

EXHIBIT

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Announcement Planning: Internal Investigation Conclusion, Colleague Decisions, Moving Forward PRIVILEGED & CONFIDENTIAL

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Overview & Objectives

A number of pivotal efforts and decisions around Lighthouse either recently have or will shortly come to a conclusion. This presents an opportunity to compile all newsworthy elements from the various efforts and decisions into a single, proactive communication that tells our story and provides some measure of closure to the Lighthouse tragedy.

Objectives for the upcoming proactive announcement are as follows:

- Continue to honor our commitment to being responsibly transparent, people-centered and acting with integrity and compassion;
- Accept responsibility as appropriate for the situation;
- Share any remaining new facts, decisions, insights from our internal investigation and changes being implemented to ensure this never happens again; and
- Provide some amount of closure to this tragedy and lay the foundation for our work to rebuild trust among all stakeholder audiences.

By proactively communicating all remaining news in a single announcement and assuring stakeholders that the internal investigation has come to a conclusion, we can then appropriately begin to look forward, repair our reputation and reignite a sense of pride among our colleagues and our community.

Below is a roadmap for the announcement that we believe will provide our best opportunity to turn the corner in our story.

Closure Announcement Roadmap

The announcement includes:

- An overarching statement that the internal investigation, aided by external experts, has concluded, and we have uncovered the following details and are taking a number of steps as a result. We'll use this piece to:
 - Share any final patient case updates.
 - Announce all colleague and executive decisions – terminating X colleagues/executives and returning X colleagues/executives to work.
 - Explain any education/additional training that colleagues returning will receive and how their return speaks to our High Reliability efforts and Just Culture.
 - Share any new changes, along with those already implemented to ensure nothing like this occurs again.
 - Provide any CMS compliance updates that might be necessary/pending (and our expected timing for conclusion if still pending).
- A pivot from accepting responsibility that a tragedy like this could have occurred to assuring audiences that we have done everything we can to make meaningful changes so that it never happens again. Providing reassurance that we have done our part to fully investigate this painful chapter in our history,





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and reminding everyone of the vital role Mount Carmel plays in the health and wellness of our community.

Rationale: Announcing all these actions at once underscores that we have left no stone unturned in our investigation to understand how this happened and that we have done everything to ensure it never occurs again. We believe an announcement like this – one that provides closure to all possible outstanding issues around Lighthouse – is our best opportunity to create a turning point as we begin restoring both confidence in and pride around Mount Carmel for our colleagues and the community. It will be much harder to build the feeling of a significant turning point if news dribbles out through individual or smaller-batch announcements. This announcement needs to feel like our definitive statement on this issue, as we turn responsibility over to the justice system.

We should seize the opportunity created by the indictment of Dr. Husel to share our announcements in the near future (the next week or two). It is a natural next step in the minds of many, as questions are already arising about colleague decisions now that the indictment has come down. And, we know our announcement will create an additional wave in the news cycle – it is best to tag onto the existing cycle as opposed to waiting for it to quiet and then creating another.

Key questions for the team before moving forward with this strategy:

- Has all of the significant news surrounding legionella become public?
- Does the above announcement list reflect all the news we have to share? If not, what's left and should be considered for inclusion?
- If there are additional patient cases to share, we will need to determine details to be shared and process/timing for informing families.
- Once colleague decisions are made, we will need to determine:
 - Any explanation we are going to share regarding our process/criteria for determining who is allowed to return to work and who is terminated.
 - Any training/education we are going to provide for colleagues returning to work.
 - Any next steps we are taking to fill positions that will be open by any terminations.
- Are there any new processes/policies we are putting into place based on additional news from the conclusion of our internal investigations?
 - Are we willing to share what types of things we looked at in our internal investigation (not details, but high-level things)?
- Do we want to seize the moment on all that we have learned from this to announce the start of a national, industry-wide dialogue?
- How do we want to communicate throughout Trinity Health about the conclusion of our internal investigation?

Risks of not announcing all at once, soon:

- Lose the opportunity to create a sense of closure (and in turn, a clear turning point) around Lighthouse.
- Lose the opportunity to leverage an existing news cycle and, instead guarantee that an additional news cycle will occur down the line.
- Continue to suffer death by 1000 cuts – and likely continue to erode colleague morale and community support.