

What's Happening

at Maine Medical Center



May 2010 | VOLUME 43, NUMBER 5

Maine Medical Center Nursing... Caring Through Leadership, Knowledge and Compassion

The following story is adapted from an article submitted to the Portland Press Herald for the paper's May 11 special section on Nursing.

Advances in medical technology and treatment options have dramatically transformed the quality of patient care at the nation's hospitals. Procedures unheard of a generation ago are commonplace today, and the rate of discoveries and improvements continue at an ever-increasing pace.

Yet, despite the rapid treatment advances, the heart of patient care lies in the human contact. At the state's largest hospital, Maine Medical Center, that connection is often provided by the hospital's 2,025 nurses.

"The vision of nursing at Maine Medical Center focuses on the spirit and practice of caring for patients, families, and the community through leadership, knowledge, and compassion," says Marjorie S. Wiggins, RN, MBA, DNP(c), NEA-BC, Vice President of Nursing and Chief Nursing Officer at Maine Medical Center. "It's about creating an environment of care, which supports the needs of both patients and their family members — and ultimately striving to achieve the best patient outcome — through

collaboration and teamwork, both with one another as well as with other health care team members."



Nurses like Stephanie Curran, RN, keep patients and families at the center of care.

"Our staff is very good at making personal connections, letting the patient know that they're in the right place and getting the best care possible," says Joy Moody, RN, Nursing Director of the hospital's Emergency Department. "Despite the busy, chaotic environment, our staff does a terrific job of remembering that the patient and family are at the center of our work."

The effort is noticed. Moody says her staff regularly receives thank you notes and email messages from grateful patients and family.

"What we hear is 'people cared about me and treated me with respect, kindness and helped my family through this,'" says Moody. "It makes it worthwhile, knowing our work is valued and appreciated."

The next generation of nurses continues the hospital's tradition of care. "I love nursing," says Katie LeClair, RN, who recently joined Maine Medical Center's Cardiology team.

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President's Message



“FY 2011 Budget Development Impacted by Economy, Other Factors”

Over the past few weeks, those responsible for preparing departmental budgets have been completing their budget worksheets and are doing

the work necessary to develop the operating budget for fiscal year 2011. By all accounts, this is going to be a very challenging budget year—much more so than previous years—and it's being impacted by many external and internal factors.

On the external side, we expect to be paid less by government payers (which makes up over half our revenue) and the recently passed national health care reform legislation means further cuts from Medicare. The economy continues to limp along, and as folks continue to struggle to find work, the ranks of the uninsured grow. And while the Medical Center will never turn away a patient based on their ability to pay, this growing uninsured activity is driving up our free care and bad debt numbers. This year, we are expecting the amount to grow by 35 percent, or \$20 million, bringing our total free care and bad debt expense to \$78 million.

Internally, our expenses continue to climb — particularly in pension funding and health insurance premiums. And many of you have probably noticed that our inpatient volume numbers are down. In fact, we're expecting about 2,000 fewer inpatient discharges than the FY10 budget. While there is some good news, outpatient volume is exceeding the FY10 budget; the revenue generated by this type of care does not make up for the inpatient discharge revenue loss.

These external and internal factors are pointing to the need for each and every department to find significant expense reductions as the FY11 budget is being prepared. We will need everyone's creative ideas.

As I mentioned in my message to you in March, we have already taken some steps to reduce expenses. We will continue to limit or eliminate overtime. We are not calling in per diem staff when the inpatient volume is low. New hires are often being put on hold to encourage internal transfers, and the nurse staffing office is re-aligning the float pool with pre-planned absences. And, we're posting available positions internally first, before external recruiting, and thoroughly reviewing all vacant positions to determine which must be filled now, and which can wait until the economic picture improves. We're doing a great deal to lower our expenses and maintain our reputation for high quality care, but more needs to be done.

I know that developing the operating budget this year will be stressful, especially given the challenges facing us. And I can't think of a better group of people who can make the tough decisions on the costs of care with an eye toward continuous quality improvement than the team here at Maine Medical Center. And just as we have confronted other seemingly insurmountable obstacles and prevailed, we will do so again — together. This team approach has served us well in the past, and it will carry us forward now.

Because when all is said and done, everyone wants what is best for our patients, their well-being and our community's improved health.

As always, if you have any questions or ideas, please don't hesitate to contact your supervisor, manager, or director.

