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Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public
▶ Information about Form 990 and its instructions is at www.IRS.gov/form990

OMB No 1545-0047

2014

Open to Public Inspection

A For the 2014 calendar year, or tax year beginning 09-28-2014 , and ending 09-26-2015

B Check if applicable
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
EASTERN MAINE HEALTHCARE SYSTEMS

Doing business as

Number and street (or P O box if mail is not delivered to street address) | Room/suite
43 WHITING HILL ROAD

City or town, state or province, country, and ZIP or foreign postal code
BREWER, ME 04412

D Employer identification number
01-0527066

E Telephone number
(207) 973-9081

G Gross receipts $ 128,044,895

F Name and address of principal officer
John J Doyle
43 Whiting Hill Road
Brewer, ME 04412

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☑ No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶ 5247

I Tax-exempt status ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ www emhs org

K Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1999

M State of legal domicile ME

Part I Summary

1 Briefly describe the organization's mission or most significant activities
EMHS,a supporting organization for healthcare affiliates, maintains and improves the health and well-being of the people of Maine through a well-organized network of local health care providers who together offer high quality, cost-effective services to their communities

2 Check this box ▶☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

Activities & Governance

3	Number of voting members of the governing body (Part VI, line 1a)	**3**	19
4	Number of independent voting members of the governing body (Part VI, line 1b)	**4**	16
5	Total number of individuals employed in calendar year 2014 (Part V, line 2a)	**5**	897
6	Total number of volunteers (estimate if necessary)	**6**	39
7a	Total unrelated business revenue from Part VIII, column (C), line 12	**7a**	7,294,782
b	Net unrelated business taxable income from Form 990-T, line 34	**7b**	-41,459

		Prior Year	Current Year
Revenue	**8** Contributions and grants (Part VIII, line 1h)	654,893	1,306,011
	9 Program service revenue (Part VIII, line 2g)	87,348,605	116,242,182
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,807,865	81,349
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	253,914	287,401
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	90,065,277	117,916,943
Expenses	**13** Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	62,974,060	79,944,161
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶0		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	27,172,278	61,963,116
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	90,146,338	141,907,277
	19 Revenue less expenses Subtract line 18 from line 12	-81,061	-23,990,334

		Beginning of Current Year	End of Year
Net Assets or Fund Balances	**20** Total assets (Part X, line 16)	219,865,695	240,891,793
	21 Total liabilities (Part X, line 26)	125,238,175	154,164,100
	22 Net assets or fund balances Subtract line 21 from line 20	94,627,520	86,727,693

Part II Signature Block

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

Sign Here

****** | 2016-08-16
Signature of officer | Date

John J Doyle System Controller
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
Firm's name ▶			Firm's EIN ▶	
Firm's address ▶			Phone no	

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☑ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III . . . . . ☑

1 Briefly describe the organization's mission

EMHS,a supporting organization for healthcare affiliates, maintains and improves the health and well-being of the people of Maine through a well-organized network of local health care providers who together offer high quality, cost-effective services to their communities

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

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

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

If "Yes," describe these changes on Schedule O

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

4a (Code) (Expenses $ 140,485,665 including grants of $) (Revenue $ 116,233,275)

Carried on supporting functions essential to Eastern Maine Medical Center, The Aroostook Medical Center, Inland Hospital, Acadia Hospital Corp , Sebasticook Valley Hospital, Charles A Dean Memorial Hospital,Mercy Hospital, and Blue Hill Memorial Hospital EMHS performed standardization of practices, strategic planning, and capital allocation functions EMHS board established and oversees the charity care policy of the 8 hospitals which is applied uniformly to most of the hospitals EMHS hospitals provided cumulative charity care of $22,967,982(at cost) and other uncompensated care of $33,295,833(at cost) for a total uncompensated care of $56,263,815 The EMHS hospitals had a Medicare shortfall of $88,261,912 and a Medicaid shortfall of $52,749,719

4b (Code) (Expenses $ including grants of $) (Revenue $)

In Schedule O, please see the annual publication for details of community benefit projects by Eastern Maine Healthcare Systems entities

4c (Code) (Expenses $ including grants of $) (Revenue $)

With a new fiscal year well underway, the pace of change continues to accelerate We remain steadfast in our mission to improve the health and well-being of our communities, but with the complexities of the healthcare economy, we must become more nimble Below, we share with you two examples of the great work that carry us into this new era During the past year, EMHS Beacon Health, our population health company, has certainly been a shining example of leadership In September, Medicare announced that EMHS was ranked second nationally among the 19 active Pioneer Accountable Care Organizations in quality Beacon Healths success in decreasing hospital admissions for asthma, heart failure, and chronic pulmonary disease, and meeting or exceeding the ninetieth percentile in 11 out of 33 quality measures has placed us on the national map With the help of our newest member, Maine Coast Memorial Hospital, we are now able to work more closely together to identify and strategically develop plans to address the community health needs of Hancock and western Washington Counties As close partners, Maine Coast Memorial Hospital and Blue Hill Memorial Hospital will now expand collaboration among medical staffs, physician recruiting, and service lines across the county to maintain access to quality care close to home Although we have many new opportunities to celebrate, we also celebrate the achievements of legacy programs For instance, we are proud to share that in 2015 Raising Readers, a collaboration between MaineHealth and EMHS and generously funded by the Libra Foundation, celebrated 15 years of helping to promote literacy by providing books to children at birth and each well child visit to age five Thanks to Raising Readers, more than 2,330,000 books have been given out to children across Maine, helping not only to brighten a childs day, but brighten their future as well This is only a small sample of the superb work across our system We hope you enjoy the many other remarkable accomplishments in this report, accomplishments that would not be possible without the time and talent of our more than 11,000 employees and more than 100 volunteer board members across Maine To them, we extend our sincerest thank you and appreciation M Michelle Hood, FACHE EMHS President and CEO Evelyn S Silver, PhD EMHS Board ChairOn October 1, EMHS welcomed Maine Coast Memorial Hospital as the ninth member hospital of EMHS By working together, we have seen firsthand that EMHS and Maine Coast are the perfect fit for each other This closer affiliation is a natural step for both our organizations, as Maine Coast already participates in Beacon Healths Pioneer and commercial accountable care arrangements In addition, we have a common mission to improve the overall health of our communities and ensure Maine people have access to affordable, high quality healthcare This commitment will not change as a result of the affiliation During the last several months, integration teams that include representation from both organizations are continuing to work together to develop a thoughtful, deliberate, and purposeful approach to the integration All of these efforts are designed to further the goal of our affiliationto enhance our focus on keeping the people of Maine healthy, rather than treating people only after they become ill As part of this work, Maine Coast leaders, managers, and employees are taking on important roles within system wide teams, enabling best practices and ideas from Maine Coast to spread to other EMHS member organizations, and vice versa Together, this closer relationship will allow us to design a comprehensive plan for the long-term healthcare needs of Hancock and western Washington counties With Blue Hill Memorial Hospitals proximity, we look forward to opportunities to expand collaborations among medical staffs, enhance recruitment efforts, and strengthen service lines across the region and, as a result, broaden access to quality care close to home Through this partnership, more patients will receive the right care, at the right time, and in the right place

4d Other program services (Describe in Schedule O)

(Expenses $ including grants of $) (Revenue $)

4e **Total program service expenses ▶** 140,485,665

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	**21**		No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	**22**		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	**23**	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	**24a**		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	**24b**		No
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	**24c**		No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	**24d**		No
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	**25a**		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	**25b**		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If "Yes," complete Schedule L, Part II*	**26**		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	**27**		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	**28a**		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	**28b**	Yes	
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	**28c**	Yes	
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	**29**		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	**30**		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	**31**		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	**32**		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	**33**		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	**34**	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	**35a**	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	**35b**	Yes	
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	**36**	Yes	
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	**37**		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	**38**	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V . . . . . ☐

				Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . .	1a	140		
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	897		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2b		Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year? . . .	3a		Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O* . . .	3b		Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a			No
b	If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . .	5a			No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c			
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . .	6a			No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b			
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a			No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	0		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . .	7f			No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g			No
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h			No
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8			No
9a	Did the sponsoring organization make any taxable distributions under section 4966? . . .	9a			No
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . .	9b			No
10	**Section 501(c)(7) organizations.** Enter				
a	Initiation fees and capital contributions included on Part VIII, line 12 . . .	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a			No
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O	13a			No
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O* . .	14b			

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

Check if Schedule O contains a response or note to any line in this Part VI . . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	**1a**	19		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O				
b	Enter the number of voting members included in line 1a, above, who are independent	**1b**	16		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	**2**		Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? .	**3**		Yes	
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	**4**		Yes	
5	Did the organization become aware during the year of a significant diversion of the organization's assets? .	**5**			No
6	Did the organization have members or stockholders?	**6**		Yes	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	**7a**		Yes	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	**7b**		Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a	The governing body?	**8a**		Yes	
b	Each committee with authority to act on behalf of the governing body?	**8b**		Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	**9**			No

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

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

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed ▶ ME

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☑ Own website ☑ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

20 State the name, address, and telephone number of the person who possesses the organization's books and records

▶ John J Doyle
43 Whiting Hill Rd
Brewer, ME 04412 (207) 973-9081

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

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

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

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			

1b	**Sub-Total** . . . . . ▶			
c	**Total from continuation sheets to Part VII, Section A** . . . . ▶			
d	**Total (add lines 1b and 1c)** . . . . . ▶	12,520,904	1,688,000	2,233,188

