**Part I: Analysis of Revenue and Expenses**

<table>
<thead>
<tr>
<th>Item</th>
<th>(a) Revenue and expenses per books</th>
<th>(b) Net investment income</th>
<th>(c) Adjusted net income</th>
<th>(d) Disbursements for charitable purposes (cash basis only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contributions, gifts, grants, etc., received (attach schedule)</td>
<td>256,753.</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>2. Checks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Interest on savings and temporary cash investments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Dividends and interest from securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5a. Gross rents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Net rental income or (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6a. Net gain or (loss) from sale of assets not on line 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Gross sales price for all assets on line 6a</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Capital gain net income (from Part IV, line 2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Net short-term capital gain</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Income modifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10a. Gross sales less returns and allowances</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Less: Cost of goods sold</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Gross profit or (loss) (attach schedule)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Other income (attach schedule)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Total. Add lines 1 through 11.</td>
<td>256,753.</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

**Revenue**

**Operating and Administrative Expenses**

**Operating and Administrative Expenses**

**Net short-term capital gain**

**Income modifications**

**Gross sales less returns and allowances**

**Interest**

**Travel, conferences, and meetings**

**Depreciation (attach schedule) and depletion**

**Occupancy**

**Printing and publications**

**Net gain or (loss) from sale of assets not on line 10**

**Gross sales price for all assets on line 6a**

**Capital gain net income (from Part IV, line 2)**

**Other expenses (attach schedule)**

**Total operating and administrative expenses. Add lines 13 through 23.**

**Hospitality**

**Charitable contributions, gifts, grants paid**

**Part XV**

**Total expenses and disbursements. Add lines 24 and 25.**

**Other expenses (attach schedule)**

**See Statement 6**

**Total expenses and disbursements. Add lines 24 and 25.**

**27. Subtract line 26 from line 12:**

- **Excess of revenue over expenses and disbursements**
  - **b. Net investment income (if negative, enter -0.0) 0**
  - **c. Adjusted net income (if negative, enter -0.0) 0**

---

**BAA  For Paperwork Reduction Act Notice, see instructions.**

**Form 990-PF (2018)**
## Balance Sheets

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Book Value</td>
<td>(b) Book Value</td>
</tr>
<tr>
<td>1</td>
<td>Cash — non-interest-bearing</td>
<td>3,859,516.</td>
</tr>
<tr>
<td>2</td>
<td>Savings and temporary cash investments</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Accounts receivable</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Pledges receivable</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Grants receivable</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Other notes and loans receivable (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Inventories for sale or use</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Prepaid expenses and deferred charges</td>
<td></td>
</tr>
<tr>
<td>10a</td>
<td>Investments — U.S. and state government obligations (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>10b</td>
<td>Investments — corporate stock (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>10c</td>
<td>Investments — corporate bonds (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Investments — land, buildings, and equipment: basis</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Investments — mortgage loans</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Investments — other (attach schedule)</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Land, buildings, and equipment: basis</td>
<td>5,250.</td>
</tr>
<tr>
<td>15</td>
<td>Other assets (describe)</td>
<td>12,252,224.</td>
</tr>
</tbody>
</table>

### Total assets

16. Total assets (to be completed by all filers) | 16,118,834. | 10,856,574. | 10,856,574. |

## Liabilities

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Book Value</td>
<td>(b) Book Value</td>
</tr>
<tr>
<td>17</td>
<td>Accounts payable and accrued expenses</td>
<td>59,154.</td>
</tr>
<tr>
<td>18</td>
<td>Grants payable</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Deferred revenue</td>
<td>7,573.</td>
</tr>
<tr>
<td>20</td>
<td>Loans from officers, directors, trustees, &amp; other disqualified persons</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Mortgages and other notes payable (attach schedule)</td>
<td>6,088,292.</td>
</tr>
<tr>
<td>22</td>
<td>Other liabilities (describe)</td>
<td>-25,177.</td>
</tr>
</tbody>
</table>

16. Total liabilities (add lines 17 through 22) | 6,129,842. | 6,149,988. | |

## Net Assets or Fund Balances

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Book Value</td>
<td>(b) Book Value</td>
</tr>
<tr>
<td>24</td>
<td>Unrestricted</td>
<td>2,349,824.</td>
</tr>
<tr>
<td>25</td>
<td>Temporarily restricted</td>
<td>49,800.</td>
</tr>
<tr>
<td>26</td>
<td>Permanently restricted</td>
<td>7,589,368.</td>
</tr>
</tbody>
</table>

24. Foundations that do not follow SFAS 117, check here | X | |

## Analysis of Changes in Net Assets or Fund Balances

1. Total net assets or fund balances at beginning of year — Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year’s return) | 1 | 9,988,992. |
2. Enter amount from Part I, line 27a | 2 | -296,167. |
3. Other increases not included in line 2 (itemize) | 3 | |
4. Add lines 1, 2, and 3 | 4 | 9,692,825. |
5. Decreases not included in line 2 (itemize) | See Statement 11 | 4 | 4,986,239. |
6. Total net assets or fund balances at end of year (line 4 minus line 5) — Part II, column (b), line 30 | 6 | 4,706,586. |
### Part IV  Capital Gains and Losses for Tax on Investment Income

<table>
<thead>
<tr>
<th>(a)</th>
<th>List and describe the kind(s) of property sold (for example, real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>N/A</td>
</tr>
<tr>
<td>b</td>
<td></td>
</tr>
<tr>
<td>c</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td></td>
</tr>
<tr>
<td>e</td>
<td></td>
</tr>
</tbody>
</table>

#### (f) Depreciation allowed (or allowable)

<table>
<thead>
<tr>
<th>(g)</th>
<th>Cost or other basis plus expense of sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>(h)</td>
<td>Gain or (loss) ((e) plus (f) minus (g))</td>
</tr>
</tbody>
</table>

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

#### (i) FMV as of 12/31/69

<table>
<thead>
<tr>
<th>(j)</th>
<th>Adjusted basis as of 12/31/69</th>
</tr>
</thead>
<tbody>
<tr>
<td>(k)</td>
<td>Excess of col. (i) over col. (j), if any</td>
</tr>
</tbody>
</table>

#### (l) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))

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

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

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

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

If "Yes," the foundation doesn’t qualify under section 4940(e). Do not complete this part.

#### (d) Distribution ratio (col. (b) divided by col. (c))

<table>
<thead>
<tr>
<th>Adjusted qualifying distributions</th>
<th>Net value of noncharitable-use assets</th>
<th>Distribution ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>593,202.</td>
<td>3,453,894.</td>
<td>0.171749</td>
</tr>
<tr>
<td>544,611.</td>
<td>2,326,940.</td>
<td>0.234046</td>
</tr>
<tr>
<td>727,375.</td>
<td>1,868,668.</td>
<td>0.389248</td>
</tr>
<tr>
<td>734,541.</td>
<td>1,970,970.</td>
<td>0.372680</td>
</tr>
<tr>
<td>5,555,507.</td>
<td>1,992,732.</td>
<td>2.787885</td>
</tr>
</tbody>
</table>

#### Average distribution ratio for the 5-year base period — divide the total on line 2 by 5.0, or by the number of years the foundation has been in existence if less than 5 years.

2 3.955608

Enter the net value of noncharitable-use assets for 2018 from Part X, line 5.

4 3,623,255.

Multiply line 4 by line 3.

5 2,866,437.

Enter 1% of net investment income (1% of Part I, line 27b).

6

Add lines 5 and 6.

7 2,866,437.

Enter qualifying distributions from Part XII, line 4.

8 484,444.
### Part VI Excise Tax Based on Investment Income
(Section 4940(a), 4940(b), 4940(e), or 4948 — see instructions)

1. Exempt operating foundations described in section 4940(c)(2), check here ☒ and enter N/A on line 1.
2. Add lines 1 and 2. .......................................................... 3
3. Subtitle A income tax (domestic section 4947(a)(1) trusts and taxable foundations only; others, enter -0-). ........... 4
4. Tax based on investment income. Subtract line 4 from line 3. If zero or less, enter -0-.
5. Enter the amount of tax on political expenditures (section 4955) imposed during the year:
   b. Exempt foreign organizations — tax withheld at source ........................................ 6b 0.
   c. Tax paid with application for extension of time to file (Form 8868) ................................ 6c 0.
   d. Backup withholding erroneously withheld ................................................................. 6d 0.
7. Total credits and payments. Add lines 6a through 6d. .......................................................... 7 461.
8. Enter any penalty for underpayment of estimated tax. Check here ☒ if Form 2220 is attached. .......... 8 0.
9. Tax due. If the total of lines 5 and 8 is more than line 7, enter amount owed ........................................................................................................ 9
10. Overpayment. If line 7 is more than the total of lines 5 and 8, enter the amount overpaid. ............... 10 461.
11. Enter the amount of line 10 to be: Credited to 2019 estimated tax ☒ 461. Refunded ☒ 0.

### Part VII-A Statements Regarding Activities

1. a. During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign? .................................. 1a X
   b. Did it spend more than $100 during the year (either directly or indirectly) for political purposes? ...... 1b X

   If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.
2. c. Did the foundation file Form 1120-POL for this year? ............................................................. 1c X
   d. Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year:
      (1) On the foundation ☒ $ 0. (2) On foundation managers ☒ $ 0.
   e. Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers ☒ $ 0.

3. Has the foundation engaged in any activities that have not previously been reported to the IRS? ...... 2 X
   If 'Yes,' attach a detailed description of the activities.
4. a. Did the foundation have unrelated business gross income of $1,000 or more during the year? ...... 4a X
   b. If 'Yes,' has it filed a tax return on Form 990-T for this year? ............................................ 4b N/A
5. Was there a liquidation, termination, dissolution, or substantial contraction during the year? ............. 5 X
   If 'Yes,' attach the statement required by General Instruction T.
6. Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either:
   - By language in the governing instrument, or
   - By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument? ................................................................. 6 X
7. Did the foundation have at least $5,000 in assets at any time during the year? If 'Yes,' complete Part II, col. (c), and Part XV ............................................................... 7 X
8. a. Enter the states to which the foundation reports or with which it is registered. See instructions ☒

### Notes

- If the answer is 'Yes' to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? If 'No,' attach explanation. ................. 8b X
- Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2018 or the tax year beginning in 2018? See the instructions for Part XIV. If 'Yes,' complete Part XIV. ......................................................... 9 X
- Did any persons become substantial contributors during the tax year? If 'Yes,' attach a schedule listing their names and addresses. .................................................................................. 10 X
### Part VII-A  Statements Regarding Activities (continued)

11 At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions.  
   Yes No  
   11 X

12 Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions.  
   Yes No  
   12 X

13 Did the foundation comply with the public inspection requirements for its annual returns and exemption application?  
   Yes No  
   13 X

   Website address: [www.NLH.org/Rosscare](http://www.NLH.org/Rosscare)  
   Located at: 43 Whiting Hill Road, Brewer, ME 04412  
   Telephone no: 207-973-9081

14 The books are in care of John J. Doyle  
   At any time during calendar year 2018, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?  
   Yes No  
   15 N/A

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041—check here and enter the amount of tax-exempt interest received or accrued during the year.  
   Yes No  
   16 X

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

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

1a During the year, did the foundation (either directly or indirectly):  

   (1) Engage in the sale or exchange, or leasing of property with a disqualified person?  
      Yes No  
      1b N/A

   (2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?  
      Yes No  
      2b N/A

   (3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?  
      Yes No  
      3b N/A

   (4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?  
      Yes No  
      4a X

   (5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?  
      Yes No  
      5b N/A

   (6) Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)  
      Yes No  
      6b N/A

   b If any answer is 'Yes' to 1a(1)−(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions.  
      Yes No  
      1b N/A

   c Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2018?  
      Yes No  
      2c X

2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):  

   a At the end of tax year 2018, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2018?  
      Yes No  
      2b N/A

   b Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer 'No' and attach statement—see instructions.)  
      Yes No  
      3b N/A

   c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.  
      Yes No  
      4b X

3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?  
   Yes No  
   3a X

   b If "Yes," did it have excess business holdings in 2018 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2018.)  
   Yes No  
   3b X

4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?  
   Yes No  
   4a X

   b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2018?  
   Yes No  
   4b X
Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required (continued)

5a During the year, did the foundation pay or incur any amount to:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X</td>
<td>No</td>
</tr>
<tr>
<td>2</td>
<td>X</td>
<td>No</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>No</td>
</tr>
</tbody>
</table>

b If any answer is ‘Yes’ to 5a(1)–(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions.

<table>
<thead>
<tr>
<th></th>
<th>5b N/A</th>
<th></th>
</tr>
</thead>
</table>

5b Organizations relying on a current notice regarding disaster assistance, check here.

6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? 

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>6b</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?

If 'Yes' to 6b, file Form 8870.

7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? 

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

b If 'Yes,' did the foundation receive any proceeds or have any net income attributable to the transaction? N/A

8 Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

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

1 List all officers, directors, trustees, and foundation managers and their compensation. See instructions.

<table>
<thead>
<tr>
<th>(a) Name and address</th>
<th>(b) Title, and average hours per week devoted to position</th>
<th>(c) Compensation (If not paid, enter '-',0-)</th>
<th>(d) Contributions to employee benefit plans and deferred compensation</th>
<th>(e) Expense account, other allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See Statement 14

-----------------------------

0. 0. 0.

-----------------------------

-----------------------------

-----------------------------

-----------------------------

-----------------------------

-----------------------------

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

<table>
<thead>
<tr>
<th>(a) Name and address of each employee paid more than $50,000</th>
<th>(b) Title, and average hours per week devoted to position</th>
<th>(c) Compensation</th>
<th>(d) Contributions to employee benefit plans and deferred compensation</th>
<th>(e) Expense account, other allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

None

-----------------------------

-----------------------------

-----------------------------

-----------------------------

-----------------------------

-----------------------------

Total number of other employees paid over $50,000 0
**Part VIII** Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors (continued)

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

<table>
<thead>
<tr>
<th>(a) Name and address of each person paid more than $50,000</th>
<th>(b) Type of service</th>
<th>(c) Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total number of others receiving over $50,000 for professional services: 0

**Part IX-A** Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

<table>
<thead>
<tr>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 SYLVIA ROSS LEGACY PROGRAM-Assistance to qualified applicants to reduce the cost of residency at the Sylvia Ross Home, assisted living apartments located on the campus of Ross Manor in Bangor. 214,740.</td>
</tr>
<tr>
<td>2 Also see attached publication.</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
</tbody>
</table>

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

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 N/A</td>
</tr>
<tr>
<td>2</td>
</tr>
</tbody>
</table>

All other program-related investments. See instructions.

| |
| 3 |

Total. Add lines 1 through 3: 0.

