

Kristin Carter  
Chief Legal Counsel &  
Practice Group Leader for  
Health Care Operations

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January 15, 2026

Andrea Strong  
Health Services Cost Review Commission (“HSCRC”)  
4160 Patterson Avenue  
Baltimore, MD 21215  
[andrea.strong@maryland.gov](mailto:andrea.strong@maryland.gov)

**Re: Supplemental Disclosures to the FY25 HSCRC Disclosure of Interest Statement for The Johns Hopkins Health System Corporation (“JHHS”) hospitals in Maryland**

Dear Ms. Strong:

The HSCRC Annual Disclosure process requires any person who is a trustee, director or officer of a non-profit hospital in Maryland and who is also an employee, partner, trustee, director or officer of another business entity to file an annual report with the HSCRC disclosing all business transactions conducted between the hospital and such other business entity(ies). If the annual or imputed value of any payment(s) to the business entity by the hospital is under \$10,000, no report is required. JHHS trustees, directors and officers submitted their annual reports to the HSCRC for fiscal year 2025 (“FY25”) as of October 27, 2025.

In spirit of full transparency, we are disclosing four transactions, involving trustees and officers of JHHS and its hospitals that do not fit within the specific requirements for reporting identified above. Specifically, we are disclosing transactions involving (i) Dr. Redonda Miller, President of The Johns Hopkins Hospital (“JHH”), (ii) Dr. Tejal Gandhi, a Trustee of JHH, (iii) Mr. Keith Lee, a Trustee of JHH, and (iv) Dr. Sarah Johnson Conway, Senior Vice President of the Office of Johns Hopkins Physicians for Johns Hopkins Medicine and trustee of Suburban Hospital, Inc. (“Suburban”). These transactions took place during the period starting on July 1, 2024 and ending on June 30, 2025 (“FY25”).

**First**, we are disclosing Dr. Miller’s service on the Board of Directors of Cencora, Inc. (formerly known as AmerisourceBergen) (“Cencora”), a pharmaceutical wholesaler and health care logistics company.

JHHS and its subsidiaries, including JHH, use the services of Cencora (formerly known as AmerisourceBergen) and other health care operations contractors in its ordinary course of business. Cencora had been engaged by JHH prior to Dr. Miller becoming President of JHH in 2016. Dr. Miller recuses herself from any considerations involving engagement or compensation paid to Cencora by JHH or any other JHHS affiliate. In our FY25 HSCRC filing we disclosed that JHH paid Cencora \$16,200,115.00 for pharmaceutical products distributed by Cencora. In addition to that, in the spirit of transparency even though Dr. Miller does not have a role with JHHS and its other affiliates, JHHS and its other subsidiaries spent \$3,615,771.00 with Cencora in FY24.

**Second**, we are disclosing Dr. Gandhi's employment with Press Ganey. Dr. Gandhi was elected to the JHH Board of Trustees in 2024. In our FY25 HSCRC filing we disclosed that JHH spent approximately \$283,000.00 with Press Ganey. In addition to that, in the spirit of transparency even though Dr. Gandhi does not have a role with JHHS and its other affiliates, JHHS and its other affiliates spent \$954,907.00 with Press Ganey in FY25.

Dr. Gandhi has no input into the negotiations between JHH or Press Ganey. Both Dr. Gandhi and JHHS take any existing or appearance of a conflict of interest very seriously, and Dr. Gandhi has been advised to avoid any conflict and will be screened off from participating in any negotiations or potential transactions with Press Ganey.

**Third**, we are disclosing Mr. Lee's service on the Board of BGE. Mr. Lee was elected to the JHH Board of Trustees in 2024. In our FY25 HSCRC filing we disclosed that JHH spent approximately \$115,831.00 with BGE for electricity and natural gas. In addition to that, in the spirit of transparency even though Mr. Lee does not have a role with JHHS and its other affiliates, JHHS and its other affiliates spent \$19,110,844.00 with BGE in FY25.


Mr. Lee has no input into the negotiations between JHH, JHHS and its other affiliates with BGE, which is a utility provider.

**Fourth**, we are disclosing Dr. Sarah Conway's service on the Board of Baltimore Medical Systems ("BMS"). BMS is a federally qualified health center in Baltimore, MD. JHHS and BMS collaborate on providing health care services to underserved patients in East Baltimore, including at the East Baltimore Medical Center and at the Yard 56 development. JHHS and its subsidiaries are involved with BMS in numerous transactions in its ordinary course of business. JHHS and its other affiliates spent \$126,760.00 with BMS in FY25, and provided support through various community benefit grants related to EBMC and Yard 56 totaling \$9,424,560.00 in FY25.

Dr. Conway is a Johns Hopkins appointee to the BMS Board, and, as such, is the primary contact between the two organizations. Since BMS and JHHS share a mutual goal to expand clinical services in underserved areas of Baltimore, we do not believe any conflict of interest exists and are including this only in the interest of full transparency. Dr. Conway is not paid for her service on the BMS Board and, because both organizations are non-profits, does not hold any financial interest in BMS.