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 111

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
Cerner Corporation PO Box 410451 Kansas City, MO 64141	Software Support	5,369,232
Dearborn Advisors LLC PO Box 6686 Carol Stream, IL 601976686	Consulting Services	2,276,492
Geisinger Health Plan 100 North Academy Avenue Danville, PA 178223251	Consulting Exp/TPA	1,576,812
Siemens Medical Solutions USA Inc Dept 0733 Dallas, TX 753120733	Hosting Services	1,427,898
River City Commercial Cleaning PO Box 56 Bangor, ME 044020056	Cleaning Services	714,661

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶ 41

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . .	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations . . .	1d	1,285			
	e	Government grants (contributions)	1e	1,112,431			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	192,295			
	g	Noncash contributions included in lines 1a-1f $					
	h	**Total.** Add lines 1a-1f . . . . . ▶		1,306,011			
Program Service Revenue			Business Code				
	2a	Clinical Software Sales	541519	290,146	290,146		
	b	Exempt Affiliate Rental	532000	3,477,578	3,477,578		
	c	Supply Chain Services	423000	131,250	131,250		
	d	Supporting Org Revenue	561000	112,343,208	105,039,519	7,303,689	
	e						
	f	All other program service revenue					
	g	**Total.** Add lines 2a–2f . . . . . ▶		116,242,182			
	3	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶		-795,835		-18,487	-777,348
	4	Income from investment of tax-exempt bond proceeds . . ▶		0			
	5	Royalties . . . . . ▶		0			

		(i) Real	(ii) Personal				
	6a	Gross rents	872,476					
	b	Less rental expenses	608,825					
	c	Rental income or (loss)	263,651					
	d	Net rental income or (loss) . . . . . ▶		263,651		9,580	254,071

		(i) Securities	(ii) Other				
	7a	Gross amount from sales of assets other than inventory	10,022,187	374,124			
	b	Less cost or other basis and sales expenses	9,320,899	198,228			
	c	Gain or (loss)	701,288	175,896			
	d	Net gain or (loss) . . . . . ▶		877,184			877,184
Other Revenue	8a	Gross income from fundraising events (not including $ _____ of contributions reported on line 1c) See Part IV, line 18 . . a					
	b	Less direct expenses . . . b					
	c	Net income or (loss) from fundraising events . . ▶		0			
	9a	Gross income from gaming activities See Part IV, line 19 . . . a					
	b	Less direct expenses . . . b					
	c	Net income or (loss) from gaming activities . . ▶		0			
	10a	Gross sales of inventory, less returns and allowances . a					
	b	Less cost of goods sold . . b					
	c	Net income or (loss) from sales of inventory . . ▶		0			
		Miscellaneous Revenue	Business Code				
	11a	Fitness Center Fees	713940	23,750			23,750
	b						
	c						
	d	All other revenue					
	e	**Total.** Add lines 11a–11d . . . . . ▶		23,750			
	12	**Total revenue.** See Instructions . . . . . ▶		117,916,943	108,938,493	7,294,782	377,657

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☑

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21	0			
2 Grants and other assistance to domestic individuals See Part IV, line 22	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	13,089,571	13,089,571		
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	51,402,011	51,402,011		
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	3,520,916	3,520,916		
9 Other employee benefits	7,112,789	7,112,789		
10 Payroll taxes	4,818,874	4,818,874		
11 Fees for services (non-employees)				
a Management	3,105,022	3,105,022		
b Legal	1,368,499		1,368,499	
c Accounting	53,113		53,113	
d Lobbying	4,777	4,777		
e Professional fundraising services See Part IV, line 17	0			
f Investment management fees	305,118	305,118		
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	20,513,399	20,513,399		
12 Advertising and promotion	314,877	314,877		
13 Office expenses	2,563,776	2,563,776		
14 Information technology	21,852,116	21,852,116		
15 Royalties	0			
16 Occupancy	3,954,582	3,954,582		
17 Travel	872,353	872,353		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	376,412	376,412		
20 Interest	1,107,835	1,107,835		
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	3,957,205	3,957,205		
23 Insurance	83,363	83,363		
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a Dues & Subscriptions	1,026,912	1,026,912		
b Provider Health Information	139,713	139,713		
c Repairs & Maintenance	117,660	117,660		
d Gifts & Sponsorships	117,354	117,354		
e All other expenses	129,030	129,030		
25 **Total functional expenses.** Add lines 1 through 24e	141,907,277	140,485,665	1,421,612	0
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X . . . . . ☑

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		152,504	1	9,138
	2	Savings and temporary cash investments		42,495,949	2	34,080,262
	3	Pledges and grants receivable, net		143,816	3	489,715
	4	Accounts receivable, net		21,196,655	4	41,003,448
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L			6	0
	7	Notes and loans receivable, net		17,328,429	7	23,128,753
	8	Inventories for sale or use		133,996	8	31,029
	9	Prepaid expenses and deferred charges		2,210,269	9	3,709,091
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 101,618,270			
	b	Less accumulated depreciation	10b 58,970,353	40,447,983	10c	42,647,917
	11	Investments—publicly traded securities			11	0
	12	Investments—other securities See Part IV, line 11			12	0
	13	Investments—program-related See Part IV, line 11			13	0
	14	Intangible assets			14	0
	15	Other assets See Part IV, line 11		95,756,094	15	95,792,440
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)		219,865,695	16	240,891,793
Liabilities	17	Accounts payable and accrued expenses		18,889,759	17	30,282,147
	18	Grants payable			18	
	19	Deferred revenue		9,892,838	19	656,063
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties		42,395,034	23	59,197,169
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		54,060,544	25	64,028,721
	26	**Total liabilities.** Add lines 17 through 25		125,238,175	26	154,164,100
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**				
	27	Unrestricted net assets		94,553,482	27	86,680,833
	28	Temporarily restricted net assets		51,238	28	23,660
	29	Permanently restricted net assets		22,800	29	23,200
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		94,627,520	33	86,727,693
	34	Total liabilities and net assets/fund balances		219,865,695	34	240,891,793

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI . . . . . ☑

1	Total revenue (must equal Part VIII, column (A), line 12)	1	117,916,943
2	Total expenses (must equal Part IX, column (A), line 25)	2	141,907,277
3	Revenue less expenses Subtract line 2 from line 1	3	-23,990,334
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	94,627,520
5	Net unrealized gains (losses) on investments	5	-562,951
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	16,653,458
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	86,727,693

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . . ☐

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

Additional Data

Software ID: 14000265
Software Version: 2014v6.0
EIN: 01-0527066
Name: EASTERN MAINE HEALTHCARE SYSTEMS

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Mary M Hood President & CEO	50 00 0 00	X		X				974,647	0	261,258
(1) Michael L McInnis Board Member	1 30 0 00	X						0	0	0
(2) Stephen Rich AIA Board Member	1 30 0 00	X						0	0	0
(3) Kathy Corey Board Member	1 50 0 00	X						0	0	0
(4) David L Small Board Member	1 80 0 00	X						0	0	0
(5) Kathleen J OberMD Board Member	0 85 50 00	X						0	367,506	42,506
(6) P James Nicholson CPA Board Member	2 00 0 00	X						0	0	0
(7) Danielle Ripich PhD Board Member	0 74 0 00	X						0	0	0
(8) Nichi Farnham Board Member	1 30 0 00	X						0	0	0
(9) Carl Flora Board Member	0 97 0 00	X						0	0	0
(10) Joyce Hedlund EdD Board Member	0 68 0 00	X						0	0	0
(11) John D Lafayette III Board Member	1 30 0 00	X						0	0	0
(12) Barry McCrum Brd Mbr/V-Chair	1 20 0 00	X		X				0	0	0
(13) Michael E Palumbo DO Board Member	0 55 50 00	X						0	302,381	30,366
(14) Michael S Pancoe MD Board Member	1 23 0 00	X						0	0	0
(15) Anne Perry Board Member	0 91 0 00	X						0	0	0
(16) Evelyn S Silver PhD Brd Mbr/Chair	2 20 0 00	X		X				0	0	0
(17) John Simpson Board Member	1 04 0 00	X						0	0	0
(18) Charles E Hewett PhD Board Member	0 76 0 00	X						0	0	0
(19) Marianne Lynch Esq Board Member	1 10 0 00	X						0	0	0
(20) James Donnelly Board Member	1 00 0 00	X						0	0	0
(21) Daniel B Coffey SrVP,AHC	50 00 0 00			X				491,257	0	49,688
(22) Deborah C Johnson RN Sr V P , EMMC	50 00 0 00			X				580,482	0	58,041
(23) Derrick Hollings Sr VP, CFO/Tre	50 00 0 00			X				547,456	0	127,538
(24) John D Dalton Sr V P ,Inland	50 00 0 00			X				196,121	157,405	85,631

