Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation
or Section 4947(a)(1) Nonexempt Charitable Trust Treated as a Private Foundation

Note: The foundation may be able to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0052

2009

For calendar year 2009, or tax year beginning 9/27 **, 2009, and ending** 9/25 , 2010

G Check all that apply ☐ Initial return ☐ Initial Return of a former public charity ☐ Final return ☐ Amended return ☐ Address change ☐ Name change

Use the IRS label. Otherwise, print or type. See Specific Instructions.

Rosscare
43 Whiting Hill Road, Suite 400
Brewer, ME 04412

A Employer identification number: 01-0391038

B Telephone number (see the instructions): 207 973-5114

C If exemption application is pending, check here ☐

D 1 Foreign organizations, check here ☐

2 Foreign organizations meeting the 85% test, check here and attach computation ☐

E If private foundation status was terminated under section 507(b)(1)(A), check here ☐

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ☐

H Check type of organization: ☒ Section 501(c)(3) exempt private foundation ☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

I Fair market value of all assets at end of year *(from Part II, column (c), line 16)* ► $ 35,668,359.

J Accounting method ☐ Cash ☒ Accrual ☐ Other (specify) *(Part I, column (d) must be on cash basis.)*

Part I Analysis of Revenue and Expenses *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see the instructions).)*

		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
REVENUE	1 Contributions, gifts, grants, etc, received (att sch)	307,438.			
	2 Ck ► ☐ if the foundn is **not** req to att Sch B				
	3 Interest on savings and temporary cash investments	5,190.	5,190.	5,190.	
	4 Dividends and interest from securities				
	5a Gross rents	199,000.	199,000.	199,000.	
	b Net rental income or (loss) 104,500.				
	6a Net gain/(loss) from sale of assets not on line 10				
	b Gross sales price for all assets on line 6a				
	7 Capital gain net income (from Part IV, line 2)				
	8 Net short-term capital gain				
	9 Income modifications				
	10a Gross sales less returns and allowances				
	b Less Cost of goods sold				
	c Gross profit/(loss) (att sch)				
	11 Other income (attach schedule) See Statement 1	5,991,141.		5,991,141.	
	12 **Total.** Add lines 1 through 11	6,502,769.	204,190.	6,195,331.	
OPERATING AND ADMINISTRATIVE EXPENSES	13 Compensation of officers, directors, trustees, etc	0.			
	14 Other employee salaries and wages	2,399,673.		2,399,673.	2,411,517.
	15 Pension plans, employee benefits	596,740.		596,740.	592,521.
	16a Legal fees (attach schedule) See St 2	1,343.			
	b Accounting fees (attach sch) See St 3	123,840.			
	c Other prof fees (attach sch) See St 4	300,837.		300,837.	287,446.
	17 Interest	1,319,971.		1,319,971.	1,319,971.
	18 Taxes (attach schedule)(see instr) See Stm 5	245,486.			
	19 Depreciation (attach sch) and depletion	871,510.	80,831.	86,611.	
	20 Occupancy	495,582.		495,582.	500,401.
	21 Travel, conferences, and meetings	20,954.		20,954.	21,214.
	22 Printing and publications	131.		131.	131.
	23 Other expenses (attach schedule) See Statement 6	1,175,713.	35,373.	974,832.	999,975.
	24 **Total operating and administrative expenses.** Add lines 13 through 23	7,551,780.	116,204.	6,195,331.	6,133,176.
	25 Contributions, gifts, grants paid Part XV	42,864.			42,864.
	26 **Total expenses and disbursements.** Add lines 24 and 25	7,594,644.	116,204.	6,195,331.	6,176,040.
	27 Subtract line 26 from line 12:				
	a **Excess of revenue over expenses and disbursements**	-1,091,875.			
	b **Net investment income** (if negative, enter -0-)		87,986.		
	c **Adjusted net income** (if negative, enter -0-)			0.	

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Section	**Part II**	**Balance Sheets** — Attached schedules and amounts in the description column should be for end-of-year amounts only (See instructions.)	Beginning of year (a) Book Value	End of year (b) Book Value	End of year (c) Fair Market Value
ASSETS	1	Cash — non-interest-bearing	1,112.	675.	675.
	2	Savings and temporary cash investments	343,647.	341,195.	341,195.
	3	Accounts receivable ► 192,037.			
		Less allowance for doubtful accounts ► 16,930.	119,401.	175,107.	175,107.
	4	Pledges receivable ►			
		Less allowance for doubtful accounts ►			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see the instructions)			
	7	Other notes and loans receivable (attach sch) ►			
		Less allowance for doubtful accounts ►			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges	447,159.	281,677.	281,677.
	10a	Investments — U.S. and state government obligations (attach schedule)			
	b	Investments — corporate stock (attach schedule)			
	c	Investments — corporate bonds (attach schedule)			
	11	Investments — land, buildings, and equipment basis ► 1,983,265.			
		Less: accumulated depreciation (attach schedule) See Stmt 7 ► 987,953.	1,076,143.	995,312.	1,983,265.
	12	Investments — mortgage loans			
	13	Investments — other (attach schedule)			
	14	Land, buildings, and equipment basis ► 22,199,269.			
		Less accumulated depreciation (attach schedule) See Stmt 8 ► 5,020,074.	18,109,863.	17,179,195.	22,199,269.
	15	Other assets (describe ► See Statement 9)	9,582,577.	10,687,171.	10,687,171.
	16	**Total assets** (to be completed by all filers — see instructions. Also, see page 1, item I)	29,679,902.	29,660,332.	35,668,359.
LIABILITIES	17	Accounts payable and accrued expenses	707,457.	814,549.	
	18	Grants payable			
	19	Deferred revenue	139,306.	130,045.	
	20	Loans from officers, directors, trustees, & other disqualified persons			
	21	Mortgages and other notes payable (attach schedule) Stmt 10	27,951,442.	27,732,743.	
	22	Other liabilities (describe ► See Statement 11)	203,590.	181,904.	
	23	**Total liabilities** (add lines 17 through 22)	29,001,795.	28,859,241.	
NET ASSETS OR FUND BALANCES		**Foundations that follow SFAS 117, check here ► [X] and complete lines 24 through 26 and lines 30 and 31.**			
	24	Unrestricted	-5,377,446.	-5,474,806.	
	25	Temporarily restricted	16,171.	16,628.	
	26	Permanently restricted	6,039,382.	6,259,269.	
		Foundations that do not follow SFAS 117, check here ► [ ] and complete lines 27 through 31.			
	27	Capital stock, trust principal, or current funds			
	28	Paid-in or capital surplus, or land, building, and equipment fund			
	29	Retained earnings, accumulated income, endowment, or other funds			
	30	**Total net assets or fund balances** (see the instructions)	678,107.	801,091.	
	31	**Total liabilities and net assets/fund balances** (see the instructions)	29,679,902.	29,660,332.	

Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year — Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	678,107.
2	Enter amount from Part I, line 27a	2	-1,091,875.
3	Other increases not included in line 2 (itemize) ► See Statement 12	3	1,440,623.
4	Add lines 1, 2, and 3	4	1,026,855.
5	Decreases not included in line 2 (itemize) ► See Statement 13	5	225,764.
6	Total net assets or fund balances at end of year (line 4 minus line 5) — Part II, column (b), line 30	6	801,091.

Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse, or common stock, 200 shares MLC Company)	(b) How acquired P — Purchase D — Donation	(c) Date acquired (month, day, year)	(d) Date sold (month, day, year)
1a N/A			
b			
c			
d			
e			

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a				
b				
c				
d				
e				

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

	(i) Fair Market Value as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of column (i) over column (j), if any	(l) Gains (Column (h) gain minus column (k), but not less than -0-) or Losses (from column (h))
a				
b				
c				
d				
e				

2 Capital gain net income or (net capital loss) — If gain, also enter in Part I, line 7; If (loss), enter -0- in Part I, line 7 — **2**

3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):

If gain, also enter in Part I, line 8, column (c) (see the instructions) If (loss), enter -0- in Part I, line 8 — **3**

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income)

If section 4940(d)(2) applies, leave this part blank.

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period? ☐ Yes ☒ No

If 'Yes,' the foundation does not qualify under section 4940(e) Do not complete this part.

1 Enter the appropriate amount in each column for each year, see the instructions before making any entries.

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (column (b) divided by column (c))
2008	7,235,617.	656,738.	11.017509
2007	7,053,286.	746,456.	9.449031
2006	11,255,372.	746,925.	15.068945
2005	1,321,034.	616,966.	2.141178
2004	1,270,801.	572,199.	2.220907

2 **Total** of line 1, column (d)	2	39.897570
3 Average distribution ratio for the 5-year base period – divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years	3	7.979514
4 Enter the net value of noncharitable-use assets for 2009 from Part X, line 5	4	659,070.
5 Multiply line 4 by line 3	5	5,259,058.
6 Enter 1% of net investment income (1% of Part I, line 27b)	6	880.
7 Add lines 5 and 6	7	5,259,938.
8 Enter qualifying distributions from Part XII, line 4	8	6,261,688.

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate. See the Part VI instructions

Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 – see the instructions)

1 a Exempt operating foundations described in section 4940(d)(2), check here ► [ ] and enter 'N/A' on line 1			
Date of ruling or determination letter: ________ (attach copy of letter if necessary - see instr.)			
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here ► [X] and enter 1% of Part I, line 27b		1	880.
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, column (b).			
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		2	0.
3 Add lines 1 and 2		3	880.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only Others enter -0-)		4	0.
5 **Tax based on investment income.** Subtract line 4 from line 3 If zero or less, enter -0-		5	880.
6 Credits/Payments			
a 2009 estimated tax pmts and 2008 overpayment credited to 2009	6a 1,223.		
b Exempt foreign organizations – tax withheld at source	6b		
c Tax paid with application for extension of time to file (Form 8868)	6c		
d Backup withholding erroneously withheld	6d		
7 Total credits and payments. Add lines 6a through 6d		7	1,223.
8 Enter any **penalty** for underpayment of estimated tax Check here [X] if Form 2220 is attached		8	1.
9 Tax due If the total of lines 5 and 8 is more than line 7, enter amount owed ►		9	0.
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid ►		10	342.
11 Enter the amount of line 10 to be. Credited to 2010 estimated tax ► 342.	Refunded ►	11	0.

Part VII-A Statements Regarding Activities

		Yes	No
1 a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		X
b Did it spend more than $100 during the year (either directly or indirectly) for political purposes (see the instructions for definition)?	1b		X
If the answer is 'Yes' to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities			
c Did the foundation file **Form 1120-POL** for this year?	1c		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation ► $ 0. (2) On foundation managers ► $ 0.			
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers ► $ 0.			
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? *If 'Yes,' attach a detailed description of the activities.*	2		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If 'Yes,' attach a conformed copy of the changes*	3	X	
4a Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a		X
b If 'Yes,' has it filed a tax return on **Form 990-T** for this year?	4b	N/A	
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If 'Yes,' attach the statement required by General Instruction T*	5		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	X	
7 Did the foundation have at least $5,000 in assets at any time during the year? *If 'Yes,' complete Part II, column (c), and Part XV*	7	X	
8a Enter the states to which the foundation reports or with which it is registered (see the instructions) ► ME			
b If the answer is 'Yes' to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by *General Instruction G? If 'No,' attach explanation*	8b	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2009 or the taxable year beginning in 2009 (see instructions for Part XIV)? *If 'Yes,' complete Part XIV*	9	X	
10 Did any persons become substantial contributors during the tax year? *If 'Yes,' attach a schedule listing their names and addresses*	10		X

Part VII-A Statements Regarding Activities *Continued*

			Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If 'Yes', attach schedule (see instructions) See Statement 14	11	X	
12	Did the foundation acquire a direct or indirect interest in any applicable insurance contract before August 17, 2008?	12		X
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	X	

Website address ► www.emh.org/Rosscare

14 The books are in care of ► Scott A. Oxley Telephone no ► 207 973-5114

Located at ► 43 Whiting Hill Road Brewer ME ZIP + 4 ► 04412

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** – Check here N/A ► ☐

and enter the amount of tax-exempt interest received or accrued during the year ► 15 N/A

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the 'Yes' column, unless an exception applies.

			Yes	No
1 a	During the year did the foundation (either directly or indirectly)			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ Yes ☒ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ Yes ☒ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ Yes ☒ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☐ Yes ☒ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ Yes ☒ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check 'No' if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days) ☐ Yes ☒ No			
b	If any answer is 'Yes' to 1a(1)-(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53 4941(d)-3 or in a current notice regarding disaster assistance (see the instructions)?	1b	N/A	
	Organizations relying on a current notice regarding disaster assistance check here ► ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2009?	1c		X
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5))			
a	At the end of tax year 2009, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2009? ☐ Yes ☒ No If 'Yes,' list the years ► 20__ , 20__ , 20__ , 20__			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer 'No' and attach statement – see the instructions)	2b	N/A	
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here ► 20__ , 20__ , 20__ , 20__			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☐ Yes ☒ No			
b	If 'Yes,' did it have excess business holdings in 2009 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969, **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest, or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2009)*	3b	N/A	
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a		X
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2009?	4b		X

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

5a During the year did the foundation pay or incur any amount to				
(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?	☐ Yes ☒ No			
(2) Influence the outcome of any specific public election (see section 4955), or to carry on, directly or indirectly, any voter registration drive?	☐ Yes ☒ No			
(3) Provide a grant to an individual for travel, study, or other similar purposes?	☐ Yes ☒ No			
(4) Provide a grant to an organization other than a charitable, etc, organization described in section 509(a)(1), (2), or (3), or section 4940(d)(2)? (see instructions)	☐ Yes ☒ No			
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?	☐ Yes ☒ No			
b If any answer is 'Yes' to 5a(1)-(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance (see instructions)?		**5b**	N/A	
Organizations relying on a current notice regarding disaster assistance check here ► ☐				
c If the answer is 'Yes' to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant?	N/A ☐ Yes ☐ No			
If 'Yes,' attach the statement required by Regulations section 53 4945-5(d).				
6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	☐ Yes ☒ No			
b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		**6b**		X
If 'Yes' to 6b, file Form 8870.				
7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?	☐ Yes ☒ No			
b If yes, did the foundation receive any proceeds or have any net income attributable to the transaction?		**7b**	N/A	

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation (see instructions).

