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Form 990

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2011

Open to Public Inspection

A For the 2011 calendar year, or tax year beginning 01-01-2011 and ending 12-31-2011

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization

THE SCAN FOUNDATION

Doing Business As

Number and street (or P O box if mail is not delivered to street address)

3800 KILROY AIRPORT WAY NO 400

Room/suite

City or town, state or country, and ZIP + 4

LONG BEACH, CA 908065616

F Name and address of principal officer

BRUCE CHERNOF
3800 KILROY AIRPORT WAY NO 400
LONG BEACH,CA 908065616

H(a) Is this a group return for affiliates?

☐ Yes ☒ No

H(b) Are all affiliates included?

☐ Yes ☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number

I Tax-exempt status

☒ 501(c)(3) ☐ 501(c) () ☐ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website:

THESCANFOUNDATION.ORG

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation

2007

M State of legal domicile

CA

Part I	Summary																								
Activities & Governance	<div>1 Briefly describe the organization's mission or most significant activities</div> <div>LONG-TERM SERVICES AND SUPPORTS THAT KEEP SENIORS INDEPENDENT, AT HOME AND IN THE COMMUNITY</div> <div></div> <div></div> <div></div> <div></div> <div>2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets</div> <div>3 Number of voting members of the governing body (Part VI, line 1a)</div> <div>4 Number of independent voting members of the governing body (Part VI, line 1b)</div> <div>5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)</div> <div>6 Total number of volunteers (estimate if necessary)</div> <div>7a Total unrelated business revenue from Part VIII, column (C), line 12</div> <div>7b Net unrelated business taxable income from Form 990-T, line 34</div>																								
Revenue	<table><tr><th></th><th>Prior Year</th><th>Current Year</th></tr><tr><td>8 Contributions and grants (Part VIII, line 1h)</td><td>0</td><td>0</td></tr><tr><td>9 Program service revenue (Part VIII, line 2g)</td><td>0</td><td>0</td></tr><tr><td>10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)</td><td>8,606,832</td><td>9,762,612</td></tr><tr><td>11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)</td><td>0</td><td>0</td></tr><tr><td>12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)</td><td>8,606,832</td><td>9,762,612</td></tr></table>		Prior Year	Current Year	8 Contributions and grants (Part VIII, line 1h)	0	0	9 Program service revenue (Part VIII, line 2g)	0	0	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	8,606,832	9,762,612	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	0	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	8,606,832	9,762,612						
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Part II Signature Block

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 officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

2012-11-13

Date

BRUCE CHERNOF PRESIDENT & CEO

Type or print name and title

Paid Preparer's Use Only

Preparer's signature

DIANA J MCCUTCHEN

Date

Check if self-employed

☐

Preparer's taxpayer identification number (see instructions)

P00545657

Firm's name (or yours if self-employed), address, and ZIP + 4

DELOITTE TAX LLP
655 WEST BROADWAY SUITE 700
SAN DIEGO, CA 921018590

EIN

86-1065772

Phone no

(619) 232-6500

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2011)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III ☒

1 Briefly describe the organization's mission

THE SCAN FOUNDATION'S MISSION IS TO ADVANCE THE DEVELOPMENT OF A SUSTAINABLE CONTINUUM OF QUALITY OF CARE FOR SENIORS DEDICATED TO LONG-TERM SERVICES AND SUPPORTS THAT KEEP SENIORS INDEPENDENT, AT HOME AND IN THE COMMUNITY DURING 2011, THE FOUNDATION GAVE \$6,025,808 IN CASH GRANTS TO OTHER ORGANIZATION'S TO HELP ACHEIVE THEIR MISSION

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code) (Expenses \$ 9,504,186 including grants of \$ 5,393,299) (Revenue \$)

THE SCAN FOUNDATION STARTED ITS GRANTMAKING ACTIVITIES IN 2008, INITIALLY ON A SMALLER START-UP BASIS, BUT SIGNIFICANTLY EXPANDED DURING SUBSEQUENT YEARS. IN JANUARY 2009 THE FOUNDATION BOARD OF DIRECTORS FORMALLY APPROVED A 5-YEAR STRATEGIC PLAN, AND GRANT-MAKING THROUGHOUT THE 2011 FISCAL YEAR OCCURRED IN ACCORDANCE WITH THIS PLAN. THE STRATEGIC PLAN OUTLINES THREE PRIMARY FUNDING PRIORITIES: (1) RAISING PUBLIC AWARENESS AND ENGAGEMENT; (2) ADVANCING REALISTIC POLICY OPTIONS AROUND FINANCING AND DELIVERY SYSTEM REFORM; AND (3) BRINGING PROMISING PROGRAMS TO SCALE. THE SCAN FOUNDATION'S GRANTMAKING IS PRIMARILY FOR THE BENEFIT OF CALIFORNIANS. HOWEVER, SINCE CARE FOR CALIFORNIA SENIORS IS TO A LARGE EXTENT FINANCED BY THE FEDERAL GOVERNMENT (THROUGH MEDICARE AND MEDICAID), THE POLICY WORK OF THE FOUNDATION ALSO HAS A FEDERAL FOCUS. THE SCAN FOUNDATION EXPANDED ITS EFFORTS ON SEVERAL KEY FRONTS TO DEVELOP A MORE INTEGRATED, SUSTAINABLE, AND PERSON-CENTERED CONTINUUM OF CARE FOR VULNERABLE OLDER CALIFORNIANS. THE GRANT INITIATIVES APPROVED BY THE BOARD OF THE SCAN FOUNDATION FOR EACH STRATEGIC FUNDING AREA WERE AS FOLLOWS:

FUNDING PRIORITY 1 IN 2011, THE SCAN FOUNDATION CONTINUED TO BUILD PUBLIC AWARENESS AND ENGAGEMENT AROUND TRANSFORMING THE SYSTEM OF LONG-TERM SERVICES AND SUPPORTS (LTSS) THROUGH STRATEGIC PARTNERSHIPS AND ACTIVITIES. IN CALIFORNIA, THE FOUNDATION RELEASED ITS SECOND ANNUAL POLL OF VOTERS, IN PARTNERSHIP WITH THE UCLA CENTER FOR HEALTH POLICY RESEARCH, TO GAUGE UNDERSTANDING OF AND PREPAREDNESS FOR LTSS. RESULTS OF THIS POLL WERE WIDELY DISSEMINATED ACROSS THE STATE AND WERE FEATURED IN NATIONAL, STATE, AND ETHNIC MEDIA. THE POLL WAS RELEASED IN ADVANCE OF THE FOUNDATION'S FIRST STATEWIDE LTSS SYSTEM TRANSFORMATION SUMMIT, WHICH WAS HELD IN SACRAMENTO AND FEATURED A DAYLONG PROGRAM HOSTING MORE THAN 200 ADVOCATES, STAKEHOLDERS, PROVIDERS, AND POLICY MAKERS. SUMMIT ACTIVITIES CENTERED AROUND THE FIRST EVER NATIONAL SCORECARD ASSESSING LONG-TERM CARE DELIVERY SYSTEMS OF EACH STATE. TITLED, "RAISING EXPECTATIONS: A STATE SCORECARD ON LONG-TERM SERVICES AND SUPPORTS FOR OLDER ADULTS, PEOPLE WITH PHYSICAL DISABILITIES AND FAMILY CAREGIVERS," THE SCORECARD WAS DEVELOPED BY THE AARP PUBLIC POLICY INSTITUTE WITH SUPPORT FROM THE SCAN FOUNDATION AND THE COMMONWEALTH FUND. THE FOUNDATION'S ONGOING MEDIA AND COMMUNICATION STRATEGY FOCUSED ON CONTINUING TO LEVERAGE THE BRAND RECOGNITION OF ESTABLISHED MEDIA PARTNERS WHILE ELEVATING AGING AND LTSS ISSUES IN KEY NATIONAL OUTLETS. KAISER HEALTH NEWS CONTINUED TO DEVELOP AND DISSEMINATE COVERAGE OF AGING AND LTSS ISSUES IN MAJOR MEDIA OUTLETS ACROSS THE COUNTRY. THE UNIVERSITY OF CALIFORNIA, SAN FRANCISCO CONTINUED ITS SUCCESSFUL PRODUCTION OF ARTICLES FOR THE JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION (JAMA), ENGAGING THE PHYSICIAN COMMUNITY THROUGH ITS "CARE OF THE AGING PATIENT: FROM EVIDENCE TO ACTION" SERIES. SIMILARLY, HEALTH AFFAIRS DEVELOPED A NEW SECTION IN ITS PUBLICATION ENTITLED, "THE CARE SPAN," IN WHICH STORIES ABOUT AGING AND LONG-TERM CARE ARE PRODUCED FROM A PERSON-CENTERED PERSPECTIVE WITH CLEAR POLICY IMPLICATIONS. THE FOUNDATION ALSO INITIATED A NEW PARTNERSHIP IN CALIFORNIA WITH HEALTHCARE ORG TO DEVELOP AN "AGING WITH DIGNITY" SECTION TO PROVIDE COVERAGE OF IMPORTANT ISSUES ACROSS THE STATE RAISING THE NEED FOR LTSS REFORM ON A NATIONAL LEVEL CONTINUED TO BE A PRIORITY. STORIES GENERATED BY THE FOUNDATION AND ITS GRANTEEES RECEIVED COVERAGE IN NATIONAL MEDIA OUTLETS, INCLUDING THE NEW YORK TIMES, LOS ANGELES TIMES, WASHINGTON POST, NATIONAL PUBLIC RADIO, SACRAMENTO BEE, SAN FRANCISCO CHRONICLE, AND USA TODAY. THE FOUNDATION ALSO LAUNCHED ITS SOCIAL MEDIA PRESENCE IN 2011 WITH A FACEBOOK PAGE AND TWITTER FEED. IN ADDITION TO ITS MEDIA WORK, THE FOUNDATION ALSO SUPPORTED THE TRAINING OF AGING HEALTH AND POLICY FELLOWS TO ASSURE THE AVAILABILITY OF FUTURE LEADERS IN THE LONG-TERM CARE ARENA. THIS FUNDING PRIORITY HAS A SIGNIFICANT BODY OF WORK IN PROGRESS, SUCH AS EXPLORING CONTINUED INNOVATIVE MEDIA PARTNERSHIPS AND PROGRAMS THAT WILL FURTHER EXPAND THE FOUNDATION'S PRESENCE AS A TRUSTED SOURCE OF INFORMATION ON LTSS.

