

Return of Organization Exempt From Income Tax

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

2007

Open to Public Inspection

Department of the Treasury Internal Revenue Service(77)

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

A For the 2007 calendar year, or tax year beginning 9/30, 2007, and ending 9/27, 2008

- B Check if applicable: Address change, Name change, Initial return, Termination, Amended return, Application pending

C Charles A. Dean Memorial Hospital & Nursing Home, Pritham Avenue P.O. Box 1129, Greenville, ME 04441-1129

D Employer Identification Number 04-3341666, E Telephone number (207) 695-5200, F Accounting method: Cash, Accrual

Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

- H and I are not applicable to section 527 organizations. H(a) Is this a group return for affiliates? H(b) If 'Yes,' enter number of affiliates H(c) Are all affiliates included? H(d) Is this a separate return filed by an organization covered by a group ruling? I Group Exemption Number M Check if the organization is not required to attach Schedule B

G Web site: www.cadean.org

J Organization type (check only one) 501(c) 3

K Check here if the organization is not a 509(a)(3) supporting organization and its gross receipts are normally not more than \$25,000.

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12. 12,998,586.

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (See the instructions.)

Table with 21 rows and 4 columns: Description, Sub-description, Amount, Total. Includes sections for Contributions, Program Service Revenue, Other Investment Income, Special Events, and Expenses.

**Part II Statement of Functional Expenses** All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others. (See *instructions*.)

<i>Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.</i>		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
<b>22a</b> Grants paid from donor advised funds (attach sch) (cash \$ _____ non-cash \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	22a				
<b>22b</b> Other grants and allocations (att sch) (cash \$ _____ non-cash \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	22b				
<b>23</b> Specific assistance to individuals (attach schedule)	23				
<b>24</b> Benefits paid to or for members (attach schedule)	24				
<b>25a</b> Compensation of current officers, directors, key employees, etc. listed in Part V-A	25a	676,432.	332,060.	344,372.	0.
<b>b</b> Compensation of former officers, directors, key employees, etc. listed in Part V-B	25b	1,100.	1,100.	0.	0.
<b>c</b> Compensation and other distributions, not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	25c	0.	0.	0.	0.
<b>26</b> Salaries and wages of employees not included on lines 25a, b, and c	26	5,783,553.	5,368,286.	415,267.	
<b>27</b> Pension plan contributions not included on lines 25a, b, and c	27	202,735.	182,462.	20,273.	
<b>28</b> Employee benefits not included on lines 25a - 27	28	952,224.	890,508.	61,716.	
<b>29</b> Payroll taxes	29	422,530.	380,277.	42,253.	
<b>30</b> Professional fundraising fees	30				
<b>31</b> Accounting fees	31	27,777.		27,777.	
<b>32</b> Legal fees	32	7,727.	4,509.	3,218.	
<b>33</b> Supplies	33	958,794.	923,884.	25,800.	9,110.
<b>34</b> Telephone	34	77,236.	54,065.	23,171.	
<b>35</b> Postage and shipping	35	31,667.	23,193.	8,474.	
<b>36</b> Occupancy	36	221,183.	154,268.	66,915.	
<b>37</b> Equipment rental and maintenance	37	274,936.	258,456.	16,480.	
<b>38</b> Printing and publications	38				
<b>39</b> Travel	39	46,878.	24,700.	22,178.	
<b>40</b> Conferences, conventions, and meetings	40	29,439.	20,788.	8,651.	
<b>41</b> Interest	41	99,935.	99,935.		
<b>42</b> Depreciation, depletion, etc (attach schedule)	42	378,974.	296,586.	82,388.	
<b>43</b> Other expenses not covered above (itemize): <b>a</b> See Statement 3	43a	2,542,092.	1,845,204.	696,289.	599.
<b>b</b> -----	43b				
<b>c</b> -----	43c				
<b>d</b> -----	43d				
<b>e</b> -----	43e				
<b>f</b> -----	43f				
<b>g</b> -----	43g				
<b>44</b> Total functional expenses. Add lines 22a through 43g. (Organizations completing columns (B) - (D), carry these totals to lines 13 - 15).	44	12,735,212.	10,860,281.	1,865,222.	9,709.

**Joint Costs.** Check  if you are following SOP 98-2.

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services?  Yes  No  
 If 'Yes,' enter (i) the aggregate amount of these joint costs \$ \_\_\_\_\_; (ii) the amount allocated to Program services \$ \_\_\_\_\_; (iii) the amount allocated to Management and general \$ \_\_\_\_\_; and (iv) the amount allocated to Fundraising \$ \_\_\_\_\_.

Part III Statement of Program Service Accomplishments (See the instructions.)

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

What is the organization's primary exempt purpose? ▶ <u>Provides Healthcare Services</u> All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable. (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)	Program Service Expenses (Required for 501(c)(3) and (4) organizations and 4947(a)(1) trusts; but optional for others.)
a <u>See Statement 4</u> ----- ----- ----- ----- ----- (Grants and allocations \$ _____) If this amount includes foreign grants, check here . . . ▶ <input type="checkbox"/>	10,860,281.
b ----- ----- ----- ----- ----- (Grants and allocations \$ _____) If this amount includes foreign grants, check here . . . ▶ <input type="checkbox"/>	
c ----- ----- ----- ----- ----- (Grants and allocations \$ _____) If this amount includes foreign grants, check here . . . ▶ <input type="checkbox"/>	
d ----- ----- ----- ----- ----- (Grants and allocations \$ _____) If this amount includes foreign grants, check here . . . ▶ <input type="checkbox"/>	
e Other program services..... (Grants and allocations \$ _____) If this amount includes foreign grants, check here . . . ▶ <input type="checkbox"/>	
f <b>Total of Program Service Expenses</b> (should equal line 44, column (B), Program services)..... ▶	10,860,281.

BAA

**Part IV Balance Sheets** (See the instructions.)

**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year		(B) End of year		
ASSETS	45	Cash — non-interest-bearing .....	561.	45	1,261.	
	46	Savings and temporary cash investments .....	280,199.	46	477,978.	
	47a	Accounts receivable .....	3,063,258.			
		b Less: allowance for doubtful accounts .....	645,794.	2,261,882.	47c	2,417,464.
	48a	Pledges receivable .....				
		b Less: allowance for doubtful accounts .....			48c	
	49	Grants receivable .....	7,500.	49	21,620.	
	50a	Receivables from current and former officers, directors, trustees, and key employees (attach schedule) .....		50a		
		b Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) (attach schedule) .....		50b		
	51a	Other notes and loans receivable (attach schedule) .....				
		b Less: allowance for doubtful accounts .....			51c	
	52	Inventories for sale or use .....	157,327.	52	188,526.	
	53	Prepaid expenses and deferred charges .....	41,754.	53	41,425.	
	54a	Investments — publicly-traded securities .....			54a	
		b Investments — other securities (attach sch.) .....			54b	
	55a	Investments — land, buildings, & equipment: basis .....				
		b Less: accumulated depreciation (attach schedule) .....			55c	
	56	Investments — other (attach schedule) .....			56	
	57a	Land, buildings, and equipment: basis .....	7,096,875.			
	b Less: accumulated depreciation (attach schedule) .....	4,273,862.	2,936,134.	57c	2,823,013.	
58	Other assets, including program-related investments (describe ▶ <u>See Statement 6</u> ) .....	1,170,069.	58	1,165,061.		
59	<b>Total assets</b> (must equal line 74). Add lines 45 through 58 .....	6,855,426.	59	7,136,348.		
LIABILITIES	60	Accounts payable and accrued expenses .....	2,608,455.	60	2,948,885.	
	61	Grants payable .....		61		
	62	Deferred revenue .....		62	10,000.	
	63	Loans from officers, directors, trustees, and key employees (attach schedule) .....		63		
	64a	Tax-exempt bond liabilities (attach schedule) .....		64a		
		b Mortgages and other notes payable (attach schedule) .....	1,411,230.	64b	1,190,225.	
	65	Other liabilities (describe ▶ <u>See Statement 8</u> ) .....	956,255.	65	1,305,430.	
66	<b>Total liabilities.</b> Add lines 60 through 65 .....	4,975,940.	66	5,454,540.		
NET ASSETS OR FUND BALANCES	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74.					
	67	Unrestricted .....	927,101.	67	800,973.	
	68	Temporarily restricted .....	611,687.	68	534,983.	
	69	Permanently restricted .....	340,698.	69	345,852.	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74.					
	70	Capital stock, trust principal, or current funds .....		70		
	71	Paid-in or capital surplus, or land, building, and equipment fund .....		71		
	72	Retained earnings, endowment, accumulated income, or other funds .....		72		
	73	<b>Total net assets or fund balances.</b> Add lines 67 through 69 or lines 70 through 72. (Column (A) must equal line 19 and column (B) must equal line 21) .....	1,879,486.	73	1,681,808.	
	74	<b>Total liabilities and net assets/fund balances.</b> Add lines 66 and 73 .....	6,855,426.	74	7,136,348.	

**Part IV-A Reconciliation of Revenue per Audited Financial Statements with Revenue per Return** (See the instructions.)

a	Total revenue, gains, and other support per audited financial statements.....	a	12,684,035.
b	Amounts included on line a but not on Part I, line 12:		
	1 Net unrealized gains on investments.....	b1	-24,400.
	2 Donated services and use of facilities.....	b2	
	3 Recoveries of prior year grants.....	b3	
	4 Other (specify): _____	b4	3,960.
	<u>See Stm 9</u>		
	Add lines b1 through b4.....	b	-20,440.
c	Subtract line b from line a.....	c	12,704,475.
d	Amounts included on Part I, line 12, but not on line a:		
	1 Investment expenses not included on Part I, line 6b.....	d1	
	2 Other (specify): _____	d2	113,022.
	<u>See Stm 10</u>		
	Add lines d1 and d2.....	d	113,022.
e	<b>Total revenue</b> (Part I, line 12). Add lines c and d.....	e	12,817,497.

