Form **990-PF**

Department of the Treasury
Internal Revenue Service

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

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

OMB No 1545-0052

2011

For calendar year 2011, or tax year beginning 9/25 **, 2011, and ending** 9/29 **, 2012**

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

A Employer identification number: 01-0391038

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

C If exemption application is pending, check here ☐

D 1 Foreign organizations, check here ☐

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

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

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

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

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

I Fair market value of all assets at end of year (from Part II, column (c), line 16) ► $ 30,453,392.

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

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

		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
REVENUE	1 Contributions, gifts, grants, etc, received (att sch)	329,451.			
	2 Ck ► ☐ if the foundn is not req to att Sch B				
	3 Interest on savings and temporary cash investments	3,460.	3,460.	3,460.	
	4 Dividends and interest from securities				
	5a Gross rents				
	b Net rental income or (loss)				
	6a Net gain/(loss) from sale of assets not on line 10	-16,826.			
	b Gross sales price for all assets on line 6a				
	7 Capital gain net income (from Part IV, line 2)		0.		
	8 Net short-term capital gain			0.	
	9 Income modifications				
	10a Gross sales less returns and allowances				
	b Less Cost of goods sold				
	c Gross profit/(loss) (att sch)				
	11 Other income (attach schedule) See Statement 1	5,770,933.		5,770,933.	
	12 **Total.** Add lines 1 through 11	6,087,018.	3,460.	5,774,393.	
OPERATING AND ADMINISTRATIVE EXPENSES	13 Compensation of officers, directors, trustees, etc	0.			
	14 Other employee salaries and wages	2,084,249.		2,084,249.	2,076,472.
	15 Pension plans, employee benefits	455,663.		455,663.	466,771.
	16a Legal fees (attach schedule) See St 2	2,296.			
	b Accounting fees (attach sch) See St 3	126,773.			
	c Other prof fees (attach sch) See St 4	309,257.		309,257.	313,144.
	17 Interest	1,059,075.		1,059,075.	1,059,075.
	18 Taxes (attach schedule)(see instrs) See Stm 5	260,722.			
	19 Depreciation (attach sch) and depletion	836,742.		497,722.	
	20 Occupancy	468,311.		468,311.	468,273.
	21 Travel, conferences, and meetings	15,321.		15,321.	15,284.
	22 Printing and publications	1,236.		1,236.	1,236.
	23 Other expenses (attach schedule) See Statement 6	1,075,148.	2,178.	883,559.	998,989.
	24 **Total operating and administrative expenses.** Add lines 13 through 23	6,694,793.	2,178.	5,774,393.	5,399,244.
	25 Contributions, gifts, grants paid Part XV	134,458.			131,630.
	26 **Total expenses and disbursements.** Add lines 24 and 25	6,829,251.	2,178.	5,774,393.	5,530,874.
	27 Subtract line 26 from line 12:				
	a **Excess of revenue over expenses and disbursements**	-742,233.			
	b **Net investment income** (if negative, enter -0-)		1,282.		
	c **Adjusted net income** (if negative, enter -0-)			0.	

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GB 12

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only (See instructions)		Beginning of year	End of year	
		(a) Book Value	**(b)** Book Value	**(c)** Fair Market Value
ASSETS	1 Cash — non-interest-bearing	665.	835.	835.
	2 Savings and temporary cash investments	1,003,067.	1,168,814.	1,168,814.
	3 Accounts receivable ► 265,892.			
	Less. allowance for doubtful accounts ► 27,965.	75,000.	237,927.	237,927.
	4 Pledges receivable ►			
	Less allowance for doubtful accounts ►			
	5 Grants receivable			
	6 Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7 Other notes and loans receivable (attach sch) ►			
	Less: allowance for doubtful accounts ►			
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges	370,559.	565,542.	565,542.
	10a Investments — U.S. and state government obligations (attach schedule)			
	b Investments — corporate stock (attach schedule)			
	c Investments — corporate bonds (attach schedule)			
	11 Investments — land, buildings, and equipment: basis ►			
	Less. accumulated depreciation (attach schedule) ►			
	12 Investments — mortgage loans			
	13 Investments — other (attach schedule)			
	14 Land, buildings, and equipment basis ► 22,377,335.			
	Less accumulated depreciation (attach schedule) See Stmt 7 ► 6,283,529.	16,512,431.	16,093,806.	16,093,806.
	15 Other assets (describe ► See Statement 8)	11,253,186.	12,386,468.	12,386,468.
	16 **Total assets** (to be completed by all filers — see the instructions. Also, see page 1, item I)	29,214,908.	30,453,392.	30,453,392.
LIABILITIES	17 Accounts payable and accrued expenses	1,113,238.	546,458.	
	18 Grants payable			
	19 Deferred revenue	115,915.	101,079.	
	20 Loans from officers, directors, trustees, & other disqualified persons			
	21 Mortgages and other notes payable (attach schedule) Stmt 9	26,966,694.	27,887,637.	
	22 Other liabilities (describe ► See Statement 10)	217,876.	150,237.	
	23 **Total liabilities** (add lines 17 through 22)	28,413,723.	28,685,411.	
NET ASSETS OR FUND BALANCES	**Foundations that follow SFAS 117, check here and complete lines 24 through 26 and lines 30 and 31.** ► X			
	24 Unrestricted	-5,202,282.	-4,794,333.	
	25 Temporarily restricted	15,511.	23,166.	
	26 Permanently restricted	5,987,956.	6,539,148.	
	Foundations that do not follow SFAS 117, check here and complete lines 27 through 31. ► ☐			
	27 Capital stock, trust principal, or current funds			
	28 Paid-in or capital surplus, or land, building, and equipment fund			
	29 Retained earnings, accumulated income, endowment, or other funds			
	30 **Total net assets or fund balances** (see instructions)	801,185.	1,767,981.	
	31 **Total liabilities and net assets/fund balances** (see instructions)	29,214,908.	30,453,392.	

Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year — Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	801,185.
2	Enter amount from Part I, line 27a	2	-742,233.
3	Other increases not included in line 2 (itemize) ► See Statement 11	3	1,709,035.
4	Add lines 1, 2, and 3	4	1,767,987.
5	Decreases not included in line 2 (itemize) ► See Statement 12	5	6.
6	Total net assets or fund balances at end of year (line 4 minus line 5) — Part II, column (b), line 30	6	1,767,981.

Part IV Capital Gains and Losses for Tax on Investment Income

	(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shares MLC Company)	(b) How acquired P — Purchase D — Donation	(c) Date acquired (month, day, year)	(d) Date sold (month, day, year)
1a	Lifeline Units	P	Various	9/01/12
b				
c				
d				
e				

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a			16,826.	-16,826.
b				
c				
d				
e				

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

	(i) Fair Market Value as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of column (i) over column (j), if any	(l) Gains (Column (h) gain minus column (k), but not less than -0-) or Losses (from column (h))
a				-16,826.
b				
c				
d				
e				

2	Capital gain net income or (net capital loss). If gain, also enter in Part I, line 7; If (loss), enter -0- in Part I, line 7	2	-16,826.
3	Net short-term capital gain or (loss) as defined in sections 1222(5) and (6): If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0- in Part I, line 8	3	-16,826.

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

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

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

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

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

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

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (column (b) divided by column (c))
2010	6,107,545.	592,543.	10.307345
2009	6,260,808.	659,070.	9.499458
2008	7,235,617.	656,738.	11.017509
2007	7,053,286.	746,456.	9.449031
2006	11,255,372.	746,925.	15.068945

2	**Total** of line 1, column (d)	2	55.342288
3	Average distribution ratio for the 5-year base period — divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years	3	11.068458
4	Enter the net value of noncharitable-use assets for 2011 from Part X, line 5	4	994,977.
5	Multiply line 4 by line 3	5	11,012,861.
6	Enter 1% of net investment income (1% of Part I, line 27b)	6	13.
7	Add lines 5 and 6	7	11,012,874.
8	Enter qualifying distributions from Part XII, line 4	8	5,887,354.

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

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

1 a Exempt operating foundations described in section 4940(d)(2), check here ► ☐ and enter 'N/A' on line 1. Date of ruling or determination letter: ________ **(attach copy of letter if necessary – see instrs)**			
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here ► ☐ and enter 1% of Part I, line 27b		1	26.
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% of Part I, line 12, column (b)			
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		2	0.
3 Add lines 1 and 2		3	26.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)		4	0.
5 Tax based on investment income. Subtract line 4 from line 3 If zero or less, enter -0-		5	26.
6 Credits/Payments.			
a 2011 estimated tax pmts and 2010 overpayment credited to 2011	6a 542.		
b Exempt foreign organizations – tax withheld at source	6b		
c Tax paid with application for extension of time to file (Form 8868)	6c		
d Backup withholding erroneously withheld	6d		
7 Total credits and payments. Add lines 6a through 6d		7	542.
8 Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached		8	
9 Tax due. If the total of lines 5 and 8 is more than line 7, enter **amount owed** ►		9	0.
10 Overpayment. If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ►		10	516.
11 Enter the amount of line 10 to be: Credited to 2012 estimated tax ► 516.	**Refunded** ►	11	0.

Part VII-A Statements Regarding Activities

		Yes	No
1 a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		X
b Did it spend more than $100 during the year (either directly or indirectly) for political purposes (see the instructions for definition)?	1b		X
*If the answer is 'Yes' to **1a** or **1b**, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c Did the foundation file **Form 1120-POL** for this year?	1c		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation ► $ 0. **(2)** On foundation managers ► $ 0.			
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers ► $ 0.			
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? *If 'Yes,' attach a detailed description of the activities*	2		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If 'Yes,' attach a conformed copy of the changes*	3		X
4a Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a		X
b If 'Yes,' has it filed a tax return on **Form 990-T** for this year?	4b	N/A	
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If 'Yes,' attach the statement required by General Instruction T.*	5		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	X	
7 Did the foundation have at least $5,000 in assets at any time during the year? *If 'Yes,' complete Part II, column (c), and Part XV*	7	X	
8a Enter the states to which the foundation reports or with which it is registered (see instructions) ► ME			
b If the answer is 'Yes' to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by *General Instruction G? If 'No,' attach explanation*	8b	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2011 or the taxable year beginning in 2011 (see instructions for Part XIV)? *If 'Yes,' complete Part XIV*	9	X	
10 Did any persons become substantial contributors during the tax year? *If 'Yes,' attach a schedule listing their names and addresses*	10		X

Part VII-A Statements Regarding Activities (continued)

		Line	Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If 'Yes', attach schedule (see instructions) .See Statement 13	11	X	
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If 'Yes,' attach statement (see instructions)	12		X
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	X	

Website address ► www.emhs.org/Rosscare

14 The books are in care of ► Jeffrey A. Sanford Telephone no ► 207 973-7894

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

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

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

		Line	Yes	No
16	At any time during calendar year 2011, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		X
	See the instructions for exceptions and filing requirements for Form TD F 90-22 1. If 'Yes,' enter the name of the foreign country ►			

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

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

			Line	Yes	No
1 a	During the year did the foundation (either directly or indirectly)				
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	☐ Yes ☒ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	☐ Yes ☒ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	☐ Yes ☒ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	☐ Yes ☒ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	☐ Yes ☒ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check 'No' if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)	☐ Yes ☒ No			
b	If any answer is 'Yes' to 1a(1)-(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53 4941(d)-3 or in a current notice regarding disaster assistance (see instructions)?		1b	N/A	
	Organizations relying on a current notice regarding disaster assistance check here ► ☐				
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2011?.		1c		X
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):				
a	At the end of tax year 2011, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2011? If 'Yes,' list the years ► 20__ , 20__ , 20__ , 20__ .	☐ Yes ☒ No			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer 'No' and attach statement – see instructions)		2b	N/A	
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ► 20__ , 20__ , 20__ , 20__				
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?	☐ Yes ☒ No			
b	If 'Yes,' did it have excess business holdings in 2011 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest, or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2011)*		3b	N/A	
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?		4a		X
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2011?		4b		X

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

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

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

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

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
See Statement 14		0.	0.	0.