FUNDING PRIORITY 2 IN 2011, THE SCAN FOUNDATION ADDRESSED OPPORTUNITIES TO REFORM THE LTSS SYSTEM AND CONSIDER WHICH SYSTEM TRANSFORMATION ACTIVITIES ARE CRITICAL TO FRAMING THE BASIS FOR THESE OPPORTUNITIES. SELECTED HIGHLIGHTS FOR THIS TRANSFORMATION FOCUS ARE AT THE STATE LEVEL, WHERE MANY DECISIONS ARE MADE ABOUT HOW TO STRUCTURE SYSTEMS TO PRODUCE DESIRED OUTCOMES. HOWEVER, THE FEDERAL GOVERNMENT HAS A KEY ROLE IN WORKING THROUGH THESE ISSUES AS MOST RESOURCES THAT FUND LONG-TERM CARE ARE SHARED STATE/FEDERAL RESOURCES. PROJECT HIGHLIGHTS THAT INFORM SYSTEM TRANSFORMATION INCLUDE BOTH FOUNDATION-PRODUCED AS WELL AS COMMISSIONED POLICY PAPERS TO ADDRESS WHAT THE FOUNDATION CALLS THE FIVE "PILLARS" OF SYSTEM TRANSFORMATION THAT ARE CRITICAL FOR ACHIEVING LONG-TERM CARE REFORM: ADMINISTRATIVE REORGANIZATION, GLOBAL BUDGETING, UNIFORM ASSESSMENT, INTEGRATED INFORMATION SYSTEMS, AND QUALITY MONITORING AND IMPROVEMENT. OTHER HIGHLIGHTS OF THE FOUNDATION'S POLICY WORK INCLUDE COMPREHENSIVE AND UPDATED REVIEWS OF VARIOUS STATE BUDGET PROPOSALS, CRITICAL RESEARCH AND DATA BRIEFS ON A RANGE OF AGING ISSUES, INCLUDING TECHNICAL ASSISTANCE BRIEFS TO ASSIST WITH CALIFORNIA'S DUAL ELIGIBLE INTEGRATION EFFORTS. THE FOUNDATION ALSO FOCUSED ON BUILDING A BROAD COMMUNITY OF CONSTITUENTS TO GIVE VOICE TO THE IMPORTANT CHANGES CONFRONTING THE STATE. WE ARE PROUD OF THE WORK OF THE SACRAMENTO-BASED CALIFORNIA COLLABORATIVE, OUR 12 REGIONAL COALITIONS, AND OUR "AGENTS FOR CHANGE" COMMUNITY-BASED ORGANIZATIONS. THESE GROUPS HAVE PLAYED IMPORTANT ROLES AS PROACTIVE VOICES FOR CONSTRUCTIVE, THOUGHTFUL, AND PERSON-CENTERED SOLUTIONS TO THE DIFFICULT PROBLEMS AT HAND.

FUNDING PRIORITY 3 THE FOUNDATION'S THIRD FUNDING PRIORITY FOCUSED ON SUPPORTING THE ASSESSMENT AND DISSEMINATION OF PROMISING PROGRAM MODELS OF LONG-TERM CARE FOR SENIORS. THIS WORK WAS BASED ON THE PREMISE THAT SUBSTANTIAL PHILANTHROPIC FUNDING HAS ALREADY GONE INTO SERVICE DEMONSTRATION PROGRAMS. THE APPROACH TO EFFORTS WITHIN THIS GOAL ENABLED THE FOUNDATION TO WORK WITH BOTH NATIONAL AND STATE FUNDERS IN DEVELOPING, EXTENDING, AND/OR EVALUATING PROMISING MODELS OF DELIVERING CARE. PROJECTS THAT RECEIVED FUNDING HAVE A CONNECTION TO POLICY AND/OR SYSTEMS CHANGE IN CALIFORNIA. THE WORK IN THIS PRIORITY CAN BE DESCRIBED THROUGH ITS FOUR FUNDING STREAMS:

1. PROMISING PROGRAMS WHILE A NUMBER OF PROJECTS THAT WERE FUNDED IN PREVIOUS YEARS CONTINUED IN 2011, THE FOUNDATION SUPPORTED NEW PROJECTS, SUCH AS THE REPLICATION OF TRIP (THE TRANSPORTATION REFERRAL INFORMATION PROGRAM) IN ORANGE COUNTY, AND SENIOR ORAL HEALTH TRAINING IN CALIFORNIA LONG-TERM CARE FACILITIES.

2. THEMED REQUEST FOR PROPOSALS THE FOUNDATION IMPLEMENTED PROJECTS FROM THE 2010 THEME ON AGENTS FOR CHANGE, BY SUPPORTING VOLUNTEER EFFORTS OF COMMUNITY-BASED SENIOR SERVICES PROGRAMS, AND BUILDING THESE ORGANIZATIONS' CAPACITIES TO ENGAGE IN SOCIAL ACTION. THE FOUNDATION ALSO BEGAN WORK IN ITS 2011 THEME ON DIGNITY-DRIVEN DECISION-MAKING (DDDM), BY FUNDING A SUSTAINABILITY ANALYSIS OF A CALIFORNIA DDDM PROGRAM AND ASSIST IT TO SUCCESSFULLY APPLY UNDER THE FEDERAL INNOVATION CENTER CHALLENGE GRANT. THE DDDM INITIATIVE ALSO BROUGHT TOGETHER A LEARNING COLLABORATIVE OF WEST COAST EXPERTS IN DEVELOPING AND IMPLEMENTING DDDM PROGRAMS, HOSTED A COLLOQUIUM AND WEBINARS FOR THE COLLABORATIVE, AND BEGAN ITS WORK IN DESIGNING A PATIENT AND FAMILY OUTCOME EVALUATION.

3. INVESTMENT IN TECHNOLOGY STARTED IN 2009, THE CENTER FOR TECHNOLOGY AND AGING AT THE PUBLIC HEALTH INSTITUTE, WHICH SERVES AS BOTH A CENTER OF EXCELLENCE AND PROGRAM OFFICE FOR THE FOUNDATION, LED THE FOUNDATION'S INVESTMENTS IN TECHNOLOGY. WHILE THIS PROJECT IS ONGOING, THE 2011 REQUEST FOR PROPOSALS DEVELOPED AND RELEASED BY THE CENTER WAS ON THE TOPIC OF MOBILE HEALTH TECHNOLOGIES AND RESULTED IN FIVE NEW SUBPROJECTS. THE CENTER COLLABORATED WITH THE FEDERAL OFFICE OF THE NATIONAL COORDINATOR FOR HEALTH INFORMATION TECHNOLOGY AND ITS BEACON COMMUNITIES IN MONTHLY WEBINARS.

