

# What's Happening

at Maine Medical Center



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## AIP Targets Eight Areas of Focus for 2011

Strategic planning is an organization's process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy – including capital and human resources. As part of Maine Medical Center's strategic planning process each year, senior leadership compiles a set of tasks to achieve those strategies. This set of tasks is referred to as the Annual Implementation Plan.

The Annual Implementation Plan (AIP) is designed to establish realistic goals and objectives consistent with the strategic plan and is meant to assign responsibility and accountability to achieve the desired results. The AIP also provides a base from which progress can be measured and establishes a mechanism for informed change when needed.

Put simply, the strategic plan sets the course for the journey, while the AIP establishes the mile markers along the way. It's straightforward, achievable – and when completed – contributes to and advances the mission of Maine Medical Center. The AIP is comprised of eight specific areas of focus.

### Safe Patient and Family Centered Care

Through the Triple Aim — Quality, Patient Experience, and Patient Safety — enhance the culture of safe patient and family centered care in order to achieve the highest standards of excellence. Foster the environment in which the planning, delivery, and evaluation of health care is grounded in open, honest, and mutually-beneficial partnerships among health care providers, patients, and families. Ensure efficient resource utilization through improved systems of patient flow and process improvement.

### Physician and Medical Center Relationships

Within the medical staff structures of both Maine Medical Center and the broader regional medical community, work collaboratively with physicians to improve physician/MMC relationships, enhance physician communication at all levels, and effectively address important issues of mutual interest.

### Support of Academic Mission

Continue the development of MMC's education and research programs as equal partners with, and supportive of, our clinical programs.

### Systems of Care/Regional Coordinator of Care

Define a strategy to guide MMC investments in the health care system that will create efficiencies across the continuum and improve the patient experience and outcomes.

### Clinical and Administrative Information Systems

Develop and maintain clinical and administrative information systems that improve the quality, safety, cost effectiveness, and workflow decision-making in the delivery of care. **CONTINUED ON PAGE 4**

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# President's Message



## November is a Time to Look Ahead

The other day, I found myself thinking about how busy we are during the fall season. Between getting the house and yard ready for winter, trying to catch a little football, and looking for an opportunity to enjoy a bit of the crisp autumn

weather, fall weekends always seem full of activity.

At MMC, November means we're well into the 2011 fiscal year and rolling out the FY2011 Annual Implementation Plan (AIP). The Annual Implementation Plan establishes realistic goals and objectives that support the hospital's strategy, or direction. It's an important document that lets us know how we're doing against some specific targets — and helps us track our progress toward achieving those targets.

Managers and directors are beginning to share MMC's AIP with staff. The strategic initiatives in the AIP range from Clinical and Administrative Information Systems to Workplace of Choice.

When you see the FY2011 AIP, you'll notice that it's a bit shorter and more concise than in the past. 2011 is a bridge year of sorts, as we move towards a new strategic planning process. Beginning in 2012, the medical center will

transition to a new three-year strategic planning model. It's an exciting shift in our thinking, and brings a new longer-term focus.

I often speak of the team we have at the medical center, and following that thought, I'll close with a reminder that we all play a role in making our AIP efforts a success, whether you provide direct care, or support those who do. It may be as simple as pointing out a potential tripping hazard, or offering correct information when a neighbor shares a negative rumor about MMC.

If you're not sure how you fit into the AIP, speak with your manager or director. Your department's goals and objectives are tied to a strategic initiative in the AIP. She or he can help you identify a specific action you can take to contribute to the medical center's success. Like any high performing team, we do our best work when all of us are focused in the same direction, on a common set of goals.

Respectfully,

Richard W. Petersen

President and Chief Executive Officer

## Last Call for United Way Pledge Cards

MMC's annual United Way Campaign ends on November 30, and if you haven't returned your pledge card, please do so today.

"I'm always amazed at how far the dollars we give can go, and truly every little bit makes a big difference," says Abby Greenfield, Director of Communications and Marketing, and Co-Chair of this year's campaign.

For example, just two dollars a week provides 58 hot, nutritious meals to homeless, working poor and those going through difficult times.