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

(a) Name and address of each employee paid more than $50,000	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
Valerie C. Sauda 885 Union Street, Suite 221 Bangor, ME 04401	Nursing Instr 40	63,679.	1,242.	0.

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

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

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

(a) Name and address of each person paid more than $50,000	(b) Type of service	(c) Compensation
Philips Lifeline PO Box 403109 Atlanta, GA 30384-3109	Monitoring Lifeline	133,977.
Total number of others receiving over $50,000 for professional services ►		0

Part IX-A Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 SYLVIA ROSS LEGACY PROGRAM-Assistance to qualified applicants to reduce the cost of residency at the Sylvia Ross Home, assisted living apartments located on the campus of Ross Manor in Bangor.	142,379.
2 CONTINUING CARE INFO CENTER-Resource for anyone who has questions about available hospital and community health programs	478,219.
3 LIVESAFE-Home health care monitors worn by participants which signals help when activated	258,762.
4 DIRIGO PINES INN-Specialized elderly housing and assisted living Also see attached publication.	5,933,129.

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

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

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

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc, purposes.		
a	Average monthly fair market value of securities	1a	
b	Average of monthly cash balances	1b	1,010,129.
c	Fair market value of all other assets (see instructions)	1c	
d	**Total** (add lines 1a, b, and c)	1d	1,010,129.
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation) — 1e: 0.		
2	Acquisition indebtedness applicable to line 1 assets	2	0.
3	Subtract line 2 from line 1d	3	1,010,129.
4	Cash deemed held for charitable activities Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	15,152.
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4	5	994,977.
6	**Minimum investment return.** Enter 5% of line 5	6	50,567.

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

1	Minimum investment return from Part X, line 6 N/A	1	
2a	Tax on investment income for 2011 from Part VI, line 5 — 2a		
b	Income tax for 2011. (This does not include the tax from Part VI.) — 2b		
c	Add lines 2a and 2b	2c	
3	Distributable amount before adjustments. Subtract line 2c from line 1	3	
4	Recoveries of amounts treated as qualifying distributions	4	
5	Add lines 3 and 4	5	
6	Deduction from distributable amount (see instructions)	6	
7	**Distributable amount** as adjusted Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7	

Part XII Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc, purposes:		
a	Expenses, contributions, gifts, etc – total from Part I, column (d), line 26	1a	5,530,874.
b	Program-related investments – total from Part IX-B	1b	
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc, purposes	2	356,480.
3	Amounts set aside for specific charitable projects that satisfy the		
a	Suitability test (prior IRS approval required)	3a	
b	Cash distribution test (attach the required schedule)	3b	
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	5,887,354.
5	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b (see instructions)	5	
6	**Adjusted qualifying distributions.** Subtract line 5 from line 4	6	5,887,354.

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

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

N/A

	(a) Corpus	(b) Years prior to 2010	(c) 2010	(d) 2011
1 Distributable amount for 2011 from Part XI, line 7				
2 Undistributed income, if any, as of the end of 2011:				
a Enter amount for 2010 only				
b Total for prior years: 20___, 20___, 20___				
3 Excess distributions carryover, if any, to 2011:				
a From 2006				
b From 2007				
c From 2008				
d From 2009				
e From 2010				
f **Total** of lines 3a through e				
4 Qualifying distributions for 2011 from Part XII, line 4: ► $				
a Applied to 2010, but not more than line 2a				
b Applied to undistributed income of prior years (Election required – see instructions)				
c Treated as distributions out of corpus (Election required – see instructions)				
d Applied to 2011 distributable amount				
e Remaining amount distributed out of corpus				
5 Excess distributions carryover applied to 2011 *(If an amount appears in column (d), the same amount must be shown in column (a).)*				
6 **Enter the net total of each column as indicated below:**				
a Corpus Add lines 3f, 4c, and 4e. Subtract line 5				
b Prior years' undistributed income. Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b Taxable amount – see instructions				
e Undistributed income for 2010. Subtract line 4a from line 2a. Taxable amount – see instructions				
f Undistributed income for 2011 Subtract lines 4d and 5 from line 1 This amount must be distributed in 2012				
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (see instructions)				
8 Excess distributions carryover from 2006 not applied on line 5 or line 7 (see instructions)				
9 **Excess distributions carryover to 2012.** Subtract lines 7 and 8 from line 6a				
10 Analysis of line 9.				
a Excess from 2007				
b Excess from 2008				
c Excess from 2009				
d Excess from 2010				
e Excess from 2011				

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

1 a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2011, enter the date of the ruling ►

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

	Tax year	Prior 3 years			
	(a) 2011	(b) 2010	(c) 2009	(d) 2008	(e) Total
2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed	0.				0.
b 85% of line 2a					0.
c Qualifying distributions from Part XII, line 4 for each year listed	5,887,354.	6,107,545.	6,261,688.	7,236,456.	25,493,043.
d Amounts included in line 2c not used directly for active conduct of exempt activities					0.
e Qualifying distributions made directly for active conduct of exempt activities Subtract line 2d from line 2c	5,887,354.	6,107,545.	6,261,688.	7,236,456.	25,493,043.
3 Complete 3a, b, or c for the alternative test relied upon.					
a 'Assets' alternative test – enter					
(1) Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b 'Endowment' alternative test – enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed	33,711.	19,697.	21,908.	21,772.	97,088.
c 'Support' alternative test – enter					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

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

1 **Information Regarding Foundation Managers:**

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

None

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

None

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

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

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

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

c Any submission deadlines

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

Part XV Supplementary Information (continued)

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

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a Paid during the year				
Ross Manor 758 Broadway Bangor, ME 04401	N/A	509(a)(2)	Provide financial assistance to qualified residents for assisted living at Sylvia Ross Home at Ross Manor	134,458.
Total			► 3a	134,458.
b Approved for future payment				
Total			► 3b	

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated	Unrelated business income (a) Business code	Unrelated business income (b) Amount	Excluded by section 512, 513, or 514 (c) Exclusion code	Excluded by section 512, 513, or 514 (d) Amount	(e) Related or exempt function income (See instructions)
1 Program service revenue					
a See Statement 15					5,770,933.
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	3,460.	
4 Dividends and interest from securities					
5 Net rental income or (loss) from real estate					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory					-16,826.
9 Net income or (loss) from special events					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a					
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)				3,460.	5,754,107.
13 **Total.** Add line 12, columns (b), (d), and (e)				13	5,757,567.

(See worksheet in line 13 instructions to verify calculations.)

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

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

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

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

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

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

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

b If 'Yes,' complete the following schedule

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

Sign Here

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

▶ 8/1/13 ▶ Treasurer

Signature of officer or trustee | Date | Title

May the IRS discuss this return with the preparer shown below (see instructions)? [ ] Yes [X] No

Paid Preparer Use Only

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

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

Firm's address ▶ [redacted]

Phone no [redacted]

Schedule B
(Form 990, 990-EZ, or 990-PF)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

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

OMB No 1545-0047

2011

Name of the organization	**Employer identification number**
Rosscare	01-0391038

Organization type (check one):

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

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

General Rule

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

Special Rules

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

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

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

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

Name of organization: Rosscare

Employer identification number: 01-0391038

Part I **Contributors** (see instructions) Use duplicate copies of Part I if additional space is needed

(a) Number	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Sylvia Ross Trust PO Box 923 Bangor, ME 04402-0923	$ 321,368.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution.)
2	EMHS Foundation 43 Whiting Hill Road, Ste 400 Brewer, ME 04412	$ 6,409.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II if there is a noncash contribution)

Name of organization	**Employer identification number**
Rosscare	01-0391038

Part II **Noncash Property** (see instructions) Use duplicate copies of Part II if additional space is needed

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

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

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

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

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

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

Name of organization: Rosscare

Employer identification number: 01-0391038

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

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

Use duplicate copies of Part III if additional space is needed.

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

(e) Transfer of gift

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

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

(e) Transfer of gift

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

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

(e) Transfer of gift

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

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

(e) Transfer of gift

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

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

	(a) Revenue per Books	(b) Net Investment Income	(c) Adjusted Net Income
Flu shots	$ 1,811.		$ 1,811.
Geriatric educ & training	78,249.		78,249.
Geriatric pt care consult	17,585.		17,585.
Interest on Flex account	1.		1.
LiveSAFE units rental	343,628.		343,628.
Patient care revenue	158.		158.
Specialized elderly hous	5,329,501.		5,329,501.
Total	$ 5,770,933.	$ 0.	$ 5,770,933.

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

	(a) Expenses Per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Eaton Peabody	$ 555.			
Machias Savings Bank	1,741.			
Total	$ 2,296.	$ 0.	$ 0.	$ 0.

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

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Affiliated Healthcare Management bkpg	$ 91,800.			
Berry Dunn	34,973.			
Total	$ 126,773.	$ 0.	$ 0.	$ 0.

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

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Lifeline Monitoring Service	$ 139,313.		$ 139,313.	$ 145,857.
Management Fees...	117,690.		117,690.	117,690.
Other Professional Fees	52,254.		52,254.	49,597.
Total	$ 309,257.	$ 0.	$ 309,257.	$ 313,144.

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

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Corporate taxes and licenses	$ 887.			
Employee Credential/Licenses	3,431.			
Property taxes	255,675.			
Sales tax	729.			
Total	$ 260,722.	$ 0.	$ 0.	$ 0.

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

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Advertising	$ 74,241.		$ 74,241.	$ 74,690.
Banking Services	69,803.	$ 1,389.		
Dues & Subscriptions	5,834.		5,834.	5,834.
Equipment Rental	35,571.		35,571.	35,772.
Food	251,835.		251,835.	251,808.
Information Technology	14,462.		14,462.	14,471.
Insurance	112,724.			112,724.
Miscellaneous	15,233.		15,233.	15,096.
Postage	4,604.		4,604.	4,568.
Provision for bad debts	8,273.			
Repairs	105,396.		105,396.	105,396.
Shared Services Expense	147,986.	789.	147,197.	147,197.
Supplies	229,186.		229,186.	231,433.
Total	$ 1,075,148.	$ 2,178.	$ 883,559.	$ 998,989.

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

Category	Basis	Accum. Deprec.	Book Value	Fair Market Value
Machinery and Equipment	$ 2,560,869.	$ 64,239.	$ 2,496,630.	$ 2,496,630.
Buildings	17,006,981.	6,215,345.	10,791,636.	10,791,636.
Improvements	1,212,600.	0.	1,212,600.	1,212,600.
Land	1,511,032.		1,511,032.	1,511,032.
Miscellaneous	85,853.	3,945.	81,908.	81,908.
Total	$ 22,377,335.	$ 6,283,529.	$ 16,093,806.	$ 16,093,806.

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

	Book Value	Fair Market Value
Beneficial Interest in Perpetual Trusts	$ 6,533,798.	$ 6,533,798.
Interest in net assets held at EMHSF	28,516.	28,516.
Investment in Subsidiaries	5,038,209.	5,038,209.
Org costs & other long term investments	37,037.	37,037.
Replacement Reserve	748,273.	748,273.
Self-Insurance Funds Held by Trustee	635.	635.
Total	$ 12,386,468.	$ 12,386,468.

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

Mortgages Payable	Balance Due
Greystone Servicing Corp, Inc	$ 13,649,773.
Greystone Servicing Corp, Inc	3,549,644.
Total Mortgages Payable	$ 17,199,417.