BAA
### Part X Minimum Investment Return

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:</td>
<td>N/A</td>
</tr>
<tr>
<td>1b</td>
<td>Average of monthly cash balances</td>
<td>3,678,431.</td>
</tr>
<tr>
<td>1c</td>
<td>Fair market value of all other assets (see instructions)</td>
<td>3,678,431.</td>
</tr>
<tr>
<td>1d</td>
<td>Total (add lines 1a, b, and c)</td>
<td>3,678,431.</td>
</tr>
<tr>
<td>2</td>
<td>Acquisition indebtedness applicable to line 1 assets</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Subtract line 2 from line 1d</td>
<td>3,678,431.</td>
</tr>
<tr>
<td>4</td>
<td>Cash deemed held for charitable activities. Enter 1-1/2% of line 3 (for greater amount, see instructions)</td>
<td>55,176.</td>
</tr>
<tr>
<td>5</td>
<td>Net value of noncharitable-use assets. Subtract line 4 from line 3. Enter here and on Part V, line 4</td>
<td>3,623,255.</td>
</tr>
<tr>
<td>6</td>
<td>Minimum investment return. Enter 5% of line 5</td>
<td>181,163.</td>
</tr>
</tbody>
</table>

#### Part XI Distributable Amount

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Minimum investment return from Part X, line 6</td>
<td>N/A</td>
</tr>
<tr>
<td>2a</td>
<td>Tax on investment income for 2018 from Part VI, line 5</td>
<td>484,444.</td>
</tr>
<tr>
<td>2b</td>
<td>Income tax for 2018. (This does not include the tax from Part VI.)</td>
<td></td>
</tr>
<tr>
<td>2c</td>
<td>Add lines 2a and 2b</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Distributable amount before adjustments. Subtract line 2c from line 1</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Recoveries of amounts treated as qualifying distributions</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Add lines 3 and 4</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Deduction from distributable amount (see instructions)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1</td>
<td></td>
</tr>
</tbody>
</table>

#### Part XII Qualifying Distributions

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:</td>
<td>484,444.</td>
</tr>
<tr>
<td>1b</td>
<td>Program-related investments — total from Part IX-B</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes</td>
<td></td>
</tr>
<tr>
<td>3a</td>
<td>Amounts set aside for specific charitable projects that satisfy the:</td>
<td></td>
</tr>
<tr>
<td>3b</td>
<td>Cash distribution test (attach the required schedule)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8; and Part XIII, line 4</td>
<td>484,444.</td>
</tr>
<tr>
<td>5</td>
<td>Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Adjusted qualifying distributions. Subtract line 5 from line 4</td>
<td>484,444.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>(a) Corp</th>
<th>(b) Years prior to 2017</th>
<th>(c) 2017</th>
<th>(d) 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Distributable amount for 2018 from Part XI, line 7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Undistributed income, if any, as of the end of 2018:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Enter amount for 2017 only</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b Total for prior years: 2013, 2014, 2015, 2016, 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Excess distributions carryover, if any, to 2018:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a From 2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b From 2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c From 2015</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d From 2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e From 2017</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>f Total of lines 3a through e</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Qualifying distributions for 2018 from Part XII, line 4. $</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Applied to 2017, but not more than line 2a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b Applied to undistributed income of prior years (Election required — see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c Treated as distributions out of corpus (Election required — see instructions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d Applied to 2018 distributable amount</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>e Remaining amount distributed out of corpus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Excess distributions carryover applied to 2018. (If an amount appears in column (d), the same amount must be shown in column (a).)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6 Enter the net total of each column as indicated below:

- a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5.
- b Prior years' undistributed income. Subtract line 4b from line 2b.
- c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed.
- d Subtract line 6c from line 6b. Taxable amount — see instructions.
- e Undistributed income for 2017. Subtract line 4a from line 2a. Taxable amount — see instructions.
- f Undistributed income for 2018. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2019.
- g Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required — see instructions).

7 Excess distributions carryover from 2013 not applied on line 5 or line 7 (see instructions).

8 **Excess distributions carryover to 2019.** Subtract lines 7 and 8 from line 6a.

9 Analysis of line 9:

- a Excess from 2014
- b Excess from 2015
- c Excess from 2016
- d Excess from 2017
- e Excess from 2018
Part XIV  Private Operating Foundations (see instructions and Part VII-A, question 9)

1  a  If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2018, enter the date of the ruling:  

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

2  a  Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed:  

<table>
<thead>
<tr>
<th>Tax year</th>
<th>Prior 3 years</th>
<th>(e) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) 2018</td>
<td>(b) 2017</td>
<td>(c) 2016</td>
</tr>
<tr>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
</tbody>
</table>

b  85% of line 2a:  

c  Qualifying distributions from Part XII, line 4 for each year listed:  

484,444. 593,202. 544,611. 727,375. 2,349,632.

d  Amounts included in line 2c not used directly for active conduct of exempt activities:  

0.  

e  Qualifying distributions made directly for active conduct of exempt activities:  

484,444. 593,202. 544,611. 727,375. 2,349,632.

3  Complete 3a, b, or c for the alternative test relied upon:  

a  'Assets' alternative test — enter:  

(1) Value of all assets:  

(2) Value of assets qualifying under section 4942(j)(3)(B)(i):  

b  'Endowment' alternative test — enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed:  

120,775. 115,130. 78,624. 62,118. 376,647.

c  'Support' alternative test — enter:  

(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties):  

(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii):  

(3) Largest amount of support from an exempt organization:  

(4) Gross investment income:  

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

1  Information Regarding Foundation Managers:  

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

None  

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

None  

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

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

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

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

c  Any submission deadlines:  

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

None
## Part XV  Supplementary Information (continued)

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

<table>
<thead>
<tr>
<th>Recipient</th>
<th>If recipient is an individual, show any relationship to any foundation manager or substantial contributor</th>
<th>Foundation status of recipient</th>
<th>Purpose of grant or contribution</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a Paid during the year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ross Manor</td>
<td>N/A</td>
<td>509(a)(2)</td>
<td>Provide financial assistance to qualified residents for assisted living at Sylvia Ross Home at Ross Manor</td>
<td>212,605.</td>
</tr>
<tr>
<td>758 Broadway Bangor ME 04401</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td>212,605.</td>
</tr>
</tbody>
</table>

### b Approved for future payment

| | | | | |
| **Total** | | | | 3b | | | | |

---

Ross Manor
758 Broadway
Bangor ME 04401

Provide financial assistance to qualified residents for assisted living at Sylvia Ross Home at Ross Manor

212,605.
### Part XVI-A | Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.

<table>
<thead>
<tr>
<th></th>
<th>Unrelated business income</th>
<th>Excluded by section 512, 513, or 514</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Business code</td>
<td>(b) Amount</td>
</tr>
<tr>
<td>1</td>
<td>Program service revenue:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d</td>
<td></td>
</tr>
<tr>
<td></td>
<td>e</td>
<td></td>
</tr>
<tr>
<td></td>
<td>f</td>
<td>Fees and contracts from government agencies</td>
</tr>
<tr>
<td>2</td>
<td>Membership dues and assessments</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Interest on savings and temporary cash investments</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Dividends and interest from securities</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Net rental income or (loss) from real estate:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a</td>
<td>Debt-financed property</td>
</tr>
<tr>
<td></td>
<td>b</td>
<td>Not debt-financed property</td>
</tr>
<tr>
<td>6</td>
<td>Net rental income or (loss) from personal property</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Other investment income</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Gain or (loss) from sales of assets other than inventory</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Net income or (loss) from special events</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Gross profit or (loss) from sales of inventory</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Other revenue:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d</td>
<td></td>
</tr>
<tr>
<td></td>
<td>e</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Subtotal. Add columns (b), (d), and (e)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Total. Add line 12, columns (b), (d), and (e)</td>
<td></td>
</tr>
</tbody>
</table>

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

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

Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

N/A
Part XVII Information Regarding Transfers to and Transactions and Relationships With Noncharitable Exempt Organizations

1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
<th>(d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a Transfers from the reporting foundation to a noncharitable exempt organization of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Cash.</td>
<td>Yes</td>
<td>1a (1)</td>
<td>X</td>
</tr>
<tr>
<td>(2) Other assets.</td>
<td>Yes</td>
<td>1a (2)</td>
<td>X</td>
</tr>
<tr>
<td>b Other transactions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Sales of assets to a noncharitable exempt organization.</td>
<td>Yes</td>
<td>1b (1)</td>
<td>X</td>
</tr>
<tr>
<td>(2) Purchases of assets from a noncharitable exempt organization.</td>
<td>Yes</td>
<td>1b (2)</td>
<td>X</td>
</tr>
<tr>
<td>(3) Rental of facilities, equipment, or other assets.</td>
<td>Yes</td>
<td>1b (3)</td>
<td>X</td>
</tr>
<tr>
<td>(4) Reimbursement arrangements.</td>
<td>Yes</td>
<td>1b (4)</td>
<td>X</td>
</tr>
<tr>
<td>(5) Loans or loan guarantees.</td>
<td>Yes</td>
<td>1b (5)</td>
<td>X</td>
</tr>
<tr>
<td>(6) Performance of services or membership or fundraising solicitations.</td>
<td>Yes</td>
<td>1b (6)</td>
<td>X</td>
</tr>
<tr>
<td>c Sharing of facilities, equipment, mailing lists, other assets, or paid employees.</td>
<td>Yes</td>
<td>1c</td>
<td>X</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>(a) Line no.</th>
<th>(b) Amount involved</th>
<th>(c) Name of noncharitable exempt organization</th>
<th>(d) Description of transfers, transactions, and sharing arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

b If "Yes," complete the following schedule.

<table>
<thead>
<tr>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of organization</td>
<td>Type of organization</td>
<td>Description of relationship</td>
</tr>
<tr>
<td>EMH Real Estate</td>
<td>501(c)(2)</td>
<td>Sister organization Holds title to real property</td>
</tr>
</tbody>
</table>

Signature of officer or trustee: [Signature]
Date: 8/16/20

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

May the IRS discuss this return with the preparer shown below? See instructions.

Print/Type preparer's name: [Self-Prepared]
Preparer's signature: [Signature]
Date: 8/16/20
Check [ ] if self-employed
PTIN: [ ]

Paid Preparer Use Only

Firm's name: [ ]
Firm's address: [ ]
Phone no.: [ ]

Signature of officer or trustee: [Signature]
Date: 8/16/20

Form 990-PF (2018)
Application for Automatic Extension of Time To File an Exempt Organization Return

File a separate application for each return.

Go to www.irs.gov/Form8868 for the latest information.

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Enter filer's identifying number, see instructions

<table>
<thead>
<tr>
<th>Type or print</th>
<th>Name of exempt organization or other filer, see instructions.</th>
<th>Employer identification number (EIN) or Return Code</th>
<th>Social security number (SSN)</th>
<th>Return Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filing your return. See instructions.</td>
<td>Rossicare</td>
<td>01-0391038</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>43 Whiting Hill Road, Suite 400</td>
<td>Brewer, ME 04412</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Application Is For | Return Code | Application Is For | Return Code |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Form 990 or Form 990-EZ</td>
<td>01</td>
<td>Form 990-T (corporation)</td>
<td>07</td>
</tr>
<tr>
<td>Form 990-BL</td>
<td>02</td>
<td>Form 1041-A</td>
<td>08</td>
</tr>
<tr>
<td>Form 4720 (individual)</td>
<td>03</td>
<td>Form 4720 (other than individual)</td>
<td>09</td>
</tr>
<tr>
<td>Form 990-PF</td>
<td>04</td>
<td>Form 5227</td>
<td>10</td>
</tr>
<tr>
<td>Form 990-T (section 401(a) or 408(a) trust)</td>
<td>05</td>
<td>Form 6069</td>
<td>11</td>
</tr>
<tr>
<td>Form 990-T (trust other than above)</td>
<td>06</td>
<td>Form 8870</td>
<td>12</td>
</tr>
</tbody>
</table>

- The books are in the care of John J. Doyle

Telephone No. □ 207 973-9081 ♦ Fax No. □ 207 973-7139

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

1 I request an automatic 6-month extension of time until 8/15/20, to file the exempt organization return for the organization named above. The extension is for the organization's return for:

□ calendar year 20 □ tax year beginning 10/01/18 and ending 9/30/19

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

3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions. 3a $ 0.

b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit. 3b $ 461.

c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions. 3c $ 0.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

BAA For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form 8868 (Rev. 1-2019)
### Statement 1
**Form 990-PF, Part I, Line 16a**
**Legal Fees**

<table>
<thead>
<tr>
<th>Expenses Per Books</th>
<th>(b) Net Investment Income</th>
<th>(c) Adjusted Net Income</th>
<th>(d) Charitable Purposes</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 350.</td>
<td>$ 0.</td>
<td>$ 0.</td>
<td>$ 350.</td>
</tr>
</tbody>
</table>

**Total**

$ 350. $ 0. $ 0. $ 350.

### Statement 2
**Form 990-PF, Part I, Line 16b**
**Accounting Fees**

<table>
<thead>
<tr>
<th>Berry Dunn</th>
<th>$ 3,195.</th>
<th>Ross Manor</th>
<th>$ 18,549.</th>
</tr>
</thead>
</table>

**Total**

$ 21,744. $ 0. $ 0. $ 0.

### Statement 3
**Form 990-PF, Part I, Line 16c**
**Other Professional Fees**

| Other Professional Fees | $ 538. |

**Total**

$ 538. $ 0. $ 0. $ 538.

