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

2010

For calendar year 2010, or tax year beginning 9/26 , 2010, and ending 9/24 , 2011

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

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

A **Employer identification number** 01-0391038

B Telephone number (see the instructions) 207 973-7064

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 [X] 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)* ▶$ 34,852,474.

J Accounting method [ ] Cash [X] 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)	291,697.			
	2 Ck ▶ [ ] if the foundn is **not** req to att Sch B				
	3 Interest on savings and temporary cash investments	726.	726.	726.	
	4 Dividends and interest from securities				
	5a Gross rents				
	b Net rental income or (loss)				
	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	5,786,658.		5,786,658.	
	12 **Total.** Add lines 1 through 11	6,079,081.	726.	5,787,384.	
OPERATING AND ADMINISTRATIVE EXPENSES	13 Compensation of officers, directors, trustees, etc	0.			
	14 Other employee salaries and wages	2,176,086.		2,176,086.	2,175,538.
	15 Pension plans, employee benefits	534,675.		534,675.	527,258.
	16a Legal fees (attach schedule) See St 2	5,128.			
	b Accounting fees (attach sch) See St 3	117,993.			
	c Other prof fees (attach sch) See St 4	270,243.		270,243.	272,697.
	17 Interest	1,353,841.		1,353,841.	1,353,841.
	18 Taxes (attach schedule)(see instr) See Stm 5	238,630.			
	19 Depreciation (attach sch) and depletion	608,123.		137,853.	
	20 Occupancy	447,284.		447,284.	447,884.
	21 Travel, conferences, and meetings	18,281.		18,281.	18,659.
	22 Printing and publications	350.		350.	350.
	23 Other expenses (attach schedule) See Statement 6	1,014,327.	1,727.	848,771.	1,092,106.
	24 **Total operating and administrative expenses.** Add lines 13 through 23	6,784,961.	1,727.	5,787,384.	5,888,333.
	25 Contributions, gifts, grants paid Part XV	154,925.			144,096.
	26 **Total expenses and disbursements.** Add lines 24 and 25	6,939,886.	1,727.	5,787,384.	6,032,429.
	27 Subtract line 26 from line 12:				
	a **Excess of revenue over expenses and disbursements**	-860,805.			
	b **Net investment income** (if negative, enter -0-)		0.		
	C **Adjusted net income** (if negative, enter -0-)			0.	

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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	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
ASSETS 1	Cash – non-interest-bearing	675.	665.	665.
2	Savings and temporary cash investments	341,195.	1,003,067.	1,003,067.
3	Accounts receivable ► 99,775.			
	Less: allowance for doubtful accounts ► 24,775.	175,107.	75,000.	75,000.
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	281,677.	370,559.	370,559.
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 ►			
	Less: accumulated depreciation (attach schedule) ►	995,312.		
12	Investments – mortgage loans			
13	Investments – other (attach schedule)			
14	Land, buildings, and equipment: basis ► 22,149,997.			
	Less accumulated depreciation (attach schedule) See Stmt 7 ► 5,637,566.	17,179,195.	16,512,431.	22,149,997.
15	Other assets (describe ► See Statement 8)	10,687,171.	11,253,186.	11,253,186.
16	**Total assets** (to be completed by all filers – see instructions. Also, see page 1, item I)	29,660,332.	29,214,908.	34,852,474.
LIABILITIES 17	Accounts payable and accrued expenses	814,549.	1,113,238.	
18	Grants payable			
19	Deferred revenue	130,045.	115,915.	
20	Loans from officers, directors, trustees, & other disqualified persons			
21	Mortgages and other notes payable (attach schedule) Stmt. 9	27,732,743.	26,966,694.	
22	Other liabilities (describe ► See Statement 10)	181,904.	217,876.	
23	**Total liabilities** (add lines 17 through 22)	28,859,241.	28,413,723.	
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	-5,474,806.	-5,202,282.	
25	Temporarily restricted	16,628.	15,511.	
26	Permanently restricted	6,259,269.	5,987,956.	
	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)	801,091.	801,185.	
31	**Total liabilities and net assets/fund balances** (see the instructions)	29,660,332.	29,214,908.	

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	801,091.
2	Enter amount from Part I, line 27a	2	-860,805.
3	Other increases not included in line 2 (itemize) ► See Statement 11	3	1,713,733.
4	Add lines 1, 2, and 3	4	1,654,019.
5	Decreases not included in line 2 (itemize) ► See Statement 12	5	852,834.
6	Total net assets or fund balances at end of year (line 4 minus line 5) – Part II, column (b), line 30	6	801,185.

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))
2009	6,260,808.	659,070.	9.499458
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

2	**Total** of line 1, column (d)	2	47.176121
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	9.435224
4	Enter the net value of noncharitable-use assets for 2010 from Part X, line 5	4	592,543.
5	Multiply line 4 by line 3	5	5,590,776.
6	Enter 1% of net investment income (1% of Part I, line 27b)	6	
7	Add lines 5 and 6	7	5,590,776.
8	Enter qualifying distributions from Part XII, line 4	8	6,107,545.

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 ► ☒ and enter 1% of Part I, line 27b	1	0.
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	0.
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	0.
6	Credits/Payments:		
a	2010 estimated tax pmts and 2009 overpayment credited to 2010 — **6a** 542.		
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	542.
8	Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached	8	
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	542.
11	Enter the amount of line 10 to be **Credited to 2011 estimated tax** ► 542. **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 2010 or the taxable year beginning in 2010 (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 13	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 ► Jeffrey A. Sanford Telephone no. ► 207 973-7894

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

			Yes	No
16	At any time during calendar year 2010, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		X
	See the instructions for exceptions and filing requirements for Form TD F 90-22.1. If 'Yes,' enter the name of the foreign country ►			

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 2010?	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 2010, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2010? ☐ 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 2010 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 2010.)*	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 2010?	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** No: 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? N/A **7b**

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 14		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 885 Union Street, Suite 221 Bangor, ME 04401	Dir of Operat 40	94,409.	22,227.	0.
Valerie C. Sauda 885 Union Street, Suite 221 Bangor, ME 04401	Nursing Instr 40	59,411.	1,821.	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
Philips Lifeline PO Box 403109 Atlanta, GA 30384-3109	Monitoring Lifeline	141,099.
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 LEGACY PROGRAM-Assistance to qualified applicants to reduce the cost of residency at the Sylvia Ross Home, assisted living apartments located on the campus of Ross Manor in Bangor.	174,093.
2 CONTINUING CARE INFO CENTER-Resource for anyone who has questions about available hospital and community health programs	564,357.
3 LIFELINE-Home health care monitors worn by participants which signals help when activated	241,787.
4 DIRIGO PINES INN-Specialized elderly housing and assisted living Also see attached publication.	5,934,166.

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	601,567.
c	Fair market value of all other assets (see instructions)	1c	
d	**Total** (add lines 1a, b, and c)	1d	601,567.
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	0.
3	Subtract line 2 from line 1d	3	601,567.
4	Cash deemed held for charitable activities Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	9,024.
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4	5	592,543.
6	**Minimum investment return.** Enter 5% of line 5	6	29,546.

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 2010 from Part VI, line 5 2a		
b	Income tax for 2010. (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	6,032,429.
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	75,116.
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	6,107,545.
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	
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	6	6,107,545.

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 2009	(c) 2009	(d) 2010
1 Distributable amount for 2010 from Part XI, line 7				
2 Undistributed income, if any, as of the end of 2010:				
a Enter amount for 2009 only				
b Total for prior years: 20___, 20___, 20___				
3 Excess distributions carryover, if any, to 2010:				
a From 2005				
b From 2006				
c From 2007				
d From 2008				
e From 2009				
f **Total** of lines 3a through e				
4 Qualifying distributions for 2010 from Part XII, line 4: ► $				
a Applied to 2009, 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 2010 distributable amount				
e Remaining amount distributed out of corpus				
5 Excess distributions carryover applied to 2010 *(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 2009. Subtract line 4a from line 2a. Taxable amount — see instructions				
f Undistributed income for 2010 Subtract lines 4d and 5 from line 1. This amount must be distributed in 2011				
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 2005 not applied on line 5 or line 7 (see instructions)				
9 **Excess distributions carryover to 2011.** Subtract lines 7 and 8 from line 6a				
10 Analysis of line 9.				
a Excess from 2006				
b Excess from 2007				
c Excess from 2008				
d Excess from 2009				
e Excess from 2010				

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 2010, 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) 2010	(b) 2009	(c) 2008	(d) 2007	(e) Total
2a 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	6,107,545.	6,261,688.	7,236,456.	7,053,732.	26,659,421.
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	6,107,545.	6,261,688.	7,236,456.	7,053,732.	26,659,421.
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	19,697.	21,908.	21,772.	24,814.	88,191.
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	154,925.
Total			► 3a	154,925.
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 Flu shots					8,480.
b Geriatric educ & training					92,287.
c Geriatric pt care consult					25,518.
d Lifeline units rental					359,723.
e Patient care revenue					1,543.
f Specialized elderly hous					5,299,107.
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	726.	
4 Dividends and interest from securities					
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
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)				726.	5,786,658.

13 **Total.** Add line 12, columns (b), (d), and (e) 13 5,787,384.