Other Notes Payable		Balance Due
Lender's Name:	Eastern Maine Healthcare Syste	
Relationship of Lender:	Parent company	
Date of Note:	9/09/2008	
Maturity Date:	10/01/2012	
Repayment Terms:	Monthly interest	
Interest Rate:	1.24%	
Security Provided:	None	
Purpose of Loan:	Working capital line of credit	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	8,543,104.	
Balance Due:		7,898,104.
Lender's Name:	Machias Savings Bank	
Date of Note:	4/15/2005	
Maturity Date:	4/14/2014	
Repayment Terms:	Monthly principal & int	
Interest Rate:	3.25%	
Security Provided:	Real property	
Purpose of Loan:	Working capital	
Desc. of Consideration:	None	
FMV of Consideration:	0.	
Original Amount:	2,000,000.	
Balance Due:		1,999,446.
Lender's Name:	Dirigo Pines Development Compa	
Relationship of Lender:	Affiliate	
Date of Note:	4/14/2005	
Maturity Date:	4/14/2016	
Repayment Terms:	Semi-annual princ & int	
Interest Rate:	3.25%	
Security Provided:	TIF proceeds	
Purpose of Loan:	Working capital	
Desc. of Consideration:	None	

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

Other Notes Payable		Balance Due
FMV of Consideration:	0.	
Original Amount:	1,000,000.	
Balance Due:		$ 790,670.
	Total Other Notes Payable	$ 10,688,220.
	Total Mortgages and Other Notes Payable	$ 27,887,637.

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

Reserve for Retiree Health Benefits	$ 149,579.
Reserve for Self-Insurance Program.	658.
Total	$ 150,237.

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

Change in interest in net assets held @ EMHSF	$ 7,655.
Change in Unrealized Gain or Loss	551,192.
Pension Liability FAS158	55,096.
Post Retirement Health Benefit FAS158	8,161.
Transfer from exempt parent-Eastern Maine Healthcare Systems	24,754.
Transfer from Subsidiary	1,062,177.
Total	$ 1,709,035.

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

Transfer to exempt parent - Eastern Maine Healthcare Systems	$ 6.
Total	$ 6.

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

Transfers To Controlled Entity

Controlled Entity Name:	Eastern Maine Medical Center
Address:	489 State Street, PO Box 404
Address:	Bangor, ME 04402-0404

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

Federal EIN:	01-0211501		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	3,391.
Controlled Entity Name:	DE Collections D/B/A Affil Collect		
Address:	PO Box 2759		
Address:	Bangor, ME 04402-2759		
Federal EIN:	01-0366209		
Description of Transfer:	Purchases of services		
Amount of Transfer:		$	58.
Controlled Entity Name:	Affiliated Materiel Services		
Address:	PO Box 1300		
Address:	Bangor, ME 04402-1300		
Federal EIN:	01-0381189		
Description of Transfer:	Purchases of supplies and services		
Amount of Transfer:		$	17,358.
Controlled Entity Name:	Affiliated Healthcare Management		
Address:	PO Box 811		
Address:	Bangor, ME 04402-0811		
Federal EIN:	01-0349339		
Description of Transfer:	Purchases of services		
Amount of Transfer:		$	252,102.
Controlled Entity Name:	Affiliated Healthcare Management		
Address:	PO Box 811		
Address:	Bangor, ME 04402-0811		
Federal EIN:	01-0349339		
Description of Transfer:	Leases		
Amount of Transfer:		$	33,150.
Controlled Entity Name:	EMHS Foundation		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	22-2514163		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	2,000.
Controlled Entity Name:	Inland Hospital		
Address:	200 Kennedy Memorial Drive		
Address:	Waterville, ME 04901		
Federal EIN:	01-0217211		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	14.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	177,523.
Controlled Entity Name:	Eastern Maine Healthcare Services		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		

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

Description of Transfer: Self-Insurance Premiums
Amount of Transfer: $ 37,494.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Leases
Amount of Transfer: $ 24,255.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Strategic Pool
Amount of Transfer: $ 6.

Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Interest
Amount of Transfer: $ 106,662.

Total $ 654,013.

Transfers From Controlled Entity

Controlled Entity Name: C.A. Dean Memorial Hospital
Address: Pritham Avenue, PO Box 1129
Address: Greenville, ME 04441-1129
Federal EIN: 04-3341666
Description of Transfer: Fees for services
Amount of Transfer: $ 400.

Controlled Entity Name: Eastern Maine Medical Center
Address: 489 State Street, PO Box 404
Address: Bangor, ME 04402-0404
Federal EIN: 01-0211501
Description of Transfer: Fees for services
Amount of Transfer: $ 7,836.

Controlled Entity Name: EMHS Foundation
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 22-2514163
Description of Transfer: Restricted contributions
Amount of Transfer: $ 4,599.

Controlled Entity Name: Rosscare Nursing Homes, Inc.
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0430751
Description of Transfer: Fees for services
Amount of Transfer: $ 72,929.

Controlled Entity Name: Rosscare Nursing Homes, Inc.

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

Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0430751		
Description of Transfer:	Distribution from nursing homes		
Amount of Transfer:		$	350,000.
Controlled Entity Name:	Eastern Maine HomeCare		
Address:	PO Box 688		
Address:	Caribou, ME 04736-0688		
Federal EIN:	01-0328442		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	672.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Strategic pool distributions		
Amount of Transfer:		$	24,754.
Controlled Entity Name:	Eastern Maine Healthcare Systems		
Address:	43 Whiting Hill Road, Suite 400		
Address:	Brewer, ME 04412		
Federal EIN:	01-0527066		
Description of Transfer:	Fees for services		
Amount of Transfer:		$	833.
	Total	$	462,023.

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

Name and Address	Title and Average Hours Per Week Devoted	Compen-sation	Contri-bution to EBP & DC	Expense Account/ Other
Peter G. Arabadjis, MD 9 Kell St Orono, ME 04473-4241	Vice Chairman 0.50	$ 0.	$ 0.	$ 0.
Derrick Hollings 43 Whiting Hill Road Brewer, ME 04412	Treasurer 0.50	0.	0.	0.
James H. Tobin, Jr. 350 Charleston Road Dexter, ME 04930-2503	Board Member 0.50	0.	0.	0.
Cynthia Hardy 193 Broad Street, Ste 2 Bangor, ME 04401	Chairman 0.50	0.	0.	0.

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

Name and Address	Title and Average Hours Per Week Devoted	Compen-sation	Contri-bution to EBP & DC	Expense Account/ Other
Lisa Harvey-McPherson 43 Whiting Hill Road Brewer, ME 04412	Secretary 2.00	$ 0.	$ 0.	$ 0.
Mary M. Hood, President EMHS, 43 Whiting Hill Rd Brewer, ME 04412-1005	Ex-Officio 0.50	0.	0.	0.
Lenard Kaye 25 Texas Ave Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Sandra M. Leonard PO Box 755 Bangor, ME 04402-0755	Board Member 0.50	0.	0.	0.
Gary W. Smith 133 Center Street Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Erik Steele, DO EMHS, 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.50	0.	0.	0.
Michael Young 35 Hildreth St Bangor, ME 04401	Board Member 0.50	0.	0.	0.
Scott Oxley EMHS, 43 Whiting Hill Road Brewer, ME 04412	Vice President 0.50	0.	0.	0.
	Total	$ 0.	$ 0.	$ 0.

Statement 15
Form 990-PF, Part XVI-A, Line 1
Program Service Revenue

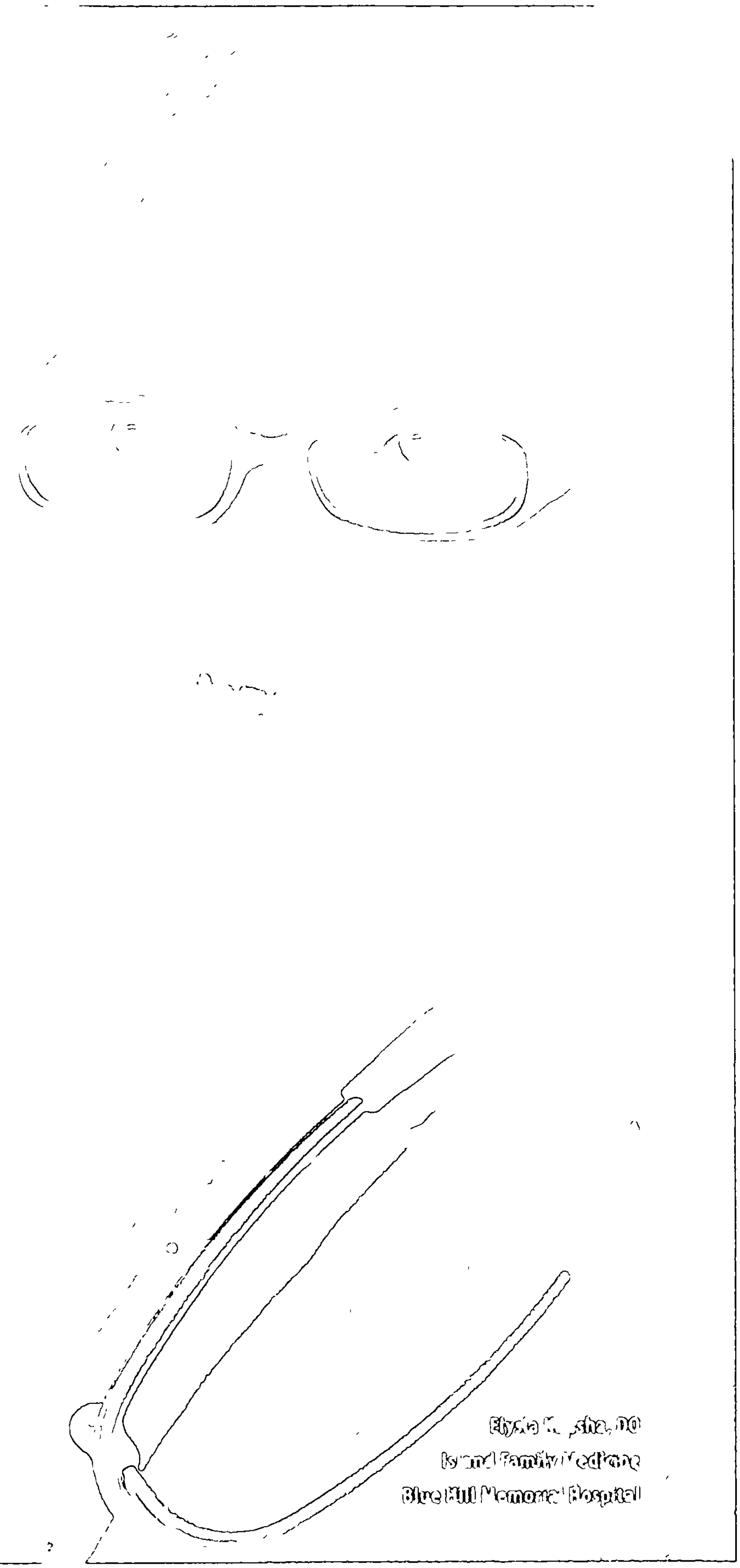
Program Service Revenue	(A) Busi-ness Code	(B) Unrelated Business Amount	(C) Exclu-sion Code	(D) Excluded Amount	(E) Related or Exempt Function
Flu shots					$ 1,811.
Geriatric educ & training					78,249.
Geriatric pt care consult					17,585.
Interest on Flex account					1.
LiveSAFE units rental					343,628.
Patient care revenue					158.
Specialized elderly hous					5,329,501.
Total		$ 0.		$ 0.	$ 5,770,933.

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

ANNUAL

REPORT

2012



EMHS

A N N U A L   R E P O R T   L E T

Reinvention was a major theme for EMHS in 2012, it was infused in virtually all of our activities across the system Our introductory letters in the last three annual reports have addressed the anticipated changes associated with healthcare reform, and we are now living those changes Our reinvention is enabling EMHS to be a national leader in a reformed delivery system and reimbursement model, and we will briefly describe some of those changes

Most prominent is the reinvention of how healthcare services are delivered An example of reinvented care delivery is Medicare's Pioneer accountable care project, which initiated last January. EMHS was one of 32 systems in the nation chosen to demonstrate the success of managing populations of patients in a value based model as opposed to the traditional volume based, fee-for-service model Three of our hospitals, Inland Hospital, TAMC, and Eastern Maine Medical Center began managing about 9,000 Medicare patients in 2012, and early results suggest we are doing quite well, and likely are performing in the top tier of the 32 pilots.