**Part IV-B Reconciliation of Expenses per Audited Financial Statements with Expenses per Return**

a	Total expenses and losses per audited financial statements.....	a	12,664,495.
b	Amounts included on line a but not on Part I, line 17:		
	1 Donated services and use of facilities.....	b1	
	2 Prior year adjustments reported on Part I, line 20.....	b2	
	3 Losses reported on Part I, line 20.....	b3	
	4 Other (specify): _____	b4	6,298.
	<u>See Stmt 11</u>		
	Add lines b1 through b4.....	b	6,298.
c	Subtract line b from line a.....	c	12,658,197.
d	Amounts included on Part I, line 17, but not on line a:		
	1 Investment expenses not included on Part I, line 6b.....	d1	
	2 Other (specify): _____	d2	77,015.
	<u>See Stmt 12</u>		
	Add lines d1 and d2.....	d	77,015.
e	<b>Total expenses</b> (Part I, line 17). Add lines c and d.....	e	12,735,212.

**Part V-A Current Officers, Directors, Trustees, and Key Employees** (List each person who was an officer, director, trustee, or key employee at any time during the year even if they were not compensated.) (See the instructions.)

(A) Name and address	(B) Title and average hours per week devoted to position	(C) Compensation (if not paid, enter -0-)	(D) Contributions to employee benefit plans and deferred compensation plans	(E) Expense account and other allowances
See Statement 13		601,311.	75,121.	0.



Part VI Other Information (continued)		Yes	No
82 a	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?.....		X
b	If 'Yes,' you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III.).....	82b	N/A
83 a	Did the organization comply with the public inspection requirements for returns and exemption applications?.....	X	
b	Did the organization comply with the disclosure requirements relating to <i>quid pro quo</i> contributions?.....	X	
84 a	Did the organization solicit any contributions or gifts that were not tax deductible?.....		X
b	If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?.....		N/A
85 a	501(c)(4), (5), or (6). Were substantially all dues nondeductible by members?.....		N/A
b	Did the organization make only in-house lobbying expenditures of \$2,000 or less?.....		N/A
If 'Yes' was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.			
c	Dues, assessments, and similar amounts from members.....	85c	N/A
d	Section 162(e) lobbying and political expenditures.....	85d	N/A
e	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices.....	85e	N/A
f	Taxable amount of lobbying and political expenditures (line 85d less 85e).....	85f	N/A
g	Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?.....	85g	N/A
h	If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?.....	85h	N/A
86	501(c)(7) organizations. Enter: a Initiation fees and capital contributions included on line 12.....	86a	N/A
b	Gross receipts, included on line 12, for public use of club facilities.....	86b	N/A
87	501(c)(12) organizations. Enter: a Gross income from members or shareholders.....	87a	N/A
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.).....	87b	N/A
88 a	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If 'Yes,' complete Part IX.....	88a	X
b	At any time during the year, did the organization, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If 'Yes,' complete Part XI.....	88b	X
89 a	501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under: section 4911 ▶ 0. ; section 4912 ▶ 0. ; section 4955 ▶ 0.		
b	501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If 'Yes,' attach a statement explaining each transaction.....	89b	X
c	Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958..... ▶ 0.		
d	Enter: Amount of tax on line 89c, above, reimbursed by the organization..... ▶ 0.		
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction?..	89e	X
f	All organizations. Did the organization acquire a direct or indirect interest in any applicable insurance contract?.....	89f	X
g	For supporting organizations and sponsoring organizations maintaining donor advised funds. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?.....	89g	X
90 a	List the states with which a copy of this return is filed ▶ ME		
b	Number of employees employed in the pay period that includes March 12, 2007 (See instructions.).....	90b	140
91 a	The books are in care of ▶ Scott Oxley Telephone number ▶ (207) 973-5114 Located at ▶ 43 Whiting Hill Road Brewer ME ZIP + 4 ▶ 04412-1006		
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)?.....	91b	X
If 'Yes,' enter the name of the foreign country.. ▶			
See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			

**Part VI Other Information** (continued)

c At any time during the calendar year, did the organization maintain an office outside of the United States?  Yes  No

If 'Yes,' enter the name of the foreign country ..

92 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041 - Check here  N/A  
 and enter the amount of tax-exempt interest received or accrued during the tax year. 92 N/A

**Part VII Analysis of Income-Producing Activities** (See the instructions.)

Note: Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclusion code	(D) Amount	
93 Program service revenue:					
a Cafeteria			3	8,725.	
b Patient Care Services					12,445,551.
c					
d					
e					
f Medicare/Medicaid payments					
g Fees & contracts from government agencies					
94 Membership dues and assessments					
95 Interest on savings & temporary cash invmnts			14	31,318.	
96 Dividends & interest from securities					
97 Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property			16	2,467.	
98 Net rental income or (loss) from pers prop.					
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory			18	-793.	
101 Net income or (loss) from special events					
102 Gross profit or (loss) from sales of inventory					
103 Other revenue: a					
b					
c					
d					
e					
104 Subtotal (add columns (B), (D), and (E))				41,717.	12,445,551.
105 Total (add line 104, columns (B), (D), and (E))					12,487,268.

Note: Line 105 plus line 1e, Part I, should equal the amount on line 12, Part I.

**Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes** (See the instructions.)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).
93	Provision of routine and special hospital services is the primary purpose of the Charles A. Dean Memorial Hospital and Nursing Home as stated in its governing documents and its application for tax exempt status. See Form 990, Part III.

**Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities** (See the instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
N/A	%			
	%			
	%			
	%			

**Part X Information Regarding Transfers Associated with Personal Benefit Contracts** (See the instructions.)

a Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  Yes  No

b Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  Yes  No

Note: If 'Yes' to (b), file Form 8870 and Form 4720 (see instructions).

**Part XI** Information Regarding Transfers To and From Controlled Entities. Complete only if the organization is a controlling organization as defined in section 512(b)(13).

106 Did the reporting organization make any transfers to a controlled entity as defined in section 512(b)(13) of the Code? If 'Yes,' complete the schedule below for each controlled entity. Yes No  
X

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	See Statement 17			
b				
c				
<b>Totals</b>				2,953,383.

107 Did the reporting organization receive any transfers from a controlled entity as defined in section 512(b)(13) of the Code? If 'Yes,' complete the schedule below for each controlled entity. Yes No  
X

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	See Statement 18			
b				
c				
<b>Totals</b>				373,926.

108 Did the organization have a binding written contract in effect on August 17, 2006, covering the interest, rents, royalties, and annuities described in question 107 above? Yes No  
X

**Please Sign Here**

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

Signature of officer: Eugene Murray, Jr. Date: 5/7/09

Type or print name and title: Eugene Murray, Jr., President & CEO

**Paid Preparer's Use Only**

Preparer's signature: Self-Prepared Date: \_\_\_\_\_

Check if self-employed:

Preparer's SSN or PTIN (See General Instruction X): \_\_\_\_\_

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

EIN: \_\_\_\_\_

Phone no.: \_\_\_\_\_

## Application for Extension of Time To File an Exempt Organization Return

Department of the Treasury  
Internal Revenue Service

▶ File a separate application for each return.

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box  **X**
  - If you are filing for an **Additional (not automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).
- Do not complete Part II unless** you have already been granted an automatic 3-month extension on a previously filed Form 8868.

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

Section 501(c) corporations required to file Form 990-T and requesting an automatic 6-month extension — check this box and complete Part I only

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

**Electronic Filing (e-file).** Generally, you can electronically file Form 8868 if you want a 3-month automatic extension of time to file one of the returns noted below (6 months for section 501(c) corporations required to file Form 990-T). However, you cannot file Form 8868 electronically if (1) you want the additional (not automatic) 3-month extension or (2) you file Forms 990-BL, 6069, or 8870, group returns, or a composite or consolidated Form 990-T. Instead, you must submit the fully completed and signed page 2 (Part II) of Form 8868. For more details on the electronic filing of this form, visit [www.irs.gov/efile](http://www.irs.gov/efile) and click on *e-file for Charities & Nonprofits*.

<b>Type or print</b>	Name of Exempt Organization <b>Charles A. Dean Memorial Hospital &amp; Nursing Home</b>	Employer identification number <b>04-3341666</b>
File by the due date for filing your return. See instructions.	Number, street, and room or suite number. If a P.O. box, see instructions. <b>Pritham Avenue P.O. Box 1129</b>	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>Greenville, ME 04441-1129</b>	

**Check type of return to be filed** (file a separate application for each return):

- |  |  |                                    |
|--|--|------------------------------------|
| <input checked="" type="checkbox"/> Form 990 | <input type="checkbox"/> Form 990-T (corporation)                    | <input type="checkbox"/> Form 4720 |
| <input type="checkbox"/> Form 990-BL         | <input type="checkbox"/> Form 990-T (section 401(a) or 408(a) trust) | <input type="checkbox"/> Form 5227 |
| <input type="checkbox"/> Form 990-EZ         | <input type="checkbox"/> Form 990-T (trust other than above)         | <input type="checkbox"/> Form 6069 |
| <input type="checkbox"/> Form 990-PF         | <input type="checkbox"/> Form 1041-A                                 | <input type="checkbox"/> Form 8870 |

• The books are in the care of. ▶ Scott Oxley -----

Telephone No. ▶ (207) 973-5114 FAX No. ▶ (207) 973-7139

- If the organization does not have an office or place of business in the United States, check this box
- If this is for a **Group Return**, enter the organization's four digit Group Exemption Number (GEN) 5247. If this is for the whole group, check this box . If it is for part of the group, check this box  **X** and attach a list with the names and EINs of all members the extension will cover. **Charles A. Dean Memorial Hospital & Nursing Home 04-3341666**

**1** I request an automatic 3-month (6 months for a section 501(c) corporation required to file Form 990-T) extension of time until 5/15, 20 09, to file the exempt organization return for the organization named above.  
The extension is for the organization's return for:

- ▶  calendar year 20\_\_ or
- ▶  tax year beginning 9/30, 20 07, and ending 9/27, 20 08.