### Statement 4
**Form 990-PF, Part I, Line 18**
**Taxes**

| Corporate taxes and licenses | $ 8. |
| Sales & Excise Taxes         | $ 24. |

**Total**

$ 32. $ 0. $ 0. $ 32.
**Statement 6**
Form 990-PF, Part I, Line 23
Other Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>(a) Expenses per Books</th>
<th>(b) Net Investment Income</th>
<th>(c) Adjusted Net Income</th>
<th>(d) Charitable Purposes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>$4,254</td>
<td></td>
<td>$4,254</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>2,520</td>
<td></td>
<td>2,520</td>
<td></td>
</tr>
<tr>
<td>Provision for bad debts</td>
<td>-4,092</td>
<td></td>
<td>-4,092</td>
<td></td>
</tr>
<tr>
<td>Shared Services Expense</td>
<td>4,915</td>
<td></td>
<td>3,907</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>996</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8,593</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$7,585</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Basis</th>
<th>Accum. Deprec.</th>
<th>Book Value</th>
<th>Fair Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinery and Equipment</td>
<td>$5,250</td>
<td>$5,250</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,250</strong></td>
<td><strong>$5,250</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Book Value</th>
<th>Fair Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficial Interest in Perpetual Trusts</td>
<td>$7,334,223</td>
<td>$7,334,223</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,334,223</strong></td>
<td><strong>$7,334,223</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Other Notes Payable</th>
<th>Balance Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lender’s Name</td>
<td>Eastern Maine Healthcare Syste</td>
</tr>
<tr>
<td>Relationship of Lender:</td>
<td>Parent Company</td>
</tr>
<tr>
<td>Date of Note:</td>
<td>7/13/2016</td>
</tr>
<tr>
<td>Maturity Date:</td>
<td>7/01/2036</td>
</tr>
<tr>
<td>Repayment Terms:</td>
<td>Monthly interest</td>
</tr>
<tr>
<td>Interest Rate:</td>
<td>7.90%</td>
</tr>
<tr>
<td>Security Provided:</td>
<td>None</td>
</tr>
<tr>
<td>Purpose of Loan:</td>
<td>Working capital</td>
</tr>
<tr>
<td>Desc. of Consideration:</td>
<td>None</td>
</tr>
<tr>
<td>FMV of Consideration:</td>
<td>0</td>
</tr>
<tr>
<td>Original Amount:</td>
<td>6,279,490</td>
</tr>
<tr>
<td>Balance Due:</td>
<td>$6,023,861.</td>
</tr>
</tbody>
</table>

Total Other Notes Payable: $6,023,861.
### Statement 10
**Form 990-PF, Part II, Line 22**
**Other Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve for Retiree Health Benefits</td>
<td>$33,496</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$33,496</strong></td>
</tr>
</tbody>
</table>

### Statement 11
**Form 990-PF, Part III, Line 5**
**Other Decreases**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Interest in Net Assets Held @ EMHSF</td>
<td>$55,150</td>
</tr>
<tr>
<td>Change in Unrealized Gain-Loss</td>
<td>$249,795</td>
</tr>
<tr>
<td>Pension Liab FAS158</td>
<td>$4,155</td>
</tr>
<tr>
<td>Post Retirement Health Benefit FAS158</td>
<td>$64,083</td>
</tr>
<tr>
<td>Transfer to EMMC</td>
<td>$4,613,056</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,986,239</strong></td>
</tr>
</tbody>
</table>

### Statement 12
**Form 990-PF, Part VII-A, Line 5**
**Liquidation, Dissolution, Termination, or Substantial Contraction**

Rosscare was the sole shareholder of Rosscare Nursing Homes, Inc (RNHI), a related organization. RNHI was a 50% partner in six separate partnerships, each of which owns and operates a nursing home. On October 1, 2018 RNHI merged into LTC, LLC, a newly formed LLC, establishing Eastern Maine Medical Center (EMMC) as the sole member. As a result, the Rosscare’s asset of Investment in RNHI of $4,613,056 was transferred to EMMC, a related non-profit organization. This transfer is reported in Part III Analysis of Changes in Net Assets or Fund Balances, line 5.

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

**Transfers To Controlled Entity**

<table>
<thead>
<tr>
<th>Controlled Entity Name</th>
<th>Address</th>
<th>Federal EIN</th>
<th>Description of Transfer</th>
<th>Amount of Transfer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Maine Medical Center</td>
<td>489 State Street, PO Box 404</td>
<td>01-0211501</td>
<td>Fees for services</td>
<td>$1,337.</td>
</tr>
<tr>
<td>Eastern Maine Healthcare Systems</td>
<td>43 Whiting Hill Road, Suite 400</td>
<td>01-0527066</td>
<td>Fee for services</td>
<td></td>
</tr>
</tbody>
</table>
Statement 13 (continued)
Form 990-PF, Part VII-A, Line 11
Controlled Entity Transfers

Amount of Transfer: $ 9,169.
Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Self-Insurance Premiums
Amount of Transfer: $ 21,514.
Controlled Entity Name: Eastern Maine Healthcare Systems
Address: 43 Whiting Hill Road, Suite 400
Address: Brewer, ME 04412
Federal EIN: 01-0527066
Description of Transfer: Interest
Amount of Transfer: $ 291,218.
Controlled Entity Name: Eastern Maine Medical Center
Address: 489 State Street
Address: Bangor, ME 04402-0404
Federal EIN: 01-0211501
Description of Transfer: Equity transfer to LTC, LLC, division of EMMC
Amount of Transfer: $ 4,613,056.
Total $ 4,936,294.

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

<table>
<thead>
<tr>
<th>Name and Address</th>
<th>Title and Average Hours</th>
<th>Compensation</th>
<th>Contribution to EBP &amp; DC</th>
<th>Expense Account/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleen Hilton VNA, 50 Foden Road, Suite 3 0.50</td>
<td>President</td>
<td>$ 0.</td>
<td>$ 0.</td>
<td>$ 0.</td>
</tr>
<tr>
<td>Helen L. Genco, RN PO Box 658 0.50</td>
<td>Director</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>Lisa Harvey-McPherson EMHS, 200 Kennedy Memorial Dr 0.50</td>
<td>Director</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>Glenn Martin EMHS, 43 Whiting Hill Road 0.50</td>
<td>Secretary/VP/Ge</td>
<td>0.</td>
<td>0.</td>
<td>0.</td>
</tr>
<tr>
<td>Name and Address</td>
<td>Title and Position</td>
<td>Average Hours Per Week Devoted</td>
<td>Compensation</td>
<td>Contribution to EBP &amp; DC</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------</td>
<td>--------------------------------</td>
<td>--------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Tony Filer</td>
<td>Treasurer/Sr VP</td>
<td>0.50</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>EMHS, 43 Whiting Hill Rd Brewer, ME 04412</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mary M. Hood, President</td>
<td>Ex-Officio</td>
<td>0.50</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>EMHS, 43 Whiting Hill Rd Brewer, ME 04412</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total $0.00 $0.00 $0.00 $0.00
ARTICLE 1
Name, Purpose, Registered Agent, Office, Seal

Section 1. Name. The name of this Corporation is Rosscare (hereinafter sometimes referred to as the "Corporation").

Section 2. Purposes and Disposition of Assets. The purposes of this Corporation and the disposition of its assets upon dissolution are as stated in its Articles of Incorporation as they may be amended or restated from time to time.

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

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

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

* Article VI, Section 5, Subsection (e)
but need not, be affixed to any document executed by an authorized individual on behalf of the Corporation, and its absence therefrom shall not impair the validity of the document or of any action taken in pursuance thereof or in reliance thereon.

ARTICLE II
Member

Section 1. Member. The Corporation shall have no individual Members. It shall have one corporate Member, which shall be Eastern Maine Healthcare Systems (sometimes referred to in these Bylaws as the “Member” or “EMHS”).

Section 2. Powers of the Member. The Member shall act on any matters brought to it by the Board of Directors of the Corporation, and shall exercise such other powers as may be conferred on the Member by law, the Articles of Incorporation, or by these Bylaws. The Member shall have the right to approve, or withhold approval of, the following actions taken or authorized by the Board of Directors, which shall not be effective unless so approved:

A. Election of Directors pursuant to Article III;

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

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

D. Approval of any change in the legal form of organization of the Corporation;
ARTICLE III

Board

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

Section 2. Number and Tenure; Qualifications. Each of the (i) president of the Member, (ii) president of the Corporation; and (iii) treasurer of the Corporation shall serve as a Director ex officio with voting power. No other employee of the Corporation may serve on the Board of Directors. Including the foregoing ex officio board members, the Board of Directors shall consist of no fewer than five (5) and no more than seven (7) Directors. The term of office of an elected Director shall be one (1) year. The Board shall set the number of elected Directors and each elected Director shall hold office until such Director's successor shall have been elected and qualified. In the ordinary course, no elected Director may serve more than twelve (12) full consecutive one year terms. Subject to Member approval, exceptions may be made by the Board. No more than 49% of the Directors may be “financially interested” as defined in 13-B MRSA 713-A. At least one elected Director shall be independent.

Section 3. Quorum. Unless otherwise provided in these Bylaws, at least fifty percent (50%) of the Directors in office at the time, present at any regular or special meeting of the Board of Directors, shall constitute a quorum for the transaction of business; provided, however, that if the President of the Member is not able to attend a meeting he or she shall not be counted in the denominator of the fraction used to calculate whether a quorum is present at such meeting. In the absence of a quorum, a majority of the Directors present may adjourn the meeting from time to time until a quorum is present.
Section 4. Quorum Initially Present. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Directors if any action is approved by at least a majority of the required quorum for each meeting.

Section 5. Annual Meeting and Regular Meetings. The Annual Meeting of the Corporation for the election of the Board of Directors shall be held in Brewer, Maine during the months of January or February in each year, at such time and place as shall be fixed by the Board of Directors and set forth in the notice of the meeting. Following the election of the Board at the Annual Meeting of the Corporation, officers shall be elected and designated in accordance with Article IV, Section 1, and the Board shall transact such other business as may properly come before the meeting. At least three (3) additional regular meetings of the Board shall be held without formal notice, at such times and places as may be fixed by the Board from time to time.

Section 6. Special Meetings. Special meetings of the Board shall be called by the Secretary at any time upon request of the President, the President of the Member, or any three Board members.

Section 7. Notice. Notice of any special meeting shall be given by any usual means of communication, including hand delivery, courier, telephone, facsimile transmission or electronic mail at least twenty-four (24) hours prior to the time of the holding of the meeting. Any oral notice may be communicated either to the Director or to a person at the office of the Director who the person giving notice has reason to believe will promptly communicate such notice to the Director. Any Board member may waive notice of any meeting by signing a waiver of notice, either before or after the meeting. The attendance of a Board member at a meeting shall constitute a waiver of notice of such meeting, except where a Board member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting has not been properly called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of the meeting unless provided otherwise elsewhere in these Bylaws.
Section 8. Manner of Acting. The act of a majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board. Proxies shall not be used either to establish a quorum or to transact business. In the absence of a quorum, no business may be transacted except the adjournment of the meeting as herein provided. If at any time there are fewer Board members in office than one half of the number fixed in accordance with these Bylaws, the Board members may transact no other business than the filling of vacancies on the Board (subject to approval by the Member) until sufficient vacancies have been filled so that there are in office at least one half of the number of Board members fixed in accordance with these Bylaws.

Section 9. Action Without A Meeting. Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting, if prior or subsequent to such action a written consent thereto is signed by all members of the Board and such written consent is filed with the minutes of the proceedings of the Board.

Section 10. Vacancies. Except as otherwise provided by law, any vacancy on the Board, whether by reason of death, resignation or removal, may be filled by the remaining Board members. Vacancies, when filled, shall be filled from a list of nominees submitted to the Board and approved by the Member prior to the meeting of the Board at which action is to be taken.

Section 11. Presumption of Assent. A Board member who is present at a meeting of the Board at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such Board member's abstention or dissent shall be entered in the minutes of the meeting or unless such Board member shall file a written abstention or dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation by the next business day after adjournment of the meeting. Such rights of dissent shall not apply to a Board member who voted in favor of such action.

Section 12. Participation in Meeting by Telephone. Board members, or members of any Board committee, may participate in a meeting of the Board or such committee by means of
conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other, and such participation in a meeting shall constitute presence in person at such meeting.

**Section 13. Attendance.** If an elected Board member fails to attend either: (a) a majority of Board meetings in a calendar year, or (b) three (3) consecutive Board meetings without being excused by the President of the Corporation, then the President of the Corporation shall inquire whether that Board member desires to remain on the Board.

**Section 14. Place.** The Board shall hold its meetings at the principal office of the Corporation or such other place as it may designate.

**Section 15. Compensation of Board Members.** Board members shall receive no compensation as such, provided, however, that they may be reimbursed from time to time for all reasonable expenses incurred on behalf of the Corporation.

**Section 16. Resignation and Removal.** Any Director or member of any committee may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein. If no time is specified, it shall take effect from the time of its receipt by the Secretary, who shall record such resignation, noting the day, hour and minute of its receipt. The acceptance of a resignation shall not be necessary to make it effective. Any Director elected by the Board may be removed by the Member with or without cause in accordance with section 704 of the Maine Nonprofit Corporation Act.

**ARTICLE IV**

**Officers**

**Section 1. Officers.** The officers of the Corporation shall consist of a President, Secretary, Treasurer, and such other officers as may be deemed necessary by the Board of Directors. Any two or more offices may be held by the same person.
The President of the Member shall appoint the Secretary, and in consultation with the Board, the President of this Corporation. The Secretary of this Corporation, and the President of this Corporation in consultation with the Board, may be removed from office by the President of the Member.

Unless the President of the Member designates another individual, the Treasurer of the Member shall be the Treasurer of the Corporation. The President of this Corporation shall appoint any other officers of the Corporation. The appointed officers shall serve at the pleasure of the President and shall have such powers and duties, in addition to those specified in these Bylaws, as may be delegated by the President.

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

Section 3. President. The President shall preside at all meetings of the Board. Subject to the control of the Board of Directors, the President shall have authority for directing the business and affairs of the Corporation including implementation of long range objectives, policies and plans. The President shall act as the representative of the Board in all matters in which the Board has not designated some other person to act. The President may sign deeds, mortgages, bonds, contracts or other instruments, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Corporation or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time. The President may sign checks, drafts, or other orders for the payment of money. The President shall be an ex officio voting member of the Board of Directors and of all committees of the Board.

Section 4. Secretary; Assistant Secretary. The Secretary or an Assistant Secretary shall keep, in a book kept for such purposes, the records of all Member's and Directors' meetings, including records of all votes and minutes of such meetings; such book shall be kept by the Secretary at the registered office of the Corporation or by the Assistant Secretary at another office of the
Corporation to which the Secretary has ready access. Wherever kept, such book shall be deemed to be in the custody of the Secretary. The Secretary may certify all votes, resolutions and actions of the Member and the Secretary or the Assistant Secretary may certify votes, resolutions and actions of the Board of Directors and its committees, and shall perform such other duties as the law and these Bylaws provide.