In 2013, our Medicare population will grow as we add in the rest of the EMHS hospitals, as well as partners such as St Joseph Healthcare and Penobscot Community Health Care and associates like Sebasticook Family Doctors, Mount Desert Island Hospital, and Three Rivers Health As we prepare to accept risk for these patients, the reinvented care model will focus on combining extensive primary care and other community resources as a means of improving the health status of enrolled patients, especially those living with chronic illness

We have also reinvented our management structure. Eighteen new teams of senior leaders across the EMHS system manage the vast amount of work associated with a reformed health delivery system Most of these "Leadership Reinvented" teams are overseen by one of two committees. the Performance Excellence Steering Committee, which is focused on implementing and measuring best practices today, and the Transformation Steering Committee, which is focused on the models for tomorrow.

One of the unique outcomes of Leadership Reinvented is a cultural shift The 18 members of the Leadership Council, with representation from each EMHS member, still set operational and clinical policy and provide management input on strategy to the EMHS Board of Directors. What's especially exciting, is there are now about 150 members of the various teams who have embraced system leadership roles above and beyond their responsibilities in their member organization This level of engagement helps to assure alignment and ownership of the reinvented models across the system

Our boards have been busy with reinvention as well After nearly two years of work, we have restructured governance bylaws and committee structures to accomplish two important outcomes. Member organization boards will have the opportunity to provide greater input on system board issues and decisions through membership on key committees of the EMHS Board. At the same time, the system board will be able to independently initiate strategy that assists member organizations to enable EMHS to maneuver in the reform environment more nimbly and expeditiously.

All of this activity has reinvented the promise behind the EMHS brand identity EMHS was once perceived as a support organization standing behind its member organizations as they individually delivered care Today, EMHS is seen as the collective whole of all of our organizations, and we are cohesively and collaboratively leading reform across Maine.

Perhaps this is a good time to resurrect a quote we used in our 2009 Annual Report letter At that time, we used the words of Alfred North Whitehead to capture the challenge ahead "The art of progress is to preserve order amid change, and to preserve change amid order" Today we are living those words, and the fine balance of change and order will be the test of our success

Sincerely,

M. Michelle Hood

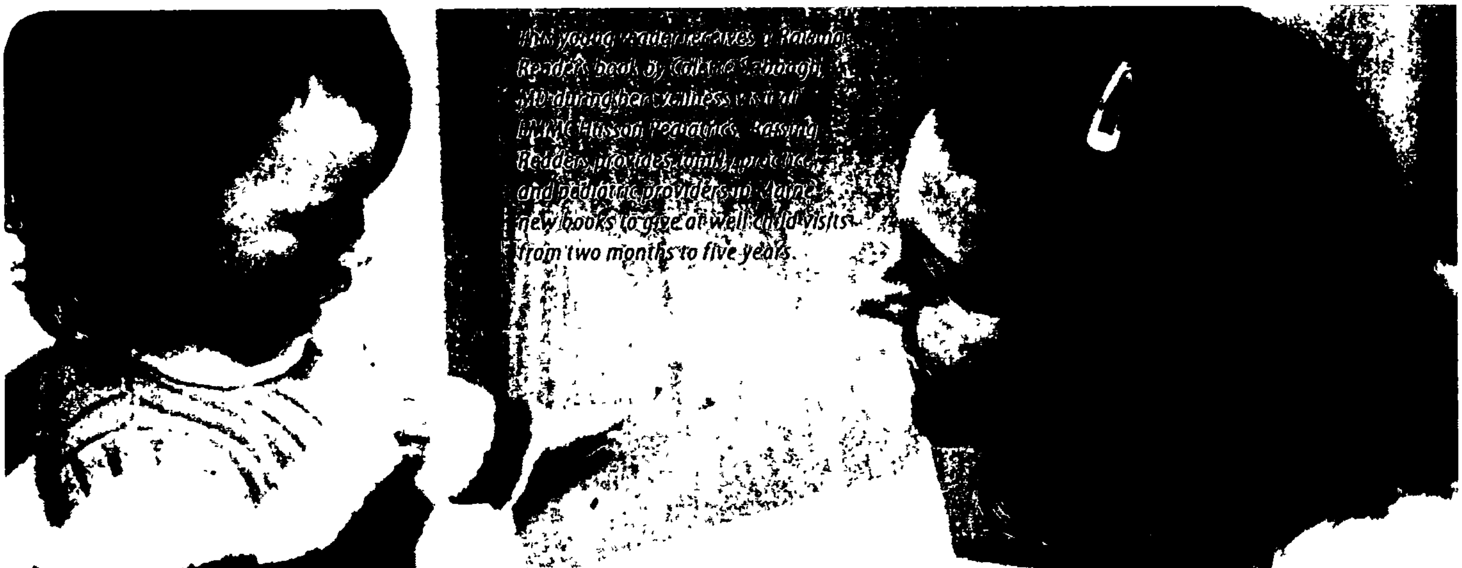
M. Michelle Hood, FACHE
EMHS President and CEO

P. James Nicholson

P. James Nicholson, CPA
EMHS Board Chair

EMHS HOME OFFICE

■ **LEADERSHIP:** M. Michelle Hood, FACHE, President and CEO, and P. James Nicholson, CPA, Chair ■ **LOCATION:** Brewer ■ **EMPLOYEES:** (Home Office) 502 ■ **DESCRIPTION:** EMHS offers access to high quality healthcare, while striving for efficiencies to control costs. The Home Office of EMHS works in support of the nearly 8,000 employees throughout the system, including seven hospitals, emergency transport company, home health agencies, and numerous long-term care and assisted living facilities.



This young reader receives a Raising Readers book by [illegible], MD during her wellness visit at EMMC Husson Pediatrics. Raising Readers provides family practice and pediatric providers in Maine new books to give at well-child visits from two months to five years.

LifeFlight of Maine was one of many medical service providers sharing the great work they do during a community event at the EMHS Home Office this fall.

EMHS (Home Office) Highlights

- Cathy Bruno, vice president and chief information officer (CIO) of EMHS selected as one of two winners of the MIT Sloan CIO Symposium Award for Innovation Leadership.
- Hosted an event for the business and healthcare community on the importance of health information, with guest speaker United States chief technology officer Todd Park.
- Continued dramatically improving the health status of chronically ill people in the Bangor region through the Bangor Beacon Community (comprised of 11 community partners and led by EMHS).
- Broke ground with the City of Brewer on a new fitness park, including playing fields, walking trails, seating, fencing, and other amenities on the site formerly occupied by Washington Street School.
- Helped launch EMHS' Leadership Reinvented initiative, offering rigorous business analytic and organizational consulting expertise across the system.
- Welcomed Derrick O. Hollings, CPA as EMHS senior vice president, treasurer, and chief financial officer (CFO).

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Nicole Hammar, lead health educator, EMHS Move and Improve program, (left) with Lisa Trimper, EMMC health educator (right).

EMHS
Access to Quality Healthcare SM

EMHS (Systemwide) Highlights

- Named one of 32 Pioneer Accountable Care Organizations through the Centers for Medicare and Medicaid Services.
- Founded the Northern New England Accountable Care Collaborative (NNEACC) along with Dartmouth-Hitchcock Health, Dartmouth College, and MaineHealth to develop, implement, and evaluate new models of clinical care under the accountable care model.
- Participated in a wellness coaching pilot for employees through Total Health, EMHS' employee wellness strategy, to provide coaching to approximately 12 percent of covered employees.
- Penobscot Community Health Care and St Joseph's Healthcare became population health partners in EMHS' ACO model. Sebasticook Family Doctors, MDI Hospital, and Three Rivers Health became associates.
- Successfully reached the vision to become a best rural healthcare system in America when named one of the nation's top 100 integrated healthcare networks.

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Kathy Knight, RN, BSN, director of EMHS disaster planning and the Northeastern Maine Regional Resource Center.

EMHS Difference in Care

Leading the Way!

"The goal is to call our patients when the [illegible] home from the hospital, answer any [illegible] do a medication reconciliation, and b[illegible] resource for them,"

— Kathleen Bates [illegible]

Kathleen pictured left (middle). Kathleen is the care coord[illegible] Harry Estes (pictured below with his wife, Shirley)

EMHS, along with its members, patients, and the communities served, has been actively engaged in transforming healthcare. We're working together to ensure that all those we serve have access to high quality, coordinated care.

The work began when we were selected as one of 17 Beacon Communities in the country. The Bangor Beacon Community has proven that care coordination among chronic disease patients and health information technology can reduce the cost of healthcare. As part of the Bangor Beacon Community project, we worked in partnership with Bangor primary care providers and patients to offer care coordination. The results?

Patients enjoyed a better quality of daily living and providers were able to see results. And, not only did we dramatically change the lives of patients, we also demonstrated that there is a better way to care for people... The EMHS Difference in Care!

Click here for more on the EMHS Difference in Ca[illegible]

the System *by the numbers*

39 employed physicians

2/3 of maine served by EMHS

8,000

2,133 births

381 heart surgeries at emmc

HOMECARE, HOSPICE, AND TELEHEALTH

1.2 million miles annually

64,211 home visits

3,300 patients

11,300 televisits (psych, emergency, intensive

LIFEFLIGHT EMHS & CENTRAL MAINE HEALTHCARE

– 20 percent are calls to an accident scene

Largest transport group for acute medical transport

– Persons age 50-70 are the most transported

30 percent of patients uninsured

– $1 million unpaid annually uninsured/underinsured

– Share skill, safety, and communication courses with other first responders

JOINT VENTURES

Penobscot Logistics Solutions: War

Med Comm: EMS dispatch an

New Joint Ventures in Progress:

– Collection service

– Transcription service

Acadia Hospital

EMHS MEMBER

■ **LEADERSHIP:** Daniel B. Coffey, President and CEO and Richard A. Lyons, Chair ■ **LOCATION:** Bangor ■ **EMPLOYEES:** 598 ■ **DESCRIPTION:** The Acadia Hospital is Maine's comprehensive resource for information and treatment of mental illness and chemical dependency. Acadia Hospital is empowering people to improve their lives

Acadia Hospital Highlights

- Cognitive behavioral pain treatment program launched as alternative to medication-focused options for people living with chronic pain.
- All open psychiatrist positions filled with permanent physicians.
- Now providing tele-psychiatry to four regional hospitals' emergency departments.
- *Battle of the Bands* fundraiser at the Husson University Campus Center exceeded its projected $30,000 goal, bringing in a total of $35,775 for Acadia's youth services and outreach activities.
- Premiered the short dramatic film on youth anxiety and depression, *The Road Back*, for more than 450 people at Gracie Theatre on the Husson University campus
- Open Mind Series presentations included *Treating Depression: From the Traditional to the Modern*, and *Excellence in Dementia Care. Setting Expectations from Beginning to End.*
- Celebrated the hospital's twentieth anniversary by unveiling a sculpture created by Andreas Von Huene as part of Schoodic International Sculpture Symposium
- Partnered with Penobscot Theatre Touring One Act Play – *I am the Brother of Dragons* (Family Dynamics and Substance Abuse).
- Earned the Golden Arrow Gold Award for *The Road Back* film and promotional campaign from the Maine Public Relations Council.

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Area teens were the driving force behind the creation of the short dramatic film, The Road Back, which was produced by Acadia Hospital in conjunction with Project AWARE.