**2** If this tax year is for less than 12 months, check reason:  Initial return  Final return  Change in accounting period

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

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



Department of the Treasury  
Internal Revenue Service  
OGDEN UT 84201-0074

For assistance, call:  
1-877-829-5500

Notice Number: CP211A  
Date: March 23, 2009

Taxpayer Identification Number:  
04-3341666  
Tax Form: 990  
Tax Period: September 30, 2008

123353.591519.0418.009 1 AB 0.351 370



EASTERN MAINE HEALTHCARE SYSTEMS  
CHARLES A DEAN MEMORIAL HOSPITAL AN  
PO BOX 1129  
GREENVILLE ME 04441-1129293

123353

### APPLICATION FOR EXTENSION OF TIME TO FILE AN EXEMPT ORGANIZATION RETURN - APPROVED

We have received your Form 8868, Application for Extension of Time to File an Exempt Organization Return, for the return (form) and tax period identified above.

We have approved your request and have extended the due date to file your return to May 15, 2009.

If you have any questions, please call us at the number shown above, or you may write us at the address shown at the top left of this letter.

#### Reminder - You May Be Required to File Electronically

Exempt organizations may be required to file certain returns electronically. For tax years ending on or after December 31, 2006, the electronic filing requirement applies to exempt organizations with \$10 million or more in total assets if the organization files at least 250 returns in a calendar year, including income, excise, employment tax and information returns. Private foundations and charitable trusts will be required to file Forms 990-PF electronically regardless of their asset size, if they file at least 250 returns annually. For more information, go to [www.irs.gov](http://www.irs.gov). Click "Charities and Non-Profits" and look for the "e-file for Charities and Non-Profits" tab.

For tax forms, instructions and information visit [www.irs.gov](http://www.irs.gov). (Access to this site will not provide you with your specific taxpayer account information.)

Statement 1  
Form 990, Part I, Line 8  
Net Gain (Loss) from Noninventory Sales

Publicly Traded Securities

Gross Sales Price: 173,998.  
Cost or Other Basis: 174,791.

Total Gain (Loss) Publicly Traded Securities \$ -793.

Total Net Gain (Loss) From Noninventory Sales \$ -793.

Statement 2  
Form 990, Part I, Line 20  
Other Changes in Net Assets or Fund Balances

Change in interest in net assets held @ Healthcare Charities.....	\$	25,954.
Change in Unrealized Gain or Loss under SFAS 124.....		-24,400.
Post Retirement Health Benefit FAS158.....		-278,192.
Transfer from exempt parent-Eastern Maine Healthcare Systems.....		-672.
Transfer to Healthcare Charities.....		-2,653.
	Total \$	<u>-279,963.</u>

Statement 3  
Form 990, Part II, Line 43  
Other Expenses

	(A) Total	(B) Program Services	(C) Management & General	(D) Fundraising
Bad Debt Expense	444,746.	444,746.		
Dues and Subscriptions	30,310.	8,356.	21,954.	
Insurance Expense	114,317.	106,360.	7,957.	
Miscellaneous	55,510.	28,357.	27,092.	61.
Purchased Services Expense	1,642,572.	1,007,796.	634,238.	538.
Taxes and Licensing	254,637.	249,589.	5,048.	
Total	<u>\$ 2,542,092.</u>	<u>\$ 1,845,204.</u>	<u>\$ 696,289.</u>	<u>\$ 599.</u>

Statement 4  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
Provided charity care (at cost). 110 persons served. Includes Foreign Grants: No		215,405.
Experienced Medicaid shortfall(at cost). 1,744 persons served.		309,008.

5/01/09

09:52AM

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
Includes Foreign Grants: No		
Experienced Medicare shortfall (at cost). 2,963 persons served.		51,749.
Includes Foreign Grants: No		
Provided emergency, ambulance, inpatient acute care, outpatient surgery, specialty physician clinics and nursing home services to patients regardless of ability to pay. Other uncompensated care (at cost) amounted to \$325,193.		
The Charles A. Dean Memorial Hospital & Nursing Home is a 14 bed Critical Access Hospital and a 24 bed Nursing Home in rural northwestern Maine providing emergency, ambulance, inpatient acute care, outpatient surgery, specialty physician clinics and nursing home services to patients regardless of ability to pay.		
Additional Statistics:		
Northwoods Healthcare Clinic visits	11,272	
Hospital diagnostic and rehabilitation visits	7,738	
Emergency room visits	2,453	
Hospital admissions	411	
Surgery cases	402	
Ambulance runs	382	
Please see the following publication for details of community benefit projects by C.A. Dean along with other Eastern Maine Healthcare Systems entities.		10,284,119.
Includes Foreign Grants: No		

Collaboration is taken seriously at EMHS. Intra-organizational collaboration is a critical element in our efforts to optimize the resources within the system-shared deliberation, shared expertise, shared resources, and shared goals. In each of our pillars, we strive to identify collaborative partners from outside our organization. In a region and state with limited resources, collaboration helps us be efficient and avoid duplication of effort, while creating the kind of healthcare delivery system that is right for Maine.

As we continue our journey to be the best rural healthcare system in America by 2012, EMHS member organizations are working together to identify efficiencies and share expertise. For example, Inland Hospital and Sebecook Valley Hospital are finding ways to maintain a practical level of specialist services in their contiguous, rural communities. Eastern Maine Medical Center and EMHS are working with Blue Hill Memorial Hospital as it redesigns clinical staff and business structures with an eye toward the future.

EMHS has also reached outside to embrace organizations that

Statement 4 (continued)  
 Form 990, Part III, Line a  
 Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>share our community health mission. Maine's geography is large, the population dispersed, and the levels of chronic disease are significant throughout central, eastern, and northern Maine. EMHS can not solve the major issues of prevention and chronic disease management, and produce meaningful, sustainable results without joining with others. By working together, we are able to create synergies and more effectively reach more people, or perhaps to paraphrase the poet John Heywood, "Many hands make lighter work."</p> <p>The OneMaine Health collaborative brings EMHS together with two other major health systems, MaineHealth, based in Portland and MaineGeneral Health, based in Kennebec County. The OneMaine agenda is extensive and includes efforts to create a statewide community health needs assessment, and an initiative to improve diabetes prevention and management. We're also working on the technology that will allow hospital electronic medical records to interconnect so the quality of patient care is maintained as patients move from one system to another. A new workforce development initiative is bringing OneMaine human resource expertise together with Maine colleges and universities so together we can plan for the professional workforce that is critically needed now and in the future.</p> <p>Another OneMaine committee has been working on joint purchasing, and our combined purchasing power has already saved millions of healthcare dollars. A myriad of other collaborations are focused on improving the health of Mainers and our communities. In brief, these include:</p> <ul style="list-style-type: none"> <li>-Improving patient access to affordable prescription medications. This program was successfully trialed in Aroostook County with all of the county's hospitals, Healthy Maine Partnerships, United Way 2-1-1, and the Pharmaceutical Research and Manufacturers of America.</li> <li>- Helping people in the Hancock County area manage their chronic disease brought together all of the county's hospitals and Healthy Maine Partnerships.</li> <li>-Improving healthcare literacy so people are better able to comply with their physician's instructions and medication directions is currently focused in the Bangor region with The Acadia Hospital, Eastern Maine Medical Center, St. Joseph Hospital, and Penobscot Community Health Care, and will ultimately include additional hospitals in Maine.</li> <li>-Changing cultural attitudes about childhood fitness and nutrition to prevent obesity over the long term is a statewide effort. Hospitals, Healthy Maine Partnerships and other community champions across a seven county area are working together to make Maine's future brighter and healthier.</li> <li>-A statewide collaborative to eradicate healthcare acquired infections is underway.</li> </ul> <p style="text-align: right;">Includes Foreign Grants: No</p> <p>Other EMHS driven collaboratives are more academic. Our</p>		

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>Maine Institute for Human Genetics and Health has a formal working relationship with The Jackson Laboratory and the University of Maine's Graduate School of Biomedical Sciences. Scientists and fundraisers are working to find solutions for cancer through a unique bench to bedside program. Other collaboratives are connecting centers of medical education to rural Maine to stimulate physician placement in areas of need.</p> <p>The EMHS promise is access to quality healthcare, and I am proud to say that we are living up to that promise by knocking down barriers and diminishing once protected turf in favor of working together for the benefit of all of the people of our state. We remain committed to improving patient care, and improving the health status for all Maine communities. Together we're stronger.</p> <p>M. Michelle Hood</p> <p>Eastern Maine Medical Center Location: Bangor Employees: 3,675 Description: Eastern Maine Medical Center is the 411-bed regional referral center for the northern two thirds of Maine, offering specialty and sub-specialty surgical and medical services, as well as a full range of primary to intensive care services.</p> <p>EMMC is the nation's single recipient of the 2008 Davies Organizational Award, given by the Health Information and Management Systems Society for improving patient safety and quality through information technology. EMMC also earned a spot on the nation's 100 Most Wired Hospitals list in 2008.</p> <p>EMMC has committed to be 100 percent compliant with several national quality initiatives, including the Centers for Medicare and Medicaid Services (CMS) Core Indicators for Heart Attack, Heart Failure, Pneumonia, and the Surgical Care Improvement Project. Data is reported on 28 Core Measures. By August 2008, EMMC had achieved 100 percent on 52 percent of the measures; was 90 to 99 percent on 33 percent of the measures, and below 90 percent on only 15 percent of the measures.</p> <p>The National Committee for Quality Assurance (NCQA) has recognized EMMC's Husson Internal Medicine as a Patient Centered Medical Home-it's highest honor for quality in primary care. Husson Internal Medicine is the only primary care practice in Maine and one of only a handful in the nation to receive this recognition.</p> <p>EMMC offers the only comprehensive Blood Management and Conservation Program in the State of Maine, ensuring patients receive a blood transfusion only when absolutely</p>		

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
-------------	------------------------	--------------------------

necessary. Since the program began in 2006, EMMC has reduced the number of blood transfusions by 50 percent.