Thank you for your continued support of Maine Medical Center.

Respectfully,

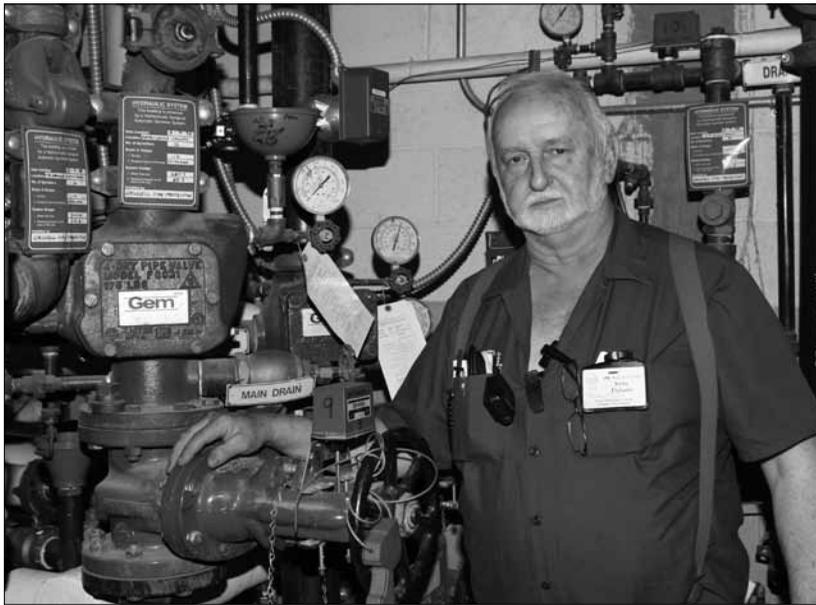
A handwritten signature in black ink, appearing to read 'R. Petersen', with a stylized initial 'P'.

Richard W. Petersen

President and Chief Executive Officer

Getting to know . . .

Steve Flaherty



Position:
HVAC Mechanic

Years at MMC:
8

What does your job entail?

I monitor and adjust heating and cooling for the overall comfort of the facility, employees, patients, etc. I also coordinate sprinkler repairs, and test the fire pumps on a weekly basis.

What people may not know is that:

I've always had animals and wanted to be a veterinarian. I have three dogs and two cats at this time, and have always liked and had a good rapport with animals. I've gone to people's houses where they have unfriendly dogs and they'll come over and wag their tails and be friendly to me.

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

Thomas Jefferson. I'd like to get his perspective on the modern world.

I love working at MMC because:

The interaction with so many different people. And I'm a fix it kind-of-guy. I like to take problems and fix anything of a mechanical nature. Every day is a new challenge. Half of my job is fixing something and the other half is communicating with people to let them know it's being taken care of.

Looking for Marketplace? It's moved to the MMC intranet. Select "Shopping" from the list on the left side of the homepage, then "Marketplace".

Hand Hygiene Rate Just Misses Goal in April

The overall MMC hand hygiene rate for April was 89 percent, or 1 percent below our goal of 90 percent. This means if just 26 of those people observed not cleaning their hands entering or leaving a room had done so, we would have met our target. Look for your team's performance at the hand hygiene board, posted on your unit. Hand hygiene rates are determined by observations of staff entering and leaving a patient room.



Why Are My Patients Gaining Weight So Fast? A Psychiatrist's Concern Leads to Scientific Breakthrough at Research Institute

Child psychiatrist Ann Maloney, MD, noticed something strange when caring for a teenage boy — he was gaining weight so fast that his arm developed stretch marks in just a few weeks. It turned out the boy was on risperidone, a second generation antipsychotic medication. It's well known that some young people gain weight rapidly on this class of medications, but until now there has been no data to explain precisely why this was occurring. Researchers at MMC's Research Institute (MMCRI) now have the beginnings of an explanation.

Increasingly concerned about obesity, Dr. Maloney asked Clifford Rosen, MD, a leading endocrinologist and mentor at MMCRI, to help her better understand why this was happening to her young patients. Dr. Rosen, an expert in the cell signals that regulate bone and fat, consulted Ingrid Dick de Paula, MD, then doing her post-doctoral work at the University of Sao Paulo. She secured funding from the Government of Brazil and came to MMCRI as a visiting scholar to pursue this question.