Sculptor Andreas Von Huene (left) takes a brief break to pose with his sculpture and Acadia Hospital employees who volunteered as hosts during the Schoodic Sculpture Symposium held at the University of Maine in the summer of 2012

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

Affiliated

AFFILIATED HEALTHCARE SYSTEMS
EMHS MEMBER

Affiliated Highlights

- Affiliated Materiel Services (non-acute division) achieved sixth consecutive year of record gross revenues.
- Affiliated Collections, Inc. (ACI) experienced its largest year of customer placement – nearly $47 million – representing a six percent increase.
- Affiliated Laboratory, Inc. (ALI) continued to take a state-wide leadership role in identifying previously unknown substances in the drug known as "bath salts."
- Lighthouse Web Solutions (LWS) doubled non-EMHS revenue, including contracts with the Delaware and Colorado Hospital associations for their respective websites.
- Affiliated Transcription Services (ATS) implemented an interface from their transcription platform to Millennium RadNet, which has led to increased efficiencies and improved quality.
- Capital Ambulance entered into an agreement with Atlantic Partners EMS to provide training and quality assurance services.
- Affiliated Material Services Logistics achieved fill and accuracy rates at exceptionally high rates of more than 99 percent.
- Dirigo Pines Development Company achieved four new cottage sales and six cottages were resold.

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Through Affiliated employees' generous donations, more than 420 books were collected for Literacy Volunteers of America.

LifeFlight of Ma... people in Maine's most ... have access to ... medical transp... need it.

Blue Hill Memorial Hospital

EMHS MEMBER

■ **LEADERSHIP:** Gregory Roraff, President and CEO and Frank Wanning, Chair ■ **LOCATION:** Blue Hill, Bucksport, Castine, and Deer Isle/Stonington ■ **EMPLOYEES:** 323 ■ **DESCRIPTION:** Blue Hill Memorial Hospital, founded in 1924, is a critical access, 25-bed rural hospital. Our mission is to provide primary and selected specialty healthcare of outstanding quality, care for our patients with respect and compassion and improve the health of the communities we serve

Blue Hill Memorial Hospital Highlights

- Opened Blue Hill Cardiovascular Medicine and welcomed Dennis DeSilvey, MD, FACP, FACC, FAHA.
- Implemented new hospitalist program, adding continuity to inpatient care delivery.
- Received Avatar International's 2011 Exceeding Patient Expectations Award and the 2012 VHA Leadership Award for Clinical Excellence for meeting or exceeding national performance standards for clinical care and patient experience.
- Hosted a Women's Health Luncheon, Smoking Cessation Event, a Men's Health Clinic, the fifth annual 5K Fun Run, and the first annual "Step Into Summer: Women's Wellness Fair."

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Blue Hill Women's Health Care hosted a "Birth Day Party in the town park. Since the fall of 2009, 135 babies have been born to mothers cared for by Kathleen Ober, MD OB/GYN, and Suzanne Norgang CNM (certified nurse midwife) in Blue Hill, Stonington and Bucksport

LifeFlight of Maine crew along with Blue Hill Memorial Hospital's Emergency Department physicians: Michelle Perkins, MD, Joseph Babbitt, MD, and Thomas Bugbee, MD.

Charles A. Dean Memorial Hospital

EMHS MEMBER

■ **LEADERSHIP:** Geno Murray, President and CEO an[illegible] Richards, Chair ■ **LOCATION:** Greenville, Monso[illegible]ville ■ **EMPLOYEES:** 170 ■ **DESCRIPTION:** Charles A. [illegible] Memorial Hospital provides access to quality healthcare to the [illegible] and visitors of the Moosehead Lake region. Our 25-bed [illegible] access hospital provides acute, skilled, and swing facility beds. CA Dean also provides 24-hour emergency medical services, including [illegible] ambulance and a full service emergency department, three fam[illegible] locations, diagnostic services, laboratory, digital ima[illegible] ultrasound, mammography, rehabilitation services, [illegible] as well as podiatry, general and orthopedic surgery

Kathleen Thibault, DO, Sangerville Northwoods Clinic checks in with her little patient during a well child visit.

CA Dean is recognized by the Maine [illegible] for Disease Control for vaccinating more than 90 percent of their staff during flu se[illegible]

CA Dean Memorial Hospital Highlights

- Received awards from the National Rural Health Association and the Hospital Consumer Assessment of Healthcare Providers and Systems for quality and patient satisfaction.
- Received a Level II PCMH (Patient Centered Medical Home) designation in our Greenville primary care office from the National Quality Health Council.
- Acquired a state of the art 16 CT scanner, remodeled the x-ray room, and installed a new x-ray machine.
- Welcomed Jeffrey Graham, MD who is offering urology services at Greenville's Northwoods Clinic twice a month.
- Kathleen Thibault, DO joined Northwoods' Sangerville family practice office.
- Received an eHealthcare Leadership Award for Best Quality Reporting Website for a Rural Hospital, as well as a Gold Star Standards of Excellence Award by the Maine Tobacco Free Hospital Network.
- Purchased new coagulation machine, allowing for decreased wait time for testing and lab results
- Received a new 2012 ambulance, which is the hospital's primary response vehicle for all 911 emergencies
- Raised more than $175,000 for digital mammography and bone densitometry at the Brambletye Garden Party and dinner.

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Good Things Happen When We Work Together!

SOME MIGHT CALL SHERYLL HEARN A WORLD TRAVELER. She loves to experience new places and different cultures In fact, with her jet-setting ways, active involvement in the community, and desire to live each day to the fullest, you might never know that she struggles with diabetes and asthma However, life slowed down quite suddenly for Sheryll after an unexpected diagnosis of congestive heart failure

It was December 2011 when Sheryll began to not feel well and she struggled to find energy to do daily tasks She was congested and could only sleep sitting up, but she was convinced it was just a cold or her asthma and not something to talk to her provider about. Thankfully, just to be on the safe side, Sheryll decided to visit her doctor anyway. She explains, "The only reason I went is that I was getting ready to leave for Virginia to welcome my daughter home from her deployment. Tests showed I had a heart attack and I was immediately taken by ambulance to Inland Hospital." At the hospital, Sheryll immediately underwent emergency surgery, had two stents put in, and spent a week in critical care.

When Sheryll returned home, her provider, Jennifer Penney, FNP at Inland Family Medicine, immediately connected her with a nurse care coordinator. "Having a care coordinator work with my patients is such a big help not only to me, but for my patients. I know they are in good hands and I feel there is no gap in the care we provide because the care coordinator routinely checks in If the patient has any concerns, a nurse is just a phone call away," shares Jennifer.

Through the EMHS difference in care, providers throughout our region are teaming up with nurses to build a support system for their more complex patients. Sheryll feels reassured now that she has a care coordinator on her team. "It's been wonderful having this added support. I never wanted to burden my provider with my worries or phone calls," explains Sheryll. Now, she doesn't have to, since Doreen McKenna, RN, is part of her healthcare team. Doreen's sole purpose is to connect with patients who are recently discharged from the hospital or who might need extra support learning how to manage a chronic disease. Sheryll says, "If it weren't for Doreen, I would have ended up back in the hospital. I just know it!"

That's because in late September, during one of her weekly phone calls to check on Sheryll, Doreen quickly realized there was trouble "I told her I had gained 17 pounds in the past two weeks and that I was having trouble breathing," says Sheryll. Doreen knew these were signs that Sheryll's heart could be struggling and Doreen quickly jumped into action She got Sheryll in to see a provider, made sure lab orders were ready, and had a chest x-ray scheduled These were all actions that kept Sheryll out of the emergency department and potentially saved her life

Jennifer was grateful for Doreen's fast thinking She explains, "I was out of the office when this took place. It's very reassuring that Doreen keeps an eye on my patients Also, because of our electronic medical records, my colleague Joseph Dessent, DO, was able to step in and tailor a care plan based on Sheryll's up-to-date information along with Doreen's insight It's the best possible system and it worked perfectly"

Sheryll got the right care, at the right time, in the right place "I know Doreen made all the difference and she continues to help me with my medications and keeps me accountable She helps take the worry out of my life. I have a few more things on my bucket list, like going to Alaska and visiting Israel, not to mention playing cards after church this week with my girlfriends," smiles Sheryll

As a girl growing up in Ellsworth all Jennifer ever dreamed of was helping people When she became a nurse practitioner in 2007 her only fear was not being able to do enough for her patients However, Jennifer truly feels good about being a part of an organization that is enhancing the way she cares for her patients and community. "I always tell people I've never been so happy working for an organization as I am at EMHS, this has taken a lot of stress off me and I don't feel like I'm going to burn out. This team approach to care is really making a difference in my life and that of my patients

For more stories of patients who are benefiting from the EMHS Difference in Care, check out www.EMHSDifferenceinCare.org.

EMHS FOUNDATION

■ **LEADERSHIP:** Michael R. Crowley, President and John [illegible], Jr., Chair ■ **LOCATION:** Bangor ■ **EMPLOYEES:** 23 ■ **DESCRIPTION:** EMHS Foundation is the center of development and philanthropy support services for EMHS members We remain dedicated to helping ensure access to the highest quality healthcare. Together, our community leaders, donors, and volunteers bring important support to build the best rural healthcare system in America

EMHS Foundation Highlights

- Changed name from Healthcare Charities to EMHS Foundation to more fully reflect the organization's identity as an EMHS member.
- Brambletye Garden Party in Greenville to support digital mammography at Charles A Dean Memorial Hospital raised more than $175,000.
- Raised almost $3.5 million through Eastern Maine Medical Center's Heroes, Hope, and Healing campaign to create the Raish Peavey Haskell Children's Cancer and Treatment Center, located in the Lafayette Family Cancer Center in Brewer.
- Raised nearly $1.2 million to date in support of Inland Hospital's capital campaign, Focusing on Your Future, which seeks to modernize Inland's inpatient services.

State of Maine CMNH Champion Child Kylie Pelletier of Fort Kent and her brother, Ryan, pose with Minnie Mouse at Disney World Kylie and Champion Children from across the country visited Washington DC and Disney World in Orlando, Florida as part of CMNH National Celebration Week.

- Raised more than $400,000 through the SVH Capital Campaign to convert the hospital's semi-private rooms into private rooms, and to renovate current infrastructure.

The Hampden Academy football team takes a moment to pose for a photo at the EMMC Champion the Cure Challenge

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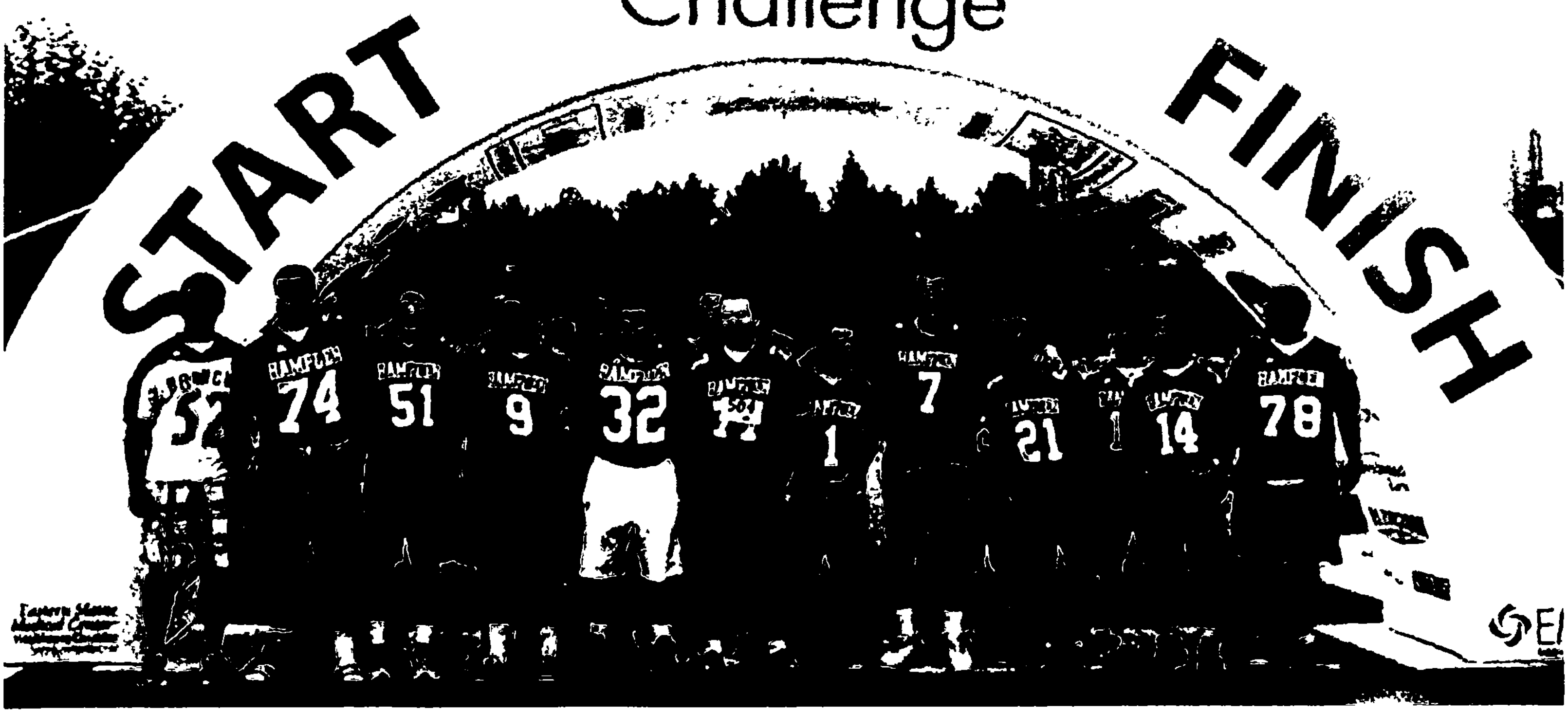
Champion the Cure
Challenge