4. COLLABORATIVE GRANTS WITH OTHER FOUNDATIONS THE SCAN FOUNDATION SEEKS TO LEVERAGE ITS RESOURCES BY PARTNERING WITH OTHER FOUNDATIONS. IN 2011 SUCH PARTNERSHIPS RESULTED IN THE SUPPORT OF THE GRANTMAKERS IN AGING (GIA) MONTHLY WEBINAR SERIES AND ANNUAL CONFERENCE HIGHLIGHT PUBLICATION, A GRANT TO BRING THE PROGRAM OF ALL-INCLUSIVE CARE FOR THE ELDERLY (PACE) TO HUMBOLDT COUNTY, A PROJECT TO EXPAND AN ATLANTIC PHILANTHROPY INITIATIVE ON CONSUMERS FOR QUALITY LONG-TERM CARE TO CALIFORNIA, AND THREE PROJECTS THAT BUILT ON A WEINBERG FOUNDATION INITIATIVE, BY SUPPORTING THREE CALIFORNIA DEMENTIA CAREGIVER PROGRAMS TO DEVELOP LOCAL ADVOCATES AND SUPPORTERS.















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4d Other program services (Describe in Schedule O)
(Expenses \$ including grants of \$) (Revenue \$)

4e	Total program service expenses	\$ 9,504,186
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Part IV

Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A.</i> 	1	Yes
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? . . .	2	No
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I.</i> . . .	3	No
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II.</i> . . .	4	No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III.</i> . . .	5	No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i> 	6	No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II.</i> 	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i> 	8	No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV.</i> 	9	No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i> 	10	No
11	If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i> 	11a	Yes
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i> 	11b	Yes
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i> 	11c	No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i> 	11d	No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i> 	11e	Yes
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X.</i> 	11f	No
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII.</i> 	12a	Yes
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.</i> 	12b	Yes
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i>	13	No
14a	Did the organization maintain an office, employees, or agents outside of the United States? . . .	14a	No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Part I.</i> . . .	14b	No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S ? <i>If "Yes," complete Schedule F, Part II and IV.</i> . . .	15	No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S ? <i>If "Yes," complete Schedule F, Part III and IV.</i> . . .	16	No
17	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i>	17	No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i> . . .	18	No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i> . . .	19	No
20a	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i> . . .	20a	No
b	If "Yes" to line 20a, did the organization attach its audited financial statement to this return? Note. All Form 990 filers that operated one or more hospitals must attach audited financial statements . . .	20b	

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes	
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>	34	Yes	
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a	Yes	
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance					
Check if Schedule O contains a response to any question in this Part V <input type="checkbox"/>					
		Yes	No		
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. .	1a	45		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes		
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return. .	2a	14		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).	2b	Yes		
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes		
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	Yes		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	4a			No
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			No
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c			
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6a			No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b			
7	Organizations that may receive deductible contributions under section 170(c).				
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a			No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			No
d	If "Yes," indicate the number of Forms 8282 filed during the year.	7d	0		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g			
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8			
9	Sponsoring organizations maintaining donor advised funds.				
a	Did the organization make any taxable distributions under section 4966?	9a			
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b			
10	Section 501(c)(7) organizations. Enter				
a	Initiation fees and capital contributions included on Part VIII, line 12.	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b			
11	Section 501(c)(12) organizations. Enter				
a	Gross income from members or shareholders.	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).	11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.				
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state.	13a			
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.	13b			
c	Enter the aggregate amount of reserves on hand.	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			No
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.	14b			

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1a	11		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	8
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	Yes
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	Yes
13	Did the organization have a written whistleblower policy?	13	Yes
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	Yes
	If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed <input checked="" type="checkbox"/> CA
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization. <input checked="" type="checkbox"/> ERIC THAI 3800 KILROY AIRPORT WAY SUITE 400 LONG BEACH, CA 908065616 (562) 308-2889

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response to any question in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 1a** Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year
- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid
 - List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
 - List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations
- List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) THOMAS HIGGINS CHAIRMAN	3 00	X						0	138,308	0
(2) PATRICK SEAVER DIRECTOR	1 90	X						0	111,587	0
(3) THOMAS MCDANIEL DIRECTOR	2 10	X						0	125,300	0
(4) COLLEEN CAIN DIRECTOR	2 00	X						0	166,670	0
(5) JENNIE CHIN HANSEN DIRECTOR	2 00	X						31,200	0	0
(6) PAUL TORRENS DIRECTOR	2 00	X						29,904	0	0
(7) IVELISSE ESTRADA DIRECTOR	1 00	X						15,800	0	0
(8) NICK AUGUSTINOS DIRECTOR	1 00	X						13,100	0	0
(9) CHRISTOPHER WING DIRECTOR	1 00	X						0	305,810	20,849
(10) RYAN TRIMBLE DIRECTOR	1 00	X						0	921,522	10,976
(11) BRUCE CHERNOF PRESIDENT/CEO	40 00	X		X				394,255	0	49,762
(12) DOUGLAS JAQUES SECRETARY	2 00			X				0	416,260	79,903
(13) DENNIS EDER EX OFFICER	2 00			X				0	1,322,329	31,361
(14) RANDY STONE CHIEF FINANCIAL OFFICER	2 00			X				0	226,899	15,107
(15) RENE SEIDEL VP PROGRAMS & OPERATIONS	40 00				X			213,302	0	25,711
(16) GRETCHEN ALKEMA VP POLICY & COMMUNICATIONS	40 00				X			219,974	0	14,446
(17) LISA TSIMANIS POLICY DIRECTOR	40 00					X		146,350	0	18,807

Part VII

1b	Sub-Total			
c	Total from continuation sheets to Part VII, Section A			
d	Total (add lines 1b and 1c)	1,405,409	3,734,685	326,557

2 Total number of individuals (including but not limited to those listed in Item 1) who received or accrued more than \$100,000 of reportable compensation from the organization. **7**

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
FOLEY HOAG LLP 155 SEAPORT BLVD BOSTON, MA 022122212	RESEARCH & CONSULTING SERVICES	396,000
AVALERE HEALTH LLC 1350 CONNECTICUT AVE NW STE 900 WASHINGTON, DC 200360036	RESEARCH & CONSULTING SERVICES	230,000
JENNINGS POLICY STRATEGIES INC 1301 PENNSYLVANIA AVE NW SUITE 50 WASHINGTON, DC 20004	PROGRAM SERVICES	195,000
KILROY REALTY LP 12200 W OLYMPIC BLVD STE 200 LOS ANGELES, CA 900640064	RENT	181,166
LAKE RESEARCH PARTNERS INC 1726 M STREET NW SUITE 1100 WASHINGTON, DC 20036	PROGRAM SERVICES	167,684

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶6

Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f				
	g	Noncash contributions included in lines 1a-1f \$ _____					
	h	Total. Add lines 1a-1f					
Program Service Revenue	2a		Business Code				
	b						
	c						
	d						
	e						
	f	All other program service revenue					
	g	Total. Add lines 2a-2f					
	Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		3,782,068		-21,565
4		Income from investment of tax-exempt bond proceeds . .					
5		Royalties					
6a		Gross rents	(i) Real	(ii) Personal			
b		Less rental expenses					
c		Rental income or (loss)					
d		Net rental income or (loss)					
7a		Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
b		Less cost or other basis and sales expenses					
c		Gain or (loss)					
d		Net gain or (loss)			5,980,544		5,980,544
8a		Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a				
b		Less direct expenses	b				
c		Net income or (loss) from fundraising events . .					
9a		Gross income from gaming activities See Part IV, line 19	a				
b		Less direct expenses	b				
c		Net income or (loss) from gaming activities . .					
10a		Gross sales of inventory, less returns and allowances	a				
b		Less cost of goods sold	b				
c		Net income or (loss) from sales of inventory . .					
		Miscellaneous Revenue	Business Code				
11a							
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d						
12	Total revenue. See Instructions			9,762,612	0	-21,565	9,784,177