Section 5. Treasurer & Assistant Treasurer. Unless the President of the Member designates another individual, the Treasurer of the Member shall be the Treasurer of the Corporation. The Treasurer shall keep full and accurate accounts of receipts and disbursements and books belonging to the Corporation and shall deposit all monies and other valuable effects in its name and to its credit in such depositories as may be designated by the Board of Directors or, if so authorized by the Board, designated by the Treasurer. The Treasurer shall disperse the funds of the Corporation as may be directed by the Board, taking proper vouchers therefor, and shall render to the President and Directors at the regular meetings of the Board, or whenever they may require, an account of all transactions as Treasurer and of the financial condition of the Corporation. The Treasurer shall have the authority to borrow money on behalf of the Corporation within the limits of authority, general or specific, as conferred by the Board and shall have the power to execute notes and other evidence of indebtedness in evidence of such borrowings. The Treasurer may sign checks, drafts or orders for the payment of money unless otherwise provided by resolution of the Board of Directors and shall in general perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the President or the Board of Directors.

Section 6. Second Certifying Officer. The Treasurer is designated as a second certifying officer for the execution of documents, pursuant to Section 104(1)(B)(2) of the Maine Nonprofit Corporation Act.

Section 7. Delegation of Authority. In the case of any absence of the President, the President of the Member, in consultation with the Board, may delegate some or all of the powers or duties of the President to any other officer or to any board member, employee or agent for whatever
period of time seems desirable. The President, in consultation with the President of the Member, may similarly delegate powers or duties of other officers.

Section 8. Resignation. Any officer may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein. If no time is specified, it shall take effect from the time of its receipt by the Secretary, who shall record such resignation, noting the day, hour and minute of its receipt. The acceptance of a resignation shall not be necessary to make it effective.

ARTICLE V
Committees

Section 1. Committees Generally. The president of the Corporation may appoint committees for any specific purpose or function and shall prescribe their duties. Any such committee may be terminated at any time by the president of the Corporation and upon the completion of its duties shall cease to exist. All committees shall be subject to the control of the Board. Committees may consult with such other persons as they deem desirable.

ARTICLE VI

Fiduciary Duty; Prohibited Transactions; Divided Loyalty; Independence

Section 1. Fiduciary Duty.

a. Discharge duties. A Director shall discharge the Director's duties:
   i. In good faith; and
   ii. With the care an ordinarily prudent person in a like position would exercise under similar circumstances; and
   iii. In a manner the Director reasonably believes to be in the best interests of the Corporation.
b. **Rely on information.** In discharging the Director’s duties, a Director is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by:

i. One or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;

ii. Legal counsel or a public accountant or other person as to matters the Director reasonably believes are within the person's professional or expert competence; or

iii. A committee of the board of directors of which the Director is not a member, as to the matters within its jurisdiction, if the Director reasonably believes the committee merits confidence.

A Director is not acting in good faith if the Director relies on information, opinions, reports or statements that the Director knows or has reason to believe are unwarranted.

c. **Performance; compliance.** A Director is not liable for the performance of the duties of the Director's office if the Director acted in compliance with this section and, if a conflict-of-interest transaction is involved, the transaction was fair to the Corporation or was approved pursuant to section 718 of the Act.

**Section 2. Prohibited Transactions.** The Corporation shall make no loans to its Directors, officers or their immediate family members. Any Director or officer who assents to or participates in making any such loan shall be liable to the Corporation for the amount loaned until repaid.

**Section 3. Divided Loyalty and Conflict of Interest.** Each Director shall notify the Board, and each officer shall notify the President, if he or she or an immediate family member has a voting or equity interest in, or serves as an officer, Director, general partner, supervisor or manager of, any entity in which the Corporation or a subsidiary proposes to invest, to which the Corporation or a subsidiary proposes to lend, with which the Corporation or a subsidiary proposes to transact business, or with which the Corporation or a subsidiary may be a competitor. In the event a
Director or officer or immediate family member has such an interest, the President shall recuse
the individual from decision-making with respect to the interest and may withhold information
relevant to it. The individual may be permitted by the President to address the Board with
respect to any matter relevant to the interest upon full disclosure thereof, but the individual shall
not remain present for any deliberation or voting on the matter, and shall not, if a Director, be
counted toward a quorum. Any Director who disagrees with a decision of the President may
appeal it to the Board.

Section 4. Disqualification. An individual shall be deemed disqualified to serve as a Director in
the event that the Board of Directors determines at any time the individual has failed to comply
with the Corporation’s Code of Conduct, Compliance Plan, Conflict of Interest Policy, or any
other Board policy binding on Directors. In such event, the President shall request the Member
to remove the Director.

Any vacancy resulting from disqualification hereunder of an individual who serves as a
Director by virtue of an office held with another body may be filled by that body’s designation
through the same nominating and governance procedures used to select the disqualified
individual for the office. Any other vacancy resulting from the disqualification hereunder of a
Director shall be filled as provided in Article III, Section 10.

Section 5. Independent Director. For purposes of these Bylaws, a Director will be regarded as
independent only if he or she meets each of the following criteria as of the date of determination:

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

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

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

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

e. Neither the Director nor any member of the immediate family of the Director is, or has been within the last three years, a partner, member, shareholder or executive officer of a company that made payments to, or received payments from, the Corporation and/or its affiliates in an amount which, in any of the last three fiscal years of the Corporation, equaled or exceeded (i) $80,000, or (ii) 2% of such company’s consolidated gross revenues if such company’s consolidated gross revenues were less than $4,000,000, in any of such three fiscal years. For purposes of this section, (i) charitable contributions and payments made by the company to the Corporation for healthcare services shall not be deemed to constitute payments, and (ii) a Director who owns not more than 2% of any class of securities registered under the Securities Exchange Act of 1934 shall not, by virtue of such ownership alone, be deemed not to be an independent Director notwithstanding the fact that the company in which the Director holds such ownership makes payments to, or receives payments from, the Corporation in excess of the limits established by this section.
f. The Board of Directors has affirmatively determined that the Director has no other material relationship with the Corporation or its affiliates (either directly or as a partner, shareholder, member, manager, Director or officer of an organization that has a relationship with the Corporation or its affiliates) that would interfere with the exercise of independent judgment by the Director.

Section 6. Definitions. For purposes of this Article, (i) a "member of the immediate family" shall include a person's spouse, parents, children, grandchildren, siblings, mother-in-law, father-in-law, brothers-in-law, sisters-in-law and anyone, other than a domestic employee, who shares that person's home, in each case as of the date of determination; (ii) "affiliate" means another person or entity controlled by, or under common control with, the Corporation; and (iii) "executive officer" means any position, regardless of formal title, by virtue of which a person is empowered to make or participate in making substantive policy or financial decisions on behalf of an entity.

ARTICLE VII

Indemnification

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

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

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

Section 4. Insurance. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a Board member, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against, and incurred by such person in any such capacity, or arising out of such status, whether or not the Corporation would have the power to indemnify such person against such liability under this section.
Section 5. Agents. For purposes of this Article VII, the term "agent of the Corporation" shall include but not be limited to any person serving on a committee (administrative or Board) within the Corporation. Indemnification of agents, however, shall be limited to the amount by which the actual expenses of such person exceed any insurance coverage available to such person with respect to the matter being indemnified.

ARTICLE VIII

General Provisions

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

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

Section 3. Fiscal Year. The fiscal year of the Corporation shall begin on October 1 and shall end on September 30 of the following year.

Section 4. Fidelity Coverage. The Corporation shall maintain appropriate fidelity coverage protecting the Corporation from losses caused by the fraudulent or dishonest acts of individuals handling or directing the use of corporate funds.

Section 5. Audit. At the end of the year the accounts of the Treasurer and all supporting accounts which the Board may authorize to be kept under his direction shall be audited by a firm of disinterested public accountants selected by the Member. The report of the audit shall be submitted to the Board.

Section 6. Proxy Attorney. The President and Treasurer are each authorized to act as proxy attorney for the Corporation with respect to any stock, bond, security or other ownership or debt
interest or membership interest held by the Corporation in any other corporation, partnership or entity.

**ARTICLE IX**

**Amendments**

**Amendments.** Subject to review and approval by the board of directors of the Member, the Corporation may participate in a merger or consolidation, or may be dissolved, or these Bylaws or the Articles of Incorporation may be amended at any regular or special meeting of the Board at which a quorum of all Directors then in office is present by an affirmative vote of the Directors present, provided written notice of the proposed amendments shall have been given in the call of the meeting, or provided such proposed amendment shall have been filed in writing at the Board meeting next preceding the meeting at which action on the amendment is to be taken.

Date Adopted: December 16, 2015

Further Amended October 3, 2018

ATTESTED BY:

______________________________
Glenn Martin, Secretary
ROSSCARE
RESTATED BYLAWS
Adopted on December 16, 2015
Further amended on October 3, 2018*

ARTICLE 1
Name, Purpose, Registered Agent, Office, Seal

Section 1. Name. The name of this Corporation is Rosscare (hereinafter sometimes referred to as the “Corporation”).

Section 2. Purposes and Disposition of Assets. The purposes of this Corporation and the disposition of its assets upon dissolution are as stated in its Articles of Incorporation as they may be amended or restated from time to time.

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

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

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

* Article VI, Section 5, Subsection (e)

Deleted: VI, Section 3
but need not, be affixed to any document executed by an authorized individual on behalf of the Corporation, and its absence therefrom shall not impair the validity of the document or of any action taken in pursuance thereof or in reliance thereon.

**ARTICLE II**

**Member**

Section 1. Member. The Corporation shall have no individual Members. It shall have one corporate Member, which shall be Eastern Maine Healthcare Systems (sometimes referred to in these Bylaws as the “Member” or “EMHS”).

Section 2. Powers of the Member. The Member shall act on any matters brought to it by the Board of Directors of the Corporation, and shall exercise such other powers as may be conferred on the Member by law, the Articles of Incorporation, or by these Bylaws. The Member shall have the right to approve, or withhold approval of, the following actions taken or authorized by the Board of Directors, which shall not be effective unless so approved:

A. Election of Directors pursuant to Article III;

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

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

D. Approval of any change in the legal form of organization of the Corporation;
ARTICLE III
Board

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

Section 2. Number and Tenure; Qualifications. Each of the (i) president of the Member, (ii) president of the Corporation; and (iii) treasurer of the Corporation shall serve as a Director ex officio with voting power. No other employee of the Corporation may serve on the Board of Directors. Including the foregoing ex officio board members, the Board of Directors shall consist of no fewer than five (5) and no more than seven (7) Directors. The term of office of an elected Director shall be one (1) year. The Board shall set the number of elected Directors and each elected Director shall hold office until such Director's successor shall have been elected and qualified. In the ordinary course, no elected Director may serve more than twelve (12) full consecutive one year terms. Subject to Member approval, exceptions may be made by the Board. No more than 49% of the Directors may be “financially interested” as defined in 13-B MRSA 713-A. At least one elected Director shall be independent.

Section 3. Quorum. Unless otherwise provided in these Bylaws, at least fifty percent (50%) of the Directors in office at the time, present at any regular or special meeting of the Board of Directors, shall constitute a quorum for the transaction of business; provided, however, that if the President of the Member is not able to attend a meeting he or she shall not be counted in the denominator of the fraction used to calculate whether a quorum is present at such meeting. In the absence of a quorum, a majority of the Directors present may adjourn the meeting from time to time until a quorum is present.
Section 4. Quorum Initially Present. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Directors if any action is approved by at least a majority of the required quorum for each meeting.

Section 5. Annual Meeting and Regular Meetings. The Annual Meeting of the Corporation for the election of the Board of Directors shall be held in Brewer, Maine during the months of January or February in each year, at such time and place as shall be fixed by the Board of Directors and set forth in the notice of the meeting. Following the election of the Board at the Annual Meeting of the Corporation, officers shall be elected and designated in accordance with Article IV, Section 1, and the Board shall transact such other business as may properly come before the meeting. At least three (3) additional regular meetings of the Board shall be held without formal notice, at such times and places as may be fixed by the Board from time to time.

Section 6. Special Meetings. Special meetings of the Board shall be called by the Secretary at any time upon request of the President, the President of the Member, or any three Board members.

Section 7. Notice. Notice of any special meeting shall be given by any usual means of communication, including hand delivery, courier, telephone, facsimile transmission or electronic mail at least twenty-four (24) hours prior to the time of the holding of the meeting. Any oral notice may be communicated either to the Director or to a person at the office of the Director who the person giving notice has reason to believe will promptly communicate such notice to the Director. Any Board member may waive notice of any meeting by signing a waiver of notice, either before or after the meeting. The attendance of a Board member at a meeting shall constitute a waiver of notice of such meeting, except where a Board member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting has not been properly called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of the meeting unless provided otherwise elsewhere in these Bylaws.
Section 8. Manner of Acting. The act of a majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board. Proxies shall not be used either to establish a quorum or to transact business. In the absence of a quorum, no business may be transacted except the adjournment of the meeting as herein provided. If at any time there are fewer Board members in office than one half of the number fixed in accordance with these Bylaws, the Board members may transact no other business than the filling of vacancies on the Board (subject to approval by the Member) until sufficient vacancies have been filled so that there are in office at least one half of the number of Board members fixed in accordance with these Bylaws.

Section 9. Action Without A Meeting. Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting, if prior or subsequent to such action a written consent thereto is signed by all members of the Board and such written consent is filed with the minutes of the proceedings of the Board.

Section 10. Vacancies. Except as otherwise provided by law, any vacancy on the Board, whether by reason of death, resignation or removal, may be filled by the remaining Board members. Vacancies, when filled, shall be filled from a list of nominees submitted to the Board and approved by the Member prior to the meeting of the Board at which action is to be taken.

Section 11. Presumption of Assent. A Board member who is present at a meeting of the Board at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such Board member's abstention or dissent shall be entered in the minutes of the meeting or unless such Board member shall file a written abstention or dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation by the next business day after adjournment of the meeting. Such rights of dissent shall not apply to a Board member who voted in favor of such action.

Section 12. Participation in Meeting by Telephone. Board members, or members of any Board committee, may participate in a meeting of the Board or such committee by means of
conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other, and such participation in a meeting shall constitute presence in person at such meeting.

Section 13. Attendance. If an elected Board member fails to attend either: (a) a majority of Board meetings in a calendar year, or (b) three (3) consecutive Board meetings without being excused by the President of the Corporation, then the President of the Corporation shall inquire whether that Board member desires to remain on the Board.

Section 14. Place. The Board shall hold its meetings at the principal office of the Corporation or such other place as it may designate.

Section 15. Compensation of Board Members. Board members shall receive no compensation as such, provided, however, that they may be reimbursed from time to time for all reasonable expenses incurred on behalf of the Corporation.