In pursuit of its goal of Employer of Choice, EMMC continues to offer employees health improvement strategies through work based health programming. For the second year, EMMC is a Well-Workplace Gold Award winner, through Wellness Councils of America.

EMMC has been named, once again, an Overall Best Performer by Avatar International based on patient feedback. EMMC is the only hospital in the Avatar database of like hospitals to receive this recognition five years in a row. In addition, EMMC's inpatient service received a Five Star Award again this year, and EMMC primary care offices received an award for Exceeding Patient Expectations.

For the fourth year in a row, EMMC won a medal of honor from the U.S. Department of Health and Human Services for excellence in helping grieving families make the decision to give life through organ donation. EMMC is among very few non-transplant hospitals in the nation receiving this award.

In October, a state Certificate of Need was approved for a much needed expansion of inpatient care space, ultimately improving care space for women and infants, replacing thirty year old operating rooms, coordinating cardiac services, and increasing the number of beds-all in private rooms.

Includes Foreign Grants: No

**Healthcare Charities**

Location: Bangor

Employees: 17

Description: Healthcare Charities is the center of development and philanthropy support service for EMHS members. We remain dedicated to help ensure access to the highest quality healthcare. Together, our community leaders, donors, and volunteers bring important support to build the best rural healthcare delivery system in America.

**Capital Campaigns**

Champion the Cure capital campaign was launched to advance cancer care and research at Eastern Maine Medical Center and the Maine Institute for Human Genetics and Health. More than half of the campaign's goal of \$9.5 million has been raised; the campaign continues with facility opening and dedication scheduled for fall 2009.

The Acadia Hospital successfully completed its first capital campaign, Keep the Promise which now exceeds \$1.1 million; additional gifts will fund a new pediatric and family center.

Charles A. Dean Memorial Hospital and Nursing Home celebrated success of Golden Opportunities capital campaign

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
with dedication of the new Richard Brown Medical Building on the Greenville campus.		
<p><b>Annual Funds and Events</b>  Annual fund campaigns at Blue Hill Memorial Hospital, Charles A. Dean Memorial Hospital &amp; Nursing Home, and Eastern Maine HomeCare collectively exceeded more than \$120,000.</p> <p>Two of EMMC's annual fundraising events Run for Hope, and Beach to Beach combined raised nearly \$50,000 more than any previous year!</p> <p>Celebration of Life, in Patten, and Lights of Hope support cancer treatment; Lights of Life are new community events in support of patient care; Fall Pops, annual runs, auctions, golf tournaments, and concerts fill the calendar- with care and financial support-twelve months of the year!</p> <p><b>The Children's Miracle Network</b>  Maine's Champion Child is Ben Hatch from Cornville. Wal-Mart and Sam's Club continue to lead support for our children with incredible intensity. This year alone more than a hundred thousand dollars was raised by golf tournaments highlighted by the Log-A-Load for Kids at JATO Highland, in Lincoln, raising an amazing \$46,209. Total giving for CMN of Healthcare Charities exceeded \$670,000.</p> <p><b>Planned Giving</b>  For Walter and Sandra Rosen perpetuating the family legacy reflects their commitment to healthcare. Dialysis care is so important to the family that they recently supported creation of the medical center's outpatient DialysisCare of Maine - Boyd Center on Union Street. This year they stepped up to the plate yet again, funding a brand new water filtration system (the very heart of dialysis) at EMMC's State Street campus. This inpatient only facility is now called DialysisCare of Maine - Rosen Center.</p> <p><b>The Acadia Hospital</b>  Location: Bangor  Employees: 679  Description: The Acadia Hospital is Maine's comprehensive resource for information and treatment of mental illness and chemical dependency. Acadia is also the first psychiatric hospital in the nation awarded Magnet status for nursing excellence.</p> <p>Dorothy Hill, RNC, retired as president and CEO of The Acadia Hospital in September. Hired in 1991 as vice president of patient care services, Hill became president and CEO ten years later. Her career highlights include being named Psychiatric Nurse of the Year, and leading Acadia's</p>		

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
<p>successful effort to become the nation's first psychiatric Magnet Hospital.</p> <p>David Proffitt, PhD, became Acadia's new president and CEO. During his tenure at Riverview Psychiatric Hospital in Augusta, Dr. Proffitt was recognized for leading significant improvements in care.</p> <p>Acadia went from two adolescent units to one, using the free space on the first floor to house pediatric outpatient services. These changes allowed for growth of adult outpatient mental health services.</p> <p style="text-align: right;">Includes Foreign Grants: No</p> <p>Acadia began offering open access for adult outpatient services clients, allowing individuals to schedule an appointment for that day or the next day, a move that led to fewer missed appointments.</p> <p>In its first full year of existence, 15 people successfully completed the Narcotics Treatment Program's Hepatitis C Clinic. The clinic is part of Acadia's strategic plan and continues to see new patients.</p> <p>The Keep the Promise capital campaign was nearing the \$1.1 million mark at the end of the fiscal year. The money raised will go towards building a new Pediatric and Family Center, upgrading the Acadia Recovery Community facilities, purchasing information technology, and enhancing the patient area in outpatient substance abuse treatment.</p> <p>The Acadia Recovery Community (ARC), a homeless shelter, substance abuse treatment and transitional housing program, celebrated ten years in September. Formerly known as Hope House, ARC provides a range of services and programs for Bangor's homeless population, including emergency and extended shelter, and transitional housing through the Bridge and Homebase programs. The emergency shelter averaged 52 persons on a nightly basis in fiscal year '08.</p> <p><b>The Aroostook Medical Center</b>            Location: Presque Isle            Employees: 1,027            Description: A comprehensive healthcare organization offering a 161-licensed-bed medical center, a 16 practice primary and specialty care provider group, a kidney dialysis center, a long-term care facility, and a regional ambulance service.</p> <p>The Aroostook Medical Center (TAMC) recruited six new physicians resulting in a total number of active medical staff members of 60.</p> <p>20 new employees were inducted into Veterans-In-Partnership</p>		

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
(VIP) club for staff who have served over 20 years, bringing the total membership to 173.		
The sixth annual Survivor Aroostook Camp encouraged local youth to pursue healthcare careers.		
Fifteen employees received the Fire Starters award, a program created to recognize employees who go above and beyond in providing excellent service.		
The hospital received the "Exceeding Patient Expectations 2007" award from Avatar, a healthcare research company representing over 300 hospitals nationally. The hospital also received "Innovation Award 2008" for both Women's and Children's Health Unit and Outpatient Clinics from Avatar.		
The Aroostook Medical Center participated in a collaborative with EMHS, the United Way of Aroostook, and 211 of Maine to focus on prescription drug assistance.		
Family practice services were restructured to respond to the need for improved access to care and enhanced physician recruitment in central Aroostook County.		
The hospital preserved Maine state licensing at Aroostook Health Center, long-term care division, as a result of a deficiency-free, unannounced survey in September 2008.		
More than \$20,000 was contributed to Children's Miracle Network of EMHS as a result of the 2008 The Aroostook Medical Center Golf Classic.		
The hospital received nearly \$300,000 in grant funds and donations to support the organization's capital and programmatic needs. Also, The Aroostook Medical Center collaborated with other non-profit agencies to assist them in securing over \$498,000 in grant funds for projects focused on community health promotion.		
Planning and development of the North Street Healthcare site was initiated, which will provide access to expanded primary care and walk-in care beginning in June 2009.		
<b>Affiliated Healthcare Systems</b> Location: Bangor, Portland and Rutland, Vermont Employees: 562 Description: A taxable company whose primary mission is to enhance the clinical care delivery systems within EMHS by providing cost-effective, integrated support services for its member organizations and pursuing profitable, sustainable growth opportunities.		
Affiliated Collections customers placed almost \$33 million dollars for collection, 23 percent higher than its volume in		

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
2005 and more than doubling its volume since 2001. Includes Foreign Grants: No		
Affiliated Pharmacy in conjunction with EMMC, generated more than \$650,000 in savings to the EMHS self-insured health plan through its management and operation of the EMMC 340b drug acquisition program.		
Affiliated Healthcare Systems (AHS) provided \$82,000 in donations to Healthcare Charities in support of EMHS hospitals and care providers as well as an additional \$11,000 in charitable contributions to other organizations.		
Affiliated Laboratory (ALI) formally installed its first CareEvolve, state-of-the-art internet-based lab order entry and reporting system in October. During fiscal year 2008, 26 sites were installed or are in progress.		
In November, Affiliated Transcription formally began implementing Fusion, its new operating systems for all EMHS member hospitals.		
In December, AHS acquired 100 percent interest in Capital Ambulance, which in May celebrated its tenth year as an AHS company.		
In December, Affiliated Materiel Services acquired Groveland Medical Express, a medical distributor located in Haverhill, Massachusetts.		
In January, AHS added a full time e-commerce developer to create www.mpsmedicalsupply.com and www.apswholesalerx.com, national websites for the sales of medical supplies/equipment and office based vaccines/injectibles.		
ALI celebrated 25 years as an AHS company in February.		
In March, ALI installed a new chemistry platform consolidating five instruments, which will result in annual savings of \$110,000.		
In April, with partners Dysart Realty Company and Cianbro Development Corporation, AHS created Penobscot Logistics Solutions LLC in order to purchase, renovate, and operate a warehouse facility in Bangor. AMS will move its distribution and logistics center to that facility.		
In May, AMS' Bill Clifford won the "Spirit Award" from among the 260 members of National Distribution and Contracting. In addition, AMS earned 15 consecutive "Pacesetter" awards, which goes to the top 25 of all members and its first "Million Dollar Club" award, recognizing purchase volume.		