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns
All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)
Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21	5,393,299	5,393,299		
2	Grants and other assistance to individuals in the United States See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	1,062,243	774,416	287,827	
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	1,006,797	799,397	207,400	
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	130,893	103,929	26,964	
9	Other employee benefits	90,975	72,234	18,741	
10	Payroll taxes	136,380	108,286	28,094	
11	Fees for services (non-employees)				
a	Management	673,380		673,380	
b	Legal	1,566		1,566	
c	Accounting	43,460		43,460	
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	401,353	209,838	191,515	
12	Advertising and promotion				
13	Office expenses	6,247	4,176	2,071	
14	Information technology	25,428	21,970	3,458	
15	Royalties				
16	Occupancy	179,751	142,722	37,029	
17	Travel	168,486	167,295	1,191	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	48,490	25,258	23,232	
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	133,106	105,686	27,420	
23	Insurance				
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O)				
a	RESEARCH & EDUCATION	1,573,968	1,573,968	0	0
b	MEMBERSHIP DUES	5,695	1,712	3,983	0
c	OTHER EXPENSE	4,789	0	4,789	0
d					
e					
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	11,086,306	9,504,186	1,582,120	0
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing			3,048,627	1	381,422
	2	Savings and temporary cash investments			2,132,867	2	2,222,650
	3	Pledges and grants receivable, net				3	
	4	Accounts receivable, net			462,629	4	425,469
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net				7	
	8	Inventories for sale or use				8	
	9	Prepaid expenses and deferred charges			27,290	9	27,102
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	758,212	562,163	10c	432,710
	b	Less: accumulated depreciation	10b	325,502			
	11	Investments—publicly traded securities			190,237,379	11	153,768,544
	12	Investments—other securities. See Part IV, line 11			146,351	12	26,036,517
	13	Investments—program-related. See Part IV, line 11				13	
	14	Intangible assets				14	
	15	Other assets. See Part IV, line 11			59,712	15	16,191
16	Total assets. Add lines 1 through 15 (must equal line 34)			196,677,018	16	183,310,605	
Liabilities	17	Accounts payable and accrued expenses			757,129	17	596,482
	18	Grants payable			4,760,682	18	4,299,222
	19	Deferred revenue				19	
	20	Tax-exempt bond liabilities				20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties				23	
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			211,500	25	247,584
	26	Total liabilities. Add lines 17 through 25			5,729,311	26	5,143,288
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets			190,947,707	27	178,167,317
	28	Temporarily restricted net assets				28	
	29	Permanently restricted net assets				29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds				30	
	31	Paid-in or capital surplus, or land, building or equipment fund				31	
	32	Retained earnings, endowment, accumulated income, or other funds				32	
	33	Total net assets or fund balances			190,947,707	33	178,167,317
	34	Total liabilities and net assets/fund balances			196,677,018	34	183,310,605

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	9,762,612
2	Total expenses (must equal Part IX, column (A), line 25)	2	11,086,306
3	Revenue less expenses Subtract line 2 from line 1	3	-1,323,694
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	190,947,707
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-11,456,696
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	178,167,317

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separated basis		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization THE SCAN FOUNDATION	Employer identification number 45-0552845
---	--

Part I

Reason for Public Charity Status (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**

2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)

3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state

5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)

6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II)

8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)

9

☐

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

10

☐

An organization organized and operated exclusively to test for public safety Se**section 509(a)(4).**

11

☒

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a

☐ Type I

b

☒ Type II

c

☐ Type III - Functionally integrated

d

☐ Type III - Other

e

☒

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box ☒

g

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		No
11g(ii)		No
11g(iii)		No

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
(A) SCAN HEALTH PLAN	953858259	9	Yes		Yes		Yes		0
Total									0

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support						
Calendar year	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public Support. Subtract line 5 from line 4						

Section B. Total Support						
Calendar year	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV) Do not include gain or loss from the sale of capital assets						
11 Total support (Add lines 7 through 10)						

12 Gross receipts from related activities, etc (See instructions)

12

13 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))

14

15 Public Support Percentage for 2010 Schedule A, Part II, line 14

15

16a 33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support test—2010. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization

17a 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

b 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

18 Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions

Part IIIPart III

Support Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public Support (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support (Add lines 9, 10c, 11 and 12.)						
14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Section C. Computation of Public Support Percentage			
15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15		
16 Public support percentage from 2010 Schedule A, Part III, line 15	16		

Section D. Computation of Investment Income Percentage			
17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))	17		
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18		
19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization			
b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization			
20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions			

Part IV **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Explanation

Additional Data

Software ID:
Software Version:
EIN: 45-0552845
Name: THE SCAN FOUNDATION

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE D
(Form 990)

Supplemental Financial Statements

Department of the Treasury
Internal Revenue Service

OMB No 1545-0047

2011

Open to Public Inspection

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
Attach to Form 990. See separate instructions.

Name of the organization THE SCAN FOUNDATION	Employer identification number 45-0552845
---	--

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	
	<div>Yes</div> <div>No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit	
	<div>Yes</div> <div>No</div>	

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)

☐ Protection of natural habitat

☐ Preservation of open space

☐ Preservation of an historically importantly land area

☐ Preservation of a certified historic structure

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year

4

Number of states where property subject to conservation easement is located

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

Yes

No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year

\$

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

Yes

No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i)

Revenues included in Form 990, Part VIII, line 1

\$

(ii)

Assets included in Form 990, Part X

\$

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

\$

b

Assets included in Form 990, Part X

\$

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

d

☐ Loan or exchange programs

b

☐ Scholarly research

e

☐ Other

c

☐ Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance				
b	Contributions				
c	Investment earnings or losses				
d	Grants or scholarships				
e	Other expenditures for facilities and programs				
f	Administrative expenses				
g	End of year balance				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations

3a(i)

Yes

No

(ii)

related organizations

3a(ii)

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		638,965	263,825	375,140
d Equipment		21,863	16,749	5,114
e Other		97,384	44,928	52,456
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶				432,710

Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	9,762,612
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	11,086,306
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-1,323,694
4	Net unrealized gains (losses) on investments	4	-11,456,696
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4 - 8	9	-11,456,696
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-12,780,390

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	-1,694,084
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	-11,456,696
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	-11,456,696
3	Subtract line 2e from line 1	3	9,762,612
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	9,762,612

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	11,086,306
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	11,086,306
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	11,086,306

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
		PART X, FIN 48 FOOTNOTE TO FINANCIAL STATEMENTS FIN 48 (ASC 740) WAS ADOPTED BY THE ORGANIZATION DURING THE YEAR ENDED DECEMBER 31, 2009. THERE HAS BEEN NO LIABILITY FOR UNCERTAIN TAX POSITIONS RECORDED ON THE FINANCIAL STATEMENTS FOR THE CURRENT YEAR.

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
THE SCAN FOUNDATION

Grants and Other Assistance to Organizations,
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

OMB No 1545-0047

2011

Open to Public
Inspection

Employer identification number
45-0552845

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed ▶ ☐

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
See Additional Data Table							

2

Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶

46

3

Enter total number of other organizations listed in the line 1 table ▶

1

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e)Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.

Identifier	Return Reference	Explanation
PROCEDURE FOR MONITORING GRANTS IN THE U S	PART I, LINE 2	SCHEDULE I, PART I, LINE 2 THE SCAN FOUNDATION ONLY MAKES GRANTS TO ORGANIZATIONS IN THE UNITED STATES THE USE OF GRANT FUNDS IS MONITORED BY REVIEWING PROGRAM AND EXPENDITURE REPORTS ON A QUARTERLY BASIS EXPENDITURE REPORTS ARE BEING REVIEWED AGAINST THE PROPOSED AND APPROVED BUDGETS AND PROGRAM REPORTS AGAINST THE PROPOSED AND APPROVED SCOPES OF WORK

Software ID:
Software Version:
EIN: 45-0552845
Name: THE SCAN FOUNDATION

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PUBLIC HEALTH INSTITUTE555 12TH STREET 10TH FLOOR OAKLAND,CA 946074046	94-1646278	501(C)(3)	650,000		FMV		CENTER FOR TECHNOLOGY AND AGING CONTINUATION GRANT
REGENTS OF THE UNIVERSITY OF CALIFORNIA SAN FRANCISCOBOX 0248 SAN FRANCISCO, CA 94143	94-6036493	501(C)(3)	27,101		FMV		INTEGRATING DATA TO SUPPORT EVALUATION OF LONG TERM CARE

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CENTER FOR HEALTH CARE STRATEGIES200 AMERICAN METRO BLVD STE 119 HAMILTON,NJ 086192320	22-3375015	501(C)(3)	69,123		FMV		TECHNICAL SUPPORT TO CALIFORNIA'S DEPARTMENT OF HEALTH CARE SERVICES
NCCNHR THE NATIONAL CONSUMER VOICE FOR QUALITY LONG-TERM CARE 1001 CONNECTICUT AVENUE NW SUITE 425 WASHINGTON,DC 200365104	52-1122531	501(C)(3)	51,744		FMV		THE NATIONAL CONSUMER VOICE FOR QUALITY LONG-TERM CARE

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF CALIFORNIA SAN FRANCISCO 3333 CALIFORNIA STREET SUITE 315 SAN FRANCISCO, CA 941430962	94-6036493	501(C)(3)	784,542		FMV		CARE OF THE AGING PATIENT FROM EVIDENCE TO ACTION
NATIONAL SENIOR CITIZENS LAW CENTER 1444 EYE STREET NW 11TH FLOOR WASHINGTON, DC 20005	95-3132674	501(C)(3)	190,414		FMV		TECHNICAL ISSUE BRIEFS ON DUAL ELIGIBLES