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(26) Jason Tankel VP-Chief Compli	50 00 0 00			X				147,164	0	34,455
(1) Eugene F Murray Sr V P ,CADean	50 00 0 00			X				40,654	161,423	68,541
(2) Sylvia S Getman Sr V P , TAMC	50 00 0 00			X				355,560	0	86,450
(3) Teresa P Vieira Sr V P , SVH	0 00 50 00			X				0	256,982	27,369
(4) Robert Thompson MD SrVP/CMO	50 00 0 00			X				327,423	0	10,803
(5) Philip A Johnson VP, Chief HRO	50 00 0 00			X				335,913	0	80,675
(6) Lisa Harvey-McPherson VP Con Care/CAO	50 00 0 00			X				217,506	0	57,112
(7) Glenn Martin VP Gen Cnsl/Sec	50 00 0 00			X				384,473	0	94,093
(8) Mohammad Omer Awan Sr VP-Reg CIO	50 00 0 00			X				76,736	0	1,135
(9) Stephen J Guimond VP-CapPlng-Trea	50 00 0 00			X				72,450	0	0
(10) Jean MMellett VP CapPlng	50 00 0 00			X				208,086	0	45,048
(11) Michael Crowley VP/CPO, EMHSF	50 00 0 00			X				198,371	0	27,369
(12) Claire DeSelle VP,Innov & Org	50 00 0 00			X				149,457	0	1,490
(13) Richard W Freeman MD Sr VP/CTO	50 00 0 00			X				589,964	0	22,546
(14) Deborah M Sanford VP Org Effectiv	50 00 0 00			X				207,722	0	32,860
(15) Miles Theeman VP,Special Proj	50 00 0 00			X				328,500	0	55,025
(16) Eileen Skinner Sr VP, Mercy	50 00 0 00			X				435,999	0	89,772
(17) Scott A Oxley VP/Corp Srvs	50 00 0 00			X				293,364	0	80,552
(18) Yoosuf Joe Siddiqui VP-HR, NE	50 00 0 00			X				70,164	36,198	39,215
(19) Michael P Donahue Sr VP, CEO BHL	50 00 0 00			X				397,182	0	34,039
(20) Paul Bolin VP-HR, East	50 00 0 00			X				131,115	24,299	34,774
(21) Peter Close VP-HR,Operation	50 00 0 00			X				202,908	0	12,914
(22) Michelle Lauria VP-CMIO	50 00 0 00			X				0	0	0
(23) Ted Helberg VP-HR, South	50 00 0 00			X				154,256	48,727	24,571
(24) Colleen Hilton VP, VNA/Hospice	50 00 0 00			X				47,729	152,909	27,070

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(51) Greg Howat VP-HR, East E	50 00 0 00			X				204,349	76,992	48,214
(1) Kyle L Johnson VP & CIO	50 00 0 00			X				363,510	0	7,397
(2) Catharine MacLaren VP-HR, Talent	50 00 0 00			X				125,409	28,940	21,728
(3) Lee Martin VP-HR,Empl Rel	50 00 0 00			X				177,523	0	35,234
(4) John Ronan Sr VP-BHMH	50 00 0 00			X				247,823	0	21,942
(5) Karen M Rossbach Int VP&SysContr	50 00 0 00			X				202,042	0	22,013
(6) Jeffrey Doran VP-Clinical Srv	50 00 0 00			X				0	0	0
(7) John J Doyle VP,Fin&SysContr	50 00 0 00			X				85,033	0	1,293
(8) Nancee Bender VP-ClinclPerfom	50 00 0 00			X				0	0	0
(9) Amy Cotton VP-Chief Pt Off	50 00 0 00			X				117,548	0	21,256
(10) April Giard VP-CNIO	50 00 0 00			X				212,884	0	38,032
(11) Jonathan M Hilton VP-IS Infrastru	50 00 0 00			X				151,271	0	35,508
(12) Teri Hohentanner VP-IS Applicati	50 00 0 00			X				71,376	0	808
(13) George Pelissier VP-Supply Chain	50 00 0 00			X				173,089	0	26,585
(14) Gregory Roraff VP Special Proj	50 00 0 00			X				255,395	0	46,066
(15) Iyad Sabbagh MD VP-CQO	50 00 0 00			X				331,762	0	44,383
(16) Catherine J Bruno VP/CIO	50 00 0 00			X				271,196	0	18,314
(17) Jacqueline J Ferriera CIO, Mercy	50 00 0 00			X				130,094	0	35,746
(18) George Eaton Assoc Genl Counsel	50 00 0 00					X		210,724	0	17,505
(19) Lisa Swanson Plng Consultant	50 00 0 00					X		203,490	0	28,578
(20) Howard Margolskee Physician	50 00 0 00					X		203,381	0	33,951
(21) Carrie Arsenault COO,PopulationHlth	50 00 0 00					X		166,246	0	30,573
(22) Jeffrey Sanford CFO, Beacon	50 00 0 00					X		254,444	0	28,155
(23) V Alexander-Lane Former Sr V P , SVH	0 00 50 00						X	0	74,238	0
(24) Patrick J Whalen VP Bus Devel	50 00 0 00						X	199,656	0	27,001

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SCHEDULE A (Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Information about Schedule A (Form 990 or 990-EZ) and its instructions is at** ***www.irs.gov/form990*****.**

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
EASTERN MAINE HEALTHCARE SYSTEMS

Employer identification number
01-0527066

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

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

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

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

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

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

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

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

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

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

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

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

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

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**

b ☑ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f Enter the number of supported organizations 15

g Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
See Additional Data Table						
Total 15					94,597,806	

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
11 **Total support** Add lines 7 through 10						

12 Gross receipts from related activities, etc (see instructions) **12**

13 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ▶☐

Section C. Computation of Public Support Percentage

14	Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))	**14**
15	Public support percentage for 2013 Schedule A, Part II, line 14	**15**

16a **33 1/3% support test—2014.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% support test—2013.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

17a **10%-facts-and-circumstances test—2014.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☐

b **10%-facts-and-circumstances test—2013.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶☐

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2013 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2014** (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from **2013** Schedule A, Part III, line 17	18	

19a **33 1/3% support tests—2014.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% support tests—2013.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 11 of Part I If you checked 11a of Part I, complete Sections A and B If you checked 11b of Part I, complete Sections A and C If you checked 11c of Part I, complete Sections A, D, and E If you checked 11d of Part I, complete Sections A and D, and complete Part V)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* ***Part VI*** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		No
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* ***Part VI*** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		No
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below.*	3a		No
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* ***Part VI*** *when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* ***Part VI*** *what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.*	4a		No
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations. . . .*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		No
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations, (b) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* ***Part VI.***	6		No
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990) .*	7		No
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part II of Schedule L (Form 990).*	8		No
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509 (a)(1) or (2))? *If "Yes," provide detail in* ***Part VI.***	9a		No
b	Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* ***Part VI.***	9b		No
c	Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* ***Part VI.***	9c		No
10a	Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer b below.*	10a		No
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).*	10b		
11	Has the organization accepted a gift or contribution from any of the following persons?			
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	11a		No
b	A family member of a person described in (a) above?	11b		No
c	A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in Part VI.*	11c		No

Part IV Supporting Organizations (continued)

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.*	2		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1		No

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	2		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	3		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**

- **a** ☐ The organization satisfied the Activities Test Complete **line 2** below
- **b** ☐ The organization is the parent of each of its supported organizations Complete **line 3** below
- **c** ☐ The organization supported a governmental entity Describe in Part VI how you supported a government entity (see instructions)

		Yes	No
2	Activities Test **Answer (a) and (b) below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b		
3	Parent of Supported Organizations **Answer (a) and (b) below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *Provide details in Part VI.*	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in Part VI the role played by the organization in this regard.*	3b		

Part V – Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov 20, 1970 **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E

Section A - Adjusted Net Income

			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	**Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4)	8		

Section B - Minimum Asset Amount

			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (explain in detail in Part VI) _____			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

Section C - Distributable Amount

				Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		
7	☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)			

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 **Total annual distributions.** Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2014 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2014	(iii) Distributable Amount for 2014
1 Distributable amount for 2014 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2014 (reasonable cause required--see instructions)			
3 Excess distributions carryover, if any, to 2014			
a From 2009.			
b From 2010.			
c From 2011.			
d From 2012.			
e From 2013.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2014 distributable amount			
i Carryover from 2009 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2014 from Section D, line 7 $ _____			
a Applied to underdistributions of prior years			
b Applied to 2014 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2014, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions)			
6 Remaining underdistributions for 2014 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions)			
7 **Excess distributions carryover to 2015.** Add lines 3j and 4c			
8 Breakdown of line 7			
a From 2010.			
b From 2011.			
c From 2012.			
d From 2013.			
e From 2014.			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Return Reference	Explanation
Part IV, Section A, Line 1 Description Of How Supported Organizations Are Desigated	The supporting organizations of EMHS consist of the related organizations which are Section 509(a)(1) and 509(a)(2) organizations and their controlled subsidiaries that are also Section 509(a)(1) and 509(a)(2) organization EMHS is the parent organization of these related organizations See Schedule A, Part1, Line 11 for listing of organizations
Part IV, Section C, Line 1 Control Or Management Of Supported Orgs	The Eastern Maine Healthcare Systems Restated Articles of Incorporation and Bylaws have tightly integrated the supported organization and EMHS board governance structure into a unified and cohesive governance system in which the EMHS board has ultimate authority over the supported organizations with respect to nearly all governance domains Thus, Eastern Maine Healthcare Systems board authority goes far beyond traditional powers of appointment and reserved powers of approval typical of many healthcare system governance models and actually vests authority in the Eastern Maine Healthcare Systems board to initiate and direct action on the part of any one or more supported organizations, in essence acting itself as the supported organization board, thus establishing the presence of common supervision or control among the governing bodies of all organizations involved Type II supporting organization status for Eastern Maine Healthcare Systems was confirmed by the IRS on March 8, 2016, in response to a request filed on form 8940 on September 28, 2015

Additional Data

Software ID: 14000265
Software Version: 2014v6.0
EIN: 01-0527066
Name: EASTERN MAINE HEALTHCARE SYSTEMS

Form 990, Sch A, Part I, Line 11g - Provide the following information about the supported organization(s).