(a) Name and address	**(b)** Title and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
See Statement 15		0.	0.	0.

2 Compensation of five highest-paid employees (other than those included on line 1— see instructions). If none, enter 'NONE.'

(a) Name and address of each employee paid more than $50,000	**(b)** Title and average hours per week devoted to position	**(c)** Compensation	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
Amy E. Cotton 489 State Street, PO Box 404 Bangor, ME 04402	Dir of Operat 40	91,935.	22,899.	0.
Marcia L. Young 489 State Street, PO Box 404 Bangor, ME 04401	Administrator 40	52,198.	15,508.	0.

Total number of other employees paid over $50,000 ► 0

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)*

3 Five highest-paid independent contractors for professional services – (see instructions). If none, enter 'NONE.'

(a) Name and address of each person paid more than $50,000	(b) Type of service	(c) Compensation
Lifeline Systems, Inc. PO Box 846071 Boston, MA 02284	Monitoring Lifeline	71,907.
Philips Lifeline PO Box 403109 Atlanta, GA 30384-3109	Monitoring Lifeline	66,311.
Total number of others receiving over $50,000 for professional services ►		0

Part IX-A Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc	Expenses
1 SYLVIA ROSS HOME-Operation of a 13-bed residential boarding home for the elderly	460,507.
2 CONTINUING CARE INFO CENTER-Resource for anyone who has questions about available hospital and community health programs	823,139.
3 LIFELINE-Home health care monitors worn by participants which signals help when activated	238,825.
4 DIRIGO PINES INN-Specialized elderly housing and assisted living Also see attached publication.	6,064,120.

Part IX-B Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2	Amount
1 N/A	
2	
All other program-related investments. See instructions 3	
Total. Add lines 1 through 3 ►	0.

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1 Fair market value of assets not used (or held for use) directly in carrying out charitable, etc, purposes			
a Average monthly fair market value of securities		1a	
b Average of monthly cash balances		1b	373,795.
c Fair market value of all other assets (see instructions)		1c	995,312.
d Total (add lines 1a, b, and c)		1d	1,369,107.
e Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e 0.		
2 Acquisition indebtedness applicable to line 1 assets		2	700,000.
3 Subtract line 2 from line 1d		3	669,107.
4 Cash deemed held for charitable activities. Enter 1-1/2% of line 3 (for greater amount, see instructions)		4	10,037.
5 **Net value of noncharitable-use assets.** Subtract line 4 from line 3 Enter here and on Part V, line 4		5	659,070.
6 **Minimum investment return.** Enter 5% of line 5		6	32,863.

Part XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ► [X] and do not complete this part.)

1 Minimum investment return from Part X, line 6 N/A		1	
2a Tax on investment income for 2009 from Part VI, line 5	2a		
b Income tax for 2009 (This does not include the tax from Part VI)	2b		
c Add lines 2a and 2b		2c	
3 Distributable amount before adjustments Subtract line 2c from line 1.		3	
4 Recoveries of amounts treated as qualifying distributions		4	
5 Add lines 3 and 4		5	
6 Deduction from distributable amount (see instructions)		6	
7 **Distributable amount** as adjusted. Subtract line 6 from line 5 Enter here and on Part XIII, line 1		7	

Part XII Qualifying Distributions (see instructions)

1 Amounts paid (including administrative expenses) to accomplish charitable, etc, purposes		
a Expenses, contributions, gifts, etc – total from Part I, column (d), line 26	1a	6,176,040.
b Program-related investments – total from Part IX-B	1b	
2 Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc, purposes	2	85,648.
3 Amounts set aside for specific charitable projects that satisfy the		
a Suitability test (prior IRS approval required)	3a	
b Cash distribution test (attach the required schedule)	3b	
4 **Qualifying distributions**. Add lines 1a through 3b Enter here and on Part V, line 8, and Part XIII, line 4	4	6,261,688.
5 Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b (see instructions)	5	880.
6 **Adjusted qualifying distributions.** Subtract line 5 from line 4	6	6,260,808.

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years

Part XIII **Undistributed Income** (see instructions)

N/A

	(a) Corpus	(b) Years prior to 2008	(c) 2008	(d) 2009
1 Distributable amount for 2009 from Part XI, line 7				
2 Undistributed income, if any, as of the end of 2009				
a Enter amount for 2008 only				
b Total for prior years. 20___, 20___, 20___				
3 Excess distributions carryover, if any, to 2009				
a From 2004				
b From 2005				
c From 2006				
d From 2007				
e From 2008				
f **Total** of lines 3a through e				
4 Qualifying distributions for 2009 from Part XII, line 4 ► $ ________				
a Applied to 2008, but not more than line 2a				
b Applied to undistributed income of prior years (Election required – see instructions)				
c Treated as distributions out of corpus (Election required – see instructions)				
d Applied to 2009 distributable amount				
e Remaining amount distributed out of corpus				
5 Excess distributions carryover applied to 2009 *(If an amount appears in column (d), the same amount must be shown in column (a).)*				
6 **Enter the net total of each column as indicated below:**				
a Corpus Add lines 3f, 4c, and 4e. Subtract line 5				
b Prior years' undistributed income Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b Taxable amount – see instructions				
e Undistributed income for 2008. Subtract line 4a from line 2a Taxable amount – see instructions				
f Undistributed income for 2009 Subtract lines 4d and 5 from line 1 This amount must be distributed in 2010				
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (see instructions)				
8 Excess distributions carryover from 2004 not applied on line 5 or line 7 (see instructions)				
9 **Excess distributions carryover to 2010.** Subtract lines 7 and 8 from line 6a				
10 Analysis of line 9				
a Excess from 2005				
b Excess from 2006				
c Excess from 2007				
d Excess from 2008				
e Excess from 2009				

Part XIV | Private Operating Foundations (see instructions and Part VII-A, question 9)

1 a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2009, enter the date of the ruling ▶

b Check box to indicate whether the foundation is a private operating foundation described in section [X] 4942(j)(3) or [ ] 4942(j)(5)

	Tax year	Prior 3 years			
	(a) 2009	(b) 2008	(c) 2007	(d) 2006	(e) Total
2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed	0.				0.
b 85% of line 2a					0.
c Qualifying distributions from Part XII, line 4 for each year listed	6,261,688.	7,236,456.	7,053,732.	11,255,464.	31,807,340.
d Amounts included in line 2c not used directly for active conduct of exempt activities					0.
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c	6,261,688.	7,236,456.	7,053,732.	11,255,464.	31,807,340.
3 Complete 3a, b, or c for the alternative test relied upon					
a 'Assets' alternative test – enter.					
(1) Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b 'Endowment' alternative test – enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed	21,908.	21,772.	24,814.	24,897.	93,391.
c 'Support' alternative test – enter					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV | Supplementary Information (Complete this part only if the organization had $5,000 or more in assets at any time during the year – see instructions.)

1 **Information Regarding Foundation Managers:**

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000) (See section 507(d)(2).)

None

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest

None

2 **Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc, Programs:**

Check here ▶ [X] if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc, (see instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d

a The name, address, and telephone number of the person to whom applications should be addressed

b The form in which applications should be submitted and information and materials they should include

c Any submission deadlines.

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors

Part XV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
***a** Paid during the year*				
Ross Manor 758 Broadway Bangor, ME 04401	N/A	509(a)(2)	Provide financial assistance to qualified residents for assisted living at Sylvia Ross Home at Ross Manor	42,864.
Total			► 3a	42,864.
***b** Approved for future payment*				
Total			► 3b	

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated	Unrelated business income (a) Business code	(b) Amount	Excluded by section 512, 513, or 514 (c) Exclusion code	(d) Amount	(e) Related or exempt function income (see the instructions)
1 Program service revenue					
a See Statement 16					5,991,141.
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	5,190.	
4 Dividends and interest from securities					
5 Net rental income or (loss) from real estate					
a Debt-financed property					104,500.
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory					
9 Net income or (loss) from special events					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue					
a					
b					
c					
d					
e					
12 Subtotal Add columns (b), (d), and (e)				5,190.	6,095,641.

13 **Total.** Add line 12, columns (b), (d), and (e) 13 6,100,831.

(See worksheet in the instructions for line 13 to verify calculations)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes) (See the instructions)
1a-1f	All activities contributed importantly to the exempt purpose to provide treatment and housing to elderly persons in need of long term nursing care. A telephone reassurance program (telecare) and emergency response service (Lifeline) as well as educational programs were provided. Rosscare provided elderly apartment living with varying levels of care and services, including full assisted living services, meals, activities, and 24-hour emergency response.
5a	Rental to exempt affiliate pursuant to exempt function.
	Also see Part IX-A.

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of.			
(1) Cash	**1 a (1)**		X
(2) Other assets	**1 a (2)**		X
b Other transactions			
(1) Sales of assets to a noncharitable exempt organization	**1 b (1)**		X
(2) Purchases of assets from a noncharitable exempt organization	**1 b (2)**		X
(3) Rental of facilities, equipment, or other assets	**1 b (3)**		X
(4) Reimbursement arrangements	**1 b (4)**		X
(5) Loans or loan guarantees	**1 b (5)**		X
(6) Performance of services or membership or fundraising solicitations	**1 b (6)**		X
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	**1 c**		X

d If the answer to any of the above is 'Yes,' complete the following schedule Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received

(a) Line no	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements
N/A			

2 a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527? [X] Yes [ ] No

b If 'Yes,' complete the following schedule

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship
EMH Real Estate	501(c)(2)	Sister organization
		Holds title to real property
TAMC Title Corp	501(c)(2)	Sister organization
		Holds title to real property

SIGN HERE

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than taxpayer or fiduciary) is based on all information of which preparer has any knowledge

► Signature of officer or trustee | 7-27-11 Date | ► Treasurer Title

Paid Preparer's Use Only			
Preparer's signature ► Self-Prepared	Date	Check if self-employed ►	Preparer's Identifying number (See **Signature** in the instrs) [redacted]
Firm's name (or yours if self-employed), address, and ZIP code ► [redacted]		EIN ► [redacted]	
		Phone no ► [redacted]	

Schedule B
(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

► **Attach to Form 990, 990-EZ, or 990-PF**

OMB No 1545-0047

2009

Name of the organization
Rosscare

Employer identification number
01-0391038

Organization type (check one)

Filers of:	**Section:**
Form 990 or 990-EZ	☐ 501(c)(_____) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☒ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule See instructions

General Rule –

☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, $5,000 or more (in money or property) from any one contributor (Complete Parts I and II)

Special Rules –

☐ For a section 501(c)(3) organization filing Form 990 or 990-EZ, that met the 33-1/3% support test of the regulations under sections 509(a)(1)/170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of (1) $5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h or (ii) Form 990-EZ, line 1. Complete Parts I and II

☐ For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ, that received from any one contributor, during the year, aggregate contributions of more than $1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals Complete Parts I, II, and III

☐ For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ, that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc, purposes, but these contributions did not aggregate to more than $1,000 If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc, purpose Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc, contributions of $5,000 or more during the year. ► $__________

Caution: An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF) but it **must** answer 'No' on Part IV, line 2 of their Form 990, or check the box on line H of its Form 990-EZ, or on line 2 of its Form 990-PF, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF)

Name of organization: Rosscare .

Employer identification number: 01-0391038

Part I Contributors (see instructions.)

(a) Number	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
1	Sylvia Ross Trust PO Box 923 Bangor, ME 04402-0923	$ 300,796.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)
2	Healthcare Charities 43 Whiting Hill Road, Ste 400 Brewer, ME 04412	$ 5,651.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)

Name of organization: Rosscare

Employer identification number: 01-0391038

Part II Noncash Property (see instructions)

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
	N/A	$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		$	

Name of organization
Rosscare

Employer identification number
01-0391038

Part III *Exclusively* religious, charitable, etc, individual contributions to section 501(c)(7), (8), or (10) organizations aggregating more than $1,000 for the year. (Complete cols (a) through (e) and the following line entry)

For organizations completing Part III, enter total of *exclusively* religious, charitable, etc, contributions of **$1,000 or less** for the year. (Enter this information once – see instructions.) ► $ N/A

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	N/A		

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

Statement 1
Form 990-PF, Part I, Line 11
Other Income

	(a) Revenue per Books	(b) Net Investment Income	(c) Adjusted Net Income
Flu shots	$ 7,799.		$ 7,799.
Geriatric educ & training	93,227.		93,227.
Geriatric pt care consult	10,763.		10,763.
Interest Inc on Flex Acct	2.		2.
Lifeline units rental	336,349.		336,349.
Miscellaneous income	494.		494.
Patient care revenue	7,438.		7,438.
Specialized elderly hous	5,253,675.		5,253,675.
Sylvia Ross Home resident	281,394.		281,394.
Total	$ 5,991,141.	$ 0.	$ 5,991,141.