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PROJECT HOPE THE PEOPLE TO PEOPLE HEALTH FOUNDATION INCHEALTH AFFAIRS7500 OLD GEORGETOWN RD SUITE 600 BETHESDA, MD 20814	53-0242962	501(C)(3)	35,000		FMV		HEALTH AFFAIRS DELIVERY SYSTEM INNOVATION PUBLISHING
CALIFORNIA DENTAL ASSOCIATION FOUNDATION1201 K STREET SUITE 1511 SACRAMENTO, CA 958143925	68-0411536	501(C)(3)	30,000		FMV		SENIOR ORAL HEALTH TRAINING IN LONG-TERM CARE FACILITIES

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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AREA 1 AGENCY ON AGING434 7TH ST EUREKA, CA 955011803	94-2673039	501(C)(3)	99,738		FMV		HEALTHY AGING THROUGH SOCIAL ACTION
ST BARNABAS SENIOR CENTER OF LOS ANGELES675 S CARONDELET ST LOS ANGELES, CA 900573309	95-1641435	501(C)(3)	100,000		FMV		HEALTHY AGING THROUGH SOCIAL ACTION

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
THE HEALTH TRUST2105 S BASCOM AVENUE SUITE 220 CAMPBELL,CA 95008	94-6050231	501(C)(3)	100,000		FMV		HEALTHY AGING THROUGH SOCIAL ACTION
BAY AREA COMMUNITY SERVICES1814 FRANKLIN ST 4TH FLOOR OAKLAND,CA 946123487	94-1708069	501(C)(3)	100,000		FMV		HEALTHY AGING THROUGH SOCIAL ACTION

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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RESEARCH FOUNDATION FOR MENTAL HYGIENE INC150 BROADWAY STE 301 MENANDS, NY 122042726	14-1410842	501(C)(3)	60,200		FMV		EXPAND THE SKILL SET OF THE HEALTH AND AGING POLICY FELLOWS FOR STATE POLICY
INSTITUTE ON AGING3575 GEARY BLVD SAN FRANCISCO, CA 941183347	94-2978977	501(C)(3)	100,000		FMV		LINKING AFFORDABLE SENIOR HOUSING AND COMPREHENSIVE CARE SERVICES

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ONE OC (FORMERLY VOLUNTEER CENTER OF GREATER ORANGE COUNTY)1901 E 4TH ST STE 100 SANTA ANA, CA 927053918	95- 2021700	501(C)(3)	13,174		FMV		DEVELOPMENT OF A BUSINESS PLAN TO REPLICATE A VOLUNTEER TRANSPORTATION PROGRAM
AARP CALIFORNIA 1415 L STREET SUITE 960 SACRAMENTO, CA 95814	95- 1985500	501(C)(4)	299,000		FMV		COLLABORATIVE ON LONG-TERM SUPPORTS, SERVICES AND CARE

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CENTER FOR PRACTICAL BIOETHICS HARZFELD BUILDING 500 KANSAS CITY, MO 641052116	48-0985815	501(C)(3)	70,000		FMV		INCORPORATION OF COALITION TO TRANSFORM ADVANCED CARE & STRATEGIC PLAN DEVELOPMENT
CENTER FOR HEALTH CARE STRATEGIES200 AMERICAN METRO BLVD STE 119 HAMILTON, NJ 086192320	22-3375015	501(C)(3)	705,310		FMV		TECHNICAL ASSISTANCE TO 20 STATES FOR IMPLEMENTATION OF LONG-TERM CARE ROADMAPS

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PARTNERS IN CARE FOUNDATION732 MOTT ST STE 150 SAN FERNANDO, CA 913404241	95-3954057	501(C)(3)	25,182		FMV		FAMILY CARE PARTNERSHIP SITE CREATION AND TOOL KIT DISSEMINATION
NATIONAL COMMITTEE FOR QUALITY ASSURANCE1100 13TH ST NW STE 1000 WASHINGTON, DC 200054285	52-1191985	501(C)(3)	74,909		FMV		STANDARDIZING THE EVALUATION OF INTEGRATED CARE MODELS FOR DUAL ELIGIBLES

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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RTI INTERNATIONAL 3040 CORNWALLIS ROAD RESEARCH TRIANGLE PARK, NC 277092194	56-0686338	501(C)(3)	332,296		FMV		STUDY ON MEDICAID SPEND DOWN AND POTENTIAL IMPACT OF THE CLASS PROVISION IN THE AFFORDABLE CARE ACT
HEALTHYCALTIDES CENTER1801 L STREET 331 SACRAMENTO, CA 95811	94-3153687	501(C)(3)	35,000		FMV		COVERAGE OF LONG-TERM CARE ISSUES AND RELATED POLICIES ON HEALTHYCAL ORG

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NATIONAL COUNCIL ON AGING INC1901 L STREET NW 4TH FLOOR WASHINGTON, DC 20036	13-1932384	501(C)(3)	419,760		FMV		COLLABORATIVE ON LONG-TERM SUPPORTS, SERVICES AND CARE
NATIONAL VOLUNTEER CAREGIVING NETWORK1359 NATIONAL ROAD WHEELING, WV 26003	26-2650290	501(C)(3)	90,100		FMV		LAUNCHING VOLUNTEER CAREGIVING PROGRAMS

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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ALAMEDA COUNTY MEALS ON WHEELS PO BOX 14002 OAKLAND, CA 94614	94- 2651065	501(C)(3)	30,000		FMV		BUILDING CAPACITY IN THE SENIOR SERVICES COALITION OF ALAMEDA COUNTY
ST BARNABAS SENIOR CENTER OF LOS ANGELES 675 S CARONDELET ST LOS ANGELES, CA 900573309	95- 1641435	501(C)(3)	30,000		FMV		BUILDING CAPACITY OF THE LOS ANGELES AGING ADVOCACY COALITION

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ACCESS TO INDEPENDENCE OF SAN DIEGO INC 8885 RIO SAN DIEGO DR SUITE 131 SAN DIEGO, CA 92108	51-0197097	501(C)(3)	5,000		FMV		COMMUNITY ORGANIZING FOR LONG-TERM CARE FOR PEOPLE WITH DISABILITIES
WISE & HEALTHY AGING1527 4TH STREET 2ND FLOOR SANTA MONICA, CA 904012358	95-2788014	501(C)(3)	5,000		FMV		CREATING AN ELDER JUSTICE COALITION

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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GOVERNMENT ACTION & COMMUNICATION INSTITUTE (GACI) 4535 SHADY OAK WAY FAIR OAKS, CA 956285752	20-0038046	501(C)(3)	67,193		FMV		PLAN AND ORGANIZE A ONE-DAY SUMMIT ON LONG-TERM SERVICES AND SUPPORTS (LTSS)
THE HEALTH TRUST 2105 S BASCOM AVENUE SUITE 220 CAMPBELL, CA 95008	94-6050231	501(C)(3)	30,000		FMV		ENGAGING LOCAL STAKEHOLDERS IN POLICY AGENDA FOR OLDER ADULTS IN SANTA CLARA COUNTY

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ST PAUL'S RETIREMENT HOME FOUNDATION328 MAPLE STREET SAN DIEGO, CA 92103	33-0627795	501(C)(3)	30,000		FMV		SAN DIEGO SENIOR ALLIANCE - CREATING A POLICY AGENDA
AREA 1 AGENCY ON AGING434 7TH ST EUREKA, CA 955011803	94-2673039	501(C)(3)	30,000		FMV		BUILDING CAPACITY OF THE HUMBOLDT COUNTY /NORTH COAST SENIOR SERVICE COLLABORATIVE

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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PLANNING FOR ELDERS1360 MISSION 400 SAN FRANCISCO, CA 94103	94-3297389	501(C)(3)	5,000		FMV		CALIFORNIA DISCHARGE PLANNING COLLABORATIVE
ALZHEIMER'S DISEASE AND RELATED DISORDERS ASSOCIATION ORANGE COUNTY CHAPTE17771 COWAN IRVINE, CA 926146043	95-3702013	501(C)(3)	30,000		FMV		ORANGE COUNTY AGING SERVICES COLLABORATIVE (OCASC) - SENIORS SPEAKING OUT

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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ON LOK INC1333 BUSH STREET SAN FRANCISCO, CA 941095611	94-3101464	501(C)(3)	5,000		FMV		BAY AREA SENIOR HEALTHCARE POLICY FORUM
RIVERSIDE COUNTY OFFICE ON AGING6296 RIVER CREST DR K RIVERSIDE, CA 92507	95-6000930	501(C)(3)	5,000		FMV		HEALTHY AGING THROUGH SOCIAL ACTION