(i) Name of supported organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 9 above or IRC section (see instructions))	**(iv)** Is the organization listed in your governing document?		**(v)** Amount of monetary support (see instructions)	**(vi)** Amount of other support (see instructions)
			Yes	**No**		
(A) Eastern Maine Medical Center	010211501			No	58,245,397	0
(A) EMMC Auxiliary	010377901			No	1,000	0
(B) Acadia Hospital Corp	010459837			No	4,966,037	0
(C) Acadia Healthcare Inc	223183888			No	88,646	0
(D) CA Dean Memorial Hospital	043341666			No	1,243,927	0
(E) Inland Hospital	010217211			No	3,643,852	0
(F) Lakewood A Continuing Care Center	010421234			No	293,019	0
(G) Sebasticook Valley Health	010263628			No	1,852,314	0
(H) Blue Hill Memorial Hospital	010227195			No	2,461,036	0
(I) Eastern Maine HomeCare	010328442			No	552,670	0
(J) The Aroostook Medical Center	010372148			No	4,714,977	0
(K) Norumbega Medical Specialists LTD	010465231			No	67,548	0
(L) Mercy Hospital	010211534			No	14,542,662	0
(M) VNA Home Health & Hospice	010246804			No	1,901,012	0
(N) Restorative Healthcare LLC	352449986			No	23,709	0

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SCHEDULE C (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule C (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

If the organization answered "Yes" to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes" to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" to Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization	Employer identification number
EASTERN MAINE HEALTHCARE SYSTEMS	01-0527066

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV

2 Political expenditures ▶ $ _____

3 Volunteer hours _____

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ $ _____

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ $ _____

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☑ No

4a Was a correction made? ☐ Yes ☑ No

b If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ $ _____

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ $ _____

3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ $ _____

4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A **Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

A Check ▶ ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

B Check ▶ ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount Enter the amount from the following table in both columns		
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a If zero or less, enter -0-		
i Subtract line 1f from line 1c If zero or less, enter -0-		

If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:
Not over $500,000	20% of the amount on line 1e
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000
Over $17,000,000	$1,000,000

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ Yes ☐ No

4-Year Averaging Period Under section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

	For each "Yes" response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.	(a) Yes	(a) No	(b) Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?		No	
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	Yes		
c	Media advertisements?		No	
d	Mailings to members, legislators, or the public?		No	
e	Publications, or published or broadcast statements?		No	
f	Grants to other organizations for lobbying purposes?		No	
g	Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		23,498
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?	Yes		1,934
i	Other activities?		No	
j	Total Add lines 1c through 1i			25,432
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?		No	

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

			Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1		
2	Did the organization make only in-house lobbying expenditures of $2,000 or less?	2		
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?	3		

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures **(do not include amounts of political expenses for which the section 527(f) tax was paid).**		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1 Also, complete this part for any additional information

Return Reference	Explanation
Part II-B, Line 1i - Other Activities Description	Member Organization legislative updates, Issue Medicare Payments, Veterans Access to Community CareIssue Biennial BudgetIssue Health Care for Maine PeopleLD45 An Act To Exempt Certain Capital Expenditures from the Maine Certificate of Need Act of 2002LD75 Resolve, To Strengthen Health Care Services for Maine Residents Affected by Neurodegenerative DiseasesLD112 An Act To Eliminate the Requirement That Adults Wear Seat BeltsLD124 Ac Act to Require Payment by a Carrier for Health Care Services Provided to Enrollees of the CarrierLD155 An Act To Expand Housing Opportunities for Patients With Complex Medical ConditionsLD315 An Act To Provide a Refund of Fuel Taxes to Maine Ambulance CompaniesLD471 An Act To Improve Childhood Vaccination Rates in MaineLD474 An Act To Improve Access to Dental Care in MaineLD539 An Act To Increase Utilization of the Dorothea Dix Psychiatric CenterLD734 An Act To Repeal the Certificate of Need Requirement for HospitalsLD798 An Act To Strengthen Maine's Hospitals and Increase Access to Health CareLD808 An Act To Decrease Uncompensated Care, Reduce Medical Debt and Improve Health OutcomesLD854 An Act To Increase Access to Health Security by Expanding Federally Funded Health Care for Maine PeopleLD886 Resolve, Directing the Department of Health and Human Services To Increase Reimbursement Rates for Home-based and Community-based ServicesLD966 An Act To Assist Patients in Need of Psychiatric ServicesLD1019 An Act Making Unified Appropriations and Allocations for the Expenditures of State Government, General Fund and Other Funds and Changing Certain Provisions of the Law Necessary to the Proper Operations of State Government for the Fiscal Years Ending June 30, 2016 and June 30, 2017LD1076 An Act To Enact the Vaccine Consumer Protection ProgramLD1129 Resolve to Support Home-based CareLD1205 An Act To Authorize a General Fund Bond Issue To Support the Independence of Maine's SeniorsLD1307 An Act To Fund the Maine Diversion Alert ProgramLD1344 An Act To Protect Maine Consumers in the Individual Health Insurance Market and Support Maine's EconomyLD1352 An Act To Facilitate the Delivery of Health Care Services through Telemedicine and TelehealthLD1368 An Act To Require the Documentation of the Use of Seclusion and Restraint at Mental Health Institutions in the StateNon-deductible portion of dues

Part IV Supplemental Information *(continued)*

Return Reference	Explanation

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SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
EASTERN MAINE HEALTHCARE SYSTEMS

Employer identification number
01-0527066

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

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

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

1 Purpose(s) of conservation easements held by the organization (check all that apply)
☐ Preservation of land for public use (e g , recreation or education) ☐ Preservation of an historically important land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

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

		Held at the End of the Year
a	Total number of conservation easements	2a
b	Total acreage restricted by conservation easements	2b
c	Number of conservation easements on a certified historic structure included in (a)	2c
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

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

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ $ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

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

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included in Form 990, Part VIII, line 1 ▶ $ _____

(ii) Assets included in Form 990, Part X ▶ $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included in Form 990, Part VIII, line 1 ▶ $ _____

b Assets included in Form 990, Part X ▶ $ _____

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

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

- a ☐ Public exhibition
- b ☐ Scholarly research
- c ☐ Preservation for future generations
- d ☐ Loan or exchange programs
- e ☐ Other

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

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

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

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

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

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . . . ☐

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	47,810	41,425	38,066	33,039	28,268
b Contributions	400	5,300	500	1,000	5,500
c Net investment earnings, gains, and losses	-355	2,829	4,055	5,394	-114
d Grants or scholarships					
e Other expenditures for facilities and programs	2,051	1,744	1,196	1,367	615
f Administrative expenses					
g End of year balance	45,804	47,810	41,425	38,066	33,039

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

- a Board designated or quasi-endowment ▶ 40 370 %
- b Permanent endowment ▶ 59 630 %
- c Temporarily restricted endowment ▶

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

		Yes	No
(i) unrelated organizations	3a(i)		No
(ii) related organizations	3a(ii)	Yes	
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b	Yes	

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

Part VI Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		2,191,605		2,191,605
b Buildings		42,855,627	18,610,497	24,245,130
c Leasehold improvements		27,173	13,817	13,356
d Equipment		48,136,569	34,919,196	13,217,373
e Other		8,407,296	5,426,843	2,980,453
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				42,647,917

Part VII **Investments—Other Securities.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
Other		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶		

Part VIII **Investments—Program Related.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. *(Column (b) must equal Form 990, Part X, col (B) line 13)* ▶		

Part IX **Other Assets.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1) Board designated funded depreciation	23,100,348
(2) Board designated funds - other	20,826
(3) Interest in net assets held at EMHSF	46,860
(4) Investment in subsidiaries	6,504,916
(5) Org costs & other long term investments	1,866,258
(6) Self-Insurance Funds Held by Trustee	64,253,232
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* . . . . . ▶	95,792,440

Part X **Other Liabilities.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1 (a) Description of liability	(b) Book value
Federal income taxes	
Accrued Post Retirement Benefits	18,418,659
Accrued Self Insurance Reserves	44,668,021
Changes in Fair Value of Swap	942,041
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	64,028,721

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☑

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	215,124,086
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains (losses) on investments	2a	-562,951		
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII)	2d	97,161,269		
e	Add lines **2a** through **2d**			2e	96,598,318
3	Subtract line **2e** from line **1**			3	118,525,768
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b	-608,825		
c	Add lines **4a** and **4b**			4c	-608,825
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	117,916,943

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return. Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	238,677,371
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII)	2d	608,825		
e	Add lines **2a** through **2d**			2e	608,825
3	Subtract line **2e** from line **1**			3	238,068,546
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b	-96,161,269		
c	Add lines **4a** and **4b**			4c	-96,161,269
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	141,907,277

Part XIII Supplemental Information

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

Return Reference	Explanation
Part V, Line 4 Intended uses of the endowment fund	Endowment funds are designated for purposes that align within this organization's exempt purpose
Part X FIN48 Footnote	Income TaxesEMHS, its hospitals, and certain other affiliates have been determined by the Internal Revenue Service to be tax-exempt charitable organizations as described in Section 501(c)(3) or 501 (c)(2) of the Internal Revenue Code (the Code) and, accordingly, are exempt from federal income taxes on related income pursuant to Section 501(a) of the Code Accordingly, no provision for federal income taxes has been recorded in the accompanying consolidated financial statements for these organizations Tax-exempt charitable organizations could be required to record an obligation for income taxes as the result of a tax position they have historically taken on various tax exposure items including unrelated business income or tax status Under guidance issued by the Financial Accounting Standards Board (FASB), assets and liabilities are established for uncertain tax positions taken or positions expected to be taken in income tax returns when such positions are judged to not meet the "more-likely-than-not" threshold, based upon the technical merits of the position Estimated interest and penalties, if applicable, related to uncertain tax positions are included as a component of income tax expense The System has evaluated its tax position taken or expected to be taken on income tax returns and concluded the impact to be not material Certain of the System's affiliates are taxable entities Deferred taxes related to these entities are based on the difference between the financial statement and tax basis of assets and liabilities using enacted tax rates in effect in the years the differences are expected to reverse The deferred tax assets and liabilities for these entities are not material
Part XI, Line 2d Other revenue amounts included in F/S but not included on form 990	Reimbursement of expenses reclass to exp $97161269
Part XII, Line 2d Other expenses and losses per audited F/S	Rental Expenses reclass to Line 6b $608825