Statement 2
Form 990-PF, Part I, Line 16a
Legal Fees

	(a) Expenses Per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Eaton Peabody	$ 1,343.			
Total	$ 1,343.	$ 0.	$ 0.	$ 0.

Statement 3
Form 990-PF, Part I, Line 16b
Accounting Fees

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Affiliated Healthcare Management bkpg	$ 90,000.			
Berry, Dunn, McNeil & Parker audit - DPI	24,240.			
Deloitte & Touche annual audit-Rosscare	9,600.			
Total	$ 123,840.	$ 0.	$ 0.	$ 0.

Statement 4
Form 990-PF, Part I, Line 16c
Other Professional Fees

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Consulting Fees	$ 9,420.		$ 9,420.	$ 9,420.
Lifeline Monitoring Service	140,220.		140,220.	128,222.
Management Fees	115,106.		115,106.	115,106.
Other Professional Fees	30,416.		30,416.	29,023.
Temporary Staff	5,675.		5,675.	5,675.
Total	$ 300,837.	$ 0.	$ 300,837.	$ 287,446.

Statement 5
Form 990-PF, Part I, Line 18
Taxes

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Corporate taxes and licenses	$ 1,546.			
Employee Credential/Licenses	2,815.			
Property taxes	239,479.			
Sales tax	807.			
Tax on investment income	839.			
Total	$ 245,486.	$ 0.	$ 0.	$ 0.

Statement 6
Form 990-PF, Part I, Line 23
Other Expenses

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Advertising	$ 44,960.		$ 44,960.	$ 44,960.
Banking Services	20,074.	$ 20,074.		
Dues & Subscriptions	6,644.		6,644.	6,644.
Equipment Rental	35,269.		35,269.	35,603.
Food	266,607.		266,607.	268,816.
Information Technology	15,693.		15,693.	15,808.
Insurance	160,234.			160,234.
Laundry	4,309.		4,309.	4,980.
Miscellaneous	5,815.		541.	5,815.
Postage	5,441.		5,441.	5,035.
Provision for bad debts	16,723.		16,723.	
Rental Expenses	13,669.	13,669.		
Repairs	94,519.		94,519.	96,236.
Shared Services Expense	286,930.	1,630.	285,300.	159,570.
Supplies	198,826.		198,826.	196,274.
Total	$ 1,175,713.	$ 35,373.	$ 974,832.	$ 999,975.

Statement 7
Form 990-PF, Part II, Line 11
Investments - Land, Buildings, and Equipment

Category	Basis	Accum. Deprec.	Book Value	Fair Market Value
Machinery and Equipment	$ 25,000.	$ 21,875.	$ 3,125.	$ 25,000.
Buildings	1,958,265.	966,078.	992,187.	1,958,265.
Total	$ 1,983,265.	$ 987,953.	$ 995,312.	$ 1,983,265.

Statement 8
Form 990-PF, Part II, Line 14
Land, Buildings, and Equipment

Category	Basis	Accum. Deprec.	Book Value	Fair Market Value
Machinery and Equipment	$ 2,516,861.	$ 211,400.	$ 2,305,461.	$ 2,516,861.
Buildings	16,943,263.	4,805,782.	12,137,481.	16,943,263.
Improvements	1,085,050.	0.	1,085,050.	1,085,050.
Land	1,646,205.		1,646,205.	1,646,205.
Miscellaneous	7,890.	2,892.	4,998.	7,890.
Total	$ 22,199,269.	$ 5,020,074.	$ 17,179,195.	$ 22,199,269.

Statement 9
Form 990-PF, Part II, Line 15
Other Assets

	Book Value	Fair Market Value
Benefit Trust Assets	$ 6,253,919.	$ 6,253,919.
Interest in net assets held at HC	21,978.	21,978.
Investment in Subsidiaries	3,552,651.	3,552,651.
Org costs & other long term investments	387.	387.
Replacement Reserve	858,632.	858,632.
Self-Insurance Funds Held by Trustee	-396.	-396.
Total	$ 10,687,171.	$ 10,687,171.

Statement 10
Form 990-PF, Part II, Line 21
Mortgages and Other Notes Payable

Mortgages Payable	Balance Due
Greystone Servicing Corp, Inc	$ 16,293,958.
Total Mortgages Payable	$ 16,293,958.

Other Notes Payable		Balance Due
Lender's Name:	Eastern Maine Healthcare Syste	
Relationship of Lender:	Parent company	
Date of Note:	6/14/1999	
Maturity Date:	6/14/2019	
Repayment Terms:	Monthly payments	

Statement 10 (continued)
Form 990-PF, Part II, Line 21
Mortgages and Other Notes Payable

Other Notes Payable		Balance Due
Interest Rate:	1.26%	
Security Provided:	None	
Purpose of Loan:	Capital project financing	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	1,600,000.	
Balance Due:		$ 700,000.
Lender's Name:	Eastern Maine Healthcare Syste	
Relationship of Lender:	Parent company	
Date of Note:	9/09/2008	
Maturity Date:	10/01/2010	
Repayment Terms:	Monthly interest	
Interest Rate:	1.03%	
Security Provided:	None	
Purpose of Loan:	Working capital line of credit	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	8,543,104.	
Balance Due:		7,898,104.
Lender's Name:	Machias Savings Bank	
Date of Note:	4/15/2005	
Maturity Date:	4/14/2011	
Repayment Terms:	Monthly principal & int	
Interest Rate:	3.25%	
Security Provided:	Real property	
Purpose of Loan:	Working capital	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	2,000,000.	
Balance Due:		1,999,446.
Lender's Name:	Dirigo Pines Development Compa	
Relationship of Lender:	Affiliate	
Date of Note:	4/14/2005	
Maturity Date:	4/14/2011	
Repayment Terms:	Semi-annual princ & int	
Interest Rate:	4.75%	
Security Provided:	TIF proceeds	
Purpose of Loan:	Working capital	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	1,000,000.	
Balance Due:		841,235.
	Total Other Notes Payable	$ 11,438,785.
	Total Mortgages and Other Notes Payable	$ 27,732,743.

Statement 11
Form 990-PF, Part II, Line 22
Other Liabilities

Reserve for Retiree Health Benefits		$ 182,275.
Reserve for Self-Insurance Program		-371.
	Total	$ 181,904.

Statement 12
Form 990-PF, Part III, Line 3
Other Increases

Change in interest in net assets held @ Healthcare Charities		$ 457.
Change in Unrealized Gain or Loss		219,886.
Pension Liability FAS158		1,671.
Post Retirement Health Benefit FAS158		14,711.
Transfer from exempt parent-Eastern Maine Healthcare Systems		330,000.
Transfer from Subsidiary		873,898.
	Total	$ 1,440,623.

Statement 13
Form 990-PF, Part III, Line 5
Other Decreases

Transfer to exempt parent - Eastern Maine Healthcare Systems		$ 225,764.
	Total	$ 225,764.

Statement 14
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Transfers To Controlled Entity

Controlled Entity Name:	Eastern Maine Medical Center	
Address:	489 State Street, PO Box 404	
Address:	Bangor, ME 04402-0404	
Federal EIN:	01-0211501	
Description of Transfer:	Fees for services	
Amount of Transfer:		$ 15,519.
Controlled Entity Name:	Eastern Maine Medical Center	
Address:	489 State Street, PO Box 404	
Address:	Bangor, ME 04402-0404	
Federal EIN:	01-0211501	
Description of Transfer:	Interest	
Amount of Transfer:		$ 47.
Controlled Entity Name:	Affiliated Materiel Services	
Address:	PO Box 1300	
Address:	Bangor, ME 04402-1300	
Federal EIN:	01-0381189	
Description of Transfer:	Purchases of supplies and services	

Statement 14 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Amount of Transfer: $ 18,447.

Controlled Entity Name: Affiliated Healthcare Management
Address: PO Box 811
Address: Bangor, ME 04402-0811
Federal EIN: 01-0349339
Description of Transfer: Purchases of services
Amount of Transfer: $ 207,346.

Controlled Entity Name: Affiliated Healthcare Management
Address: PO Box 811
Address: Bangor, ME 04402-0811
Federal EIN: 01-0349339
Description of Transfer: Leases
Amount of Transfer: $ 32,500.

Controlled Entity Name: Healthcare Charities
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 22-2514163
Description of Transfer: Fees for services
Amount of Transfer: $ 1,500.

Controlled Entity Name: Inland Hospital
Address: 200 Kennedy Memorial Drive
Address: Waterville, ME 04901
Federal EIN: 01-0217211
Description of Transfer: Fees for services
Amount of Transfer: $ 420.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Fees for services
Amount of Transfer: $ 286,930.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Self-Insurance programs
Amount of Transfer: $ 120,515.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Leases
Amount of Transfer: $ 26,130.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Strategic pool

Statement 14 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Amount of Transfer: $ 8.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Principal and interest
Amount of Transfer: $ 200,756.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Fixed and moveable assets
Amount of Transfer: $ 225,751.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Line of credit
Amount of Transfer: $ 180,000.

Total $ 1,315,869.

Transfers From Controlled Entity

Controlled Entity Name: Eastern Maine Medical Center
Address: 489 State Street, PO Box 404
Address: Bangor, ME 04402-0404
Federal EIN: 01-0211501
Description of Transfer: Rent
Amount of Transfer: $ 199,000.

Controlled Entity Name: Eastern Maine Medical Center
Address: 489 State Street, PO Box 404
Address: Bangor, ME 04402-0404
Federal EIN: 01-0211501
Description of Transfer: Fees for services
Amount of Transfer: $ 7,608.

Controlled Entity Name: Healthcare Charities
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 22-2514163
Description of Transfer: Restricted contributions
Amount of Transfer: $ 5,651.

Controlled Entity Name: Rosscare Nursing Homes Inc.
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0430751
Description of Transfer: Distribution from nursing homes
Amount of Transfer: $ 100,000.

Controlled Entity Name: Rosscare Nursing Homes Inc.
Address: 43 Whiting Hill Road, Suite 400

Statement 14 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Address:	Brewer, ME 04412		
Federal EIN:	01-0430751		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	93,014.
Controlled Entity Name:	Eastern Maine HomeCare		
Address:	PO Box 688		
Address:	Caribou, ME 04736-0688		
Federal EIN:	01-0328442		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	1,107.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Strategic pool distribution		
Amount of Transfer:		$	330,000.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Purchases of supplies		
Amount of Transfer:		$	351.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Line of credit borrowing		
Amount of Transfer:		$	180,000.
	Total	$	916,731.

Statement 15
Form 990-PF, Part VIII, Line 1
List of Officers, Directors, Trustees, and Key Employees

Name and Address	Title and Average Hours Per Week Devoted	Compen-sation	Contri-bution to EBP & DC	Expense Account/ Other
Peter G. Arabadjis, MD 9 Kell St Orono, ME 04473-4241	Vice Chairman 0.50	$ 0.	$ 0.	$ 0.
Daniel B. Coffey, Exec VP/CFO EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Treasurer 0.50	0.	0.	0.

Statement 15 (continued)
Form 990-PF, Part VIII, Line 1
List of Officers, Directors, Trustees, and Key Employees

Name and Address	Title and Average Hours Per Week Devoted	Compen-sation	Contri-bution to EBP & DC	Expense Account/ Other
Allan D. Currie, MD PO Box 2838 Bangor, ME 04402-2838	Board Member 0.50	$ 0.	$ 0.	$ 0.
Leonard Giambalvo, VP/Gen Coun EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Secretary 0.50	0.	0.	0.
James H. Tobin, Jr. 350 Charleston Road Dexter, ME 04930-2503	Board Member 0.50	0.	0.	0.
Cynthia Hardy 36 Silver Ridge Veazie, ME 04401-7080	Chairman 0.50	0.	0.	0.
Lisa Harvey-McPherson 43 Whiting Hill Road Brewer, ME 04412	Secretary 2.00	0.	0.	0.
Mary M. Hood, President EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Ex-Officio 0.50	0.	0.	0.
Lenard Kaye 25 Texas Ave Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Sandra M. Leonard PO Box 755 Bangor, ME 04402-0755	Board Member 0.50	0.	0.	0.
Gary W. Smith 133 Center Street Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Erik Steele, DO 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.50	0.	0.	0.
Michael Young 35 Hildreth St Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Scott Oxley 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.50	0.	0.	0.
	Total	$ 0.	$ 0.	$ 0.

Statement 16
Form 990-PF, Part XVI-A, Line 1
Program Service Revenue

Program Service Revenue	(A) Business Code	(B) Unrelated Business Amount	(C) Exclusion Code	(D) Excluded Amount	(E) Related or Exempt Function
Flu shots					$ 7,799.
Geriatric educ & training					93,227.
Geriatric pt care consult					10,763.
Interest Inc on Flex Acct					2.
Lifeline units rental					336,349.
Miscellaneous income					494.
Patient care revenue					7,438.
Specialized elderly hous					5,253,675.
Sylvia Ross Home resident					281,394.
Total		$ 0.		$ 0.	$ 5,991,141.