Eastern Maine HomeCare

EMHS MEMBER

Eastern Maine HomeCare Highlights

- Staff made 68,323 homecare, hospice, and telehealth visits to 3,280 patients in northern, eastern, and central Maine, driving more than 1.35 million miles.
- Telehealth conducted a record 8,361 tele-health visits, providing an estimated two-million dollars in savings and reducing emergency and hospital admissions.
- A new electronic medical record, McKesson, was implemented at all Eastern Maine HomeCare sites through the Bangor Beacon Community grant.
- Designated the Community Care Team (CCT) for EMMC physician practices Husson Internal Medicine, Center for Family Medicine, and Husson Pediatrics.
- Hancock County HomeCare and Hospice received $50,000 in federal grant funds (USDA's Rural Utilities Service) to expand its telehealth program and with matching funds purchased an additional 28 units.
- The Home Care and Hospice Alliance of Maine recognized Hospice of Aroostook volunteer Steve Hitchcock with its 2012 Media Award for his efforts in promoting hospice services.
- Hospice of Eastern Maine and Pathfinders: Support for Grieving Children held their seventh annual Celebrity Dessert and Auction, raising more than $13,000.
- Hospice of Aroostook held its first-ever Tour of Italy event in Presque Isle, raising more than $8,000.

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■ **LEADERSHIP:** Lisa Harvey-McPherson, RN, MBA, President and CEO and Edward W. Gould, Chair
■ **LOCATION:** Bangor, Bar Harbor, Blue Hill, Caribou (headquarters), Houlton ■ **EMPLOYEES:** 20[illegible]
■ **DESCRIPTION:** Eastern Maine HomeCare (EMHC) includes Bangor Area Visiting Nurses, Hospice of Eastern Maine, Hancock County HomeCare and Hospice, Visiting Nurses of Aroostook and Hospice of Aroostook. Eastern Maine HomeCare provides services across northern, eastern, and central Maine

April Allen, RN, BSN, from Bangor Area Visiting Nurses with homecare patient, Larry Bragg

Todd Simcox and Joy Hollowell of WABI-TV5 hosted the seventh annual Celebrity Dessert and Auction.

EASTERN MAINE MEDICAL CENTER

EMHS MEMBER

■ **LEADERSHIP:** Deborah Carey Johnson [illegible] President and CEO; Michael J. McInnis, Chair
■ **LOCATION:** Bangor, Brewer, Orono
■ **EMPLOYEES:** 3745 ■ **DESCRIPTION:** [illegible] Maine Medical Center is the 411-bed regional [illegible] center for the northern two-thirds of Maine, offering [illegible] and sub-specialty surgical and medical services, as [illegible] a full range of primary to intensive care services

EMMC's Emergency Department staff are not only caring for patients, but they are busy at work implementing changes to reduce [illegible] times

EMMC's Respiratory Therapy team takes time to smile for the camera during National Respiratory Care Week.

EMMC Highlights

- Received approval from the EMHS Board of Directors to move forward with a modernization project that will bring updates to surgery, cardiac, and women and infants services, benefiting patients from throughout the region who receive care at EMMC.
- Trauma Program re-verified as a Level II Trauma Center by the American College of Surgeons Committee on Trauma.
- Recognized as the first, and only, general and bariatric robotic surgery epicenter in the nation
- Named one of the nation's 100 Most Wired Hospitals, according to Hospitals & Health Networks magazine, the flagship publication of the American Hospital Association.
- Earned an "A" Hospital Safety Score (the highest possible rating) from The Leapfrog Group, an independent national nonprofit run by employers and other large purchasers of health benefits
- Stroke Center earned the Get With The Guidelines-Stroke Gold Plus Achievement Award and Target Stroke Award for their commitment to providing high quality healthcare.

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Inland Hospital

EMHS MEMBER

■ **LEADERSHIP:** John D Dalton, President and CEO; [illegible] M Fortier, Chair ■ **LOCATION:** Waterville ■ **EMPLOYEES:** 720 ■ **DESCRIPTION:** A dynamic healthcare organization with a 48-bed community hospital in Waterville, a 105-bed continuing care center on the hospital campus, and 18 primary and specialty care physician offices in Waterville, Fairfield, Oakland, North Anson, Unity and Madison/Skowhegan

Inland nurse Lisa Stevens checks a patient's bracelet to verify her medication.

Inland Hospital breaks ground on a $5.4 million modernization project

Inland Hospital Highlights

- Named a Top Rural Hospital in America by the Leapfrog Group, a national coalition of public and private purchasers of employee health coverage.
- Heart First Cardiology Associates is the first physician practice in Maine to receive the Bridges to Excellence® Cardiology Practice Recognition.
- Began offering electronic patient portals for primary care patients to give patients secure, convenient access to their medical records.
- Began $5.4 million dollar modernization project of the Inland inpatient unit to help make the healing environment more efficient and friendly.
- Established the Let's Go! Family Fun Day and series to promote active, healthy families and help combat the childhood obesity epidemic.
- Implemented a Barcode Medication Verification System, a state-of-the-art safety method using barcoded wrist bands to ensure medications and dose correspond with patients' orders.

Click here for more 2012 highlights

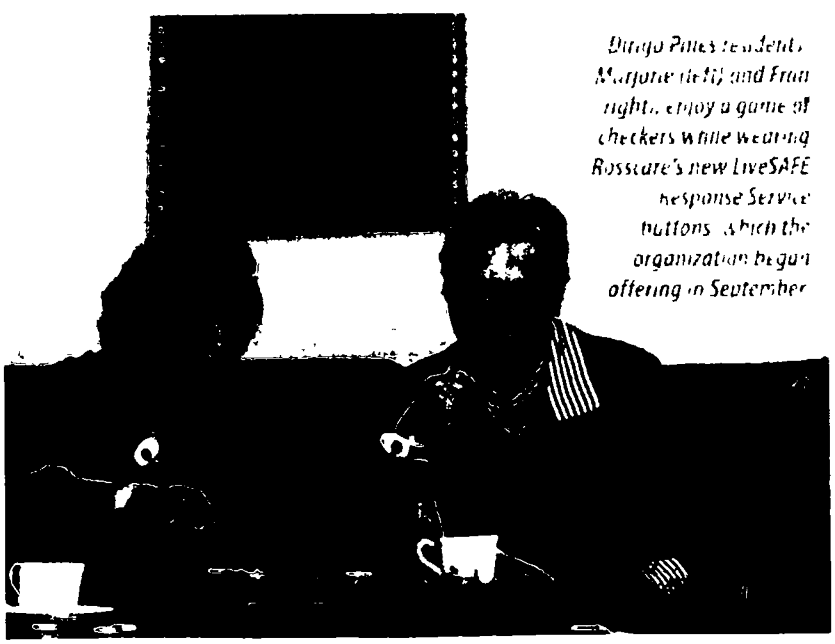
Rosscare
EMHS MEMBER

■ **LEADERSHIP:** M. Michelle Hood, President and Cynthia [illegible] Hardy Chair ■ **LOCATION:** Bangor, Orono, Dexter, Lincoln, Millinocket ■ **EMPLOYEES:** 99 (includes core departments and Dirigo Pines) ■ **DESCRIPTION:** Rosscare's philosophy is to value aging and strive to improve the lives of older adults through a network of senior services that provide resources, education, housing, and support services for older adults, their families, and the caregivers throughout the EMHS service region

Rosscare Highlights

- Awarded the 2012 Bronze American Health Care Association's (AHCA) National Quality Award for improved outcomes at Stillwater Health Care in Bangor.
- Received Celebrating Excellence Awards by the Maine Health Care Association (MHCA) for Ross Manor and Stillwater Health Care in Bangor, and Dexter Health Care.
- Welcomed LiveSAFE manager Jennifer Maskala, and expanded service to the Waterville/Augusta region.
- Appointed Valerie Sauda, MS, RN-BC, Rosscare's Geriatric Nursing Service instructor, to president of the Maine Gerontological Society.

The exterior of the Dirigo Pines Inn was brightened with a fresh coat of paint and beautiful fall flowers



Dirigo Pines residents Marjorie (left) and Fran (right) enjoy a game of checkers while wearing Rosscare's new LiveSAFE Response Service buttons, which the organization began offering in September

Dirigo Pines Inn Highlights

- Became one of the first HUD financed retirement communities in the country to receive approval to participate in the HUD debt refinancing pilot project
- Hosted 144 evening events including art shows, authors, scientists, journalists, special movie nights, resident programs, musicians, lobby parties, and more

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Click here for more 2012 highlights

SVH

SEBASTICOOK VALLEY HEALTH

EMHS MEMBER

■ **LEADERSHIP:** Victoria Alexander-Lane, President and CEO and Michael A. Hodgins, Esq., Chair ■ **LOCATION:** Pittsfield, Clinton, Detroit, Newport, Palmyra ■ **EMPLOYEES:** 333 ■ **DESCRIPTION:** Twenty-five bed critical access hospital with a women's health center, surgical, special care, and swing bed units, rehabilitation centers, occupational health services, diagnostics; laboratory, cardiopulmonary services, primary, walk-in care and specialty practices, diabetes and nutrition clinic, sleep study center and community health services including dental health and transportation.

Amy Preble of SVH Laboratory Service testing a sample

SVH Highlights

- Recognized by Leapfrog for high quality care for the third consecutive year – the only hospital in Maine to be recognized three years consecutively.
- Received the Leadership Award from the Veteran's Administration for patient care quality and efforts to improve patient experience.
- Received Joint Commission recognition for Core Measures Excellence with three-year accreditation.
- Recognized by Wellness Council of America (WELCOA) with a platinum level award for their Wellness Program.
- Received National Committee for Quality Assurance (NCQA) designation in all three locations for SVH Family Care, and was approved for phase two of the primary care Patient Centered Medical Home.
- Launched the "Little Beacon" program in the Sebasticook Valley region.

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Click here for more 2012 highlights

A Winning Team for Patients and Providers!