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

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Schedule J (Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

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

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

▶ **Attach to Form 990.**

▶ **Information about Schedule J (Form 990) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
EASTERN MAINE HEALTHCARE SYSTEMS

Employer identification number
01-0527066

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items			
	☐ First-class or charter travel	☐ Housing allowance or residence for personal use		
	☐ Travel for companions	☐ Payments for business use of personal residence		
	☑ Tax idemnification and gross-up payments	☐ Health or social club dues or initiation fees		
	☐ Discretionary spending account	☐ Personal services (e g , maid, chauffeur, chef)		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**	Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?	**2**	Yes	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III			
	☑ Compensation committee	☑ Written employment contract		
	☑ Independent compensation consultant	☑ Compensation survey or study		
	☐ Form 990 of other organizations	☑ Approval by the board or compensation committee		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization			
a	Receive a severance payment or change-of-control payment?	**4a**	Yes	
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**	Yes	
c	Participate in, or receive payment from, an equity-based compensation arrangement?	**4c**		No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III			
	Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a	The organization?	**5a**		No
b	Any related organization?	**5b**		No
	If "Yes," to line 5a or 5b, describe in Part III			
6	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of			
a	The organization?	**6a**		No
b	Any related organization?	**6b**		No
	If "Yes," to line 6a or 6b, describe in Part III			
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**		No
8	Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III	**8**		No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	**9**		No

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

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

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

(A) Name and Title	**(B)** Breakdown of W-2 and/or 1099-MISC compensation			**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation in column(B) reported as deferred in prior Form 990
	(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
See Additional Data Table							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II
Also complete this part for any additional information

Return Reference	Explanation
Part I, Line 1a Relevant information in regards to selections on 1a	Amy Cotton, officer, received a gift certificate for $490 71 with a $184 76 gross-up payment Colleen Hilton, officer, received a gift certificate for $40 10 with a $15 10 gross-up payment Eileen Skiner, officer, received a gift certificate for $40 10 with a $15 10 gross-up payment

Additional Data

Software ID: 14000265
Software Version: 2014v6.0
EIN: 01-0527066
Name: EASTERN MAINE HEALTHCARE SYSTEMS

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred in prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
April Giard, VP-CNIO	(I)	196,364	14,039	2,481	12,376	25,656	250,916	
	(II)							
Carrie Arsenault, COO,PopulationHlth	(I)	151,676	12,327	2,243	12,432	18,141	196,819	
	(II)							
Catharine MacLaren, VP-HR, Talent	(I)	123,653		1,756	7,012	7,338	139,759	
	(II)	19,997	8,663	280		7,378	36,318	
Catherine J Bruno, VP/CIO	(I)	429	22,769	247,998	18,314		289,510	
	(II)							
Claire DeSelle, VP,Innov & Org	(I)	148,825	212	420		1,490	150,947	
	(II)							
Colleen Hilton, VP, VNA/Hospice	(I)	47,193		536	869	3,178	51,776	
	(II)	138,590	12,265	2,054	5,874	17,149	175,932	
Daniel B Coffey, SrVP,AHC	(I)	403,321	63,004	24,932	30,800	18,888	540,945	
	(II)							
Deborah C Johnson RN, Sr V P , EMMC	(I)	489,984	77,710	12,788	30,800	27,241	638,523	
	(II)							
Deborah M Sanford, VP Org Effectiv	(I)	186,469	17,292	3,961	14,021	18,839	240,582	
	(II)							
Derrick Hollings, Sr VP, CFO/Tre	(I)	465,370	70,865	11,221	102,306	25,232	674,994	
	(II)							
Eileen Skinner, Sr VP, Mercy	(I)	407,780		28,219	64,035	25,737	525,771	
	(II)							
Eugene F Murray, Sr V P ,CADean	(I)	40,024		630	35,489	6,931	83,074	
	(II)	129,035	22,935	9,453	3,231	22,890	187,544	
George Eaton, Assoc Genl Counsel	(I)	205,010		5,714		17,505	228,229	
	(II)							
George Pelissier, VP-Supply Chain	(I)	161,198	9,486	2,405	14,675	11,910	199,674	
	(II)							
Glenn Martin, VP Gen Cnsl/Sec	(I)	348,106	33,250	3,117	67,078	27,015	478,566	
	(II)							
Greg Howat, VP-HR, East E	(I)	196,399		7,950	20,384	20,081	244,814	
	(II)	51,280	23,917	1,795	1,545	6,204	84,741	
Gregory Roraff, VP Special Proj	(I)	208,651	33,459	13,285	19,522	26,544	301,461	
	(II)							
Howard Margolskee, Physician	(I)	179,250	15,470	8,661	19,379	14,572	237,332	
	(II)							
Iyad Sabbagh MD, VP-CQO	(I)	306,877	23,770	1,115	16,130	28,253	376,145	
	(II)							
Jacqueline J Ferriera, CIO, Mercy	(I)	116,559	8,911	4,624	6,646	29,100	165,840	
	(II)							

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred in prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Jason Tankel, VP-Chief Compli	(I)	136,233	10,045	886	8,470	25,985	181,619	
	(II)							
Jean MMellett, VP CapPlng	(I)	192,703	13,080	2,303	19,931	25,117	253,134	
	(II)							
Jeffrey Sanford, CFO, Beacon	(I)	232,001	20,294	2,149	16,920	11,235	282,599	
	(II)							
John D Dalton, Sr V P ,Inland	(I)	177,576	14,393	4,152	1,166	9,667	206,954	
	(II)	101,979		55,426	59,280	15,518	232,203	
John Ronan, Sr VP-BHMH	(I)	211,062	20,183	16,578	13,057	8,885	269,765	
	(II)							
Jonathan M Hilton, VP-IS Infrastru	(I)	140,237	8,416	2,618	9,388	26,120	186,779	
	(II)							
Karen M Rossbach, Int VP&SysContr	(I)	190,600	9,142	2,300	11,618	10,395	224,055	
	(II)							
Kathleen J OberMD, Board Member	(I)							
	(II)	364,967		2,539	17,950	24,556	410,012	
Kyle L Johnson, VP & CIO	(I)	262,956	48,000	52,554		7,397	370,907	
	(II)							
Lee Martin, VP-HR,Empl Rel	(I)	160,856	10,817	5,850	17,110	18,124	212,757	
	(II)							
Lisa Harvey-McPherson, VP Con Care/CAO	(I)	198,577	15,328	3,601	45,327	11,785	274,618	
	(II)							
Lisa Swanson, Plng Consultant	(I)	202,981	212	297	13,257	15,321	232,068	
	(II)							
Mary M Hood, President & CEO	(I)	788,728	171,536	14,383	241,324	19,934	1,235,905	
	(II)							
Michael Crowley, VP/CPO, EMHSF	(I)	179,606	15,298	3,467	16,131	11,238	225,740	
	(II)							
Michael E Palumbo DO, Board Member	(I)							
	(II)	280,019	4,092	18,270	6,276	24,090	332,747	
Michael P Donahue, Sr VP, CEO BHL	(I)	272,266	67,531	57,385	21,782	12,257	431,221	
	(II)							
Miles Theeman, VP,Special Proj	(I)	266,806	39,304	22,390	30,771	24,254	383,525	
	(II)							
Patrick J Whalen, VP Bus Devel	(I)	78,232	41,341	80,083	21,796	5,205	226,657	
	(II)							
Paul Bolin, VP-HR, East	(I)	127,389		3,726	8,543	19,662	159,320	
	(II)	23,989		310	506	6,063	30,868	
Peter Close, VP-HR,Operation	(I)	188,694	12,235	1,979	7,540	5,374	215,822	
	(II)							

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred in prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Philip A Johnson, VP, Chief HRO	(I)	302,284	27,953	5,676	62,488	18,187	416,588	
	(II)							
Richard W Freeman MD, Sr VP/CTO	(I)	408,578	121,103	60,283	20,500	2,046	612,510	
	(II)							
Robert Thompson MD, SrVP/CMO	(I)	261,332	32,000	34,091		10,803	338,226	
	(II)							
Scott A Oxley, VP/Corp Srvs	(I)	270,674	21,155	1,535	56,339	24,213	373,916	
	(II)							
Sylvia S Getman, Sr V P , TAMC	(I)	308,334	42,798	4,428	59,567	26,883	442,010	
	(II)							
Ted Helberg, VP-HR, South	(I)	149,802		4,454	11,553	8,955	174,764	
	(II)	32,426	15,101	1,200	974	3,089	52,790	
Teresa P Vieira, Sr V P , SVH	(I)							
	(II)	223,205	21,065	12,712	8,889	18,480	284,351	
V Alexander-Lane, Former Sr V P , SVH	(I)							
	(II)			74,238			74,238	

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Schedule L (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**

▶ **Attach to Form 990 or Form 990-EZ.**

▶ **Information about Schedule L (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
EASTERN MAINE HEALTHCARE SYSTEMS

Employer identification number
01-0527066

Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only)

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1 (a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected? Yes	(d) Corrected? No

2 Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 . . . . . ▶ $

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . . ▶ $

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization? To	(d) Loan to or from the organization? From	(e) Original principal amount	(f) Balance due	(g) In default? Yes	(g) In default? No	(h) Approved by board or committee? Yes	(h) Approved by board or committee? No	(i) Written agreement? Yes	(i) Written agreement? No
Total ▶ $												

