

Testimony of John F. Lambert, Jr. on LD No. 2196
Committee on Health and Human Services
March 5, 2026

Chairs Ingwersen and Meyer
and
Members of the Committee

Thank you for this opportunity to present some thoughts on LD No. 2196 presented by Representative Gatine. I speak neither for nor against the proposed bill. I speak as a mostly retired trial attorney who practiced for 42 years in Portland, Maine with my own firm starting in 1986. I appear having worn the hat for decades as one of the minority in the state's health care system who paid 100% of my own health care premiums and 100% of my staff's premiums plus funding their Section 125s, HRAs, HSAs, or other gimmicks devised to try to stem the unrelenting inflation in health care. For decades, I have been unhinged about health care costs and despite being retired and on Medicare – which is not free – I remain unhinged and still tilting at health cost windmills for the benefit of the next generations.

Preliminarily, I wish to thank Representative Gatine for changing the customary Democrat focus on access to health care to the cost of health care with an authentic effort to try to control health care costs. To correct the terrible lack of access for so many, the costs of the system must first be solved. My concern with LD 2196 is that despite the best of intentions, the approach is incomplete and will have negative unintended consequences.

I divide health care into four areas: (1) pharmaceuticals – largely a federal patent issue, (2) nursing home and care - a housing and labor issue, (3) medical devices – too complicated for a simple explanation, and (4) hospital, physician, and all other services to which LD 2196 pertains. With a remarkable understatement, the Maine Office of Affordable Health Care 2025 Annual Report observes:

There is general agreement that paying for health care on a traditional fee for service basis is not the best model to support efficient, high quality and patient-centered care.

Id. at p.20. The reality is that the fee-for-service arrangement for payment of hospital, physician, and all other services is a root cause of the unrelenting inflation in health care: encouraging more and more health care services and treatment.

The proposed bill seeks to limit the potential reimbursement increases for certain fees for services, a noble cause. I can think of three problems with this effort. First, memorializing it in a statute just further solidifies payments through the fee for service quagmire, an arrangement that we need to desperately to end. Second, the permanence that comes with a statute creates the strong probability that what is supposed to be the maximum increase will almost certainly become the minimum increase.¹

¹ I also note that the bill's language in Section 1730-B (1)(B) defining "Hospital facility price" as the "amount a hospital expects to receive" needs to be changed to the "hospital's average received reimbursement." Every effort is needed to escape the hospitals' fictitious pricing process.

The third potential problem with LD No 2196 highlights a remarkable deficiency in our health-care system. Distilled, the bill seeks to regulate the hospital's conduct and billing in a discrete area. Maine's hospitals, especially the Peer Group A cohort- Northern Light, Maine General, Central Maine and particularly Maine Health – operate in a unique world: they are essentially monopolies without any supervision or regulation.

And despite the cry of financial distress, the providers are more than handsomely paid. I have included with this statement the Schedule Js from the latest publicly available IRS 990s Forms for Maine Health and Northern Light. The salary structure for these entities is utterly out of line with what should be in Maine – and worse – subsidized by everyone else because they file on a tax-exempt basis.ⁱ

It has become a well-accepted truism – and unfortunately, ignored even more so – that America spends at least twice what other industrialized companies spend on health care with worse outcomes for patients. Our costs are out of control and crushing in so many arenas. The Real Estate Property Tax Task Force is wrestling with escalating property taxes -due exclusively to escalating expenses – the largest of which is health care. Employers, households, everyone is being crushed by healthcare expenses.

Some will counter, what about Anthem, Aetna, CIGNA, etc.? Don't they help to regulate or control the price? The answer is no! Unlike customers in a competitive market, the insurers do not exist to try to keep prices down. My grandfather was a urologist in Jackson, MI who helped to start Blue Cross in Michigan. As he explained it, health insurance was created as a way to get the doctors paid and little has changed. Anthem, Aetna, Cigna, etc. can make 20% of a \$1million but they would rather make 20% off \$2 million. This is neither right nor wrong but just an acknowledgement of the reality that the carriers are not regulating, never mind controlling the costs of the providers. They want costs to increase, just at a pace commensurate with their increase in premiums.