The team of researchers treated young mice with risperidone, and compared them with similar mice in a control group. They used young mice because clinical observations suggested that risperidone's effects were magnified when administered during puberty — a sensitive period of development.

Altered Systems

The findings were startling: mice on risperidone had significantly thinner and weaker bones, and their livers were heavier and infiltrated with lipids (fats). In fact, the De Paula-Maloney-Rosen team discovered that the normal systems of fat distribution were significantly altered, with fat deposits in other unusual places. In humans, this type of unusual bone or fat deposition is likely to have long term health implications.

The group is now collaborating with colleagues at Harvard as part of a larger planning grant from the National Institutes of Health. They will illustrate their findings at the Endocrine Society Conference in June, including their conclusion that dopamine and serotonin, major targets for psychotropics like risperidone, also have other targets in bone and fat.



Ann Maloney, MD



Clifford Rosen, MD

In other words, while the risperidone is interacting with dopamine and serotonin to regulate mood, it is also interacting with bone and fat, resulting in obesity and related health issues.

Teamwork Brings Results

Dr. Rosen, the Director of the Center for Clinical and Translational Research at MMCRI, points out that this is a great example of translational research, which involves both clinicians and scientists. “You take an observation from the bedside, and use the laboratory to figure out what’s going on,” he says, “and then you bring it back to the clinic to improve your patient’s outcomes. It’s exciting, and incredibly valuable.”

For many children suffering from mental disorders, these drugs are a lifeline, making it possible for them to stay at home, go to school, and enjoy a higher quality of life. The challenge now, says Dr. Maloney, is to figure out how to counteract the observed side effects. Thanks to MMCRI, valuable new information about the potential risks of risperidone is now being explored by scientists. Working across disciplines in Brazil, Boston, and at MMC, this line of study will continue to explore ways to control symptoms and reduce the side effect burden for the vulnerable young people who rely on these drugs.

Maine Medical Center Awarded Blue Distinction Center of Excellence for Spine Surgery, Knee and Hip Replacement

Citing clinical expertise and quality of care, Anthem Blue Cross and Blue Shield in Maine has designated Maine Medical Center as a Blue Distinction Center for Spine Surgery and Knee and Hip Replacement.

Blue Distinction Centers demonstrate an expertise and reliability in quality special care on a consistent basis, resulting in better overall outcomes for patients. This designation is based on rigorous, evidence-based selection criteria established in collaboration with expert physician and medical organization recommendations.

To be designated as a Blue Distinction Center for Spine Surgery and Knee and Hip Replacement, Maine Medical Center was evaluated on specific criteria:

- Established acute care inpatient facility, including intensive care, emergency care, and a full range of patient support services with full accreditation by a CMS-deemed national accreditation organization.

- Experience and training of program surgeons, including case volume.
- Quality management programs, including surgical checklists as well as tracking and evaluation of clinical outcomes and process of care.
- Multi-disciplinary clinical pathways and teams to coordinate and streamline care, including transitions of care.
- Shared decision making and preoperative patient education.

Congratulations to the Neuroscience Institute and the Joint Replacement Center for this achievement.



GO GREEN

Did you know MMC recycles a variety of paper products, including copy paper, note paper, newspapers, magazines, and non-corrugated cardboard? Use the gray bins, located throughout the hospital, to dispose of your paper items, including confidential items which are shredded and recycled.

Partnership With Emergency Medical Services Speeds Treatment for Heart Attack Patients

More than 300 heart attack patients have received life-saving treatment faster over the past year thanks to an initiative between Emergency Medical Services (EMS) in Greater Portland and MMC. Immediate treatment is critical for patients suffering from a type of heart attack known as a STEMI, which involves a blockage in an artery. Taking part in a national initiative to decrease the time between arrival in the emergency department and treatment in the cardiac catheterization lab (cath lab), EMS and MMC have seen dramatic results.

The national goal is for 75 percent of STEMI patients to have their blockage cleared in less than 90 minutes. At MMC, 94 percent of these patients receive treatment within that time.

The success stems from a change in the timeline of treatment. In the past, confirmation that a patient was suffering from a STEMI was not made until after they arrived in the emergency department. Now, EMS personnel are able to diagnose the type of heart attack long before arrival at the hospital. This allows for the cath lab team to prepare much sooner, saving

critical time between diagnosis and treatment.