Part III Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
(1) Mary Hood	offcer=trust	485,371	VHA-consulting svc		No
(2) Tracy Ronan	fam mem=offi	127,924	compensation		No
(3) Roland Bourre	fam mem=offi	117,940	compensation		No

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions)

Return Reference	Explanation
Schedule L, Part V Supplemental Information	Mary M Hood, officer is trustee of VHA New England which EMHS purchases consulting and group purchasing services Tracy Ronan is the spouse of an officer and is an employee of Eastern Maine Healthcare Systems Roland Bourre is a family member of an officer and is an employee of Eastern Maine Healthcare Systems

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SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization	Employer identification number
EASTERN MAINE HEALTHCARE SYSTEMS	01-0527066

Return Reference	Explanation	
	Form 990, Part III, Line 4d Other Program Services Description	OTHER PROGRAM SERVICES 4 EMHS HOME OFFICE EMPLOYEES 913 LEADERSHIP President and CEO M Michelle Hood, FACHE Board Chair Evelyn S Silver, PhD DESCRIPTION EMHS provides Maine communities with access to the right care, at the right time, and in the right place, while striving for efficiencies to control costs The Home Office of EMHS works in support of the more than 11,000 employees throughout the system, including nine hospitals, emergency transport companies, home health agencies, and numerous long-term care and assisted living facilities LOCATIONS Brewer, Bangor, Orono (employees are also located at member organizations statewide) Celebrated 15 years of helping to promote literacy by giving books to children at birth and each well child visit to age five Convened 30 organizations working in Maines seven northern counties as a part of a United States Centers for Disease Control and Prevention-funded initiative, Partnerships to Improve Community Health (PICH), with the goal to improve access to healthy foods, engagement in physical activity, and create linkages between clinical care and community resources for 422,000 Maine residents Recruited and filled more than 3,900 employee positions system wideа record for EMHS Talent Management Launched a United States Centers for Disease Control and Prevention-funded project with Bangor Public Health and Community Services to work with Eastern Maine Medical Center and Acadia Hospital food services to make recipe changes resulting in reduced sodium menu options Welcomed Lighthouse Web Solutions, formerly part of Affiliated, as EMHS internal digital media services in the Office of System Communications Implemented Move and Improve coordinator trainings for 91 entities representing community, corporate, and school settings , empowering them to engage more than 4,800 people in the 2015 physical activity challenge SYSTEMWIDE EMPLOYEES Welcomed Maine Coast Memorial Hospital in Ellsworth on October 1 as the ninth EMHS member hospital Supported veterans right to access healthcare through multiple initiatives, including bringing the issue forward on Capitol Hill in Washington, DC, as well as developing an electronic medical record (EMR) prompt to record veteran status throughout the systemadvancing conversations on how to best assist Maine veterans Successfully implemented ICD-10 across EMHS on October 1Also known as the International Classification of Diseases, tenth edition, this clinical cataloging system assists with properly catal oging medical conditions, tracking epidemiological trends, and helps with medical reimbursement decisions Improved system wide quality and efficiency through continued EMHS Leadership Reinvented initiatives, notable achievements include shared service redesigns of clinical quality management, information systems, communications and marketing, facilities, and supply chain, which stimulated savings, advanced collegiality, and streamlined policies and workflow Expanded LifeFlight of Maine into a larger hangar, to include new office space , ground ambulance, helicopter, and a new fixed wing airplane that is providing greater speed and range over long distances and better all-weather capability Partnered with other organizations across the state in Maines Hire a Vet campaign, which aims to provide more veterans with career opportunitiesset statewide goal for more than 100 businesses to hire more than 100 veterans in 100 days*Number of employees as of the end of fiscal year 2015 This amount does not include Maine Coast Memorial Hospital employees OTHER PROGRAM SERVICES 5 CA DEAN EMPLOYEES 156 LEADERSHIP President and CEO Geno Murray Board Chair Linda Gilbert DESCRIPTION CA Dean is a 25-bed critical access hospital nestled on the shores of Moosehead Lake in Greenville, Maine Northwoods Healthcare is a department of CA Dean with locations in Greenville, Monson, and Sangerville, offering family practice and specialty services LOCATIONS Greenville, Monson, Sangerville Received the Most Wired Small and Rural Award by Hospitals and Health Networks, a subsidiary of the American Hospital Received five Avatar Awards Exceeding Expectation and four five-star awards Loyalty and Endorsement, Inpatient, Loyalty and Endorsement, Physician Office, Physician Office, and Inpatient Care Welcomed Northwoods Healthcare family practice provider, Galen Durose, MD, to both the Greenville and Sangerville primary care locations Hosted 4-H students for the third year in a row and instructed on the importance of rural emergency careVNA HOME HEALTH HOSPICE / EASTERN MAINE HOMECARE EMPLOYEES 430 LEADERSHIP President and CEO Colleen Hilton, RN, BSN Board Chair Bruce Reddy DESCRIPTION VNA Home Health Hospice is the trusted choice for home healthcare in Maine with services that provide a continuum of care from companionship and skilled homecare through hospice Note VNA Home Health Hospice includes VNA (Portland), Bangor Area Visiting Nurses, Hospice of Eas

Return Reference	Explanation	
	Form 990, Part III, Line 4d Other Program Services Description	tern Maine, Hancock County HomeCare and Hospice, Visiting Nurses of Aroostook, and Hospice of Aroostook. LOCATIONS Statewide with offices in South Portland, Bangor, Ellsworth, Car ibou, Houlton, Fort Kent Merged VNA Home Health Hospice and Eastern Maine HomeCarerecogniz ed and thanked outgoing board members for their years of service and voted in a new board of directors for the combined agency As a combined organization, made 124,847 home health visits, 40,275 hospice visits, served more than 8,500 clients, had an average census of mo re than 1,500 monthly clients, and traveled more than 3,145,500 miles (equal to 126 trips around the world or 13 trips around the moon) Continued to partner with the Aroostook Hous e of Comfort Foundation for the development and management of the Aroostook House of Comfo rt, a six-bed hospice house that provides personal, private space for the compassionate ca re and comfort of each patient, their family members, and friends scheduled to open in 201 6 Continued to demonstrate commitment to ongoing staff education for our staff seven phys ical therapists received their geriatric specialist certification (GCS), eight physical th erapists received their certification as exercise experts for aging adults (CEEAA), Bill A nderson, physical therapist, received the Clinical Excellence in Geriatrics Aw ard by the A cademy of Geriatric Physical Therapy Developed The Nightingale Society to provide opportun ities for Leadership Givingprograms supported include an in-home respite program for hospi ce families and financial assistance for LifeStagesEMHS FOUNDATION EMPLOYEES 31 LEADERSHI P President and CEO Michael R Crow ley Board Chair Lynne A SpoonerDESCRIPTION EMHS Fo undation is the center of philanthropy services for EMHS members Together, donors, commun ity leaders, and volunteers bring crucial support to ensuring access to quality healthcare LOCATIONS Bangor, Blue Hill, Ellsw orth, Greenville, Pittsfield, Portland, Presque Isle, Waterville Raised more than $13 3 million for EMHS member organizations from more than 14 ,000 donors, representing 50 states, the District of Columbia, seven Canadian provinces, a nd several countries Continued to distribute 100 percent of funds raised as designated by donors, w ith beneficiaries including cancer care, capital projects, cardiac care, charity care, critical care, education and research, and w omens and childrens services Organized a nd hosted events throughout the state, including those in Greenville to raise funds for pa tient care, in Bangor to support programs for grieving children, and in Portland to offer affordable lodging for families w hose loved ones are receiving medical care in the region Managed more than $34 million in endow ments, w hich perpetually support healthcare througho ut the system Cultivated lifetime philanthropy through a series of statew ide seminars and educational materials aimed at helping donors learn about the many w ays to support healthc are through planned giving OTHER PROGRAM SERVICES 6 EASTERN MAINE MEDICAL CENTER EMPLOYEE S 3,996 LEADERSHIP President and CEO Deborah Carey Johnson, RN Board Chair Liane Judd DESCRIPTION Eastern Maine Medical Center (EMMC) is the acute care specialty referral hosp ital for northern, eastern, and central Maine, providing leading-edge programs in cancer, surgery, and cardiac care, among many others EMMC also provides progressive, patient-cent ered care in several ambulatory and diagnostic facilities and physician practice settings LOCATIONS Bangor, Brew er, Hampden, Orono Earned an A Hospital Safety Score from the Leap frog Group, an independent, national nonprofit that scores hospitals on preventable errors , injuries, accidents, and infections Increased access to life-saving heart care by launch ing a Transcatheter Aortic Valve Replacement (TAVR) program, an appropriate procedure for patients w ho are too high-risk for open heart surgery Progressed on construction of the Mo dernization Project, the largest improve

Return Reference	Explanation
Form 990, Part VI, Line 2 Description of Business or Family Relationship of Officers, Directors, Et	Charles E. Hewitt, board member is a board member of Bangor Savings Bank, Scott Oxley, officer is board member of Bangor Savings Bank and James Donnelly, board member is employed by Bangor Savings Bank. Mary M. Hood, board member/officer, and James Donnelly, board member, are board members of University of Maine Systems board

Return Reference	Explanation
Form 990, Part VI, Line 3 Description of Delegated Duties to Management Company	Explanation Eastern Maine Healthcare Systems (EMHS) has entered into administrative and management services contracts with The Confidential Search Company (TCSC) under which an employee provides for the position of Interim Vice President of Capital Planning & Assistant Treasurer Steve Guimond, Interim VP of Capital Planning & Assistant Treasurer, is employed by TCSC He began providing services as Interim VP to EMHS in November 2014 His CY2014 compensation and benefits received from TDSC for services provided to EMHS is $72,450 His position has leadership responsibility for EMHS's financial management policies, operations and systems including direct supervisory responsibility for capital planning, treasury and budgeting