# Getting to know . . .

## Susan Mathews



*Position:*

Admitting Representative

*Years at MMC:* 26

*What does your job entail?*

I register patients in our systems ensuring regulatory and insurance compliance. I also help with financial assistance for their hospital stay. As Admitting Reps, we are often the first face the patients and families see as they arrive. Our encounter can often set the tone for their entire stay.

*What people may not know is that:*

I sing as half of a duo with my friend Ingrid. We are called "Pretty Girls Sing Soprano." I also have been singing with Women in Harmony

(a 56-voice women's chorus) for 16 years. In May we will be performing an original piece that I co-wrote.

*If I could have lunch with anyone, it would be:*

I would like to lunch with my maternal grandmother Lillian. She died many years before I was born. I would love to have the insight as to what my mother was like as a daughter.

*I love working at MMC because:*

I know that when I am finished admitting a patient I can honestly look them in the eye and tell them they are in great hands and mean it. To love what you do and be proud to be part of the institution that employs you, is rare and I know I am very lucky.

## Trick or Treat

Brighton's Cheryl Tufts was one of many employees who dressed up to celebrate Halloween with patients of The Barbara Bush Children's Hospital. Staff lined the medical center's halls and handed out goodies to the little trick or treaters.



## Three Programs Awarded Gold Seal

Congratulations to our Congestive Heart Failure, Advanced Stroke, and Total Hip and Knee programs, which have received the Joint Commission Gold Seal of Approval. "The Gold Seal of Approval recognizes the quality of care provided by these specific clinical programs," says Lori Swasey, Director of Accreditation Regulation. "It's an important and impressive distinction, and an honor we can all be proud to have earned."

## Hand Hygiene Rate on Target

October's Hand Hygiene rate met our goal of 90 percent. Rates for individual units are being posted throughout the hospital.

## Bag Ali Sale to Benefit Friends of MMC

Bag Ali will be coming to the Dana Center lobby on December 6 - 7 from 9:30 a.m. - 4 p.m. Bags, briefcases, backpacks, small leather goods, scarves, and more will be available for purchase. Payroll deduction will be an option for those interested. Come shop for the holiday and support a great cause.

The Friends of Maine Medical Center is a not-for-profit auxiliary that provides scholarships, educational programs, and projects supporting patients, families, and staff at Maine Medical Center through membership dues and proceeds from special fund raising events.

# Practices at Maine Medical Partners Transition to a Department of MMC

Maine Medical Partners (MMP) practice sites are in the midst of a transition that will ultimately make them a department of Maine Medical Center.

“The transition of Maine Medical Partners practices to become a department of Maine Medical Center is a natural evolution,” says Steve Kasabian, President of Maine Medical Partners and Vice President of Physician Practice Management at MMC. “We are all focused on the very same goal and have been for many years — exceptional patient care, quality, and safety for our patients. Drawing the two organizations together in this way allows Maine Medical Partners and Maine Medical Center to best use our collective resources and strengths to attain those goals.”

Currently, Maine Medical Partners is a subsidiary corporation of MMC. Formed in 1995 as the Maine Medical Center Management Services Organization, the “MSO” was initially established to provide a full range of physician practice management services, such as administrative needs, finance, billing, and information systems support to MMC and MaineHealth physician practices.

The MSO changed its name to PracticePartners in the late ‘90s before merging with the practices owned by MMC in 2004 to form the multi-specialty practice group now called Maine Medical Partners.

MMP is the state’s largest multi-specialty group practice, employing 70 primary care and 105 specialty care physicians. These physicians provide care at 30 sites and are supported by more than 550 clinical and non clinical support staff. Maine Medical Partners provides a wide range of clinical services through its practice network, including all primary care subspecialties and many medical and surgical subspecialties. In addition, a very large pediatric subspecialty practice supports many of the clinical needs found at The Barbara Bush Children’s Hospital at Maine Medical Center.

Plans call for a transition of practices to provider based entity status over the course of fiscal 2011, with each quarter moving additional practices to the new model:

**October 1, 2010:** Pediatrics, Internal Medicine, Family Medicine, Med/Peds, Women’s Health

**January 1, 2011:** Neurosurgery & Spine, Urology

**April 1, 2011:** Endocrinology & Diabetes, Trauma Surgery & Critical Care, Pediatric Surgery, Ortho Trauma & Fracture Care

**July 1, 2011:** Neurology, Pediatric Specialty Care, Otolaryngology, Maine Children’s Cancer Program

“This is a very exciting opportunity for us,” says Kasabian. “The benefits are significant, but the first and foremost of these is improved patient care.”