ROSSCARE
BOARD OF DIRECTORS
NOVEMBER 24, 2009

EASTERN MAINE HEALTHCARE SYSTEMS
GOVERNANCE COMMITTEE
DECEMBER 2, 2009

EASTERN MAINE HEALTHCARE SYSTEMS
BOARD OF DIRECTORS
DECEMBER 17, 2009

VOTED: To amend the Rosscare Bylaws, Article IV, Sections 1, 3, 4, 5, 6, 7, 8 and 9; and Article VIII, Section 7, as follows:

ARTICLE IV
Officers

Section 1. **Officers**. The officers of the Corporation shall consist of a Chair, Vice-Chair, President, Secretary, Treasurer, and such Vice Presidents and other officers as may be deemed to be necessary. The Chair and Vice-Chair shall be elected by the Board. The Chair and Vice Chair shall hold office until the next organizational meeting of the Directors and until their respective successors shall have been duly elected and qualified.

* * *

Section 3. **Chair**. The Chair shall preside at all meetings of the Board, and of the Member. Except where, by law, the signature of the President is required, the Chair shall possess the same power as the President to sign all certificates, contracts, or other instruments of the Corporation when he or she is so authorized by the Board. The Chair shall exercise and perform such other powers and duties as may be prescribed by the Board from time to time. The Chair shall, in his/her discretion, attend and participate in such meetings of the subsidiary boards and committees as deemed desirable. The Chair and the Vice Chair shall serve no more than five (5) consecutive one-year terms.

Section 4. **Vice Chair**. In the absence of the Chair of the Board or in the event of the Chair's disability, inability, or refusal to act, the Vice Chair of the Board shall perform all of the duties of the Chair and in so acting shall have all of the powers of the Chair. The Vice Chair shall have such other powers and perform such other duties as may be prescribed from time to time by the Board or by the Chair.

Section 5. **President.** The President shall be the chief executive officer of the Corporation and shall have the necessary authority and responsibility to operate the Corporation in all of its activities, subject to such policies as may be adopted and such orders as may be issued by the Board or by any of its committees to which the Board has delegated power for such action. The President shall be a voting ex officio Director. The President shall act as the duly authorized representative of the Board in all matters in which the Board has not formally

Article VIII
General Provisions

* * *

Section 7. **Proxy Attorney**. The Chair, <u>Vice-Chair,</u> President and Treasurer are each authorized to act as proxy attorney for the Corporation with respect to any stock, bond, security or other ownership or debt interest or membership interest held by the Corporation in any other corporation, partnership or other entity.

* * *

Recommended by
Rosscare
Board of Directors
November 24, 2009

Leonard Giambalvo, Secretary

Adopted by
Eastern Maine Healthcare Systems
Governance Committee
December 2, 2009

Leonard Giambalvo, Secretary

Approved by
Eastern Maine Healthcare Systems
Board of Directors
December 17, 2009

Leonard Giambalvo, Secretary

BYLAWS OF ROSSCARE

ARTICLE I
Name, Purpose, Registered Agent, Office, Seal

Section 1. **Name**. The name of this Corporation shall be Rosscare.

Section 2. **Purposes and Disposition of Assets**. The purposes of this Corporation and the disposition of its assets upon dissolution are as stated in its Articles of Incorporation.

Section 3. **Registered Agent**. The Secretary of the Corporation shall be the registered agent of the Corporation so long as the Secretary remains a resident of Maine. In the event of the disqualification or vacancy in the office of Secretary, the President shall be the registered agent.

Section 4. **Registered Office**. The registered office of the Corporation in the State of Maine shall be located in the City of Brewer, County of Penobscot. The Corporation may have such other offices, either within or without the State of Maine, as the Board of Directors may designate or as the business of the Corporation may require.

Section 5. **Corporate Seal**. The Corporation shall have a circular seal containing the name of the Corporation, the year of its creation, and the word "Maine."

ARTICLE II
Member

Section 1. **Member**. The Corporation shall have no individual Members. It shall have one corporate Member, which shall be Eastern Maine Healthcare Systems.

Section 2. **Annual Meeting**. The annual meeting of the Member shall be held each year following the annual meeting of the Member's board, on such date and at such time and place to be designated by the Member. If for any reason the annual meeting is not held, any business which might properly be transacted at the annual meeting may be transacted at a special meeting.

Section 3. **Special Meetings**. Special meetings of the Member may be called at any time by the Member.

Section 4. **Notice**. Notice of all meetings of the Member shall be given by any usual means of communication specifying the time and place of the meeting at least three days in advance. The notice for special meeting shall state the purposes for which the meeting is called.

Section 5. **Powers of Member.** The Member shall act on any matters brought to it by the Board of Directors of the Corporation, and shall exercise such other powers as may be conferred on the Member by law, the Articles of Incorporation, or by these Bylaws, except that the Member shall not exercise its authority under Section 704 of the Maine Nonprofit Corporation Act to remove any Director except for "just cause" as defined in Section 6. The Member shall have the right to approve, or withhold approval of, the following actions taken or authorized by the Board of Directors, which shall not be effective unless so approved:

A. Election of Directors pursuant to Article III;

B. Approval of all amendments, restatements, or modifications of the Articles of Incorporation or these Bylaws pursuant to Article IX below;

C. Approval of dissolution of the Corporation or its merger with or consolidation into another corporation;

D. Approval of the annual operating and capital budgets, and the long range and strategic plans of the Corporation;

E. Approval of any change in the legal form of organization of the Corporation;

F. Approval of any sale, lease, mortgage, encumbrance or other disposition of corporate assets or property used in, or otherwise dedicated to, the accomplishment of the purposes of the Corporation in excess of three percent (3%) of the entity's total assets in any fiscal year that is not incurred in the ordinary course of business or included in any approved annual operating or capital budget plans.

Section 6. Just Cause Defined. The term "just cause" includes, but is not limited to, any and all actions or omissions which negatively affect the quality of patient care; non-compliance with these Bylaws, Quality and Staff policies, rules and regulations; conduct that is determined to be in competition to the detriment of Rosscare; conduct leading to disharmony within Rosscare; conviction of a serious crime; inability or refusal to comport oneself effectively or agreeably in a non-disruptive manner within the framework of the Corporation on a high plane; one or more violations of the Code of Conduct; failure to attend educational sessions; or meetings of the Board as required in Article III, Section 15, below. In its determination of what conduct may constitute "just cause" in any particular situation, the Member shall have the responsibility for acting in good faith, fairly, honestly and without malice, in the exercise of its discretion, and without being arbitrary or capricious.

ARTICLE III
Board

Section 1. **Responsibility.** Except as otherwise provided by the Articles of Incorporation or by the Bylaws, the management of the affairs of this Corporation shall be vested in a Board of Directors (the "Board"). In addition to the foregoing, the Board shall have the sole power and authority to exercise this Corporation's rights as member or shareholder of any corporation of which this Corporation is a member or shareholder.

Section 2. **Number.** The minimum number of Directors shall be three (3) and the maximum number of Directors shall be nine (9) including the President of the Corporation and the President of the Member as ex officio Directors. Elected Directors shall have the skills required to fulfill the duties of Directorship.

No more than 49% of Directors may be "financially interested" as defined in 13-B MRSA 713-A. Unless a majority of the Board is "independent" as defined in Article VII, any Director elected to replace another Director must be independent.

The Board shall determine the number of Directors within the range prescribed by the Articles of Incorporation and as further limited by these Bylaws.

The Chair of the Member may attend and participate at all Board and committee meetings.

Section 3. **Election**. Directors shall be nominated by the Board and elected by the Member.

Section 4. **Terms**. Each Director shall hold office for a term of three (3) years or until his or her successor has been elected and installed. The terms of office of the Directors shall be established in such a manner that one-third (as nearly as may be) of the Directors' terms expire at each annual meeting. In the event of a change in the number of Directors, the staggering of terms shall be preserved. In the ordinary course, an elected Director shall serve no more than four (4) consecutive terms. Exceptions may be made in the discretion of the Board, subject to approval by the Member. Upon approval of these Bylaws by the Board of the Member, the Chair of the Corporation will assign deemed status as first, second and third or fourth to each current Director.

Section 5. **Quorum.** Except as may be otherwise provided in these Bylaws, a majority of the Directors present shall constitute a quorum at any meeting of the Board.

Section 6. **Quorum Initially Present**. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Directors if any action is approved by at least a majority of the required quorum for such meeting.

Section 7. **Regular Meetings**. An annual meeting of the Board shall be held each year immediately following the Annual Meeting of the Member for the purpose of electing Directors and officers, and transacting such other business as may properly come before the meeting. Other regular meetings of the Board shall be held regularly without notice, at such times and places as may be fixed by the Board from time to time.

Section 8. **Special Meetings**. Special meetings of the Board shall be called by the Secretary at any time upon request of the Chair, the President, any three (3) Directors, or the President or Chair of the Member.

Section 9. **Notice**. Notice of any special meeting shall be given by any usual means of communication at least two (2) days prior to the meeting. Any Director may waive notice of any meeting by signing a waiver of notice, either before or after the meeting. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting has not been properly called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of the meeting unless provided otherwise elsewhere in these Bylaws.

Section 10. **Manner of Acting**. Except as may otherwise be provided in these Bylaws, the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board. Proxies shall not be used either to establish a quorum or to transact business. In the absence of a quorum, no business may be transacted except the adjournment of the meeting as herein provided. If at any time there are fewer Directors in office than one half of the number fixed in accordance with these Bylaws, the Board members may transact no other business than the filling of vacancies on the Board until sufficient vacancies have been filled so that there are in office at least one half of the number of Directors fixed in accordance with these Bylaws.

Section 11. **Action Without a Meeting**. Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting, if prior or subsequent to such action a written consent thereto is signed by all Directors in office and such written consent is filed with the minutes of the proceedings of the Board.

Section 12. **Vacancies**. Except as otherwise provided by law, any vacancy on the Board, whether by reason of death, resignation or removal, shall be filled as soon as reasonably practicable at a Special or Regular Meeting of the Directors.

Section 13. **Presumption of Assent**. A Director who is present at a meeting of the Board at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such Director's abstention or dissent shall be entered in the minutes of the meeting or unless such Director shall file a written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation by the next business day after adjournment of the meeting. Such rights of dissent shall not apply to a Board member who voted in favor of such action.

Section 14. **Remote Participation in Meeting**. Directors, or members of any Board committee, may participate in a meeting of the Board or such committee by means of telephone or video conference or similar communications equipment by which all persons participating in the meeting can hear each other, and such participation in a meeting shall constitute presence in person at such meeting.

Section 15. **Attendance**. If a Director fails to attend a majority of either Board meetings, committee meetings or educational sessions held in a calendar year or three (3) consecutive Board meetings without being excused by the Chair prior to the meeting, then the Chair shall inquire whether that Director desires to remain on the Board.

Section 16. **Place.** The Board shall hold its meetings at the principal office of the Corporation or such other place as it may designate.

Section 17. **Compensation of Directors**. Directors shall receive no compensation as such, provided, however, that they may be reimbursed from time to time for all expenses incurred on behalf of the Corporation.

ARTICLE IV
Officers

Section 1. **Officers**. The officers of the Corporation shall consist of a Chair, Vice-Chair, President, Secretary, Treasurer, and such Vice Presidents and other officers as may be deemed to be necessary. The Chair and Vice-Chair shall be elected by the Board. The Chair and Vice Chair shall hold office until the next organizational meeting of the Directors and until their respective successors shall have been duly elected and qualified.

The President shall be selected by, and serve at the pleasure of the President of EMHS.

The President shall appoint the Secretary, Treasurer and other officers of the Corporation (except as provided above). The appointed officers shall serve at the pleasure of the President and shall have such powers and duties, in addition to those specified in these Bylaws, as may be delegated by the President.

Section 2. **Vacancy**. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, shall be filled in the same manner as the office is regularly filled.

Section 3. **Chair**. The Chair shall preside at all meetings of the Board, and of the Member. Except where, by law, the signature of the President is required, the Chair shall possess the same power as the President to sign all certificates, contracts, or other instruments of the Corporation when he or she is so authorized by the Board. The Chair shall exercise and perform such other powers and duties as may be prescribed by the Board from time to time. The Chair shall, in his/her discretion, attend and participate in such meetings of the subsidiary boards and committees as deemed desirable. The Chair and the Vice Chair shall serve no more than five (5) consecutive one-year terms.

Section 4. **Vice Chair**. In the absence of the Chair of the Board or in the event of the Chair's disability, inability, or refusal to act, the Vice Chair of the Board shall perform all of the duties of the Chair and in so acting shall have all of the powers of the Chair. The Vice Chair shall have such other powers and perform such other duties as may be prescribed from time to time by the Board or by the Chair.

Section 5. **President.** The President shall be the chief executive officer of the Corporation and shall have the necessary authority and responsibility to operate the Corporation in all of its activities, subject to such policies as may be adopted and such orders as may be issued by the Board or by any of its committees to which the Board has delegated power for such action. The President shall be a voting ex officio Director. The President shall act as the duly authorized representative of the Board in all matters in which the Board has not formally designated some other person to act. The President may sign deeds, mortgages, bonds, contracts, checks, drafts or other orders for the payment of money, or other instruments, except in cases where the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the Corporation or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President. The President shall have such additional powers and duties as may be delegated by the Board. The President shall, in his/her discretion, attend and participate in such meetings of the subsidiary boards and committees as deemed desirable.