“It takes rigorous training to become a paramedic. As part of this initiative, more than 200 local paramedics have received additional training because they believe in the importance of this program and the benefit to the community,” says Doug Patey, Chief Paramedic/Assistant Chief, Falmouth Fire-EMS Department.

In addition to receiving education from cardiologists at Maine Medical Center, paramedics also spend four hours observing procedures in the cath lab, learning important details about the treatment their patients will receive. In order for an EMS provider to participate in the program, all of its EMS personnel must complete this in-depth, comprehensive training.

“We are extremely grateful for the commitment that local EMS providers have made to Maine Medical Center’s STEMI initiative because they are an integral part of our team,” says Matthew Sholl, MD, an Emergency Physician at Maine Medical Center and EMS Medical Director for Maine Health. “The difference EMS

has made in the care of patients suffering from this particular kind of heart attack has been phenomenal. Research shows that every 10 minutes saved getting a patient to the cath lab results in a 1 percent decrease in the overall mortality rate.”

Currently, participating EMS providers include:

- Buxton (end of May)
- Cape Elizabeth (end of May)
- Cumberland
- Falmouth
- Freeport
- Gorham
- MEDCU (Portland Fire Department)
- Naples
- North East
- North Yarmouth
- Scarborough
- South Portland
- Standish
- Westbrook
- Windham
- Yarmouth

Maine Medical Center is the designated STEMI-receiving hospital for the Greater Portland area.

Rave Reviews

John York sings “Bring Him Home” from the play *Les Misérables*, at this year’s Best of Broadway performance, held May 8 at Portland’s Merrill Auditorium. The annual event, now in its 19th year, features local talent performing song and dance numbers from *The Great White Way*. Proceeds benefit The Barbara Bush Children’s Hospital at Maine Medical Center.