5/01/09

09:52AM

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>Sebasticook Valley Hospital Location: Pittsfield, Carmel, Clinton, Detroit, Newport Employees: 316 Description: 25 bed, Joint Commission accredited, critical access hospital with a wide range of services including a Women's Health Center, Surgical, Special Care and Swing Bed Units, two Rehabilitation Centers, Diagnostics, Laboratory, Cardiopulmonary Service, Primary Care and Specialty Practices, Diabetes and Nutrition Clinic, Sleep Study Center, and Community Health Services including Dental Health Programs and Transportation. SVH opened two new primary care practices-Newport and Carmel-for a total of four Sebasticook Regional Family Care practices in the region.</p> <p>SVH opened four satellite Open Lab Services in Carmel, Clinton, Newport, and Pittsfield.</p> <p>The hospital recruited primary care physicians Jennifer Diehl, MD, Julie Hicks, DO, and Cynthia Robertson, MD. Mid-level primary care provider recruitment included Helen Cox, PA-C, Jennifer Bagley, FNP, and Bunny Pounds, FNP. Jared Wilkinson, DPM, joined SVH Specialty Services, expanding podiatry care.</p> <p>SVH continued to receive Three Blue Ribbon Rating (best) from Maine Health Management Coalition for Patient Satisfaction, Patient Safety, and Select Clinical Quality with performance compared to national and state averages and top 10 percent of U.S. hospitals.</p> <p>The Avatar International Innovation Award for 2007 was awarded to SVH for the Courtesy Van Service, a program providing free transportation for hospital outpatient care. SVH also received Avatar International's Five-Star Service Award for Exceeding Patient Expectations for 2007.</p> <p>During the year, swing bed admissions more than doubled, ambulance service increased by more than 29 percent, MRI appointments increased by 28 percent, sleep studies increased by 25 percent, rehabilitation services increased by more than 16 percent, mammography screenings increased by more than 14 percent, and lab tests increased by more than 13 percent.</p> <p style="text-align: right;">Includes Foreign Grants: No</p> <p>Total revenue grew from fiscal year 2007 to fiscal year 2008 by more than 16 percent.</p> <p>SVH received more than \$471,447 in grant funding.</p> <p>More than \$61,000 was raised at the annual SVH Benefit Golf Tournament and Auction with proceeds benefiting the Virtual Intensive Care Unit project and the Children's Miracle Network of EMHS.</p>		

5/01/09

09:52AM

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>More than \$13,000 was raised in the annual Breast Cancer Awareness Walk to fund breast care services for those without the ability to pay. More than \$4,000 was raised by a local community group "Friends of the SVH Women's Health Center" to fund women's programs such as mammogram services.</p>		
<p>Blue Hill Memorial Hospital Location: Blue Hill, Bucksport, Castine, and Deer Isle / Stonington Employees: 348 Description: Blue Hill Memorial Hospital, founded in 1924, is a critical access 25-bed rural hospital. Our mission is to provide primary and selected specialty healthcare of outstanding quality, care for our patients with respect and compassion, and improve the health of the communities we serve.</p>		
<p>Erik Steele, DO assumed the position of interim CEO of Blue Hill Memorial Hospital in December of 2008.</p>		
<p>Primary care remains the cornerstone of Blue Hill Memorial Hospital, with providers seeing patients in Blue Hill, Castine, Stonington, and Bucksport.</p>		
<p>Blue Hill Memorial Hospital took important steps forward in its growth strategy.</p>		
<p>The hospital added digital mammography to diagnostic imaging services.</p>		
<p>Blue Hill Orthopedics and the office of James White, MD, opened as a center for orthopedic specialty and surgery care, specializing in minimally invasive total joint replacement.</p>		
<p>Blue Hill Memorial Hospital introduced Ramandha Rao, MD, an expert in minimally invasive approaches to urologic treatments, and less invasive robotic prostate cancer surgery.</p>		
<p>The hospital launched a cardiac rehabilitation program in March, with full capacity realized by October.</p>		
<p>Cancer patients who live in the Blue Hill Peninsula benefit not only from an outstanding regional cancer center in Bangor, but can also rely on Blue Hill Memorial Hospital for diagnosis and treatment. Physicians from EMMC CancerCare of Maine see patients at Blue Hill Memorial Hospital. An Oncology nurse provides chemotherapy services and care is coordinated with other departments for issues such as chronic edema, which can be addressed through a manual lymph drainage technique with a certified practitioner in the Rehabilitation Department. Local care is especially</p>		

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
important for patients experiencing the side-effects, such as fatigue and nausea, of some infusion therapies.		
Beginning in January 2008, Blue Hill Memorial Hospital (BHMH) and local community members offered an eight-week workshop for children and their families on healthy lifestyles and improving self esteem. Each two-hour program focused on the prevention and management of childhood obesity and was intended for children from ages 8 to 15.		
Blue Hill Memorial Hospital patients and staff appreciate an emphasis on "Going Green." Staff members grow and harvest food from a small, organic garden on the hospital grounds and local, organic produce is served in the cafeteria. When possible, local farmers are acknowledged for their fresh fruits and vegetables.		
Staff at Blue Hill Memorial Hospital continues to help needy local residents through their "Adopt A Family Fund." Employees donate cash to the fund, which is turned over to local residents for prescription drugs, food, gas, and other needs. The fund is administered through the hospital's social services department.		
Rosscare Location: Bangor, Orono, Dexter, Lincoln Employees: 118 (includes Core Departments and Dirigo Pines Retirement Community) Description: Every day Rosscare fulfills the wishes of Sylvia Ross by providing seniors in central, eastern, and northern Maine services, education, alternative care and living arrangements to support aging in place, and a healthy fulfilling life.		
Includes Foreign Grants: No		
Amy E Cotton, FNP, director of operations, was accepted into the Honor Society of Nursing, Sigma Theta Tau International's first National Geriatric Nursing Leadership Academy. Amy and mentor Marilyn R Gugliucci, PhD, of the University of New England, will work with EMHS long term providers to accomplish her project, Always/Never Care Model©: Improving Geriatric Health Care Outcomes Utilizing Gap Analysis.		
Cynthia Smith was promoted to Communication and Lifeline program manager, and she received the Excellence in Volunteer Administration Award by the Maine Commission for Community Service for her work with the Telecare Program.		
Lifeline and Telecare continued to touch the lives of more than 900 seniors each and every day.		
The Center for Healthy Aging offered the Living Well: Chronic Disease Self Management Workshop. The workshop		

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
-------------	------------------------	--------------------------

concentrated on techniques to cope with chronic disease conditions.

The Sylvia Ross Home gardens were rejuvenated by local Girls Scouts Hillary Sivik and Taylor Smith. Improvements included raised gardening beds, an archway, and new benches.

Ross Manor was awarded the Best Nursing Facility in Bangor for the tenth year in a row.

Brian White, CNA, Stillwater Healthcare, received an Excellence in Caregiving award for his hard work and dedication.

Christy Tripp, RN, Ross Manor, received an Excellence in Caregiving award for providing excellent patient-centered care and positive interactions with both patients and staff.

**Dirigo Pines Retirement Community**

- The retirement community celebrated five years of gracious hospitality, outstanding resident care, gourmet dining, and numerous social activities and has become one of the premier retirement communities in Maine.
- The Dirigo Inn's independent living Penobscot Commons wing remained at 100 percent with a waiting list and three cottages sales and leases were finalized.
- Barbara Steller, executive director of Dirigo Pines, will retire in December 2008. Barbara's passion, integrity, and dedication will long be remembered, at Dirigo Pines.

Charles A. Dean Memorial  
Hospital and Nursing Home  
Location: Greenville, Guilford, Monson  
Employees: 170

Description: Charles A Dean Memorial Hospital and Nursing Home provides access to quality healthcare to the residents and visitors to the Moosehead Lake region through our 14-bed critical access hospital, 24-bed nursing home, and three Northwoods Healthcare family practice clinics.

On February 9, the Charles A Dean Memorial Hospital and Nursing Home went live with the EMHS Together Project, a shared electronic medical records system allowing immediate access and collaboration of care among EMHS member hospitals. This standardization ensures patient information is available when and where it's needed no matter where the patient seeks care within EMHS.