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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ADVANCE CLASS INCUNITED CEREBAL PALSEY 1825 K STREET NW SUITE 600 WASHINGTON, DC 20006	27-3524792	501(C)(3)	535,000		FMV		PROMOTE THE SUCCESSFUL AND TIMELY IMPLEMENTATION OF, AND PARTICIPATION IN THE CLASS PROGRAM
COMMUNITY SENIORSERV INC 1200 N KNOLLWOOD CIR ANAHEIM, CA 928011309	95-2771715	501(C)(3)	99,746		FMV		REPLICATION OF A VOLUNTEER TRANSPORTATION PROGRAM

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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ALLIANCE FOR HEALTH REFORM 1444 EYE ST NW STE 910 WASHINGTON, DC 200056573	52-1746328	501(C)(3)	33,000		FMV		BRIEFINGS FOR CONGRESSIONAL STAFF ON DEFICIT REDUCTION PROCESS
AMERICAN SOCIETY ON AGING71 STEVENSON STREET SUITE 1450 SAN FRANCISCO, CA 941052938	94-2292868	501(C)(3)	13,700		FMV		ASA'S NATIONAL FORUM ON THE AFFORDABLE CARE ACT A WAY TOWARD AGING WITH DIGNITY IN AMERICA

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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ALZHEIMER'S ASSOCIATION LOS ANGELES RIVERSIDE & SAN BERNARDINO COUNTIES C5900 WILSHIRE BLVD STE 1100 LOS ANGELES, CA 900365036	95-3718119	501(C)(3)	33,333		FMV		API ALZHEIMER'S ACTIVATION PROJECT
ASIAN COMMUNITY CENTER OF SACRAMENTO VALLEY7311 GREENHAVEN DRIVE SUITE 187 SACRAMENTO, CA 958314602	94-2271380	501(C)(3)	33,333		FMV		EDUCATION FOR CAREGIVERS IN ASIAN PACIFIC ISLANDER COMMUNITIES

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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SOUTHERN CAREGIVER RESOURCE CENTER 3675 RUFFIN RD STE 230 SAN DIEGO, CA 921231835	33-0402867	501(C)(3)	33,333		FMV		MOBILIZING CAREGIVERS IN THE SAN DIEGO LATINO COMMUNITY
NATIONAL ACADEMY ON AN AGING SOCIETY 1220 L STREET NW 901 WASHINGTON, DC 200050000	52-1256181	501(C)(3)	10,000		FMV		PUBLIC POLICY & AGING REPORT ON SENATE SPECIAL COMMITTEE ON AGING 50TH ANNIVERSARY

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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GRANTMAKERS IN AGING7333 PARAGON ROAD ST 220 DAYTON, OH 454594157	14-4014982	501(C)(3)	5,000		FMV		GIA CONFERENCE HIGHLIGHTS PUBLICATION
GRANTMAKERS IN AGING7333 PARAGON ROAD ST 220 DAYTON, OH 454594157	14-4014982	501(C)(3)	5,000		FMV		EDUCATION ON THE OLDER AMERICANS ACT REAUTHORIZATION

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

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DEPARTMENT OF AGING AND ADULT SERVICES1650 MISSION STREET 5TH FLOOR SAN FRANCISCO, CA 94103	94-6000417	501(C)(3)	30,000		FMV		LONG TERM CARE INTEGRATION PLANNING

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
THE SCAN FOUNDATION

Employer identification number
45-0552845

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><div><input type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Housing allowance or residence for personal use</div></div> <div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div></div> <div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div></div> <div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div></div> <div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div></div> <div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization		
a	Receive a severance payment or change-of-control payment?	4a	Yes
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?	5a	No
b	Any related organization?	5b	No
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	6a	No
b	Any related organization?	6b	No
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	Yes
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) COLLEEN CAIN	(i)	0	0	0	0	0	0	0
	(ii)	136,670	30,000	0	0	0	166,670	0
(2) CHRISTOPHER WING	(i)	0	0	0	0	0	0	0
	(ii)	288,493	0	17,317	12,577	8,272	326,659	0
(3) RYAN TRIMBLE	(i)	0	0	0	0	0	0	0
	(ii)	566,191	350,000	5,331	0	10,976	932,498	0
(4) BRUCE CHERNOF	(i)	298,013	78,750	17,492	38,525	11,237	444,017	0
	(ii)	0	0	0	0	0	0	0
(5) DOUGLAS JAQUES	(i)	0	0	0	0	0	0	0
	(ii)	292,404	105,783	18,073	42,184	37,719	496,163	0
(6) DENNIS EDER	(i)	0	0	0	0	0	0	0
	(ii)	141,030	102,983	1,078,316	19,682	11,679	1,353,690	228,326
(7) RANDY STONE	(i)	0	0	0	0	0	0	0
	(ii)	207,618	0	19,281	2,334	12,773	242,006	0
(8) RENE SEIDEL	(i)	175,805	26,250	11,247	14,116	11,595	239,013	0
	(ii)	0	0	0	0	0	0	0
(9) GRETCHEN ALKEMA	(i)	172,044	26,250	21,680	14,446	0	234,420	0
	(ii)	0	0	0	0	0	0	0
(10) LISA TSIMANIS	(i)	132,528	13,500	322	10,673	8,134	165,157	0
	(ii)	0	0	0	0	0	0	0

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
	PART I, LINES 4A-B	PART I, LINES 4A-B LINE 4A DURING 2011, THE EMPLOYMENT RELATIONSHIP WITH DENNIS EDER, CFO OF SCAN HEALTH PLAN, SCAN GROUP AND THE SCAN FOUNDATION, ENDED IN CONNECTION WITH THE TERMINATION OF MR. EDER'S EMPLOYMENT, SCAN HEALTH PLAN AND SCAN GROUP NEGOTIATED AND PAID SEVERANCE TO MR. EDER OF \$773,525 THAT WAS IN ACCORDANCE WITH THE TERMS OF HIS THEN EXISTING EMPLOYMENT AGREEMENT WITH SCAN HEALTH PLAN AND SCAN GROUP. NO PORTION OF THE SEVERANCE WAS PAID BY THE SCAN FOUNDATION. LINE 4B THE COMPANY PROVIDES A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN TO ONLY SENIOR EXECUTIVES OF THE COMPANY. SENIOR V.P. AND OFFICERS ARE ELIGIBLE TO PARTICIPATE IN THE SECTION 457(F) PLAN. THE FOLLOWING INDIVIDUALS PARTICIPATED IN THE COMPANY'S SECTION 457(F) DURING THE YEAR 2011: DENNIS EDER, RANDY STONE, DOUGLAS JAKES, AND BRUCE CHERNOF. COMPENSATION PURSUANT TO THE TERMS AND CONDITIONS OF THE SECTION 457(F) PLAN, A PARTICIPANT BECOMES 100% VESTED IN THE EMPLOYER CONTRIBUTION UPON THE OCCURRENCE OF ANY OF THE FOLLOWING WHILE THE PARTICIPANT IS AN EMPLOYEE: (I) THE PARTICIPANT HAS TEN YEARS OF CONTINUOUS EMPLOYMENT, COUNTING ONLY SERVICE AFTER DECEMBER 31, 2005, (II) THE PARTICIPANT REACHES THE AGE OF 62 AND HAS FIVE YEARS OF CONTINUOUS EMPLOYMENT, (III) THE PARTICIPANT'S INVOLUNTARY TERMINATION, (IV) THE PARTICIPANT'S DISABILITY, OR (V) THE PARTICIPANT'S DEATH. THE FOLLOWING INDIVIDUALS RECEIVED PAYMENTS OUT OF THE SECTION 457(F) PLAN DURING THE YEAR: DENNIS EDER, \$228,326.
	PART I, LINE 7	IN 2011, COLLEEN CAIN WAS AWARDED AND RECEIVED A \$30,000 BONUS FOR HER EXTRAORDINARY EFFORTS PERFORMED IN 2010 WITH RESPECT TO HER ROLE AS BOTH SCAN GROUP AND SCAN HEALTH PLAN BOARD CHAIRPERSON AND HER INVOLVEMENT ON MULTIPLE BOARD COMMITTEES. THE BONUS WAS REVIEWED AND RECOMMENDED BY THE COMPENSATION COMMITTEE AND APPROVED BY THE BOARD. MS. CAIN RECUSED HERSELF FROM THE DISCUSSION AND ABSTAINED FROM THE VOTE. OUTSIDE INDEPENDENT COMPENSATION CONSULTANTS REVIEWED AND DETERMINED, THAT WHEN INCLUDED WITH PREVIOUSLY AUTHORIZED COMPENSATION, THE AMOUNT REPRESENTED REASONABLE COMPENSATION FOR MS. CAIN'S SERVICES DURING 2010. NO PORTION OF THIS BONUS WAS PAID BY THE SCAN FOUNDATION. THE PROCESS FOR DETERMINING THE COMPENSATION OF THE INDEPENDENT DIRECTORS OF THE SCAN FOUNDATION IS IN ACCORDANCE WITH THE SCAN FOUNDATION'S "INDEPENDENT DIRECTORS' COMPENSATION PHILOSOPHY" AND IS SIMILAR TO THE COMPENSATION PROCESS EMPLOYED BY THE SCAN FOUNDATION WITH RESPECT TO ITS SENIOR EXECUTIVES. ELEMENTS OF COMPENSATION INCLUDE AN ANNUAL RETAINER FOR BOARD MEMBERS AND CERTAIN COMMITTEE CHAIRS, AS WELL AS ESTABLISHED PER MEETING FEES. IN DETERMINING SUCH COMPENSATION, THE BOARD OF THE FOUNDATION AND THE COMPENSATION COMMITTEE OF SCAN GROUP RELY UPON THE COUNSEL AND EXPERTISE OF ERNST & YOUNG, AN INDEPENDENT CONSULTANT, WITH WELL-ESTABLISHED EXPERIENCE AND EXPERTISE IN THE AREA OF NONPROFIT ORGANIZATION COMPENSATION AND COMPLIANCE WITH THE INTERMEDIATE SANCTIONS REQUIREMENTS APPLICABLE TO SUCH COMPENSATION. THE COMPENSATION COMMITTEE RETAINS ERNST & YOUNG TO CONDUCT A STUDY OF INDEPENDENT DIRECTOR COMPENSATION PRACTICES BIENNIALY, INCLUDING BENCHMARK DATA AND A REASONABLENESS OPINION.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