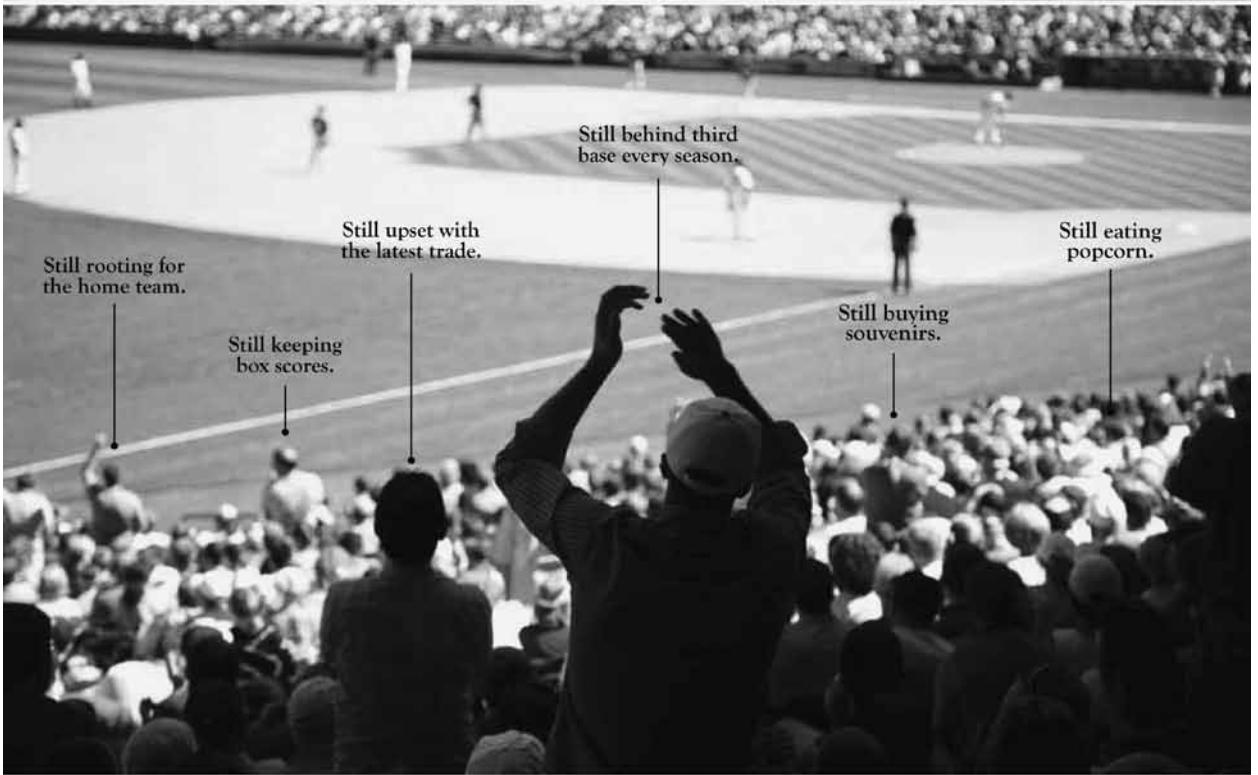
Photo courtesy of Marie Calvert



Campaign Promotes Heart Center

Look for a series of newspaper and television ads featuring The Maine Heart Center at Maine Medical Center. The newspaper ad below features a photo of a crowd at a baseball game, showing how the Center has helped patients continue to enjoy their favorite activities, such as cheering on the home team. You can view the television ad on the MMC internet.

We offer the best cardiac care
in all of New England.
Living proof is all around you.



Better cardiac care means life goes on. Ours starts with a team of cardiologists and surgeons who have seen every kind of heart problem imaginable—who perform more cardiac procedures than any hospital around. Perhaps that's why we're recognized as one of the top 100 cardiac hospitals in the U.S. and why you can see the results of our work every day.



To learn more about The Maine Heart Center at Maine Medical Center, visit www.maineheartcenter.org.



THE MAINE HEART CENTER

At Maine Medical Center

centered around you

www.maineheartcenter.org

A MaineHealth Member

P6 On The Move

MMC's Inpatient Psychiatry Unit (P6) will undergo major renovation during 2010, bringing overdue updates and improvements that will create a more healing and comfortable environment for inpatient psychiatry patients and their families. The planned completion date for this project is February 2011.

The space will close entirely for the 8-9 month work period. Moving P6 patients to another location will avoid causing difficult disruptions and increased noise for the patient population of this unit, and will be more beneficial to their well being and care.

P6 patients and clinicians temporarily relocated to P2CD. Services usually located on P2 have already moved to accomplish this change: ACCU, Noninvasive Cardiac Services, CHF Clinic, and OneCall.

Key points to note:

- During the time Inpatient Psychiatry is on P2CD, the name "P6" will continue to be used. The P6 patient list will remain in use in computer systems.
- Unit phone and fax numbers will remain as currently listed in hospital electronic and printed directories.
- Patients' families and visitors should stop at an information desk to ask for their loved one's location in the hospital.
- P6 visitors and staff will continue to travel to the unit via elevator number 5, next to the Pavilion Grill. When arriving on the 2nd floor, they should ring the bell for admittance.
- There will be limited badge access at the temporary P6 location. Staff will ring the bell if their badge does not unlock the door at the 2nd floor unit.
- The ACCU name will not be used during this time. Please use a patient's room number rather than the unit name to determine which unit is their location. ACCU patients will appear as patients of R2 and R7.

Single Phone Number for Cancer Institute

To streamline the process — and to reduce barriers to efficient and timely patient care and communication — the Maine Medical Center Cancer Institute (MMCCI) has adopted a single phone number for the Institute. This phone number is staffed by Oncology Administration staff who will redirect or refer patients or physicians to the appropriate service. The number is 1-877-831-2129.

East Tower Units Moving to Electronic Health Records

Effective June 1, the Prenatal Center, Labor & Delivery, NICU/CCN, and Mother/Baby units in the East Tower will move to an electronic health record (EHR). This includes all physician and nursing documentation. In compliance with MMC's privacy standards only those with a need to know will be able to access the documentation in SCM.

These patients will still have hard copy paper record for a small number of forms, for example: consents, medication reconciliation, etc.