Return Reference	Explanation
Form 990, Part VI, Line 4 Description of Significant Changes to Organizational Documents	The bylaws were amended to establish a Quality Committee

Return Reference	Explanation
Form 990, Part VI, Line 6 Explanation of Classes of Members or Shareholder	Eastern Maine Healthcare Systems (EMHS) is a Maine nonprofit corporation organized with at least 125 and not more than 250 individual members representing the geographic area served by its subsidiary corporations

Return Reference	Explanation
Form 990, Part VI, Line 7a How Members or Shareholders Elect Governing Body	Each year at the organizations annual meeting, the members elect replacements for those members and those directors whose terms are expiring, subject to the concurring action of the board of directors If the board does not approve the slate of members or directors elected by the members themselves, the meeting is adjourned and the nominating committee of the board is charged with nominating a new slate

Return Reference	Explanation
Form 990, Part VI, Line 7b Describe Decisions of Governing Body Approval by Members or Shareholders	Approval of the members is required to ratify any amendment adopted by the Board of Directors to the Articles of Incorporation or the Bylaws changing the number, geographic distribution, qualifications, organization or election of members, or changing the election of Directors, or to ratify any merger, consolidation or dissolution of the Corporation

Return Reference	Explanation
Form 990, Part VI, Line 11b Form 990 Review Process	Form 990 is reviewed by the Assistant System Controller and System Controller It is provided to each board member either electronically or in hard copy with an opportunity to ask questions prior to filing with the IRS

Return Reference	Explanation
Form 990, Part VI, Line 12c Explanation of Monitoring and Enforcement of Conflicts	The organization requests updates of potential conflicts and relationships from the officers and Board members on an annual basis The request requires disclosure of all business relationships, board memberships, and family relationships A database is maintained that is compared to payroll records and the accounts payable vendor list to identify any potential conflicts of interest Transactions are reviewed for reasonableness as an arm's length transaction The first agenda item for board meetings and board committee meetings is for members to declare any conflict of interest with upcoming agenda items or deliberations At any point when consideration is being given to purchase/contract with a party in interest, the member with the conflict is either excused from the discussion and consideration process or abstains from voting on the matter All transactions identified with parties in interest are disclosed within the Form 990 All are deemed to be arm's length transactions

Return Reference	Explanation
Form 990, Part VI, Line 15a Compensation Review & Approval Process - CEO, Top Management	The EMHS Executive Performance Management Committee (the Committee) is responsible to monitor and evaluate the performance of the EMHS President, to set compensation of the EMHS President, and to review recommendations of the EMHS President with respect to compensation of the Chief Executive Officer of the direct subsidiaries, and other direct reports to the President The Committee is comprised entirely of independent Directors per EMHS bylaws Process The Committee meets regularly throughout the fiscal year at the discretion of the Committee chair as well as on call of the Chair of the EMHS board In carrying out its duties pursuant to the Bylaws, the Committee -Assures that the executive compensation program is administered in a manner consistent with the EMHS executive compensation philosophy -Reviews and updates the EMHS executive compensation philosophy which serves as the foundation on which all current and future executive compensation decisions are made -Assures that value of compensation provided by EMHS does not exceed the value of services provided by the executive -Reviews annual incentive compensation criteria for eligible executives, as defined by the EMHS President -Reviews periodic compensation survey information and provides expert input to proposed changes to the executive compensation program -Assures that a formal and timely performance management system is in place for executives -Reviews incentive compensation criteria scoring and associated pay schedules for officers and key employees -Provides any public statements regarding executive compensation practices at EMHS deemed appropriate -Maintains minutes of the meetings and communicates actions to the EMHS Board of Directors To accomplish this, the committee uses an external consultant with access to comparative data from independent sources and include national as well as regional data points The EMHS President reviews all direct report compensation actions with the committee In addition, the EMHS President ensures that any subsidiary policies and practices governing executive compensation are consistent with the committee's philosophy and practices statement

Return Reference	Explanation
Form 990, Part VI, Line 15b Compensation Review and Approval Process for Officers and Key Employees	Compensation of other officers and key employees of the organization is established by the Human Resources department who utilize external market research to establish compensation ranges for specific positions The compensation of officers and key employees are reviewed by the EMHS President/CEO and EMHS Executive Performance Management Committee On an annual basis, the compensation ranges are compared to the updated survey information The hiring manager will determine where the employee will fall within the ranges established by the Human Resources department based on experience and credentials

Return Reference	Explanation
Form 990, Part VI, Line 19 Other Organization Documents Publicly Available	Eastern Maine Healthcare Systems makes its governing documents, conflict of interest policy, and financial statements available to the public upon request

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Decreases	Adjustment to Apply Recognition Provisions of FASB Statement = -$5591703

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Acadia Hospital = $1008504

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from AHI = $11185

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Blue Hill Memorial Hospital = $1177329

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from CADean Hospital = $412659

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Eastern Maine Home Care = $144080

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Eastern Maine Medical Center = $15861883

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from EMHS Foundation = $201008

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from EMMC Auxilliary = $60

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Inland Hospital = $1829600

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Lakewood = $23132

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Mercy Hospital = $4320296

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Norumbega = $4102

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Restorative Health = $3189

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Rosscare = $312286

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from Sebasticook Valley Hospital = $711257

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from The Aroostook Medical Center = $2121815

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Increases	Contributions of Capital from VNA = $34089

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Decreases	Contributions of Capital to Eastern Maine Home Care = -$43869

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Decreases	Interest in Beacon Health, LLC = -$5860279

Return Reference	Explanation
Other Changes In Net Assets Or Fund Balances - Other Decreases	Interest in Net Assets Held at EMHS Foundation = -$27165

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SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
EASTERN MAINE HEALTHCARE SYSTEMS

Employer identification number
01-0527066

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	(g) No
See Additional Data Table							

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations? Yes	(h) No	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) No	(k) Percentage ownership
(1) Beacon Health LLC 43 Whiting Hill Road Brewer, ME 04412 45-2967056	Accountable care organization	ME	EMHS	Related	-7,161,382	3,360,177		No			No	95 000 %

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512 (b)(13) controlled entity? Yes	(i) No
See Additional Data Table									

Part V **Transactions With Related Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

		Yes	No
Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule			
1 During the tax year, did the orgranization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a	Yes	
b Gift, grant, or capital contribution to related organization(s)	1b		No
c Gift, grant, or capital contribution from related organization(s)	1c		No
d Loans or loan guarantees to or for related organization(s)	1d	Yes	
e Loans or loan guarantees by related organization(s)	1e	Yes	
f Dividends from related organization(s)	1f		No
g Sale of assets to related organization(s)	1g		No
h Purchase of assets from related organization(s)	1h		No
i Exchange of assets with related organization(s)	1i		No
j Lease of facilities, equipment, or other assets to related organization(s)	1j		No
k Lease of facilities, equipment, or other assets from related organization(s)	1k	Yes	
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	Yes	
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	Yes	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n		No
o Sharing of paid employees with related organization(s)	1o		No
p Reimbursement paid to related organization(s) for expenses	1p	Yes	
q Reimbursement paid by related organization(s) for expenses	1q	Yes	
r Other transfer of cash or property to related organization(s)	1r	Yes	
s Other transfer of cash or property from related organization(s)	1s	Yes	

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

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
See Additional Data Table			

Part VI **Unrelated Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

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

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproprtionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation

Additional Data

Software ID: 14000265
Software Version: 2014v6.0
EIN: 01-0527066
Name: EASTERN MAINE HEALTHCARE SYSTEMS

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	No
(1) Eastern Maine Medical Center EMMC 489 State Street PO Box 404 Bangor, ME 044020404 01-0211501	Provide healthcare services	ME	501(c)(3)	3	Eastern Maine Healthcare Systems EMHS	Yes	
(1) Eastern Maine Healthcare Real Estate 43 Whiting Hill Road Brewer, ME 04412 01-0391036	Leases real estate	ME	501(c)(2)		EMHS	Yes	
(2) Rosscare 43 Whiting Hill Road Suite 400 Brewer, ME 04412 01-0391038	Provide services to elderly	ME	501(c)(3)	PF	EMHS	Yes	
(3) Rosscare Nursing Homes Inc 43 Whiting Hill Road Suite 400 Brewer, ME 04412 01-0430751	Operation of nursing homes	ME	501(c)(3)	9	Rosscare	Yes	
(4) Acadia Hospital Corp AHC 43 Whiting Hill Road Brewer, ME 04412 01-0459837	Provide healthcare services	ME	501(c)(3)	3	EMHS	Yes	
(5) Eastern Maine Medical Center Auxiliary 43 Whiting Hill Road Brewer, ME 04412 01-0377901	Fund raising for exempt EMMC	ME	501(c)(3)	9	EMMC	Yes	
(6) Acadia Healthcare Inc AHI 43 Whiting Hill Road Brewer, ME 04412 22-3183888	Provide healthcare services	ME	501(c)(3)	9	AHC	Yes	
(7) EMHS Foundation 43 Whiting Hill Road Suite 400 Brewer, ME 04412 22-2514163	Raise & manage funds for exempt orgs	ME	501(c)(3)	11, Type II	EMHS	Yes	
(8) Norumbega Medical Specialists LTD 43 Whiting Hill Road Suite 400 Brewer, ME 04412 01-0465231	Provide patient care & education	ME	501(c)(3)	9	EMMC	Yes	
(9) Inland Hospital 200 Kennedy Memorial Drive Waterville, ME 04901 01-0217211	Provide healthcare services	ME	501(c)(3)	3	EMHS	Yes	
(10) Lakewood A Continuing Care Center 220 Kennedy Memorial Drive Waterville, ME 04901 01-0421234	Provide skilled & long term nursing care	ME	501(c)(3)	3	Inland Hospital	Yes	
(11) CA Dean Memorial Hospital Pritham Avenue PO Box 1129 Greenville, ME 044411129 04-3341666	Provide Healthcare Services	ME	501(c)(3)	3	EMHS	Yes	
(12) Sebasticook Valley Health SVH 447 North Main Street Pittsfield, ME 04967 01-0263628	Critical care hospital	ME	501(c)(3)	3	EMHS	Yes	
(13) The Aroostook Medical Center TAMC PO Box 151 140 Academy St Presque Isle, ME 047690151 01-0372148	Provide healthcare services	ME	501(c)(3)	3	EMHS	Yes	
(14) TAMC Title Corp PO Box 151 140 Academy St Presque Isle, ME 047690151 01-0389226	Real estate holding company	ME	501(c)(2)		TAMC	Yes	
(15) TAMC Endowments PO Box 151 140 Academy St Presque Isle, ME 047690151 01-0389222	Raise funds for exempt orgs	ME	501(c)(3)	11, Type I	TAMC	Yes	
(16) Horizons Health Services PO Box 151 140 Academy St Presque Isle, ME 047690151 01-0504393	Provide patient care	ME	501(c)(3)	3	TAMC	Yes	
(17) Eastern Maine HomeCare PO Box 688 Caribou, ME 04736 01-0328442	Provide home health & hospice svcs	ME	501(c)(3)	9	EMHS	Yes	
(18) Blue Hill Memorial Hospital 57 Water Street Blue Hill, ME 046145231 01-0227195	Provide healthcare services	ME	501(c)(3)	3	EMHS	Yes	
(19) Meadow Wood LLC 43 Whiting Hill Road Brewer, ME 04412 27-2935243	Provide patient care	ME	501(c)(3)	9	AHI	Yes	

