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August 20, 2019

Andrea Strong  
Health Services Cost Review Commission  
4160 Patterson Avenue  
Baltimore, Maryland 21215

To Whom It May Concern:

This letter is to disclose that McCready Health does not engage in any business transactions with any members of our hospital trustee board of directors that exceed \$10,000. Please find attached the list of board of directors and their addresses.

If you have any questions concerning this matter, please contact me at [cspence@mccreadyhealth.org](mailto:cspence@mccreadyhealth.org).

Thanks,

Camesha Spence  
Chief Financial Officer  
McCready Health