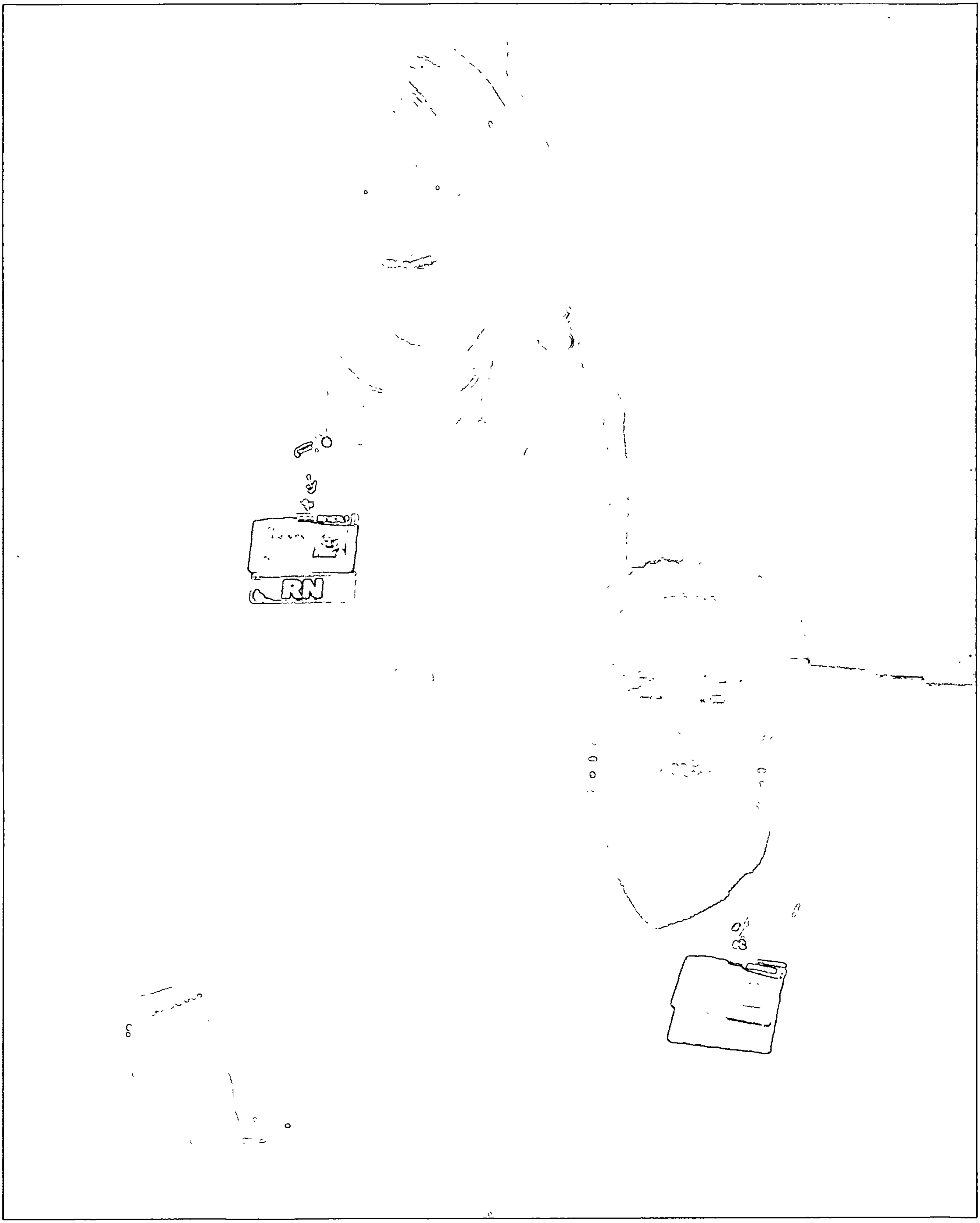
WHETHER WE'RE TALKING ABOUT BASEBALL OR HEALTHCARE, we all know that it takes a strong, well-organized team to come out on top. The healthcare landscape of today is vastly changing and how we care for our patients at the primary care level is evolving Building a winning team through an accountable care model is helping us to better meet the needs of our patients and keep them healthier. New to our EMHS starting lineup are three regional nurse care coordinators, as well as transitional nurse care coordinators. Don't call them rookies though! These added members come with a wealth of experience and have been an active part of the healthcare team. They're hitting homeruns to keep our patients at their best and out of the hospital.

At TAMC, Medicare patients who are about to be discharged are first introduced to Shannon Nadeau, RN, BSN, transitional care coordinator She's a Presque Isle native with six years of emergency department and flight nurse experience. "I'm very excited about the possibilities of what I can do in my role. I am at the bedside with my patients and their families talking about options and what would work best for them so they don't find themselves in trouble and back in the hospital," shares Shannon.

She's only months into her new role, but patients are truly responding well to this added attention to their care. They are introduced to Shannon by their inpatient nurse care manager Shannon quickly develops a relationship with them and their family members. They all work together and come up with a plan that makes sense for them and their recovery "It makes a difference when you're at the bedside educating people about their options and their treatment plans. They find comfort knowing I will continue to care for them at the skilled nursing facility, will help them to get a home health nurse involved, or whatever they need until they are strong enough to do it on their own " Family members have also found it reassuring to have Shannon spell out exactly what it will take to get people home

"I work with the families to see what the next best step would be. People are prideful and don't want to go to rehab facilities," Shannon says "I share how it's short term and they can get their strength back with rehab and might not end back up here. So when they do go home they can be successful." Building relationships with her patients and their families is a different adrenaline rush than the emergency room, but just as empowering. "When you hear improvement in their voices, knowing you had a part in that, it's pretty powerful."

Developing a high functioning well connected team is the responsibility of Beverly Joy, RN, MSN, northern Maine regional care coordinator manager. Beverly, with her twenty plus years of nursing experience, is tailor-made to unite people and build systems of communication that bring together healthcare professionals and community groups and resources. "My role is to look for opportunities in the community with our nursing homes, area agency on aging, and others and bring us all closer together so we're not working in *silos*." Beverly has extensive knowledge in finding the best ways to help patients get the care they need and to navigate the healthcare system. She developed programs for oncology and bariatric patients in her work in Georgia prior to moving to Maine. Beverly is committed to helping her friends, family, and neighbors in Aroostook County lead healthy lives. She is confident that after another few months on the ground, she'll have some more positive feedback to share.


RN

TAMC
EMHS MEMBER

■ **LEADERSHIP:** Sylvia Getman, CEO and Lynn M. Lombard, Chair ■ **LOCATION:** Presque Isle, Caribou, Fort Fairfield, Mars Hill and Ashland ■ **EMPLOYEES:** 1003 ■ **DESCRIPTION:** The Aroostook Medical Center (TAMC) is Aroostook County's largest healthcare organization operating an 89-bed medical center, a 72-bed nursing home, a regional ambulance service, and numerous primary and specialty care practices

TAMC Highlights

- One of only four hospitals in the state to be recognized by the Joint Commission, an independent nonprofit organization that accredits more than 19,000 healthcare organizations, as a top performer on key quality measures.
- Celebrated the hundredth baby born during the hundredth year of TAMC and presented parents Lisa Plourde and Adam Richardson with a special centennial cake and gift basket for the birth of their daughter Aiva Mae Richardson.
- Unveiled a new infusion therapy room with large, comfortable chairs, a private bathroom, and a television.
- Received the highest level of recognition from the Physician Practice Connections – Patient-Centered Medical Home program for using an evidence-based, patient-centered approach to providing care.
- Became the first business in Maine and one of the first in the nation to use compressed natural gas (CNG) to heat and cool a large facility. The conversion is expected to save between $400,000 and $500,000 annually.

TAMC employees attending the spring 2012 Move & Improve Kickoff take their first steps toward meeting their physical activity goals. Pictured from left to right, are Becky Stepp, Shelly Hewitt, Joy Barresi Saucier and Lynn Dube

- Awarded Avatar International's 2011 Exemplary Service – Most Improved – Outpatient Surgical Award

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US Senator Susan Collins (center) accepts the first two five pound bags of potatoes from the The Aroostook Medical Center's Centennial Potato Plot at a ceremony outside TAMC's AR Gould Memorial Hospital in Presque Isle.

2012 *financials*

Eastern Maine Healthcare Systems

CONSOLIDATED BALANCE SHEET

Years Ended September 29, 2012 and September 24, 2011

(in thousands of dollars)	2012	2011
ASSETS		
Total current assets	$240,577	$212,460
Assets limited as to use:		
Capital replacement and other designated uses	224,051	207,353
Self insurance funds & other trusts	57,050	54,439
Donor restricted gifts	55,625	48,671
Total assets limited as to use	336,726	310,463
Property and equipment, net	338,064	331,854
Amounts due from State of Maine (Medicaid)	109,448	71,270
Other long-term assets	16,016	17,552
Total assets	$1,040,831	$943,599
LIABILITIES		
Total current liabilities	$172,997	$161,260
Accrued post-employment benefits	149,641	153,103
Long-term debt	152,788	160,762
Other long-term liabilities	53,710	36,587
Total liabilities	529,136	511,712
Total net assets	511,695	431,887
Total liabilities and net assets	$1,040,831	$943,599

Eastern Maine Healthcare Systems

CONSOLIDATED STATEMENTS OF OPERATIONS

Years Ended September 29, 2012 and September 24, 2011

(in thousands of dollars)	2012	2011
Net operating revenue	$1,049,392	$954,117
Operating expenses:		
Salaries and employee benefits	578,085	538,270
Supplies and other	369,555	362,160
Bad debt	42,427	34,358
Total expenses	990,067	934,788
Income from operations	59,325	19,329
Investment gains and losses	1,170	8,282
Excess of revenue over expenses before discontinued operations	60,495	27,611
Discounted operations	824	1,128
Excess of revenue over expenses	$61,319	$28,739
Operating margin	5.65%	2.03%
Total margin	5.83%	[illegible].98%
Reinvestment in clinical equipment, technological advancements, and facilities	$39,975	$29,859

member contributions *to our commun*

THE ACADIA HOSPITAL

Community Health Improvement Services: **$30,542**
Health Professions Education **$286,701**
Subsidized Health Services **$13,520**
Research. **$2,334**
Financial and In-Kind Contributions. **$7,000**
Community Building Activities **$27,832**

TOTAL COMMUNITY BENEFIT: $12,423,358

Community Benefit Operations. **$235,500**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$6.9M ; $597,806**
Traditional Charity Care **$7,633,553**
Unpaid Cost of Public Programs:
Medicare: **$3,588,570**

PHILANTHROPY: $149,604

BLUE HILL MEMORIAL HOSPITAL

Community Health Improvement Services **$28,642**
Subsidized Health Services **$10,156**
Financial and In-Kind Contributions **$1,842**
Community Building Activities: **$492**

TOTAL COMMUNITY BENEFIT: $1,560,238

Community Benefit Operations. **$199,390**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$1.9M ; $231,921**
Traditional Charity Care **$819,190**
Unpaid Cost of Public Programs
Medicare **$268,605**

PHILANTHROPY: $23,196

CHARLES A. DEAN HOSPITAL

Community Health Improvement Services **$12,619**
Subsidized Health Services **$840**
Research **$8,755**
Financial and In-Kind Contributions **$2,374**

TOTAL COMMUNITY BENEFIT: $1,227,081

Community Benefit Operations **$99,582**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$1.2M ; $130,937**
Traditional Charity Care **$345,997**
Unpaid Cost of Public Programs
Medicaid **$508,543** Medicare **$117,434**

PHILANTHROPY: $832

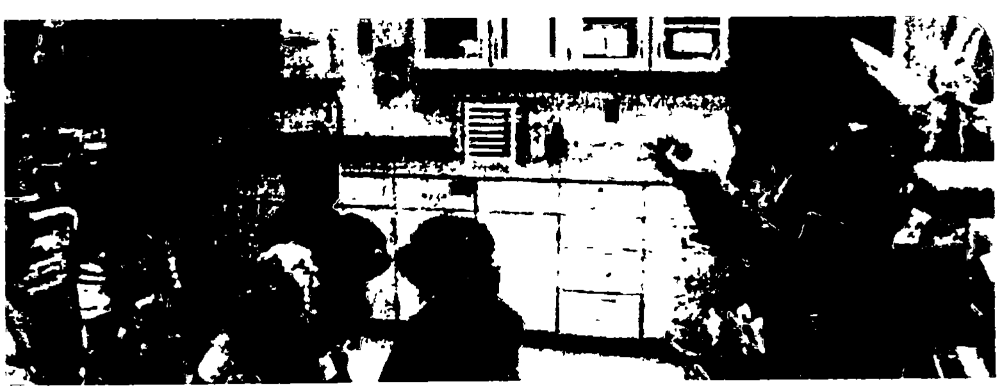
EASTERN MAINE HOMECARE

Community Health Improvement Services **$3,430**

TOTAL COMMUNITY BENEFIT: $444,089

Community Benefit Operations **$87,000**
Traditional Charity Care: **$16,286**
Unpaid Cost of Public Programs:
Medicaid: **$337,373**