(See worksheet in line 13 instructions 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.

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	1a(1)		X
(2) Other assets	1a(2)		X
b Other transactions.			
(1) Sales of assets to a noncharitable exempt organization	1b(1)		X
(2) Purchases of assets from a noncharitable exempt organization	1b(2)		X
(3) Rental of facilities, equipment, or other assets	1b(3)		X
(4) Reimbursement arrangements	1b(4)		X
(5) Loans or loan guarantees	1b(5)		X
(6) Performance of services or membership or fundraising solicitations	1b(6)		X
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees.	1c		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			

2a 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

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.

Sign Here

Signature of officer or trustee: [signature] | Date: 5/8/12 | Title: Treasurer

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check if [ ] if self-employed	PTIN
[redacted]	Self-Prepared			[redacted]

Firm's name ▶ [redacted] Firm's EIN ▶ [redacted]

Firm's address ▶ [redacted]

Phone no [redacted]

TEEA0503L 02/15/11

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

2010

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
- [X] 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

- [X] 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) and 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	$ 286,656.	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	$ 5,041.	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	Employer identification number
Rosscare	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	Employer identification number
Rosscare	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	$ 8,480.		$ 8,480.
Geriatric educ & training	92,287.		92,287.
Geriatric pt care consult	25,518.		25,518.
Lifeline units rental	359,723.		359,723.
Patient care revenue	1,543.		1,543.
Specialized elderly hous	5,299,107.		5,299,107.
Total	$ 5,786,658.	$ 0.	$ 5,786,658.

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	$ 4,128.			
Machias Savings Bank	1,000.			
Total	$ 5,128.	$ 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	$ 91,799.			
Berry Dunn - annual audit	26,194.			
Total	$ 117,993.	$ 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
Lifeline Monitoring Service	$ 140,555.		$ 140,555.	$ 143,009.
Management Fees	116,830.		116,830.	116,830.
Other Professional Fees	12,858.		12,858.	12,858.
Total	$ 270,243.	$ 0.	$ 270,243.	$ 272,697.

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	$ 1,817.			
Employee Credential/Licenses	4,058.			
Property taxes	230,791.			
Sales tax	1,083.			
Tax on investment income	881.			
Total	$ 238,630.	$ 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	$ 65,138.		$ 65,138.	$ 64,634.
Banking Services	39,206.	$ 1,413.		
Dues & Subscriptions	6,386.		6,386.	6,386.
Equipment Rental	36,354.		36,354.	36,174.
Food	243,619.		243,619.	243,619.
Information Technology	16,045.		16,045.	15,988.
Insurance	117,227.			117,227.
Miscellaneous	3,549.		3,549.	3,549.
Postage	4,884.		4,884.	5,240.
Provision for bad debts	8,809.			
Repairs	91,275.		91,275.	91,275.
Shared Services Expense	151,221.	314.	150,907.	276,637.
Supplies	230,614.		230,614.	231,377.
Total	$ 1,014,327.	$ 1,727.	$ 848,771.	$ 1,092,106.

Statement 7
Form 990-PF, Part II, Line 14
Land, Buildings, and Equipment

Category	Basis	Accum. Deprec.	Book Value	Fair Market Value
Machinery and Equipment	$ 2,549,049.	$ 237,128.	$ 2,311,921.	$ 2,549,049.
Buildings	16,955,072.	5,397,019.	11,558,053.	16,955,072.
Improvements	1,126,954.	0.	1,126,954.	1,126,954.
Land	1,511,032.		1,511,032.	1,511,032.
Miscellaneous	7,890.	3,419.	4,471.	7,890.
Total	$ 22,149,997.	$ 5,637,566.	$ 16,512,431.	$ 22,149,997.

Statement 8
Form 990-PF, Part II, Line 15
Other Assets

	Book Value	Fair Market Value
Benefit Trust Assets	$ 5,982,606.	$ 5,982,606.
Interest in net assets held at HC	20,861.	20,861.
Investment in Subsidiaries	4,326,032.	4,326,032.
Org costs & other long term investments	111.	111.
Replacement Reserve	923,459.	923,459.
Self-Insurance Funds Held by Trustee	117.	117.
Total	$ 11,253,186.	$ 11,253,186.

Statement 9
Form 990-PF, Part II, Line 21
Mortgages and Other Notes Payable

Mortgages Payable	Balance Due
Greystone Servicing Corp, Inc	$ 16,223,094.
Total Mortgages Payable	$ 16,223,094.

Other Notes Payable		Balance Due
Lender's Name:	Eastern Maine Healthcare Syste	
Relationship of Lender:	Parent company	
Date of Note:	9/09/2008	
Maturity Date:	10/01/2011	
Repayment Terms:	Monthly interest	
Interest Rate:	0.96%	
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:	4/14/2014	
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:	4/14/2012	
Repayment Terms:	Semi-annual princ & int	
Interest Rate:	3.25%	
Security Provided:	TIF proceeds	
Purpose of Loan:	Working capital	
Desc. of Consideration:	None	
FMV of Consideration:	0.	

Statement 9 (continued)
Form 990-PF, Part II, Line 21
Mortgages and Other Notes Payable

Other Notes Payable		Balance Due
Original Amount:	1,000,000.	
Balance Due:		$ 846,050.
	Total Other Notes Payable	$ 10,743,600.
	Total Mortgages and Other Notes Payable	$ 26,966,694.

Statement 10
Form 990-PF, Part II, Line 22
Other Liabilities

Reserve for Retiree Health Benefits	$ 217,747.
Reserve for Self-Insurance Program	129.
Total	$ 217,876.

Statement 11
Form 990-PF, Part III, Line 3
Other Increases

Transfer from exempt parent-Eastern Maine Healthcare Systems	$ 199,751.
Transfer from Subsidiary	1,513,982.
Total	$ 1,713,733.

Statement 12
Form 990-PF, Part III, Line 5
Other Decreases

Change in interest in net assets held @ Healthcare Charities	$ 1,117.
Change in Unrealized Gain or Loss	271,312.
Pension Liability FAS158	26,656.
Post Retirement Health Benefit FAS158	25,512.
Transfer to exempt parent - Eastern Maine Healthcare Systems	100,875.
Transfer to exempt subsidiary - Eastern Maine Medical Center	427,362.
Total	$ 852,834.

Statement 13
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

Statement 13 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Federal EIN:	01-0211501	
Description of Transfer:	Fees for services	
Amount of Transfer:		$ 4,980.
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:	Fixed assets	
Amount of Transfer:		$ 427,361.
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:	Purchases of supplies and services	
Amount of Transfer:		$ 504.
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	
Amount of Transfer:		$ 16,931.
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:		$ 235,665.
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:		$ 33,150.
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:		$ 106.
Controlled Entity Name:	Eastern Maine Healthcare Systems	
Address:	43 Whiting Hill Road, Suite 400	
Address:	Brewer, ME 04412	
Federal EIN:	01-0527066	

Statement 13 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Description of Transfer:	Fees for services	
Amount of Transfer:		$ 151,221.
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:		$ 42,163.
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:		$ 25,121.
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	
Amount of Transfer:		$ 100,875.
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:	Interest	
Amount of Transfer:		$ 99,148.
	Total	$ 1,138,725.

Transfers From Controlled Entity

Controlled Entity Name:	Acadia Hospital	
Address:	43 Whiting Hill Road, Suite 400	
Address:	Brewer, ME 04412	
Federal EIN:	01-0459837	
Description of Transfer:	Fees for services	
Amount of Transfer:		$ 113.
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:		$ 12,803.
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:		$ 4,921.
Controlled Entity Name:	Rosscare Nursing Homes, Inc.	

Statement 13 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

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:		$ 757,602.
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:	Fees for services	
Amount of Transfer:		$ 83,462.
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:		$ 574.
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:		$ 199,751.
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:	Fees for services	
Amount of Transfer:		$ 1,742.
	Total	$ 1,060,968.