Section 16. Resignation and Removal. Any Director or member of any committee may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein. If no time is specified, it shall take effect from the time of its receipt by the Secretary, who shall record such resignation, noting the day, hour and minute of its receipt. The acceptance of a resignation shall not be necessary to make it effective. Any Director elected by the Board may be removed by the Member with or without cause in accordance with section 704 of the Maine Nonprofit Corporation Act.

ARTICLE IV
Officers

Section 1. Officers. The officers of the Corporation shall consist of a President, Secretary, Treasurer, and such other officers as may be deemed necessary by the Board of Directors. Any two or more offices may be held by the same person.
The President of the Member shall appoint the Secretary, and in consultation with the Board, the President of this Corporation. The Secretary of this Corporation, and the President of this Corporation in consultation with the Board, may be removed from office by the President of the Member.

Unless the President of the Member designates another individual, the Treasurer of the Member shall be the Treasurer of the Corporation. The President of this Corporation shall appoint any other officers of the Corporation. The appointed officers shall serve at the pleasure of the President and shall have such powers and duties, in addition to those specified in these Bylaws, as may be delegated by the President.

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

**Section 3. President.** The President shall preside at all meetings of the Board. Subject to the control of the Board of Directors, the President shall have authority for directing the business and affairs of the Corporation including implementation of long range objectives, policies and plans. The President shall act as the representative of the Board in all matters in which the Board has not designated some other person to act. The President may sign deeds, mortgages, bonds, contracts or other instruments, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Corporation or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time. The President may sign checks, drafts, or other orders for the payment of money. The President shall be an ex officio voting member of the Board of Directors and of all committees of the Board.

**Section 4. Secretary; Assistant Secretary.** The Secretary or an Assistant Secretary shall keep, in a book kept for such purposes, the records of all Member's and Directors' meetings, including records of all votes and minutes of such meetings; such book shall be kept by the Secretary at the registered office of the Corporation or by the Assistant Secretary at another office of the
Corporation to which the Secretary has ready access. Wherever kept, such book shall be deemed
to be in the custody of the Secretary. The Secretary may certify all votes, resolutions and actions
of the Member and the Secretary or the Assistant Secretary may certify votes, resolutions and
actions of the Board of Directors and its committees, and shall perform such other duties as the
law and these Bylaws provide.

Section 5. Treasurer & Assistant Treasurer. Unless the President of the Member designates
another individual, the Treasurer of the Member shall be the Treasurer of the Corporation. The
Treasurer shall keep full and accurate accounts of receipts and disbursements and books
belonging to the Corporation and shall deposit all monies and other valuable effects in its name
and to its credit in such depositories as may be designated by the Board of Directors or, if so
authorized by the Board, designated by the Treasurer. The Treasurer shall disperse the funds
of the Corporation as may be directed by the Board, taking proper vouchers therefor, and shall
render to the President and Directors at the regular meetings of the Board, or whenever they may
require, an account of all transactions as Treasurer and of the financial condition of the
Corporation. The Treasurer shall have the authority to borrow money on behalf of the
Corporation within the limits of authority, general or specific, as conferred by the Board and
shall have the power to execute notes and other evidence of indebtedness in evidence of such
borrowings. The Treasurer may sign checks, drafts or orders for the payment of money unless
otherwise provided by resolution of the Board of Directors and shall in general perform all the
duties incident to the office of Treasurer and such other duties as from time to time may be
assigned by the President or the Board of Directors.

Section 6. Second Certifying Officer. The Treasurer is designated as a second certifying
officer for the execution of documents, pursuant to Section 104(1)(B)(2) of the Maine Nonprofit
Corporation Act.

Section 7. Delegation of Authority. In the case of any absence of the President, the President of
the Member, in consultation with the Board, may delegate some or all of the powers or duties of
the President to any other officer or to any board member, employee or agent for whatever
period of time seems desirable. The President, in consultation with the President of the Member, may similarly delegate powers or duties of other officers.

Section 8. Resignation. Any officer may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein. If no time is specified, it shall take effect from the time of its receipt by the Secretary, who shall record such resignation, noting the day, hour and minute of its receipt. The acceptance of a resignation shall not be necessary to make it effective.

ARTICLE V
Committees

Section 1. Committees Generally. The president of the Corporation may appoint committees for any specific purpose or function and shall prescribe their duties. Any such committee may be terminated at any time by the president of the Corporation and upon the completion of its duties shall cease to exist. All committees shall be subject to the control of the Board. Committees may consult with such other persons as they deem desirable.

ARTICLE VI

Fiduciary Duty; Prohibited Transactions; Divided Loyalty; Independence

Section 1. Fiduciary Duty.

a. Discharge duties. A Director shall discharge the Director's duties:
   i. In good faith; and
   ii. With the care an ordinarily prudent person in a like position would exercise under similar circumstances; and
   iii. In a manner the Director reasonably believes to be in the best interests of the Corporation.
b. **Rely on information.** In discharging the Director’s duties, a Director is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by:

i. One or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;

ii. Legal counsel or a public accountant or other person as to matters the Director reasonably believes are within the person's professional or expert competence; or

iii. A committee of the board of directors of which the Director is not a member, as to the matters within its jurisdiction, if the Director reasonably believes the committee merits confidence.

A Director is not acting in good faith if the Director relies on information, opinions, reports or statements that the Director knows or has reason to believe are unwarranted.

c. **Performance; compliance.** A Director is not liable for the performance of the duties of the Director's office if the Director acted in compliance with this section and, if a conflict-of-interest transaction is involved, the transaction was fair to the Corporation or was approved pursuant to section 718 of the Act.

**Section 2. Prohibited Transactions.** The Corporation shall make no loans to its Directors, officers or their immediate family members. Any Director or officer who assents to or participates in making any such loan shall be liable to the Corporation for the amount loaned until repaid.

**Section 3. Divided Loyalty and Conflict of Interest.** Each Director shall notify the Board, and each officer shall notify the President, if he or she or an immediate family member has a voting or equity interest in, or serves as an officer, Director, general partner, supervisor or manager of, any entity in which the Corporation or a subsidiary proposes to invest, to which the Corporation or a subsidiary proposes to lend, with which the Corporation or a subsidiary proposes to transact business, or with which the Corporation or a subsidiary may be a competitor. In the event a
Director or officer or immediate family member has such an interest, the President shall recuse the individual from decision-making with respect to the interest and may withhold information relevant to it. The individual may be permitted by the President to address the Board with respect to any matter relevant to the interest upon full disclosure thereof, but the individual shall not remain present for any deliberation or voting on the matter, and shall not, if a Director, be counted toward a quorum. Any Director who disagrees with a decision of the President may appeal it to the Board.

Section 4. Disqualification. An individual shall be deemed disqualified to serve as a Director in the event that the Board of Directors determines at any time the individual has failed to comply with the Corporation’s Code of Conduct, Compliance Plan, Conflict of Interest Policy, or any other Board policy binding on Directors. In such event, the President shall request the Member to remove the Director.

Any vacancy resulting from disqualification hereunder of an individual who serves as a Director by virtue of an office held with another body may be filled by that body's designation through the same nominating and governance procedures used to select the disqualified individual for the office. Any other vacancy resulting from the disqualification hereunder of a Director shall be filled as provided in Article III, Section 10.

Section 5. Independent Director. For purposes of these Bylaws, a Director will be regarded as independent only if he or she meets each of the following criteria as of the date of determination:

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

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

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

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

e. Neither the Director nor any member of the immediate family of the Director is, or has been within the last three years, a partner, member, shareholder or executive officer of a company that made payments to, or received payments from, the Corporation and/or its affiliates in an amount which, in any of the last three fiscal years of the Corporation, equaled or exceeded (i) $80,000, or (ii) 2% of such company's consolidated gross revenues if such company's consolidated gross revenues were less than $4,000,000, in any of such three fiscal years. For purposes of this section, (i) charitable contributions and payments made by the company to the Corporation for healthcare services shall not be deemed to constitute payments, and (ii) a Director who owns not more than 2% of any class of securities registered under the Securities Exchange Act of 1934 shall not, by virtue of such ownership alone, be deemed not to be an independent Director notwithstanding the fact that the company in which the Director holds such ownership makes payments to, or receives payments from, the Corporation in excess of the limits established by this section.
f. The Board of Directors has affirmatively determined that the Director has no other material relationship with the Corporation or its affiliates (either directly or as a partner, shareholder, member, manager, Director or officer of an organization that has a relationship with the Corporation or its affiliates) that would interfere with the exercise of independent judgment by the Director.

Section 6. Definitions. For purposes of this Article, (i) a "member of the immediate family" shall include a person's spouse, parents, children, grandchildren, siblings, mother-in-law, father-in-law, brothers-in-law, sisters-in-law and anyone, other than a domestic employee, who shares that person's home, in each case as of the date of determination; (ii) "affiliate" means another person or entity controlled by, or under common control with, the Corporation; and (iii) "executive officer" means any position, regardless of formal title, by virtue of which a person is empowered to make or participate in making substantive policy or financial decisions on behalf of an entity.

ARTICLE VII
Indemnification

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

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

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

Section 4. Insurance. The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a Board member, officer, employee or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against, and incurred by such person in any such capacity, or arising out of such status, whether or not the Corporation would have the power to indemnify such person against such liability under this section.
Section 5. Agents. For purposes of this Article VII, the term "agent of the Corporation" shall include but not be limited to any person serving on a committee (administrative or Board) within the Corporation. Indemnification of agents, however, shall be limited to the amount by which the actual expenses of such person exceed any insurance coverage available to such person with respect to the matter being indemnified.

ARTICLE VIII
General Provisions

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

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

Section 3. Fiscal Year. The fiscal year of the Corporation shall begin on October 1 and shall end on September 30 of the following year.

Section 4. Fidelity Coverage. The Corporation shall maintain appropriate fidelity coverage protecting the Corporation from losses caused by the fraudulent or dishonest acts of individuals handling or directing the use of corporate funds.

Section 5. Audit. At the end of the year the accounts of the Treasurer and all supporting accounts which the Board may authorize to be kept under his direction shall be audited by a firm of disinterested public accountants selected by the Member. The report of the audit shall be submitted to the Board.

Section 6. Proxy Attorney. The President and Treasurer are each authorized to act as proxy attorney for the Corporation with respect to any stock, bond, security or other ownership or debt
interest or membership interest held by the Corporation in any other corporation, partnership or entity.
ARTICLE IX
Amendments

Amendments. Subject to review and approval by the board of directors of the Member, the Corporation may participate in a merger or consolidation, or may be dissolved, or these Bylaws or the Articles of Incorporation may be amended at any regular or special meeting of the Board at which a quorum of all Directors then in office is present by an affirmative vote of the Directors present, provided written notice of the proposed amendments shall have been given in the call of the meeting, or provided such proposed amendment shall have been filed in writing at the Board meeting next preceding the meeting at which action on the amendment is to be taken.

Date Adopted: December 16, 2015

Further Amended October 3, 2018

ATTESTED BY:

__________________________
Glenn Martin, Secretary
Northern Light Health
Annual Report 2019

We’re making healthcare work for you.
Contents

4 When Memory Fades: Northern Light Alzheimer’s Research Program
8 The Heart of a Friar: Northern Light Cardiovascular Care
12 A Speedier Recovery: Rapid Access Treatment
16 Healing Babies, Empowering Moms: Treating Neonatal Abstinence Syndrome
20 A Careful Touch: Pediatric Home Care
24 On Solid Footing: Preventing Falls Through CUSP
28 Sail for a Cure: Advancing Cancer Research
31 News Highlights
32 Financials
34 Philanthropy
35 Community Benefit
36 Who We Are / What We Do
38 System Map
All around us in today’s world are people who challenge the status quo and aim to do more. History remembers those who have created changes that make our world a better place. Where would we be today if Alexander Graham Bell hadn’t invented the telephone? Or, Thomas Edison didn’t find a way to harness electricity to make light? Or, Marie Curie didn’t discover the radioactive compounds that would lead to the use of radiation therapy to treat cancer?

Of course, not all change is so grand, and not all changemakers are so iconic, but even small changes over time make a big difference. Here at Northern Light Health, among our thousands of dedicated employees, valued patients, generous donors, and committed community partners, we are grateful to have changemakers who work every day to improve the lives of people across our great state. In our 2019 Annual Report, we will introduce you to some of these changemakers. They are improving their communities, their workplaces, and themselves. They are finding better ways to treat people with Alzheimer’s disease. They are taking on extraordinary physical challenges to further cancer research. And, they are looking to make meaningful changes to how patients are cared for during their stays in our hospitals and healthcare facilities. At Northern Light Health, our purpose is to make healthcare work for you, and one way that we are doing that is by raising quality through innovation, teamwork, and efficiency. You will see examples of this throughout the pages of this year’s report. I am truly inspired by the great work that is happening here, and I know you will be inspired too.

Sincerely,

M. Michelle Hood, FACHE
President and CEO, Northern Light Health

Ordinarily, Michelle and I co-author the introductory letter to our annual report, but this year, I felt it was important to add a few additional thoughts of my own. This will be the final annual report of Michelle’s 14-year tenure with Northern Light Health as she is moving on to an exciting new opportunity with the American Hospital Association to serve as executive vice president and chief operating officer. I think it is fitting that the theme of this year’s report is changemakers because Michelle has been a positive agent of change for our healthcare system. During her time as CEO, Northern Light Health has grown from a loosely organized confederation of hospitals to an integrated healthcare system that is poised to serve people across Maine for generations to come. I speak on behalf of our Board of Directors when I congratulate Michelle on her exciting new opportunity. She can feel proud of all that she has accomplished for Northern Light Health and the people of Maine.

Sincerely,

Barry McCrum
Northern Light Health, Board Chair
We are Hopeful
When Memory Fades: Northern Light Alzheimer’s Research Program

As Bill Doak runs a wooden board under a scroll saw in the woodworking shop behind his home, he pushes too hard, the board jumps, and the saw blade breaks. Bill’s wife, Nina, is standing nearby with a nervous look. There’s sawdust on the floor and projects in various stages of production and repair, including a chest of drawers. “Bill has made thousands of dovetail joints but when he started this project for his grandson, he couldn’t remember how to make a dovetail joint,” explains Nina. Instead, Bill is fastening the drawers together with screws.

For Nina, it’s a good sign that Bill is still problem-solving, but this scenario is just one of the many new realities they are learning to deal with since Bill has been living with Alzheimer’s disease. “I built several boats over the years, and I’ve built many pieces of furniture. The work gave me a sense of comfort,” explains Bill, “And, now, not so much. It takes a lot of time.”