The need for Representative Gatine's bill is real and it is urgent. In a rural state, there is no market that can fix health care costs. One doesn't sit in Machias or Lincoln and shop for prices for treatment of a heart attack. You go to the nearest Plan A hospital.

The only group that can truly fix the costs of health care is the Maine legislature and LD 2196 is a start. But in the end, regulating the hospitals by statute is ineffective. It is piecemeal and as mentioned may have adverse unintended consequences.

The need for a fix is beyond dire and it is time to recognize that the competition is not an available tool to fix the situation, especially given Maine's largely rural nature. Health care in Maine needs to be understood as a service like electricity or water and needs to be regulated with expert governmental professional supervision that monitors their operational and capital spending with a focus on the needs of all parts of the statewide services and appropriate billing. It needs its own PUC.

As for ending the fee for service billing. Imagine the state turning to Northern Light - a completely vertically integrated entity, treating from band aids to heart transplants - and telling it that it will treat the state's MaineCare and Medicare patients, as well as state employees in the relevant zip codes for a specific sum to be paid quarterly and to be closely monitored. Northern Light would receive a known annual sum from the state for the patients for which the state is responsible. And then the state turns to the public and says - want to join this program? Send a check for the same amount. No billing, no coding. Just write Northern Light a check for a specific sum for each employee and Northern Light will make it work. No carrier involvement.

And the first thing that happens is the hospitals switch their focus from treatment to prevention if they want to make any money.

Again, thanks to Representative Gatine for LD 2196 for his well-intentioned effort. In the end, however, I fear that the bill would exacerbate the true problem of health care; fee for service. Matters are beyond dire. It is time for some audacious thinking about how to reduce costs which means how to end fee for service.

Again, thank you for your time and service.

¹ Title 36 MRS §652(A) that authorizes the exemption for property taxes for not-for profit entities states that, "A director, trustee, officer or employee of an organization claiming exemption may not receive directly or indirectly any pecuniary profit from the operation of that organization, *except as reasonable compensation for services* in effecting its purposes." (emphasis supplied). Looking at the compensation in these Schedule Js, one must wonder how these entities are eligible for the property tax exemption.

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.
 For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii).
 Do not list any individuals that aren't listed on Form 990, Part VII.

