From: <u>H Swope</u>

To: <u>ATR-Public-Comments-Tunney-Act-MB</u>

Subject: [EXTERNAL] Stop all merger that minimize competition in healthcare

Date: Thursday, August 21, 2025 1:38:15 PM

As a licensed doctor in California, I am very opposed to all mergers in large healthcare businesses.

They say they want to create efficiencies, but what they really want to do is increase their profits.

I have a BA, with distinction, in Economics and an MBA in finance from top universities, so I can accurately evaluate what they are doing.

Please stop this consolidation that results in worse service and, ultimately, increased costs overall.

Harry Swope, MBA, ND, DHANP, VNMI