Statement 14
Form 990-PF, Part VIII, Line 1
List of Officers, Directors, Trustees, and Key Employees

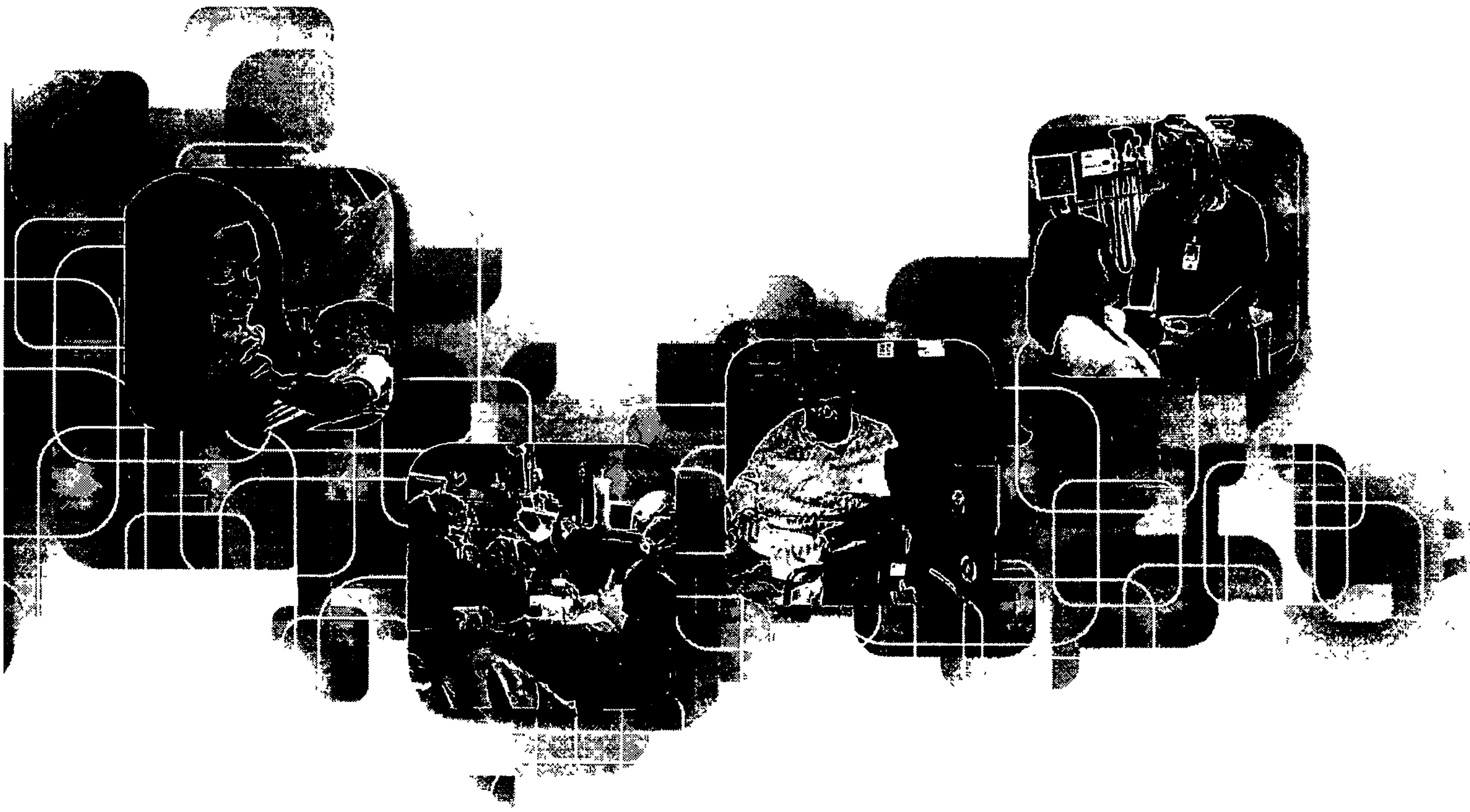
Name and Address	Title and Average Hours Per Week Devoted	Compensation	Contribution to EBP & DC	Expense Account/ Other
Peter G. Arabadjis, MD 9 Kell St Orono, ME 04473-4241	Vice Chairman 0.5	$ 0.	$ 0.	$ 0.
Daniel B. Coffey, Exec VP/CFO EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Treasurer 0.5	0.	0.	0.

Statement 14 (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
Derrick Hollings 43 Whiting Hill Road Brewer, ME 04412	Current Treasur 0.5	$ 0.	$ 0.	$ 0.
James H. Tobin, Jr. 350 Charleston Road Dexter, ME 04930-2503	Board Member 0.5	0.	0.	0.
Cynthia Hardy 36 Silver Ridge Veazie, ME 04401-7080	Chairman 0.5	0.	0.	0.
Lisa Harvey-McPherson 43 Whiting Hill Road Brewer, ME 04412	Secretary 2	0.	0.	0.
Mary M. Hood, President EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Ex-Officio 0.5	0.	0.	0.
Lenard Kaye 25 Texas Ave Bangor, ME 04401	Board Member 0.5	0.	0.	0.
Sandra M. Leonard PO Box 755 Bangor, ME 04402-0755	Board Member 0.5	0.	0.	0.
Gary W. Smith 133 Center Street Bangor, ME 04401	Board Member 0.5	0.	0.	0.
Erik Steele, DO EMHS, 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.5	0.	0.	0.
Michael Young 35 Hildreth St Bangor, ME 04401	Board Member 0.5	0.	0.	0.
Scott Oxley EMHS, 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.5	0.	0.	0.
	Total	$ 0.	$ 0.	$ 0.

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

the future of healthcare is **TODAY**



ANNUAL REPORT 2011

EMHS
Access to Quality Healthcare

EMHS is fully committed

to building the healthcare

A former British prime minister, David Lloyd George, once noted that "You can't cross a chasm in two small steps." His point is that we shouldn't be afraid to take a big step if one is indicated. For some, the EMHS decision to become one of the federally recognized Pioneer Accountable Care Organizations (ACO) in the nation might seem to be a very large step.

The nation certainly has a large chasm to cross, as identified in the Institute of Medicine's 2011 report, "Crossing the Quality Chasm." As our nation's healthcare delivery system has become unsustainably expensive, it has exposed the dysfunctional incentives and inefficiencies that grew within the system over the last 50 years. It is important to note that there is no single part of the system at fault. It has been a natural evolution of a myriad of parties—private payers, governmental payers, hospitals, physicians, and consumers alike.

For those reasons, EMHS is proud to be among a few bold health systems in the nation that are leading health reform. While the Pioneer ACO is driven by the federal Medicare program, EMHS is mobilizing the same strategies for multiple patient populations in the state of Maine and elsewhere in northern New England. Our decision to pursue these redesigned models of care delivery and reimbursement should not seem to be such a big step for our constituents who have read our two previous annual reports. In 2009, we described the need to redefine hospitals not as brick-and-mortar places but as a continuous loop of community-based services. The nation's epidemic of chronic disease is most effectively addressed in the community, saving our hospitals for the crises and acute issues that demand the most advanced technology.

The Beacon Project is proving real value to patients

by linking together multiple

system of the future

Likewise, in 2010, we described the building blocks EMHS has been putting in place to manage a reformed healthcare system. These building blocks include advanced information technology that enable care managers to identify and monitor chronically ill patients to assure their optimal health status. This approach to care management has been pivotal to the success of the Bangor Beacon Community project—and regional "Little Beacons" emulating it. Beacon projects are proving real value by linking together multiple providers—both within EMHS and among externally aligned collaborators—using the same care management philosophy regardless of the site of care.

We recently heard a colleague in a Pennsylvania health system describe their approach to accountable care as one of "never discharging a patient." Their focus is to manage seamless transitions of care from site to site and provider to provider, assuring appropriate levels of support throughout a patient's life. That is a fair description of how EMHS is approaching a reformed, accountable, value-based healthcare delivery model, and we are proud to safely lead the way across the chasm.

M. Michelle Hood, FACHE	**P. James Nicholson, CPA**
EMHS President and CEO	*EMHS Board Chair*

providers.

EMHS (Systemwide)

LEADERSHIP: M. Michelle Hood, FACHE, President and CEO and P. James Nicholson, CPA, Chair **LOCATION:** Brewer **EMPLOYEES:** (Home Office) 438 **DESCRIPTION:** EMHS offers access to high quality healthcare, while striving for efficiencies to control costs. The Home Office of EMHS works in support of the nearly 8,000 employees throughout the system, including seven hospitals, emergency transport companies, home health agencies, and numerous long-term care and assisted living facilities.

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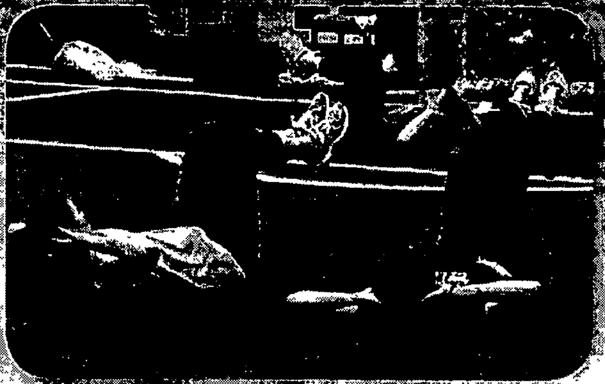


EMHS Move and Improve gets things moving at the 2011 kick off.

- EMHS was very pleased to be one of only 32 organizations across the United States invited to become a Pioneer Accountable Care Organization (ACO) through the Centers for Medicare and Medicaid Services (CMS). The up to five-year demonstration project is intended to improve the coordination, efficiency, effectiveness, quality, and cost of healthcare.
- EMHS conducted a dozen community meetings throughout central, eastern, and northern Maine to discuss the findings of the 2011 OneMaine Health Collaborative Community Health Needs Assessment with healthcare providers, citizens, business, legislative leaders and others. OneMaine Health is a collaborative between EMHS, MaineGeneral Health and MaineHealth.
- EMHS and Guiding Stars®, the world's first storewide nutrition navigation program, announced a partnership to implement the program throughout its system of hospitals. The partnership seeks to benefit the health of local communities by helping patients, visitors, and employees within EMHS hospitals identify more nutritious food choices.
- In 2011, the EMHS Home Office celebrated its fifth consecutive year as a Best Workplace in Maine. EMHS placed seventh on the large company list (more than 250 employees) of many great Maine companies. We know one reason why is the great people who work here!
- More than 1,100 patients are improving their health through care management as a result of the work being completed through Bangor Beacon Community. Beacon is comprised of 12 partners and led by EMHS. Beacon is supported by a three year, $12.7 million grant from the Office of the National Coordinator and ends in March 2013.