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

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Andrew Mueller, MD CEO and President	(i) 1,371,192. (ii) 0. (iii) 0.	670,196. 0. 0.	180,661. 0. 0.	13,200. 0. 0.	42,068. 0. 0.	2,277,317. 0. 0.	0. 0. 0.
(2) Robert Becker, MD Chief - Neurosciences	(i) 1,438,321. (ii) 0. (iii) 0.	0. 0. 0.	23,742. 0. 0.	61,435. 0. 0.	35,471. 0. 0.	1,558,971. 0. 0.	0. 0. 0.
(3) Matthew R Sanborn, MD Physician	(i) 1,435,145. (ii) 0. (iii) 0.	0. 0. 0.	44,574. 0. 0.	16,500. 0. 0.	45,191. 0. 0.	1,541,413. 0. 0.	0. 0. 0.
(4) Adam J. Rana, MD Physician	(i) 1,109,642. (ii) 0. (iii) 0.	209,934. 0. 0.	23,310. 0. 0.	42,501. 0. 0.	43,401. 0. 0.	1,428,791. 0. 0.	0. 0. 0.
(5) Joseph P Alexander, MD Physician	(i) 1,203,700. (ii) 0. (iii) 0.	0. 0. 0.	108,075. 0. 0.	78,061. 0. 0.	37,646. 0. 0.	1,427,482. 0. 0.	0. 0. 0.
(6) Douglas MacGillivray, MD Physician	(i) 1,171,714. (ii) 0. (iii) 0.	93,494. 0. 0.	29,812. 0. 0.	66,124. 0. 0.	44,689. 0. 0.	1,405,833. 0. 0.	0. 0. 0.
(7) Albert G Swallow III CFO, Board Treasurer	(i) 738,708. (ii) 0. (iii) 0.	246,696. 0. 0.	290,112. 0. 0.	92,666. 0. 0.	36,021. 0. 0.	1,404,205. 0. 0.	0. 0. 0.
(8) Jeffrey Sanders Former MMC President	(i) 440,098. (ii) 0. (iii) 0.	116,351. 0. 0.	807,993. 0. 0.	6,600. 0. 0.	27,550. 0. 0.	1,398,592. 0. 0.	0. 0. 0.
(9) Eugene Inzana Former Officer/MH Associate CFO	(i) 498,280. (ii) 0. (iii) 0.	113,815. 0. 0.	275,428. 0. 0.	20,234. 0. 0.	41,242. 0. 0.	948,999. 0. 0.	0. 0. 0.
(10) Joel Botler, MD Former Officer/Reg. CMO-So, Region	(i) 568,101. (ii) 0. (iii) 0.	159,150. 0. 0.	128,222. 0. 0.	60,273. 0. 0.	32,574. 0. 0.	948,320. 0. 0.	0. 0. 0.
(11) Beth Kelsch General Counsel, Board Secretary	(i) 520,986. (ii) 0. (iii) 0.	141,750. 0. 0.	89,840. 0. 0.	55,677. 0. 0.	40,338. 0. 0.	848,591. 0. 0.	0. 0. 0.
(12) Lisa Beaulie, MD VP Physc & App Svcs - So, Region	(i) 497,331. (ii) 0. (iii) 0.	0. 0. 0.	97,122. 0. 0.	61,926. 0. 0.	39,909. 0. 0.	696,288. 0. 0.	0. 0. 0.
(13) Brett Loffredo, MD Physician	(i) 391,776. (ii) 0. (iii) 0.	0. 0. 0.	8,104. 0. 0.	60,240. 0. 0.	32,890. 0. 0.	493,010. 0. 0.	0. 0. 0.
(14) Thomas J Ryan, Jr, MD, FACC Physician	(i) 307,308. (ii) 0. (iii) 0.	0. 0. 0.	20,730. 0. 0.	57,295. 0. 0.	39,851. 0. 0.	425,184. 0. 0.	0. 0. 0.
(15) Peter Manning, MD Physician	(i) 357,468. (ii) 0. (iii) 0.	0. 0. 0.	38,279. 0. 0.	16,500. 0. 0.	3,278. 0. 0.	415,525. 0. 0.	0. 0. 0.
(16) Kate Herlihy, MD, MHP Physician	(i) 210,664. (ii) 0. (iii) 0.	6,089. 0. 0.	49,021. 0. 0.	24,221. 0. 0.	32,205. 0. 0.	322,200. 0. 0.	0. 0. 0.

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Schedule J (Form 990) **Compensation Information** OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

2023
Open to Public Inspection

Name of the organization: EASTERN MAINE HEALTHCARE SYSTEMS NORTHERN LIGHT HEALTH
 Employer identification number: 01-0527066

Northern Light
9/30/24

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input checked="" type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.	1b Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2 Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/> Compensation committee		
<input checked="" type="checkbox"/> Independent compensation consultant		
<input type="checkbox"/> Form 990 of other organizations		
<input checked="" type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a Receive a severance payment or change-of-control payment?	4a Yes	
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b Yes	
c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.	4c	No
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a The organization?	5a	No
b Any related organization? If "Yes," on line 5a or 5b, describe in Part III.	5b	No
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a The organization?	6a	No
b Any related organization? If "Yes," on line 6a or 6b, describe in Part III.	6b	No
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	7	No
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.	8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50053T Schedule J (Form 990) 2023