**Complete to provide information for responses to specific questions on
Form 990 or to provide any additional information.**
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2011

**Open to Public
Inspection**

Name of the organization THE SCAN FOUNDATION	Employer identification number 45-0552845
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Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION A, LINE 4	DURING CALENDAR YEAR 2011, THE FOUNDATION MADE THE FOLLOWING CHANGES TO THE BYLAWS - REMOVED THE TERM CHIEF FINANCIAL OFFICER AND REPLACED WITH THE TERM TREASURER - DELETED THE REFERENCE TO THE FORMER SOLE MEMBER OF THE FOUNDATION IN RELATION TO THE COMPENSATION COMMITTEE AND THE CORPORATE GOVERNANCE COMMITTEE AS THE FOUNDATION NOW HAS A SEPARATE COMPENSATION COMMITTEE AND CORPORATE GOVERNANCE COMMITTEE

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE FORM 990 IS PREPARED BY DELOITTE TAX LLP, WORKING IN CONJUNCTION WITH SCAN'S FINANCE DEPARTMENT AND SCAN FOUNDATION'S DIRECTOR OF FINANCE. SCAN FOUNDATION'S DIRECTOR OF FINANCE AND VP OF OPERATIONS HAVE A DIRECT RESPONSIBILITY FOR THIS EFFORT, SUBJECT TO SUPERVISION BY THE SCAN HEALTH PLAN'S CONTROLLER. AFTER AN INITIAL DRAFT OF THE FORM 990 IS PREPARED, IT IS CIRCULATED FOR REVIEW AND COMMENT BY RELEVANT MEMBERS OF THE EXECUTIVE TEAM WHO HAVE RESPONSIBILITY AND/OR KNOWLEDGE ABOUT THE VARIOUS MATTERS DISCLOSED AND/OR DESCRIBED IN THE FORM. THE GENERAL COUNSEL, IN PARTICULAR, REVIEWS THE FORM 990 AND ENSURES ACCURACY OF DESCRIPTIONS AND THAT DISCLOSURE IS COMPLETE. THE DRAFT FORM 990 IS REVIEWED BY THE AUDIT AND COMPLIANCE COMMITTEE OF THE BOARD OF DIRECTORS OF SCAN FOUNDATION, AND IS SHARED WITH ALL MEMBERS OF THE BOARD OF DIRECTORS AFTER IT IS READY FOR FILING BUT BEFORE IT IS FILED.

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 12C	THE SCAN FOUNDATION REGULARLY AND CONSISTENTLY MONITORS AND ENFORCES COMPLIANCE WITH ITS CONFLICT ON INTEREST POLICY THROUGH ANNUAL CIRCULATION OF A CONFLICT OF INTEREST QUESTIONNAIRE WHICH IS REQUIRED TO BE ANSWERED BY ALL MEMBERS OF THE BOARD OF DIRECTORS, OFFICERS, AND MEMBERS OF THE EXECUTIVE MANAGEMENT TEAM IN ADDITION, THERE IS REGULAR EDUCATION AND ENFORCEMENT THROUGH OVERSIGHT OF SUCH POLICY AND THE SCAN HEALTH PLAN GIFT AND BUSINESS COURTESIES POLICY WITH RESPECT TO THE FOUNDATION BY MEMBERS OF THE EXECUTIVE TEAM THE LEGAL DEPARTMENT OF SCAN GROUP REVIEWS ALL CONTRACTUAL RELATIONSHIPS ENTERED INTO BY THE FOUNDATION, AND THE GENERAL COUNSEL OF THE SCAN GROUP IS RESPONSIBLE FOR MONITORING CONFLICTS OF INTEREST THROUGH THE ANNUAL CIRCULATION AND REVIEW OF THE CONFLICT OF INTEREST QUESTIONNAIRE ACCORDINGLY, THE LEGAL DEPARTMENT OF SCAN GROUP AND, IN PARTICULAR, THE GENERAL COUNSEL IS IN A POSITION TO MONITOR AND ENFORCE COMPLIANCE WITH THE POLICY ON AN ONGOING BASIS

