

Affiliation Timeline Overview

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| 2009 | Stroudwater Associates Strategic Planning Retreat- Discussion of Affiliation |
| 2013 | Stroudwater Associates Strategic Planning Retreat- Discussion of Affiliation (more in depth) |
| 1/20/2015 | Board Executive Committee(BEC)/Medical Executive Committee(MEC), CEO was asked to explore options for collaboration/affiliation (executive session) |
| 2/17/2015 | BEC Presentation by Micelle Hood, EMHS CEO |
| 5/19/2015 | BEC Discussion on defining criteria for partnership/affiliation |
| 7/14/2015 | Strategic Planning Committee (SP) approved Stroudwater Associates engagement for retreat |
| 8/26/2015 | CEO reported to Board dates for Stroudwater Retreat |
| 10/23/2015 | Stroudwater Associates Retreat |
| 12/15/2015 | BEC requested third party to provide advice to Board through process |
| 2/15/2016 | SP Committee approved requesting RFPs from EMHS and Covenant/St. Joseph |
| 2/23/2016 | CEO reported to Board RFP letters of intent were sent on 2/19/16 with full packets to go out on 3/31/16 |
| 3/29/2016 | Meeting w/ CA Dean Board Members to get feedback on their experience of affiliation process, discussed at BEC in April |
| 5/25/2016 | RFP Response received from Covenant/St. Joseph |
| 5/31/2016 | RFP Response received from EMHS |
| 7/12/2016 | Meeting/Dinner w/ Maine Coast Board Members to get feedback on their experience of affiliation process, discussion at BEC in July |
| 7/27/2016 | Board Approved Marie signing EMHS Letter of Intent (LOI) through 12/15/2016 |
| 9/22/2016 | EMHS Operational Assessments Begin |
| 10/18/2016 | BEC/MEC Discuss forming a small committee to represent all parties through affiliation process |
| 11/16/2016 | BEC has presentation by Chip Holmes and Elizabeth Walker (Quorum Consultants) services through affiliation |
| 12/20/2016 | Chip Holmes and Elizabeth Walker unable to assist Mayo due to conflict of Interest, further consulting research will begin |
| 12/28/2016 | Board notified of extension of LOI through 6/30/17 |
| 1/11/2017 | EMHS Planning Session |

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| 1/17/2017 | BEC/MEC reports choosing Jim Willey to do a consultant session |
| 1/30/2017 | Jim Willey Consulting/Education Session |
| 2/22/2017 | CEO reports to Board EMHS Draft Interim Affiliation Agreement has been received to discuss in Executive Session |
| 3/1/2017 | EMHS Planning Session |
| 3/29/2017 | Board Approved Marie signing EMHS Interim Affiliation Agreement through 12/31/17 |
| 5/11/2017 | EMHS Planning Session |
| 5/11/2017 | EMHS Education: Governance Structure and Uniform Bylaws Overview |
| 7/12/2017 | EMHS Planning Session |
| 7/12/2017 | EMHS Education: Strategic Planning Process Overview |
| 9/20/2017 | EMHS Education: Medical Group Development |
| 9/26/2017 | EMHS Education: Common Treasury Orientation |
| 12/27/2017 | Board Approved Marie signing Extension of EMHS Interim Affiliation Agreement through 9/30/18 |
| 1/24/2018 | EMHS Education: Community Healthcare Planning (Hub and Spoke Model)☒ |
| 4/25/2018 | EMHS Education: EMHS Foundation |
| 6/27/2018 | EMHS Education: Regional Hub Strategies and System Service Lines |
| 7/24/2018 | BEC Approves Community Talking Points Documents, to Board for Approval |
| 7/25/2018 | Board Approves Community Talking Points Documents |
| 9/26/2018 | Board Approves Marie signing Extension of EMHS Interim Affiliation Agreement through 10/31/18 |
| 10/16/2018 | EMHS/Mayo Draft Agreement and Plan of Merger Workshop |
| 10/24/2018 | Board Approves Marie signing Extension of EMHS Interim Affiliation Agreement through 12/31/18 |
| 12/19/2018 | Board Approves Marie signing Extension of EMHS Interim Affiliation Agreement through 2/28/19 |
| 2/27/2019 | Board Approves NLH/HAD4 Agreement and Plan of Merger |
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Note: CEO Reported monthly in Board Leadership Reports and verbal updates to Board any and all updates