Jody Wildes, CNA, was honored as a recipient of the 2008 Excellence in Long-Term Care Award during a conference sponsored by the Maine Long-Term Care Ombudsman Program, the Maine Health Care Association, and First Atlantic

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
Corporation. This is the third year in a row that a CA Dean staff member has earned the award.		
In collaboration with Greenville fire and police, Department of Forestry, Mayo Regional Hospital EMS, LifeFlight, Charles A Dean Memorial Hospital hosted a mock-disaster training exercise in August, allowing participants to put their "paper plans" into action with a real life scenario.		
<p>Maine Institute for Human Genetics and Health            Location: Brewer, Bangor, Bar Harbor            Employees: 17            Description: The Institute has implemented a multidisciplinary, translational research program. In collaboration with The Jackson Laboratory, the Institute conducts bone research. Also, with the University of Maine, the Institute created and hosts the state-wide Maine Neurogenetics Consortium with more than 140 neuroscientists, neurologists, and physicians.</p> <p style="text-align: right;">Includes Foreign Grants: No</p> <p>The Institute implemented a research program to create niche areas of excellence in cancer and diseases of bone and brain. Also, initial steps were made to link a cancer tissue banking resource to a geographic information system (GIS) that has the potential to be the defining flagship program of the Institute.</p> <p>The Institute received three Department of Defense awards from 2006 to 2008 to support the tissue banking-GIS effort.</p> <p>Collaboration with programs throughout eastern Maine included CancerCare of Maine; Department of Veterans Affairs, Togus; Dahl-Chase Pathology Associates; Affiliated Laboratory Incorporated; and the James W. Sewall Company.</p> <p>The Institute successfully sponsored the first Neurogenetics Research Conference in Maine, which included national leaders in neurosciences participating as keynote speakers.</p> <p>The Institute moved into a state-of-the-art biomedical research facility equipped for genomics and proteomics research in Bangor.</p> <p>Four expert PhD scientist-leaders were recruited to the new research programs in cancer, brain and bone.</p> <p>The first patent application was submitted for the development of novel therapeutics for cancers and premature osteoporosis of Neurofibromatosis Type 1.</p> <p>New leaders in cancer research were welcomed to the</p>		

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
Institute's Scientific Advisory Board: Colonel CD Shriver, chief of Surgery and director of Clinical Breast Care Program, Walter Reed Army Medical Center and Breast Cancer Tissue Bank at Windber Research Institute; and Randall Harris, MD, PhD, Professor, Molecular Epidemiology, Ohio State University.		
The Institute acquired expert cancer research consultants from the National Cancer Institute's Population Genetics and Epidemiology Program and the Breast Cancer Research Program at Dana Farber Cancer Center, in Boston, to advise on the cancer tissue banking initiative.		
The Institute received a Canadian scientific meeting award (PB Laub et al) for poster assessing risk of cancer in Maine.		
<p>Eastern Maine HomeCare            Location: Bangor, Bar Harbor, Blue Hill, Caribou (headquarters), Fairfield, Fort Kent, Houlton            Employees: 286            Description: Eastern Maine HomeCare sites include Bangor Area Visiting Nurses, Hancock County HomeCare and Hospice, River Valley HomeCare, and Visiting Nurses of Aroostook.            Eastern Maine HomeCare</p> <p>Eastern Maine HomeCare staff made 78,098 homecare, hospice, long term care and telehealth visits to 3,729 patients in central, eastern, and northern Maine.            Eastern Maine HomeCare received grants from the Agnes M. Lindsay Trust and the Stephen &amp; Tabitha King Foundation totaling \$35,000 to purchase pulse oximeters for every nurse and physical therapist for use in home healthcare services for its patients.</p> <p>In addition to celebrating 95 years of service, Bangor Area Visiting Nurses and Hospice of Eastern Maine received the 2 Those Who Care Award for the 2008 Agency of Distinction.</p> <p>Bangor Area Visiting Nurses was named a 2007 national best practice agency for patient satisfaction. Also, they met or exceeded the state and national average in ten out of twelve outcomes measured by Centers for Medicare and Medicaid Services (as of June 2008). Hospice of Eastern Maine's most recent patient satisfaction surveys resulted in patients rating Hospice of Eastern Maine 100 percent in overall satisfaction and likely to recommend to others.</p> <p>Kathy Lirakis, director of Hancock County HomeCare and Hospice (HCHC) is serving a second term as president of the HomeCare and Hospice Alliance of Maine for 2008-2009. Also, Sue Davis, RN from HCHC received HomeCare &amp; Hospice Alliance of Maine's 2008 Distinguished Service Caregiver Award.</p>		

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
<p>Hancock County HomeCare &amp; Hospice received a 100 percent patient satisfaction rating the last quarter of fiscal year 2008 in overall satisfaction, likely to recommend, and likely to choose again.</p> <p style="text-align: right;">Includes Foreign Grants: No</p>		
<p>River Valley HomeCare (formerly Seabasticook Valley HomeCare and Inland HomeCare) moved into its new office in Fairfield. River Valley HomeCare achieved 95.7 percent patient satisfaction, surpassing the 94 percent national data base benchmark; it has earned an average 1.33 Medicare reimbursement for patient care-above the national average of 1.11. In addition, River Valley met or exceeded nine of twelve national and ten of twelve state outcomes measured by Centers for Medicare and Medicaid Services (as of June 2008).</p>		
<p>Visiting Nurses of Aroostook was named a 2007 national best practice agency for patient satisfaction. Also, Visiting Nurses of Aroostook's 95.3 percent patient satisfaction rating exceeded the national average and met or exceeded ten out of twelve outcomes measured by Centers for Medicare and Medicaid Services (as of June 2008).</p>		
<p><b>Inland Hospital</b>  Location: Waterville  Employees: 642  Description: A 48-bed community hospital with Lakewood, a 105-bed continuing care center offering long-term/skilled nursing/Alzheimer's-dementia care; and physician offices in Fairfield, Unity, Madison/Skowhegan, N. Anson, Waterville and Oakland.</p>		
<p>Inland was named as the Mid-Maine Chamber of Commerce Business of the Year.</p>		
<p>A \$2 million expansion of the Emergency Department was completed.</p>		
<p>Inland developed a new Cardiac Rehab program; collaborated with Champions Fitness Center to deliver on-site physical therapy services; and by partnering with EMMC, created new vascular care and pediatric orthopedics specialty clinics. Also established Boot Camp for New Dads and Living Well, a chronic disease self-management program.</p>		
<p>Inland welcomed Waterville Cardiology Associates and cardiologist Kevin White, MD, and acquired CV Diagnostics, a cardiovascular diagnostics service. Rhonda Kroll, MD and Nadeem Siddiqui, MD joined Inland Medical Associates, and New Horizons Health Care welcomed James Douglas, DO and Susan Stevens, DO.</p>		

5/01/09

09:52AM

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
<p>With a goal to have zero preventable errors in our care by 2012, Inland successfully implemented changes to eliminate errors in 10 of the 33 nationally recognized areas, with more improvements underway.</p> <p>Inland received three Blue Ribbons (best) from the Maine Health Management Coalition for Patient Satisfaction, Safety, and Select Clinical Quality.</p> <p>Avatar International recognized Inland with awards for Exceeding Patient Expectations; Exemplary Service-Overall Best Performer and 5 Star Service in Outpatient Care.</p> <p>Inland honored two staff members for their clinical excellence: Susan Palumbo, RN, with Clinic Services and Tina Marlowe, BS, RT, with Imaging Services.</p> <p>The World of Women's Wellness, Men's Maintenance, and Maine's Biggest Baby Shower wellness events attracted nearly 700 people. Inland also offered free Safe Care Toolkits to help people get more involved in their healthcare.</p> <p>Inland experienced a 20 percent growth in total revenues in 2008. o Inland's Fall Pops Concert raised \$45,000 for the hospital's new Cardiac Rehab program.</p> <p>EMHS (Home Office)  Location: Brewer  Employees: 423  Description: The Home Office of EMHS works in support of the nearly 8,000 employees throughout the system, including seven hospitals, emergency transport companies, home health agencies, and numerous long term care and assisted living facilities. EMHS offers access to high quality healthcare, while striving for efficiencies to control cost.</p> <p>In 2008, the EMHS Home Office received the distinction of being both a Best Place to Work in Maine and a Best Place to Work in Healthcare. Although these recognitions are separate from one another, both were awarded within a month of each other.</p> <p>The Total Health Action Committee, led by the Home Office and involving representatives from each member organization, is helping employees become more informed healthcare consumers.</p> <p style="text-align: right;">Includes Foreign Grants: No</p> <p>EMHS Move and Improve experienced the highest level completion rate in its history, with more than 54 percent of the registered participants completing the program. There were more than 7,600 participants representing 360 Maine towns.</p>		

**Statement 4 (continued)**  
**Form 990, Part III, Line a**  
**Statement of Program Service Accomplishments**

Description	Grants and Allocations	Program Service Expenses
<p>EMHS began officially tracking community benefits-the screenings, professional and community education, and charity care programs we make available to communities free of charge. EMHS members invest in these resources so that the people of Maine can benefit from the best medical practices and healthcare services available regardless of their ability to pay.</p>		
<p>EMHS Information Services (IS) earned several prestigious awards on behalf of the work they do for member organizations, including the Davies Award and Most Wired Hospital Award on behalf of EMMC. Information Services also facilitated many electronic upgrades and computerized initiatives.</p>		
<p>As part of the OneMaine Health Collaborative, EMHS Information Services also worked on the HealthInfoNet pilot. HealthInfoNet is a nonprofit organization that is building a statewide electronic healthcare exchange.</p>		
<p>The EMHS Internal Audit and Corporate Compliance Department's Third Party Audit activities resulted in nearly \$700,000 staying at our member organizations where it can be used to improve local healthcare. In addition, training and education on proper documentation through the Audit and Compliance Department resulted in another approximately \$400,000 in savings.</p>		
<p>EMHS is the proud recipient of the Irv Marsters Wellness Champion Leadership Award for Business from the Wellness Council of Maine. The Home Office is the first business to receive this award.</p>		
<p>EMHS launched a five-year youth healthy lifestyle project to decrease the rising trend of childhood obesity in rural Maine. EMHS is working with collaborators in a seven county area, as well as "Let's Go" in Portland, to promote healthy habits related to fitness and nutrition. companies, home health agencies, and numerous long term care and assisted living facilities.</p>		
<p>EMHS Benefit to the Communities We Serve  FY 2008, October 2007-September 2008</p>		
<p>EMHS is proud to share the contributions of our members to the strength, vitality, and health of the communities throughout Maine that we collectively serve. While together EMHS member organizations have demonstrated benefits totaling more than one hundred million dollars, individually we are most proud that we're able to help a woman who loves gardening return to her beloved petunias and vegetables; of the helping hand to a school following a traumatic event that left students with questions; of fostering teambuilding and higher self esteems for middle school students; of the</p>		

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
-------------	---------------------------	--------------------------------

baby who lived despite her parents lack of health insurance. There are countless stories and thousands of lives represented on these pages. We salute each of the EMHS members and the enormous community benefit they provide.