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For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.
Note. The sum of columns (B)(i)-(ii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC				(D) Non taxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	(C) Retirement and other deferred compensation			
1 Alison Worster VP-HR&MHCSP&E	(i)	259,500	9,819	1,396	16,676	32,077	319,468	
	(ii)	-	-	-	-	-	-	-
2 Anthony J Filer SVP & Treasurer	(i)	649,351	122,349	15,353	29,700	38,150	851,903	
	(ii)	-	-	-	-	-	-	-
3 April Girard Former SVP-Chief Digital & Inno Off	(i)	103,039	21,393	9,520	9,326	8,743	152,011	
	(ii)	-	-	-	-	-	-	-
4 Bethany McKnight VP Med Grp Int	(i)	189,793	-	1,943	-	33,018	224,754	
	(ii)	-	-	-	-	-	-	-
5 Bette Neville VP, CMO	(i)	321,330	11,639	10,752	24,851	25,416	393,988	
	(ii)	-	-	-	-	-	-	-
6 Carrie Lee Arseneault SVP,ChValueOm	(i)	346,448	16,864	6,457	82,294	25,403	477,466	
	(ii)	-	-	-	-	-	-	-

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	(ii)	-	-	-	-	-	-	-
7 Catherine MacLaren VP HR, Talent Div	(i)	213,840	9,018	24,510	22,198	16,030	285,596	-
	(ii)	-	-	-	-	-	-	-
8 Charles Therrien SVP Mercy	(i)	364,794	21,549	99,118	87,249	24,245	626,955	63,566
	(ii)	-	-	-	-	-	-	-
9 Chris Frauenhofer VP, FinMedGrp	(i)	276,292	10,310	12,782	24,557	28,048	351,989	-
	(ii)	-	-	-	-	-	-	-
10 Christina Polley Former VP-Chief Info Security Off	(i)	57,146	8,294	46,152	2,246	5,316	119,154	-
	(ii)	-	-	-	-	-	-	-
11 Colleen Hilton SVP, HCBH	(i)	266,497	52,070	15,547	28,059	16,403	378,626	-
	(ii)	-	-	-	-	-	-	-
12 Darmita Wilson VP, Medical/Educa	(i)	338,373	12,720	7,589	26,400	14,545	399,627	-
	(ii)	-	-	-	-	-	-	-
13 David Stratton VP, Payer Strat	(i)	296,623	11,229	12,190	24,870	25,065	369,977	-
	(ii)	-	-	-	-	-	-	-
14 David Valck Former VP-Information Systems	(i)	41,905	11,284	76,445	1,432	3,478	134,544	-
	(ii)	-	-	-	-	-	-	-
15 Denna Boehm VP Oncology	(i)	137,701	3,923	1,604	14,720	10,493	168,450	-
	(ii)	-	-	-	-	-	-	-
16 Edward Gilkey VP SrPhyEx	(i)	279,021	13,544	9,251	27,407	26,632	355,655	-
	(ii)	-	-	-	-	-	-	-
17 Eric R Hafener VP Compl/Privac	(i)	194,339	7,594	2,665	16,267	2,231	223,096	-
	(ii)	-	-	-	-	-	-	-
18 Gavin Ducker Former SVP & Co-President-Med Group	(i)	162,344	19,911	284,653	3,935	14,503	485,346	-
	(ii)	-	-	-	-	-	-	-
19 George Eaton Chief Legal Off SVP & Secretary	(i)	457,660	22,965	35,528	29,127	25,531	570,811	-
	(ii)	-	-	-	-	-	-	-
20 Glenda Dwyer SVP, Clinic/Opera	(i)	387,466	19,589	6,781	78,374	16,809	509,019	-
	(ii)	-	-	-	-	-	-	-
21 Glenn Martin Former SVP-Chief Legal Officer	(i)	-	17,666	405,367	3,600	369	427,022	351,335
	(ii)	-	-	-	-	-	-	-
22 Greg LaFrancis SVP, EMVC	(i)	444,352	17,796	64,972	77,683	4,164	608,567	7,703
	(ii)	-	-	-	-	-	-	-
23 Heather Mullen VP, ValBase/CareL	(i)	195,067	8,013	2,489	14,812	32,112	252,493	-
	(ii)	-	-	-	-	-	-	-
24 Howard Jones Med Dir, Occ Hlth	(i)	334,185	8,642	7,361	19,700	36,161	416,049	-
	(ii)	-	-	-	-	-	-	-
25 Hugh Jones SVP, CH Strategy	(i)	443,443	11,908	27,409	11,391	13,995	508,146	-
	(ii)	-	-	-	-	-	-	-
26 Jaime Audet VP HR Oper/Reva	(i)	240,547	9,057	24,729	18,177	34,350	326,660	-
	(ii)	-	-	-	-	-	-	-
27 James Fullwood DPM Board Member	(i)	-	-	-	-	-	-	-
	(ii)	340,438	37,029	28,639	11,250	33,192	450,548	-
28 Jason Tankel VP, Ch/Compl/Off	(i)	239,892	9,970	2,299	19,076	37,665	308,902	-
	(ii)	-	-	-	-	-	-	-
29 Jay Reynolds MD SVP, ARG	(i)	132,274	-	3,644	2,069	11,350	149,337	-
	(ii)	214,570	12,122	22,464	13,888	21,221	284,295	-
30 Jean McIlett VP, Planning & S	(i)	250,082	10,850	30,366	29,319	33,687	354,304	-
	(ii)	-	-	-	-	-	-	-
31 Jeff Sanford VP Finance	(i)	263,981	10,364	4,716	27,134	13,570	319,765	-
	(ii)	-	-	-	-	-	-	-
32 Jennifer Goodrich VP, FinPhyPracO	(i)	224,068	9,983	24,981	20,657	21,397	301,086	-
	(ii)	-	-	-	-	-	-	-
33 Jennifer Hutchins VP HR, Mercy HCH	(i)	160,791	4,320	7,181	12,264	13,917	198,473	-
	(ii)	-	-	-	-	-	-	-