Above: Erik Steele, DO, EMHS chief medical officer takes a turn dishing up tasty treats at the EMHS Home Office fall employee BBQ.

Right: Employees gather behind the Cianchette Building at the EMHS Professional Center to celebrate the EMHS Home Office being named a Best Workplace in Maine for the fifth consecutive year

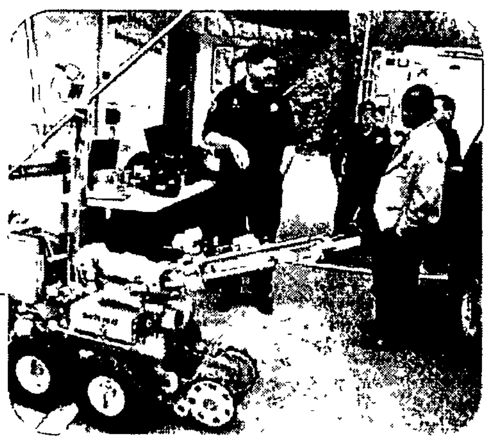
EMHS (Home Office)

This little one was thrilled to receive a book from Raising Readers at a well child visit with her pediatrician.

EMHS Youth Healthy Lifestyles Program engages Maine youth in learning how to make healthy food choices.

- Beacon's successes include: updating state law to allow sharing of mental health information through electronic medical records; expanding connections to HealthInfoNet, Maine's statewide health information exchange; and improving primary care patient outcomes through Performance Improvement Committee activities.
- EMHS and Husson University co-hosted a breakfast session with New York Times bestselling author, T.R. Reid. Reid's talk focused on his book, "Dispelling the Myth—How America Can Achieve High Quality, Lower Cost Healthcare."
- All EMHS Home Office managers are completing leadership training called "EMHS University." The program is designed to ensure that all managers in the Home Office have received the appropriate information on policies, procedures, and skills necessary to be a great leader.
- More than 40 Home Office employees were trained in basic Lean tools and skills. Lean is a process improvement program designed to reduce costs and duplications, and help improve quality.

On December 13, 2011, M. Michelle Hood, FACHE (pictured center) signed the agreement allowing EMHS to join 31 other healthcare organizations nationwide in forming a Pioneer accountable care organization (ACO). With Michelle are members of the ACO Steering Committee and the EMHS Leadership Council.



Bangor Police Sergeant Jim Buckley, representing the department's Bomb Squad, shows Carrel D'Haiti how the bomb robot works. Several Bangor area police, fire, and EMS units were at the EMHS Professional Center in Brewer for a public safety day hosted by EMMC's Northeastern Maine Regional Resource Center.

The Acadia Hospital

■ **LEADERSHIP:** Daniel B. Coffey, President and CEO and Richard A. Lyons, Chair ■ **LOCATION:** Bangor ■ **EMPLOYEES:** 609
■ **DESCRIPTION:** The Acadia Hospital is Maine's comprehensive resource for information and treatment of mental illness and chemical dependency.

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Lynn Griffin (Left) and Laureen Frost pose with two of the pieces displayed as part of the first Artisan's Project exhibit at Acadia Hospital, which showcases client art.

- In February, Acadia opened its Adult Evaluation Center in direct response to the community's need for increased access to outpatient services. This center allows people seeking outpatient treatment to receive an evaluation of services within 48 hours of any request.
- In May, Acadia announced Daniel B. Coffey as its new president and CEO. Coffey came to Acadia from EMHS, where he had served as the chief financial officer.
- In May, Acadia started the Wellness Works program. This is an outcome-based employee health initiative that measures participants' gains as they lead healthier lifestyles.
- In August, the Acadia Artisans project was launched to display patients' artwork. This display is in the main hallway of the hospital and illuminates the work of recovery.
- In December, Acadia appointed Anthony Ng, MD, FAPA as its new vice president and chief medical officer.
- In December, Acadia began providing telepsychiatry at Maine Coast Memorial Hospital in Ellsworth
- Acadia served as executive producer for a film about teen anxiety and depression titled "The Road Back." This youth-focused endeavor, created in partnership with Project AWARE, included dozens of area teens. The film was funded in part by the Davis Family Foundation, Bingham Program, and Spring Harbor Hospital.
- The hospital unveiled a new community education series, An Open Mind, with one presentation on cyber bullying and the other on the aging brain.
- Converted the hospital's inpatient units to one full child/adolescent/young adult floor of 32 beds and one adult floor with 36 beds. This has increased access for inpatient care for the state.
- Acadia implemented Management of Aggressive Behavior (MOAB) training for direct-care staff. MOAB is a national program designed to decrease injury to patients and staff.
- Acadia's executive leadership began a 12-month process improvement initiative.
- Acadia participated in the local Pay it Forward program, which provides funds for staff to assist young patients and their families in improving their relationships and life interactions. This program is sponsored through the generous support of Acadia donors. Pay it Forward was also highlighted in the Bangor Daily News.
- Advertising specialists selected the Backpack Program as their charity of choice in celebration of their twenty-fifth anniversary and donated 600 backpacks with supplies for children graduating from the partial hospitalization program and returning to school.
- To better meet the needs of the hospital's pediatric patients and their families, Acadia created an Inpatient Parent Handbook. This allows parents to take a more active and informed role in the care of their children hospitalized at Acadia Hospital.
- Acadia expanded the Pediatric Partial program with outreach to the community for a summer treatment program that provides counseling, education, and structure around coping skills, as well as providing application of these learned skills with structured activities in the community.
- Acadia was a proactive partner in educating the public about the dangers of the drug known as bath salts, working closely with other community agencies on a variety of efforts.
- The hospital was designated as a site for a sculpture from the Schoodic Symposium project. The sculpture will be placed at Acadia's campus on Stillwater Avenue in Bangor in the fall of 2012.
- Many upgrades were made to the facility, including installation of new safe, energy-efficient LED lighting on the second floor inpatient unit corridors, 12 security cameras on all four inpatient units, and a call center with new phone equipment and software.

Teens and adults involved in the creation of Acadia's film on teen anxiety and depression, The Road Back, watch a take on the video monitor while filming at Hermon High School.

Affiliated Healthcare Systems

■ **LEADERSHIP:** Miles Theeman, President and CEO and Richard I. Stone, Chair ■ **LOCATION:** Bangor, Portland, and Rutland, Vermont ■ **EMPLOYEES:** 562 ■ **DESCRIPTION:** A taxable company with a primary mission to enhance the clinical care delivery systems within EMHS by providing cost-effective, integrated support services for its member organizations, and pursuing profitable, sustainable growth opportunities.

- AHS was one of four companies honored by the Maine State Chamber of Commerce with a 2011 "Maine Investor Award," which recognizes Maine businesses for their outstanding contributions to the growth of their companies and the state's economy.
- Workforce Performance Solutions (WPS) achieved 35 percent revenue growth for its training services and secured 13 new contracts in the Employee Assistance Program.
- The Affiliated Material Services (AMS) logistics division added two new hospital customers: Down East Community Hospital in Machias and Millinocket Regional Hospital.
- Affiliated Collections Inc (ACI) experienced another record-breaking year with placements of more than $44 million. The previous record was $39 million.
- AHS provided more than $244,000 in donations to Healthcare Charities in support of EMHS hospitals and care providers, as well as more than $18,000 in charitable contributions and support to non-EMHS organizations.
- Lighthouse Web Solutions (LWS) won an unprecedented nine awards at the fourteenth annual Healthcare Internet Conference in the following categories: Best Health/Healthcare Content, Best Care/Disease Management Site, Best Design Site, Best Overall Site, and Best Interactive Site.
- Capital Ambulance (Capital) achieved record ambulance volume of more than 12,800 transports including 259 critical care trips It also transitioned to a new electronic patient care reporting system in compliance with state and national data standards.
- The AMS e-commerce division achieved an 11 percent increase in sales under its domain MPSMedicalSupply.com.
- Dirigo Pines Development Co. experienced a banner year with four new cottage sales and three re-sales.
- Affiliated Laboratory Inc. (ALI) earned two bi-annual reaccreditations from The College of American Pathologists (CAP) and the American Association of Blood Banks (AABB).
- The AMS non-acute division instituted a reusable tote system for the delivery of medical supplies to its major customers, which eliminates cardboard boxes and packing materials and produces less waste for customers. The division also achieved its fifth consecutive year of record sales generating more than $7.9 million in total revenues.
- Affiliated Medical Repair Services (AMRS) had its highest year of billable sales.
- Miller Drug's five locations dispensed more than 594,000 prescriptions, a 3 percent increase over the previous year (prior to Miller Drug's merger with AHS).
- Commercial Delivery Systems (CDS) completed a system wide evaluation of route logistics, expenses, and work processes. By eliminating some runs and outsourcing others, CDS increased profitability.
- Affiliated Transcription Services (ATS) continued to support the needs of EMHS and non-EMHS customers through the production of 26 million lines of transcription in 2011. ATS implemented several cost-reduction initiatives to be more competitive with regional and national providers, and maintained above-average quality scores (99 percent) for its customers during this period.