PHILANTHROPY: $82,037



Blue Hill kindergarten students learn about healthcare services and careers at Blue Hill Memorial Hospital

Families and children danced to [illegible] Harley and his band – just one of the many fun activities at Inland [illegible] Let's Go! Family Fun Day and Series held at the Inland Woods trailhead behind Inland Hospital in Water[illegible]

EMHS

Community Health Improvement Services: **$5,551,482**
Health Professions Education: **$64,017**
Research: **$171,110**
Financial and In-Kind Contributions **$138,919**
Community Building Activities **$35,562**

TOTAL COMMUNITY BENEFIT: $6,282,113

Community Benefit Operations. **$321,023**

PHILANTHROPY: $247,507

EASTERN MAINE MEDICAL CENTER

Community Health Improvement Services. **$1,111,041**
Health Professions Education: **$92,999**
Subsidized Health Services **$86,017**
Research: **$832,028**
Financial and In-Kind Contributions. **$10,000**
Community Building Activities: **$19,747**

TOTAL COMMUNITY BENEFIT: $79,664,474

Community Benefit Operations: **$1,600,000**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$76.7M ; $7,491,400**
Traditional Charity Care. **$10,680,855**
Unpaid Cost of Public Programs
Medicaid: **$33,376,515** Medicare **$24,363,872**

PHILANTHROPY: $2,157,143

INLAND HOSPITAL

Community Health Improvement Services: **$62,298**
Financial and In-Kind Contributions **$4,115**
Community Building Activities: **$81,375**

TOTAL COMMUNITY BENEFIT: $8,947,858

Community Benefit Operations **$218,791**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$11.8M ; $1,253,777**
Traditional Charity Care **$1,657,883**
Unpaid Cost of Public Programs
Medicaid: **$2,097,841** Medicare **$3,571,778**

PHILANTHROPY: $166,974

ROSSCARE

Community Health Improvement Services: **$63,434**
Health Professions Education: **$501**
Community Building Activities. **$880**

TOTAL COMMUNITY BENEFIT: $66,815

Community Benefit Operations. **$2,000**

PHILANTHROPY: $4,599

Jennifer Aspelund, SVH director of Imaging, and Victoria Alexander-Lane, SVH president and CEO, with the duck race winner at the Second Annual SVH Duck Race held in Pittsfield. This race is an annual fundraiser for SVH Women's Health.

SEBASTICOOK VALLEY HEALTH

Community Health Improvement Services: **$412,661**
Subsidized Health Services **$25,847**
Research: **$111,442**
Community Building Activities. **$4,500**

TOTAL COMMUNITY BENEFIT: $1,991,071

Community Benefit Operations **$154,000**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$1.6M ; $204,672**
Traditional Charity Care **$1,077,949**

THE AROOSTOOK MEDICAL CENTER

Community Health Improvement Services: **$86,109**
Financial and In-Kind Contributions: **$31,440**

TOTAL COMMUNITY BENEFIT: $15,655,224

Community Benefit Operations **$64,619**
Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of **$11.3M ; $1,250,529**
Traditional Charity Care: **$1,261,212**
Unpaid Cost of Public Programs
Medicaid: **$4,281,461** Medicare **$8,679,854**

PHILANTHROPY: $21,377

EMHS TOTAL

Community Health Improvement Services **$7,362,258**
Health Professions Education **$444,218**
Subsidized Health Services **$136,380**
Research: **$1,125,669**
Financial and In-Kind Contributions: **$195,690**
Community Building Activities. **$170,388**

TOTAL COMMUNITY BENEFIT:

$128,262,321

Community Benefit Operations: **$2,981,905**
Unrecoverable interest cost on funds used to subsidize state Mainecare/medicaid underpayments of **$111M ; $11,161,042**
Traditional Charity Care: **$23,492,925**
Unpaid Cost of Public Programs
Medicaid. **$40,601,733** Medicare **$40,590,113**

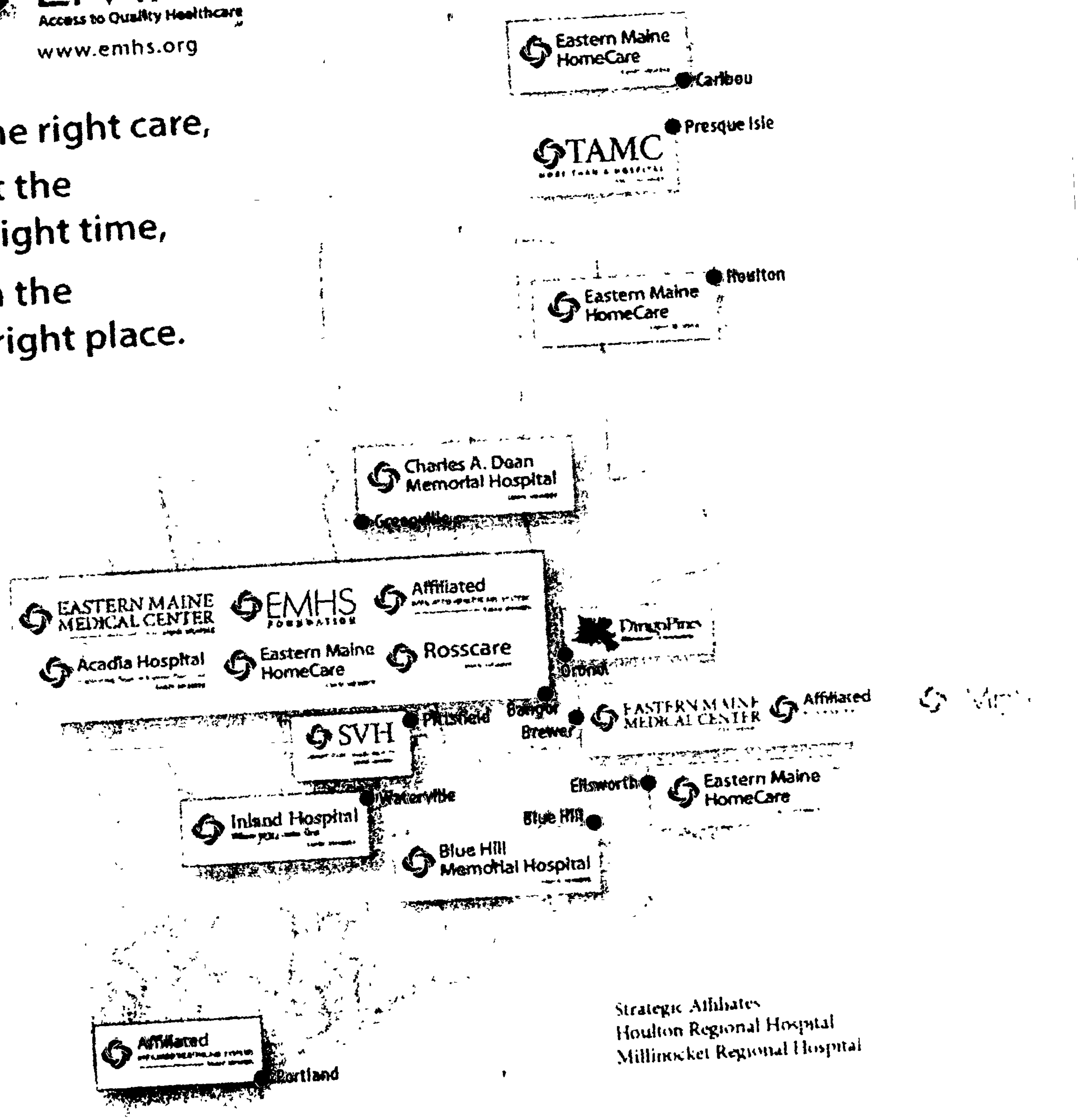
PHILANTHROPY: $2,853,269

EMHS

Access to Quality Healthcare

www.emhs.org

The right care,
At the
right time,
In the
right place.



Strategic Affiliates
Houlton Regional Hospital
Millinocket Regional Hospital

TOGETHER We're

EMHS
Access to Quality Healthcare

EMHS MEMBERS

Acadia Hospital

Affiliated Healthcare Systems

Blue Hill Memorial Hospital

Charles A. Dean Memorial Hospital

Eastern Maine HomeCare

Eastern Maine Medical Center

EMHS Foundation

Inland Hospital

Rosscare

Sebasticook Valley Health

TAMC

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Form **8868**
(Rev January 2012)
Department of the Treasury
Internal Revenue Service

Application for Extension of Time To File an Exempt Organization Return

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

OMB No 1545-1709

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

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

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

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

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

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

Enter filer's identifying number, see instructions

Type or print	Name of exempt organization or other filer, see instructions Rosscare	Employer identification number (EIN) or [X] 01-0391038
File by the due date for filing your return See instructions	Number, street, and room or suite number If a P O box, see instructions 43 Whiting Hill Road, Suite 400	Social security number (SSN) [ ]
	City, town or post office, state, and ZIP code For a foreign address, see instructions Brewer, ME 04412	

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

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

- The books are in the care of ► Jeffrey A. Sanford

Telephone No ► 207 973-7894 FAX No ► 207 973-7139

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

1 I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until 5/15, 20 13, to file the exempt organization return for the organization named above The extension is for the organization's return for

► [ ] calendar year 20 ____ or
► [X] tax year beginning 9/25, 20 11, and ending 9/29, 20 12.

2 If the tax year entered in line 1 is for less than 12 months, check reason. [ ] Initial return [ ] Final return
[ ] Change in accounting period

3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions	3a	$ 0.
b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made Include any prior year overpayment allowed as a credit	3b	$ 542.
c Balance due. Subtract line 3b from line 3a Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions	3c	$ 0.

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

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

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

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

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

Enter filer's identifying number, see instructions

Type or print	Name of exempt organization or other filer, see instructions Rosscare	Employer identification number (EIN) or [X] 01-0391038
File by the extended due date for filing the return See instructions	Number, street, and room or suite number If a P O box, see instructions 43 Whiting Hill Road, Suite 400	Social security number (SSN) [ ]
	City, town or post office, state, and ZIP code For a foreign address, see instructions Brewer, ME 04412	

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

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

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

• The books are in care of ► Jeffrey A. Sanford
Telephone No ► 207 973-7894 FAX No. ► 207 973-7139
• If the organization does not have an office or place of business in the United States, check this box . . ► [ ]
• If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) ______ If this is for the whole group, check this box ► [ ] If it is for part of the group, check this box ► [ ] and attach a list with the names and EINs of all members the extension is for

4 I request an additional 3-month extension of time until 8/15, 20 13
5 For calendar year ____, or other tax year beginning 9/25, 20 11, and ending 9/29, 20 12
6 If the tax year entered in line 5 is for less than 12 months, check reason: [ ] Initial return [ ] Final return [ ] Change in accounting period
7 State in detail why you need the extension Taxpayer respectfully requests additional time to gather information necessary to file a complete and accurate tax return.

8a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits See instructions	**8a**	$ 26.
b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made Include any prior year overpayment allowed as a credit and any amount paid previously with Form 8868	**8b**	$ 542.
c Balance due. Subtract line 8b from line 8a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions	**8c**	$ 0.

Signature and Verification must be completed for Part II only.

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

Signature ► Title ► Treasurer Date ► 5-6-13