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 15	<p>15A THE PROCESS FOR DETERMINING THE COMPENSATION OF THE CHIEF EXECUTIVE OFFICER OF THE SCAN FOUNDATION IS CONDUCTED BY THE COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS OF THE SCAN GROUP, ALL OF THE VOTING MEMBERS OF WHICH ARE INDEPENDENT PERSONS IN DETERMINING THE CHIEF EXECUTIVE OFFICER'S COMPENSATION THE COMPENSATION COMMITTEE WORKED WITH AND RELIED UPON THE COUNSEL AND EXPERTISE OF ERNST & YOUNG, A CONSULTANT WITH WELL ESTABLISHED EXPERIENCE AND EXPERTISE IN THE AREA OF NON-PROFIT ORGANIZATION EXECUTIVE COMPENSATION AND COMPLIANCE WITH THE INTERMEDIATE SANCTIONS REQUIREMENTS APPLICABLE TO SUCH COMPENSATION ERNST & YOUNG PROVIDES AN "EXECUTIVE COMPENSATION REPORT" TO THE COMPENSATION COMMITTEE EACH YEAR WHICH FURNISHES THE BASIS FOR THE ESTABLISHMENT OF THE CHIEF EXECUTIVE OFFICER'S COMPENSATION PACKAGE DURING THE FOLLOWING YEAR THE ERNST & YOUNG EXECUTIVE COMPENSATION REPORT IS BASED ON A REVIEW OF THE EXECUTIVE COMPENSATION PRACTICES OF A VARIETY OF ORGANIZATIONS THAT ARE CONSIDERED COMPARABLE TO THE SCAN FOUNDATION BASED ON VARIOUS METRICS THE COMPENSATION COMMITTEE DELIBERATES ON THE ISSUE OF THE CHIEF EXECUTIVE OFFICER'S COMPENSATION PACKAGE IN LIGHT OF THE ERNST & YOUNG EXECUTIVE COMPENSATION REPORT AND QUESTIONS ARE ASKED OF, AND ANSWERED BY ERNST & YOUNG, REGARDING SUCH REPORT AND OTHER MATTERS RELEVANT TO SUCH PACKAGE BASED ON SUCH DELIBERATIONS, THE COMPENSATION COMMITTEE MAKES A RECOMMENDATION TO THE BOARD OF DIRECTORS OF THE SCAN FOUNDATION REGARDING THE COMPENSATION PACKAGE FOR THE FOLLOWING YEAR THE FULL BOARD OF DIRECTORS OF THE SCAN FOUNDATION DELIBERATES AND THEN VOTES ON SUCH RECOMMENDATION, THE CHIEF EXECUTIVE OFFICER IS RECUSED FOR THE ENTIRETY OF SUCH DELIBERATIONS AND VOTE THE MINUTES OF THE COMPENSATION COMMITTEE AND THE BOARD OF DIRECTORS FOR THESE MEETINGS ARE CONTEMPORANEOUSLY PREPARED FOR AND REFLECT SUCH DELIBERATIONS AND DECISIONS</p> <p>15B THE PROCESS FOR DETERMINING THE COMPENSATION OF OFFICERS OR OTHER KEY EMPLOYEES OF THE SCAN FOUNDATION IS CONDUCTED BY THE HUMAN RESOURCES DEPARTMENT, THE CHIEF EXECUTIVE OFFICER AND THE COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS OF THE SCAN GROUP, ALL OF THE VOTING MEMBERS OF WHICH ARE INDEPENDENT PERSONS IN DETERMINING SUCH EMPLOYEE'S COMPENSATION, DURING 2009 THE HUMAN RESOURCES DEPARTMENT AND COMPENSATION COMMITTEE RELIED UPON THE COUNSEL AND EXPERTISE OF ERNST & YOUNG, A CONSULTANT WITH WELL ESTABLISHED EXPERIENCE AND EXPERTISE IN THE AREA OF NON-PROFIT ORGANIZATION EXECUTIVE COMPENSATION AND COMPLIANCE WITH THE INTERMEDIATE SANCTIONS REQUIREMENTS APPLICABLE TO SUCH COMPENSATION ERNST & YOUNG PROVIDES AN "EXECUTIVE COMPENSATION REPORT" TO THE HUMAN RESOURCES DEPARTMENT AND COMPENSATION COMMITTEE EACH YEAR WHICH FURNISHES THE BASIS FOR THE ESTABLISHMENT OF SUCH EMPLOYEES' COMPENSATION PACKAGE DURING THE FOLLOWING YEAR ERNST & YOUNG EXECUTIVE COMPENSATION REPORT IS BASED ON A REVIEW OF THE EXECUTIVE COMPENSATION PRACTICES OF A VARIETY OF ORGANIZATIONS THAT ARE CONSIDERED COMPARABLE TO THE SCAN FOUNDATION BASED ON VARIOUS METRICS THE CHIEF EXECUTIVE OFFICER MAKES A RECOMMENDATION TO THE COMPENSATION COMMITTEE WITH RESPECT TO EACH OF SUCH EMPLOYEES' COMPENSATION PACKAGE IN LIGHT OF THE ERNST & YOUNG EXECUTIVE COMPENSATION REPORT AT THE COMPENSATION COMMITTEE MEETING ADDRESSING SUCH MATTERS, QUESTIONS ARE ASKED OF, AND ANSWERED BY ERNST & YOUNG, REGARDING SUCH REPORT AND OTHER MATTERS RELEVANT TO SUCH PACKAGE BASED ON SUCH DELIBERATIONS, THE COMPENSATION COMMITTEE MAKES A DECISION REGARDING THE COMPENSATION PACKAGE FOR SUCH EMPLOYEES FOR THE FOLLOWING YEAR THE MINUTES OF THE COMPENSATION COMMITTEE FOR THIS MEETING ARE PREPARED SUBSTANTIALLY CONTEMPORANEOUSLY AND SUBSTANTIATE SUCH DELIBERATIONS AND DECISIONS</p>

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION C, LINE 19	THE SCAN FOUNDATION GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE CURRENTLY NOT MADE AVAILABLE TO THE PUBLIC THE SCAN FOUNDATION MAKES THEIR FORM 990 AVAILABLE FOR PUBLIC INSPECTION, WHICH CONTAINS FINANCIAL INFORMATION

Identifier	Return Reference	Explanation
	FORM 990, PART VII	AVG HOURS DEVOTED TO RELATED ORG(S) WHEN RELATED COMP IS REPORTED PART VII, SECTION A, COLUMN D REPORTS COMPENSATION PAID BY THE SCAN FOUNDATION FOR SERVICES PROVIDED TO THE SCAN FOUNDATION PART VII, SECTION A, COLUMN E REPORTS COMPENSATION PAID BY THE SCAN GROUP FOR SERVICES PROVIDED TO THE SCAN FOUNDATION AND AFFILIATES COLUMN B INCLUDES TOTAL HOURS FOR THE SCAN FOUNDATION ONLY BELOW IS A BREAKDOWN OF HOURS SPENT PER AFFILIATE THE FOLLOWING BOARD MEMBERS OF THE SCAN FOUNDATION ALSO DEVOTE THE FOLLOWING TIME TO THE SCAN HEALTH PLAN COLLEEN CAIN - 12 6 HOURS PER WEEK PATRICK SEAVER - 10 0 HOURS PER WEEK THOMAS HIGGINS - 9 9 HOURS PER WEEK THOMAS MCDANIEL - 10 7 HOURS PER WEEK SCAN HEALTH PLAN AND SCAN GROUP ARE OPERATED JOINTLY THEREFORE, THE FOLLOWING OFFICERS AND KEY EMPLOYEES SPEND AN AVERAGE OF 40 HOURS PER WEEK BETWEEN THE TWO ORGANIZATIONS DENNIS EDER DOUGLAS JAQUES RANDY STONE CHRIS WING RYAN TRIMBLE THE FOLLOWING BOARD MEMBERS OF THE SCAN FOUNDATION ALSO DEVOTE THE FOLLOWING TIME TO SCAN GROUP COLLEEN CAIN - 1 4 HOUR PER WEEK PATRICK SEAVER - 1 1 HOUR PER WEEK THOMAS MCDANIEL - 1 2 HOUR PER WEEK THOMAS HIGGINS - 1 1 HOUR PER WEEK THE FOLLOWING BOARD MEMBERS OF THE SCAN FOUNDATION ALSO DEVOTE THE FOLLOWING TIME TO SCAN HEALTH PLAN ARIZONA AND SCAN LONG TERM CARE RYAN TRIMBLE - 0 4 HOUR PER WEEK DENNIS EDER - 0 4 HOUR PER WEEK

Identifier	Return Reference	Explanation
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	NET UNREALIZED LOSSES ON INVESTMENTS -11,456,696

SCHEDULE R
(Form 990)

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
THE SCAN FOUNDATION

Employer identification number
45-0552845

Part I

Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II

Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No
(1) SCAN GROUP 3800 KILROY AIRPORT WAY LONG BEACH, CA 90806 95-3826037	ADMIN SUPPORT	CA	501(C)(3)	LINE 11, TYPE II	N/A	Yes	
(2) SCAN HEALTH PLAN 3800 KILROY AIRPORT WAY LONG BEACH, CA 90806 95-3858259	MEDICARE ADVANTAGE	CA	501(C)(3)	LINE 9	SCAN GROUP	Yes	
(3) SCAN LONG TERM CARE 3800 KILROY AIRPORT WAY LONG BEACH, CA 90806 20-4607594	MEDICAID MANAGEMENT CARE	AZ	501(C)(4)		SCAN HEALTH PLAN ARIZONA	Yes	
(4) SCAN HEALTH PLAN ARIZONA 1313 EAST OSBORN ROAD SUITE 150 PHOENIX, AZ 85014 73-1729007	MEDICARE ADVANTAGE	AZ	501(C)(4)		SCAN GROUP	Yes	

Part III

Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1

During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a

Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b

Gift, grant, or capital contribution to related organization(s)

c

Gift, grant, or capital contribution from related organization(s)

d

Loans or loan guarantees to or for related organization(s)

e

Loans or loan guarantees by related organization(s)

f

Sale of assets to related organization(s)

g

Purchase of assets from related organization(s)

h

Exchange of assets with related organization(s)

i

Lease of facilities, equipment, or other assets to related organization(s)

j

Lease of facilities, equipment, or other assets from related organization(s)

k

Performance of services or membership or fundraising solicitations for related organization(s)

l

Performance of services or membership or fundraising solicitations by related organization(s)

m

Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n

Sharing of paid employees with related organization(s)

o

Reimbursement paid to related organization(s) for expenses

p

Reimbursement paid by related organization(s) for expenses

q

Other transfer of cash or property to related organization(s)

r

Other transfer of cash or property from related organization(s)

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

No

No

No

No

No

No

No

No

No

No

No

No

Yes

No

No

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) SCAN GROUP	O	389,897	SEE PART VII
(2) SCAN HEALTH PLAN	O	283,483	SEE PART VII
(3)			
(4)			
(5)			
(6)			

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII

Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

Identifier	Return Reference	Explanation
	SCHEDULE R, PART VII	THE PERCENTAGE OF ALLOCATION TO AFFILIATED COMPANIES IS DETERMINED BASED ON ESTIMATED PERCENTAGE OF TIME WORKED OR PERCENTAGE OF HEADCOUNT, AS APPROPRIATE BASED ON THE NATURE OF THE EXPENSE