AHS received the 2011 Maine Investor Award in recognition of outstanding contributions to the state's economy.

Blue Hill Memorial Hospital

■ **LEADERSHIP:** Gregory Roraff, President and CEO and Claire S. Connor, RN, MPH, Chair ■ **LOCATION:** Blue Hill, Bucksport, Castine, and Deer Isle/Stonington ■ **EMPLOYEES:** 297 ■ **DESCRIPTION:** Blue Hill Memorial Hospital, founded in 1924, is a critical access, 25-bed rural hospital. Our mission is to provide primary and selected specialty healthcare of outstanding quality, care for our patients with respect and compassion, and improve the health of the communities we serve.

Helen Deuschle, MSW, is a social worker who sees clients of all ages in Blue Hill Memorial Hospital's Island Family Medicine practice in Stonington. Having a behavioral health specialist on site improves healthcare outcomes for many patients and their loved ones.

- Blue Hill Memorial Hospital continued to restore its financial position, generating a net operating margin in excess of 2 percent for the second straight year and adding $5.5 million to its strategic reserves for future investment in the care and wellness of the community.
- The hospital was fortunate to recruit two new family medicine physicians for its primary care practices. Lisa Billings-Lindsay, DO, joined Blue Hill Family Medicine and Deborah Hatanpa, MD, joined Bucksport Family Medicine.
- Providers and nursing staff in our Special Care Unit (SCU) can now communicate face-to-face in real time with specialized personnel at Eastern Maine Medical Center. A similar, real-time videoconferencing system has been in place in our Emergency Department for some time.
- Blue Hill Memorial Hospital was also pleased to welcome Amy Tan, MD, as a full-time general surgeon and Philip Brooks, MD, as a part-time oncologist from CancerCare of Maine.
- Patients who turn to Blue Hill Memorial Hospital's Emergency Department will benefit from new technology in the form of The FirstNet emergency medicine system, which will help patients from when they first arrive at the hospital to when they are released.
- Blue Hill Memorial Hospital held a number of special events and programs to help community members make good choices about their health. A women's health luncheon on the topic of endometrial cancer and a men's health clinic, modeled after a "boat overhaul," were among the activities offered.
- Helen Deuschle, LCSW, was hired to provide behavioral health and counseling services through the hospital's Island Family Medicine practice in Stonington. She is the first behavioral health specialist hired to work in the hospital's busy primary care practices.
- Blue Hill Memorial Hospital and its practices continue to benefit from the generosity of many year-round and seasonal residents, as well as grateful patients who receive care while vacationing on the coast.
- Patients can now rely upon convenient and private preregistration at Blue Hill Memorial Hospital for more services, including diagnostic imaging.
- Blue Hill Memorial Hospital also contracted with Avatar International LLC to more completely analyze and respond to patient satisfaction data.

Kindergarten students from the Blue Hill Consolidated School enjoy a tour of Blue Hill Memorial Hospital at the end of every school year. Such tours focus on healthy behaviors, introduce the children to healthcare careers, and reduce anxiety about visits to the hospital and its practices.

he nation's epidemic of chronic

Charles A. Dean Memorial Hospital

LEADERSHIP: Geno Murray, President and CEO and David S. Richards, Chair ■ **LOCATION:** Greenville, Monson, Sangerville ■ **EMPLOYEES:** 170 ■ **DESCRIPTION:** Charles A Dean Memorial Hospital provides access to quality healthcare to the residents and visitors of the Moosehead Lake region. Our 25-bed critical access hospital provides acute, skilled, and nursing facility beds. CA Dean also provides 24-hour emergency medical services, including an ambulance and a full service Emergency Department, three family practice locations, diagnostic services, laboratory, digital imaging, CT scan, ultrasound, mammography, rehabilitation services, as well as podiatry, and general and orthopedic surgery.

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- In 2011, CA Dean received national recognition through various awards, including one from Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), which measures patient satisfaction with hospitals, and another from My Innerview, an organization that measures quality of senior care for inpatient nursing care in the East Wing.
- CA Dean made the 2011 list of the top 100 hospitals in the nation.
- The outpatient infusion area was expanded, giving patients a more comfortable place to receive care.
- CA Dean upgraded our CT scanner capabilities from single-slice technology to a 16-slice mode, which is the industry standard for imaging.

Caring at its best at CA Dean's new 16 slide scanner.

These tired pups were approaching the trail's end at Greenville's 100 Mile Wilderness Sled Dog Race, which CA Dean sponsors.

There was fun for everyone at Greenville's 100 Mile Wilderness Sled Dog Race, which CA Dean sponsors. The race and family fun activities during that day are important to Greenville's community and economic development.

disease is most effectively addressed in the community

Eastern Maine HomeCare

■ **LEADERSHIP:** Lisa Harvey-McPherson, RN, MBA, President and CEO and Edward W. Gould, Chair ■ **LOCATIONS:** Bangor, Bar Harbor, Blue Hill, Caribou (headquarters), Houlton ■ **EMPLOYEES:** 193 ■ **DESCRIPTION:** Eastern Maine HomeCare (EMHC) includes Bangor Area Visiting Nurses, Hospice of Eastern Maine, Hancock County HomeCare and Hospice, Visiting Nurses of Aroostook, and Hospice of Aroostook. Eastern Maine HomeCare provides services across northern, eastern, and central Maine.

- Eastern Maine HomeCare (EMHC) staff made 64,211 homecare, hospice and telehealth visits to 3,300 patients in northern, eastern, and central Maine. Clinicians drove more than 1.2 million miles to serve their patients.
- Thanks to the hard work of our staff members, EMHC ended fiscal year 2011 with the strongest positive margin in it's history.
- Eastern Maine HomeCare is proud to be designated the Community Care Team for the EMMC Patient Centered Medical Home practices (Husson Internal Medicine, Center for Family Medicine, and Husson Pediatrics). The Community Care Teams support the patients, providers, and care managers by providing additional community-based services to reduce emergency room utilization and rehospitalizations and to support patients in attaining their personal health goals.
- CEO Lisa Harvey-McPherson was a featured speaker during a Capitol Hill briefing and roundtable discussion titled "Transforming Healthcare: Information Technology Tools for Accountable Care Organizations and Medical Homes" on April 6, 2011. Lisa presented information on EMHC's participation in the Bangor Beacon Community and our telehealth program.
- EMHC announced that two sites have been named to the 2011 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. Bangor Area Visiting Nurses (BAVN) and Visiting Nurses of Aroostook (VNA) received this recognition. This is the sixth consecutive year that BAVN has received this award.
- Hancock County HomeCare & Hospice (HCHC) celebrated 80 years of service to the community. A number of events including fundraisers and a hospice education day have brought deserved recognition and visibility to HCHC, the only home health and hospice provider covering all of Hancock County.
- On September 14, Bangor Area Visiting Nurses and Hospice of Eastern Maine, dedicated a conference room in honor of Tom and Teile Benson. Together, they have spent countless hours helping BAVN/HOEM make a difference in the lives of patients and families.
- In observance of National Home Care and Hospice Month, the Home Care & Hospice Alliance of Maine recognized Kathryn "Kathy" Vanaria from Hospice of Eastern Maine with its 2011 Hospice Volunteer Award.
- Hospice of Eastern Maine and Pathfinders: Support for grieving children held their Sixth Annual Celebrity Dessert and Auction with record-breaking proceeds of over $14,000!

This fall, Eastern Maine HomeCare, Lakewood Continuing Care Center and Hospice Volunteers of Waterville teamed up to provide training to Lakewood residents interested in becoming hospice volunteers. These residents are now trained to serve fellow Lakewood residents who have elected to use hospice services as part of their end of life care. Standing (L to R), Melissa Ashey, LSW, Director of Social Services at Lakewood Continuing Care Center, Maureen Giffin RN, Community Relations Liaison at Eastern Maine HomeCare and Susan Roy, Executive Director of Hospice Volunteers of Waterville Area. Residents (L to R), Gertrude Scotton, William and Florence Jones, and Mildred Richardson.

Eastern Maine Medical Center

LEADERSHIP: Deborah Carey Johnson, RN, President and CEO and Michael L. McInnis, Chair **LOCATION:** Bangor, Brewer, Ellsworth, Orono and Lincoln **EMPLOYEES:** 3,675 **DESCRIPTION:** Eastern Maine Medical Center is the 411-bed regional referral center for the northern two-thirds of Maine, offering specialty and sub-specialty surgical and medical services, as well as a full range of primary to intensive care services.

