

WHAT'S HAPPENING

A newsletter for the Maine Medical Center family

PRESIDENT'S MESSAGE



Dear Colleagues,

Maine Medical Center has a long history of doing the right thing for our people, our patients, and the communities we serve. To maintain this focus, we are always searching for opportunities to enhance the total MMC experience, which is why we started rolling out Operational Excellence (OpEx) in July 2015.

For those who aren't yet familiar with OpEx, this is a methodology that has been used for many years across a wide range of industries to improve performance. As Jordan Peck, Senior Director of the MMC Center for Performance Improvement, has said in the past, this is a way to "get rid of the buildup of junk in our house and . . . get to a place where everything we do contributes value."

For those who are familiar with OpEx at MMC, you already know two things:

- The organization is 100 percent committed to the process and to improved performance.
- It works.

Personally, the most significant "win" so far is how

"OpEx empowers all employees to practice our core Values . . . in identifying and solving problems within their departments or units. "

OpEx has united our organization, making connections regardless of function, position, or seniority. OpEx empowers all employees to practice our core Values — especially Ownership — in identifying and solving problems within their departments or units. This level of ownership is strongly supported by MMC's leadership. You may have seen a group of

people walking through the halls every morning on a daily event called the Gemba Walk. This interactive experience gives walk participants a chance to see the work where it is happening, recognize successes, and help remove barriers that stand in the way of our collective success.

And we're seeing great results. Since the middle of July, departments across MMC who are live with OpEx have cooperatively closed more than 40 Key Performance Indicators (KPI) and more than 90 "action items," which are issues and concerns requested by staff that, if solved, would make all our lives easier. Suneela Nayak, Director of Operational Excellence, sums it up best:

"Examples of the types of requests range from locating mask containers at the front door of our clinics to more complex requests such as installing oxygen tank holders on wheelchairs to facilitate ease of patient transport by one staff member. . . . The Maine Medical Partners-Maine Medical Center Adult Medicine Clinic staff requested the prompt delivery of an A1C analyzer for patient care. Clinical care standards require that a hemoglobin A1C value be documented on all patients with diabetes at regular intervals. This important quality

metric was often not met because of the challenges experienced by many of our clinic patients in arranging a return visit to MMC just for lab draws. The availability of an A1C analyzer to clinic staff at the time of the clinic visit would make it more likely that patients would receive essential care. This request was first noted by leaders on August 17, and to everyone's delight, the analyzer was delivered a few days after that."

We committed in this year's Annual Implementation Plan (AIP) to extend OpEx to at least 80 additional departments. You'll receive plenty of notice that your time is coming; in the meantime, I would encourage you to join a walk (departing weekdays at 8 a.m. from the MMC Bramhall cafeteria) or talk with participating colleagues about how OpEx can help your team.

Thank you for your commitment to Maine Medical Center, our patients, and one another.

Respectfully,



Rich

PEOPLE NEWS



Kathryn M. Brouillette, MDCM

Kathryn M. Brouillette, MDCM, has joined Maine Medical Partners – Hospital Medicine. She received her medical degree from McGill University in 2011, and completed her residency here at Maine Medical Center. She is a clinical associate with Tufts School of

Medicine at Maine Medical Center.

Outside of work, Dr. Brouillette enjoys long distance running, orienteering, and other outdoor pursuits.

Cynthia Tien-bao Chao, M.D., is now providing breast surgery services at the Breast Care Center during the Center's transition period to a new Director. Dr. Chao received her BS from Stanford University, her M.D. from Columbia University, and completed her General Surgery Residency at UC Davis, where she served as Chief Resident. She is a Fellow in the American College of Sur-



Cynthia Tien-bao Chao, M.D.

gery and a member of the American Society of Breast Surgeons. Dr. Chao created the Breast Program at Group Health in Seattle and served as its Director over the past 15 years, with a clinical practice focused exclusively on breast care.

MMC Launches New Residency Program

MMC has received a grant from the Health Resources and Services Administration (HRSA) supporting up to \$950,000 over the next three years to launch a new residency program in Preventive Medicine. The program also has received initial accreditation by the Accreditation Council for Graduate Medical Education.

The program will provide education for two residents in each class for a two-year

program designed to provide experiences in public health and leadership. Most residents will enter the program after completion of a residency in a "primary" specialty, though it is open to attending physicians who want to change career direction. The participants will earn an MPH degree and board certification in Preventive Medicine.

Graduates of the program will be well-positioned to lead in achievement of the

Triple Aim, improving the experience of care, reducing cost, and improving population health.

"Support of this program by MMC is an example of how we are working toward our vision of making Maine the healthiest state in the nation," says Christina Holt, M.D., Preventive Medicine Residency Program Director, "and of our focus on education to serve societal needs."

COMING UP AT MMC

Masquerade Sale
Monday, November 30
7 a.m. - 7 p.m.
Dana Lobby

Laminated Bulb Sale
Wednesday, December 2
11 a.m. - 2 p.m.
Thursday, December 3
11 a.m. - 4 p.m.
Purchase a bulb to honor a loved one

Friends Tree Lighting Celebration
Thursday, December 3
4 p.m.
Main Lobby

Masquerade Sale
Thursday, December 3
9 a.m. - 5 p.m.
301C US Route 1
Scarborough

Joint Board Applications Due
Friday, December 4

For details on these and all upcoming events, check out the Calendar on the MMC Intranet.