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	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
34 Jesse Renaud AVP Fac & Sup Srv	(i) 162,526	5,089	7,506	10,430	22,822	209,383	-	
	(ii) -	-	-	-	-	-	-	
35 Joel Andrew Farley AVP Facilities Mng	(i) 195,027	6,489	19,907	20,591	34,575	276,559	-	
	(ii) -	-	-	-	-	-	-	
36 John J Doyle VP Finance	(i) 362,884	15,454	66,593	84,666	28,700	579,499	60,162	
	(ii) -	-	-	-	-	-	-	
37 John Ronan SVP BHM & MOH	(i) 328,850	19,094	88,548	82,688	12,658	541,866	59,298	
	(ii) -	-	-	-	-	-	-	
38 Karen Hawkes VP, Operations	(i) 204,826	6,946	1,790	14,936	4,521	233,019	-	
	(ii) -	-	-	-	-	-	-	
39 Karl-Heinz Spitzer MD SVP,ChiefPhyske	(i) 551,311	20,530	25,647	164,106	15,093	776,687	-	
	(ii) -	-	-	-	-	-	-	
40 Lisa Harvey-McPhersonRM VP Government Rel	(i) 235,724	11,439	71,653	65,895	25,664	410,387	41,318	
	(ii) -	-	-	-	-	-	-	
41 Marie Vienneau SVP CAD & Mayo	(i) 319,825	17,703	3,940	73,672	34,379	449,519	-	
	(ii) -	-	-	-	-	-	-	
42 Mark Lukens SVP, Acadia	(i) 160,159	97	40,808	-	10,160	211,224	-	
	(ii) -	-	-	-	-	-	-	
43 Matthew Jay Marston VP,ChPharmacyOf	(i) 260,272	9,881	1,162	15,879	23,397	310,594	-	
	(ii) -	-	-	-	-	-	-	
44 Matthew Weed Former SVP-Chief Strategy Off	(i) -	-	330,646	-	-	330,646	330,186	
	(ii) -	-	-	-	-	-	-	
45 Megan Randlett VP,DepGenCounse	(i) 265,395	-	2,546	15,356	21,872	305,069	-	
	(ii) -	-	-	-	-	-	-	
46 Melissa Vail VP, IntCareMgmt	(i) 167,480	3,109	5,309	12,190	24,175	208,263	-	
	(ii) -	-	-	-	-	-	-	
47 Michael Smith VP, NLH Foundat	(i) 260,817	11,598	5,495	22,973	37,766	338,650	-	
	(ii) -	-	-	-	-	-	-	
48 Michael Whelan Former VP-Facilities & Supply Chain	(i) 75,289	13,605	147,901	2,416	6,273	245,484	-	
	(ii) -	-	-	-	-	-	-	
49 Navneet Marwaha MD VP, CQ&SafetyOf	(i) 487,116	21,706	3,333	23,100	35,609	570,864	-	
	(ii) -	-	-	-	-	-	-	
50 Noah Galen Lundy VP, HR, East	(i) 199,444	7,401	25,310	14,952	19,657	266,764	-	
	(ii) -	-	-	-	-	-	-	
51 Paul Bolin EV, CPO	(i) 430,401	21,499	83,344	84,008	28,834	648,086	51,820	
	(ii) -	-	-	-	-	-	-	
52 Rand O'Leary Former SVP & President-EMMC	(i) 156,474	39,084	8,462	87,681	6,192	288,893	-	