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- EMMC was named one of the nation's top performers on key quality measures by The Joint Commission, and is one of only three hospitals in Maine—and the only one with an established Heart Center—to be recognized.
- EMMC's CancerCare of Maine at the Lafayette Family Cancer Center in Brewer was recognized by the Cancer and Leukemia Group B (CALGB) as an at-large research site based on our clinical trial participation rates and the quality of research conducted.
- EMMC's Advanced Surgical Care of Maine sponsored a University of Maine Black Bears hockey game in November. A mobile unit of EMMC's surgical robot was at the game, and attendees were able to sit down at the console and experience the surgeon's perspective.
- EMMC's Heart Center reached a major milestone when it performed the "one-hundred thousandth" successful cardiac catheterization. The Heart Center also became the first in the state to successfully implement TandemHeart.
- EMMC expanded its Transforming Care at the Bedside pilot project througout the medical center. Compared with national averages of around 35 percent, nurses on Grant 6 (East and West) involved in this project have increased their time at the bedside to 64 percent with a goal of 70 percent by the end of 2012.
- EMMC has rolled out the final phase of the inpatient Bedside Medication Verification System. This initiative uses barcoding in conjunction with electronic patient records to double-check medications before patients receive them The system checks to be sure the right dose of the right drug is being given to the right patient, at the right time by the right route—one more way to make patient care safer.
- EMMC's Joint Center was reaccredited as a Center of Excellence by the Joint Commission. Of particular interest to the Joint Commission is our aggressive use of blood management and conservation techniques in orthopedic surgery to reduce complications and improve outcomes.
- In 2011, EMMC launched five more Critical Care Connection sites in our region. Critical Care Connection is a Virtual Intensive Care program that puts our expert nurses and physicians into hospitals via high-resolution camera to assist in the assessment, stabilization, and treatment of critical patients.
- EMMC cohosted a discussion of the results of a new Community Health Needs Assessment, to identify ways healthcare providers in our communities can work together to address unmet health needs. Partly in response to an identified need for more access to primary care services, EMMC primary care practices have expanded hours, opened practices on weekends, and added staff to accommodate urgent patient needs more effectively.

EMMC is using bar code scanning to improve patient safety. Staff use units like this to prevent medication errors by cross-checking the bar code on a patient's wrist band, the bar code on the medication being administered, and the medication order in the electronic medical record before the medicine is administered.

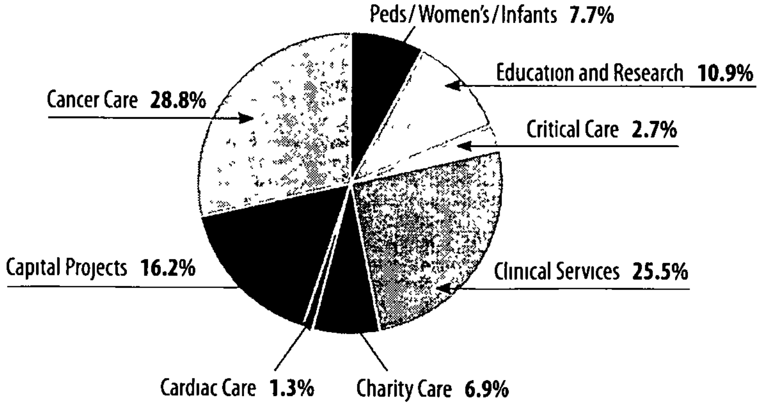
Healthcare Charities

■ LEADERSHIP: Michael R. Crowley, President and John J. Quirk, Jr., Chair LOCATION: Bangor ■ EMPLOYEES: 21
■ DESCRIPTION: Healthcare Charities is the center of development and philanthropy support services for EMHS members. We remain dedicated to helping ensure access to the highest quality healthcare. Together, our community leaders, donors, and volunteers bring important support to build the best rural healthcare system in America.

More than $95,000 was raised to benefit the planned Children's Cancer and Treatment Center at the Heroes-Hope-Healing golf tournament. The tournament, which formerly benefitted Dana-Farber Cancer Institute in Boston, is organized and sponsored by local McDonald's owners

- With nearly 16,000 donations, Healthcare Charities 2011 total contributions were more than $6.7 million, reflecting the highest-ever totals for annual funds and fundraising events; in addition, 11 new endowments were established.
- With more than $21,000 in donor support, The Acadia Hospital offered its second Adventure Day Camp for at-risk children and adolescents.
- Blue Hill Memorial Hospital received a $50,000 donation for their electronic medical records system and 11 planned gifts totaling $97,000.
- An anonymous donor made a gift of $100,000 to the Charles A. Dean Memorial Hospital campaign. Other major gifts included a $775,000 planned gift for the Emergency Department, Operating Suite, and Trauma Unit expansions, and a $25,000 gift for digital mammography and bone densitometry capabilities.
- Children's Miracle Network Hospitals (CMNH) continues to support pediatrics at all EMHS member organizations, with total gifts of $529,000 announced at the 2011 telethon in June. Also, Irving Oil's Fuel for the Care and Quilts for Kids continue their commitment to support healthcare for the children of our region.
- EMMC was the beneficiary of one of the largest single cash gifts in EMHS history, with George Carlisle's $100,000 gift to CancerCare of Maine. During the fiscal year, EMMC received $2.4 million for capital donations, along with six planned gifts totaling $345,000.
- Inland Hospital's sixth annual Fall Pops concert raised more than $65,000 to benefit Inland's Birthing Center and the RehabWorks program A May Day auction raised nearly $19,000 to help send residents at Lakewood Continuing Care to a coastal cottage for a week long summer vacation.
- A basket bingo event and fundraising walk helped to raise $25,000 for free mammography services at Sebasticook Valley Hospital, while the golf tournament raised $58,000 to purchase electronic patient education systems.
- The Aroostook Medical Center received grants of $30,000 for neonatal equipment and $25,000 for specialized diagnostic and treatment needs.

TOTAL GRANTS & ALLOCATIONS: $4,631,750 100%



Inland Hospital

■ **LEADERSHIP:** John D. Dalton, President and CEO and John M. Fortier, Chair ■ **LOCATION:** Waterville, Augusta
■ **EMPLOYEES:** 734 **DESCRIPTION:** A dynamic healthcare organization with a 48-bed community hospital in Waterville and a 105-bed continuing care center on the hospital campus; 18 primary and specialty care physician offices in Waterville, Fairfield, Oakland, North Anson, Unity, and Madison/Skowhegan and a walk-in clinic at Walmart in Waterville.

John Bonney, MD at the new Inland Family Care in downtown Waterville.

- Inland Family Care opened in downtown Waterville and established a new Inland Weekend Care Clinic.
- Added more family care providers and grew women's health services with the merger of Waterville OB/GYN and Inland Women's Health Care.
- All Inland primary care practices were recognized by the National Committee for Quality Assurance (NCQA) for excellence in diabetes and cardiovascular care. NCQA honored the practices for creating a new healthcare delivery model called "patient-centered medical homes," which emphasizes the patient-clinician partnership and has the primary care team coordinate care across the entire healthcare continuum. Inland specialty practices received recognition for delivering evidence-based, patient-centered processes.
- Lakewood achieved a perfect facility survey by the Maine Department of Health and Human Services, which denotes the highest in quality and safety. The continuing care center also received the "Excellence in Action" award from My InnerView, a resident/patient survey company that recognized Lakewood as being in the top 10 percent of 5,500 facilities nationwide.
- Expanded the Day Surgery unit, adding four private patient rooms and a new minor procedure room and added two more labor/delivery/recovery/post-partum rooms to the Birthing Center.
- Honored by Kennebec Behavioral Health for being an "Outstanding Community Partner" due to efforts to integrate mental health services into primary care at the new Inland Family Care downtown.
- Implemented computerized provider order entry in the hospital, which enhances safety and quality through built-in checks for medication interactions. It provides legible direction for patient care, through decision support guidance for providers, and much more. Inland's primary care practices started implementing an electronic medical record system that allows continuity of care for patients in and out of the hospital.
- Donated more than $90,000 to 37 organizations for health initiatives, community building, and quality-of-life improvement efforts through Inland's Community Benefit Program Inland and Lakewood employees volunteered on dozens of local boards and committees.
- Received "Exceeding Patient Expectations" award for fifth year in a row from Avatar, a national patient survey company.
- Achieved an additional five patient safety and quality goals on our journey toward "zero preventable errors."
- Lakewood was honored nationally in Washington DC by Kennebec Behavioral Health's High Hopes Clubhouse and Governor Paul LePage for its work training and employing people with mental illness
- Inland's Fall Pops Concert raised more than $65,000 to benefit Inland RehabWorks and the Birthing Center at Inland. 850+ tickets were purchased for the annual concert that featured the Portland Symphony Orchestra and guest soprano, Suzanne Nance.

October, 2011-John Dalton, Inland President/CEO and Dr. John Garofalo thank Henry and Ellen Hinman of North Anson for their generous contribution toward new x-ray equipment in the North Anson family practice.

Rosscare

■ [illegible] M. Michelle Hood, President and Cynthia R. Hardy, Chair ■ [illegible] Bangor, Orono, Dexter, Lincoln, Millinocket ■ [illegible] 113 (includes core departments and Dirigo Pines) ■ [illegible] Rosscare's philosophy is to value aging and strive to improve the lives of older adults through a network of senior services that provide resources, education, housing, and support services for older adults, their families, and the caregivers throughout the EMHS service region.

Val Sauda, pictured center appears with Sigma Theta Tau CEO Patricia Thompson (right) and president Karen Morin (left) at the biennial convention in Grapevine, Texas November 2, 2011.