Section 6. **Secretary**. The Secretary shall keep or cause to be kept a book of minutes at the principal office of the Corporation, or at such other place as the Board may order, of all meetings of the Board and of the Member with the time and place of holding, whether regular or special, and if special how authorized, the notice thereof given, the names of those present at Board meetings, and the proceedings thereof. The Secretary shall keep or cause to be kept a register showing the name of the Members and their addresses. The Secretary shall give or cause to be given notice of all meetings of the Members and of meetings of the Board, required by these Bylaws or by law to be given, and the Secretary shall keep the seal of the Corporation in safe custody and shall have such other powers and perform such other duties as may be prescribed by the Board from time to time.

Section 7. **Treasurer.** The Treasurer shall act as the chief financial officer of the Corporation and shall keep and maintain or cause to be kept and maintained adequate and correct amounts of the properties and business transactions of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains and losses. The books of account shall at all times be open to inspection by any Director. The Treasurer shall be charged with safeguarding the assets of the Corporation and shall sign financial documents on behalf of the Corporation in accordance with the established policies of the Corporation. He or she shall have such other powers and perform such other duties as may be prescribed by the President from time to time.

The Treasurer is specifically delegated the authority to designate one or more banks for use by the Corporation in depositing and withdrawing funds, including the authority to determine the number of persons required to sign checks.

Section 8. **Second Certifying Officer**. The Treasurer is designated as a second certifying officer for the execution of documents, pursuant to Section 104(1)(B)(2) of the Maine Nonprofit Corporation Act.

Section 9. **Delegation of Authority**. In the case of any absence of the President, the Board may delegate some or all of the powers or duties of the President to any other Director, officer or to any employee or agent for whatever period of time seems desirable. The President may similarly delegate powers or duties of other officers except the Chair and the Vice Chair.

ARTICLE V
Committees

The Board of Directors may, from time to time, appoint such committees as it may deem necessary or advisable for carrying out the purposes and work of the Corporation, and may delegate to such committees such authority. Committees shall be chaired by a board member and the majority shall be board members. Individuals other than Directors may be appointed to committees. The tenure of each committee shall be fixed by the Board of Directors.

ARTICLE VI
Indemnification

Section 1. **Indemnification**. The Corporation shall in all cases indemnify any individual who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person is or was a Director, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement, actually and reasonably incurred by such person in connection with such action, suit or proceeding. Nevertheless, no indemnification shall be provided for any person with respect to any matter as to which such person shall have been finally adjudicated in any action, suit or proceeding not to have acted in good faith in the reasonable belief that such person's action was in the best interests of the Corporation or, with respect to any criminal action or proceeding, had reasonable cause to believe that such person's conduct was unlawful. The termination of any action, suit or proceeding by judgment, order or conviction adverse to such person or by settlement or plea of nolo contendere or its equivalent shall not of itself create a presumption that such person did not act in good faith in the reasonable belief that such person's action was in the best interests of the Corporation or, with respect to any criminal action or proceeding, had reasonable cause to believe that such person's conduct was unlawful.

Section 2. **Advances Against Expenses**. Expenses incurred in defending any civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding as authorized by the Board, in the manner herein provided, upon receipt of an undertaking by or on behalf of the Board member, officer, employee or agent to repay such amount if it shall ultimately be determined that such person is not entitled to be indemnified by the Corporation as provided in Section 1.

Section 3. **Other Rights**. The indemnification provided by this Article VI shall not be deemed exclusive of any other rights to which the person indemnified may be entitled under any bylaw, agreement, or vote of disinterested Directors, both as to action in such person's official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Director, officer, employee or agent and shall inure to the benefit of the heirs and personal representatives of such a person. A right to indemnification required by these Bylaws may be enforced by a separate action against the Corporation, if an order for indemnification has not been entered by a court in any action, suit or proceeding in respect to which indemnification is sought.

Section 4. **Insurance**. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against, and incurred by such person in any such capacity, or arising out of such status, whether or not the Corporation would have the power to indemnify such person against such liability under this section.

Section 5. **Agents.** For purposes of this Article VI, the term "agent of the Corporation" shall mean any person serving on a committee within, or teaching in an educational program of, an entity with respect to service on committees or teaching activities.

No other person or entity shall be deemed an "agent of the Corporation" unless so designated by the Board.

ARTICLE VII
Fiduciary Duty

Section 1. **Loans**. The Corporation shall make no loans to its Directors, officers or their immediate family members. Any Director or officer who assents to or participates in making any such loan shall be liable to the Corporation for the amount loaned until repaid.

Section 2. **Divided Loyalty and Conflict of Interest**. Each Director shall notify the Board, and each officer shall notify the President, if he or she or an immediate family member has a voting or equity interest in, or serves as an officer, director, general partner, supervisor or manager of, any entity (other than a subsidiary or an entity controlled by a subsidiary) in which the Corporation or a subsidiary proposes to invest, to which the Corporation or a subsidiary proposes to lend, with which the Corporation or a subsidiary proposes to transact business, or with which the Corporation or a subsidiary may be a competitor. In the event a Director or officer or immediate family member has such an interest, the Chair or the President, as applicable, shall recuse the individual from decision-making with respect to the interest and may withhold information relevant to it. The individual may be permitted by the Chair to address the Board with respect to any matter relevant to the interest upon full disclosure thereof, but the individual shall not remain present for any deliberation or voting on the matter, and shall not, if a Director, be counted toward a quorum. Any Director who disagrees with a decision of the Chair may appeal it to the Board.

Section 3. **Independent Director.** For purposes of these Bylaws, a Director will be regarded as independent only if he or she meets each of the following criteria as of the date of determination:

a. The Director is not, nor within the last three years has been, an employee of the Corporation or any of its affiliates. Former service as board chair or as interim chief executive officer of the Corporation, or any affiliate of the Corporation, shall not, in and of itself, be deemed to constitute employment for purposes of determining whether a Director is independent.

b. Neither the Director nor any member of the immediate family of the Director has, within any of the last three fiscal years of the Corporation, accepted payments from the Corporation and/or its affiliates aggregating in excess of $10,000 other than compensation to an immediate family member employed by the Corporation or any of its affiliates in a non-executive capacity, compensation for former service as chair or interim chief executive officer, or benefits received under a tax-qualified retirement plan.

c. Neither the Director nor any member of the immediate family of the director has, within the last three years, been a shareholder, director, member, manager or partner of, or has been employed in a professional capacity by, an external auditor that has performed audit services for the Corporation or any of its affiliates within its last three fiscal years.

d. Neither the Director nor any member of the immediate family of the Director has, within the last three years, been employed as an executive officer by any company the compensation committee of which includes any executive officer of the Corporation or its affiliates.

e. Neither the Director nor any member of the immediate family of the Director is, or has been within the last three years, a partner, member, shareholder or executive officer of a company that made payments to, or received payments from, the Corporation and/or its affiliates in an amount which, in any of the last three fiscal years of the Corporation, aggregated more than $10,000. For purposes of this section, (i) charitable contributions shall not be deemed to constitute payments, and (ii) a Director who owns not more than 2% of any class of securities registered under the Securities Exchange Act of 1934 shall not, by virtue of such ownership alone, be deemed not to be an independent Director notwithstanding the fact that the company in which the Director holds such ownership makes payments to, or receives payments from, the Corporation in excess of the limits established by this section.

f. The Board of Directors has affirmatively determined that the Director has no other material relationship with the Corporation or its affiliates (either directly or as a partner, shareholder, member, manager, director or officer of an organization that has a relationship with the Corporation or its affiliates) that would interfere with the exercise of independent judgment by the Director.

Section 4. **Definitions.** For purposes of this Article, (i) a "member of the immediate family" shall include a person's spouse, parents, children, grandchildren, siblings, mother-in-law, father-in-law, brothers-in-law, sisters-in-law and anyone, other than a domestic employee, who shares that person's home, in each case as of the date of determination; (ii) "affiliate" means another person or entity controlled by, or under common control with, the Corporation; and (iii) "executive officer" means any position, regardless of formal title, by virtue of which a person is empowered to make or participate in making substantive policy or financial decisions on behalf of an entity.

ARTICLE VIII
General Provisions

Section 1. **Loans**. No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by resolution of the Board. Such authority may be general or confined to specific instances.

Section 2. **Deposits**. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board or, if so authorized, the Treasurer may select.

Section 3. **Resignations**. Any Director, officer or member of any committee may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein. If no time is specified, it shall take effect from the time of its receipt by the Secretary, who shall record such resignation, noting the day, hour and minute of its receipt. The acceptance of a resignation shall not be necessary to make it effective.

Section 4. **Fiscal Year**. The fiscal year of the Corporation shall end on the last Saturday in September.

Section 5. **Bonding**. All employees handling or directing the use of Corporate funds shall be bonded.

Section 6. **Audit.** At the end of the year the accounts of the Treasurer and all supporting accounts which the Board may authorize to be kept under his direction may be audited by a firm of disinterested public accountants engaged by the Member. The report of the audit shall be submitted to the Board.

Section 7. **Proxy Attorney**. The Chair, Vice-Chair, President and Treasurer are each authorized to act as proxy attorney for the Corporation with respect to any stock, bond, security or other ownership or debt interest or membership interest held by the Corporation in any other corporation, partnership or other entity.

ARTICLE IX
Amendments

Subject to the approval of the Member, these Bylaws and the Articles of Incorporation may be amended or new Bylaws or Articles may be adopted, by a two-thirds (2/3) majority vote of Directors at any duly called regular or special meeting of the Board at which a quorum of two-thirds (2/3) of the Directors is present provided that the notice thereof specifies the amendment or adoption as an item of business to be transacted.

As Amended December 17, 2009.

Certified by: ______________________
Secretary
Rosscare

Rosscare
01-0391038
Form 990-PF, Part IX-A

EXPANDING
CONNECTIONS

ADVANCING
TECHNOLOGY

IMPROVING
EFFICIENCY

2 0 1 0

EMHS
Access to Quality Healthcare

n the 2009 EMHS Annual Report, we mentioned that healthcare reform would likely be passed, and that it would be a catalyst for significant changes in how we deliver healthcare. We noted at the time that care of the chronically ill would likely shift to community-based versus facility-based settings, and that the breadth of EMHS providers (including home health and long-term care) and our investments in information technology well positioned the system to embrace change.

Today, as our 2010 report is published, healthcare reform is the law of the land. While details of the reform continue to be debated, many of the expected changes are underway. EMHS is not only positioned to embrace these changes, we are helping to lead the way, thanks in part to early planning and investments in our information technology infrastructure.

For instance, healthcare reform brought the promise of federal stimulus funding to reimburse providers who have demonstrated "meaningful use" of information technology to improve patient care. By meaningful use, we mean that healthcare providers use technology to capture data in real time to support their treatment decisions and build on computerized protocols, or guidelines, for best practices. It also means that your EMHS primary care provider uses computerized registries of chronic disease treatment plan elements that have been proven to improve quality of care in a preventative and proactive manner.

In 2010, EMHS hospitals and physician practices initiated an ambitious project, which we call eQuest. While EMHS has already been recognized for its leadership in using information technology, the pace of investments, measured in terms of both dollars and staff expertise, needed to speed up if we were to maximize our opportunities for federal meaningful use funding. Literally hundreds of staff across our organization are intensely focused on taking EMHS to the highest levels of meaningful use in the months ahead. eQuest is organizing and focusing those efforts so that, together, we optimize this one time opportunity for federal funds.

A second example of federal funding supporting a reformed delivery system is the Bangor Beacon Community initiative. Last spring, EMHS received a nearly $13 million dollar grant to demonstrate improvements in the delivery of care, using clinical information technology. EMHS' grant application is one of only 17 receiving federal funds through this competitive process across the United States. Our Beacon colleagues are among some of the most advanced healthcare systems in the nation. The EMHS Beacon application was highly regarded because of its inclusion of multiple providers (both within and outside EMHS) at multiple levels of care (including home health, long term care and other community-based settings) and because of our already advanced state of linking providers via information technology. In fact, because EMHS already has a highly functioning information infrastructure in place, we have been asked to lead national Beacon affinity groups on leadership, communication, and project management.

There is a statewide advisory committee attached to the Bangor Beacon Community so that learned experiences can be disseminated across all healthcare providers in Maine, continuing EMHS' commitment to sharing expertise and resources with other providers in our efforts to improve healthcare delivery for all Mainers. Additionally, at the end of the three year grant, all 17 Beacon grantees are to publish their results for nationwide learning and improvement. EMHS is extremely proud to be participating in this national effort.

Within this 2010 annual report, you will read about the great work our member organizations do every day in caring for the people of Maine. We hope this will give you some valuable insight into the passion, dedication and expertise of our some 8000 employees. We appreciate your support of EMHS and all of our members.