See page 5 for a story about two new practices at MMP.

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## Workplace of Choice

As a Workplace of Choice, continue attracting, engaging, and retaining MMC staff by supporting MMC’s culture, which is:

- Nimble, responsive, and adaptive to the changing health care reform environment with timely and effective decision making which includes meaningful employee, physician, and voluntary staff input

- Cultivated by empowered and accountable leadership
- Informed, well trained, and engaged staff who provide high quality respectful customer service and safe patient and family centered care
- Focused on leadership development and continuity

## Communications and Marketing

Strengthen MMC’s market position through promotion of

its clinical programs and increase the public’s recognition of its roles as the major provider of services in greater Portland, and the tertiary referral center in Maine, and the value it provides the community.

## Financial Strength

Strengthen the financial viability of Maine Medical Center.

## Questions?

Please speak with your supervisor, director, AVP, or VP.

# Visiting Board of the Children's Hospital Celebrates 100 Years

A group of dedicated volunteers marks its centennial anniversary this year, as the Visiting Board of the Children's Hospital celebrates 100 years of supporting our youngest patients.

The Visiting Board's roots date back to the early days of The Children's Hospital — the predecessor of The Barbara Bush Children's Hospital at Maine Medical Center (BBCH) — which opened in 1908.

The average inpatient stay was 97 days, a length that must have seemed like forever to a child. So in 1910, The Visiting Board of the Children's Hospital was established to provide for the social needs of the children, as well as their education.

The group grew and was soon hosting Christmas parties, providing gifts, arranging for tutors, and even showing a "moving picture."

The Board opened the Flower Box in 1948. Located at the main entrance of the Maine General Building, it was equipped with an ice box, two tables, and a cash register. The Flower Box, which recently moved to the East Tower, is now run by a combination of MMC staff and Visiting Board volunteers.

Today, a century after its founding, the Visiting Board's 41 members continue their dedicated commitment to MMC and The Barbara Bush Children's Hospital, providing support of both time and money. Major efforts include providing the BBCH Inpatient Unit with a \$300,000 playroom and playground (the playground was later moved to Spring Harbor Hospital), as well as a \$300,000 donation toward the East Tower construction.

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## MMP Adds Two Practices

Maine Medical Partners (MMP) has added two practices to its growing family of medical specialists.

Maine Medical Partners-Orthopedic Trauma & Fracture Care, a new practice to the area, opened in October at our Brighton Campus. The practice is headed by Matthew Camuso, MD, and Raymond White, MD, two highly-experienced, Board certified orthopedic traumatologists. Drs. Camuso and White lead a team of 10 that specializes in the management of musculoskeletal trauma. Included in the team are Cheryl DeGrandpre, PA-C, and Andy Lawhead, PA-C.

Services include simple and complex surgical and non-surgical care for both children and adults: splintage and casting, bracing, orthotics, and wound care. Drs. Camuso and White are also responsible for supporting a regional orthopedic trauma program and providing orthopedic education for trainees.

Through the addition of this practice, Maine Medical Center is working to optimize care pathways for patients who have experienced orthopaedic trauma.

Also, Head & Neck Surgical Associates has joined MMP as Maine Medical Partners-Otolaryngology. The practice, located at 1250 Forest Avenue, includes Frederick Roediger, MD, John Roediger, MD, Christopher Murry, DO, and Harry Payton, DO.

These practices enhance the range of MMP's specialty services and further its mission as a premiere physician-directed, multi-specialty group leading the improving health of the community through excellence in clinical care, education, and research in Northern New England. For more information, visit [www.mainemedicalpartners.org](http://www.mainemedicalpartners.org).

# People

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**Angela Gibbs RN, MSN OCN**, has joined MMC's Research Institute as Manager of the Clinical Trials Unit. Gibbs was previously Nursing Director for Gibson Pavilion, IV Therapy, and the PICC service.



