Attend in-person meetings and events whenever possible
- **Explore FirstHand:** Dive into blogs, videos, and photos on our intranet to learn more about your teammates

“Motivation comes from working on things we care about. It also comes from working with people we care about.”

Sheryl Sandberg

“We build time for fun into our team meetings, such as virtual escape rooms, holiday celebrations, and Kahoot game sessions. These activities help us connect as individuals and build a stronger team.”



Brea Sisler

Director, Customer Support

“I’ve moved to several different states since we went remote and traveled quite a bit as well. I absolutely love the freedom I have now to give my all during work hours and then explore the places around me!”



Shelby Bonnell
Product Manager

Live and Work Anywhere

Our remote-first approach isn't just a policy – it's a passport to living and working anywhere. If you dream of dialing into meetings from a beachside villa or cozy mountain cabin, you can make it happen! Just be sure to follow our policies on location, stay focused on work during work times, and remain consistently available and responsive to your team.

Setting up shop anywhere in the U.S.:

- **Wi-Fi Freedom:** All you need is reliable internet to turn any spot into your office, whether it's your home or home-away-from-home
- **Same Pay, Any Place:** We don't adjust salaries by location, so feel free to choose a home base that suits your lifestyle and budget
- **Stay Connected:** Wherever you live, please join us for in-person meet-ups to bond with your team whenever possible

Globe-trotting office hours:

- **Global Workspace:** You can work internationally in approved locations – just coordinate with Human Resources and our Security team first
- **Visas and Addresses:** Keep a permanent U.S. address and obtain any visas needed for your international workspace; be sure to remain legally able to work for a U.S. employer
- **Sync Your Clocks:** Align your working hours with our core hours (9:30 AM to 3:30 PM ET) unless otherwise agreed upon with your manager

Doctor Defender's Quick Tips: Working Abroad

Dreaming of working abroad for a month or two? Before you jet off, be sure to give our security team a heads-up.





Guardians of Healthcare:

Uniting the Healthiverse
from Wherever We Are