George Eaton

M. Michelle Hood

George Eaton, Esq.
EMHS Board Chair

M. Michelle Hood, FACHE
EMHS President and CEO

The Acadia Hospital

- Through the generosity of annual donors, Acadia established a surrogate pet therapy fund, which sends large, cuddly, stuffed animals home with our young clients.
- Acadia director of Education, Dan Johnson, PhD, presented at the American Association for the Treatment of Opioid Dependence (AATOD) in Chicago His presentation was titled, "Risk Reduction for Illicit Benzodiazepine Abuse within an Opioid Treatment Program Population"
- The hospital hired three new members of its executive leadership team· vice president, chief of Clinical Services, Brent Scobie, LCSW, CCS, vice president, Patient Services and Performance Improvement, Deborah Sanford, RN, MS, MBA; and, vice president, nursing/chief nursing officer, Karen Clements RN, BSN, MSB
- Care Coordination Services were restructured to focus on recovery outcomes as a principle measure of client progress in treatment
- Work was completed on the Pediatric Early Intervention Study Group, which was funded by Maine's CATCH Foundation to study the pediatric medical home model in Penobscot County
- Acadia continued to enhance its social media outreach, developing a YouTube Channel
- Acadia partnered with Penobscot Theatre to provide anti-bullying education via the one-act play Secret Life of Girls, featuring UMaine student-actors

- Acadia nurses gave presentations and presented posters on the following topics at a variety of state and national conferences Following are only a sample Naomi Brown, PMH-NP—Initiating an Educational and Mentoring Program Throughout One Magnet Hospital, Valerie Radel, RN-BC—Understanding Personality Disorders; Eugene Gregor, RNC—Treating Agitation and Aggression in Children, Heather Elkins, RN-BC, BSN—Neurofeedback and Biofeedback, Julia Putnam, RN-BC, BS and Gail Ledford, RN, BSN, MIS, MBA—Early Intervention Support to Promote Restraint Reduction.
- Meadow Wood opened its doors in July, offering physicians, executives, and other high-level professionals a discreet and private setting to receive a psychiatric evaluation and outpatient treatment This is the first program of its kind in northern New England
- The Acadia Hospital opened a 10-bed Psychiatric Observation Unit (POU) and is experiencing consistently high patient volumes. The Acadia POU is designed for rapid assessment and observation of behavioral health patients, bringing multi disciplinary psychiatric care to individuals as early as possible for a 24-hour period

The Aroostook Medical Center

- Fifteen new physicians and mid-level providers were recruited, resulting in a total of 63 active medical staff members and 45 active allied health professionals
- Eight new employees were inducted into TAMC's Veterans-In-Partnership program for staff members who've served the organization for 20 or more years, bringing total membership in the program to 181
- The eighth annual Survivor Aroostook Camp and Healthcare Career Exploration Program once again introduced local high school students to careers in healthcare
- A two-year contract was successfully negotiated with the union representing TAMC nurses and a three-year contract was negotiated with the union representing our technical staff.
- The Total Health team ran a successful weight loss challenge for staff, with a total of more than 1,000 pounds lost during the challenge
- TAMC collaborated with Northern Maine Community College to offer critical care nursing continuing education courses
- Eighty-two volunteers were recognized for serving more than 11,638 hours in 33 departments and at 10 special events
- TAMC introduced digital mammography to provide women with access to the best breast cancer screening technology available, and initiated an epidural pain management service to help make the birth experience more comfortable for area women.
- Outpatient registration at AR Gould Memorial Hospital was restructured in order to provide more convenient, efficient service to our customers.
- A new patio and sunroom were constructed at Aroostook Health Center for long-term care residents as a result of a significant philanthropic gift
- More than 1,300 free flu shots were given at community clinics in Presque Isle, Fort Fairfield, Caribou, and Mars Hill
- Once again, TAMC achieved blue ribbon status for patient safety and select clinical quality indicators by the Maine Health Management Coalition and a five-star rating for Aroostook Health Center, long-term care facility, by US Department of Health and Human Services
- More than $460,000 in grant funds and donations supported capital and programmatic needs
- TAMC opened The Clinic at Walmart, a walk-in care clinic open seven days a week to provide care for minor illnesses and injuries
- Several services were combined to create an integrated surgical, cardiology, pulmonology, and specialty clinics center at A.R Gould Memorial Hospital in order to improve collaboration between physicians and provide more convenient and comprehensive care for patients
- TAMC began offering internal medicine services in Presque Isle to augment the family practice services already offered.

Charles A Dean Memorial Hospital and Nursing Home

- CA Dean Hospital has received a Maine Health Management Coalition Blue Ribbon for HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores, and three Avatar awards for patient service· Exceeding Patient Expectations, Five Star Service (Inpatient Five Star Service) and Loyalty and Endorsement.
- The hospital began Electromyography (EMG) services for neurological conditions, and offered new orthopedic specialty services in Greenville and Sangerville
- CA Dean nursing home earned the *My Innerview* award for outstanding patient service This award recognizes nursing homes that achieve high levels of excellence in facility quality
- With the relocation and expansion of the Guilford Clinic to Sangerville, CA Dean was able to add physical therapy services five days per week as well as offer weekly clinics for general and orthopedic surgery
- CA Dean acquired federal funding for capital investment to redeploy grant funds to match capital priorities, which allowed for replacement of the hospital's CT scanner

- The EMHS Board of Directors met at CA Dean in October and the hospital also hosted the annual meeting of the system-wide Human Resources Affinity Group.
- In response to the H1N1 outbreak and advanced seasonal flu concerns, CA Dean mobilized a significant vaccine, prevention, and education campaign to combat infection. Working closely with the school and community, the hospital was able to deliver a program that delivered some of the best statistics in Maine

EMHS IS NOT ONLY POSITIONED TO EMBRACE CHANGE UT S

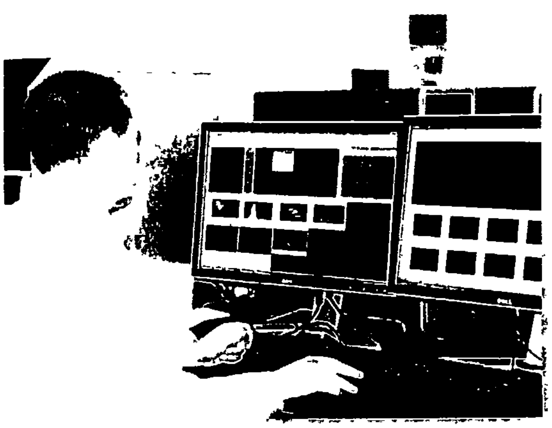
Sebasticook Valley Hospital (SVH)

- In 2010, SVH was named by the Leapfrog Group as one of the top hospitals in the country
- An inpatient hospitalist program was developed and implemented, with the model tailored to fit SVH, which is a critical access hospital
- SVH expanded rehabilitation services in Newport by introducing occupational therapy at that location

- A Clinic at Walmart, a walk-in care option, was opened by SVH at the Palmyra Walmart store.
- SVH added Laboratory House Call (in-home phlebotomy services)
- SVH became the first hospital in the country to launch the "Guiding Stars" nutritional education program for employees and visitors
- A "lean project" in nuclear medicine was completed and unnecessary patient wait time was reduced by 75 to 100 percent Lean is a process that helps eliminate waste, streamlines processes, and helps drive customer satisfaction
- SVH received American College of Radiology (ACR) accreditation in Women's Health, and attained Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores for "Cleanliness of the Hospital" in the ninety-eighth percentile nationwide.
- SVH completed a master facilities planning project to plan for the future healthcare needs of the region
- SVH launched a new brand/name to reflect that services include a hospital, primary care practices, walk-in care, specialty providers, outpatient services, and community health and education
- The hospital successfully completed a transition of executive leadership President and CEO Victoria Alexander-Lane joined SVH in the spring.
- SVH was elevated from Bronze to Gold Wellness Council of America status for employee wellness programs and services.
- A Digital Mammography campaign was completed and the annual golf tournament and auction raised nearly $60,000 for SVH patient transportation services and CancerCare of Maine, located at EMMC
- The area's first Drive-Through Flu Vaccine Clinic was conducted with more than 100 participants.
- SVH developed and kicked off a new volunteer program
- The Team Stepps program was introduced at SVH Team Stepps is designed to improve patient safety through teamwork and communication
- The Leighton Street building was remodeled to provide two new conference rooms that are available to hospital staff and the community.

HELPING TO LEAD THE WAY

Maine Institute for Human Genetics and Health



- At our research facility on Sylvan Road in Bangor, we continue our research to understand how modifiable risks due to specific environmental factors contribute to overall cancer risk, and identify prognostic markers of early risk
- During 2010 the Institute completed the first phase of infrastructure for the BioGeoBank, a sophisticated tissue bank, matching geographic information and patient's life histories with their donated tissues
- Significant amounts of very detailed arsenic and radon data were collected and entered into software that will be useful in gaining ever greater understanding of disease risk related to exposures
- Researchers discovered a link between a specific protein that may turn on cancer in the presence of arsenic This is an important first step that may ultimately lead to choosing the most effective treatments of cancers associated with these triggers.
- With partners, Trillium Diagnostics, Dahl Chase and the University of Maine, MIHGH purchased several new pieces of flow cytometry, equipment using funding from a competitive grant awarded by the Maine Technology Asset Fund Flow cytometry equipment assists researchers in measuring multiple aspects of individual cells such as size, shape, what proteins are within and density—all of which provide clues to the disease the researchers are studying
- During 2010, more than a dozen manuscripts were accepted for publication by journals as varied as the Journal of Cellular Biochemistry, Leukemia, and the Journal of Health Physics.
- The Institute is also working with a number of other leading national academic centers and commercial entities to support their research One such project focuses on early detection of the progression of melanoma Another project assisted a Maine company to gain additional data to better understand the mechanism of action of its new cancer drug candidates
- This summer, U S Senator Susan Collins toured the institute to learn about environmental oncology research, pediatric neurogenetic work, and the economic development activities of the organization.
- Science and art share moments of creativity and discovery, and in recognition of this fact, the institute hosts an art reception for local students Student artwork is hung in the front hall throughout the year
- This fall, Claire Deselle accepted the position of chief operating officer. Erik Steele, DO, chief medical officer for EMHS, is lending leadership support, and the institute is currently searching for a Chief Scientific Officer

Affiliated Healthcare Systems

- AHS finalized the largest joint venture in its history by merging APS and Miller Drug, creating one of the largest independent community pharmacies in the Northeast.
- For the second year in a row, AHS was named a "Best Places to Work in Maine," by the Maine Society for Human Resources Management
- The Affiliated EAP division was rebranded as Workplace Performance solutions (WPS) reflecting its employee . . development and workplace productivity training, in addition to its high quality Employee Assistance Program (EAP)
- Affiliated Materiel Services (AMS)—logistics division provided EMMC an annual savings of $200,000 with the elimination of weekend delivery services to EMMC.
- AMS non-acute division received both the Diamond Elite award, recognizing its highest level of dealer participation, and the Pacesetter award, for purchase volume from its purchasing cooperative at the National Distribution and Contracting (NDC) warehouse. In addition, this division had record sales of more than $7 8 million—its fourth consecutive year of record sales.
- The e-Commerce division of AMS recorded its highest year for sales under its domain, MPSMedicalSupply.com.
- Affiliated Laboratory, Inc (ALI) was awarded the EMHS Workers Compensation Trust Fund Safety Award and was voted as one of Trek Diagnostics top three Microbiology labs in the country.
- Affiliated Healthcare Systems (AHS) provided more than $80,000 in donations to Healthcare Charities in support of EMHS hospitals and care providers and $18,916 in charitable contributions to non-EMHS organizations. Also, for the second year in a row, AHS implemented a fuel assistance benefit for its employees and served 22 employees and their families.
- Affiliated Transcription Services (ATS) met their record volume of more than 29 million lines while continuing to achieve a 99.7 percent accuracy rate
- Affiliated Collections, Inc (ACI) had another record year with placements of more than $39.2 million dollars.
- Capital Ambulance experienced record ambulance volume of 12,100 transports and more than 180,000 patient miles
- AHS created Lighthouse Web Solutions (LWS) by transitioning and expanding a web design and management team that was previously a department of the EMHS Home Office
- In April, AHS achieved "Gold" status award by the WELCOA

Best Places to Work in ME

Healthcare Charities

- Charles A Dean Memorial Hospital and Nursing Home's successful annual appeal, community advocacy committee, and several major gifts including a $100,000 pledge, helped to match several grants that allowed for the purchase of a CT scanner and a future digital mammography system
- The Aroostook Medical Center's annual appeal funded a new patient solarium at Aroostook Health Center in Mars Hill. The medical center also received a $200,000 estate gift to be used for future support.
- Sebasticook Valley Hospital began offering digital mammography following a successful annual appeal.
- Eastern Maine Medical Center and the Maine Institute for Human Genetics and Health ended the Champion the Cure Campaign and reached new milestones for Healthcare Charities $12 5 million raised, 350 volunteers, and 3,054 gifts with 31 gifts over $100,000.
- Blue Hill Memorial Hospital received two new estate gifts, valued at $360,000 cumulatively
- The Acadia Hospital offered its first Adventure Day Camp for at-risk youth. In August, 2010, 20 campers participated in two separate week-long experiential programs that included high and low ropes courses, as well as a variety of team-building activities.
- Inland Hospital hosted its fifth annual Fall Pops Concert, raising more than $60,000 for the acquisition of state-of-the-art patient safety equipment, and received $25,000 grant from the Davis Family Foundation for the state-of-the-art safety equipment.
- Children's Miracle Network Hospitals (CMN) continues to support pediatrics at all EMHS member organizations, with Irving Oil's Fuel for Care, Microsoft Xbox 360, and Quilts for Kids making a significant difference for families