- Maine Partners in Education and Practice (MPEP) Grant was awarded to Rosscare in 2011. This innovative project includes partnerships between Dirigo Pines Inn, Rosscare, and Husson University to create a modified nursing education unit project dedicated to the learning needs of undergraduate nursing students. MPEP strives to improve nursing student competencies among gerontological nurses, develop staff nurse coaching programs, and establish nurse educator collaborations across the healthcare continuum.
- The electronic medical record system was fully implemented at Colonial Health Care to improve resident healthcare delivery.
- Wireless Internet access is now available for residents of Dexter Health Care, Stillwater Health Care, Ross Manor, Sylvia Ross Home, and Colonial Health Care.
- Rosscare achieved a federal deficiency free survey in 2011. Fewer than 10 percent of the nation's nursing homes have met this high standard.
- The Centers for Medicare and Medicaid Services (CMS) made a national site visit to Ross Manor to meet the members of the Northeast Geriatrics Integration Care Project. CMS has recognized this Maine Health Access Foundation-funded grant project as a best practice model in integrating older adult physical, mental, and behavioral health.
- Valerie Sauda, MS, RN-BC, a Geriatric Nursing Service instructor, was elected to the national position of Region 15 director of the Sigma Theta Tau International Honor Society for Nursing.
- Rebecca Greaves, BSN, RN-BC, administrator at Dexter Health Care, was honored by the American College of Healthcare Administrators in May with the Facility Leadership Award.
- Rosscare Lifeline improved customer service with Lynn Nadeau, expanding her administrative coordinator role to handle customer billing needs.
- Amy Cotton, MSN, GNP-BC, FNGNA, served as nurse planner and chair of the 2011 World Congress Leadership Summit on Innovative Care Delivery Models for the Aging Population, which was held in November in Vienna, Va.
- Rosscare celebrated its Annual Employee and Volunteer Recognition in October. Lisa Harvey-McPherson RN, MBA, MPPM, the EMHS vice president of Continuum of Care, recognized employees and volunteers for supporting seniors in our community. Cindy Smith, Lifeline and Telecare program manager was recognized for ten years of service at Rosscare.
- Dirigo Pines Inn received a 96 percent rating on the "My Innerview Resident Satisfaction Survey," which is the highest such rating in Dirigo's history.
- Completed re-construction paving of the roadways and parking area around the Dirigo Inn.
- Significantly enhanced Dirigo Pines Inn Activity Program through staff education:
  - Activity coordinator certification;
  - Program instructor certification to teach the "Living Well" program on how to live a healthy life with chronic conditions, such as self-management of heart disease, arthritis, and diabetes; and
  - Instructor certification for the "Growing Stronger" program, an evidence-based exercise program for weight training currently offered to residents.

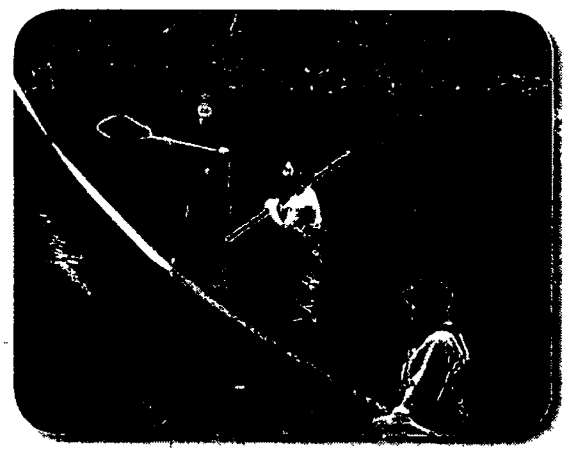
A festival of fall colors greet visitors at Dirigo Pines.

Sebasticook Valley Health

■ **LEADERSHIP:** Victoria Alexander-Lane, President and CEO and Michael A. Hodgins, Esq., Chair ■ **LOCATION:** Pittsfield, Clinton, Detroit, Newport, Palmyra ■ **EMPLOYEES:** 355 ■ **DESCRIPTION:** 25-bed critical access hospital with a women's health center; surgical, special care and swing bed units; rehabilitation centers; diagnostics; laboratory; cardiopulmonary services; primary, walk-in, and specialty practices; diabetes and nutrition clinic; sleep study center; and community health services including dental health and transportation.

Victoria Alexander-Lane, president and CEO of SVH gives this young man's teddy bear a clean bill of health at the 2011 SVH Health Fair.

- In 2011, Sebasticook Valley Health (SVH) was named by the Leapfrog Group as the top hospital for quality and resource use in Maine. To celebrate with employees, SVH invited a guest leapfrog to pass out chocolate frogs and hugs.
- SVH launched the "Little Beacon" project to bring providers together to manage the care of patients in our service area.
- SVH implemented a care management program at SV Family Care as a quality improvement strategy for SVH rural primary care practices. The program was part of a Health Resources and Services Administration (HRSA) grant.
- The Newport office of Sebasticook Valley Rehabilitation introduced "Wii-Hab" (using the Wii game system) to help rehab patients with coordination and balance.
- SV Family Care implemented eVisits as a vehicle for faster communication between providers and patients.
- SVH successfully implemented Computerized Provider Order Entry (CPOE), which is the process of managing a patient's medication orders and other instructions electronically instead of on paper charts.
- Sebasticook Valley Work Health opened its doors to provide occupational health services to area businesses.
- SVH created a Tobacco Cessation Program to help local businesses, as well as SVH employees and their spouses, with tobacco addiction.
- In September, SVH hosted the first community health fair, complete with a Teddy Bear clinic.
- In October, community members rented rubber ducks to float down the Sebasticook River in a race to benefit the Women's Health free mammogram program.
- SVH's wellness program hit a record 85 percent participation of eligible employees and 44 percent spouse participation in 2011.
- SVH embraced Lean! Projects including paperless pay stubs, a central registration project, transfer of patient echocardiogram results electronically, Deduct-it automated cafeteria charges, a Telvox/Rapid Call system for patient appointment reminders, and the creation of a board of trustees "web portal."
- SVH began a series of facility improvements, including creation of a separate waiting area for emergency department patients, renovations in the Med/Surg and emergency areas, and repaving walkways.
- SVH implemented the 340b Pharmacy discount program in July for anticipated savings of $100,000 per year.



(L to R) SVH Imaging's Nicole Schissler with director of Imaging and Women's Health Jennifer Aspelund and director of Peri-Operative Services Susan Quint brave the elements to catch rubber ducks as they cross the finish line during the first annual Duck Race for Women's Health in Pittsfield's Manson Park.

The Aroostook Medical Center

■ LEADERSHIP: Sylvia Getman, CEO and Lynn M. Lombard, Chair ■ LOCATION: Presque Isle ■ EMPLOYEES: 1,005
■ DESCRIPTION: The Aroostook Medical Center (TAMC) is a comprehensive healthcare organization operating an 89-bed medical center, a 72-bed nursing home, a regional ambulance service, and numerous primary and specialty care practices.

Respiratory Therapist Doug Charette works with a patient in TAMC's cardiopulmonary rehab program.

- Inducted 11 new employees into Veterans-In-Partnership club for staff who have served more than 20 years, bringing the total membership to 183.
- Hosted 67 high school students at TAMC's High School Exploration Program as part of the recruitment program to encourage youth to consider healthcare careers.
- Recognized 92 volunteers for more than 13,012 hours, serving 37 TAMC departments and 10 special events.
- AVATAR International recognized TAMC at the national level for exceeding patient expectations.
- The Medical/Surgical/Telemetry unit participated in Transforming Care at the Bedside, a nurse-led program that encourages staff to identify, pilot, test, and adopt projects that improve the patient experience.
- A new, conveniently located lab station opened near the hospital's main entrance
- TAMC was one of 10 hospitals in the state to be awarded 10 stars by the Maine Tobacco-Free Hospital Network Gold Star Standards of Excellence Program.
- The laboratory received accreditation from the College of American Pathologists.
- TAMC's primary care health centers achieved certification from the National Committee for Quality Assurance.
- TAMC implemented computerized provider order entry to improve access to information and reduce medication errors.
- Received more than $174,823 in grant funds and donations to support capital and program needs.
- The medical center acquired urology and radiology physician practices, bringing the total number of physician specialty practices to 12.
- TAMC was the Gold Sponsor of the IBU Biathlon World Cup #7. Medical Center employees led several event committees and volunteered thousands of hours.
- The American Cancer Society and TAMC partnered to hold the Aroostook County Living With Cancer Conference.
- Community health agency representatives, business leaders, and TAMC staff attended a forum to discuss findings from the OneMaine Community Health Needs Assessment and develop recommendations for how to improve community health.
- TAMC's Facebook page became the second-most popular hospital page in Maine.
- In collaboration with the Presque Isle Kiwanis Club, TAMC sponsored a bath salts awareness night to spread the word about the dangers of this emerging drug.
- TAMC held its first-ever drive-up flu shot clinic at A.R. Gould Memorial Hospital. Flu shots were also offered at TAMC's Fall Health Fair in Presque Isle and at clinics in Caribou, Fort Fairfield, Ashland, and Mars Hill.