Bill takes long walks on the roads near his coastal home in Surry, reads books, and solves crossword puzzles. He does these things to keep both his mind and body fit. As she’s done for 40 years, Nina is at his side supporting him. As the disease progresses, so does her worry. She and Bill cared for Bill’s parents, who both had Alzheimer’s disease.

“Bill is a very bright man who has held important administrative positions at the National Institutes of Health. He was great with numbers, and that’s not there anymore,” says Nina, “Bill says that I’m angry. Yes, I am angry, but not at him. This disease is slowly taking away my best friend.”

Bill is doing all he can to slow the disease’s progression. He is part of a clinical research trial offered through Northern Light Acadia Hospital’s Mood and Memory Clinic, in which he is a patient of Clifford Singer, MD, chief of Geriatrics and principal investigator for Northern Light’s Alzheimer’s Disease Research Program. Acadia Hospital, together with the University of California San Diego and the National Institute on Aging is testing a drug currently used to treat ALS to see if it slows Alzheimer’s disease. Bill is part of that trial. “There is a critical public health need. Because of our aging society, there is a doubling of the numbers of people with Alzheimer’s disease nationally and in Maine. The best hope we have of coping is to either prevent or at least slow the disease down,” Dr. Singer explains.

Northern Light Acadia Hospital is also partnering with Jackson Laboratory, a world-class genetics research institute. The hospital has clinicians and access to potential research study participants while Jackson

Bill and Nina Doak give each other a supportive embrace.
Gareth Howell, PhD, associate professor at Jackson Laboratory, and his team of researchers are studying the effects of Alzheimer’s disease on mice at the genetic level. Laboratory has state-of-the-art genetics laboratories, grant writing expertise, and researchers. Gareth Howell, PhD, associate professor at Jackson Laboratory, and his team of researchers are studying the effects of Alzheimer’s disease on mice at the genetic level. Dr. Howell says collaborating with a clinician with a national reputation such as Dr. Singer allows them to not only enhance research but also attract grants. “Our partnership with Dr. Singer allows us to go backward and forward between human patients and mouse models. You can understand more about the disease in the mouse if you have mouse models that look like the human condition. And so, there are benefits of having a close partnership with somebody studying the disease in humans,” Dr. Howell explains.

Northern Light Acadia Hospital also collaborates with the University of Maine and Activas Diagnostics, an Orono-based company, co-founded by Marie Hayes, PhD. Dr. Hayes is the principal investigator and project director for an NIH grant-funded research project. She was instrumental in securing a $1 million grant to develop and test technology that allows researchers to study sleeping patterns on a group of 120 study participants at their homes. “What if disruption of sleep is the earliest signs of neurodegeneration—not just Alzheimer’s disease, but Parkinson’s disease and other kinds of diseases associated with sleep disorders?” asks Dr. Hayes, “Early detection is the secret to treatment that’s successful.”

Ali Abedi, PhD, UMaine professor of Electrical and Computer Engineering, and his team are collaborating with Activas, of which he is also co-founder, to help develop and test the home-based sleep diagnostics technology that Dr. Hayes and he patented. They created a prototype sleep monitoring device that looks like a mattress pad, but it has 32 sensors that can measure respiration and movement during sleep.
Clifford Singer, MD is Chief of Geriatrics and Principal Investigator for Northern Light’s Alzheimer’s Disease Research Program, Northern Light Acadia Hospital, which is a joint effort with the Northern Light Eastern Maine Medical Center Clinical Research Center.

Ali Abedi, PhD, UMaine Professor of Electrical and Computer Engineering, and his team are collaborating with Activas, of which he is also co-founder, to help develop and test the home-based sleep diagnostics technology that Dr. Hayes and he patented.

“And it’s much easier to operate because it’s in people’s homes. It’s not invasive; it’s in your own comfortable home. The idea is we create sets of signals that indirectly measure what’s going on inside your brain in terms of cognitive impairment,” explains Dr. Abedi.

Whether it’s studying sleep patterns, conducting genetic research on mice, or attracting human clinical trials to Maine, the best and brightest research, engineering, and clinical minds in Maine are coming together to find a cure for a brain disease that is affecting Bill Doak and many thousands of other people in Maine.

“I hope there can be a pill that would stop the progression and, if possible, help me gain back some of the things that I’ve lost, that’s what I hope,” explains Bill, “I also hope the clinical trials I’m involved in can help find a cure for future generations.”

*Northern Light Acadia is also exploring opportunities to collaborate with Massachusetts General Hospital on Alzheimer’s Research.

Northern Light Acadia Hospital also collaborates with the University of Maine and Activas Diagnostics, an Orono-based company, co-founded by Marie Hayes, PhD. Dr. Hayes is the principal investigator and project director for an NIH grant-funded research project.

Want to learn more about what we do?

MAINAH (Maine Initiative for Neurologic Aging and Health) offers healthy brain aging tips. You can sign up for our newsletter or join a study. Visit https://northernlighthealth.org/Acadia/HealthyBrainAging
We are Motivated
The Heart of a Friar:
Northern Light Cardiovascular Care

As the sun rises over the Franciscan Friars’ monastery on Orcutt Mountain on a warm summer morning, Brother Donald Paul is already heading into a small clapboard outbuilding that houses the friar’s microbrewery. He’s carrying a bag of barley malt on his shoulder and is dressed in a brown robe and sandals. Between his pastoral duties, his beer brewing operation, and the friar’s waterfront restaurant in Bucksport, this 61-year-old friar is always on the go. A typical day starts with morning prayers at 6 am, followed by hours baking breads, making soups, and preparing special items for the restaurant. He’s at the restaurant until 7 pm, and wraps up with evening prayers at 9 pm.

Then, about a year ago, he started slowing down, “It was progressive. I’d come home from work and have swelling in my ankles or my hands were sore, and I’d write it off to the fact I’d been on my feet all day, or that I’ve been a baker for 40 years,” explains Brother Don. Then, one weekend last winter, he developed flu-like symptoms. Fellow friar, Brother Kenneth Leo, took him to the emergency department at Northern Light Eastern Maine Medical Center. Much to his surprise, Brother Don learned he’d had a heart attack. Following emergency room treatment, he met the Northern Light Cardiovascular Care team, including cardiologist, Matthew McKay, MD.

“Dr. McKay came in with a sketch of my heart covered with pencil marks, and he said, ‘Do you see those pencil marks? They represent blockages in your arteries.’ And, all four were blocked,” recalls Brother Don. He needed quadruple bypass surgery.

Next, Brother Don met David Pantino, MD, a cardiothoracic surgeon. “In walks this young man who looks like Tom Brady’s younger brother, and I said, ‘You’re not my surgeon!’” recalls Brother Don, “I was taken aback by his youthful appearance, but that probably says more about my age than his. And he said, ‘We’ll take good care of you,’ and he did take excellent care of me.”

As a cardiothoracic surgeon who’s performed hundreds of surgeries, Dr. Pantino, is like the ‘Tom Brady’ or quarterback of the surgery team, but he points out that many people play a role in caring for the patient. “It’s a multidisciplinary team that involves our cardiology colleagues and surgery team, as well as the emergency room and other physicians involved in his care,” explains Dr. Pantino.

Northern Light Cardiovascular Care’s team approach naturally evolved as technology paved the way for newer, less invasive forms of cardiac surgery. Now instead of open-heart surgery, some patients could be candidates for minimally invasive surgeries involving catheter-based technology.

Brother Donald Paul salutes Dr. Pantino for the care he gives.
“The technology drove cooperation between cardiologists and heart surgeons to participate in shared decision making and have face-to-face time together with patients to help decide if they should be treated with open heart procedures or minimally invasive techniques,” says Dr. McKay.

The medical center acts as the hub of Northern Light Cardiovascular Care. Its physicians and surgeons have trained at the leading cardiac centers in the world and perform more than 220,000 cardiac procedures and tests each year. Northern Light Health’s other acute care hospitals provide this same high standard of care for less intensive cardiology and support the smaller critical access hospitals in their region. Patients requiring heart surgery can seamlessly transition to Northern Light Eastern Maine Medical Center and then return to their local hospitals for follow-up care.

Brother Don is grateful for his care. One week after open-heart surgery, he was starting to walk. After three weeks, he was exercising on his treadmill. And after eight weeks,
he was back at the restaurant. He also hopes to start competing in sprint triathlons again, a hobby he started when he turned 55. “When it comes to recovery, it’s all about attitude. I got up every morning; I showered, I got dressed. I wanted to move; I didn’t want to lie around in my bathrobe. So, I think it really is an attitude.”

Dr. Pantino eventually made a trip down to the Friar’s Taphouse restaurant to visit Brother Don and have a meal. Dr. Pantino shares, “It’s gratifying. It’s good to see Brother Don get back to doing what he loves doing.”

Cardiologist Matthew McKay, MD (above) and cardiothoracic surgeon David Pantino, MD, (left) are both part of the Northern Light Cardiovascular Care team. As a cardiothoracic surgeon who’s performed hundreds of surgeries, Dr. Pantino is like the quarterback of the surgery team, but he points out that many people play a role in caring for the patient. “It’s a multidisciplinary team that involves our cardiology colleagues and surgery team, as well as the emergency room and other physicians involved in his care,” explains Dr. Pantino.
A Speedier Recovery: Rapid Access Treatment

Lester Gilkey knows about the crippling effects of opioid use disorder. The first time he got high, he was just 12 years old. Now, he's 50 years old and has been in recovery for the past six years. He's lived through some tough times. “I fight hard for my recovery. I've used lots of drugs. I've been in and out of prison and jail, and I don’t want to go back to that life. I've done a lot of stuff, but I've also forgiven myself for it,” Lester says.

Now, he spends his time helping others break the cycle of opioid misuse as they come through the emergency room doors at Northern Light Mercy Hospital. Lester is a recovery coach. When someone has overdosed on opioids, Mercy calls Lester to the emergency department to help patients begin their recovery. Mercy’s Rapid Access Treatment program allows doctors to give patients a medication called Suboxone, which eases withdrawal symptoms. Then Northern Light Mercy initiates ongoing support to increase a patient’s chance for recovery. This ongoing support begins with Lester. “I usually tell them I’m no different than you. You can do this, and I’m just here to help,” he says.

As a patient leaves the emergency department, they are referred to Northern Light Internal Medicine in Portland to set up an appointment with Sadie Knott, a board-certified psychiatric mental health nurse practitioner. Often, Lester will go with a patient to that appointment. Sadie can prescribe medication to help with withdrawal symptoms as well as underlying mental health conditions.

“Most of the people we’re working with haven’t received basic medical care for several years due to past negative experiences they’ve had. We work hard to reduce any stigma. When someone comes in here for an office visit, it’s no different than any other patient. This helps build that relationship with patients to get them back into medical care,” explains Sadie.

Patients are also referred to a social worker and a primary care provider at Northern Light Internal Medicine where they receive primary care that can include routine physical exams, immunizations, vaccinations, cancer screenings, or hepatitis C screenings. Patients receive primary care, behavioral health care, and peer support all under one roof.

“At Mercy, our pillars include working for the community and supporting the underserved population. It’s gratifying and wonderful to see people who have been homeless for long periods, not having any regular support or primary care for years, coming to see you regularly, and managing their medical problems. You can see how their quality of life is improving over time. That’s rewarding for me,” says Megan Black, Nurse Practitioner.

Lester Gilkey reflects on his past and changes the future for others.
We are Helpful
The program is still in its early stages, but its reputation is growing. Lester says people he sees on the streets ask how they can enter the program. They’re not waiting until they end up in the emergency department from an overdose. “I wish they had a program like this when I was using drugs. I think it’s pretty cool,” says Lester.

Lester Gilkey (above) is a recovery coach. When someone has overdosed on opioids, Northern Light Mercy calls Lester to the emergency department to help patients begin their recovery.

As a patient leaves the emergency department, they are referred to Northern Light Internal Medicine in Portland to set up an appointment with Sadie Knott (left), a board-certified psychiatric mental health nurse practitioner.
At Mercy, our pillars include working for the community and supporting the underserved population. It’s gratifying and wonderful to see people who have been homeless for long periods, not having any regular support or primary care for years, coming to see you regularly, and managing their medical problems. You can see how their quality of life is improving over time. That’s rewarding for me.

- Megan Black, NP
Healing Babies, Empowering Moms: Treating Neonatal Abstinence Syndrome

Since arriving in Bangor 13 years ago, neonatologist Mark Brown, MD, MSPH, has headed the Neonatal Intensive Care Unit (NICU) and helped develop a comprehensive program for babies born exposed to opioids. Babies born to mothers with substance use disorder develop Neonatal Abstinence Syndrome or NAS. “We see tremors; we see irritability and discomfort,” explains Dr. Brown when describing the symptoms of babies with NAS. Dr. Brown says they saw about 200 babies born with NAS at the peak of the opioid crisis in 2015. That number dropped to 135 in 2018. Recent advancements in assessment and treatment of babies with NAS involve using fewer medications and adopting a new assessment tool called Eat, Sleep, Console, or ESC, which was developed by researchers at Yale and Dartmouth Hitchcock. It is similar to a philosophy Dr. Brown and the NICU team began practicing about four years ago. “If the baby can’t eat, can’t sleep, and can’t be consoled, this becomes the threshold to use medication treatment,” Dr. Brown explains.

The goal is to use less medication so the baby can be discharged sooner and cared for at home. The other part of this treatment philosophy is to allow the birth mother to take a more proactive role in the treatment of her child. To facilitate this approach, Dr. Brown has worked in a partnership with Penobscot Community Health Care to create an outpatient clinic where mothers bring their babies for checkups every two weeks and get prescription refills for treatment. “To say to the mom that we feel you’re responsible enough to help us take care of your baby with withdrawal and allow them to participate in the solution is huge,” he says.

Dr. Brown explains that in about 15 percent of cases the mother is not ready for this responsibility. In such cases, a support network is essential. This is where Lauri Legere comes in. As a foster parent who has taken in 15 children born with NAS over the last 20 years, Lauri has always welcomed the biological mom to be involved because she feels that this is important for the child and mom.

“I look at the bigger picture. I look at this amazing start I can give to this child and their parent—establishing a foundation that the biological parent can build upon. For two years, I work side-by-side with the biological parent, giving support, love, encouragement, and all those things that maybe they’ve never had,” explains Lauri.

Lauri says all her foster children’s biological moms love their children, but some have just not been capable of taking care of a child until they could take care of themselves. While most of the children she fostered were

Neonatologist Mark Brown, MD, MSPH looks in on a baby in the NICU.
We are Supportive
able to return to their parents or other relatives, she is an adoptive parent to six of the children she took into foster care, including two sets of siblings. Those children range in age from 3 to 20. They have all faced health challenges but have thrived by being raised in a loving and nurturing home.