- Healthcare Charities 2010 total donations were $9,970,354—the highest ever recorded. New endowments were also created to provide lasting legacies for families throughout all EMHS member organizations.
- Healthcare Charities community and philanthropic advocacy doesn't stop at the office! Forty-nine organizations including civic clubs, churches, non-profit boards, community boards, etc enjoy the hard work and expertise of the 19 members of the Healthcare Charities staff. More than 2,000 hours of volunteer time is estimated with leadership roles that include board chair, two past presidents, two president-elects, three officer roles, school board members, and more

EMHS IS COMMITTED TO SHARING EXPERTISE AND RESOURCES

Eastern Maine Medical Center

- EMMC is one of 16 hospitals across the United States participating in a collaborative effort sponsored by the Institute for Healthcare Improvement and the Robert Wood Johnson Foundation. Transforming Care at the Bedside is a staff-nurse driven effort to identify small changes that will collectively increase the quality of care, as well as patient and staff satisfaction Nurses are empowered to test improvement ideas, which if successful are incorporated into care in other areas

- EMMC is in the midst of a multi-phased project to eliminate preventable errors, including medication errors. The first phase, the Pharmacy Barcode Initiative, focused on an electronic bar code system that identifies, stores, and distributes more than 4600 drugs in use at EMMC The second phase, which uses smart pump technology, was implemented on infusion devices to ensure that the right intravenous dose of medication is administered The next phase is now underway—Bedside Medication Verification System. Envisioned as an 18-month development, this phase will use software, technology, and bar coding to make certain that, before any medication is administered at the bedside, it is the right patient, right drug, right dose, right time, and right route
- EMMC is a participant in Beacon Communities program for healthcare information technology
- For the third year in a row, EMMC was named to Health and Hospital Networks Most Wired List. In 2010, EMMC was the only hospital in Maine to be named to the list.
- EMMC was one of 30 national finalists for the 2010 Secretary of Defense Employer Support Freedom Award Nominated by a Lieutenant Colonel in the US Air Force Reserve from Bangor, EMMC was selected from more than 2500 nominations.
- EMMC received platinum designation as a Well Workplace. The Platinum Award is the Wellness Councils of America's highest accolade for organizations working to improve the health and wellbeing of their employees. We were only the third employer in Maine to receive the Platinum designation—and the fifteenth in the country to have received this honor.
- For the seventh year in a row, EMMC is an Avatar International Overall Best Performer EMMC employees have worked hard over the past decade to achieve these high marks from patients regarding their EMMC experience, and we are the only hospital in the compare group to earn this distinction for seven years in a row.
- Eastern Maine Medical Center's Joint Center is the first in the state, and only the third in New England, to earn the Gold Seal of Approval for healthcare quality from The Joint Commission—a federal accrediting body focused on hospital quality and safety

EMHS (Home Office)

- In March, EMHS president and CEO Michelle Hood, FACHE was named the Large Company Business Leader of the Year by MaineBiz Magazine. In bestowing this honor upon Michelle, MaineBiz editors cited her collaboration, vision, and leadership.
- In February, the Eastern Maine Group Board of Trustees approved a $500,000 workers' compensation premium refund, representing a return of the premium recorded in FYE 9/2009 Including this premium refund, EMG has returned $3.8 million back to its employer members since 1992

Best Places to Work in ME

- EMHS was one of just 17 healthcare organizations in the nation selected to receive a nearly $13 million dollar federal "Beacon Community" grant. With our local partners, the Bangor Beacon Community is working to improve the health of people with chronic conditions by building on our strong foundation of care management, collaboration, and connected electronic health records
- For the fourth year in a row, the EMHS Home Office was voted by its employees as one of the 40 Best Places to Work in Maine
- EMHS and the Northeastern Maine Regional Resource Center received federal funding to integrate long-term care, home health, and hospice emergency plans into established regional response plans This process will result in a model to be duplicated in Maine and nationally.
- EMHS continued in its role as emergency receiver for Down East Community Hospital. In carrying out a plan of corrective action, many Home Office staff assisted with issues around clinical quality, communication, and governance
- Many Home Office employees volunteered their spare time and green thumbs to create an organic community garden at the EMHS Professional Center The work grew into 100 pounds of fresh vegetables for the Brewer Food Cupboard!
- In the summer of 2010, EMHS created an internal web portal through which employees throughout the system can submit innovative ideas The program is managed in the Home Office and by the end of the year there were nearly 200 great ideas submitted
- The Riverside Inn completed major renovations, including a complete overhaul of the heating system, modernization of the elevator, and cosmetic work to freshen and brighten the Inn
- Home Office employees also supported the United Way of Eastern Maine with more than $14,000 in contributions
- EMHS received a gold award from the Wellness Council of Maine, a subsidiary of the Wellness Council of America EMHS helps employees make educated choices about healthcare coverage, healthcare utilization, and healthy everyday living so that we may better fulfill our commitment to our communities

Inland Hospital

- Inland Hospital was recognized as one of ***America's Top 5 Rural Hospitals*** by the Leapfrog Group The award is based on the results of Leapfrog's national survey that measures hospitals' performance in patient safety and quality
- The hospital received five patient and employee satisfaction awards from Avatar International This is the fourth year in a row that Inland has received top honors from Avatar.
- Inland achieved an additional nine patient safety and quality goals on the journey toward zero preventable errors in the care provided, including implementing a process to identify and treat all patients at risk of developing deep vein thrombosis (blood clots) upon admission to the hospital and the management of all ICU patients by critical care physicians.
- eQuest, our EMHS system initiative to use an electronic medical record (EMR) to improve quality, safety, and efficiency and to promote service excellence was launched. All Inland physician offices will have an EMR by the end of 2011
- Inland Hospital added more than a dozen new providers to our employed staff, specializing in primary care, emergency medicine, general surgery, and hospitalist care.
- Two family practice office expansions in Unity and Oakland were completed and the hospital has started construction on a new family practice office in downtown Waterville.

- Two walk-in clinics at Walmart in Waterville and Augusta were opened, offering affordable, easy access to basic healthcare services
- The Bickford Medical Simulation Program was opened at Inland with 200+ local EMS, doctors, nurses, and others training on the high-tech patient simulators.
- The hospital enhanced linkages with our advanced care partner, EMMC, to include Tele-stroke services in our Emergency Department.
- The Inland Woods Trail was developed behind the hospital for the community to use for walking, biking, snowshoeing, and cross-country skiing
- Inland hospital received a Gold Well Workplace Award from the Wellness Council of America for our efforts to build a culture of wellness
- Lakewood was recognized by the Department of Health and Human Services for its outstanding quality of care through a deficiency-free annual health survey
- Inland Hospital contributed $50,000 in mini grants to local organizations through Inland's Community Benefit program for health and wellness initiatives and other community-building activities
- Inland Hospital raised $60,000 and had record attendance at it's Fall Pops Benefit Concert Proceeds benefited the purchase of safe lifting equipment at Inland and Lakewood.

Blue Hill Memorial Hospital

- Blue Hill Memorial Hospital continued to experience growth at Blue Hill Women's Health Care and added midwifery services to provide the region's women with additional choices regarding their prenatal care and delivery
- Elysia Kapsha, DO joined the providers at Island Family Medicine in Stonington Her presence broadened access to local healthcare, especially for residents of the Deer Isle/ Stonington region who are seeking a primary care provider close to home.
- After a national search, Gregory Roraff was hired as Blue Hill Memorial Hospital's chief executive officer and president Roraff's experience with critical access hospitals, strategic planning, healthcare systems, and new service development set him apart after a national search
- Blue Hill Memorial Hospital made significant progress in implementing electronic medical records within its physician practices. This investment will strengthen virtually every "pillar" of the organization, beginning with the quality of service delivered to patients.
- Like many other organizations, Blue Hill Memorial Hospital has deferred maintenance on its facilities due to financial constraints. In the past fiscal year, notable improvements were made to the parking areas and the Sussman Medical Office Building
- Blue Hill Memorial Hospital's financial situation improved dramatically as a result of reducing expenses, implementing "best practices" within the revenue cycle, emphasizing accountability, and working diligently to capture reimbursement dollars available from the Medicare and Medicaid programs

- Blue Hill Memorial Hospital employees continue to serve as volunteers both locally and abroad Whether working on a rescue squad, serving as a director of the chamber of commerce, preparing soup for a community meal, or participating on a municipal committee, employees make a difference where they work and live.
- Donors continue to make a dramatic difference to the quality of healthcare that is available on the Blue Hill Peninsula. In the summer of 2010 alone, Blue Hill Memorial Hospital received two gifts that were larger than any received since its Renewal Campaign, which was approximately a decade ago.

Rosscare

- Two of Rosscare's nursing clinicians became nationally board certified by the American Nurses Credentialing Center in gerontological nursing. Valerie Sauda, MSN, RN-BC, geriatric nursing service instructor and Amy Cotton, MSN, GNP-BC, FNP-BC, director, successfully passed the national exam and met all requirements for obtaining this expert certification

- Amy Cotton, MSN, GNP-BC, FNP-BC, director of Rosscare, was elected the National Gerontological Nursing Association's president-elect NGNA represents more than 1,700 nurses across the country to improve the quality of nursing care delivered to older adults

- Katahdin Health Care in Millinocket, which has 36 skilled and long-term nursing care beds, became the fifth nursing home in the Rosscare and First Atlantic Health Care partnership.

- In June, the Sylvia Ross Home moved from its former location of 45 years (44 Ohio Street) to a beautiful new assisted living facility on the Ross Manor campus in Bangor The legacy of Sylvia Ross and her wishes to support older adult's aging healthcare needs continues at the new location, with expanded services and amenities.

- Dexter Health Care was awarded the Excellence in Action award from My InnerView, a national independent research company. This honor recognizes those nursing homes that achieve high levels of excellence as demonstrated by having overall customer or workforce satisfaction levels that fall within the top ten percent nationally.

- Stillwater Health Care completed major renovations, including new landscaping and resident patio area, a new main entrance, updated reception area, and other facility enhancements.

- Cynthia Smith, Telecare and Lifeline manager, graduated from the EMHS Leadership Academy. In addition, Cynthia attended the Studer Service Excellence Academy in St. Louis, Missouri These added leadership trainings are supporting Rosscare's leader development program across all of our healthcare settings.

Dirigo Pines Retirement Community

- Dirigo Pine's turnover rate decreased from 55 percent in September 2009 to 35 percent through September 2010

- The retirement community completed the second phase of wage-analysis (non-nursing positions), initiated an employee recognition program, and a newsletter to improve employee communication.

- Wireless access was installed within Dirigo Inn for public (family) use and Dirigo Pines upgraded its website.

- Maggie Michaud, RN, executive director of Dirigo Pines, was elected to the Bangor Rotary's board of directors

Eastern Maine HomeCare

- Eastern Maine HomeCare (EMHC) staff made 65,047 homecare, hospice, and telehealth visits to 3,377 patients in northern, eastern, and central Maine. Clinicians drove more than one million miles to serve their patients.
- Last February, EMHC was on a financial trajectory to lose nearly $1,000,000 by September 30 Thanks to the hard work and sacrifice of all staff members, EMHC ended fiscal year 2010 with the strongest positive margin in its history!

- The HomeCare & Hospice Alliance of Maine presented Eastern Maine HomeCare (EMHC) with the 2010 Media Award. Lisa Harvey-McPherson, RN accepted the award on behalf of Visiting Nurses of Aroostook staff for their work with veteran New York Times reporter, Robert Pear.
- EMHC is a participant in and recipient of a portion of funds from the Bangor Beacon Community Grant, receiving $1,102,373 toward the purchase of telehealth units, laptops, electronic medical record, and related equipment EMHC will work closely with care managers at the hospitals and physician practices to provide in-home care skilled services, if needed In addition, EMHC will use its telehealth units to remotely monitor patients with chronic diseases targeted in the grant.
- EMHC received a $15,000 grant from The Betterment Fund for the acquisition of new telehealth units, specifically for use by clinicians at Visiting Nurses of Aroostook.
- EMHC launched its re-designed website, combining all sites within one online resource Please visit us at www.easternmainehomecare.org!
- Bangor Area Visiting Nurses (BAVN) and the former River Valley HomeCare (RVHC) have been named to the 2010 HomeCare Elite, a compilation of the most successful Medicare-certified home healthcare providers in the United States This annual review identifies the top 25 percent of agencies, ranked by an analysis of performance measures in quality outcomes, quality improvement, and financial performance (Note: central Maine is now served by Eastern Maine HomeCare d/b/a BAVN and Hospice of Eastern Maine.)
- Bangor Area Visiting Nurses (BAVN) and Hancock County HomeCare and Hospice (HCHC) were named the Home Health Quality Improvement National Campaign Agency of the Month by the Home Health Quality Improvement National Campaign In July, acute care hospitalization (ACH) and/or oral medication management rates placed BAVN and HCHC in or around the ninetieth percentile nationally
- Pathfinders. Support for Grieving Children, a program of Bangor Area Visiting Nurses, received three grants totaling $13,950 from the Penobscot Valley Health Association Fund of the Maine Community Foundation, Frances Hollis Brain Foundation, and the Sadie and Harry Davis Foundation.
- Hospice of Eastern Maine and Pathfinders. Support for Grieving Children held their fifth annual Celebrity Dessert and Auction with record-breaking proceeds of $10, 673!