*Susan Doliner, FAHP*

**Susan Doliner, FAHP, Associate Vice President of Development**, is the chair-elect of the 2010-2011 board of directors of the Association for Healthcare Philanthropy (AHP), and will become chair in 2011. AHP represents directors of philanthropic programs for

not-for-profit hospitals, clinics, health care systems, and related facilities throughout North America. "Susan Doliner has built a distinguished career in philanthropy over the past quarter-century," said William C. McGinly, PhD, president and chief executive officer of AHP. "She has shaped one of Maine's most comprehensive development programs and brings strengths in strategic planning and passion for professional advancement to our board."



*Kelley Bowden*

**Kelley Bowden, MS, RN, MMC's Perinatal Outreach Educator**, received the March of Dimes volunteer of the year award. Bowden was honored for her ongoing commitment to the March of Dimes and her willingness to bring the organization's

mission to her daily work. She has served on the Board of Directors since 2003. Bowden also received a Champion in the Field of Maternal and Child Health Award from the US Department of Health and Human Services Health Resources and Services Administration. She was selected by the

Maternal Child Health Leadership at the Maine Centers for Disease Control for her "outstanding contributions to the field of Maternal Child Health."



*Sarah Hallen, MD*

**Sarah Hallen, MD**, a Hospitalist and Geriatrician at MMC, was awarded a prestigious Geriatric Academic Career Award from the Health Resources and Services Administration. As a result of this award, Dr. Hallen, a 2009 graduate of Maine Medical Center's Geriatric Fellowship

program, will have dedicated time for professional development and research. In addition, she will be charged with creating an interdisciplinary curriculum for geriatric education. She will continue clinical time within geriatrics and the hospitalist program while fulfilling the obligations of this award.

CICU's **Christine Lord, RN**, was honored with the Arctic Award by Medivance, the makers of the Arctic Sun surface cooling device. Only the second winner across the nation, she was recognized for her contributions to improving the clinical practice of hypothermia within Maine Medical Center and across the country. MMC implemented our Therapeutic Hypothermia protocol for cardiac arrest patients in July 2005, and is recognized as a leader in targeted temperature management.

**Jens Eldrup-Jorgensen, MD**, Chief, Division of Vascular Surgery, and Medical Director of the Vascular Center at MMC and outgoing president of the New England Society for Vascular Surgery, delivered an address entitled "Measuring Quality and the Story of Beta Blockers: To Be or Not To Be" at the organization's annual meeting, held in Rockland.

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## Pen Bay Healthcare Joins MaineHealth

Pen Bay Healthcare has been cleared by the state of Maine and the Federal Trade Commission to become a member organization in the MaineHealth system. This formal membership in Maine's largest integrated health care network provides opportunities to improve the health of people in the Midcoast region and strengthen the ability to provide high-quality, safe patient care to local communities — while striving to increase access to tertiary services and lower health care costs.

Pen Bay has been a strategic affiliate of MaineHealth since 2008.

"This is an exciting time for both our organizations," says Bill Caron, MaineHealth's president. "MaineHealth and Pen Bay Healthcare have worked well together in our strategic affiliation relationship."

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# October Anniversaries

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*Deborah Dambrie,  
Nutrition Services, 40 years*



*Deborah Aylward,  
OR, Bramhall 25 years*

## **40 Years**

Deborah Boroyan,  
President's Office  
Deborah Dambrie,  
Nutrition Services  
Linda Farley, R3

## **35 Years**

Carole Messenger-Rioux, NICU  
Nancy Sturdevant,  
Information Services

## **30 Years**

Marie Bernatche, R6  
Dennis Creedon,  
Nutrition Services  
Cynthia Dongo, R6  
Jacqueline Flaherty, Diagnostic

## **25 Years**

Deborah Aylward,  
OR Bramhall  
Linda Lovett, Central Services  
Nancy Quint, Anesthesia  
& Pain Management

## **20 Years**

Heather Cushman,  
Diagnostic Exam Room  
Mary Dulac, Clinic  
Agnes Hungerford, P3CD  
Louise Kuusela,  
OR Bramhall

Kirsten Libby,  
Radiation Therapy  
Jeffrey Moore,  
Pre-admission Testing  
Roberta Nelson, R6  
Christine Sheetz, Anesthesia  
& Pain Management  
Donna Thorpe, P4C

## **15 Years**

Matthew Coro,  
Information Services  
Holly Dell'Aquila, R5  
Michelle Houston,  
Heart Cath Lab  
Mary McMenamin,  
Clinical Core Lab