Questions? Contact Geri Tamborelli at tambog@mmc.org

May Anniversaries



David Cloutier, Electrical Maintenance, 25 Years



Michelle Duval, R5, 25 years

35 Years

Gail Crocker, Turning Point
Linda Orcutt, Radiology

30 Years

Bonita Jensen, Pediatrics
Karen Libby, Nursing
Caryn Radziucz, Clinic - Adult Medical
Anthony Scarpelli, Clinical Engineering
Angela Vereshko, P4C

25 Years

Susan Brown, CICU
David Cloutier, Electrical Maintenance
Cheryl Coyne, Ambulatory Cardiology Unit
Michelle Duval, R5
Leslie Grimes-Fischer, Prenatal Center
Janet Kemberling, NICU
Nancy Knudsen-Plourde, Brighton First Care
Lois Lefebvre, ASU
Susan Reeder, Center for Clinical and Professional Development
Charles Rogers, Painting

20 Years

Mary Frances Adamson, NH Poison Control
Carol Cooper, Development
Patricia Friberg, ASU
Elizabeth Howell, Environmental Services
Julie Lamson, R1
Tracie Lowe, P3CD
Joyce Pelletier, SCU
Jeanne Scott, Radiology

15 Years

Monica Bart, ASU
Patricia Forbes, Operating Room
Daniel Gorman, Environmental Services
Nancy Innes, Facilities Development
Kimberly Newman, Pediatrics
Cynthia Watson, P6
Allan Watts Jr, General Mechanical

10 Years

Norma Albrecht, IRB
Elizabeth Buhelt, P3CD
James Carroll, Nursing
Torie Gendron, Radiology
Donna Grounds, Radiology
Catherine Lyden, SCU
Scott McElman, Nutritional Services
Constance Nichols, Emergency Department
Anna Petersen, Cardiothoracic ICU
Carol Robillard, R1
Kathryn Senore, ASU
Heather Tolman, R7
Tamara Vogel, Nursing
Cynthia Weitz, Clinic - Adult Medical

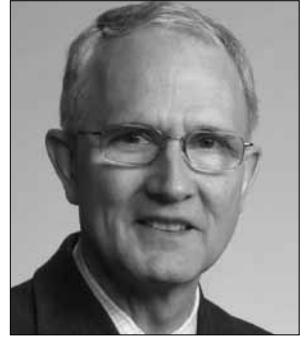
5 Years

Cheryl Ainsworth, Nursing
Amanda Albee, Pulmonary Medicine
Catherine Bernard, Pharmacy
Eric Deane, Pharmacy
Gerald Floreza, Psychiatry
Alicia Fournier, Admitting
Mara Gruppi, Interpreter/Cross Cultural Services
Dan Hale, Pediatrics
Barbara Harmon, Nutritional Services
Joshua Hunt, Cardiothoracic ICU
Tracie Johnson, SCU
Cassandra Jordan, Admitting
Leah Kieley, Ultrasound
Robin Kiffer, Pulmonary Medicine
Catherine Knowles, MMCRI
Magdalena Krakowiak, Emergency Department
Eric Larsen, Maine Children's Cancer Program
Payson MacCormack, Building and Grounds
Colleen Morgan, R3
Linda Patterson, Nutritional Services
Carolyn Ross, Administration
Aleksandra Terzic, MMCRI
Monique Walker, Dialysis Nursing
Janine Welch, Cardiac Surgery

Charles Belisle, MD, Honored as Maine Family Physician of the Year

The Maine Academy of Family Physicians named Charles Belisle, MD, the Family Physician of the Year.

Dr. Belisle, of MMC's Family Medicine practice, received the Maine Academy of Family Physicians' highest award, which honors contributions to community and patients made by family physicians who provide comprehensive care to patients of all ages.



Charles Belisle, MD

The presentation, at the organization's annual meeting, included a letter of commendation from Maine Governor John Baldacci.

A Maine native, Dr. Belisle received his undergraduate degree from the University of Maine, and his medical degree from the University of Vermont.

Dr. Belisle is recognized as an excellent clinician and co-worker. "He is the glue that holds the department and residency program together," says Ann Skelton, MD, Chief of Family Medicine at MMC.

He also serves in the Maine Air National Guard — as a Lieutenant Colonel — assigned to Bangor's 101st Medical Group, as Chief of Clinical Services. Dr. Belisle and his wife Mary, a teacher, have 10 children: four are physicians and six have served in the military.

"Dr. Belisle's service to his community and country, as well as to the specialty of Family Medicine, is truly awe-inspiring," says Elisabeth Fowlie Mock, MD, MPH, President of the Maine Academy of Family Physicians. "Physicians like him make me proud that I choose to be a family physician."

CARING THROUGH LEADERSHIP CONTINUED FROM PAGE 1

"I enjoy the interactions you encounter in nursing, whether it be with a patient, co-workers, doctors, or family members. I like the challenge of nursing, and am always learning something new."