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	No
(21) Restoration Health LLC 43 Whiting Hill Road Brewer, ME 04412 35-2449986	Provide mental & behavioral health srvs	ME	501(c)(3)	9	AHI	Yes	
(1) Sebasticook Valley Family Practice Assoc 447 North Main Street Pittsfield, ME 04967 01-0357854	Provide patient care	ME	501(c)(3)	9	SVH	Yes	
(2) Mercy Hospital 144 State Street Portland, ME 04101 01-0211534	Provide healthcare services	ME	501(c)(3)	3	EMHS	Yes	
(3) Mercy Health System of Maine 144 State Street Portland, ME 04101 01-0484074	Support org for hlthcare affiliates	ME	501(c)(3)	11 Type III Func Int	EMHS	Yes	
(4) VNA Home Health & Hospice 50 Foden Road South Portland, ME 04106 01-0246804	Provide home hlth and hospice srvs	ME	501(c)(3)	9	EMHS	Yes	

Form 990, Schedule R, Part IV - Identification of Related Organizations Taxable as a Corporation or Trust

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal Domicile (State or Foreign Country)	(d) Direct Controlling Entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
Yes	**No**								
Affiliated Healthcare Systems AHS PO Box 940 Bangor, ME 044020940 01-0385322	Holding Co	ME	EMHS	C	763,883	11,087,045	100 000 %	Yes	
Affiliated Healthcare Management PO Box 811 Bangor, ME 044020811 01-0349339	Hlthcr mgmt	ME	AHS	C				Yes	
Affiliated Laboratory Inc PO Box 638 Bangor, ME 044020638 01-0381283	Clinical Lab	ME	AHS	C				Yes	
Affiliated Materiel Services PO Box 1300 Bangor, ME 044021300 01-0381189	Purchasing	ME	AHS	C				Yes	
Meridian Mobile Health LLC PO Box 940 931 Union St Bangor, ME 044020940 01-0512673	Ambulance	ME	AHS	C				Yes	
Maine Network for Health PO Box 2813 Bangor, ME 044022813 01-0496352	Support srv	ME	EMHS	C	-33,406	379,276	64 000 %	Yes	
Dirigo Pines Retirement Community LLC 9 Alumni Drive Orono, ME 04473 01-0537924	Holding co	ME	AHS	C				Yes	
Dirigo Pines Inn LLC 9 Alumni Drive Orono, ME 04473 02-0547749	Contin care	ME	Rosscare	C	49,712	16,320,728	100 000 %	Yes	
Dirigo Funding LLC 9 Alumni Drive Orono, ME 04473 01-0599968	Prov finance	ME	AHS	C				Yes	
Dirigo Pines Development Co LLC 9 Alumni Drive Orono, ME 04473 01-0537924	RetCottage	ME	AHS	C				Yes	
M Drug LLC PO Box 1779 Bangor, ME 044021779 27-2175482	Pharmacy	ME	AHS	C				Yes	
Alliance Health Documentation LLC 9 Central St Ste 205 Bangor, ME 04401 46-2751855	Transcription	ME	AHS	C				Yes	

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
Eastern Maine Medical Center EMMC	a	3,375,295	FMV
Eastern Maine Medical Center EMMC	e	97,500	FMV
Eastern Maine Medical Center EMMC	l	58,253,717	FMV
Eastern Maine Medical Center EMMC	m	231,037	FMV
Eastern Maine Medical Center EMMC	p	500,689	FMV
Eastern Maine Medical Center EMMC	q	49,511,591	FMV
Eastern Maine Medical Center EMMC	s	15,861,883	FMV
Rosscare	a	125,090	FMV
Rosscare	l	202,372	FMV
Rosscare	q	60,645	FMV
Rosscare	s	312,286	FMV
Acadia Hospital Corp AHC	l	4,966,037	FMV
Acadia Hospital Corp AHC	q	4,600,753	FMV
Acadia Hospital Corp AHC	s	1,008,504	FMV
Acadia Healthcare Inc AHI	l	88,646	FMV
Acadia Healthcare Inc AHI	q	542,968	FMV
EMHS Foundation	l	272,618	FMV
EMHS Foundation	q	2,605,345	FMV
Norumbega Medical Specialists LTD	l	67,548	FMV
Inland Hospital	l	3,645,270	FMV
Inland Hospital	q	5,431,933	FMV
Inland Hospital	s	1,829,600	FMV
Lakewood A Continuing Care Center	l	293,019	FMV
CA Dean Memorial Hospital	a	7,463	FMV
CA Dean Memorial Hospital	d	750,000	FMV

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
CA Dean Memorial Hospital	e	300,000	FMV
CA Dean Memorial Hospital	l	1,243,927	FMV
CA Dean Memorial Hospital	q	1,526,304	FMV
CA Dean Memorial Hospital	s	412,659	FMV
Sebasticook Valley Health SVH	l	1,852,314	FMV
Sebasticook Valley Health SVH	q	3,071,315	FMV
Sebasticook Valley Health SVH	s	711,257	FMV
The Aroostook Medical Center TAMC	a	89,152	FMV
The Aroostook Medical Center TAMC	d	2,962,000	FMV
The Aroostook Medical Center TAMC	l	4,726,838	FMV
The Aroostook Medical Center TAMC	q	8,168,012	FMV
The Aroostook Medical Center TAMC	s	2,121,815	FMV
TAMC Title Corp	k	2,002	FMV
Eastern Maine HomeCare	a	91,654	FMV
Eastern Maine HomeCare	e	500,000	FMV
Eastern Maine HomeCare	l	552,670	FMV
Eastern Maine HomeCare	q	948,755	FMV
Eastern Maine HomeCare	s	144,080	FMV
Blue Hill Memorial Hospital	l	2,461,411	FMV
Blue Hill Memorial Hospital	q	2,787,986	FMV
Blue Hill Memorial Hospital	s	1,177,329	FMV
Mercy Hospital	a	28,655	FMV
Mercy Hospital	d	3,000,000	FMV
Mercy Hospital	l	14,576,453	FMV
Mercy Hospital	q	18,359,812	FMV

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
Mercy Hospital	s	4,320,295	FMV
VNA Home Health & Hospice	l	1,901,012	FMV
VNA Home Health & Hospice	q	1,906,536	FMV
Beacon Health LLC	l	981,563	FMV
Beacon Health LLC	m	1,728,654	FMV
Beacon Health LLC	q	123,619	FMV
Beacon Health LLC	r	5,924,632	FMV
Beacon Health LLC	s	64,353	FMV
Affiliated Healthcare Systems AHS	l	769,383	FMV
Affiliated Healthcare Management	a	34,400	FMV
Affiliated Healthcare Management	k	50,762	FMV
Affiliated Healthcare Management	l	2,388,709	FMV
Affiliated Healthcare Management	m	339,875	FMV
Affiliated Healthcare Management	q	372,011	FMV
Affiliated Laboratory Inc	a	31,470	FMV
Affiliated Laboratory Inc	l	1,074,721	FMV
Affiliated Laboratory Inc	q	2,109,934	FMV
Affiliated Materiel Services	l	2,221,656	FMV
Affiliated Materiel Services	p	251,850	FMV
Affiliated Materiel Services	q	94,256	FMV
Meridian Mobile Health LLC	l	297,022	FMV
Meridian Mobile Health LLC	q	437,672	FMV
Maine Network for Health	m	102,709	FMV
Dirigo Pines Inn LLC	l	214,637	FMV
Dirigo Pines Development Co LLC	l	166,341	FMV

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
M Drug LLC	a	71,747	FMV
M Drug LLC	l	954,063	FMV
M Drug LLC	q	384,901	FMV
Alliance Health Documentation LLC	l	257,998	FMV