EMHS system-wide total benefit: \$106,874,852  
Community Health Improvement Services: \$637,706  
Health Professions Education: \$2,079,236  
Subsidized Health Services: \$24,808  
Research: \$3,784,435  
Financial Contributions: \$185,739  
Community-Building Activities: \$164,251  
Community Benefit Operations \$228,705  
Charity Care: \$15,906,235  
Unpaid Cost of Public Programs: Medicare: \$44,990,594  
Medicaid: \$31,275,615  
Other Public Programs: \$58,674  
Unrecoverable interest cost on funds used to subsidize state  
Mainecare/Medicaid underpayments of \$123M: \$7,538,854  
\$1,509,409 is the total amount of donor funds used for  
community benefit through Healthcare Charities of EMHS.  
Includes Foreign Grants: No

Member contributions to our communities:

The Acadia Hospital  
Total Community Benefit: \$7,382,126  
Community Health Improvement Services: \$15,370  
Health Professions Education: \$3,993  
Community-Building Activities: \$3,685  
Community Benefit Operations: \$860  
Charity Care: \$4,810,220  
Unpaid Cost of Public Programs: Medicare: \$1,455,121  
Unrecoverable interest cost on funds used to subsidize state  
Mainecare/Medicaid underpayments of \$16.7M: \$1,092,877  
\$53,695 is the total amount of donor funds used for  
community benefit at The Acadia Hospital through Acadia  
Hospital Healthcare Charities.

The Aroostook Medical Center  
Total Community Benefit: \$16,135,561  
Community Health Improvement Services: \$38,024  
Health Professions Education: \$4,802  
Financial Contributions: \$67,173  
Community-Building Activities: \$723  
Charity Care: \$973,570  
Unpaid Cost of Public Programs: Medicare: \$11,093,713  
Medicaid: \$2,784,559  
Unrecoverable interest cost on funds used to subsidize state  
Mainecare/Medicaid underpayments of \$17.8M: \$1,172,997  
\$188,483 is the total amount of donor funds used for  
community benefit at The Aroostook Medical Center through  
The Aroostook Medical Center Healthcare Charities.

Blue Hill Memorial Hospital

Client CADEAN

Charles A. Dean Memorial Hospital &amp; Nursing Home

04-3341666

5/01/09

09:52AM

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>Total Community Benefit: \$1,888,901 Community Health Improvement Services: \$18,893 Charity Care: \$756,320 Unpaid Cost of Public Programs: Medicare: \$906,550 Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of \$3.8M: \$207,138 No donor funds used for community benefit at the Blue Hill Memorial Hospital through Blue Hill Memorial Hospital Healthcare Charities so far this year.</p>		
<p>Charles A Dean Hospital and Nursing Home Total Community Benefit: \$659,532 Community Health Improvement Services: \$2,012 Financial Contributions: \$8,945 Community-Building Activities: \$428 Charity Care: \$215,405 Unpaid Cost of Public Programs: Medicare: \$51,749 Medicaid: \$309,008 Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of \$1.2M: \$71,985 \$10,609 is the total amount of donor funds used for community benefit at CA Dean through CA Dean Memorial Hospital and Nursing Home Healthcare Charities.</p>		
<p>EMHS (data below reflects Home Office activity only) Total Community Benefit: \$419,665 Community Health Improvement Services: \$9,891 Financial Contributions: \$97,556 Community-Building Activities: \$102,034 Community Benefit Operations: \$210,184 A partnership with Central Maine Healthcare operates the only air ambulance program in Maine, LifeFlight of Maine. The capital investment in this project approximates \$6.5 million. \$8,752 is the total amount of donor funds used for the EMHS Move and Improve program and the AwesomeBody Project.</p>		
<p>Eastern Maine Homecare Total Community Benefit: \$398,682 Community Health Improvement Services: \$8,679 Unpaid Cost of Public Programs: Medicaid: \$390,003 \$188,441 is the total amount of donor funds used for community benefit at Eastern Maine Homecare through Eastern Maine Homecare Healthcare Charities.</p>		
<p>Eastern Maine Medical Center Total Community Benefit: \$71,792,769 Community Health Improvement Services: \$303,965 Health Professions Education: \$2,038,434 Subsidized Health Services: \$15,824 Research: \$3,784,435 Financial Contributions: \$915 Community-Building Activities: \$845 Community Benefit Operations: \$1,607</p>		

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>Charity Care: \$7,687,278 Unpaid Cost of Public Programs: Medicare: \$28,116,161 Medicaid: \$25,397,637 Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of \$73.6M: \$4,445,668 \$1,029,627 is the total amount of donor funds used for community benefit at Eastern Maine Medical Center through Eastern Maine Medical Center Healthcare Charities. Includes Foreign Grants: No</p>		
<p>Inland Hospital Total Community Benefit: \$6,004,098 Community Health Improvement Services: \$116,156 Health Professions Education: \$259 Financial Contributions: \$11,150 Community-Building Activities: \$53,174 Community Benefit Operations: \$16,054 Charity Care: \$584,277 Unpaid Cost of Public Programs: Medicare: \$2,549,856 Medicaid: \$2,394,408 Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of \$4.8M: \$278,764 \$26,462 is the total amount of donor funds used for community benefit at Inland Hospital through The Inland Foundation.</p>		
<p>Rosscare Total Community Benefit: \$2,046 Community Health Improvement Services: \$1,092 Health Professions Education: \$624 Community-Building Activities: \$330 \$3,340 is the total amount of donor funds used for community benefit for Rosscare services through Rosscare Healthcare Charities this quarter.</p>		
<p>Sebasticook Valley Hospital Total Community Benefit: \$2,191,472 Community Health Improvement Services: \$123,624 Health Professions Education: \$31,124 Subsidized Health Services: \$8,984 Community-Building Activities: \$3,032 Charity Care: \$879,165 Unpaid Cost of Public Programs: Medicare: \$817,444 Other: \$58,674 Unrecoverable interest cost on funds used to subsidize state Mainecare/Medicaid underpayments of \$5.5M: \$269,425 No donor funds used for community benefit at Sebasticook Valley Hospital through Sebasticook Valley Hospital Healthcare Charities so far this year.</p>		

EMHS Financial Services Division  
Fiscal Year 2008 Report  
Through the hard work and dedication of its many employees,  
the EMHS Financial Services Division leveraged the use of

5/01/09

09:52AM

Statement 4 (continued)  
Form 990, Part III, Line a  
Statement of Program Service Accomplishments

Description	Grants and Allocations	Program Service Expenses
<p>technology in the workplace in order to achieve significant operating efficiencies.</p> <p>Automated Time and Attendance The implementation of an automated time and attendance system at several EMHS affiliates was completed in March. The goal of this initiative was to automate 100 percent of employee time recording for payroll purposes. The project was a great success and was recognized by software company, API Software, in current marketing brochures as a case study in excellence.</p> <p>Implementation of automated time and attendance, coupled with process redesign, led to a 25 percent reduction in staff in the Home Office Payroll department. EMHS worked with displaced employees to find them positions elsewhere in the Division. This experience clearly demonstrates that operating costs can be reduced through leveraging technology and by re-engineering processes.</p> <p>Supply Chain EMHS continues to work extensively with supply vendors to automate orders. The results of these efforts have led to improved quality (reduced orders for incorrect products) and lower transaction processing costs. EMHS is currently recognized by VHA, a national group purchasing organization, as "best in class" across its membership in the arena of automated purchasing.</p> <p>Patient Accounting Services The Patient Accounting Services department (PAS) continues to broaden its customer base. This year, the Home Office PAS department began the transition of integrating Blue Hill Memorial Hospital's patient accounting functions into its central business office. In addition, members of our PAS department served key roles in implementing new billing software for Blue Hill.</p> <p>Lastly, the Patient Accounting Services department continues to maximize cash collections from payers. During 2008, more than \$450,000 in lost revenue was recaptured from payers as part of a special project with help from third-party business partners.</p>		
Includes Foreign Grants: No		
	\$ 0.	\$ 10860281.

**Statement 5**  
**Form 990, Part IV, Line 57**  
**Land, Buildings, and Equipment**

Category	Basis	Accum. Deprec.	Book Value
Furniture and Fixtures	\$ 468,203.	\$ 35,711.	\$ 432,492.
Machinery and Equipment	2,959,995.	2,333,404.	626,591.
Buildings	3,392,613.	1,817,053.	1,575,560.
Improvements	155,428.	87,694.	67,734.
Land	56,061.		56,061.
Miscellaneous	64,575.	0.	64,575.
<b>Total</b>	<b>\$ 7,096,875.</b>	<b>\$ 4,273,862.</b>	<b>\$ 2,823,013.</b>

**Statement 6**  
**Form 990, Part IV, Line 58**  
**Other Assets**

Annuity Cash Value.....	\$ 3,013.
Board Designated Investments.....	127,801.
Due from Restricted Funds.....	144,314.
Permanently Donor Restricted Funds.....	345,852.
Self-Insurance Funds Held by Trustee.....	9,098.
Temporarily Donor Restricted Funds.....	534,983.
<b>Total</b>	<b>\$ 1,165,061.</b>

**Statement 7**  
**Form 990, Part IV, Line 64b**  
**Mortgages and Other Notes Payable**

Other Notes Payable

Lender's Name: Camden National Bank  
 Date of Note: 2/22/2007  
 Maturity Date: 2/22/2022  
 Repayment Terms: Fixed princ and int monthly  
 Interest Rate: 7.67%  
 Security Provided: Unsecured  
 Purpose of Loan: Refinancing of existing debt  
 Original Amount: 455,542.  
 Balance Due: \$ 428,429.