If you have any questions or concerns, please do not hesitate to contact me at (410) 502-7697 or by email to [kcarte83@jhmi.edu](mailto:kcarte83@jhmi.edu).

Sincerely,

  
Kristin Carter



HSCRC Trustees -MDH- &lt;hscrc.trustees@maryland.gov&gt;

## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

**hscrc.trustees@maryland.gov** <hscrc.trustees@maryland.gov>  
Reply-To: hscrc.trustees@maryland.gov  
To: hscrc.trustees@maryland.gov

Tue, Oct 28, 2025 at 2:40 PM

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Tejal Gandhi, M.D.**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** Press Ganey**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** [53 State Street, Suite 2101, Boston, MA 02109](#)**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Healthcare Patient Satisfaction Surveys**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:**  
Employee**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Membership dues and consulting services**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$283,660.10**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Tejal Gandhi



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## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

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Reply-To: hscrc.trustees@maryland.gov  
To: hscrc.trustees@maryland.gov

Tue, Oct 28, 2025 at 2:42 PM

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Keith Lee**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** Baltimore Gas & Electric**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** P.O. Box 1475, Baltimore, MD 21203**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Electricity**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:** Board Member**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Utilities**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$115,831.35**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Keith Lee



HSCRC Trustees -MDH- &lt;hscrc.trustees@maryland.gov&gt;

## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

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Reply-To: hscrc.trustees@maryland.gov  
To: hscrc.trustees@maryland.gov

Tue, Oct 28, 2025 at 2:43 PM

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Keith Lee**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** The Center Club**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** [100 Light St., Baltimore, MD 21202](#)**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Membership organization**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:** Board Member**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Annual dues, catering costs**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$15,568.83**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Keith Lee



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## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

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To: hscrc.trustees@maryland.gov

Tue, Oct 28, 2025 at 2:45 PM

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Redonda Miller**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** Turnaround Tuesday, Inc.**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** [2519 N. Charles Street, Baltimore, MD 21218](#)**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Professional services and training**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:** Board Member**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Staff training**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$30,000.00**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Redonda Miller



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## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

hscrc.trustees@maryland.gov &lt;hscrc.trustees@maryland.gov&gt;

Tue, Oct 28, 2025 at 2:46 PM

Reply-To: hscrc.trustees@maryland.gov

To: hscrc.trustees@maryland.gov

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Redonda Miller**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** Cencora**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** 1 W 1st St., Conshohocken, PA 19428**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Pharmaceuticals**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:** Trustee**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:**  
Pharmaceuticals**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$13,590,683.91**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Redonda Miller



HSCRC Trustees -MDH- &lt;hscrc.trustees@maryland.gov&gt;

## Response for survey 'Maryland Health Services Cost Review Commission Trustee Disclosure of Interest Statement'

1 message

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Reply-To: hscrc.trustees@maryland.gov  
To: hscrc.trustees@maryland.gov

Tue, Oct 28, 2025 at 2:48 PM

**DATE OF STATEMENT:** 10/28/2025**PERIOD COVERED: FROM:** 07/01/2024 **TO:** 06/30/2025**TRUSTEE, DIRECTOR, OR OFFICER NAME:** Kevin Sowers**TRUSTEE, DIRECTOR, OR OFFICER BUSINESS ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**HOSPITAL NAME:** Johns Hopkins Hospital**HOSPITAL ADDRESS:** [1800 Orleans St., Baltimore, MD 21287](#)**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY NAME:** Maryland Hospital Association**TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY ADDRESS:** [6820 Deerpath Rd., Elkridge, MD 21075](#)**MAJOR BUSINESS, PROFESSIONAL, OR ACADEMIC ACTIVITY OF TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Membership organization**TITLE, RELATIONSHIP, OR POSITION OF TRUSTEE, DIRECTOR, OR OFFICER IN THE BUSINESS ENTITY:** Board Member**TYPE OR NATURE OF BUSINESS TRANSACTIONS, DEALINGS, OR SERVICES BY AND BETWEEN THE HOSPITAL TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY HAVING AN ACTUAL OR IMPUTED VALUE OR WORTH OF \$10,000 OR MORE TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** Membership dues and conference fees**MONETARY VALUE OF THE BUSINESS TRANSACTION(S) TO THE TRUSTEE, DIRECTOR, OR OFFICER'S BUSINESS ENTITY:** \$418,440.00**DECLARATION OF TRUSTEE, DIRECTOR, OR OFFICER THAT THE STATEMENT IS TRUE TO THE BEST OF HIS/HER KNOWLEDGE, INFORMATION, AND BELIEF THAT THIS STATEMENT IS TRUE AND CORRECT UNDER PENALTIES OF PERJURY:****PRINTED NAME OF TRUSTEE, DIRECTOR, OR OFFICER:** Kevin Sowers