“We cannot grow as a community and society if we believe people can’t change. The biological parents may be dealing with substance use disorder or mental health issues, but we must believe that they can change. We have to believe that we can support their journey,” concludes Lauri.

Dr. Brown says that’s the most significant part of what he tries to teach and the key to helping mom and child both succeed, and to helping end the cycle of opioid misuse.

Beginning in 2020, Northern Light Health will share in a $5.3M federal grant to improve care for pregnant and postpartum women with opioid use disorder.

“I look at the bigger picture. I look at this amazing start I can give to this child and their parent—establishing a foundation that the biological parent can build upon. For two years, I work side-by-side with the biological parent, giving support, love, encouragement, and all those things that maybe they’ve never had.”

- Lauri Legere

Above: Lauri Legere, her husband Jeffrey, biological daughter, Erica St. Peter (top back row) and five of their six adopted children. From left to right, Nathan, Naliyah, Olivia, Karlee, and Michael.
For more information and treatment options for opioid use disorder, visit: https://northernlighthealth.org/Maine-Opioid-Crisis
We are Nurturing
A Careful Touch: Pediatric Home Care

Cecelia Corey gently picks up her four-month-old grandson Fionn from a crib, which sits in the middle of the living room of the Clinton home where she lives with her husband, Jerry. It’s an old Victorian farmhouse with wooden floors. A pouch on the side of the crib is filled with wipes, gauze, a jar of petroleum jelly and a bottle of olive oil. Cecelia is cooing at Fionn and rocking him in her arms. His face lights up with a smile. “He’s a very friendly baby. He’s not shy or reticent or afraid of strangers at all. I think he’s going to be a social butterfly,” says Cecelia.

Jerry and Cecelia Corey are proud grandparents to young Fionn, who at first glance appears to be a happy and healthy baby. But Fionn has a rare medical condition called epidermolysis bullosa—meaning that even the well-intentioned, loving touch of a grandparent to his bare skin can cause painful blisters if that touch creates any friction. To prevent the blisters from growing, the Coreys have to carefully pierce them with a sterile needle, gently and carefully dab any liquid with a sterile nonwoven sponge, and go through a multi-step bandaging process that includes application of petroleum jelly, a frictionless silicone strip, nonstick gauze, and another stretchy material to hold everything in place.

Preventing Fionn from getting blisters poses several challenges. Changing soiled diapers is a two-person job. “One of us will hold his legs while the other cleans, and you can use wipes, but you have to dab. And if it’s really bad, you use a squirt bottle with water. After he’s clean, you must reapply white petroleum jelly with a sponge. It can be quite a process,” explains Jerry.

Fionn can also cause himself to blister by rubbing his own skin. “Well, of course, a baby will start grasping things to put in their mouths. It’s all a part of that neurological development,” explained Cecelia. The Coreys are prepared to wrap his hands in mitts, but so far, he hasn’t caused himself any blisters. “There’s a lot of trial and error with him. You know, as time goes on, we’re learning what he can tolerate,” explains Jerry. The Coreys are nearing retirement age and find themselves caring for an infant who, because of his medical condition, has a lot of extra needs.

Thankfully, they have help.

Northern Light Home Care and Hospice has a pediatric home care program. Home Care Nurse Theresa Phillips comes by twice a week. She chats with the Coreys about questions or concerns they might have, she checks Fionn’s vital signs, weighs him, and listens to his lungs to make sure he’s developing as he should. She’s also there to help them coordinate care. “Parents and grandparents of health challenged kids are trying to manage and juggle their daily lives, and we’re that bridge; we’re their resource. We’ll take it one step at a time, and find ways to help,” explains Theresa.

Cecelia Corey gently picks up her four-month-old grandson Fionn from a crib, which sits in the middle of the living room of the Clinton home where she lives with her husband, Jerry. It’s an old Victorian farmhouse with wooden floors. A pouch on the side of the crib is filled with wipes, gauze, a jar of petroleum jelly and a bottle of olive oil. Cecelia is cooing at Fionn and rocking him in her arms. His face lights up with a smile. “He’s a very friendly baby. He’s not shy or reticent or afraid of strangers at all. I think he’s going to be a social butterfly,” says Cecelia.

Jerry and Cecelia Corey are proud grandparents to young Fionn, who at first glance appears to be a happy and healthy baby. But Fionn has a rare medical condition called epidermolysis bullosa—meaning that even the well-intentioned, loving touch of a grandparent to his bare skin can cause painful blisters if that touch creates any friction. To prevent the blisters from growing, the Coreys have to carefully pierce them with a sterile needle, gently and carefully dab any liquid with a sterile nonwoven sponge, and go through a multi-step bandaging process that includes application of petroleum jelly, a frictionless silicone strip, nonstick gauze, and another stretchy material to hold everything in place.

Preventing Fionn from getting blisters poses several challenges. Changing soiled diapers is a two-person job. “One of us will hold his legs while the other cleans, and you can use wipes, but you have to dab. And if it’s really bad, you use a squirt bottle with water. After he’s clean, you must reapply white petroleum jelly with a sponge. It can be quite a process,” explains Jerry.

Fionn can also cause himself to blister by rubbing his own skin. “Well, of course, a baby will start grasping things to put in their mouths. It’s all a part of that neurological development,” explained Cecelia. The Coreys are prepared to wrap his hands in mitts, but so far, he hasn’t caused himself any blisters. “There’s a lot of trial and error with him. You know, as time goes on, we’re learning what he can tolerate,” explains Jerry. The Coreys are nearing retirement age and find themselves caring for an infant who, because of his medical condition, has a lot of extra needs.

Thankfully, they have help.

Northern Light Home Care and Hospice has a pediatric home care program. Home Care Nurse Theresa Phillips comes by twice a week. She chats with the Coreys about questions or concerns they might have, she checks Fionn’s vital signs, weighs him, and listens to his lungs to make sure he’s developing as he should. She’s also there to help them coordinate care. “Parents and grandparents of health challenged kids are trying to manage and juggle their daily lives, and we’re that bridge; we’re their resource. We’ll take it one step at a time, and find ways to help,” explains Theresa.

Cecelia Corey gives her four-month-old grandson Fionn a loving kiss.
Northern Light Home Care and Hospice offers a range of services for pediatric patients, from home care to palliative care, to hospice care. “Home care” covers patients who are acutely ill, while palliative care is a program for those who are critically ill or have a chronic condition. Hospice is end-of-life care, which is focused on providing comfort and symptom management.

Greg Burns, RN, is launching a pediatric program in the northern half of Maine for Northern Light Home Care and Hospice. Through educational materials and clinical experiences, Greg provides specialized training in pediatric home care, palliative care, and hospice care to home care clinicians and providers throughout the system. “Kids aren’t little adults. I think the effect on the family unit and the

Right: Home Care Nurse Theresa Phillips visits Cecelia Corey who is holding her grandson Fionn. Theresa comes by twice a week. She chats with them about questions or concerns they might have, she checks Fionn’s vital signs, weighs him, and listens to his lungs to make sure he’s developing as he should. She’s also there to help them coordinate care.

Top: Greg Burns, RN, is launching a pediatric program in the northern half of Maine for Northern Light Home Care and Hospice.
wider community is exponentially greater because kids aren’t supposed to be sick or die. When you have kids who are critically ill there is this much bigger ripple effect within communities,” he says.

In the Corey’s situation, while there is no cure for Fionn’s disease, his case is not fatal, and there’s hope it might improve through medical discovery. But until there’s a cure, managing the disease will require wraps, bandages, constant care, and a lot of love.

Cecelia adds, “Prince charming—that’s what we call him. He’s a very sweet baby.” Jerry chimes in, “I’m smitten with him. He’s wonderful. He’s so lovable. He really is.”
We are Proactive
On Solid Footing: Preventing Falls Through CUSP

Patsy Manson, RN, started in healthcare as a medical assistant but wanted more interaction with patients. She went back to school and became a registered nurse and now works in the Medical/Surgical unit at Northern Light Sebasticook Valley Hospital. “I enjoy talking to patients. I’m maybe overly talkative at times, but I like getting to know all of them,” she says with a smile. Getting to know her patients helps Patsy provide better care and make sure her patients remain safe. “We want people to go home feeling better, doing better, and not having any injuries,” she says.

But every year in the United States, hundreds of thousands of patients are injured in hospitals due to falls. Injured patients require additional treatment and sometimes prolonged hospital stays. Now front-line nurses, physical therapists, and nurse leaders at Sebasticook Valley have dedicated themselves to reduce the likelihood of falls.

“We started this journey to prevent patient harm through our Comprehensive Unit-based Safety Program (CUSP),” explains Tracy Bonney-Corson, RN, vice president, Nursing and Patient Care Services. Tracy took some initiative after attending a course on CUSP at Johns Hopkins University. Following the toolkit provided by Johns Hopkins, she asked staff, “How do you think the next patient is going to be harmed?” The answer was unequivocal—falls.

Physical therapist Kristy Fogler joined the CUSP team and added her expertise on ways to reduce falls and tailored it to a hospital environment, “We noticed was that there was a difference of language between disciplines. Nurses spoke a certain language, therapists spoke a different language, yet we worked with the same patient. We worked on a way to standardize that language,” she explains.

In addition to standardizing language, the CUSP team implemented a post-fall huddle where they asked several key questions. What was the patient doing when the fall happened? What was staff doing? When was the last time staff did rounds? They used the answers from these post-fall huddles to identify gaps in their safety preparedness. They determined that there were improvements they could make as simple as ensuring that items were in reach, cords were out of the way, and call buttons were within arm’s length of patients. By moving a computer station at the nurses desk, they also addressed issues with nurses having trouble hearing fall alarms and they put whiteboards by the patient’s bed with the patients mobility needs identified and color-coded. Now at shift change, when nurses meet to do a handoff at the patient’s bedside, they go over the whiteboard.

Physical Therapist Kristy Fogler and Patsy Manson, RN help Mike Glencross stand up safely.
The program is producing results. “We have observed a reduction in falls in our Medical-Surgical unit. As a result of the program, we’ve seen increased awareness for fall prevention interventions and a renewed excitement among our staff to do what it needs to keep patients safe,” explains Tracy.

These same programs that are leading to improved results at SVH are now being implemented at other Northern Light Health institutions. “We record the number of days we don’t have a fall,” explains Patsy, “and what we’d like to see is the number of days get bigger and bigger, and when it does get bigger, it is great for morale.”

At the printing of this publication, the ED had gone 143 days without a fall and the Medical/Surgical Unit has had periods as long as 62 days without a fall.

Tracy Bonney-Corson, RN, Vice President, Nursing and Patient Care Services (lower left) and Physical Therapist Kristy Fogler (right) are both part of the Comprehensive Unit-based Safety Program (CUSP) at Northern Light Sebasticook Valley Hospital.

“We started this journey to prevent patient harm through our Comprehensive Unit-based Safety Program (CUSP).”

- Tracy Bonney-Corson, vice president, Nursing and Patient Care Services
We noticed that there was a difference of language between disciplines. Nurses spoke a certain language, therapists spoke a different language, yet we worked with the same patient. We worked on a way to standardize that language.

- Kristy Fogler,
  Physical Therapist
We are

Giving
Bangor attorney Jeff Silverstein is best known for his passion inside the courtroom, but he’s also passionate about sailing Maine’s coastal waters. This past summer, he embarked on a journey to sail a 16-foot trimaran sailboat from Kittery to Lubec to honor his late friend, Julio DeSanctis. “Julio championed the underdog all the time, and he was pro-rights, especially for those who didn’t have the power to advance their rights,” recalls Jeff.

Like Jeff, Julio was a defense lawyer. They both cared deeply about navigating their clients through the criminal justice system. And, they both enjoyed navigating Maine’s coast, until Julio became sick with cancer. “Jeff taught Julio about sailing,” says Joan DeSanctis, Julio’s widow, “Julio always loved being out on a sailboat, but Jeff introduced him to a different level of sailing.”

Julio passed away in 2011 following a nine-year battle with cancer. As he prepared his end-of-life plan, he gave his sailboat to Jeff. “That was very generous of him. I’ve kept it over the years and conceived of this plan to sail his boat in tribute to him. Then I did a little research, and I learned his chosen charity was Northern Light Cancer Care,” explains Jeff.

And that’s how it began.

Jeff plotted a course and planned to sail Julio’s boat to raise money for cancer research. He started his journey at the boat launch at Odiorne Point State Park in New Hampshire on a sunny day in early July with a boatload of camping supplies, clothing, and food. He had a solar panel to help charge his battery, cellular phone, and electronics. In addition to sail power, he had a small electric trolling motor. He named the boat “Julio,” and had Julio’s name painted in blue across the side. Joan and some of her family members drove to New Hampshire to see Jeff off. Jeff’s wife, Gayle, was also there. They waved to Jeff as he departed under calm winds and fair skies. “Julio is right on Jeff’s shoulder out there enjoying every single wave and being appreciative beyond words for what Jeff has done in his name,” commented Joan, as she fought tears.

Jeff’s journey wasn’t easy. Some days, he spent long hours in the sun waiting for the wind. On other days, he faced some treacherous landings. In addition to those hardships, Jeff also experienced tremendous inspiration and support in people he met along the voyage. “A good friend, Dale Canning, fixed my electrical problems. Craig, let me camp out in his yard on Matinicus (Island) and gave me coffee in the morning. Robert Johnson and Rebecca Beal hosted me on Great Wass Island, helped fix my boat, and towed me out in the morning. Bill and Julie Corbett from Cutler took me in for the night too.” He said there were many other unnamed boaters and fishermen from Saco to Cutler who helped him in some way. “Most importantly, my wife Gayle gave me the love, emotional, and...”

Jeff Silverstein reflects on his journey while sitting on his boat in Lubec.
shore support to do this. She met me three or four times and brought necessary supplies.”

When Jeff sailed into Lubec on July 16, Gayle was there, and so was Joan. Jeff had sailed 300 miles in 13 days and raised nearly $11,000 for Northern Light Cancer Care. “I am fortunate to have good health to be able to accomplish this. The struggles I had along the way pale in comparison to what people who are afflicted with cancer are dealing with. I hope to advance the cause through this small monetary gesture or, more importantly, to inspire other people to take their challenge.” Joan, who is happy that her husband’s memory lives on through this cause, also sees the bigger picture. “We know that people are living longer, healthier lives because of the research that has happened in the last eight years since he has passed. We’re going to beat it someday. I do not doubt that,” she says.