Members of the TAMC team promote free screenings at the Easton Field Day Parade

2011 *financials*

Eastern Maine Healthcare Systems
CONSOLIDATED BALANCE SHEET
Years Ended September 24, 2011 and September 25, 2010

	2011	2010
	(in thousands of dollars)	
ASSETS		
Total current assets	$212,460	$185,801
Assets limited as to use:		
Capital replacement and other designated uses	207,353	173,355
Self insurance funds & other trusts	54,439	46,075
Donor restricted gifts	48,671	49,860
Total assets limited as to use	310,463	269,290
Property and equipment, net	331,854	345,147
Amounts due from State of Maine (Medicaid)	71,270	85,501
Other long-term assets	17,552	16,875
Total assets	$943,599	$902,614
LIABILITIES		
Total current liabilities	$161,260	$137,543
Accrued post-employment benefits	153,103	131,818
Long-term debt	160,762	171,692
Other long-term liabilities	36,587	34,542
Total liabilities	511,712	475,595
Total net assets	431,887	427,019
Total liabilities and net assets	$943,599	$902,614

Eastern Maine Healthcare Systems
CONSOLIDATED STATEMENTS OF OPERATIONS
Years Ended September 24, 2011 and September 25, 2010

	2011	2010
	(in thousands of dollars)	
Net operating revenue	$964,059	$940,899
Operating expenses:		
Salaries and employee benefits	540,982	543,279
Supplies and other	368,262	353,493
Bad debt	34,358	30,331
Total expenses	943,602	927,103
Income from operations	20,457	13,796
Investment gains and losses	8,282	8,390
Excess of revenue over expenses	$28,739	$22,186
Operating margin	2.12%	1.47%
Total margin	2.96%	2.34%
Reinvestment in clinical equipment, technological advancements, and facilities	$29,914	$43,766

EMHS Benefit to the Communities We Serve

FY 2011, October 2010 — September 2011

EMHS Systemwide Total Benefit:	**$126,889,957**
Community Health Improvement Services:	**$6,908,633**
Health Professions Education:	**$1,048,006**
Research:	**$1,200,210**
Community Building Activities:	**$446,028**
Community Benefit Operations:	**$2,536,582**
Subsidized Health Services:	**$28,351**
Charity Care:	**$220,455**
Financial and In-Kind Contributions:	**$25,644,233**
Unpaid Cost of Public Programs:	
Medicare	**$41,621,101**
Medicaid	**$42,664,900**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $73M:	**$4,571,458**

$3,325,247 is the total amount of donor funds used for community benefit through Healthcare Charities of EMHS.

MEMBER CONTRIBUTIONS
to our communities

TOTAL COMMUNITY BENEFIT: $13,685,350

Community Benefit Operations: $235,713

Charity Care: $8,995,485
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $3M: $228,597
Unpaid Cost of Public Programs:
Medicare: $3,794,427

$272,651 is the total amount of donor funds used for community benefit at Acadia Hospital through Acadia Hospital Healthcare Charities.

BLUE HILL MEMORIAL HOSPITAL

Community Health Improvement Services: $47,013
Research: $18,020
Community Building Activities: $149,506
Community Benefit Operations: $166,106
Charity Care: $827,908

TOTAL COMMUNITY BENEFIT: $1,684,125

Financial and In-Kind Contributions: $7,421
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $2M: $195,122
Unpaid Cost of Public Programs:
Medicare: $273,029

$5,831 is the total amount of donor funds used for community benefit at Blue Hill Memorial Hospital through Blue Hill Memorial Hospital Healthcare Charities

CHARLES A. DEAN HOSPITAL

Community Health Improvement Services: $9,500
Health Professions Education: $11,789
Research: $2,000
Community Building Activities: $320
Community Benefit Operations: $78,500
Subsidized Health Services: $1,221

TOTAL COMMUNITY BENEFIT: $1,039,367

Charity Care: $327,822
Financial and In-Kind Contributions: $5,855
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $.9M: $56,445
Unpaid Cost of Public Programs:
Medicare: $211,697 Medicaid: $334,218

$5,751 is the total amount of donor funds used for community benefit at CA Dean Hospital through CA Dean Hospital Healthcare Charities

EMHS *(data below reflects Home Office activity only)*

Community Health Improvement Services: $5,354,273
Health Professions Education: $80,884
Research: $146,394

TOTAL COMMUNITY BENEFIT: $6,033,506

Community Building Activities: $132,878
Community Benefit Operations: $197,228
Financial and In-Kind Contributions: $121,849

$116,127 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: $10,737

TOTAL COMMUNITY BENEFIT: $281,792

Unpaid Cost of Public Programs:
Medicaid: $239,555

$91,490 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: $731,851
Health Professions Education: $732,055
Research: $984,212
Community Building Activities: $11,234
Community Benefit Operations: $1,458,000
Subsidized Health Services: $22,949

TOTAL COMMUNITY BENEFIT: $83,337,780

Charity Care: $12,100,419
Financial and In-Kind Contributions: $448
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $47M: $2,926,814
Unpaid Cost of Public Programs:
Medicare: $26,341,964 Medicaid: $38,027,834

$2,598,199 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: $56,922
Research: $8,140
Community Building Activities: $77,415
Community Benefit Operations: $217,918
Charity Care: $1,031,738

TOTAL COMMUNITY BENEFIT: $5,442,631

Financial and In-Kind Contributions: $10,020
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $8.9M: $488,440
Unpaid Cost of Public Programs:
Medicare: $2,087,697 Medicaid: $1,464,341

$99,572 is the total amount of donor funds used for community benefit at Inland Hospital through Inland Hospital Healthcare Charities.

TOTAL COMMUNITY BENEFIT: $113,057

Community Health Improvement Services: $111,557
Community Benefit Operations: $1,500

$3,798 is the total amount of donor funds used for community benefit at Rosscare through Rosscare Healthcare Charities.

SEBASTICOOK VALLEY HEALTH

Community Health Improvement Services: $429,811
Health Professions Education: $1,440
Research: $19,933
Community Building Activities: $30,077
Community Benefit Operations: $65,225

TOTAL COMMUNITY BENEFIT: $1,848,544

Subsidized Health Services: $4,181
Charity Care: $1,121,343
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $1.8M: $128,687
Unpaid Cost of Public Programs:
Medicare: $47,847

THE AROOSTOOK MEDICAL CENTER

Community Health Improvement Services: $6,047
Health Professions Education: $18,478
Community Benefit Operations: $84,892
Charity Care: $1,228,781

TOTAL COMMUNITY BENEFIT: $13,423,805

Financial and In-Kind Contributions: $74,862
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of $9.4M: $547,353
Unpaid Cost of Public Programs:
Medicare: $8,864,440 Medicaid: $2,598,952

$131,828 is the total amount of donor funds used for community benefit at The Aroostook Medical Center through The Aroostook Medical Center Healthcare Charities.

The focus of EMHS is to manage seamless transitions of care from site to site and provider to provider, assuring appropriate levels of support throughout a patient's life.

EMHS MEMBER ORGANIZATIONS

The Acadia Hospital
Affiliated Healthcare Systems
Beacon Health
Blue Hill Memorial Hospital
Charles A Dean Memorial Hospital
Dirigo Pines Retirement Community
Eastern Maine HomeCare
Eastern Maine Medical Center
Healthcare Charities
Inland Hospital
Rosscare
Sebasticook Valley Health
The Aroostook Medical Center

STRATEGIC AFFILIATES

Houlton Regional Hospital
Millinocket Regional Hospital

EMHS
Access to Quality Healthcare

Eastern Maine Healthcare Systems • The Cianchette Building • 43 Whiting Hill Road, Suite 500 • Brewer, Maine 04412

207-973-7050 • www.emh.org

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Form **8868** (Rev January 2011)

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

Electronic filing *(e-file)*. You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions) For more details on the electronic filing of this form, visit *www irs gov/efile* and click on *e-file for Charities & Nonprofits*

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

Type or print

File by the due date for filing your 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

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

Enter the Return code for the return that this application is for (file a separate application for each return) 04

Application Is For	Return Code	Application Is For	Return Code
Form 990	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 990-EZ	03	Form 4720	09
Form 990-PF	04	Form 5227	10
Form 990-T (section 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

- 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 is for

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 12, 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 9/26, 20 10, and ending 9/24, 20 11

2 If the tax year entered in line 1 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, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made Include any prior year overpayment allowed as a credit	**3b**	$ 542.
c Balance due. Subtract line 3b from line 3a Include your payment with this form, 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	Name of exempt organization Rosscare	Employer identification number 01-0391038
File by the extended due date for filing the 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	

Enter the Return code for the return that this application is for (file a separate application for each return) 04

Application Is For	Return Code	Application Is For	Return Code
Form 990	01		
Form 990-BL	02	Form 1041-A	08
Form 990-EZ	03	Form 4720	09
Form 990-PF	04	Form 5227	10
Form 990-T (section 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

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 ► Jeffrey A. Sanford
  Telephone No. ► 207 973-7894 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 12

5 For calendar year ____, or other tax year beginning 9/26, 20 10, and ending 9/24, 20 11

6 If the tax year entered in line 5 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	$ 0.
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	$ 542.
c Balance due. Subtract line 8b from line 8a Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System) See instructions	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 ► Title ► Treasurer Date ► 5/7/12