## **10 Years**

Jennifer Archer, Radiology  
Cheryl Connolly, Switchboard  
Ginger Cram,  
Employee Relations  
Tracy Denham, REMIS  
Sheila Harlow,  
Cardiothoracic ICU  
Kathleen Hassett, Birth Center  
Robyn Hilton, Psychiatry  
Keri-Ann Johnson,  
Diagnostic Exam Room  
Michelle Johnson, Switchboard  
Roxanne Magee, R5

Janet McDonough,  
Health Information Management  
Julia Mecray, ED Reps  
Josephine Ristich, ASU  
Laurette Russell, R7  
Diane Stewart, P3CD  
Shanda Vincent,  
Health Information Management  
John Wright, Information Services

## **5 Years**

Jennifer Altenburg, P3CD  
Juanito Anastacio,  
Environmental Services  
Brenda Bacall, Social Work  
Edna Ben-Ami, R3  
Joanne Brown, Admin OB/GYN  
Jennifer Bubar, Poison Control  
Jessica Calendine, Nutrition Services  
Jacquelyn Cawley, Patient Services  
Sarah Connolly, Gibson Pavilion  
Mary Carol Jarmusz, NICU  
Katherine Johnson, NICU  
Maureen Jordan, Psychiatry  
Gretchen Larman, R4  
Andrea LaRose, Patient Accounts  
Meghan Legendre, Gibson Pavilion  
Michele Levesque, Benefits  
Tessa Marshall, Heart Cath Lab  
Justin Michaud, SCU  
Karen Motta, ASU Bramhall  
Martha Nangle, Speech Therapy  
Stephen Pellegrini, Nutrition Services  
Clay Perdue,  
Health Information Management  
Gabrielle Petruccelli,  
Occupational Therapy  
Jennifer Rogers, Virology  
Janet Russell-Duggan, R6  
John Sanders, Central Services  
Judith Sinclair, ED Nursing  
March Truedsson, R3  
Galina Viatrova,  
Interpreter/Cross Cultural Services  
Elizabeth Wandursky-Norton, Clinic

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This move to membership opens many more opportunities to collaborate and strengthen health care delivery in Midcoast Maine.”

Roy Hitchings, chief executive officer for Pen Bay Healthcare, agreed. “This successful outcome is the result of two long years of work and objective analysis by many of Pen Bay’s staff and community supporters. While we’ll preserve the Pen Bay identity and much local control, we’ll also be part of a system of health care providers that share one common vision: working together so our communities are the healthiest in America.”

Pen Bay’s membership is expected to commence on January 1.

## Flu Blitz, 2010

If you haven't received your flu shot yet, there's still time. Look for embedded staff throughout the hospital (in red vests), or get your shot in Impressions Café from 6 - 9 a.m. on Fridays, and on P1A from noon - 1 p.m. For more information, visit the Flu Blitz page on MMC's intranet. A flu shot is one of the most effective ways to protect yourself, your family, and our patients, and MMC is encouraging staff and volunteers to be vaccinated. The shot is free of charge.

## Marketplace Online

Looking for Marketplace, MMC's classified ad section? You can find it on the MMC's intranet. Select "Shopping" from the list on the left side of the homepage, then "Marketplace." To place an ad, send it to [marketplace@mmc.org](mailto:marketplace@mmc.org).

  
Maine Medical Center  
MaineHealth

*centered around you*

22 Bramhall Street  
Portland, ME 04102-3175

# Looking Back . . .

## Vaccines Not New at MMC



*Photo courtesy Maine Medical Center Archives*

*The hospital has long promoted vaccines as a safe, effective way to prevent disease. Today, the focus is on influenza, but during the 1950s, smallpox and polio were targeted. MGH participated in a 1954 television campaign to educate the public about the nature and treatment of polio as experienced at our polio clinic.*

*In 1957, there were 500 Salk polio vaccinations given to members of the hospital family over a two-week period. In the photo, David Levy, MD, a MMC House Officer, is shown innoculating the hospital's Director, Donald M. Rosenberg, while employees wait their turn. The vaccine was provided by the State Department of Health.*

*What's Happening* is published monthly at Maine Medical Center for members of the hospital community and for friends of the institution throughout Maine and northern New England.

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