Sail for the Cure is one of many events led by community members that support Champion the Cure Challenge, the region’s largest cancer fundraiser. Every dollar that Jeff raised stayed in Brewer to support treatment and research, including clinical trials that help bring the newest, next-generation cancer treatments to Maine.

For more information visit: www.ctcchallenge.org
Tele-anemia brings care to people close to home

Kael Mikesell, DO, medical director of the Northern Light Patient Blood Management program evaluates patients with anemia everyday, while also overseeing the Northern Light Anemia Care practice at the Lafayette Family Cancer Institute in Brewer where patients can have their anemia treated. Once every other week, he also hops on a video screen and sees patients at Northern Light Inland Hospital who have benign forms of anemia. Up until the fall of 2019, patients from the Waterville area where Inland Hospital is located, would have had to travel more than an hour each way to Brewer to have that appointment. Now they can consult with Dr. Mikesell via a telemedicine video conference. According to Dr. Mikesell, once he receives a referral, he will review a patient’s charts, develop a tentative treatment plan and schedule a tele-anemia conference.

“I’m sitting here in this office at the Lafayette Family Cancer Institute. They’re down at Inland, and we’re using video to discuss back and forth with one another,” explains Dr. Mikesell, “If we determine that an infusion for their anemia is needed, that occurs down at the Inland Infusion Clinic.”

Dr. Mikesell says he’s already getting positive feedback about the program from patients living in the Waterville area. “This program provides us the opportunity to see them where they’re at, treat them where they live, and keep them in their own community,” he concludes. Currently, tele-anemia services are offered to patients at Northern Light Inland Hospital, and the program will likely be expanded to other member hospitals in the future.

From Emergency Care to Home Care, we’re there for you

Dick Whittaker, 79, was playing pickleball at a gym not far from his home in Orland when he fell and hit his head, resulting in brain bleeding and swelling, and requiring an ambulance ride to the Emergency Department at Northern Light Eastern Maine Medical Center. He would spend 11 days in the ICU, followed by two weeks in Neurology, and two weeks in rehab to regain his speech, manual dexterity, and balance. When he was well enough, Dick was transferred to Northern Light Maine Coast Hospital, where he could received inpatient physical therapy close to home. One week later, he was discharged home and received outpatient physical therapy provided by Northern Light Home Care and Hospice. This is a prime example of how our integrated healthcare system uses the full resources of our entire system to provide seamless high-quality care for the people we serve.

“The care was wonderful every step of the way. I always felt I was in good hands from the moment I woke up in the hospital through my in-home physical therapy appointments. I’m about 90 percent better than where I was and hope to make a full recovery.”

– Dick Whittaker, Patient
Certificate of Need Granted by DHHS for Northern Light Health – Mayo Regional Hospital Merger

Following years of work and planning, Northern Light Health received state approval for Mayo Regional Hospital to join Northern Light Health as its newest member hospital. Following a thorough review process that included a variety of public hearings, the Maine Department of Health and Human Services (DHHS) granted a Certificate of Need for the proposed merger.

The merger of Mayo into Northern Light Health is viewed as an important and positive outcome for both organizations. Leaders at Mayo sought to join Northern Light Health to preserve local access to healthcare for people in the Piscataquis County region. “By joining Northern Light Health and taking advantage of its expertise in so many areas that we could not feasibly duplicate, we are confident that we can fulfill our mission to provide high-quality, compassionate healthcare to those who live and work in our communities,” explained Marie Vienneau, president and CEO of Mayo Regional Hospital. Northern Light Health sees the merger as an opportunity to better

### Consolidated Balance Sheets
Years Ended September 30, 2019 and 2018
(in thousands of dollars)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current assets</td>
<td>$487,570</td>
<td>$472,741</td>
</tr>
<tr>
<td>Assets limited as to use:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital replacement and other designated uses</td>
<td>381,785</td>
<td>359,123</td>
</tr>
<tr>
<td>Self insurance funds and other trusts</td>
<td>55,993</td>
<td>57,721</td>
</tr>
<tr>
<td>Donor restricted gifts</td>
<td>85,195</td>
<td>86,927</td>
</tr>
<tr>
<td>Total assets limited as to use</td>
<td>522,973</td>
<td>503,771</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>745,950</td>
<td>758,450</td>
</tr>
<tr>
<td>Other long-term assets</td>
<td>22,469</td>
<td>21,261</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$1,778,962</strong></td>
<td><strong>$1,756,223</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current liabilities</td>
<td>$223,099</td>
<td>$245,581</td>
</tr>
<tr>
<td>Accrued post-employment benefits</td>
<td>237,979</td>
<td>194,438</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>520,645</td>
<td>532,853</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>8,398</td>
<td>8,960</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>990,121</td>
<td>981,832</td>
</tr>
<tr>
<td>Total net assets</td>
<td>788,841</td>
<td>774,391</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$1,778,962</strong></td>
<td><strong>$1,756,223</strong></td>
</tr>
</tbody>
</table>
Consolidated Statements of Operation
Years Ended September 30, 2019 and 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating revenue</td>
<td>$1,744,455</td>
<td>$1,672,060</td>
</tr>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>1,000,110</td>
<td>991,524</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>712,197</td>
<td>674,590</td>
</tr>
<tr>
<td>Total expenses</td>
<td>1,712,307</td>
<td>1,666,114</td>
</tr>
<tr>
<td>Income from operations</td>
<td>32,148</td>
<td>5,946</td>
</tr>
<tr>
<td>Investment gains and losses</td>
<td>3,200</td>
<td>3,570</td>
</tr>
<tr>
<td>Excess of revenue over expenses before noncontrolling interest</td>
<td>35,348</td>
<td>9,516</td>
</tr>
<tr>
<td>Noncontrolling interest</td>
<td>(276)</td>
<td>(666)</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td><strong>$35,072</strong></td>
<td><strong>$8,850</strong></td>
</tr>
<tr>
<td>Operating margin</td>
<td>1.84%</td>
<td>0.36%</td>
</tr>
<tr>
<td>Total margin</td>
<td>2.01%</td>
<td>0.53%</td>
</tr>
<tr>
<td>Reinvestment in clinical equipment, technological advancements, and facilities</td>
<td>$59,421</td>
<td>$67,062</td>
</tr>
</tbody>
</table>

coordinate healthcare services in Piscataquis County and to improve access to care by freeing up capacity at Northern Light Eastern Maine Medical Center for care that can be provided at Mayo. “We know that consolidation reduces costs and improves quality,” explained Matt Weed, chief strategy officer, Northern Light Health, “We already have a long-standing relationship with Mayo Regional Hospital, and we can build upon that relationship by coming together in this newly formed relationship.”
A week at summer camp

Growing up, every youngster wants to go to summer camp. When children and their families face a diagnosis like cancer, enjoying exciting activities that others take for granted may be far from their minds. Northern Light Eastern Maine Medical Center and the Bangor YMCA recognize the importance of giving children a real summer camp experience through a partnership called Camp Hope.

Held at the YMCA Wilderness Center at Camp Jordan in Ellsworth, kids learn new skills and crafts and participate in swimming, hiking, and building campfires. They stave off mosquitos and sunburns with grins on their faces, as they play and learn with other kids in the same boat. With a healthcare team on hand from Northern Light Cancer Care, no one has to worry about medication schedules, or thinking about being sick.

Camp Hope is offered at no cost to kids thanks to the generous support of Heroes · Hope · Healing McDonald’s Golf Classic participants and sponsors as well as an anonymous donor.

Giving by Organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acadia Hospital</td>
<td>$1,149,247</td>
</tr>
<tr>
<td>AR Gould Hospital</td>
<td>$129,913</td>
</tr>
<tr>
<td>Blue Hill Hospital</td>
<td>$435,668</td>
</tr>
<tr>
<td>CA Dean Hospital</td>
<td>$298,439</td>
</tr>
<tr>
<td>Eastern Maine Medical Center</td>
<td>$1,627,277</td>
</tr>
<tr>
<td>Home Care &amp; Hospice</td>
<td>$480,453</td>
</tr>
<tr>
<td>Inland Hospital</td>
<td>$527,606</td>
</tr>
<tr>
<td>Maine Coast Hospital</td>
<td>$569,063</td>
</tr>
<tr>
<td>Mercy Hospital</td>
<td>$5,285,189</td>
</tr>
<tr>
<td>Northern Light Health Foundation/ Eastern Maine Medical Center Children’s Miracle Network Hospitals</td>
<td>$635,292</td>
</tr>
<tr>
<td>Sebasticook Valley Hospital</td>
<td>$181,209</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,319,356</strong></td>
</tr>
</tbody>
</table>

To learn more and sign up for events that support care in your community, visit northernlighthealth.org/foundation
## Total Community Investment by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Improvement Services</td>
<td>$2,420,155</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>$1,352,386</td>
</tr>
<tr>
<td>Research</td>
<td>$1,833,726</td>
</tr>
<tr>
<td>Cash and In-Kind Contributions</td>
<td>$297,404</td>
</tr>
<tr>
<td>Community Building Activities</td>
<td>$632,701</td>
</tr>
<tr>
<td>Community Benefit Operations</td>
<td>$1,876,934</td>
</tr>
<tr>
<td>Traditional Charity Care</td>
<td>$19,742,227</td>
</tr>
<tr>
<td>Unrecoverable Interest Income from funds used to subsidize state MaineCare/Medicaid underpayment on $52.1M</td>
<td>$2,130,334</td>
</tr>
</tbody>
</table>

### Unpaid Cost of Public Programs:

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>$65,253,749</td>
</tr>
<tr>
<td>Medicare</td>
<td>$125,447,301</td>
</tr>
</tbody>
</table>

| Total Systemwide | $220,986,917 |

## Member Community Benefit to our Communities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acadia Hospital</td>
<td>$15,224,438</td>
</tr>
<tr>
<td>AR Gould Hospital</td>
<td>24,516,870</td>
</tr>
<tr>
<td>Blue Hill Hospital</td>
<td>$1,583,272</td>
</tr>
<tr>
<td>CA Dean Hospital</td>
<td>$1,353,882</td>
</tr>
<tr>
<td>Eastern Maine Medical Center</td>
<td>$108,848,260</td>
</tr>
<tr>
<td>Home Care &amp; Hospice</td>
<td>$652,914</td>
</tr>
<tr>
<td>Inland Hospital</td>
<td>$7,411,080</td>
</tr>
<tr>
<td>Maine Coast Hospital</td>
<td>$12,839,475</td>
</tr>
<tr>
<td>Mercy Hospital</td>
<td>$45,793,378</td>
</tr>
<tr>
<td>Northern Light Health</td>
<td>$687,371</td>
</tr>
<tr>
<td>Sebasticook Valley Hospital</td>
<td>$2,075,977</td>
</tr>
</tbody>
</table>

---

This image contains a table and a list of investments and benefits. The table lists various categories of community investment, with amounts ranging from $65,253,749 to $19,742,227. The list includes contributions from different facilities and programs, with totals reaching over $220,986,917. The page is part of a report or document discussing community benefit and investment, likely in a corporate or non-profit context. The content is clear and organized, making it easy to understand the financial contributions to various programs and facilities.
What we do

632 Heart surgeries
3,070 Births
6,839 Observation Admissions
31,147 Inpatient and outpatient surgeries
33,299 Inpatient admissions
117,458 Emergency department visits
205,384 Hospice & telehealth home health visits
361,481 Imaging procedures
425,461 Primary care/clinic visits
2,253,909 Outpatient visits

Who we are

1 Homecare and hospice organization
1 Integrated physician organization
5 Emergency transport members
8 Nursing homes
8 Joint ventures
9 Hospitals
38 Primary care locations
42 Primary care practices
169 Available nursing home beds
585 Nursing home/Joint venture care beds
770 Available acute care beds
12,008 Employees
### Joint Ventures
- County Physical Therapy, LLC
- LifeFlight of Maine, LLC
- New Century Healthcare, LLC
- Rosscare Nursing Homes, Inc.
- Advanced Collections Services, LLC
- MedComm, LLC
- Uniship Courier Services, LLC
- Penobscot Logistics Solutions, LLC

### LifeFlight of Maine
- 134 Towns Responded to for Scene Calls
- 219 Total Scene Calls
- 280 Fixed Wing Air Transports
- 400 Traumatic Injury Transports
- 551 Ground Transports
- 1,406 Helicopter Air Transports

### Northern Light Medical Transport
- 128 Towns/townships/unorganized territories in response area
- 5,098 Wheelchair van transports
- 10,055 Inter-hospital and interfacility transports
- 11,837 911 calls responded to
- 21,892 Patients Transported

---

**Our Mission**
We improve the health of the people and communities we serve.

**Our Vision**
Northern Light Health will be a national leader in healthcare excellence.

**Our Values**
To accomplish its mission and vision, Northern Light Health will embrace these values:

- **Integrity:**
  We commit to the highest standards of behavior and doing the correct thing for the right reasons.

- **Respect:**
  We respect the dignity, worth, and rights of others.

- **Compassion:**
  We deliver care focused on the needs of each person and guide families and individuals through the experience with kindness and professionalism.

- **Accountability:**
  We take a responsible and disciplined approach to achieving our priorities and responding to an ever-changing environment.
Member Map

1. Presque Isle
   - Northern Light AR Gould Hospital
   - Northern Light Home Care & Hospice
   - Work Health

2. Greenville
   - Northern Light CA Dean Hospital

3. Pittsfield
   - Northern Light Sebasticook Valley Hospital
   - Work Health

4. Bangor
   - Northern Light Acadia Hospital
   - Northern Light Eastern Maine Medical Center
   - Northern Light Health Foundation
   - Northern Light Home Care & Hospice
   - Northern Light Laboratory
   - Northern Light Pharmacy
   - Work Health
   - Work Force

Brewer
   - Beacon Health
   - Northern Light Eastern Maine Medical Center
   - Northern Light Health
   - Northern Light Laboratory
   - Northern Light Pharmacy

5. Waterville
   - Northern Light Home Care & Hospice
   - Northern Light Inland Hospital
   - Work Health

6. Ellsworth
   - Northern Light Maine Coast Hospital
   - Northern Light Home Care & Hospice

7. Blue Hill
   - Northern Light Blue Hill Hospital

8. Portland
   - Northern Light Home Care & Hospice
   - Northern Light Mercy Hospital
   - Northern Light Laboratory
   - Northern Light Pharmacy
   - Work Force

* Northern Light Laboratory also has a location in Rutland, Vermont.
Receive Northern Light Health news all year.