

# EXHIBIT

## 54

**From:** Bret Gallaway <gallawab@trinity-health.org>  
**Sent:** Tuesday, January 8, 2019 8:44 AM  
**To:** Edward H. Lamb <Edward.Lamb@mchs.com>; Daniel J. Roth <Daniel.Roth@trinity-health.org>; Linda S. Ross <Linda.Ross@trinity-health.org>; Mandi Murray <murraym@trinity-health.org>; Larry Swanner <lswanner@mchs.com>; Brett Justice <bjustice@mchs.com>; Melissa Lander <Melissa.Lander@mchs.com>; Magi Curtis <MCurtis@jarrardinc.com>; David Green <DGreen@jarrardinc.com>; Samantha K. Irons <Samantha.Irons@mchs.com>  
**Cc:** Maria L. Seyrig <Maria.Seyrig@trinity-health.org>; Sofia C. Gaudioso <Sofia.Gaudioso@trinity-health.org>  
**Subject:** Re: ACTION: Proposed new language for Lighthouse PRIVILEGED AND CONFIDENTIAL


Thanks, Ed. Dan and I discussed it this morning. Of the 27 cases, we are confident that the doses were fatal in 17 of the cases. Since that's more than half, we can say "most." If pressed by a reporter, we could say the number is "at least 14."

We should say that a number of the doses were fatal, because that highlights one reason we are so concerned about these events. We say that life is sacred to us.

I'm working on some other related language that I discussed last night with Dan and Linda, and I'll share that with the team shortly.

Bret

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**From:** "Edward H. Lamb" <Edward.Lamb@mchs.com>  
**Date:** Tuesday, January 8, 2019 at 9:27 AM  
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**Cc:** Maria Seyrig <Maria.Seyrig@trinity-health.org>, Sofia Gaudioso <Sofia.Gaudioso@trinity-health.org>  
**Subject:** RE: ACTION: Proposed new language for Lighthouse PRIVILEGED AND CONFIDENTIAL



CONFIDENTIAL

JAR\_0003402

Bret, do we need to say – "and in most cases the doses were fatal?" Just thinking about the optics and consequences of saying that.

Thanks, Ed

## Ed Lamb, FACHE

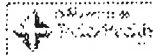
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**From:** Bret Gallaway

**Sent:** Monday, January 07, 2019 11:53 AM

**To:** Daniel J. Roth; Linda S. Ross; Mandi Murray; Edward H. Lamb; Larry Swanner; Brett Justice; Melissa Lander; Magi Curtis; David Green; Samantha K. Irons

**Cc:** Maria L. Seyrig; Sofia C. Gaudio

**Subject:** ACTION: Proposed new language for Lighthouse PRIVILEGED AND CONFIDENTIAL

Team-

We should change some of our messaging, as follows:

\* Instead of saying patients were receiving end-of-life care, we should say "the patients required a ventilator or other intensive life-sustaining treatment."

\* Instead of saying the physician ordered fatal doses, we should say "the physician ordered doses that exceeded what was needed to give comfort, and in most cases the doses were fatal."

Before we include this language in all of our documents, I'll confirm with Linda Ross that these are OK. In the meantime, Ed, Larry and Dan should use these during media training today. Mandi plans to join the media training and can give context as needed.

Bret

**Bret Gallaway** 

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