In addition to its focus on the patient and family, the nursing team at Maine Medical Center uses a variety of resources to ensure that care is based on the latest research — including some conducted by staff. Current research projects examine topics ranging from Medication Adherence to Healthy Work Environments.

Exemplary professional practice is a hallmark of the care delivered at Maine Medical

Center. In 2006, Maine Medical Center attained Magnet Status, an honor achieved by less than 5 percent of health care organizations in the United States. The Magnet process examines 14 attributes deemed critical to nursing excellence, including Quality of Nursing Leadership, Quality of Care, Interdisciplinary Relationships, Nurses as Teachers, and Professional Development. The hospital is currently applying for redesignation of its Magnet Status.

"The Magnet designation is an incredible honor as well as a tribute to the quality, dedication, and commitment of our nursing staff," says Rich Petersen, President and Chief Executive



Jessica Stevenson, RN, is one of the many nurses who helped Maine Medical Center earned Magnet status for nursing excellence.

Officer of Maine Medical Center. "We're fortunate to have these talented individuals on our team, and Nursing Week is a fitting way to recognize their contributions to our patients."

People



Josh Frances

Josh Frances has earned as a Certified Hospital Emergency Coordinator (CHEC) accreditation, the only credential program for hospital emergency manager. Offered through the Medical College of Georgia, CHEC incorporates concepts of mitigation, preparedness, response, and recovery in an "all-hazards" approach to ensure that hospitals are prepared to provide continued care during an emergency.



Amanda Walker

Amanda Walker joins Emergency Preparedness as a Project Manager. Previously, Walker was a Program Coordinator with the Maine Responds Emergency Health Volunteer System. She recently passed the Certified Hospital Emergency Coordinator course.



Kaitlyn DiRenzo

Kaitlyn DiRenzo joins MMC as a Rehabilitation Aide in Rehabilitation Medicine. DiRenzo is a graduate of UNE, where she studied Exercise Science.



Scott Sawyer

Scott Sawyer, Manager of Security Services, was honored with the American Heart Association's Lifestyle Change Award. The award recognizes individuals who have made positive changes to improve their quality of life and health. In the past year, Scott has lost 60 pounds, quit smoking, and increased his exercise level. Charlie Papa, Director of Environmental, Security, Linen, Switchboard, and Outside Services, nominated Sawyer, calling him a role model for his department.

Deborah Hoch, ACNP-BC, recently completed her Doctor of Nursing Practice (DNP) degree at the MGH Institute of Health Professions. She works full time as a nurse practitioner in the Maine Transplant Program.

Valerie Fuller, DNP, FNP-BC recently completed the acute care nurse practitioner program at the MGH Institute of Health Professions. She works full time as a nurse practitioner in the Department of Surgery.



Everyone's Favorite

The highlight of last month's Employee Appreciation Week was the Ice Cream Social, as more than 2,000 turned out for the popular treat. In the photo left, Nutrition Services' Chris Hagelin serves a delicious bowl of ice cream. At the right, Jessica Carter and Robin Austin from The Barbara Bush Children's Hospital were among those who stopped by to enjoy a cold treat.

Employee Giving Campaign Underway

MMC kicked-off “It's OUR Place!”, the annual Employee Annual Giving campaign, which helps fund a variety of needs at the medical center, ranging from staff education and oncology services to research and patient care equipment.

Last year, our MMC family once again put “Our Place” and the lives of those we touch at the forefront by responding in record numbers to this important effort, raising \$203,000.

“There are as many reasons to support the Medical Center as there are employees, physicians, grateful patients and alumni,” says R3’s Anne Esposito, co-chair of this year’s campaign. “Whatever inspires you, please join us in supporting ‘Our Place’ and the remarkable work happening around us each day.”

Looking Back . . .

What's Wrong with this Picture?



Photo courtesy Maine Medical Center Archives

This 1965 architect's option shows a proposal to lop off the East Pavilion to add the Centennial Wing (later named the Richards Wing). The proposed section, shown as the large, rectangular block at the center, would have destroyed the architectural symmetry of the original Italian gothic Maine General Hospital building. Fortunately, this and other options were rejected, and the decision was made to raze the Alida Leese Nurses' Home (the small building located at the top of the photo, next to the parking lot) to make room for the much needed addition.


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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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