Lender's Name: Eastern Maine Healthcare Syst.  
 Relationship of Lender: Parent  
 Date of Note: 6/10/2005  
 Maturity Date: 10/01/2009  
 Repayment Terms: Monthly payment of interest  
 Interest Rate: 3.94%  
 Security Provided: None  
 Purpose of Loan: Short-term, working capital  
 Original Amount: 1,250,000.  
 Balance Due: \$ 761,796.

**Total** \$ 1,190,225.

Statement 8  
Form 990, Part IV, Line 65  
Other Liabilities

Accrual for Post Retirement Benifit.....	\$	992,446.
Capital Lease Obligation.....		312,984.
	Total	<u>\$ 1,305,430.</u>

Statement 9  
Form 990, Part IV-A, Line b(4)  
Other Amounts

Reimb of exp reclassified to offset exp.....	\$	3,960.
	Total	<u>\$ 3,960.</u>

Statement 10  
Form 990, Part IV-A, Line d(2)  
Other Amounts

Rental expenses reported to line 6b.....	\$	-6,298.
Restricted contributions from fund bal.....		119,320.
	Total	<u>\$ 113,022.</u>

Statement 11  
Form 990, Part IV-B, Line b(4)  
Other Amounts

Rental expenses reported to line 6b.....	\$	6,298.
	Total	<u>\$ 6,298.</u>

Statement 12  
Form 990, Part IV-B, Line d(2)  
Other Amounts

Reimb of exp reclassified to offset exp.....	\$	-3,960.
Restricted expense reported to fund bal.....		80,975.
	Total	<u>\$ 77,015.</u>

Client CADEAN

Charles A. Dean Memorial Hospital &amp; Nursing Home

04-3341666

5/01/09

09:52AM

Statement 13  
Form 990, Part V-A  
List of Officers, Directors, Trustees, and Key Employees

Name and Address	Title and Average Hours Per Week Devoted	Compensation	Contribution to EBP & DC	Expense Account/Other
Eugene Murray, Jr. P.O. Box 1129 Greenville, ME 04441-1129	President & CEO 40.00	\$ 142,452.	\$ 24,752.	\$ 0.
Gregg M. Christensen, PA P.O. Box 1419 Greenville, ME 04441-1419	Vice Chairman 40.00	113,453.	7,678.	0.
Darin M. Peck, MD P.O. Box 1129 Greenville, ME 04441-1129	CMO 40.00	192,175.	18,754.	0.
Edward Olivier 43 Whiting Hill Road Brewer, ME 04412	CFO 32.00	71,551.	8,586.	0.
Ruth E. McLaughlin P.O. Box 1288 Greenville, ME 04441-1288	Chairman 4.00	0.	0.	0.
Linda D. Gilbert P.O. Box 111 Guilford, ME 04443-0111	Treasurer 2.00	0.	0.	0.
Geraldine H. Godson P.O. Box 237 Greenville, ME 04441-0237	Secretary 2.00	0.	0.	0.
Diane K. Bartley P.O. Box 566 Greenville, ME 04441-0566	Board Member 0.25	0.	0.	0.
Faye E. Booker P.O. Box 798 Greenville, ME 04441-0798	Board Member 0.25	0.	0.	0.
Sharon Hastings P.O. Box 237 Greenville, ME 04441-0237	Board Member 0.25	0.	0.	0.
Steve M. Pound 14 Putting Green Ave Hermon, ME 04401-0976	Board Member 0.25	0.	0.	0.
David S. Richards P.O. Box 248 Greenville, ME 04441-0248	Board Member 0.25	0.	0.	0.

Client CADEAN

Charles A. Dean Memorial Hospital &amp; Nursing Home

04-3341666

5/01/09

09:52AM

**Statement 15**  
**Form 990, Part V-A, Line 75c**  
**Individuals Compensation By Related Organizations**

Edward Olivier

Related Organization:	Eastern Maine Healthcare Syst.	
FEIN:	01-0527066	
Relationship Explanation:	The Charles A. Dean Memorial Hospital & Nursing Home is a Member of Eastern Maine Healthcare Systems	
Compensation Paid:	\$ 117,894.	
Benefit Plan Contributions:	\$ 14,185.	
Expense Account:	\$ 0.	
Compensation Arrangement:	Compensation	Benefit Plan contributions
	Time charged to CA Dean	\$ 71,551
	Time charged to EMHS	46,343
		\$8,586
		5,599
	<b>Total</b>	<b>\$117,894</b>
		<b>\$14,185</b>

Mary M. Hood

Related Organization:	Eastern Maine Healthcare Syst.	
FEIN:	01-0527066	
Relationship Explanation:	The Charles A. Dean Memorial Hospital & Nursing Home is a Member of Eastern Maine Healthcare Systems.	
Compensation Paid:	\$ 659,180.	
Benefit Plan Contributions:	\$ 21,986.	
Expense Account:	\$ 0.	
Compensation Arrangement:	The above trustee is employed by the system parent organization and is responsible for system-wide operations of seven hospitals and other related healthcare activities, including the Charles A. Dean Memorial Hospital & Nursing Home.	

**Statement 16**  
**Form 990, Part VI, Line 80b**  
**Related Organizations**

<u>Name of Organization</u>	<u>Exempt</u>	<u>Nonexempt</u>
Acadia Healthcare, Inc.	X	
Acadia Hospital Corp.	X	
Affiliated Healthcare Management		X
Affiliated Healthcare Systems		X
Affiliated Laboratory, Inc.		X
Affiliated Materiel Services		X
Affiliated Pharmacy Services		X
Blue Hill Memorial Hospital	X	
Commercial Landry Systems, LLC		X
Dirigo Funding, LLC		X
Dirigo Pines Developement Company, LLC		X
Dirigo Pines Inn, LLC		X
Dirigo Pines Retirement Community, LLC		X

Client CADEAN

Charles A. Dean Memorial Hospital &amp; Nursing Home

04-3341666

5/01/09

09:52AM

**Statement 16 (continued)**  
**Form 990, Part VI, Line 80b**  
**Related Organizations**

<u>Name of Organization</u>	<u>Exempt</u>	<u>Nonexempt</u>
Downeast Collections D/B/A ACI		X
Eastern Maine Healthcare Real Estate	X	
Eastern Maine Healthcare Systems(*)	X	
Eastern Maine HomeCare	X	
Eastern Maine Medical Center	X	
Eastern Maine Medical Center Auxilliary	X	
Healthcare Charities	X	
Horizons Health Services	X	
Inland Foundation	X	
Inland Hospital	X	
Lakewood	X	
Maine Inst for Human Genetics and Health	X	
Maine Network for Health		X
Meridian Mobile Health, LLC		X
Norumbega Medical Specialists, LTD.	X	
Rosscare	X	
Rosscare Nursing Homes, Inc.	X	
Sebastcook Valley Hospital Associates	X	
TAMC Title Corp.	X	
The Aroostook Medical Center	X	
x *EMHS is the parent of all corp listed	X	

**Statement 17**  
**Form 990, Part XI, Line 106**  
**Transfers to Controlled Entity**

<u>Controlled Entity Name and Address</u>	<u>Federal EIN</u>	<u>Description of Transfer</u>	<u>Amount of Transfer</u>
Eastern Maine Healthcare Systems 43 Whiting Hill Road Brewer, ME 04412	01-0527066	Support services, Interest and Insurance	1,752,732.
Eastern Maine Healthcare Systems 43 Whiting Hill Road Brewer, ME 04412	01-0527066	Promissory note and loan payments	496,935.
Eastern Maine Healthcare Systems 43 Whiting Hill Road Brewer, ME 04412	01-0527066	Equity Transfers	67,347.
Eastern Maine Medical Center 43 Whiting Hill Road Brewer, ME 04412	01-0211501	Fees for services	164,946.
Eastern Maine Medical Center 43 Whiting Hill Road Brewer, ME 04412	01-0211501	Purchase of supplies	45,430.
Affiliated Materiel Services 925 Union Steet, Ste 6 Bangor , ME 04401	01-0381189	Purchase of supplies	188,169.

Client CADEAN

Charles A. Dean Memorial Hospital &amp; Nursing Home

04-3341666

5/01/09

09:52AM

**Statement 17 (continued)**  
**Form 990, Part XI, Line 106**  
**Transfers to Controlled Entity**

Controlled Entity Name and Address	Federal EIN	Description of Transfer	Amount of Transfer
Affiliated Healthcare Management 931 Union Street Bangor, ME 04401	01-0349339	Fees for services	99,526.
Affiliated Laboratory, Inc. 417 State Street, Ste 240 Bangor, ME 04401	01-0381283	Fees for services	73,885.
Healthcare Charities 43 Whiting Hill Road Brewer, ME 04412	22-2514163	Fees for services	43,000.
Downeast Collections D/B/A ACI 931 Union Street Bangor, ME 04401	01-0366209	Collection fees	17,780.
Inland Hospital 200 Kennedy Memorial Drive Waterville, ME 04901	01-0217211	Fees for services	979.
Healthcare Charities 43 Whiting Hill Road Brewer, ME 04412	22-2514163	Equity Transfer	2,654.
Total			<u>\$ 2,953,383.</u>

**Statement 18**  
**Form 990, Part XI, Line 107**  
**Transfers From Controlled Entity**

Controlled Entity Name and Address	Federal EIN	Description of Transfer	Amount of Transfer
Eastern Maine Healthcare Systems 43 Whiting Hill Road Brewer, ME 04412	01-0527066	Line-of-credit funds	293,260.
Eastern Maine Healthcare Systems 43 Whiting Hill Road Brewer, ME 04412	01-0527066	Equity transfers	66,675.
Inland Hospital 200 Kennedy Memorial Drive Waterville, ME 04901	01-0217211	Fees for services	3,382.
Healthcare Charities 43 Whiting Hill Road Brewer, ME 04412	22-2514163	Equity Transfer	10,609.
Total			<u>\$ 373,926.</u>