	(ii) -	-	-	-	-	-	-	
53 Randall Clark SVP, SVH	(i) 219,887	13,569	6,410	21,653	36,781	358,300	-	
	(ii) -	-	-	-	-	-	-	
54 Scott O'Leary Former SVP & President-Acadia	(i) 120,119	17,411	51,348	52,616	8,290	250,680	49,731	
	(ii) -	-	-	-	-	-	-	
55 Suzanne Spruce SVP,Mking&Comm	(i) 302,932	15,170	12,170	29,201	14,497	374,970	-	
	(ii) -	-	-	-	-	-	-	
56 Thad Zmistowski Former VP-Sr. Litigator	(i) 100,415	9,169	3,115	2,305	12,728	127,733	-	
	(ii) -	-	-	-	-	-	-	
57 Tim Doak VP CapPtn&FacOp	(i) 287,599	10,473	6,407	23,593	24,995	353,367	-	
	(ii) -	-	-	-	-	-	-	
58 Timothy Denby NLH President Ex-officio	(i) 1,274,400	592,846	24,428	29,700	36,150	1,957,524	-	
	(ii) -	-	-	-	-	-	-	
59 Tracy Jean Roberts VP, Compl&Privac	(i) 197,067	7,010	4,503	14,776	14,185	237,541	-	
	(ii) -	-	-	-	-	-	-	
60 Tricia Costigan SVP, Inland/LW	(i) 322,277	16,238	2,104	22,128	24,817	387,564	-	
	(ii) -	-	-	-	-	-	-	

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	(ii)	-	-	-	-	-	--	-
61 William Chesley Seavey AVP-Pop Hlth/Phar	(i)	177,842	4,035	1,404	12,353	21,767	218,021	-
	(ii)	-	-	-	-	-	-	-
62 William Ford AVP-Reimbursement	(i)	191,565	5,506	1,482	13,772	32,276	244,601	-
	(ii)	-	-	-	-	-	-	-
63 William Robert Mosser VP OpAssur&ERM	(i)	181,375	4,332	8,771	13,117	1,446	209,041	-
	(ii)	-	-	-	-	-	-	-
64 Yousuf Joe Siddiqui VP,HR-ARG&EmpEx	(i)	181,990	6,654	2,691	14,210	26,651	242,196	-
	(ii)	-	-	-	-	-	-	-

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Part III Supplemental Information

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

Return Reference	Explanation
Part I, Line 1a: Relevant information in regards to selections on 1a.	The following received a gift card: Tricia Costigan, officer 550 Jennifer Goodrich, officer 25 Colleen Hilton, officer 50 Jesse Renaud, highest compensated employee 15 Jay Reynolds, officer 15 Yousuf Siddiqui, officer 15 Marie Vienneau, officer 25

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Additional Data

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Software Version: 2023v6.0