Eastern Maine Healthcare Systems
CONSOLIDATED BALANCE SHEET
Years Ended September 25, 2010 and September 26, 2009

	(in thousands of dollars) 2010	2009
Total current assets	$185,801	$197,091
Assets limited as to use:		
Capital replacement and other designated uses	173,355	175,543
Self insurance funds & other trusts	46,075	33,456
Donor restricted gifts	49,860	47,009
Total assets limited as to use	269,290	256,008
Property and equipment, net	345,147	349,260
Amounts due from State of Maine (Medicaid)	85,501	54,594
Other long-term assets	16,875	17,010
Total assets	$902,614	$873,963
Total current liabilities	$137,543	$214,025
Accrued post-employment benefits	131,818	120,912
Long term debt	171,692	138,379
Other long term liabilities	34,542	5,126
Total liabilities	475,595	478,442
Total net assets	427,019	395,521
Total liabilities and net assets	$902,614	$873,963

Eastern Maine Healthcare Systems
CONSOLIDATED STATEMENTS OF OPER...
Years Ended September 25, 2010 and September 26, 2009

	(in thousands...) 2010	2009
Net operating revenue	$940,899	$910,979
Operating expenses:		
Salaries and employee benefits	543,279	521,600
Supplies & other	353,493	347,940
Bad debt	30,331	30,695
Total expenses	927,103	900,235
Income from operations	13,796	10,744
Investment gains and losses	8,390	(8,395)
Excess of revenue over expenses	$22, 186	$2,349
Operating margin	1.47%	1.18%
Total margin	2.34%	0.26%
Reinvestment in clinical equipment, technological advancements, and facilities*	$43,766	$115,319

*2009 amount represents significant investments made by EMMC for cancer and imaging programs, and infrastructure investment.

EMHS Benefit to the Communities We Serve

FY 2010, October 2009—September 2010

EMHS SYSTEM-WIDE TOTAL BENEFIT: $132,019,290

Community Health Improvement Services:	$1,246,176
Health Professions Education:	$537,422
Subsidized Health Services:	$1,075,950
Research:	$3,220,222
Financial Contributions:	$208,630
Community-Building Activities:	$1,132,797
Community Benefit Operations:	$2,154,945
Charity Care:	$26,812,465
Unpaid Cost of Public Programs:	
Medicare	$43,282,433
Medicaid	$47,207,044
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $87.3M:	$5,141,206

$3,261,516 is the total amount of donor funds used for community benefit through Healthcare Charities of EMHS.

The mission of EMHS is to maintain and improve the health and well-being of the people of Maine through a well-organized network of local healthcare providers who together offer high quality, cost-effective services to their communities.

A young Isaac Tardy demonstrates brushing technique to SVH Dental Hygienist Karey Kershner.

MEMBER CONTRIBUTIONS TO OUR COMMUNITIES

The Acadia Hospital
Community Health Improvement Services: $104,904
Health Professions Education: $70,606
Community-Building Activities: $27,056
Community Benefit Operations: $222,065
Subsidized Health Services: $255,380

Total Community Benefit: $14,378,365
Charity Care: $10,430,650
Unpaid Cost of Public Programs:
Medicare: $2,954,717
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $5.0M: $312,987

$181,277 is the total amount of donor funds used for community benefit at The Acadia Hospital through Acadia Hospital Healthcare Charities

The Aroostook Medical Center
Community Health Improvement Services: $38,853
Health Professions Education: $83,799
Financial Contributions: $92,916
Community-Building Activities: $5,598
Community Benefit Operations: $84,922
Subsidized Health Services: $22,870

Total Community Benefit: $14,678,483
Charity Care: $1,360,326
Unpaid Cost of Public Programs:
Medicare: $9,831,669 Medicaid: $2,595,316
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $9.8M: $562,214

$180,023 is the total amount of donor funds used for community benefit at The Aroostook Medical Center through The Aroostook Medical Center Healthcare Charities

Blue Hill Memorial Hospital
Community Health Improvement Services: $29,931
Community Benefit Operations: $113,846
Community-Building Activities: $272,143
Subsidized Health Services: $45,334
Charity Care: $891,106

Total Community Benefit: $2,017,075
Unpaid Cost of Public Programs:
Medicare: $383,641
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $4.9M: $281,074

$4,684 is the total amount of donor funds used for community benefit at Blue Hill Memorial Hospital through the Blue Hill Memorial Hospital Healthcare Charities.

Charles A Dean Hospital and Nursing Home
Community Health Improvement Services: $22,799
Health Professions Education: $49,183
Community Benefit Operations: $78,518
Financial Contributions: $4,811
Subsidized Health Services: $188,482

Total Community Benefit: $1,457,056
Charity Care: $354,109
Unpaid Cost of Public Programs:
Medicare: $164,872 Medicaid: $527,523
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $1.0M: $66,759

EMHS *(data below reflects Home Office activity only)*
Community Health Improvement Services: $252,162
Health Professions Education: $1,655
Community-Building Activities: $462,075

Total Community Benefit: $1,326,691
Community Benefit Operations: $215,158
Subsidized Health Services: $302,919
Financial Contributions: $92,722

$47,280 is the total amount of donor funds used for community benefit at EMHS through EMHS Healthcare Charities.

Eastern Maine Homecare
Community Benefit Operations: $31,500
Charity Care: $16,498

Total Community Benefit: $320,550
Unpaid Cost of Public Programs:
Medicaid: $272,552

$50,744 is the total amount of donor funds used for community benefit at Eastern Maine Homecare through Eastern Maine Homecare Healthcare Charities

Eastern Maine Medical Center
Community Health Improvement Services: $188,272
Health Professions Education: $331,000
Research: $3,220,222
Subsidized Health Services: $139,298
Community-Building Activities: $162,351
Community Benefits Operations: $1,322,099

Total Community Benefit: $86,605,348
Charity Care: $10,859,814
Unpaid Cost of Public Programs:
Medicare: $27,132,308 Medicaid: $39,940,277
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $55.7M: $3,309,707

$2,412,572 is the total amount of donor funds used for community benefit at Eastern Maine Medical Center through Eastern Maine Medical Center Healthcare Charities.

Inland Hospital
Community Health Improvement Services: $60,407
Health Professions Education: $185
Financial Contributions: $11,956
Community-Building Activities: $67,446
Community Benefit Operations: $77,705

Total Community Benefit: $8,541,209
Charity Care: $1,424,161
Unpaid Cost of Public Programs:
Medicare: $2,614,094 Medicaid: $3,871,376
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $8.2M: $413,879

$373,048 is the total amount of donor funds used for community benefit at Inland Hospital through the Inland Healthcare Charities.

Rosscare
Community Health Improvement Services: $2,217
Health Professions Education: $668
Subsidized Health Services: $103,687

Total Community Benefit: $108,352
Community-Building Activities: $265
Community Benefits Operations: $1,515

$6,888 is the total amount of donor funds used for community benefit for Rosscare services through Rosscare Healthcare Charities

Sebasticook Valley Hospital
Community Health Improvement Services: $546,631
Health Professions Education: $326
Subsized Health Services: $17,980
Community-Building Activities: $135,863
Community Benefit Operations: $7,617
Financial Contributions: $6,225

Total Community Benefit: $2,586,161
Charity Care: $1,475,801
Unpaid Cost of Public Programs:
Medicare: $201,132
Unrecoverable interest cost on funds used to subsidize state
Mainecare/Medicaid underpayments of $2.7M: $194,586

$5.000 is the total amount of donor funds used for community benefit for Sebasticook Valley Hospital services through Sebasticook Valley Hospital Healthcare Charities.

Form **8868** (Rev April 2009)

Department of the Treasury Internal Revenue Service

Application for Extension of Time To File an Exempt Organization Return

OMB No 1545-1709

► **File a separate application for each return.**

- If you are filing for an **Automatic 3-Month Extension, complete only Part I** and check this box ► [X]
- If you are filing for an **Additional (Not Automatic) 3-Month Extension, complete only Part II** (on page 2 of this form).

Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868

Part I **Automatic 3-Month Extension of Time.** Only submit original (no copies needed).

A corporation required to file Form 990-T and requesting an automatic 6-month extension — check this box and complete Part I only ► [ ]

All other corporations (including 1120-C filers), partnerships, REMICS, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Electronic Filing *(e-file).* Generally, you can electronically file Form 8868 if you want a 3-month automatic extension of time to file one of the returns noted below (6 months for a corporation required to file Form 990-T). However, you cannot file Form 8868 electronically if (1) you want the additional (not automatic) 3-month extension or (2) you file Forms 990-BL, 6069, or 8870, group returns, or a composite or consolidated Form 990-T Instead, you must submit the fully completed and signed page 2 (Part II) of Form 8868. For more details on the electronic filing of this form, visit *www irs gov/efile* and click on *e-file for Charities & Nonprofits.*

Type or print	Name of Exempt Organization Rosscare	**Employer identification number** 01-0391038
File by the due date for filing your return See instructions	Number, street, and room or suite number If a P O box, see instructions 43 Whiting Hill Road, Suite 400	
	City, town or post office, state, and ZIP code For a foreign address, see instructions Brewer, ME 04412	

Check type of return to be filed (file a separate application for each return).

[ ] Form 990	[ ] Form 990-T (corporation)	[ ] Form 4720
[ ] Form 990-BL	[ ] Form 990-T (section 401(a) or 408(a) trust)	[ ] Form 5227
[ ] Form 990-EZ	[ ] Form 990-T (trust other than above)	[ ] Form 6069
[X] Form 990-PF	[ ] Form 1041-A	[ ] Form 8870

- The books are in the care of ► Scott A. Oxley

Telephone No. ► 207 973-5114 FAX No. ► 207 973-7139

- If the organization does not have an office or place of business in the United States, check this box ► [ ]
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) ______. If this is for the whole group, check this box ► [ ] If it is for part of the group, check this box ► [ ] and attach a list with the names and EINs of all members the extension will cover

1 I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until 5/15, 20 11, to file the exempt organization return for the organization named above. The extension is for the organization's return for·

► [ ] calendar year 20___ or

► [X] tax year beginning 9/27, 20 09, and ending 9/25, 20 10.

2 If this tax year is for less than 12 months, check reason: [ ] Initial return [ ] Final return [ ] Change in accounting period

3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits See instructions	3a	$ 0.
b If this application is for Form 990-PF or 990-T, enter any refundable credits and estimated tax payments made Include any prior year overpayment allowed as a credit	3b	$ 1,223.
c Balance Due. Subtract line 3b from line 3a. Include your payment with this form, or, if required, deposit with FTD coupon or, if required, by using EFTPS (Electronic Federal Tax Payment System) See instructions	3c	$ 0.

Caution. If you are going to make an electronic fund withdrawal with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

- If you are filing for an **Additional (Not Automatic) 3-Month Extension, complete only Part II** and check this box ► [X]

Note. Only complete Part II if you have already been granted an automatic 3-month extension on a previously filed Form 8868

- If you are filing for an **Automatic 3-Month Extension, complete only Part I** (on page 1)

Part II Additional (Not Automatic) 3-Month Extension of Time. Only file the original (no copies needed)

Type or print

File by the extended due date for filing the return See instructions

Name of Exempt Organization: Rosscare

Employer identification number: 01-0391038

Number street and room or suite number If a P O box, see instructions: 43 Whiting Hill Road, Suite 400

For IRS use only

City, town or post office, state, and ZIP code For a foreign address, see instructions: Brewer, ME 04412

Check type of return to be filed (File a separate application for each return):

[ ] Form 990	[X] Form 990-PF	[ ] Form 1041-A	[ ] Form 6069
[ ] Form 990-BL	[ ] Form 990-T (section 401(a) or 408(a) trust)	[ ] Form 4720	[ ] Form 8870
[ ] Form 990-EZ	[ ] Form 990-T (trust other than above)	[ ] Form 5227	

STOP! Do not complete Part II if you were not already granted an automatic 3-month extension on a previously filed Form 8868.

- The books are in care of ► Scott A. Oxley
  Telephone No. ► 207 973-5114 FAX No ► 207 973-7139
- If the organization does not have an office or place of business in the United States, check this box ► [ ]
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) . ______ If this is for the whole group, check this box ► [ ] If it is for part of the group, check this box ► [ ] and attach a list with the names and EINs of all members the extension is for

4 I request an additional 3-month extension of time until 8/15 , 20 11

5 For calendar year ____ , or other tax year beginning 9/27 , 20 09 , and ending 9/25 , 20 10

6 If this tax year is for less than 12 months, check reason: [ ] Initial return [ ] Final return [ ] Change in accounting period

7 State in detail why you need the extension Taxpayer respectfully requests additional time to gather information necessary to file a complete and accurate tax return.

8a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions	8a	$ 880.
b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made Include any prior year overpayment allowed as a credit and any amount paid previously with Form 8868	8b	$ 1,223.
c Balance Due. Subtract line 8b from line 8a. Include your payment with this form, or, if required, deposit with FTD coupon or, if required, by using EFTPS (Electronic Federal Tax Payment System) See instrs	8c	$ 0.

Signature and Verification

Under penalties of perjury, I declare that I have examined this form, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that I am authorized to prepare this form

Signature ► [signature] Title ► Treasurer Date ► 4-22-11